



THE ECONOMIC RESTRUCTURING OF DOWNTOWN STANARDSVILLE

TOWN OF STANARDSVILLE, VIRGINIA

MARCH 2016
COMMUNITY PLANNING ARTNERS, INC

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INTRODUCTION

The Town of Stanardsville is located in Central Virginia, approximately eight miles from the Swift Run Gap entrance to Shenandoah National Park. It is the only incorporated town in Greene County and serves as the County seat. The Town was established in 1794, prior to the formation of Greene County in 1838, by William Stanard, a grandson of one of the original land grantees in the area. Stanardsville has retained much of its original architecture, and remains one of the few intact courthouse towns that grew



The Lafayette Inn

up along transportation routes crossing the Piedmont region. Stanardsville was designated a Historic District in 2004, and is listed on both the federal and state historic registries. Among the town's most prominent historic structures are the Courthouse (1839), the Lafayette Inn (1840), the William Mills House (1840), the Victorian (1901), and Gibbons Store/Herring Building (1845).

The Town once served as a prominent commercial gateway in the 1800's for travelers crossing the Blue Ridge Mountains. As a result, many of the Town's original businesses were established to serve the needs of travelers, including hotels, taverns, restaurants, and numerous shops. Although development stagnated slightly following the Civil War, the Town continued to serve a significant role as the County seat. In fact, County's first major school, William Monroe School, was constructed in Stanardsville in 1925.

The commercial landscape of present day Stanardsville has changed significantly due to large-scale development along U.S. Route 29 and the creation of the U.S. Route 33 Bypass, which has served to divert passenger traffic away from Main Street. Despite these setbacks, proactive efforts led by citizens and volunteers as well as the public-private partnership organization known as Stanardsville Area Revitalization (*STAR*) have helped spur town-wide revitalization efforts, including the successful receipt of MAP21 grant funding through the Virginia Department of Transportation (VDOT) utilized to implement Phase I streetscape improvements along Main Street, with Phase II work about to get under way.

The Town is currently seeking Community Development Block Grant (CDBG) funds from the Virginia Department of Housing and Community Development (VDHCD) in order to further revitalization efforts through the implementation of façade improvements throughout Downtown, rehabilitation of dilapidated apartment units in Downtown, and construction of a farmers market/performance pavilion/concert lawn, all of which will, in conjunction with strategic business attraction and retention efforts, serve to renew the vibrancy of Downtown Stanardsville.

A number of existing plans were used to inform the present document: *The Town of Stanardsville Economic Revitalization Plan* (2006), *The Economic Restructuring of Downtown Stanardsville* (2008), **STAR* Visioning and Marketing Position for The Stanardsville Area* (2008), and *The Town of Stanardsville*

Comprehensive Plan (2011). Each of these documents provided background and insight into the Town's current economic position, as well as past and present goals and strategies for attaining a vibrant economic future.

This present Economic Restructuring Plan was particularly developed in conjunction with the planning and visioning phase of the CDBG grant application process and is intended to look as far as ten years into the future. The Plan offers an examination of Stanardsville's current economic climate, an analysis of the town's local and visitor markets, and recommends Goals and Strategic Initiatives designed to achieve renewed economic stability for Downtown Stanardsville and to the benefit of the Town overall.

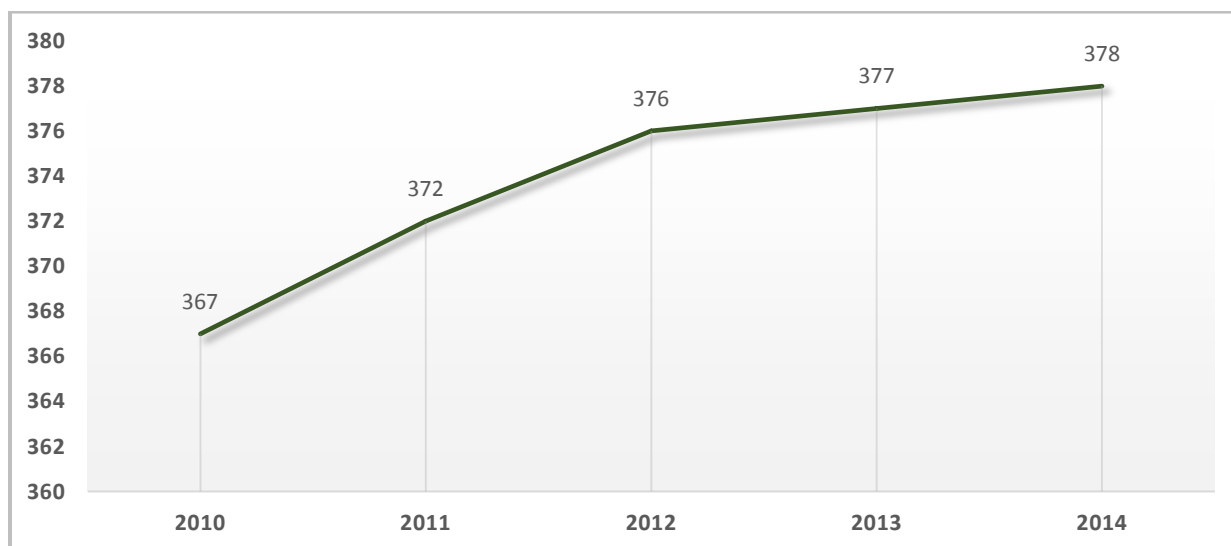
MARKET ANALYSIS

TOWN OF STANARDSVILLE

Demographics

According to Weldon Cooper Center population estimates, the population of the Town of Stanardsville increased by an estimated three percent between 2010 and 2014. It should be noted that population counts for the Town presented in the 2010 census may not be an accurate reflection of the Town's true population at that time, as referenced in Stanardsville's 2011 Comprehensive Plan. Additionally, many residents of outlying areas surrounding the Town frequently utilize, support, and depend on Town facilities, and therefore may identify as residents of Stanardsville in spite of the fact that they do not live within official Town boundaries.

Figure 1
Town of Stanardsville Population Estimates
2010-2014



Source: Weldon Cooper Center 2010 – 2014 Annual Town Population Estimates

An analysis of Stanardsville's demographic data as presented in Table 1 on the following page indicates that the Town of Stanardsville has a higher proportion of older residents and residents dependent on social security income and a lower median income than Greene County and the Commonwealth overall. Although the population of Stanardsville is generally less educated than that of the Commonwealth overall, the proportion of residents aged 25 years or older holding a bachelor's degree or higher within the Town surpasses that of the County. This represents a significant shift since the 2000 Census which indicated that educational attainment within the Town lagged substantially behind that of the County. High school graduation rates of residents aged 25 or older in both the Town and County fall substantially behind those of the Commonwealth.

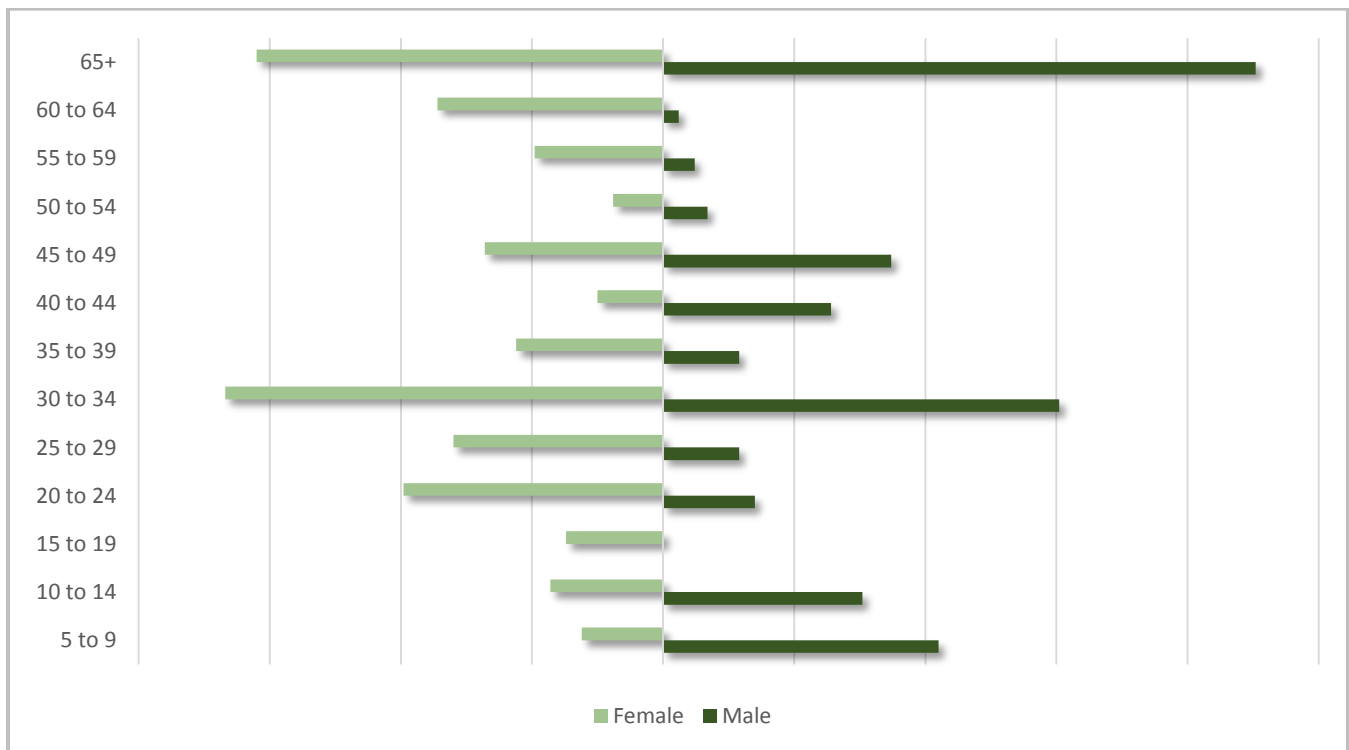
Table 1
Local Demographics

	Stanardsville	Greene County	Virginia
Persons over 65	31%	13%	12%
Households Receiving Social Security Income	35%	26%	20%
Persons Below Poverty Line	15%	8%	10%
Homeownership Rate	45%	80%	67%
High School Graduates (age 25 +)	30%	35%	86%
Bachelor's Degree (age 25 +)	17%	13%	34%
Mean Travel Time to Work (minutes)	22	29	27
Median Household Income	\$33,700	\$54,307	\$61,406

Source: 2010 Census

As Figure 2 below indicates, although many of Stanardsville's residents are over the age of 65 the Town benefits from a relatively even distribution of working-age and elderly adults. However, the figure indicates that the Town may need to expand employment opportunities and housing options if it is to attract younger residents and families to the area.

Figure 2
Stanardsville Age and Gender Distribution
2014 Estimates



Source: U.S. Census Bureau 2010-2014 American Community Survey 5-Year Estimates

Employment Opportunities

Nine of Greene County's 50 Largest Employers are concentrated in the Stanardsville zip code (2015 figure), an area much larger than the Town itself. As evidenced by the fact that over half of these employers are classified as local government institutions, this is due in large part to the Town's position as Greene County seat. Table 3 below provides detailed information about these employers, including Greene County's average weekly wage by industry (2014 annual data).

Table 3
Greene County Major Employers in Stanardsville Zip Code

Employer	Industry	Ownership	Size Class	Rank	Average Wage*
Greene County School Board	Educational Services	Local Government	500 to 999	1	Confidential
County of Greene	Executive, Legislative, and Other General Government Support	Local Government	100 to 249	3	\$679
Sunland Employee Leasing, LLC.	Nursing and Residential Care Facilities	Private	100 to 249	4	\$473
The Greene Hills Club	Amusement, Gambling, and Recreation Industries	Private	20 to 49	14	Confidential
Greene County School of Nutrition	Food Services and Drinking Places	Local Government	20 to 49	18	\$255
Region Ten Community Services	Social Assistance	Local Government	20 to 49	23	\$404
Greene County Department of Social Services	Administration of Human Resource Programs	Local Government	20 to 49 employees	30	\$701
Greene Great Value	Food and Beverage Stores	Private	20 to 49	31	\$345
Techni Pak, LLC.	Administrative and Support Services	Private	10 to 19	37	\$489

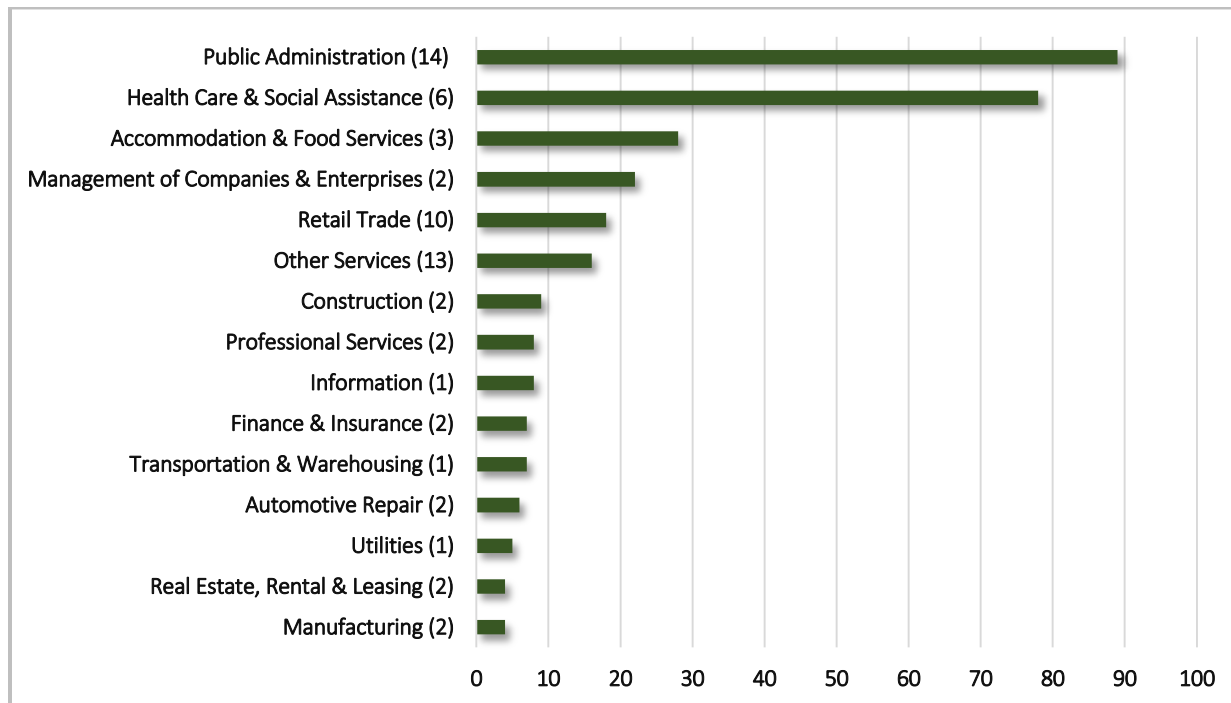
Sources: Virginia Labor Market Information 50 Largest Employers Tool (data based upon VEC QCEW 2nd Quarter 2015); Virginia Employment Commission, Quarterly Census of Employment and Wages, 2014 Annual Aggregate Data

*In order to retain statistical confidentiality, the Quarterly Census of Employment and Wages does not publish aggregate data if it represents fewer than three private employers or if one private employer represents 80 percent or more of data.

The existing business mix within the Town of Stanardsville is comprised of primarily small- to medium-sized establishments, the majority of which employ fewer than twenty individuals, as depicted in Figure 3. According to data obtained from the American Association of State Highway and Transportation Officials Census Transportation Planning Products (2006 – 2010 5-year ACS estimates), approximately 79 percent of Stanardsville’s labor force commutes outside of the Town for work on a daily basis. In general, these workers travel to surrounding locations in Greene County or to nearby Albemarle County or the City of Charlottesville for work. Although the exact proportion of out-commuters has likely changed since the most recent tabulation, this estimate emphasizes an important trend in the employment opportunities available to Stanardsville’s labor force.

Stanardsville’s size coupled with a lack of adequate sewer and water infrastructure currently limits the type of industry the Town can realistically support. It would be beneficial, therefore, for near-term business attraction efforts to support niche businesses and entrepreneurial startups. The Town retains a tremendous asset in the Piedmont Virginia Community College Eugene Giuseppe Center, which already offers specialized courses in Workforce Services, KidsCollege Summer Academies, and Viticulture and Enology Certificate Programs. The Town must ensure that the existing labor force and new and existing entrepreneurs are fully aware of these opportunities by marketing them across a variety of platforms, including the Town of Stanardsville website and the Greene County EDA and Chamber of Commerce websites.

Figure 3
Stanardsville Employment Distribution by Business Type



Source: Employment distribution and business type data copyright 2015 Infogroup, Inc. All rights reserved.

Housing Units

Per estimates developed by the U.S. Census Bureau, the Town of Stanardsville's existing housing stock has increased by approximately 12 percent between 2010 and 2013, with the percentage of renter-occupied units increasing by 29 percent. The Town has also experienced a significant increase in the percentage of vacant units, up to 31 percent from just 7 percent in 2010. However, the statistical increases in housing units are not in evidence per local community leadership and therefore this data may be in error.

Table 4
Occupancy Status of Existing Housing Stock
2010-2013

	2010	2011	2012	2013
Total Housing Units	137	134	133	154
Total Occupied	128	117	111	118
% Owner Occupied	59%	57%	48%	47%
% Renter Occupied	41%	43%	52%	53%
Percent Vacant	7%	15%	20%	31%

Source: U.S. Census Bureau 5-Year American Community Survey Estimates

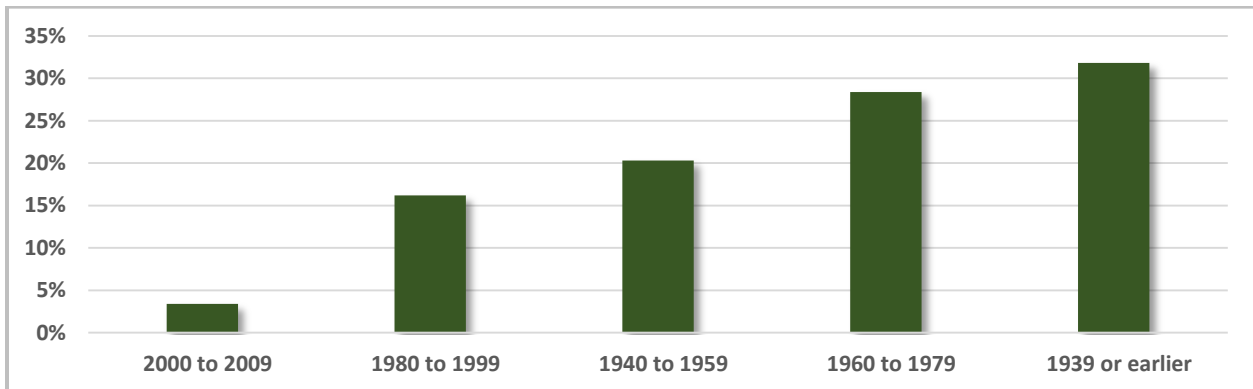
The majority (67 percent) of occupied housing in the Town of Stanardsville is comprised of single-family detached dwellings, with 96 percent of owner-occupied and 41 percent of renter-occupied units classified as single-family detached dwellings.

Fifty-two percent of the Town's existing housing stock is aged 50 years or older, which speaks to the presence of historic homes within the Town which have added much to the Town's character over the years. Unfortunately, these older structures are difficult to maintain, which is evident in the state of disrepair of much of the Town's existing housing stock, particularly those homes which have been converted for rental use.

New construction is very limited in Stanardsville, due in large part to aging sewer and water infrastructure which limits the Town's capacity to support new residential and commercial development. Therefore, improvements to the Town's existing housing stock should be the priority in the near term, with plans to construct new infill housing following the remediation of existing infrastructure.

There are a handful of single family homes which have been converted into apartment units as a part of mainly retail structures within the Downtown area. It is intended that a portion of the Community Development Block Grant (CDBG) funds be allocated to the rehabilitation of apartment units within Downtown Stanardsville area. The Town anticipates undertaking an additional CDBG-funded housing project in the future which will address remaining housing rehabilitation issues.

Figure 4
Age of Existing Housing Stock



Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Key Takeaways: Town of Stanardsville

- Stanardsville's position as the Greene County Seat has allowed the Town to retain many of the County's largest employers, the majority of which provide government or support services.
- Employment opportunities within the Town are limited and generally offer low-wage jobs. Much of the Town's existing labor force must commute to surrounding localities for work.
- The Town has retained much of its original architecture; however this has proven troublesome in regards to maintenance of the existing housing stock. Single family homes and commercial structures that have been converted to rental units located within the Downtown area are positioned to receive apartment rehabilitation and façade improvement assistance through CDBG funds.
- The Town's aging water and sewer infrastructure presents a barrier to attracting new residential and commercial development, however the Town has an opportunity to focus near-term business attraction efforts on targeting niche industries and supporting entrepreneurial startups and additional near-term residential improvements through and additional housing rehabilitation project.

THE RETAIL MARKET

The existing residential population of the Town alone is likely insufficient to support a robust business mix, however the Town's central location within the larger region provides an advantage to attracting consumers and new residents from surrounding localities. Stanardsville's local market is most simply defined as those communities located within a 30 minute drive of downtown, the average distance individuals are typically willing to travel to access basic goods and services. A drive time analysis conducted utilizing ESRI's Business Analyst Online tool revealed that the following twelve communities (distributed among six counties) represent Stanardsville's Primary Trade Area, or "Local Market Area":

Table 5
Local Market Communities

Community*	Locality	Distance	Approximate Drive Time
Town of Stanardsville	Greene County	0 miles	5 minutes
Ruckersville CDP	Greene County	7 miles	14 minutes
Twin Lakes CDP	Greene County	8 miles	15 minutes
Town of Madison	Madison County	14 miles	18 minutes
Piney Mountain CDP	Albemarle County	13 miles	20 minutes
Town of Elkton	Rockingham County	15 miles	20 minutes
Brightwood CDP	Madison County	18 miles	22 minutes
Hollymead CDP	Albemarle County	16 miles	24 minutes
Free Union CDP	Albemarle County	16 miles	25 minutes
Town of Gordonsville	Orange County	19 miles	27 minutes
Town of Shenandoah	Page County	21 miles	29 minutes
Massanutten CDP	Rockingham County	23 miles	30 minutes

Source: ESRI Business Analyst Online Drive Time Analysis; Google Maps

*Communities listed include incorporated Towns and Census Designated Places (CDPs) located within a 30 minute drive of Downtown Stanardsville. Unincorporated and undesignated areas within this radius are not listed, however may contribute to Local Market spending.

Demographics

As Figure 7 on the following page indicates, the population of Stanardsville's Local Market Area is substantially higher than that of the Town itself. Median household income of the LMA is approximately 48 percent higher than that of the Town itself, and this distinction is due in large part to the inclusion of wealthier neighborhoods as Census Designated Places within the tabulation. One such example is Hollymead, a suburb north of Charlottesville located just off of U.S. 29 with a population of over 7,000 individuals and a median household income of approximately \$76,000. Such communities located just 30 minutes away represent a substantial potential consumer market for the Town of Stanardsville.

The wealthiest Census Designated Places within Stanardsville's Local Market Area as of 2010 include Free Union, Hollymead, Piney Mountain, and Massanutten. The majority of the population within these communities is comprised of permanent residents; however the population of Massanutten tends to be predominantly seasonal, likely due to the fact that much of the development in the area is a direct result of the presence of the Massanutten Resort.

Table 6
Housing Characteristics
Wealthiest Communities in LMA, 2010

	Free Union	Hollymead	Piney Mountain	Massanutten
Total Housing Units	82	3,013	452	2,692
Total Occupied Units	74	2,855	428	884
% Owner	80%	76%	84%	83%
% Renter	20%	24%	16%	17%
Total Vacant Units	8	158	24	67
% Seasonal Use	5%	1%	0.2%	65%

Source: U.S. Census Bureau, Profile of General Population and Housing Characteristics, 2010 Census Summary File 1

As residential and commercial development continues to sprawl up U.S. 29, Stanardsville's natural assets and distinctive charm position it perfectly to attract future residents away from the sprawling suburban communities. In fact, residents of the Local Market Area commuted an average of 26 minutes a day to work in 2010, which suggests that relocation to Stanardsville and the corresponding commute would not serve as much of a deterrent to potential new residents. Following improvements to the existing housing stock or the development of new housing, partnering with major employers within the Local Market Area, particularly those working to attract new talent, such as the National Ground Intelligence Center (NGIC) in Charlottesville, might help get the word out about Stanardsville and drive new residents with higher-wage jobs into the Town.

Table 7
Local Market Demographics

	Stanardsville 2010	LMA 2010	Virginia 2010
Population	367	21,917	8,001,024
Median Age	43	40	38
High School Graduates (25+)	30%	32%	86%
Bachelor's Degree (25+)	17%	17%	34%
Mean Travel Time to Work (minutes)	26	26	27
Homeownership Rate	45%	74%	67%
Median Household Income	\$33,700	\$54,933	\$61,406
Persons Below Poverty	15%	12%	10 %
Households Receiving Social Security	35%	27%	20%
Percent White	77%	85%	69%
Percent Black or African American	18%	9%	19%
Percent Hispanic or Latino (of any race)	4%	3%	8%
Percent Male	46%	48%	49%
Percent Female	55%	52%	51%

Source: U.S. Census 2010 data; American Community Survey 2006-2010 data

*The Local Market is defined as all incorporated towns and Census Designated Places within a 30 minute drive of Downtown Stanardsville. Unincorporated and undesignated areas within this radius for which data was unavailable are not included in this analysis.

Economic Base

The Virginia Employment Commission tracks detailed information about different industrial sectors throughout Virginia. Table 8 shows the total employment and rate of change for each industry represented in the Local Market Area over the past two business cycle peaks (2001 and 2007). Analyzing industries and employment at business cycle peaks (or troughs) allows for a clearer picture of economic health by controlling for boom and bust cycles. Perhaps most importantly, Table 8 shows which industries provide the strongest economic base for the region. The Location Quotient (LQ) gauges the concentration of an industry as compared to the average of all counties in Virginia. Stanardsville's Local Market Area's basic industries by Location Quotient rank include Agriculture, Forestry, Fishing and Hunting (6.0); Other Services (Except Public Administration) (2.5); Health Care and Social Assistance (2.1); Real Estate & Rental & Leasing (1.8); and Public Administration (1.5).

Table 8
LMA All Represented Industries by LQ Rank

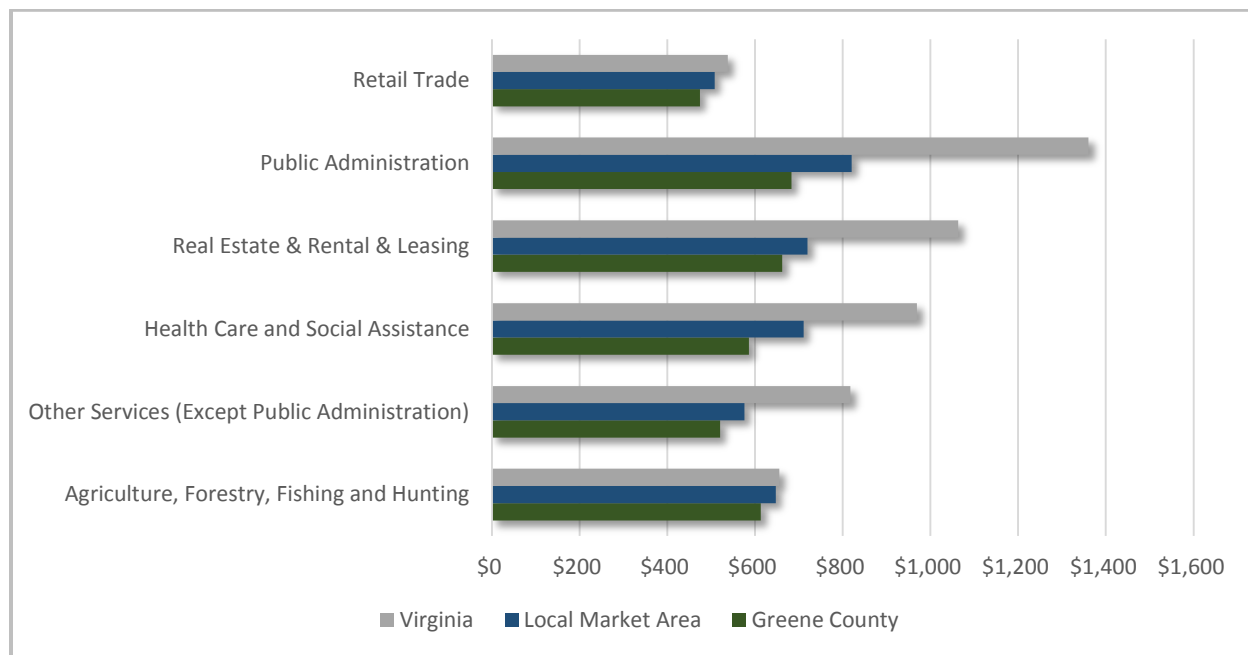
Industry*	LMA Number of Employees			LQ 2007
	2001	2007	Change	
Agriculture, Forestry, Fishing and Hunting	1,691	1,441	-15%	6.0
Other Services (Except Public Administration)	2,741	2,996	9%	2.5
Health Care and Social Assistance	6,006	8,265	38%	2.1
Real Estate & Rental & Leasing	1,262	1,651	31%	1.8
Public Administration	2,354	3,574	52%	1.5
Retail Trade	9,984	12,355	24%	1.0
Administrative and Support and Waste Management	2,144	4,201	96%	0.8
Wholesale Trade	2,409	2,550	6%	0.7
Accommodation and Food Services	5,275	7,212	37%	0.7
Professional, Scientific, and Technical Services	2,445	3,843	57%	0.5
Information	1,085	886	-18%	0.4

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages Q1 2001 and Q4 2007

* Local Market Area employment levels are based upon available countywide employment data. Only those industries for which data were available for all Local Market Area counties are included in this analysis.

Employment within basic industry sectors tends to be most highly concentrated within the larger counties of Rockingham, Albemarle, and Orange. Within Greene County, the Retail Trade and Public Administration industries have the strongest presence. Greene County's average weekly wage for basic industry sectors tends to be lower than the wages of both the Local Market Area and the state overall, as depicted in Figure 5 below.

Figure 5
Local Market Area Basic Industry Wages



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages, Q4 2014.

Disposable Income and Expenditures Analysis

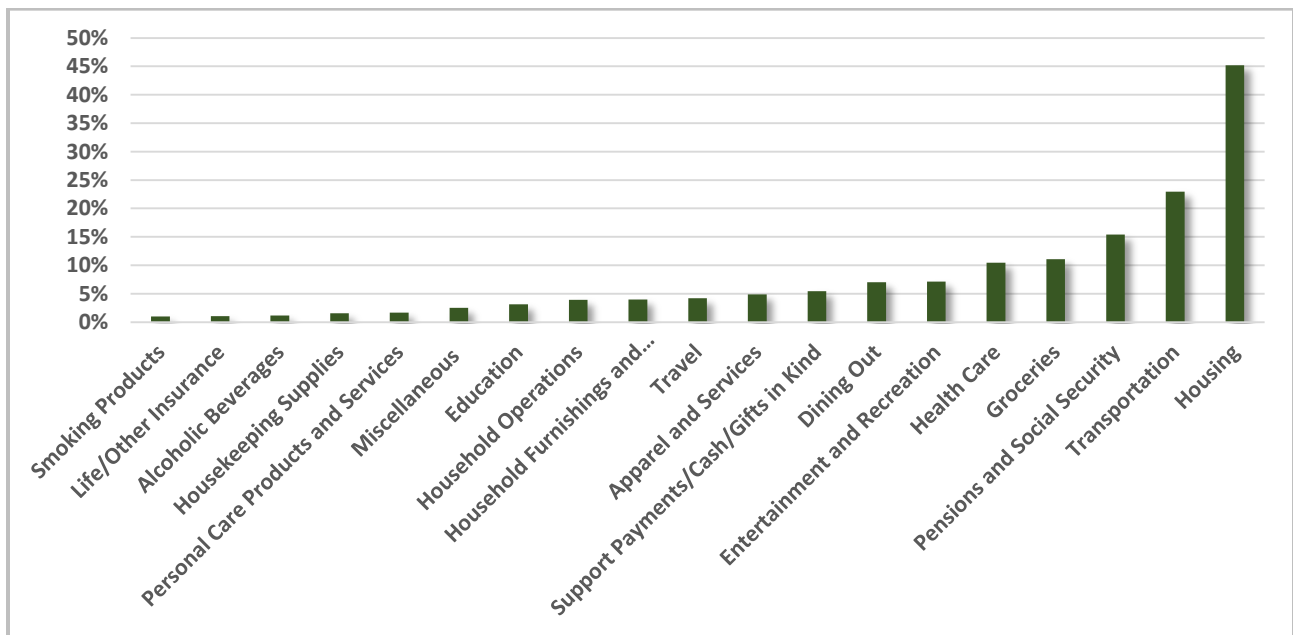
Disposable income is the total household income remaining after taxes. In general, households with a higher disposable income would have more money to spend on leisure activities such as dining out or recreational shopping, however these numbers do not account for how much a household may pay per year on rent or a mortgage or necessity items such as food and clothing. Within Stanardsville's Local Market Area, households had a median annual disposable income of \$51,870 in 2015. In general, residents are spending the majority of their disposable income on necessities, including housing (45 percent), transportation (23 percent), pensions and social security (15 percent), groceries (11 percent), and health care (10 percent). Entertainment and leisure activities, including dining out and travel accounted for a combined total of 18 percent of median annual disposable income, or approximately \$9,521 per year per household.

Table 9
LMA Households by Amount of Disposable Income
2015 Estimates

Amount of Disposable Income	Number of Households	Percent of Households
< \$15,000	3,443	10%
\$15,000 - \$24,999	3,458	10%
\$25,000 - \$49,999	9,480	27%
\$50,000 - \$99,999	12,216	36%
\$100,000+	5,899	17%

Source: ESRI Disposable Income forecasts for 2015 upon U.S. Census Bureau, Census 2010 Summary File 1 Data

Figure 6
LMA Expenditures as a Percent of Median Disposable Income
2015



Source: ESRI Disposable Income forecasts for 2015 and 2020; Consumer spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Retail Gap Analysis

A market analysis was conducted based upon local market consumer behavior. Essentially, this analysis examines which goods and services are unavailable to residents within the local market and identifies the degree to which these goods and services could be provided in Stanardsville based upon unmet local demand.

Within the Local Market Area, the following industries exhibit market leakage, meaning the number of establishments providing these goods and services located within the LMA are insufficient to meet the needs of residents. As a result, local market residents must travel elsewhere in order to access goods and services provided by these industries. In Table 10 below, the higher the Leakage Factor score, the higher the relative retail gap.

Table 10
Local Market Area Retail Gap Analysis

Industry	LMA Number of Establishments	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Unmet Demand)	LMA Leakage Factor
Drinking Places – Alcoholic Beverages	1	\$1,092,587	\$212,981	\$879,606	67.4
Specialty Food Stores	7	\$7,682,021	\$3,416,768	\$4,265,253	38.4
Office Supplies, Stationary, and Gift Stores	21	\$13,391,542	\$6,627,224	\$6,764,318	33.8
Special Food Services/Catering	8	\$2,952,421	\$1,523,879	\$1,428,542	31.9
Beer, Wine, and Liquor Stores	6	\$9,924,028	\$5,795,740	\$4,128,288	26.3
Gasoline Stations	28	\$98,524,668	\$65,051,613	\$33,473,055	20.5
Motor Vehicle and Parts Dealers	73	\$331,579,914	\$227,685,838	\$103,894,076	18.6
Full-Service Restaurants	118	\$81,776,467	\$60,725,497	\$21,050,970	14.8
Jewelry, Luggage, & Leather Goods Stores	10	\$11,885,246	\$8,942,185	\$2,943,061	14.1
Health & Personal Care Stores	38	\$76,885,747	\$58,803,993	\$18,081,754	13.3
Miscellaneous Store Retailers	98	\$46,625,481	\$35,882,659	\$10,742,822	13.0
Food Services & Drinking Places	203	\$148,714,329	\$126,946,227	\$21,768,102	7.9
Other General Merchandise Stores	7	\$61,577,763	\$53,525,790	\$8,051,973	7.0
Florists	12	\$2,636,533	\$2,300,998	\$335,535	6.8
Other Miscellaneous Store Retailers	33	\$24,000,302	\$21,107,887	\$2,892,415	6.4
Used Merchandise Stores	33	\$6,597,103	\$5,846,551	\$750,552	6.0
Home Furnishing Stores	19	\$17,095,976	\$15,802,255	\$1,293,721	3.9
Building Materials & Supplies Dealers	43	\$63,352,145	\$61,193,399	\$2,158,746	1.7

Source: ESRI Retail MarketPlace Profile, based on economic census data. All numbers reported in 2015 dollars.

Although the potential market exists within a 30-minute drive of Downtown Stanardsville for establishments within all of the industries listed above, the existing retail mix and physical layout of

Downtown Stanardsville should be taken into account when determining the types of establishments that would both fare well in the area as well as contribute to the desired character of downtown. For example, big box retail or a large grocery store, such as the Great Value located at the edge of Downtown, would not be practical within the heart of Downtown Stanardsville due to size requirements and incompatibility with the existing character.

A second leakage analysis was conducted for the Town of Stanardsville in order to determine which of the industries above are missing from the Town itself. The following types of establishments, based upon their Leakage Factor score for the Local Market Area as well as their relative compatibility with the downtown area, were identified as exhibiting high potential for locating in Downtown Stanardsville. Future marketing efforts for Downtown Stanardsville should strategically target these types of establishments in order to bolster the existing retail mix of the downtown area as well as attract higher levels of traffic from within the Local Market Area.

Table 11 on the following page includes all those establishments for which need has been identified within the Local Market Area (LMA) and lists the number of such establishments currently located in Downtown Stanardsville as well as the Leakage Factor for the Town itself. Negative Leakage Factor scores represent an oversupply of a given establishment type in Stanardsville. Establishments which serve the needs of both the Town population as well as those of the wider LMA would be likely to have greater success than those serving the Town alone. Ideally, the retail mix of Downtown should include establishments which offer a range of price points and provide goods that are affordable and useful for residents of the local market as well as specialty goods which would appeal to a wider visitor market.

Table 11
Viable Establishment Types

Establishment Type	Establishments in Stanardsville	LMA Demand	LMA Supply	LMA Unmet Demand	LMA Leakage Factor	Stanardsville Leakage Factor
Drinking Places – Alcoholic Beverages	0	\$1,092,587	\$212,981	\$879,606	67.4	100
Specialty Food Stores	0	\$7,682,021	\$3,416,768	\$4,265,253	38.4	100
Office Supplies, Stationary, and Gift Stores	0	\$13,391,542	\$6,627,224	\$6,764,318	33.8	100
Special Food Services/Catering	1	\$2,952,421	\$1,523,879	\$1,428,542	31.9	(66.8)
Beer, Wine, and Liquor Stores	0	\$9,924,028	\$5,795,740	\$4,128,288	26.3	100
Full-Service Restaurants	2	\$81,776,467	\$60,725,497	\$21,050,970	14.8	(38.8)
Jewelry, Luggage, & Leather Goods Stores	0	\$11,885,246	\$8,942,185	\$2,943,061	14.1	100
Health & Personal Care Stores	2	\$76,885,747	\$58,803,993	\$18,081,754	13.3	(57.9)
Miscellaneous Store Retailers	2	\$46,625,481	\$35,882,659	\$10,742,822	13.0	(8.5)
Food Services and Drinking Places	3	\$148,714,329	\$126,946,227	\$21,768,102	7.9	(15.1)
Other General Merchandise Stores	0	\$61,577,763	\$53,525,790	\$8,051,973	7.0	100
Florists	1	\$2,636,533	\$2,300,998	\$335,535	6.8	(84.5)
Other Miscellaneous Store Retailers	0	\$24,000,302	\$21,107,887	\$2,892,415	6.4	100
Used Merchandise Stores	1	\$6,597,103	\$5,846,551	\$750,552	6.0	(54.6)
Home Furnishings Stores	1	\$17,095,976	\$15,802,255	\$1,293,721	3.9	(18)
Building Materials and Supplies Dealers	1	\$63,352,145	\$61,193,399	\$2,158,746	1.7	83.7

Source: ESRI Retail MarketPlace Profile, based on economic census data. All numbers reported in 2015 dollars.

The retail leakage analysis indicates that the following establishments would best complement Downtown Stanardsville's existing business mix:

Drinking Places and/or Beer, Wine, and Liquor Stores: Virginia law requires that food and nonalcoholic beverage sales account for at least 45 percent of gross sales of mixed beverages and food, therefore a standalone bar or tavern serving mixed beverages within Downtown Stanardsville would not be possible. However, this law does not apply to beer and wine sales or to establishments which make and sell alcohol in small batches on-site, such as microbreweries or microdistilleries. Near-term attraction efforts should focus on full-service restaurants which serve alcohol as well as food. However, one long-term goal of improved sewer and water infrastructure within the Town could be the attraction of a microbrewery or microdistillery to the Downtown area. The presence of a specialized beer or wine store would also serve as a welcome addition to Stanardsville's Downtown business mix.

Specialty Food Stores: Food stores providing specialized offerings, such as bakeries, meat markets, fish and seafood markets, or fruit and vegetable markets as well as specialty beverage shops and gourmet spice shops are included within this category. A specialty beverage store, such as a coffee shop which offers wifi access to visitors, would benefit the Downtown business mix, particularly as the Town positions itself to attract visitors from the Appalachian Trail or Shenandoah National Park that would need a place to charge cell phones and answer emails before returning to the trail.

Specialized Merchandise Stores: Stores offering specialized merchandise such as jewelry, luggage, or stationary and other gifts typically serve the needs of visitors more than residents, however Stanardsville's artisan community would likely benefit from the inclusion of a downtown retail location which offers space for lease available to both local and regional artisans.

Other General Merchandise Stores: General merchandise stores include all retailers of new goods except department stores, warehouse clubs, superstores and supercenters. Stanardsville would benefit from expanding its retail offerings. Business attraction efforts should emphasize retailers that would serve both the local population as well as the population of the extended Local Market Area. For example, apparel retailers which offer goods at a variety of price points would likely be an asset to the Town. Specialty retailers, such as outdoor clothing and equipment retailers, would also fit well into the Downtown business mix and would serve the needs of visitors to nearby Shenandoah National Park and the Appalachian Trail.

Key Takeaways: Stanardsville's Retail Market

- Stanardsville's existing population is likely insufficient to support a robust business mix, however a viable untapped consumer market exists within a 30-minute drive of Downtown.
- The Town's existing business mix is insufficient to meet the demands of the Local Market Area, therefore strategic attraction of niche market establishments identified in the Retail Leakage Analysis should be a priority.
- Stanardsville has managed to retain its charm, which will serve as an asset as large-scale commercial and residential development continues to sprawl up U.S. 29 from Charlottesville. It is essential that the retail mix of Downtown speaks to the Town's identity as a creative, entrepreneurial community surrounded by natural amenities.

THE VISITOR + TOURISM MARKETS

Stanardsville's location has long served as its greatest asset. The Town's reputation as a commercial hub prior to the turn of the century was the result of its proximity to the Shenandoah Valley, which allowed it to serve as a commercial gateway between the Shenandoah Valley and Central Virginia. Present-day Stanardsville benefits from the opportunity to attract outdoor adventurers into the Town that are drawn to the area to take advantage of its natural resources. Cyclists, hikers, and even wine enthusiasts have a variety of entertainment and leisure opportunities available to them nearby.

Visitors

Stanardsville's Secondary Trade Area has been limited to include only those localities over thirty minutes from but within an hour's drive of downtown. Communities located within this "visitor market" are unlikely to drive to Stanardsville for basic goods and services or for casual outings because access to such amenities would likely be available closer to home. However they are more likely to visit for a specific reason such as to attend a special event, such as an outdoor concert, shop at a niche retail outlet, or visit a microdistillery. Those localities are as follows:

Table 12
Visitor Market Localities

Locality	Distance	Approximate Drive Time
Orange County	21 miles	31 minutes
Charlottesville City	23 miles	39 minutes
Culpepper County	31 miles	40 minutes
Albemarle County	27 miles	42 minutes
Harrisonburg City	32 miles	44 minutes
Page County	34 miles	46 minutes
Louisa County	36 miles	50 minutes
Rappahannock County	42 miles	56 minutes
Fluvanna County	41 miles	56 minutes
Waynesboro City	46 miles	58 minutes
Staunton City	52 miles	60 minutes
Nelson County	54 miles	60 minutes
Rockingham County	43 miles	60 minutes

Source: ESRI Business Analyst Online; Google Maps

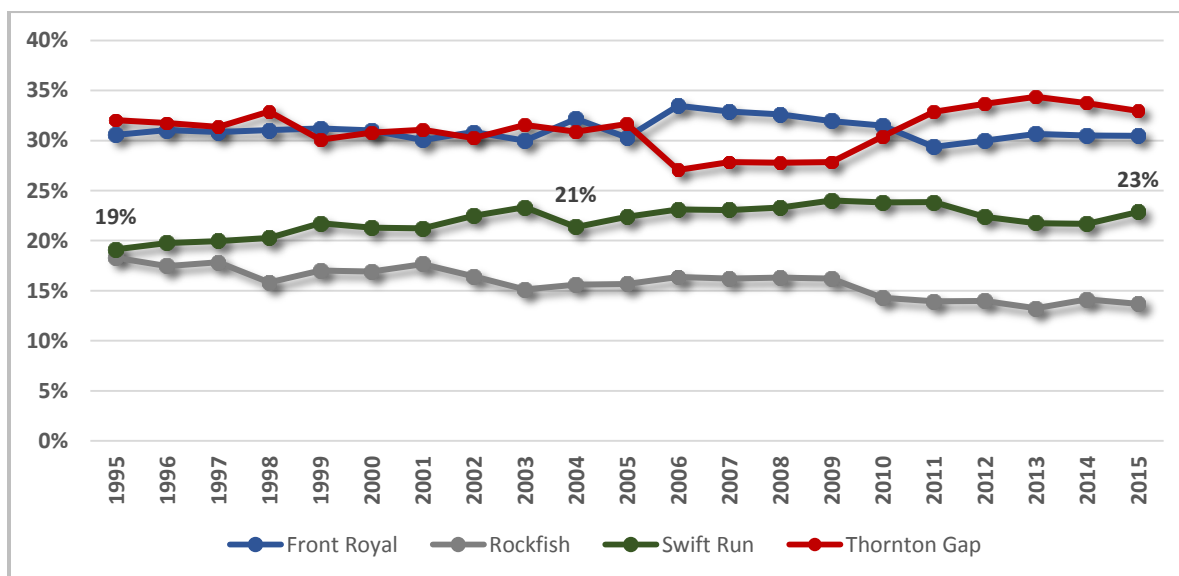
The combined population of these communities is 497,874 according to 2010 Census data. The average median age for these localities is 40 years, with a combined median annual income of \$51,718. This Secondary Trade Area represents a significant opportunity for the Town.

Outdoor Adventurers

According to information provided by the Virginia Tourism Corporation, a combined 21 percent of visitors to the Central Virginia and Shenandoah Valley regions of Virginia in 2014 described the primary purpose of their trip as outdoor recreation. The Town of Stanardsville benefits from its proximal location to the Appalachian Trail and the Swift Run Gap entrance to Shenandoah National Park. According to the Appalachian Trail Conservancy (ATC), more of the trail passes through Virginia than any other state, and Shenandoah National Park is recommended as the go-to hiking location for beginners. It should be noted that Stanardsville is eligible to apply for Trail Community designation through the ATC. Benefits of designation include recognition and visibility through signage, press releases, and the ATC's website and publications; enhanced partnerships with public land agencies and volunteers; teacher eligibility for an ATC place-based education and service learning program; increased community environmental stewardship; increased sense of place and cultural sustainability; and trail-friendly promotion through ATC-assisted marketing techniques.

A reported 1,321,873 individuals visited Shenandoah National Park for recreation purposes in 2015, resulting in an estimated \$80.4 million in economic impact for localities surrounding the park. The Swift Run Gap entrance is the third most highly trafficked of the park's four entrances, behind Thornton Gap and Front Royal. As of 2015, the Swift Run Gap entrance accounted for an average of 23 percent of all visitor traffic into the park, as depicted in Figure 7 below. In general, visitors to the Swift Run Gap entrance of the park are most likely traveling up from the City of Charlottesville and other Central Virginia Localities.

Figure 7
Shenandoah National Park Entrance Traffic Counts
Percent of Total Visitor Traffic
1995 – 2015



Source: National Park Service Integrated Resource Management Applications (IRMA) Portal STATS; Accessed February 2016.

Cyclists, Motorcyclists, and Leisure Drivers

Nearby Route 810 is frequented by cyclists, motorcyclists and leisure drivers due to its scenic beauty and proximity to Shenandoah National Park. Despite its popularity, Route 810 is not currently designated as a Scenic Byway. Albemarle County expressed intentions to pursue Scenic Byway designation of the route in its 2015 Comprehensive Plan update. The Town of Stanardsville and Greene County would benefit substantially by collaborating on this initiative.

Cycling enthusiasts from surrounding localities often travel through Stanardsville as part of their route. In fact, the Charlottesville Bike Club begins and ends its 64 mile Stanardsville – Skyland loop at the Stanardsville BP Service Plaza. Greene County's new tourism website Explore Greene includes custom cycling routes which prominently feature Stanardsville due to its central location within the County and its proximity to Shenandoah National Park.

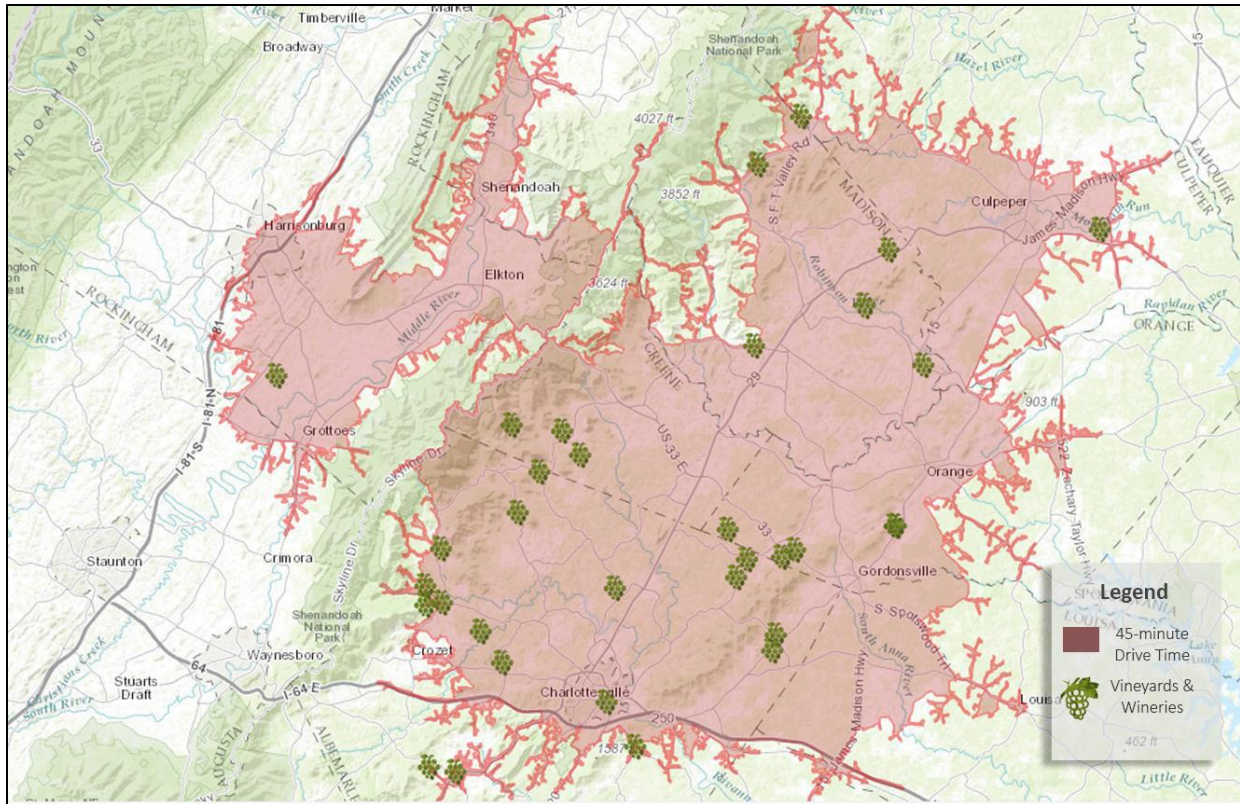
As a result, the Town of Stanardsville has a unique opportunity to gear some of its downtown retail activity to meet the needs of cyclists visiting the area. Partnerships with local and regional cycling groups would help with this process, particularly with marketing the Town to a wider audience.

Wine Enthusiasts

There are over 30 wineries, vineyards, and cideries located within a 45 minute drive of Downtown Stanardsville. According to a recent press release by Governor McAuliffe (September, 2015), sales of Virginia wine have increased by approximately 26 percent since 2010 and contributed over \$1.9 million in wine liter tax collections during fiscal year 2015. Virginia wine sales at wineries increased by 6.3% during the same time frame. Not only does this present an opportunity to the Town to provide amenities such as lodging or tour packages to individuals seeking to visit nearby wineries, it also offers convenient access to locally-sourced wines to restaurants within the Town.

Figure 8 on the following page depicts the location of all wineries and vineyards located within a 45 minute drive of Downtown Stanardsville.

Figure 8
Vineyards, Wineries, and Cideries
Within a 45-minute drive of Downtown Stanardsville



Source: ESRI, HERE, DeLorme, USGS, NGA, EPA, USDA, NPS; Virginia wine locations provided by VEDP – updated September, 2015.

History Buffs

The Town of Stanardsville is home to a rich and unique history and has retained much of its original architecture. The historic Lafayette Inn and Restaurant is situated in the heart of Downtown Stanardsville and has been a fixture in the Town since 1840. In addition to the Town's own historic assets, Stanardsville is located within the Journey Through Hallowed Ground National Heritage Area, providing convenient access to historic amenities such as Monticello and Montpelier located along the trail route. The Journey Through Hallowed Ground website provides a web-based trip planning function that directs visitors to historic towns and villages within the JTHG heritage area based upon their interests. Stanardsville is currently listed as a Historic Town on the website, however no description of the Town's assets is currently provided. Ensuring that up-to-date information is provided to such organizations will help market Stanardsville to a wider audience of potential visitors.

Key Takeaways: Stanardsville's Visitor + Tourism Markets

- The Town is presented with the opportunity to market itself as a destination to visitors throughout the region due to its proximity to natural amenities, such as Shenandoah National Park.
- The presence of nearby local wineries, vineyards, and cideries presents opportunities to attract additional visitors as well as offer locally sourced goods in Downtown restaurants and retail establishments.
- The Town's location within the National Heritage Area of the Journey Through Hallowed Ground allows convenient access to a number of prominent historic landmarks.
- The Town's proximity to Shenandoah National Park and the Appalachian Trail provides the opportunity to pursue designation as an Appalachian Trail Community, thereby expanding its position as a destination for outdoor enthusiasts.
- Established groups such as the Charlottesville Bike Club and the Journey Through Hallowed Ground include Stanardsville within their designated routes. The Town should partner with such established entities to build marketing capacity.
- Route 810 runs near Stanardsville and attracts cyclists, motorcyclists, and leisure drivers to the area. Albemarle County references plans to pursue Scenic Byway designation for their portion of Route 810. Stanardsville and Greene County should seize the opportunity to file a joint application with Albemarle County to achieve designation for the entire route.

The full ESRI and Infogroup market data used in this section is included in the Appendix to this document.

ECONOMIC RESTRUCTURING

COMMUNITY OUTREACH

Public Meeting

A Public Meeting was held on September 2, 2015 with thirty-one (31) persons in attendance. The discussion was very lively regarding the Planning Grant process that was just opening and the direction of the Town in general. Participants were very clear that improving the physical appearance of the residential and commercial properties in Downtown Stanardsville and improving the economic conditions in Downtown Stanardsville should be the top priorities for the Town. Minutes from this Public Meeting are included in the Appendix to this document.

Business & Merchants Survey

A Business and Merchants Survey was distributed in August, 2015 to downtown businesses. Eighteen (18) responses were received. A copy of this survey and its results are included in the Appendix to this document. Respondents included an array of businesses in Downtown Stanardsville, including retail shops, restaurants, inns, professional offices, and other personal services. Highlights of the feedback received include:

- **Local Market Presence:** The majority of respondents indicated that they view their primary markets as Stanardsville and Greene County. With the exception of United Bank, Lafayette Inn & Restaurant, and The Chameleon Silk Screen Co, Downtown businesses indicated that 20 percent or fewer of their sales come from regional or statewide markets.
- **Successful Marketing Mediums:** The vast majority of businesses indicated that word of mouth or “other” marketing tactics were their most successful marketing mediums. Only four businesses indicated utilizing a website as a major marketing medium: United Bank, Lafayette Inn & Restaurant, Curiosity’s, and Brown Exterminating.
- **Business Growth:** The majority of respondents indicated that there had been no change in their sales volumes during the last year or over five (5) years. Several establishments reported incremental increases in size over the one (1) and five (5) year periods, and one establishment reported significant declines of 70 percent and 80 percent, respectively.
- **Need for High Speed Internet Access:** The majority of respondents indicated that the speed of their existing internet access is sufficient for their business, however there are still several businesses within Downtown Stanardsville that cite a lack of high speed internet access as a concern.

- **Priority Improvements:** The following improvements were identified by respondents as their highest priority. They are ranked in order of response frequency.
 1. Parking
 2. Public utilities and drainage
 3. Building conditions
 4. Downtown vacancy rates
 5. Stronger variety of businesses
 6. Financing for startups and expansions
 7. Traffic congestion and circulation

A VISION FOR THE FUTURE

The marketing and branding strategy recommended in this document was informed by the Vision Statement put forward in the *Town of Stanardsville Comprehensive Plan* (2011). It is a good statement that continues to hold up well and is printed below:

Vision Statement

Stanardsville will support economic vitality and improve the quality of life for citizens in the following ways:

- Capitalize on special assets, including a location convenient to major employers and research institutions in the region, the presence of Greene County's educational and governmental services, and the Town's identity as a gateway to Shenandoah National Park.
- Enhance the quality of life of all residents and diversity of population by age, race, and cultural interest.
- Attract new residential development that meets the present and future needs of the Town.
- Attract specialty shops, personal service providers, and professional businesses to locate in Stanardsville.
- Upgrade water, sewer, and communications infrastructure to promote health, welfare, and public safety.
- Seek to retain the friendliness, peaceful pace, and small town atmosphere of Stanardsville.

Overview

The branding and marketing strategy offered here was inspired by one of Stanardsville's most unique features: its size. The proposed marketing strategy recommends that the Town of Stanardsville utilize the following slogan to effectively market itself as a small, charming, rural community with an abundance of amenities and resources to offer: **"Stanardsville, Virginia: Small Town, Big _____ (Adventure, Heart, Inspiration)"**. The last word of the slogan may be adjusted to speak to a unique target market, ensuring that this slogan is versatile and effective at presenting the Town across several market segments.

Each example marketing concept provided over the following pages is geared towards one of three key market segments identified for the Town: Tourists, Future Residents, and Entrepreneurs. Each example offers a sample advertisement utilizing a variation of the recommended slogan, suggests potential marketing partners, and identifies opportunities for economic development within the Town across one of three areas:

- Establishing niche markets
- Construction of private and public facilities
- Business and job creation

The Greene County Tourism Department recently launched their Explore Greene website, which is geared towards marketing Greene County's significant tourism assets, including custom bicycle routes that prominently feature the Town of Stanardsville. These encouraging improvements are a step in the right direction in terms of branding and marketing both the Town and County. The Town of Stanardsville would further benefit from increased online presence through social media platforms as well as through collaborative partnerships with established organizations and businesses, both locally and throughout the region.

MARKET SEGMENT: TOURISTS

Stanardsville, Virginia: Small Town, Big Adventure

Market Segment Profile

Overview: Stanardsville's central location, abundance of natural amenities, and proximity to historic attractions as well as wineries, vineyards, and cideries positions it as an ideal location to attract a variety of visitors from all walks of life.

Key Demographics:

- Outdoor adventurers
- Wine enthusiasts
- History buffs
- Individuals seeking a quiet retreat

Example Marketing Campaign



MARKETING PARTNERS

- Explore Greene website
- Local and regional cycling clubs
- Nearby wineries
- Lafayette Inn & Restaurant
- Lydia Mountain Lodge & Log Cabins
- Regional historic organizations
- Virginia Tourism Corporation

ESTABLISHING NICHE

MARKETS

- Retailers specializing in outdoor equipment and clothing
- Cycling shops
- Restaurants
- Artisan crafts retailers

MARKET SEGMENT: FUTURE RESIDENTS

Stanardsville, Virginia: Small Town, Big Heart

Market Segment Profile

Overview: Greene County pulls the majority of its new residents from the nearby counties of Albemarle, Madison, Fluvanna, Orange, and Henrico and the cities of Charlottesville and Waynesboro. However it is not unreasonable to expect that individuals living as far away as Richmond or even the D.C. Metro Area would be willing to relocate to a rural/small town setting such as Stanardsville for local and regional employment opportunities and as a retirement location. A big draw for families in particular is the fact that County K-12 education facilities are all right on the western edge of Stanardsville.

Key Demographics:

- Younger moderate-income individuals and families seeking high quality of life in a small town setting.
- Individuals and families who desire history and/or outdoor recreation within easy reach.
- Retirees from the D.C. and Richmond Metro Areas with high disposable income that desire a quieter lifestyle while retaining access to amenities.
- Defense Contractors serving the National Ground Intelligence Center (NGIC) located in northern Albemarle County that can utilize Stanardsville's assets to attract talent

Example Marketing Campaign



MARKETING PARTNERS

- Local realtors
- Local and regional employers
- Greene County Schools
- National Ground Intelligence Center (NGIC) Defense Contractors

CONSTRUCTION OF PRIVATE + PUBLIC FACILITIES

- Improvements to existing housing stock
- New housing construction
- Improvement and expansion of public facilities

MARKET SEGMENT: ENTREPRENEURS

Stanardsville, Virginia: Small Town, Big Inspiration

Market Segment Profile

Overview: New entrepreneurs seek environments that are inspiring and support a culture of collaboration and creativity. Stanardsville's burgeoning entrepreneurial market is evident in the success of such enterprises as the Noon Whistle Pottery, Chameleon Silk Screen Company, and The Greene Eatery. The Art Guild of Greene has presented numerous festivals that take place in Stanardsville, including the Virginia Clay Festival and the Malt and Moonshine Concert, both of which were quite successful. Greene County Schools are also known for their art events. Further, the Greene County EDA has new business incentives available.

Key Demographics:

- Local residents with an entrepreneurial spirit that are supported through Downtown revitalization efforts.
- Young individuals and retirees looking to pursue their passions in a new career.
- Telecommuters that desire the quality of life offered by Stanardsville while remaining employed in a "high tech" field.

Example Marketing Campaign



MARKETING PARTNERS

- PVCC Eugene Giuseppe Center
- United Bank
- Greene County Chamber of Commerce
- Greene County Tourism Department and EDA
- Virginia Economic Development Partnership
- Local arts and cultural organizations

BUSINESS + JOB CREATION

- Greene County EDA Small Business Loan Funds
- Pursuit of BEE Grant funds to support local entrepreneurs
- Workforce training initiatives through PVCC targeting skills needed for new start-ups
- Attraction of higher wage tech jobs

SETTING GOALS & STRATEGIC INITIATIVES

The restructuring of Stanardsville's economy is best approached through the establishment of both near-term and long-term Goals and Strategic Initiatives. Near-Term Goals should focus on taking advantage of Stanardsville's existing opportunities and assets, whereas Long-Term Goals provide the foundation for new employment opportunities and the attraction of expanded business and industry.

Existing plans including the *Town of Stanardsville Comprehensive Plan* (2011), the *Town of Stanardsville Economic Revitalization Plan* (2008), and the **STAR* Vision and Market Position for the Stanardsville Area* (2008) served to inform the basis of recommendations made in the present Economic Restructuring plan.

Updated research and background conducted by Community Planning Partners in December 2015 and January 2016 was presented as Assets, Challenges, and Opportunities to the Project Management Team on February 1, 2016. This presentation also included the branding concepts outlined over the previous several pages. The Management Team was asked to provide feedback concerning the accuracy of the information provided in the analysis and to react to the nascent branding concepts that were emerging. The feedback provided was utilized to inform the final layout of the branding concepts and to further develop the Goals and Strategic Initiatives included in this section. (The presentation made to the Management Team is included in the Appendix to this document.)

Near-Term Goals					
			Implementation Timeframe	Responsible Parties/Partners	Funding Sources
1. Develop and Implement a Branding & Marketing Strategy					
	a)	Finalize Stanardsville’s target markets and brand.	Year 1	*STAR*, Town of Stanardsville	To Be Completed “In House”
	b)	Develop and implement a brand roll-out plan.	Year 1	*STAR*, Town of Stanardsville	To Be Completed “In House”
2. Build Strategic Marketing Capacity					
	a)	Ensure that local web-based platforms, such as Explore Greene and cooperating local businesses, prominently feature the Stanardsville brand.	Years 1	*STAR*	N/A
	b)	Collaborate with Albemarle and Greene Counties to create a Corridor Management Plan (CMP) and submit a joint application for Scenic Byway Designation of Route 810.	Year 1+	*STAR*, Town of Stanardsville, Greene County EDA	N/A
	c)	Establish mutually beneficial cross-marketing partnerships with external stakeholders such as Lydia Mountain Lodge and Log Cabins and Shenandoah National Park.	Years 1 - 2	*STAR*, Greene County EDA, existing local businesses utilizing web-based advertising	N/A
3. Establish Downtown Stanardsville as a Regional Destination					
	a)	Form an Appalachian Trail Community advisory committee and collaborate with Potomac Appalachian Trail Club (PATC) to determine detailed requirements for designation as an Appalachian Trail Community.	Year 1	*STAR*, Greene County Chamber of Commerce, Greene County EDA, Greene County Tourism	N/A
	b)	Apply for designation as an Appalachian Trail Community. Solicit a letter of support from PATC to include in the final application.	Year 2	*STAR*, Town of Stanardsville	N/A

Near-Term Goals (continued)					
			Implementation Timeframe	Responsible Parties/Partners	Funding Sources
3. Establish Downtown Stanardsville as a Regional Destination (continued)					
	c)	Construct a performance pavilion/farmers market/concert lawn proximal to Downtown establishments (Phase I).	Years 1 - 2	Town of Stanardsville/ Greene County Collaborative Effort	CDBG funds
	d)	Market new event space to attract expanded creative event offerings that showcase niche markets, such as the VA StrEats Food Truck Festival.	Years 2+	*STAR*, Greene County Tourism, Greene County Chamber of Commerce	N/A
	e)	Construct Phase II of the Downtown Streetscape improvements.	Years 1-2	*STAR*, Town of Stanardsville, Greene County	80% VDOT funding and 20% local and private match
	f)	Strategically target niche market enterprises, such as specialty retail and restaurants featuring local fare.	Ongoing	*STAR*	N/A
4. Invest in Local Entrepreneurs & Businesses					
	a)	Implement a downtown Façade Improvement Program.	Years 1 - 2	*STAR*, Town of Stanardsville	CDBG funds
	b)	Leverage existing small business development resources to increase support available to new businesses and burgeoning entrepreneurs.	Years 1 - 2	Greene County EDA, Piedmont Virginia Community College, Greene County Chamber of Commerce	Existing Greene County EDA resources, including Small Business Investment funds
	c)	Develop a strategic plan for implementing sustainable business development strategies.	Year 3	*STAR*, Town of Stanardsville	Building Entrepreneurial Economies (BEE) Planning Grant from DHCD (Applied for in Year 2)

Long – Term Goals					
			Implementation Timeframe	Responsible Parties/Partners	Funding Sources
5. Prioritize Infrastructure and Housing Improvements					
	a)	Work with Rapidan Service Authority and Greene County leadership to develop, prioritize, and fund a major capital improvements plan intended to upgrade and expand the water and sewer utilities in Stanardsville and the surrounding area.	Year 3	*STAR*, Town of Stanardsville, Greene County, Rapidan Service Authority	Utility Fees, Greene County, VDEQ, Rural Development
	b)	Plan for and implement a Comprehensive Community Development project targeting housing and infrastructure needs in an identified project area.	Years 3+	*STAR*, Town of Stanardsville	CDBG Planning Grant and Comprehensive Community Development (CCD) Funds
	c)	Construct Phase II facilities for the performance pavilion/farmers market, including public restrooms and multipurpose lawn.	Years 3-4	*STAR*, Town of Stanardsville, Greene County EDA	Other grants and funding as raised by the Greene County EDA
	d)	Construct prioritized capital improvements to the water and sewer utilities in Stanardsville and the surrounding area.	Years 4-7	*STAR*, Town of Stanardsville, Greene County EDA	Other grants and funding as raised by Greene County EDA
6. Expand Marketing and Business Attraction Initiatives					
	a)	Partner with local and external stakeholders to ensure that interested parties are aware of available utility and housing improvements and the added capacity for new housing construction.	Beginning Year 8	*STAR*, Greene County EDA, Greene County Public Schools, local and regional employers such as NGIC	N/A
	b)	Explore the possibility of attracting a microbrewery or microdistillery to the Downtown area.	Beginning Year 8	*STAR*, Greene County EDA, Greene County Chamber of Commerce	N/A

CONCLUSION

The Town of Stanardsville's strong spirit of volunteerism coupled with a pervasive drive to renew a historic Downtown which was once renowned for its vibrancy will serve as the catalyst for the Town's future revitalization efforts. Through the following initiatives, the Town will secure a vibrant economic future for both its existing and prospective residents:

- Leveraging existing local and regional assets;
- Investing in entrepreneurs and niche markets;
- Prioritizing the improvement of existing commercial building and residential housing stock;
- Upgrading and expanding the public utility infrastructure ; and
- Developing the Stanardsville Town Market & Green (performance pavilion/concert lawn/farmers market).

APPENDIX A

Downtown Stanardsville Revitalization Project Business Summary *Town of Stanardsville*

Data for all businesses in area		Stanardsville to...			
Total Businesses:		55			
Total Employees:		310			
Total Residential Population:		389			
Employee/Residential Population Ratio:		0.8:1			
by SIC Codes		Employees			
		Number	Percent	Number	Percent
Agriculture & Mining		1	1.8%	1	0.3%
Construction		2	3.6%	9	2.9%
Manufacturing		2	3.6%	7	2.3%
Transportation		1	1.8%	7	2.3%
Communication		0	0.0%	0	0.0%
Utility		1	1.8%	5	1.6%
Wholesale Trade		0	0.0%	0	0.0%
Retail Trade Summary		10	18.2%	46	14.8%
Home Improvement		1	1.8%	3	1.0%
General Merchandise Stores		0	0.0%	0	0.0%
Food Stores		0	0.0%	0	0.0%
Auto Dealers, Gas Stations, Auto Aftermarket		1	1.8%	2	0.6%
Apparel & Accessory Stores		0	0.0%	0	0.0%
Furniture & Home Furnishings		1	1.8%	1	0.3%
Eating & Drinking Places		3	5.5%	28	9.0%
Miscellaneous Retail		4	7.3%	12	3.9%
Finance, Insurance, Real Estate Summary		2	3.6%	9	2.9%
Banks, Savings & Lending Institutions		1	1.8%	7	2.3%
Securities Brokers		0	0.0%	0	0.0%
Insurance Carriers & Agents		0	0.0%	0	0.0%
Real Estate, Holding, Other Investment Offices		1	1.8%	2	0.6%
Services Summary		21	38.2%	132	42.6%
Hotels & Lodging		0	0.0%	0	0.0%
Automotive Services		3	5.5%	8	2.6%
Motion Pictures & Amusements		0	0.0%	0	0.0%
Health Services		2	3.6%	52	16.8%
Legal Services		2	3.6%	8	2.6%
Education Institutions & Libraries		1	1.8%	5	1.6%
Other Services		13	23.6%	59	19.0%
Government		14	25.5%	89	28.7%
Unclassified Establishments		1	1.8%	5	1.6%
Totals		55	100.0%	310	100.0%

Source: Copyright 2015 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.

January 13, 2016

APPENDIX A

Downtown Stanardsville Revitalization Project Business Summary *Town of Stanardsville*

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	1	1.8%	5	1.6%
Construction	2	3.6%	9	2.9%
Manufacturing	1	1.8%	4	1.3%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade	7	12.7%	18	5.8%
Motor Vehicle & Parts Dealers	1	1.8%	2	0.6%
Furniture & Home Furnishings Stores	1	1.8%	1	0.3%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	1	1.8%	3	1.0%
Food & Beverage Stores	0	0.0%	0	0.0%
Health & Personal Care Stores	2	3.6%	7	2.3%
Gasoline Stations	0	0.0%	0	0.0%
Clothing & Clothing Accessories Stores	0	0.0%	0	0.0%
Sport Goods, Hobby, Book, & Music Stores	0	0.0%	0	0.0%
General Merchandise Stores	0	0.0%	0	0.0%
Miscellaneous Store Retailers	2	3.6%	5	1.6%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	1	1.8%	7	2.3%
Information	2	3.6%	8	2.6%
Finance & Insurance	1	1.8%	7	2.3%
Central Bank/Credit Intermediation & Related Activities	1	1.8%	7	2.3%
Securities, Commodity Contracts & Other Financial	0	0.0%	0	0.0%
Insurance Carriers & Related Activities; Funds, Trusts &	0	0.0%	0	0.0%
Real Estate, Rental & Leasing	2	3.6%	4	1.3%
Professional, Scientific & Tech Services	4	7.3%	15	4.8%
Legal Services	2	3.6%	8	2.6%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	2	3.6%	22	7.1%
Educational Services	0	0.0%	0	0.0%
Health Care & Social Assistance	6	10.9%	78	25.2%
Arts, Entertainment & Recreation	0	0.0%	0	0.0%
Accommodation & Food Services	3	5.5%	28	9.0%
Accommodation	0	0.0%	0	0.0%
Food Services & Drinking Places	3	5.5%	28	9.0%
Other Services (except Public Administration)	9	16.4%	16	5.2%
Automotive Repair & Maintenance	2	3.6%	6	1.9%
Public Administration	14	25.5%	89	28.7%
Unclassified Establishments	0	0.0%	0	0.0%
Total	55	100.0%	310	100.0%

Source: Copyright 2015 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2015.

January 13, 2016

APPENDIX B

Downtown Stanardsville Revitalization Project Household Expenditures 30-Minute Drive Time (as a radius) of Downtown Stanardsville

Demographic Summary			2015	2020
Population			87,154	92,435
Households			34,496	36,664
Families			23,557	24,909
Median Age			41.3	41.9
Median Household Income			\$63,748	\$71,969
	Spending Index	Average Amount Spent	Total	Percent
Total Expenditures	111	\$79,752.71	\$2,751,149,396	100.0%
Food	111	\$9,403.77	\$324,392,452	11.8%
Food at Home	111	\$5,773.47	\$199,161,535	7.2%
Food Away from Home	110	\$3,630.30	\$125,230,917	4.6%
Alcoholic Beverages	109	\$606.67	\$20,927,639	0.8%
Housing	109	\$23,433.73	\$808,370,111	29.4%
Shelter	108	\$17,771.12	\$613,032,617	22.3%
Utilities, Fuel and Public Services	112	\$5,662.61	\$195,337,494	7.1%
Household Operations	110	\$2,032.98	\$70,129,768	2.5%
Housekeeping Supplies	112	\$808.90	\$27,903,721	1.0%
Household Furnishings and Equipment	113	\$2,073.82	\$71,538,593	2.6%
Apparel and Services	109	\$2,531.09	\$87,312,482	3.2%
Transportation	113	\$11,896.66	\$410,387,035	14.9%
Travel	112	\$2,181.41	\$75,249,780	2.7%
Health Care	114	\$5,419.12	\$186,938,055	6.8%
Entertainment and Recreation	112	\$3,710.03	\$127,981,333	4.7%
Personal Care Products & Services	111	\$872.32	\$30,091,718	1.1%
Education	107	\$1,634.84	\$56,395,537	2.0%
Smoking Products	111	\$519.03	\$17,904,519	0.7%
Miscellaneous (1)	111	\$1,291.91	\$44,565,666	1.6%
Support Payments/Cash Contribution/Gifts in Kind	113	\$2,818.57	\$97,229,395	3.5%
Life/Other Insurance	116	\$537.50	\$18,541,575	0.7%
Pensions and Social Security	113	\$7,980.35	\$275,290,018	10.0%

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

(1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees.

Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

APPENDIX B

Downtown Stanardsville Revitalization Project Household Expenditures 60-Minute Drive Time (as a radius) of Downtown Stanardsville

Demographic Summary			2015	2020
Population			507,046	533,400
Households			192,578	202,955
Families			124,832	130,862
Median Age			37.5	38.3
Median Household Income			\$55,404	\$62,369
	Spending Index	Average Amount Spent	Total	Percent
Total Expenditures	103	\$73,811.28	\$14,214,428,375	100.0%
Food	103	\$8,752.99	\$1,685,634,178	11.9%
Food at Home	103	\$5,376.64	\$1,035,422,415	7.3%
Food Away from Home	103	\$3,376.36	\$650,211,762	4.6%
Alcoholic Beverages	103	\$570.63	\$109,890,363	0.8%
Housing	102	\$21,833.74	\$4,204,697,865	29.6%
Shelter	101	\$16,578.87	\$3,192,726,040	22.5%
Utilities, Fuel and Public Services	104	\$5,254.87	\$1,011,971,825	7.1%
Household Operations	101	\$1,867.19	\$359,579,936	2.5%
Housekeeping Supplies	103	\$746.90	\$143,837,155	1.0%
Household Furnishings and Equipment	104	\$1,912.21	\$368,250,261	2.6%
Apparel and Services	102	\$2,358.31	\$454,157,883	3.2%
Transportation	104	\$11,027.06	\$2,123,569,385	14.9%
Travel	102	\$1,989.76	\$383,184,333	2.7%
Health Care	105	\$4,958.01	\$954,803,962	6.7%
Entertainment and Recreation	103	\$3,417.63	\$658,160,574	4.6%
Personal Care Products & Services	103	\$804.80	\$154,987,178	1.1%
Education	102	\$1,557.81	\$300,000,628	2.1%
Smoking Products	107	\$497.87	\$95,879,404	0.7%
Miscellaneous (1)	103	\$1,201.62	\$231,404,945	1.6%
Support Payments/Cash Contribution/Gifts in Kind	103	\$2,583.85	\$497,591,872	3.5%
Life/Other Insurance	105	\$482.59	\$92,935,516	0.7%
Pensions and Social Security	102	\$7,248.30	\$1,395,862,938	9.8%

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

(1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees.

Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

December 17, 2015

APPENDIX C

Downtown Stanardsville Revitalization Project Retail Market Analysis Town of Stanardsville

Summary Demographics							
2015 Population						389	
2015 Households						166	
2015 Median Disposable Income						\$46,897	
2015 Per Capita Income						\$28,884	
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses	
Total Retail Trade and Food & Drink	44-45	722	\$6,511,806	\$3,168,217	\$3,343,589	34.5	10
Total Retail Trade	44-45		\$5,869,369	\$2,297,627	\$3,571,742	43.7	7
Total Food & Drink	722		\$642,437	\$870,590	-\$228,153	-15.1	3
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses	
Motor Vehicle & Parts Dealers	441		\$1,350,911	\$752,261	\$598,650	28.5	1
Automobile Dealers	4411		\$1,133,597	\$752,261	\$381,336	20.2	1
Other Motor Vehicle Dealers	4412		\$133,921	\$0	\$133,921	100.0	0
Auto Parts, Accessories & Tire Stores	4413		\$83,393	\$0	\$83,393	100.0	0
Furniture & Home Furnishings Stores	442		\$175,907	\$102,530	\$73,377	26.4	1
Furniture Stores	4421		\$104,641	\$0	\$104,641	100.0	0
Home Furnishings Stores	4422		\$71,266	\$102,530	-\$31,264	-18.0	1
Electronics & Appliance Stores	443		\$247,946	\$0	\$247,946	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444		\$279,364	\$22,389	\$256,975	85.2	1
Bldg Material & Supplies Dealers	4441		\$252,944	\$22,389	\$230,555	83.7	1
Lawn & Garden Equip & Supply Stores	4442		\$26,420	\$0	\$26,420	100.0	0
Food & Beverage Stores	445		\$1,143,666	\$0	\$1,143,666	100.0	0
Grocery Stores	4451		\$1,067,166	\$0	\$1,067,166	100.0	0
Specialty Food Stores	4452		\$33,119	\$0	\$33,119	100.0	0
Beer, Wine & Liquor Stores	4453		\$43,381	\$0	\$43,381	100.0	0
Health & Personal Care Stores	446,4461		\$318,167	\$1,193,740	-\$875,573	-57.9	2
Gasoline Stations	447,4471		\$408,915	\$0	\$408,915	100.0	0
Clothing & Clothing Accessories Stores	448		\$299,953	\$0	\$299,953	100.0	0
Clothing Stores	4481		\$215,951	\$0	\$215,951	100.0	0
Shoe Stores	4482		\$34,147	\$0	\$34,147	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483		\$49,855	\$0	\$49,855	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451		\$154,210	\$0	\$154,210	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511		\$123,114	\$0	\$123,114	100.0	0
Book, Periodical & Music Stores	4512		\$31,096	\$0	\$31,096	100.0	0
General Merchandise Stores	452		\$1,115,625	\$0	\$1,115,625	100.0	0
Department Stores Excluding Leased Depts.	4521		\$852,649	\$0	\$852,649	100.0	0
Other General Merchandise Stores	4529		\$262,976	\$0	\$262,976	100.0	0
Miscellaneous Store Retailers	453		\$191,024	\$226,707	-\$35,683	-8.5	2
Florists	4531		\$11,039	\$131,217	-\$120,178	-84.5	1
Office Supplies, Stationery & Gift Stores	4532		\$55,916	\$0	\$55,916	100.0	0
Used Merchandise Stores	4533		\$28,065	\$95,490	-\$67,425	-54.6	1
Other Miscellaneous Store Retailers	4539		\$96,004	\$0	\$96,004	100.0	0
Nonstore Retailers	454		\$183,681	\$0	\$183,681	100.0	0
Electronic Shopping & Mail-Order Houses	4541		\$121,254	\$0	\$121,254	100.0	0
Vending Machine Operators	4542		\$9,726	\$0	\$9,726	100.0	0
Direct Selling Establishments	4543		\$52,701	\$0	\$52,701	100.0	0
Food Services & Drinking Places	722		\$642,437	\$870,590	-\$228,153	-15.1	3
Full-Service Restaurants	7221		\$354,854	\$804,766	-\$449,912	-38.8	2
Limited-Service Eating Places	7222		\$269,536	\$0	\$269,536	100.0	0
Special Food Services	7223		\$13,097	\$65,824	-\$52,727	-66.8	1
Drinking Places - Alcoholic Beverages	7224		\$4,950	\$0	\$4,950	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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APPENDIX C

Downtown Stanardsville Revitalization Project Retail Market Analysis 30-Minute Drive (as a radius) of Downtown Stanardsville

Summary Demographics							
2015 Population						87,154	
2015 Households						34,496	
2015 Median Disposable Income						\$51,870	
2015 Per Capita Income						\$32,816	
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses	
Total Retail Trade and Food & Drink	44-45	722	\$1,551,863,473	\$1,694,383,815	-\$142,520,342	-4.4	810
Total Retail Trade	44-45		\$1,403,149,144	\$1,567,437,588	-\$164,288,444	-5.5	606
Total Food & Drink	722		\$148,714,329	\$126,946,227	\$21,768,102	7.9	203
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses	
Motor Vehicle & Parts Dealers	441		\$331,579,914	\$227,685,838	\$103,894,076	18.6	73
Automobile Dealers	4411		\$278,153,223	\$185,471,619	\$92,681,604	20.0	32
Other Motor Vehicle Dealers	4412		\$34,275,455	\$20,204,607	\$14,070,848	25.8	9
Auto Parts, Accessories & Tire Stores	4413		\$19,151,236	\$22,009,612	-\$2,858,376	-6.9	32
Furniture & Home Furnishings Stores	442		\$42,538,276	\$52,977,989	-\$10,439,713	-10.9	36
Furniture Stores	4421		\$25,442,300	\$37,175,734	-\$11,733,434	-18.7	17
Home Furnishings Stores	4422		\$17,095,976	\$15,802,255	\$1,293,721	3.9	19
Electronics & Appliance Stores	443		\$57,542,838	\$85,833,547	-\$28,290,709	-19.7	33
Bldg Materials, Garden Equip. & Supply Stores	444		\$69,835,625	\$75,526,246	-\$5,690,621	-3.9	65
Bldg Material & Supplies Dealers	4441		\$63,352,145	\$61,193,399	\$2,158,746	1.7	43
Lawn & Garden Equip & Supply Stores	4442		\$6,483,480	\$14,332,847	-\$7,849,367	-37.7	22
Food & Beverage Stores	445		\$266,786,796	\$341,486,195	-\$74,699,399	-12.3	71
Grocery Stores	4451		\$249,180,747	\$332,273,687	-\$83,092,940	-14.3	58
Specialty Food Stores	4452		\$7,682,021	\$3,416,768	\$4,265,253	38.4	7
Beer, Wine & Liquor Stores	4453		\$9,924,028	\$5,795,740	\$4,128,288	26.3	6
Health & Personal Care Stores	446,4461		\$76,885,747	\$58,803,993	\$18,081,754	13.3	38
Gasoline Stations	447,4471		\$98,524,668	\$65,051,613	\$33,473,055	20.5	28
Clothing & Clothing Accessories Stores	448		\$69,862,772	\$90,627,567	-\$20,764,795	-12.9	76
Clothing Stores	4481		\$50,050,410	\$67,304,302	-\$17,253,892	-14.7	51
Shoe Stores	4482		\$7,927,116	\$14,381,080	-\$6,453,964	-28.9	14
Jewelry, Luggage & Leather Goods Stores	4483		\$11,885,246	\$8,942,185	\$2,943,061	14.1	10
Sporting Goods, Hobby, Book & Music Stores	451		\$38,150,721	\$60,243,197	-\$22,092,476	-22.5	53
Sporting Goods/Hobby/Musical Instr Stores	4511		\$30,807,636	\$52,120,913	-\$21,313,277	-25.7	46
Book, Periodical & Music Stores	4512		\$7,343,085	\$8,122,284	-\$779,199	-5.0	7
General Merchandise Stores	452		\$263,508,291	\$367,563,471	-\$104,055,180	-16.5	26
Department Stores Excluding Leased Depts.	4521		\$201,930,527	\$314,037,681	-\$112,107,154	-21.7	11
Other General Merchandise Stores	4529		\$61,577,763	\$53,525,790	\$8,051,973	7.0	16
Miscellaneous Store Retailers	453		\$46,625,481	\$35,882,659	\$10,742,822	13.0	98
Florists	4531		\$2,636,533	\$2,300,998	\$335,535	6.8	12
Office Supplies, Stationery & Gift Stores	4532		\$13,391,542	\$6,627,224	\$6,764,318	33.8	21
Used Merchandise Stores	4533		\$6,597,103	\$5,846,551	\$750,552	6.0	33
Other Miscellaneous Store Retailers	4539		\$24,000,302	\$21,107,887	\$2,892,415	6.4	33
Nonstore Retailers	454		\$41,308,015	\$105,755,273	-\$64,447,258	-43.8	10
Electronic Shopping & Mail-Order Houses	4541		\$28,957,841	\$50,772,795	-\$21,814,954	-27.4	6
Vending Machine Operators	4542		\$2,258,041	\$0	\$2,258,041	100.0	0
Direct Selling Establishments	4543		\$10,092,134	\$54,982,478	-\$44,890,344	-69.0	4
Food Services & Drinking Places	722		\$148,714,329	\$126,946,227	\$21,768,102	7.9	203
Full-Service Restaurants	7221		\$81,776,467	\$60,725,497	\$21,050,970	14.8	118
Limited-Service Eating Places	7222		\$62,892,853	\$64,483,871	-\$1,591,018	-1.2	76
Special Food Services	7223		\$2,952,421	\$1,523,879	\$1,428,542	31.9	8
Drinking Places - Alcoholic Beverages	7224		\$1,092,587	\$212,981	\$879,606	67.4	1

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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APPENDIX C

Downtown Stanardsville Revitalization Project Retail Market Analysis 60-Minute Drive (as a radius) of Downtown Stanardsville

Summary Demographics						
2015 Population						507,046
2015 Households						192,578
2015 Median Disposable Income						\$45,102
2015 Per Capita Income						\$29,551
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$8,024,476,779	\$8,149,328,559	-\$124,851,780	-0.8	4,117
Total Retail Trade	44-45	\$7,255,348,564	\$7,460,892,417	-\$205,543,853	-1.4	2,981
Total Food & Drink	722	\$769,128,215	\$688,436,142	\$80,692,073	5.5	1,137
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,708,705,331	\$1,736,788,292	-\$28,082,961	-0.8	394
Automobile Dealers	4411	\$1,433,937,205	\$1,231,482,208	\$202,454,997	7.6	199
Other Motor Vehicle Dealers	4412	\$175,921,249	\$395,168,965	-\$219,247,716	-38.4	53
Auto Parts, Accessories & Tire Stores	4413	\$98,846,876	\$110,137,119	-\$11,290,243	-5.4	142
Furniture & Home Furnishings Stores	442	\$218,750,081	\$229,440,503	-\$10,690,422	-2.4	159
Furniture Stores	4421	\$130,839,460	\$150,743,462	-\$19,904,002	-7.1	73
Home Furnishings Stores	4422	\$87,910,622	\$78,697,041	\$9,213,581	5.5	86
Electronics & Appliance Stores	443	\$296,835,146	\$306,736,867	-\$9,901,721	-1.6	157
Bldg Materials, Garden Equip. & Supply Stores	444	\$358,136,860	\$425,309,415	-\$67,172,555	-8.6	267
Bldg Material & Supplies Dealers	4441	\$324,847,362	\$369,122,996	-\$44,275,634	-6.4	201
Lawn & Garden Equip & Supply Stores	4442	\$33,289,498	\$56,186,419	-\$22,896,921	-25.6	66
Food & Beverage Stores	445	\$1,385,808,157	\$1,457,278,369	-\$71,470,212	-2.5	411
Grocery Stores	4451	\$1,294,497,320	\$1,361,835,586	-\$67,338,266	-2.5	290
Specialty Food Stores	4452	\$39,878,496	\$52,847,461	-\$12,968,965	-14.0	84
Beer, Wine & Liquor Stores	4453	\$51,432,341	\$42,595,322	\$8,837,019	9.4	36
Health & Personal Care Stores	446,4461	\$397,970,381	\$333,126,701	\$64,843,680	8.9	205
Gasoline Stations	447,4471	\$511,242,674	\$426,423,387	\$84,819,287	9.0	153
Clothing & Clothing Accessories Stores	448	\$361,651,052	\$258,232,001	\$103,419,051	16.7	274
Clothing Stores	4481	\$259,331,202	\$192,456,667	\$66,874,535	14.8	179
Shoe Stores	4482	\$41,232,476	\$31,151,580	\$10,080,896	13.9	35
Jewelry, Luggage & Leather Goods Stores	4483	\$61,087,374	\$34,623,754	\$26,463,620	27.6	60
Sporting Goods, Hobby, Book & Music Stores	451	\$196,779,032	\$212,074,212	-\$15,295,180	-3.7	240
Sporting Goods/Hobby/Musical Instr Stores	4511	\$158,474,776	\$165,640,631	-\$7,165,855	-2.2	188
Book, Periodical & Music Stores	4512	\$38,304,256	\$46,433,581	-\$8,129,325	-9.6	52
General Merchandise Stores	452	\$1,363,126,071	\$1,596,963,360	-\$233,837,289	-7.9	148
Department Stores Excluding Leased Depts.	4521	\$1,043,447,377	\$1,292,626,832	-\$249,179,455	-10.7	48
Other General Merchandise Stores	4529	\$319,678,695	\$304,336,528	\$15,342,167	2.5	100
Miscellaneous Store Retailers	453	\$241,951,897	\$239,940,758	\$2,011,139	0.4	527
Florists	4531	\$13,443,846	\$11,639,487	\$1,804,359	7.2	60
Office Supplies, Stationery & Gift Stores	4532	\$69,107,633	\$58,729,917	\$10,377,716	8.1	114
Used Merchandise Stores	4533	\$34,309,363	\$45,733,445	-\$11,424,082	-14.3	181
Other Miscellaneous Store Retailers	4539	\$125,091,055	\$123,837,909	\$1,253,146	0.5	172
Nonstore Retailers	454	\$214,391,882	\$238,578,554	-\$24,186,672	-5.3	45
Electronic Shopping & Mail-Order Houses	4541	\$149,826,832	\$152,789,283	-\$2,962,451	-1.0	25
Vending Machine Operators	4542	\$11,722,049	\$5,682,124	\$6,039,925	34.7	5
Direct Selling Establishments	4543	\$52,843,000	\$80,107,147	-\$27,264,147	-20.5	15
Food Services & Drinking Places	722	\$769,128,215	\$688,436,142	\$80,692,073	5.5	1,137
Full-Service Restaurants	7221	\$422,906,242	\$364,688,754	\$58,217,488	7.4	703
Limited-Service Eating Places	7222	\$325,432,282	\$304,446,456	\$20,985,826	3.3	376
Special Food Services	7223	\$15,090,536	\$12,742,688	\$2,347,848	8.4	46
Drinking Places - Alcoholic Beverages	7224	\$5,699,155	\$6,558,243	-\$859,088	-7.0	12

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Copyright 2015 Infogroup, Inc. All rights reserved.

APPENDIX D

MINUTES

Public Meeting
Stanardsville Downtown Revitalization Project
September 2, 2015, 6:00 p.m.
Greene County Library Meeting Room

Craig Wilson of Community Planning Partners led the meeting. He began by giving a brief introduction to the CDBG program administered by Virginia DHCD, explaining the Planning Grant process and the funds available for implementation of approved economic revitalization projects in a grant submission next spring.

Craig described the Façade Improvement program and emphasized that blight elimination must always be included in any grant application under the CDBG program. He also discussed Housing Rehab as another possible project, noting that apartment upgrades must benefit low-to-moderate income persons in order to be eligible. LMI is defined as 80% of median income for the area. Given the relatively high median income for the Charlottesville area, our apartment renters are likely to meet that test.

In response to a question, Craig said streetscape improvement funding can be a part of the CDBG program, but usually the dollars get stretched too fast given the limits on the basic amount of a downtown CDBG grant - \$700,000. He noted that the recently approved federal grant for streetscape improvements can be used as a match for CDBG funds. Leveraging of funds is viewed positively by DHCD.

On Economic Development, he stated that tourism components can be part of the town's project proposal, like a farmers' market, public restrooms. It is important to shape a project that makes sense to the local community.

With regard to a Revolving Loan Fund for small business entrepreneurs, Craig said it should be delinked from the basic downtown revitalization project because it would be too early to establish such a loan fund and it would tie up funds for the project. He suggested if the town wishes to establish a loan fund, it should be done separately and requested after a year. In fact DHCD prefers it this way now.

Craig then proceeded to discuss the August 6th letter from DHCD and the specific tasks that must be performed by Oct 2nd in order for the reserved funds to be released to the town.

He explained that the Planning Grant would be used for development of a comprehensive downtown revitalization grant due next spring, which normally requests funding from \$700,000 to \$1 million. That amount would be used to fund various projects that the community identifies as priority needs. He added that 15% of the total can be reserved for a marketing piece, promoting tourism, etc., and including such things as signage to historic buildings, way-finding.

Craig emphasized the importance of identifying priority community needs, which is the purpose of these public meetings.

APPENDIX D

The meeting then turned to questions from the participants. Many of those dealt with the question of housing rehab. Craig responded by describing the particulars of Housing Rehab and Façade Improvement programs.

In response to a question, he pointed out that if a rental building has Section 8 tenants, they can't participate in a Housing Rehab program because the apartment should already be up to standard to qualify as a Section 8 unit. After the Sec. 8 tenant is gone, the owner could apply for funding.

Craig also noted that the program provides for the town to hire an architect and a housing rehab specialist to determine what is needed to renovate buildings and apartments.

Other questions addressed specific projects that would contribute to the town's economic revival, including a farmers' market, music venue such as a gazebo or other performance pavilion, community center, artisan space, residential development, infrastructure upgrades, public parking.

Discussion turned to what is the long-term vision for Stanardsville. Craig pointed out that the grant process calls for visioning sessions, public hearings that will address that issue.

Mayor Gary Lowe and STAR Executive Director, Roy Dye, mentioned the vision statement developed by them and others that appears on the town's website, as well as the town's Comprehensive Plan, and suggested that people read those documents for background information in preparation for further discussions on the vision question.

APPENDIX E

DOWNTOWN STANARDSVILLE - BUSINESS AND MERCHANTS SURVEY

Stanardsville and *STAR* are conducting this survey to obtain information to help in preparing the material needed to submit an application for a Community Development Block Grant to help fund downtown improvements. This survey has three purposes: 1) to obtain basic information to update previous market data; 2) to identify what merchants, business owners, and downtown property owners see as the main issues and problems in the downtown; and 3) to determine the interest of merchants, business owners, and downtown property owners in participating in a Storefront Improvement Program.

Your participation in this survey is not mandatory, but is appreciated. You may leave your name off this form if you wish to remain anonymous. If you have any questions about this effort, please contact Roy Dye, Executive Direcotr of *STAR* at 434-409-5796 or royadye@gmail.com.

Please return this survey by September 20, 2015 to *STAR* at the Stanardsville Town Hall at 19 Celt Rd. or P.O. Box 838, Stanardsville, VA 22973.

Person Completing Survey: _____

Name of Business: _____

Street Address: _____

Mailing Address (if different): _____

Phone #: _____

Type of Business (Professional, Apparel, Drug Store, etc.): _____

Form of Business (please check): _____Sole Proprietor_____Partnership_____Corporation_____Other

1) Do you own your building? _____Yes _____No

If no, who is the building owner: Name: _____

Address: _____

Phone #: _____

2) Length of time at this location (years/months): _____Length of time in business (years/months): _____

3) What is your estimated gross floor area used for business (in square feet)? _____

4) Are there any other secondary uses, such as 2nd floor apartments, storage space, etc.? _____Yes _____No

If yes, please specify number/type: _____

5) What are you monthly overhead costs? _____Mortgage or Rent _____Utilities _____Other

6) Total number of employees (including you): _____Full-time _____Part-time

7) How many clients/customers do you see in a typical week? _____

8) Business operating hours and busiest days:

	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.
Hours (please list)							
Busiest Days (please check)							

9) What is your busiest time of the year? _____

10) Please describe your target customer: (please check all boxes that are applicable)

	Under 18 years old	18-29 years old	30-49 years old	50-64 years old	65 years or older
Male					
Female					

11) Please estimate the percentage of your customers who come from the following market areas:

Stanardsville	Greene County	The Region	State	Out of State
%	%	%	%	%

12) What is the general size of your business in terms of sales/business receipts in the past year?

_____ Less than \$50,000 999 _____ \$50,000 to \$100,000 _____ \$100,000 to \$500,000
_____ \$500,000 to \$1,000,000 _____ over \$1,000,000 _____ N/A

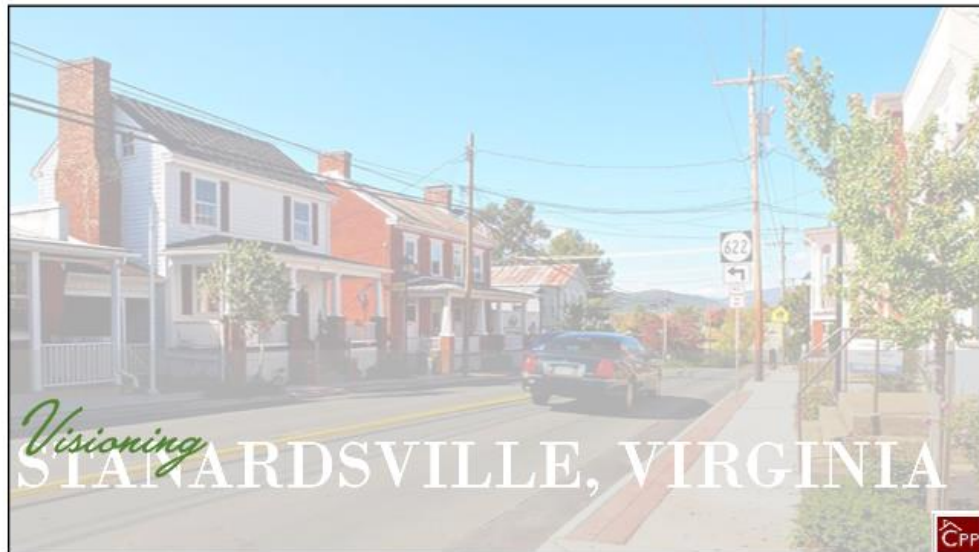
13) If you checked N/A to question #12, please offer an alternate description that better defines the size and scope of your business: _____

[illegible]

[illegible]

APPENDIX F

2/1/2016



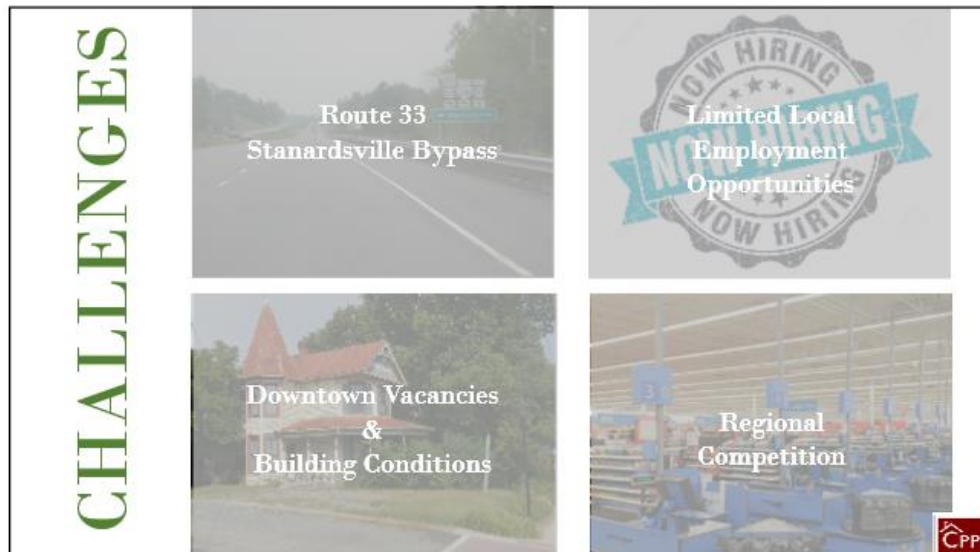
OVERVIEW

- Assets, Challenges, & Opportunities Analysis
- Brand Inspiration
- Discussion



APPENDIX F

2/1/2016



APPENDIX F

2/1/2016

Scenic Byway Designation for Route 810

Targeted Cross-Marketing

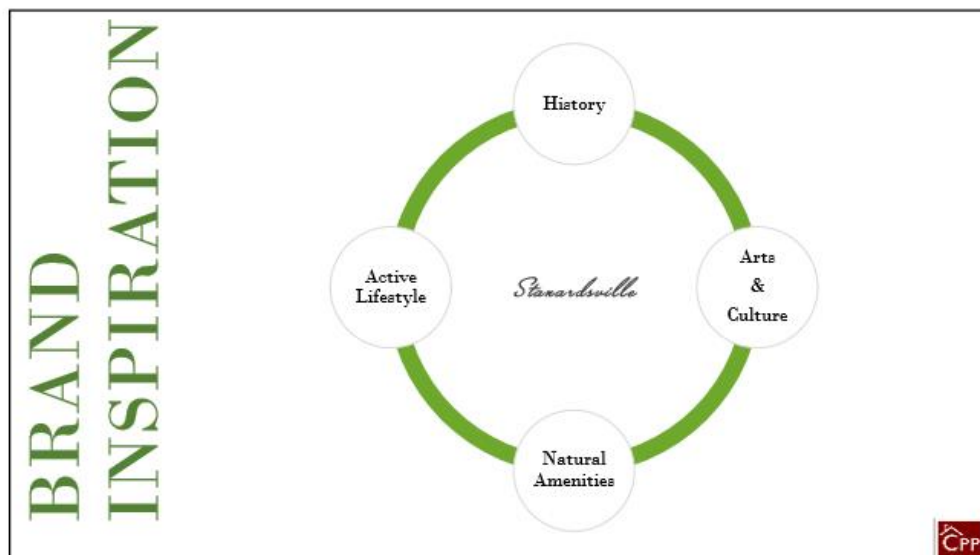
Designation as an AT Community

OPPORTUNITIES

Support for Entrepreneurs

Creation of Business Niches

Expanded Event Offerings



APPENDIX F

2/1/2016



APPENDIX F

2/1/2016

MARKETING PARTNERS

- Explore Greene Website
- Local & Regional Cycling Clubs
- Nearby Wineries
- Lafayette Inn & Restaurant
- Lydia Mountain Lodge & Log Cabins
- Regional Historic & Recreational Organizations
- Virginia Tourism Corporation



ESTABLISHING NICHE MARKETS

- Outdoor Clothing & Equipment Retailers
- Cycling Shops
- Coffee Shops, Restaurants & Eateries
- Artisan Crafts Retailers



APPENDIX F

2/1/2016



**TARGET MARKET:
FUTURE RESIDENTS**

- Young Families
- Retirees
- Individuals Seeking High Quality of Life in a Rural Setting

Small Town, Big Heart

Touch of
Stanardsville



MARKETING PARTNERS

- Local Realtors
- Local & Regional Employers
- Greene County School System
- National Ground Intelligence Center Defense Contractors



APPENDIX F

2/1/2016

COMMUNITY & INFRASTRUCTURE IMPROVEMENTS

- Improvements to Existing Housing Stock
- Increase in Population
- Greater Need Established to Address Infrastructure Problems



TARGET MARKET: ENTREPRENEURS

- Existing Residents
- Career Switchers
- Telecommuters

Small Town, Big Inspiration



APPENDIX F

2/1/2016

MARKETING PARTNERS

- PVCC Eugene Giuseppe Center
- United Bank
- Greene County Chamber of Commerce
- Virginia Economic Development Partnership
- Local Arts & Cultural Organizations



WORKFORCE DEVELOPMENT

- Pursuit of BEE Funds to Support Local Entrepreneurs
- Workforce Training Initiatives in Collaboration with PVCC
- Attraction of Higher-Wage Tech Jobs



Discussion

