

March 2017

Town of
APPOMATTOX
Economic Restructuring Plan

Prepared by Community Planning Partners, Inc. in collaboration with the Town of Appomattox and Virginia's Region 2000 Local Government Council

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EXECUTIVE SUMMARY

Project Purpose

The following Economic Restructuring Plan was prepared in collaboration with the Town of Appomattox, Virginia's Region 2000 Planning District Commission, and the Appomattox Downtown Revitalization Project Management Team for the purpose of providing a roadmap for the revitalization of the Town's Central Business District and to supplement the Town's competitive application for Community Development Block Grant funds. It builds upon existing revitalization strategies developed by the Town, Planning District Commission, and previously engaged consultant teams as well as current and updated background data and market trends. Finally, it offers targeted recommendations for the allocation of funds and resources to help accomplish economic revitalization.

Background Analysis

The Town of Appomattox has undergone a number of demographic and economic shifts, many of which are related to the loss of the Thomasville Furniture manufacturing plant. Plant job reductions began in 2008, a process that resulted in an estimated loss of 311 jobs between 2008 and 2011 according to records provided by the Virginia Economic Development Partnership. The Town's population was at one point increasing at a faster rate than that of the County. However, the impact of the plant's closure is reflected in the fact that the rate of growth at the County level has begun to significantly outpace that of the Town.

The Town has therefore prioritized the development of a robust business attraction and retention plan that includes improvements throughout the Central Business District and a town-wide branding and marketing campaign. Although the Town's CDBG application will focus on the Traditional Downtown, the Central Business District expands beyond these boundaries. In order to provide a truly comprehensive plan for the economic revitalization of the Town of Appomattox, the following document provides recommendations for the following areas:

- The Traditional Downtown
- The Confederate Boulevard Commercial Corridor
- Connectivity & Tourism Development

Recommendations

Part I: Traditional Downtown

Goal A: Establish a Designated "Downtown District"

Strategy 1: Ensure that the Church Street businesses are included within the Downtown Corridor.

Strategy 2: Create a two-way stop at the T-intersection formed by Main and Church Streets.

Goal B: Promote and Expand Downtown Retail and Event Offerings

Strategy 1: Ensure public parking options are readily available.

Strategy 2: Pursue Affiliate status through the Virginia Main Street program.

Strategy 3: Develop and implement a Façade Improvement Program.

Strategy 4: Establish a Downtown Appomattox web presence.

Strategy 5: Facilitate the development of a community gathering space proximal to the Downtown core.

Goal C: Foster a “Shop Local” Environment

Strategy 1: Create a local incentive package that targets the start-up of small- and mid-sized establishments.

Strategy 2: Implement a ‘pop-up shop’ campaign to encourage and support local entrepreneurship.

Strategy 3: Support the local arts, artisan, and farming economy .

Strategy 3: Encourage extended business hours.

Part II: Confederate Boulevard Commercial Corridor

Goal A: Prioritize Commercial Business Attraction

Strategy 1: Establish an Enterprise Zone that encompasses Confederate Boulevard

Strategy 2: Partner with local and regional employers and the Appomattox County school system to establish apprenticeship programs for area youth

Strategy 3: Prepare vacant and underutilized sites and structures for renovation or redevelopment

Goal B: Develop the Commercial Corridor as a Gateway to the Community

Strategy 1: Incorporate streetscape elements and pedestrian amenities

Strategy 2: Ensure signage is attractive and appropriate

Strategy 3: Establish uniform design standards

Part III: Connectivity & Tourism Development

Goal A: Promote Multi-Modal Connectivity

Strategy 1: Prioritize the completion of a town-wide pedestrian network

Strategy 2: Promote physical activity through town-wide events

Strategy 3: Develop a bike-share program in partnership with Appomattox County and area attractions

Goal B: Target Niche Visitor Markets

Strategy 1: Establish a cross-marketing campaign with major area attractions

Strategy 2: Explore the potential for joint event offerings

Strategy 3: Provide services and amenities that support outdoor activities and recreation

Implementation

Phased Approach

The final section of this document offers a suggested implementation timetable for the goals and strategies outlined in the previous section. Due to the extensive nature of these recommendations and the diversity of the overall Central Business District, it is advised that the Town approach these recommendations in phases.

Phase one should emphasize improvements to the traditional downtown core or “Downtown District,” as defined in Part I, Goal I. In addition to representing the traditional downtown core of the Town, the Downtown District will be the target of Community Development Block Grant funds, if awarded.

Activities involving multimodal connectivity and improvements to Confederate Boulevard should be approached as feasible. However, those activities that complement downtown revitalization efforts, such as the completion of the pedestrian network, should receive priority implementation status.

Leveraged Funding Sources

A number of additional grant resources are identified both in this document and in the Town Master Plan. These external funding resources will provide meaningful leverage that will offset the cost burden of activities proposed in this plan. The majority of scenarios assume that at least some degree of the cost burden must be shouldered by the Town itself. There are two reasons for this assumption: (1) Many of the grant funds identified in this plan require some degree of local match and several are offered on a reimbursement basis, meaning the Town must undertake the entire upfront cost of the project and later request reimbursement from the grant administrator. (2) Often grant resources will not realistically cover the entire cost of a given project, therefore the Town must factor in potential contingencies and other unforeseen cost burdens that may arise during the implementation phase.

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INTRODUCTION

The Town of Appomattox is the county seat of Appomattox County, located on U.S. Route 460. The Town’s most recognizable asset is its history as the location of the fateful meeting of Robert E. Lee and Ulysses S. Grant in April of 1865 that resulted in the reconciliation of the Union and the effective end of the Civil War. In fact, the Town is located three miles west of the village of Appomattox Court House, preserved by the National Park Service, which served as the actual site of this historic event.

Present-day Appomattox is home to a close-knit community of residents and visitors are often pleasantly surprised by its hometown atmosphere and friendly local merchants. According to the Comprehensive Plan, the descendants of many of the families referenced in the Town’s historical records still reside in Appomattox today.

Community Planning Partners, Inc. worked closely with the Town of Appomattox to develop a detailed Economic Restructuring Plan in conjunction with and as a complement to the Town’s preparation and submittal of an application for Community Development Block Grant (CDBG) funds to revitalize the Town’s Traditional Downtown. Between 2014 and 2015, the Town developed both its first independent Comprehensive Plan as well as a detailed Master Plan that offers recommendations for town-wide beautification strategies as part of an ongoing effort to revitalize the broader Central Business District. Each of these documents provides unique insight and complementary recommendations regarding priority revitalization strategies. It is the intention of the following document to build upon these existing plans and establish a practical economic revitalization strategy for the Town’s Central Business District (including both the Confederate Boulevard Commercial Corridor and the Traditional Downtown) over the coming years.



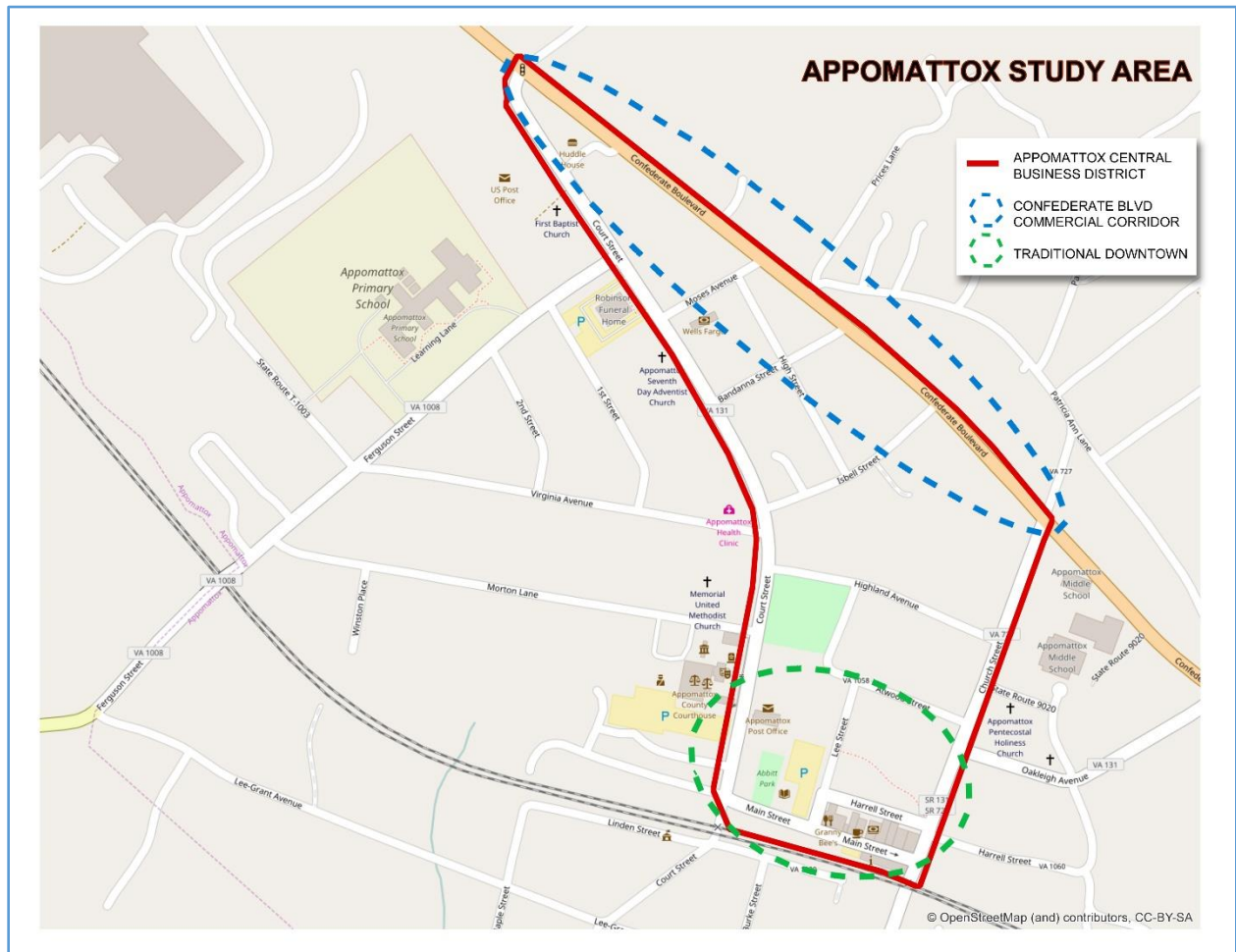
Appomattox Town Park
Image Source: Town of Appomattox



Appomattox County Courthouse
Image Source: Wikipedia Commons

The Study Area that is the focus of this Economic Restructuring Plan is shown below. This map is helpful in that it also serves to define the three subareas referred to in this Plan:

- The Appomattox Central Business District
- The Confederate Boulevard Commercial Corridor
- The Traditional Downtown



BACKGROUND

Review of Previous Plans

The Town of Appomattox has ambitiously undertaken a number of plans and projects within the last ten years. The Town finalized streetscape improvements along Main Street in early 2002. In 2009, the Town began a series of planning efforts, culminating in the completion of the first Town Comprehensive Plan in the fall of 2015. The following information briefly highlights the key takeaways from these plans.

Town of Appomattox Pedestrian & Bicycle Plan (2009)

The *Town of Appomattox Pedestrian & Bicycle Plan* was prepared by Virginia's Region 2000 Local Government Council in May, 2009. The plan was jointly funded by the Virginia Department of Transportation through a \$19,000 grant from the Multimodal Planning Grant Program and the Town of Appomattox. The plan was initially conceived during a May 2005 workshop hosted by the Appomattox Courthouse National Historic Park that was intended to determine ways the surrounding community could contribute to the park's long term vision. Workshop attendees were of the opinion that a comprehensive pedestrian network that includes trails, sidewalks, and bike lanes should be developed to connect key resources in the community.

The following goals are set forth by the plan document:

- Create a safe pedestrian network that encourages walking and bicycling as a viable transportation option;
- Develop alternative pedestrian facilities that meet the needs of all user types;
- Establish a process to prioritize pedestrian improvements;
- Create pedestrian improvement recommendations that correspond to the need and problem being addressed;
- Encourage health and well-being of all age populations within the community by offering healthy lifestyle opportunities associated with walking and biking;
- Coordinate the development of an alternative transportation system that combines to create the greater Appomattox Heritage and Recreational Trail which highlights the cultural, historical, and natural resources of Appomattox;
- Encourage quality of life and economic benefit to the Town.

Since the plan's creation, the Town has undertaken the installation of new and replacement sidewalks along major corridors and the relocation of utility poles away from the pedestrian right-of-way to improve existing pedestrian accommodations. The Town has also renewed conversations with the Appomattox Courthouse National Historic Park to finalize plans for the extension of bicycle and pedestrian amenities to the park boundary. Updated detailed plans for the location of the final proposed pedestrian network are provided in the Town's Master Plan, created in 2015.

Old Courthouse Road Study (2013)

The *Old Courthouse Road Study* was prepared by Placeworks Collaborative for Region 2000 and provides a detailed “vision” for Old Courthouse Road, generally defined as beginning on the south at Confederate Boulevard (Business 460) and extending to the north to the Appomattox Courthouse National Historic Park.

The plan focuses on the fact that the existing character of the corridor does nothing to “attract” visitors from ACNHP into the Town of Appomattox. The plan studies three development alternatives:

1. **Gateways:** The focus of this alternative is on creating gateways at each end of the study area corridor characterized by the inclusion of a roundabout at the intersection of Old Courthouse Road and Confederate Boulevard to modulate traffic and the development of tourism-related uses at the northern end. This alternative further details multimodal facilities and landscaping to be incorporated into the final design.
2. **Neighborhood Greens:** The focus of this alternative is on concentrated growth around key ‘nodes’ of the corridor designed to create focal points for future neighborhood development. Each node is characterized by green space with a distinct character. The alternative calls for comprehensive landscaping along the corridor and the development of a trail adjacent to the road.
3. **Historic Villages:** The final alternative proposes an emphasis on the link between the events of April 1865 and the future of the Town through conscious development practices. The major component of this alternative is the development of the field opposite the Museum of the Confederacy and the area around St. Jones St. as open space. As with previous scenarios, this alternative includes cohesive landscaping and the development of a multimodal trail proximal to the roadway.

The study recommends the following:

- The Museum of the Confederacy – Appomattox exemplifies a style of architecture that represents a modern yet classic Virginia look. This is the tone the Town of Appomattox would like to set for new development along the corridor;
- The final site plan should incorporate elements from all three scenarios, to be implemented through a phased approach.

Tourism Support and Development Plan (2014)

The Town’s *Tourism Support and Development Plan* was developed by PGAV Planners on behalf of the Town and Region 2000. The plan was prepared just prior to the Sesquicentennial celebrations. The following key points were raised during the plan development process:

- Appomattox is at a disadvantage in capturing the attention of top-tier retail developers, however a more robust development of tourism assets may allow the Town to begin to attract retailers in an incremental fashion;
- Visitors to the Lynchburg area and Farmville typically embark on daytrips to visit regional attractions, including the Museum of the Confederacy and the Appomattox Courthouse National Historic Park;
- Appomattox could serve as a “jumping off point” for tourists to the region by offering more lodging opportunities, particularly those not of typical chain design;

- Local tourism offices must collaborate to market resources and encourage increased visitation to the area;
- The Town must develop a marketing plan that emphasizes the relationships between the Town, the Lynchburg area, and the ease with which all of the historic and recreational facilities can be reached.

The recommendations made by this study encouraged the development of the recently constructed Appomattox Inn and Suites, which has already proven to be a major asset for the Town. Residents and business owners anecdotally attribute increases in overnight stays in the area to the Inn’s presence, claims which are supported by the results of the Visitor Interest Survey conducted for the purposes of this study.

Town Master Plan (2015)

The *Town Master Plan* was developed by Harvey Design Land Architects and adopted in February, 2015. The plan provides a comprehensive beautification strategy to revitalize Appomattox’s Traditional Downtown, the Confederate Boulevard Commercial Corridor, and smaller contiguous areas of retail and commercial activity. The intention of the plan is to “create visual, pedestrian, and vehicular linkages to the Appomattox Courthouse National Historic Park, the Museum of the Confederacy, Battlefield Station, the Historic Downtown District, and connectivity to the community’s parks.” The components of the Master Plan range from corridor beautification strategies and gateway development to Town branding suggestions. The plan further provides an overview of available grant funding to help offset the local cost burden of implementation.

The following aspects of the plan are important to mention as they relate to the Economic Restructuring process:

- Business district design concepts;
- Pedestrian trail layout and design;
- Signage and Town logo;
- Park design; and
- Farmer’s Market site selection.

These plan elements most closely parallel the purposes of the Economic Restructuring Plan and are therefore utilized as a starting point for recommendations made in this document.

Town Comprehensive Plan (2015)

The Town partnered with Region 2000 to develop its first Comprehensive Plan which was adopted in September, 2015. Up to that point, Town goals and objectives had been incorporated into the County’s comprehensive planning efforts. In addition to the presentation of strategic goals and objectives, the plan provides key contextual information regarding demographic and historical trends that have framed the approach of this study. The plan recommendations relevant to this Economic Restructuring Plan follow on the next page.

- **Goal 1:** “Maintain the character of the community by respecting significant historic identity, image, and integrity to constantly improve the quality of life for those visiting, working, and living in the Town.”
 - **Relevant Supporting Actions:**
 - Delineate a downtown district and offer incentives to businesses that relocate within it.
 - Pursue public/private investments in order to encourage downtown district revitalization.

- **Goal 3:** “The Town must take measures to enhance the overall tourism experience to increase the number of visitors, have them stay longer, and increase the amount of local purchases.”
 - **Relevant Supporting Actions:**
 - Increase regional, statewide, and national awareness through a professional marketing program.
 - Explore additional walking/biking routes using existing sidewalks, trails, and paths that highlight the historic significance of the Town.
 - Identify and eliminate signs that are redundant or could be combined.
 - Create a new Town brand or logo based on history.
 - Integrate the Town welcome signs with the County signs that are being installed.

Existing Conditions

Assets, Challenges, and Opportunities

Community Planning Partners, Inc. facilitated an initial Town-wide Visioning Session held in June, 2016 that was attended by 39 residents and business owners as well as Town and Virginia's Region 2000 staff. The results of responses from that session are dispersed throughout this document, beginning with the analysis of the Town's assets, challenges, and opportunities provided below.

VISIONING SESSION

WHAT ARE APPOMATTOX'S GREATEST ASSETS?

- NATIONAL PARK
- BUSINESS OPPORTUNITIES
- ENTREPRENEURSHIP
- WELCOMING PEOPLE
- EDUCATIONAL OPTIONS
- CHURCH COMMUNITIES
- HISTORY
- YOUTH
- HOMETOWN ATMOSPHERE
- POTENTIAL WALKABILITY

VISIONING SESSION

WHAT ARE APPOMATTOX'S GREATEST CHALLENGES?

- LACK OF JOBS
- LACK OF SUPPORT FOR LOCAL BUSINESSES
- LOW PRICE POINTS
- LACK OF DIVERSITY
- NEED FOR MODERN AMENITIES
- LIMITED BUSINESS MIX
- NEED FOR BETTER MARKETING
- "FAMILY HIRING FAMILY"

VISIONING SESSION

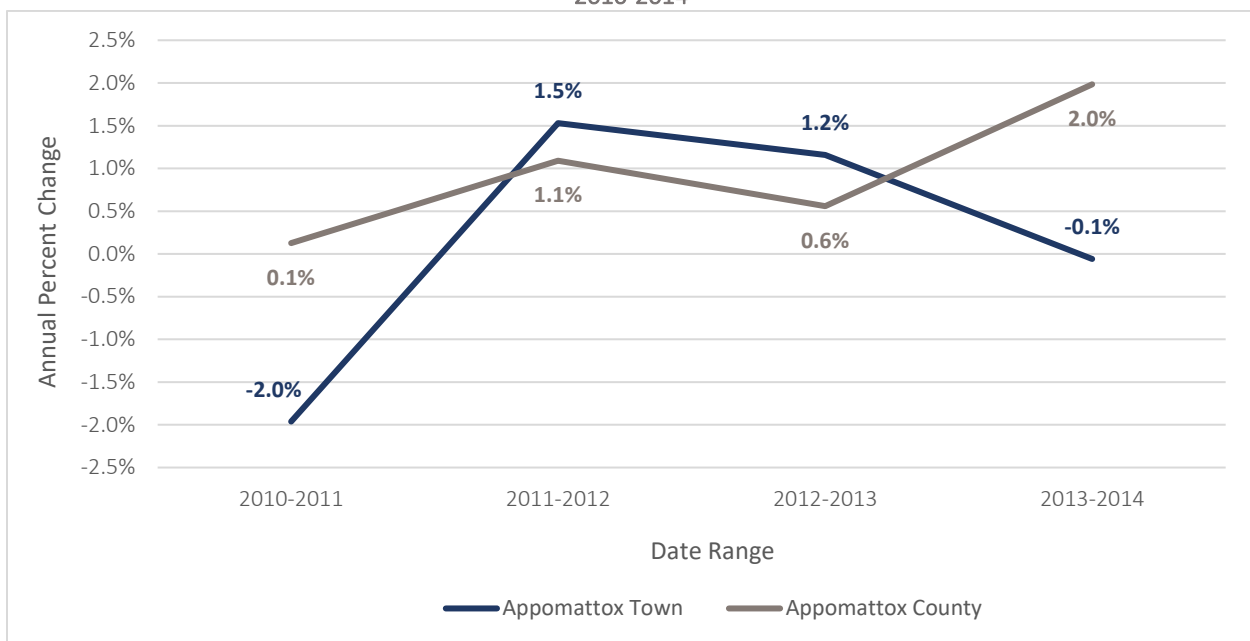
WHAT ARE APPOMATTOX'S GREATEST OPPORTUNITIES?

- INTERESTING HISTORIC BUILDINGS
- MIXED-USE DEVELOPMENT
- ENHANCED WALKABILITY
- GREATER CROSS-MARKETING WITH NEARBY LOCALITIES, HISTORICAL SITES, AND OTHER AMENITIES

Demographics

According to Weldon Cooper Center population estimates, the population of the Town of Appomattox has declined slightly since 2012. The Town's population decline began in earnest after 2011 in conjunction with the final closing of the Thomasville Furniture manufacturing plant. Plant job reductions began in 2008, a process that resulted in an estimated loss of 311 jobs between 2008 and 2011 according to records provided by the Virginia Economic Development Partnership. The Town's population was at one point increasing at a faster rate than that of the County, however the impact of population decline in the Town in recent years is reflected in the fact that the rate of growth at the County level has begun to significantly outpace that of the Town.

Figure 1
Comparative Town & County Population Estimates
2010-2014



Source: Weldon Cooper Center 2010-2014 Annual Population Estimates

A comparative analysis of selected demographic data for the Town of Appomattox is presented in Table 1 on the following page. The results indicate that both the Town and County lag significantly behind the state in educational attainment and median household income. It is important to note, however, that although the percentage of individuals that have obtained a bachelor's degree at the County level declined between the 2000 and 2010 Censuses, the percentage of bachelor's degree holders at the Town level doubled during the same time frame. The percentage of individuals living below the poverty line in both the Town and County has increased between the two most recent Census collection periods, which is due in large part to the loss of manufacturing jobs in the area.

Table 1
Comparative Local Demographics
2000-2010

	Appomattox Town		Appomattox County		Region 2000	Virginia
	2000	2010	2000	2010	2010	2010
Total Population	1,761	1,733	13,705	14,973	252,634	8,001,024
Median Age	39	42	39	43	40	38
High School Graduates (25+)	39%	36%	38%	41%	35%	86%
Bachelor's Degree (25+)	5%	10%	7%	6%	12%	34%
Mean Travel Time to Work (minutes)	28	21	29	25	22	27
Homeownership Rate	66%	54%	81%	79%	74%	67%
Median Household Income*	\$30,602	\$29,139	\$46,228	\$54,662	\$45,725	\$61,406
Persons Below Poverty	18%	26%	11.4%	14%	14%	10%
Households Receiving Social Security Income	40%	44%	34%	39%	34%	20%
Percent White	67%	66%	76%	78%	79%	69%
Percent Black or African American	32%	31%	23%	20%	18%	19%
Percent Hispanic or Latino (of any race)	0.2%	1%	0.5%	1%	2%	8%
Percent Male	45%	46%	49%	49%	49%	49%
Percent Female	55%	54%	51%	51%	51%	51%

*Source: 2000 and 2010 Census data
2000 estimate adjusted for inflation

As Figure 2 on the next page indicates, the Town benefits from a relatively even distribution of young families and working-age adults. However, it should be noted that there is a sizeable elderly population and that there are slightly fewer adults age 30-44, a key demographic for family formation and persons moving up in their profession (and by extension, their income level). In order to ensure that the Town retains a young residential base and viable workforce, future economic growth must prioritize attracting targeted job opportunities that provide decent salaries, invest in job training initiatives, and establish a business mix that is appealing to a younger demographic.

Figure 2
Town of Appomattox Age & Gender Distribution
2010



Source: 2010 Census Summary File 1

Local Business Environment

Community Planning Partners had the opportunity to interview a number of local merchants during the plan development process and found that the majority of businesses within and around the Downtown area are locally owned and operated, often by families that have lived in Appomattox for generations. This truly “hometown” atmosphere has helped ensure that many small businesses in the area have become fixtures in the community and eliminated a degree of doubt over the future of the business after the original owner retires.

Local merchants further emphasized the Town’s significant history and proximity to the Appomattox Court House & National Historic Park as major assets contributing to the Town’s unique market potential, however several expressed concern that the Town’s businesses aren’t being marketed in conjunction with its historic assets to their fullest potential.

Employment Opportunities

The existing business mix of the Town of Appomattox is comprised of primarily service-producing industries in the *Retail Trade* and *Health Care & Social Assistance* industry sectors, with the *Retail Trade* sector comprising the vast majority of employment. The Town’s position as the County seat also makes it home to local government entities such as Appomattox County Schools (Appomattox County’s top employer in 2015). Figure 3 on the next page provides a detailed breakdown of the concentration of employment by industry within the Town. As referenced above, many of these businesses are locally owned and operated. Although this ownership structure is a significant asset in many ways, it also presents a potential challenge as a “family-hiring-family” mindset limits employment opportunities for newcomers.

Figure 3
Town of Appomattox Employment Distribution by Business Type*



Source: Employment distribution and business type data copyright 2015 Infogroup, Inc. All rights reserved.
*The number of businesses by industry sector are included in parentheses beside each category.

According to American Community Survey estimates (2009-2013), the vast majority (66%) of Appomattox County residents are employed either in Appomattox County itself or nearby Lynchburg. Additionally, employment opportunities in Appomattox County attracted an estimated 817 workers from surrounding Virginia localities during the same time frame. Table 2 below summarizes this data.

Table 2
County-to-County Commuter Flows for Appomattox County

Locality	Commuter Inflow	Commuter Outflow
Appomattox County	2,452	3,926
Lynchburg City	131	1,899
Campbell County	215	729
Prince Edward County	249	284
Amherst County	80	270
Buckingham County	0	267
Bedford County	26	80
Charlotte County	91	79
Warren County	0	50
Greene County	0	46

Source: 2009-2013 5-Year American Community Survey County to County Commuting Flows.

Commuter Inflow represents the number of individuals that reside in the specified locality outside of Appomattox County traveling into Appomattox County for work. **Commuter Outflow** represents the number of individuals that reside in Appomattox County that travel outside of the County into the specified locality for work. Inflow and outflow counts for Appomattox County represent the number of **local residents** employed in the County (inflow) versus the number of residents traveling outside of the County for work (outflow).

Several of Appomattox County’s 50 largest employers are located within Appomattox Town limits. Table 3 below provides a breakdown of these employers as well as their rank, industry, and estimated number of employees. In general, these employers comprise primarily small- to medium-sized locally owned and operated establishments with under 50 employees, with the notable exceptions of Appomattox County Schools and the Walmart Supercenter. In general, the County’s major employers are concentrated in industries that offer a relatively low average weekly wage.

Table 3
Appomattox County Major Employers in Town of Appomattox
Q4 2015

Rank*	Employer	Industry	Number of Employees*	Average Weekly Wage ⁺
1	Appomattox County Schools	Educational Services	250 to 499	Confidential
2	Walmart Supercenter	General Merchandise Stores	100 to 249	Confidential
8	Farmers Bank of Appomattox	Credit Intermediation & Related Activities	50 to 99	\$626
10	Appomattox Medical Center	Ambulatory Health Care Services	20 to 49	\$517
12	Delta Response Team	Ambulatory Health Care Services	20 to 49	\$517
13	Wendy’s	Food Services & Drinking Places	20 to 49	\$214
17	Hardee’s	Food Services & Drinking Places	20 to 49	\$214
19	Appomattox Glass	Specialty Trade Contractors	20 to 49	\$757
20	Jamerson Building Supply	Building Mat. & Garden Equip. & Supplies	20 to 49	\$596
21	U.S. Post Office	Postal Service	20 to 49	\$1,010
22	Pizza Hut	Food Services & Drinking Places	20 to 49	\$214
29	Dairy Queen	Food Services & Drinking Places	20 to 49	\$214
30	CVA Community Services	Ambulatory Health Care Services	10 to 19	\$517
39	CVA Family Practice, Inc.	Ambulatory Health Care Services	10 to 19	\$517
40	CVS Pharmacy	Health & Personal Care Stores	10 to 19	\$728
43	Northwood Management Group	Leather & Allied Product Manufacturing	10 to 19	Confidential
45	Baines Books & Coffee	Sporting Goods, Hobby, Music & Book Stores	10 to 19	\$166

Source: Virginia Employment Commission Quarterly Census of Employment and Wages, 4th Quarter, 2015; Virginia LMI 50 Largest Employers Tool mapping component.

**Note, “rank” is based upon size codes determined by the Virginia Employment Commission.*

⁺Average weekly wages are based upon the countywide average wage by industry as reported by the Virginia Employment Commission Quarterly Census of Employment and Wages. In order to retain 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.

Gateways & Wayfinding

The Town already has certain wayfinding elements in place and the County recently installed new vehicular signage that directs visitors to area attractions. Discussions with local retailers and residents and site visit observations revealed the following impressions about the Town’s existing wayfinding system:

- The Main Street visitor kiosk is an attractive and useful element that should be present in additional areas of the Central Business District;
- Retailers along Church Street believe that extending wayfinding and branding elements beyond Main Street will increase visitor traffic to their establishments;
- The positioning of directional signage to Appomattox’s Historic Downtown currently directs inbound traffic from the east to turn off Church Street too early, effectively bypassing Church Street establishments.

Traffic Counts

When Confederate Boulevard was improved as U.S. Route 460 in the 1950’s, the Town’s center of commerce shifted away from the Traditional Downtown to the newly developed commercial corridor. In 1992, an interstate-standard bypass was constructed to ease traffic through the Town. According to the Town’s Comprehensive Plan, the bulk of traffic that once used Town streets is now using the bypass. The traffic volume analysis below provides a snapshot of traffic distribution on the U. S. 460 Bypass compared to the Town’s Central Business District.

It should be noted that the vast majority of the Town’s through traffic is comprised of two- and four-tire vehicles, however a small percentage of larger trucks continue to utilize Confederate Boulevard.

Table 4
Comparative Annual Average Daily Traffic (AADT)
2015

ROUTE	PHYSICAL JURISDICTION	AADT
Richmond Highway (U.S. 460)	Appomattox County/Town of Appomattox	183,200
Confederate Boulevard (U.S. 460 Business)	Town of Appomattox	12,000
Court Street	Town of Appomattox	6,800
Church Street (Confederate to Lee-Grant)	Town of Appomattox	13,780
Main Street	Town of Appomattox	1,300
Highland Avenue (Atwood to Church)	Town of Appomattox	650
Highland Avenue (Atwood to Court)	Town of Appomattox	900

Source: Virginia Department of Transportation 2015 Traffic Data for the Town of Appomattox and Appomattox County. Accessed September, 2016.

Apart from the U.S. 460 Bypass, Church Street traffic represents the largest traffic count. However, the majority of that traffic is through-traffic as evidenced by the comparatively low traffic volumes turning onto Highland Avenue and utilizing Main Street. The traffic counts along Church Street by segment are broken out in the table below.

Table 5
Church Street Annual Average Daily Traffic (AADT)
2015

BEGINNING SEGMENT	ENDING SEGMENT	AADT
Oakleigh Avenue (SR 131)	Confederate Boulevard (US 460 Business)	4,300
Oakleigh Avenue	Main Street	5,100
06-641 Church Street	06-1001 Lee-Grant Avenue	4,300

Source: Virginia Department of Transportation 2015 Traffic Data for the Town of Appomattox. Accessed September, 2016.

KEY TAKEAWAYS: EXISTING CONDITIONS

- The Town of Appomattox has experienced a gradual decline in population in recent years, a trend which contrasts sharply with the levels of growth experienced at the County level.
- The Town is fortunate to retain a population base that is fairly evenly distributed among age groups, however future economic development efforts must focus on increasing job opportunities and amenities geared towards young families and working-age adults if the Town wishes to retain this distribution in the future.
- The majority of Appomattox County residents work either within the County or in nearby Lynchburg. The Town is home to many of the County’s major employers, making it an attractive location for local workers as well as individuals that commute from surrounding localities into the County for work.
- Business owners with establishments on Church Street desire increased connectivity to the Main Street corridor.
- Although a large volume of traffic travels along the Church Street corridor, the vast majority is not visiting the Downtown area and is likely just passing through the Town.
- New wayfinding signage has improved the overall navigability of the Central Business District, however, steps should be taken to alleviate cluttered signage and ensure that businesses along Church Street are connected to the Main Street corridor.

MARKET ANALYSIS

Overview

The following section explores the market potential for both the Town of Appomattox as a whole and more specifically the Central Business District as it relates to the three distinct market segments presented in Table 4 below. As indicated in Table 5, each of these three segments has a unique potential relationship to and impact on the future economic viability of the Town.

Table 6
Downtown Appomattox Market Segments

Market Segment	Description	Frequency of Visitation
Local Market	Local residents and individuals living within a 20-minute drive of Appomattox.	High
Visitor Market	Individuals living or staying within a 60-minute drive of Appomattox.	Moderate
Tourism Market	Individuals living or staying within a 90-minute drive of Appomattox and all other tourists.	Infrequent

Table 7
Interest Matrix
Downtown Appomattox Market Segments

	Entertainment	Basic Goods & Services	Attractions	Natural Amenities	Employment Opportunities
Local Market	High	High	Low	High	High
Visitor Market	High	Moderate	Moderate	High	Low
Tourism Market	High	Low	High	High	Low

It is important to consider how the existing and future business mix of Downtown Appomattox will meet the needs of each market segment when planning business attraction efforts. The most vibrant commercial districts offer a mix of uses that are appealing to a diverse consumer base and encourage pedestrian traffic at a variety of hours.



Bordentown, New Jersey
Source: JGSC Group



Montpelier, Vermont
Source: Heney Realtors

The Local Market

Definition

As referenced in the previous section, the Town of Appomattox's Local Market Area (LMA) is inclusive of local residents as well as residents of communities located within a 20-minute drive of the Town. During the initial visioning session, Appomattox residents referenced the fact that the 20-minute drive between Appomattox and Lynchburg is an acceptable distance to travel for goods and services, thus this travel time is used as a benchmark for Appomattox's LMA.

Appomattox's proximity to the population centers of Lynchburg and Farmville complicates this analysis as a traditional "drive time radius" drawn from the center of Town would capture the populations of these markets as well. This is troublesome as both Lynchburg and Farmville offer readily accessible goods and services to nearby localities, essentially limiting the number of individuals that would realistically travel to Appomattox for similar products. With this in mind, the localities included within the following analysis are limited to those west of Farmville and east of Lynchburg with the assumption being that this population is most likely to travel into Appomattox to access unique goods and services. This likelihood increases for those residents living between the Towns of Pamplin City and Appomattox as their commute to Appomattox is far shorter than to Farmville or Lynchburg.

VISIONING SESSION

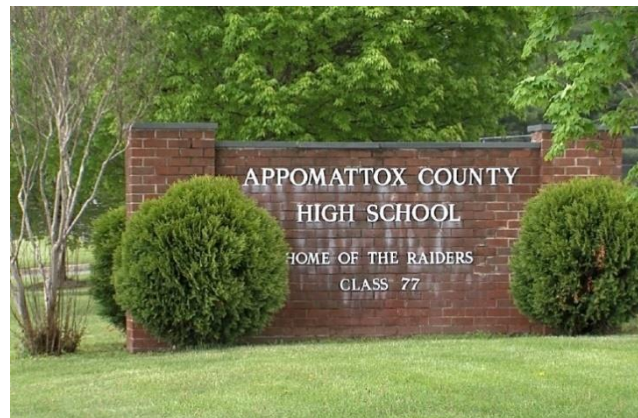
WHAT BRINGS RESIDENTS TO APPOMATTOX?

- FAMILY FRIENDLY ENVIRONMENT & GOOD SCHOOLS
- FAMILY TIES
- WORK
- OPPORTUNITY TO BUILD A BUSINESS & INVEST IN THE COMMUNITY
- GET AWAY FROM THE HECTIC PACE OF CITY LIFE



Local Businesses in Downtown Appomattox

Source: *The News & Advance*



Appomattox County High School

Source: *WSET*

Table 8
Town of Appomattox Local Market Area Localities

Locality	Distance	Approximate Drive Time	2010 Population	2010 Median Income	2010 Median Age
Appomattox Town	0-5 miles	5 minutes	1,733	\$29,139	42
Appomattox County*	5-10 miles	10 minutes	13,021	\$49,244	43
Concord CDP	9 miles	12 minutes	1,458	\$61,008	38
Pamplin City Town	11 miles	12 minutes	219	\$47,019	36

Source: U.S. Census 2010 data and American Community Survey 2006-2010 data obtained through ESRI Business Analyst Online.

** Includes unincorporated and undesignated areas not listed minus Appomattox Town and Pamplin City Town.*

Demographics

As Table 6 below indicates, Appomattox’s Local Market Area represents a relatively large potential market beyond the immediately local residential population. The demographics of the LMA generally align with those of the Town, however LMA residents have, on average, a higher median household income and higher homeownership rate than the Town.

Table 9
Local Market Area Demographics

	Appomattox Town 2010	Local Market Area 2010*	Virginia 2010
Population	1,733	14,698	8,001,024
Median Age	42	39	38
High School Graduates (25+)	36%	38%	86%
Bachelor’s Degree (25+)	10%	10%	34%
Mean Travel Time to Work (minutes)	21	25	27
Homeownership Rate	54%	76%	67%
Median Household Income	\$29,139	\$44,688	\$61,406
Persons Below Poverty	26%	20%	10%
Households Receiving Social Security Income	44%	41%	20%
Percent White	66%	69%	69%
Percent Black or African American	31%	26%	19%
Percent Hispanic or Latino (of any race)	1%	2%	8%
Percent Male	46%	48%	49%
Percent Female	54%	52%	51%

Source: U.S. Census 2010 data and American Community Survey 2006-2010 data obtained through ESRI Business Analyst Online.

** Communities listed include incorporated Towns and Census Designated Places (CDPs) located within a 20-minute drive of the Town of Appomattox as well as unincorporated and undesignated areas.*

Disposable Income and Expenditures Analysis

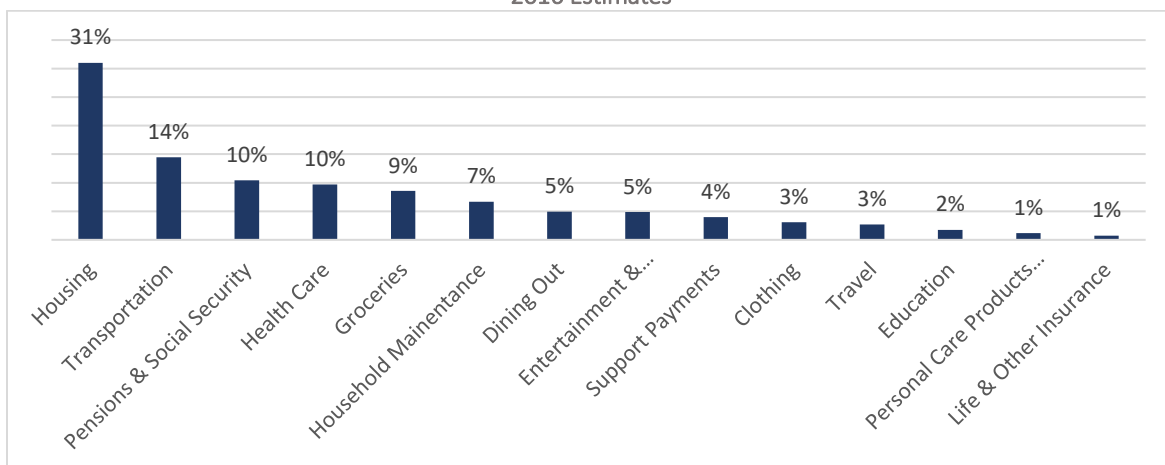
Disposable income is the total household income remaining after taxes. In general, households with a higher disposable income would have more money to spend on leisure activities such as dining out or recreational shopping, however these numbers do not account for how much a household may pay per year on rent or a mortgage or necessity items such as food and clothing. In general, Local Market Area residents are spending the majority of their disposable income on necessities, including housing (31%), transportation (14%), pensions and social security (10%), groceries (9%), and health care (10%). Entertainment and leisure activities, including dining out and travel, accounted for a combined total of 12% of median annual disposable income. Table 10 below provides a breakdown of LMA households by amount of disposable income, and is followed by Figure 4, which details LMA expenditures as a percent of median disposable income.

Table 10
Local Market Area Households by Amount of Disposable Income
2016 Estimates

Amount of Disposable Income	Number of Households	Percent of Households
< \$15,000	5,342	18%
\$15,000 - \$24,999	736	14%
\$25,000 - \$49,999	724	14%
\$50,000 - \$99,999	1,662	31%
\$100,000+	252	5%

Source: ESRI Disposable Income forecasts for 2016 based upon U.S. Census Bureau, Census 2010 Summary File 1 Data

Figure 4
Local Market Area Expenditures as a Percent of Median Disposable Income
2016 Estimates



Source: ESRI Disposable Income forecasts for 2016 based upon U.S. Census Bureau. Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Retail Gap Analysis

A Retail Gap Analysis provides a snapshot of existing supply and demand trends within a given market. A market analysis was conducted based upon Local Market Area consumer behavior and identifies the degree to which goods and services could be provided in Appomattox based upon unmet local demand. This market analysis investigates the degree to which the Town has the opportunity to expand its specialty offerings and establish a regional draw.

Table 11 below details the industries that 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. The higher the Leakage Factor score, the higher the relative retail gap.

Table 11
Local Market Area Retail Gap Analysis
2016 Estimates

Industry Sector	LMA Number of Establishments	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Unmet Demand)	LMA Leakage Factor
Drinking Places – Alcoholic Beverages*	0	\$90,162	\$0	\$90,162	100.0
Sporting Goods, Hobby, or Musical Instr. Stores	2	\$3,185,029	\$506,290	\$2,678,739	72.6
Electronics & Appliance Stores	1	\$5,329,203	\$1,128,149	\$4,201,054	65.1
Clothing & Clothing Accessories Stores	3	\$6,484,944	\$2,204,527	\$4,280,417	49.3
Miscellaneous Store Retailers	12	\$5,143,524	\$1,944,600	\$3,198,924	45.1
Full-Service Restaurants	12	\$7,334,408	\$3,183,647	\$4,150,761	39.5
Jewelry, Luggage, & Leather Goods Stores	1	\$976,249	\$435,615	\$540,643	38.3
Specialty Food Stores	1	\$795,590	\$369,369	\$426,221	36.6
Other General Merch. Stores	4	\$6,465,144	\$3,269,958	\$3,195,186	32.8
Book, Periodical, & Music Stores	1	\$638,041	\$469,924	\$168,117	15.2
Limited-Service Eating Places	5	\$5,918,279	\$4,382,358	\$1,535,921	14.9
Furniture Stores	1	\$2,401,965	\$1,843,802	\$588,163	13.1
Building Mat, Garden Equip., & Supply Stores	8	\$7,035,229	\$6,464,102	\$571,127	4.2
Beer, Wine, and Liquor Stores	1	\$885,930	\$397,858	\$488,072	1
Health & Personal Care Stores	5	\$8,453,510	\$8,301,149	\$152,361	0.9

Source: ESRI and Infogroup. Retail MarketPlace 2016 Release (2015 data in 2016 geography). Copyright 2016 Infogroup. All rights reserved.

*It should be noted that there are currently four (4) 'Drinking Places – Alcoholic Beverages' in Appomattox that were not recorded during Infogroup's most recent data collection round.

Although the potential market exists within a 20-minute drive of Appomattox for establishments within all of the industries listed above, the existing retail mix, physical layout, and economic vision of the Town 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 local character.

In the ongoing battle of pulling or pushing retail demand to or from Appomattox, Wilkes' Jewelers is one successful example of a retail establishment that pulls from neighboring markets. A family-owned business on Church Street that has been serving the community since 1912, Wilkes' benefits from its unique position as the only specialty jeweler in the region. Establishments like Wilkes' benefit other nearby retailers as the patrons they pull in typically spend extra time exploring and shopping in the immediate area before returning to the community from which they were drawn.

Confederate Boulevard Commercial Corridor

Present-day Confederate Boulevard is a two-lane road with a turn lane that serves as the major thoroughfare into Town from the two entrances from the U.S. 460 Bypass. Confederate Boulevard's existing business mix is primarily comprised of fast-food restaurants and a handful of auto parts dealers. The Triangle Plaza Shopping Center is located just off Confederate Boulevard and is home to retailers and professional offices, including a Family Dollar and a small local pharmacy, however the majority of storefronts are vacant.

There are a noticeable number of vacant and underutilized structures along the Corridor that should be remediated. Larger warehousing/distribution facilities contribute most noticeably to the Corridor's appearance. Table 12 on the following page offers a breakdown of available industrial buildings advertised on the Virginia Economic Development Partnership's Virginia Scan database for Appomattox County and compares available square footage, list price, and average age of comparable warehouse/distribution spaces available in surrounding localities in the VEDP-defined 'Lynchburg Region'. On average, available industrial buildings in Appomattox County are among the older buildings in the region and are often competing with new build-to-suit (BTS) options in surrounding counties. In addition to these details, it should further be noted that industrial buildings in surrounding localities are often located in Enterprise and/or Foreign Trade Zones – an economic incentive currently not offered by Appomattox County.

Residents and business owners expressed interest in ensuring that revitalization efforts along Confederate Boulevard emphasize its role as a gateway into Town. The existing non-descript commercial development along the route is contradictory to the charming, small town atmosphere that the Town is working to cultivate. Several specific recommendations for the beautification of the corridor were put forth in the Town's recent Master Plan. Any new establishments locating along the Corridor in the future should complement beautification efforts. Table 13 on the following page provides a breakdown of the viable industries identified above that would fare well along Confederate Boulevard.

Table 12
Comparative Available Commercial Real Estate

County/City	Total Avail. Buildings*	Total Buildings Lease Avail.	Total Avail. Sq. Ft.	Max. Avail. Sq. Ft.	Avg. List Price	Avg. Building Age
Appomattox	4	2	162,611	87,000	\$1,275,000	60 years
Amherst	1	1	109,120	109,120	\$3,978,000	New BTS
Campbell	2	2	92,706	59,600	Not Listed	New BTS
Prince Edward	2	2	162,918	132,907	\$2,400,000	44 years
Bedford	5	3	486,229	159,999	\$1,749,000	54 years
Culpepper	2	2	149,885	113,885	\$7,000,000	38 years
Danville	9	7	1,858,429	657,307	\$2,000,000	63 years
Fluvanna	1	1	187,565	187,565	\$4,800,000	44 years
Greene	1	1	120,000	120,000	\$4,200,000	28 years
Halifax	2	2	463,850	428,500	Not Listed	40 years
Henry	3	2	584,700	300,000	3,000,000	20 years
Louisa	1	1	70,000	70,000	\$2,450,000	31 years
Lynchburg	3	0	145,043	57,380	\$520,000	88 years
Martinsville	3	2	134,773	50,196	\$1,350,000	39 years
Nelson	1	0	56,760	56,760	\$1,150,000	66 years
Orange	3	1	297,148	195,000	\$2,750,000	67 years
Patrick	2	1	113,360	77,600	\$847,500	51 years
Pittsylvania	3	2	215,000	135,000	\$1,787,500	16 years
TOTAL/AVERAGE	71	32	5,410,097	166,545	\$1,731,875	34 years

Source: Virginia Economic Development Partnership Virginia Scan Database – Available Industrial Buildings. Accessed July 2016.

*Includes only available industrial buildings with 25,000 square feet or more of available space listed on VEDP's Virginia Scan Database.

Table 13
Confederate Boulevard Commercial Corridor Viable Establishment Types

Industry Sector	Establishments in Appomattox	Local Market Area Leakage Factor	Appomattox Town Leakage Factor
Sporting Goods, Hobby, or Musical Instr. Stores*	0	72.6	100
Electronics & Appliance Stores	0	65.1	100
Shoe Stores*	0	100	100
Other Miscellaneous Store Retailers	0	64.8	100
Beer, Wine, and Liquor Stores	0	38.0	100
Clothing Stores*	1	45.5	(27.6)
Other General Merchandise Stores	3	32.8	(28.9)
Full-Service Restaurants*	10	39.5	(39.3)
Limited-Service Eating Places	3	14.9	(42.2)
Furniture Stores	1	13.1	(51.8)

Source: ESRI and Infogroup. Retail MarketPlace 2016 Release (2015 data in 2016 geography). Copyright 2016 Infogroup. All rights reserved.

*Represents an establishment type that would complement both Confederate Boulevard and Downtown Appomattox.

Traditional Downtown

Appomattox’s Historic or Traditional Downtown comprises establishments along Main Street and Church Street, north of the Norfolk Southern rail line that divides the northern and southern ends of Town. The Appomattox Visitor Information Center is located in the Appomattox Depot on Main Street and has been cited as a major driver of customer activity in the Downtown area by local business owners. Downtown Appomattox is home to a number of popular local establishments, including Wilkes’ Jewelers, Granny Bee’s, Country Charm, and Baines Books and Music. All of these businesses are family owned and operated.

Main Street was the target of a VDOT Six Year Improvement Program with revitalization activities beginning in 1996 and concluding in 2002. Improvements included the addition of bump-outs, brick pavers, new street lights, and a visitor kiosk located outside of the Visitor Information Center. VDOT allocated a total of \$135,000 in Enhancement Funds to the project with an additional 20% local match provided by the Town. These revitalization efforts also involved the one-waying of Main Street, a change that many local business owners view unfavorably due to the fact that the blind intersection at Main and Church Streets is a safety hazard.

Local residents and business owners emphasized the importance of continuing the improvements made along Main Street up Church Street and expanding the Traditional Downtown area. It should be noted that several new establishments have opened along Church Street in recent years.

Table 14 below provides an overview of the types of establishments that may prove viable in the Historic Downtown area. The existing charm and business mix of the Traditional Downtown would be best complemented by specialty retailers offering unique goods and services.

Table 14
Traditional Downtown Viable Establishment Types

Industry Sector	Establishments in Appomattox	Local Market Area Leakage Factor	Appomattox Town Leakage Factor
Sporting Goods, Hobby, or Musical Instr. Stores*	0	72.6	100
Electronics & Appliance Stores	0	65.1	100
Shoe Stores*	0	100	100
Other Miscellaneous Store Retailers	0	64.8	100
Clothing Stores*	1	45.5	(27.6)
Other General Merchandise Stores	3	32.8	(28.9)
Full-Service Restaurants*	10	39.5	(39.3)
Furniture Stores	1	13.1	(51.8)

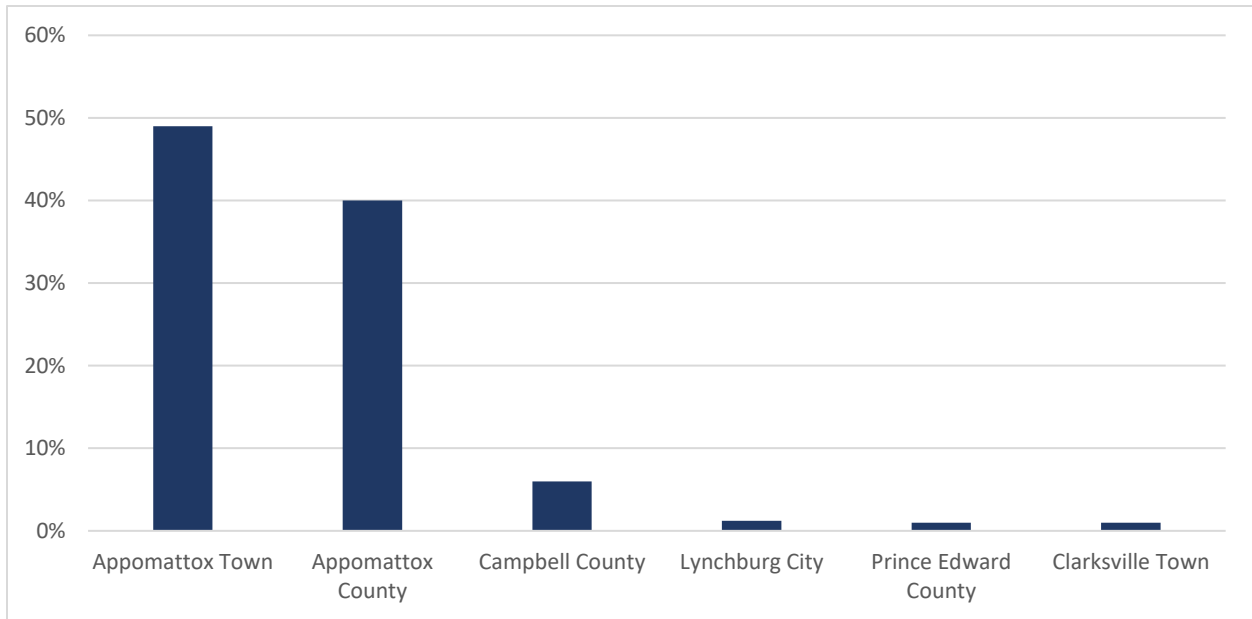
Source: ESRI and Infogroup. Retail MarketPlace 2016 Release (2015 data in 2016 geography). Copyright 2016 Infogroup. All rights reserved.

*Represents an establishment type that would complement both Confederate Boulevard and Downtown Appomattox.

Consumer Interest Survey

Paper and online versions of a sixteen-question Consumer Interest Survey were made available to the public July 6, 2016 through July 15, 2016. The survey was advertised in *The Times Virginian*. Hard copies were made available at the Town Office and a link to access the online version was made available on both *The Times Virginian* website and the Town of Appomattox website. Participants were offered the opportunity to enter a drawing for prizes supplied by local business owners. A total of 81 responses were received. The majority of respondents either lived in the Town of Appomattox or Appomattox County. The breakdown of responses is provided in Figure 5 below.

Figure 5
Percent of Consumer Interest Survey Responses by Location



Source: Town of Appomattox Consumer Interest Survey. Collected July 6 – July 15, 2016.

Table 15 below provides the demographic breakdown of respondents.

Table 15
Demographics of Survey Respondents

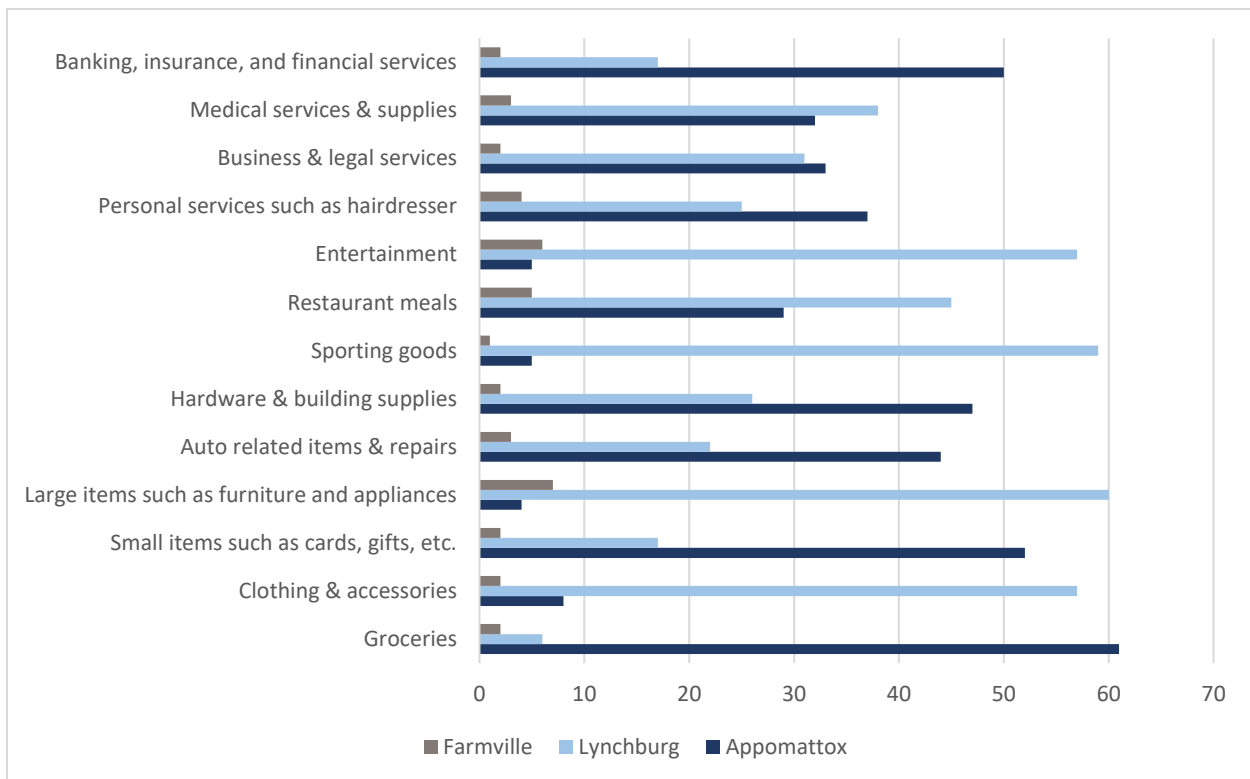
Demographic Factor	Response
Percent Male	23%
Percent Female	77%
Predominant Age Range	30-49
Predominant Household Size	4 persons
Predominant Annual Household Income	\$75,000 or more

In general, survey respondents traveling to Appomattox five or more times per week were either there for work or passing through going elsewhere. Otherwise, the majority of respondents reported coming to Appomattox infrequently (once a month or less) to shop, dine, or access other goods and services such as groceries, business services, or medical services. Those respondents that reported visiting Appomattox

frequently (between one and five times per week) primarily patronized non-grocery retailers (71 percent), local restaurants (67 percent), or the bank (42 percent).

Figure 6 below depicts where survey respondents travel most frequently to access specific goods and services. Respondents overwhelmingly reported traveling to Lynchburg most frequently for clothing and accessories; large items, such as furniture; sporting goods; restaurant meals; and entertainment.

Figure 6
Respondent Preferred Destination to Access Specific Goods & Services



Source: Town of Appomattox Consumer Interest Survey. Collected July 6 – July 15, 2016.

The word clouds on the following page provide a graphic depiction of the range of responses from survey respondents regarding Appomattox’s existing business mix. The larger a word appears in the word cloud, the more frequently respondents used it in their answers.

When asked what they liked **best** about Appomattox’s existing business mix, the majority of respondents indicated that the friendly service, locally owned businesses, and hometown atmosphere are among the Town’s greatest assets. Interestingly, for as many respondents that felt the Town offers a healthy variety of goods and services, there were an equal number of respondents that felt that the existing business mix is inadequate.

When asked what they liked **least** about Appomattox’s existing business mix, there was far less variety in responses. Respondents overwhelmingly emphasized limited options, limited jobs, and limited hours. Many respondents also indicated that the appearance of the Confederate Boulevard corridor as well as some of the businesses Downtown is unappealing.

CONSUMER INTEREST SURVEY

WHAT DO YOU LIKE BEST ABOUT THE BUSINESS MIX IN APPOMATTOX?



CONSUMER INTEREST SURVEY

WHAT DO YOU LIKE LEAST ABOUT THE BUSINESS MIX IN APPOMATTOX?



Limited

The following suggestions for improvements to Appomattox's Central Business District arose from the Consumer Interest Survey process:

- More parking options in the Traditional Downtown;
- Installation of a convex mirror or other safety measure at the intersection of Main Street and Church Street;
- Local, healthy food options such as a Farmer's Market, organic food store, or farm-to-table restaurant;
- Expanded restaurant offerings, including full-service chains;
- 'Virginia Made' store;
- Outlet mall;
- Dog park;
- Pet store;
- More activities for youth;
- More health practitioners;
- Recreational facilities (i.e. YMCA, Community Pool or Splash Park, ATV-trail, Bowling Alley, etc.);
- Wine and beer store and/or brewery;
- Bike path;
- Improved sidewalks and paths to encourage walking and jogging;
- Larger library;
- Better lighting along Church Street;
- Continuation of aesthetic improvements to the broader commercial areas.

KEY TAKEAWAYS: THE LOCAL MARKET

- The Town of Appomattox has experienced a gradual decline in population in recent years, a trend which contrasts sharply with the levels of growth experienced at the County level.
- The majority of Appomattox County residents work either within the County or in nearby Lynchburg. The Town is home to many of the County's major employers, making it an attractive location for local workers as well as individuals that commute from surrounding localities into the County for work.
- Residents desire expanded retail and entertainment options that include a mix of locally-run and chain businesses.
- Many Consumer Interest Survey respondents emphasized the importance of encouraging a healthy lifestyle through the inclusion of local healthy dining and grocery options as well as bicycle and pedestrian trails and a comprehensive sidewalk network.

The Visitor & Tourism Markets

Definitions

The **Visitor Market** consists of those individuals living within a 60-minute drive of Appomattox, the general distance individuals are willing to travel for a day trip to visit specialty retailers and local attractions. The market capture rate for this segment is not as high as that of the LMA yet higher than that of the Tourism Market. The **Tourism Market** are those individuals traveling to the area purely for a unique tourism experience. For the purposes of this analysis, the Visitor Market will be defined purely by day trips (no overnight stay) while the Tourism Market is defined as visitors planning to stay overnight either in Appomattox or surrounding areas.

VISIONING SESSION

WHAT BRINGS VISITORS TO APPOMATTOX?

- SPECIAL EVENTS
- FALLING RIVERS COUNTRY CLUB
- JAMES RIVER STATE PARK
- CARVER PRICE LEGACY MUSEUM
- APPOMATTOX INN & SUITES
- SPORTS TEAMS
- CHURCH COMMUNITIES
- ACADEMIC CAFÉ
- VISITING FAMILY
- QUAIN STORES



Historic Appomattox Railroad Festival
Source: Virginia Tourism Corporation



Carver Price Legacy Museum
Source: Carver Price Legacy Museum

Visitor Market

Appomattox’s Visitor Market has been limited to include only those localities over twenty minutes but within an hour’s drive of the Town. Communities located within this Visitor Market are unlikely to drive to Appomattox 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 or shop at a niche retail outlet. These localities are presented in Table 16 below.

Table 16
Visitor Market Localities

Locality	Distance	Approximate Drive Time	2010 Population	2010 Median Income	2010 Median Age
Buckingham County	21 miles	29 minutes	17,146	\$34,720	42
Campbell County	23 miles	33 minutes	58,842	\$43,478	41
Prince Edward County	29 miles	34 minutes	54,842	\$36,191	31
Charlotte County	30 miles	37 minutes	12,586	\$34,881	44
Amherst County	34 miles	40 minutes	32,353	\$44,757	42
Burkeville Town	43 miles	42 minutes	432	\$52,143	41
Nelson County	37 miles	44 minutes	15,020	\$48,118	48
Nathalie CDP	36 miles	45 minutes	183	\$39,321	41
Motley CDP	41 miles	47 minutes	1,015	\$36,250	44
Crewe Town	48 miles	47 minutes	2,326	\$35,081	35
Big Island CDP	41 miles	49 minutes	303	\$38,854	42
Clover CDP	44 miles	52 minutes	438	\$42,679	41
Nottoway Court House CDP	52 miles	52 minutes	84	Undisclosed	44
Ameilia Court House CDP	53 miles	52 minutes	1,099	\$43,578	41
Fairview CDP	49 miles	53 minutes	240	\$18,807	69
Thynedale CDP	48 miles	54 minutes	197	\$33,977	42
Chase City Town	50 miles	56 minutes	2,351	25,783	41
Gretna Town	50 miles	56 minutes	1,267	\$32,324	50
Montvale CDP	56 miles	57 minutes	698	\$40,323	46
Halifax Town	49 miles	60 minutes	1,309	\$41,307	47
Blackstone Town	59 miles	60 minutes	3,621	\$32,257	41
TOTAL OR AVERAGE	41 MILES	45 MINUTES	206,352	\$33,544.50	43

Source: ESRI; TIGER/Line® data obtained via the U.S. Census Bureau; Google Maps; Census 2010.

As Table 16 indicates, there are 21 towns, counties, and Census Designated Places within an hour’s drive of Appomattox, representing over 200,000 persons with an average median age of 43 in 2010. The average median household income for these localities was just over \$33,000 in 2010, taking into account that the median household income for Nottoway Court House was not disclosed that year to ensure confidentiality for its small population. The average Visitor Market locality drive-time to Appomattox is approximately 45 minutes, a reasonably acceptable distance for the typical day trip.

Tapestry segments are generalized descriptions of population groups based upon a variety of socioeconomic factors. This generalized view of the wider market area helps paint a picture of the activities

that these populations may be interested in. Taken together, the **general** characteristics of Appomattox's Visitor Market population are as follows:

- Strong emphasis on traditional values and religion;
- Modest disposable income and conservative purchasing habits;
- Deep connection to their community, particularly those with family ties to the area;
- Value a "do-it-yourself" mentality;
- Enjoy the privacy and access to outdoor amenities that a rural lifestyle offers.

Goods and amenities that may be attractive to this market segment include:

- Quality traditional-style restaurants with low to moderate price points;
- Sporting goods stores specializing in supplies for activities such as hunting and fishing;
- Stores selling locally made goods;
- Farmers Markets;
- ATV trails, nature trails, and bicycle paths;
- Community events that emphasize local culture and offer a family-friendly atmosphere.

Tourist Market

Appomattox's **Tourism Market Area** extends beyond the boundaries of the Visitor Market to encompass all other tourists attracted to the area. The Attraction Map that follows this page provides an overview of the tourism amenities available within both a 30-mile and a 60-mile radius of the Town.

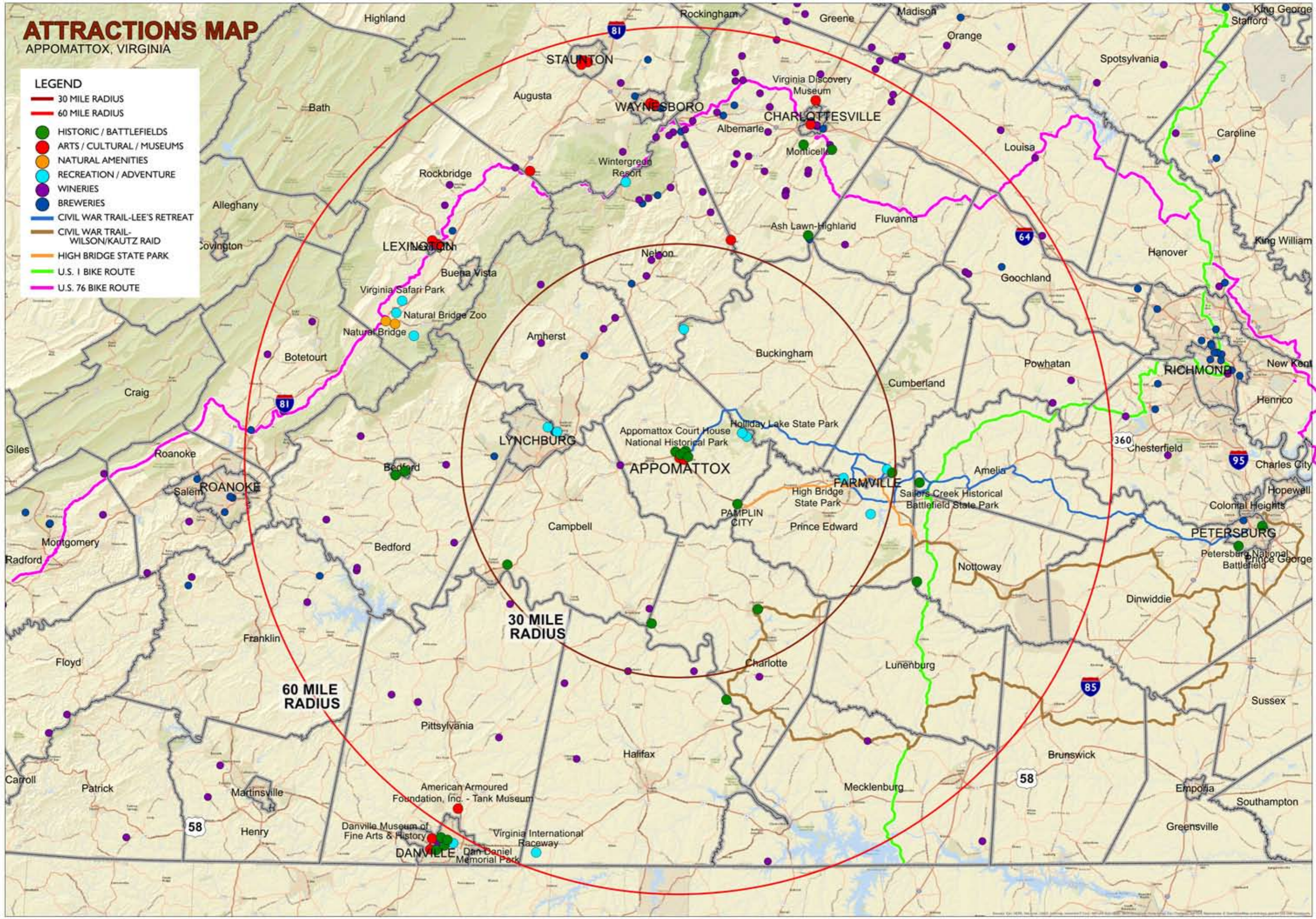
Appomattox's greatest and most widely-recognized asset is its history. According to the *Tourism Support & Development Program Project Report* prepared through a collaborative effort between the Town, Virginia's Region 2000 Partnership, and PGAV Planners in January, 2014, the majority of the Lynchburg area's over 2 million visitors do not tend to remain in Lynchburg throughout the duration of their stay. Rather, they embark on daytrips to nearby historic sites, including the Appomattox Courthouse National Historic Park and the Museum of the Confederacy. Other tourists to the region visit High Bridge State Park (Trail) as it runs its course from just east of Farmville to Pamplin City Town, with Appomattox easily being an extra stop during their visit to the area. Persons who visit Longwood College to visit family members enrolled there or to attend special events on campus, who also spend a night in the area, are an additional potential pool of tourists that can be drawn to Appomattox for a daytrip.

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ATTRACTIONS MAP

APPOMATTOX, VIRGINIA

- LEGEND**
- 30 MILE RADIUS
 - 60 MILE RADIUS
 - HISTORIC / BATTLEFIELDS
 - ARTS / CULTURAL / MUSEUMS
 - NATURAL AMENITIES
 - RECREATION / ADVENTURE
 - WINERIES
 - BREWERIES
 - CIVIL WAR TRAIL-LEE'S RETREAT
 - CIVIL WAR TRAIL-WILSON/KAUTZ RAID
 - HIGH BRIDGE STATE PARK
 - U.S. 1 BIKE ROUTE
 - U.S. 76 BIKE ROUTE



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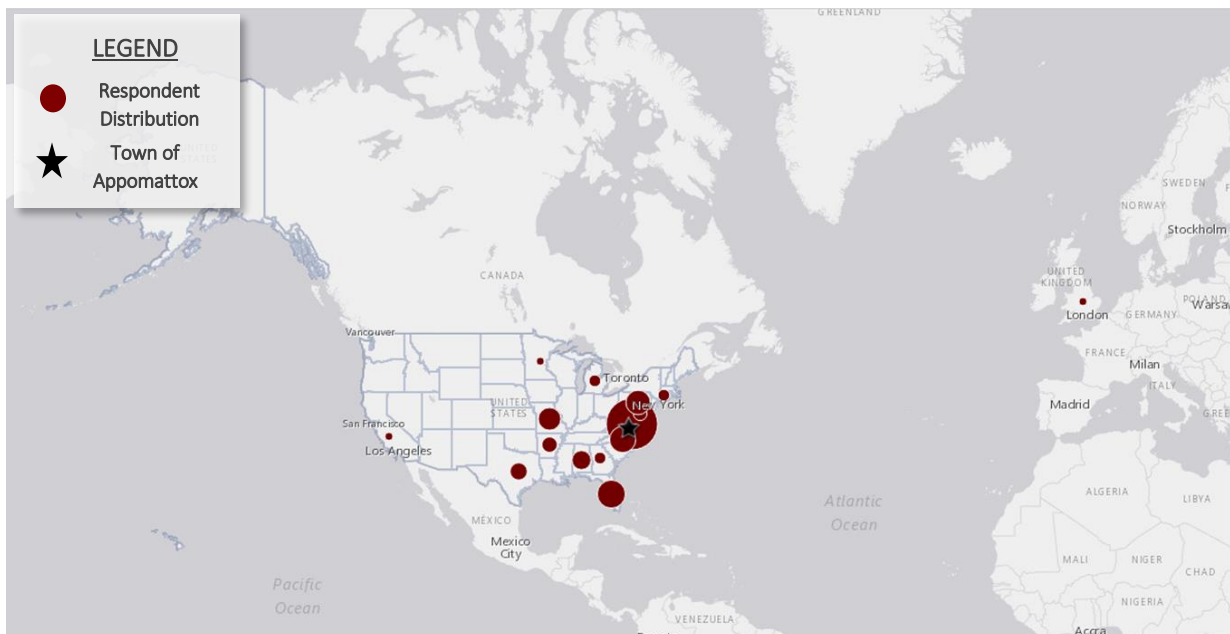
Visitor Interest Survey

A Visitor Survey was provided to various sites in the area and a total of 43 parties of visitors responded, comprising 120 persons. The results of this survey indicated that 17 of the 43 respondents stayed overnight in the area. Of the respondents staying overnight, the vast majority (59%) stayed at a local hotel and the remainder (41%) camped. Only 10 responding parties (26 persons) were from Virginia, with respondents coming from as far away as England. Interestingly, several respondents reported spending from ten days to two months away on this trip. The breakdown of reasons for visiting are as follows:

1. Appomattox Courthouse National Historic Park: 70%
2. Museum of the Confederacy: 54%
3. Other Sightseeing: 30%
4. Visiting Friends and/or Family: 21%
5. Outdoor Recreation: 12%
6. Sports: 2%
7. Shopping: 2%
8. Entertainment: 2%

As indicated above, the vast majority of respondents were visiting the area to see historic or other sites or to visit friends and family. Sports, shopping, and entertainment made up a comparatively small proportion of visits. Of the visitors that did patronize downtown businesses during their stay, several commented that Granny Bee's, the historic buildings, and the friendly service were the most appealing aspects of their visit. Several respondents commented that they were unable to patronize any businesses due to the fact that very few are open on Sundays. In addition to extended hours, respondents indicated that shade trees, places to sit, outdoor eating options, period performances or shops, and an outdoor music venue would be attractive improvements to the Traditional Downtown.

Figure 7
Locational Distribution of Visitor Survey Respondents



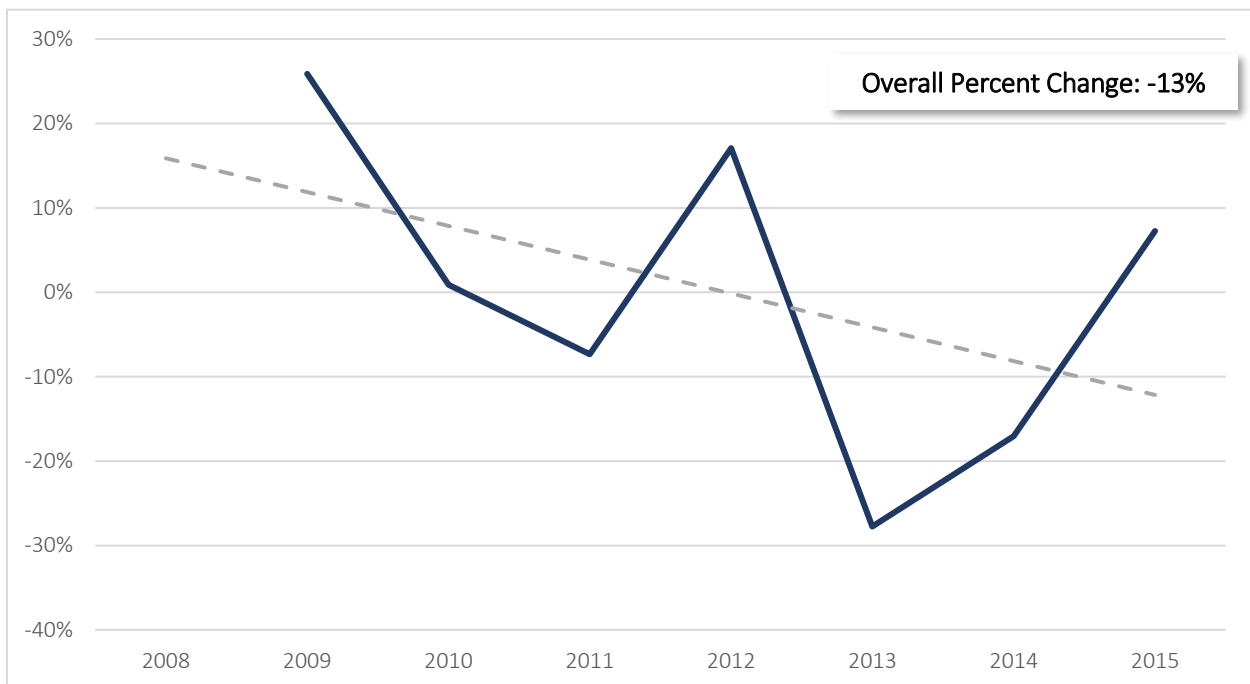
Appomattox Visitor Information Center

As mentioned previously, local business owners in the Traditional Downtown consistently identify the Visitor Information Center as a major driver of customer traffic. In general, the Visitor Information Center is busiest during the spring and summer months, spanning May through November, with peaks in July and October. These spikes in activity coincide with major festivals, including the Historic Railroad Festival held during the second full weekend in October each year.

Overall visitor traffic to the Information Center has declined by a total of 13 percent since 2008. The greatest spike in visitor activity was in 2012, when total annual visitation reached over 22,000 persons. Visitor counts for 2015 as well as preliminary visitor counts for January through May, 2016 indicate a gradual rise in visitation since the significant decrease that occurred between 2012 and 2013.

There are several possibilities that may contribute to the decline in Visitor Center traffic over the years, not the least of which being the advertisement of the Sesquicentennial event at the ACNHP that may have led visitors directly to the National Park and away from the downtown area. Collaborative marketing efforts between the Town and major historic attractions as well as more comprehensive directional signage that leads visitors to the Downtown area may help ensure an increase in Downtown visitations.

Figure 8
Appomattox Visitor Information Center
Annual Visitor Counts
2008 - 2015



Source: Appomattox Visitor Information Center. Provided by Request, June, 2016.

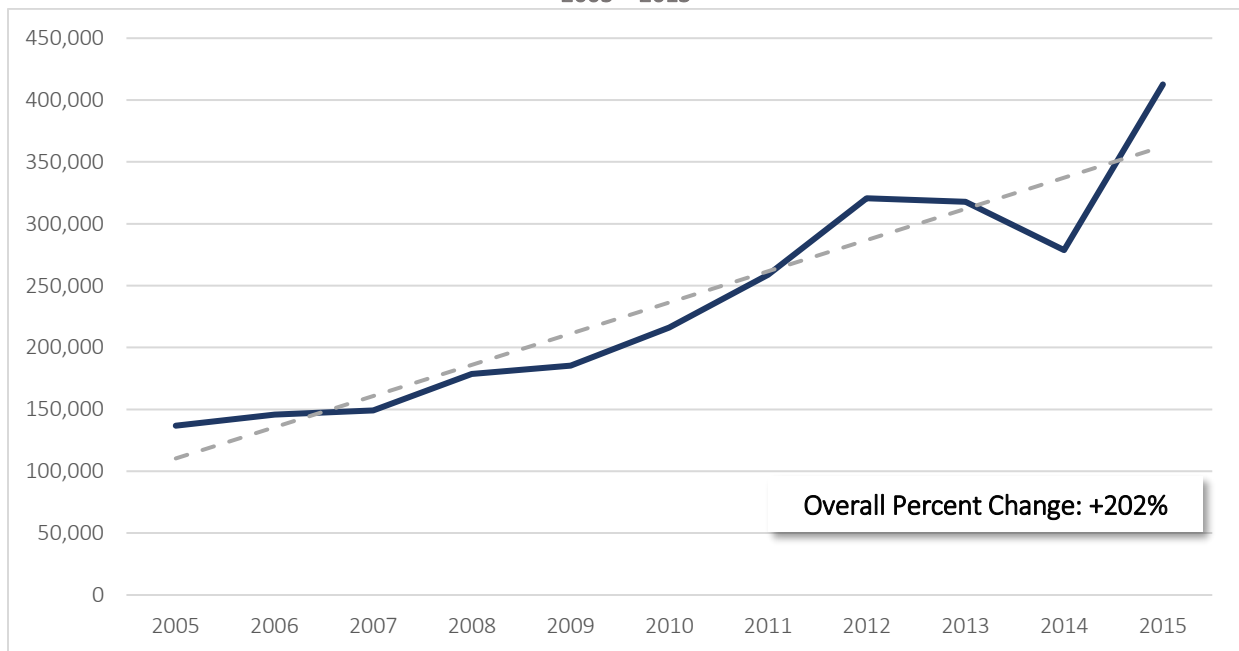
Appomattox Courthouse National Historic Park

The Appomattox Courthouse National Historic Park (ACNHP) reported a record 94,975 visitors in 2015, the park’s highest visitation count in twenty years. 23,000 of these visitors attended the five-day Sesquicentennial event, during which time park staff offered 65 unique programs. Notable events included a special program portraying the funeral of Hannah Reynolds, a slave injured during the fighting at Appomattox that died three days later as a free woman. The program was made possible through a collaboration between Park staff and the Carver Price Legacy Museum. The Park is operated by a staff of 25 who’s efforts are supplemented by volunteers, including support provided by the Appomattox 1865 Foundation, the Park’s friends group. Park volunteers logged nearly 70,000 hours in 2015 alone.

The ACNHP additionally partners with educational institutions in the area. Leading up to the Sesquicentennial event, Appomattox County High School history students participated in an exchange program with a Washington DC school in a volunteer service and education program. Students engaged in field trips and educational training that prepared them to serve as volunteers and mentors for DC students attending the Park’s commemoration. The park further partnered with Longwood University to offer the 16th Annual Civil War at Longwood seminar that was extended to three days and televised live on CSPAN. Over 700 people attended programs over the course of the event. Finally, staff members provided 204 curriculum-based education programs to over 13,000 students grades K-12 from Appomattox and surrounding school systems in 2015. In 2016, program offerings were expanded to 240 and will serve an estimated 18,299 students.

Visitor Count data for the past ten years is provided in Figure 9, below. Overall, visitor counts have climbed steadily over the ten-year period.

Figure 9
Appomattox Court House National Historic Park
Annual Visitor Counts
2005 – 2015

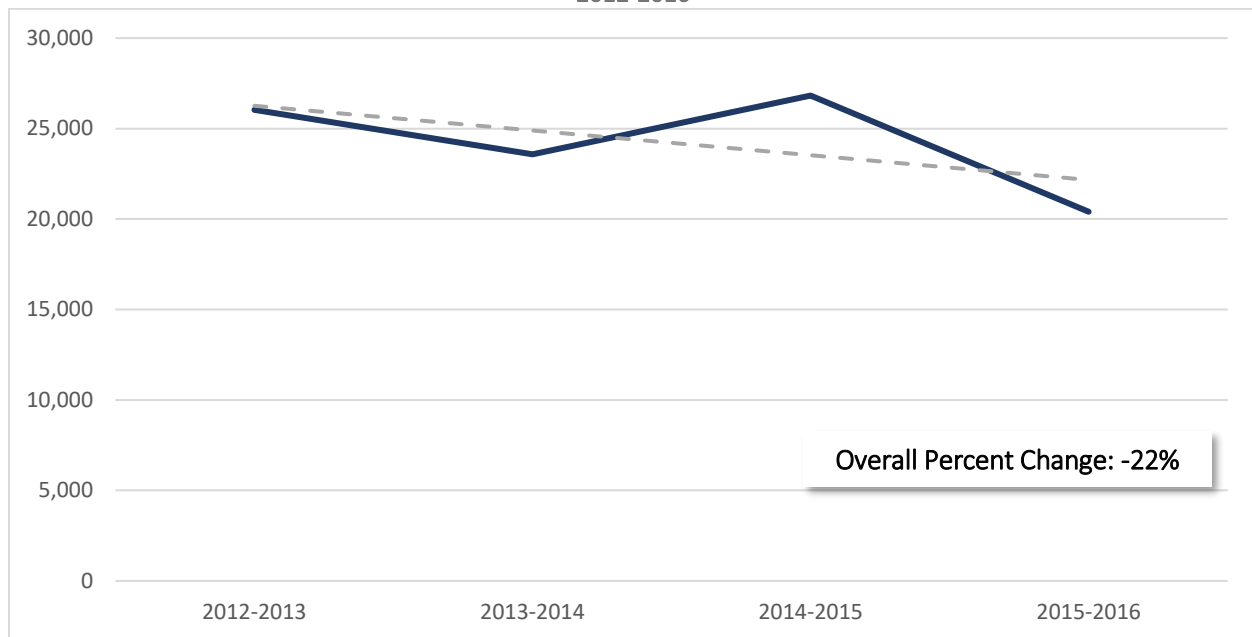


Source: National Park Service Visitor Use Statistics. Accessed June, 2016.

Museum of the Confederacy – Appomattox

The Museum of the Confederacy – Appomattox opened in 2012 and has already proven to be a substantial addition to tourism in the area. The Museum is located just off the U.S. 460 Bypass and approximately two miles from the ACNHP. Hundreds attended the grand opening and visitor counts for the 2014-2015 fiscal year included 7,000 visitors in the area for the Sesquicentennial. Although visitor counts declined slightly during the most recent fiscal year, the Museum continues to report counts above 20,000 annual visitors. In addition to providing educational resources to the community and visitors, the Museum offers programming such as the Civil War Book Club, a Children’s Civil War Day Camp, and a variety of lectures, seminars, and demonstrations. Admission to all sites is free to members, active-duty military, and children under 5 and non-member tickets are reasonably priced with discounted rates provided for senior adults and youth ages 6-17.

Figure 10
Museum of the Confederacy - Appomattox
Annual Visitor Counts
2012-2016



Source: Museum of the Confederacy - Appomattox. Provided by Request, July, 2016.

Lodging

According to the 2016 year-to-date lodging report prepared by the Virginia Tourism Corporation and Smith Travel Research for May, 2016, room demand in the Lynchburg Metropolitan Statistical Area has increased by 4.3% since 2015. The Average Daily Rate paid for a room in the area was just over \$97.

The Super 8 Hotel – Appomattox, the Appomattox Budget Inn, and the newly-opened Appomattox Inn & Suites are all located on or near Confederate Boulevard. The Town is also home to the historic Babcock House Bed and Breakfast and the Tudor-style Longacre Bed and Breakfast, both of which are located closer to the Town’s Traditional Downtown core. Both B&B’s and the Appomattox Inn & Suites are home to on-site restaurants that are open to the public and offer event and meeting space rentals.

Room rates range from the lower end (\$50 - \$60) offered by the Super 8 and Budget Inn to the higher end (\$105 - \$275) offered by local Bed and Breakfasts.



Appomattox Inn & Suites
Source: ReservationDesk.com



Super 8 – Appomattox
Source: Super 8 Hotels



Babcock House Bed and Breakfast
Source: Roadtripper



Longacre Bed and Breakfast
Source: TripAdvisor

KEY TAKEAWAYS: THE VISITOR & TOURISM MARKETS

- The Town's Visitor Market Area is primarily occupied by residents with traditional values that would likely be interested in low to moderately priced goods and services and events that prioritize a 'family-friendly' atmosphere.
- The Town's history is its most widely-recognized tourism asset, and greater collaboration between the Town and surrounding historic sites should be a priority.
- Visitor Survey respondents requested improvements to the Traditional Downtown that include outdoor seating and dining options and increased period performances and shops.
- Overnight visitors not staying in area hotels frequently camped.
- The addition of a comprehensive multi-modal network that connects the Town of Appomattox to surrounding historical and natural amenities would be a tremendous asset to local residents and an attractive feature to the wider regional visitor market.

ECONOMIC RESTRUCTURING

Business Outreach

Business & Merchants Survey

Local business owners were asked to complete a Business & Merchants Survey and 30 completed surveys were returned. 70% of the respondents are located on Main Street, Church Street, Harrell Street, or Court Street. Only two respondents were located on the Confederate Boulevard Corridor. Over half of respondents own their business with an average tenure at their current location of 27 years. Many respondents have been in business for over 50 years. Equally revealing, were the 7 businesses with a tenure of 8 years or less, with only 2 indicating a tenure of 3 years or less. The survey results revealed the following key takeaways:

- The most frequently identified successful marketing mediums are business websites and word of mouth;
- Suggested new Downtown establishments included a bakery, hand crafts, a farmers market, a law firm, more clothing, high- and medium-end restaurants, and healthier grocery and restaurant options. Respondents also requested additional parking;
- Respondents most frequently identified traffic flow/patterns, physical condition of buildings, financing for business start-up and expansion, safety, shopping hours, variety of goods and services, quality of goods and services, costs of goods and services, brand identity for downtown, and special events/festivals as top priority improvements for the Traditional Downtown area; and
- The vast majority of local business close at or before 5 p.m. and have limited to no weekend operating hours.

A Vision for the Future

Community Vision

Visioning session participants were asked to imagine Appomattox in ten years and to express their vision for the economic future of the Town. Their responses paint a picture of a vibrant downtown that includes a mix of retail and residential space, attractive and consistent brand elements, sidewalks with trees, and a gateway feature. They emphasize the importance of attracting companies and jobs to the area that support a growing labor force and are concentrated in high-growth industries.

This vision for the future aligns with the recently updated Town vision:

“We will be recognized as a community that is cooperative, creative and conscientious that enhances the quality of life through planning and implementation in preparation for the future while maintaining our heritage.”

This vision coupled with the background data collected for this report serves as the foundation for the recommendations made in the following sections.

Branding & Marketing

Overview

Conversations with members of the Project Management Team and local stakeholders revealed that the existing Appomattox logo and slogan does not necessarily communicate the local identity. The Management Team suggested that a complete rebranding may be necessary, and that community feedback would be vital to the success of this process. A portion of CDBG funds, if awarded, may go towards community rebranding efforts. Additional leverage funds are also available through the Virginia Tourism Corporation.

Brand Preference Survey

A Brand Preference Survey was developed by Community Planning Partners, Inc. and administered online beginning in August, 2016. The survey was advertised through *The Times Virginian* and a link was made available on the official Town website.

A total of 22 responses were received. Although this sample size is too small to be considered representative of the opinion of the entire local population, it does provide insight into key brand preferences for at least a proportion of the community. The following section provides an overview of the survey responses received. These responses were used to guide the recommendations made in the Proposed Branding section that follows.

The survey began with questions focused on local perception of the Town's existing logo and slogan. Respondents were asked to rank each the existing logo and the slogan on a scale from 1 – 10, with a score of 1 being the lowest on the degree to which they “represent the Appomattox lifestyle”. Results of this section indicated that:

- Only 5 percent of respondents believe that the existing logo and slogan communicate the Appomattox lifestyle **extremely well**.
- The majority of respondents believe that the Town's existing branding communicates the Appomattox lifestyle **less than somewhat**.

Respondents were then asked to provide feedback regarding their favorite and least favorite elements of the existing branding.

Favorite elements include:

- The slogan communicates a feeling of small-town America, the font is attractive, and it is short and to the point.
- The logo is sharp, progressive, and emphasizes the connection to and importance of the railroad throughout the Town's history.

Least Favorite elements include:

- The slogan doesn't capture the full spirit of the Town, doesn't inspire tourism, and is too generic and unclear.
- The logo lacks color, doesn't capture the true history of the Town, and is not unique to Appomattox.

Next, respondents were asked to rank five (5) brand themes identified by the Project Management Team by order of preference. The five themes were ranked as follows:

1. Civil War History (53% most preferred)
2. Community, Gathering (29% most preferred)
3. Connection, Proximity to Resources (19% most preferred)
4. Active Lifestyle (7% most preferred)
5. Genuine, Authentic (0% most preferred)

Respondents were asked to list the Town's most iconic landmarks for the purposes of potentially incorporating these elements into a proposed brand. The following landmarks were mentioned most frequently:

- Surrender Grounds/Appomattox Courthouse
- Railroad/Train Depot
- Main Street
- Holiday Lake

Finally, respondents were shown a series of nine (9) unique brands from localities around the country and asked to rank each one's effectiveness and provide specific feedback regarding their preference for or aversion to a particular brand. The results revealed the following:

- A new **logo** should be visually clean, easily understood, simple, inviting, colorful, and "T-Shirt Ready".
- A new **slogan** should be catchy, short, positive, easily understood, and communicate the local lifestyle.

The logo below page was the most preferred of all logos presented via the Brand Preference Survey. Specific notes regarding reasons for preference are provided via the call-outs beside the graphic.



Image Source: Yellow Springs, Ohio

The results of this survey were used to guide the recommendations provided in the Proposed Brand Approach section. The Town intends to allocate a proportion of Community Development Block Grant funds, if awarded, towards hiring a professional brand consultant and completing a more detailed rebranding process. It is recommended that these survey results and preliminary brand recommendations be viewed as a starting point for this process.

Proposed Brand Approach

The following preliminary brand and slogan were developed through discussion with the Project Management Team following a presentation of the results of the Brand Preference Survey.



Image Source: Community Planning Partners, Inc.

The proposed **slogan** “Come Together Again” subtly communicates the Town’s prominent role in the Civil War as the location where the nation reunited – or came back together – while also emphasizing the ideas of community and gathering that are central to the local lifestyle. An alternative slogan proposed by the Management Team is “United Then, United Still”.

The proposed **logo** incorporates a stylized image of a residential home constructed in similar style to the historic McLean house and includes an image of stacked arms to its left.

Next, a scene of a vibrant downtown communicates the importance of local business to the Town’s economic future. A small church is situated beside the downtown scene to emphasize the importance of religion and community within the Town.

The railroad is referenced by the train tracks running parallel to the scene. Opinions on the prominence of the railroad as it relates to the Town’s brand were divided during the Brand Preference Survey. Although the majority of residents agree that the railroad is a significant historic asset for the Town, many believe that it should not be the singular focus of the Town’s brand.

Proposed Marketing Approach

In order for any brand to prove successful, it must be communicated effectively to a variety of audiences. The following information identifies Appomattox’s target markets and offers a strategy for reaching these markets via strategic partnerships and branding initiatives. Appomattox’s proposed target markets include potential new residents; new businesses and entrepreneurs; and visitors and tourists.

TARGET MARKET: POTENTIAL NEW RESIDENTS

MARKET SEGMENT PROFILE

Overview: Appomattox's central location between the two population and employment centers of Lynchburg and Farmville, concentration of educational institutions, and hometown feel make it an ideal location for individuals and families hoping to relocate to the region.

Key Demographics:

- Commuters
- Retirees
- Young Families

EXAMPLE MARKETING CAMPAIGN

MARKETING PARTNERS

- Town and County websites
- Local and regional real estate agencies
- Appomattox County schools
- Downtown Visitor Information Center
- Appomattox Inn & Suites and other regional hotels



Image Source: sfdesignco

TARGET MARKET: NEW BUSINESSES & ENTREPRENEURS

MARKET SEGMENT PROFILE

Overview: During the Visioning Session, residents and business owners frequently remarked at the Town's entrepreneurial atmosphere, citing this as one of Appomattox's greatest assets. The Town's proximity to major population centers positions it to attract entrepreneurs that may be exploring niche enterprises that appeal to a wide demographic and would potentially have a regional draw.

Key Demographics:

- Artisans
- Locally-Sourced Restaurants and Markets
- Young Entrepreneurs
- Existing Local Business Owners

EXAMPLE MARKETING CAMPAIGN

MARKETING PARTNERS

- Town and County websites
- Downtown Visitor Information Center
- Town of Appomattox Economic Development Authority
- Appomattox County Economic Development Authority

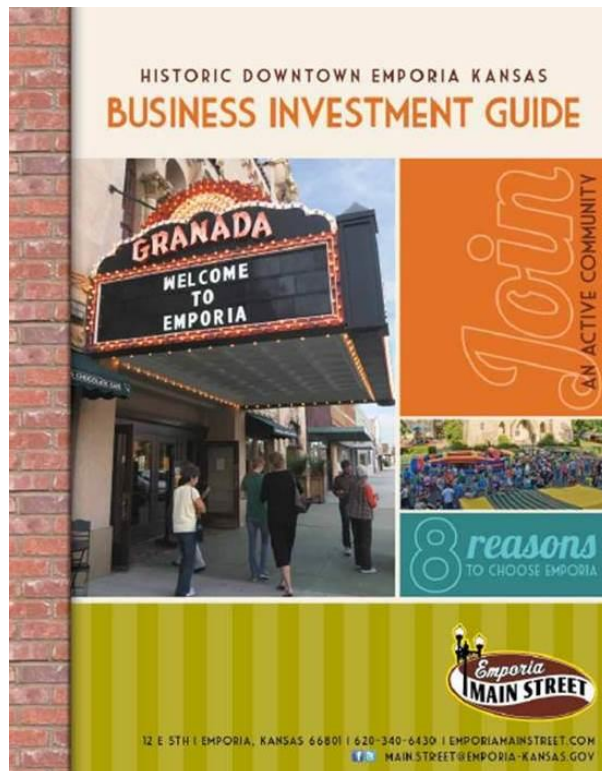


Image Source: Emporia Main Street, Emporia, Kansas

TARGET MARKET: VISITORS

MARKET SEGMENT PROFILE

Overview: Appomattox's history is its greatest tourism asset, however the Town's proximity to natural amenities also presents a significant opportunity. Respondents to the Visitor Interest Survey mentioned the fact that they had hoped to see the Town's history more prominently featured.

Key Demographics:

- Nature Lovers
- History Enthusiasts
- Festival Goers

EXAMPLE MARKETING CAMPAIGN

MARKETING PARTNERS

- Town and County websites
- Appomattox County Tourism
- Appomattox Courthouse National Historic Park
- Museum of the Confederacy - Appomattox
- Appomattox Inn & Suites and other regional hotels
- Carver Price Legacy Museum
- Virginia Tourism Corporation

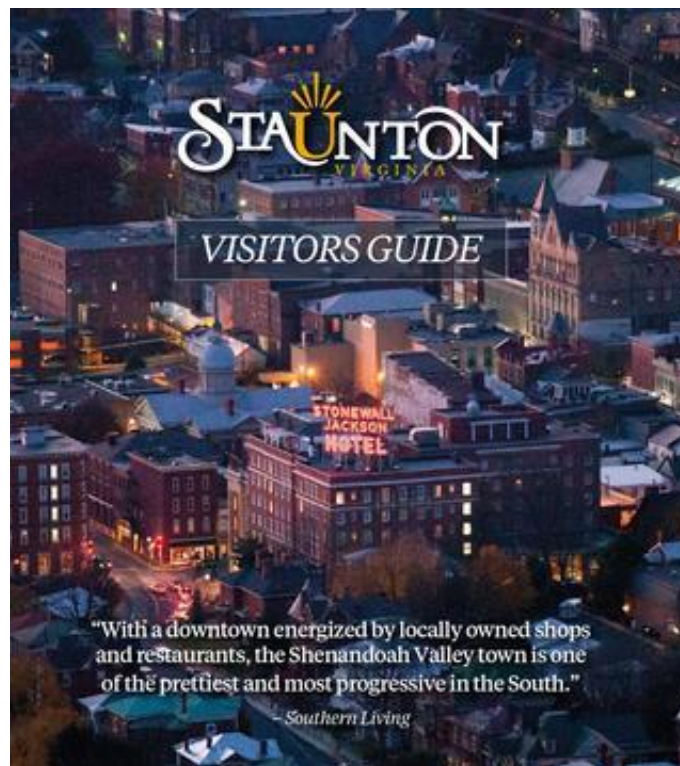


Image Source: issuu.com

Goals & Strategies

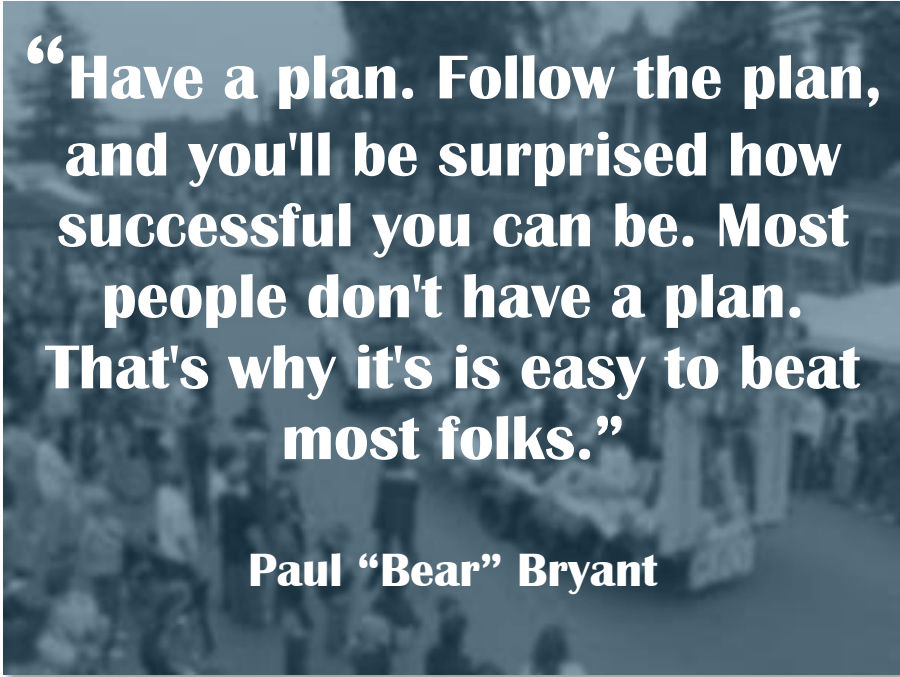
Overview

The following section sets forth the goals and strategies for the revitalization of Appomattox's Central Business District. Each part is structured such that it may serve as a stand-alone action plan with goals and objectives outlined.

The goals and strategies are structured as follows.

- **Part I:** Traditional Downtown
- **Part II:** Confederate Boulevard Commercial Corridor
- **Part III:** Connectivity and Tourism Development

It is recommended that improvements within the Traditional Downtown area be implemented first to coincide with the CDBG application and planned Appomattox Downtown Revitalization Project. The goals set forth in this plan additionally propose improvements and activities outside of the Traditional Downtown/CDBG Project Area. These relate specifically to the revitalization of the Confederate Boulevard Commercial Corridor and more broadly to the revitalization of the Central Business District as a whole. Nevertheless, these additional improvements and activities are essential to and supportive of the revitalization of the Traditional Downtown. A continuing plan should be put in place to implement the improvements and activities beyond the Traditional Downtown in the near future. The implementation table included towards the conclusion of this document provides a suggested approach to such a phased implementation.



**“Have a plan. Follow the plan,
and you'll be surprised how
successful you can be. Most
people don't have a plan.
That's why it's is easy to beat
most folks.”**

Paul “Bear” Bryant

PART I: TRADITIONAL DOWNTOWN

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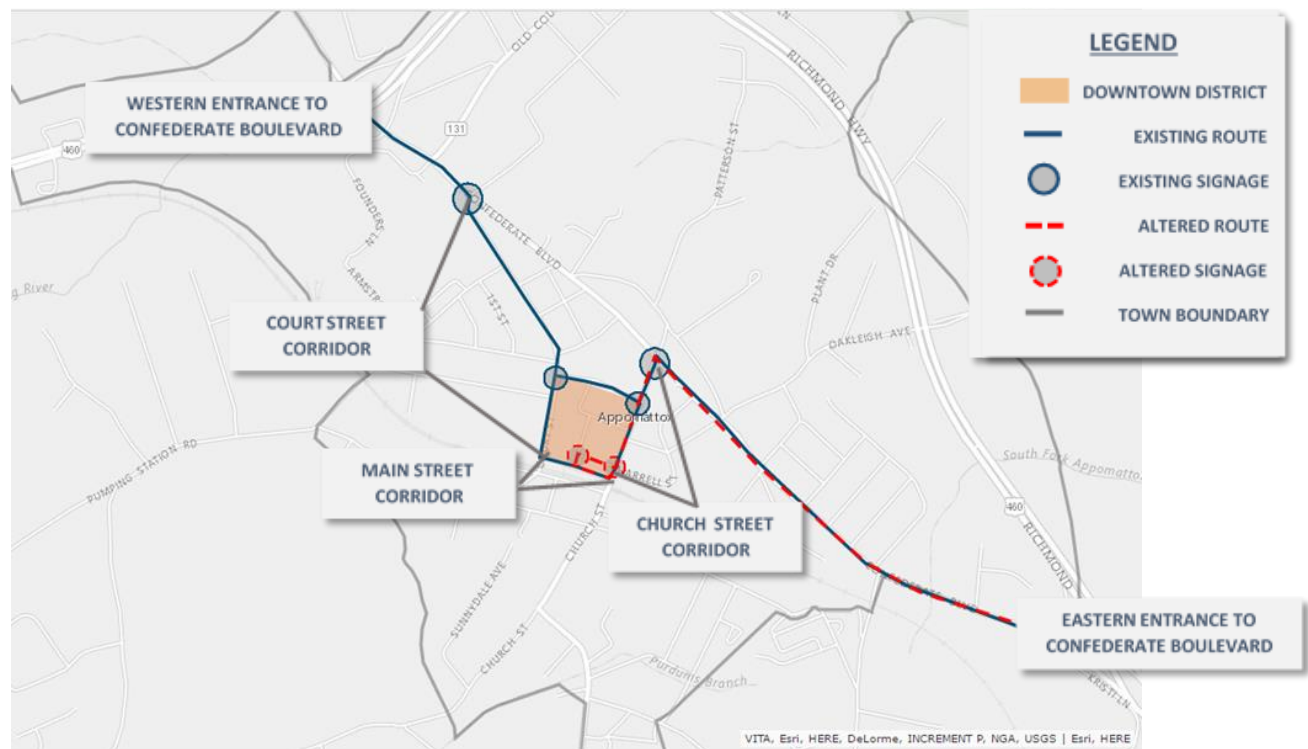
GOAL A:
ESTABLISH A DESIGNATED 'DOWNTOWN DISTRICT'

STRATEGY I: ENSURE THAT CHURCH STREET BUSINESSES ARE INCLUDED WITHIN THE DOWNTOWN CORRIDOR

The map below depicts a Downtown District that encompasses all residential and commercial properties on either side of the roadways north of the railroad tracks to Highland Avenue. This district boundary captures institutional properties including the Appomattox Courthouse Theater and the J. Robert Jamerson Memorial Library as well as the proposed future site of the Appomattox Artisan/Farmers Market. Such institutional uses are common in traditional downtowns and complement the commercial aspects of the district.

The positioning of County signs directing visitors entering Confederate Boulevard from the east to turn right onto Highland Avenue causes visitors to leave Church Street before reaching commercial establishments. Two options to mitigate this issue are presented: (1) reposition existing County signage to direct inbound traffic to turn right onto Harrell Street rather than Highland Avenue so that Church Street corridor businesses are visible to inbound traffic, or (2) reposition existing signage as proposed above and install additional signage directing visitors to turn onto Highland Avenue to access the Courthouse, Town Offices, the Artisan/Farmers Market, etc. It is essential that any alterations or additions to signage in this and other areas of the Town are not redundant. This is a specific short-term action item called out in the Town's Comprehensive Plan (p.10).

Figure 11
Adjusted Inbound Traffic Route with Downtown District Defined



GOAL A:
ESTABLISH A DESIGNATED 'DOWNTOWN DISTRICT'

Church Street business owners specifically emphasized the importance of fostering a sense of continuity between Main Street and Church Street. It is recommended that streetscape elements included on Main Street be installed throughout the Downtown District, and particularly along the Church Street corridor to foster a sense of place.



Main Street – Streetscape and Branding



Main Street – Informational Kiosk

GOAL A:
ESTABLISH A DESIGNATED 'DOWNTOWN DISTRICT'



Church Street – Existing Conditions
Image Source: Google Maps



Church Street – Existing Conditions
Image Source: Google Maps

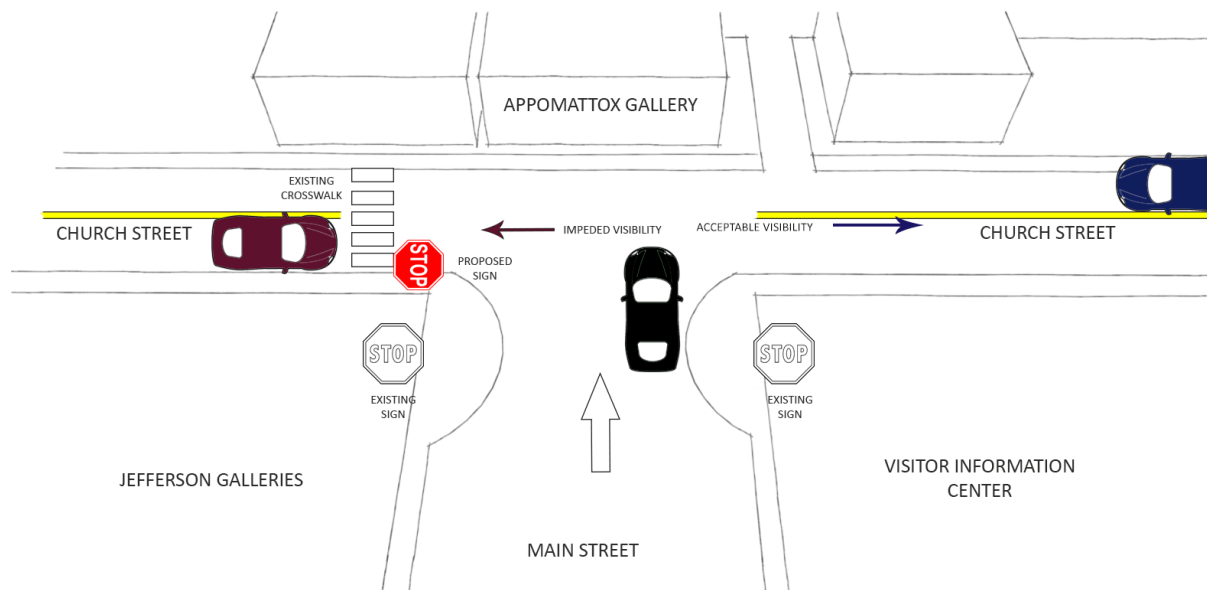
GOAL A:
ESTABLISH A DESIGNATED 'DOWNTOWN DISTRICT'

STRATEGY 2: CREATE A TWO-WAY STOP AT THE T-INTERSECTION FORMED BY MAIN AND CHURCH STREETS

Placement of existing structures and streetscape elements complicates the feasibility of installing a traffic mirror at this intersection. Installing a stop sign at the crosswalk on Church Street, as depicted below, is the recommended alternative.

Preliminary discussions with the local Virginia Department of Transportation representative have revealed that this is a viable option. The Town should additionally consider installing pedestrian safety signage at South Church Street heading north to alert drivers of the crosswalk ahead. These are minor improvements that may be implemented at a low cost, however they will greatly increase the overall safety of the intersection and make visitation to Downtown easier for both residents and visitors.

Figure 12
Suggested Signage Installation
Main Street and Church Street Intersection



Church Street Facing North – Existing Conditions
Image Source: Google Maps



Pedestrian Signage – Ashland, Virginia
Image Source: Google Maps

GOAL B:

PROMOTE & EXPAND DOWNTOWN RETAIL & EVENT OFFERINGS

STRATEGY 1: ENSURE PUBLIC PARKING OPTIONS ARE READILY AVAILABLE

Initial conversations with residents and business owners indicated that local residents are aware that portions of the parking lot for the J. Robert Jamerson Public Library may be used as public parking, however this is not advertised to the general public. It is recommended that formal signage be installed indicating that public parking is available at the J. Robert Jamerson Memorial Library in the evenings.

Additional overflow parking may be made available by acquiring the vacant lot off of Church Street beside the antique store and adjacent to Harrell Street. The lot comprises roughly 0.08 acres (3,485 square feet). Assuming a required 250 to 300 square feet per space (including access lanes and landscaping) and 90-degree head-in parking, the lot could reasonably accommodate approximately 10 overflow spaces. It should be noted that Harrell Street provides direct access to the library.

Figure 13
Concept for Additional Public Parking at Church and Harrell Streets



GOAL B:

PROMOTE & EXPAND DOWNTOWN RETAIL & EVENT OFFERINGS

STRATEGY 2: PURSUE AFFILIATE STATUS THROUGH THE VIRGINIA MAIN STREET PROGRAM

Localities that may be interested in entering a competitive application to become a Designated Main Street Community in the future may initially apply for Affiliate Status through the program. Main Street Affiliates are offered access to program resources such as training opportunities at free or reduced rates. Appomattox already ascribes to the Four Point Approach™ as set forth by the National Main Street Association, which is a requirement for obtaining Affiliate Status and later designation. The application to qualify for Affiliate status may be submitted at any time.

In addition to access to resources through the program, an intent to apply for this designation is looked upon favorably by VDHCD as a commitment to ongoing downtown revitalization efforts. The following services are available for Main Street Affiliate Communities:

- **Main Street Essentials:** State staff and specialists train local programs in the Main Street Approach.™
- **Topical Training:** State staff and specialists train local programs in specific revitalization topics.
- **Scholarships:** Scholarships to the Virginia Downtown Development Association conference and/or National Main Street Center's conference are provided through a competitive process on a limited basis, as funds allow.
- **Remote Consultation:** State staff is available by phone and e-mail.
- **Resource & Information Sharing:** State staff and specialists prepare quarterly newsletters and timely e-mail updates of opportunities for services and funding available to Virginia's downtowns. Networking with other communities is encouraged using VMS maintained contact lists.
- **Virginia Main Street Library:** More than 175 titles are available for loan. Extensive files are also available.

In order to become a Main Street Affiliate, localities must meet the following four requirements:

- **Work in a Pedestrian-Oriented Commercial District:** While Affiliates are not required to have a traditional Main Street district, they should have a pedestrian-oriented commercial area with a high percentage of locally-owned businesses. A county may become an Affiliate on behalf of one or more communities within the county. A city may become an affiliate on behalf of one or more neighborhood commercial districts within a city.
- **Have a Broad-Based Revitalization Organization:** This organization does not have to be an independent nonprofit and may include Chambers of Commerce, departments of local government or other structures.
- **Use the Comprehensive Main Street Approach™:** This is the foundation of all Virginia Main Street assistance. Appomattox already ascribes to this approach.
- **Active Participation:** Affiliate Communities must keep their contact information current and utilize VMS services at least once each year to remain active. Affiliates that remain inactive for a period of more than one year will be notified and dropped from the Affiliate roster. Communities dropped from the affiliate roster may re-apply by completing the Affiliate application again.

GOAL B:

PROMOTE & EXPAND DOWNTOWN RETAIL & EVENT OFFERINGS

STRATEGY 3: DEVELOP AND IMPLEMENT A FAÇADE IMPROVEMENT PROGRAM

The lynchpin activity of any CDBG-funded Downtown Revitalization Project is a Façade Improvement Program where property owners receive financial assistance for improvements to the exterior of their buildings. Typically in these programs, financial assistance of \$15,000 is provided for exterior improvement as a forgivable loan, forgiven over a period of 5 years as long the improvements stay in place and a business occupies the space. Also, most Façade Improvement Programs require the building owner to make or have recently made an equal dollar amount of improvements on their property, interior or exterior.

While many properties in the likely CDBG Project Area are in good shape, there remain a number of buildings that could benefit from the assistance. Additionally, as a business start-up incentive, if a new business buys a vacant or underutilized building, the property owner could receive Façade Program assistance that covers exterior improvement costs freeing the owner to use his/her funds on needed interior improvements.

Shown below is a before and after picture of a building in Galax, VA that was improved by Façade Improvement assistance as a part of the Galax Downtown Revitalization Project. In this particular case, the long-term business owner was able to leave nearby rented space to purchase and renovate a very dated and underutilized space for his business, strengthening the business significantly and improving a blighted property at the same time.



Roy's Diamond Center Building, Galax, VA
(left-at purchase and before renovation / right-after renovations)

Image Source: Community Planning Partners

GOAL B:

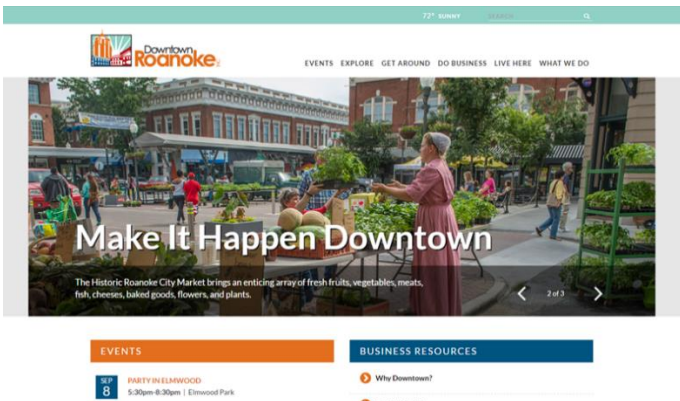
PROMOTE & EXPAND DOWNTOWN RETAIL & EVENT OFFERINGS

STRATEGY 4: ESTABLISH A DOWNTOWN APPOMATTOX WEB PRESENCE

A website that specifically promotes downtown events and establishments is an important tool for both growing and established downtown areas. It is recommended that the Town first establish a dedicated Facebook page in order to establish an online web presence for the Traditional Downtown/Downtown District.

The option to develop a Downtown Appomattox website should be explored if there is sufficient capacity to manage and update the site. A portion of the Community Development Block Grant funds, if awarded, may be earmarked to go towards community branding and website development, however these funds may not be used for ongoing maintenance. Maintaining a website effectively is no easy task, and it is essential that resources are in place prior to undertaking the web design process.

Unless an existing staff person or business owner is able to undertake the task of maintaining the Town's website, it is recommended that the Town consider the feasibility of hiring a part-time Downtown Coordinator. It should be noted that job creation is an important component of any successful CDBG-funded Downtown Revitalization Project.



Downtown Roanoke Website
Image Source: Downtown Roanoke, Inc.



Downtown Lynchburg Website
Image Source: Lynch's Landing



Downtown Hampton Promotional Material
Image Source: Visit Hampton

GOAL B:

PROMOTE & EXPAND DOWNTOWN RETAIL & EVENT OFFERINGS

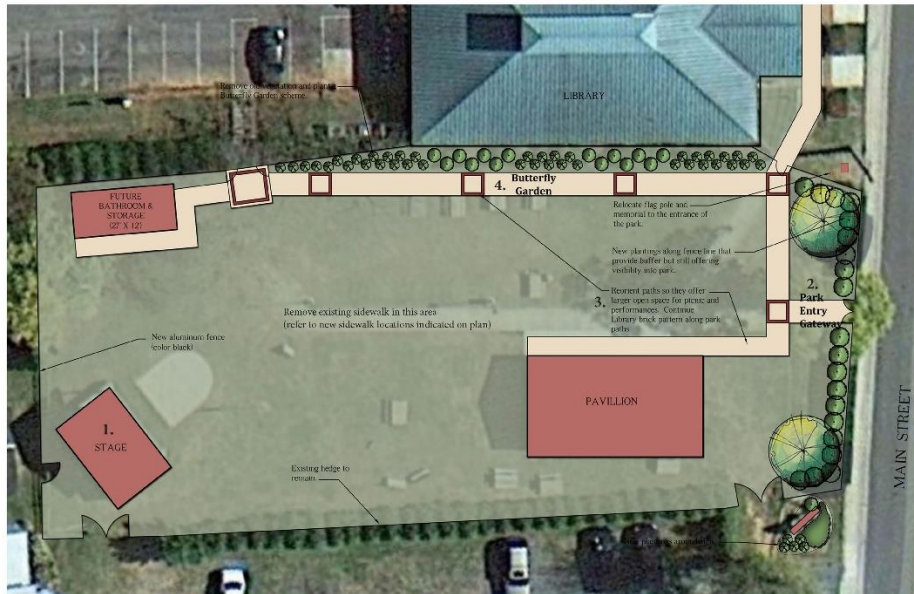
STRATEGY 5: FACILITATE THE DEVELOPMENT OF A COMMUNITY GATHERING SPACE PROXIMAL TO THE DOWNTOWN CORE

The Town has already prioritized the addition of amenities such as a performance pavilion, permanent restroom facilities, enhanced entryways and signage, and landscape improvements at Abbitt Memorial Park, located to the rear of the J. Robert Jamerson Memorial Library. It is recommended that the Town proceed with these enhancements while providing regular promotional updates on the project's progress. As the project begins to near completion, it is recommended that the Town begin scheduling events in the space and marketing these events early to generate interest.

Figure 14
Concept for Improvements to Abbitt Memorial Park



ABBITT MEMORIAL PARK - SITE IMPROVEMENTS



1. Stage with park logo and name.



2. Park Entry Gateway



3. Continue Library brick pattern along the park paths.



4. Butterfly Garden Plants

TOWN MASTER PLAN

Abbitt Memorial Park – Proposed Site Improvements

Image Source: Town of Appomattox Master Plan

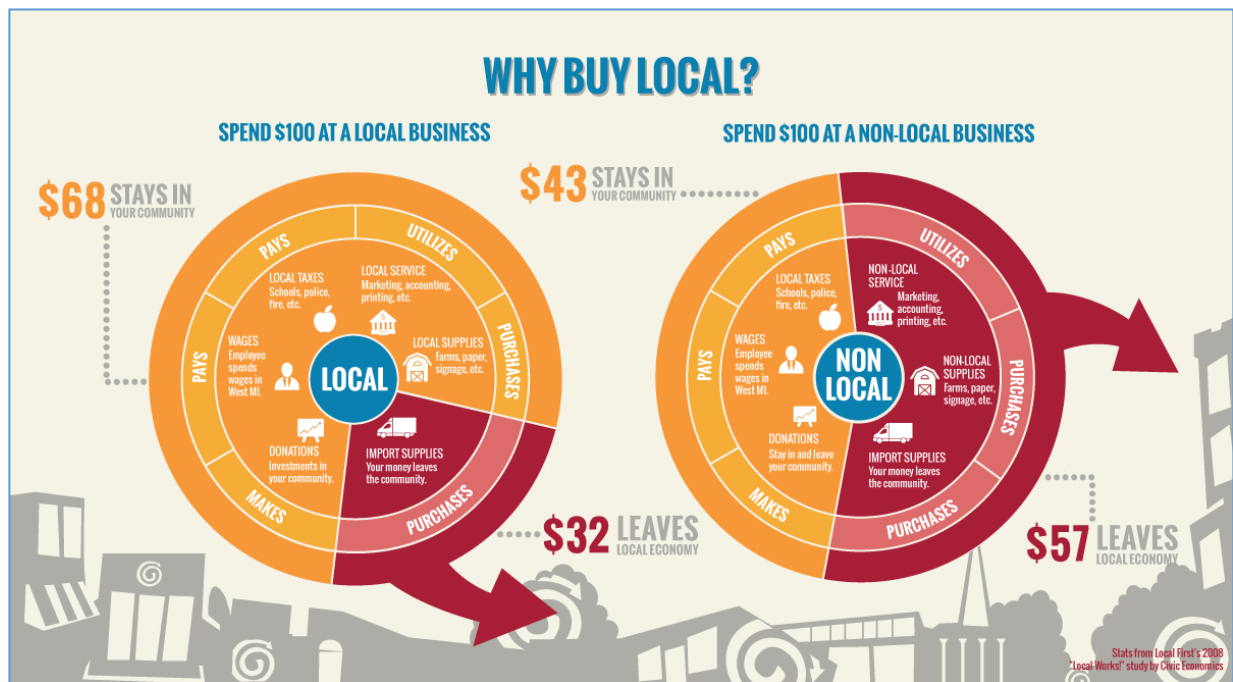
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GOAL C: FOSTER A 'SHOP LOCAL' ENVIRONMENT

STRATEGY 1: CREATE A LOCAL INCENTIVE PACKAGE THAT TARGETS THE START-UP OF SMALL- AND MID-SIZED ESTABLISHMENTS

Local incentive packages are typically offered through the local Economic Development Authority and are effective tools to assist small- to mid-sized establishments. Partnerships with the Small Business Development Center at Central Virginia Community College as well as the County Economic Development Authority and the Chamber of Commerce will help increase administrative capacity and the overall impact of this process.

The Town may wish to work with local financial institutions to facilitate the creation of a low-interest revolving loan fund earmarked for business assistance. Appomattox may also consider applying for up to \$300,000 in CDBG funds to go towards the creation of a revolving loan fund. This should be completed as a second application in support of Appomattox Downtown Revitalization Project. Other common incentives include waived fees and property tax abatement. Such local incentives can be leveraged along with State incentives to increase business development opportunities and develop a reputation as a business-friendly community.



The Impact of Buying Local
Image Source: Local First West Michigan

GOAL C: FOSTER A 'SHOP LOCAL' ENVIRONMENT

STRATEGY 2: IMPLEMENT A 'POP-UP SHOP' CAMPAIGN TO ENCOURAGE AND SUPPORT LOCAL ENTREPRENEURSHIP

“Pop-up Shops” are temporary shops set up by local entrepreneurs that are only open for a designated period of time, typically no longer than 6 months. Pop-up Shop campaigns typically occur in conjunction with major local events (such as the Railroad Festival) or the holiday season and offer the opportunity for potential new business owners to test out the market. Vacant structures in the Downtown core are an ideal location for hosting these campaigns as this is an excellent way to showcase available properties and create opportunities for potential long-term leases.

One example of a particularly successful Pop-up Shop program in Virginia is the “Pop Up” Marion program. The Town has partnered with Virginia Main Street, Wells Fargo, local nonprofit organizations, and the Virginia Department of Business Assistance to provide a “Pop Up” Small Business Boot Camp program where new entrepreneurs receive business development assistance, prepare a business plan, and compete for up to \$5,000 in start-up money. At the end of the program, participants have the opportunity to showcase their business at a Pop Up Shop event. After the success of “Pop Up” Marion, the Virginia Department of Housing and Community Development developed a new grant program – “Building Entrepreneurial Economies” (or BEE funds) for the start-up of entrepreneurial training and support.

Another innovative approach to the Pop-up Shop concept is the development of a “revolving Pop-up Shop”. Brick OTR, based out of Cincinnati, is an extension of Cincinatti’s MORTAR entrepreneurship program. Brick OTR permanently operates “pop-up” or incubator space where a revolving cycle of entrepreneurs may ‘audition’ to utilize space and test out the market.



Pop Up Marion Coordinators
Image Source: Wells Fargo



Pop-Up RVA During UCI Bicycle Championships
Image Source: Richmond BizSense

GOAL C: FOSTER A 'SHOP LOCAL' ENVIRONMENT

STRATEGY 3: SUPPORT THE LOCAL ARTS, ARTISAN, AND FARMING ECONOMY

The Town has prioritized the completion of an Artisan/Farmer's Market at Courtland Field. In addition to providing local produce, the market would offer a venue for local artists and artisans to sell their goods. The funding structure has yet to be determined, however grant funding is available through the USDA Farmers Market Promotion Program. Local governments are eligible to apply for these funds. The minimum award amount in 2016 was \$50,000 and the maximum was \$500,000. This range is subject to change based upon the future availability of funds.

Commercial farming apprenticeships may also be a viable option if enough interest is generated. According to the Virginia Department of Agriculture and Consumer Services, the average Virginia farmer is 59.5 years old and 36% of farmers are 65 or older. Older farmers that may wish to turn over operations or sell their farm often struggle to find capable successors. An apprenticeship program with commercial farms in the area would benefit area youth interested in gaining knowledge of the commercial farming industry and in turn help bolster the next generation of farmers. It should also be noted that The Office of Farmland Preservation has partnered with the Virginia Farm Bureau Young Farmers to create the Certified Farm Seekers training program. Through this program, individuals interested in creating or expanding a farm and completing the program will be "certified" and may promote themselves as such on the Virginia Farm Link website. Such a program could be promoted at the Artisan/Farmer's Market.

The Town should further consider designating a downtown 'Arts District' and offering incentives that specifically benefit arts related businesses and projects. This overlay district could be applied to the Downtown District identified in Goal A. This approach has been undertaken in Lynchburg through the James River Arts and Cultural District Program, which is supported in part by the Virginia Commission for the Arts and the National Endowment for the Arts. Funding available through these organizations include **Local Government Challenge Grants** provided through the Virginia Commission for the Arts and project specific funding through the National Endowment for the Arts.



Virginia Certified Farm Seekers Program

Image Source: Virginia Tech

James River Arts & Cultural District, Lynchburg

Image Source: Opportunity Lynchburg

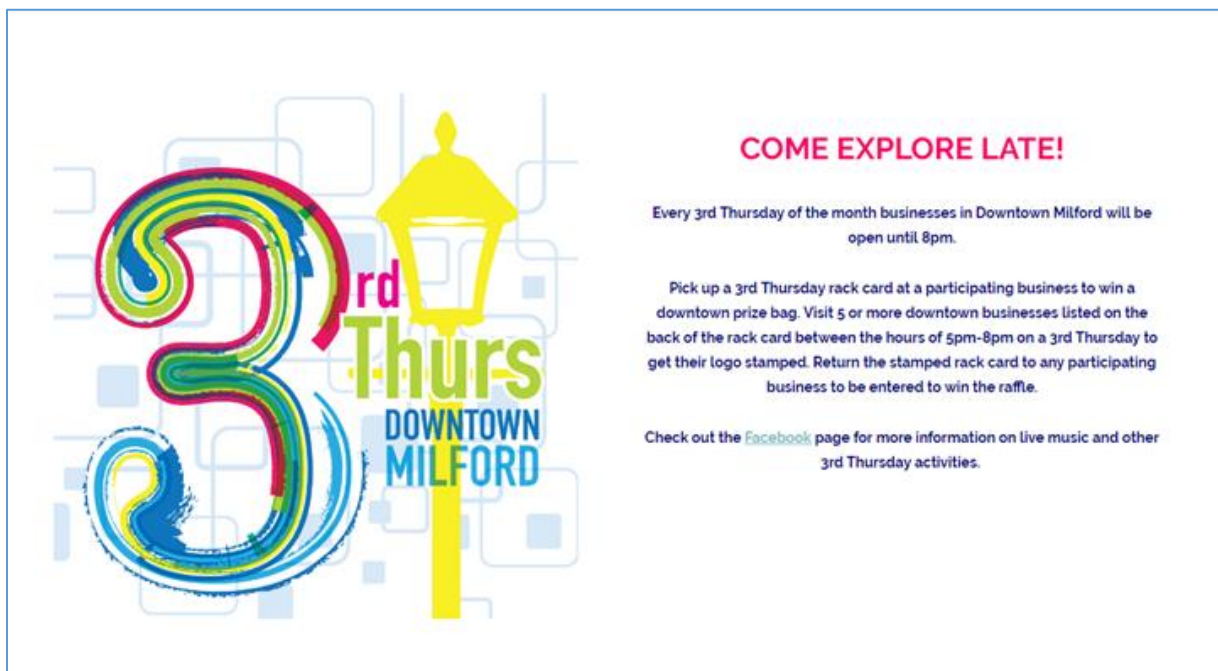
GOAL C:
FOSTER A 'SHOP LOCAL' ENVIRONMENT

STRATEGY 4: ENCOURAGE EXTENDED BUSINESS HOURS

The fact that the majority of businesses in the Traditional Downtown area close at or before 5 p.m. most weekdays and typically have limited weekend operating hours is an obstacle to fostering a truly vibrant downtown environment. It is recommended that local businesses expand their operating hours, however it is key that this option is undertaken only as feasible. The Town should consider a “trial period” to test the feasibility of extended hours. One example is the Third Thursday Open Late campaign being implemented in Downtown Milford, Delaware. The campaign is scheduled to run for three years:

- **Year 1:** Downtown businesses are open past 5 p.m. during the third Thursday of every month.
- **Year 2:** Downtown businesses are open past 5 p.m. every Thursday.
- **Year 3:** Businesses may decide if later hours are feasible and adjust their permanent operating hours accordingly.

It is essential that extended hours are marketed consistently, preferably on the Downtown Appomattox Facebook page or website.



Third Thursdays Open Late – Milford, DE
Image Source: Downtown Milford, Inc.

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PART II: CONFEDERATE BOULEVARD COMMERCIAL CORRIDOR

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GOAL A: PRIORITIZE COMMERCIAL BUSINESS ATTRACTION

For the purpose of this Plan, the Confederate Boulevard Commercial Corridor is mainly defined as the portion of U.S. 460 Business/Confederate Boulevard between its intersections with Church and Court Streets. However, the analysis in this Plan and the Goals and Strategies established in this section, could also be easily applied to the commercial development just west of this corridor extending to Confederate Boulevard's intersections with Old Courthouse Road and the U.S. 460 Bypass and to the cluster of business establishments just east of Confederate Boulevard's intersection with Lucy Street.

STRATEGY 1: ESTABLISH AN ENTERPRISE ZONE THAT ENCOMPASSES CONFEDERATE BOULEVARD

Appomattox County does not currently have an established Enterprise Zone (EZ). The Town should consider approaching the County concerning an application for an EZ that encompasses Confederate Boulevard along with other areas in the Town and/or County during the next application round.

Having an EZ will help facilitate commercial business attraction along Confederate Boulevard. It should be noted that surrounding localities *do* have established EZs, so this approach would make the Town and County more competitive regionally, particularly from the perspective of site selection consultants.

STRATEGY 2: PARTNER WITH LOCAL AND REGIONAL EMPLOYERS AND THE APPOMATTOX COUNTY SCHOOL SYSTEM TO ESTABLISH APPRENTICESHIP PROGRAMS FOR AREA YOUTH

Many industries, particularly those in the Advanced Manufacturing and Technology sectors, report concern over the growing skill gap. Finding reliable and capable employees has become increasingly more difficult in recent years. The Town should consider partnering with local and regional employers and the County school system to identify existing skill gaps and establish apprenticeship programs for interested students.

Over the next decade nearly **3 1/2 Million** manufacturing jobs likely need to be filled
The skills gap is expected to result in **2 Million** of those jobs being unfilled



Impacts of Manufacturing Skill Gap
Image Source: Deloitte

GOAL A:
PRIORITIZE COMMERCIAL BUSINESS ATTRACTION

STRATEGY 3: PREPARE VACANT AND UNDERUTILIZED SITES AND STRUCTURES FOR RENOVATION OR REDEVELOPMENT

There are several vacant structures along Confederate Boulevard that should be positioned for rehabilitation or redevelopment. Site selection consultants rate “readiness” as a top consideration when recommending potential sites to new businesses. Activities that promote readiness are Phase I Environmental Assessments, demolition of dilapidated structures, initial stabilization and rehabilitation of viable structures, land grading or regrading, utility upgrades, and promotion of available sites and structures through the Virginia Economic Development Partnership’s website.

Where possible, the Town should coordinate with the owners of vacant sites and structures to complete the preparations necessary to make these properties more competitive at the regional level. Preparation and planning for the renovation or redevelopment of targeted sites further opens up opportunities to apply for grant funds, including funds provided by the Industrial Revitalization Grant program run by the Virginia Department of Housing and Community Development. Localities may receive up to \$600,000 to renovate or demolish existing industrial structures, assuming an end-use has been planned for the structure or site once grant activities are complete.

GOAL B:

DEVELOP THE COMMERCIAL CORRIDOR AS A GATEWAY TO THE COMMUNITY

STRATEGY 1: INCORPORATE STREETScape ELEMENTS AND PEDESTRIAN AMENITIES

Inexpensive street trees, comprehensive crosswalks, complete sidewalks, and seating options foster a welcoming environment. Traffic calming measures along the corridor should also be considered. The Town's Master Plan provides detailed recommendations for streetscape design along the corridor. Grants administered through the Virginia Department of Transportation (streetscape elements) and the Virginia Department of Forestry (tree planting and maintenance) and volunteer contributions through the ROSE program can help offset the costs of these additions to a degree.

STRATEGY 2: ENSURE SIGNAGE IS ATTRACTIVE AND APPROPRIATE

Existing signage along Confederate Boulevard is often cluttered and repetitive, and likely confuses visitors to the area. Cluttered signage should be removed and the placement of new or existing signage should be evaluated to determine its effectiveness. This is specifically called out as a priority short-term action item (to be completed in 1-3 years) in the Town's Comprehensive Plan: "Identify and eliminate signs that are redundant or could be combined" (p. 10).

Gateway signage welcoming visitors to the Town of Appomattox should be installed at major entry points to the east and west and consistent branding should be applied throughout the Central Business District. A brand which incorporates sub-branding options that define distinctive corridors within the district would be the most effective approach.



Virginia Capital Trail - Variations
Image Source: Virginia Capital Trail



District Signage Variations
Image Source: Downtown Raleigh, NC

GOAL B:
DEVELOP THE COMMERCIAL CORRIDOR AS A GATEWAY TO THE COMMUNITY

STRATEGY 3: ESTABLISH UNIFORM DESIGN STANDARDS

New construction or existing structures that are to be redeveloped should be held to high design standards to ensure that the overall aesthetic of the corridor is upgraded over time. The design of the Jamerson Building Supply facility is an excellent example of attractive design that could be applied to other businesses along the corridor.

Incentives may be put in place for existing property owners to implement building and site improvements that are in keeping with new design standards. Such incentives typically include matching grants or low-interest loans. The locality may also assist property owners with getting through the permitting and review process and providing design assistance where feasible.

The most essential component of establishment and implementation of design standards for the Confederate Boulevard corridor is the development of a strategic vision for the final aesthetic of the corridor. Business owners and local residents should be actively involved in the development of this vision.



Reinventing the Strip

The Boulevard Plan, Citrus Heights, CA
Image Source: RACESTUDIO

PART III: CONNECTIVITY & TOURISM DEVELOPMENT

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GOAL A: PROMOTE MULTI-MODAL CONNECTIVITY

STRATEGY 1: PRIORITIZE THE COMPLETION OF THE TOWN-WIDE PEDESTRIAN NETWORK

A more robust pedestrian network was initially recommended by *the Town of Appomattox Pedestrian and Bicycle Plan* prepared in 2009. The network is to include trails, sidewalks, and bike lanes that connect points of interest within and surrounding the Town. Preliminary designs were put forward in the Town Master Plan for construction over two phases. Phase I is designed to connect destinations within and surrounding the Town. Phase II connects the Town network to the pedestrian network established in the County. The Town and the Region 2000 Planning District Commission are partnering with the Appomattox Courthouse National Historic Park and Appomattox County to facilitate the completion of the portion of the network that reaches ACNHP.

As is recommended in the Master Plan, it is further recommended here that Phase I be approached in stages. The first stage should emphasize pedestrian resources within and around the Traditional Downtown core. The Town is already undertaking sidewalk improvements in this area. As local and grant funding are available, these improvements can be expanded to the wider pedestrian network laid out for Phase I. To facilitate this process, the Town should plan on applying for grant funding through the Transportation Alternatives Program offered by VDOT – applications are typically due November 1 each year. An effective application breaks the project into manageable stages with logical termini. Additional grant funding is available through the Department of Conservation and Recreation’s “Recreational Trails Program” with applications are typically due in July of each year. Both programs require local match. However, in the case of the Transportation Alternatives Program, there is a limit to the amount of in-kind match that will be accepted. Cash matching options should be set aside early in order to ensure a strong application.

STRATEGY 2: PROMOTE PHYSICAL ACTIVITY THROUGH TOWN-WIDE EVENTS

The Town is already home to the *Appomattox Road Warriors*, the Appomattox County High School cross country team, and an after-school program called *Girls on the Run*, as referenced in the Town Master Plan. Establishing locally-sponsored events, such as a 5k run that supports charitable organizations, would be an excellent way to encourage use of new pedestrian amenities, particularly initially. Greater community support and buy-in of the project will help ensure its momentum and solidify its local value.

The Town should further consider hosting bicycle and pedestrian safety workshops, designed to educate the community about sharing the road. The addition of bicycle accommodations (as referenced in the *Town of Appomattox Pedestrian and Bicycle Plan*) in particular may require an adjustment period, particularly if they are located along busy streets, such as Confederate Boulevard. A town-sponsored program that outlines standard practices for sharing the road is an important step in accident prevention.

GOAL A: PROMOTE MULTI-MODAL CONNECTIVITY

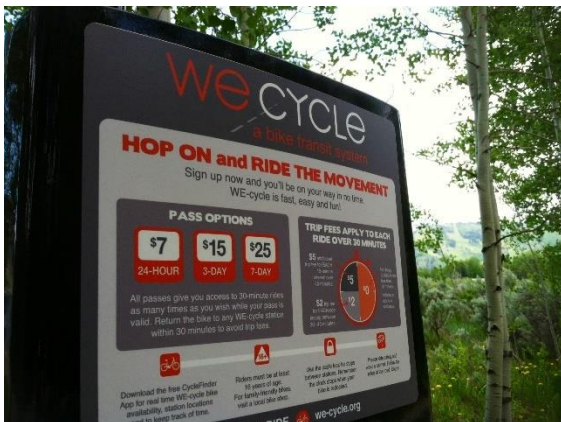
STRATEGY 3: DEVELOP A BIKE-SHARE PROGRAM IN PARTNERSHIP WITH APPOMATTOX COUNTY AND AREA ATTRACTIONS

Bike share programs are an excellent way to encourage visitors to bicycle as well as residents that may not presently own a bicycle.

These programs are ideal for short distance point-to-point trips. Users can pick up bikes at any self-service station and return it to any station within the system's service area.

Initially these programs were launched in denser population centers, such as major cities or universities. Recently, smaller-scale programs have grown in popularity. Examples of existing systems in Virginia include the UBIke system at UVA and the Green Bikes program at the University of Richmond. The City of Richmond recently received grant funding to implement its proposed bike share program, The 'B', that has been in the works for several years. Appomattox, with its many points of interest spread across a relatively wide area, would be an excellent candidate for a bike share program.

Community buy-in and support is essential for a program like this to succeed. Next steps include preparing a feasibility study for the program and holding public input sessions. Grant funds for these programs are available through VDOT's Transportation Alternatives Program that will help offset the costs of implementation.



Aspen Bike Share Rates
Image Source: Aspen Public Radio



UBike at UVA
Image Source: Green Grounds at UVA

GOAL B: TARGET NICHE VISITOR MARKETS

STRATEGY 1: ESTABLISH A CROSS-MARKETING CAMPAIGN WITH MAJOR AREA ATTRACTIONS

Working relationships between the Town and major area attractions are already in place. Establishing a formal cross-marketing campaign with these entities will help ensure that tourists and other visitors to the area regularly hear about Town events and establishments. This is particularly true for the Appomattox Courthouse National Historic Park as many visitors visit the park without being aware of local events and amenities.

STRATEGY 2: EXPLORE THE POTENTIAL FOR JOINT EVENT OFFERINGS

The success of the Civil War Sesquicentennial emphasizes the potential market for event offerings featuring local history. Although the extreme popularity of this particular event had a great deal to do with the historic timeline of the Civil War, it is still possible that joint events, offered consistently and collaboratively by the Town and area attractions, would prove to generate a great deal of visitor traffic to the area.

Several respondents to the Visitor Preference Survey indicated that period-specific events and performances would be a welcome addition to the Town. Ensuring that some of these joint events are offered proximal to the Traditional Downtown – such as performances at Abbitt Memorial Park that complement events at ACNHP – would help increase awareness of the amenities available in Downtown Appomattox.

STRATEGY 3: PROVIDE SERVICES AND AMENITIES THAT SUPPORT OUTDOOR ACTIVITIES AND RECREATION

Nearly half of overnight visitors responding to the Visitor Preference Survey reported that they prefer to camp when staying in the area. These responses indicate the presence of a niche market that would be interested in services, amenities, and retailers that support outdoor activities.

The Town is currently partnering with the Appomattox County School Board to establish free Downtown wireless internet access during off-hours utilizing the existing wireless internet available at the School Board office adjacent to Courtland Field. This amenity combined with areas to recharge cell phones should be marketed at local campsites, such as Holliday Lake State Park. Campgrounds should be studied as the potential location of a bike share station as a component of the feasibility study. Business attraction efforts should target retailers that specialize in camping and outdoor recreation equipment.

Implementation

Phased Approach

The final section of this document offers a suggested implementation timetable for the goals and strategies that have been developed as a part of this Economic Restructuring Plan. Due to the extensive nature of these recommendations and the diversity of the overall Central Business District, it is advised that the Town approach these recommendations in phases.

Phase one should emphasize improvements to the Traditional Downtown or Downtown District as defined in Part I, Goal 1. In addition to representing the traditional downtown core of the Town, this district will be the target of Community Development Block Grant funds, if awarded.

Activities involving multimodal connectivity and improvements to Confederate Boulevard should be approached as feasible. However, those activities that complement the CDBG-funded Downtown Revitalization Project, such as the completion of the pedestrian network, should receive priority implementation status.

Overall Cost

The following table offers an overall **anticipated** cost scale in accordance with the cost system set forth by the Town Comprehensive Plan. This scale is as follows:

- \$: Less than \$10,000
- \$\$: \$10,000 to \$100,000
- \$\$\$: Greater than \$100,000

Leveraged Funding Sources

A number of additional grant resources are identified both in this document and in the Town Master Plan. These external funding resources will provide meaningful leverage that will offset the cost burden of activities proposed in this Plan. The majority of scenarios assume that at least some degree of the cost burden must be shouldered by the Town itself. There are two reasons for this assumption. (1) Many of the grant funds identified in this plan require some degree of local match and several are offered on a reimbursement basis, meaning the Town must undertake the entire upfront cost of the project and later request reimbursement from the grant administrator. (2) Often grant resources will not realistically cover the entire cost of a given project, therefore the Town must factor in potential contingencies and other unforeseen cost burdens that may arise during the implementation phase. The implementation table on the following pages offers recommendations for the timing of grant applications for each proposed activity.

VISION STATEMENT

We will be recognized as a community that is cooperative, creative and conscientious that enhances the quality of life through planning and implementation in preparation for the future while maintaining our heritage.

PHASE I PROJECTS SCHEDULE

YEAR 1	IMPLEMENTATION TIMEFRAME	ESTIMATED COST BURDEN	RESPONSIBLE ENTITIES	FUNDING SOURCES
1. Designate a Downtown District	Months 1-3	-	Town of Appomattox	-
2. Apply for Affiliate Status through the Virginia Main Street Program	Months 1-3	\$	Town of Appomattox	Town General Fund
3. Develop & implement a Façade Improvement Program (Phases 1&2)	Months 1 -24	\$\$\$	Town of Appomattox	CDBG Funds
4. Relocate existing directional signage	Months 1-3	\$	Town of Appomattox & Appomattox County	Town General Fund
5. Apply for additional grant funding through VDOT to expand streetscape elements to Church and Court Street Corridors	Months 1-6	\$\$	Town of Appomattox	Town General Fund
6. Install stop sign and pedestrian signage at Main and Church intersection	Months 1-6	\$	Town of Appomattox	Town General Fund, CDBG Funds
7. Begin official rebranding process	Months 1-6	\$\$	Town of Appomattox	Town General Fund, CDBG Funds
8. Install directional signage to public library parking	Months 1-6	\$	Town of Appomattox & Appomattox County	Town General Fund, CDBG Funds
9. Purchase vacant lot for overflow parking	Months 6-12	\$\$	Town of Appomattox	Town General Fund, CDBG Funds
10. Hire a part-time Downtown Coordinator*	Months 6-12	\$\$	Town of Appomattox	Town General Fund
11. Establish a Downtown Appomattox website	Months 6-12	\$\$	Town of Appomattox	Town General Fund, CDBG Funds
12. Apply for USDA Farmer's Market Funding	Months 6-12	\$\$\$	Town of Appomattox, Appomattox County	USDA Farmers Market Promotion Program
13. Continue development of Abbitt Memorial Park	Months 1-12	\$\$\$	Town of Appomattox	Town General Fund, CDBG Funds
14. Implement year 1 of extended business hours	Months 1-12	\$	Town of Appomattox, Town EDA	Town General Fund

* Assuming existing Town staff or a local business owner are unable to consistently maintain and update a website.

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VISION STATEMENT

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PHASE II PROJECTS SCHEDULE

YEARS 2-3	IMPLEMENTATION TIMEFRAME	ESTIMATED COST BURDEN	RESPONSIBLE ENTITIES	FUNDING SOURCES
1. Develop local incentive package for small- and mid-sized establishments	Months 1-6	\$\$\$	Town of Appomattox, Town and County EDA, County Chamber, SBDC at CVCC, Local Banks	Town General Fund, CDBG Revolving Loan Funds
2. Implement first “Pop-up Shop” campaign	Months 1-6	\$\$	Town of Appomattox, Town EDA	Sponsorships, DHCD Building Entrepreneurial Economies Funding
3. Apply for arts district funding through VCA and NEA	Months 1-6	\$	Town of Appomattox, Town EDA	Virginia Commission for the Arts, National Endowment for the Arts
4. Implement year 2 of extended business hours	Months 1-12	\$	Town of Appomattox, Town EDA	Town General Fund
5. Develop cross-marketing plan with area attractions	Months 1-12	\$\$	Town of Appomattox, Area Attractions	Town General Fund, Sponsorships
6. Implement streetscape Improvements	Months 1-24	\$\$	Town of Appomattox	Town General Fund, VDOT TAP Funds
7. Implement brand rollout	Months 1-24	\$\$\$	Town of Appomattox	Town General Fund, CDBG Funds
8. Implement Farmer’s Market development	Months 6-24	\$\$\$	Town of Appomattox	Town General Fund, USDA Farmer’s Market Promotion Program Grant
9. Begin Enterprise Zone conversation with County	Months 6-24	-	Town of Appomattox, Appomattox County	-
10. Begin discussions with local employers and Appomattox County school system to establish an apprenticeship program	Months 6-24	-	Town of Appomattox	-
11. Implement year 3 of extended business hours	Months 12-24	\$	Town of Appomattox Town EDA	Town General Fund

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VISION STATEMENT

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PHASE III PROJECTS SCHEDULE

YEARS 4-5	IMPLEMENTATION TIMEFRAME	ESTIMATED COST BURDEN	RESPONSIBLE ENTITIES	FUNDING SOURCES
1. Work with Confederate Boulevard property owners to identify remediation/redevelopment needs	Months 1-12	\$	Town of Appomattox, Town EDA	Town General Fund
2. Apply for VDOT funding to implement town-wide pedestrian & bicycle network	Months 1-6	\$\$	Town of Appomattox	Town General Fund
3. Prepare design guidelines for Confederate Boulevard corridor	Months 1-12	\$\$	Town of Appomattox, Town EDA	Town General Fund
4. Pursue leads to fill vacant structures/sites on the corridor with viable end-users	Months 1-12	\$	Town of Appomattox, Town EDA	Town General Fund
5. Apply for and utilize Industrial Revitalization Funds	Months 12-18	\$\$\$	Town of Appomattox	DHCD Industrial Revitalization Funds
6. Implement town-wide pedestrian & bicycle network	Months 12-24	\$\$\$	Town of Appomattox, Appomattox County	Town General Fund, VDOT TAP/SRS Funds
7. Conduct bike share program feasibility study	Months 6-24		Town of Appomattox	Town General Fund
8. Hold year one of Town 5k event to showcase new pedestrian & bicycle amenities	Month 24	\$	Town of Appomattox	Town General Fund, Sponsorships

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CONCLUDING THOUGHTS

The Town of Appomattox has committed to revitalizing its Central Business District through a series of complementary efforts. The groundwork for these efforts has been established through previous planning processes, and the Town has made progress towards establishing the essential relationships necessary to make their vision a reality.

Funding through the Community Development Block Grant program will prove to be the first major catalyst to moving from planning to implementation. Improvements to the Town's Traditional Downtown combined with concerted branding and marketing efforts will serve to increase visitors to the area. Strategic business attraction and development activities will bolster both Downtown Appomattox and the broader local economy. The completion of complementary activities such as corridor beautification, trail development, and improvements to vacant structures will all pay dividends to the Town for many years to come.