Matt:

Welcome to the Main Street Business Insights Podcast. I'm your host, Matt Wagner, Chief Program Officer at Main Street America, a nonprofit leading a collaborative movement dedicated to strengthening communities through place-based economic development and community preservation. Each week join me as I travel the country and take a deep dive into the personal journeys of downtown and neighborhood entrepreneurs, the stories that far too often go unnoticed and unheard. Whether you're a small business owner who wants to learn from your peers or community leader looking to better support your local business base, Main Street Business Insights is here to provide you with the tools, strategies, and personal stories to help you and all of your Main Street businesses thrive. So subscribe now and tune in every Wednesday to get inspired by the individuals driving our communities forward.

Welcome everyone to the fourth installment of season two of the Main Street Business Insights podcast. I'm your host, Matt Wagner, Chief Program Officer at Main Street America, and today's show finds me in my home state of Virginia, sitting down for a chat with Jennifer Jones of GoodTimes Coal-Fired Pizza and Pub over in the heart of Appalachia, Big Stone Gap. Now, Big Stone Gap may sound familiar to some of you. There was actually a movie that was filmed there in 2014 that carried the town's namesake and starred Ashley Judd and Whoopi Goldberg. And while that is certainly a tourism draw, no doubt, what intrigued me actually about the town was the number of people that recently relocated there during the pandemic in a town really that's about 5,000 population, and in one instance resulted in the purchase of a pizza business by a couple and their family from the other side of the country, California, in fact.

I'm sure you're as intrigued as I was about how someone from California stumbles upon Big Stone Gap and decides to up and move. Well, according to the US Census, there were many such instances during the pandemic, as we witnessed one of the most dramatic population trends of the last century, the reversal of decades old out migration from small towns and rural areas all across the US. In fact, at peak migration shifts in 2021, populations of less than 30,000 experienced domestic migration rate increases of 5.7 individuals per 1,000. And towns that were between 30,000 and 70,000 increased by a whopping 6.61 individuals per thousand. Now, what does that all mean? Well, to give you a little bit of perspective, cities larger than 1 million were losing 9.29 individuals per 1,000. While this pace of accelerated migration patterns slowed slightly in 2022, the numbers are still present and positive and represent really the fastest growing segments consistently of towns and cities within the U.S.

Jennifer Jones and her family represent really the hundreds of thousands of people on the move during the pandemic, drawn to a different area for a variety of reasons, some for remote work perhaps, or outdoor recreation, change of pace, or even an opportunity to build a new career or small business. It further reflects the changing of economic development to a more human capital-based function that intersects with community development. Today's episode explores Jennifer's journey to selecting a new place, how she built a sense of community for her business as a newcomer and meeting the challenges of growing within a small local market. So be prepared to be inspired. Enjoy, and we'll see you on the other side.

Sometimes they say third time's a charm. We could say that about me being here in Big Stone Gap, talking with Jennifer Jones from GoodTimes Coal-Fired Pizza and Pub. So good to be with you, Jennifer.

Jennifer:

Yeah, you as well, finally.

Matt:

Yeah, we took a couple times to make this happen due to weather, but it's a great, beautiful sunny day outside. I want to do a special shoutout to Virginia Main Street because it was actually through doing some work with them that I found myself in Big Stone Gap. We had an opportunity to meet very briefly, but I'll admit I was totally struck by your story. And I'm not going to spoil anything, I'll let you tell it, but why don't we just start out with, tell us a little bit about your journey.

Jennifer:

Yeah, so my name is Jennifer Jones. I'm married, my husband Brian Jones. I have four children. And we trekked across the country from Northern California over here to Big Stone Gap. My husband and I had come and visited September of 2021, just looking for a new place to bring our family to, seeking something other than what we had. So we came out, we actually landed upon Big Stone by accident. It was not on our radar of things to see. And we stopped here and had a bite to eat and we met some great people, and we spent no more time traveling Virginia. So we spent our next 14 days just coming back here to Big Stone and we just fell in love with it. And on our flight home we were like, "This is it." The mountains of Big Stone are like, "Pick us." That's what we always say, "Pick us."

Matt:

So this is pretty intriguing. We did a lot of research during the pandemic, sort of post-pandemic, and there was sort of this great migration happening. But okay, Northern California to Big Stone Gap, did you throw a dart board, throw a dart to the board or how did you wind up here?

Jennifer:

So not really. So when I was growing up, when you're 15, 16, you're always going to fly the coup, leave, and you want to get as furthest away as possible. So me and my best friend had always talked about coming over to Virginia. We were going to turn 18, move to Virginia. And then of course when we turned 18 we had boyfriends so that never worked out. But I had always been intrigued in Virginia because I thought that it had the same kind of beauty as California with the mountains, close to the coast, a lot of history. So when my husband and I were seriously talking about getting out of California and we were talking about where, I said, "I really want to go visit Virginia." I still had always been really intrigued with it. So he said, "Let's go," always game for what I want to do.

So we spent about, I would say a year, maybe a little more, just looking at what area. We knew we wanted to be rural, because we knew we loved to be in the mountains, but we knew we also wanted to be close enough to the coast that we could go visit because we love the coast. Those were our two favorite things to do back home. So we just drew a map west of Roanoke and mapped away. I joined different Facebook pages to see what different communities were doing and what they had to offer, and that's how we ixnayed some places and how we became interested in others.

Matt:

This is a small business podcast, but I think the folks are cheering over at Virginia tourism because that was a great commercial for Virginia tourism right now.

Jennifer:

Yeah, yeah, yeah.

Matt:

The Main Street here in Big Stone Gap is beautiful. I'm sure you can talk a little bit about what was the draw specifically about Big Stone Gap. What were the qualities that you find here that maybe you couldn't find elsewhere?

Jennifer:

So I think the biggest thing for my husband and I was the sense of community. When we were here back in September, just the amount of people that were genuinely interested in our story, why we were here, why Big Stone? I think in every small community people think, "Why our community," because they don't see the beauty in it.

Matt:

So true.

Jennifer:

We ended up leaving with just both my husband and I were like, "This is what we want. This is what we want for our granddaughter," who had just been born. We just left so full. Our cup was so full, I guess, of nothing other than some of the nicest people we had ever met.

Matt:

Yeah, yeah, fantastic.

Jennifer:

Really. Yeah.

Matt:

I must admit I found that as well on my visit. Now, you had mentioned in our earlier discussions that you and your husband had been in business before, but you get here to Big Stone Gap, you eat here, and how did you wind up going from, "We're going to move here, but we're also going to start a pizza business and run a pizza business?"

Jennifer:

So we knew we wanted to operate a business. My husband knew that he wasn't going to continue on. He owned a well business back home and it was just a little bit too much. He had had four back surgeries and he just, we need to get him out of that business. The restaurant industry has always been my passion. I have been out of it for a long time, but it's always something I wanted to do. I've had a vision in my head of this restaurant, and I'm not going to say what it is because some day I'm going to start it, but it wasn't a pizza restaurant.

Matt:

We're not giving anything away here.

Jennifer:

I'm not. I'm going to keep it a secret. We'll come do a podcast again when I open it.

Matt:

Yeah, part two.

Jennifer:

Right. But I just had always had this vision of a restaurant, and I am fortunate to have a really supportive husband who was like, "Let's do it. Let's dive in." We were fortunate enough to hit that housing boom in California and be able to come and invest in a business here. So when we came in September, we actually met with the town manager and looked at some building options for restaurants. And then the gal that had owned this restaurant was like, "I just want you guys to know that we'll be selling this as well." And the building was beautiful, the vibe was great. It was already a well-polished vessel that just needed a little bit more love to be put into it and different ideas, and so we just decided this we can make this work.

Matt:

Sounds like perfect timing all around.

Jennifer:

It really was. And that was something we talked about on the plane ride too, was it really felt like everything that needed to be placed into one basket just did.

Matt:

Yeah. A lot of pizza companies talk about wood fire. We're here in Big Stone Gap, and if people aren't familiar with where Big Stone Gap is, it's in the heart of really coal country and rural Appalachia. Was that something intentional from a tag perspective? Can you walk me through that?

Jennifer:

So I think it was. I can't speak for the original owner who put the coal fire oven in, but I definitely think it was something that there is not another coal-fired oven in the region, and I think the closest state is, if I'm correct, is Florida. So I think the draw for this area to bring in tourism to something that is so relevant to this area, it just makes it cool. People walk in and even though it says GoodTimes Coal-Fired Pizza, they're still absolutely shocked when they see that it's an actual pile of coal inside of it.

Matt:

Yeah, exactly.

Jennifer:

They're like, "Really?"

Matt:

I expect a steam engine to come-

Jennifer:

Yeah, I just think for us preserving that and growing on that was something we really, really wanted to endeavor in and it's been fun.

Matt:

Yeah. Sort of pays homage to the heritage of the area.

Jennifer:

Yes, definitely.

Matt:

Many small businesses, given that they're started often by locals, folks that are already here, they have strong networks from family or friends and the history of being here. You all didn't necessarily have that. Could you talk about what this community, how you've been able to break into the network and what that experience has been like for you?

Jennifer:

So I think we were really fortunate and it was one of kind of our, coming from California, not knowing anybody, being older, wondering if we would have support or if we would be seen as outsiders, especially from California. We were worried about that. But from the town manager, Steve Lawson, to the tourism director, Ked Meade, to just really some of the community members themselves, we have never felt like we were not here. So we are really fortunate in that I think from day one we had the support of, and I think also from some of the more prominent people that are wanting to see Big Stone grow and wanting to see it be successful of what can we bring because we are from an area that is fairly successful, has a lot to offer.

So I think we were just really embraced, and we were very careful also with how we have put ourselves out there into the community. We really try to make sure that we're not trying to change what Big Stone is about, trying to change what the Appalachian culture is about, because those are all the things that really brought us here. We love that. When it grows, we want it to grow in a very beautiful, unique way, not just because everybody's trying to make it something that it's not.

Matt:

Yeah, I think that's wonderful advice for anyone that's coming into a new community, a neighborhood or what have you, is just the respect for both the current culture, the history, the heritage, and that's why you're there. And sometimes that sort of "I know better than you" or whatever can get in the way.

Jennifer:

Yeah. We really try to listen. We try to listen to, even if it's not things that we are going to implement, we try to take something from what people want to try to offer us and advise ideas, history, all of that. And then also diving into the history of the place so that we can make sure that we're trying to pay respect to all of that since we don't know anything about it. We haven't grown up here, we haven't been a part of it, we haven't seen it. So I think we've just been embraced because we are open to all of that.

Matt:

Yeah. You recently went through what probably all businesses dread, a renovation, and I wonder if you could talk to that. I think there's a lot of small businesses that may be listening to the show that if you've gone through that process or are preparing to, we find that with our Main Street programs, when they're having a street shut down or something. It's sort of like, on a macro scale, it's very similar. I wonder if you could talk a little bit about how you managed the business through that process to ensure that you still had a business when it was all done.

Jennifer:

Yeah. So it's always scary to close. We recently just closed for snow because we had some frozen pipes and we still are trying to come back from that. Once you close, people think, "Oh, you're no longer open on that day." So closing for an extended period of time, I think we were closed for about a week and a half when we had to do our remodel. For us, I think we have a lot of returning business. We also have a lot of brand new people that have never been in here. So for us it was just really communicating, making sure that we were using all of our social media pages, "This is what's going to happen, we're going to be closed." For us, it was also saving. So we knew that the renovation for the kitchen needed to be done day one, but we also knew that we had to be able to withstand being closed.

Then you never know what kind of can of worms you're going to open when you start getting into a building that's 120, 130 years old. You think it's going to be something that takes three days and then you're out for months. So we were really fortunate in that we had great community help. We had people show up that just wanted to dive in and get dirty and help us.

Matt:

Are you serious?

Jennifer:

Oh, yeah. Oh, yeah.

Matt:

Oh my God, that's amazing.

Jennifer:

I would say we probably had in total over the several days that we were, or week and a half we were closed, maybe 11 or 12 community members that came in just to help volunteer time. So that was really special. And then the other, we were really blessed that when we opened it up, it was a can of worms, but it wasn't-

Matt:

It wasn't everything that you expected, thank God.

Jennifer:

Right. The biggest thing for us was making sure that we could financially withstand it. That's the hardest part. The restaurant business isn't a multimillion dollar making business anyways. A lot of people think we're making all this money, but I'm probably the most poorest I've ever been, but I'm the most happy.

Matt:

That's important.

Jennifer:

Yeah, it is. It really is, yeah.

Matt:

There's certainly passion there and a lot of gratification in the work that you're doing. One of the things that you mentioned is part, I think, I won't assume, but that's a big part of that is family. And I wonder if you could talk a little bit about that and its impact on you and the business.

Jennifer:

Yeah. So Brian and I have both on my side and his side, have an amazing family support system. We're both extremely lucky. Our parents have really, even us moving across the United States, and they have been a hundred percent on board. His mom actually ended up moving here, which we can talk about.

Matt:

You're a recruiter as well.

Jennifer:

I know. And my mom has been out several times. She owns a successful business back home, so she probably won't be moving here, but been out several times to help. Financially they have backed us. And then not only that, we moved here with nine of our family members. So I was able to go home and convince all my children to come, which was really nice.

Matt:

That is amazing.

Jennifer:

Yes. I didn't have to leave any of them behind because they're all adults. I had a son that was in New York already, and so we're now closer to him, which is great. And then my dad and stepmom, they've been living with us for a while, and they were on board to move with us as well. So we came with a family support system and we've been able to even add more of that since we've been here.

Matt:

I think a lot of small communities are thinking now about their strategy for increasing population. Just look at your family.

Jennifer:

Right, I know.

Matt:

Just bring this family here.

Jennifer:

Yeah, we got Nanna to move too. When Brian's mom moved, Nanna, her mother, was like, "Well, I'm moving too then." So we've added three more since we've been here.

Matt:

That's amazing.

Jennifer:

Yeah.

Matt:

Unbelievable. I want to switch topics a little bit. One of the things that struck me when I was here last and only for a brief point, that you were doing your intro, and I was struck at the technology savviness. And I think that's been a big transition that a lot of small businesses are having to make. For some, I'm sure it's pretty foreign, all the new technologies and the clutter of trying to find out what you need. Could you talk about how you're leveraging technology and using it as part of your business?

Jennifer:

Yeah. So I think it's just because I'm older, and so as you tend to get older, you tend to use less and less. I'm still stuck. I started in with the MySpace, went to the Facebook and then kind of halted there.

Matt:

We are going back.

Jennifer:

I was like, "I'm not getting Twitter, I'm not getting Instagram, I'm not doing TikTok." And then you get a business and you realize how important all of those different social media threads are. You realize how important it is to be up in social media, to know how different algorithms work. And those are all things that they didn't matter to me, I didn't really need them. So luckily I have young children and they are very into that. So they are teaching me. Most recently, I do most of our social media posting myself, and so it can get very, it's the same stuff all the time because I'm not a writer, I'm not an English major, I'm not a marketing major. I have none of that under my belt.

Matt:

Nor do you have a lot of time.

Jennifer:

Right, nor do I have. So sometimes I'm literally throwing together stuff thinking, "Gosh, I feel like I just said the same exact thing yesterday." I think it was my son-in-Law who said, "Mom, get with it. Start using ChatGBT." And I was like, "What is ChatGBT?"

Matt:

Whoa.

Jennifer:

So he showed me and it's been an amazing, amazing app, which I was really scared of at first, because I'm like, "This is insane." But now it's in my pocket. I'm constantly pulling it out. But it's great because it allows you to do, it allows you to put your ideas into a few sentences or paragraphs, but make it seem like you are spending money to just market your business well. Because anybody can get on and see when you are putting forth... How do I want to say that? I guess for me, it elevates us. It makes us look a little bit more sophisticated as a small business without having to spend a bunch of money that we don't have. So it's really been a game changer. Since I've started using ChatGBT and marketing a lot of my different posts with that, I have had people, a lot more engagement on my social media with people that are just excited, because it makes it sound more exciting. It's words that I can't figure out how to put into a sentence.

Matt:

So tactically, if I was a small business owner, I'm like, "Jennifer, how do you do this," walk me through, okay, I pull out this app, this ChatGBT app. What do you say to it? What do you say?

Jennifer:

For instance, we're having a Super Bowl party, right? I'm doing 50-cent wings, we're having three big screen TVs, one of them is on over a hundred foot blow up screen. We're having drink specials, food specials. How do you put that all together and still make it sound like, "Dang, this is going to be the place to be." I pull out my ChatGBT, I tell it all the breakdowns of we're having a Super Bowl party, we're going to have this, this and this. Write me a few paragraphs on Big Stone Gap's biggest party of the year." And all of a sudden you have this beautifully scripted, well put together ad to put online, and it gives every detail you wanted, but just puts it in something you couldn't fathom in your own head, I guess.

Matt:

In 30 seconds.

Jennifer:

In 30 seconds, yes. And then cut and copy, maybe a couple things here and there, and then add a picture and you're good to go. So it saves time, it makes it fresh every day so it's not the same stuff. You tend to really get in your head, especially when you can't dedicate hours to your social media and I just don't have that time at all.

Matt:

Given that and the use of social media, I think that's another element, that a small business that continues to evolve. And I'm wondering how you think about social media and your strategy for what form of social media do you use? How does that work?

Jennifer:

So we primarily right now are on Facebook and Instagram. We are actually just going to start intertwining some TikTok. My original goal when we left California, which didn't happen, and I wish I could go back and redo that trip, because it was so amazing. It was five or six days. All of our family, different hotels, spiders in the hotel rooms. We really could have had a great venture on TikTok, but I wanted to actually start our TikTok venture from California to here. And then just the whole changeover of the restaurant, recreating the brand, all of that. And I didn't because I don't know how to use TikTok, and so I was intimidated, I was scared.

So now that we're realizing how big TikTok is and how much more customer base we can grab with that and reach towards, my daughter is actually, because she's young, so that is her generation of social media. She is actually starting a GoodTimes TikTok page. So we are going to start doing some of the little, I don't know, we won't have our story on there, which maybe at some point we'll recap, but starting to just really put a lot of what we do here out into the world, because it's unique in four surrounding states. You know what I mean? So we really need to be capitalizing on that.

Matt:

Yeah, the whole visual aspect of the business, so important.

Jennifer:

Totally, yes.

Matt:

As we look ahead, we're just entering 2024, although it feels like it's moving pretty darn fast already, and you think about the business and where it's going, what are some of your goals as you look ahead?

Jennifer:

So we have a lot of goals, we have a lot of vision for this place. We have since day one. We're in a building that was built sometime around 1886, so it's quirky, it's old.

Matt:

Got interesting floors.

Jennifer:

It does. It has interesting floors that feel like roller coasters, but people absolutely love them. It's the stuff you feel like you're walking back in time. So what we really want to do is we want to add to what's already here. We don't want to change the character of it, but right now we literally operate this business with a coal-fired oven and that is it. So we want to never get away from that because I think that that is what is so good about this place. But we would like to try to build out our kitchen. We'd like to try to offer some more Italian cuisines, kind of step it up. Because you can't eat pizza seven nights. I can, but some people cannot eat pizza seven nights a week.

Matt:

I'm with you.

Jennifer:

I can. So to be able to offer a little bit more, get our name out there. I think when my husband and I first bought this place, the goal was to have a restaurant for each one of our kids. There are days we still want that, and then there are days where we'll never open another restaurant.

Matt:

That sounds like a lot like life.

Jennifer:

Yes. We love it, but it's a lot of work and that's something that's real too. I think we knew it was going to be a lot of work, but we didn't know it was going to be 75 hours a week still two years into it, and it's worth it a hundred percent still. We still go home tired, but we're still happy to come to work the next day because we get to be with our kids. And so the goal is to just focus on this one and not focus on the bigger picture just yet, and just really make this exactly what we envision it to be.

The kitchen is our biggest thing. We really, really want to put a full kitchen in, but that comes with tearing out and really having to preserve this building, and that's going to be the tricky part that's going to add a lot of cost, because we've got floors that are over 120 years old, and to pull those up and try to preserve them and get them put back down, you got to get a specialist in. You got to take more time, all that. So that's kind of our goal. Our goal is to elevate what we have because what we have is good, really good.

Matt:

Yeah. It sounds like that's taking renovation to a whole other level for sure. Which brings up the flip side on the goal. What keeps you up at night? What are the key challenges you see ahead for the business?

Jennifer:

The key challenges so far for us, I think the biggest thing has been finding help. People during the pandemic really learned how to be really self-sufficient. They learned how to make money in ways where they don't have to work for other people. I think it's going to take a small, five or six years, for the younger generation to come into the working environment and want to do this again. So that's been a little bit difficult.

Learning, also, I think for my husband and I, how to walk away from our business a little bit. It's really hard. It's really hard to say, "Okay, it's okay for us to take days off. It's okay for us to have a life outside of the restaurant and let the restaurant grow organically with the staff and the employees." And in order for us to be the best we can be and to give back to the restaurant, we have to find some sort of balance with that. And that's been really difficult for us. So I think those are some of the challenges that we go into.

Financially it's hard. We are in a rural area and we do have a lot of competition around here. I wouldn't say competition because I don't know that I've ever looked at the other restaurants as competition. I actually say the more we have, the more we bring in.

Matt:

Yeah. So the pie gets bigger, smaller pieces.

Jennifer:

Yes, it's more attractive for, and you can already see that. People that are now in the Tri-Cities, where it used to be a very kind of mellower way and back when the back and forth of people moved and went, and Tennessee has really grown, there are a lot of people that come here because they want out of the hustle and bustle of what used to not be a hustle and bustle. So I think the more, the better, but we also only have a small community to pull from. So financially, being able to get us where we need to be so that we can do some of the renovations, so that we can work on some of our future goals, that's the stuff I think that keeps us up at night, yeah.

Matt:

Okay. I'm really grateful that you brought up what I think is oftentimes not spoken about with a lot of small businesses. We will talk about the financials, the workforce of course and challenges there, but the human side of the business, that you've got to focus on yourself at times, that indeed you are human. You're not a robot that can work 75 hours every week consistently. And I think that's an area where we can do better from a support system for small business owners as well, is that mental and emotional side of support.

Jennifer:

Yeah, definitely, definitely.

Matt:

If you had to think about some advice you would give to either your future self or someone walking in that says, "Hey, I'm going to start a business," what would you say to them?

Jennifer:

So I would say, "Go for it." The only downside to it is it doesn't work. For my husband and I, when we thought about moving all the way across the country, putting everything, all our eggs in one basket, hoping to be accepted by a different community, all of those different challenges, our worst case scenario was a minimum wage job in the workforce. And we had been there, raising kids and we had made it. So for us, the worst case scenario, we'd already been there, and money can always be remade.

So if you don't take the risk, you never know. And if you don't take the risk, you don't ever get anywhere. So that's really what I would say. I would say just do it. Just shoot for the stars and whatever happens, I don't think you're ever really going to be worse off than your worst off point, and we've all been there. I feel like if you have the drive to have the vision, you already have what it takes. So if you already have all those thoughts put into a basket, then you're already ready. You're already there. You just got to execute it, right?

Matt:

Yeah. It's like don't leave life with regrets and have confidence in yourself.

Jennifer:

Yeah, I mean it's so important. I think a lot of people hold themselves back because they're scared of what's the other side. What, you're going to lose a hundred thousand dollars? You can make it again. If you made it the first time, you can make it again.

Matt:

Wonderful. Jennifer, thanks so much for joining this show. It was good to be here.

Jennifer:

Definitely.

Matt:

And we certainly appreciate it.

Jennifer:

Yeah, thanks for having me.

Matt:

So there you have it. I hope you enjoyed the conversation with Jennifer Jones, owner of GoodTimes Coal-Fired Pizza and Pub in Big Stone Gap, Virginia. Being new to the community as a resident or new business owner is never easy. You have to work at it and essentially put yourself out there. In Jennifer's case, that has meant joining and supporting the new mobilizing Virginia Main Street program, meeting her neighbors and even introducing herself to civic leaders. But it was also about her attitude and approach. She highlighted her sincere desire to honor the local history of coal mining as part of her business decor and even using coal to fire the pizzas. She wasn't trying to shape the community in a way that was from where she had just came from, or suggest that her ideas were the only good ones, but simply to accentuate and join in to help build its future vision. I think it's a great lesson for all of us.

As always, if you're a business owner, I hope this episode has provided plenty of new insights, solutions, and inspiration. As consumers and professionals in the field, please continue to support your local small businesses, and of course, tell their stories. They're so important to our local and national economies, and most importantly, they provide and promote quality of living to the places we all call home. That's going to do it for this week's episode.

Please also check out the video recorded version of the podcast on our Main Street America YouTube channel. Thanks for listening. Please rate and review us, and as always, be sure to subscribe and tell your friends, family, neighbors, and colleagues so you can all catch the next episode, when I'll be in New Orleans, sitting down with Bobby Boone from &Access, an economic development consultancy specializing in retail businesses. While we introduce economy and retail growth as important segments of development within our communities, this conversation explores the often resulting challenges of accelerated economic and population growth, to which most places are wholly unprepared to proactively develop the necessary tools and policies to minimize the risk of displacement for local small business owners. This is such an important topic for place professionals as well as small businesses concerned about their futures in the very places they help to spawn growth opportunities. You won't want to miss it. We'll see you then and thanks for all the support.