

GLOUCESTER COURTHOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA



GLOUCESTER COURTHOUSE VILLAGE PLAN



For:

MAIN STREET PRESERVATION TRUST
AND
GLOUCESTER COUNTY

GLOUCESTER, VIRGINIA

July, 2009

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INTRODUCTION 1



Brief History

Gloucester is the courthouse village for Gloucester County, one of Tidewater Virginia's earliest settlements. Named for Henry, Duke of Gloucester, third son of Charles I, Gloucester County figured prominently in the history of the colony and the Commonwealth of Virginia. It was here that Chief Powhatan's daughter, Pocahontas, saved Captain John Smith from a tragic death at the hands of the Indians according to his writings and thus, entered the pages of Virginia's history.

Gloucester County was formed from York County in 1651 and consisted of four parishes: Abingdon, Kingston, Petsworth and Ware. The original courthouse was constructed in the central part of the county shortly thereafter. Besides a tavern and store, there was little development around the courthouse complex until the turn of the twentieth century when a bank building was constructed. Other retail establishments followed, and a small

village grew around the courthouse area throughout the rest the century.

Recent Development

Within the past several decades, growth from the nearby Hampton Roads area has reached Gloucester County, and numerous new developments have appeared on former rural waterfront land and farms. New commercial development has grown along U. S. Route 17, the major north/south corridor of the county. Gloucester village has continued to grow, and physical improvements have been undertaken in the Main Street area. Nevertheless, there is growing concern over the long-term impact to village character from this regional growth and increasing traffic.

Foundations for this Plan

It was in this context of concern for the future that the Main Street Preservation Trust (MSPT), a local foundation was created by the late Edwin Joseph. His amazing vision to create a trust to

enhance Main Street is an important and unique gift that will result in far reaching and positive economic benefits for the entire community. In the history of Gloucester County there has never been a similar gift. It provides a unique opportunity to significantly improve Main Street and to carry out projects continually in the future.

To convert Mr. Joseph's vision into a plan, the Main Street Preservation Trust decided to request outside expert consultants to advise the MSPT how best to direct their resources on Main Street to the greatest advantage of the citizens of Gloucester. In addition, Gloucester County was also interested in obtaining outside expert advice in preparation of a Comprehensive Plan for the Village. Both parties decided contribute funds to retain the services of Frazier Associates and Arnett Muldrow & Associates as consultants for this purpose.

The overall intent of the Gloucester Courthouse Village Plan is to develop a series of key projects and strategies for the revitalization of the Route 17 Business Corridor and Main Street through a broad and inclusive community process.

Any plan of this nature must have to cooperation of both the public and private sector to see implementation through. Moreover, the most successful plans have the advocacy and support of both grassroots organizational efforts and foundation funding to facilitate broad participation in the implementation process. Fortunately, this plan is rooted in a partnership among three pivotal groups that will play crucial roles in its future success: the Main Street Preservation Trust whose sole purpose is to advocate for and support projects to enhance Gloucester's



This 1946 map by G.C. Mason shows the four parishes that originally comprised Gloucester County - Abingdon, Petsworth, Ware and Kingston. Kingston Parish is now Mathews County.



1 INTRODUCTION

Main Street corridor, Gloucester County the public entity charged with ensuring the infrastructure and public amenities sustain existing tax base and support new investment in the community, and the Gloucester Main Street Association that serves as the arbiter between private sector property and business owners and other key partners in the community.

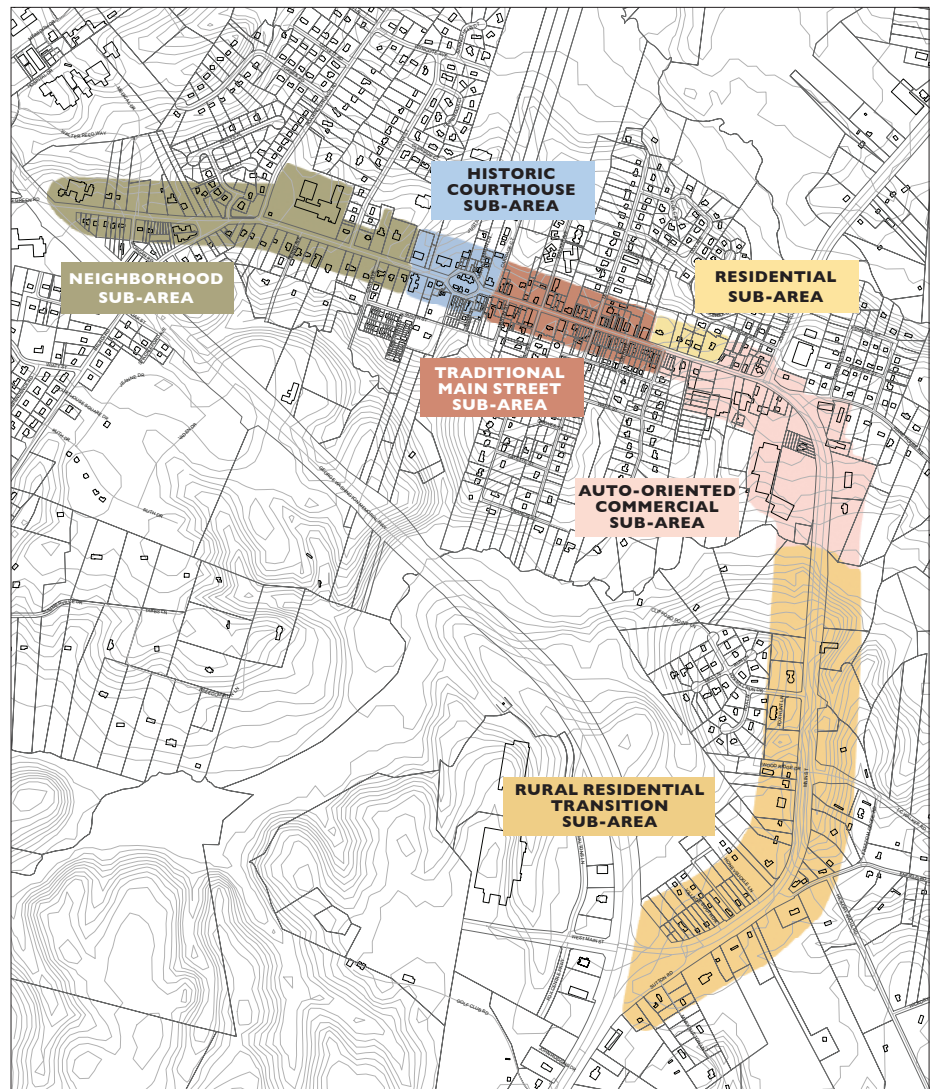
We, the consultants, would recommend that as well as the County of Gloucester, Gloucester Main Street Association be the lead organization to implement many of the recommendations of the plan with the support and leadership from the businesses on Main Street. In general, projects should be a cooperative partnership between MSPT, GMSA and Gloucester County. MSPT funding should be viewed a catalyst for Main Street for new projects and not as a substitute for other existing funding.

1.1 Project Scope

The Gloucester Courthouse Village Plan has four components and sets of recommendations: design, economic/marketing, promotions and organization.

The design plan includes a number of analysis maps of the study area including project area, specific sub-areas, land use, parking, traffic circulation and streetscape character. Recommendations are then made with illustrations for specific project areas and project types. These include the following areas: gateways, corridor sub-areas and Main Street. Project types include signage, place-making art and historic preservation.

The economic/marketing section looks at a variety of factors including retail mix, trade area, demographic and sales information, space demand, real estate assessments, and retail shares and zip



The colored area on the map above delineates the project area for the Gloucester Courthouse Village Plan.

code analyses. Recommendations range from business recruitment strategies to types of potential catalyst projects.

The promotions plan includes an analysis of existing events and strategies and current logos/images. Recommendations include retaining a number of existing events and launching a new brand to extend to website, print pieces, events and a cooperative advertising campaign.

The most important component in creating and maintaining a revitalization program is the existence of a local

organization with a professional staff that is dedicated to implementing the plan. The Gloucester Main Street Association fulfills this role and benefits from three critical partners: private sector businesses and property owners who must buy into the plan and invest accordingly; Gloucester County, the government partner charged with infrastructure, regulation and policies; and the Main Street Preservation Trust whose role is to serve as a catalyst to both the private sector and the government in implementing the plan.





The Main Street of Gloucester Village retains a number of local retail businesses, offices, and dining establishments.

1.2 Project Goals

- Create a comprehensive public/private plan that can be implemented
- Follow the National Main Street Center approach
- Build on existing organizational and funding assets
- Recognize and enhance village feel, historic ambiance, and quality of life
- Work on traffic and parking issues
- Continue to implement building and streetscape improvements
- Focus on specific themes for revitalization projects
- Create a new brand/image for all village promotional materials
- Base business recruitment strategy on marketing analysis



1.3 Project Process

The consultant team organized this project around the four point approach of the National Main Street Center: design, economic development, promotions, and organization. Project phases included data gathering, analysis, and recommendations. The data gathering process included orientation tours; private individual interviews with a cross-section of community leaders from both private and public sectors; and various meetings with different community interests including merchants, banking, real estate, and developers.

The physical character of the village was photographed, mapped, and studied. Economic and demographic information was gathered and compared with surrounding areas. A zip code analysis was conducted by retail businesses to determine where their customers came from during a week-long period.

Photographs, historic images and current brochures were reviewed for branding/image ideas, and taglines were created that reflected the community. Sample graphics for a wide variety of community promotions were created.

All of the data gathering, analysis results and preliminary recommendations were shared with the sponsoring organizations and the public in a series of workshops. The presentations also were posted on the county website for public review. The final products were all assembled in this report.



Participants were broken into small groups to discuss issues relating to Gloucester Village planning at a workshop in July, 2008.



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HISTORICAL DEVELOPMENT 2



This illustration by George Alfred Williams depicts the rescue of John Smith by Pocahontas and was published in *Ten American Girls from History* in 1917.



2.1 Founding Settlement

The area now known as Gloucester County is located on Virginia's Middle Peninsula, between the Piankatank and York Rivers. This area was inhabited by Virginia Indians for several thousand years before Europeans arrived. One of their principal settlements was Werowocomoco, which was an important village for several centuries before Powhatan made it the capital of the Powhatan Chiefdom. It was to this settlement that the captured John Smith was brought in 1608, and according to his later writings, his life was spared by Pocahontas.

The first land grant in what would later become Gloucester County was made to Hugh Gwynn in 1635 (now located in Mathews County). The first patent that exists for land in present-day Gloucester is George Menefie's patent of 1639. Settlement proceeded fairly rapidly until an uprising in 1644. After that time, settlement in the area was restricted by a treaty that reserved the land for the Virginia Indians. The treaty restrictions, however, did not stop English settlement and by 1648, land was being patented and settled at a rapid pace.



Drawn in 1912 for the Gloucester County Schools, the location of Gloucester Town/Tyndall's Point/Gloucester Point is circled in green and Gloucester Courthouse in yellow on this map.



2.2 Courthouse Growth

Gloucester County was originally established from York County in 1651 and consisted of four parishes; Abingdon, Kingston, Petsworth and Ware. County lands had been claimed by the king and the governor issued patents on the land. The 1660s saw the most patents issued although patents continued to be granted into the early eighteenth century. Settlers used a Native American road (now Route 17) called the “Indian Path” and later the “Greate Road” to travel between Tyndall’s Point and the interior of the county.

In 1680, an act was passed to encourage the establishment of ports and towns in Colonial Virginia. By 1707, the colonial Gloucester Town was laid out and surveyed at the existing tobacco inspection port of Gloucester Point. Rivaling Yorktown for the quality of its merchants, much of this town was burned and took fire from both sides during the Revolution.

The records for the building of the Middlesex County courthouse in 1684 ask that it be “of equall [sic] goodness and dimentions [sic] with ye Brick Courte [sic] lately built in Gloucester County. Later plats confirm the existence of an earlier Gloucester courthouse, but it is not known whether or not this is the pre-1684 courthouse or its exact location.

In the mid-eighteenth century, Edward Gwynn conveyed a six-acre tract to the people of Gloucester County for the building of a new courthouse and prison. A plat for this parcel was recorded in 1754 (Exhibit 2.A) and illustrates the old courthouse, new and old prisons, and Gwynn’s Ordinary. The 1774 Town of Botetourt plat (Exhibit 2.B) confirms the location of an old courthouse relative to the “new” 1766 courthouse.

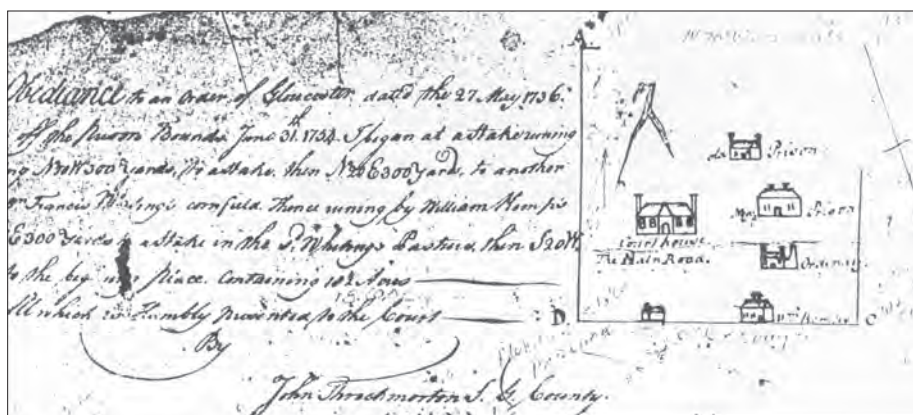
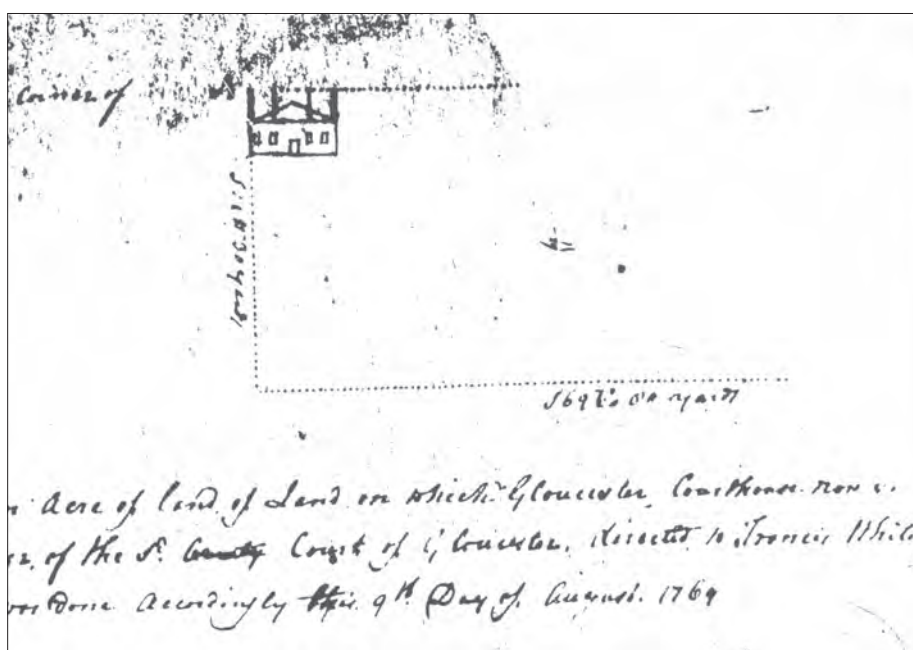


Exhibit 2.A The 1754 plat illustrates a number of court buildings including two prisons.



This 1769 plat shows the new courthouse situated on a one-acre parcel.



A late-nineteenth century image shows the 1766 courthouse and accompanying buildings.



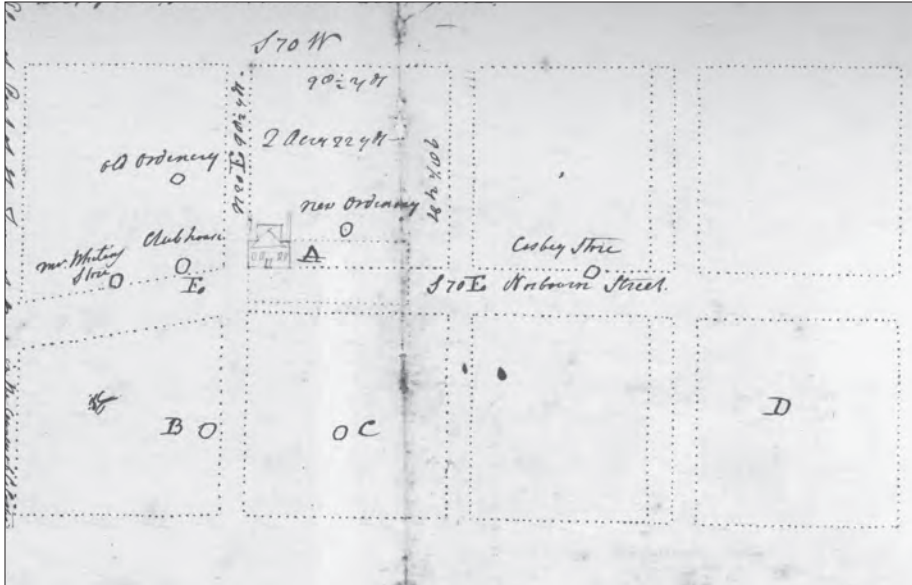


Exhibit 2.B The 1774 plat for the Town of Botetourt shows the location of the new courthouse (A), the location of the old courthouse (D), prisons (B & C), the old and new ordinaries, a store, and a clubhouse.



Exhibit 2.C Hotel Botetourt, originally John New's Ordinary, was built in 1770. This undated image from the Gloucester Historical Society shows the hotel before an early-twentieth-century addition which has been subsequently removed.

The 1774 plat for the Town of Botetourt (Exhibit 2.B) shows the location of the new courthouse (A) and prisons (B & C), as well as the location of the earlier courthouse complex (D) as depicted on the 1754 plat. The new ordinary depicted on this plat is now known as the Botetourt Hotel (Exhibit 2.C). Also depicted are two stores, the old ordinary, and a clubhouse. Norbourn Street, a renaming of the Main Road seen on earlier plats, was named for Norborne Berkeley, Baron de Botetourt, Colonial Governor of Virginia from 1768 until his death in 1770.

Gloucester County citizens, in 1774, resolved to refrain from the importation of English goods and authorized a tea party in the York River in support of Virginia's boycott of the same. The Gloucester Militia was organized at the Court House in 1775 and numbered 850 when they defeated Lord Dunmore at Gywnn's Island in 1776. Gloucester Town/Tyndall's Point/Gloucester Point was the location of the British surrender in 1781, one hour after the surrender at Yorktown.



2.3 Village Expansion

Gloucester County saw little development in the first half of the nineteenth century. However, the steamboat arrived in 1854, and a regular delivery system for goods and mail was established.

In 1861, Gloucester Point was refortified. On May 7, 1861 the Gloucester Militia fired the first shots of the war in Virginia as the small, armed steamer *True Blooded Yankee* attempted to enter the York River. Artillery companies from Richmond provided guns for the fort's five bastions.

The fortification was abandoned by the Confederates and was in Union control by May 1862. Gloucester's militia disbanded and many troops joined the Army of Northern Virginia. A "partisan" company of those too young or old for the militia guarded Gloucester, seeking to save farms and interrupt enemy communication. Union troops, however, still burned the village store, mills and barns, and the county jail.

Controversial author, preacher, lawyer, and playwright, Thomas Dixon, Jr., who spent six years (1899-1905) in Gloucester, published a novel based on his life there. From a line in the novel, Gloucester was dubbed "the land of the life worth living."

Looking west on Main Street, this later view shows an addition has been made to the side of the Tucker Store. This postcard view also shows the C. S. Smith Office.



This early photograph shows Main Street before the Bank of Gloucester and after the arrival of telephone lines.



Dated 1908, this postcard shows the W. C. Tucker Store on Main Street.





The establishment of the Bank of Gloucester ushered in a new era in the development of Gloucester and an increased scale for buildings on Main Street.

From 1800 to 1900, with a stable county population of between 10,000 and 11,000, there was little growth beyond the number of buildings recorded on late-eighteenth-century plats. However, the nineteenth century did see a huge shift in plantation sizes, agricultural production and the types of buildings being used and constructed.

In the early years of the new century, and due in part to the establishment of the Bank of Gloucester in 1906, Gloucester's Main Street began to develop. During the first quarter of the twentieth century, agricultural fairs, jousting tournaments, the establishment of a Coca-Cola bottling works, ice delivery, and electrification changed the quality of life for Gloucester County residents.

Although the first daffodil business was established in Gloucester County in the 1890s, it was not until 1930 that Gloucester was anointed the Daffodil Capital of America. In 1938, the Daffodil tour, to promote this industry, joined the Garden Week in Virginia tours established in 1920.



The Ferryboat York, pictured here, provided a vital connection until the construction of the Coleman Bridge in 1952.



Daffodils in Gloucester date to the colonial period, but the business of daffodil farming dates to the late 1920s when a daffodil blight struck Holland and wholesalers looked to Gloucester for unaffected bulbs.



2.4 Recent Changes

During the middle of the twentieth century, Gloucester County continued to celebrate its heritage with the Daffodil Festival, Gloucester Days, and the Guinea Jubilee. In 1952, the Coleman Bridge connected Gloucester County to Hampton Roads, and the county saw a rapid rise in population. The growing county added magisterial districts, hired an administrator, and bought the historic Botetourt Hotel to provide additional office space.

By 1990, Gloucester County had become one of the nations' fastest growing counties with a population of 33,000. National chains began to replace local businesses along Route 17, new residential developments were built, and the Walter Reed Hospital expanded. In Gloucester Village, storefront and streetscape improvements have recently been made, providing a picturesque setting for boutique shops and restaurants along Main Street.



The opening of the Coleman Bridge ended the historic use of ferries to connect York and Gloucester counties across the York River.



This undated postcard view shows the business section of Gloucester. Note the awnings and neon sign for Gray's Drugs.



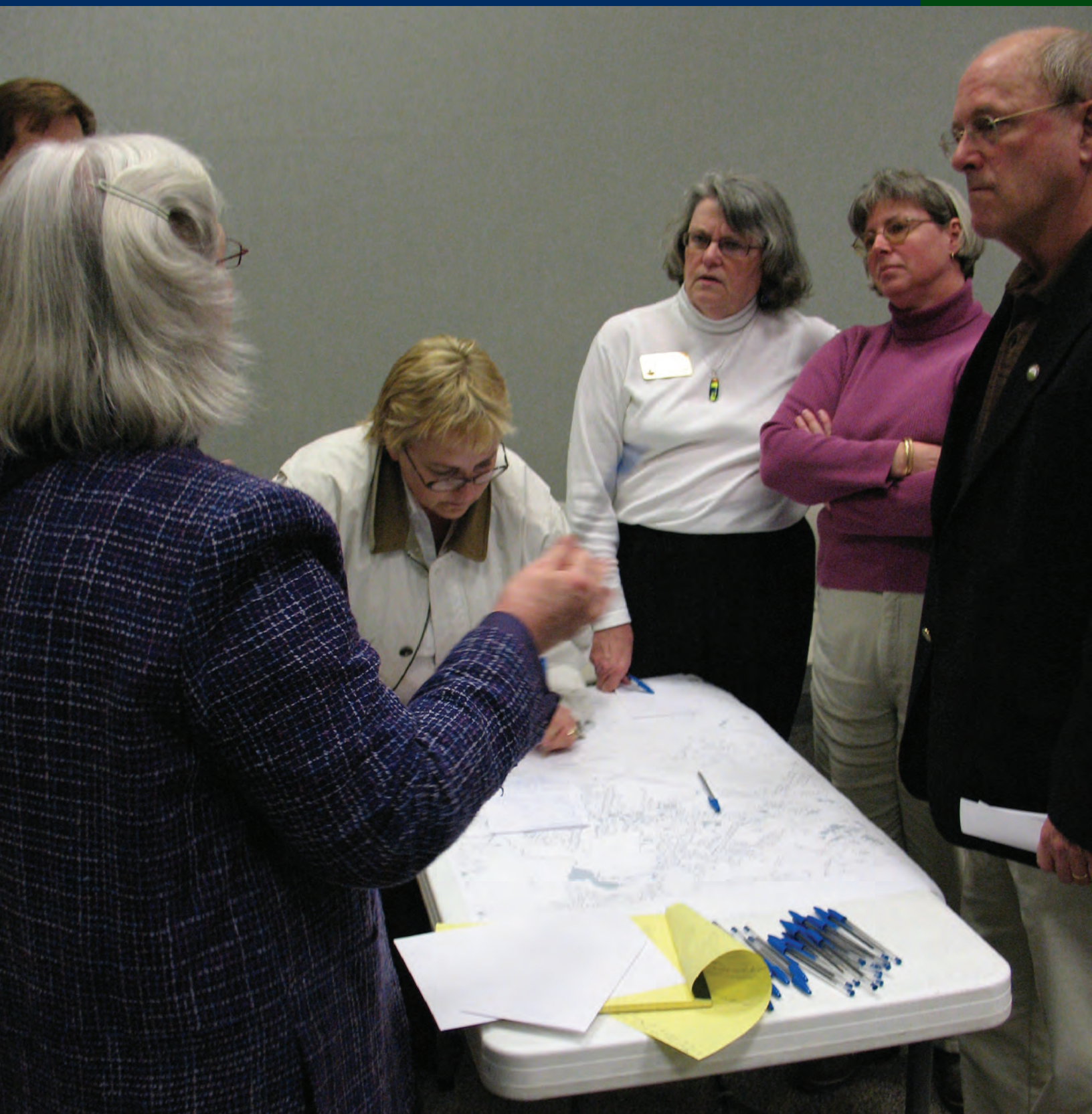
Main Street was decorated with lighted trees at the holidays to provide a festive atmosphere as shown in this mid-twentieth-century image.



GLOUCESTER COURTHOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA

STRATEGIC ASSESSMENT 3





After small group discussion of questions, each group spokesperson presented their answers to all participants.

The following observations came from various individual and small-group interviews and public workshops during our initial visits. A great deal of information was gathered during this phase, and the most pertinent points and themes are listed in the following sections. The passages below are summaries of these comments as conveyed to the consultant team. These comments do not necessarily reflect the opinion of the consultants but instead are derived from the input given by the interviewees.



The beehive, which appeared on early local coins and is currently the featured image for the Gloucester County Seal, has been used for a successful public art project.

3.1 What We Heard - Strengths

- Gloucester is a charming, historic Tidewater community with a unique circular courthouse “square” in the heart of the village and a “Main Street” scale.
- It has an overall positive image with attractive buildings, mature landscaping, and recently completed streetscape improvements.
- There are a variety of restaurants and interesting shops mixed with professional businesses and county government offices.
- Key anchors remain in the village and they include the county courthouse and associated offices, a regional hospital, the local post office, and the county library. They are all in walking distance of each other.
- There is a growing residential population in and near the village, and there is a large amount of existing and new commercial development just outside the village. These new “big box” developments offers the opportunity for village businesses to attract customers from them.
- The village is located just off of U. S. Route 17, the major north/south corridor going through the county. Many recreational facilities related to the Chesapeake Bay and its tributaries are located nearby.
- Gloucester has the reputation for carrying out quality public art projects as well as successful festivals and events. These include:

Historical-themed Wall Mural

Homecoming Parade

Beehive Sculptures

Battle of the Hook

Chalk Fest

Girls Night Out

Daffodil Festival

Christmas Parade



3.2 What We Heard - Challenges

- There appears to be a limited consensus on issues affecting the village and a resulting lack of vision for its future.
- Currently, Gloucester County treats all development the same, and there is no separate strategy for village revitalization. Also, the County naturally has to be receptive to all areas, not just the village.
- There is a perception of the Main Street Preservation Trust as a private group, but some are unclear about its goals and how it relates to the Gloucester Main Street Association.
- Low rents on Main Street may inhibit property owners and developers from rehabilitating existing buildings or building new ones.
- Some segments of the community believe that the village does not have enough critical mass of retail activities, is more expensive than other alternatives, and has inconvenient store hours.
- Main-line retail businesses (hardware, groceries, etc.) have left the village, and there is a belief that future “big box” national retail outlets will further drain downtown sales.
- While Gloucester is a Certified Tourist Destination, tourism efforts are limited due to a small budget and the lack of county-wide sites open to public.
- There is a very heavy volume of through traffic on Main Street and at the intersection of Routes 14 and 17. Also there is a lack of a sense of arrival to the village from the U. S. Route 17 gateways. There is a perception that there is not enough parking in the village as conveyed by some business owners.
- Several key buildings are suffering from a lack of maintenance and present a negative image in parts of the village. In the past, there was a lack of interest by property owners in free facade designs when offered to them.
- The current historic district is limited to the buildings immediately surrounding the courthouse circle, and there is some confusion about local design review powers and functions. Also, there are no design guidelines.
- Currently, there is limited open space for both small and large outdoor events. Also, beyond the Main Street sidewalks, other pedestrian routes in village are not clearly designated.
- In terms of art, there is no current home for Courthouse Players acting group and no public gallery or community center for exhibits and performances.
- The T. C. Walker historic house could be developed for a future cultural attraction. At the present time the house has been mothballed and there are no immediate plans for the property at this time.



A heavy volume of traffic at the intersection of routes 3/14 and 17 presents both challenges and opportunities.

3.3 What We Heard – Opportunities

- Gloucester County is already a committed partner to help revitalize the village through a public/private partnership.
- Nearby new commercial development offers a great opportunity to attract shoppers to the nearby village.
- Significant funding for staffing and programs of Gloucester Main Street Association (GMSA) are given annually by Main Street Preservation Trust (MSPT) for the benefit of the merchants and residents of Gloucester. This significant gift creates a unique tool available to the merchants to further their businesses. Most communities the size of Gloucester do not have an organization such as MSPT that is solely devoted to improving and enhancing Main Street.





The attractive downtown area offers additional opportunities to market the village to residents and visitors.



Beaverdam Park provides a new recreational attraction adjacent to the village.

- With partial funding and professional staff, there is a tremendous opportunity for GMSA to continue to seek the full participation and support of all Main Street businesses to aid in implementing major aspects of this plan.
- Given continued County support, encouragement and leadership in the community, MSPT may be able to provide a variety of funding mechanisms to aid in implementing this plan. Thus all groups: MSPT, Gloucester County and Main Street businesses and property owners would be committed partners to work together on these projects.
- If an expanded state and national historic district were in place, it would provide opportunities for historic tax credits for the rehabilitation of many more village buildings.
- There is the opportunity to build more in-village new residential and mixed-use development to increase density for folks who would use the village daily. With additional commercial space being developed, there is the opportunity to create more of a “critical mass” of retail activity in the village.
- There already are several successful restaurants in the village, and there is the opportunity to add more dining and food-related establishments.
- An opportunity exists to better market the village as a shopping and dining destination to both residents and visitors.
- There is a strong potential to incorporate more arts activities and venues into the village that will attract more visitors and residents alike.
- The connectivity to and between future greenways and blueways will strengthen the relevance of Main Street for recreational visitors. Also, with the wellness center, there is the opportunity to create walking loops and trails from the hospital area to Main Street and throughout the village.
- The Route 17 North and South gateways offer the opportunity for physical enhancements. The intersection at Routes 14 and 17 could be a major redevelopment site and the gateway to the traditional Main Street.
- Many buildings already have been improved, providing a positive image, but better designed and placed business signs could provide more visibility for many establishments.
- There is the opportunity, through signage and cooperative agreements, to create more parking throughout the village from existing lots. Also, there are nearby sites that offer the potential for additional parking lots or structures.
- The T. C. Walker House could tell the important story of local African-American historical contributions to the community and beyond.



GLOUCESTER COURT HOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA

PHYSICAL ANALYSIS 4



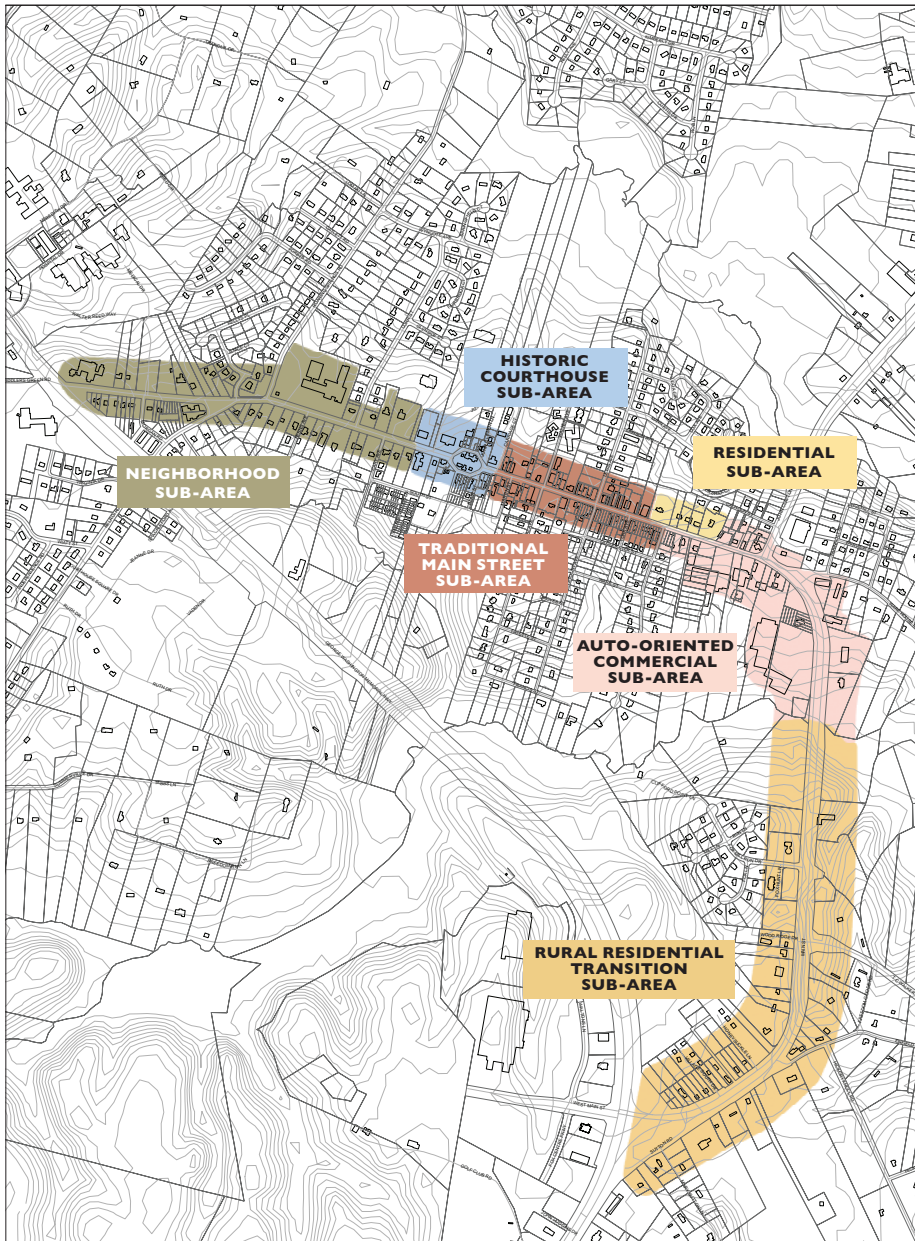


Exhibit 4.A The Main Street sub-areas are individually highlighted and labeled on the above map.

Gloucester Courthouse is a distinctive Tidewater Virginia village in terms of its layout and design character. It has a linear Main Street that runs the length of the community but is interrupted with a centrally located courthouse complex around which Main Street divides itself. The west end of Main Street intersects with the U.S. Route 17 Bypass while the east end intersection connects with Route 14 (to Mathews County) and the U. S. Business Route 17 that returns to a southern connection with the U. S. Route 17 Bypass. The various sub-areas of Main Street are shown in Exhibit 4.A are described in the next section.



4.1 Project Sub-Area Character

Neighborhood Sub-Area

This neighborhood contains older homes on parcels with deep setbacks and large front yards. The Riverside Walter Reed Memorial Hospital complex is at the western end of the district, and the eastern end contains the Botetourt Elementary School and Gloucester County office buildings adjoining the historic courthouse complex. Several churches are located in the area as well. The two-way street includes a grassy verge between it and the concrete sidewalk. Cobra-head lighting is mounted on wood utility poles. Power lines are elsewhere. Mature trees and lush landscape characterize this attractive neighborhood. Sidewalks do not continue to the western end of the street nor do they connect to the hospital complex. This well-maintained neighborhood should be preserved as a very attractive entry corridor to the village, and additional demolitions and resulting new structures should be avoided along it.



Evergreen plantings and seasonal color mark the entrance to the Riverside Hospital complex.



Large lots with mature trees and deeply setback houses are characteristic of this sub-area.





The brick walk that leads through the Courthouse Square is aligned with Main Street.



Courthouse Square centers on the 1766 courthouse.



The Botetourt Hotel is outside of the square but historically related to the courthouse.

Historic Courthouse Sub-Area

Listed on the National Register of Historic Places, this sub-area contains the eighteenth-century historic courthouse complex and the nearby former Botetourt Hotel, a historic tavern that now houses the local museum. There are six small-scale, brick court structures that are organized into two rows and face each other across the small court green. An oval-shaped brick wall surrounds the unusual complex to separate it from the vehicular traffic that goes around it. Small office buildings encircle the courthouse to the north and south. The Virginia Department of Historic Resources has described the courthouse complex as “one of the most picturesque groupings of its type in the Commonwealth.”

The streets and sidewalks in the sub-area are concrete, and lighting is utilitarian. Historic lighting and mature landscaping are important elements within the courthouse green. The area is slated to be upgraded with streetscape improvements that have already been designed including brick sidewalks and additional landscaping. Many special events such as the Daffodil Festival, Black Powder and Paint, Concerts on the Green and Art on the Green take place here.



The first development outside of the square occurred on adjacent parcels.



4.1 Project Sub-Area Character, continued

Traditional Main Street Sub-Area

This area extends eastward from the Courthouse Square toward the Route 14/17 intersection. It contains traditional Main Street commercial buildings that sit adjacent to the sidewalk and have little setback. Most of the one- and two-story buildings are brick and have storefronts. Many have been improved and are well maintained. There is on-street parking as well as some private parking behind some buildings. There is limited identified public off-street parking.

Recent streetscape improvements include period lighting, exposed pebble-aggregate sidewalks, landscaping and special street identification signs. Heavy through traffic can be a challenge for pedestrians, and some believe that more parking is needed. Overall, the area appears as an attractive and well-maintained traditional Main Street commercial district with a few older structures in need of an upgrade.



Aggregate sidewalks with brick accents and accompanied by lush plantings were part of recent streetscape improvement efforts.



Period lamp posts help to unify the Main Street streetscape.





The T. C. Walker House awaits rehabilitation.



Development in the Auto-Oriented Commercial Sub-Area lacks consistent setbacks and often features parking at the front of the lot.

Residential Sub-Area

This small sub-area is located on the north side of Main Street and contains several brick houses dating from the mid-twentieth century. This area also includes the former home of T. C. Walker, a prominent African-American in Gloucester's history. The presently mothballed property is owned by Hampton University and offers the opportunity for an additional cultural/academic facility for the village.

Auto-Oriented Commercial Sub-Area

This area is centered around the intersection of U. S Route 17 and Route 14. Here there is a mixture of building types, forms and scales as well as a certain randomness in their placement. There is a small older strip shopping area that has been set back from the street to allow for a parking lot in front of the buildings. This area includes the recently upgraded Main Street Center that also is set back deeply from the street and contains the local post office and county library. Sidewalks from Main Street end in parts of this area.

A deteriorated and vacant gas station occupies a key parcel at this intersection across the street from the historic Long Bridge Ordinary. This area contains some undeveloped parcels and offers the opportunity to redevelop others in a denser pattern. This sub-area also could be much better connected to and integrated with the Main Street Sub-Area.

Before any new development occurs in this sub-area, a solution to the traffic congestion at this intersection must be found. The through traffic to Mathews County goes through the intersection and as a result, traffic often backs up on Route 17. This condition often blocks vehicles from being able to enter Route 17 from Warehouse Landing Road.



4.1 Project Sub-Area Character, continued

Rural Residential Transitional Sub-Area

From the bridge on Route 17 business to the intersection with Route 17 at the Wal-Mart entrance, this portion of Route 17/Main Street is characterized by large lots with houses and some businesses. Its overall impression is one of a four-lane divided highway with mature landscape and sparse development. There is a green median with sections of guard rail, open drainage and plantings that include several Crepe Myrtle trees. The edges of the road do not have sidewalks and are characterized by open drainage ditches. This area could be perceived as either buffering or isolating the Court Square/Main Street area from the commercial development on Route 17.



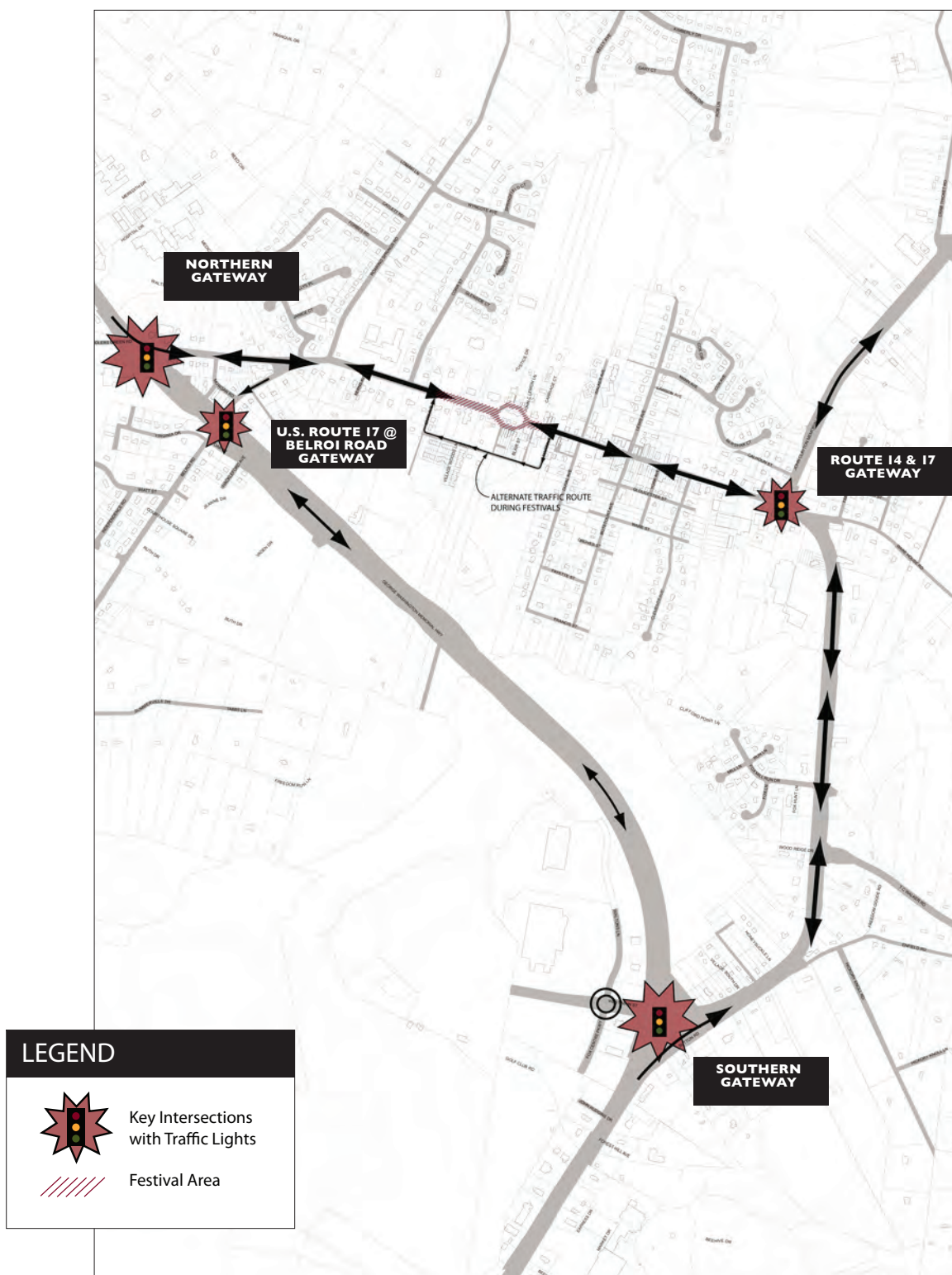
A tree edge characterizes this stretch of U. S. Route 17 Business.



Residential-scale structures on large lots face the heavily traveled U. S. Route 17 Business.



4.2 Gateways



Major gateways at U. S. Route 17, North and South, are highlighted by the larger starbursts. Secondary gateways at U. S. Route 17 and Belroi Road and at the Route 14/17 intersection are denoted by smaller starbursts.



4.2 Gateways, continued

Southern Gateway

This major gateway to the village at the intersection of U. S. Route 17 Bypass and U. S. Business Route 17 (Main Street) appears to a first-time visitor as just the intersection of two major highways. Many would not realize that it is a major gateway to Gloucester Village. Main Street has been extended through the intersection recently to the west to connect to a large new shopping area containing a number of national chain “big box” retailers who have located at this important crossroads. The challenge and opportunity of this gateway is to visually tie it in better through physical improvements so visitors will realize that it is a major entry point to the nearby village.



The Southern Gateway has no visual connection to the village Main Street.

Northern Gateway

This major gateway to the village is at the intersection of U. S. Route 17 Bypass and Main Street as it enters the village from the west. Again it appears as a typical stoplight intersection on a highway corridor. While there is a small, attractive gateway sign for Gloucester at the gateway like a similar one at the Southern Gateway, its visibility is limited. Outside of normal highway signs, there is not other indication that this is a major entry point to the village. If future gateway improvements could be visually coordinated and wayfinding signs added, the visiting public would be able to find the village easier and quicker.



The Northern Gateway could benefit from signage directing visitors to the village.





The Route 14/17 Gateway connects Gloucester to neighboring Mathews County and is heavily traveled.

Route 14/17 Gateway

This secondary gateway to the village, at the intersection of U. S. Business Route 17 and Route 14, is the closest gateway to the actual village area. The traditional Main Street terminates at this gateway. A large volume of traffic goes through this intersection during the day since it is the only major route from the south to neighboring Mathews County. Several years ago, a traffic roundabout was recommended for this intersection in order to move traffic more quickly. Public reaction to the concept was not positive even among county leaders.

Recent streetscape improvements from the village core have been extended to this intersection so there is now a visual link between it and the village. As described in the sub-areas sections above, this intersection suffers from a negative image created by a vacant, deteriorated gas station. A number of potential upgrades to this critical intersection are recommended later in this report.

U. S. Route 17 Bypass at Belroi Road Gateway

This secondary gateway is the next intersection directly south of the Northern Gateway and to the east merges with Main Street in the Neighborhood Sub-Area. It is primarily used by local traffic going to western areas of the village.



4.3 Traffic and Parking

The previous gateway map also shows traffic directions by the use of arrows. Both U. S. Route 17 Bypass and U. S. Business Route 17 are four-lane, divided highways. The rest of Main Street is a traditional two-lane, two-way road except each lane becomes one-way around the courthouse square complex. This plan does not include a detailed traffic or parking analysis. That separate study may be needed in the future.

However, there are several obvious traffic issues that need to be addressed. In the past, heavy through-truck traffic on Main Street going to or coming from Mathews County did not aid the retail activities in the village core and has recently been rerouted to U. S. Route Business 17. Also the traffic back-ups at the Route14/17 intersection will only get worse as the area continues to grow. If there is not support for a modern roundabout, there may be other ways to reroute local traffic to avoid that intersection and reduce traffic congestion. An expanded traffic study is needed for this area that looks at solutions in addition to a traffic circle. There continues to be heavy traffic on Main Street and a portion of that

appears to be through traffic that is not using Main Street as a destination. Traffic-calming solutions shown in Chapter 6 may help this situation.

Like most commercial business districts, many in Gloucester Village believe that there is a parking problem. Others think that parking is not a primary issue. It appears that there may be ample parking but much of it is private and is not well identified. See the accompanying map of shaded parking areas in the village. Shared parking and better signage could improve the issue in the short term.

There is an excess of parking at the east end of the village surrounding Main Street Center. For this reason, there is the opportunity to redevelop nearby parcels with uses that may require large amounts of parking like a community center. Lastly, a parking study of the village was started a number of years ago but never completed. If there is strong support that such a study is needed, there are several experts in small town parking that could undertake one in conjunction with a traffic analysis.



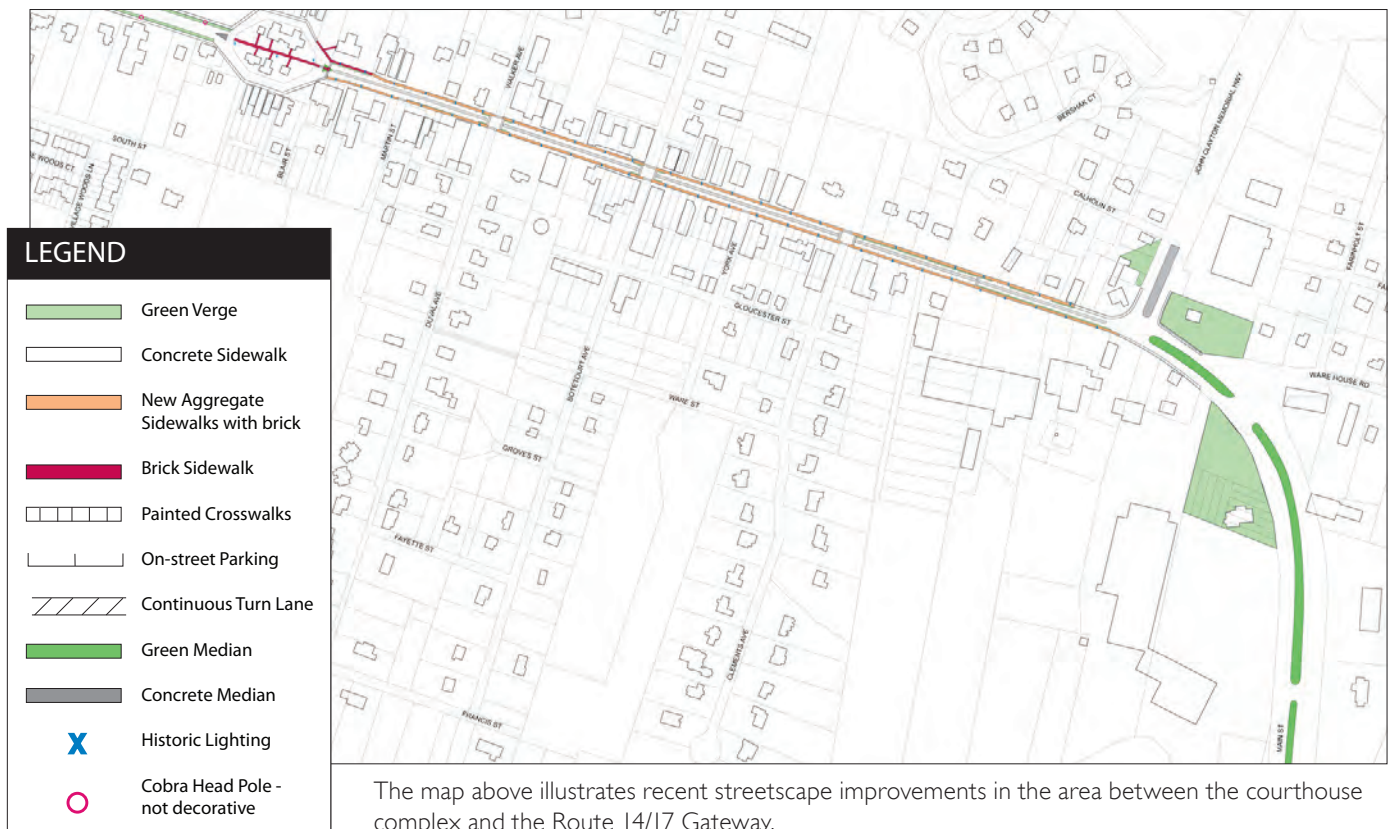
Surface parking areas are highlighted on the above map.



4.4 Streetscape

In recent years, Gloucester County officials have completed a multi-phased set of streetscape improvements in the village. New historically-styled streetlights, exposed pebble-aggregate sidewalks, additional landscaping and distinctive street and parking identification signs have been installed along Main Street. These improvements now extend from the courthouse complex eastward to the Route 14/17 intersection. The next phase that has already been designed calls for a series of upgrades around the courthouse complex. This illustrative plan is shown in *Chapter 6*.

The area around the Route 14/17 intersection offers a redevelopment opportunity to extend retail, professional and mixed-use development from Main Street. Currently, the pedestrian links and amenities from Main Street to this area are weak. Any redevelopment activity should include a careful streetscape study to connect these areas and upgrade the intersection area. *Chapter 6* has several concept recommendations in that regard.



4.5 Architecture and Building Design

While most of the Gloucester Courthouse complex dates from the eighteenth and early nineteenth centuries, much of the rest of the village architecture is early to mid-twentieth century.

Several older two-story buildings are grouped around the courthouse, but most of the Main Street buildings are small, one-story brick structures that reflect the early automobile era of growth. Many of these buildings are straightforward brick facades with a simple storefronts and limited decorative features or designs.

While many of these buildings are freestanding, they are placed fairly close together in random patterns that, along with their small scale, add to the village charm.

A number of the commercial facades have been upgraded with traditional colonial details like small-paned windows, classical cornices and pediments over entrances, all showing the design influence of nearby Williamsburg. Few newer structures have been erected in recent years outside of government offices.

The buildings around the Route 14/17 are newer and more auto-oriented in their placement and scale. The neighborhood west of the courthouse has larger older dwellings that create a pleasing residential corridor.

There is very limited design review in the village except for buildings in the historic district that immediately surrounds the courthouse. The local Historical Committee carries out this function now. Thus, most of Main Street from the by-pass to the Route 14/17 intersection has no design review



Early-twentieth-century buildings on Main Street are a full two stories and are classically designed.



Mid-twentieth century development on Main Street is smaller in scale, often one-story, but exhibits a traditional commercial zero setback from the sidewalk.



As Main Street extends towards the north, there is no consistent setback to reinforce the commercial character established by earlier development.





The design of the new firehouse uses traditional elements to successfully echo the forms and details of the village's early buildings.



Opportunities for the rehabilitation of existing older buildings may include a facade improvement program to strengthen the traditional appearance of Main Street architecture.

of new construction or of rehabilitation to existing structures. Expanding the historic district, reviewing existing corridor overlay zoning and strengthening the review functions are all issues that are addressed in *Chapter 6*.

In terms of private signs in the village, Gloucester County Planning Department is currently reviewing the ordinance to update and improve it. While it is important to have limits on the overall size of signs, it is also important to ensure that allowed signage functions well for the business and fits the building.

A combination of a flat wall sign (for passing motorists), a small projecting sign (for approaching pedestrians) and signage on display windows and doors (for the shopper to know that have arrived at their destination) is the ideal combination of signs.

Many design guidelines for business districts provide specific recommendations with illustrations that could be adapted for Gloucester's update.

In terms of sandwich board signs in the B-2 district, it is an issue of size, design, and placement. Many of these signs are put in a public right-of-way and may hinder safe pedestrian circulation or may impact handicapped needs. Some communities like Charlottesville have created detailed vending standards for such signs and outdoor dining, kiosks, etc. These guidelines may be useful to review for adapting to Gloucester's Main Street.



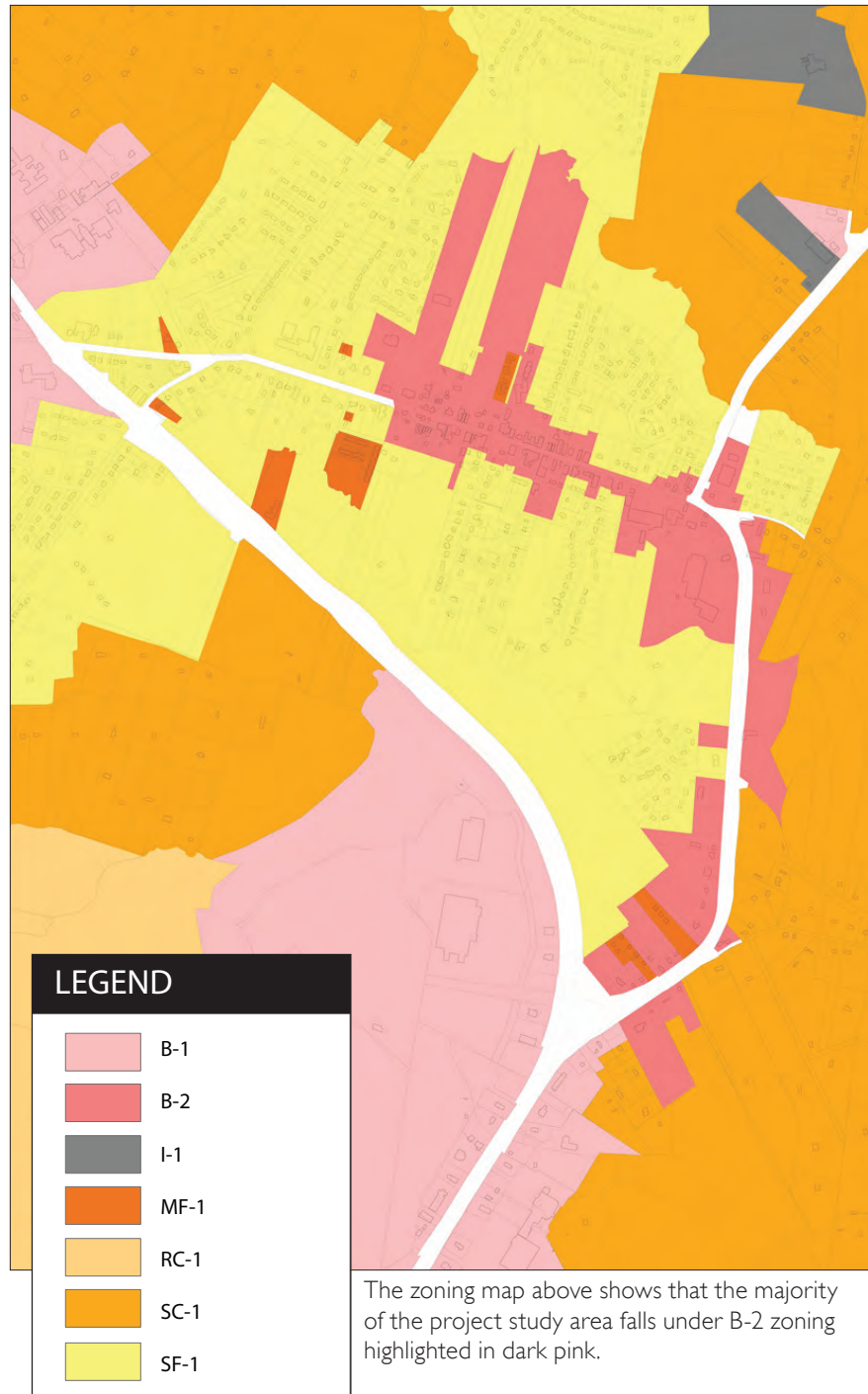
4.6 Zoning

Village Business District (B-2)

The intent of the B-2 district is to provide for the orderly growth and development of selected retail sales, office, service, and public use establishments which are primarily oriented to central business concentrations. The district is designed to foster village scale commercial development in activity centers.

Medium Density Multifamily Residential District (MF-1)

The intent of the MF-1 district is to provide for a variety of cluster and attached housing accommodations, in suitable residential areas, at moderate and high densities allowing for efficient delivery of utility services. To this end, permitted uses are limited to two- and multi-unit dwellings and public- and semi-public facilities to serve the residents.



Suburban Countryside District (SC-1)

The intent of the SC-1 district is to allow low-density residential development. The SC-1 district is intended for limited areas suitable for such development by virtue of their non-prime, non-erodible soils and their suitability for septic systems. In many cases, these areas are already largely committed to low-density residential subdivisions. Cluster development is encouraged in order to protect environmental and scenic resources.

Single-Family Detached Residential District (SF-1)

The intent of the SF-1 district is to preserve existing residential areas and provide for future areas of similar character. To this end, development is limited to low concentration and permitted uses are limited to detached single-family dwellings, providing homes for residents plus certain additional uses such as schools, parks, churches and certain public facilities that serve the residents of the district.



GLOUCESTER COURTHOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA

MARKET ANALYSIS

5





Gloucester Village has a traditional Main Street mixture of retail, office, and dining uses.

5.1 Introduction and Background

Gloucester Village is a retail center serving much of the rural area in Gloucester County. In order to better understand the market conditions, the project team conducted a detailed market definition study and a sales and retail leakage analysis for the community.

This chapter of the report presents the findings of the retail market research for Gloucester and sets the stage for further analysis that can be used to recruit business, help existing businesses target customers, and implement the accompanying marketing strategy in the next chapter. The goal is to keep Gloucester a competitive center of trade for the community amidst dramatic change in the retail climate in America today.

Chapter 5 is divided into two sections:

Section 5.2 is Gloucester's market definition based on zip code survey work completed by businesses in the community. It also provides insight into the Gloucester's trade area demographics and presents market segmentation data related to Gloucester's primary and secondary trade areas. This information provides general consumer profiles based on income, spending habits, location, and demographics.

Section 5.3 presents the retail market analysis that shows the amount of retail sales "leaking" from the primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This chapter concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the community.



5.2 Market Definition

Unlike other techniques that tend to use arbitrarily picked boundaries for customer trade zones (radii studies and the like), the method used for market definition in this study is based on zip code survey work completed by cooperative merchants. Geographic zip codes are used because they are easy to track at the customer level and frequently follow reasonable boundaries within which a whole host of demographic data can be gleaned.

Fourteen Gloucester retail businesses graciously participated in the zip code survey of their customers conducted in February of 2008. These businesses, primarily located in downtown, show a cross section of independent businesses in the village area of Gloucester. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during a seven-day period. In all, 1,043 individual customer visits were recorded during the one-week period.

5.2.1 Zip Code Results

The results of the zip code survey are listed below:

- Gloucester businesses recorded customers from 109 unique different zip codes representing fourteen states.
- 52.3% of the customers resided in the Gloucester zip code of 23061.
- Hayes was the next most prominent zip code with 7.3% of the customers with Mathews at 6.0% of the customers.

- About one in every five customers in 'village' shops was from outside of the immediate area (Gloucester and Mathews Counties). Of those Hampton Roads, which in this instance includes Newport News, Hampton, and the Southside, accounted for 4.6% of the customers while Richmond accounted for 2.0%.

- The rest of Virginia and all other states accounted for only 13.3% of the customer visits in Gloucester.

Exhibits 5.A and 5.B provide two different insights into the breakouts of customer visits.

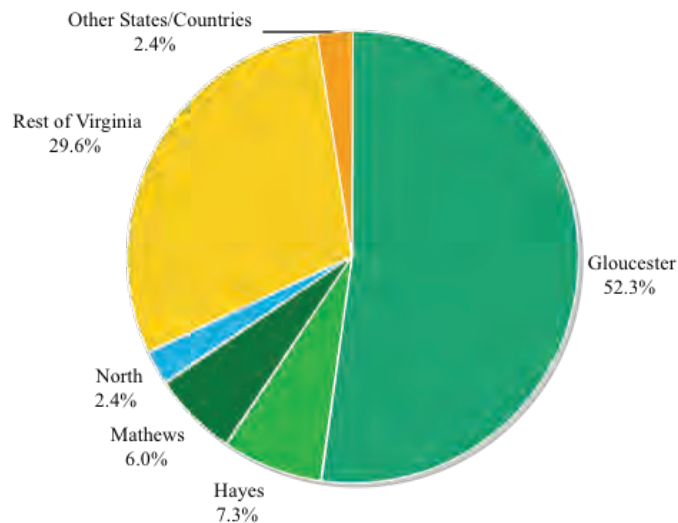


Exhibit 5.A Origin of customers visiting Gloucester Village shops.

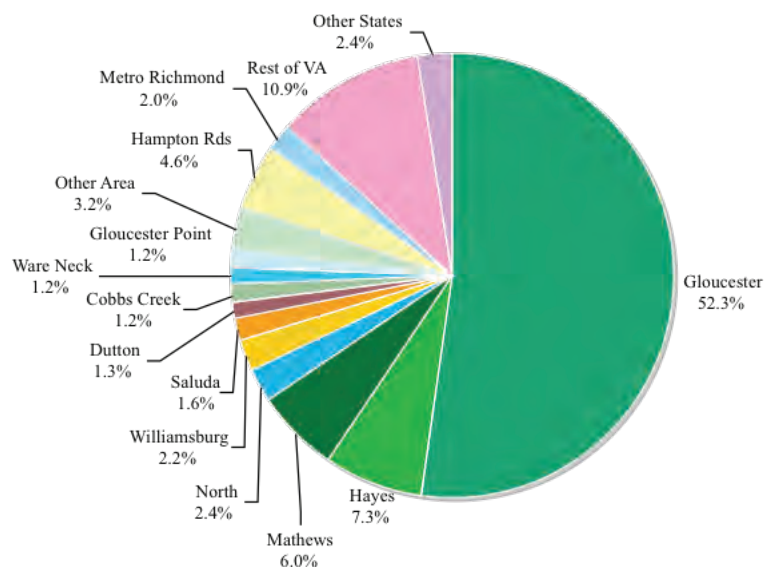


Exhibit 5.B Second example showing origin of customers visiting Gloucester Village shops.



5.2.2 Information by Business

The preceding information examined how the stores did in aggregate when all results are combined into one “pot” of figures. This section looks at the results by retail store to determine if there are any anomalous figures that emerge with particular stores. To protect the confidentiality of the individual store results, the names of the stores are not included in the charts. The red bars indicate the overall percentage visits for all participating businesses.

Exhibit 5.C illustrates that overall the percent of visitors from the Gloucester zip code is 52.3%. Nine of the fourteen businesses that participated in the survey had 50% or more of their customers from the Gloucester zip code while four had less than 33%. Exhibit 5.D shows the results looking at Gloucester County data. In this case, overall 62.4% of the customer visits come from the Gloucester County. Only one participating businesses had less than one third of their customers from the Gloucester County. No matter how it is examined, the local market is an imperative component of the Gloucester Village’s livelihood as a retail destination.

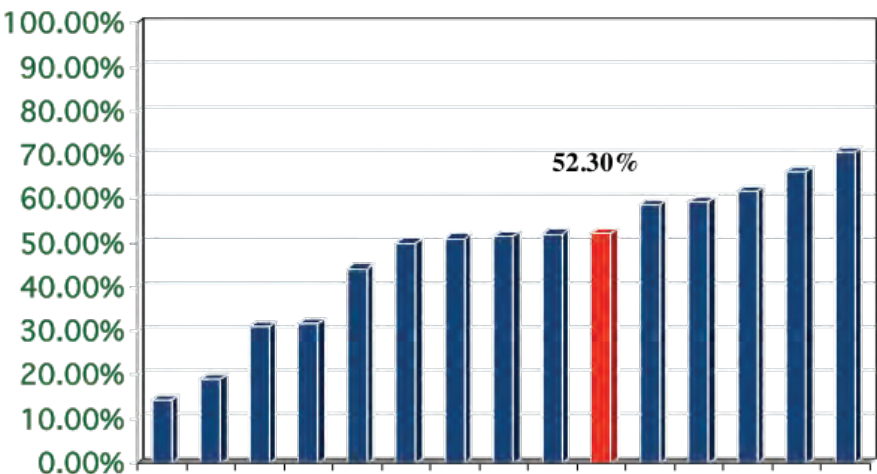


Exhibit 5.C Percent Gloucester zip code by business

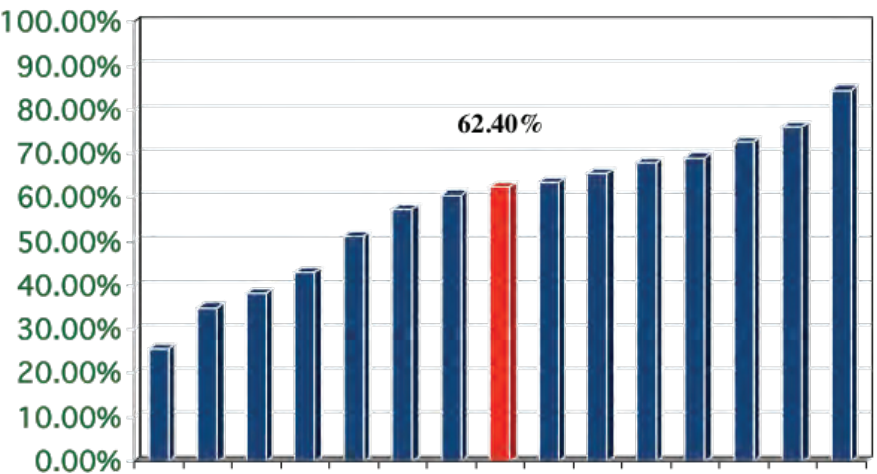


Exhibit 5.D Percent Gloucester County by business



5.2 Market Definition, continued

Defining “visitor” traffic can be difficult because someone from Norfolk might be called a visitor while someone from Newport News might be an employee that works downtown. For the purposes of this study, people from other states were combined with people from clearly outside of the “commuting area” to constitute the “visitor” statistics. Overall visitors comprised 13.3% of the customer traffic in Gloucester Village as shown in Exhibit 5.E. Three businesses indicated that visitors comprised over 20% of their customers while two businesses had no visitor traffic at all. By and large, visitor traffic hovered in the 10% range for most businesses. These visitor numbers while seemingly small, might represent the difference between success and failure for businesses and are actually quite impressive considering the survey was done in the “off season” for visitors traveling through the community to waterfront destinations.

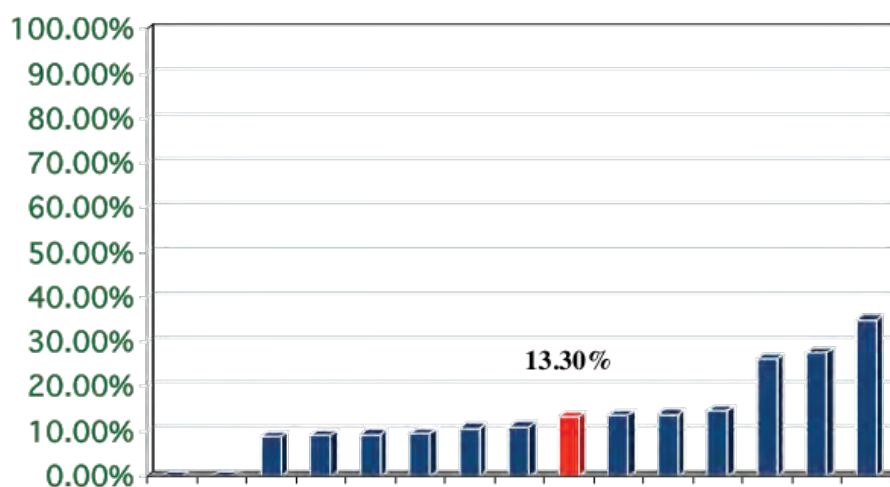


Exhibit 5.E Percent “Visitor” by business



Zip	Area	Population	Visits	Visits/1000 Pop
23050	Dutton	371	14	37.7
23109	Mathews	1,924	63	32.7
23128	North	784	25	31.9
23061	Gloucester	21,752	545	25.1
23056	Foster	298	6	20.1
23071	Hartfield	1,121	12	10.7
23035	Cobbs Creek	1,493	13	8.7
23043	Deltaville	1,505	10	6.6
23072	Hayes	12,078	76	6.3
23025	Cardinal	660	4	6.1
23062	Gloucester Point	2,327	13	5.6
23149	Saluda	3,538	17	4.8
All	Williamsburg	73,979	23	0.3

Exhibit 5.F Trade Area Definitions

5.2.3 Trade Area Definitions

The number of visits provides an overall viewpoint of where customers come from. A more accurate way to evaluate customer loyalty in the market is by looking at the local market itself. Since zip codes each have different populations, customer visits are most accurately tracked on the number of visits in relation to the population. This corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. By this measure, the Primary and Secondary trade areas for the community can be established. The Primary trade area is the geography where the most loyal and frequent customers to Gloucester Village reside. The Secondary trade area represents an area where Gloucester Village businesses can rely on customers but to a lesser degree. Exhibit 5.F shows customer visits per 1,000 people for each of the highest representative visits.



5.2 Market Definition, continued

Determining the primary and secondary trade areas can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. However, in Gloucester’s case the divisions are quite clear. With 25.1 visits per thousand residents, the 23061 zip code (Gloucester) is clearly in the primary trade area for the community. Interestingly, North, Mathews and Dutton appear to be more “loyal” markets to Gloucester Village though their small populations tend to skew the data a bit. Rounding out the primary trade area is Foster with 20.1 visits per thousand residents.

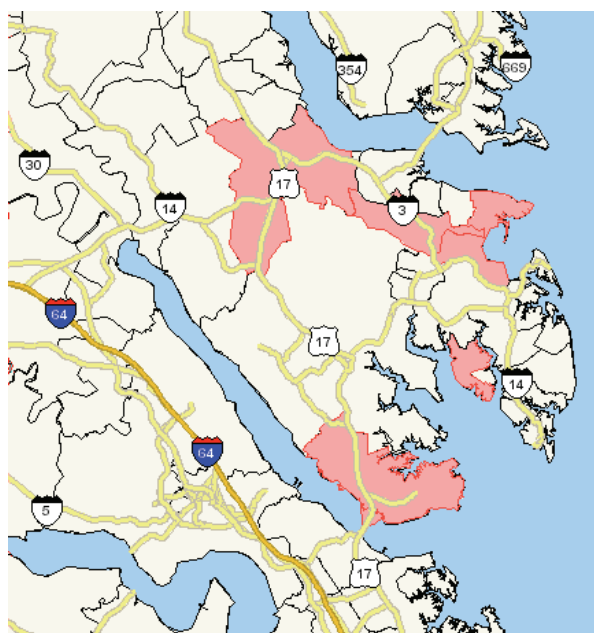
The secondary trade area includes Hartfield, Cobbs Creek, Deltaville, Hayes, Cardinal, Gloucester Point, and Saluda. It is interesting to note that Hayes and Gloucester Point do not fall within the primary trade area, indicating a potential market that could be cultivated to enhance loyalty to Gloucester Village.

While Williamsburg had 23 overall visits to Gloucester, it’s large population resulted in customer loyalty of less than one visit per thousand residents. Williamsburg should not be discounted as a potential market for downtown, but it is clear that the two communities function in different “spheres” of influence for retail.

The next two exhibits illustrate each of the trade areas for Gloucester Village in map form. It is clear that Gloucester is attracting from the core area of the community and that the secondary trade area flank Gloucester to the north and to the south. The waterways of the region and rather large zip codes themselves create somewhat of a “gerrymander” effect on the trade areas.



Primary Trade Area Map



Secondary Trade Area Map



5.2.4 Market Demographics and Market Segmentation

The primary trade area has an estimated 2007 population of 25,440. The area has experienced robust growth with a population increase of 11.3% since 2000. This reflects a continuing trend that has outpaced the Commonwealth of Virginia as a whole. In fact the primary trade area grew 20.3% between 1990 and 2000 while the state only grew 13.2%. Growth is expected to continue so that by 2012 the population will reach 26,686 in the primary trade area (a 4.9% growth rate from 2007).

The Primary Trade Area income levels are slightly lower than Virginia with a 2007 Estimated Per Capita income at \$24,912 compared with \$29,524 for the state. Median household income shows a similar pattern at \$54,827 compared with \$57,477 for Virginia.

The secondary trade area is smaller in population at 22,722 than the primary trade area. It has experienced relatively slow growth since 2000 at 1.1% and only increased by 10% between 1990 and 2000. This area is expected to actually decrease in population by a very small .4% by 2012.

The 2007 estimated per capita income of the secondary trade area is \$27,386 compared with \$24,912 for the primary trade area and \$29,524 for Virginia. Median household income is \$54,827 compared with \$54,546 for the primary trade area and \$57,477 for Virginia.

All of the income, demographic and consumer expenditure patterns can be summarized into what is known as “market segmentation” information. For Gloucester, we used the Prizm Market Segmentation studies prepared by Claritas Inc. This information is valuable in understanding the demographic characteristics of the trade areas established above.

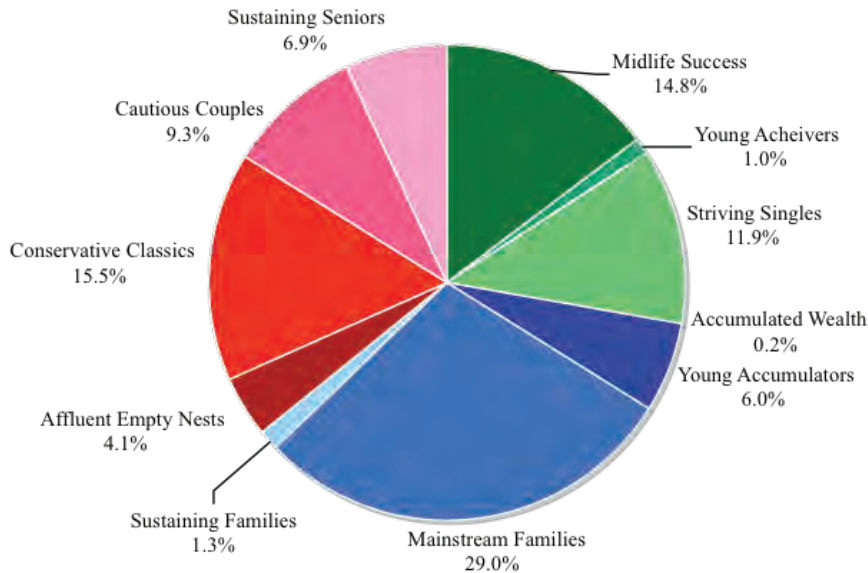


Exhibit 5.G Market Segmentation - Primary Trade Area

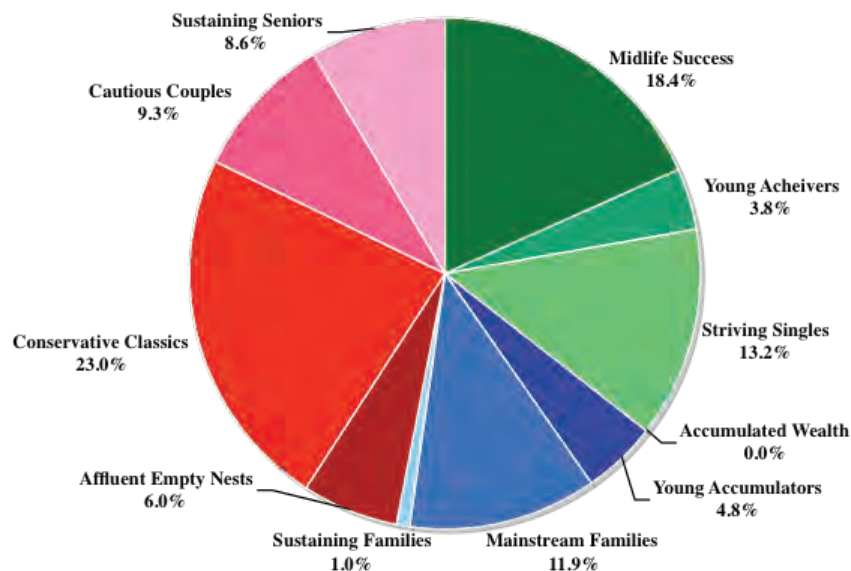


Exhibit 5.H Market Segmentation - Secondary Trade Area



5.2 Market Definition, continued

The Exhibit 5.G and 5.H shows the market segmentation for the primary and secondary trade areas for Gloucester. The segments are divided by age demographics and further by wealth. The green colors represent younger years, the blue are family life and the red are mature years. Lighter colors represent less affluence, which graduate to darker colors as affluence increases. The colors allow for a quick comparison of the demographic breakout for the primary trade area.

It is clear from the chart to the below that the primary trade area's largest market segment is "mainstream families" which is a solidly "middle class" and "middle America" demographic. It is clear also that there is a relatively low percentage of lower-income households in the primary trade area as well. The secondary trade area for Gloucester has a much older demographic base than the primary trade area and is more affluent. Overall the trade areas for Gloucester are more affluent than the United States which is shown in Exhibit 5.I.

5.2.5 Market Definition and Demographic Conclusions

- Gloucester Village shops cater to a very strong local population base with over 60% of the market coming from Gloucester County. Its regional and tourism importance cannot be discounted, however, and any marketing strategy for Gloucester must take both locals and visitors into account to be effective.
- The loyal local base is confused to some degree by a significant drop in customer loyalty as customers move along Route 17 toward Hayes and Gloucester Point. In fact, customers with Mathews County zip codes are frequently more loyal to Gloucester Village shops than those in southern Gloucester County itself. The fact that the southern portion of the County remains in the secondary trade area is an opportunity to potentially mend the "loyalty gap" with countywide residents.

- The participating shops had a relatively reasonable amount of visitor traffic. Tourism, particularly in this region, could be a potential growth market for Gloucester Village that would augment the growth in the local population base. We could identify about 4 or 5 "browsers" out of the total visitor traffic count of about 139 customers which means there is an opportunity to link the various shops and restaurants in the Gloucester Village through better pedestrian amenities and signage.
- Demographic growth and income levels are robust in the primary trade area and stable in the secondary trade area meaning the community should plan for continued growth and change.

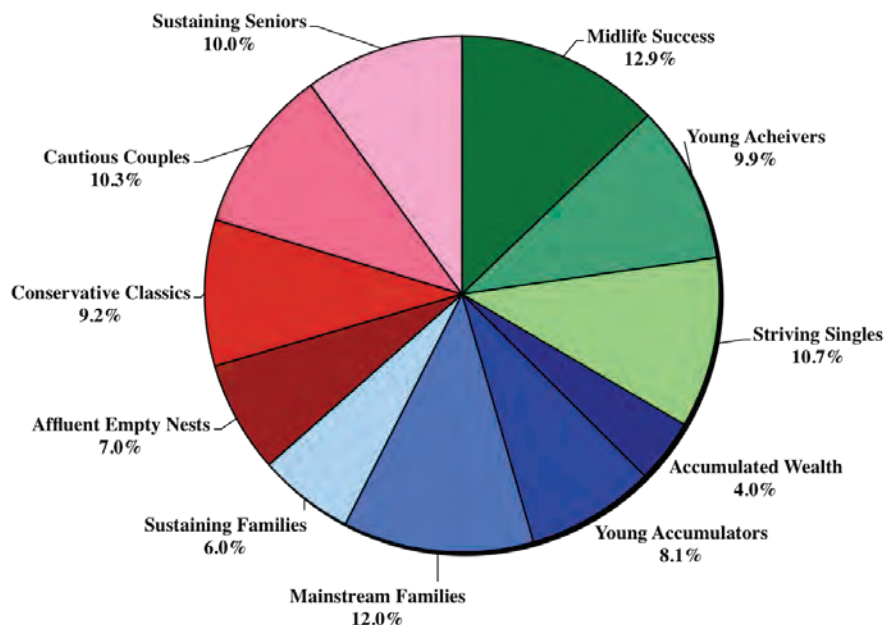


Exhibit 5.I Market Segmentation - United States Average



5.3 Retail Market Analysis

Gloucester is a retail center serving the primary and secondary markets defined above. In this section, the Gloucester retail market will be examined to identify potential opportunities for retail by examining retail leakage. A retail leakage analysis that will look at the primary and secondary trade areas to see how much money is leaving the area to stores in other areas. This will allow the community to assess what kind of additional stores might be attracted to Gloucester and will help individual existing businesses understand how they might diversify product lines.

5.3.1 Retail Leakage in the Trade Areas

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

Such an analysis is not an exact science. In some cases, large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart or apparel purchases through mail-order). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique. Understanding retail leakage is just one component of the research necessary to develop a business in a community, and this information should be used as a component of a larger business plan on the part of any business wishing to locate or expand in Gloucester.

- Stores in the primary trade area for Gloucester (the Gloucester, Dutton, Mathews, North, and Foster zip codes as defined above in Section 5.2.3) sold \$261.1 million in merchandise in 2007. This figure excludes automobile dealerships and gasoline related sales.
- Consumers in the same zip codes spent \$272.3 million dollars in stores of similar type.
- This means that overall the primary trade area for Gloucester is leaking sales to the tune of \$18.1 million annually. (Again, this excludes automobile-related retail sales and gasoline.)
- Stores in the seven zip codes that comprise the secondary trade area for Gloucester Village (Hartfield, Cobbs Creek, Saluda, Cardinal, Deltaville, Hayes, and Gloucester Point) sold \$158.3 million in merchandise.
- Secondary trade area consumers spent \$265.3 million.
- The secondary trade area is leaking sales in the amount of \$107 million each year.

Source for figures above: Claritas Inc.



5.3 Retail Market Analysis, continued

Combined together the trade area for Gloucester Village is leaking sales in the amount of \$125.1 million annually. This means that nearby communities such as Williamsburg and Newport News are likely to be absorbing much of this loss. Even though both of the trade areas are leaking sales overall, the details of this leakage are further understood by looking at individual retail categories. Each of these categories is presented in the table below Exhibit 5.J.

NOTE:

Exhibit 5-J shows the retail leakage for Gloucester's primary trade area in each of the retail categories studied for this report. Please note that some categories are subsets of larger categories.

The chart above shows that while the primary trade area is leaking in overall sales, there are categories such as building material, general merchandise stores (like Wal-Mart), and antique stores (though on a much smaller scale) that are gaining sales. Many other key categories that are more ideally suited to a "village" setting such as full-service restaurants, book stores, specialty food stores, certain apparel categories, and the like are leaking sales.

	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	279,219,779	261,073,346	18,146,433
Furniture and Home Furnishings Stores-442	11,647,435	7,116,717	4,530,718
Furniture Stores-4421	6,157,239	4,059,939	2,097,300
Home Furnishing Stores-4422	5,490,196	3,056,778	2,433,418
Electronics and Appliance Stores-443	9,803,083	3,928,232	5,874,851
Appliances, TVs, Electronics Stores-44311	7,512,902	3,928,232	3,584,670
Household Appliances Stores-443111	1,763,072	1,709,671	53,401
Radio, Television, Electronics Stores-443112	5,749,830	2,218,561	3,531,269
Computer and Software Stores-44312	1,896,384	0	1,896,384
Camera and Photographic Equipment Stores-44313	393,797	0	393,797
Building Material, Garden Equip Stores -444	53,104,912	87,014,722	(33,909,810)
Building Material and Supply Dealers-4441	48,414,167	67,369,354	(18,955,187)
Home Centers-44411	18,164,318	9,197,659	8,966,659
Paint and Wallpaper Stores-44412	1,243,659	433,002	810,657
Hardware Stores-44413	3,585,366	552,182	3,033,184
Other Building Materials Dealers-44419	25,420,824	57,186,511	(31,765,687)
Building Materials, Lumberyards-444191	8,678,437	19,501,233	(10,822,796)
Lawn, Garden Equipment, Supplies Stores-4442	4,690,745	19,645,368	(14,954,623)
Outdoor Power Equipment Stores-44421	750,978	1,096,138	(345,160)
Nursery and Garden Centers-44422	3,939,767	18,549,230	(14,609,463)
Food and Beverage Stores-445	50,645,673	29,994,694	20,650,979
Grocery Stores-4451	45,958,993	28,048,149	17,910,844
Supermarkets, Grocery (Ex Conv) Stores-44511	43,642,325	26,121,107	17,521,218
Convenience Stores-44512	2,316,668	1,927,042	389,626
Specialty Food Stores-4452	1,541,274	791,183	750,091
Beer, Wine and Liquor Stores-4453	3,145,406	1,155,362	1,990,044
Health and Personal Care Stores-446	23,204,035	15,797,660	7,406,375
Pharmacies and Drug Stores-44611	20,104,683	13,757,712	6,346,971
Cosmetics, Beauty Supplies, Perfume Stores-44612	846,235	0	846,235
Optical Goods Stores-44613	747,306	497,961	249,345
Other Health and Personal Care Stores-44619	1,505,811	1,541,987	(36,176)
Clothing and Clothing Accessories Stores-448	19,003,284	5,410,062	13,593,222
Clothing Stores-4481	13,552,406	3,679,319	9,873,087
Men's Clothing Stores-44811	855,867	0	855,867
Women's Clothing Stores-44812	3,454,953	239,272	3,215,681
Childrens, Infants Clothing Stores-44813	771,074	89,001	682,073
Family Clothing Stores-44814	7,249,716	3,290,447	3,959,269
Clothing Accessories Stores-44815	317,226	21,599	295,627
Other Clothing Stores-44819	903,570	39,000	864,570
Shoe Stores-4482	2,710,919	0	2,710,919
Jewelry, Luggage, Leather Goods Stores-4483	2,739,959	1,730,743	1,009,216
Jewelry Stores-44831	2,520,314	1,730,743	789,571
Luggage and Leather Goods Stores-44832	219,645	0	219,645
Sporting Goods, Hobby, Book, Music Stores-451	7,165,168	1,260,155	5,905,013
Sporting Goods, Hobby, Musical Inst Stores-4511	5,174,556	733,155	4,441,401
Sporting Goods Stores-45111	2,532,972	657,297	1,875,675
Hobby, Toys and Games Stores-45112	1,720,643	0	1,720,643
Sew/Needlework/Piece Goods Stores-45113	446,674	35,572	411,102
Musical Instrument and Supplies Stores-45114	474,267	40,286	433,981
Book, Periodical and Music Stores-4512	1,990,612	527,000	1,463,612
Book Stores and News Dealers-45121	1,331,034	300,001	1,031,033
Book Stores-451211	1,247,941	300,001	947,940
News Dealers and Newsstands-451212	83,093	0	83,093
Prerecorded Tapes, CDs, Record Stores-45122	659,578	226,999	432,579
General Merchandise Stores-452	51,099,319	78,571,741	(27,472,422)
Department Stores Excl Leased Depts-4521	23,627,735	13,588,362	10,039,373
Other General Merchandise Stores-4529	27,471,584	64,983,379	(37,511,795)
Warehouse Clubs and Super Stores-45291	23,589,048	60,551,084	(36,962,036)
All Other General Merchandise Stores-45299	3,882,536	4,432,295	(549,759)
Miscellaneous Store Retailers-453	11,901,484	7,113,384	4,788,100
Florists-4531	874,483	796,187	78,296
Office Supplies, Stationery, Gift Stores-4532	4,570,030	2,777,407	1,792,623
Office Supplies and Stationery Stores-45321	2,597,677	2,270,946	326,731
Gift, Novelty and Souvenir Stores-45322	1,972,353	506,461	1,465,892
Used Merchandise Stores-4533	935,363	1,810,243	(874,880)
Other Miscellaneous Store Retailers-4539	5,521,608	1,729,547	3,792,061
Foodservice and Drinking Places-722	41,645,386	24,865,979	16,779,407
Full-Service Restaurants-7221	18,879,161	7,789,965	11,089,196
Limited-Service Eating Places-7222	17,635,233	14,374,573	3,260,660
Special Foodservices-7223	3,388,047	2,701,441	686,606
Drinking Places -Alcoholic Beverages-7224	1,742,945	0	1,742,945

Exhibit 5.J Primary Trade Area Retail Leakage



	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	265,287,140	158,336,708	106,950,432
Furniture and Home Furnishings Stores-442	11,265,885	2,560,914	8,704,971
Furniture Stores-4421	5,970,993	1,093,062	4,877,931
Home Furnishing Stores-4422	5,294,892	1,467,852	3,827,040
Electronics and Appliance Stores-443	9,380,981	7,057,696	2,323,285
Appliances, TVs, Electronics Stores-44311	7,175,100	6,809,698	365,402
Household Appliances Stores-443111	1,672,138	2,868,855	(1,196,717)
Radio, Television, Electronics Stores-443112	5,502,962	3,940,843	1,562,119
Computer and Software Stores-44312	1,831,625	247,998	1,583,627
Camera and Photographic Equipment Stores-44313	374,256	0	374,256
Building Material, Garden Equip Stores -444	49,654,984	21,794,176	27,860,808
Building Material and Supply Dealers-4441	45,270,506	12,243,835	33,026,671
Home Centers-44411	16,996,676	7,110,235	9,886,441
Paint and Wallpaper Stores-44412	1,206,397	0	1,206,397
Hardware Stores-44413	3,371,132	2,429,644	941,488
Other Building Materials Dealers-44419	23,696,301	2,703,956	20,992,345
Building Materials, Lumberyards-444191	8,038,739	922,080	7,116,659
Lawn, Garden Equipment, Supplies Stores-4442	4,384,478	9,550,341	(5,165,863)
Outdoor Power Equipment Stores-44421	701,420	1,205,543	(504,123)
Nursery and Garden Centers-44422	3,683,058	8,344,798	(4,661,740)
Food and Beverage Stores-445	47,644,379	54,631,717	(6,987,338)
Grocery Stores-4451	43,134,266	52,074,605	(8,940,339)
Supermarkets, Grocery (Ex Conv) Stores-44511	40,963,135	47,050,745	(6,087,610)
Convenience Stores-44512	2,171,131	5,023,860	(2,852,729)
Specialty Food Stores-4452	1,439,654	521,502	918,152
Beer, Wine and Liquor Stores-4453	3,070,459	2,035,610	1,034,849
Health and Personal Care Stores-446	22,946,971	11,620,471	11,326,500
Pharmacies and Drug Stores-44611	19,889,786	10,804,585	9,085,201
Cosmetics, Beauty Supplies, Perfume Stores-44612	844,404	534,998	309,406
Optical Goods Stores-44613	719,134	1,040	718,094
Other Health and Personal Care Stores-44619	1,493,647	279,848	1,213,799
Clothing and Clothing Accessories Stores-448	17,820,849	8,036,347	9,784,502
Clothing Stores-4481	12,589,621	5,206,501	7,383,120
Men's Clothing Stores-44811	803,824	0	803,824
Women's Clothing Stores-44812	3,204,868	137,767	3,067,101
Childrens, Infants Clothing Stores-44813	678,510	0	678,510
Family Clothing Stores-44814	6,756,095	5,063,334	1,692,761
Clothing Accessories Stores-44815	308,030	5,400	302,630
Other Clothing Stores-44819	838,294	0	838,294
Shoe Stores-4482	2,442,068	2,638,999	(196,931)
Jewelry, Luggage, Leather Goods Stores-4483	2,789,160	190,847	2,598,313
Jewelry Stores-44831	2,572,282	177,259	2,395,023
Luggage and Leather Goods Stores-44832	216,878	13,588	203,290
Sporting Goods, Hobby, Book, Music Stores-451	6,749,064	835,960	5,913,104
Sporting Goods, Hobby, Musical Inst Stores-4511	4,859,951	622,959	4,236,992
Sporting Goods Stores-45111	2,383,592	485,483	1,898,109
Hobby, Toys and Games Stores-45112	1,604,276	0	1,604,276
Sew/Needlework/Piece Goods Stores-45113	425,334	83,761	341,573
Musical Instrument and Supplies Stores-45114	446,749	53,715	393,034
Book, Periodical and Music Stores-4512	1,889,113	213,001	1,676,112
Book Stores and News Dealers-45121	1,277,618	213,001	1,064,617
Book Stores-451211	1,195,096	213,001	982,095
News Dealers and Newsstands-451212	82,522	0	82,522
Prerecorded Tapes, CDs, Record Stores-45122	611,495	0	611,495
General Merchandise Stores-452	48,194,441	17,525,844	30,668,597
Department Stores Excl Leased Depts-4521	22,347,325	1,193,316	21,154,009
Other General Merchandise Stores-4529	25,847,116	16,332,528	9,514,588
Warehouse Clubs and Super Stores-45291	22,139,433	14,294,959	7,844,474
All Other General Merchandise Stores-45299	3,707,683	2,037,569	1,670,114
Miscellaneous Store Retailers-453	11,275,215	8,059,928	3,215,287
Florists-4531	848,721	832,893	15,828
Office Supplies, Stationery, Gift Stores-4532	4,422,562	2,872,432	1,550,130
Office Supplies and Stationery Stores-45321	2,514,855	0	2,514,855
Gift, Novelty and Souvenir Stores-45322	1,907,707	2,872,432	(964,725)
Used Merchandise Stores-4533	892,722	524,946	367,776
Other Miscellaneous Store Retailers-4539	5,111,210	3,829,657	1,281,553
Foodservice and Drinking Places-722	40,354,371	26,213,655	14,140,716
Full-Service Restaurants-7221	18,334,340	7,763,391	10,570,949
Limited-Service Eating Places-7222	17,002,469	12,225,417	4,777,052
Special Foodservices-7223	3,266,500	6,224,847	(2,958,347)
Drinking Places -Alcoholic Beverages-7224	1,751,062	0	1,751,062

A similar analysis looking at the secondary trade area reveals similar patterns with even more robust leakage in many categories, as seen in Exhibit 5.K. The key for Gloucester is to begin to capture these zip codes, as well as an even broader geographic area, to augment existing retailers and support new retail opportunities.

Exhibit 5.K Secondary Trade Area Retail Leakage



5.3 Retail Market Analysis, continued

5.3.2 Potential Capture Scenarios

It isn't reasonable to expect that Gloucester will capture all of the leaking retail sales from the Primary and Secondary Trade Areas. So we pulled the retail opportunities that present the highest potential for the community. These are store types where there is leakage in both the primary and secondary trade areas and where there is enough leakage to potentially warrant additional store types.

These categories are:

- **Home Furnishings** – Gloucester already has some strength in this market, yet there is still market potential to capture additional sales. This could be a good longer-term recruitment strategy as continued development happens in the area.
- **Clothing** – As is the case in many communities Gloucester's size, clothing sales tend to leak to nearby communities where malls and shopping centers offer many clothing store options. However, the amount of leakage and the potential to capture some of these sales could support additional stores including “mom and pop” stores in a downtown setting.
- **Gifts** – This store type would work in both downtown and in some suburban type locations in Gloucester. Furthermore, gift stores could be beneficial in attracting more visitor traffic to Gloucester.
- **Sporting Goods** – Again Gloucester could not likely support a full service sporting goods store such as Dick's or Sports Authority, but it is likely that it could support a store that caters to people interested in outdoor and water pursuits as well as local team sports.

- **Grocery and Specialty Food** – This category represents an interesting niche for Gloucester Village. Specialty food, farmers markets, and prepared carry-out foods are a growing segment of the retail landscape and are ideally suited to the Village atmosphere.

- **Full and Limited Service Dining** – This represents one of the most important categories for Gloucester, particularly in Village, as it will add foot traffic and continue to drive locals and visitors to downtown. While some in the community disagree that a critical mass of dining is necessary, if the Village area does not capture additional dining options, then they are certain to congregate along Route 17 alongside the new “strip development” that has occurred there.

It is also important to recognize that this analysis looks only at local consumer demand in the Primary and Secondary Trade Areas and does not capture potential visitor traffic for stores or future growth of the local population. When visitor traffic and growth is considered, the support for these store types becomes even more significant.

5.3.3 Overall Market Conclusions

Gloucester has the opportunity to expand its retail presence based on retail leakage data for the two trade areas shown here. It is likely that Gloucester will continue to experience growth in the retail market in the coming years, and it should be prepared to capture some of that growth within the traditional Village area to remain competitive.

All told, Gloucester is uniquely positioned to continue to grow as a retail destination in many different categories based simply on the local demand for retail. In the early stages of development, however, Gloucester is likely to need to develop a series of strategies to retain local customers, create incentives for new retail, and expand the retail appeal of the community to capture a larger share of the market. The implementation portion of this report will explore these options.

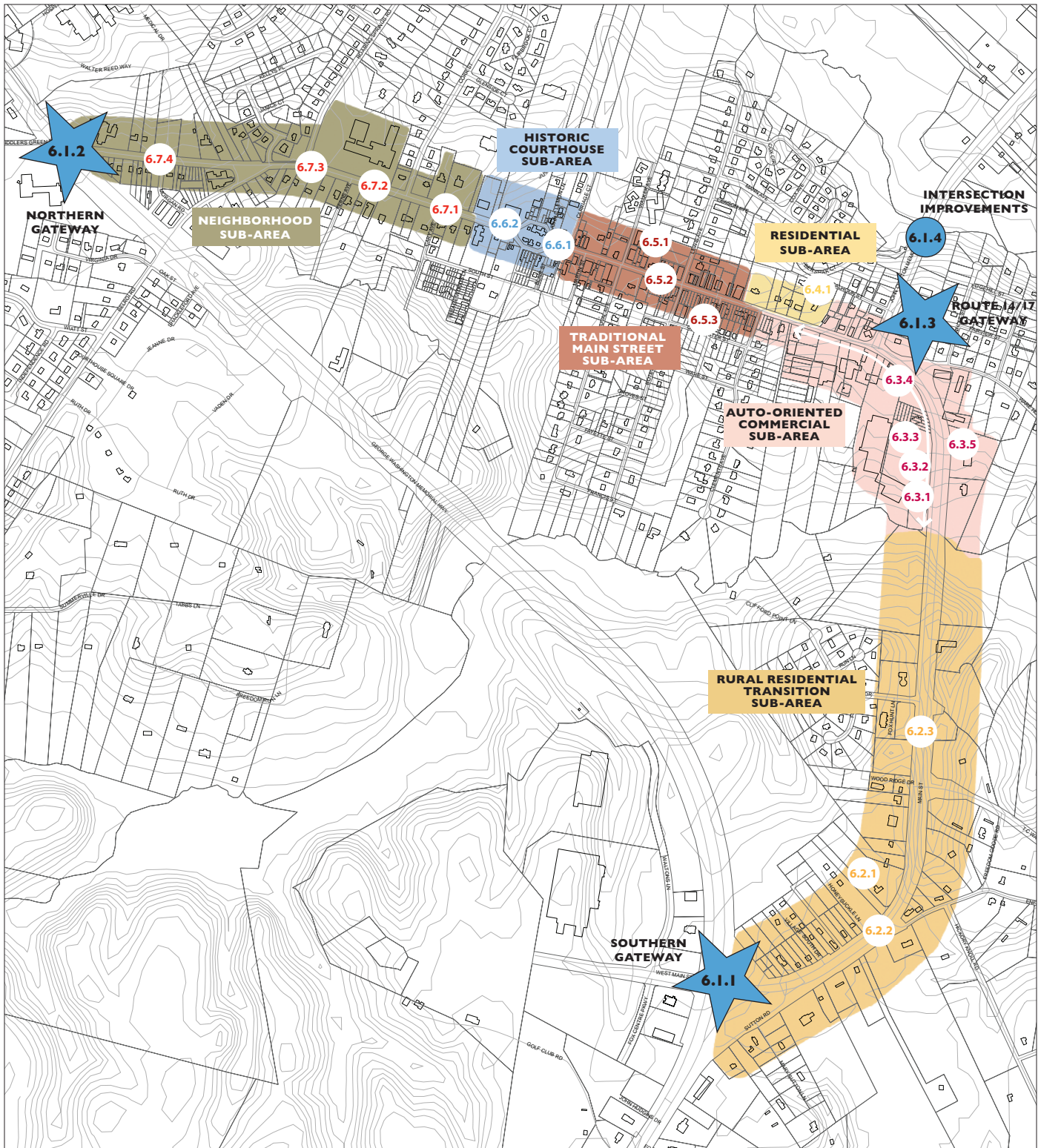


GLOUCESTER COURTHOUSE VILLAGE PLAN

DESIGN RECOMMENDATIONS 6



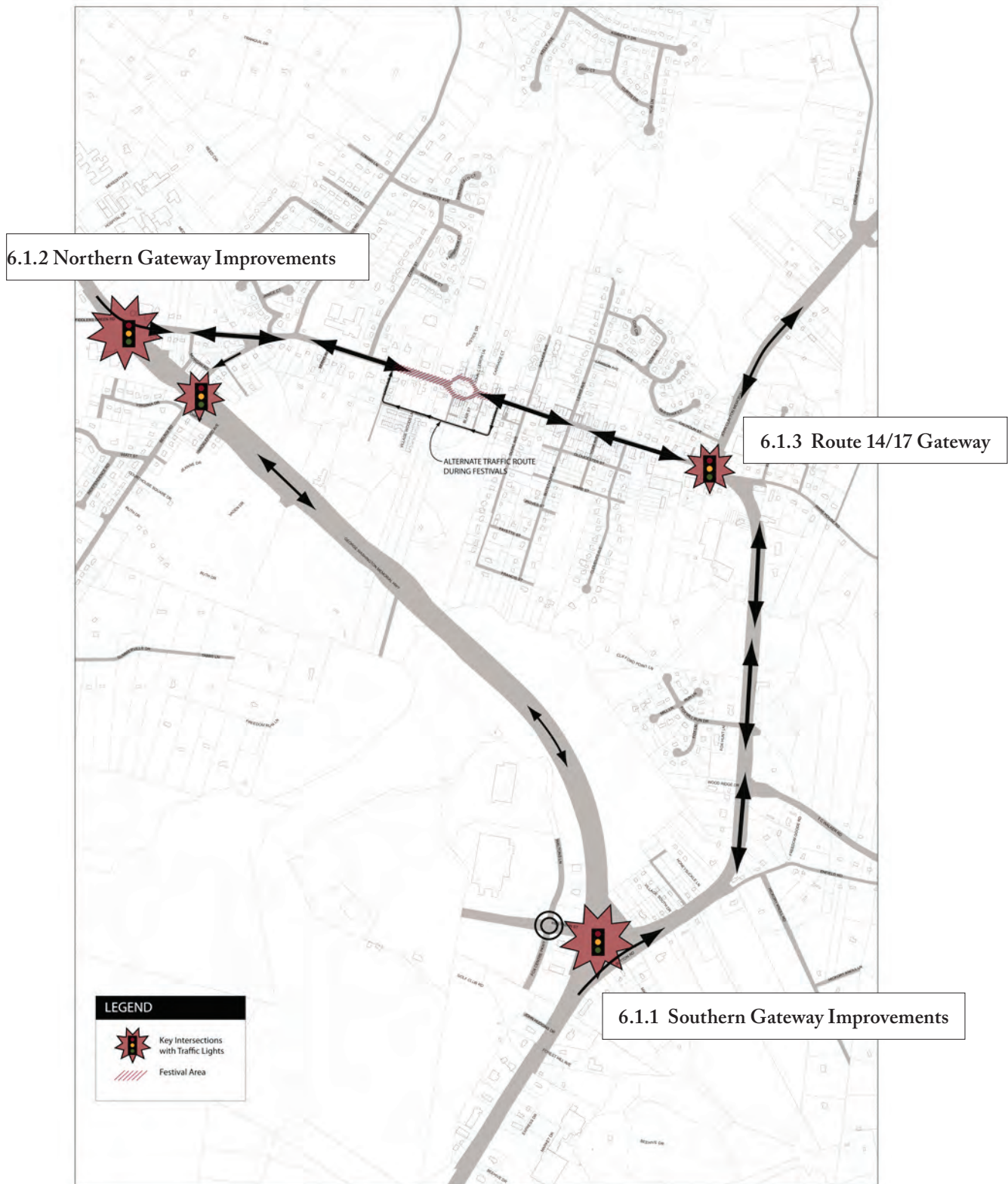
6.0 Suggested Project Map by Sub-Areas



This map of the study area shows all of the major gateways along with each sub-area and the numbered projects within each.



6.1 Gateways



Major gateways to the village are located at the Route 17 Bypass and Main Street (Northern Gateway) and the Route 17 Bypass and Business 17 intersection (Southern Gateway). The intersection of Routes 14/17 at the east end of Main Street is also a key gateway.



BEFORE



6.1.1 Southern Gateway Improvements

The photo-simulation below shows an enhanced Southern Gateway with new plantings and new banners in the medians at the Route 17 Bypass and Route 17 Business intersection.

Improvements will require planning and coordination with VDOT to ensure that they meet all requirements. In addition, any new planting program will require coordination with County staff for maintenance. Also this intersection should be considered for pedestrian enhancements such as crosswalks, sidewalks, and pedestrian signals to connect the new development on the west side of Route 17 Bypass with future pedestrian/biking trails on the east side that would lead to the village.

AFTER



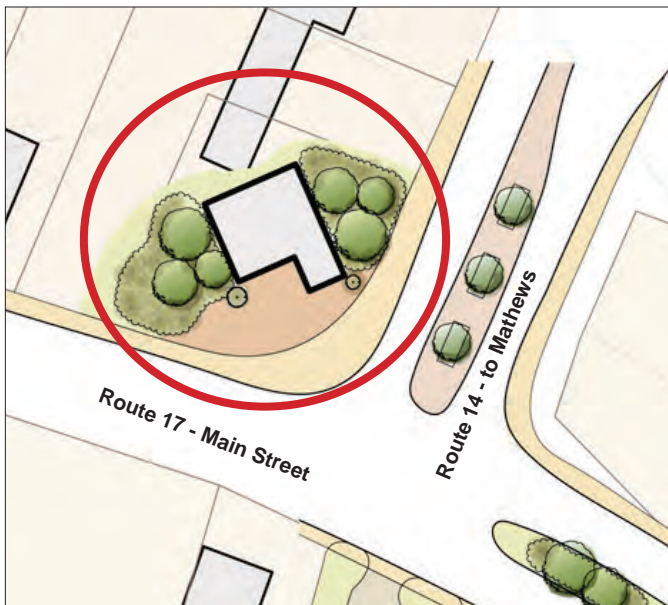
6.1 Gateways, continued

6.1.2 Northern Gateway Improvements

The photo-simulation below shows an enhanced Northern Gateway with new plantings and a relocated welcome sign at the Route 17 Bypass and Main Street intersection.

Additional pedestrian improvements such as sidewalks and crosswalks at this location would connect the village with the newer development on the west side of Route 17 Bypass. Close coordination with and study by VDOT will be needed to determine the feasibility of adding pedestrian improvements at this location.





Rehabilitate gas station as a walk-up destination with parking to the side.



Note: The development of this corner will require coordination with VDOT and the County to meet current regulations on access, signage, parking and landscaping. However, without a comprehensive traffic study of this critical intersection and potential uses of the site, it is difficult to determine the feasibility of any of these options.

6.1.3 Route 14/17 Gateway - Option 1

This concept uses the existing building and changes it from an auto-oriented building to a pedestrian oriented use that better connects to Main Street. It provides substantial landscaping instead paving. In this option, the need for vehicular access is minimized. Parking requirements may be waived in the Village if needed to make this project feasible.

The photo-simulation below shows renovating the current gas station into a cafe. Extensive plantings surround the site and a new wall mural is added to the building at the left.

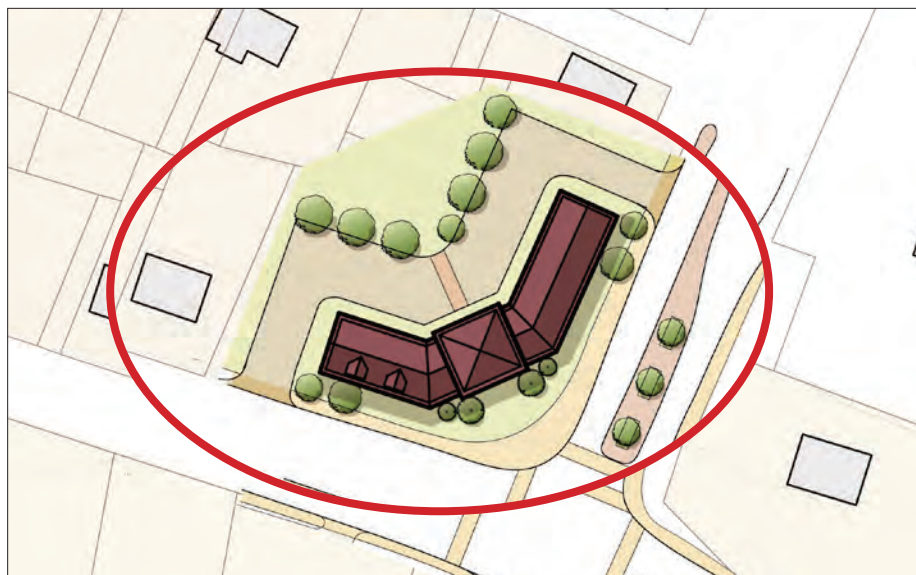


6.1 Gateways, continued

6.1.3 Route 14/17 Gateway - Option 2

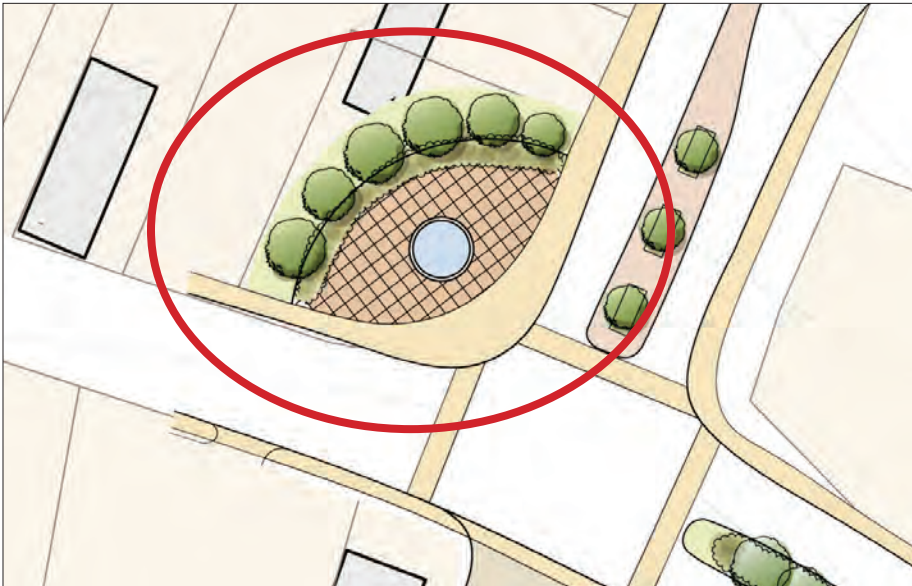
The second option for the Route 14/17 Gateway gas station site shows a new building designed in an "L" shape to fit the corner. Parking is placed behind the building. The photo below gives one example of such a structure.

This solution would require consolidation of several adjacent lots, demolition of existing buildings, and coordination of vehicular access with VDOT. The use suggested here is either office or retail, not an auto-oriented service business.



This classically designed building is laid out to wrap this intersection site (Charlottesville, Virginia).





6.1.3 Route 14/17 Gateway - Option 3

The third option for the Route 14/17 Gateway gas station site removes the current building and replaces it with a fountain, sculpture or other type of placemaking public art. The intent of this option is to create a gateway feature to welcome visitors into the Village.

6.1.4 Route 14/17 Intersection Improvements

In the past, a feasibility study for a traffic circle was conducted for this intersection; however, this study did not go into enough depth or explore other solutions. Given the growth of the area and the potential for new mixed-use development nearby, a comprehensive traffic study is needed. Any new public improvements in this area should continue the Main Street design elements and include pedestrian amenities and bike lanes. Both sides of the street should receive streetscape enhancements and they should connect to the Main Street Center. New buildings should have minimal setbacks like the existing ones on Main Street. The overall concept is to create new economic development opportunities in this sub-area by extending the Main Street design character to it.



Existing site



This circular fountain creates a strong visual feature at a key gateway.



Watering can sculpture at Staunton gateway.

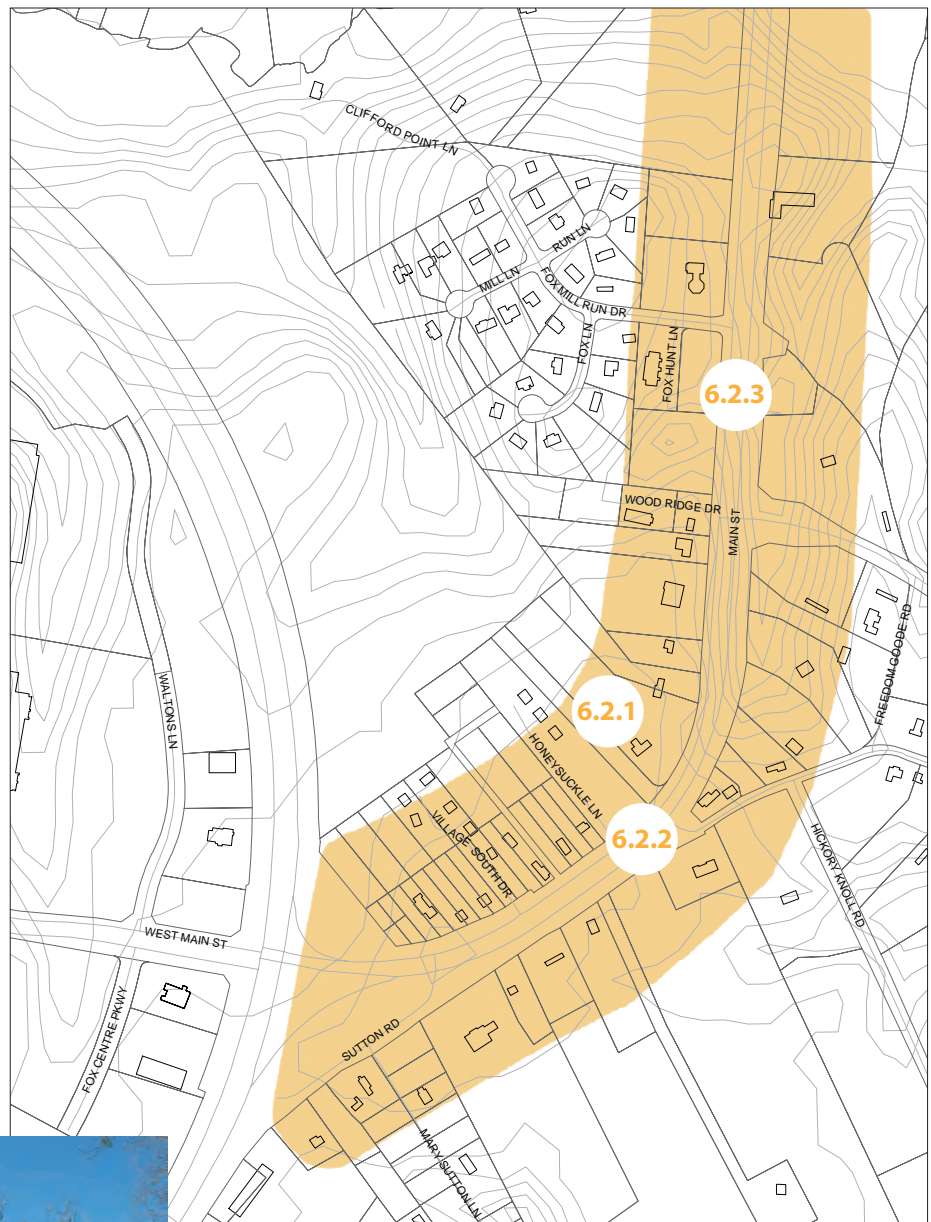


6.2 Rural Residential Transitional Sub-Area

This area should retain its character of large lots and building setbacks and residential-scaled and styled buildings. Even if the uses are commercial, parking should be screened and the character of signs should fit the character of the residential buildings. The County could consider expanding the existing Route 17 Bypass highway corridor overlay district with design guidelines. New development should include pedestrian/bike pathways/trails in order to eventually create a continuous link from the Traditional Main Street/ Auto-oriented areas to Route 17. Future stages could create a continuous loop around Business Route 17 and through the woods next to Route 17-bypass and eventually to the Fox Mill Natural area. While traditional Main Street amenities may not be appropriate in this area, creating a trail through the woods may be feasible.

6.2.1 Restoration Opportunities

This historic property along with its outbuildings could be an enhanced gateway attraction if carefully restored into a viable new use.



Historic homes and outbuildings offer a restoration opportunity at a major focal point along the corridor for Project 6.2.1.





6.2.2 Placemaking Art Opportunity with Tree Plantings

The photo-simulation for Project 6.2.2 (below) shows a large daffodil sculpture in the median and vertical evergreen tree plantings at the street edge. For a more detailed discussion of the role of placemaking art, see 6.9 on page 70.



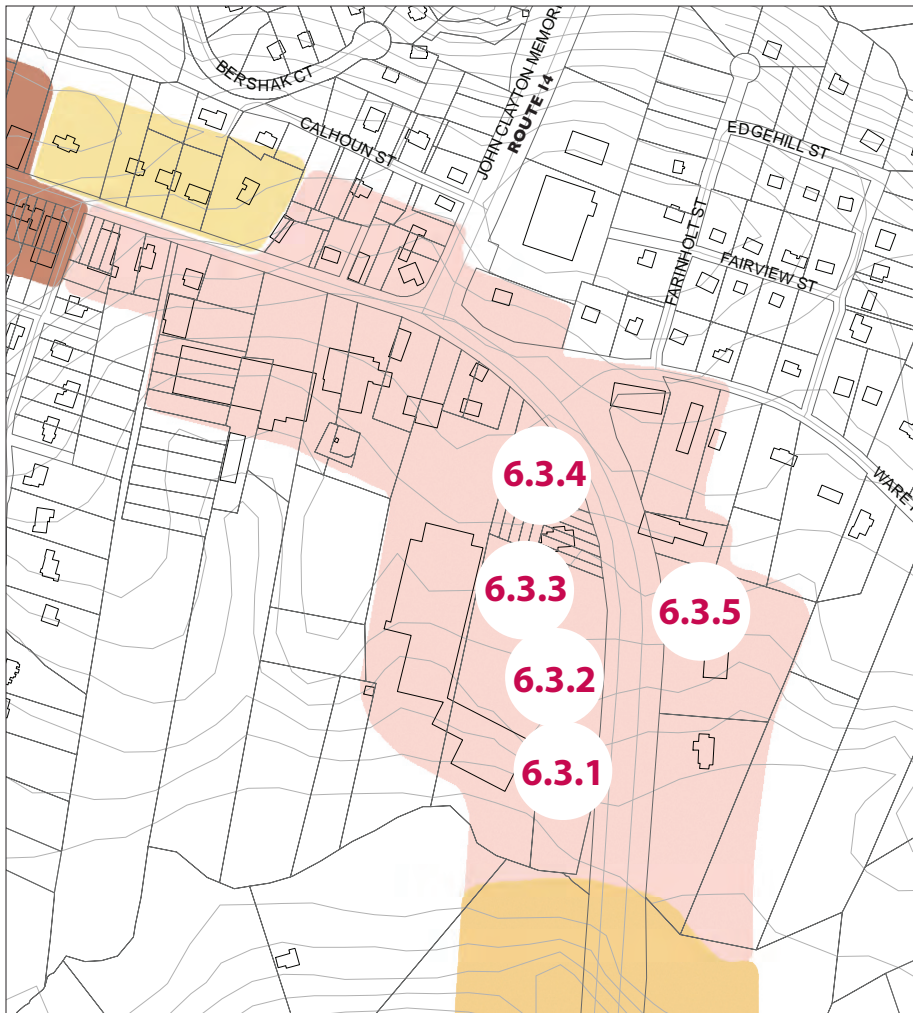
6.2 Rural Residential Transitional Sub-Area, continued

6.2.3 Landscaped Median

The photo-simulation below shows enhanced landscaping in the median of U. S. Route 17 Business as it enters the village. These mixed planting beds can extend the daffodil tourist season with other species of blooming plants and shrubs.



6.3 Auto-Oriented Commercial Sub-Area: Phased Redevelopment Plan



This area of Gloucester's Main Street presents one of the most significant opportunities for both public and private sector improvements. The recommendations in this section are presented to stimulate discussion among public and private sector partners about the possibilities of this district emerging as a continuation of the core area of the village with significant investment opportunities that could reap benefits for property owners for year to come. The recommendations here ARE NOT intended to force a property owner to redevelop property, sell property, or place a business in danger of relocation. However, these ideas do present concepts that ought to be considered should these properties redevelop and shows how cooperation between the public and private sectors might reap dividends for the entire community.

There are opportunities here to reduce storm water runoff from the parking areas into Beaverdam and Fox Mill Run. Any new development will require storm water management. It is possible to mitigate runoff on existing development by taking such steps as adding landscaping in parking areas or using pervious paving materials. All projects listed here will require further planning, design and review by governing agencies.

6.3.1 Library Reading Plaza at Mural

6.3.2 Parking Lot Improvements

6.3.3 Farmers Market

6.3.4 New Infill Development

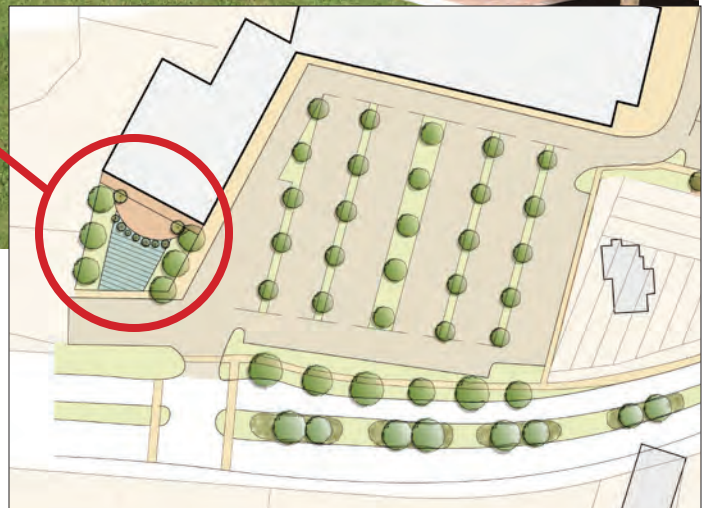
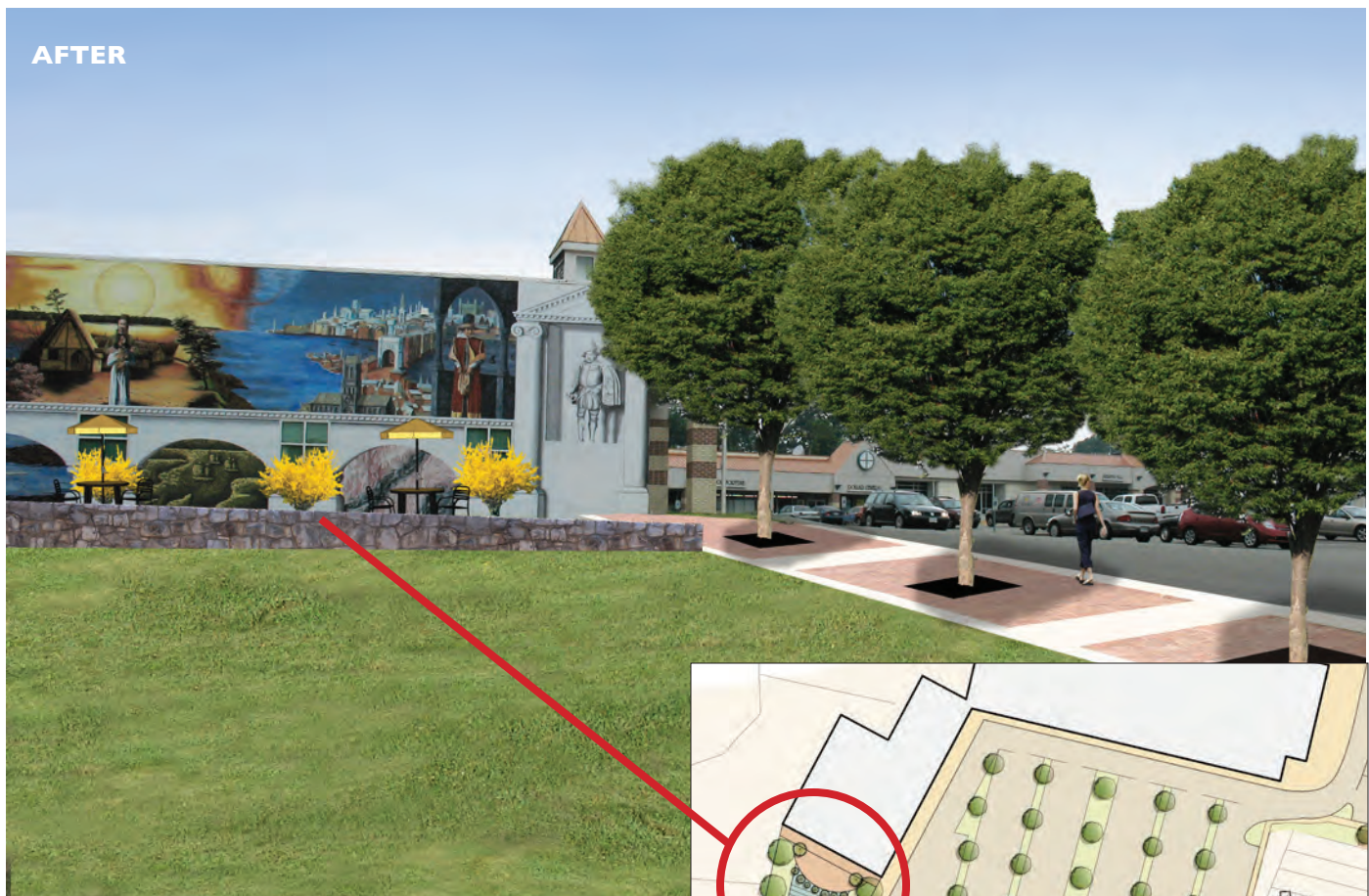
6.3.5 New Access Road and Mixed-Use Development



6.3 Auto-Oriented Commercial Sub-Area: Phased Redevelopment Plan, continued

6.3.1 Library Reading Plaza at Mural

The photo-simulation below shows a conceptual design for an outdoor reading plaza next to the library. It would bring residents and visitors to view the recently completed historical wall mural. An informational panel located in the plaza could explain the design concept of the mural and the various components within it.

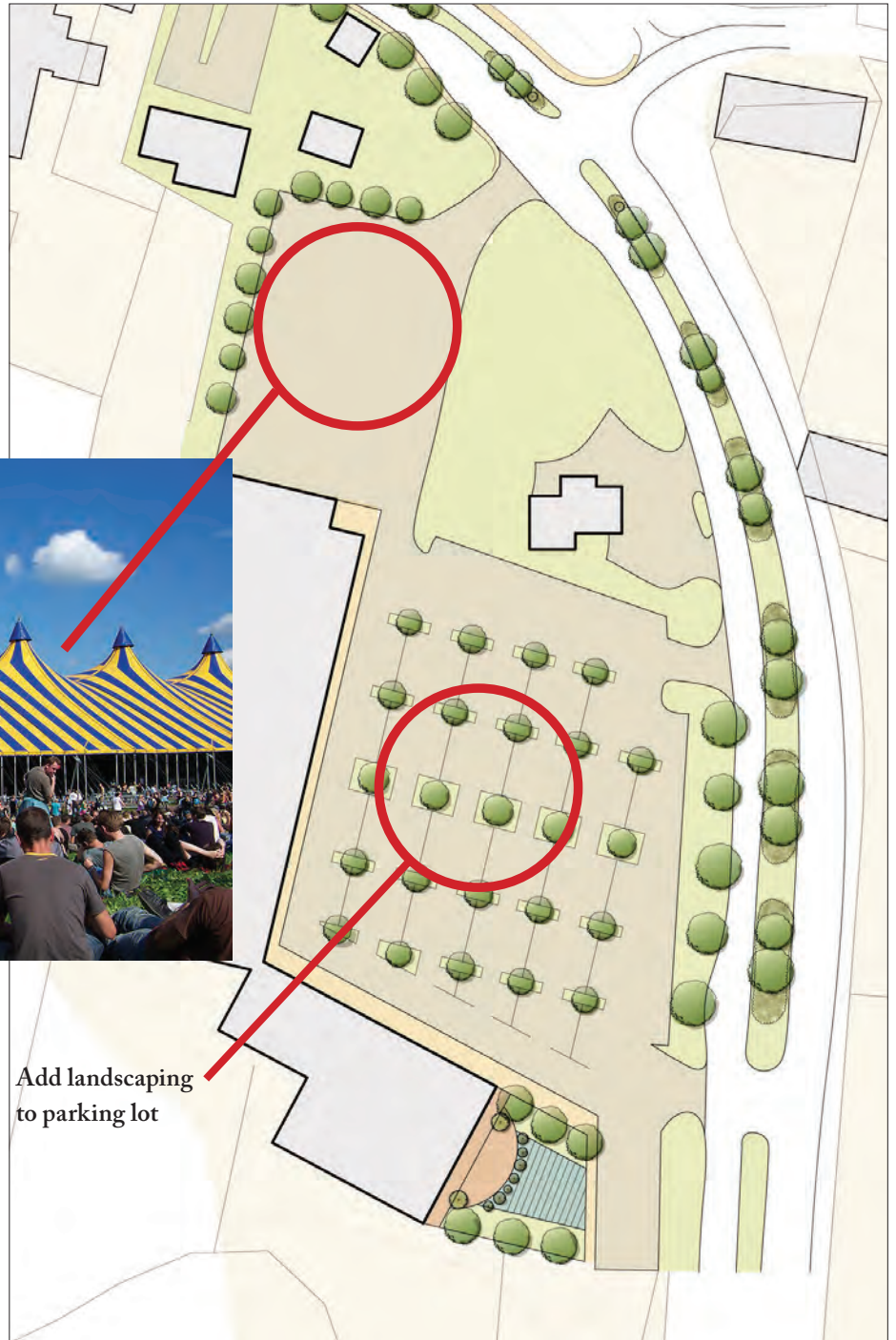


6.3.2 Parking Lot Improvements

The large parking areas north and east of the Main Street Center offer the opportunity to provide outdoor space for special events or additional parking for any new community facilities located nearby. Additional landscaping can help screen these areas as well as provide shade and reduce runoff.



Use side parking lot for outdoor venue.



Add landscaping to parking lot

The parking lot at the Main Street Center could be redesigned to create spaces for new activities. At the time of this report, the MSPT has applied for a grant which will have an impact on any plans for this area.



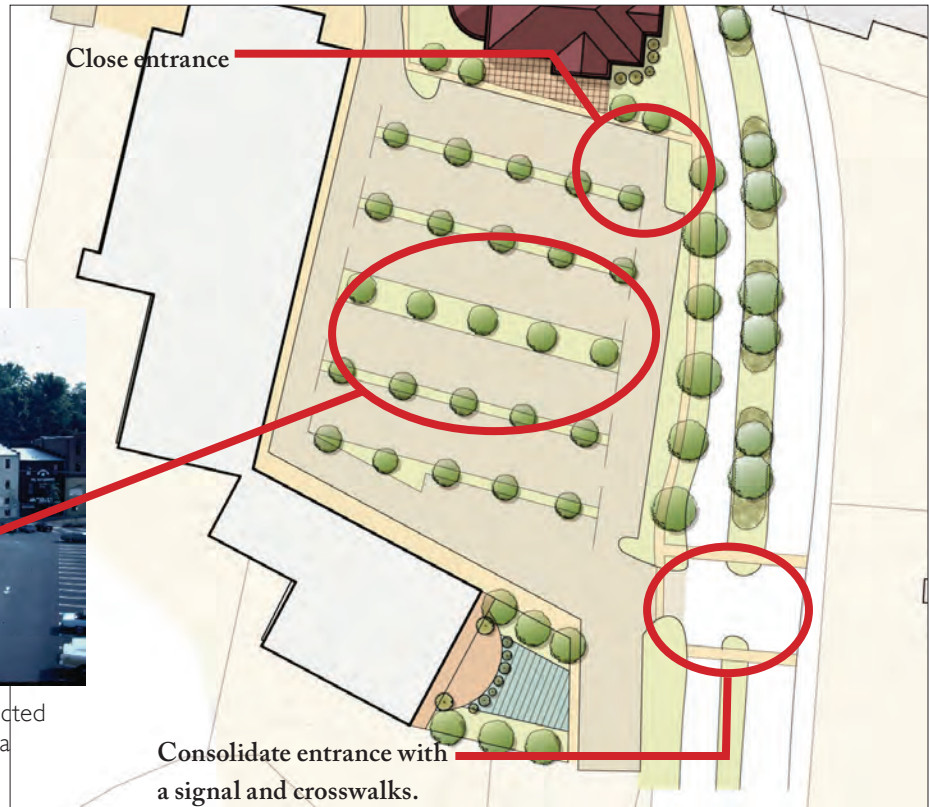
6.3 Auto-Oriented Commercial Sub-Area: Phased Redevelopment Plan, continued

6.3.3 Farmers Market

A weekly farmers' market can bring a large number of area residents to the village every Saturday during growing season. It should be located in a visible area such as a parking lot with ample parking surrounding the selected site. Depending on budgets and location, it also could include some sort of roof structure to create protection from the elements.



This parking lot in downtown Staunton is bisected with a wide, tree-lined brick sidewalk, where a weekly farmers market is held.



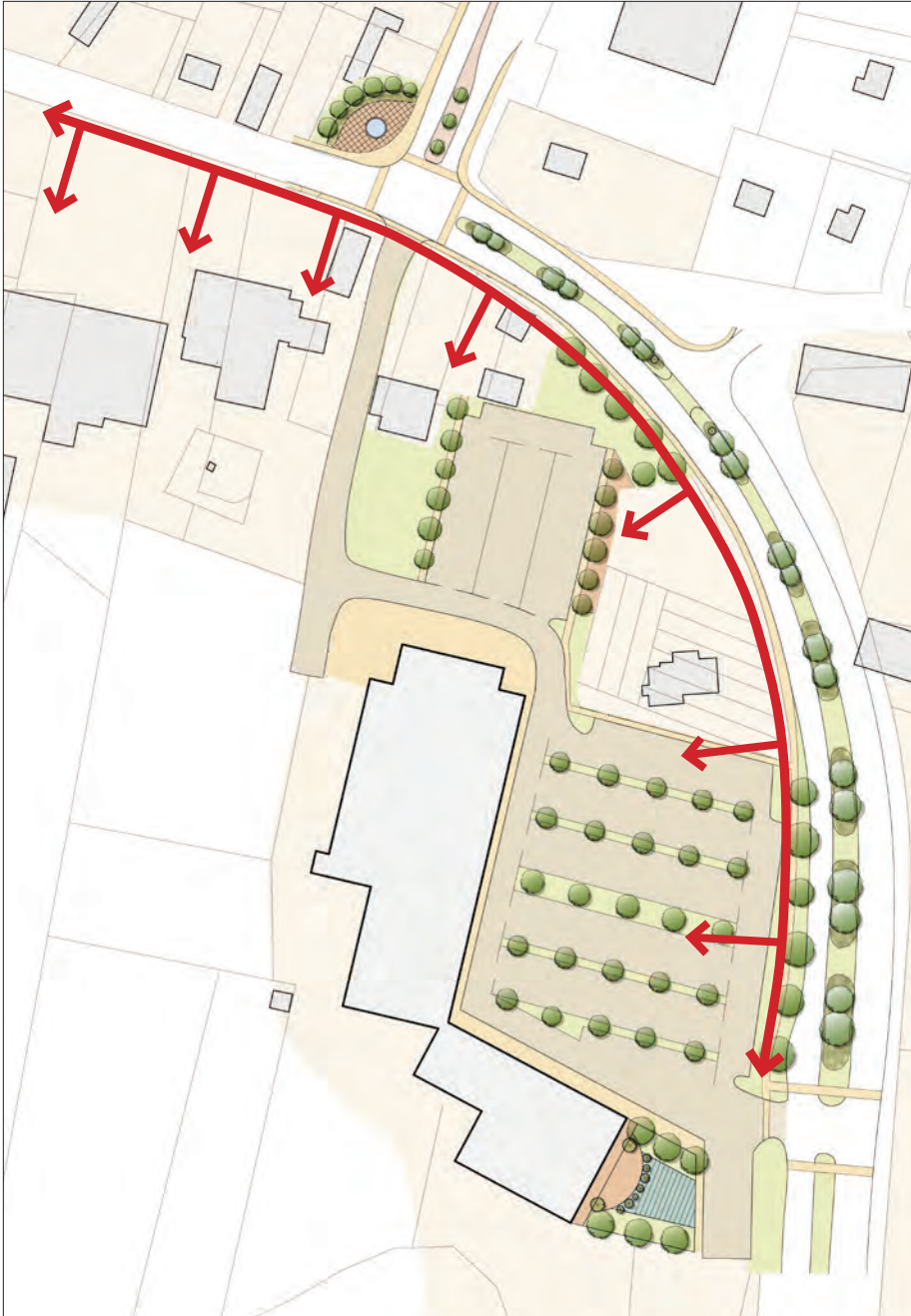
This image shows the wide, shady brick path which farmers back their trucks up to for the Saturday morning market.



The Roanoke Market has an awning system to shade vendors and provide protection from inclement weather.



6.3.4 Infill Development



By redesigning the entrance to the Main Street Center from the Route 14/17 intersection, local traffic can go through the development to Business 17. Any new community center building would have ample nearby parking.

This general area offers an opportunity to expand Main Street and connect it with the Main Street Center. There are some underdeveloped parcels and sites that could be converted to more intensive mixed uses.

Also the existing shopping center could add new buildings along Main Street edge in a manner that continues the downtown architectural character. This part of the sub-area would also be a potential prime location for any future community center because of all of existing nearby parking that would be needed for such a facility.

Any new development or redevelopment should strive to create a stronger pedestrian streetscape link to the traditional Main Street area.

Most importantly, any additional development in the area would have to be contingent upon solving the current traffic problems at the intersection of Business 17 and the Routes 14/3.

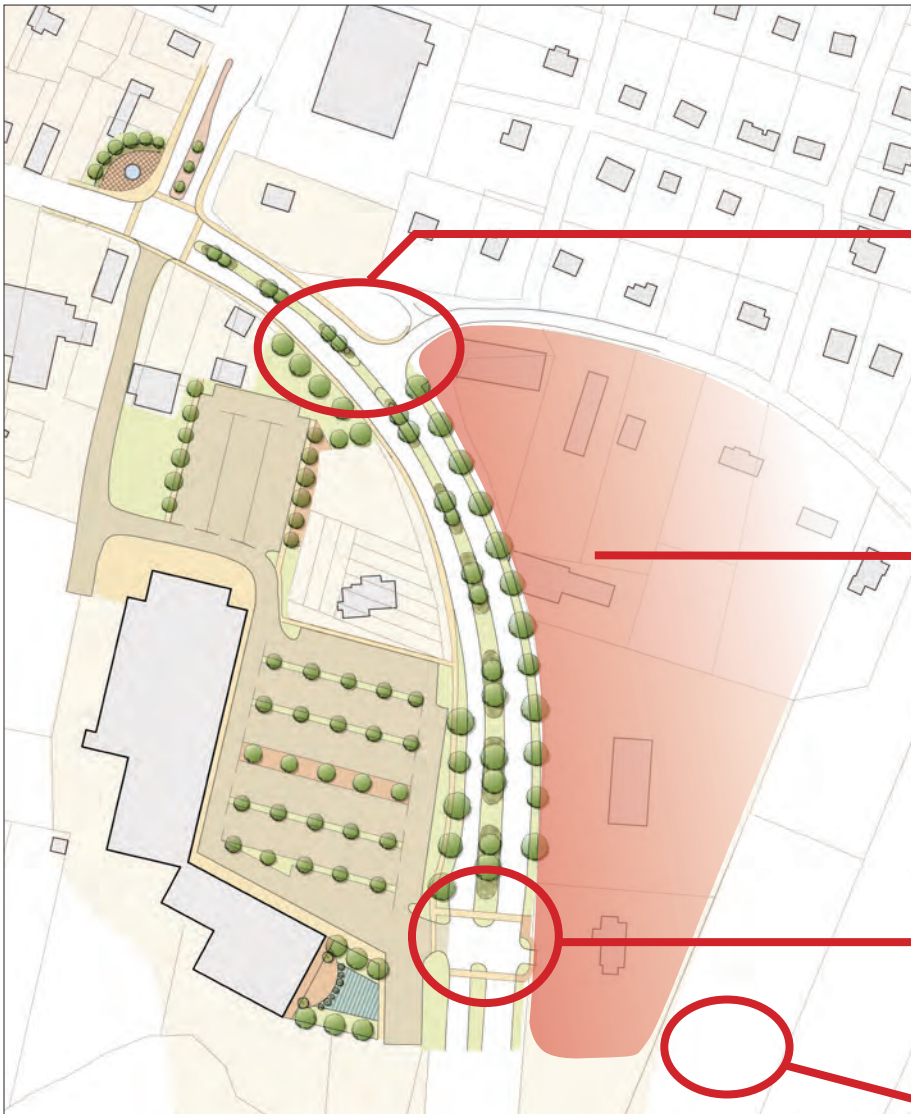


6.3 Auto-Oriented Commercial Sub-Area: Phased Redevelopment Plan, continued

6.3.5 New Access Road and Mixed-Use Development

The redevelopment of this sub-area is intended to extend the Main Street character to a denser mixed-use area. Any increase in density will require a traffic impact study, and most likely, road realignments or additional arterial

connecting roads to reduce traffic impacts. Any improvements should include sidewalks, crosswalks for pedestrians and bike lanes in order to be a complete road system.



New development in this area provides opportunities to address traffic volumes and access issues at this intersection.

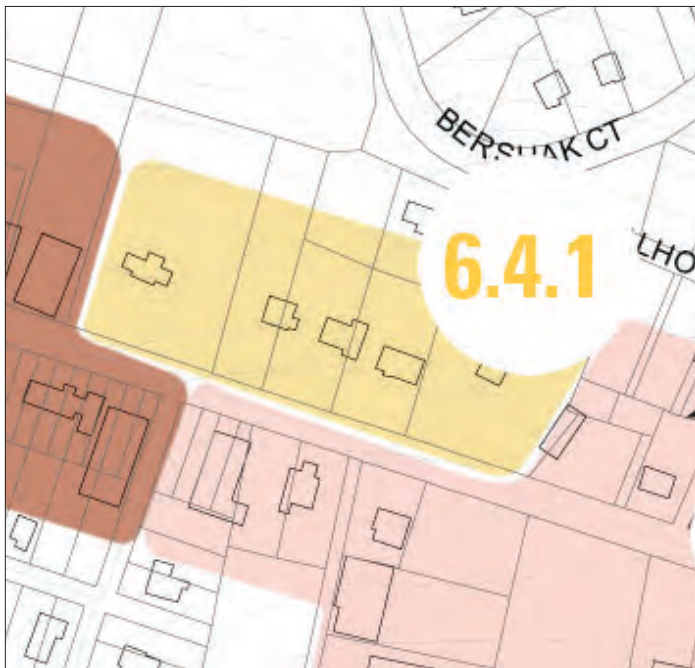
This is an opportunity area to create new mixed-use development with office, commercial, and residential uses.

There is a strong need to alleviate traffic impacts at the intersection of Warehouse Landing Road and Route 17. One solution is to create a new road aligned with the entrance to the Main Street Center with a traffic signal and pedestrian crosswalks. This and other solutions should be explored in the event of any new development in this area.

New development in this area also provides an opportunity to create public access to the water.

The area across from the Main Street Center offers the opportunity to create a new mixed-use development that will extend Main Street uses. Mixed-use, in this scenario includes office, retail and market-rate housing that could either be town homes, condominiums, and/or second floor apartments.





6.4 Residential Sub-Area

6.4.1 T. C. Walker House Rehabilitation

Pictured to the left is the T. C. Walker Home Place. A Gloucester native born to slave parents, Thomas Calhoun Walker worked his way through Hampton University, passed the bar, and was the first African-American to hold a number of statewide offices.

This site provides an opportunity to work with Hampton University, the property owner, to establish a learning center or institute to honor Walker. Other prominent African-Americans who were from the area could be recognized at this property as well. They include Robert R. Moton, who followed Booker T. Washington as president of Tuskegee Institute, and Irene Morgan, a desegregation pioneer whose case was heard by the Supreme Court 11 years before the case of Rosa Parks.

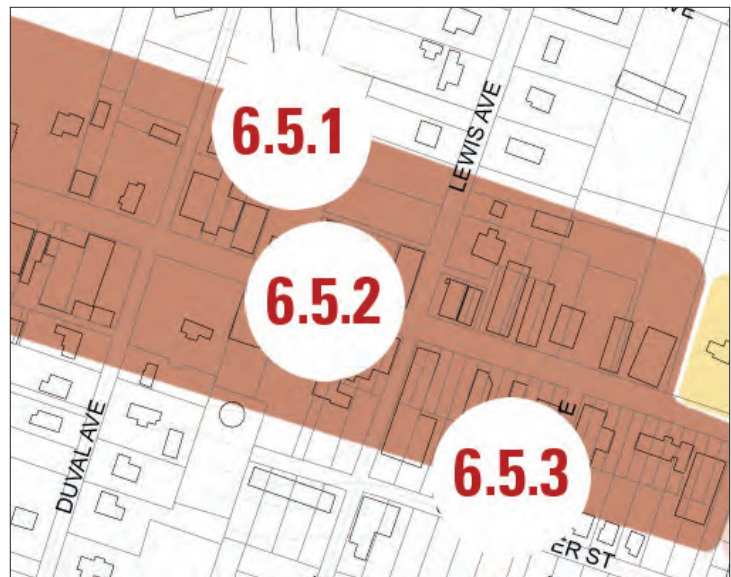


6.5 Traditional Main Street Sub-Area

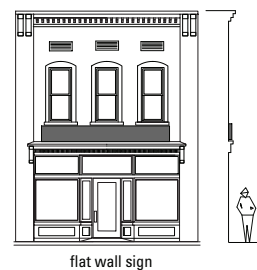
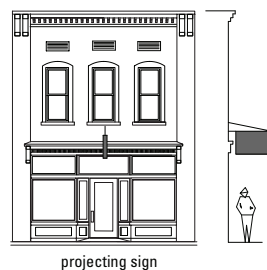
Every effort should be made to maintain the character and scale of this district. Demolition of existing buildings should be avoided and any new construction should complement the scale and character of the district. More importantly, pedestrian-generating commercial uses should be a priority in order to reinforce the retail nature of the Village core.

6.5.1 Facade/Sign Improvements

While numerous property owners on Main Street have improved their building facades, there are other structures that could benefit from a quality rehabilitation. Creating a facade improvement program with a matching grant component could help continue to upgrade the village's image. Many businesses also could benefit from more distinctive signage design.



Types of Signs and Typical Locations



Signs for buildings on Main Street need to address both the shopper in the automobile and the pedestrian. Flat wall signs and projecting signs can be read from a distance while window signs are geared to the pedestrian.



SCHEMATIC DESIGN: This drawing is conceptual and not working drawings for construction. The notes are intended as guidelines for rehabilitation. Any changes to the conceptual design should be reviewed and approved by the Main Street Designer and the local Program Manager. Some aspects of the design may require further drawings prior to construction. Field Check any dimensions shown on this drawing. It is the responsibility of the owner and contractor to acquire additional technical or professional assistance as needed before or during construction.

ADA GUIDELINES: Ensure that all entrances meet the ADA Guidelines. It is the owner's responsibility to ensure that the entire building meets the ADA Guidelines. While change of use will not activate ADA alterations to the space will. In addition, barriers must be removed when readily achievable.

SIGNS: Verify compliance of sign, mounting and location with municipality's sign ordinance prior to manufacturer and/or purchase. All efforts were made to comply with all information provided by owner and owner representative at the time of this drawing.

PAINT AND AWNING: If new paint colors and awnings are shown for this building, they will be specified on a separate Colors and Materials Sheet. Paint colors can be matched to paint brand of the owner's choice as long as the color is the same and a high quality paint is chosen. If an exact color match is not possible, please contact the Virginia Main Street Designer for assistance in choosing new colors. See the back of the Colors and Materials Sheet for paint specifications.

REHABILITATION GUIDELINES: For information on materials and methods used for rehabilitating historic buildings, see the Design Manual located at the office of the local Main Street Program Manager. Questions regarding rehabilitation methods should be addressed to the Virginia Main Street Architect.

STATE AND FEDERAL HISTORIC TAX CREDIT PROJECTS: If a project will be submitted for tax credits, submit all required forms and secure any and all approval from state and federal agencies for proposed work prior to beginning any construction. Contact the Virginia Department of Historic Resources (VDHR) for more information.

1 FRONT FACADE
NOT TO SCALE

2 EXISTING FRONT FACADE
NOT TO SCALE

3 STOREFRONT ELEVATION
NOT TO SCALE

NOTES

- Carefully remove siding covering original second-story windows.
- Remove tenant sign and awnings over storefronts. Salvage as per owner's instructions.
- Repair brick masonry, and repaint as needed with mortar mix that matches existing color, texture, and tooling.
- Repair wood windows. Scrape, prime and paint. Contact Main Street Architect if windows may need replacement.
- Remove paint from existing prism glass transom above storefronts and center doorway. A chemical peel product safe for all materials within and adjacent to the transom may provide the best results.
- Patch existing wood trim as needed. Scrape, prime and paint.
- Storefront Options: A) Remove filled-in storefront at restaurant entrance and rebuild to match adjacent storefront with recessed entry. B) Maintain existing doorway, and install new metal windows. Align window head and sill with adjacent storefront; therefore, top of brick bulkhead should align with adjacent storefront as shown.
- Brick Options: A) Clean and remove paint with chemical agent (Prosofo). B) Scrape, prime and paint masonry as shown.
- Install new wall sign in any of the following materials or applications: painted exterior grade wood; aluminum with at least the strength and durability properties of alloy 5005-H18; square cut edges and baked- enamel finish; or install raised lettering on existing wood trim board. Coordinate sign colors with awning colors.
- Install new projecting sign in location shown. Align top with existing projecting sign.
- Install new fabric awning above each storefront to fit within the storefront opening. Consider handling an open-sided awning with decorative frame. Bottom of awning frame to be 7'-0" minimum above sidewalk. 8'-0" clearance recommended.
- Install new fabric awning. Coordinate tenant awning fabric with sign. See note #11 for more information.

Sign general note:
If entire first floor is to have one tenant, omit signs above unused entrance. Verify compliance of sign, mounting and location with municipality's sign ordinance prior to manufacturer and/or purchase. All efforts were made to comply with all information provided by owner and owner representative at the time of this drawing.

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207-209 S. Main Street
Blackstone, Virginia

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A.1
SHEET 1 OF 1

This sample facade design with building notes illustrates typically suggested improvements.



The before (above) and after (right) of this building in Culpeper, Virginia shows the possibilities attainable through a facade improvement program.

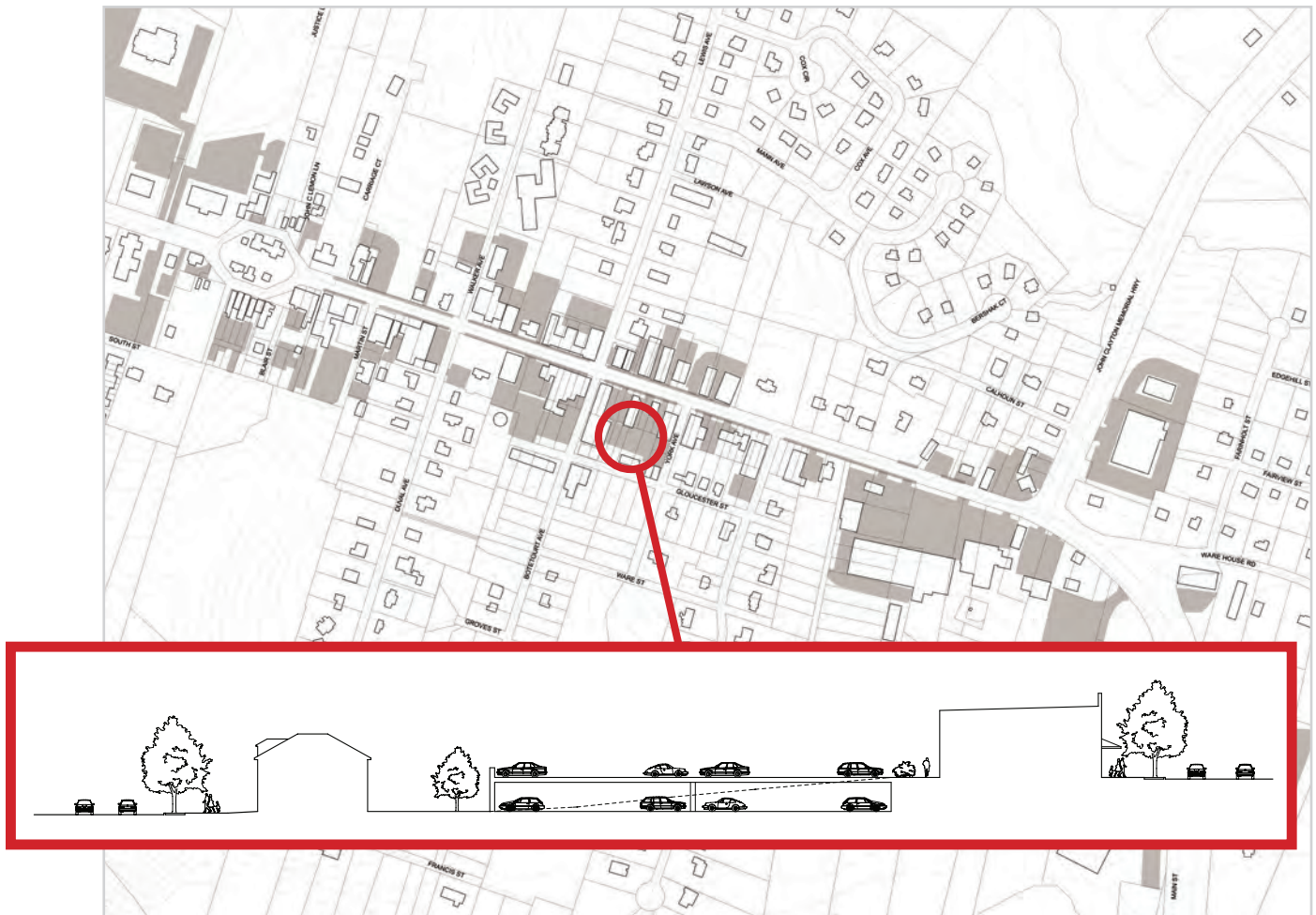


6.5 Traditional Main Street Sub-Area, continued

6.5.2 Median and Crosswalk Improvements

The photo-simulation below shows the dramatic effort of adding a stamped brick median and crosswalks to Main Street. The visual change in color and materials creates a strong traffic-calming device to slow vehicles and discourage through traffic. The crosswalks let occupants of vehicles know they are in a pedestrian district.



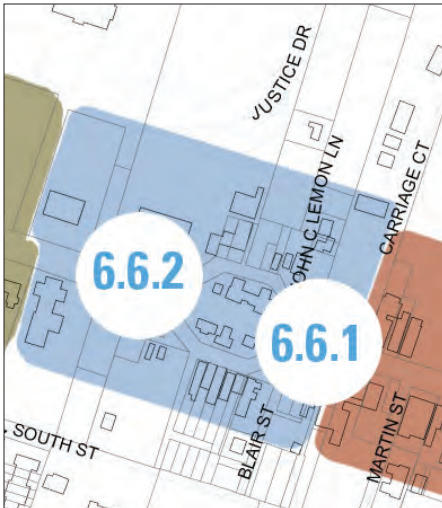


6.5.3 Potential Two-Level Parking Deck

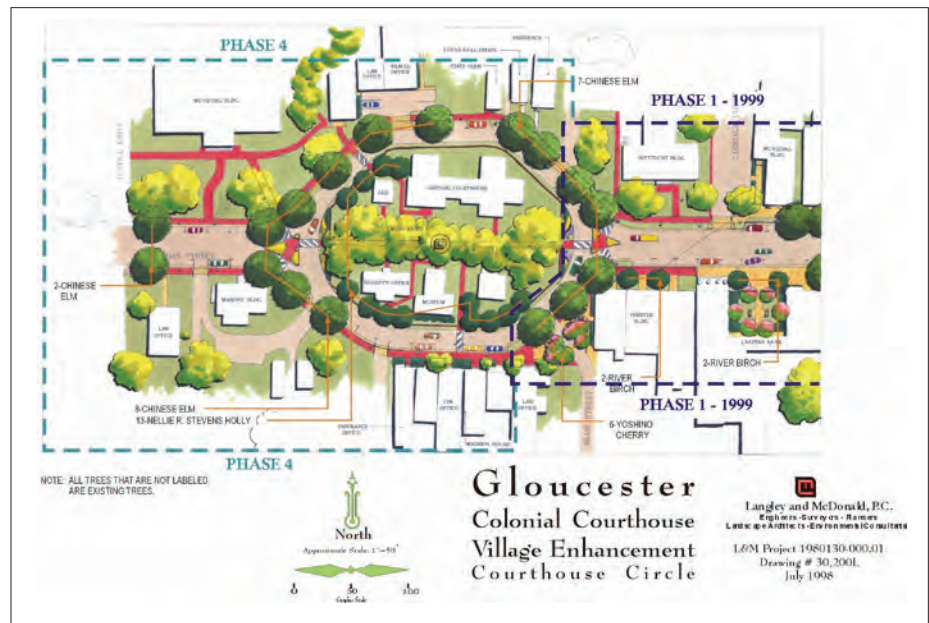
There are numerous opportunities to improve signage for public parking in the village. There are also opportunities to create shared parking on private lots. In the longer term, there may be a need for additional public parking and a parking study. A two-level deck behind Main Street buildings could take advantage of the natural sloping topography and would be relatively easy to construct. Typically, these projects are a public-private partnership. Parking is part and parcel of private development.



6.6 Historic Courthouse Sub-Area



This area has been the seat of the county government since the founding of Gloucester County. Many of the offices are still in this area or in the adjacent sub-areas. The County facilities draw many people to the Village including employees as well as County residents. It is vital that these uses remain in the Village core. Considering that the current historic district may be expanded to include most of the residential areas to the west and the commercial district to the east, any government expansion should be carefully fitted into the character of the district and demolition of existing historic buildings should be avoided. It may be necessary for the County to update their facilities study in order to meet these broader Village goals. Serious consideration should be given to using the land behind the new courts building for any future needed facilities. Another option would be to build structured parking and convert existing parking lots into future building sites. These new facilities would be an excellent opportunity for the County to use green principles in their design and construction. Any new County facilities should continue to encourage pedestrian use and connectivity to the Village.



6.6.1 Streetscape Improvements (planned)

6.6.2 Triangle Planting Plan (planned)

Both of these projects already have been designed as part of the village's streetscape enhancement program. These projects will upgrade landscaping and add brick walks to the courthouse sub-area and to the small triangle on the west side of the circle.



6.7 Neighborhood Sub-Area



This attractive and well maintained residential area is characterized by historic homes, deep setbacks, landscaped front yards along with schools and churches. This existing character should be maintained and preserved. See recommendations 6.10 for further details regarding historic preservation.

6.7.1 Lighting Upgrade

6.7.2 Landscape Upgrade

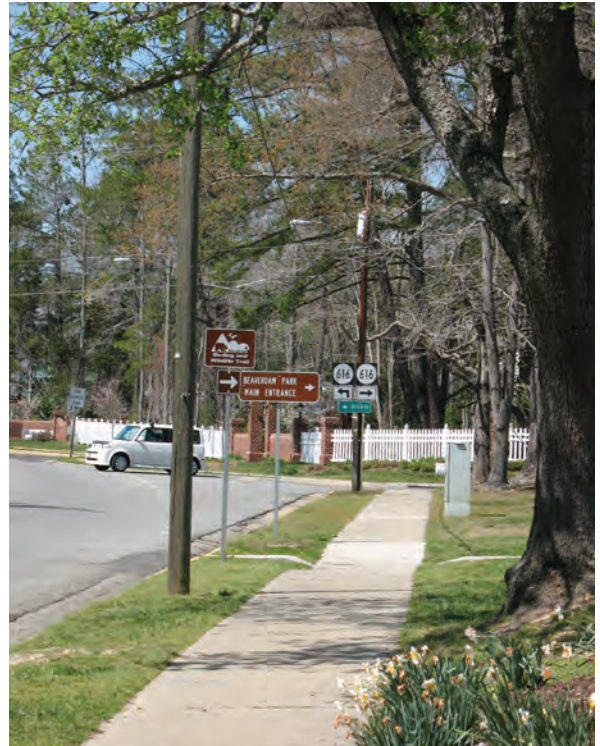
Two of the projects in the neighborhood sub-area include new decorative street lights and plantings that will highlight an already attractive residential district.



6.7 Neighborhood Sub-Area, continued



Locations of two new crosswalks



A new crosswalk would aid pedestrian safety at the intersection of Main Street and Route 616.

6.7.3 Sidewalk and Crosswalk Upgrade

This neighborhood project calls for upgrading/adding sidewalks around the Botetourt Elementary School. There is an existing painted crosswalk in front of the school, but there are none at the two intersections that flank the school property to the east and west. There may be grant sources related to school safety that could be used to make sidewalk and crosswalk improvements in this area.

One funding option is VDOT's "Safe Routes to Schools" program. It requires the completion of a local plan before applying for funds to implement specific projects.



The existing mid-block crosswalk at the Botetourt Elementary School is shown above.





6.7.4 Sidewalk Extensions

This project is designed to connect the hospital complex and wellness center by pedestrian sidewalks to Main Street and the rest of the village. These improvements could be used as fitness trails and promoted as a part of a health and wellness community program. There may be opportunities for funding partnerships for some of these improvements with the hospital and wellness center as a part of a broader community health initiatives project.

The photo-simulation to the left shows an extension of a sidewalk on the north side of Main Street heading toward the entrance to the hospital complex.

In addition, the intersections of both Route 17 gateways offer the opportunity to link the village with the newer development on the west side of the highway. If these areas would benefit from pedestrian crosswalks, careful study of this concept would need to be carried out by Gloucester County in cooperation with VDOT.

If a traffic study is determined to be necessary for the Village or any specific development in the area, examination of the need and viability of pedestrian improvements at these two intersections should be examined as a part of the larger study.



6.7 Neighborhood Sub-Area, continued

6.7.4 Sidewalk Extensions

The photo-simulation below shows a crosswalk at the hospital entrance, sidewalk beyond the intersection, and a sidewalk along the hospital access road. Also as a part of an improved and expanded pedestrian Village network, emphasis also should be placed on bike and pedestrian connections to the nearby Beaverdam Park.



6.8 Wayfinding Signage Project



The photo-simulation below shows a design option for trailblazer signs that could be part of a comprehensive wayfinding sign system for the village. This design uses the new branding logo created as a component of this plan.

Since these signs would be located in the VDOT right-of-way and are considered traffic control devices, design and installation is subject to their regulations instead of the local sign ordinances.

America's Historic Triangle (Williamsburg, York County and James City County) has implemented a custom wayfinding sign system. Stafford County and Loudoun County are in the planning stages for a similar system. VDOT has in place a process for approving such custom wayfinding sign systems that is separate from the TODS system. Such a system for the Village could be expanded in phases to eventually include the entire county.



6.9 Placemaking

Placemaking projects offer the community an opportunity to use public art to celebrate unique local events, traditions, history, people, and cultures.

Through a public process, historians, artists, and other private and public parties can identify sites, conduct research, develop projects and establish processes and procedures for a successful local program.

Program Outline

- Interpret the Community through Public Art and Urban Design
- Create the Team
- Conduct Historic Research
- Identify Potential Sites and Locations
- Brainstorm Possible Projects/ Assemble Artists' Lists
- Design/Create Art within Site/ Budget/Regulatory Issues
- Review Process
- Installation and Evaluation

Possible Subject Areas

- Overall Historical Themes
- Specific Historical Events
- Cultural and Ethnic Traditions
- Significant Individuals
- Arts and Crafts Traditions
- Legends and Myths
- Triumphs and Traumas
- Natural History



This family of ducks welcomes visitors to a Cincinnati park.



Jeff Koon's oversized bouquet of tulips is a colorful addition to the urban landscape of Bilbao, Spain.



6.9.1 Community Profile Themes



Nature's bounty is highlighted in this agricultural-theme fence mural.



Lexington, Virginia reproduced an early town plat in granite to help orient visitors to their historic downtown.



6.9 Placemaking, continued

6.9.2 Cultural Heritage Themes



A partially unfolded map provided the design for this placemaking bench.



Richard Haas designed this mural to represent the view of the Brooklyn Bridge blocked by the building.



Local postcard images are scattered on the blank side wall of a gateway building.



This mural highlights the agricultural products grown in a fertile region of California.



6.9.3 Water Related Themes



Local Native American traditions may provide additional resources for placemaking art.



This rotating gate, and the arch in which it is mounted, contains collages of images that pertain to the local history of Greensboro, North Carolina.



A three-dimensional representation of the region's network of waterways is mounted vertically on this brick wall.



In an area known for its water-related recreational opportunities, a wire-framed canoe sculpture beckons.

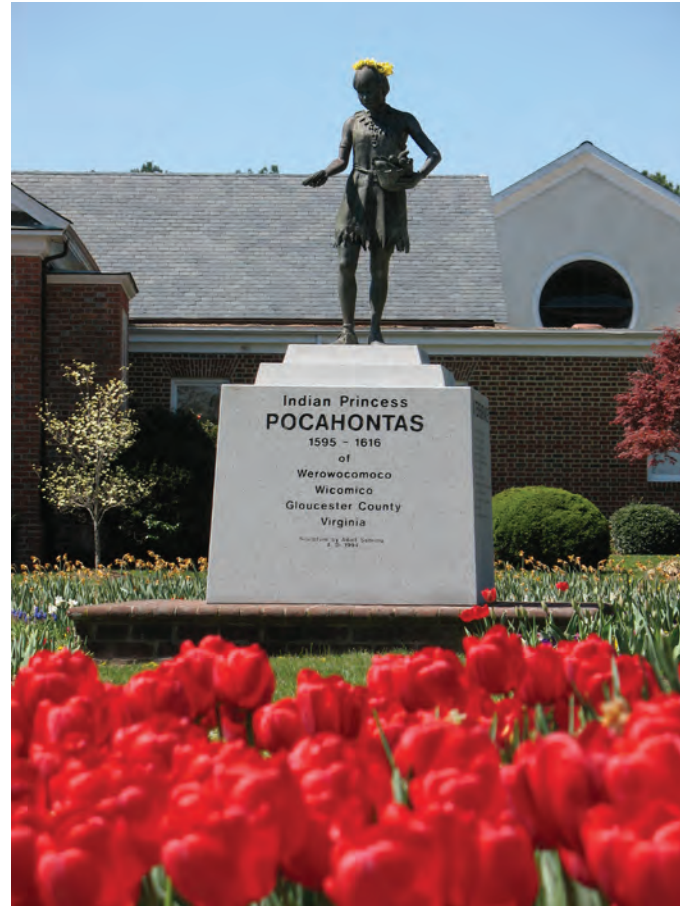


6.9 Placemaking, continued

6.9.4 Existing Themes



One of many individually painted bee hives in Gloucester.



A statue of Pocahontas sits in the triangle on Main Street.



The mural on the side wall of the public library represents Gloucester's Native American and colonial heritage.



This monument recognizes the service of Pvt. Gardner of the 36th U.S. Colored Troops in the Battle of Chapins Farm during the Civil War.

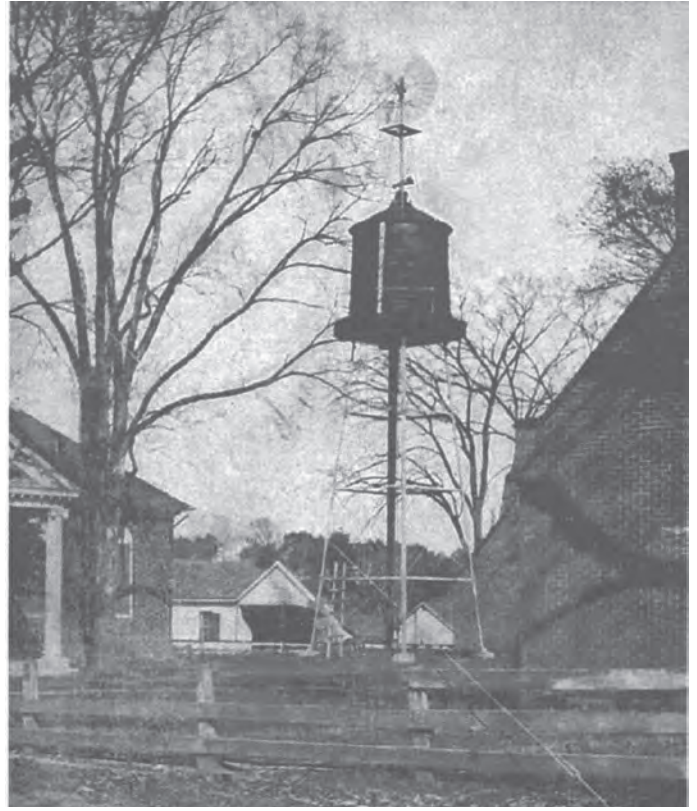


6.9 Placemaking, continued

6.9.4 Existing Themes, continued



Gloucester's watertank provides a blank canvas for highly visible placemaking artwork.



The Gloucester waterworks was located on the courthouse square.



6.10 Historic Preservation Recommendations

The benefits of historic preservation are many. Among them, strengthening community identity, increasing heritage tourism, and supporting the reuse of existing buildings. The economic impact of preservation in the Commonwealth is staggering. Due primarily to the Virginia Rehabilitation Tax Credit Program, private investment in preservation in the past ten years has topped \$1.5 billion, creating nearly 11,000 jobs and \$444 million in associated wages according to survey results published in 2008. Ten percent of the projects completed since the program's inception in 1997 have occurred in rural localities and have resulted in approximately \$123 million in expenditures in these communities. Tax revenues across the state increased by \$46 million between 1997 and 2006 due to the rehabilitation of historic properties.

Rehabilitation efforts are also tied to enhanced retail activity in downtown areas and often serve as a catalyst for economic development. Revitalization often results in destination heritage tourism where a visitor can stay in a historic inn, dine in a restored building, and stroll through restored commercial and residential areas.

6.10.1 Expand Historic District Boundaries

Gloucester's current historic district listed on the National Register of Historic Places and the Virginia Landmarks Register is described as "the parcel of land surrounded by Main Street and those structures bordering the square" on the district nomination written in 1973. It may be possible to expand the state and national district to include the historically commercial section of Main Street to the east as well as the residential area to the west. An architectural survey would need to be completed to document the additional buildings to be included on an amended nomination as the first step in this process. This survey and nomination work could also lead to the expansion and revision of the locally designated historic district.

6.10.2 Promote State and Federal Tax Credits

Buildings that are currently listed as part of the state and national district, or that may be listed as contributing structures to a newly expanded district, would then be eligible for the state and federal rehabilitation tax credit programs. If rehabilitation work is done following the *Secretary of the Interior's Standards for Rehabilitation* and the proper paperwork is completed, these programs can

offer combined tax credits of up to 45 percent of qualifying project costs depending on the building having an income-producing use. Federal tax credits can be used only on income-producing properties while state credits may be used also on owner-occupied residential properties.

6.10.3 Revise Local Historic District Regulations and Create Design Guidelines

Consideration could be given to the expansion of the zoning overlay for a locally designated historic district based on the new boundaries of an expanded state and national district. The County could create a new architectural review board for the local historic district as state enabling legislation allows. The board would review major changes to historic structures within the district as well as any new construction or demolition of existing buildings. Minor changes could be reviewed administratively by planning staff while any general maintenance projects would not be subject to review. Design guidelines are a useful tool for property owners wishing to rehabilitate a historic structure or to design new construction that is compatible with existing structures in the local historic district. Clear, concise wording and easy-to-understand graphics can be tailored to the community and guide property owners through these local review processes.

A training program for the architectural review board and the County planning staff would increase the effectiveness of the design review process and the use of the guidelines. The establishment of any such local historic district overlay and review process should be preceded by a thorough public education effort. The Town of Smithfield is a small community that has such a program and it could be a useful model for Gloucester.

Note: Design guidelines could also be established as a part of any facade improvement and grant program for the Main Street area and they could be expanded to the rest of the larger historic district if desired.



6.11 Zoning Observations

While there are a wide variety of uses allowed in the B-2 zoning, they seem to relate to businesses that would typically locate in such areas. B-2 also allows residential units above the retail uses. There may be certain areas and parcels behind the Main Street buildings that lend themselves to redevelopment under B-2 zoning if they are already in commercial use. However, rezoning residential properties to business use should be resisted if it means commercial encroachment to an existing neighborhood. The impact of additional traffic and retail activities could erode the stability of the existing neighborhoods.

The suggested heights in B-2 of three stories is not particularly high for most central business districts. Many Gloucester Main Street structures are only one or two stories. While an occasional three-story building might not overpower the scale of the village, if its mass is too large, it could. In addition, certain sites with slopes may be able to accommodate taller structures without overpowering surrounding buildings. Detailed design guidelines with design review can ensure that any new structure is a good neighbor to the existing buildings. In particular, new structures adjacent to residential areas should complement the scale, form and character of these neighborhoods.

If there is a desire to add more housing units to the village, it is possible to place residential apartments or condominiums above a retail space in a two- or three-story building if it is economically feasible as noted above. Changing uses within a building may cause additional building code requirements to separate the uses that affect project costs.

The square footage size of new buildings is for the most part not addressed except for convenience businesses that are limited to 10,000 sq. ft. Currently the B-2 extends on Main Street from the courthouse complex east to Business 17 where it extends with a few exceptions already noted to the intersection with the by-pass.

While larger structures may be appropriate along Business 17, they might overpower the small scale of the village. It may be necessary to further define and limit square foot sizes of businesses along Main Street. If the historic district or corridor overlays were implemented on Main Street, design review may help maintain the small scale, but a clearer intent may come from additional zoning revisions. Both tools are needed to ultimately protect the village scale and character.

While the setback in the B-2 is 35 feet, it may be reduced to 5 feet on parcels that front directly on a two-lane undivided highway. This minimal setback of 5 feet would appear to be preferable along Main Street since most of the existing structures are within that range. Again, if zoning issues are reexamined in the village core, it would seem appropriate to ensure that a minimum setback is the norm along Main Street.

Gloucester County has successfully implemented local corridor overlay zoning for parts of the Route 17 by-pass to ensure quality design and site planning for new development projects. If this same overlay zoning were extended from the Route 17 by-pass along Business Route 17 to the village, this important gateway route would reflect the same high design standards found on the by-pass projects.



GLOUCESTER COURTHOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA

ECONOMIC AND MARKET RECOMMENDATIONS

7





Highlighting the area's agricultural bounty through the Farmer's Market may also create an opportunity for a Main Street specialty grocer and local restaurants to feature local produce.



7.1 Develop a Retail Recruitment and Retention Program

One of the fundamental roles that the Gloucester Main Street Association can play is that of ombudsman for businesses that wish to locate or expand in Gloucester. The market study presents several retail categories that appear to have “pent up” demand in the local market that could be viable businesses to complement the existing mix in Gloucester Village.

7.1.1 Develop a Building and Business Inventory and Database

Managing downtown revitalization requires a clear understanding of available space in the district. The Virginia Main Street Program has researched available software that addresses the particular information needs of a downtown area. An accurate inventory of spaces and businesses in Gloucester Village will be needed to create the foundation of information for all the following recommendations.

7.1.2 Prepare a Recruitment Package

A retail recruitment package that includes a list of available buildings, property owners, rents, square footage, and other important items would be an important first step in helping to recruit retailers.

7.1.3 Present the Findings of this Market Study to Groups in the Community and Region

The Gloucester Main Street Association is actively working to promote the success of retail in Gloucester Village. This partnership could take the results of the market study and the opportunities it identifies for future development “on the road” as a presentation to civic groups, regional partnerships, developers, and property owners in Gloucester to ensure that many people know about the market study and the resulting action plan.

7.1.4 Target and Recruit Food-Related Retailers

Food-related retail is one of the primary opportunities identified in the market study as having potential for success in Gloucester. There are already several existing food-related businesses in place in Gloucester Village. The Gloucester Main Street Association could choose to work with these existing businesses and consider complementary businesses that would enhance Gloucester as the center of an agricultural region. One strategy in particular would be to pursue the relocation of the Farmers’ Market to Gloucester Village to enhance this area as a food destination.



7.2 Consider Incentive Package for Retention/Recruitment

Many communities have implemented incentive programs to encourage businesses to stay or locate in their “downtown” districts. Gloucester has a unique opportunity thanks to MSPT to encourage and leverage private investment in the village area in coordination with MSPT. In any case, these programs should be catalysts for private investment and should be viewed as “investments” in the health of the community.

7.2.1 Establish a Facade Grant Program

A facade grant is simply a grant available to investors who wish to renovate or restore an existing building. These programs typically involve a match for investment and can have “strings” attached to encourage the type of businesses and design quality that the community desires. Typically these programs have a 50/50 match and meaningful grant programs provide between \$5,000 and \$10,000 per applicant for improvements. An annual allocation to the program ensures that it remains competitive.

7.2.2 Establish “Grant-Back” Program

While a facade grant program is an incentive to property owners, the grant-back program targets businesses desired for a particular district. Desired business types receive a grant (refund) for rent, utilities, or other fees. Frequently these programs require that the businesses get the refund over a period of time. The Main Street Preservation Trust could establish a small annual grant-back program and administrate it through the Gloucester Main Street Association to recruit retailers identified in the market study (home furnishings, apparel, specialty food, full service dining). The grant-back program would offer assistance with business start-up costs or business expansion.

7.2.3 Create Micro-Enterprise Loan

Rather than an outright grant, some communities capitalize a revolving micro-enterprise loan program. These programs have been used with much success in some communities to encourage entrepreneurial activity. The benefit of such a program is that they can be used to retain existing businesses as well as recruit new businesses to Gloucester Village, and typically, the programs evolve into self-sustaining programs. Sometimes these programs take the form of a loan guarantee program managed by the local Main Street organization in partnership with local banks to provide the banks added security in helping finance desired businesses. An initial capital investment dedicated to this program would be necessary, and the consultants recommend a minimum amount of \$50,000 for this purpose should there be interest in such a program.

7.2.4 Provide Business Consultation Services for Existing Businesses

Whether it is strategic planning, customer retention, visual merchandising, or marketing assistance, many independent businesses find that they could use guidance from a professional to help them through major decisions or day-to-day management. The Gloucester County Economic Development Authority (EDA) does have programs to assist small businesses and they have done quite a bit of work in the village. There are also retail consultants who specialize in helping small businesses with such issues. The EDA in cooperation with the Gloucester Main Street Association could contract with a retail specialist to conduct a seminar and provide a series of one-on-one consultations to local businesses to make them a stronger part of the retail market. This is particularly important in challenging economic times and could be a valuable way to provide direct assistance to existing retailers.



7.3 Pursue Catalyst Projects

Catalyst developments are typically public/private projects that “jump start” additional investments from other private sector resources. The Main Street Preservation Trust has the opportunity to continue to explore such projects in the community. There is also an opportunity to partner with private developers to create public meeting spaces. In addition, as the arts grow, an arts district could be considered.

7.3.1 Develop an “Art Catalyst” Project

The arts present a tremendous opportunity for Gloucester Village to remain competitive, unique, and interesting to both the local and regional population as well as visitors. This project could include both studio space and gallery space, and perhaps even an artist-in-residence program. This project could be implemented with exciting architecture and sculpture to be a true focal point for Gloucester Village.

7.3.2 Meeting Facilities to Drive Traffic to the Community

Part of the “Arts Catalyst” project mentioned above could be a community meeting facility for family reunions, wedding receptions, indoor events, and small conferences. Such a facility would serve the community well if it were flexible, had a location convenient to local shopping, and could in some ways use local vendors to supply food and other resources for the project. Examples in other nearby communities include the Riverwalk in Yorktown and the Smithfield Center.

7.3.3 Pursue Village Location for Gloucester Farmers Market

Farmers markets are becoming more and more popular as people realize the advantages of locally grown produce and farm-made food items. Gloucester Village could work to establish a shade shelter for the Farmers Market as a semi-permanent location. This effort located in a high visibility location in Gloucester Village can catalyze more business activity in the district.



It may be possible to rehabilitate a number of Main Street buildings to house portions of the suggested Art Catalyst Project.



GLOUCESTER COURTHOUSE VILLAGE PLAN

GLOUCESTER, VIRGINIA

PROMOTION AND MARKETING RECOMMENDATIONS

8



8.1 Continue to Host Events in Downtown on a Regular Basis

Gloucester Main Street Association is already sponsoring a number of events on an annual basis and has forged a strong partnership with county tourism and recreation to keep vibrant events in the village area. The association has the opportunity to continue small and targeted events that drive customers into retail establishments. Retail based events, like Girls Night Out, are particularly effective retail events, while the Chalk Fest and the Daffodil Festival do a great job of keeping Gloucester Village a destination for area residents and visitors.

8.2 Launch Gloucester Village “Brand”

A community “brand” is a promise a place makes with its people. Similar to a corporate brand, yet much more diverse, a brand must make sense to locals, be appealing to visitors, and be honest about the community it depicts. For Gloucester Village, the community brand has the opportunity to achieve several key goals:

- The brand could nourish community pride for Gloucester residents both in the historic village and throughout the county.
- The brand has the opportunity to be unique and authentically reflect the identity for Gloucester Village. Many communities fall into quick and easy clichés such as “The Heart of Gloucester County” which have no real meaning.
- The brand could help resolve the “name issue” for Gloucester. Depending on who is speaking, the historic core of Gloucester is referred to as Gloucester Main Street, Gloucester Courthouse, and Gloucester Village. Moreover, this identity is juxtaposed against similar identities for Gloucester Point and Gloucester County as a whole.
- The brand could also reinforce the geography the community is endeavoring to name. In this instance, the name should be for the traditional village that many think of as the most unique part of Gloucester.
- Finally, the brand can recognize that there are a number of groups involved in the revitalization of Gloucester Village and attempt to coordinate a brand image for the various organizations involved including the Main Street Preservation Trust, Gloucester Main Street Association, and other partners: Tourism, Chamber, Gloucester County, etc.

With these objectives in mind, the brand should incorporate several key elements. For Gloucester, the logo and font remain timeless, classic, and historic, and shy away from contemporary imagery. However, the brand should also refrain from being too “Williamsburg-esq” which could seem cliché in the region. Since the village lacks a strong physical icon, the brand relies on a more abstract logo of a wax seal that can be adapted to a number of different uses. The color palette is also simple, reflecting the brick of the historic buildings of the Courthouse. The brand reflects history but yet reveals that Gloucester still functions as a real and thriving center of day-to-day life with the assertive statement that Gloucester is “Virginia’s Oldest Living Village.” This assertion makes the bold claim that while there are other communities that may be older, Gloucester still functions in much the same way it did at its founding as a center of government and commerce for the surrounding area.



8.2 Launch Gloucester Village “Brand”, continued

An alternate less assertive brand statement, “An Original Virginia Village”, is also shown. The brand concept is shown in Exhibit 8.A and 8.B.



Exhibit 8.A Primary Brand Identity



Exhibit 8.B Brand Variation System

For the brand, the project team has developed a brand statement that attempts to summarize what makes Gloucester Village unique:

We are the Gloucester Village

We are among the first settlements of Virginia and have remained a community with vitality for nearly 375 years. We are not a big place yet our role in our nation's history is profound. We revere our townscape yet we use it daily - more than a museum, it is the center of life for the place we call home. We are linked to the beauty of our surroundings whether it is the blue of the water, the greens of the landscape, or the yellow of the daffodils in spring. We are the center of government, a center of commerce, and a center for culture, art, and education. We cherish our families, our elders, and the place we call Gloucester Village.



8.2.1 Develop Brand Extension to Events and Partner Organizations

For any brand to be effective, it must be used. The beauty of the brand concept for Gloucester Village is that it can easily be adapted for use in a variety of ways. Exhibit 8.C shows how the color of the seal and the image within the seal might change to incorporate events like the Daffodil Festival and the Girls Night Out. The exhibit also shows how both the Main Street Preservation Trust and the Gloucester Main Street Association might use the same font to create distinct yet related brands for each organization. The color palette shown shows the bold colors that should be used to keep the brand consistent in a variety of uses.

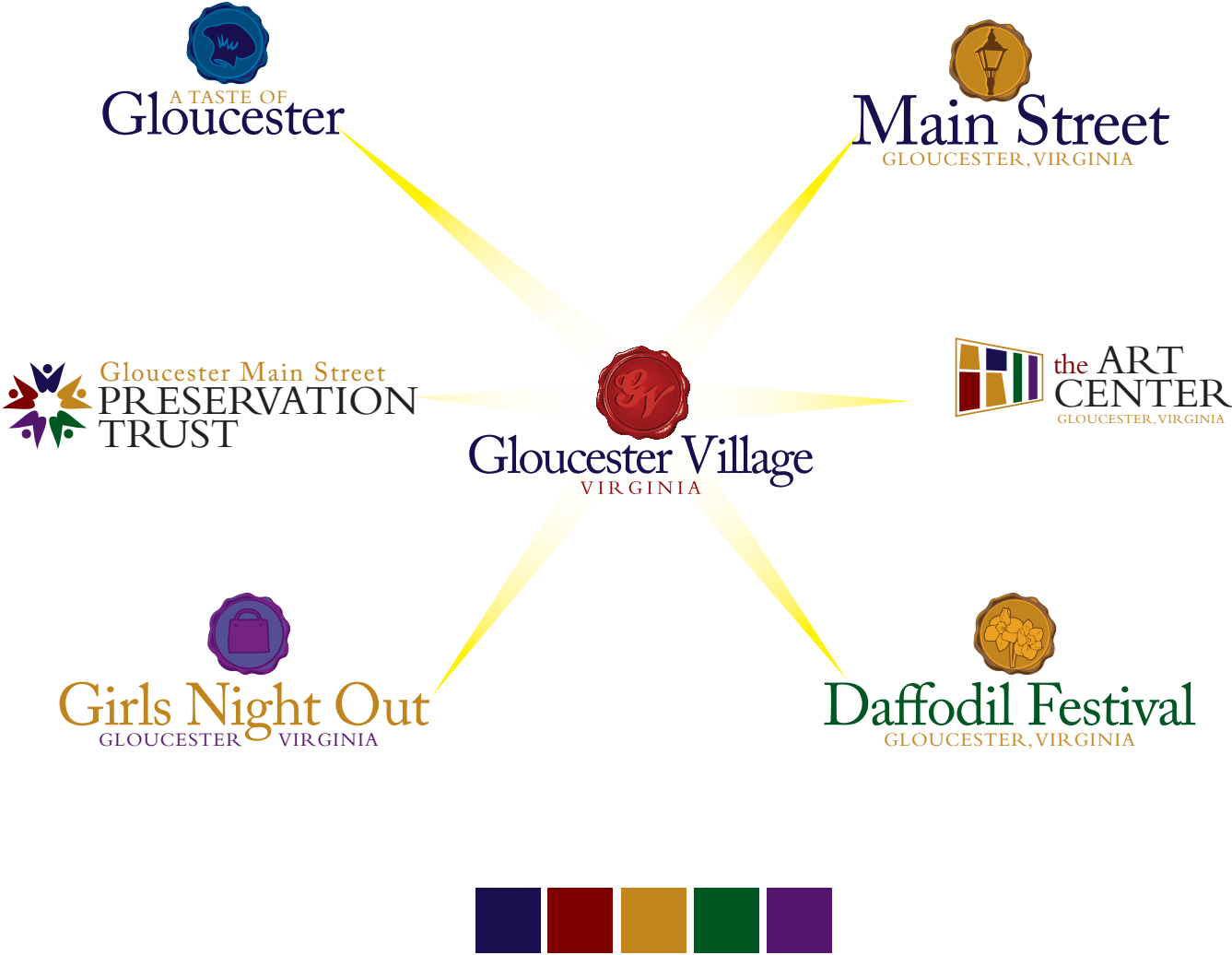


Exhibit 8.C Brand Extension System



8.2 Launch Gloucester Village “Brand”, continued

8.2.2 Redesign Website with New Brand Logo

The web has become one of the principal ways that people learn about places they visit. Gloucester is no different. The www.gloucester-virginia.org website is rich in content and very informative. With a change in design, the website could easily incorporate the brand concept without sacrificing content. Exhibit 8.D shows the proposed look for www.gloucester-virginia.org.



Exhibit 8.D Website Redesign

8.2.3 Redesign Print Pieces with New Brand Logo

The print pieces related to Gloucester can also easily incorporate the brand concepts with simple cover redesigns. Exhibit 8.E shows the concept for the covers of the Gloucester Village Shopping and Dining Guide and Historic Walking Guide.



Exhibit 8.E Print Piece Redesign





Exhibit 8.F Banner Program

8.2.4 Develop a Banner Program Using the Brand

Banners can be a very effective way of conveying information about special events, by continuing the brand, and adding interest and variety to the community. Gloucester could develop a banner system that promotes local shopping, dining, and events. These banners could be located throughout the community but concentrate on gateways and outlying districts to direct visitors into downtown. The examples in Exhibit 8.F show what a banner system for Gloucester might look like that would promote shopping, dining and special events. Banners can also be used to educate visitors about the unique history of a place, and Exhibit 8.G shows banner concepts illustrating the daffodil history, Pocahontas, and Rosewell.



Exhibit 8.G Destination Banner System



8.3 Put the Brand to Work in Marketing Gloucester Village

Once the brand is established, it can be used in marketing efforts in conjunction with local businesses to create a “seamless” image of Gloucester. The following recommendations put the brand to work in the community through marketing.

8.3.1 Create a Local Loyalty Campaign

Gloucester has a lot to offer local residents and visitors. However, it is always a challenge to keep local shopping in the forefront of local resident’s minds amidst the many options they have in nearby urban communities. It is natural to expect that residents will continue to do some of their specialty shopping and dining in other places, but if Gloucester promotes the benefits of local shopping to residents, they are likely to become more loyal to local retailers. This is particularly important in Gloucester where 60% of the traffic in village stores comes from Gloucester County.

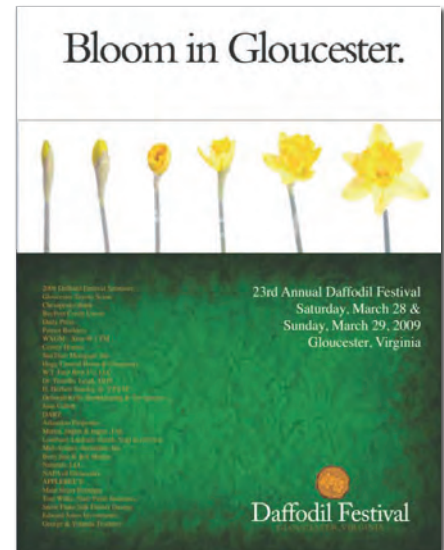
A local loyalty campaign can help retain these customers and recruit new customers from the strong local base. A loyalty campaign has the opportunity to target all of Gloucester County and positively profile the many businesses and merchandise types that are available in the village. Gloucester may even consider a “Loyal Local Card” as a program whereby the cardholder would enjoy special offers (not necessarily discounts) at participating Gloucester merchants. The card could be stamped or punched and, at the end of the year, card holders with enough stamps would be entered into a drawing for a prize or weekend getaway.

8.3.2 Launch a Cooperative Advertising Program

Many communities develop cooperative ad campaigns that collect money from individual merchants and place small business card size ads in newspapers and magazines. This form of cooperative advertising tends to “get lost in the shuffle” of the many media messages being sent to consumers.

Gloucester could take the concept of co-op ads, and create a small grant program to help businesses advertise. A provision of the grant would request the business to use the Gloucester logo and tagline in the ad, or better yet, follow a consistent theme for the ads. A \$3000 program could leverage an additional \$6000 in ad placements a year at a 33% grant match.

A second strategy for the co-op effort is to have coordinated media buys twice yearly alongside the local merchants. This strategy does several things. First, it works to avoid the door-to-door sales pitch from a variety of media selling ad space. Second, it allows the Gloucester Main Street Association and its partners the chance to compare media proposals side-by-side. Third, it encourages competition among the media to provide downtown a good deal. Fourth, and finally, it provides a clear way to place media before the summer season and before the holidays.



Event Advertising



8.3.3 Develop Guerilla Marketing Tactics

Many of the best marketing efforts do not rely on traditional ad placement, however, and can be an affordable way to get the word out about what Gloucester Village has to offer. These creative tactics are called guerilla marketing. Some guerilla marketing ideas for the Gloucester Main Street Association are to work directly with local real estate agents to ensure that the retail offerings in downtown and throughout Gloucester are promoted in the real estate magazines that are so ubiquitous in the area. Another tactic is to host neighborhood receptions, shopping “crawls”, and retail advisory boards to help local merchants reach their client base. Gloucester Main Street Association could hold a brainstorming session to think up creative and inexpensive tactics to reach their consumer, then experiment. The beauty of these creative tactics is that the community can quickly determine how effective they are.

