Economic Restructuring &
Physical Improvement Plan

Big Stone Gap, Virginia

Prepared for the Town of Big Stone Gap by:

ARNETT MULDROW & ASSOCIATES

In association with:

Mattern & Craig
KALBACK PLANNING & DESIGN
HILL STUDIO

March 2009
Table of Contents

1.0 Introduction ........................................................................................................... 2

2.0 Market Analysis ..................................................................................................... 4
   2.1 Market Definition ............................................................................................... 4
   2.2 Trade Area Definitions ...................................................................................... 14
   2.3 Retail Market Analysis ..................................................................................... 19

3.0 Demographics and Market Segmentation ...................................................... 35
   3.1 Demographic Snapshot .................................................................................... 35
   3.2 Market Segmentation ...................................................................................... 39

4.0 Housing ................................................................................................................. 45

5.0 Economic Restructuring & Physical Improvement Plan ............................ 51
   5.1 Diversification: Economic Restructuring ......................................................... 53
   5.2 A Story to Tell: Marketing & Promotion .......................................................... 62
   5.3 Sense of Place: Physical Improvement Plan ..................................................... 78
   5.4 Cooperation: Implementation ......................................................................... 111
1.0 Introduction

Background and Purpose

Big Stone Gap is located in Wise County in the far southwestern corner of Virginia. Nestled in the Appalachian Mountains, Big Stone Gap’s early history includes Native Americans and early Pioneer settlers. Ultimately, the community was the settlement location of the industrialists who developed the nearby coalfields region. Big Stone Gap and Powell Valley never quite became the “Pittsburgh of the South”, but its early history did set it on the path to being the largest and most culturally diverse communities in the Coalfields. While holding much in common with nearby mountain towns, Big Stone Gap is also quite distinct.

Established on the banks of the Powell River, Big Stone Gap is perhaps better known for being on the “Trail of the Lonesome Pine”. Hometown son, John Fox Jr. was the author of this best-selling novel-turned-play, and his life and work are well honored in Big Stone Gap. A strong sense of culture and success has continued to flourish in this rural mountain town, as a number of its native children have become nationally recognized for their writing, acting and athletic achievements. Due in part to this cultural heritage, Big Stone Gap has chiseled out a unique tourism niche. Several cultural destinations have been established in the area, drawing visitors to places such as the Trail of the Lonesome Pine outdoor drama, the Southwest Virginia Museum, and the John Fox Jr. Museum, just to name a few.

Despite its differences, Big Stone Gap has not been immune to the economic challenges that have characterized this region, and its downtown has experienced a certain level of decline and blight. Fortunately, town leaders and community stakeholders have been diligent in pursuing grant projects and completing plans for the community and downtown, including:

- Greenbelt and park system;
- Downtown Master Plan completed in December of 1997;
- Physical improvements completed along Wood Avenue and 5th pursuant to Master Plan;
- Recent community project and improvements to Miner Park including statue, bandstand, walkways, and street furniture;
- Gap Partnership formation;
- Wellness Center initiative.

More recently, the Town of Big Stone Gap and its citizens have been working on the multi-phased process for downtown revitalization. The effort began with a community wide
project to document buildings, evaluate businesses, conduct customer surveys, and hold public meetings to discuss the future of downtown. This process, in cooperation with the Virginia Department of Housing and Community Development (DHCD), culminated in a unified vision statement for downtown. This vision statement provided the foundation for, and guided the current planning phase and the drafting of this master plan document. Each recommendation in this plan is geared towards helping the community realize its vision for revitalization:

“The Town of Big Stone Gap is building a dynamic future from its solid foundation of small town values, cultural richness and natural beauty. With an expanded base in regional business and tourism markets, our downtown will offer a visually appealing atmosphere, with quality restaurants, venues & shopping, engaging & diverse recreational activities, easy pedestrian access and efficient traffic flow. Our Town government and our business community will work together to leverage needed capital investment and communicate consistent marketing messages that will bring new residents, businesses, tourists, and shoppers to our community.”

**Report Format**

This report is designed to present the findings of the planning process in a brief and easy to understand format, including:

- A comprehensive **retail market analysis** that defines the local market base, helps understand current market realities, and presents specific opportunities for business support and recruitment that better meets the needs of the market.
- A **demographic and market segmentation study** that analyzes the makeup of Big Stone Gap’s local trade areas, determining consumer needs and target markets.
- A **housing study** that looks at housing trends and projected demand in Big Stone Gap’s trade areas by tenure, price point, and housing type.
- **Master Plan recommendations** that distills all of the economic and physical improvement background information into a long-range master plan, including:
  - **Economic Restructuring Plan** recommendations that outline the strategic tasks necessary to build a solid economic base for Big Stone Gap including business development, recruitment, and an expanded customer base.
  - **Physical Improvement Plan** recommendations detailing the capital projects such as key initiatives, streetscape, parking, recreation enhancements, and façade improvements necessary for downtown revitalization.

These recommendations are summarized in a “Strategy Board” distilling all of the recommendations of the study on a one-sheet document as short, medium and long-term tasks.
2.0 Market Analysis

This chapter presents the findings of the comprehensive retail market analysis for the Town of Big Stone Gap. The market definition section of this report provides a glimpse into the geography of Big Stone Gap’s existing customer base, and the individual market studies present specific business recruitment and development opportunities. Ultimately, the data shown here will be used to develop specific marketing and economic development strategies that make up the framework of the Economic Restructuring Plan, while also informing some of the recommendations of the Physical Improvement Plan.

Our methodology is designed to provide a snapshot of retail trade patterns in the community. Because it is a snapshot of Big Stone Gap as a whole, this study does not necessarily reflect the exact trade patterns that each individual business might see through the course of the year. It should not substitute for thorough market research for any specific business. For instance, a downtown pharmacy would likely have distinct overall market characteristics different from a restaurant at the Powell Valley Square Shopping Center. The information provided does however offer insight into the overall patterns, retail trade areas, and visitor traffic for Big Stone Gap as a whole. It will become valuable to the various agencies conducting economic development activities in the community including the Town of Big Stone Gap, the Gap Partnership, key tourist destinations, as well as individual merchants and property owners.

2.1 Market Definition

The market analysis will establish the true geography of the retail trade area for Big Stone Gap. This data is critical to the remainder of the market study and lays the groundwork for the subsequent leakage and shares analyses. It is important that the market analysis reflect the consumer habits and shopping patterns of Big Stone Gap’s primary and secondary trade areas, rather than arbitrary study areas such as political boundaries and drive time scenarios.

Our methodology begins with a zip code survey of customers and will determine both a primary and secondary trade area representing the market base relevant to Big Stone Gap and its downtown. It will also establish Big Stone Gap’s place in the regional market, how deep its penetration is into more urban communities such as Kingsport, as well as how it relates to nearby competitive markets such as the Wise/Norton retail center. Finally, it will provide information related to the visitor market in Big Stone Gap, a key market in a community with numerous tourist destinations. By understanding the geographic characteristics of the market more clearly, sound marketing recommendations can be made that strengthens the local market while also cultivating new markets.

An equally important purpose of performing the zip code survey is that it engages local business owners in the process. Stakeholder involvement is critical to the success of any revitalization effort. We have found that their participation not only leads towards a stronger plan and support for its recommendations, but also helps to educate these merchants in the benefits of tracking their customers. By learning a simple method of tracking customers, a
local shop owner can monitor changes over time and help make the critical decisions of how and where to spend their limited marketing resources.

**Survey Participation**

During the week of November 19th through November 27th, 2008, twenty-six Big Stone Gap businesses tallied the resident zip codes of their customers. Participating businesses included a variety of retail, restaurant, service businesses, and tourist destinations. During the one-week period, each business was provided with a form to record zip codes and asked to keep a log of its customers. Each business recorded all customers through the end of the week or 200 customers; whichever came first. Typically, the primary local zip code includes the community’s municipal limits as well as unincorporated areas outside of town. Therefore, in an effort to further define this geography, customers residing in the 24219 zip were asked whether they lived inside or outside of Big Stone Gap’s Town limits.

![Figure 2: Big Stone Gap and 24219 zip code.](image)

A sample of the survey instrument is shown below. The eight most common regional zip codes are listed in columns, with a final column reserved for customers from outside the region.
Zip Code Survey Results

- The zip code survey was held the week of November 19th through November 27th, 2008. This was the week before Thanksgiving and was selected primarily due to the timing of the master plan process. Ultimately, the purpose of the survey is to establish the local trade areas, which will not change regardless of what time of year the survey is taken. More will be discussed about this later.
- The 26 businesses that participated represented a mix of retail, restaurant, service, and tourist uses, including:
  - Real Estate  - Restaurant  - Jewelry
  - Lodging  - Pharmacy  - Sporting
  - Antiques  - Building Supply  - Apparel
  - Grocery  - General Merchandise  - Florist & Gift
  - Auto Parts  - Electronics  - Tourism
  - Books  - Specialty Retail  - Hardware
• Of the 26 businesses participating,
  o 21 were within the “Downtown” core of Big Stone Gap
  o 5 were outside of Downtown
  o 18 were local or service oriented businesses
  o 8 were “destination” businesses (Lonesome Pine, lodging, restaurants, etc.)

This gave us two different sets of data to compare. In Downtown vs. Out of Downtown, and Local oriented businesses vs. Destination businesses.

• 2160 individual customer visits were recorded during the survey week.
• These customers were from 127 unique zip codes.
• 27 separate states including Virginia were represented (AR, NJ, NY, PA, DE, MD, WV, NC, SC, GA, FL, MS, TN, KY, OH, IN, MI, IL, MO, MT, KS, NE, LA, TX, CO, CA)

The two tables below show the results of the zip code survey as compared to peer communities in which we have performed similar analyses. They present a comparison of total unique visitors from different zip codes, and different states. While this comparison is somewhat unscientific due to the fact that the other communities may have had a different number of businesses participate, it still gives a fair comparison of the overall markets. In general, communities that have a broad visitor market are shown to the left on the charts, and those with a stronger local market base are shown to the right.

One thing that is very important to note. In Big Stone Gap, the survey was conducted the week before Thanksgiving, which is typically not a strong visitor week. In both tables below Big Stone Gap is identified by a red bar.

Figure 4: Comparison of unique zip codes recorded during initial zip code survey.
During the survey week, participating businesses in Big Stone Gap had 127 unique zip codes recorded. Compared to peer communities as well as others within the region, Big Stone Gap falls in the upper half, but generally in the mid-range, similar to the communities of Blackstone and Independence, VA. This analysis has been performed in several other regional communities including, Wise (122), Pound (94), Gate City (89), and Jonesville (51). The fact that Big Stone Gap showed evidence of a broad overall market is very positive considering the timing of the survey.

The chart for unique States shows a very similar but slightly different trend. In this case, when Big Stone Gap is compared to the same communities, it lies near the top, suggesting a broader visitor market. During the survey week, participating businesses recorded customers from 27 individual states. Regional communities included Wise (15), Gate City (14), Pound (12) and Jonesville (11).

So, even though the survey was conducted the week before Thanksgiving, Big Stone Gap’s market showed indicators of a broader than normal visitor market, particularly when compared to peer communities within the region. It is very important to note that this is only a snapshot however, and Big Stone Gap is encouraged to conduct this survey during Spring, Summer, and Fall to get a true understanding of the depth of the visitor market.

Ideally, a community’s retail offerings should appeal to locals and visitors alike. Even in communities that have the highest number of visitors, local customers are still the “bread and butter” market, representing the largest percentage of overall customers.
Where Customers Are Coming From:
The next several charts show Big Stone Gap’s customer base in detail broken down by customers’ place of residence. For the most part in the charts that follow, each community name corresponds to that area’s zip code. In some cases, it refers to a collection of zip codes (ex. “Rest of US” or “Wise County”).

- Approximately 57.5% of the customers came from the primary Big Stone Gap zip code – 24219. This zip code includes the municipal limits of Big Stone Gap as well as a larger area including portions of both Wise and Lee Counties.
- 13% came from the 24216 Appalachia zip. This represented by far the next largest portion of Big Stone Gap’s customer base outside of the primary zip code. This zip code is directly to the north of Big Stone Gap.
- Nearby zip codes of Duffield and Dryden were next, each with just over 4% respectively of the total customer base.
- Norton and Wise are Big Stone Gap’s primary retail competition, and represented 4% and 3% respectively of Big Stone Gap’s customer base.
- Just over 1% of all customers came from Tri-Cities zip codes.
- Only 1.9% of customers came from Tennessee and just 0.8% came from nearby Kentucky.
- 3.6% of Big Stone Gap’s customers came from the remaining 24 states recorded in the survey.

![Pie chart showing customer visit percentages]

*Figure 6: Percentage of Customer Visits – ALL BUSINESSES*
**Where Customers Are Coming From, A Closer Look:**

- Of the 57% of the customer base from the primary zip code, 29.1% came from within the town limits of Big Stone Gap while an additional 28.4% were from the 24219 zip code, yet they reside outside of the Town limits.
- 78% of Big Stone Gap’s customers came from Wise County zip codes.
- When we look at the three county region of Wise, Scott, and Lee, approximately 93% of all customers came from these zips, specifically:
  - 78% Wise
  - 9.8% Lee
  - 5.2% Scott

It should be noted that some zip codes lie within two counties. For instance, the Duffield zip (24244) lies in both Scott and Lee counties. It was considered as “Scott” for the purposes of this study, as the Duffield community and a majority of its zip code lie within Scott County.

- Therefore, only 7% of all of Big Stone Gap’s customers were from outside of these three counties.
- In fact, only .06% of the customer base from Virginia was from outside of these three counties.

![Figure 7: Where are they from? A closer look](image-url)
As mentioned previously, businesses participating in the zip code survey were located both in downtown as well as outside of downtown. Similarly, there were local and service oriented businesses as well as destination-based businesses (tourist destinations, antiques, restaurants, etc). Therefore, we can compare the data by both location and business type.

**Customer Base by Business Location:**

The charts below show the variation in the markets of “In Downtown” stores and “Out of Downtown” stores, as mentioned above. It can be seen that the markets do in fact vary.

*Figure 8: Where are they from? Visitors to Outside Downtown businesses vs. Downtown businesses*

“Outside Downtown” (5 of 26) and “Downtown” (21 of 26) stores have a slightly different breakdown of Big Stone Gap & Wise County customers (82% and 76% respectively). However, the primary differences come when looking at the regional market. The “Downtown” businesses have a broader overall market, likely due to the “destination” businesses located in town. Similarly, Downtown stores have a much higher visitor market (10% v. 3%) than that of stores located outside of downtown. Again, considering the variety and types of business uses in downtown Big Stone Gap, this is to be expected. All told, this begins to point to downtown having a broad overall market.

*Figure 9: Local & Visitor market by type of business.*
Figure 8 above presents a final look at the customer breakdown comparing the visitor market of all businesses participating in the survey, to the 8 “destination” businesses included. The charts indicate that 17% of the customers of “destination” businesses could be considered visitors, compared to only 7% when all businesses are evaluated as a whole. It is important to note that this survey took place during the week before Thanksgiving. In spite of this, the “destination” businesses showed a very respectable “visitor” market even though it varied significantly from “all businesses”.

**Local and Visitor Market by Business:**

The data presented above represent Big Stone Gap businesses as a group or groups. However, each individual business would show different trade patterns. For example, an auto parts store will likely show solely a local customer base while a restaurant is likely to have more visitors. The three charts below show the local and visitor market by individual businesses. The average of all businesses is shown in red.

![Figure 10: Percent Town of Big Stone Gap by Business](image)

Participating businesses had an average of 29.1% of their customers from Big Stone Gap town limits. The percent varies from 6.7% to 81.3% depending on the business.

A broader local market would also vary by individual business. We see those differences in a “business by business” comparison of customer visits from those residing in Big Stone Gap Zip 24219.
Participating businesses had an average of 57.5% of their customers from Big Stone Gap zip 24219. The percent varies from 13.3% to 87.5% depending on the business.

Similarly, the “visitor” market will vary by individual business. For the purposes of the chart below, a “visitor” would be any customers coming from outside of Big Stone Gap’s surrounding region. This customer could be a visitor from just outside the immediate region (Tri-Cities), or perhaps a tourist coming from another state.

An average of 6.9% of all Big Stone Gap customers could be considered “visitors”. This ranges by business from 0% to 83.3%. Ten businesses recorded no visitors during the survey week.
2.2 Trade Area Definitions

Until this point, customer visits were presented in their raw form, simply as totals from each geographic region. However, zip codes vary by area and total population and cannot be analyzed by total visits alone. For example, there were 65 total visits from Wise 24293 and 61 visits from the Keokee 24265. This may suggest that Big Stone Gap has a deeper penetration into Wise. However, the total population of Wise is nearly ten times that of the population of the Keokee zip code. Therefore, there is a much deeper penetration into the Keokee zip (relative to its population) than Wise. Market penetration cannot be determined simply by the total number of visits, but by visits in relation to population.

The table below shows customer visits per 1,000 residents for each of the highest representative zip codes.

<table>
<thead>
<tr>
<th>Zip</th>
<th>Area</th>
<th>Population</th>
<th>Visits</th>
<th>Visits/1000 Pop</th>
</tr>
</thead>
<tbody>
<tr>
<td>24219</td>
<td>ALL</td>
<td>11,087</td>
<td>1242</td>
<td>0.112</td>
</tr>
<tr>
<td>24216</td>
<td>Appalachia</td>
<td>3,170</td>
<td>283</td>
<td>0.089</td>
</tr>
<tr>
<td>24265</td>
<td>Keokee</td>
<td>1,441</td>
<td>61</td>
<td>0.042</td>
</tr>
<tr>
<td>24243</td>
<td>Dryden</td>
<td>2,490</td>
<td>102</td>
<td>0.041</td>
</tr>
<tr>
<td>24244</td>
<td>Duffield</td>
<td>5,841</td>
<td>96</td>
<td>0.016</td>
</tr>
<tr>
<td>24273</td>
<td>Norton</td>
<td>5,722</td>
<td>84</td>
<td>0.015</td>
</tr>
<tr>
<td>24245</td>
<td>Dungannon</td>
<td>1,147</td>
<td>9</td>
<td>0.008</td>
</tr>
<tr>
<td>24293</td>
<td>Wise</td>
<td>12,173</td>
<td>65</td>
<td>0.005</td>
</tr>
<tr>
<td>24277</td>
<td>Pennington Gap</td>
<td>5,650</td>
<td>30</td>
<td>0.005</td>
</tr>
<tr>
<td>ALL</td>
<td>Kingsport</td>
<td>84,272</td>
<td>16</td>
<td>0.000</td>
</tr>
<tr>
<td>24219 IN</td>
<td>Big Stone Gap</td>
<td>5,039</td>
<td>628</td>
<td>0.125</td>
</tr>
<tr>
<td>24219 OUT</td>
<td>Big Stone Gap</td>
<td>6,048</td>
<td>614</td>
<td>0.102</td>
</tr>
</tbody>
</table>

*Figure 13: Primary and Secondary Trade Areas. Visits per 1,000 Population.*

Because the number and type of participating businesses vary from community to community, there is no specific number that determines the primary and secondary trade areas. However, when comparing visits per 1000 population in relation to the time frame in which the survey was conducted, breaks in the visits/1000 will begin to emerge. Whenever these breaks become significant, this determines the differences in trade areas.

By this measure, Big Stone Gap’s primary retail trade area is defined as the following two zip code geographies. These zip codes each had over 89 customer visits per thousand residents.

- Big Stone Gap 24219
- Appalachia 24216

Customers from these zip codes represented 70.6% of the total visits during the survey period.
Two additional zip codes had over 40 visits per thousand residents. These geographies represent Big Stone Gap’s **secondary trade area**:

- Keokee 24265
- Dryden 24243

Customers from these zips represented **7.55%** of the total visits during the survey period.

In all, Big Stone Gap’s primary and secondary trade area represents approximately **78.15%** of the market base. The map below illustrates the primary and secondary trade areas for Big Stone Gap. The primary trade area is shown in orange, and the secondary in purple.

![Figure 14: Town of Big Stone Gap Primary (orange) and Secondary (purple) Trade Areas.](image)

Two additional zips (24244 – Duffield, 24273 – Norton) had over 14 visits per thousand and represent a “tertiary trade area”. This geography, identified in teal above, would not be considered part of Big Stone Gap’s local customer base, but represents and area where Big Stone Gap is performing fairly well, and almost rating as part of the secondary trade area. This tertiary trade area represents another **8.33%** of the customer base for Big Stone Gap.
Trade Areas Compared

This same study has been performed in various communities within this same region. For a greater understanding of our findings, it helps to compare the trade areas for Big Stone Gap to the nearby towns of Jonesville, Gate City and Wise.

Jonesville’s trade areas are very tight to the Jonesville market and stop at Pennington Gap. Even though a county seat, the small downtown relates primarily to the central portion of Lee, and doesn’t reach the corners of the county. Jonesville has a relatively small trade area for a county seat. It does not relate to Big Stone Gap.

Gate City, on the other hand, performs more like a typical county seat. It has a strong pull within rural Scott County. Also, its location near the Tennessee border allows it to take advantage of a sales tax structure that makes its low order goods (gas and groceries) more affordable than those items cost in Tennessee. Duffield, part of Big Stone Gap’s tertiary trade area, lies within Gate City’s secondary trade area.

Finally, Wise has very broad trade areas that include Big Stone Gap and extend into Kentucky. This is most attributable to its 4-lane highway and the fact that the Wise/Norton area is the retail center for the region. It should be noted, however, that when this process was conducted in Wise, the zip code survey was extended to the shopping centers on the 4-lane, rather than simply downtown.

Figure 15: Trade Areas for Jonesville downtown (top) Gate City downtown (center) and Wise (bottom)
Market Definition Conclusions:

- Big Stone Gap has a localized market. 57% of all customers come from the primary Big Stone Gap zip code of 24219, 77% come from Wise County, and 93% from the three-county region (Wise, Scott and Lee). This is very typical of peer communities and should not necessarily be seen as negative. In fact, even the most “visitor” oriented communities have the majority of their customer base coming from within the immediate region.

  On the other hand, with 7 out of 10 customers coming from Big Stone Gap and Appalachia zips, the customer base within the immediate expanded region should be improved.

- Big Stone Gap’s local trade areas reach out to a relative small region. As indicated on the map in figure 13, the trade areas cover four zip codes in portions of two counties. The primary trade area includes Big Stone Gap and Appalachia, and the secondary trade area extends to the southwest into Lee County.

- The Wise/Norton market seems to cut into Big Stone Gap’s trade areas to the north, as does Duffield to the east. However, Big Stone Gap is doing fairly well in Norton and Duffield. Zip codes 24273 and 24244 represent over 8% of Big Stone Gap’s overall market, and both rate in the tertiary trade area. This is very positive considering that these two geographies represent Big Stone Gap’s primary regional competition, and the community is already performing well in these locations.

- Only 7% of all customers could be considered “visitors”. This is a typical figure relative to other communities in which this study has been performed. Generally speaking, rural communities like Big Stone Gap will have “visitor” numbers anywhere between 5% and 12%.

  In Big Stone Gap’s case, considering the concentration of visitor destinations and tourist attractions, it is assumed that the community has a higher than normal visitor market. With the timing of this master planning process, the zip code survey had to be conducted in November, which is generally not a good indicator of the “visitor” market. Even more so, the survey was conducted the week before Thanksgiving. It should be noted here that the primary and most important reason for the zip code survey is to determine the local trade areas for the community and its downtown. This information lays the groundwork of the detailed retail market analysis to follow. These local trade areas do not change regardless of what time of year the survey is conducted. However, the visitor market does, and this analysis recognizes that additional research is needed to get a broader understanding of the depth of Big Stone Gap’s visitor market.

  All that being said, even with the survey being conducted the week before Thanksgiving, there were several important and positive indicators suggesting that Big Stone Gap has a broader than normal visitor market, including:

  - The unique zip codes and states were very broad compared to other regional communities, and other communities with VA, NC, and SC.
○ Big Stone Gap is doing well in competitive markets of Norton and Duffield. These zips are nearly part of the Big Stone Gap trade area.

○ Even though the week before Thanksgiving, the “destination” businesses had a healthy visitor market with approximately 17% of their customers being considered “visitors”. Destination businesses would include restaurants, antiques, book stores, specialty retail, tourist destinations, etc.

• As expected, the customer base varies by business located in downtown, versus those located outside of downtown, with downtown businesses having a broader overall market. While the data does suggest an overall localized market, this also points to downtown being somewhat of a regional destination.

• Whenever a unique zip code (one from far outside the region) shows up in more than one shop, that visitor is said to be a browser. Ideally, a pedestrian friendly downtown environment would be one that is conducive to visitor browsing. There was evidence of visitor browsing in Big Stone Gap. This is very positive, particularly considering that there was such a small visitor sample.

• There is no significant IN/OUT split in Big Stone Gap visits, meaning that residents living in the Town of Big Stone Gap are no more loyal to Big Stone Gap than those living in the 24219 zip code, but outside of town. This is very unusual and a positive indicator for Big Stone Gap. Typically, the residents living outside of a community (but still within the zip code) are far enough away that they may associate more with a nearby competitive market, say Norton or Duffield. This is not the case in Big Stone Gap as its businesses seem to be reaching all of the customers within the 24219 zip code equally.
2.3 Retail Market Analysis

Big Stone Gap and its retail offerings serve the market defined in the previous section. The primary and secondary trade areas in particular will be the basis for the analysis below. In this section, Big Stone Gap’s retail market will be examined to identify potential opportunities for retail growth through three key studies:

1. A retail leakage analysis that will look at the primary and secondary trade areas to see how much money is “leaking” from the area to stores in other areas.

2. From this, a space demand analysis will be developed to illustrate how much retail space could potentially be brought back into Big Stone Gap based on the demand in the market.

3. A retail shares analysis that examines performance of retail stores in Big Stone Gap’s trade areas as a benchmark of the greater region. This study will seek to determine if there are any retail-clustering opportunities for the community.

Retail Leakage Analysis

“Retail Leakage” refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking”. If a community is a major retail center with a variety of stores it will be “attracting” rather than “leaking” retail sales. Even large communities may see leakage in certain retail categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart or apparel purchases through mail-order). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, home improvement warehouses may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

The data presented below comes Claritas, Inc., a national retail marketing service used by Town planners, retail & restaurant site planners, and national chains for their market research. Claritas gets its data from a number of sources. Sales expenditures primarily come from the Census for Retail Trade gathered on a county level by the US Census Bureau. Claritas updates the data each year using local trade associations, local sales tax data, wage & employment data, & then allocate it block group levels. Overall the sales data comes from the following sources: Census of Retail Trade; Annual Survey of Retail Trade; Claritas Business Facts; Census of Employment and Wages; Sales Tax Reports; Trade Associations.
Retail Leakage in the Primary and Secondary Trade Areas

For the previous year;

- Stores in the Primary Trade Area for Big Stone Gap sold just over $151 million dollars, while consumers who live in the PTA spent $217 million dollars. Therefore, the PTA LEAKED nearly $66 million dollars in all retail categories combined in 2007.

- Stores in the Secondary Trade Area sold approximately $2 million dollars last year while consumers living in the STA spent $59 million dollars. The STA then, LEAKED nearly $57 million dollars.

The combined $123 million that is leaking both the primary and secondary trade areas is a fair amount of leakage, but not uncommon at all. This means that the current retail offerings in Big Stone Gap and its trade areas are not meeting the needs of the residents living in those areas, particularly considering there is very little retail offered in the secondary trade area. Either the particular goods and services do not exist in the trade area, or they are not of a type or quality that the consumer needs, and therefore they must go elsewhere. This translates to significant demand for new goods and services in Big Stone Gap.

While it is impossible to determine exactly where these dollars are leaking, it is likely that much of it is going to Wise/Norton, and the Tri-Cities. This is a very important observation for Big Stone Gap for a couple of reasons. First, Wise/Norton is a regional competitor and partially falls within Big Stone Gap’s tertiary trade area. Even more importantly however is that the Wise/Norton area truly is a retail magnet with its regional offerings including Super Wal-Mart, Lowe’s, Norton Commons Shopping Center, etc.

In fact, if we look at the tertiary trade area, we see that it actually gained $275 million dollars in the previous year in all retail categories. So, we can safely say that it is likely that many of the categories leaking from the primary and secondary trade areas, are going into the regional retail center located in the tertiary trade area.

Taking it one step further, when looking at the primary, secondary, and tertiary trade areas together, the combined areas gained $152 million in the previous year.

Of course, leakage numbers vary by individual category, and there are certain categories that show opportunity for local capture in Big Stone Gap even though they are gaining regionally. Still, others are leaking from all three trade area’s geographies.

The table beginning on the following page details the consumer expenditures, retail sales, and inflow/outflow of dollars by individual retail category and begins to outline the opportunity for retail growth in Big Stone Gap.
### Retail Leakage Report for All Retail Categories

#### Opportunity Gap - Retail Stores

<table>
<thead>
<tr>
<th></th>
<th>(Consumer Expenditures)</th>
<th>(Retail Sales)</th>
<th>Leakage (Inflow)</th>
<th>(Consumer Expenditures)</th>
<th>(Retail Sales)</th>
<th>Leakage (Inflow)</th>
<th>PTA, STA, TTA Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Sales Incl Eating and Drinking Places</td>
<td>216,750,353</td>
<td>151,157,629</td>
<td>65,592,724</td>
<td>59,324,627</td>
<td>1,967,356</td>
<td>57,357,271</td>
<td>(152,311,480)</td>
</tr>
<tr>
<td>Motor Vehicle and Parts Dealers-441</td>
<td>41,114,092</td>
<td>34,692,406</td>
<td>6,421,686</td>
<td>11,459,017</td>
<td>499,443</td>
<td>10,959,574</td>
<td>20,354,447</td>
</tr>
<tr>
<td>Automotive Dealers-4411</td>
<td>35,619,104</td>
<td>32,436,405</td>
<td>3,182,699</td>
<td>9,970,998</td>
<td>465,443</td>
<td>9,505,555</td>
<td>16,772,579</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers-4412</td>
<td>2,194,448</td>
<td>0</td>
<td>2,194,448</td>
<td>589,846</td>
<td>0</td>
<td>589,846</td>
<td>3,594,931</td>
</tr>
<tr>
<td>Automotive Parts/Accrs, Tire Stores-4413</td>
<td>3,300,540</td>
<td>2,256,001</td>
<td>1,044,539</td>
<td>898,173</td>
<td>0</td>
<td>864,173</td>
<td>(1,063)</td>
</tr>
<tr>
<td>Furniture and Home Furnishings Stores-442</td>
<td>4,800,285</td>
<td>196,737</td>
<td>4,603,548</td>
<td>1,258,955</td>
<td>11,420</td>
<td>1,247,535</td>
<td>3,976,820</td>
</tr>
<tr>
<td>Furniture Stores-4421</td>
<td>2,656,395</td>
<td>0</td>
<td>2,656,395</td>
<td>699,824</td>
<td>11,420</td>
<td>688,404</td>
<td>253,852</td>
</tr>
<tr>
<td>Home Furnishing Stores-4422</td>
<td>2,143,890</td>
<td>196,737</td>
<td>1,947,153</td>
<td>559,131</td>
<td>0</td>
<td>559,131</td>
<td>3,722,968</td>
</tr>
<tr>
<td>Electronics and Appliance Stores-443</td>
<td>4,269,433</td>
<td>1,348,791</td>
<td>2,920,642</td>
<td>1,117,008</td>
<td>0</td>
<td>1,117,008</td>
<td>(30,237,326)</td>
</tr>
<tr>
<td>Appliances, TVs, Electronics Stores-44311</td>
<td>3,311,987</td>
<td>1,178,654</td>
<td>2,133,333</td>
<td>873,558</td>
<td>0</td>
<td>873,558</td>
<td>(16,901,428)</td>
</tr>
<tr>
<td>Household Appliances Stores-443111</td>
<td>795,323</td>
<td>204,334</td>
<td>590,989</td>
<td>213,870</td>
<td>0</td>
<td>213,870</td>
<td>(9,659,518)</td>
</tr>
<tr>
<td>Radio, Television, Electronics Stores-443112</td>
<td>2,516,664</td>
<td>974,320</td>
<td>1,542,344</td>
<td>659,688</td>
<td>0</td>
<td>659,688</td>
<td>(7,241,910)</td>
</tr>
<tr>
<td>Computer and Software Stores-44312</td>
<td>801,347</td>
<td>104,572</td>
<td>696,775</td>
<td>203,348</td>
<td>0</td>
<td>203,348</td>
<td>(5,727,127)</td>
</tr>
<tr>
<td>Camera and Photographic Equipment Stores-44313</td>
<td>156,099</td>
<td>65,565</td>
<td>90,534</td>
<td>40,102</td>
<td>0</td>
<td>40,102</td>
<td>(7,608,771)</td>
</tr>
<tr>
<td>Building Material, Garden Equip Stores-444</td>
<td>23,214,447</td>
<td>4,434,885</td>
<td>18,806,562</td>
<td>6,375,903</td>
<td>6,828</td>
<td>6,369,075</td>
<td>15,245,446</td>
</tr>
<tr>
<td>Building Material and Supply Dealers-4441</td>
<td>21,456,834</td>
<td>2,364,930</td>
<td>19,091,904</td>
<td>5,894,629</td>
<td>0</td>
<td>5,894,629</td>
<td>15,302,390</td>
</tr>
<tr>
<td>Home Centers-44411</td>
<td>8,341,187</td>
<td>0</td>
<td>8,341,187</td>
<td>2,264,389</td>
<td>0</td>
<td>2,264,389</td>
<td>23,300,688</td>
</tr>
<tr>
<td>Paint and Wallpaper Stores-44412</td>
<td>463,396</td>
<td>45,465</td>
<td>417,931</td>
<td>120,539</td>
<td>0</td>
<td>120,539</td>
<td>(6,806,378)</td>
</tr>
<tr>
<td>Hardware Stores-44413</td>
<td>1,659,661</td>
<td>0</td>
<td>1,659,661</td>
<td>448,373</td>
<td>0</td>
<td>448,373</td>
<td>2,838,528</td>
</tr>
<tr>
<td>Other Building Materials Dealers-44419</td>
<td>10,992,590</td>
<td>2,319,465</td>
<td>8,673,125</td>
<td>3,061,328</td>
<td>0</td>
<td>3,061,328</td>
<td>16,939,552</td>
</tr>
<tr>
<td>Building Materials, Lumberyards-444191</td>
<td>3,592,425</td>
<td>790,965</td>
<td>2,801,460</td>
<td>985,395</td>
<td>0</td>
<td>985,395</td>
<td>5,441,437</td>
</tr>
<tr>
<td>Lawn, Garden Equipment, Supplies Stores-4442</td>
<td>1,784,613</td>
<td>2,069,955</td>
<td>(285,342)</td>
<td>481,274</td>
<td>6,828</td>
<td>474,446</td>
<td>(56,944)</td>
</tr>
<tr>
<td>Outdoor Power Equipment Stores-44421</td>
<td>295,500</td>
<td>1,456,499</td>
<td>(1,160,999)</td>
<td>79,150</td>
<td>6,828</td>
<td>72,322</td>
<td>(2,363,308)</td>
</tr>
<tr>
<td>Nursery and Garden Centers-44422</td>
<td>1,489,113</td>
<td>613,456</td>
<td>875,657</td>
<td>402,124</td>
<td>0</td>
<td>402,124</td>
<td>2,306,364</td>
</tr>
<tr>
<td>Food and Beverage Stores-445</td>
<td>28,371,079</td>
<td>24,425,135</td>
<td>3,945,944</td>
<td>7,785,153</td>
<td>747,186</td>
<td>7,037,967</td>
<td>122,153</td>
</tr>
<tr>
<td>Grocery Stores-4451</td>
<td>25,897,176</td>
<td>21,635,708</td>
<td>4,261,468</td>
<td>7,124,634</td>
<td>744,072</td>
<td>6,380,562</td>
<td>(1,821,066)</td>
</tr>
<tr>
<td>Supermarkets, Grocery (Ex Conv) Stores-44511</td>
<td>24,562,893</td>
<td>20,322,172</td>
<td>4,240,721</td>
<td>6,755,112</td>
<td>744,072</td>
<td>6,011,040</td>
<td>(475,676)</td>
</tr>
<tr>
<td>Convenience Stores-44512</td>
<td>1,334,283</td>
<td>1,313,536</td>
<td>20,747</td>
<td>369,522</td>
<td>0</td>
<td>369,522</td>
<td>(1,345,390)</td>
</tr>
<tr>
<td>Specialty Food Stores-4452</td>
<td>803,786</td>
<td>204,429</td>
<td>599,357</td>
<td>221,247</td>
<td>3,114</td>
<td>218,133</td>
<td>1,113,117</td>
</tr>
<tr>
<td>Beer, Wine and Liquor Stores-4453</td>
<td>1,670,117</td>
<td>2,584,998</td>
<td>(914,884)</td>
<td>439,272</td>
<td>0</td>
<td>439,272</td>
<td>830,102</td>
</tr>
<tr>
<td>Opportunity Gap - Retail Stores</td>
<td>(Consumer Expenditures)</td>
<td>(Retail Sales)</td>
<td>Leakage (Inflow)</td>
<td>(Consumer Expenditures)</td>
<td>(Retail Sales)</td>
<td>Leakage (Inflow)</td>
<td>PTA, STA, TTA Combined</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>------------------------</td>
<td>----------------</td>
<td>------------------</td>
<td>------------------------</td>
<td>----------------</td>
<td>------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td><strong>Health and Personal Care Stores-446</strong></td>
<td>12,638,447</td>
<td>24,799,077</td>
<td>(12,160,630)</td>
<td>3,376,461</td>
<td>131,041</td>
<td>3,245,420</td>
<td>(3,748,295)</td>
</tr>
<tr>
<td>Pharmacies and Drug Stores-44611</td>
<td>11,100,947</td>
<td>24,184,478</td>
<td>(13,083,531)</td>
<td>2,967,316</td>
<td>115,677</td>
<td>2,851,639</td>
<td>(6,202,633)</td>
</tr>
<tr>
<td>Cosmetics, Beauty Supplies, Perfume Stores</td>
<td>444,399</td>
<td>0</td>
<td>444,399</td>
<td>118,312</td>
<td>3,806</td>
<td>114,506</td>
<td>930,136</td>
</tr>
<tr>
<td>Optical Goods Stores-44613</td>
<td>298,620</td>
<td>350,857</td>
<td>(52,237)</td>
<td>78,455</td>
<td>0</td>
<td>78,455</td>
<td>185,776</td>
</tr>
<tr>
<td>Other Health and Personal Care Stores-44619</td>
<td>794,481</td>
<td>263,742</td>
<td>530,739</td>
<td>212,378</td>
<td>11,558</td>
<td>200,820</td>
<td>1,338,426</td>
</tr>
<tr>
<td><strong>Gasoline Stations-447</strong></td>
<td>27,442,772</td>
<td>31,002,847</td>
<td>(3,560,075)</td>
<td>7,894,774</td>
<td>194,137</td>
<td>7,700,637</td>
<td>(11,110,701)</td>
</tr>
<tr>
<td>Other Gasoline Stations-44719</td>
<td>6,746,375</td>
<td>0</td>
<td>6,746,375</td>
<td>1,952,458</td>
<td>23,434</td>
<td>1,928,915</td>
<td>13,594,101</td>
</tr>
<tr>
<td><strong>Clothing and Clothing Accessories Stores-448</strong></td>
<td>7,893,663</td>
<td>4,439,459</td>
<td>3,454,204</td>
<td>2,116,265</td>
<td>1,503</td>
<td>2,114,762</td>
<td>(1,275,291)</td>
</tr>
<tr>
<td>Clothing Stores-4481</td>
<td>5,789,006</td>
<td>3,607,776</td>
<td>2,181,230</td>
<td>1,572,602</td>
<td>100</td>
<td>1,572,502</td>
<td>3,854,058</td>
</tr>
<tr>
<td>Men's Clothing Stores-44811</td>
<td>420,051</td>
<td>0</td>
<td>420,051</td>
<td>112,029</td>
<td>0</td>
<td>112,029</td>
<td>866,092</td>
</tr>
<tr>
<td>Women's Clothing Stores-44812</td>
<td>1,322,974</td>
<td>3,607,776</td>
<td>(2,284,802)</td>
<td>368,769</td>
<td>0</td>
<td>368,769</td>
<td>(2,218,697)</td>
</tr>
<tr>
<td>Childrens, Infants Clothing Stores-44813</td>
<td>367,829</td>
<td>0</td>
<td>367,829</td>
<td>96,637</td>
<td>0</td>
<td>96,637</td>
<td>368,704</td>
</tr>
<tr>
<td>Family Clothing Stores-44814</td>
<td>3,201,977</td>
<td>0</td>
<td>3,201,977</td>
<td>865,980</td>
<td>0</td>
<td>865,980</td>
<td>4,102,004</td>
</tr>
<tr>
<td>Clothing Accessories Stores-44815</td>
<td>116,865</td>
<td>0</td>
<td>116,865</td>
<td>30,349</td>
<td>0</td>
<td>30,349</td>
<td>203,458</td>
</tr>
<tr>
<td>Other Clothing Stores-44819</td>
<td>359,310</td>
<td>0</td>
<td>359,310</td>
<td>98,838</td>
<td>100</td>
<td>98,738</td>
<td>532,497</td>
</tr>
<tr>
<td>Shoe Stores-4482</td>
<td>1,139,441</td>
<td>380,924</td>
<td>758,517</td>
<td>313,172</td>
<td>0</td>
<td>313,172</td>
<td>1,795,518</td>
</tr>
<tr>
<td>Jewelry, Luggage, Leather Goods Stores-4483</td>
<td>965,216</td>
<td>450,759</td>
<td>514,457</td>
<td>230,491</td>
<td>1,403</td>
<td>229,088</td>
<td>(6,924,867)</td>
</tr>
<tr>
<td>Jewelry Stores-44831</td>
<td>881,820</td>
<td>450,759</td>
<td>431,061</td>
<td>209,844</td>
<td>1,403</td>
<td>208,441</td>
<td>(7,096,709)</td>
</tr>
<tr>
<td>Luggage and Leather Goods Stores-44832</td>
<td>83,396</td>
<td>0</td>
<td>83,396</td>
<td>20,647</td>
<td>0</td>
<td>20,647</td>
<td>171,842</td>
</tr>
<tr>
<td><strong>Sporting Goods, Hobby, Book, Music Stores-451</strong></td>
<td>2,948,180</td>
<td>95,773</td>
<td>2,852,407</td>
<td>759,962</td>
<td>0</td>
<td>759,962</td>
<td>530,175</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Musical Inst Stores-4511</td>
<td>2,031,577</td>
<td>95,773</td>
<td>1,935,804</td>
<td>528,975</td>
<td>0</td>
<td>528,975</td>
<td>(1,347,303)</td>
</tr>
<tr>
<td>Sporting Goods Stores-45111</td>
<td>956,351</td>
<td>95,773</td>
<td>860,578</td>
<td>247,960</td>
<td>0</td>
<td>247,960</td>
<td>(983,713)</td>
</tr>
<tr>
<td>Hobby, Toys and Games Stores-45112</td>
<td>684,673</td>
<td>0</td>
<td>684,673</td>
<td>178,402</td>
<td>0</td>
<td>178,402</td>
<td>1,372,041</td>
</tr>
<tr>
<td>Sew/Needlework/Piece Goods Stores-45113</td>
<td>197,531</td>
<td>0</td>
<td>197,531</td>
<td>52,328</td>
<td>0</td>
<td>52,328</td>
<td>423,728</td>
</tr>
<tr>
<td>Musical Instrument and Supplies Stores-45114</td>
<td>193,022</td>
<td>0</td>
<td>193,022</td>
<td>50,285</td>
<td>0</td>
<td>50,285</td>
<td>(2,159,359)</td>
</tr>
<tr>
<td>Book, Periodical and Music Stores-4512</td>
<td>916,603</td>
<td>0</td>
<td>916,603</td>
<td>230,987</td>
<td>0</td>
<td>230,987</td>
<td>1,877,478</td>
</tr>
<tr>
<td>Book Stores and News Dealers-45121</td>
<td>648,683</td>
<td>0</td>
<td>648,683</td>
<td>160,649</td>
<td>0</td>
<td>160,649</td>
<td>1,315,062</td>
</tr>
<tr>
<td>Book Stores-451211</td>
<td>607,567</td>
<td>0</td>
<td>607,567</td>
<td>150,182</td>
<td>0</td>
<td>150,182</td>
<td>1,229,594</td>
</tr>
<tr>
<td>News Dealers and Newstands-451212</td>
<td>41,116</td>
<td>0</td>
<td>41,116</td>
<td>10,467</td>
<td>0</td>
<td>10,467</td>
<td>85,468</td>
</tr>
<tr>
<td>Prerecorded Tapes, CDs, Record Stores-45122</td>
<td>267,920</td>
<td>0</td>
<td>267,920</td>
<td>70,338</td>
<td>0</td>
<td>70,338</td>
<td>562,416</td>
</tr>
</tbody>
</table>
### Opportunity Gap - Retail Stores

<table>
<thead>
<tr>
<th>Category</th>
<th>PTA (Consumer Expenditures)</th>
<th>PTA (Retail Sales)</th>
<th>Leakage (Inflow)</th>
<th>STA (Consumer Expenditures)</th>
<th>STA (Retail Sales)</th>
<th>Leakage (Inflow)</th>
<th>PTA, STA, TTA Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Merchandise Stores-452</strong></td>
<td>24,798,736</td>
<td>13,967,647</td>
<td>10,831,089</td>
<td>6,705,596</td>
<td>2,250</td>
<td>6,703,346</td>
<td>(73,749,811)</td>
</tr>
<tr>
<td>Department Stores Excl Leased Depts-4521</td>
<td>11,065,827</td>
<td>2,633,739</td>
<td>8,432,088</td>
<td>2,965,382</td>
<td>0</td>
<td>2,965,382</td>
<td>(89,333,516)</td>
</tr>
<tr>
<td>Other General Merchandise Stores-4529</td>
<td>13,732,909</td>
<td>11,333,908</td>
<td>2,399,001</td>
<td>3,740,214</td>
<td>2,250</td>
<td>3,737,964</td>
<td>15,583,705</td>
</tr>
<tr>
<td>Warehouse Clubs and Super Stores-45291</td>
<td>11,952,316</td>
<td>10,788,533</td>
<td>1,163,783</td>
<td>3,265,240</td>
<td>0</td>
<td>3,265,240</td>
<td>15,561,604</td>
</tr>
<tr>
<td>All Other General Merchandise Stores-45299</td>
<td>1,780,593</td>
<td>545,375</td>
<td>1,235,218</td>
<td>474,974</td>
<td>2,250</td>
<td>472,724</td>
<td>2,022,101</td>
</tr>
<tr>
<td><strong>Miscellaneous Store Retailers-453</strong></td>
<td>5,394,561</td>
<td>1,574,519</td>
<td>3,820,042</td>
<td>1,473,627</td>
<td>13,162</td>
<td>1,460,465</td>
<td>507,568</td>
</tr>
<tr>
<td>Florists-4531</td>
<td>369,662</td>
<td>373,241</td>
<td>(3,570)</td>
<td>96,176</td>
<td>0</td>
<td>96,176</td>
<td>(946,752)</td>
</tr>
<tr>
<td>Office Supplies, Stationery, Gift Stores-4532</td>
<td>2,059,545</td>
<td>418,752</td>
<td>1,640,793</td>
<td>543,624</td>
<td>0</td>
<td>543,624</td>
<td>1,377,424</td>
</tr>
<tr>
<td>Office Supplies and Stationery Stores-45321</td>
<td>1,177,283</td>
<td>1,177,283</td>
<td>310,698</td>
<td>310,698</td>
<td>0</td>
<td>310,698</td>
<td>298,193</td>
</tr>
<tr>
<td>Gift, Novelty and Souvenir Stores-45322</td>
<td>882,262</td>
<td>418,752</td>
<td>463,510</td>
<td>232,926</td>
<td>0</td>
<td>232,926</td>
<td>1,079,231</td>
</tr>
<tr>
<td>Used Merchandise Stores-4533</td>
<td>400,903</td>
<td>399,704</td>
<td>1,199</td>
<td>105,970</td>
<td>8,669</td>
<td>97,301</td>
<td>153,898</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers-4539</td>
<td>2,564,451</td>
<td>382,822</td>
<td>2,181,629</td>
<td>727,857</td>
<td>4,493</td>
<td>723,364</td>
<td>(77,002)</td>
</tr>
<tr>
<td><strong>Non-Store Retailers-454</strong></td>
<td>12,428,443</td>
<td>2,919,599</td>
<td>9,508,844</td>
<td>3,319,725</td>
<td>8,357</td>
<td>3,311,368</td>
<td>(82,948,609)</td>
</tr>
<tr>
<td>Electronic Shopping, Mail-Order Houses-4541</td>
<td>8,385,868</td>
<td>0</td>
<td>8,385,868</td>
<td>2,200,235</td>
<td>0</td>
<td>2,200,235</td>
<td>(80,170,858)</td>
</tr>
<tr>
<td>Vending Machine Operators-4542</td>
<td>583,182</td>
<td>0</td>
<td>583,182</td>
<td>160,047</td>
<td>0</td>
<td>160,047</td>
<td>1,215,073</td>
</tr>
<tr>
<td>Direct Selling Establishments-4543</td>
<td>3,459,393</td>
<td>2,919,599</td>
<td>539,794</td>
<td>959,443</td>
<td>8,357</td>
<td>951,086</td>
<td>(3,992,824)</td>
</tr>
<tr>
<td><strong>Foodservice and Drinking Places-722</strong></td>
<td>21,409,215</td>
<td>7,260,754</td>
<td>14,148,461</td>
<td>5,682,181</td>
<td>352,029</td>
<td>5,330,152</td>
<td>10,021,944</td>
</tr>
<tr>
<td>Full-Service Restaurants-7221</td>
<td>9,825,878</td>
<td>2,321,597</td>
<td>7,504,281</td>
<td>2,603,732</td>
<td>169,987</td>
<td>2,433,745</td>
<td>8,825,098</td>
</tr>
<tr>
<td>Limited-Service Eating Places-7222</td>
<td>8,111,387</td>
<td>4,917,127</td>
<td>3,894,260</td>
<td>2,348,125</td>
<td>182,042</td>
<td>2,166,083</td>
<td>(4,383,642)</td>
</tr>
<tr>
<td>Special Foodservices-7223</td>
<td>1,799,640</td>
<td>22,030</td>
<td>1,777,610</td>
<td>479,631</td>
<td>0</td>
<td>479,631</td>
<td>3,643,509</td>
</tr>
<tr>
<td>Drinking Places -Alcoholic Beverages-7224</td>
<td>972,310</td>
<td>0</td>
<td>972,310</td>
<td>250,693</td>
<td>0</td>
<td>250,693</td>
<td>1,936,979</td>
</tr>
<tr>
<td>**GAFO * **</td>
<td>46,769,842</td>
<td>20,467,159</td>
<td>26,302,683</td>
<td>12,501,410</td>
<td>15,173</td>
<td>12,486,237</td>
<td>(99,378,009)</td>
</tr>
<tr>
<td>General Merchandise Stores-452</td>
<td>24,798,736</td>
<td>13,967,647</td>
<td>10,831,089</td>
<td>6,705,596</td>
<td>2,250</td>
<td>6,703,346</td>
<td>(72,749,811)</td>
</tr>
<tr>
<td>Clothing and Clothing Accessories Stores-448</td>
<td>7,893,663</td>
<td>4,439,459</td>
<td>3,454,204</td>
<td>2,116,265</td>
<td>1,503</td>
<td>2,114,762</td>
<td>(1,275,291)</td>
</tr>
<tr>
<td>Furniture and Home Furnishings Stores-442</td>
<td>4,800,285</td>
<td>196,737</td>
<td>4,603,548</td>
<td>1,258,955</td>
<td>11,420</td>
<td>1,247,535</td>
<td>3,976,820</td>
</tr>
<tr>
<td>Electronics and Appliance Stores-443</td>
<td>4,269,433</td>
<td>1,348,791</td>
<td>2,920,642</td>
<td>1,117,008</td>
<td>0</td>
<td>1,117,008</td>
<td>(30,237,326)</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, Music Stores-451</td>
<td>2,948,180</td>
<td>95,773</td>
<td>2,852,407</td>
<td>759,962</td>
<td>0</td>
<td>759,962</td>
<td>530,175</td>
</tr>
<tr>
<td>Office Supplies, Stationery, Gift Stores-4532</td>
<td>2,059,545</td>
<td>418,752</td>
<td>1,640,793</td>
<td>543,624</td>
<td>0</td>
<td>543,624</td>
<td>1,377,424</td>
</tr>
</tbody>
</table>

* Figures reflect sales and expenditures in each category.

---

Figure 17: Retail Leakage by Category in Big Stone Gap’s Primary and Secondary Trade Areas. Source: Claritas, Inc.
The majority of categories in Big Stone Gap’s primary trade area are leaking, with the few exceptions being gas stations & convenience stores, women’s clothing stores, and health & personal care. The remaining categories are leaking. All retail categories in the secondary trade area are leaking. This is very rare and can be attributed to the lack of retail offerings in the secondary trade area. All of this points to the fact that current retail offerings are not meeting the demand of local consumers.

While the combined trade areas (including the Wise/Norton retail cluster) are gaining $152 million, it can be seen that the vast majority of this gain is in a few categories, meaning that the remaining categories are actually leaking. Again, this leakage points directly to opportunities for retail recruitment where current offerings are not meeting local demand. The key gaining categories for the combined trade areas include general merchandising (Wal-Mart) at $73 million, electronics & appliance stores at $30 million, and electronic/mail-order shopping at $82 million. Those three categories alone represent a net $185 million in gain, meaning there is still a significant amount of leakage, or demand, in the remaining categories.

**Market Potential Analysis**

While there is a significant amount of leakage, Big Stone Gap cannot reasonably expect to recapture 100% of the sales leaking from its trade areas. As much as we shop for items that we need everyday, shopping itself is an activity. People will continue to travel to other places to get certain goods or services, shop online, or in catalogs. Therefore, we must look at a potential capture scenario that might illustrate the potential for additional retail should some of the lost revenues be captured in the categories where retail leakage exists.

Through strategic recruitment, economic development and marketing, a community can reasonably expect to recapture a certain amount of sales that are leaking out of the area. Typically, a community could capture 20% of leakage from the primary trade area (one in every five dollars) is and 10% of the leakage from the secondary trade area (one in every ten dollars).

The table below illustrates the new or expanded retail space that could be supported in Big Stone Gap by capturing some of the leaking sales. It also shows supportable retail space by square footage for individual retail categories. It should be noted that this is a conservative scenario based on potential. The sales per square foot for retail store types have been obtained from Dollars and Cents of Shopping Centers, published by the Urban Land Institute.
<table>
<thead>
<tr>
<th>Retail Stores</th>
<th>20% of PTA Outflow</th>
<th>10% of STA Outflow</th>
<th>Potential Capture</th>
<th>Sales per Square Foot</th>
<th>Calculated Capture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selected Retail Categories Below</td>
<td>10,316,222</td>
<td>3,460,148</td>
<td>13,776,370</td>
<td></td>
<td>100,174</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>531,279</td>
<td>68,840</td>
<td>600,119</td>
<td>141.84</td>
<td>4,231</td>
</tr>
<tr>
<td>Home Furnishing Stores</td>
<td>389,431</td>
<td>55,913</td>
<td>445,344</td>
<td>167.75</td>
<td>2,655</td>
</tr>
<tr>
<td>Household Appliances Stores</td>
<td>118,198</td>
<td>21,387</td>
<td>139,585</td>
<td>245.44</td>
<td>569</td>
</tr>
<tr>
<td>Radio, Television, Electronics Stores</td>
<td>308,469</td>
<td>65,969</td>
<td>374,438</td>
<td>207.17</td>
<td>1,807</td>
</tr>
<tr>
<td>Computer and Software Stores</td>
<td>139,355</td>
<td>20,335</td>
<td>159,690</td>
<td>207.17</td>
<td>771</td>
</tr>
<tr>
<td>Camera and Photographic Equipment Stores</td>
<td>18,107</td>
<td>4,010</td>
<td>22,117</td>
<td>542.63</td>
<td>41</td>
</tr>
<tr>
<td>Building Material and Supply Dealers</td>
<td>3,818,381</td>
<td>589,463</td>
<td>4,407,844</td>
<td>142.38</td>
<td>30,958</td>
</tr>
<tr>
<td>Hardware Stores</td>
<td>331,932</td>
<td>44,837</td>
<td>376,770</td>
<td>121.08</td>
<td>3,112</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>852,294</td>
<td>638,056</td>
<td>1,490,350</td>
<td>371.79</td>
<td>4,009</td>
</tr>
<tr>
<td>Health and Personal Care Stores</td>
<td>(2,432,126)</td>
<td>324,542</td>
<td>247.29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clothing and Clothing Accessories Stores</td>
<td>690,841</td>
<td>211,476</td>
<td>902,317</td>
<td>164.60</td>
<td>5,482</td>
</tr>
<tr>
<td>Women's Accessory &amp; Specialty</td>
<td>(456,960)</td>
<td>36,877</td>
<td>164.60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>151,703</td>
<td>31,317</td>
<td>183,021</td>
<td>158.81</td>
<td>1,152</td>
</tr>
<tr>
<td>Jewelry Stores</td>
<td>86,212</td>
<td>20,844</td>
<td>107,056</td>
<td>263.92</td>
<td>406</td>
</tr>
<tr>
<td>Luggage and Leather Goods Stores</td>
<td>16,679</td>
<td>2,065</td>
<td>18,744</td>
<td>198.82</td>
<td>94</td>
</tr>
<tr>
<td>Sporting Goods Stores</td>
<td>172,116</td>
<td>24,796</td>
<td>196,912</td>
<td>153.46</td>
<td>1,283</td>
</tr>
<tr>
<td>Hobby, Toys and Games Stores</td>
<td>136,935</td>
<td>17,840</td>
<td>154,775</td>
<td>146.28</td>
<td>1,058</td>
</tr>
<tr>
<td>Sew/Needlework/Piece Goods Stores</td>
<td>39,506</td>
<td>5,233</td>
<td>44,739</td>
<td>74.91</td>
<td>597</td>
</tr>
<tr>
<td>Book Stores</td>
<td>121,513</td>
<td>15,018</td>
<td>136,532</td>
<td>161.16</td>
<td>847</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>2,166,218</td>
<td>670,335</td>
<td>2,836,552</td>
<td>133.90</td>
<td>21,184</td>
</tr>
<tr>
<td>Florists</td>
<td>(716)</td>
<td>9,618</td>
<td>8,902</td>
<td>149.82</td>
<td>59</td>
</tr>
<tr>
<td>Gift, Novelty and Souvenir Stores</td>
<td>92,702</td>
<td>23,293</td>
<td>115,995</td>
<td>168.55</td>
<td>688</td>
</tr>
<tr>
<td>Foodservice and Drinking Places</td>
<td>2,829,692</td>
<td>533,015</td>
<td>3,362,707</td>
<td>201.63</td>
<td>16,678</td>
</tr>
<tr>
<td>Drinking Places - Alcoholic Beverages</td>
<td>194,462</td>
<td>25,069</td>
<td>219,531</td>
<td>88.07</td>
<td>2,493</td>
</tr>
</tbody>
</table>

*Figure 18: 20/10 Capture Scenario for Big Stone Gap. Source: Claritas, Dollars & Cents of Shopping Centers*
Based on this scenario table, Big Stone Gap could support a total of **100,174 square feet of additional retail space** in these categories. This is a tremendous amount of space demand when compared to other communities, particularly considering the relatively small population of Wise County and the region. It should also be noted that other categories showing demand in the leakage analysis are not identified here, but also could support additional retail space.

Most categories show potential for expansion, but the following show the largest demand in terms of square footage. These categories make up 68,820 of the demand, and will be explained in detail later in this report.

- General Merchandising (21,184)
- Foodservice & Drinking Places (16,678)
- Building Material and Supply Dealer (30,958)

Several other retail categories show significant demand as well, including:

- Apparel stores: this category includes all apparel stores including children’s, women’s, and men’s.
- Furniture Stores
- Grocery
- Hardware Stores
- Home Furnishing Stores
- Drinking Places
- Radio, TV & Electronics
- Specialty Retail (sporting goods, hobby & craft, books, gifts, jewelry etc)

Additionally, other demand indicators might help existing businesses expand their merchandise mix to attract shoppers who are otherwise going somewhere else to buy these products.
Retail Shares Analysis

The retail shares analysis compares Big Stone Gap’s Primary and Secondary Trade Area businesses as proportion of a larger region. This in turn, is used to benchmark selected retail categories to determine if particular retail types are under performing, representing an opportunity for expansion, or performing exceptionally well, representing an opportunity for clustering additional related businesses around a certain strength.

For the purposes of this study, Big Stone Gap’s primary trade area is compared to the three county region generally referred to as the LENOWISCO region. This includes Wise, Scott, and Lee Counties, of which Big Stone Gap sits nearly in the center. Based on the market analysis, this region represents the full extent of Big Stone Gap’s market penetration. It also includes the primary retail competitor of Norton/Wise, and other peer communities such as Appalachia and Pennington Gap.

Figure 19: Shares Region including Primary and Secondary Trade Areas.
Retail Shares

The total sales for all businesses in the Primary Trade Area account for a 11.3% share of all retail within the tri-county region shown above.

<table>
<thead>
<tr>
<th>Retail Shares Analysis</th>
<th>RETAIL SALES</th>
<th>SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Primary</td>
<td>Region</td>
</tr>
<tr>
<td>Total Retail Sales</td>
<td>$151,157,629</td>
<td>$1,333,532,796</td>
</tr>
<tr>
<td>Motor Vehicle and Parts Dealers</td>
<td>$34,692,406</td>
<td>$160,599,000</td>
</tr>
<tr>
<td>Automotive Dealer</td>
<td>$32,436,405</td>
<td>$134,245,011</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>$0</td>
<td>$1,683,996</td>
</tr>
<tr>
<td>Automotive Parts/Accsrs, Tire Stores</td>
<td>$2,256,001</td>
<td>$24,669,993</td>
</tr>
<tr>
<td>Furniture and Home Furnishings Stores</td>
<td>$196,737</td>
<td>$12,524,009</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>$0</td>
<td>$10,303,004</td>
</tr>
<tr>
<td>Home Furnishing Stores</td>
<td>$196,737</td>
<td>$2,221,005</td>
</tr>
<tr>
<td>Electronics and Appliance Stores</td>
<td>$1,348,791</td>
<td>$45,517,824</td>
</tr>
<tr>
<td>Appliances, TVs, Electronics Stores</td>
<td>$1,178,654</td>
<td>$29,995,012</td>
</tr>
<tr>
<td>Household Appliances Stores</td>
<td>$204,334</td>
<td>$11,789,007</td>
</tr>
<tr>
<td>Radio, Television, Electronics Stores</td>
<td>$974,320</td>
<td>$18,206,005</td>
</tr>
<tr>
<td>Computer and Software Stores</td>
<td>$104,572</td>
<td>$7,513,185</td>
</tr>
<tr>
<td>Camera and Photographic Stores</td>
<td>$65,565</td>
<td>$8,009,627</td>
</tr>
<tr>
<td>Building Material, Garden Equip Stores</td>
<td>$4,434,885</td>
<td>$111,870,650</td>
</tr>
<tr>
<td>Building Material and Supply Dealers</td>
<td>$2,364,930</td>
<td>$98,083,975</td>
</tr>
<tr>
<td>Home Centers</td>
<td>$0</td>
<td>$70,064,996</td>
</tr>
<tr>
<td>Paint and Wallpaper Stores</td>
<td>$45,465</td>
<td>$7,839,980</td>
</tr>
<tr>
<td>Hardware Stores</td>
<td>$0</td>
<td>$5,183,004</td>
</tr>
<tr>
<td>Other Building Materials Dealers</td>
<td>$2,319,465</td>
<td>$14,995,995</td>
</tr>
<tr>
<td>Building Materials, Lumberyards</td>
<td>$790,965</td>
<td>$5,113,805</td>
</tr>
<tr>
<td>Lawn, Garden Equipment, Supplies</td>
<td>$2,069,955</td>
<td>$13,786,675</td>
</tr>
<tr>
<td>Outdoor Power Equipment Stores</td>
<td>$1,456,499</td>
<td>$4,277,317</td>
</tr>
<tr>
<td>Nursery and Garden Centers</td>
<td>$613,456</td>
<td>$9,509,358</td>
</tr>
<tr>
<td>Retail Shares Analysis</td>
<td>RETAIL SALES</td>
<td>SHARE</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>--------------</td>
<td>-------</td>
</tr>
<tr>
<td></td>
<td>Primary</td>
<td>Region</td>
</tr>
<tr>
<td>Total Retail Sales</td>
<td>$151,157,629</td>
<td>$1,333,532,796</td>
</tr>
<tr>
<td>Food and Beverage Stores</td>
<td>$24,425,135</td>
<td>$221,499,365</td>
</tr>
<tr>
<td>- Grocery Stores</td>
<td>$21,635,708</td>
<td>$215,533,622</td>
</tr>
<tr>
<td>- Supermarkets, Grocery</td>
<td>$20,322,172</td>
<td>$185,423,023</td>
</tr>
<tr>
<td>- Convenience Stores</td>
<td>$1,313,536</td>
<td>$30,110,339</td>
</tr>
<tr>
<td>- Specialty Food Stores</td>
<td>$204,429</td>
<td>$1,243,004</td>
</tr>
<tr>
<td>- Beer, Wine and Liquor Stores</td>
<td>$2,584,998</td>
<td>$4,722,999</td>
</tr>
<tr>
<td>Health and Personal Care Stores</td>
<td>$24,799,077</td>
<td>$107,466,901</td>
</tr>
<tr>
<td>- Pharmacies and Drug Stores</td>
<td>$24,184,478</td>
<td>$102,370,996</td>
</tr>
<tr>
<td>- Cosmetics, Beauty Supplies Stores</td>
<td>$0</td>
<td>$1,162,473</td>
</tr>
<tr>
<td>- Optical Goods Stores</td>
<td>$350,857</td>
<td>$692,053</td>
</tr>
<tr>
<td>- Other Health and Personal Care Stores</td>
<td>$263,742</td>
<td>$3,241,379</td>
</tr>
<tr>
<td>Gasoline Stations</td>
<td>$31,002,847</td>
<td>$254,326,016</td>
</tr>
<tr>
<td>- Gasoline Stations With Conv Stores</td>
<td>$31,002,847</td>
<td>$217,313,004</td>
</tr>
<tr>
<td>- Other Gasoline Stations</td>
<td>$0</td>
<td>$37,013,012</td>
</tr>
<tr>
<td>Clothing and Clothing Accessories Stores</td>
<td>$4,439,459</td>
<td>$24,063,069</td>
</tr>
<tr>
<td>- Clothing Stores</td>
<td>$3,607,776</td>
<td>$12,416,282</td>
</tr>
<tr>
<td>- Men's Clothing Stores</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>- Women's Clothing Stores</td>
<td>$3,607,776</td>
<td>$8,675,002</td>
</tr>
<tr>
<td>- Childrens, Infants Clothing Stores</td>
<td>$0</td>
<td>$379,002</td>
</tr>
<tr>
<td>- Family Clothing Stores</td>
<td>$0</td>
<td>$2,587,124</td>
</tr>
<tr>
<td>- Clothing Accessories Stores</td>
<td>$0</td>
<td>$96,993</td>
</tr>
<tr>
<td>- Other Clothing Stores</td>
<td>$0</td>
<td>$678,161</td>
</tr>
<tr>
<td>- Shoe Stores</td>
<td>$380,924</td>
<td>$1,886,002</td>
</tr>
<tr>
<td>- Jewelry, Luggage, Leather Goods Stores</td>
<td>$450,759</td>
<td>$9,760,785</td>
</tr>
<tr>
<td>- Jewelry Stores</td>
<td>$450,759</td>
<td>$9,760,785</td>
</tr>
<tr>
<td>- Luggage and Leather Goods Stores</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Book, Music Stores</td>
<td>$95,773</td>
<td>$10,577,517</td>
</tr>
<tr>
<td>- Sporting Goods, Hobby, Musical Inst Stores</td>
<td>$95,773</td>
<td>$9,948,518</td>
</tr>
<tr>
<td>- Sporting Goods Stores</td>
<td>$95,773</td>
<td>$6,268,519</td>
</tr>
<tr>
<td>- Hobby, Toys and Games Stores</td>
<td>$0</td>
<td>$267,999</td>
</tr>
<tr>
<td>- Sew/Needlework/Piece Goods Stores</td>
<td>$0</td>
<td>$463,000</td>
</tr>
<tr>
<td>- Musical Instrument and Supplies Stores</td>
<td>$0</td>
<td>$2,949,000</td>
</tr>
<tr>
<td>- Book, Periodical and Music Stores</td>
<td>$0</td>
<td>$628,999</td>
</tr>
<tr>
<td>- Book Stores</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>- News Dealers and Newsstands</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>- Prerecorded Tapes, CDs, Record Stores</td>
<td>$0</td>
<td>$628,999</td>
</tr>
</tbody>
</table>
Figure 20: Shares Analysis for Primary Trade Area. Source: Claritas, Inc.

For the shares analysis, anything significantly above the benchmark share of 11.3% in the PTA would represent a clustering opportunity. This means that Big Stone Gap’s has a larger portion of regional retail sales in that category, as compared to the benchmark. That particular category may be a regional attractor, and there may be potential for expansion in an effort to build a retail cluster. There may also be a need to market and position the community as a destination for that particular use.
Anything significantly below the 11.3% benchmark suggests there is a general lack of supply in that category. This would point us back to the retail leakage study to determine if there is enough opportunity to support additional space in Big Stone Gap. Finally, any retail category that is not sufficiently represented within the larger region, may also present a niche opportunity for Big Stone Gap even if there are currently no offerings in that category.

For the most part in Big Stone Gap, the shares study supports the observations of the retail leakage analysis and suggest an opportunity to expand retail offerings where supply is not currently meeting demand. There are however certain categories that do have a larger share of the regional sales when compared to the benchmark shares. Generally, the ability to build retail clusters is centered on destination based retail. Certain categories may show a much higher share than the benchmark, but are not considered clustering opportunities. Outdoor Power Equipment for example is performing exceptionally well in Big Stone Gap’s primary trade area, but a community wouldn’t build a cluster around a category such as this.

<table>
<thead>
<tr>
<th>Retail Shares Analysis</th>
<th>SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Retail Sales</strong></td>
<td>11.3%</td>
</tr>
<tr>
<td><strong>Motor Vehicle and Parts Dealers</strong></td>
<td></td>
</tr>
<tr>
<td>Automotive Dealer</td>
<td>24.2%</td>
</tr>
<tr>
<td>Outdoor Power Equipment Stores</td>
<td>34.1%</td>
</tr>
<tr>
<td><strong>Health and Personal Care Stores</strong></td>
<td></td>
</tr>
<tr>
<td>Pharmacies and Drug Stores</td>
<td>23.6%</td>
</tr>
<tr>
<td>Optical Goods Stores</td>
<td>50.7%</td>
</tr>
<tr>
<td>Gasoline Stations With Conv Stores</td>
<td>14.3%</td>
</tr>
<tr>
<td>Women's Clothing Stores</td>
<td>41.6%</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>20.2%</td>
</tr>
<tr>
<td>Gift, Novelty and Souvenir Stores</td>
<td>31.3%</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
<td>33.7%</td>
</tr>
</tbody>
</table>

*Figure 21: Shares Analysis for Primary Trade Area. Source: Claritas, Inc.*

In Big Stone Gap’s case, three potential clustering opportunities seem to be emerging:

- **Used Merchandise** – This category includes antique stores which is a major destination based retail business. Currently, Big Stone Gap’s used merchandise sales represent over one-third of the entire region. This is nearly three times that of the benchmark share of 11.3%. This is a huge opportunity to build a cluster.

- **Gifts Stores** – very similar to antique stores, this is a destination type business and Big Stone Gap is performing well when compared to the region.

- **Health & Personal Care, Pharmacies, Optical Goods** – perhaps most interesting is the health related retail categories in Big Stone Gap. Each of these business types are well above the benchmark share, and while not a typical “clustering” opportunity, when considering the amount of health and associated uses located in Big Stone Gap, this
presents an argument for continuing to cultivate a health and wellness market in the Big Stone Gap Community.

**Conclusions of the Retail Analysis**

Based on the retail leakage and shares analyses, the following categories show the most opportunity in Big Stone Gap.

- **Food Service and Drinking Places** – The capture scenario shows over 16,678 square feet of demand. This is an excellent opportunity for Big Stone Gap because restaurants are often on the leading edge of downtown revitalization followed by expanded retail and residential. Dining in downtown can create an active environment and appeal to local residents, business travelers, and visitors alike. Of the $19.5 million of leakage in the combined trade areas in this category, about two-thirds is in full-service restaurants, as opposed to limited service, or fast food. A typical locally owned restaurant found in similar downtown environments, is between 2,500 and 5,000 square feet. With the amount of demand showing in Big Stone Gap in this category, it seems that the community could support several of new restaurants. This is even more important in Big Stone Gap considering its visitor market and heritage tourism base. Whether coming to town for the Gathering in the Gap or the Trail of the Lonesome Pine Outdoor Drama, a visitor to town needs a nice restaurant to eat while they are here.

It is important to note that simply because there is demand does not mean that any business will be successful. This is particularly the case with restaurants and therefore it is critically important to recruit owners with sound business plans and preferably previous experience in running a successful restaurant.

- **Building Materials and Supply Dealers** – This category shows the greatest demand in terms of overall square footage. However, the 30,958 sq. ft of demand is likely misleading. First, the tertiary trade area in Norton where the Lowe’s is located, is actually gaining $10 million in this category. So, much of the leakage from Big Stone Gap’s trade areas is likely going to Lowe’s in Norton. On the other hand, the combined trade areas (including Norton) still have a certain amount of demand in “other building materials”, lumberyards, and other subcategories. Ultimately, there is some opportunity here, however it is difficult to pen down. However, it is unlikely that this opportunity would be with home improvement warehousing such as Lowe’s or Home Depot, for the time being.

- **General Merchandising** – There is 21,000 square feet of demand and $16 million in combined leakage from the primary and secondary trade areas. However, the tertiary trade area where Wal-Mart Supercenter exists is gaining over $90 million, so there is likely no opportunity here.

- **Clothing and Clothing Accessories** – With the combined trade areas leaking $6 million in this category, the capture scenario shows a demand for 5,500 square feet of space. The vast majority of this demand is in “family clothing”, but all subcategories are
represented with the exception of women’s clothing. There is also demand for 1,100 square feet of shoe store space. As a frame of reference, a typical big box family clothing store such as Goody’s will achieve $4.6 million in annual sales. With this information it seems that Big Stone Gap could support a new family clothing store.

When we look at the larger region, there is also demand in all clothing categories with the exception of women’s and children’s clothing. With this category in particular, it is imperative that any new or expanding business in Big Stone Gap compliments other regional retail offerings that may exist, particularly in the Wise/Norton retail cluster.

- **Furniture & Home Furnishings** – These two categories are leaking about $7 million in the combined trade areas equating to nearly 7,000 square feet in demand. As a frame of reference, a typical chain home furnishings store such as Pier One sells $2 million annually, and has an average store size of 7,500 square feet. Big Stone Gap likely would not attract a Pier One store, but there is plenty of demand to support an independently owned furniture/home furnishings retailer.

**Health Care and Wellness** – A strong clustering opportunity presents itself in this category. With the regional significance of Lonesome Pine Hospital and the Wellmont Hospital System, the associated medical offices, and the overwhelming wealth of recreational resources that exist in Big Stone Gap, the Town stands in a unique position to take advantage of this growing industry. From the leakage analysis it is clear that there is already an inflow of sales in retail business associated with healthcare. Likewise, the shares analysis showed 23.1% for this category compared to the 11.3% for total retail sales. Big Stone Gap should continue to cultivate this resource, and should position itself as a healthy destination for families, seniors, and active lifestyles.

- **Antiques/Used Merchandise** – This category presents another excellent clustering opportunity that will complement the town’s existing “destination” businesses and tourism uses. While there is currently some leakage in this category it is very small and shares data shows 33.7% for used merchandise compared to the 11.3% for total retail sales. Business recruitment and marketing strategies can help to secure Big Stone Gap’s niche as a central market for the region’s antique dealers.

- **Specialty Retail & Expansion opportunities** – Several other retail categories show demand in Big Stone Gap. Some of these are destination based uses that can help bring activity into downtown. The primary opportunities include:
  - Hardware Stores – 3,112 Sq. Ft of Demand (Typical Ace about 4,000 sq. ft)
  - Grocery Store – 4,009 Sq. Ft of Demand. This is a very limited amount of demand and would likely need to be a specialty grocer or market.
  - Sporting Goods – 1,283 Sq. Ft of Demand
  - Hobby & Craft – 1,058 Sq. Ft. of Demand
  - Radio, TV & Electronics – 1,807 Sq. Ft (Typical Radio Shack = 2,500 sq. ft)
  - Books – 850 Sq. Ft. of Demand – likely in association with another use such as a restaurant or coffee shop, or an expansion of an existing book store.
  - Gifts – 700 Sq. Ft. of Demand
  - Drinking Places – 2,493 Sq. Ft of Demand
While there is demand for all of the categories above, it is important to note that any business must have a sound business plan, should complement local and regional offerings, and must market itself within the multi-county region.
3.0 Demographics and Market Segmentation

In this section, we will look at the demographic makeup of Big Stone Gap’s trade area, first by comparing trade area demographics to the region, and then by looking at the specific demographic and consumer characteristics of the various segments of Big Stone Gap’s market.

3.1 Demographic Snapshot

The following charts compare population and income levels for Big Stone Gap’s trade areas with the larger region. For the purposes of this analysis, Big Stone Gap and its trade areas are compared to nearby zip codes and Wise County, as well as adjacent counties and cities. In each chart, Big Stone Gap (24219) is shown in red, the primary trade area in orange, and the secondary trade area in purple.

![Figure 22: Big Stone Gap Region](image)

The first chart presents the population change in area geographies between the past two census years.
Generally speaking, the region experienced slow or negative growth between 1990 and 2000. Both the primary and secondary trades areas experienced a decline during this time frame. Hawkins County, TN grew at the fastest rate within the region.

The Town of Big Stone Gap grew at 2.19% and the Big Stone Gap zip code (24219) grew at 2.22% during the time between 1990 and 2000, a positive sign relative to the region’s losses.

Of course, some of this population growth can be explained by the building of Wallens Ridge State Prison in 1999. Prisoners are counted in municipal populations in Censuses and annual estimates under the category called “group quarters”. Since the prison opened one-year prior, it’s difficult to say how many prisoners were counted during the 2000 Census. However, we do know that the average daily population of the prison in 2008 is 1200 people. Prisoners are not counted in income figures.
Figure 24: Population Changes estimated from 2000 through 2008. Source: Claritas, Inc.

- Estimated population growth between 2000 and 2008 shows a change from the previous decade, with steady growth. Big Stone Gap’s zip (24219) population growth remained positive at 1.26%. The STA experienced moderate growth while the PTA’s growth remained neutral. Hawkins County, TN is still outpacing the rest of the region.
- During this same time period, it is estimated that the Town of Big Stone Gap gained 3.77%. Like the previous Census years, some of this growth is likely attributed to population increases at the state prison.
- Lee County has grown much faster since 2000, likely due to the growth in Duffield.

Figure 25: Population Changes projected 2008 through 2013. Source: Claritas, Inc.
• Over the next five years, population growth is projected to generally decrease within the region. The 24219 zip code and the Town of Big Stone Gap are projected to lose -1.37% and -1.72%, respectively. However, the STA is projected to have some positive growth (.74%) over the next five years.

• Lee County and Duffield zip (24244) are projected to continue a population growth pattern.

![Figure 26: Median Household Income 2008. Source: Claritas, Inc.](image)

- Income indicators show that Big Stone Gap’s zip code and primary trade area lies at the mid-range of regional median household income. The secondary trade area is slightly lower than the PTA and Big Stone Gap zip (24219) at $27,690. This is typical of the rural geography that defines the trade area. There is not a huge variance between the low and upper ends.

• At $26,351, the Town of Big Stone Gap’s median household income is among the lowest in the region.
3.2 Market Segmentation

A market segmentation report for Big Stone Gap’s primary and secondary trade area will give a better idea of the make up and spending habits of the residents living in the local market. This analysis breaks down the counts and percentages of social group cluster and will help identify customers based on their demographic groupings including age, gender, income, education, occupation, and ethnic group. Each cluster group will desire specific products.

This information should help local retailers and businesses concentrate on the individual subsets that exist in the trade areas. By recognizing the different segments of the market and analyzing their various needs and requirements, a retailer can more effectively focus its marketing dollars or building its inventory around the targeted market. This is particularly important in a community like Big Stone Gap that relies on the local trade areas for the majority of its business.

For this analysis, all data comes from PRIZM NE cluster groups as calculated by Claritas, Inc. The PRIZM cluster groups are centered on four groups of urbanization: Urban (such as Johnson City), Second Cities (Elizabethton), Suburbs (Mt Carmel), and Town and Rural (Big Stone Gap). For Big Stone Gap’s combined trade area, there are approximately 7,517 households, 100% of which fall into the “Town and Rural” category.

Figure 27: Big Stone Gap Combined Trade Areas

The Town and Rural urbanization is then broken down into social group categories as shown in the chart below. (Source: Claritas, Inc.) Each social group category has specific market characteristics.

![Pie chart showing urbanization and social group categories]

Figure 28: Urbanization & Social Group Categories. Source: Claritas, Inc.
Town and Rural Social Groups:

**Rustic Living** households represent somewhat rural areas and towns. They have modest income levels, lower levels of education, and blue-collar occupations. They live in older, smaller homes and have a mixed makeup of young and old, married and unmarried, white and black. This group enjoys social activities with families and church. They enjoy outdoor activities such as fishing and hunting, and have traditional values. Their median household income is $29,187. This group represents 82% of Big Stone Gap’s combined trade area.

**Middle America** families are middle-class households that are predominantly white, high school educated, and are typically married couples to large families. These are conservative customers with conservative values. They enjoy antique collecting, outdoor activities such as hunting and fishing, crafts, and are attracted to local sports teams. Their median household income is $39,986. This group represents 11% of Big Stone Gap’s combined trade area.

**Country Comfort** households are typically middle-class families and married couples. They have some level of college education and own their own homes. They enjoy middle-class activities such as barbecuing, gardening, woodworking, and playing golf. They often drive SUVs and trucks. Their median household income is $52,478. This group represents 6% of Big Stone Gap’s combined trade area.

**Landed Gentry** are wealthy households that have migrated to smaller boomtowns. They have college degrees, professional jobs, large homes, and are very likely to telecommute. Products they buy are consumer electronics, computer technology, books, luxury cars and vehicles, children’s toys, and exercise equipment. Land Gentry median household income is $78,247. This group represents 1% of the households in Big Stone Gap’s combined trade area.
**Life Stage Groups:**
The combined trade areas are then grouped by life stage categories. PRIZM Life Stage categories are based on affluence, the age of the households, as well as the family type, or presence of children. There are three classes of life stage including “Younger Years”, “Family Life”, and “Mature Years” (Source: Claritas, Inc.)

![Life Stage Categories](image)

*Figure 29: Life Stage Categories. Source: Claritas, Inc.*

The chart shows “Family Life” in Red, “Mature Years” in Blue, and “Younger Years” in Green. Big Stone Gap’s combined trade area’s life stage categories breakdown as follows:

- Family Life - 15.4%
- Younger Years - 34.6%
- Mature Years - 50.0%

The largest three subcategories include:

**Sustaining Seniors** are part of the “Mature Years” category and are lower-income residents. The category is made up of a mixture of races, many of which are over 65 with less than $25,000 in income. They like to watch TV, garden, sew, and are members of active organizations. This makes up **42.6%** of Big Stone Gap’s market area.

**Striving Singles**, are part of the “Younger Years” life stage, and make up **32.6%** of Big Stone Gap’s trade areas. These single households are typically younger with lower incomes and blue collar or service jobs. They live in apartments & mobile homes and often rent. They enjoy outdoor sports, movies, music, and fast food and their median household income is around $19,000.

**Sustaining Families** are part of the “Family Life” life stage and make up about **9.1%** of Big Stone Gap’s trade areas. These families are the least affluent of family life groups, are blue-
collar and typically live in older apartments and mobile homes. They like playing games and sports, shopping at Wal-Mart, and watching TV. Their median income is just over $16,000.

Market Segments:
Finally, each of these social and life stage groups can be broken down into detailed subcategories as identified in the chart below. The chart represents a breakdown of all the segments in the overall market base in Big Stone Gap’s combined trade area.

The demographic characteristics of each social group subcategory are detailed on the following page.

This analysis presents a demographic breakdown of Big Stone Gap’s primary and secondary trade areas. It identifies the lifestyle and social characteristics of the full spectrum of residents in the market. Individual retailers in Big Stone Gap each have their own niches and intended markets, and most likely will not accommodate the comprehensive market. However, understanding the true makeup of the market will help the merchants make marketing decisions including targeting specific segments, expanding product lines, and determining how to maximize their advertising expenditures.
### Figure 31: Segmentation Subcategory Descriptions. Source: Claritas, Inc

<table>
<thead>
<tr>
<th>PRIZMAreaUS Base Code</th>
<th>Name</th>
<th>Area Households</th>
<th>Predominant Income</th>
<th>Predominant Age Range</th>
<th>Predominant Households</th>
<th>Predominant Composition</th>
<th>Predominant Tenure / Housing Type</th>
<th>Predominant Education Class</th>
<th>Predominant Employment Class</th>
<th>Predominant Ethic Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>Crossroads Villagers</td>
<td>1535</td>
<td>20.42%</td>
<td>Downscale</td>
<td>Age &lt; 45</td>
<td>2.13%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>Elem. School, H.S.</td>
<td>WC, Service, BC, Farm</td>
</tr>
<tr>
<td>57</td>
<td>Old Milltowns</td>
<td>1432</td>
<td>19.05%</td>
<td>Downscale</td>
<td>Age 65+</td>
<td>1.68%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>Elem. School, H.S.</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>58</td>
<td>Back Country Folks</td>
<td>1409</td>
<td>19.74%</td>
<td>Downscale</td>
<td>Age 55+</td>
<td>2.18%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>Elem. School, H.S.</td>
<td>Service, BC, Farm</td>
</tr>
<tr>
<td>48</td>
<td>Young and Rustic</td>
<td>735</td>
<td>9.78%</td>
<td>Downscale</td>
<td>Age &lt; 35</td>
<td>2.03%</td>
<td>Singles/Couples</td>
<td>Renter / SFDU, Lо-Rise Multi</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>64</td>
<td>Bedrock America</td>
<td>661</td>
<td>9.06%</td>
<td>Downscale</td>
<td>Age &lt; 35</td>
<td>1.83%</td>
<td>Families w/Kids</td>
<td>Mix / SFDU, Mobile</td>
<td>Elem. School, H.S.</td>
<td>Service, BC, Farm</td>
</tr>
<tr>
<td>55</td>
<td>Golden Ponds</td>
<td>662</td>
<td>4.82%</td>
<td>Downscale</td>
<td>Age &lt; 45</td>
<td>1.60%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC, Farm</td>
</tr>
<tr>
<td>38</td>
<td>Simple Pleasures</td>
<td>210</td>
<td>2.79%</td>
<td>LowerMid</td>
<td>Age 65+</td>
<td>2.35%</td>
<td>Singles/Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC, Farm</td>
</tr>
<tr>
<td>31</td>
<td>Heartlanders</td>
<td>271</td>
<td>2.37%</td>
<td>LowerMid</td>
<td>Age 55+</td>
<td>2.05%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>28</td>
<td>Traditional Times</td>
<td>169</td>
<td>2.22%</td>
<td>Midscale</td>
<td>Age 65+</td>
<td>2.91%</td>
<td>Married Couples</td>
<td>Owner / SFDU</td>
<td>Some College</td>
<td>WC, Service, Farm</td>
</tr>
<tr>
<td>51</td>
<td>Shotgun and Pickups</td>
<td>166</td>
<td>2.21%</td>
<td>LowerMid</td>
<td>Age 25-44</td>
<td>1.69%</td>
<td>Families w/Kids</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>37</td>
<td>Mayberry-ville</td>
<td>153</td>
<td>1.77%</td>
<td>Midscale</td>
<td>Age 65+</td>
<td>2.54%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>42</td>
<td>Red, White and Blues</td>
<td>128</td>
<td>1.70%</td>
<td>LowerMid</td>
<td>Age 25-44</td>
<td>1.15%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, Service, BC</td>
</tr>
<tr>
<td>50</td>
<td>Kid Country, USA</td>
<td>108</td>
<td>1.44%</td>
<td>LowerMid</td>
<td>Age &lt; 45</td>
<td>1.30%</td>
<td>Families w/Kids</td>
<td>Mix / SFDU, Mobile</td>
<td>Some College</td>
<td>WC, Service, BC, Farm</td>
</tr>
<tr>
<td>33</td>
<td>Big Sky Families</td>
<td>97</td>
<td>1.29%</td>
<td>LowerMid</td>
<td>Age 25-34</td>
<td>1.90%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>Some College</td>
<td>WC, BC</td>
</tr>
<tr>
<td>32</td>
<td>New Homesteaders</td>
<td>80</td>
<td>1.06%</td>
<td>Midscale</td>
<td>Age 25-44</td>
<td>1.97%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>Some College</td>
<td>WC, BC</td>
</tr>
<tr>
<td>34</td>
<td>Blue Highways</td>
<td>49</td>
<td>0.65%</td>
<td>LowerMid</td>
<td>Age 25-44</td>
<td>1.68%</td>
<td>Married Couples</td>
<td>Owner / SFDU, Mobile</td>
<td>H.S. Graduate</td>
<td>WC, BC, Farm</td>
</tr>
<tr>
<td>20</td>
<td>Fast Track Families</td>
<td>23</td>
<td>0.31%</td>
<td>LowerMid</td>
<td>Age 25-34</td>
<td>1.73%</td>
<td>Families w/Kids</td>
<td>Owner / SFDU</td>
<td>College</td>
<td>WC</td>
</tr>
<tr>
<td>25</td>
<td>Country Casuals</td>
<td>19</td>
<td>0.25%</td>
<td>UpperMid</td>
<td>Age 35-64</td>
<td>1.62%</td>
<td>Married Couples</td>
<td>Owner / SFDU</td>
<td>Some College</td>
<td>WC, BC</td>
</tr>
<tr>
<td>09</td>
<td>Big Fish, Small Pond</td>
<td>12</td>
<td>0.16%</td>
<td>Upscale</td>
<td>Age 45+</td>
<td>2.31%</td>
<td>Married Couples</td>
<td>Owner / SFDU</td>
<td>College Grad+</td>
<td>Exec, Prof, WC</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>7517</td>
<td>100.00%</td>
<td></td>
<td>114694201</td>
<td>100.00%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Class</th>
<th>Median HH Income</th>
<th>Term</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upscale</td>
<td>&gt;70k</td>
<td>WC</td>
<td>Office white collar</td>
</tr>
<tr>
<td>UpperMid</td>
<td>60-70k</td>
<td>BC</td>
<td>Blue Collar</td>
</tr>
<tr>
<td>Midscale</td>
<td>45-60k</td>
<td>Service</td>
<td>Service Industry</td>
</tr>
<tr>
<td>LowerMid</td>
<td>32-45k</td>
<td>Farm</td>
<td>Farm</td>
</tr>
<tr>
<td>Downscale</td>
<td>25-32k</td>
<td>Upscale</td>
<td>Professional white collar</td>
</tr>
</tbody>
</table>
Demographic and Segmentation Observations

Based on the demographic snapshot and market segmentation, the following observations can be made.

- Overall, the region has experienced a moderate population decline. Initially, Big Stone Gap, and the Big Stone Gap zip (24219) showed moderate population growth from 1990 to present, however it is predicted that the growth will slightly decline through 2013. Some of the initial population growth can be attributed to the new prison. While much of the region is projected to lose population in the next five years, Duffield, Lee County, and the Secondary Trade Area are showing a slight increase.

- Regional income levels are as expected for rural communities in Southwest Virginia. The Big Stone Gap zip code and its PTA are in the middle range of the median household income, but the Town of Big Stone Gap has some of the lowest incomes in the region. Of course, there is very little variation between the lowest and highest regional income levels, and all are nearly half that of the state average.

- Market Segmentation - Social Groups. The vast majority of Big Stone Gap’s market (82%) is classified as “Rustic Living”. This category is typical in rural agrarian areas and is made of generally blue collar, simple-living persons in a mixture of ages and races. The next largest category (11%) is “Middle America” families made up of middle-class white households.

- Market Segmentation – Life Stage. Big Stone Gap’s trade areas are generally made up of older generations, as half (50%) could be considered in their “Mature Years”. “Sustaining Seniors” represent the largest subcategory (42.6%) and includes lower income residents, age 65 and older.

- Market Segmentation – Subcategories. Of the 65 segmentation subcategories, the largest is “Crossroads Villagers” (20%) who are described as classic rural lifestyle, white-collar families; and “Old Milltowns” (19%), lower-income families and singles from manufacturing (or in this case coal) towns.

- Market Segmentation - Big Stone Gap should attempt to provide a variety of business, retail and restaurant offerings to meet the needs of its customer base.

- Market Segmentations – Targets Segments. To diversify the overall market, Big Stone Gap should focus residential recruitment efforts on the middle range categories of “Mayberry-ville”, “New Homesteaders”, and “Country Casuals”, among others. These categories are generally middle to upper-middle incomes couple and families and mixture of ages.
4.0 Housing

This section will take a look at a snapshot of the housing market in Big Stone Gap in order to determine opportunities for residential growth and new housing investment in the community. General demographic trends will be presented first, followed by an analysis of the existing market.

The table above shows regional median housing unit value for the current year. Big Stone Gap town and zip show the highest local values, though both figures are under that of the National and State averages. Big Stone Gap’s STA has a median housing unit value of $77,259, putting it towards the lower end of the region’s housing values. The PTA’s Median Housing Value is $98,795, representing the region average. Despite Big Stone Gap’s strong regional values, Wise County was towards the lower end of the range with a median value of $89,159.

**Housing Unit Growth**

The two tables below show the percentage of units built by decade for the Town of Big Stone Gap and the primary trade area. In Big Stone Gap, 47.86% of the housing units were constructed prior to 1969, and the median year built was 1971. The PTA saw 43% of its housing stock built during the same time period with a median year built of 1973. While not shown, the secondary trade area shows a similar pattern. Interestingly, it appears from all sets of data that while early pre-1940s growth occurred with the coal companies, construction increased rapidly in the 1970’s and 80’s in each study area. Since 1990, the areas have seen approximately 20% of their housing stock built.
Figure 33: Percent Housing Units by Year Built for Town of Big Stone Gap. Source: Claritas, Inc.

Figure 34: Percent Housing Units by Year Built for Primary Trade Area. Source: Claritas, Inc.
Local Trade Area Housing Demand

This section projects annual housing demand in Big Stone Gap’s trade areas by tenure, price point, and housing type over the next ten years. The numbers presented here relate to demand in the combined trade areas encompassing four zip codes (Big Stone Gap, Appalachia, Dryden, and Keokee). The demographic trends presented previously showed a general decline in projected population for Big Stone Gap, and these trends are reflected in the housing numbers. Still, these numbers do show demand for certain portions of Big Stone Gap’s market.

<table>
<thead>
<tr>
<th>Housing Units</th>
<th>Census 2000</th>
<th>2008 Estimate</th>
<th>2013 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupied</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner</td>
<td>7,253</td>
<td>7,413</td>
<td>7,474</td>
</tr>
<tr>
<td>Renter</td>
<td>1,929</td>
<td>2,045</td>
<td>2,130</td>
</tr>
<tr>
<td>Vacant</td>
<td>790</td>
<td>910</td>
<td>987</td>
</tr>
<tr>
<td>Total</td>
<td>8,043</td>
<td>8,323</td>
<td>8,461</td>
</tr>
</tbody>
</table>

The table above shows total annual estimated demand for Big Stone Gap’s trade areas for both owner and renter occupied housing units. The 2018 projection is extrapolated from the increase in units from 2000 projected to 2013. Over the next ten years, there will be a demand of 12 housing units per year, a relatively small amount likely due to the projected population decline. Demand for owner occupied units is expected to decrease annually over the next decade. On the other hand, there is a project demand of 17 additional rental units per year over the next decade.

These numbers for owner and occupied housing units are in aggregate form. Demand may vary by different price points and housing types, which are presented below.
The table above shows owner occupied housing demand by range of unit value for the trade areas. As mentioned previously, it shows a decrease in overall demand over the next ten years. However, there is positive annual demand in price points between $100K to $149K (15 units/year) and $200k to $299k (18 units per year).
In the next ten years, 69% of the annual demand for housing units will be for single-family detached units. Nearly 23% of the annual demand will be for mobile homes. According to these projections, there will be very little demand for multifamily units, only about one unit per year. These projections include both owner and renter occupied units.

It should be noted here for the housing unit study only, that the 2008 through 2018 projections are extrapolated directly from 2000 Census percentages on numbers of housing units. Nine years removed from the previous census, these numbers may not be greatly accurate. This does not apply to the previous studies on Tenure and Price Point. Both of those use current year estimates and five-year projections from Claritas, Inc.
Housing Market Observations

- The Town of Big Stone Gap and its zip code have some of the highest home values in the region. This is likely due in part to its history of the early coal industrialists settling in Big Stone Gap and Powell Valley. It also may stem from the more recent history of the growth of the Lonesome Pine Regional Hospital and other employment uses that have seen the 1970s and 1980s residential growth in areas like Holton Avenue and Valley View Drive.

- Population growth is expected to be stagnant and even decline over the next ten years. This is reflected in the demand for new housing as there is a projected annual need of just 12 new units per year for the next decade.

- Most price points are showing a decline in demand, with the exception of homes in the range of $100 to $149k (15/year) and $200 to $299k (18/year). This demand relates to the primary trade area as a whole, including both the Appalachia and Big Stone Gap zip codes.

- Single-family detached homes and mobile homes make up the bulk of the 12 units projected annually.

- The first analysis on tenure suggests a general decline in demand for owner occupied housing and an increase in need for rental units. In relation to this downtown master plan, there may be a mid or long-term opportunity to identify market rate housing opportunities in downtown, perhaps targeting seniors or empty nesters. There are already a number of residential units in downtown Big Stone Gap right now, and any new units would preferably be part of a mixed-use redevelopment, or perhaps even an infill site.
5.0 Economic Restructuring & Physical Improvement Plan

The following section represents both the economic restructuring and physical improvement plan for Big Stone Gap. The observations and recommendations here build off of the market analysis as well as public input received during the project kickoff November 18th – 20th, and follow up visits during the week of December 15th. Ultimately, these recommendations represent a strategic long-term, market-based master plan for Big Stone Gap.

For the purposes of this master plan, we looked at two separate study areas from which to do analysis and form recommendations. The first is the “downtown” boundary shown below in red, representing an area where many of the physical improvements, particularly façade and streetscape considerations, are concentrated.

![Figure 38: Downtown Study Area.](image)
The second boundary is an extended study area that contains the entire core of the community including downtown and adjacent neighborhoods, much of Big Stone Gap’s corporate limits, and the key corridors leading to and from town. Several key projects and broader physical planning recommendations are included within this boundary, as are the economic development strategies. Regarding overall economic restructuring and marketing recommendations, this master plan is community-wide regardless of the study area boundary.

Figure 39: Expanded Study Area

Four key strategic areas were identified as part of this master plan. Each strategic area is presented in detail in this chapter, followed by its key issues and a goal for the future. Finally, short, medium, and long-term implementation tasks are presented for each strategic area. The section is summarized in the strategy board that follows the recommendations. Ultimately, the strategy board represents the long-range work plan for Big Stone Gap and its implementation partners.

The four key strategic areas are:

- **Diversification**: Economic Restructuring
- **A Story To Tell**: Marketing & Promotion
- **A Sense of Place**: Physical Improvement Plan
- **Cooperation**: Organization & Implementation

It should be noted that these four strategies mirror the 4-point model for downtown revitalization followed by the National Main Street Center, a tried and true comprehensive strategy for downtown revitalization. In Big Stone Gap’s case, we strongly feel that the implementation of the master plan should follow this model.
5.1 Diversification: Economic Restructuring

The first core strategy focuses on creating business support and economic development activities in Big Stone Gap. Building effective business retention and recruitment programming must be based in an understanding of the market and its economic forces.

While the market analysis gives us this understanding, it is just as important to promote the market opportunities, while also providing potential incentives for new investment. A good analogy would be a county industrial development authority that acquires data on individual sites and workforce, promotes specific development sites for new prospects, and provides necessary infrastructure and perhaps tax incentives to convince these prospects to locate in the county. A community like Big Stone Gap can follow the same methodology but on a smaller scale. Ultimately, there is no magic bullet, and an effective strategy must be a grassroots effort based on strong partnerships between public and private sector agencies. In Big Stone Gap’s case, the Town, Gap Partnership, LENOWISCO, Mountain Empire Community College, and individual businesses will each play a role in accomplishing these objectives.

5.1.1 The Issues

- The base for Big Stone Gap’s businesses is highly localized with 57.5% of all customers coming from the primary 24219 zip code. 77% of all customers come from Wise County and 93% come from Wise, Lee and Scott Counties combined. This represents Big Stone Gap’s bread and butter market by far, and it is critically important that their needs are supported.

- Big Stone Gap’s local trade areas are relatively small, reaching out to the citizens of Big Stone Gap and Appalachia, while extending out to rural areas to the southwest. The competitive market of Wise/Norton is likely affecting Big Stone Gap’s trade areas to the north due to the significant regional retail cluster there. Still, Big Stone Gap is performing relatively well in these specific markets.

- While there was a small visitor sample due to the timing of the survey, there were still positive indicators of a broader than normal visitor market. Further study, with a larger visitor sample, would provide a greater level of clarity for this issue.

- Big Stone Gap’s business diversity shows a well-rounded character. There are a variety of businesses including local retail, services, banks and national chains throughout the community including downtown. This is not always the case in peer communities, particularly as they may be struggling with extended vacancies and a general lack of businesses.

- Big Stone Gap has a unique history that is illustrated in the number of “destination” opportunities it provides for visitors. Several tourist-oriented, cultural and destination retail offerings add to Big Stone Gap’s distinct character. Similarly, the concentration of healthcare, business and recreation uses have, to a degree, made Big Stone Gap a wellness destination.
• Vacant spaces in Big Stone Gap’s downtown are still present. These underutilized spaces present an opportunity for revitalization. Up to this point, there has been little “new” investment in the core of the community.

• Demand exists for just over 100,000 square feet of new retail space. Key retail categories include: Food Service and Drinking Places, Clothing, Furniture and Home Furnishings, Healthcare and Wellness, Antiques as well as specialty stores such as Sporting Goods, Hobby & Craft, Books, Gifts, Hardware, Electronics, and Specialty Grocery.

• While housing values are strong in Big Stone Gap relative to the region, future demand is limited in terms of owner occupied housing. This issue has been complicated further by the current state of the economy, and solutions to this issue are dependent upon the recovery of the national lending industry.

• Retail offerings must complement the regional offerings in Wise/Norton in particular. However, Big Stone Gap may be poised to focus on destination based, and independently owned retail uses. This will complement the more regional chain offerings in Wise/Norton.

• In line with other destination offerings, Health, Wellness and Parks will be a key niche that will complement other activities in the community.

• Currently, there is no economic development entity in Big Stone Gap focused on small business and retail recruitment and support.

5.1.2 Goal

Big Stone Gap will diversify its economic base, creating activity by recruiting a variety of restaurant and destination based retail uses, shore up local demand, and cultivate new recreation based and cultural uses.

5.1.3 Action Strategies

Short-term economic development activities would focus on business support and retention, as well as activities that would require the least amount of new capital. They will also outline responsibilities and lay the foundation for future strategies.

Short Term – 2009

• Partner with Mountain Empire Community College to build and promote business support programming. Partner with the Small Business Development Center (SBDC) at MECC to offer free training to local businesses in business planning, marketing, management, and financial planning. The agency offers a wide range of business development opportunities including:
Business Planning – assist potential and existing entrepreneurs with strategic planning.

Marketing – learn how to position a business and promote to target customers.

Financial Planning – including financial analysis, locating access to financing, capital, loan application assistance, etc.

Management Skills – counsel on becoming an effective and efficient manager.

Training & Technical assistance – growth, networking, understanding customer needs, e-commerce, website design, and QuickBooks financial software.

Big Stone Gap is in a unique position because much of the counseling is done on site at MECC campus, while workshops are generally at the nearby Pioneer Center in Duffield.

Quite often, local mom & pops and start up businesses do not know these services exist, and they simply need to be promoted by the local community. Therefore, this implementation task generally involves communicating to existing and potential business owners the services and programs that the local SBDC has to offer. Having Tim Blankenbecler, director of the SBDC, attend a quarterly meeting of Big Stone Gap businesses, can ensure that everyone is aware of these invaluable services. Also, direct links into the SBDC’s website from the Town or GAP Partnership’s sites can be helpful.

Recruit businesses based on demand identified in market analysis. It is important that any recruitment effort be tied to the findings of market analysis in order to convert unused or underutilized space to be economically productive. Early recruitment efforts should target the immediate needs of the community rather than seeking businesses that may require a more comprehensive and expensive marketing strategy to establish a customer base. The space demand showed just over 100,000 square feet of potential, with most demand being in the following categories:

- Food Service & Drinking Places - About 16,600 Sq. Ft of demand. About 2/3 Full-Service Restaurants
- Furniture and Home Furnishings – 7,000 Sq. Ft of total demand.
- Clothing - About 5,500 Sq. Ft of demand, as well as 1,100 Sq. Ft. for shoes.
- Healthcare and Wellness – Clustering opportunity. 23.1% market share indicates potential to expand regional niche.
- Antiques – Clustering opportunity. 33.1% market share indicates an opportunity to compliment used merchandise sales with other local destination businesses.
- Other opportunities for expansion are identified in the market analysis, but would include hardware, sporting goods, hobby & craft, gifts, books, among others.

Facilitate architectural survey and State and National Register District Nomination for downtown Big Stone Gap & adjacent neighborhoods. Working with property owners, local historians, and the Virginia Department of Historic Resources, Big Stone Gap should complete a survey of its historic architecture in downtown and residential areas. It is important to document historic resources not only to increase awareness and appreciation of preservation, but also as a precursor to any historic district designation.

Downtown Big Stone Gap would likely qualify as a National Register Historic District. Designation brings with it significant financial incentives for historic preservation, helping property owners make needed improvements to their buildings. Similarly, Big Stone Gap has some distinctive neighborhoods and homes that may also qualify. Even without incentives,
the honorary nature of historic designation is important to celebrate and communicate Big Stone Gap’s history.

Figure 40: Historic Resources in Big Stone Gap

An architectural survey would be the initial step, followed by completing a nomination for listing on the Virginia Landmarks and National Registers. Both would be facilitated through the Department of Historic Resources, and both represent an official list of properties and districts important to state and federal history. Neither program restricts the use or requires any improvements to designated properties. Currently, there are six buildings individually listed on the National Register of Historic Places including June Tolliver House, Christ Episcopal, John Fox Jr. House, Southwest VA Museum, Terrace Park Log Cabin, and the US Post Office/Courthouse.

• **Create available properties database.** While Big Stone Gap has a better occupancy rate than most communities in the region, it does have a number of vacant and underutilized spaces in downtown and its corporate limits. In order to help realize the potential demand identified in the market analysis, Big Stone Gap should build an available properties database of all vacant space (not simply entire buildings) in downtown. It should include key data such as square footage, location, zoning, utilities, price, rental rates, etc, as well as the general condition of the building. Fortunately, the management team has already assembled much of this information in the business surveys conducted in the early stages of the process. These opportunities should be readily available – on the web, in print, and in the hands of local real estate professionals.

• **Conduct Additional Zip Code Surveys.** Big Stone Gap seems to have a healthy visitor market, yet this market analysis took only a snapshot of that portion of the market. It is recommended that the community conduct the same one-week survey in the Spring, in July or August (during the time of the Drama), and one more in the Fall, likely at the height of Fall colors. The Town can do this research on its own without securing a consultant.
Mid Term – 2010-2011
Mid-term economic development activities will begin to build incentive programs and systems that will likely require strong partnerships and capital expenditures.

• **Create small business incentives to support existing businesses as well as recruit new businesses.** In order to attract the right mix of businesses, a retail recruitment strategy must have incentives paired to the data of the market analysis. Successful incentive programs could include:
  
  o *Business license abatement* – Forgiving an annual business license for a targeted business use is relatively inexpensive, but can go a long way in helping a startup mom & pop business attain financial feasibility.
  
  o *Marketing assistance* – Many independently owned businesses have very little budget for marketing their business or products, and therefore have difficulty in getting the word out. Small marketing grants of $500 or less can be very helpful in producing a sign, radio advertising, assisting in website development, or other activities.
  
  o *Business Planning* – Some communities have had success in sponsoring annual business planning competitions whereby one or more business owners with sound business plans could receive a small grant. These programs would generally be facilitated by a GAP Partnership type organization, and would be open to existing businesses.
  
  o *Other Small Grants* – Other small grants earmarked for utilities assistance or a twelfth-month rental subsidy can be very helpful to independently owned businesses trying to make ends meet, particularly in today's economic times.

• **Begin to recruit active based businesses.** Big Stone Gap has a well-rounded downtown with a variety of uses, chains, restaurants, and tourist destinations. While many of its revitalization issues are physical, there is still an opportunity for the community to capitalize on expanding its **active uses** in downtown and creating an environment that truly is a destination.
  
  o Pair *businesses types* identified in the market analysis with the appropriate *building types* available in downtown Big Stone Gap. For example, a retail or restaurant use has a better opportunity of being successful in a building with a traditional storefront with large display windows, adequate access, and good visibility. An office use has more flexibility in terms of a space. In creating the available properties database and preparing the data for marketing, the Town should identify the most desirable uses for each building. Of course, the market and private sector will ultimately decide how the building develops, but having and understanding and a vision can help it develop in a manner that can create a more active downtown.
  
  o Considering the wealth of recreation activities that already exist within Big Stone Gap, as well as the significant planning efforts that are happening in the region (Rails to Trails, ATVs, Hiking, Spearhead Trails Initiative, etc.), Big Stone Gap should aggressively target additional recreation based businesses such as bike shops and outfitters. Big Bore is a great example of this type of unique business. Our market analysis shows a slight local demand for recreation retail, but new businesses likely will pull from a larger area, particularly as the regional recreational systems expand.
• Similarly, Big Stone Gap should continue to pursue expansion of its existing recreation activities such as coordinating trail development with the Spearhead Trails initiative, and pursuing the feasibility of developing a recreational use at Big Cherry Reservoir. Ultimately, Big Stone Gap should be the “Trailhead” for the entire Coalfield region.

• Finally, the community should continue to pursue destination-based retail such as antique stores, full service restaurants, and specialty retail in downtown, all of which are supported by the market analysis. A potential niche that would complement the existing heritage based tourism resources would be businesses that focus on promoting Appalachian Culture. This would include retail reflecting the community’s heritage such as regional crafts, music, quilts, creative arts, etc.

• **Build Partnerships to foster private sector or outside public incentives.** Town generated small businesses incentives can be very helpful, but other more significant programs will also need to be developed, including:
  
  o **Low-Interest Loans.** Local banks can create low interest, revolving loan pools for new business startups and physical improvements. There are also low-interest down-payment assistance programs. The Town or its partners would need to approach the local community banks to gauge interest in starting such a program. There are successful models across the country, including many small towns in Virginia.

  o **Preservation Tax Credits.** Once downtown becomes a National Register Historic District, property owners of contributing buildings can receive significant rehabilitation tax credits of up to 40% of the total cost of rehabilitation. This is facilitated through the VA Department of Historic Resources.

  o **Façade Grants.** With a successful application in the next round of the DHCD business district revitalization process, Big Stone Gap would receive grant funds which it could use to facilitate a matching façade grant program to help improve private buildings in downtown.

• **Nurture business support systems.** Big Stone Gap is positioned to build business support systems not found within the region, or that are simply unique to the Big Stone Gap community. Each of these would take cooperation between the town and its partners, and in some cases would require outside grants sources.

  o **Business Center/Coffee Shop.** Either associated with the Lonesome Pine Library, or a public/private venture with the Lonesome Pine Office on Youth, a small coffee shop/business center could be created. Much like a typical coffee shop, this center would be a high-speed wireless hotspot, and could be marketed specifically towards telecommuters and home-businesses that need short-term high-speed connections. The center could have associated business uses such as a limited number of workstations, copying services, fax, and phone. The library would be a great location as it is centrally located within the residential neighborhood, and is also already set up with the necessary infrastructure. It would likely need a small expansion for the use. The library has expressed a desire for such a use, and there may be potential foundation funding that could facilitate the improvements.
The use could be equally effective in association with the LPOY. It too has expressed an interest for a similar use, and would likely see it as more of a retail-oriented use with coffee, food, wireless hot spot, etc. The store could conceivably be run entirely by students associated with the youth entrepreneurship program.

- **Business support programming with MECC/LPOY.** Create support programming within the current curriculums of Mountain Empire’s Business Administration Department or the Lonesome Pine Office on Youth’s program for Youth Entrepreneurship. The GAP Partnership and the Town can partner with these organizations to develop a program where students can help independently owned businesses with accounting, business planning, and marketing, as part of the schools’ curriculum.

- **Market key sites for redevelopment.** Downtown Big Stone Gap has a number of buildings that are currently underutilized. Some of that is due to the current physical state of the buildings, while it can also be attributed to the large office spaces left vacant when large employers left town. Also, the master plan identifies key infill and redevelopment sites. As a continuation of the marketing efforts of the early stages of economic development, Big Stone Gap should begin to partner directly with the property owners to market these key sites for redevelopment. No one will know about these development opportunities unless they are marketed outside community. An effective way of doing that is through issuing requests for development proposals (RFPs) to solicit bids from regional or selected developers. It is important that development criteria be attached to the RFP in an effort to ensure that any new development is consistent with the existing urban fabric and vision of downtown.

**Long Term – 2012-2018**

Long-term economic development activities would shift entirely to marketing as well as creating strong anchors for revitalization.

- **Develop key downtown anchors.** Sustainable activities located in a town’s core business district help to promote a stable business environment. One very effective method to creating sustainability in downtown is to create strong public sector, or public/private anchors, and allow private development to fill in the areas between. In a sense, Big Stone Gap already has a number of cultural anchors that define the physical and economic environment in this community. The town has a unique opportunity to help develop two significant anchors that can serve as cornerstones for downtown revitalization:

  - **Big Stone Gap Health and Wellness Center** - Community leaders realized the wisdom in pursuing a health and wellness center in the Big Stone Gap area and commissioned a feasibility study and market analysis in January of 2008. While our market research did not focus on health and wellness, it did show that Big Stone Gap’s trade areas have a tremendous share of the region’s health related retail. This of course coincides with the concentration of health & recreation uses currently found in the area, as well as the findings

  ![Figure 42: Wellness Center Logo Concept](image-url)
of the market research included in the feasibility study.

During the feasibility stage, five potential sites were selected and one out of the five was ranked as the preferred. However, none of the five potential sites were in town. Since the study was completed, an additional site has been discussed which has the potential to be more centrally located, and transform downtown Big Stone Gap.

We strongly feel that the feasibility study should be reopened, and that this new site should be considered as the preferred site, for four key reasons:

- It is centrally located in the largest community in the LENOWISCO region
- It engages a key portion of Big Stone Gap’s Greenbelt as well as one of its larger parks, opening up substantial opportunities for recreational expansion
- It adaptively reuses a building that seems appropriate for such a use
- Returns an active employment and destination use (Town Hall) into the downtown core

A concept for the Big Stone Gap Health and Wellness Center will be presented in the Physical Improvement Plan.

_Downtown Town Hall_ - By locating the Wellness Center at the existing Town Hall, the Town offices can relocate to the center of town. Not all offices would have to relocate. For example, Public Works would likely need its own location outside of downtown. However, it would need a space big enough to accommodate existing offices, with the potential for some expansion. Preferably, a new location would be in an existing building rather than a new facility.

A number of potential locations exist in downtown, and one that presents a great opportunity is the Minor Building, also known as the former Westmoreland Coal Company Building. The building is ideal for several reasons. It is already set up as an office, it is one of the key anchors in downtown, it sits at a prominent corner across from the historic Courthouse, and it is mostly vacant.

The town should commission a facilities needs study to determine its office space needs as well as impact for relocation of its various departments. If the Minor Building is determined as a preferred location, this study should include a public private partnership with the current owners to do an engineering study of the existing building, as well as negotiate either for a long-term lease or property acquisition. Other locations in downtown may exist as well, including new infill construction. Any development of a new Town Hall would depend solely on the Wellness Center.
• **Actively Market Business Opportunities.** By taking an active role in the marketing of business opportunities in Big Stone Gap, the town can create exposure for available sites through public private partnerships. Using the adopted brand mentioned in the next section, Big Stone Gap and its economic development partners should create a business recruitment package including the original market analysis, available properties database, local incentives & grants, and any other investment related information. Outside investors and future business owners will not know about Big Stone Gap’s opportunities without a professional push. Emerging business themes to promote include: small business center, technology infrastructure, “creative” economy, and health & wellness.

• **Consider design review and design guidelines.** Big Stone Gap has some of the best historic architectural stock and cultural resources in the Coalfields region. In order to preserve this character, the Town should consider instituting a local historic district including a design review process. User-friendly design guidelines would present best practices for preservation and encourage new development while protecting property owners who have invested in the historic qualities of their buildings.

• **Maintain on-going market research; including quarterly zip code surveys, annual business & consumer surveys, and five-year market analysis updates.** With targeted business recruitment and the marketing of downtown, Big Stone Gap’s offerings and customer base will change. The market analysis included in this plan should be updated every five years.
5.2 A Story to Tell: Marketing & Promotion

This strategy focuses on telling Big Stone Gap’s story both to an internal market, through local loyalty and community pride, as well as to an external market, through continued tourism development. It also addresses creating activity in a community by programming events and attracting active uses. Similarly, marketing the community could also extend to promoting Big Stone Gap as a place for new investment, either for a new business or a new resident.

The marketing recommendations of this report would be part of a seamless strategy beginning with an umbrella graphic, or brand, that would be the cornerstone of all future marketing efforts.

5.2.1 The Issues

- Big Stone Gap has completed a concise vision of the community and downtown as part of the broader business district revitalization process. This community-wide effort involved a great deal of public input and provided the foundation for this plan. Much of this vision focuses on highlighting the cultural assets and expanding the heritage tourism and recreation base.

- Big Stone Gap’s distinct character is defined by a heritage that is unique to the region.
  - At the foot of the Coalfields, Big Stone Gap is the location where the coal industrialists chose to develop, resulting in its early wealth and cultural depth. The town is a melting pot of cultures with many nationalities and deep mountain music heritage.
  - Big Stone Gap also has a deep literary history including hometown residents such as John Fox, Jr. and Adriana Trigiani, both of whom brought the area’s culture to the nation with their critically acclaimed pieces of literature.
  - The town has a wealth of active historic and cultural resources including the Southwest Virginia Museum, Trail of the Lonesome Pine Drama, Harry Meador Coal Museum, and John Fox Jr. Museum. It has the highest concentration of tourist uses in the region.

- The Big Stone Gap community has excellent local and regional events that draw visitors in from far away. Events such as the Gathering in the Gap and Home Craft Days are well programmed and are quite unique to the region.

- Recreational opportunities are abundant in Big Stone Gap. The Greenbelt and a system of parks give Big Stone Gap an attractive and healthy environment. These resources present the town with an opportunity to capitalize on the growing regional recreational system.

- Each destination in Big Stone Gap has done an excellent job marketing itself. As a result, however, there are many different messages circulating about the Big Stone Gap community. While this is not uncommon in similar communities, these various messages would be better served as individual parts of a broader marketing system.

- To date, there has been little marketing of “Big Stone Gap” as a place, with the community relying mostly on the efforts of individual tourist-oriented businesses.
• The literary “market” is seeing a shift. The users and visitors to the Trail of the Lonesome Pine Drama are generally aging, while the more recent books set in Big Stone Gap are reaching a different “market”. There is a need to connect these markets through a common theme.

• Similarly, there is a need to preserve the places and settings mentioned in the books, as well as to prepare Big Stone Gap for the upcoming movie based on a novel by Adriana Trigiani.

• Finally, there is an opportunity to build on the marketing systems of the regional recreational and tourism programs that exist in the area (Crooked Road, Round the Mountain, Spearhead, etc.)

5.2.2 Goal
Big Stone Gap and its partners will craft a message that positions the community as the focal point of the Coalfields Region, with a rich cultural heritage, diverse tourism and recreation resources, and an active downtown with vibrant shops and businesses.

5.2.3 Action Strategies
Early efforts would focus on establishing the brand imagery, extending it to existing marketing organizations and materials, and meeting the most immediate marketing needs.

Short Term – 2009

• **Create a unique and expandable brand system that tells Big Stone Gap’s Story.** A “brand” is a promise that is made to a consumer that speaks to the unique value and characteristics of the product. Just like a soft drink or shoe company, this would apply to a community as well. Therefore, a community brand would present the unique characteristics and community values that separate it from others within the region.

In the case of Big Stone Gap, the brand should focus on the multifaceted nature of the community including its industrialist history, literary and cultural ties, distinct historic architecture, unique tourist destinations, exceptional recreation resources, and overall quality of life for its residents.

During its recent strategic planning process, the GAP Partnership commissioned a logo that attempted to do that just that, focus on the multifaceted nature of the community. We feel strongly that the logo, shown on the following page, is a quality graphic and a good message, and ultimately can be cornerstone of a system. Of course, a “brand” is not simply a logo, but rather a graphic composition, style, theme, palette, typography, and overall message that is applied to a broader system that positions Big Stone Gap as a special place.
The marketing logo shown above is current with its colors, style and typography, as well as being unique to the region. It focuses on the multifaceted nature of the community, and it draws heavily on the area’s literary history. Of note are the Victorian color palette, the multiple images (an open book, the Tolliver house, a lonesome pine, mountains, downtown), and the unique tag line. Big Stone Gap is truly “A Little Town with a Big Story”. Again, as planners who specialize in community branding, we feel that this is the right direction for Big Stone Gap.

On the other hand, we feel that the logo, while an excellent start, is too complex for an effective system, and is not expandable. Our recommendations for Big Stone Gap’s marketing logo are simple and subtle: Take the existing logo imagery, evolve it into something less complex, and turn it into a comprehensive brand system.
Our recommendation for a new marketing logo for Big Stone Gap focuses entirely on expandability. First, we propose taking “Big Stone Gap” out of the graphic. “Big Stone Gap” was awkward and difficult to read. Also, the asymmetrical nature of the graphic made it very difficult to apply in multiple formats. Second, we recommend removing the word band from around the image. This text overlay complicated the imagery as well as the tag line. Removing all text from the icon makes the composition crisp, less like a “city seal”, and more effective as a marketing brand. Finally, we accentuated the name of the Town and created a place in the composition for the tag line between the descending “g” and the “p” in the town name. The Town name truly does become part of the logo graphic in this manner.

By separating the text from the graphic, it also creates an icon that can be used independently in certain applications.
Finally, these subtle changes to the graphic composition ultimately create a much more expandable logo system with multiple variations within the same theme.

Figure 49: Logo Variations

- **Create a separate system that represents the official image of Town Government.** The brand imagery above will specifically be used to market and promote the community to internal and external customers. As part of the larger overall system, the Town should adopt a unique and up to date logo that is a representation of official town business. This is similar to a university that has separate and distinct logos for academics and athletics. If a school’s athletics program has a poor season, it should not affect academic admissions and vice versa, and therefore schools generally have a dual logo system. Some even

Figure 50: Trademarked ACADEMIC and ATHLETIC dual logo system for University of Kentucky
have more than two.

The Town’s current logo imagery, while well implemented in gateway signs, parks, and town website, is very dated and is in need of a more timeless treatment that also connects to the new marketing system.

The seal above ties into the new brand system with the **font set** and **colors** from in the marketing brand presented earlier. The Victorian blues and greens are tinted in the picturesque scene and pine imagery included in the seal. The wording of “A **Virginia** Mountain Town” is not intended to be an additional tag line, but simply a creative spin on the state identifier. The two descending letters “g” and “p” in the town name give us a longer area to write the identifier or associated text. In this case, rather than Big Stone Gap, Virginia, it is Big Stone Gap, A Virginia Mountain Town. So, where in other communities it may be Norton, Virginia, or Kingsport, Tennessee, here it is **Big Stone Gap**, A **Virginia** Mountain Town.

The main imagery of the icon first includes the bronzed town seal. Again, this ties back into the broader system, but also presents a more official composition, particularly with the wording and date of establishment. Within the seal are two distinct images. First is a literal photographic image of Powell Valley, the mountains, and the Big Stone Gap area. Rather than show multiple images representing the multiple facets of what the community has to offers, the intent here is to show the singular, strong visual element that ties everything together. In Big Stone Gap’s case, whether it is the coal mining industry, literary and creative history, or recreational amenities, it is the value of the land and natural surroundings that have defined the area and inspired its citizens. The second image is of course the Lonesome Pine. While in the foreground, the tree is meant to blend more into the overall composition rather than dominate it. Ultimately, the seal is designed to be expanded should the need arise, with new imagery in place of the pine tree, if the identity of the community changes.

A comprehensive system for the official Town Seal will include the seal above, but also variations in grayscale and black & white. We are also showing a complete system with logos for each of the Town’s departments.
The logos for Big Stone Gap Parks & Recreation as well as the Greenbelt are intended to shift back to be more in line with the marketing logo because they represent destination based uses in the community. They also are part of the broader marketing and wayfinding systems presented later.
• **Begin local loyalty and community pride campaign.** While Big Stone Gap has a health visitor market, we learned in the market analysis that 77% of its customer base comes from Wise County alone. Therefore, early marketing efforts must target the local base. Two early strategies could include:

  o **Cooperative advertising.** A cooperative advertising program facilitated through the GAP Partnership would pool members’ marketing dollars to buy local and regional advertising aimed at shoring up the local market. However, rather than focusing on a “buy local” theme, or trying to promote every business with each ad, an effective program can focus on promoting activities or common themes in downtown, while highlighting individual businesses on a rotating basis.

  o **Create recurring events in downtown.** Another phase for this step involves establishing small, recurring events in Big Stone Gap’s downtown and parks. Big regional events are wonderful and should continue, but small, programmed events such as a regular music series, can promote interaction among residents and strengthen a bond of trust between local officials and their constituents.

  In Big Stone Gap, it is likely necessary for the Town to permit these activities, while the Parks department and other civic organizations plan and promote the events. The Town has the unique situation of having the Trail of the Lonesome Pine Drama occurring Thursdays through Saturdays in July and August of each year. This destination is incredibly important to the history and culture of the community, and it is essential that every effort is made to ensure that other downtown events do not interfere with the user’s experience at the outdoor drama, primarily from a sound perspective. For example, it may be necessary to program music events with a public address system to be held at Miner’s park Sunday through Wednesday, or at another location if on Thursday through Saturday.

• **Tell Big Stone Gap’s Story.** Big Stone Gap has a story to tell, and it should start interpreting its local history to its citizens. The town’s schools and libraries can serve as a conduit for this activity, instilling town pride in Big Stone Gap’s youth at an early age. This can occur in multiple ways:

  o **Storytelling on Sundays** – Storytelling in the afternoon on the lawn at the Lonesome Pine Library geared towards children and families. The events would focus on children’s story’s, but also local history and folklore.

  o **Readings at Miner’s Park/Businesses** – Poetry & short story readings programmed at Miner’s park or local restaurants or businesses. This already currently occurs at Tales of the Lonesome Pine Bookstore, and these events would likely be programmed by a private entity.

  o **Banners** – Branded banners in downtown and districts that highlight the area’s unique history, stories, and local legends.
• **Create an enhanced music venue downtown.** Support the music and culture of Big Stone Gap through a centralized music venue. With a diverse musical heritage, Big Stone Gap can provide a variety of genres including Irish, Scottish, Spanish, Czech, Native American, Folk and Bluegrass. Music legends such as Carl Martin should be honored and memorialized for their contributions to music through an enhanced Miner’s Park. Events should be coordinated with other performance venues, specifically the Trail of the Lonesome Pine theatre, to ensure that conflicts are eliminated.

• **Create branded web presence for Big Stone Gap as well as GAP Partnership.** Currently, there is an adequate web presence for Big Stone Gap. The website presents a wealth of information, yet simply needs a fresh design. Future efforts should incorporate the branding system to reinforce the town’s image. The GAP Partnership’s site is in tremendous need of an update and full redesign.
• **Extend brand imagery to existing organizations and events.** In order to create equity in the new marketing brand graphic, Big Stone Gap should offer up the primary brand imagery and extend it to existing agencies and events.

*Figure 55: Brand Logo Extension for Big Stone Gap*
Mid Term – 2010-2011

Mid-term marketing tasks will shift to producing new marketing pieces to promote Big Stone Gap, as well as building an external marketing message.

- **Build a Culture Walk through Big Stone Gap with map and brochure focused on interpretation and education.** Big Stone Gap is poised to create cultural activities and preservation materials that people can experience, interpreting the area’s unique historic and literary resources rather than simply reading in a book. The community should create branded interpretative tools such as an historic walk and interpretive history brochure. Each site along the walk should be identified with a logo disk.

![Figure 56: Cultural & Historic Walk Sign Concepts](image)

- **Expand Farmers Market.** Big Stone Gap has relatively new farmers market that has received broad support from both the public as well as regional farmers. Currently, the market occurs in the parking lot surrounded by Wood, 5th, Shawnee, and 4th. The market specializes in produce, baked goods, crafts, and occasionally music. Future plans are to expand to include demonstration cooking and crafts, and children’s activities.

  Physical improvements, increased visibility, and marketing will help the existing Farmers Market become a key destination and an anchor for downtown activity. We are recommending a new logo, improved signage in conjunction with a larger wayfinding system, and physical improvements to the parking lot (discussed in the next section).

![Figure 57: Farmers Market Logo](image)

- **Create Comprehensive Big Stone Gap brochure.** As an expansion of the Cultural Walk concept, the Town should create a comprehensive Big Stone Gap brochure. The brochure, like the town’s logo, should focus on the multifaceted nature of the community. It should have a brief interpretation of the history of the community, and should highlight different districts and themes including history, literature, recreation, downtown, and residential. Each district or theme would have a pullout insert map as well as information.
highlighting key sites and destinations. As a companion in the physical environment, unique banners should identify the districts.

Figure 58: Big Stone Gap Brochure Concept
• **Create joint Tourism Website.** A coordinated web presence for Big Stone Gap’s various tourist attractions will facilitate visitors with a one-stop source of information such as a consolidated calendar of events and general information about the community. Access to information is a growing necessity for travelers, and creating a centralized site would provide answers to the public’s questions as well as marketing the town’s destination retail establishments. The site would simply be a branded entry portal that would direct the visitor or local to the individual sites of each destination. The town should register [www.abigstorytotell.com](http://www.abigstorytotell.com) for this site, which is currently available.

*Figure 59: Joint Tourism Website Portal Concept.*
• **Tap into regional tourism efforts such as the Crooked Road Trail & Round The Mountain.** Big Stone Gap is fortunate to lie within a region where there are significant and successful regional and State tourism development agencies that the community can capitalize on. The community is well represented in the Crooked Road Trail’s website and print brochures, which is a testament to the hard work of local tourism development efforts. These efforts should continue, while also looking for opportunities to promote Big Stone Gap’s Place on the Crooked Road internally, to the local citizenry.

Similarly, the Round the Mountain Artisan Network links the visitor to local artisans, farmers, and craftsman in Southwest Virginia. Unlike the trails above, it is more of a network of trades peoples and craftsman, but has a similar mission of celebrating and promoting the region’s creative heritage. Currently there are just a few artisans from Big Stone Gap included in the network. Big Stone Gap should engage the local creative community to ensure that it is effectively represented and promoted in this unique resource. Another way to engage this network is to work jointly with RTM and Wise County to create an “artisan loop” to be part of the network.

**Long Term – 2012-2018**

Long-range efforts extend to promoting Big Stone Gap to broader target markets.

• **Create annual/biennial Writer’s Workshop.** Educational workshops can draw visitors to the area to discover and be inspired by the area’s natural beauty. This can also serve as a source of economic stimulus and an activity that sustains the rich literary heritage of Big Stone Gap. There are several “models” that Big Stone Gap could look to including: residency programs where authors gather for several weeks in an inspiring location to create; workshops that are multi-day or week-long educational programs where authors and poets learn and hone their craft; Writer’s Conference’s that are typically weekend conference-type seminar programs; and Literary Festivals similar to the excellent John Fox Jr. festival at MECC. This half-day festival is celebrating its 33rd year in 2009 and is highlighted by keynote addresses and a poetry contest.

A new event in Big Stone Gap should balance a celebration of the area’s literary heritage, with the potential to maximize an economic impact, and therefore look for an opportunity to engage people in the community. It would also be an excellent way to interpret the community’s
literary history to outsiders, and build interest in the upcoming movie. Perhaps a good model for Big Stone Gap would be something similar to the Appalachian Writers’ Workshop in Hindman, Kentucky. The weeklong program is in its 32nd year and has a daily program consisting of educational writing workshops focusing on mountain and Appalachian literature. It is associated with the Hindman Settlement School.

A local program would be a partnership with the Mountain Empire Community College, UVA Wise, Trail of the Lonesome Pine Arts & Crafts, Big Stone Gap, and GAP Partnership. It could begin as a small program of 50 participants or less, and would depend heavily on the use of the Comfort Inn for lodging and MECC for meeting/education facilities. It could be programmed to capitalize on Big Stone Gap’s assets as a “place”, alternating workshops with hiking & biking outings, writing events, etc, and even focusing specifically on fans of Big Stone Gap or Trail of the Lonesome Pine books. Both of these titles are regional writing, or “place” writing, which is hugely popular with authors, particularly younger authors. Targeting young authors and small presses and publishers may help establish a foothold for the event early on.

• **Targeted marketing of recreation as well as health and wellness opportunities.** Building off of the regional significance of these growing industries in the area, Big Stone Gap should position itself as a destination for health, recreation, and overall wellness.
  
  o **Target Markets:** Target markets would include persons engaging in traditional recreational activities (active parks, outdoor recreation, etc), active & aging lifestyles (empty nesters, second-home owners, retirees, and seniors).

  o **Health & Wellness:** The Health and Wellness Center mentioned as an economic development anchor in the previous section, and detailed later in conceptual design, should be marketed to the three-county region via website and print brochure. Potentially, a brochure specifically detailing all local “wellness” opportunities could be created.

  o **Trail Head for Region:** Big Stone Gap truly is in the unique situation in that it lies directly in the center of all of the expanding regional recreation resources, as well as the wealth of local recreation uses. Big Stone Gap should create a marketing campaign positioning itself as the Trailhead for the Spearhead Trails region. It can do this through targeted advertising, recruiting active businesses, and developing trailhead sites within the community, along the rivers, and on the Rails to Trails system.

![Figure 61: Health & Wellness Center Ad](image)
• **Expand marketing efforts to broader set of economic development materials.** There are several economic sectors in Big Stone Gap that can benefit from an expanded marketing campaign.

  - Identify and promote market rate housing opportunities in downtown Big Stone Gap. Just like retail and business uses, a community needs a mixture of housing types. There are currently a number of low to moderate-income units in downtown. There seems to be a need to accommodate market rate housing opportunities in the form of upper floor housing or new infill development. Work with property owners and local realtors to promote these opportunities.
  - Create a **Guide to Doing Business in Big Stone Gap** offering all relevant information a new business would need in Big Stone.
  - Recruit new lodging establishments. With the Comfort Inn, Country Inn RV Park, Jessie Lea RV Park, and the Poplar Hill Cottage at the Museum, Big Stone Gap has some unique lodging offerings. However, if the community is to offer larger events, writer’s workshops, recreation events and tournaments, it will need to identify and develop additional lodging options. Our market analysis did not address this, and the community may need to do a lodging study as a long-term task, gauging the need for additional beds, but also meeting and conference space.
5.3 Sense of Place: Physical Improvement Plan

The physical improvement plan builds off of economic restructuring plan, and focuses its recommendations on downtown streetscape, gateways, façade improvements, connections, key anchor projects, and recreation enhancements. Like the economic restructuring and marketing strategies, it attempts to meet the basic needs of the community, with greater long-term phasing including more significant projects and investment. Most of these projects are capital intensive, and their timing and implementation will be determined by the availability of public and private funding resources.

The physical improvements focus on downtown in detail, as well as a broader study area that includes the entire core of the community, greenbelt, and key corridors leading into downtown.

5.3.1 The Issues/Observations

Gateways
• There are four main entrances to town including Route 23 (north and south), Wood Ave (east) and Highway 58 to Pennington Gap. These entrances have good gateway signage, however there are some challenges in terms of use, landscaping and beautification.

• Improved signage is needed at both entrances off of the 4-lane leading into downtown, but particularly the “main” entrance along Route 23.

• The corridor entrances need improvements in various areas. These needs vary between streetscaping, infill development, environmental improvements, beautification, better signage and lighting, wayfinding and pedestrian enhancements.

Downtown
• The urban fabric of downtown is intact thanks to preservation of the town’s signature buildings. However, there are several buildings that can benefit from cosmetic improvements.

• Generally speaking, the parking in downtown is adequate. Two centrally located public lots need improvements to their signage, streetscaping and landscaping. Better access is needed in specific places. Parking during events, particularly the Trail of the Lonesome Pine Drama, can be a challenge in because of a general lack of dedicated resources in that area of downtown.

• Downtown has good open space, especially with the centrally located Miner’s Park at the corner of 5th and Wood. However, Downtown needs better connections to the existing Greenbelt.
Some opportunities for positive improvements include infill development, adaptive reuse of historic structures, façade renovations, and better parking.

Overall, the existing streetscape in downtown is in poor condition. Examples of broken sidewalks and the absence of street trees show room for improving the overall downtown experience.

**Parks & Open Spaces**
- Big Stone Gap has an abundance of active and passive open spaces throughout its downtown and adjoining neighborhoods. These parks include Miner’s Park in the center of town, Bullitt, Frog Level, and Carnes. Other parks exist just outside of the core, and there are opportunities for future open spaces as well.
- The Greenbelt is a unique recreational amenity that surrounds the community while also linking the network of parks. These parks appear to be well maintained.
- Opportunities exist to improve connections to the cultural resources and neighborhoods in Big Stone Gap. Maintenance and enhancement opportunities must be ongoing for all parks, especially Miner’s Park.
- Opportunities must also be explored to link to other recreation areas outside of the Greenbelt.

**Neighborhoods**
- The neighborhoods adjacent to downtown contain great architectural character. These neighborhoods include both historic and newer, mixed income developments.
- The street grid is well planned giving walkable access to downtown, parks, cultural resources and places of worship.
- Street trees and vegetation are mostly in place throughout the neighborhoods, creating a pleasant walkable experience for the pedestrian.
- Some opportunities exist in specific places for improvements to connections, streetscaping, walkability and infill development.

**5.3.2 Existing Conditions**
The illustrations on the following pages show the physical background analysis that lays the foundation for the recommendations of this plan. These illustrations include:

- **Overall Framework Plan** – Observations and key projects in the expanded study area outside of downtown.
- **Downtown Framework Plan** – detailing existing conditions and opportunities specifically in the downtown core.
OVERALL FRAMEWORK PLAN
5.3.3 Goal

Big Stone Gap will create a more visually appealing and pedestrian friendly atmosphere in downtown with improved sidewalks, tree-lined streets, and revitalized storefronts; while also creating a green network connecting its various cultural districts, neighborhoods, parks, greenbelt, and wellness activities.

5.3.4 Action Strategies

Short-term physical improvements are intended to be projects that are easy to implement, or that can find early funding resources. They should have a high level of visible impact, such as key gateways and enhancements to Miner’s Park.

Short Term – 2009

- **Make short-term improvements to Miner’s Park:** Miner’s park is a great centrally located public active space. It has great public art, is programmed with activity, and recently underwent community improvements including a new bandstand. The project certainly enhanced the park but in reality it is just a start. The park is still somewhat rough around the edges. Even with the bandstand and new lighting and benches;
  - The grass is patchy and needs seeding.
  - There are still “remnants” of the previous plaza.
  - The new brick pavers are falling out of place creating a safety/tripping hazard.
  - Guy cables from the street intersection are in the way and obstruct pedestrian movement.
  - The drug store mosaic tiles and broken stonework around the sidewalks are in poor shape.
  - There appears to be some minor drainage issues.

In the short term, there is an opportunity to “tighten up” this park, keeping its existing configuration, and ultimately creating a more pleasing and usable space. Long-term solutions would require a more detailed redesign of the park.
Figure 64: Short-term Miner’s Park Improvements

These improvements are intended to be relatively inexpensive, while at the same time temporary. In fact, many of these enhancements, including plantings and hardscape, can be relocated and reused when the park undergoes the more significant redesign planned in later phases. In addition to the specific items mentioned in the illustrations above, these improvements would include:

- Planters and landscaping to define park space and street edges (shown in drawing).
- Signage and/or banners at park corner, bandstand, or along blank walls to provide color and interest.
- Strategically introduce new trees now while ultimately being part of the long-term improvement plan. Planting can be done not to interfere with future construction.
• **Develop and Begin Implementing Façade Master Plan:** If and when Big Stone Gap is successful in receiving the construction grant, it should implement a “façade master plan.” Unlike a traditional façade grant program, this is a comprehensive rehabilitation of many downtown buildings at once, whereby the Town administers grant funds that will pay for a matching façade improvement program.

**Powell Valley Builders Building**

Big Stone Gap, Virginia

**PROPOSED WORK:**

1. Install (5) new upper windows:
   a. Remove current replacement windows and masonry blocking
   b. Prepare (5) openings for new windows
   c. Install (5) 3060 double hung windows

2. Install new 16’ high x 20’ long storefront on left to match:
   a. Remove existing construction, this area.
   b. Frame in for (2) 16’ long x 12’ high storefront w/ aprons
   c. Re-use existing double entry doors and transoms
   d. Trim assembly with wood and paint

   **$6,075.00**

3. Install (2) 20’ metal coping at parapet:

   **$750.00**

4. Install center entry door:
   a. Remove existing door and framing and prepare opening
   b. Install 3000 wood ½ glass door and hardware
   c. Paint new assembly

   **$1,750.00**

5. Remove vegetation from right side of building:

   **$750.00**

6. Paint right side of building:
   a. (2) coats masonry paint, 2,100 sf x $2.10 psf

   **$4,410.00**

   **Total**

   **$37,035.00**

**Figure 65: Facade Write-ups & Concept Drawings. See Appendix.**
• **Make Parking Improvements to Public Parking Areas:** Both of downtown Big Stone Gap’s public parking areas are currently underutilized, primarily due to design and a need for improved access. Fortunately, both are centrally located, and improvements should be relatively simple yet cost effective.

  o **Farmers Market Lot** – shown on the following page, this lot is bounded by Wood, Shawnee, 4th and 5th Streets. This lot serves multiple businesses fronting the surrounding streets, and is also the location of the Big Stone Gap Farmers Market. As such, it has the potential to be a key downtown destination, while also creating a stronger urban fabric.

  Primary improvements include defining sidewalk edges with deciduous shade trees, pedestrian improvements on the exterior and interior of the lot, and consolidating/reconfiguring the existing parking area, ultimately creating more usable space. The anchor of these improvements will be securing a long-term location for an expanded farmers market. The plan shows three potential locations for this facility, and the market would be “housed” under a temporary canopied structure that would provide for shaded parking when not being used for events. The preferred location, identified as Location A on the map, is fronting on Wood Avenue in an attempt create and active use along Wood. This also creates a continuous front along the main street. Ultimately, when this vacant portion of Wood Avenue is ready for infill development, the temporary structure can be moved to one of the alternative locations.

  o **Courthouse Lot** – Next would be the lot behind the Courthouse, at the intersection of Clinton and 4th Street. This lot is rarely fully utilized except for court days, yet is just one block from most all of downtown businesses. Improvements are shown on the drawing, but generally include defined sidewalk edges, pedestrian improvements, shade trees, and ornamental lighting.

  Ultimately, both lots would be signed as part of the comprehensive wayfinding strategy.
FARMERS LOT
• **Enhancements to 23/58 leading into Downtown:** Route 23 north into Town serves as the primary entrance from the 4-lane. It is characterized first by the larger-scale retail/service, food chain restaurants, and the Comfort Inn on the hill. It then transitions into a pleasing natural vegetated mountain setting as you approach town. Improving signage will help, but also softening the streetscape at the main interchange as well as the approach into Big Stone Gap with strategically placed street trees, evergreens shielding unfavorable development, and simple landscaping.

![Figure 66: Proposed Gateway Sign with Public Art at Town Limits on 23/58](image)

• **Improve Primary Gateway at Downtown Arrival Point on Gilley:** Continuing along this route as you round the corner on Gilley, the 101 Car is immediately on your right. At this point, the gateway into town seems to break down as you quickly approach downtown, over the River, and ending at the hard right on 5th Street. This “gateway” is even more complicated by the current cosmetic state of both the bridge and some of the deteriorated buildings. It can be difficult to notice the 101 Car, the River, or the Greenbelt, and before you know it, you’re in downtown. This gateway needs to be improved with landscaping and pedestrian enhancements, cosmetic improvements to the bridge, and a softer entrance from Gilley to 5th Street.

![Figure 67: Improved Gilley Entrance.](image)
• **Create and enhance downtown Greenbelt trailheads:** Access to the Greenbelt from downtown and neighborhoods needs improvement. The primary improvement would be the gateway above, as well as improved access to the River behind Trail of Lonesome Pine complex, East 5th Street Bridge, and 3rd Street. Improvements would vary, but would generally include pedestrian access and signage.

• **Improve Wood Avenue streetscape (primary level street):** Wood Avenue represents Big Stone Gap’s “Main Street” and should be the first priority in terms of overall street improvements. The current state of the street does not do the town or its architecture justice. The primary issues are the crumbling and deteriorating stonework, and the lack of street trees or any vegetation. In a typical master plan, streetscape work would be long-term simply because of expense. Big Stone Gap is fortunate because the streetscape improvements are relatively simple, and potential funding streams may already exist.

Each downtown street in the master plan is identified as being one of three levels, and is addressed at various points of this plan. Wood Avenue, between East 2nd to one block beyond East 5th, is the only primary level street identified in the plan. Shown by the dashed red line in the Downtown Analysis Map, primary streetscape areas should receive the highest level of improvements and finish with the downtown area. We are presenting three separate alternatives for this stretch of Wood Avenue, each with varying levels of impact.

**Alternative A** is preferred because it not only provides the greatest tree planting and greenery opportunity, but also the least impact to the existing sidewalk and construction.
WOOD AVENUE CONCEPTS

Alternative A:
• Provides the greatest tree planting and greening opportunity.
• Would visually narrow the width of the street.
• Install new planters at corners or ‘dead-zones’ that are currently striped and not used for parking.
• Create new shade tree planters (+/- 8 x 14’) outside of the existing curb in the parking zone at approximately 45-60’ on center.
• Strategically relocate these diagonal on-street parking spaces displaced by planter areas (improved access and parking lot enhancements discussed previously).
• Plant large, upright shade trees (Oak, Sycamore, Linden type). Under plant with groundcovers or low evergreen shrubs.
• Remove/replace existing bluestone band with a brick or paver option.
• Repair/replace any existing areas of concrete walk with concrete as needed.
• Install new brick or paver crosswalk zone areas with concrete banding.
• Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.

Alternative B:
• Install new tree planting pits (+/- 4 x 6’ min.) adjacent to the existing curb at approximately 45-50’ on center.
• Install new planters at corners or ‘dead-zones’ that are currently striped and not used for parking. Plant low seasonal interest or shrub plantings in corner planters.
• Existing parking layout would remain with no need to relocate spaces off-street.
• Plant more columnar shade trees (Oak, Maple) in tree pits. Under plant with groundcovers or low evergreen shrubs.
• Remove/replace existing bluestone with a +/-4’ brick or paver band that would connect the tree pits, located immediately adjacent to the curb.
• Repair/replace any existing areas of concrete walk with concrete as needed.
• Option - Install new brick or paver crosswalk zone areas with concrete banding.
• Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.

Alternative C:
• Install new tree planting pits (+/- 4 x 4’ min.) in diagonal squares by removing sections of the existing curb at approximately 45-50’ on center.
• Install new planters at corners or ‘dead-zones’ that are currently striped and not used for parking. Plant low seasonal interest or shrub plantings in corner planters.
• Existing parking layout would remain with no need to relocate spaces off-street.
• Plant upright shade trees (ex: Sycamore, Oak, Maple) in tree pits with tree grates.
• Remove/replace existing bluestone with a brick or paver band located immediately adjacent to the curb.
• Repair/replace any existing areas of concrete walk with concrete as needed.
• Install new trash receptacles and benches in a palette, color, and finish to complement the existing ornamental light fixture.
ALTERNATIVE A
ALTERNATIVE B
ALTERNATIVE C
Mid Term – 2010-2011

- **Physical Improvements to Prepare for Town Hall Move:** Physical improvements associated with a Town Hall move to the Minor building or other location would include architectural improvements determined by the engineering study, as well as on and off site parking and infrastructure improvements.

- **Enhance Farmer’s Market with open-air structure:** The Farmer’s Market in the northern municipal parking lot has been discussed in detail previously in this report. A mid-term goal creating a second downtown anchor will be securing and installing an open-air farmers market structure. Access on Wood Avenue will be key, as will the ability to use the structure for other events. The structure would be semi-temporary and could be moved. The existing farmers market likely would need to incorporate as a private non-profit organization, and then apply for grants to fund the structure. Several programs exist, such as the Farmer’s Market Promotion Program (FMPP) administered by the US Department of Agriculture. This particular program generally funds educational and marketing projects, but also has funded infrastructure projects as well. Local governments can sponsor these applications as well.

*Figure 68: Farmers Market Canopy*
• **Create Wayfinding System:** A hierarchical system of signage should be implemented directing visitors and residents to cultural, civic, recreational, and parking resources. The wayfinding system will utilize the marketing brand image to create a seamless experience for the visitor in line with the marketing material also being produced. A comprehensive system for Big Stone Gap would include:

  o **Gateways:** These gateways are the primary intersection points and main entryways to Big Stone Gap. They need to be highly visible and introduce the marketing brand. Here, it would likely need to be a series of gateways:

    ▪ Eastern Gateway on 23 at existing Town Limits – this is the site of the existing gateway sign and the primary gateway into town. The sign should be redesigned with the new marketing imagery and new landscaping. This should be a more significant, monument type treatment.

    ▪ Future corridor gateways would be long-term.

  o **Trailblazers:** Trailblazers direct motorists & pedestrians to the main attractions in the area. These should have between three and four locations per sign and should carry motorists initially from gateways to parking lots. Signs can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway decreases.

  o **Street Banners:** Banners are very popular by adding color and movement to the lanes of travel. They act as a speed control adding the perception of increased activity along the roadway. They can also be used to designate specific character districts such as Cultural, Residential, Downtown, etc.

  o **District Markers:** These signs would be simple pole mounted gateway signs announcing entry into key districts, such as downtown.

  o **Parking Signage:** Visitors are more likely to walk a block or two to shop if the signage system effectively leads them to a public parking lot and tells them where to access the district most easily. The parking markers can be by themselves or as attachments to trailblazer signs.

  o **Informational Kiosk:** Informational kiosks serve as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at either or both of the public parking lots in downtown. They should include an area map and racks for other marketing items.

  o **Cultural Walk Signage:** As an alternative to traditional signage, destinations on the cultural or historic walk would be denoted by small numbered disks using the new marketing brand.

A comprehensive wayfinding system can be relatively expensive to implement, and therefore needs to be done in phases. Systems typically start with pole-mounted trailblazer signs, which can average around $1,500 per unit, depending on design, vendor, and bulk pricing.
Figure 69: Comprehensive Wayfinding System
Develop Wood Avenue “Green Spine”:

The Greenbelt surrounding the community is truly a great recreational resource. Similarly, the design and development of Big Stone Gap’s neighborhoods and street network make for an excellent pedestrian environment. Still, there is a need to improve the pedestrian connections from neighborhoods and districts, to the Greenbelt on the interior. One key district connection will be creating a “green” spine from Wood Avenue at 2nd Street (Downtown) to the Cultural District at the Library and Museum, more effectively connecting the neighborhoods to downtown.

Simple improvements to this three-block section would be primarily pedestrian oriented including additional shade trees, shrub & ground cover, pedestrian signage (district level), and small flowering tree clusters at roadway intersections. Ultimately, this will link downtown directly to the cultural district, but also the new passive park connection to Bullitt Park.

Infill opportunities:
The master plan for downtown identifies a number of opportunities for new infill development. Each will depend on market opportunities as well as the desires of the private property owners. It is likely that these opportunities would be realized as mid-term and long-term projects, particularly as downtown revitalizes and the market matures. Mid-term potential includes:

- Vacant lot on Wood adjacent to Litton – small retail business.
- West side of 23/58 near intersection with Clinton – new infill building or expansion of existing business. Would include displacement of parking.
- Corner of Wood/Jerome – small retail or office building site to complete block.

Improve secondary level streets:

Secondary level streets are identified by the medium-sized, brick red dashed-line on the Downtown Analysis Map. Unlike Wood Avenue, these streets would receive a “mid-range” of finish and investment.

- Secondary level streetscapes examples are Jerome Street, East 5th Street from the existing bridge to Clinton Street, and ultimately south to the future infill opportunities along East 5th Street.
- Create tree planting areas with tree pits, parking island entries, or planting strips adjacent to walks with large upright shade trees (Oaks, Sycamore, Linden type trees). Under plant trees where possible with groundcovers or low shrubs.
- Stripe diagonal, head-in parking and parallel spaces along streets where there is enough room and traffic patterns will allow.
- Plant low hedges or shrubs to screen cars where parking edges abut the walk zones.
- Create additional low ornamental planting areas in strategic locations to provide seasonal interest (i.e: parking lot entries, adjacent to building entries)
- Install scored concrete walkways or exposed aggregate concrete with the optional of brick or paver banding adjacent to the curb with depressed (ADA compliant) curbs at corners.
- Extend the installation of the ornamental pedestrian light to match Wood Avenue fixture.
- Incorporate district banners hanging from street poles and designated façades areas.
- Create painted pedestrian crosswalk zones.

**Enhance linkages and walking connections from Greenbelt to neighborhoods:** Identify key access points and improve connections to greenbelt system from the residential area. Most of these will likely be from existing parks along Greenbelt. Connections will be primarily sidewalks, landscaping leading to park gateways, and signage, particularly along W. 5th, Cherokee, Proctor, etc.

![Figure 70: Greenway & Parks Signage and Banners](image)

**Facilitate Recreation Master Planning process:** This plan addresses improving many of the physical connections to the Greenbelt and parks. The town has an incredible amount of parks resources for a community of its size, the Greenbelt is unrivaled as an asset, and the regional recreational agencies are beginning their own master planning. Therefore, Big Stone Gap cannot afford to simply take a cursory look at its future recreational needs. A recreation master plan for Big Stone Gap’s park system will determine the long-term planning, programming, and expansion needs, and is likely the next step. Such a plan would include:
1. Inventory – determining all parks assets and existing conditions.
2. Needs Assessment including public workshops, user opinions, coordination with high level users such as schools & little league.
3. Master Plan including park existing facilities upgrades, expansion, and programming.
4. Management Plan including programming, coordinating with community groups.
5. Financing & Implementation.

During the current master planning process, several opportunities were identified that could be incorporated into the broader recreation master plan. Since Bullitt Park is approaching its 75th anniversary next year, we took a more detailed look at it.

1. Bullitt Park Physical Considerations

   **East 1st Street Gateway**
   - Opportunity to do some lower level shrub planting and seasonal interest plans in front of walls at base.
   - Replace the existing chain link style gates with more ornamental gate pieces.
   - Utilize an ornamental pedestrian light or accent lighting on walls.
   - Install a walkway or paved path that connects East 1st Street sidewalks to the entry.
   - Plant flowering trees behind the wall (at radius section) to provide seasonal interest.

   **East 2nd Street Gateway**
   - Create tree-lined drive once within the park.
   - Complete general landscape improvements and beautification.
   - Replace the existing chain link style gates and fence with more ornamental gate pieces.
   - Install low accent planting at the pier base entry.
   - Clearly define the parking edges separate from the Greenbelt Trail outside of the Park with some landscape, timber edging treatments, or low paving edge material.
   - Utilize an ornamental pedestrian light or accent lighting on walls.

   **West 3rd Street Gateway**
   - Residential oriented entry.
   - Create more defined secondary entry with signage and piers.

   **New Linkage through Cabin area to Wood**
   - Create a new linkage into the Park that would connect the Library to the Park and Wood Avenue.
   - There is an opportunity to give Bullitt Park a ‘signature’ presence along Wood Avenue with piers to complement the existing entries, walking path, and improved linkages.
   - Detailed topographic study may be needed to determine suitability for pathway & pedestrian linkages with stairs and switchbacks that are ADA compatible.
o Create more significant presence for Cabin with redefined parking, connections to Bullitt/Library, potential War Memorial Plaza, and passive space connecting park. Planning would include programming use of cabin.

Linkages
o Walkway linkages along East 2nd Street from Wood Avenue could include concrete walks, roll-down/depressed curbs at corners, or perhaps special paving at corners, including curb and gutter as needed.

o Opportunity for streetscape and pedestrian scale lighting along East 1st and East 2nd Streets.

o Opportunity to create an icon/signature/park identity at the intersection of Wood & East 2nd. This could be a small pier similar to existing, with small plantings or way finding signage.

o Opportunity for pedestrian crosswalk improvements.

Park Roads
o There may be an opportunity to narrow Roadway section areas (i.e: near the playground & pavilions) or reconfigure asphalt areas to reduce paving or defined parking areas.

o Removing excessive paving will help lower run-off, create a more park-like street, increase ‘pedestrian/people’ domain, and increase green areas.

Parking
o Clearly define existing gravel parking areas with edging, timber piers, signage, or landscaping.

o Break up the larger parking areas with tree planting ‘islands’ or tree massing.

o Screen and soften parking areas from the road and adjacent open spaces uses with low shrub massing and hedges. This also provides a good wayfinding and directional points to Park spaces for people.

Paths & Plazas
o Identify any ‘wear’ areas (mud or dirt) from excessive foot traffic as opportunity for new pathway linkages.

o Assess potential for future bridge access across river (similar to Fraley Park).

Amenities & Site Furniture
o Assess conditions and safety of existing pavilions.

o Assess conditions and need for additional playground space.

o Install additional trash receptacles.

o Screen Dumpsters where possible in order not to detract from the Park beauty.

Lighting & Wayfinding
o Bring in historic and pedestrian lighting in where needed.

o Incorporate branded wayfinding and district signage throughout park.

2. Frog Level Park Considerations
o Frog Level serves as a ‘green’ or park space entry gateway into Town from the West. It has great passive gathering areas, play areas, and interpretative areas (butterfly garden). The park has great overall views of the river valley and immediate access to the Greenbelt.
o Its location, access, visibility and space needs seem ideal for continual active recreation opportunities such as softball or other sports fields. The park could potentially fit two softball fields and associated uses.

o The Town should maintain the wooded stream buffer and provide stream bank restoration and stabilization as needed.

o There is an opportunity to create new, more definable parking areas with edging, timber piers/bumper stop/wheel stop type details, signage, and even landscaping such as low hedges or shrubs.

o Some of the site’s amenities are in need of upgrades including a new pavilion and site furniture (trash receptacles, bike racks, benches).

o Remove the existing billboards to further enhance the great views to the River.

o Expand the interpretive theme areas with a rain garden, flood plain, forest/stream buffer and many other environmental related themes.

3. Carnes Park Considerations

o This park is located adjacent to Town Hall and the Greenbelt and is currently utilized for soccer and active recreation uses.

o Maintain the wooded stream buffer and provide stream bank restoration/stabilization as needed.

o There is an opportunity to incorporate the Wellness Center and relocate Town Hall. Incorporate new facilities linked with a Wellness Center such as pavilion/gather places, tennis, playground, picnics, and seating areas.

o Upgrade and improve the active recreation field areas.

o Upgrade and clearly define parking areas that can be used with the Wellness Center.

o Incorporate additional paths/walks within the park combined with the greenbelt to create an internal loop.

4. Fraley Park Considerations

o This park is located immediately adjacent to the River opposite the pastoral and picturesque cemetery.

o There is a need to ‘clean-up’ and define the parking area with landscape, parking edging, & signage.

o There is an opportunity to connect the Greenbelt to Fraley Park & Jerome Street Historic District.

o There is a need to maintain the wooded stream buffer and provide stream bank restoration/stabilization as needed.

o There is potential to create interpretive theme areas: i.e.: historical significance, landscape type, garden display, cemetery history, etc.

5. Italy Bottom Park Considerations

o Italy Bottom is a neighborhood park with playground and passive recreation facilities.
There is an opportunity to link to 5th Street with walks, streetscape, lighting, and wayfinding/graphics.

The Town should ‘clean-up’ and define the parking area with landscape, screening, parking edging, & possibly a fence or backstop for the basketball court.

Remove or replace existing chain link fence, ex: wooden spilt rail.

Fence or screen to define edges and provide privacy to adjacent homes.

“Clean-up” and define the gravel drive adjacent to the basketball court with edging, landscaping, and signage.

Install crushed stone or stone dust paths as needed for desired walking lines.

Introduce more seasonal interest deciduous shade trees: i.e: Maples, Cherry, Oaks, Dogwoods, and many others.

6. **Aviation Park Considerations**

   - Currently completely fenced, located between two existing roadways while also serving as storage for maintenance equipment for the Town.
   - Park depth is very narrow and use is limited.
   - Relocate existing storage elsewhere.
   - Landscape the Park (if park remains longer term) with Shade trees to allow views through and into Park while providing shade and vegetation.
   - Provide a clear parking area in a safe location near where existing storage is taking place.

7. **Greenbelt**

   - Continue expansion and linkage to ultimately create a complete loop.
   - Link to other open space opportunities such as the Appalachia rail trail.
   - Link the greenbelt ‘internally’ to downtown with signage/wayfinding, walks and streetscapes along existing roadways.
   - Preserve, maintain the existing vegetated stream buffers eliminating invasive species.
   - Provide new stream buffer areas as needed or identified to eliminate erosion and increase water quality.
   - Provide riverbank stabilization and reforestation in any areas that may be identified in the future.

8. **Other Master Plan Considerations**

   - Big Cherry Reservoir – Determine the feasibility of developing a low impact recreational use such as hiking or camping, at Big Cherry that will not impair the water supply.
   - Spearheads Trails Planning - Coordinate planning with Spearheads initiative to plan links to external system
   - Pool – Evaluate needs at pool facility.
   - Programming – Engage the school system, little leagues, and other community organizations that use the park, to determine their needs, but also to plan for efficient use of the parks.
Long Term – 2012-2018

- **Improve third level streets:** Third level streets are identified by the medium-sized orange dashed-line on the Downtown Analysis Map. These streets serve as linkage streets to Downtown uses, parks, open spaces, attractions and neighborhoods.
  - Install and repair concrete curb and gutter as necessary to improve linkages.
  - Install scored concrete walkways or exposed aggregate concrete with depressed (ADA compliant) curbs at corners.
  - Parking improvements would be predominantly off street with unmarked parallel parking areas available in on-street locations.
  - Facilitate tree preservation methods for large existing canopy trees.
  - As an option, install smaller flowering/seasonal interest plantings at corners, particularly in residential neighborhoods.
  - Install new supplemental or replacement shade tree plantings to create continuous tree-lined walk areas.
  - Create striped crosswalk zones only.

- **Infill opportunities:** Long-term infill opportunities are identified on the master plan and would include:
  - **Corner of 5th and Wood.** The existing building on this site is the vacant florist shop. Preferably, this site would redevelop with a building constructed to the street corner to create a solid building line at the key intersection.
  - **Vacant parking area on Wood next to Edge Ministries.** This would require the relocation of the temporary Farmers Market structure to one of the two alternate locations.
  - **Corner of parking area on East 3rd and Wood.** This is across from the Minor building and would likely be the development only of the corner of the site, leaving the remainder of the site as parking.

- **Health & Wellness Center at old Town Hall:** Develop the Health and Wellness Center as a revitalization anchor at the existing Town Hall Site, once it relocates to downtown. The current feasibility study calls for a 50,000 square foot facility with aquatics, weight training, cardio, aerobics, indoor track, daycare, meeting rooms, catering kitchen, and full locker facilities.

  A downtown wellness center likely would be slightly smaller, and the concept we are showing on the following page shows:
  - Expansion of existing to school building to about 40,000 square feet. This would ultimately be determined by an amended feasibility study.
  - Rear and front parking areas supply around 225 or so spaces.
  - Enhanced recreational areas in Carnes Park.
  - Passive improvements to Greenbelt.
  - Interior greenway loop in Carnes park and adjacent to Wellness Center.
  - Potential outdoor restroom facilities, playgrounds, additional structures.
  - Relocation of Town Offices, but also Public Works and associated facilities.
• **Gateway improvements on 5\textsuperscript{th} Street at Jerome:** One of the long-term downtown improvements will be the area along the east side of 5\textsuperscript{th} Street at its intersection of Jerome and Clinton. This intersection represents the true gateway into the historic core of downtown, yet in its current state, is visually unappealing and actually dissects two sides of downtown. In fact, the current condition isolates downtown’s primary cultural anchor, The Trail of the Lonesome Pine Drama and Jerome Street District. A number of improvements are identified, including:

- Infill development along 5\textsuperscript{th} Street adjacent to existing bank creating a street edge and more urban environment.
- Development of smaller niche type of buildings at the corner of Jerome and East 5\textsuperscript{th}, in keeping with the scale and design of the Jerome district.
- Redevelopment and revitalization of the existing auto dealer building with historic detailing, and more appropriate uses to downtown.
- Well-landscaped, surfaced Public parking area behind the buildings fronting on 5\textsuperscript{th} and Jerome. This would add +/- 160 new spaces that could be shared for new businesses, Trail of the Lonesome Pine, and Greenbelt.
- Secondary Streetscape improvements on Jerome (mid-term improvement).
- Green connection to Greenbelt and Powell River from parking area behind Trail of Lonesome Pine Drama.
- Lighting, site furniture, wayfinding and other improvements for parking and Greenbelt connection.

The redevelopment of this block would reconnect both sides of 5\textsuperscript{th} Street with downtown, create better parking and access for the Drama, and ultimately create a private sector anchor for downtown – paired with the public sector Town Hall anchor.

NOTE: These concepts would be realized **ONLY** if suitable alternative locations for the viable auto dealership could be identified and there could be public/private

![Figure 71: 5th Street "Gateway" Redevelopment Concept](image-url)
partnerships to relocate the business. The existing business is a quality business that serves the community well, and its continued location in Big Stone Gap is important. Currently, there are two potential sites on 5th towards Appalachia.

- **Passive Park Connection from Bullitt to Wood Avenue:** To complete the urban, internal connection to the park system and Greenbelt, a passive park from Bullitt Park, through the Terrace Park Log Cabin site, to the Library and Wood Avenue should be constructed. This would link the park and Greenbelt to the green spine of Wood Avenue and downtown. An illustration for conceptual purposes is presented on the following page and includes:
  
  - Passive pathways and linkages between Bullitt Park, the cabin site, Proctor Street, and the Library.
  - Roadway linkages on Proctor from Wood to the library, north to the cabin site, as well as a roadway linkage from Bullitt to the Cabin. Proctor is a “paper street” that can be improved to include a pedestrian pathway linkage.
  - Wayfinding signage including small iconic “pier” elements similar to that found at Bullitt Park. Accent and focal landscaping.
  - At the heart of this park would be significant improvements to the Terrace Park Cabin site, including:
    - Redefined and layout of parking, including paving, lighting and landscaping,
    - Dedicated War Memorial space with small plaza and reflection areas, accent landscaping, and walkway linkages.
    - Create interpretive themed areas within park related to veterans, Big Stone Gap history, tornado event, environmental impacts, etc.
    - Potentially create overlook or amphitheater area for gatherings & events. There is currently a wetlands area in the park in the general vicinity of where the conceptual illustration shows the amphitheater. Prior to any final designs on this park, the location of these wetlands would need to be identified and it may be necessary to have an amphitheater in another location, and perhaps on the hill above and between Terrace Park Log Cabin and the Library.
    - This would also allow an ability to expand the Cabin for additional programming, associated with Bullitt Park, civic events, Library, and Veterans.

This passive park linkage creates a great opportunity to link the park and Greenbelt to the cultural district, and downtown. Ultimately, it can be a great public space highlighting a historic building, providing interpretive exhibits for Big Stone Gap’s Veterans, the environment, the tornado event, and wetlands conservation. The illustration shown here is conceptual, and further study on the site’s topography, wetlands, and access would need to be completed in order to create a final plan.
CABIN & PARK LINKAGE
• **East 5th Street Corridor Streetscape & secondary Gateways:** Simple streetscape improvements to the more suburban environment along the approach to Appalachia including primarily sidewalk enhancements, plantings, and wayfinding. Gateway improvements at both the 58 West and East 5th gateways would include installing new branded gateway signs and landscaping at existing locations.

• **Powell River Greenway:** Create greenway linkage along Powell River from Appalachia Rail Trail north of town to downtown. Could incorporate biking, walking, jogging, hiking trails, and should be incorporated in Recreation Master Plan.

• **Trail Head Link:** Public/private “trail head” development in lot north of town just past the Rail Bridge to Appalachia. Private recreation based retail would be supported by public sector trail head connection into Rails to Trails, new Powell River Greenway, and regional Trails System.

• **Miner’s Park Redesign:** Short-term improvements to the park will tighten up the existing space and prepare for a long-term redesign, ultimately creating a more active, signature Town Square. The long-term redesign creates a much more usable space, including:
  
  o Relocating the existing bandstand from the corner to the side to open up more area. The existing structure could be reused, or a new structure built and it be relocated to another park.
  
  o Creating two independent, yet overlapping spaces in the park. One space is an open, more passive green area, while the other is a hardscaped open area fronting the bandstand.
  
  o Creating stronger definition through planting and shade trees.
  
  o Providing a much more prominent location for the Miner Statue.
  
  o Reusing some of the salvaged blue stone from the revitalized streetscape as accent to provide color, along with scored concrete and brick pavers.
MINERS PARK REDESIGN
5.4 Cooperation: Implementation

A plan of this magnitude will require the participation and support of Big Stone Gap and all of its partners. Fortunately, Big Stone Gap is the largest community in the region and has many resources that will prove instrumental in the implementation process. With its capable and successful agencies and strong volunteer ethic, Big Stone Gap will come together to see this plan through.

5.4.1 The Issues

- Big Stone Gap has demonstrated a desire to improve the community and has systematically pursued and facilitated the downtown revitalization process. The community has been successful in organizing its partners, creating Master Plans, following the DHCD process and acquiring grants, culminating in this planning process for downtown revitalization.

- This stage provides a broad master plan. The next step is to take this plan, demonstrate strong support and community ownership, and complete the application for the business district revitalization construction grant.

- Very positive results from multiple stages of the visioning process must now be translated into physical results.

- Big Stone Gap has very strong and capable agencies here with the Town, Cultural Destinations, Gap Partnership, and Volunteer groups. These groups have a history of successful projects and organizing the community.

- The town’s volunteer base is aging. There is a growing need to increase this base and expand its involvement with the local youth.

- There has been a void in terms of a specific person or agency dedicated to the task of economic development and downtown development. The GAP Partnership, Town of Big Stone Gap, and others have performed these duties independently to date. There is a need to develop a model for economic and downtown development.

5.4.2 Goal

The Town and business community will work together to implement this plan, communicate a consistent message, and leverage needed capital investment in a collaborative effort to revitalize the community.
5.4.3 Action Strategies

Short Term – 2009

• **Adopt plan, and complete application for construction grant.** Town adopts plans and presents to regional stakeholder organizations for buy-in and commitments. This will be important to show a commitment from its partners when it applies to the Department of Housing and Community Development (DHCD) for the construction grant. The Town is already partnering with LENOWISCO to complete the construction grant application.

• **Implementation follows four-point Main Street Model.** The four-point approach is a comprehensive downtown revitalization model that has been used across the country to improve small downtowns like Big Stone Gap. This downtown master plan is based on the four-points, and the attached Strategy Board should be used as a work-plan for the Town and management team to guide implementation.

• **Management Team forms four committees to guide the implementation of the core strategies of this plan.** The management team consists of stakeholders with representation from local government, educational institutions, business & property owners, concerned citizens, LENOWISCO, key tourist destinations, economic development, historians, real estate professionals, among others. During the entire planning process, the management team of over 30 people has participated at a high level and provided excellent input. The next step will be to assign the various members of the management team to four committees based on the core strategies. These committees will be responsible for implementing the corresponding areas of the master plan.

  o **Economic Restructuring** – the economic restructuring committee will facilitate the first core area of the plan including business support and retention, as well as identifying new market opportunities and investment within downtown.

  o **Marketing & Promotion** – the marketing & promotion committee will be responsible with telling Big Stone Gap’s story including coordinating efforts of establishing and implementing the marketing brand and official town system. It will also be charged with identifying opportunities to program additional activity in downtown and throughout Big Stone Gap.

  o **Physical Improvements** – The physical improvement committee will be responsible for urban design and facilitating the capital projects identified in the master plan including streetscape, park improvements, parking, etc.

  o **Implementation (Organization)** – This committee will play a key early role in the process, first in ensuring that the implementation process begins and that its energy moves along at a consistent space, but also to research and determined the best organizational model for Big Stone Gap to follow for downtown revitalization and future economic development.
Once the plan is adopted, the management team should meet to assign committee responsibilities to each member of the management team.

- **Town hosts leadership roundtable of stakeholder groups.** After the four committees have been formed, the next step will be for the town and management team to conduct a meeting with representatives from each of its regional partners. The meeting will be to share the goals of the plan, but also to learn from each organization what their current planning initiatives are and how this plan’s implementation may help them with their goals, and vice versa. During this meeting, each strategy on the Strategy Board should be discussed briefly, and stakeholder agencies should be assigned specific tasks in which to assist the four committees during implementation.

- **Organization Committee researches Virginia Main Street Program.** One of its first tasks will be to bring in Jeff Sadler, the Virginia Main Street Program Manager, to discuss the Main Street Program in detail, and the merits and criteria for designation. At the same time, the committee should visit similar communities that are designated Main Street towns, or ones that have put together effective downtown development programs. Marion, VA and Altavista, VA are two similar sized Main Street communities that Big Stone Gap may learn from. Buena Vista, VA is not a designated Main Street town, but has an excellent economic development department that focuses on downtown revitalization.

Mid Term – 2010-2011

- **Committees continue implementation of core strategies.** Organization committee focuses on creating appropriate organizational structure for downtown development. As the four committees continue implementing the four core strategies, the organization committee will continue to gather information on organizational structures for downtown revitalization and economic development. A mid-term goal will be presenting alternatives to town council to build a program that will work for Big Stone Gap’s unique situation.

- **Form Big Stone Gap Marketing Team to coordinate marketing between agencies.** Big Stone Gap’s key tourist destinations have a history of doing selected coordinated marketing tasks between them. These agencies should consider creating an official relationship, along with GAP Partnership and the Downtown Development Group to create the Big Stone Gap Marketing Team. This committee will have representation from each organization, and will have an annual budget via appropriations from its members. The mission of the group will be marketing the brand and message of Big Stone Gap rather than the individual pieces. These responsibilities will include a decision-making function on how and where common marketing dollars are to be spent.
• **Pursue other funding streams & consider securing assistance of grant writer.** Many of the physical recommendations of this plan can be funded through Transportation Improvement Grants, VA Tobacco Commission appropriations, and other public infrastructure grant sources. Innovated funding techniques such as Tax Increment Financing can be uses in Virginia in areas where new private investment is likely to occur. In the case of Big Stone Gap, with so many cultural and creative resources, there may also be a number of outside foundation arts grants and endowments that could be tapped for certain projects. Big Stone Gap should consider all funding options, pairing up the appropriate stream to the correct project. It should also consider securing the services of a grant writer to help target funding for projects in this plan.

• **Create grass roots organization groups (skills bank, volunteers, youth involvement).** Building Big Stone Gap’s grass roots organizational groups will be important to implement key portions of this plan. Look to organizations like LPOY to help organize skills banks and youth involvement.

• **Host quarterly meeting to evaluate plan progress, initiatives, and new priorities.** This plan should be evaluated on an annual basis to review plan progress and refocus priorities. Quarterly meetings of the full management team to review the progress of the strategy board/work plan should be held.

• **Create an implementation newsletter.** In an effort to ensure to present the progress of this plan in a very positive manner, it will be necessary to create an implementation newsletter. This newsletter can communicate the efforts and progress of the plan, and can be distributed electronically, by mail, and through periodic plan presentations to various stakeholder groups. The newsletter should be readily available to the public on the Town’s website.

**Figure 73: Branded Implementation Newsletter**
Long Term – 2011-2018

- *Continue to host annual “progress summits” on revitalization with the public and various stakeholder groups to evaluate progress of the plan and reassess goals and tasks.* Gather representatives from stakeholder organizations on an annual basis to evaluate the plan’s progress, while also sharing each entity’s current initiatives and goals, and how they may address the current process.
A-1 The Strategy Board

Projects and Initiatives

The attached “Strategy Board” summarizes all of the projects and recommendations included in this report. The board is intended to be used as a working document for benchmarking and ongoing evaluation of the implementation process. Each recommendation that is presented in brief on the strategy board is supported in this report documentation.

Strategies and Visions

Each of the plan strategies and visions are outlined in the strategy board. It is important to remember the ultimate marketing and development strategies that each project supports. Each of these strategies is linked with one another, but failure to achieve one goal does not negate the ability to achieve others.

Responsibilities

The strategy board presents suggestions for the partner organizations that will be responsible for leading the implementation of each of the projects. During the initial downtown summit, individual responsibilities should be assigned to a lead agency. While an agency may be assigned lead role for implementation, each of these projects should be pursued through partnerships. As the plan progresses, these responsibilities should be reevaluated to determine where roles should change or shift.

Time Frames

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first two years after the plan is adopted. The second set of projects is labeled “mid-term” or next step projects. Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the following three years. The final series of projects are long-term or plan completion projects. Many of the projects begun in the next steps phase will not be completed until after the 2018 deadline. Over time this category will continue to fill as priorities evolve.

The strategy board and its recommendations represent a “living document”. As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation strategy board should be evaluated periodically, no less than annually. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects.
The strategies below represent the Town of Big Stone Gap’s economic restructuring and physical improvement plan, as part of the larger revitalization of the downtown. The tasks are presented in four key strategic areas. Each strategy is accompanied by short, medium, and long-term tasks to meet the larger vision.

### Strategies

#### Diversification: Economic Restructuring

- Create a unique and expandable brand system that tells Big Stone Gap’s story
- Create a separate system representing the official image of town government
- Begin a local loyalty and community pride campaign
- Cooperative marketing of individual businesses
- Program recurring local events in downtown parks
- Tell Big Stone Gap’s story interpreting local history through cultural education.
- Create an enhanced music venue downtown
- Create Branded Town Website
- Extend Brand imagery to existing organization & events

#### A Story to Tell: Marketing & Promotion

- Make short-term improvements to Miner’s Park
- Develop & implement a façade master plan
- Parking improvements to municipal lots
- Farmers Market lot
- Courthouse lot
- Enhance 23rd/8th corridor leading into downtown
- Improve primary gateway at downtown arrival point on Giley
- Create and enhance downtown Greenbelt trailheads
- Improve Wood Avenue and Primary Level Streetscapes

#### Sense of Place: Physical Improvement Plan

- Create a Creative Cultural Walk through Big Stone Gap with map and brochure. Sites identified with logo disks.
- Expand Farmers Market and promote as destination.
- Create Comprehensive Big Stone Gap brochure
- Highlight different district/themes (cultural/literary/rec/downtown, residential)
- Insert maps for each district/theme
- Create joint Tourism Website
- Tap into regional tourism efforts (Crooked Road, Round the Mountain, etc)

#### Cooperation: Implementation

- Adopt plan, complete application for construction grant as first funding stream for plan implementation
- Implementation follows 4-point Main Street Model
- Management Team forms four committees to guide implementation of core strategies:
  - Economic Restructuring
  - Promotion
  - Design
  - Organization
- Town holds leadership roundtable of stakeholder groups. Assigns implementation tasks to specific groups
- Committees continue implementation of core strategies. Organization committee focuses on creating appropriate organizational structure for downtown development.
- Form Big Stone Gap Marketing Team – Strategic & cooperative marketing between agencies
- Pursue other funding streams & consider securing assistance of grant writer.
- Grass Roots Organization groups
- Host quarterly management team meeting to continue to evaluate plan progress, initiatives, and new priorities
- Create implementation newsletter

### First Steps: 2009

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversification: Economic Restructuring</td>
<td>Create local incentives for small business development &amp; startups</td>
<td>Create comprehensive Big Stone Gap brochure</td>
<td>Develop Downtown Anchors</td>
</tr>
<tr>
<td></td>
<td>Recruit active based businesses including destination-based, recreation oriented, &amp; pairing uses to buildings</td>
<td>Highlight different district/themes</td>
<td>Big Stone Gap Health &amp; Wellness Center</td>
</tr>
<tr>
<td></td>
<td>Partner to create outside incentives</td>
<td>Insert maps for each district/theme</td>
<td>Town Offices located in downtown center</td>
</tr>
<tr>
<td></td>
<td>low interest loans, down payment assistance</td>
<td>Create joint Tourism Website</td>
<td>Market business opportunities</td>
</tr>
<tr>
<td></td>
<td>Preservation Tax Credits</td>
<td>Tap into regional tourism efforts</td>
<td>Available properties database</td>
</tr>
<tr>
<td></td>
<td>Façade Grants</td>
<td>Improve Wood Avenue and primary level streetscapes</td>
<td>Business Recruitment package</td>
</tr>
<tr>
<td></td>
<td>Business support systems</td>
<td>Improve third level streetscapes (Shawnee, 2nd, 3rd, 4th)</td>
<td>Theme (Small business, Technology, Creative Economy, Healthcare)</td>
</tr>
<tr>
<td></td>
<td>Coffee shop Library/downtown</td>
<td>Improve day level streets (East 5th, Jerome, etc)</td>
<td>Consider Local Historic District and Design Review</td>
</tr>
<tr>
<td></td>
<td>Support programming MECCOLPOY</td>
<td>Enhance linkages &amp; Walking Connections from Greenbelt to Neighborhoods</td>
<td>Maintain on-going market research</td>
</tr>
<tr>
<td></td>
<td>Market key sites for redevelopment</td>
<td>Improve business support systems</td>
<td>Big Stone Gap will diversify its economic base, creating activity through recruiting a variety of restaurant and destination based retail uses, shore up local demand, and cultivate new recreation based and cultural uses.</td>
</tr>
</tbody>
</table>

### Sense of Place: Physical Improvement Plan

- Develop a & Implement a façade master plan
- Parking Improvements to municipal lots
- Farmers Market lot
- Courthouse lot
- Enhance 23rd/8th corridor leading into downtown
- Improve primary gateway at downtown arrival point on Giley
- Create and enhance downtown Greenbelt trailheads
- Improve Wood Avenue and Primary Level Streetscapes

### Cooperation: Implementation

- Adopt plan, complete application for construction grant as first funding stream for plan implementation
- Implementation follows 4-point Main Street Model
- Management Team forms four committees to guide implementation of core strategies:
  - Economic Restructuring
  - Promotion
  - Design
  - Organization
- Town holds leadership roundtable of stakeholder groups. Assigns implementation tasks to specific groups
- Committees continue implementation of core strategies. Organization committee focuses on creating appropriate organizational structure for downtown development.
- Form Big Stone Gap Marketing Team – Strategic & cooperative marketing between agencies
- Pursue other funding streams & consider securing assistance of grant writer.
- Grass Roots Organization groups
- Host quarterly management team meeting to continue to evaluate plan progress, initiatives, and new priorities
- Create implementation newsletter

### Goal

- Big Stone Gap will diversify its economic base, creating activity through recruiting a variety of restaurant and destination based retail uses, shore up local demand, and cultivate new recreation based and cultural uses.

---

*The Town of Big Stone Gap – Gap Partnership – Private Sector – Wise County – LENOWISCO – DHCD – Cultural Destinations*
### Diversification: Economic Restructuring

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Steps - 2009</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct architectural survey and State/National Register Designations.</td>
<td></td>
<td></td>
<td>$10,000</td>
<td>$10,000 Includes securing preservation consultant to complete survey. Project may be eligible for VA DHR's Survey &amp; Planning Cost Share Grant.</td>
</tr>
<tr>
<td>For Downtown and residential neighborhoods.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Next Steps - 2010-2011</strong></td>
<td></td>
<td></td>
<td>$10,000-$20,000</td>
<td>$10,000- Big Stone Gap and partners can appropriate annual 20,000 pool of money to administer grants. Should be test project initially. Potential funding: General Funds, Construction Grant.</td>
</tr>
<tr>
<td>Incentives for small businesses.</td>
<td></td>
<td>$10,000-$20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Various incentive programs identified in plan (licensing, marketing, utilities, etc)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Support System. Build new small business development/ entrepreneurial support</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD Includes possible expansion of library for business support center, OR retail focused coffee house/business center with Wi-Fi, through LPOY. Cost and funding would ultimately depend on construction, acquisition, and programming. Some funding may exist through library foundations.</td>
</tr>
<tr>
<td><strong>Final Steps - 2012-2018</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Recruitment Package.</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$2,000 This would be print ready, but primarily would be available in portable document format (.pdf) on the internet and CD. Initial costs would be design and limited printing.</td>
</tr>
<tr>
<td>Includes the consolidation of market info, property data, business incentives and any relevant information.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider Local Historic District and Design Review</td>
<td>$15,000</td>
<td>$15,000</td>
<td></td>
<td>$15,000 Would include zoning ordinance revisions to create Historic Preservation Commission. Also would include creating user-friendly design guidelines. Guidelines and process would likely involve securing preservation consultant. Grants are available for these projects through VA DHR.</td>
</tr>
<tr>
<td>Maintain on-going Market Research</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A The majority of market research can be conducted by the Town with the assistance of regional partners such as LENOWISCO, MECC and SWCC.</td>
</tr>
</tbody>
</table>

### A Story to Tell: Marketing & Promotion

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Steps - 2009</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Loyalty. Develop Recurring Event Series</td>
<td>$5,000-$10,000</td>
<td></td>
<td>$5,000</td>
<td>$5,000- Should consider partnership from other community agencies/ private sector to underwrite the event series. Coordinated with Trail of the Lonesome Pine theatre to avoid interfering with their events.</td>
</tr>
</tbody>
</table>
Tell Big Stone Gap’s Story. Interpreting local history through cultural education.  

<table>
<thead>
<tr>
<th>Description</th>
<th>Quan</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,480 Includes Story-telling events and banners. Programming facilitated through library and schools. Banner system ultimately part of wayfinding system. Assumes 50 banners @ $80 per banner. 4-color banners with hardware.</td>
<td>4000</td>
<td>$480</td>
<td></td>
<td>$4,480</td>
<td></td>
</tr>
</tbody>
</table>

Create new branded website. Town of Big Stone Gap website  

<table>
<thead>
<tr>
<th>Description</th>
<th>Quan</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,500-6,000 Initial cost. Ongoing maintenance will be minimal. Ranges from low end of simply incorporating brand imagery to existing Big Stone Gap website, to higher end including new pages and overall expanded site.</td>
<td>$1,500-6,000</td>
<td>$4,480</td>
<td></td>
<td>$4,480</td>
<td></td>
</tr>
</tbody>
</table>

Next Steps - 2010-2011  

<table>
<thead>
<tr>
<th>Description</th>
<th>Quan</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Walk. Create culture walk with brochures and maps. Identify sites with signage.</td>
<td>$2,350</td>
<td>$1,500</td>
<td></td>
<td>$3,850</td>
<td>Estimate for logo signs for buildings and printed brochures for interpretive history-walk. Price estimated based on 10,000 print run 3 1/2 x 8 1/2 on heavy card stock from online vendor ($1,350 design/print total). Ultimately, would be insert in comprehensive brochure below. Logo signs estimated $75-100 per sign. Estimated 20 sites on walk.</td>
</tr>
<tr>
<td>Comprehensive Brochure. Includes map, inserts &amp; interpretation on districts/Themes - cultural/ recreation/ literary/ downtown/ residential/ etc.</td>
<td>$1,750</td>
<td>$2,000</td>
<td></td>
<td>$3,750</td>
<td>Extension of Cultural Walk brochure concept. Assumes additional five 3 1/2 x 8 1/2 heavy card stock inserts for themes/districts. Print runs should be low and brochure should be designed for web view/ pdf format for home printout.</td>
</tr>
<tr>
<td>Create Joint Tourism Website.</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
<td>$5,000</td>
<td>Estimate to create a branded entry portal for visitors to access local organizations and events websites. Includes consolidated event calendar and general information on the town.</td>
</tr>
</tbody>
</table>

Final Steps - 2012-2018  

<table>
<thead>
<tr>
<th>Description</th>
<th>Quan</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Annual/Biennial Writers Workshop. Educational writers workshop focusing on place writing and celebrating Big Stone Gap's literary history.</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>For the creation of partnerships with the Mountain Empire Community College, UVA Wise, Trail of the Lonesome Pine Arts &amp; Crafts, Big Stone Gap, and GAP Partnership. It could begin as a small program of 50 participants or less. Funding would be determined but ultimately would be paid for by participants. Likely would involve underwriters, partnerships with publishers, etc. Initial costs would be marketing.</td>
</tr>
<tr>
<td>Targeted Marketed of Recreation and Wellness. Expanding marketing efforts to web &amp; print targeting active &amp; aging, traditional recreation, &amp; growing Spearhead Trails Region.</td>
<td>$4,000</td>
<td>$1,000</td>
<td></td>
<td>$5,000</td>
<td>Line item budget aimed at promoting recreation and wellness portion of Big Stone Gap's quality of life. Would be partnership with Town, Wellmont, and tourist destinations. Lifestyle magazines such as Marquee typically have five or six editions per year. Communities can negotiate multiple ad placements and messages for a full-years run.</td>
</tr>
<tr>
<td>Guide to Doing Business.</td>
<td>$500</td>
<td>$500</td>
<td></td>
<td>$1,000</td>
<td>Includes printed &amp; pdf material containing all relevant information for business owners and potential business owners. Available on web &amp; partnering with realtors.</td>
</tr>
</tbody>
</table>

Sense of Place: Physical Improvements  

<table>
<thead>
<tr>
<th>Description</th>
<th>Quan</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Steps - 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Miners Park Interim Improvements</td>
</tr>
<tr>
<td>Description</td>
<td>Quantity</td>
<td>Unit</td>
<td>Unit Cost</td>
<td>Total Cost</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>----------</td>
<td>------</td>
<td>-----------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Repair/Replace ex Brick</td>
<td>1</td>
<td>ls</td>
<td>1,000</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Interim Paths - Crushed Stone</td>
<td>720</td>
<td>sf</td>
<td>1</td>
<td>$432</td>
<td></td>
</tr>
<tr>
<td>Steel Edge @ Paths</td>
<td>360</td>
<td>lf</td>
<td>3</td>
<td>$900</td>
<td></td>
</tr>
<tr>
<td>Relocate Trash Receptacles</td>
<td>1</td>
<td>ls</td>
<td>500</td>
<td>$500</td>
<td></td>
</tr>
<tr>
<td>Ornamental Tree/Multi Stem</td>
<td>8</td>
<td>ea</td>
<td>400</td>
<td>$3,200</td>
<td></td>
</tr>
<tr>
<td>Evergreen Trees @ Fence</td>
<td>10</td>
<td>ea</td>
<td>350</td>
<td>$3,500</td>
<td></td>
</tr>
<tr>
<td>Potted Plants/Planters</td>
<td>10</td>
<td>ea</td>
<td>400</td>
<td>$4,000</td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td>1</td>
<td>ls</td>
<td>1,000</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Safety Improvements</td>
<td>1</td>
<td>ls</td>
<td>1,500</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, etc.)</td>
<td></td>
<td></td>
<td>12%</td>
<td>$1,924</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td>$17,956</td>
<td></td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td></td>
<td>2,155</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$20,111</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Façade Master Plan

Part of initial grant application process

<table>
<thead>
<tr>
<th>Description</th>
<th>Construction Cost</th>
<th>Design Cost</th>
<th>Subtotal Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$1,015,915</td>
<td>$304,775</td>
<td>$1,320,690</td>
</tr>
<tr>
<td>Design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,320,690</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Farmer's Market Parking Area

Farmer's parking lot. Includes defining sidewalk edges, tree planting, creating pedestrian connections, reworking usable space, and installing ornamental lighting. Opportunity to partner with private property owners. Some consolidation may be required. Funding stream would need to be identified. Depending on funding streams, Farmers Market structure could be later task.

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo/Grading</td>
<td>1</td>
<td>ls</td>
<td>5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>New Concrete Aprons/Curb Edges</td>
<td>1600</td>
<td>lf</td>
<td>9</td>
<td>$14,400</td>
</tr>
<tr>
<td>New Conc Walks - avg 4' width</td>
<td>3500</td>
<td>sf</td>
<td>4</td>
<td>$14,000</td>
</tr>
<tr>
<td>New Asphalt Parking Area</td>
<td>3900</td>
<td>sy</td>
<td>40</td>
<td>$156,000</td>
</tr>
<tr>
<td>Lighting - Parking</td>
<td>4</td>
<td>ea</td>
<td>8,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>Topsoil</td>
<td>1</td>
<td>ls</td>
<td>5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Market Tent Structure</td>
<td>1</td>
<td>ea</td>
<td>90,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>Signage</td>
<td>6</td>
<td>ea</td>
<td>500</td>
<td>$3,000</td>
</tr>
<tr>
<td>Trees</td>
<td>15</td>
<td>ea</td>
<td>400</td>
<td>$6,000</td>
</tr>
<tr>
<td>Flowering Trees</td>
<td>6</td>
<td>ea</td>
<td>300</td>
<td>$1,800</td>
</tr>
<tr>
<td>Shrubs</td>
<td>70</td>
<td>ea</td>
<td>60</td>
<td>$4,200</td>
</tr>
<tr>
<td>Groundcover</td>
<td>700</td>
<td>ea</td>
<td>10</td>
<td>$7,000</td>
</tr>
<tr>
<td>Accent Planting Areas</td>
<td>1</td>
<td>ls</td>
<td>2,500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, etc.)</td>
<td></td>
<td></td>
<td>12%</td>
<td>$40,908</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td><strong>$381,808</strong></td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td></td>
<td>45,817</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$427,625</strong></td>
</tr>
</tbody>
</table>

### Court House Parking Area

Includes defining sidewalk edges, tree planting, and installing ornamental lighting. Funding stream would need to be identified.

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demo/Grading</td>
<td>1</td>
<td>ls</td>
<td>10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>New Extruded Asphalt - Instill Plant Strip</td>
<td>400</td>
<td>sf</td>
<td>2.50</td>
<td>$1,000</td>
</tr>
<tr>
<td>New Concrete Aprons/Curb Edges</td>
<td>600</td>
<td>lf</td>
<td>9</td>
<td>$5,400</td>
</tr>
<tr>
<td>New Conc Walks/Apron - avg 5' width</td>
<td>1050</td>
<td>sf</td>
<td>4</td>
<td>$4,200</td>
</tr>
<tr>
<td>New Asphalt Parking Area</td>
<td>950</td>
<td>sy</td>
<td>40</td>
<td>$38,000</td>
</tr>
<tr>
<td>Resurface Parking Area</td>
<td>2670</td>
<td>sy</td>
<td>13</td>
<td>$34,710</td>
</tr>
<tr>
<td>Ornamental Ped Lts @ Streets</td>
<td>5</td>
<td>ea</td>
<td>6000</td>
<td>$30,000</td>
</tr>
<tr>
<td>Lighting - Parking, 4 head</td>
<td>2</td>
<td>ea</td>
<td>8000</td>
<td>$16,000</td>
</tr>
<tr>
<td>Topsoil</td>
<td>1</td>
<td>ls</td>
<td>5000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Signage</td>
<td>3</td>
<td>ea</td>
<td>1000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Trees</td>
<td>17</td>
<td>ea</td>
<td>400</td>
<td>$6,800</td>
</tr>
<tr>
<td>Shrubs/Hedge</td>
<td>140</td>
<td>ea</td>
<td>85</td>
<td>$11,900</td>
</tr>
<tr>
<td>Groundcover</td>
<td>350 ea</td>
<td>10  $</td>
<td>3,500 $</td>
<td></td>
</tr>
<tr>
<td>Accent Planting Areas</td>
<td>1 ls</td>
<td>2500 $</td>
<td>2,500 $</td>
<td></td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td>$ 172,010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>$ 192,651 $</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td>23,118</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 215,769 $</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**23/58 Corridor**

| Street Trees | 130 ea | 350 $  | 45,500 $ |
| Shrub | 350 ea | 40 $  | 14,000 $ |
| Accent Planting Areas | 6 ea   | 1500 $  | 9,000 $ |
| Evergreen Screening Trees | 50 ea  | 350 $  | 17,500 $ |
| Signage as Needed | 2 ea   | 1000 $  | 2,000 $ |
| Road Geometry Improvements | 1 ls   | 50000 $ | 50,000 $ |
| Hard Cost Upset (market fluctuation, taxation, misc., etc.) | 12%  | $ 138,000 |
| Subtotal | $ 154,560 $ |
| Design/Construction | 12%  | 18,547 |
| TOTAL | $ 173,107 $ |

**Improve Gilley Gateway**

| Bridge Replacement | ls | 1,000,000 $ | 1,000,000 $ |
| Ornamental Lts. at Bridge | 4 ea | 6000 $  | 24,000 $ |
| Concrete Curb and Gutter | 1600 lf  | 25 $  | 40,000 $ |
| New Conc Walks | 6500 sf  | 4 $  | 26,000 $ |
| Lighting - Orntal top mtch Wood | 12 ea | 6000 $  | 72,000 $ |
| Shade Trees | 20 ea | 400 $  | 8,000 $ |
| Flowering Trees | 14 ea  | 300 $  | 4,200 $ |
| Misc - Planting Soil | 1 ls   | 5000 $  | 5,000 $ |
| Groundcovers | 250 ea  | 8 $  | 2,000 $ |
| Accent Planting Area @ Vstr Cntr | 1 ls   | 8000 $  | 8,000 $ |
| Wayfinding/Signage | 3 ea   | 500 $  | 1,500 $ |
| Total With Bridge | $ 1,208,700 |
| Total Without Bridge | $ 208,700 |
| Hard Cost Upset (market fluctuation, taxation, misc., etc.) | 12%  | $ 145,044 |
| Subtotal | $ 1,353,744 |
| Design/Construction | 12%  | 162,449 |
| TOTAL | $ 1,516,193 $ |

**Greenbelt Trailheads**

| Trailhead Plaza @ Jerome | 1000 sf  | 15 $  | 15,000 $ |
| Wall Feature " " | 1 ls  | 12000 $  | 12,000 $ |
| Trailhead Plaza @ 3rd Street | 1000 sf  | 15 $  | 15,000 $ |
| Wall Feature " " | 1 ls  | 10000 $  | 10,000 $ |
| Trailhead Plaza @ 5th St Bridge | 1000 sf  | 15 $  | 15,000 $ |
| Wall Feature " " | 1 ls  | 10000 $  | 10,000 $ |
| Trail Connection - Behind TOLP | 600 lf  | 110 $  | 66,000 $ |
| Trail Connection - 5TH St Bridge to 3rd | 700 lf | 110 $  | 77,000 $ |
| Lighting | 6 ea  | 6000 $  | 36,000 $ |
| Shade Trees | 12 ea  | 350 $  | 4,200 $ |
| Improved access to River and Greenbelt from downtown.
| Trailhead plazas are brick & concrete. Some connections may require engineering study. Some may require property acquisition. Includes ornamental pedestrian lights as well as underground electrical & service. 1 accent planting area at each entry.

**TOTAL**  
**$ 261,793**

**TOTAL**  
**$ 215,769**
### Wood Avenue Streetscape - Concept A (from 2nd Street to Jerome St)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flowering Trees</td>
<td>20</td>
<td>ea</td>
<td>$6,000</td>
</tr>
<tr>
<td>Misc - Planting Soil</td>
<td>1</td>
<td>ls</td>
<td>$15,000</td>
</tr>
<tr>
<td>Shrubs</td>
<td>80</td>
<td>ea</td>
<td>$4,800</td>
</tr>
<tr>
<td>Groundcovers</td>
<td>1500</td>
<td>ea</td>
<td>$6,000</td>
</tr>
<tr>
<td>Accent Planting Areas</td>
<td>3</td>
<td>ls</td>
<td>$6,000</td>
</tr>
<tr>
<td>Wayfinding &amp; Signage</td>
<td>5</td>
<td>ea</td>
<td>$2,500</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td>$36,060</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td>$336,560</td>
</tr>
<tr>
<td><strong>Design/Construction</strong></td>
<td>12%</td>
<td></td>
<td>$40,387</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>$376,947</td>
</tr>
</tbody>
</table>

### Next Steps - 2010-2011

**Prepare for Town Hall move**
- TBD
- TBD
- TBD
- Architectural and infrastructure improvements. To be determined based on location determination. Prerequisite both for Town Hall move and Wellness Center.

### Wayfinding

Includes comprehensive signage system, parking, trailblazers, banners, etc for about 20 signs. Excludes gateways.

<table>
<thead>
<tr>
<th>Item</th>
<th>Construction</th>
<th>Design</th>
<th>Total</th>
</tr>
</thead>
</table>
| Signs would have to be coordinated with VDOT. On average, signs can cost from $1200 to $1500 per unit.
| **TOTAL**                                 | $32,500      |        |        |

### Green Spine to Wood Avenue

- Connection along Wood Avenue with shade trees, district level pedestrian signage, shrub & ground cover, flower tree clusters.

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk Connections, Paving, Trees,</td>
<td>1</td>
<td>ls</td>
<td>$200,000</td>
</tr>
<tr>
<td>Signage Upgrades Etc.</td>
<td>1</td>
<td>ls</td>
<td>$1,000</td>
</tr>
<tr>
<td>Theming, Accent Plantings</td>
<td>1</td>
<td>ls</td>
<td>$15,000</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td>$25,920</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td>$241,920</td>
</tr>
<tr>
<td><strong>Design/Construction</strong></td>
<td>12%</td>
<td></td>
<td>29,030</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>$270,950</td>
</tr>
</tbody>
</table>
### Secondary Level Streets/5th Street - Typical Block Length (300')

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conc. Walks Needed (8-10' wide)</td>
<td>3000</td>
<td>sf</td>
<td>$12,000</td>
</tr>
<tr>
<td>New Curb &amp; Gutter as needed</td>
<td>400</td>
<td>lf</td>
<td>$10,000</td>
</tr>
<tr>
<td>Shade Trees</td>
<td>12</td>
<td>ea</td>
<td>$6,000</td>
</tr>
<tr>
<td>Sawcut/Create Brk Band Zone</td>
<td>900</td>
<td>sf</td>
<td>$4,500</td>
</tr>
<tr>
<td>Brick Banding</td>
<td>900</td>
<td>sf</td>
<td>$13,500</td>
</tr>
<tr>
<td>Painted Crosswalks</td>
<td>160</td>
<td>lf</td>
<td>$3,200</td>
</tr>
<tr>
<td>Accent Plantings</td>
<td>1</td>
<td>ls</td>
<td>$1,000</td>
</tr>
<tr>
<td>Wayfinding/Signage</td>
<td>2</td>
<td>ea</td>
<td>$1,000</td>
</tr>
<tr>
<td>Potted Planters</td>
<td>6</td>
<td>ea</td>
<td>$2,400</td>
</tr>
<tr>
<td>Trash Receptacles</td>
<td>2</td>
<td>ea</td>
<td>$2,000</td>
</tr>
<tr>
<td>Extend/Continue Historic Lts.</td>
<td>6</td>
<td>ea</td>
<td>$36,000</td>
</tr>
<tr>
<td>Demo/Misc/Planting Soil</td>
<td>1</td>
<td>ls</td>
<td>$20,000</td>
</tr>
<tr>
<td>Painted Crosswalks</td>
<td>160</td>
<td>lf</td>
<td>$3,200</td>
</tr>
<tr>
<td>Accent Plantings</td>
<td>1</td>
<td>ls</td>
<td>$1,000</td>
</tr>
<tr>
<td>Shrub/Parking Screening</td>
<td>80</td>
<td>ea</td>
<td>$4,800</td>
</tr>
<tr>
<td>Demo/Misc/Planting Soil</td>
<td>1</td>
<td>ls</td>
<td>$10,000</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td></td>
<td>$13,392</td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td>$14,999</td>
</tr>
</tbody>
</table>

**Total** $139,991 PER BLOCK

### Neighborhood Walk Linkages - Typical Block Length (300')

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk Connections - Conc. Walk - 4'</td>
<td>2400</td>
<td>sf</td>
<td>$9,600</td>
</tr>
<tr>
<td>New Curb &amp; Gutter as needed</td>
<td>550</td>
<td>lf</td>
<td>$13,750</td>
</tr>
<tr>
<td>Shade Trees</td>
<td>10</td>
<td>ea</td>
<td>$5,000</td>
</tr>
<tr>
<td>Ornamental Trees</td>
<td>8</td>
<td>ea</td>
<td>$2,400</td>
</tr>
<tr>
<td>Painted Crosswalks</td>
<td>160</td>
<td>lf</td>
<td>$3,200</td>
</tr>
<tr>
<td>Accent Plantings</td>
<td>1</td>
<td>ls</td>
<td>$1,000</td>
</tr>
<tr>
<td>Demo/Misc/Planting Soil</td>
<td>1</td>
<td>ls</td>
<td>$10,000</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td></td>
<td>$5,394</td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td>$6,041</td>
</tr>
</tbody>
</table>

**Total** $56,385 PER BLOCK

### Facilitate Recreation Master Plan.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
</table>
| Estimate presented as broad range. Total cost would depend on final scoping of plan. Ultimately, plan would be strategic in nature with goal of $30,000- improving/expanding local facilities while linking into $50,000 regional system. | $30,000-

**TOTAL** $50,000

### Final Steps - 2012-2018

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conc. Walks Needed (4-6' wide)</td>
<td>2000</td>
<td>sf</td>
<td>$8,000</td>
</tr>
<tr>
<td>New Curb &amp; Gutter as needed</td>
<td>400</td>
<td>lf</td>
<td>$10,000</td>
</tr>
<tr>
<td>Shade Trees</td>
<td>8</td>
<td>ea</td>
<td>$3,200</td>
</tr>
<tr>
<td>Painted Crosswalks</td>
<td>160</td>
<td>lf</td>
<td>$3,200</td>
</tr>
<tr>
<td>Accent Plantings</td>
<td>1</td>
<td>ls</td>
<td>$1,000</td>
</tr>
<tr>
<td>Shrub/Parking Screening</td>
<td>80</td>
<td>ea</td>
<td>$4,800</td>
</tr>
<tr>
<td>Demo/Misc/Planting Soil</td>
<td>1</td>
<td>ls</td>
<td>$10,000</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td></td>
<td>$4,824</td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td>$5,403</td>
</tr>
</tbody>
</table>

**Total** $45,024
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Cost</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Health &amp; Wellness Center.</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>Actual costs would be determined by reopened feasibility study.</td>
</tr>
<tr>
<td>Gateway Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed Parking</td>
<td>7230</td>
<td>sy</td>
<td>40</td>
<td>$289,200</td>
</tr>
<tr>
<td>Concrete Walks - Internal</td>
<td>5000</td>
<td>sf</td>
<td>4</td>
<td>$20,000</td>
</tr>
<tr>
<td>Lighting</td>
<td>10</td>
<td>ea</td>
<td>6000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Trees</td>
<td>50</td>
<td>ea</td>
<td>500</td>
<td>$25,000</td>
</tr>
<tr>
<td>Shrubs</td>
<td>1</td>
<td>ls</td>
<td>2000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Accent/Misc Landscape/Groundcovers</td>
<td>1</td>
<td>ls</td>
<td>75000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>12%</td>
<td></td>
<td></td>
<td>$58,704</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td>$547,904</td>
</tr>
<tr>
<td>Design/Construction</td>
<td>12%</td>
<td></td>
<td></td>
<td>$65,748</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>$613,652</td>
</tr>
<tr>
<td>Passive Park Connection</td>
<td></td>
<td></td>
<td></td>
<td>Long Range recommendation would be determined during Recreation Master Plan.</td>
</tr>
<tr>
<td>From Bullitt to Wood Avenue.</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Improvements to Terrace Park Cabin including parking, passive recreation, War Memorial, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5th Avenue Corridor</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>These improvements part of THIRD LEVEL STREET ESTIMATES, but long range recommendations. Coordination with VDOT will be important. Detailed Engineering Study for Final Cost Estimate.</td>
</tr>
<tr>
<td>Primarily sidewalk enhancements, plantings, and wayfinding. Gateway improvements include signage and landscaping.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Powell River Greenway</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>Long Range recommendation would be determined during Recreation Master Plan or as part of Spearhead Trails Regional Master Plan.</td>
</tr>
<tr>
<td>Linkage along Powell River from Appalachia Rail Trail. Incorporates biking, walking, jogging, and hiking trails.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create Trailhead Link</td>
<td></td>
<td></td>
<td></td>
<td>Would support recreation based retail at location along 5th Street at railroad bridge.</td>
</tr>
<tr>
<td>Includes connection into Rails to Trails, new Powell River Greenway, and regional Trails System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miners Park Redesign (Concept A)</td>
<td></td>
<td></td>
<td></td>
<td>Full redesign of park including relocating existing bandstand, relocate statue, reuse blue stone, tree planting, benches, walkway and creating open space. Short term improvements would either be incorporated into redesign, or moved to another location and reused.</td>
</tr>
<tr>
<td>Demo/Grading/Utility Relocation</td>
<td>1</td>
<td>ls</td>
<td></td>
<td>$15,000</td>
</tr>
<tr>
<td>Concrete Walks</td>
<td>2000</td>
<td>sf</td>
<td>4</td>
<td>$8,000</td>
</tr>
<tr>
<td>Brick/Paver Plaza</td>
<td>2200</td>
<td>sf</td>
<td>15</td>
<td>$33,000</td>
</tr>
<tr>
<td>Wall &amp; Seating Area (18&quot; ht)</td>
<td>60</td>
<td>lf</td>
<td>50</td>
<td>$3,000</td>
</tr>
<tr>
<td>Concrete Coping @ Lawn</td>
<td>250</td>
<td>lf</td>
<td>20</td>
<td>$5,000</td>
</tr>
<tr>
<td>Shade Trees</td>
<td>10</td>
<td>ea</td>
<td>750</td>
<td>$7,500</td>
</tr>
<tr>
<td>Accent/Flowering Trees</td>
<td>6</td>
<td>ea</td>
<td>400</td>
<td>$2,400</td>
</tr>
<tr>
<td>Ornamental Ped Light</td>
<td>6</td>
<td>ea</td>
<td>6000</td>
<td>$36,000</td>
</tr>
<tr>
<td>Accent Planting Areas</td>
<td>1</td>
<td>ls</td>
<td>15000</td>
<td>$15,000</td>
</tr>
<tr>
<td>Lawn</td>
<td>5000</td>
<td>sf</td>
<td>3</td>
<td>$15,000</td>
</tr>
<tr>
<td>Benches</td>
<td>16</td>
<td>ea</td>
<td>1200</td>
<td>$19,200</td>
</tr>
<tr>
<td>Trash Receptacles</td>
<td>5</td>
<td>ea</td>
<td>1000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Shrub</td>
<td>400</td>
<td>ea</td>
<td>40</td>
<td>$16,000</td>
</tr>
<tr>
<td>Groundcovers</td>
<td>600</td>
<td>ea</td>
<td>8</td>
<td>$4,800</td>
</tr>
</tbody>
</table>
$184,900

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard Cost Upset (market fluctuation, taxation, misc., etc.)</td>
<td>$184,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>$207,088</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design/Construction</td>
<td>$22,188</td>
<td>$24,851</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$231,939</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Cooperation: Implementation**

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Steps - 2009</strong></td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>N/A Projects include partnerships and coordination and will ultimately have some costs for each entity involved</td>
</tr>
<tr>
<td>No projects with associated estimated costs</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Next Steps - 2010-2011</strong></td>
<td></td>
<td></td>
<td>$500</td>
<td>$500 Portable document format distributed on website and through email directories. Can be printed and made available at events/ town hall/ etc.</td>
</tr>
<tr>
<td>Implementation Newsletter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Implementation</th>
<th>Planning/Design</th>
<th>Project Budget</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Final Steps - 2012-2018</strong></td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>N/A Projects include partnerships and coordination and will ultimately have some costs for each entity involved</td>
</tr>
<tr>
<td>No projects with associated estimated costs</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Estimates of probable construction costs are for establishing master plan level budgets and are not based on detailed surveys or existing conditions, detailed design plans nor examination of subsurface conditions. Physical estimates do not include items such as property acquisition. Detailed cost estimates will be determined during construction phase.
A-3 Façade Write Ups

This plan included a façade study as part of the overall physical improvement strategy. The façade study builds off of the Town’s inventory work including building and property surveys completed early in the process. This was continued with physical surveys and interviews with property owners of key downtown buildings. Ultimately, write-ups were completed that show needed improvements to seventeen of downtown Big Stone Gap’s structures. Of these seventeen, architectural renderings were completed for eight.

The write-ups itemize improvements and cost estimates to bring these facades back to an appropriate historic character. Only exterior façade improvements were considered, and outside of masonry repairs, no structural improvements were suggested, although many buildings likely need more than simply cosmetic repairs.

The estimates determined below were used in the previous appendix for cost estimates. At an average of $28,163 per façade, these figures were applied to an estimated thirty facades in downtown to get the overall estimate that will ultimately be applied to Big Stone Gap’s initial grant application. Cost estimates ranged from $6,806 to $61,200. One estimate for the Minor Building was considered an outlier, so it was not used in the overall estimate. The actual number for the grant application will depend on the total number of participating property owners.

1 - Downtown Façade Improvements

This includes exterior façade improvements to participating buildings throughout downtown BSG.

<table>
<thead>
<tr>
<th>Description</th>
<th>Qty.</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Façade Improvements - façade write-ups completed for 17 key facades in downtown. Costs varied, with average being $28,163. 1 building was considered an outlier &amp; was not included in the average. It is shown below. Estimating that UP TO 20 buildings could participate. Estimates are TOTAL and do not account for private match.</td>
<td>30</td>
<td>$28,163</td>
<td>$844,890</td>
</tr>
<tr>
<td>Façade Improvements - Minor Building - front &amp; side facades</td>
<td></td>
<td></td>
<td>$171,025</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td>$1,015,915</td>
</tr>
<tr>
<td>Design/Construction/Administration - 30%</td>
<td></td>
<td></td>
<td>$304,775</td>
</tr>
<tr>
<td>Total Project</td>
<td></td>
<td></td>
<td>$1,320,690</td>
</tr>
</tbody>
</table>

The estimates above are based on cosmetic and some stabilization improvements to remove blight from the individual buildings. The intent is to return them to a treatment more appropriate to the historic character of the individual building and downtown. For each of the 17 buildings studied, the façade work is written up in detail in the appendix attached to the master plan report. It is anticipated that the property owners may not wish to do all of the work itemized on the facade write ups, but may participate in a portion of the work, in which case the average of $28,163 per facade may be reduced.
20 East Fifth Street

Bus Terminal Building

Big Stone Gap, Virginia

Owner: Vicky Wampler, 276.393.6526

PROPOSED WORK:

1. Fix existing exterior clock:
   a. Clock repair allowance $2,500.00

2. Paint exterior of building:
   a. (2) coats masonry paint
      6800 x $2.10 psf $14,280.00

3. Construct new canopy to match original:
   a. 3’deep x 14’ long $3,500.00

4. Install projecting sign to match original:
   a. 4’ wide x 8’ high with neon lighting $10,000.00

5. Install new railing at side:
   a. (6) 6’ long section x 3’ high x $350.00 $2,100.00

Total $32,380.00
PROPOSED WORK:

1. **Refurbish existing wood double-hung Monumental windows:**
   a. (29) windows on left side
   b. (11) windows on second floor front façade
   c. (16) windows on right side
   d. (15) windows on rear

   71 windows x $1,500 each

   $106,500.00

2. **Repair, prepare, and paint cornice:**

   Approximately 325 lineal feet x $20 plf

   $6,500.00
3. **Repair hidden gutter:**
   Approximately 325 lf x 10.50 plf $3,425.00

4. **Repair, prepare, and paint dormers:**
   a. 4 small dormers
   b. 2 large dormers
   
   4 small dormers @ $1,500 ea = $6,000.00
   2 large dormers @ $2,250 ea = $4,500.00
   $10,500.00 $10,500.00

5. **Limited brick pointing:**
   $2,500.00 allowance $2,500.00

6. **Clean, scrape, prepare, and paint masonry walls, four sides:**
   Approximately 7000 sf x $3.00 psf $21,000.00

7. **Remove (3) wall mounted signs and bracket abv main entry:** $500.00

8. **Install (2) window signs:** $1,500.00

9. **Install painted wood signboard:**
   a. 30” x 16’ long x $150 plf = $2,400.00
   b. (3) gooseneck lamps @ $400 ea = $1,200.00
   $3,600.00 $3,600.00

10. **Reconstruct original main entry:**
    $15,000.00 allowance $15,000.00
    **Total** $171,025.00
504 Shawnee Avenue, East  
Lonesome Pine Motor Company Building

Big Stone Gap, Virginia

Owner: William Glenn Lane, 276.523.5800 (office)  
276.523.5817 (home)

PROPOSED WORK:

1. Install new aluminum-frame storefront systems:
   a. (4) 8' x 10' units on front facade
   b. (5) 8' x 10' units on side facade

   (9) storefront units x $2,400 each = $21,600.00

2. Install new upper windows:
   a. (8) 3656 units on front facade
   b. (8) 3656 units on side façade

   (16) windows x $750 ea = $12,000.00

3. Install new awnings:
   a. (8) 3' x 3' x 8' long units on first floor
   b. (8) 3' x 3' x 8' long units on the second floor

   (16) awnings x $1,500 ea = $24,000.00

4. Install 3' high x 16' long painted signboard with
   (3) gooseneck lamps on front façade

   3' x 16' Signboard = $2,400.00
   (3) gooseneck lamps x $400 ea = $1,200.00

   $3,600.00

Total = $61,200.00
Carousel Room Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. Install stucco veneer to current storefront:
   a. New substrate and stucco to stepped parapet
   b. Frame out pilasters to left/right of storefront
   c. Install stucco veneer
      
      \[ 600 \text{ sf} \times 10.00 \text{ psf} = \$6,000.00 \]

   \( \$6,000.00 \)

2. Install new 8’ high x 24’ long storefront:
   a. Remove existing storefront construction, this area.
   b. Frame in for (3) 5’ long x 8’ high storefront w/aprons
   c. Frame in for new entry door
   d. Trim assembly with wood and paint.

   \( \$21,500.00 \)

3. Install new awning above storefront:
   a. Install new 3’ x 3’ x 24’ long awning

   \( \$3,600.00 \)

4. Install painted wood signboard:
   a. 30” x 16’ long x $150 plf = $2,400.00
   b. (3) gooseneck lamps @ $400 ea = $1,200.00

   \( \$3,600.00 \)

   \( \$3,600.00 \)

   \( \text{Total} \quad \$34,700.00 \)
Cathy + Company Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. Install new awning above storefront:
   a. Remove existing metal awning $500.00
   b. Install new 3’ x 3’ x 16’ long awning $2,400.00

2. Replace broken storefront panel:
   a. 6’ wide x 6’ high $1,200.00 $1,200.00

3. Remove projecting sign:

4. Install painted wood signboard:
   a. 30” x 16’ long x $150 plf $2,400.00
   b. (3) gooseneck lamps @ $400 ea $1,200.00

Total $8,450.00
Powell River Pottery Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. Add 16” x 24’ frieze trim to parapet: $1,500.00
2. Install (4) 3’ x 3’ awnings above upper windows: $1,800.00
3. Remove existing metal awning: $500.00
4. Install new 3’ x 24’ long awning: $3,600.00

Total: $7,400.00
Big Stone Gap, Virginia

PROPOSED WORK:

1. Construct new storefront:
   a. Remove existing storefront: $3,000.00
   b. New 14’ l x 8’ h storefront: $12,500.00
      $15,500.00

2. Install new 4’ high x 14’ new awning: $2,500.00

3. Install new 3’h x 12’ signboard: $1,800.00

4. Install (3) gooseneck lamps: $1,200.00

5. Construct new 18” x 16’ cornice and paint: $1,800.00
   Total $22,800.00
Big Stone Gap, Virginia

PROPOSED WORK:

1. Construct new storefront:
   a. Remove existing storefront: $3,000.00
   b. New 14’ l x 8’ h storefront: $12,500.00
      $15,500.00

2. Install new awning:
   a. Remove existing frame awning: $1,500.00
   b. 3’ high x 14’ awning: $2,100.00
      $3,700.00

3. Install new 3’h x 12’ signboard: $1,800.00

4. Install (3) gooseneck lamps: $1,200.00

5. Construct new 18” x 16’ cornice and paint: $1,800.00

6. Paint existing siding: $2,800.00

Total $26,800.00
Corner Building – 5th and Wood

Big Stone Gap, Virginia

PROPOSED WORK:

1. **Construct (5) new storefronts:**
   a. Remove existing windows and blocking: $6,000.00
   b. Install aluminum storefronts:
      (2) 12’ x 8’ $13,500.00
      (1) 8’ x 8’ $4,500.00
      (1) 4’ x 8’ $2,250.00
      (1) Storefront door $2,500.00
      $22,750.00

2. **Install new canopy:**
   a. Remove existing frame awning: $6,500.00
   b. 3’ deep x 40’ long: $10,000.00
      $16,500.00

3. **Install (19) 3’ x 3’ awnings at upper windows:**
   19 x $450.00 = $8,550.00

4. **Paint CMU/stone veneer:**
   2300 sf x $5.00 psf = $11,500.00
   Total $59,300.00
Tri-State Rug Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. **Install (23) new upper windows in existing openings:**
   a. Remove CMU blocking and (14) current windows
   b. Prepare openings for (3) new windows
   c. Install (23) 3080 double hung windows/fixed window combo’s per opening
      (23) windows at $950.00 ea = $21,850.00 $33,500.00

2. **Install new spandrel glass in (7) existing transom openings:**
   a. Remove existing glazing panels
   b. (7) 4’ long x 3’ high panels
      $5,250.00

3. **Move (2) condensing units on side façade to roof area:**
   a. Remove support brackets
      $1,500.00

**Total** $40,250.00
Big Stone Gap, Virginia

PROPOSED WORK:

1. **Install (5) new upper windows:**
   a. Remove current replacement windows and masonry blocking
   b. Prepare (5) openings for new windows
   c. Install (5) 3060 double hung windows $6,875.00

2. **Install new 16’ high x 20’ long storefront on left to match right storefront:**
   a. Remove existing construction, this area.
   b. Frame in for (2) 5’ long x 12’ high storefront w/ aprons
   c. Re-use existing double entry doors and transom
   d. Trim assembly with wood and paint. $22,500.00

3. **Install (2) 20’ metal coping at parapet:** $750.00

4. **Install center entry door:**
   a. Remove existing door and framing and prepare opening
   b. Install 3080 wood 3/4 glass door and hardware
   c. Paint new assembly $1,750.00

5. **Remove vegetation from right side of building:** $750.00

6. **Paint right side of building:**
   a. (2) coats masonry paint; 2,100 sf x $2.10 psf $4,410.00

**Total** $37,035.00
**Big Stone Gap, Virginia**

**PROPOSED WORK:**

1. **Install (4) new upper windows:**
   a. Remove (4) current replacement windows and blocking
   b. Prepare (4) openings for new windows
   c. Install (4) 3060 double hung windows $5,500.00

2. **Install (4) new awnings above upper windows:**
   a. (4) 3’ x 3’ awnings: 4 x $450 = $1,800.00 $1,800.00

3. **Install new awning:**
   a. Remove existing framed canopy $750.00
   b. Install new 3’ x 3’ x 20’ long awning $4,750.00 $5,500.00

4. **Install new center entry door with transom:**
   a. Remove existing door and panel above
   b. Prepare opening for new door and transom
   c. Install new 3070 full glass wood door and hardware
   d. Install new transom glass above $2,750.00

**Total** $15,550.00
**Warren Supply**

**Big Stone Gap, Virginia**

**PROPOSED WORK:**

1. **Remove existing projecting sign and signboard above storefront:** $500.00

2. **Construct new entries to left and right of center storefront:** $6,250.00
   a. Remove (2) existing doors and related construction
   b. Frame in for (2) new 3070 doors with transoms above
   c. Install (2) new 3070 half glass wood doors with hardware
   d. Install (2) new glass transoms above doors

3. **Install new 3’ x 3’ x 24’ long awning above storefront:** $2,500.00

4. **Install signboard above new awning:**
   a. 30” high x 16’ long painted wood signboard $1,600.00
   b. (3) gooseneck lights x $400 ea = $2,800.00

5. **Paint existing painted brick:**
   a. (2) coats masonry paint; 500sf x $2.10 = $1,050.00 $1,050.00

6. **Repair, prepare, and paint four upper windows**
   a. 4 x 750.00 = $3,000.00 $3,000.00

7. **Repair, prepare, and paint cornice:**
   a. 32 lf x $20 plf = $640.00 $640.00

**Total** $16,740.00
Western Auto Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. Install new upper windows in (4) existing openings:
   a. Remove current replacement windows and blocking
   b. Prepare (4) openings for (3) new windows/opng
   c. Install (3) 3080 double hung windows per opening
      (12) windows at $950.00 ea = $11,400.00
      Total $17,500.00

2. Install new transom glazing above existing canopy:
   a. (7) 3’ long x 2’ high panels x $750 ea =
      Total $5,250.00

3. Repair and repaint front entry door:

   Total $1,500.00

Total $24,250.00
Karate Building

Big Stone Gap, Virginia

PROPOSED WORK:

1. Install (2) new upper windows:
   a. Remove current replacement windows and masonry blocking
   b. Prepare (2) openings for new windows
   c. Install (2) 3060 double hung windows $2,750.00

2. Install (2) 3’ x 3’ awnings above (2) upper windows: $900.00

3. Install 3’ x 16’ long awning above existing storefront: $2,400.00

4. Prepare and paint existing brick:
   a. 360 sf x $2.10 = $756.00

   Total $756.00

   Total $6,806.00
Big Stone Gap, Virginia

PROPOSED WORK:

1. Repair(4) new upper windows:
   a. Remove current storm windows $400.00
   b. Repair (4) original windows and paint $2,600.00
      $3,000.00

2. Install new 10' high x 20' long storefront:
   a. Remove existing storefront construction, this area. $21,500.00
   b. Frame in for (2) 6' long x 10' high storefront w/ aprons
   c. Frame in for new recessed entry
   d. Trim assembly with wood and paint.

3. Install new awning above storefront:
   a. Remove existing framed canopy $750.00
   b. Install new 3' x 3' x 20' long awning $4,000.00
      $4,750.00

4. Install side entry door:
   a. Remove existing door and framing and prepare opening
   b. Install 3080 wood ¾ glass door and hardware
   c. Paint new assembly

Total $31,000.00
Big Stone Gap, Virginia

PROPOSED WORK:

1. **Refurbish, reglaze, and paint (2) existing windows:** $1,750.00
2. **Install (2) 3' x 3' awnings above (2) upper windows:** $900.00
3. **Install new 12' high x 20' long storefront:** $17,500.00
   a. Remove existing construction, this area.
   b. Frame in for (2) 8' long x 6' high storefront w/ 3' high aprons
   c. Frame in for 3070 entry door with transom
   d. Trim assembly with wood and paint.
4. **Install 3' x 20' long awning above new storefront:** $3,000.00
5. **Install signboard above new awning:**
   a. 30” high x 16’ long painted wood signboard $1,600.00
   b. (3) gooseneck x $400 ea $1,200.00
   $2,800.00 $2,800.00
   Total $25,950.00

Note: This building has suffered from a fire and is missing most of its roof and roof structure. The remaining interior surfaces, second floor/structure, and first floor/structure have most likely suffered from continued exposure to weather and rain through the damaged/deteriorated roof. Much work will be needed before an investment in the façade as described above is realistic.