



Gateway Parkway Redevelopment Strategy & Marketing Plan

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Executive Summary

One of the biggest assets in Waynesboro is East Main Street/Hwy 250, dubbed the Gateway Parkway in this study, which connects downtown Waynesboro with the Blue Ridge Parkway, Shenandoah National Park, and Appalachian Trail, three nationally-known and visited outdoor destinations. Waynesboro's Gateway Parkway links the city to national outdoor adventure destinations and will draw visitors into Waynesboro to shop, dine, stay, and play – as well as live and start a business.

The City of Waynesboro was selected as the 2019 Creative Give Back winner because of how transformational redevelopment of the corridor could be to the city. As the winner, the city received free consulting services to create a redevelopment and marketing strategy for the corridor. The four-mile Gateway Parkway faces numerous redevelopment challenges such as vacant properties, blight, and lack of coherent development vision. Waynesboro requested support through the Creative Give Back program because the redevelopment of the corridor is a pivot point which will open many other opportunities.

The study process included community and business input, market analysis, best practices, and modeling the impact of potential new businesses. The regional retail market is \$381 million, which includes approximately \$109 million in food and beverage sales. Tourism expenditures, lodging demand, and tourism employment are all growing. We modeled the potential impact of three new businesses in the corridor to illustrate the value of business development - a new recreation retailer, general store, and full-service restaurant. Three businesses such as these would generate approximately 131 new jobs and \$11.4 million in annual economic output. Redeveloping the entire Gateway Parkway will generate more jobs and tax revenue than illustrated by these three businesses. More importantly, it will introduce people to Waynesboro who could become residents and community champions.

The redevelopment goals focus on making the Gateway Parkway a true gateway to the city, encouraging business startups and growth by marketing and promoting the corridor to businesses and people.

Goals to Redevelop Waynesboro's Gateway Parkway

Make Hwy 250 the tourism gateway for Waynesboro

- Relocate the Visitor Center on East Main Street Near the Entrance to the City
- Develop a Regional Visitor Center that Showcases the Greater Waynesboro Region
- Strategic Property Redevelopment
- Use Public Investments to Leverage Private Investment

Establish thriving businesses in the redeveloped corridor

- Deploy Business Development Strategies in the Corridor
- Align City Policies to Support Redevelopment in the Corridor

Brand the corridor to draw businesses and people

- Market the Competitive Position of the Corridor
- Brand the Corridor for Marketing and Promotion
- Market Business Opportunities
- Internal Marketing

We recommend getting started on projects that take staff resources and little funding. Updating marketing materials and information, enhancing incentive and business assistance programs, organizing events in the corridor, and branding the corridor are a few examples. Projects like relocating the visitor center and eventually building a regional visitor center at Hwy 250/64/BRP will take more time to plan and fund. We recommend that Waynesboro leverage neighboring governmental allies Augusta and Nelson Counties in the redevelopment strategy. The proposed regional visitor center and expanded streetscape will benefit the entire region. What the Gateway Parkway project needs the most are champions advocating for public investment, making private investments, and telling the redevelopment story so often that others begin to tell the story for you.

The Creative Give Back

The City of Waynesboro was selected as the 2019 Creative Give Back winner. The Creative Give Back is Creative Economic Development Consulting's way to give back to the field of economic development. Starting in 2014, Creative EDC began giving away one consulting project a year through a competitive application process. Previous winners have included the Cabarrus County EDC, NC, Wayne County Development Alliance, NC, City of Graham, NC, and the Blacksburg Partnership, VA.



To be considered for The Creative Give Back, the project must:

- ⦿ BE CREATIVE
- ⦿ Challenge us to think outside the box
- ⦿ Have the ability to significantly impact the local economy
- ⦿ Have a true, demonstrated consulting need
- ⦿ Be consistent with sustainable economic development practices
- ⦿ Give us the opportunity to work with a great community and great people

The City of Waynesboro project creatively links the city's cultural and economic offerings with the natural splendor of Shenandoah National Park and the Blue Ridge Parkway. The four-mile connecting corridor of Hwy 250/East Main Street faces numerous redevelopment challenges such as vacant properties, blight, and lack of coherent development vision. Waynesboro requested support through the Creative Give Back because the redevelopment of the corridor is a pivot point on which many other opportunities will turn. Waynesboro wanted a vision and plan to transform and revitalize the corridor.

Creative EDC's scope of work for the Waynesboro project included:

- ⦿ A kick-off meeting, city tour, input session with business owners in the corridor and key allies
- ⦿ Economic analysis to identify business development opportunities
- ⦿ Retail leakage analysis
- ⦿ Review of parcels, vacant buildings, and underutilized buildings
- ⦿ Economic impact analysis of three "what-if" development projects to quantify the potential return on public investment
- ⦿ Best practices of 3-4 communities
- ⦿ Marketing strategy
- ⦿ Strategies to fund redevelopment
- ⦿ Presentation of the project and recommendations

The report resulting from this project will be shared with other communities, hopefully sparking ideas for redevelopment.

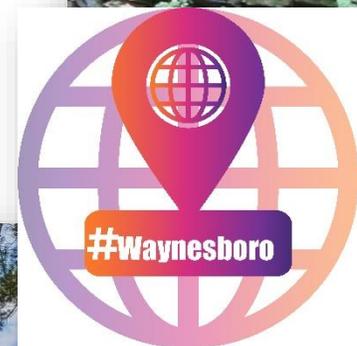
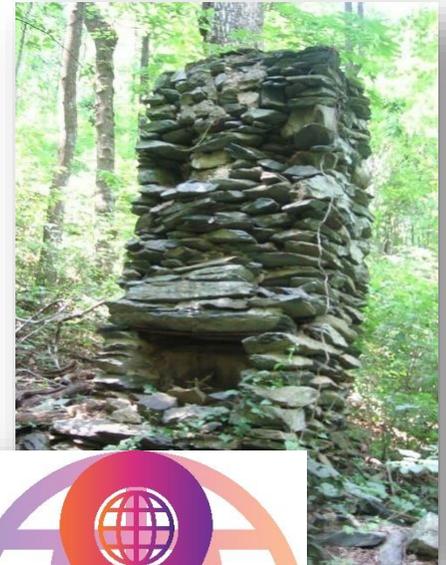
Redevelopment Plan and Marketing Strategy

Goal: Make Hwy 250 the Tourism Gateway for Waynesboro

Strategy: Coordinate with partners to develop a long range strategy for a regional visitor center that showcases the Greater Waynesboro Region

Action Steps

- A regional visitor center at the Hwy 250/64/Blue Ridge Parkway interchange may take years to materialize. Until then an interim visitor center site can be developed by relocating the current visitor center to a vacant lot, or combination of lots, on Hwy 250 near the business cluster that includes Blue Ridge Bucha, Rockfish Gap Outfitters, and others.
 - Include RV parking, picnic tables, and a significant visual feature, like the chimney monument described below.
- In addition to relocating the visitor center, purchase a small lot at the Hwy 250/64/BRP interchange to develop a gateway focused on directing visitors to the city. For example, the gateway lot could include a beautiful, large sign directing visitors to all of the wonderful amenities in Waynesboro. It could also include a car/RV pull-in and art feature (photo opportunity/Instagram destination), as described below. Plan it to be similar to car pull-ins at entrances to national parks, which include large, decorated signs.
- The new regional visitor center site at Hwy 250/64/BRP could include:
 - Museum of regional history with a focus on the Waynesboro area
 - Small pocket park for picnicking and relaxing
 - The pocket park could be activated with Saturday afternoon crafts, historic children's toys, live music, etc.
 - RV parking area
 - Dog park to encourage travelers with pets to visit
 - Connected, decorative pathway to Crozet Tunnel/trailhead/parking
 - A significant art feature, such as a 25' tall chimney in the style found along the Blue Ridge Parkway, or a very large stone arch in the Blue Ridge Parkway style. The art feature will become a visual marker for the visitor's center and a photo opp/"Instagram destination."
 - Waynesboro could work with local artists and craftspeople to develop and construct an artistic chimney or arch.
 - Augusta County does not have a Blue Ridge Heritage Project chimney site - this could be it.
 - Another visual marker could be a "Love" sculpture for the "Virginia is for Lovers" tagline.
- Engage partners in Nelson and Augusta Counties to support grant applications to develop a master plan for a regional visitor center. A visual will be important to build consensus for public, grant, and private funding.
- The ideal, long-term site for a new visitor center is at the Hwy 250/64/BRP interchange, even though it is outside the city. This location will draw travelers from the Blue Ridge Parkway, Shenandoah National Park, and the Appalachian Trail. Investigate purchasing property at the interchange. This could be a



partnership with Augusta and Nelson Counties.

- Develop an entrance arch on Hwy 250 similar to the one that used to be in Waynesboro. It could be similar to a Blue Ridge Parkway arch.
 - The CSX railroad bridge on Hwy 250 could be updated with an “arch” design.
- Stamp a logo (similar to the UVA logo on Charlottesville roads) on Hwy 250 leading from the Blue Ridge Parkway exit to Waynesboro.

Strategy: Strategic property redevelopment

Action Steps:

- We reviewed properties along East Main Street for redevelopment potential. Anchored by other businesses, this corridor could be redeveloped with restaurants, retailers, and services for travelers. There are several vacant buildings and lots that have redevelopment potential. Properties could be combined to make a larger site for the relocated visitor center and/or combined to make large business development sites.
- If the EDA and county partners purchase property at the interchange for a visitor’s center and it is not the hotel property, continue to try to purchase the hotel property for redevelopment. It is an eye-sore and detractor from the visual experience of the outdoor setting.
- Waynesboro should explore the redevelopment program of the City of Danville, VA, whereby the city has purchased and redeveloped buildings to revitalize downtown.
- Review the Danville, VA, River District Developer’s Grant – a 5% grant for qualified expenses of renovation of historic properties. Waynesboro could modify and target properties in the corridor.
<https://www.discoverdanville.com/business-support/incentives-overview/river-district-businesses-and-developers/>
- Consider implementing a vacant building redevelopment grant program targeted to properties that have been vacant at least one year. The City of Columbia, SC, program has a grant based on net new taxable investment.



Strategy: Use public investments to leverage private investment

Action Steps:

- Continue support of public investment in the East Main Streetscape Improvement project.
- Seek a county partnership to extend the East Main Streetscape to the US 64/Blue Ridge Parkway interchange. Seek the county's support in adopting the same streetscape theme and design from the Waynesboro city limits to the interchange.
- Continue to invest in trail and greenway connectivity to connect the corridor with the Crozet Tunnel trailhead, Sunset Park, Constitution Park, and the east entryway into Waynesboro for hikers.
- Work with VDOT to develop a pedestrian and bike bridge over Hwy 250 from the northeast side - Sunset Park area and greenways - to southwest side - the visitor center and Crozet Tunnel trailhead. The pedestrian and bike bridge could be designed as an arch to replicate the arches on the Blue Ridge Parkway.
- Encourage the city to develop a public art program. The program should have a central theme and include murals, sculpture, and other visual art. Some cities have urban walking trails that visit public art sites. Asheville, NC, has a model program: <https://www.ashevillenc.gov/department/community-economic-development/arts-and-events/public-art/>. The public art theme should align with visuals in the region such as chimneys, arches, trails, outdoor recreation, and similar themes.

Goal: Establish Thriving Businesses in the Redeveloped Corridor

Strategy: Deploy business development strategies in the corridor

Action Steps:

- Develop a business recruitment strategy to infill businesses in the corridor.
 - Target gaps found in the retail leakage analysis: businesses that cater to outdoor recreationalists such as sporting goods related to camping, hiking, and fishing, and the growing number of tourists with specialty food stores, breweries, and clothing stores.
 - Target existing businesses in neighboring markets to open a second location in the corridor.
 - Examples: restaurants, specialty retailers, and services like bike rentals.
 - Target markets: Charlottesville and Staunton
 - Market to Waynesboro serial entrepreneurs to open new businesses in the corridor.
- Seek grants and other funding to continue the Grow Waynesboro business plan competition. It could be focused on the businesses in the corridor.
- Conduct a feasibility study to develop a retail incubator in the corridor. A retail incubator could take the form of start-up retailers renting booth or kiosk space with management support, business development classes (in partnership with Blue Ridge Community College), and below market rate rent. Like traditional incubators, the retail incubator could have a graduation timeline and a forgivable loan rent subsidy structure. This project could be tackled under the umbrella of Grow Waynesboro.
- Promote pop-up businesses in the corridor until critical mass is reached and the corridor is thriving. Examples of pop-up businesses include food truck rallies, art markets, alfresco dining experiences, etc. Pop-up business events could be held on a vacant lot near existing businesses.
 - Lean on partner agencies to put on pop-up events – arts council, ag co-op, farmers market. They could use the events as fundraisers.
 - Promote the BOOST Tourism Grant to partner agencies if the event will have a large enough impact.
- Develop a set of special services/assistance for new businesses in the corridor for their first year. Examples: monthly meetings to troubleshoot problems before they escalate, recognition on the EDA's website, free chamber membership, two free small business classes at Blue Ridge Community College, etc. These services would be in addition to any provided through the Tourism Development Zone. The goal is to make access to resources easy, troubleshoot start-up problems, and entrench the business owner in the community.
 - An example program: Roanoke pays for some Growth Wheel (entrepreneurship training) classes as an incentive.

- Reduce the Enterprise Zone grant match for businesses in the corridor for programs like the façade grant and sidewalk and landscaping grant.
- Investigate adding something similar to the MIT Venture Mentoring Service Program to Grow Waynesboro services. For example, Asheville, NC’s program: Venture Asheville Elevate <http://ventureasheville.com/elevate/>.
- Use the successful “economic gardening” approach to small business development in the corridor. Use the retail leakage information gathered for this study to counsel small business owners on market gaps/opportunities – share the information with other agencies that interact with small businesses. <https://www.nationalcentereg.org/>.
- Promote the Tourism Development Zone incentive benefits to business owners and prospects. Ensure the information is on real estate flyers and that realtors and building/property owners are aware.

Strategy: Align city policies to support redevelopment in the corridor

Action Steps:

- Ensure the city is strict on code enforcement to encourage property owners of dilapidated properties to complete repairs and upgrades.
- Review the City of Columbia, SC, proposed vacant building registry that will require registry of vacant buildings. The longer the building stays vacant, the higher the re-registration fee. See the proposed ordinance (p18). <http://columbiacitysc.igq2.com/Citizens/FileOpen.aspx?Type=1&ID=1192&Inline=True>
- In city planning for future facilities, gather business input on the value of co-locating all city development departments in one facility.
- Monitor VDOT studies of safety and traffic flow. Advocate for investments that will make the corridor safer and provide efficient travel. Safety concerns will grow as more visitors unfamiliar with the area are on the highway, more bikers and hikers are connecting to trails and greenways, and more people are turning into/out of businesses.

Goal: Brand the Corridor to Draw Businesses and People

Strategy: Market the competitive position of the corridor

Action Steps:

- Incorporate competitive position statements into the marketing plan:
 - Market Opportunity (region = Waynesboro, Augusta County, and Nelson County)
 - \$381M regional tourism expenditures (ESRI)
 - 3% growth in tourism expenditures 2017-2018 (Virginia Tourism Corporation)
 - \$1.5B regional retail market (ESRI)
 - \$109M regional food and beverage market (ESRI)
 - Visitors
 - \$25M spent on entertainment and recreation in the region (ESRI)
 - Lodging demand up 3% (Virginia Tourism Corporation)
 - Occupancy rate 73% (Virginia Tourism Corporation)
 - 20,000 cars a day traffic count (VDOT)
 - 120,000 people in the MSA (Census)
 - Tourism Destinations (and others)
 - Blue Ridge Parkway
 - Shenandoah National Park
 - Appalachian Trail
 - Virginia Natural History Museum
 - Crozet Tunnel (Blue Ridge Tunnel)
 - Urban Fishery
 - Shenandoah Valley Art Center
 - Waynesboro Heritage Museum
 - Historic Wayne Theater
 - P. Buckley Moss Gallery

- Site and building inventory and availability
- Incentives and assistance programs for new, start-up, and growing small businesses
- Workforce
 - 47,000 regional workforce (BLS)
 - 3,200 employed in tourism in the region (Virginia Tourism Corporation)

Strategy: Brand the corridor for marketing and promotion

- Consider the following brands for the corridor. They play off of “parkway” (Blue Ridge Parkway) and “trail” (Appalachian Trail):
 - Gateway Parkway – Our favorite. Waynesboro could designate a section of East Main Street the Gateway Parkway. It could be an honorary street name with colorful street signs.
 - Other iterations of this concept: Adventure Parkway, Outside Parkway, Nature’s Parkway, The Natural Parkway, Explorer’s Parkway
 - Waynesboro Outside District
 - Other iterations of this concept: Waynesboro Explore District, Adventure District, The Gateway District
 - Play, Shop, Eat Trail
 - Other iterations of this concept: The Nature Trail, Waynesboro’s Adventure Trail, Nature’s Trail
- Use the corridor brand internally when promoting public and private investment in projects.
- Businesses could use the brand – proudly located in Waynesboro’s Gateway Parkway – on websites and marketing materials (see co-op advertising program below).
- Wayfinding signage and banners could showcase the brand.
- Integrate the Gateway Parkway into the brand “Where Good Nature Comes Naturally” used by the EDA and partner agencies. The Gateway Parkway could be in part of the message that describes areas of Waynesboro: Visit Downtown, Gateway Parkway, Arts District, etc.
 - Waynesboro could include a refining of the corridor brand – Gateway Parkway - in the next brand review.



Strategy: Market business opportunities

Action Steps:

- Organize a familiarization tour of the corridor for real estate developers and realtors. Inventory available properties, seek owner approval for a marketing event, create information flyers, and invite regional commercial realtors, developers, and business owners from neighboring jurisdictions who may open a second location. The tour should include an overview of the development potential for the corridor, "open house" tours at each building/site and follow up. Be sure to include the incentive and support package developed for the corridor.
- Seek grant funding for a virtual reality presentation of the corridor redeveloped. Companies like Golden Shovel have developed virtual reality programs that show how properties can be developed. People can participate in virtual tours using virtual reality goggles. The technology has advanced such that people can be different locations and take a tour with their avatar communicating with other avatars in the virtual world.
- Develop a cooperative advertising grant program, similar to the BOOST program, with businesses in the corridor. The EDA could match 50% of ads of businesses in the corridor if the ad includes a statement such as "Prospering in the Gateway Parkway in Waynesboro, VA."
- Update website, materials, social media content, etc. with information on the corridor, competitive message statements, business development opportunities, and latest news/happenings.

Strategy: Internal marketing

Action Steps:

- Activate spaces in the corridor. One example, pop-up business events, is recommended above. Other ways to activate spaces is to hold public meetings, festivals, and cultural arts programs in the corridor.
- Conduct FAM tours in the corridor for local elected and business leadership so they can be ambassadors.
- Share content about happenings in the corridor with marketing partners: arts agencies, chamber of commerce, regional tourism groups, and business support agencies.
- Look into the Social Toaster app as a way to amplify marketing content. Social Toaster uses local ambassadors to extend marketing messages with one click.

Implementation

Where to start? We suggest tackling low-hanging fruit first, while laying the groundwork for longer-term, bigger budget projects.

Getting Started Projects:

- ⊙ Marketing property redevelopment opportunities
- ⊙ Enhance incentives for the corridor and lower grant matches
- ⊙ Targeted business recruitment
- ⊙ Pop-up businesses and events in the corridor
- ⊙ Special assistance to new businesses in the corridor
- ⊙ Incorporate competitive position in marketing by updating website, materials, social media content
- ⊙ Adopt a corridor brand and integrate into "Where Good Nature Comes Naturally"
- ⊙ Activate corridor with events, meetings, festivals, cultural programs
- ⊙ FAM tours for local stakeholders

Start Planning Projects:

- ⊙ Interim visitor center in East Main Street corridor and gateway/pull-in lot at Hwy 250/64/BRP interchange
- ⊙ Extend streetscape throughout the corridor and to the Hwy 250/64 interchange with Augusta County support
- ⊙ Long-term investments in trail and greenway connectivity
- ⊙ Public art program
- ⊙ Retail incubator feasibility
- ⊙ Open house marketing/recruitment event in the corridor
- ⊙ Co-op advertising grant program
- ⊙ Social Toaster or similar ambassador program to amplify marketing messages

Building Consensus for the Vision Projects:

- ⊙ Regional visitor center at Hwy 250/64/BRP interchange
- ⊙ Mentoring program with Grow Waynesboro
- ⊙ Centrally located city development services

Summary of Retail Leakage Analysis

Waynesboro is a sub-regional retail hub for the area between Charlottesville and Staunton. The city draws travelers off I-64 and tourists off the Blue Ridge Parkway. It is a stop for hikers on Appalachian Trail. Beyond local tourism draws, the Office of Economic Development estimates the city draws tourists from Nelson County and the 151 Craft Beverage Trail and other regional destinations. Also, the staff estimates the regional shopping center at exit 94 on I-64 draws shoppers. Anecdotally, businesses report customers from Charlottesville, Buena Vista, and Lexington.

The consulting team gathered retail leakage data using ESRI, a national source of market data. The leakage reports were gathered for 1, 3, and 5-mile radii from the center of the city and the center of the East Main Street redevelopment corridor. The full reports can be found in Appendix A. The following market categories were found to have leakage out of the central city/downtown area of Waynesboro. Similar leakage categories are found in larger radii and the corridor.

- ⊙ Motor vehicle and parts dealers
- ⊙ Electronics and appliance Stores
- ⊙ Building material and supplies dealers
- ⊙ Specialty food stores
- ⊙ Beer, wine and liquor stores
- ⊙ Clothing and clothing accessories stores
- ⊙ Sporting goods, hobby, book and music stores
- ⊙ General merchandise stores
- ⊙ Miscellaneous store retailers
- ⊙ Non-store retailers
- ⊙ Drinking places

Based on the amount and categories of retail leakage, there is an opportunity to develop businesses to cater to outdoor recreationalists and tourists such as sporting goods related to camping, hiking, and fishing. Other categories that would serve a growing tourism market include specialty food stores, “drinking places” or breweries, and clothing stores targeted to outdoor recreationalists and tourists.

In addition to local retail market information, the consulting team researched the regional market area (Waynesboro, Augusta County, and Nelson County). Retail sales in the region total \$1.5 billion. The regional food and beverage market total \$109 million in annual sales. We recommend using the regional figures in competitive position statements for Waynesboro because businesses in the corridor will draw from the region and higher income markets.

See Appendix **A** for the full retail leakage reports.

Summary of Economic Impact of New Developments

As the vision to redevelop the East Main/Hwy 250 corridor has taken shape, one of the most often cited objectives is for visitor traffic to stimulate redevelopment and new businesses and growth of existing business in the corridor and downtown Waynesboro. In order to demonstrate potential future impacts that visitors could have on the city, three potential business activities were analyzed and modeled as if they existed in the East Main corridor.

The most frequently mentioned potential new business activity in the corridor is a new retailer, especially one focused on recreation. This activity is perfectly aligned with traffic from the Shenandoah National Park, Appalachian Trail, and fishing sites. Visitors to the national park and trail will need camping, hiking, and outdoor recreation equipment. Blue Ridge Parkway visitors may be looking for other travel items. Also, Waynesboro is known as a fishing destination having an urban trout fishery. As a potential future development, we modeled a medium-sized recreation retailer with 25 employees. (See Appendix B). The model predicts that a retailer would generate an additional 4 jobs (29 total) in the local economy and stimulate \$1M in value-added. The economic term “value-added” refers to the economic activities, wages, services, and salaries which take place at local establishments.

The most common activity in downtown Waynesboro is retail, with a variety of store types and sizes currently in business. This is the most likely activity to grow as economic activity increases around the East Main corridor. We modeled a general store which could sell specialty foods, as indicated in the retail leakage report. Such a store could serve a wide range of needs of travelers off the Blue Ridge Parkway. A series or block of retail stores of small to medium size with approximately 15 total employees was modeled as a potential future development. Based on an economic impact analysis completed for this project (See Appendix B) a new general store with 38 employees could generate \$2M in additional value in the local economy and add an additional 7 employees (total of 45) in the city. More importantly, the activity at this new retail store will continue to attract and sustain retail and restaurants in downtown Waynesboro, contributing to continuing development and economic activity there.

We also modeled a full-service restaurant with approximately 20 employees. It is another business activity that will serve travelers. (See Appendix B) The restaurant could be a brewpub, a craft brewery with food sales, or a farm-to-table restaurant. The model predicts that such a restaurant would generate an additional three jobs (23 total) in the local economy and stimulate \$649,827 in value-added in the local economy.

These are three examples of prospective economic activities that may be expected as development, visitor numbers, and spending increase in Waynesboro. Each new storefront or place of business will further solidify the corridor as a center of activity and economic generation for the city.

As visitors to the corridor and downtown Waynesboro increase, the specialization and sophistication of retail offerings will increase as well. Future businesses might include a craft brewery, amusements, museums, arts establishments, or other interactive visitor-focused services.

Potential New Business Impact

131 jobs

\$11.4M annual output

Appendix A: Retail Leakage Analysis

Retail MarketPlace Profile

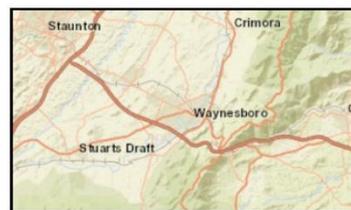
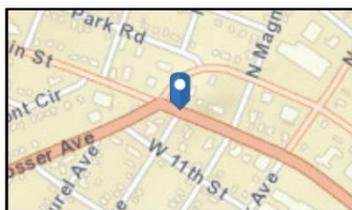
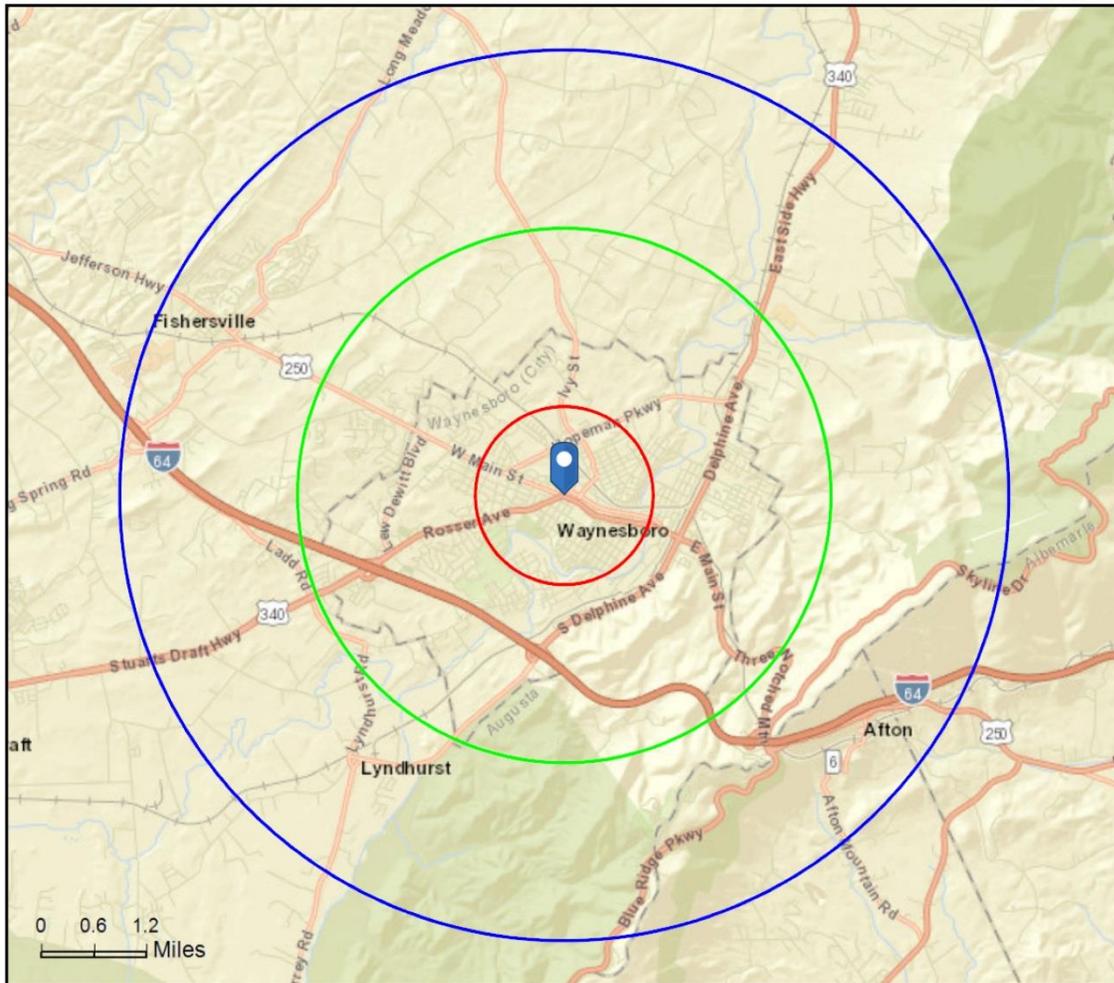
1441 W Main Street, Waynesboro, VA 2980



Site Map

1441 W Main St, Waynesboro, Virginia, 22980
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 38.07255
Longitude: -78.90095



July 10, 2019

Retail MarketPlace Profile

1441 W Main Street, Waynesboro, VA 2980

Ring: 1-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, General Merchandise Stores, Clothing & Clothing Accessories Stores

Summary Demographics

2019 Population	9,092
2019 Households	3,991
2019 Median Disposable Income	\$35,314
2019 Per Capita Income	\$23,877

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$110,763,100	\$145,516,877	-\$34,753,777	-13.6	105
Total Retail Trade	44-45	\$100,525,612	\$131,583,478	-\$31,057,866	-13.4	75
Total Food & Drink	722	\$10,237,488	\$13,933,400	-\$3,695,912	-15.3	29
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$21,872,244	\$14,731,148	\$7,141,096	19.5	11
Automobile Dealers	4411	\$17,938,687	\$10,266,148	\$7,672,539	27.2	6
Other Motor Vehicle Dealers	4412	\$2,228,480	\$791,572	\$1,436,908	47.6	1
Auto Parts, Accessories & Tire Stores	4413	\$1,705,077	\$3,673,428	-\$1,968,351	-36.6	4
Furniture & Home Furnishings Stores	442	\$3,612,476	\$8,064,848	-\$4,452,372	-38.1	9
Furniture Stores	4421	\$2,035,925	\$5,353,520	-\$3,317,595	-44.9	5
Home Furnishings Stores	4422	\$1,576,551	\$2,711,328	-\$1,134,777	-26.5	4
Electronics & Appliance Stores	443	\$3,109,838	\$916,630	\$2,193,208	54.5	3
Bldg Materials, Garden Equip. & Supply Stores	444	\$6,674,343	\$6,879,912	-\$205,569	-1.5	6
Bldg Material & Supplies Dealers	4441	\$6,164,408	\$3,686,078	\$2,478,330	25.2	5
Lawn & Garden Equip & Supply Stores	4442	\$509,935	\$3,193,834	-\$2,683,899	-72.5	1
Food & Beverage Stores	445	\$17,926,420	\$46,668,651	-\$28,742,231	-44.5	6
Grocery Stores	4451	\$16,660,257	\$46,638,523	-\$29,978,266	-47.4	6
Specialty Food Stores	4452	\$524,615	\$0	\$524,615	100.0	0
Beer, Wine & Liquor Stores	4453	\$741,548	\$0	\$741,548	100.0	0
Health & Personal Care Stores	446,4461	\$6,232,201	\$16,944,082	-\$10,711,881	-46.2	7
Gasoline Stations	447,4471	\$10,300,086	\$16,908,741	-\$6,608,655	-24.3	4
Clothing & Clothing Accessories Stores	448	\$4,706,145	\$313,365	\$4,392,780	87.5	2
Clothing Stores	4481	\$3,203,094	\$184,111	\$3,018,983	89.1	2
Shoe Stores	4482	\$671,945	\$0	\$671,945	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$831,106	\$0	\$831,106	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$2,614,253	\$1,246,856	\$1,367,397	35.4	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,212,251	\$1,246,856	\$965,395	27.9	4
Book, Periodical & Music Stores	4512	\$402,002	\$0	\$402,002	100.0	0
General Merchandise Stores	452	\$17,719,238	\$14,592,226	\$3,127,012	9.7	6
Department Stores Excluding Leased Depts.	4521	\$12,115,530	\$7,470,942	\$4,644,588	23.7	2
Other General Merchandise Stores	4529	\$5,603,708	\$7,121,283	-\$1,517,575	-11.9	4
Miscellaneous Store Retailers	453	\$3,807,657	\$3,054,109	\$753,548	11.0	15
Florists	4531	\$170,969	\$288,927	-\$117,958	-25.6	2
Office Supplies, Stationery & Gift Stores	4532	\$891,754	\$966,589	-\$74,835	-4.0	2
Used Merchandise Stores	4533	\$422,750	\$995,615	-\$572,865	-40.4	7
Other Miscellaneous Store Retailers	4539	\$2,322,184	\$802,979	\$1,519,205	48.6	4
Nonstore Retailers	454	\$1,950,711	\$1,262,909	\$687,802	21.4	2
Electronic Shopping & Mail-Order Houses	4541	\$1,188,654	\$838,431	\$350,223	17.3	1
Vending Machine Operators	4542	\$89,667	\$0	\$89,667	100.0	0
Direct Selling Establishments	4543	\$672,390	\$424,478	\$247,912	22.6	1
Food Services & Drinking Places	722	\$10,237,488	\$13,933,400	-\$3,695,912	-15.3	29
Special Food Services	7223	\$146,153	\$177,563	-\$31,410	-9.7	1
Drinking Places - Alcoholic Beverages	7224	\$130,423	\$0	\$130,423	100.0	0
Restaurants/Other Eating Places	7225	\$9,960,912	\$13,755,837	-\$3,794,925	-16.0	28

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Retail MarketPlace Profile

1441 W Main Street, Waynesboro, VA 2980

Ring: 3-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, Nonstore Retailers, Other General Merchandise Stores

Summary Demographics

2019 Population	25,695
2019 Households	10,798
2019 Median Disposable Income	\$38,113
2019 Per Capita Income	\$25,132

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
2017 Industry Summary						
Total Retail Trade and Food & Drink	44-45,722	\$326,865,983	\$597,233,256	-\$270,367,273	-29.3	268
Total Retail Trade	44-45	\$296,286,465	\$538,482,126	-\$242,195,661	-29.0	195
Total Food & Drink	722	\$30,579,519	\$58,751,130	-\$28,171,611	-31.5	73
2017 Industry Group						
Motor Vehicle & Parts Dealers	441	\$64,157,630	\$45,672,733	\$18,484,897	16.8	26
Automobile Dealers	4411	\$52,589,169	\$33,534,058	\$19,055,111	22.1	14
Other Motor Vehicle Dealers	4412	\$6,541,096	\$4,988,410	\$1,552,686	13.5	3
Auto Parts, Accessories & Tire Stores	4413	\$5,027,365	\$7,150,264	-\$2,122,899	-17.4	9
Furniture & Home Furnishings Stores	442	\$10,841,851	\$19,758,264	-\$8,916,413	-29.1	17
Furniture Stores	4421	\$6,079,306	\$12,403,943	-\$6,324,637	-34.2	11
Home Furnishings Stores	4422	\$4,762,545	\$7,354,320	-\$2,591,775	-21.4	7
Electronics & Appliance Stores	443	\$9,253,617	\$10,165,314	-\$911,697	-4.7	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$19,873,881	\$52,367,640	-\$32,493,759	-45.0	20
Bldg Material & Supplies Dealers	4441	\$18,373,578	\$43,889,992	-\$25,516,414	-41.0	15
Lawn & Garden Equip & Supply Stores	4442	\$1,500,303	\$8,477,648	-\$6,977,345	-69.9	4
Food & Beverage Stores	445	\$52,653,665	\$137,333,680	-\$84,680,015	-44.6	20
Grocery Stores	4451	\$48,896,834	\$134,746,150	-\$85,849,316	-46.7	18
Specialty Food Stores	4452	\$1,538,872	\$712,776	\$826,096	36.7	2
Beer, Wine & Liquor Stores	4453	\$2,217,958	\$1,874,754	\$343,204	8.4	1
Health & Personal Care Stores	446,4461	\$18,327,931	\$30,466,027	-\$12,138,096	-24.9	18
Gasoline Stations	447,4471	\$30,053,689	\$41,699,081	-\$11,645,392	-16.2	11
Clothing & Clothing Accessories Stores	448	\$14,080,303	\$16,314,154	-\$2,233,851	-7.3	11
Clothing Stores	4481	\$9,566,535	\$13,788,863	-\$4,222,328	-18.1	7
Shoe Stores	4482	\$2,010,666	\$1,002,025	\$1,008,641	33.5	1
Jewelry, Luggage & Leather Goods Stores	4483	\$2,503,102	\$1,523,266	\$979,836	24.3	3
Sporting Goods, Hobby, Book & Music Stores	451	\$7,790,527	\$15,044,912	-\$7,254,385	-31.8	12
Sporting Goods/Hobby/Musical Instr Stores	4511	\$6,599,185	\$12,702,596	-\$6,103,411	-31.6	10
Book, Periodical & Music Stores	4512	\$1,191,342	\$2,342,315	-\$1,150,973	-32.6	2
General Merchandise Stores	452	\$52,446,602	\$122,558,464	-\$70,111,862	-40.1	16
Department Stores Excluding Leased Depts.	4521	\$35,996,283	\$107,833,455	-\$71,837,172	-49.9	9
Other General Merchandise Stores	4529	\$16,450,318	\$14,725,009	\$1,725,309	5.5	7
Miscellaneous Store Retailers	453	\$11,117,565	\$44,755,727	-\$33,638,162	-60.2	32
Florists	4531	\$516,272	\$413,753	\$102,519	11.0	3
Office Supplies, Stationery & Gift Stores	4532	\$2,659,224	\$3,565,302	-\$906,078	-14.6	7
Used Merchandise Stores	4533	\$1,264,003	\$3,479,692	-\$2,215,689	-46.7	13
Other Miscellaneous Store Retailers	4539	\$6,678,065	\$37,296,980	-\$30,618,915	-69.6	9
Nonstore Retailers	454	\$5,689,205	\$2,346,131	\$3,343,074	41.6	3
Electronic Shopping & Mail-Order Houses	4541	\$3,517,840	\$1,858,054	\$1,659,786	30.9	2
Vending Machine Operators	4542	\$262,975	\$0	\$262,975	100.0	0
Direct Selling Establishments	4543	\$1,908,390	\$488,077	\$1,420,313	59.3	1
Food Services & Drinking Places	722	\$30,579,519	\$58,751,130	-\$28,171,611	-31.5	73
Special Food Services	7223	\$435,798	\$199,680	\$236,118	37.2	1
Drinking Places - Alcoholic Beverages	7224	\$389,687	\$0	\$389,687	100.0	0
Restaurants/Other Eating Places	7225	\$29,754,033	\$58,551,450	-\$28,797,417	-32.6	72

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Retail MarketPlace Profile

1441 W Main Street, Waynesboro, VA 2980

Ring: 5-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, General Merchandise Stores Clothing & Clothing Accessories Stores

Summary Demographics

2019 Population	35,907
2019 Households	14,857
2019 Median Disposable Income	\$41,851
2019 Per Capita Income	\$27,722

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
2017 Industry Summary						
Total Retail Trade and Food & Drink	44-45	\$480,618,296	\$669,349,297	-\$188,731,001	-16.4	316
Total Retail Trade	44-45	\$435,566,859	\$602,356,711	-\$166,789,852	-16.1	236
Total Food & Drink	722	\$45,051,438	\$66,992,586	-\$21,941,148	-19.6	80
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
2017 Industry Group						
Motor Vehicle & Parts Dealers	441	\$94,261,940	\$50,055,045	\$44,206,895	30.6	29
Automobile Dealers	4411	\$77,180,225	\$34,197,699	\$42,982,526	38.6	15
Other Motor Vehicle Dealers	4412	\$9,685,239	\$7,161,015	\$2,524,224	15.0	3
Auto Parts, Accessories & Tire Stores	4413	\$7,396,476	\$8,696,331	-\$1,299,855	-8.1	11
Furniture & Home Furnishings Stores	442	\$16,038,636	\$20,937,905	-\$4,899,269	-13.2	19
Furniture Stores	4421	\$8,927,206	\$12,544,470	-\$3,617,264	-16.8	11
Home Furnishings Stores	4422	\$7,111,431	\$8,393,435	-\$1,282,004	-8.3	8
Electronics & Appliance Stores	443	\$13,617,238	\$13,198,356	\$418,882	1.6	11
Bldg Materials, Garden Equip. & Supply Stores	444	\$29,867,187	\$58,341,269	-\$28,474,082	-32.3	27
Bldg Material & Supplies Dealers	4441	\$27,606,880	\$47,414,496	-\$19,807,616	-26.4	19
Lawn & Garden Equip & Supply Stores	4442	\$2,260,307	\$10,926,773	-\$8,666,466	-65.7	8
Food & Beverage Stores	445	\$77,003,818	\$154,078,746	-\$77,074,928	-33.4	27
Grocery Stores	4451	\$71,473,915	\$149,616,014	-\$78,142,099	-35.3	22
Specialty Food Stores	4452	\$2,246,404	\$1,083,281	\$1,163,123	34.9	3
Beer, Wine & Liquor Stores	4453	\$3,283,498	\$3,379,451	-\$95,953	-1.4	2
Health & Personal Care Stores	446,4461	\$26,963,679	\$33,357,222	-\$6,393,543	-10.6	21
Gasoline Stations	447,4471	\$43,816,010	\$54,704,616	-\$10,888,606	-11.1	14
Clothing & Clothing Accessories Stores	448	\$20,757,991	\$30,126,373	-\$9,368,382	-18.4	13
Clothing Stores	4481	\$14,085,114	\$26,804,862	-\$12,719,748	-31.1	8
Shoe Stores	4482	\$2,955,479	\$1,002,025	\$1,953,454	49.4	1
Jewelry, Luggage & Leather Goods Stores	4483	\$3,717,398	\$2,319,487	\$1,397,911	23.2	4
Sporting Goods, Hobby, Book & Music Stores	451	\$11,489,589	\$16,347,814	-\$4,858,225	-17.5	15
Sporting Goods/Hobby/Musical Instr Stores	4511	\$9,748,683	\$13,673,305	-\$3,924,622	-16.8	12
Book, Periodical & Music Stores	4512	\$1,740,906	\$2,674,508	-\$933,602	-21.1	3
General Merchandise Stores	452	\$77,032,438	\$122,844,213	-\$45,811,775	-22.9	18
Department Stores Excluding Leased Depts.	4521	\$52,959,946	\$107,833,455	-\$54,873,509	-34.1	9
Other General Merchandise Stores	4529	\$24,072,493	\$15,010,758	\$9,061,735	23.2	9
Miscellaneous Store Retailers	453	\$16,337,094	\$45,995,308	-\$29,658,214	-47.6	38
Florists	4531	\$783,330	\$610,131	\$173,199	12.4	4
Office Supplies, Stationery & Gift Stores	4532	\$3,922,689	\$4,018,055	-\$95,366	-1.2	9
Used Merchandise Stores	4533	\$1,862,923	\$3,516,710	-\$1,653,787	-30.7	14
Other Miscellaneous Store Retailers	4539	\$9,768,152	\$37,850,411	-\$28,082,259	-59.0	12
Nonstore Retailers	454	\$8,381,236	\$2,369,844	\$6,011,392	55.9	4
Electronic Shopping & Mail-Order Houses	4541	\$5,165,297	\$1,858,054	\$3,307,243	47.1	2
Vending Machine Operators	4542	\$383,818	\$0	\$383,818	100.0	0
Direct Selling Establishments	4543	\$2,832,121	\$511,790	\$2,320,331	69.4	2
Food Services & Drinking Places	722	\$45,051,438	\$66,992,586	-\$21,941,148	-19.6	80
Special Food Services	7223	\$647,815	\$503,564	\$144,251	12.5	2
Drinking Places - Alcoholic Beverages	7224	\$573,826	\$0	\$573,826	100.0	0
Restaurants/Other Eating Places	7225	\$43,829,797	\$66,489,022	-\$22,659,225	-20.5	78

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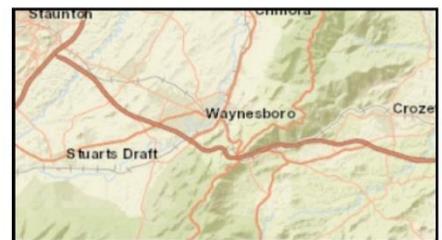
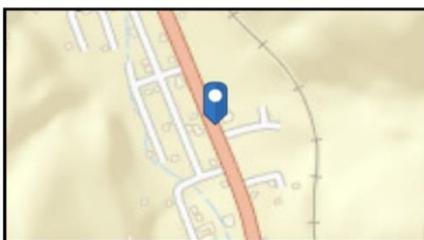
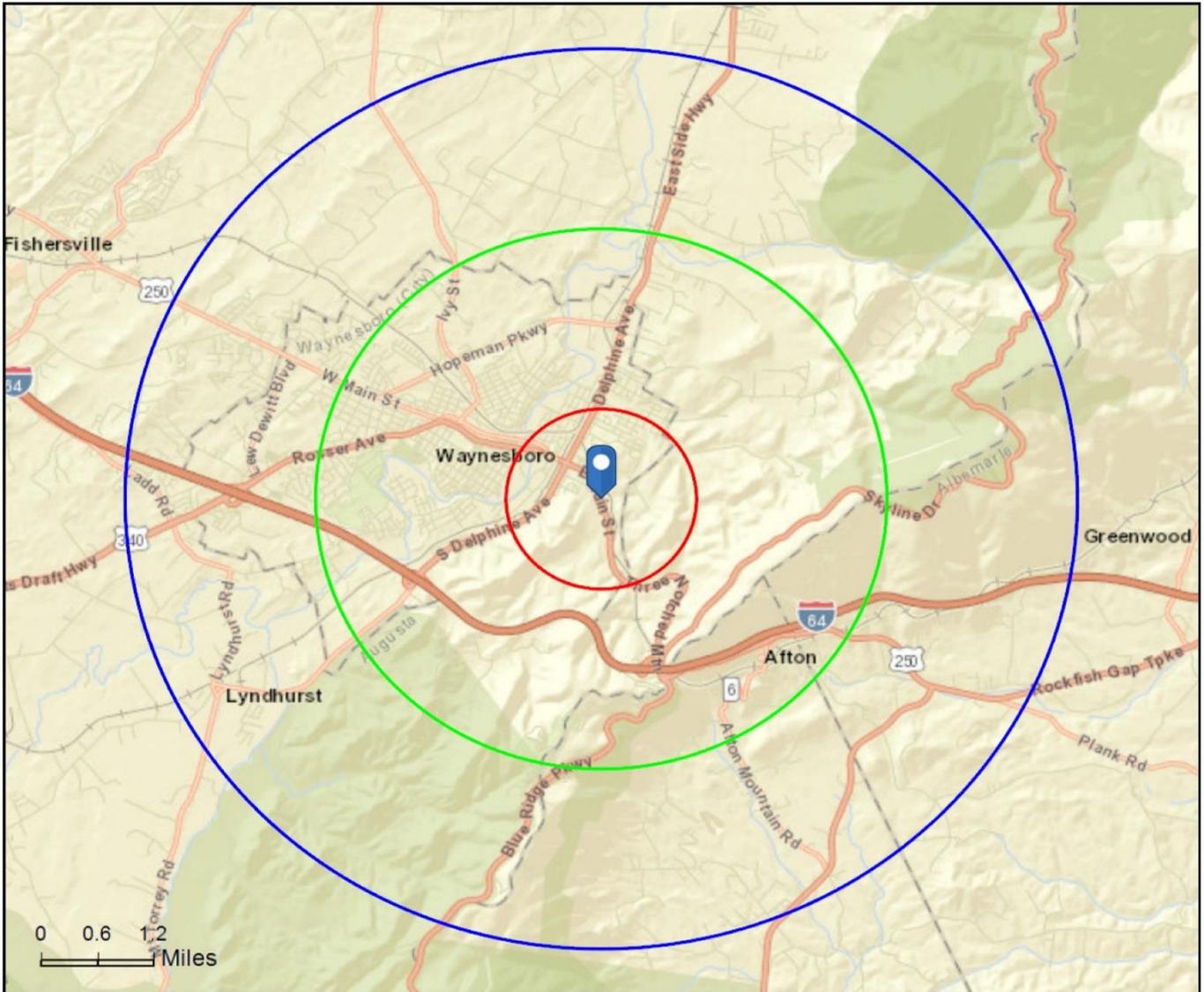
Retail MarketPlace Profile
1461 E Main Street, Waynesboro, VA 2980



Site Map

1461 E Main St, Waynesboro, Virginia, 22980
Rings: 1, 3, 5 mile radii

Prepared by Esri
Latitude: 38.05986
Longitude: -78.87055



July 10, 2019

Retail MarketPlace Profile

1461 E Main Street, Waynesboro, VA 2980

Ring: 1-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, Other General Merchandise Stores Clothing & Clothing Accessories Stores

Summary Demographics						
2019 Population						3,122
2019 Households						1,271
2019 Median Disposable Income						\$30,062
2019 Per Capita Income						\$17,857
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$28,474,777	\$51,371,094	-\$22,896,317	-28.7	25
Total Retail Trade	44-45	\$25,806,874	\$47,507,236	-\$21,700,362	-29.6	19
Total Food & Drink	722	\$2,667,903	\$3,863,859	-\$1,195,956	-18.3	7
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$5,638,751	\$1,799,927	\$3,838,824	51.6	3
Automobile Dealers	4411	\$4,653,091	\$1,106,836	\$3,546,255	61.6	2
Other Motor Vehicle Dealers	4412	\$554,848	\$0	\$554,848	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$430,813	\$438,330	-\$7,517	-0.9	1
Furniture & Home Furnishings Stores	442	\$902,871	\$1,945,530	-\$1,042,659	-36.6	2
Furniture Stores	4421	\$532,194	\$819,338	-\$287,144	-21.2	1
Home Furnishings Stores	4422	\$370,677	\$1,126,192	-\$755,515	-50.5	1
Electronics & Appliance Stores	443	\$793,558	\$0	\$793,558	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,470,871	\$2,676,783	-\$1,205,912	-29.1	2
Bldg Material & Supplies Dealers	4441	\$1,363,526	\$2,676,783	-\$1,313,257	-32.5	2
Lawn & Garden Equip & Supply Stores	4442	\$107,345	\$0	\$107,345	100.0	0
Food & Beverage Stores	445	\$4,741,122	\$6,826,054	-\$2,084,932	-18.0	1
Grocery Stores	4451	\$4,416,317	\$6,826,054	-\$2,409,737	-21.4	1
Specialty Food Stores	4452	\$140,589	\$0	\$140,589	100.0	0
Beer, Wine & Liquor Stores	4453	\$184,217	\$0	\$184,217	100.0	0
Health & Personal Care Stores	446,4461	\$1,528,271	\$1,748,238	-\$219,967	-6.7	2
Gasoline Stations	447,4471	\$2,760,312	\$3,970,461	-\$1,210,149	-18.0	1
Clothing & Clothing Accessories Stores	448	\$1,217,872	\$766,520	\$451,352	22.7	1
Clothing Stores	4481	\$837,871	\$485,955	\$351,916	26.6	1
Shoe Stores	4482	\$182,278	\$0	\$182,278	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$197,723	\$0	\$197,723	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$679,003	\$4,742,648	-\$4,063,645	-75.0	2
Sporting Goods/Hobby/Musical Instr Stores	4511	\$569,738	\$4,197,860	-\$3,628,122	-76.1	2
Book, Periodical & Music Stores	4512	\$109,265	\$0	\$109,265	100.0	0
General Merchandise Stores	452	\$4,630,256	\$14,084,614	-\$9,454,358	-50.5	2
Department Stores Excluding Leased Depts.	4521	\$3,149,960	\$13,372,130	-\$10,222,170	-61.9	1
Other General Merchandise Stores	4529	\$1,480,296	\$0	\$1,480,296	100.0	0
Miscellaneous Store Retailers	453	\$962,204	\$8,643,604	-\$7,681,400	-80.0	3
Florists	4531	\$34,143	\$0	\$34,143	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$225,345	\$0	\$225,345	100.0	0
Used Merchandise Stores	4533	\$109,225	\$212,839	-\$103,614	-32.2	1
Other Miscellaneous Store Retailers	4539	\$593,491	\$8,253,824	-\$7,660,333	-86.6	1
Nonstore Retailers	454	\$481,784	\$0	\$481,784	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$311,419	\$0	\$311,419	100.0	0
Vending Machine Operators	4542	\$24,050	\$0	\$24,050	100.0	0
Direct Selling Establishments	4543	\$146,315	\$0	\$146,315	100.0	0
Food Services & Drinking Places	722	\$2,667,903	\$3,863,859	-\$1,195,956	-18.3	7
Special Food Services	7223	\$36,806	\$0	\$36,806	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$33,861	\$0	\$33,861	100.0	0
Restaurants/Other Eating Places	7225	\$2,597,236	\$3,836,686	-\$1,239,450	-19.3	7

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Retail MarketPlace Profile

1461 E Main Street, Waynesboro, VA 2980

Ring: 3-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, Clothing & Clothing Accessories Stores, Electronics & Appliance Stores

Summary Demographics						
2019 Population						20,692
2019 Households						8,715
2019 Median Disposable Income						\$36,576
2019 Per Capita Income						\$23,729
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$240,184,376	\$279,677,611	-\$39,493,235	-7.6	162
Total Retail Trade	44-45	\$217,851,241	\$255,217,678	-\$37,366,437	-7.9	119
Total Food & Drink	722	\$22,333,135	\$24,459,932	-\$2,126,797	-4.5	43
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$47,396,182	\$25,945,789	\$21,450,393	29.2	16
Automobile Dealers	4411	\$38,899,273	\$14,680,343	\$24,218,930	45.2	8
Other Motor Vehicle Dealers	4412	\$4,813,760	\$6,874,664	-\$2,060,904	-17.6	2
Auto Parts, Accessories & Tire Stores	4413	\$3,683,149	\$4,390,781	-\$707,632	-8.8	5
Furniture & Home Furnishings Stores	442	\$7,868,735	\$10,973,236	-\$3,104,501	-16.5	12
Furniture Stores	4421	\$4,445,780	\$6,651,024	-\$2,205,244	-19.9	7
Home Furnishings Stores	4422	\$3,422,956	\$4,322,212	-\$899,256	-11.6	5
Electronics & Appliance Stores	443	\$6,751,906	\$1,833,898	\$4,918,008	57.3	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$14,333,830	\$32,986,355	-\$18,652,525	-39.4	13
Bldg Material & Supplies Dealers	4441	\$13,255,099	\$28,994,062	-\$15,738,963	-37.3	12
Lawn & Garden Equip & Supply Stores	4442	\$1,078,731	\$3,992,293	-\$2,913,562	-57.5	2
Food & Beverage Stores	445	\$38,874,069	\$61,926,883	-\$23,052,814	-22.9	11
Grocery Stores	4451	\$36,130,875	\$61,479,723	-\$25,348,848	-26.0	11
Specialty Food Stores	4452	\$1,138,630	\$0	\$1,138,630	100.0	0
Beer, Wine & Liquor Stores	4453	\$1,604,564	\$0	\$1,604,564	100.0	0
Health & Personal Care Stores	446,4461	\$13,416,158	\$19,332,058	-\$5,915,900	-18.1	9
Gasoline Stations	447,4471	\$22,358,981	\$30,110,116	-\$7,751,135	-14.8	8
Clothing & Clothing Accessories Stores	448	\$10,257,583	\$1,485,662	\$8,771,921	74.7	4
Clothing Stores	4481	\$6,989,088	\$883,460	\$6,105,628	77.6	3
Shoe Stores	4482	\$1,475,611	\$0	\$1,475,611	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,792,884	\$0	\$1,792,884	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$5,695,571	\$9,544,959	-\$3,849,388	-25.3	8
Sporting Goods/Hobby/Musical Instr Stores	4511	\$4,819,355	\$8,710,451	-\$3,891,096	-28.8	7
Book, Periodical & Music Stores	4512	\$876,216	\$834,508	\$41,708	2.4	1
General Merchandise Stores	452	\$38,523,029	\$36,854,290	\$1,668,739	2.2	9
Department Stores Excluding Leased Depts.	4521	\$26,367,326	\$27,164,438	-\$797,112	-1.5	4
Other General Merchandise Stores	4529	\$12,155,703	\$9,689,852	\$2,465,851	11.3	5
Miscellaneous Store Retailers	453	\$8,205,321	\$22,787,293	-\$14,581,972	-47.0	23
Florists	4531	\$362,727	\$324,915	\$37,812	5.5	2
Office Supplies, Stationery & Gift Stores	4532	\$1,936,697	\$1,377,112	\$559,585	16.9	3
Used Merchandise Stores	4533	\$922,303	\$1,640,707	-\$718,404	-28.0	11
Other Miscellaneous Store Retailers	4539	\$4,983,595	\$19,444,559	-\$14,460,964	-59.2	6
Nonstore Retailers	454	\$4,169,875	\$1,437,140	\$2,732,735	48.7	2
Electronic Shopping & Mail-Order Houses	4541	\$2,581,694	\$959,790	\$1,621,904	45.8	1
Vending Machine Operators	4542	\$194,616	\$0	\$194,616	100.0	0
Direct Selling Establishments	4543	\$1,393,565	\$477,350	\$916,215	49.0	1
Food Services & Drinking Places	722	\$22,333,135	\$24,459,932	-\$2,126,797	-4.5	43
Special Food Services	7223	\$317,109	\$199,680	\$117,429	22.7	1
Drinking Places - Alcoholic Beverages	7224	\$283,762	\$0	\$283,762	100.0	0
Restaurants/Other Eating Places	7225	\$21,732,265	\$24,260,252	-\$2,527,987	-5.5	42

Source: Esri and Infogroup. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

Retail MarketPlace Profile

1461 E Main Street, Waynesboro, VA 2980

Ring: 5-mile radius

Top Sectors with Leakage: Motor Vehicle & Parts Dealers, Other General Merchandise Stores, Nonstore Retailers

Summary Demographics						
2019 Population						31,031
2019 Households						13,008
2019 Median Disposable Income						\$39,762
2019 Per Capita Income						\$26,087
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44- 45,722	\$406,403,224	\$610,444,666	- \$204,041,442	-20.1	284
Total Retail Trade	44-45	\$368,446,110	\$551,480,536	- \$183,034,426	-19.9	210
Total Food & Drink	722	\$37,957,114	\$58,964,130	-\$21,007,016	-21.7	74
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$79,917,693	\$48,561,219	\$31,356,474	24.4	27
Automobile Dealers	4411	\$65,471,648	\$33,920,310	\$31,551,338	31.7	15
Other Motor Vehicle Dealers	4412	\$8,189,603	\$7,161,015	\$1,028,588	6.7	3
Auto Parts, Accessories & Tire Stores	4413	\$6,256,443	\$7,479,894	-\$1,223,451	-8.9	9
Furniture & Home Furnishings Stores	442	\$13,481,219	\$20,312,974	-\$6,831,755	-20.2	18
Furniture Stores	4421	\$7,528,769	\$12,403,943	-\$4,875,174	-24.5	11
Home Furnishings Stores	4422	\$5,952,450	\$7,909,031	-\$1,956,581	-14.1	7
Electronics & Appliance Stores	443	\$11,499,337	\$10,971,703	\$527,634	2.3	10
Bldg Materials, Garden Equip. & Supply Stores	444	\$25,051,723	\$54,795,501	-\$29,743,778	-37.3	22
Bldg Material & Supplies Dealers	4441	\$23,161,658	\$44,582,081	-\$21,420,423	-31.6	17
Lawn & Garden Equip & Supply Stores	4442	\$1,890,065	\$10,213,419	-\$8,323,354	-68.8	5
Food & Beverage Stores	445	\$65,244,082	\$141,155,042	-\$75,910,960	-36.8	23
Grocery Stores	4451	\$60,577,599	\$136,684,795	-\$76,107,196	-38.6	19
Specialty Food Stores	4452	\$1,904,672	\$860,252	\$1,044,420	37.8	2
Beer, Wine & Liquor Stores	4453	\$2,761,811	\$3,609,995	-\$848,184	-13.3	2
Health & Personal Care Stores	446,4461	\$22,819,828	\$30,490,331	-\$7,670,503	-14.4	19
Gasoline Stations	447,4471	\$37,264,914	\$42,790,149	-\$5,525,235	-6.9	11
Clothing & Clothing Accessories Stores	448	\$17,479,799	\$16,349,832	\$1,129,967	3.3	11
Clothing Stores	4481	\$11,866,972	\$13,824,541	-\$1,957,569	-7.6	7
Shoe Stores	4482	\$2,489,853	\$1,002,025	\$1,487,828	42.6	1
Jewelry, Luggage & Leather Goods Stores	4483	\$3,122,974	\$1,523,266	\$1,599,708	34.4	3
Sporting Goods, Hobby, Book & Music Stores	451	\$9,679,432	\$15,861,224	-\$6,181,792	-24.2	14
Sporting Goods/Hobby/Musical Instr Stores	4511	\$8,208,018	\$13,293,952	-\$5,085,934	-23.7	11
Book, Periodical & Music Stores	4512	\$1,471,414	\$2,567,272	-\$1,095,858	-27.1	3
General Merchandise Stores	452	\$65,067,871	\$122,728,508	-\$57,660,637	-30.7	17
Department Stores Excluding Leased Depts.	4521	\$44,678,272	\$107,833,455	-\$63,155,183	-41.4	9
Other General Merchandise Stores	4529	\$20,389,599	\$14,895,053	\$5,494,546	15.6	8
Miscellaneous Store Retailers	453	\$13,843,531	\$45,114,535	-\$31,271,004	-53.0	35
Florists	4531	\$647,717	\$441,807	\$205,910	18.9	3
Office Supplies, Stationery & Gift Stores	4532	\$3,304,430	\$3,593,845	-\$289,415	-4.2	8
Used Merchandise Stores	4533	\$1,568,747	\$3,602,656	-\$2,033,909	-39.3	15
Other Miscellaneous Store Retailers	4539	\$8,322,637	\$37,476,227	-\$29,153,590	-63.7	10
Nonstore Retailers	454	\$7,096,681	\$2,349,519	\$4,747,162	50.3	3
Electronic Shopping & Mail-Order Houses	4541	\$4,367,856	\$1,858,054	\$2,509,802	40.3	2
Vending Machine Operators	4542	\$325,460	\$0	\$325,460	100.0	0
Direct Selling Establishments	4543	\$2,403,365	\$491,465	\$1,911,900	66.0	1
Food Services & Drinking Places	722	\$37,957,114	\$58,964,130	-\$21,007,016	-21.7	74
Special Food Services	7223	\$541,047	\$215,091	\$325,956	43.1	1
Drinking Places - Alcoholic Beverages	7224	\$482,238	\$0	\$482,238	100.0	0
Restaurants/Other Eating Places	7225	\$36,933,830	\$58,749,039	-\$21,815,209	-22.8	73

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Retail MarketPlace Profile

Region: Waynesboro, Augusta County, Nelson County

Top Sectors with Leakage: General Merchandise Stores, Food Services & Drinking Places, Health & Personal Care Stores

Summary Demographics						
2019 Population						115,584
2019 Households						45,975
2019 Median Disposable Income						\$43,867
2019 Per Capita Income						\$28,303
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,462,153,040	\$1,582,324,943	-\$120,171,903	-3.9	714
Total Retail Trade	44-45	\$1,328,480,930	\$1,473,675,260	-\$145,194,330	-5.2	551
Total Food & Drink	722	\$133,672,110	\$108,649,683	\$25,022,427	10.3	163
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$292,929,844	\$348,886,500	-\$55,956,656	-8.7	73
Automobile Dealers	4411	\$239,946,901	\$290,136,180	-\$50,189,279	-9.5	37
Other Motor Vehicle Dealers	4412	\$30,565,029	\$29,337,502	\$1,227,527	2.0	10
Auto Parts, Accessories & Tire Stores	4413	\$22,417,914	\$29,412,818	-\$6,994,904	-13.5	26
Furniture & Home Furnishings Stores	442	\$47,708,732	\$29,236,388	\$18,472,344	24.0	30
Furniture Stores	4421	\$26,396,147	\$19,154,403	\$7,241,744	15.9	16
Home Furnishings Stores	4422	\$21,312,585	\$10,081,985	\$11,230,600	35.8	14
Electronics & Appliance Stores	443	\$40,410,303	\$28,225,719	\$12,184,584	17.8	25
Bldg Materials, Garden Equip. & Supply Stores	444	\$93,695,857	\$181,677,401	-\$87,981,544	-31.9	65
Bldg Material & Supplies Dealers	4441	\$86,562,302	\$166,477,901	-\$79,915,599	-31.6	44
Lawn & Garden Equip & Supply Stores	4442	\$7,133,555	\$15,199,500	-\$8,065,945	-36.1	21
Food & Beverage Stores	445	\$233,020,305	\$294,519,327	-\$61,499,022	-11.7	83
Grocery Stores	4451	\$216,577,203	\$278,490,691	-\$61,913,488	-12.5	65
Specialty Food Stores	4452	\$6,792,558	\$3,652,974	\$3,139,584	30.1	10
Beer, Wine & Liquor Stores	4453	\$9,650,544	\$12,375,662	-\$2,725,118	-12.4	8
Health & Personal Care Stores	446,4461	\$82,702,258	\$60,260,399	\$22,441,859	15.7	36
Gasoline Stations	447,4471	\$134,775,973	\$227,976,965	-\$93,200,992	-25.7	53
Clothing & Clothing Accessories Stores	448	\$61,093,506	\$46,572,699	\$14,520,807	13.5	22
Clothing Stores	4481	\$41,606,967	\$30,733,904	\$10,873,063	15.0	12
Shoe Stores	4482	\$8,744,912	\$2,716,182	\$6,028,730	52.6	2
Jewelry, Luggage & Leather Goods Stores	4483	\$10,741,627	\$13,122,613	-\$2,380,986	-10.0	8
Sporting Goods, Hobby, Book & Music Stores	451	\$34,326,913	\$30,055,468	\$4,271,445	6.6	32
Sporting Goods/Hobby/Musical Instr Stores	4511	\$29,234,134	\$25,314,142	\$3,919,992	7.2	25
Book, Periodical & Music Stores	4512	\$5,092,779	\$4,741,326	\$351,453	3.6	7
General Merchandise Stores	452	\$231,558,916	\$157,275,128	\$74,283,788	19.1	43
Department Stores Excluding Leased Depts.	4521	\$158,418,313	\$134,165,954	\$24,252,359	8.3	14
Other General Merchandise Stores	4529	\$73,140,603	\$23,109,174	\$50,031,429	52.0	29
Miscellaneous Store Retailers	453	\$50,699,377	\$55,235,959	-\$4,536,582	-4.3	76
Florists	4531	\$2,340,326	\$1,277,118	\$1,063,208	29.4	9
Office Supplies, Stationery & Gift Stores	4532	\$11,721,608	\$4,449,407	\$7,272,201	45.0	12
Used Merchandise Stores	4533	\$5,527,442	\$6,811,312	-\$1,283,870	-10.4	26
Other Miscellaneous Store Retailers	4539	\$31,110,001	\$42,698,122	-\$11,588,121	-15.7	29
Nonstore Retailers	454	\$25,558,946	\$13,753,307	\$11,805,639	30.0	13
Electronic Shopping & Mail-Order Houses	4541	\$15,412,623	\$7,638,193	\$7,774,430	33.7	5
Vending Machine Operators	4542	\$1,160,572	\$4,032,337	-\$2,871,765	-55.3	1
Direct Selling Establishments	4543	\$8,985,751	\$2,082,777	\$6,902,974	62.4	7
Food Services & Drinking Places	722	\$133,672,110	\$108,649,683	\$25,022,427	10.3	163
Special Food Services	7223	\$1,938,279	\$861,612	\$1,076,667	38.5	5
Drinking Places - Alcoholic Beverages	7224	\$1,674,414	\$227,542	\$1,446,872	76.1	1
Restaurants/Other Eating Places	7225	\$130,059,417	\$107,560,529	\$22,498,888	9.5	157

Appendix B: Economic Impact Analysis

New Recreation Retailer, Restaurant, and General Store in Waynesboro, VA

Introduction

This report estimates the economic impacts of three types of potential new establishments in Waynesboro on Hwy 250/East Main Street. The city is focusing redevelopment efforts along the East Main Street corridor to attract visitors from the Blue Ridge Parkway, Shenandoah National Park, and the Appalachian Trail. Examples of new businesses that could develop to serve visitors are recreation retailer, full-service restaurant such as a brewpub, and a general store which could sell specialty foods or other unique items. We modeled these example businesses to show Waynesboro the potential economic impact and return to the city for investments in redevelopment.

Creative Economic Development Consulting uses IMPLAN software for economic impact modeling. IMPLAN develops local level input-output models to estimate the economic impact of new companies moving into an area, plant closures, and other development and economic activities. This model is widely used by local, state, and federal government agencies as well as private industry and universities. The following table summarizes data and assumptions used in developing the economic impact model for this project.

Example: New Developments in Waynesboro, VA

Project Location	Waynesboro, VA
IMPLAN Sectors	IMPLAN Sector 405 - Retail – General merchandise stores IMPLAN Sector 496 – Other amusement and recreation industries IMPLAN Sector 501 – Full-service restaurant

Project Specifications for New Developments

	Estimated Employment
New General Store	38
New Recreation Retailer	25
New Restaurant	20
Total	83

Example: New General Store/Specialty Store Operations Impact

A new general store of modest size will directly employ 38 people in Waynesboro. Another 5 new jobs will be found locally in the supply chain and business relationships of the new stores. Another 2 new jobs will be stimulated in the city to support the personal expenditures associated with the wages at the new store. The jobs associated with the new store will be permanent and continuous jobs, therefore these impacts will continue on an annual basis. The ongoing operations of the new stores will account for **\$3,684,820** in new output in Waynesboro and \$2.1M in value added to city businesses.

Impact Type	Employment	Value Added	Output
Direct Effect	38	\$1,583,302	\$2,694,441
Indirect Effect	5	\$399,647	\$729,337
Induced Effect	2	\$142,472	\$261,042
Total Effect	45	\$2,125,420	\$3,684,820

Example: New Restaurant Operations Impact

A new full-service restaurant/brewpub is estimated to directly employ 20 people in Waynesboro. This economic activity will stimulate another 2 jobs throughout the city in the supply chain and business relationships of the new restaurant. An additional new job will be attributed to this economic activity in the city to support the personal expenditures associated with the wages at the new restaurant. The jobs associated with the new restaurant will be permanent and continuous jobs, therefore these impacts will continue on an annual basis. The ongoing operations of the new restaurant will account for **\$1,286,757** in new output in Waynesboro **\$649,827** in value added to town businesses.

Impact Type	Employment	Value Added	Output
Direct Effect	20	\$453,066	\$932,553
Indirect Effect	2	\$135,662	\$242,284
Induced Effect	1	\$61,100	\$111,921
Total Effect	23	\$649,827	\$1,286,757

Example: New Recreation Retailer Impact

A new retailer is estimated to directly employ 25 people in Waynesboro. This economic activity will stimulate another 3 jobs throughout the city in the supply chain and business relationships of the new shop. An additional new job will be attributed to this economic activity in the city to support the personal expenditures associated with the wages at the retailer. The jobs associated with the new establishment will be permanent and continuous jobs, therefore these impacts will continue on an annual basis. The ongoing operations of the retailer will account for **\$2M** in new output in Waynesboro and **\$1M** in value added to city businesses.

Impact Type	Employment	Value Added	Output
Direct Effect	25	\$709,125	\$1,434,073
Indirect Effect	3	\$234,775	\$430,575
Induced Effect	1	\$63,572	\$116,469
Total Effect	29	\$1,007,472	\$1,981,117

Total Operations Impact of Example Developments

To derive the total economic impact of these example developments, we added the impacts of the new general store, the new restaurant, and the new retailer. The total impact of the new developments to Waynesboro is approximately **97** jobs and **\$7M** in additional output in the economy.

Impact Type	Employment	Value Added	Output
Direct Effect	83	\$2,745,492	\$5,061,067
Indirect Effect	9	\$770,083	\$1,402,196
Induced Effect	4	\$267,143	\$489,432
Total Effect	97	\$3,782,719	\$6,952,695

Construction Impacts

We estimated investment in each facility (construction cost) to derive a total investment of \$3.6M.

- New General Store - \$1.8M
- New Recreation Retailer - \$1.2M
- New Restaurant - \$600,000

In Waynesboro, the construction of the new developments will create 34 one-time jobs with 28 jobs directly needed to complete facility construction. It is important to recognize the jobs associated with the construction are not permanent and continuous jobs; rather, when the project is completed the employment demands created by the construction will cease. Construction activities are estimated to positively impact the city economy by **\$2.3M** and increase output by almost **\$4.5M**.

Impact Type	Employment	Value Added	Output
Direct Effect	28	\$1,897,428	\$3,600,000
Indirect Effect	3	\$226,161	\$476,322
Induced Effect	3	\$215,514	\$394,661
Total Effect	34	\$2,339,103	\$4,470,983

Grand Total Economic Impact of Example Developments

To derive the grand total of economic impact, we added operations and construction impacts of the new general store, the new restaurant and the new recreation retailer. The total impact of the new developments to Waynesboro is approximately **131** jobs and **\$11.4M** in additional output in the economy.

Impact Type	Employment	Value Added	Output
Direct Effect	111	4,642,920	8,661,067
Indirect Effect	12	996,245	1,878,519
Induced Effect	8	482,658	884,093
Total Effect	131	6,121,822	11,423,679

IMPLAN

Key Economic Impact Definitions

Source: www.implan.com

- Direct Impacts: The known or predicted change in the economy that is being studied.
- Indirect Impact: Secondary impact caused to industries in the supply chain of the direct impact.
- Induced Impact: Direct and indirect employment (and increases in labor income) creates additional household spending on goods and services.
- Employment: The number of full-time and part-time jobs; measured by place of employment. Employees, sole proprietors, and active partners are included, but unpaid family workers and volunteers are not.
- Job-Years: IMPLAN measures employment impacts in job-years with each unit of employment equivalent to one job for one year. This is important when IMPLAN is used to measure construction or other non-permanent operations. For example, IMPLAN does not distinguish between ten units of employment (workers) employed over five years, and fifty workers employed in one year. Therefore, one construction worker may account for multiple units of employment if that person is employed over multiple years. Unlike construction impacts, operation employment and economic activity are illustrated as yearly impact estimates. That is, the impacts shown can be expected to occur in every year.
- Output: The amount of production, including all intermediate goods purchased, as well as value added (compensation and profit). Output is equal to sales in service industries and equal to sales plus the change in inventory for manufacturers.
- Value Added: Value added is the difference between total output and the cost of intermediate inputs. Value added is a measure of an individual producer, industry, or sector's contribution to the state's gross domestic product.

Disclaimer: Economic modeling provides general impact estimates for economic development projects. However, future results will be affected by political, social, and economic conditions. Economic modeling is most informative when used in conjunction with other forms of analysis, such as cost-benefit analysis and fiscal impact analysis, to estimate the overall impact of a project. The completion of this analysis by Creative EDC is neither an endorsement for nor against this project. Additionally, the analysis is based on information provided by the developer and consultant. If that information were to change for any reason, it would change the results of the analysis.

Appendix C: 2018 VDOT Annual Average Daily Traffic Volume Estimates

Route Label	Route Alias	Physical Jurisdiction	Start Label	End Label	AADT
I-64 EB		Augusta County	ECL Waynesboro	US 250 Rockfish Gap Turnpike	19000
I-64 EB		Augusta County	US 250 Rockfish Gap Turnpike	Nelson County Line	18000
I-64 WB		Augusta County	US 250 Rockfish Gap Turnpike	Nelson County Line	19000
US 250		Augusta County	ECL Waynesboro	I-64 Afton Mountain	7300
US 250		Augusta County	I-64 Afton Mountain	Nelson County Line	9600
US 250	Rockfish Gap Trnprk	Nelson County	Augusta County Line	SR 6 Afton Mountain Rd	9600
US 250	Rockfish Gap Trnprk	Nelson County	SR 6 Afton Mountain Rd	Albemarle Co Line	8000

Study Partners



and access to state and local financing options. <http://www.waynesborobusiness.com/>

Whether you are looking to start, locate, or expand your business, host your state or regional conference, or simply plan your summer vacation, the professional staff at the Waynesboro, Virginia, Office of Economic Development and Tourism is available help. The office provides information, contacts, and assistance. It works with realtors, developers, large industries, and local businesses to make projects a success through up-to-date demographic data, location assistance,



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