

EMORY & HENRY COLLEGE

A New Promise for an Old Place

Revitalization and Re-Vision of a Small Rural Town

Carter Bauman, Joanna Golde, Kaitlyn Parks, Elizabeth Platt, & Sharmilla Sookal

2013-2014 Academic Year

This project builds on progress made in recent years in the development of a vital local economy in the Glade Spring area, the energizing of its civic life, and Glade Spring's innovative and creative responses to challenges and structural issues that many communities are facing in rural America.

Report Introduction

In response to requests from the community of Glade Spring, Virginia, represented by the organization Project Glade, this project is one step in a multi-year, multi-pronged effort to offer logistical, technical, and strategic support for efforts to rebuild and revitalize this small rural community located three miles from Emory & Henry College. Students worked collaboratively with members of the Glade Spring community and the officers of Project Glade to deliver three products: an operationalized strategic plan that reinforces close associations with Emory & Henry College; a map of community assets that can be utilized in making Glade Spring a pedestrian friendly place; identifying and mapping existing buildings, lots, and other possibilities for retail development adjacent to the town square and along the corridor between town square and the Interstate. Associated with producing these three deliverables is research and data to support Glade Spring's future applications for economic development grants. This project builds on progress made in recent years in the development of a vital local economy in the Glade Spring area, the energizing of its civic life, and Glade Spring's innovative and creative responses to challenges and structural issues that many communities are facing in rural America.

Table of Contents

Strategic Plan	
a. Introduction	Page 3
b. Expand Movies on the Square	Page 4
c. Art Vault	Page 4
d. Pursuing Grants for Expanding the Farmers Market	Page 5
e. Market Expansion	Page 6
f. Coordinating with Appalachian Center for Civic Life	Page 6
g. Glade Spring Becoming a College Town	Page 8
h. Salt Trail Expansion	Page 9
Asset Map	
a. Introduction	Page 10
b. Map	Page 11
Retail Map	
a. Introduction	Page 13
b. Map	Page 14
Assorted Maps	
a. State Location Map	Page 16
b. Town Location Map	Page 17
c. Project Area Map	Page 18
d. Aerial Map	Page 19
e. Topographic Map	Page 20

Strategic Plan

The purpose of the strategic plan is to formulate a proposition to revitalize the economic and social structures of Glade Spring. The plan focuses on the expansion of the existing venues in the town and illustrates how to best utilize the valuable reserves. Valuable resources to the community emphasize the relationship between the town of Glade Spring and the Emory & Henry College community. The following pages underscore and elaborate how to operationalize that relationship. The original plan provided a very basic layout of how to kick start the revitalization of the town. We demonstrate how the town can best utilize its valuable reserves to create a strategic plan that is practical, focused, and forward-looking. Our expansion of the existing strategic plan attempts to creatively incorporate the Emory & Henry College community. We provide tangible steps, contact information, and future strategies that we hope will serve to as a guide in making plans a reality. The following areas of the economic restructuring plan are expanded upon in our report:

- Movie on the Square
- Art Vault
- Pursuing Grants for Expanded Farmer's Market Access from Town Hall
- Market Expansion
- Coordinating with Appalachian Center for Civic Life
- Glade Spring Becoming a College Town

Expand Movies on the Square

Issue: lack of community and student attendance to movies on the square

Solutions:

- Involve Emory & Henry performance groups
- Involve Emory & Henry students in the planning and execution of events
- Work with local vendors to sell merchandise, food, and beverage before and after the event

Execution and Next Steps:

- To be completed by Fall Semester 2014
 - Contact Alpha Psi Omega (national theater fraternity) and Theater Department at E&H, as well as other performance groups about partnering to run, plan, and implement event
- To be completed by Fall Semester 2014
 - Plan performances
 - Work with E&H to approve student lyceum credit for certain performances and movies
 - Plan for regular publicity to Movie on the Square both on and off campus
 - Collaborate with local vendors for food and beverage.

Art Vault

Issue: Lack of communal space for artists to display work

Solutions:

- Create, develop, and maintain an art vault in the town that will host galleries and exhibits for local artists

Execution and Next Steps:

- To be finished by Fall Semester 2014

* For contact information refer to the Appalachian Center for Civic Life at Emory & Henry College at (276)944-6817

- Connect with Bonner Scholars, art department, Art Honors Society at E&H to gain volunteers to work with the vault
- Develop possible internships or service components for the art department (the Bonner Scholars Program at E&H would be ideal)
- Locate interested artists
- To be finished by August 2014
 - Design plan for vault (furniture, layout, paint, construction needs, etc.)
 - Collaborate with artists to feature art in vault
 - Design and plan training for workers/volunteers (guidelines, values, rules, and a continuation of training for future volunteers)
 - Begin working on implementation of design plan
- To be finished by January 2015
 - Develop schedule for art displays, shows, etc.
 - Begin training volunteers
 - Finish implementation of design plan
 - Prepare for opening

Pursuing Grants for Expanded Farmers' Market Access from Town Hall

Issue: Necessity of grants to help establish Glade Spring

Solutions:

- Glade Spring obtained a \$320,000 grant for the Salt Trail which will be “the” attraction to draw people to the town square
- Glade Spring obtained a \$412,000 grant for the Farmers’ Market which will be used to house the market in a vacant building in the town square

*Contacts: Glade Spring Farmers’ Market, Steve Wolf: (276)944-3783; Brian Martin, Town Manager: (276)759-3012

Market Expansion

Issue: Glade Spring needs to be widely marketed in order to attract potential visitors, encourage new businesses, and involve Emory & Henry College community

Solutions:

- Place advertisements in magazines, internet, newspapers, flyers, and brochures.
- A new a revised brochure to promote Glade Spring
- Offer tax incentives to prospective investors
- Advertise on E&H campus about events taking place in Glade Spring
- Place signs on and around the highway to attract tourists
- Make roads into Glade Spring attractive and accessible (landscaping, curb appeal, etc.)
- Encourage local businesses to utilize E&H students as volunteers and potential employees

Coordinating with Appalachian Center for Civic Life

Issue: Lack of capitalizing on service learning component of the Emory & Henry curriculum

Solutions:

- Offer service sites and projects to Emory & Henry students, such as:
 - Bonner Service Site at town square businesses (Central Café, grocery co-op, Fiddlehead Junction, etc.)
 - The Bonner Program offers 80 scholarships annually in return for eight hours of direct community service and two hours of reflection and participation in enrichment events per week. This would benefit these new businesses by providing labor while offering scholars experience with creative social, entrepreneurship, customer service, community involvement, and economic development
 - Town Square mural

- Trail-building and cleanup
- Tutoring/Mentoring at the local library

Execution and Next Steps:

→ To be completed by May 2014

- Bonner Service Site
 - Contact Michael Gess or Tal Stanley about approving site for Bonner service and outline responsibilities of Bonner Scholar(s)
 - Incorporate Bonner Scholars into staffing schedule by Fall Semester 2014

*Contact: Michael Gess, Bonner Scholars Coordinator at the Appalachian Center for Civic Life: mgess@ehc.edu

→ To be completed by August 2014

- Painting Downtown
 - Contact Mary Beth Tignor to incorporate a painting service day into the Freshmen Service Plunge
 - Connect Emory art students and town square leaders to determine, utilize Emory Art Honors Society
 - Schedule art students to draft painting in town square for other students to fill in for Service Plunge

*Contact: Mary Beth Tignor, Service Coordinator at the Appalachian Center for Civic Life: mtignor@ehc.edu

→ To be completed by Fall 2015

- Trail building and Cleanup
 - Depending on Salt Trail plans, trail-building, as well as roadside cleanup could be incorporated into the Freshmen Service Plunge

→ To be completed by the end of May 2014

- Tutoring/Mentoring at Glade Spring Library

- Contact Carolyn Wilson about recruiting tutor volunteers or education students to volunteer at library.
- Work with Glade Spring Middle or community as a whole to coordinate a schedule for students to meet at the library. This could eventually develop into an afterschool program.

*Contact: Carolyn Wilson, Coordinator of E&H Tutoring Program at Appalachian Center for Civic Life: crwilson@ehc.edu

Glade Spring Becoming a College Town

Issue: How to make Glade Spring E&H's "college town"

Solutions: Utilize coffee shop and existing businesses for job opportunities and activities for Emory students

Execution and Next Steps:

- Coffee Shop
 - Utilize college bands and E&H Music Department for live performances
 - Contact Sigma Tau Delta about poetry and short story performances
 - Contact Alpha Psi Omega, the theater fraternity about skits
 - Advertis coffee shop as a place to study

*Contacts: Dr. Mathew Frederick, Music Dept., Dr. Nicole Drewitz-Crockett, English Dept.

- Job Opportunities
 - Contact businesses in town square about the possibility of utilizing student workers
 - Advertise job openings in school newspaper and on job connections website
- Activities
 - Pep Rallies for home games to be hosted in Glade Spring
 - Relay for Life (contact Cardinal/Blue Key)
 - Contact E&H Young Alumni Association and Emory Activities Board about hosting activities in Glade Spring

* For contact information refer to the Appalachian Center for Civic Life at Emory & Henry College at (276)944-6817

- Brainstorm new business or events to attract students, community members, and tourists
 - ex. Movie theater, ice cream stand, music and art festivals, horse show, “square” dance, October fest/wine tasting, chili cook-off, drive in theater.

Salt Trail Expansion

Issue:

- **Trailhead in Saltville and Glade Spring not accessible from town centers; Salt Trail needs improvement, signage, and publicity**
- **Hillman Highway between Glade Spring and Emory & Henry College is not pedestrian friendly**

Solutions:

- Expand trail into both town centers to stimulate economic growth and “build a bridge” between the two communities
- Connect trail to Emory & Henry College, continuing to build the relationship between Glade Spring and E&H
 - Create program for business majors to start small entrepreneurial businesses on trail (bike shop with rental or ice cream shop)
 - Encourage students to use trail and volunteer for upkeep
 - Town of Glade has \$320,000 grant that must be matched for the trail expansion. Could E&H be involved in fundraising to ensure expansion to E&H campus?

Execution and Next Steps

- Talk with Business Department to venture into developing a funding program in partnership with Glade Spring
 - Contact Denise Stanley: dstanley@ehc.edu
- Fundraising in partnership E&H for Salt Trail Grant
 - Contact Jim Harrison, Director of Outdoor Program: jharrison@ehc.edu
 - Contact Mary Beth Tignor: mtignor@ehc.edu
- Devise funding initiatives

Asset Mapping

In order for small governments to effectively develop their community they must evaluate current conditions. It is common practice to identify the positive and negative features within a community in order to expand on the positive and fix the negative. Asset mapping is an approach that identifies positive community assets and attempts “to build and capitalize on those assets, and to create linkages between them.”

Due to the large amount of assets in our area, we have chosen to focus on a couple vital assets to the community. The most common asset in Glade is churches. Churches can be a great gathering place in the community and creates a much needed social support system. Perhaps, to better take advantage of our churches we could create a church softball league that could allow community members from different backgrounds and opportunity to network and create new relationships.

Identifying positive community assets can also uncover weaknesses in communities. Currently, Glade Spring lacks the assets to make it a pedestrian friendly zone. Unfortunately, this can be a problem on many different levels. First, if someone is thinking about moving to Glade, and they see the lack of pedestrian friendly infrastructure, that could easily make someone second guess moving here. Second, our community is disconnected. Picture our neighborhoods as islands with bridges connecting them together. Now picture it without bridges. Glade Spring would be the latter. The following asset map recognizes the presence of parks, businesses, residential qualities, churches, schools, and libraries. We hope that this asset map will offer a functional perspective of what Glade Spring has to offer.












Street Name	Parks	Businesses	Residential	Churches	Schools	Library	Other
SECTION A							
Seneca Drive		East TN Natural Gas	Cattle farm, some residential, open land	Church of New Beginnings			Cemetery
Forest Hill Drive			Residential, open, farm land, well kept				
Old Mill Road	Salt Trail parking and trailhead	Waste Disposal	farmland, fields	Seven Springs			Rail Road crossing, old rail road plant, road connects to Hillman and West Glade
Magnolia Drive		Ferrell Gas	less well kept				Rail Road crossing
SECTION B							
Boxwood Street			nice houses				Parallels train track
Grace Street			house for sale, nice old houses, sidewalk	Grace Presbyterian Church			Connects to town square, long sidewalk, dead end
Walnut Street			nice houses				
Cypress Street			2 houses				
Chestnut Street				Ebenezer United Methodist Church			Signs: "One Way", and "Children at Play"
Poplar Street			2 houses				
Pine Street							
Spruce Street							
Evergreen Street			parallels town square				
SECTION C							
Shenandoah Drive							Long street, houses for sale
Bedford Lane							
Cedar Lane			farmland				
Crescent Drive				Glade Spring Church of Christ, Church of God of Prophecy, Mt. Calvary Community Church, Fairview Baptist			
Azalea Drive							Big field, good view
Hickory Street							Field
Baswood Circle			nice residential area				Sign for "Children at Play"

SECTION D						
N. Glade Street			Food County, Car Wash, Jamaica Club	house for sale	Head Start	Washington County Library
E. Glade Street			Farmer's Market	Glade Spring Christian Academy		Post Office, Fire Dept., Live Saving crew, Town Hall
Town Square St				Byers-Cobb Memorial		Police Station
W. Glade St						
Stadium Street	baseball, softball field, tennis, playground				Patrick County High School	Holy Ridge Development (corps. Limits here)
Hillman Highway				Highway of Holiness Church		
SECTION E						
W. Glade Street			Police Station			Police sign, fire hydrant, and street lights
Curtis Lane						Abandoned building
Kirkwood St	Dunn Field			United Methodist Church		Empty field
Sycomore Street						
Mimosa Street						
Palm Street						
Cherry Street						
Honeysuckle Lane						
South Mona Vista Drive				Glade Spring Baptist Church		Street lights
Tanglewood Drive						
Olive Street					Glade Spring Middle School	
Stagecoach Road						
SECTION F						
Maple Street		91 Business, Highlands Bank, Bank of Glade Spring, Marathon Gas, Exxon, Spirit Gas, Shell Gas, Comcast, Subway	Mapple Street Apts, Spring Hill Development	Glade Spring Community 1st Church of God		
Strawberry Lane						
Spanish Oak Lane						

Retail Mapping

Part of our project included retail mapping. We charted and photographed vacated buildings that we considered viable locations for prospective businesses. We propose that utilizing already existing structures for future retail space is a sustainable way of maintaining the integrity of the town, as opposed to erecting new structures. We noticed that the majority of these abandoned buildings were adjacent to the town square. In an effort to incentivize new businesses, we suggest tax incentives and grants for creative businesses. One creative venture model our class has researched is social entrepreneurship, an idea that emphasizes social value and takes into account a positive return to the community. In other words, profits of such businesses are used to benefit the public good. One example of social entrepreneurship that we researched was Housing Works Bookstore in New York on Cosby Street which is staffed almost entirely by volunteers and uses its revenue to assist the homeless and people with AIDS. With the assistance of our retail map, Glade Spring could viably establish a tax incentive zone exclusively for social entrepreneur businesses, likely concentrated around the town square. For example, we envision this vacant building being transformed into an ice cream shop, where local residents and trail-walking tourists will stop for a cold treat in the summertime, where Emory & Henry students will volunteer in the fall and net profits will go back to the community. We are confident in the capacity of the community to utilize, develop, and improve the condition of these already existing structures in an economically and socially sustainable way. We hope that this retail map will serve as a guide and impetus for future entrepreneurs as well as the prolonged revitalization efforts of Project Glade and the town square.

Glade Retail Map

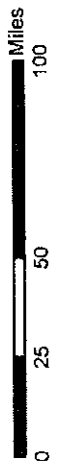
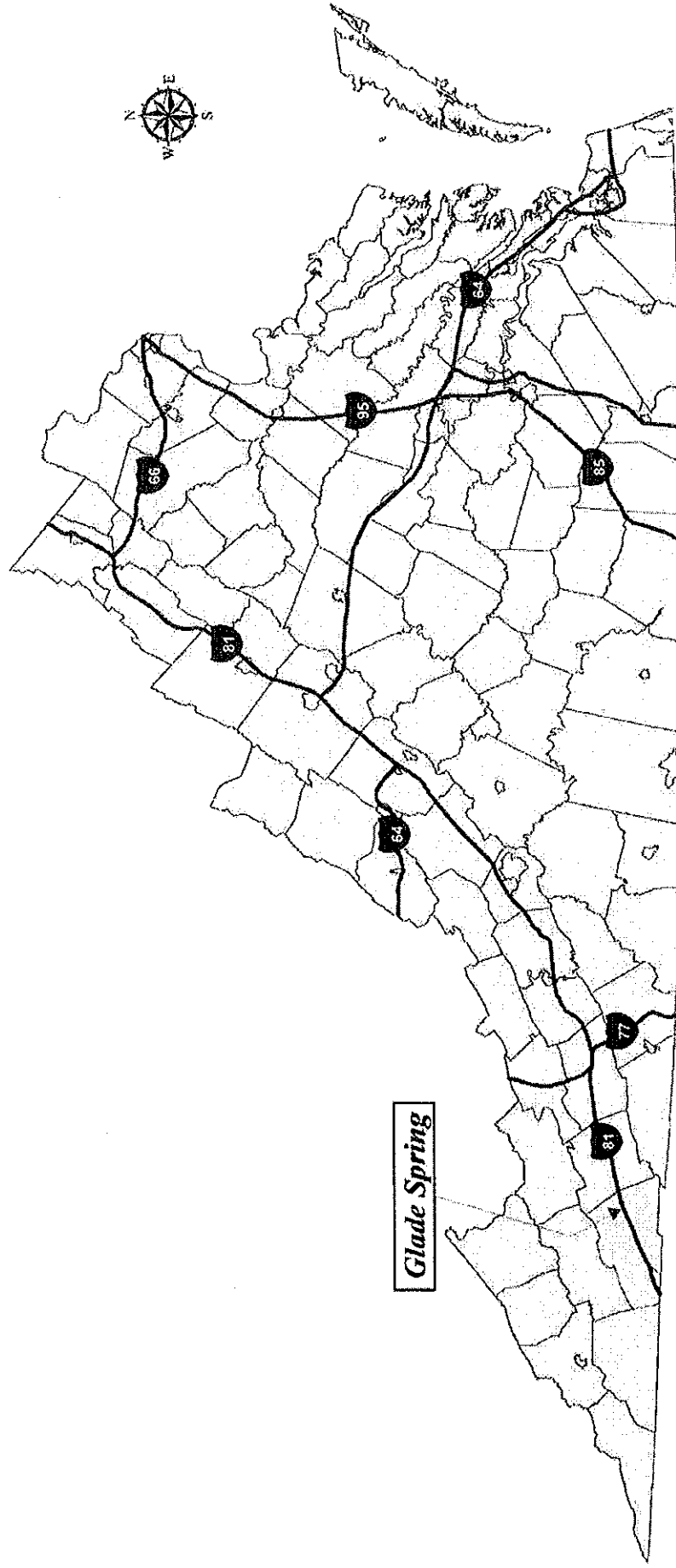
Address	Residential	Commercial	Condemned	Close to 81	Close to Town Square	Pedestrian Friendly
211 Town Sq. 		✓			✓	✓
133 Town Sq. Apt. 2nd floor 	Apt. 2nd floor	✓			✓	✓
332 N. Monrovia Dr. 	Apt. 2nd floor	✓			✓	
208 E. Glade St. 		✓			✓	✓
521 E. Glade St. 		✓			✓	
302 E. Glade St. 		✓			✓	
E. Glade St. (Major Auto Repair) 		✓			✓	
206 E. Glade St. 		✓			✓	✓
152 E. Glade St. 		✓			✓	✓
217 Town Sq. 		✓			✓	✓
105 W. Glade St. 		✓			✓	

Assorted Maps

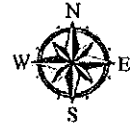
The following maps have been included as references.

- State Location Map
- Town Location Map
- Project Area Map
- Aerial Map
- Topographical Map

Glade Spring, Virginia



Glade Spring Central Business District Revitalization Project



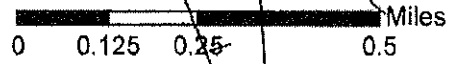
Site Location

750

91

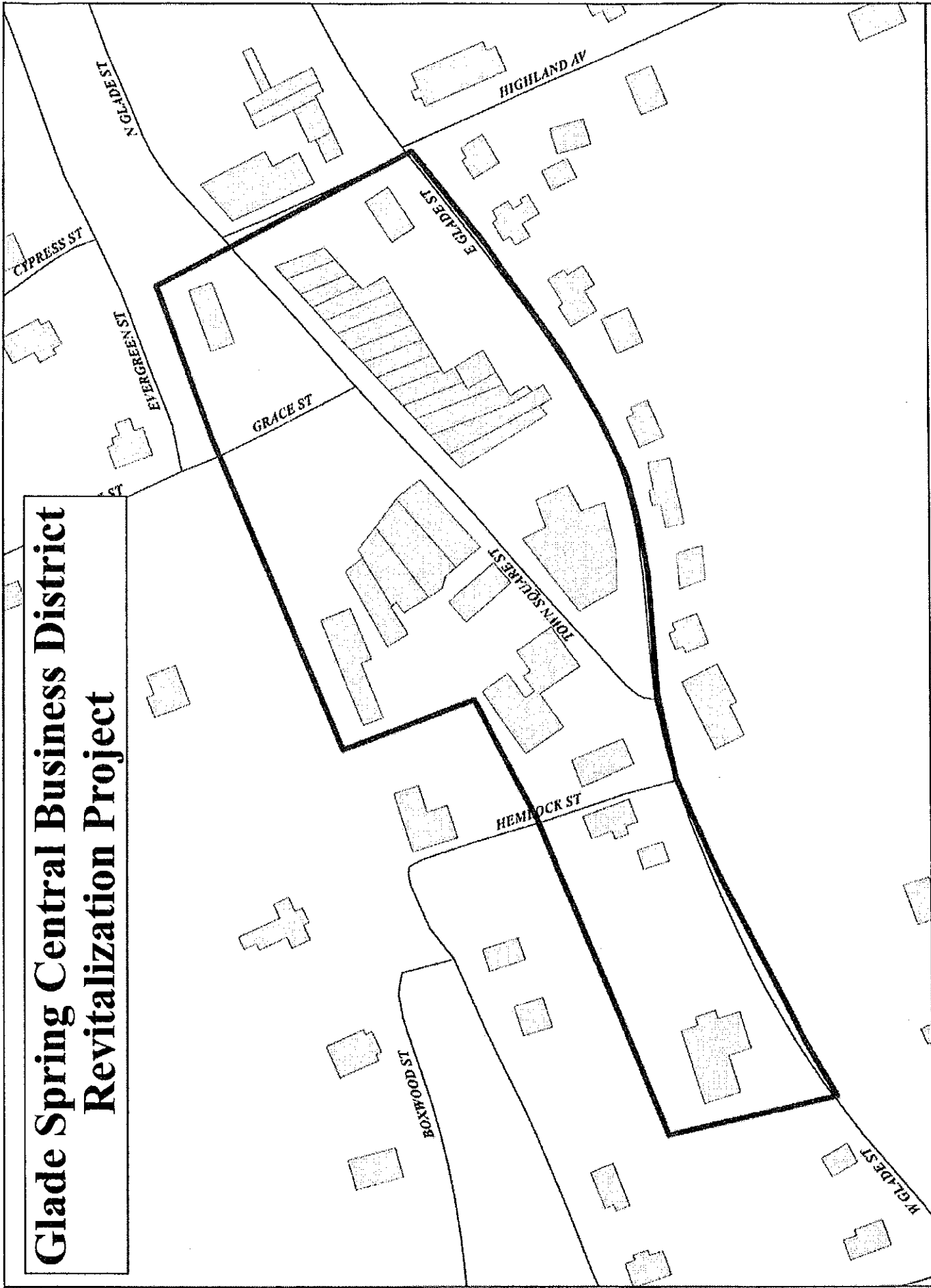
Exit 29

61

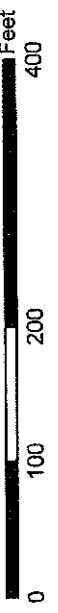


Map by MRPDC
February, 2013

Glade Spring Central Business District Revitalization Project

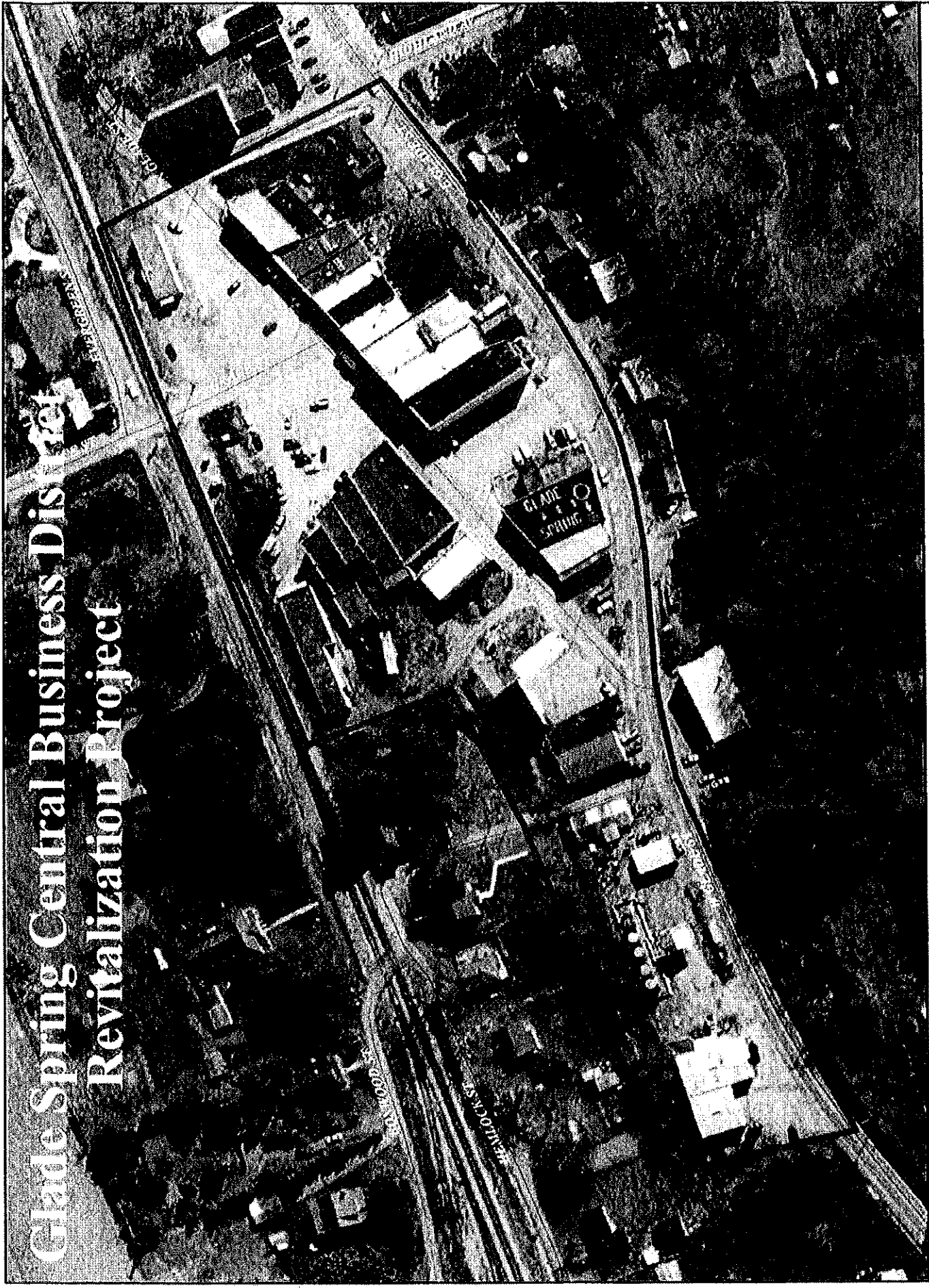


 Mount Rogers
Planning District Commission



February, 2013

Glade Spring Central Business District Revitalization Project

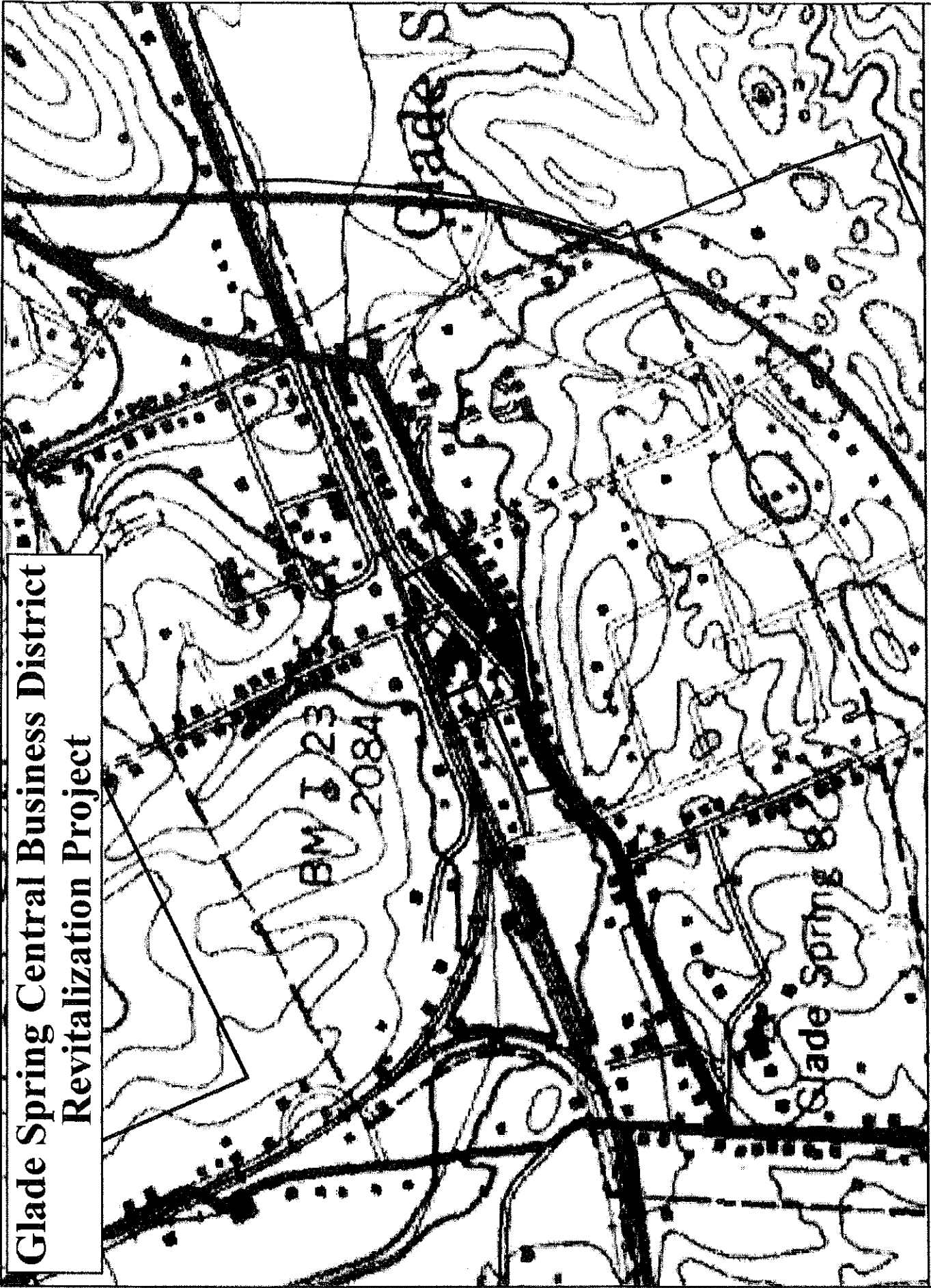


 Mount Rogers
Planning District Commission



February, 2013

Glade Spring Central Business District Revitalization Project



 **Mount Rogers**
Planning District Commission



Map Produced: February, 2013
USGS Quadrangle: Glade Spring