

PULASKI
C O U N T Y
C O M P R E H E N S I V E P L A N 2 0 3 0



AWAITING YOU

Your voice. Your plan.

PULASKI COUNTY COMPREHENSIVE PLAN UPDATE



AWAITING YOU

Acknowledgements

The Comprehensive Plan 2030 was prepared under the guidance of the Pulaski Planning Commission with the participation of hundreds of residents and community partners who completed surveys, attended Planning Commission meetings, focus group meetings, and open houses, and shared their preferences, concerns, ideas, direction and vision for the future of Pulaski County. These contributions are greatly appreciated.

We are thankful to Pulaski County staff who provided valuable insights and contributed information for the Plan.

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Anthony Phillips and Donna Gray- Commissioner of Revenue

Samantha Collier- Pulaski County Youth Center

Staff of Snowville Elementary

Debbie Garner and Kim Fox of The Draper Village





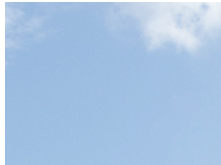

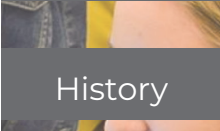








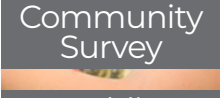
Carol Smith and Nancy Burchett- Historical Timeline

Focus Group Participants

Community Meeting Attendees

Citizens who assisted with the Public Survey

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INTRODUCTION

The Pulaski County Comprehensive Plan 2030 is a long-range planning document. It establishes a platform for future programs, it prioritizes county initiatives and it creates a pathway for achieving a common vision. Carefully drafted from local values, community input and a desire to accommodate projected future needs, the plan is designed to guide Pulaski County into the future.

The Comprehensive Plan originates from Chapter 22 of the Virginia Code. This statewide policy mandates that every local government in Virginia prepare and adopt a comprehensive plan. The last comprehensive plan was adopted in 2009.

Code of Virginia § 15.5-2223 directs the local planning commission “to prepare and recommend a comprehensive plan for the physical development of the county”. Per the code, the commission’s role includes “careful and comprehensive surveys and studies such as: existing conditions, trends of growth, and the responsibilities of the County for the probable future”. As you read the plan you will notice that critical data and statistics are illustrated in tables and charts, maps are provided and photos illustrate the county. There are seven (7) chapters, which are referenced as elements. The purpose of these chapters is two-fold, first to illustrate current conditions and second to provide goals and objectives to guide future policy.

The Appendix provides additional support documents. A list of transportation projects, the complete survey report and the implementation matrix are items that are available for those who choose to “dive deeper”. The Appendix will be amended each year and the entire comprehensive plan will undergo a five-year review and update in accordance with Code of Virginia requirements and to ensure that the plan stays relevant to the community.

Land Use

Transportation

Recreation & Tourism

Housing

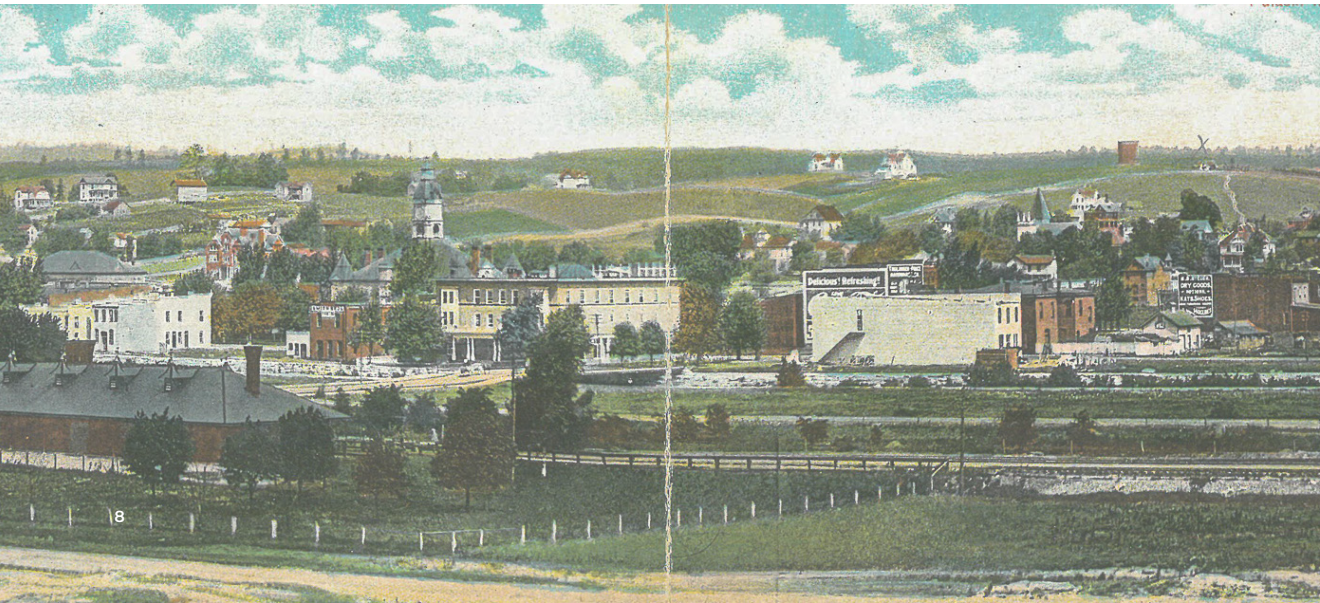
Economic Development

Community Facilities & Public Services

Infrastructure

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HISTORY



KEY DATES

1700 - 1800

Early 1700's

New settlers and American Indians travel through Pulaski County using "The Great Warpath Trail".

1745

Council of Colonial Virginia granted 100,000 acres along the Wood's (New) River and westward to the Wood's River Company. Land was purchased by early settlers.

1762

Colonial Government licensed the first Ferry across the New River - Ingles Ferry. Operates for 186 years.

1774

McCorkle's Store located in New Dublin, a multi-purpose general store served travelers, settlers, soldiers and even Patrick Henry as he traveled through.

1779

Pepper's Ferry (same site as the 114 Bridge) and Christian's Ferry at Dunkard Bottom began operation across the New River.

1799

Merchants licenses granted to Allen and Reed stores at New Dublin, Cloyd Store at Springfield Plantation and John Ingles Store at Ingles Ferry.

KEY DATES

1800 - 1900

1810

Adam Hance designs Newbern town from his 1400-acre plantation. Newbern location chosen due to its location halfway between Christiansburg and Wytheville.

1833

Aseel Snow settles with family on Little River. Named in his honor, Snowville becomes a manufacturing center with mills, tannery, shoe stores and carpenters.

1839

County of Pulaski officially formed, nearly 100 years after settlers arrived here. County is named after Count Casimir Pulaski, a cavalry chief in Washington's Army.

1855

Dublin Town is formed at location of Central Depot also called Newbern Depot. Town of Dublin was incorporated in 1871.

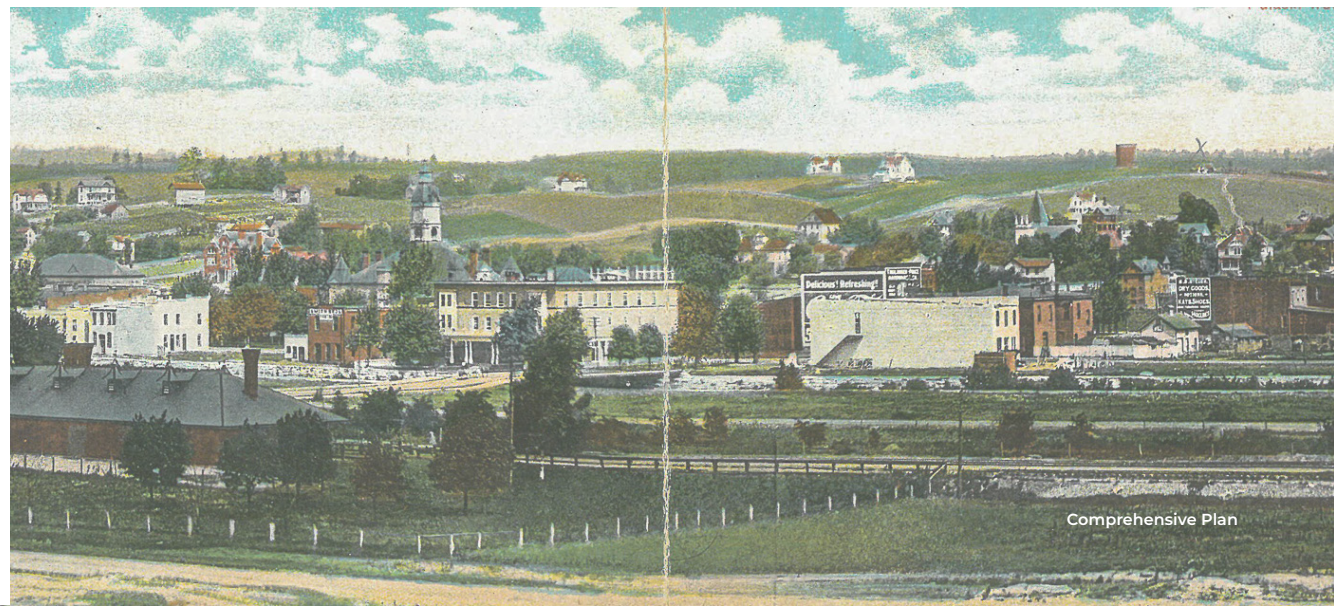
1864

Battle at Cloyd's Mountain where 10,000 Union and Confederate soldiers battled.

1886

Pulaski City incorporated as a town, at location formerly known as Martin's Tank.

HISTORY



HISTORY



KEY DATES

1900 - 2000

1900

Towes Ferry Bridge across New River completed.

1915

First hospital on East Main Street, Pulaski, largely funded by Allied Chemical Company

1928

Virginia Maid Hosiery Mills begin operation, Wallner Silk Hosiery (1936), Jefferson Mills (1937), along with Acme Hosiery Dye Works (1939) establishes Pulaski as a premiere textile town.

1936

Calfee Park opens for its first baseball game. Built with WPA works from the depression.

1939

Claytor Lake and Hydro-electric dam built on New River. 100 miles of lake shoreline.

1960

Gateway Dam, 50' tall, completed for Pulaski Water supply. Gateway Park opens.

1965

Interstate 81 completed through Pulaski County. 18 miles of interstate, 21 miles of service road.

1974

White Motor Company established near Dublin. Becomes Volvo in 1981.

1987

New River Trail State Park established. Recreation trail on old rail line, Pulaski to Galax and Fries.

KEY DATES

2000 - TODAY

2000

Evelyn Alexander donates 87 acres for Randolph Park. Park opens for all to enjoy in 2001.

2006

James Hardie plant opens near Wurno.

2007

Three Draper Village begin with purchase of site and restoration of the Draper Mercantile.

2008

Fire destroys historic train depot in Pulaski. Rebuilt by the Town.

2009

Pulaski Theatre reopens after successfully renovating the century old theatre on Main St.

2010

Phoenix Packaging announces new plant. 240 new jobs.

2011

Two tornados strike, first in Mt. Olivet / Town of Pulaski and next in Draper. 267 homes damaged.



Guiding Principles

In 2019 the Board of Supervisors developed vision statements and principles to guide their work plan. These vision statements served as a foundation basis for the plan.

- » *To grow a younger and more diverse population of 40,000 citizens by 2030 (40 by 30)*
- » *To be further defined as Southwestern Virginia's Center for International Business and the capital of Advanced Manufacturing*
- » *To see infrastructure, build out that facilitates investments within development corridors*
- » *To be more closely partnered with our higher education institutions and be considered an extension of their communities and a partner in opportunity*
- » *To enable a diverse and vibrant local economy that naturally and progressively supports the current and future revenue needs of the County without having to resort to increases in tax levies*
- » *To experience a positive growth in our public-school population*
- » *To become the preeminent location for all bat-ball sports in Southwestern Virginia*
- » *To be a place that attracts and retains distinct talent that desires to contribute culturally and civically of their time, energy and emotions*
- » *To host a full array of housing selections to include modern walkable sub-communities*
- » *To see our Towns progress and develop to their full potential*
- » *To become the home of green energy producers that attracts data and information technology projects*
- » *To be home to next-level commercial centers and retail businesses that provides balance within the business community and lends a variety of commerce and employment offerings*

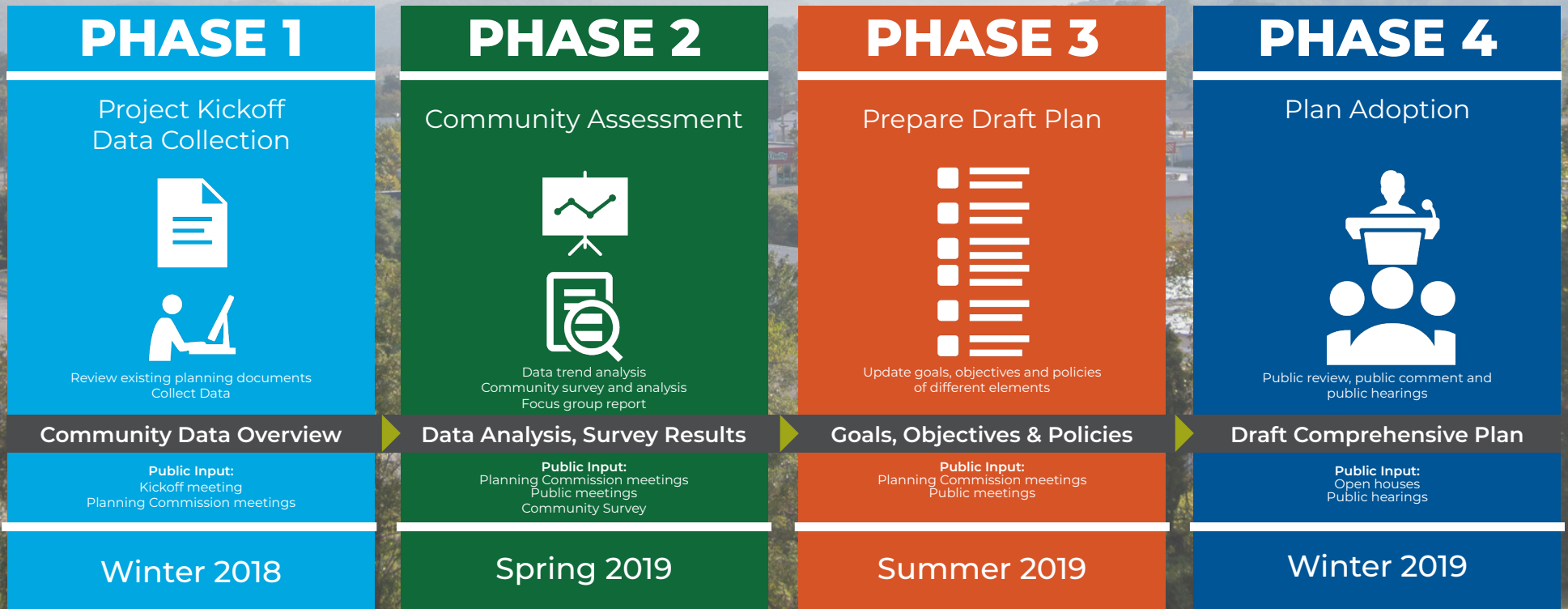
Guiding Principles

In 2019 the Board of Supervisors developed vision statements and principles to guide their work plan. These vision statements served as a foundation basis for the plan.

- » *To invest in optimizing to the fullest our natural, outdoor and sports recreation assets that makes us a premier tourism destination and an event venue magnet*
- » *To boast a local economy conducive for our citizens to enjoy the opportunity for success, happiness and financial prosperity*
- » *To enjoy a universally high community morale through transparency and communication where trust, respect and appreciation of leadership are tenants shared by our citizens*
- » *To be a community that raises, invests in and equips our next generations of leaders*
- » *To be the new hot bed of entrepreneurial activity and diverse small business growth*
- » *To be a community that raises and praises volunteers and instills a sincere heart for community service*
- » *To have a comprehensive multi-level workforce development continuum in place that satisfies the needs of all our employers*
- » *To enjoy mutually respectful and rewarding relationships with all our county and community partners that are centered firstly around advancing our common goals*
- » *To ultimately be a paragon in the region for local government leadership, economic development and customer service*
- » *To maintain the heritage, character and traditions of Pulaski County and who we are*
- » *To take the county, its assets and all its offerings to the next level...*

Planning Process

Pulaski County's Comprehensive Plan was developed under the leadership of the Planning Commission and approved by the Board of Supervisors. The Planning & Zoning Department facilitated the process and the plan was designed and drafted by the New River Valley Regional Commission. The voices of many citizens are reflected. Valuable input was received by community survey, focus group meetings, public meetings and open houses. Subject experts, department heads, community leaders, elected officials, local organizations and various government agencies contributed to the development of the plan.



Community Engagement

The Comprehensive Plan update involved four pillars of public engagement. This included facilitated focus group meetings held early in the process, a community survey which captured input from the citizens, public meetings held in four (4) locations across the county prior to plan adoption and the required public hearings held for both the Planning Commission and the Board of Supervisors. The public input which was captured throughout the process informed and shaped the Pulaski County's Comprehensive Plan.

Focus Group Meetings

In February 2019, Pulaski County Planning staff coordinated a series of focus group meetings relating to the subjects of transportation, housing, and economic development. Each meeting was facilitated by senior planning staff from the New River Valley Regional Commission and the purpose of the meetings was to capture key input from subject-area experts, county departments/offices and regional partners. The meetings provided an opportunity to review the previous comprehensive plan and to discuss new areas of concern around these topics.



TRANSPORTATION



HOUSING



**ECONOMIC
DEVELOPMENT**

Community Engagement

Transportation Focus Group Meeting Key Takeaways

- Capitalize on land development adjacent to rail infrastructure
- Evaluate wayfinding signage
- Increase coordination with neighboring towns
- Maximize funding potential for new projects
- Increase multimodal options
- Support a robust transportation network to support a competitive economy
- Connectivity and access to link people to job centers
- Increase opportunities for people and businesses
- Improve safety and supporting healthy lifestyles
- Maintain existing infrastructure
- Ensure consistency with regional and state-wide plans
- Coordinate with towns and neighboring jurisdictions

Transportation Focus Group Meeting Participants

- Representatives from the Pulaski County Board of Supervisors
- Planning Commission representative
- Virginia Department of Transportation
- County Sheriff's Office
- County Engineering Department
- County Planning Department
- County Emergency Services Department
- Pulaski Town staff
- Dublin Town staff
- Local engineering firms
- NRV Metropolitan Planning Organization
- NRV Regional Commission
- Citizens from Pulaski County

Community Engagement

Economic Development Focus Group Meeting

Key Takeaways

- Foster entrepreneurs and innovation
- Support existing businesses and industry
- Attract and recruit new business and industry
- Maintain and promote diverse economic sectors to provide economic resiliency
- Promote renewable energy investments and attract related industry/business
- Preservation of agricultural land and support the agricultural sector
- Build on existing assets and foster an attractive location for new business/new homes
- Improve housing stock
- Focus growth in those areas with infrastructure/public water and sewer
- Promote mixed-use developments
- Improve access to child care and youth services to accommodate workforce needs
- Promote tourism and cultural assets to support the growth of this economic sector

Economic Development Focus Group Meeting

Participants

- Staff from Regional Workforce Development Board
- Pulaski On Main
- Pulaski Town staff
- Pulaski County Administration
- Representative from Pulaski County Board of Supervisors
- County Planning Department
- County Economic Development department
- Local Engineering Firms
- Planning Commission Representative
- County Building Department
- Pulaski County Chamber of Commerce staff
- Dublin Town staff
- Representative from NRV Commerce Park
- NRV Regional Commission
- Representatives from private real estate developers
- Representative from private consulting firm
- Pulaski County E.D.A. Representative

Community Engagement

Housing Focus Group Meeting *Key Takeaways*

- *Address housing stock between \$200,000 and \$300,000 and high-end housing availability*
- *Diversify housing choices*
- *Align residential uses with public water, sewer, and broadband availability*
- *Need availability of one to two-bedroom rental units*
- *Address aging in place and needs of elderly*
- *Partner and support organizations that are working to reduce homelessness*
- *Provide access to crucial healthcare*
- *Preserve historical character of neighborhoods*
- *Maintain affordable housing in close proximity to public transportation amenities and schools*
- *Support for the Housing Resource Guide – Housing Resource Coordinator/Specialist*
- *Promote rehabilitation with incentives*
- *Build walkable neighborhoods*
- *Assist with home weatherization and remodel efforts*
- *Ensure adequate trades people to address needs of aging buildings.*

Housing Focus Group Meeting *Participants*

- *Representatives from regional housing organizations*
- *County Building Department*
- *NRV Regional Commission*
- *Regional non-profit community agencies*
- *Representatives from private developer and real estate professionals*
- *County Planning Department*
- *Pulaski Town staff*
- *Representative from Pulaski County Board of Supervisors*
- *Pulaski County Administration*

Community Survey

The County conducted a community survey as part of the comprehensive plan update process. The survey was available online and it was available in printed copy at the public libraries, beginning on February 22, 2019 and closing on April 20, 2019. A total of 737 online responses and 131 paper submissions were received.

Over 50% of those who took the survey were aged 25 to 54 years old. Over 65% of survey respondents have lived in Pulaski County for more than 20 years.

When asked about what types of land use development the County should encourage, nearly 60% of responses indicated a need for neighborhood commercial. Neighborhood commercial development is described as smaller scale and is intended to serve the people who live in certain communities. Examples of neighborhood developments include: grocery stores, cafes, offices, and bed and breakfast/boutique lodging. According to those who took the survey, heavy industrial site development received the least amount of interest, with less than 13% of responses in favor of supporting this type of new development.

With regards to housing, more than 50% of the community feels there is a need for additional single-family homes that are detached and/or single-family homes with accessibility features that promote aging in-place. Additional townhomes, apartments, and condominiums are the least desired, with less than 25% of survey respondents supporting new attached and/or multi-family housing units.

Over 60% of those who took the survey feel that the County should prepare plans to protect or improve special historic, natural, or cultural spaces. Citizens provided ideas about specific areas such as: the downtown areas of Pulaski and Dublin, Draper Village, Gatewood Park, community of Newbern, forest and farm land, and Draper Mountain, just to name a few.

Top Five Most Important Issues for Pulaski County are:

- 1. Employment opportunities*
- 2. High quality education*
- 3. Parks and outdoor recreation*
- 4. Public infrastructure (includes water, sewer, transportation, and broadband)*
- 5. Public services (includes police, fire, social services, and public health)*

Around 70% of those taking the survey felt that congestion, lack of sidewalks or bike paths, and access to public transit were not problems for Pulaski County. However, many open-ended responses indicated a need for more transportation options for the elderly, sick, and disabled. Many suggested scaling down the larger bus system to offer a County taxi service that would be available 24 hours a day. The top three roadway concerns included: 1) Route 11 (288 votes), 2) Route 100 (131 votes), and Interstate 81 (102 votes).

The top three recreational resources that survey respondents supported for developing and/or enhancing include: 1) indoor sports/wellness facility (65%), 2) lake/river access (51%), and 3) hiking and mountain biking trails (42%). The recreational resources with the least interest included: 1) tennis courts (11%), 2) soccer fields (16%), and baseball/softball fields (20%). The areas with the least interest may also reflect amenities types that have existing capacity.

When asked to rank the types of infrastructure residents would like to see more of in the County, survey respondents indicated the following: 1) high-speed internet, 2) public water, 3) cellular coverage, 4) public sewer, and 5) transportation. In fact, high-speed internet scored nearly twice as many points as transportation after applying weighted criteria.

Community Survey Quotes

“I feel that existing apartments are unsafe and lower-end. We need more affordable housing for young professionals that are clean, pet-friendly, include fitness accommodations, and no income-based option.”

“There is a child-care desert. Young families cannot move (to Pulaski County) if they don’t have a support network to watch their kids.”

“We need options for high-speed internet, more unique restaurants, year-long recreation, and places to shop.”

“We have some really great resources in the County. They just need to be refreshed and rejuvenated.”

“Entrances to our towns should be clear of potholes, and our downtown streets should be kept up.”

Community Survey Quotes

“Many turns and traffic signals are not designed to accommodate truck traffic, even when there is an extremely high volume. Roads, entrances, and exits should accommodate large trucks.”

“We should promote available jobs and recreational activities to educated people. Capitalize on proximity to universities and trendy franchises (stores younger people frequent).”

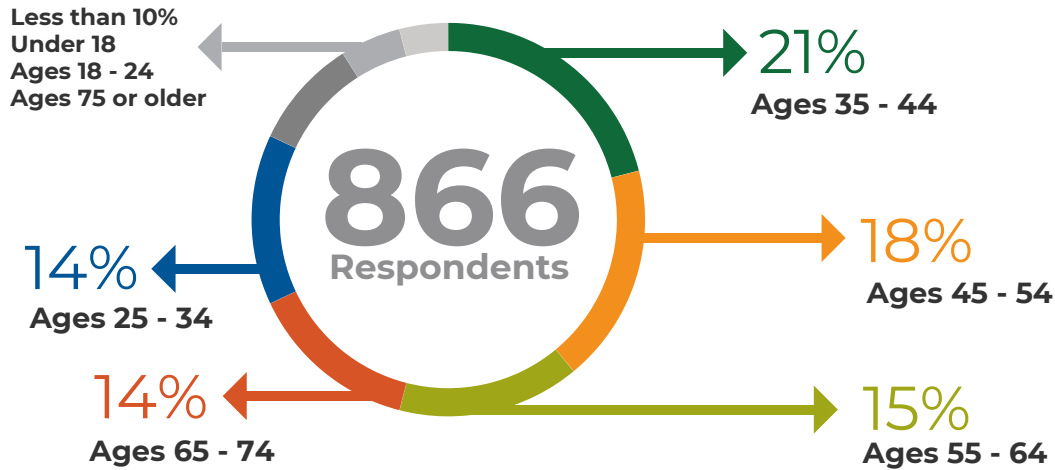
“We should (continue to) participate in the ACCE program. Our community should care about our young people.”

“Pulaski County has the most beautiful cycling routes in the NRV. Promote and develop this asset.”

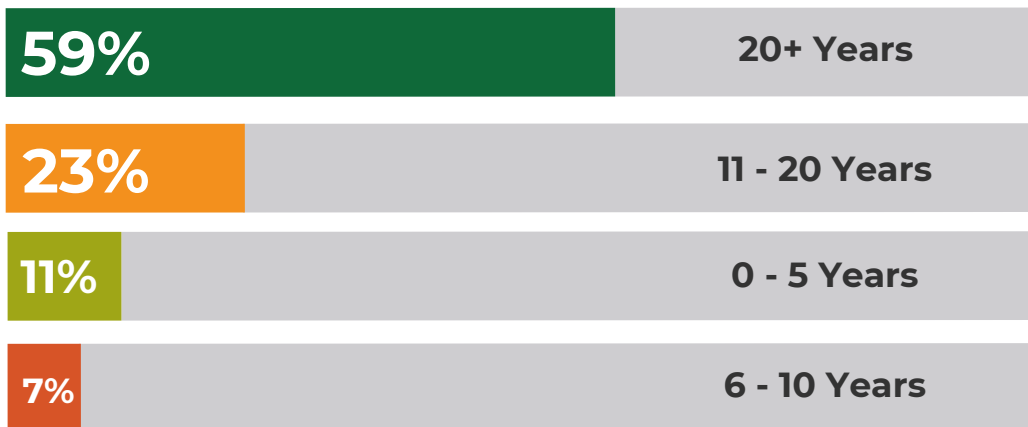
“We need public sewer in the Community of Newbern. A lot of septic systems in this area are failing.”

Community Survey

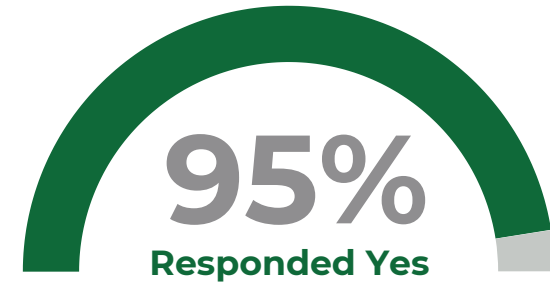
Who Responded?



How long have you lived in Pulaski County?



Are you a Pulaski County Resident?



What is most important to Pulaski County residents?

-  **Employment Opportunities**
-  **High Quality Education**
-  **Access to Healthcare**
-  **Infrastructure**

Public Meetings

In the final months of the Comprehensive Plan draft the county hosted four (4) public meetings across the county to solicit public input. Each meeting provided the residents and business owners of Pulaski County an opportunity to review the updated goals, objectives, strategies, and policies for each chapter of the plan.

The comments received as part of the public meetings were used to further refine the Comprehensive Plan's goals, objectives and strategies and ideas were captured for inclusion in the plan.

Public Hearings

In accordance with the Code of Virginia 15.2-2204 a Public Hearing was held on November 12th for the Planning Commission in consideration of the Comprehensive Plan adoption. On December 16th, 2019, the Board of Supervisors hosted another Public Hearing to receive public comment on the plan adoption.

Public Outreach

Throughout the Comprehensive Plan process a public outreach webpage www.pulaskicounty.com/compplan was available to inform the public of the plan development. The website was used to share the Planning Commission Meeting dates, the public meeting schedule, provide links to the community survey and share elements of the plan for public review. A robust advertising campaign used social media, flyers, local newspapers and e-mail blasts to keep the public informed throughout the process and to encourage public input and participation.



Tuesday, October 8, 2019, held at the County Administrative Office in Pulaski

A photograph showing several people gathered around informational displays for the Pulaski County Comprehensive Plan. One display prominently features the title 'Pulaski County Comprehensive Plan' and 'Key Goals'.



Thursday, October 10, 2019, held at the Snowville Elementary School

A photograph showing a person's hand pointing to a large map or plan displayed on a wall. The map shows various colored regions, likely representing different planning zones.



Wednesday, October 16, 2019, held at Old River Lawn Elementary in Fairlawn

A photograph showing a group of people, including children and adults, looking at a map or plan displayed on a wall. The map shows various colored regions.

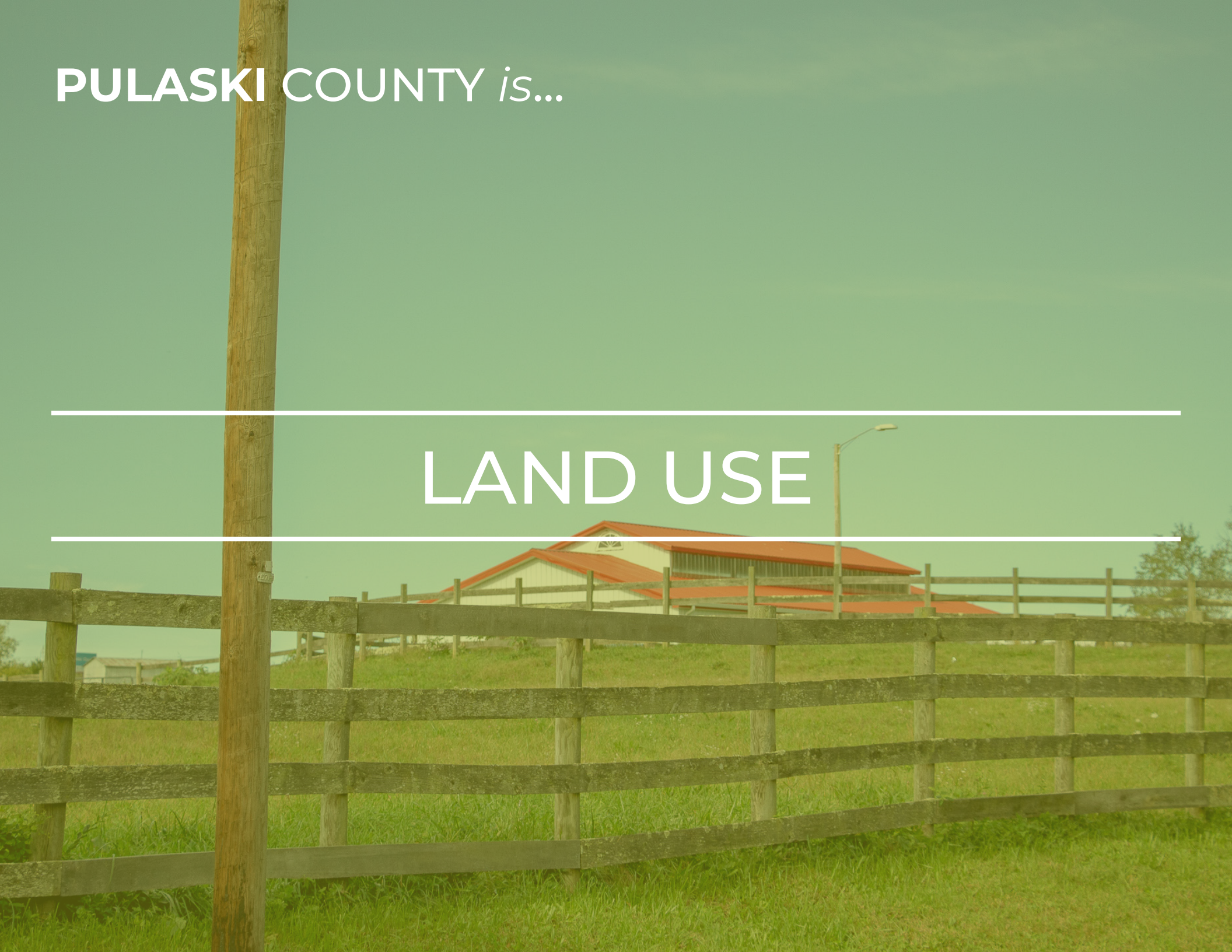


Monday, October 21, 2019, held in Draper at the Draper Village Chapel

A photograph showing two men in a discussion. One man is wearing a red jacket and the other is wearing a black jacket. They appear to be looking at a display or document.

PULASKI COUNTY *is...*

LAND USE



LAND USE

The county promotes wise land use policy to ensure that compatible and appropriate uses are considered in land use decisions. As we continue to develop the landscape, multiple factors shall be considered. Economic development, adequate housing choices, transportation networks, geographic constraints, farmland protection and environmental quality all factor into land use choices and future policy.

Geography

The land area of Pulaski County is 327 square miles. It is bordered by Bland, Carroll, Floyd, Giles, Montgomery, and Wythe counties, and the City of Radford. The County lies within the Valley and Ridge physiographic provinces of Virginia. The elevation in the County ranges from 1,800 to 2,850 feet above mean sea level. Because of the ridge and valley geography, steep slopes are an issue for portions of the county. In general, slopes over 20% are difficult to develop and create environmental concerns such as soil erosion.

Climate

The climate of Pulaski County is modified continental, with mild winters, and warm and humid summers. The County is located in the mean paths of winter North American storm tracks and moist tropical air from the Gulf of Mexico. Besides its location, the major controlling factors on temperatures in the County are elevation and the mountains. The mountains steer and modify storms and air masses. The higher elevations cause a flow of cooler air which tend to moderate summer nights.



LAND USE

Geology

Pulaski County is characterized by sedimentary rocks such as limestone, shale, and sandstone. Historically, limestone, salt-peter, coal, iron-oxide pigments, zinc, lead and sandstone have been mined in the County. Soils in Pulaski County are generally loamy soils formed from weathering of sandstone and shale. The depth to bedrock varies from moderately deep (20 inches) to deep (60 inches). (Soils map can be found in Appendix)

As early as the 1700's salt-peter was mined from the caves of Pulaski County to make gun powder. Zinc, lead and coal were mined in several areas, with large furnaces located in the Town of Pulaski and smaller coke/charcoal furnaces located in several communities. Currently there are four mines with active permits from the Department of Mines, Minerals and Energy. The Hoover Color Corporation mines pigment, while the other quarries mine stone and sand.

Karst Topography

Much of Pulaski County is underlain by carbonate bedrock and the surface topography is typical of a karst terrain. As is typical of karst terrain, soil cover is thin and rapid infiltration of surface water occurs through drainage into sinkholes. These characteristics dictate how surface activities can have a severe and widespread potential for adversely affecting groundwater quality. The folded, fractured and solubilized nature of carbonate bedrock can result in rapid and widespread distribution of contaminants once they are introduced into the groundwater.

In karst terrain, pinnacle erosion is common. Therefore, excavation costs may vary within a relatively small area. Small cave-ins are not uncommon and usually develop after heavy rains, when water enters the earth through deep cracks in the dried-out soil.



Claytor Lake

Claytor Lake was created in 1939 with the construction of the Appalachian Power Company hydroelectric power project and dam. The lake spans an area of 4,472 -acres and has approximately 100 miles of shoreline. The total installed electrical capacity of the hydroelectric project is 75MW. Claytor Lake supports a variety of fish, aquatic and land-based species, while also providing an idyllic place for residents and visitors to recreate. Claytor Lake State Park, sits on approximately 400 acres with direct access to the lake. The park is a tourism hotspot and provides campgrounds, cottages, a seasonal beach, marina, and hiking trails for visitors.

Appalachian Power Company maintains nine (9) management plans to monitor and protect the natural resources of the lake. The Shoreline Management Plan is the tool which is used to monitor and permit development on the shoreline of the lake.

Maintaining the health of the lake continues to remain a top priority for Pulaski County. Staff members participate in various meetings and working groups with partners and stakeholders, including Appalachian Power Company, the Virginia Department of Game and Inland Fisheries (VDGIF), the Virginia Department of Conservation and Recreation (VDCR), and the Friends of Claytor Lake (FOCL) among others. The New River and Claytor lake are major tourism assets and the municipal water resource for Pulaski County is provided by the lake and the New River. The county has a continued interest in protecting the water quality of this resource.



Claytor Lake

Friends of Claytor Lake (FOCL)

FOCL was formed in 1993 in response to excessive debris build-up in Claytor Lake. Since then this volunteer group has led lake cleanup efforts in partnership with AEP and Pulaski County. FOCL continues to advocate for natural resources protection and policies that support recreational use of the lake. In 2018, FOCL's cleanup program hauled huge amounts of debris out of the lake which included more than 290 roll-off container loads (4,357 tons), 59 tires, 229 trash bags, 10 barrels, 14 docks, 1 camper, 2 boats, and more.

FOCL works with Pulaski County on the maintenance and upkeep of DeHaven Park, located on the lake. Some of their accomplishments are as follows:

- » *Obtained grant money and installed volleyball court and swing set*
- » *Provided shoreline stabilization of riprap and repair of seawall on lake side of park*
- » *Tree maintenance and removal of dead trees*
- » *Installed native grasses and artificial fish habitat offshore at DeHaven to promote bank fishing*
- » *Maintained the no wake buoys at Harry DeHaven*

FOCL is committed to conserving and protecting the quality, sustainability, and tranquility of Claytor Lake for all. They continue to continue to seek support, grant funding, and donations for projects that protect and improve the health of the lake.



New River

The New River flows 160 miles from its source in the Blue Ridge Mountains of North Carolina, through the counties of Grayson, Carroll, Wythe, Pulaski, Montgomery and Giles, into West Virginia, where it joins the Kanawha River and continues to the Mississippi River. Little River, Peak Creek, Big Walker Creek, and Dodd's Creek are major tributaries of the New River. In Pulaski County the New River runs for about 50 miles. The New River provides numerous environmental and socioeconomic benefits such as habitat for wildlife, flora, fauna, drinking water, irrigation, industrial water supply, and recreation.

According to the Virginia Water Quality Assessment in 2008, there is a segment of the New River running between Carroll, Wythe and Pulaski Counties that is listed as level 5 in the impaired waters categories. This segment begins at Buck Dam to Buddle Bridge and from the confluence with Reed Creek downstream to the Reed Island Creek confluence. The county supports water quality efforts with the local Erosion and Sedimentation Control Program and by facilitating a strong partnership with the Department of Environmental Quality on the Stormwater Management Program. These programs monitor developments to ensure that appropriate measures to control erosion and sedimentation are used. Stormwater is regulated to ensure that water quality and water quantity run-off meets state standards for watershed protection. The County is a member of the New River Watershed Roundtable. This organization promotes watershed stewardship through community collaboration and projects such as the regional river clean up. The New River provides ample recreational opportunities to fish, boat and swim. In some areas the scenic New River Trail State Park travels parallel to the river and provides opportunities to hike, bike and ride horses along this historic rail bed.

Watershed map can be found in the Appendix



Forest Resources

Forested lands are critical to maintaining healthy ecosystems. Trees provide benefits such as clean air and water, wildlife habitat, hunting, outdoor recreation and aesthetics. They also provide economic benefits from hunting leases, recreation fees and forest products. Urban forestry provides shade, habitat and reduces the overall temperature of neighborhoods. The primary forest type in Pulaski County is Oak-Hickory, which constitutes 83% of the forestland. In Pulaski County the amount of forest land has remained relatively constant over time. Looking to the future, the county should examine this resource in more detail to better understand economic opportunities and programs for forest advocacy.

History & Trends

Forest Trends

- » Virginia lost more than half million acres of forestland since 1977
- » Ownership of forestland by forest products firms has declined
- » Aging workforce in timber industry
- » Fewer young people joining the industry
- » Changes in timber imports and exports
 - From 2011 to 2015 U.S. total forest products exports decreased by \$2.1 billion (5%) to \$39.1 billion and general imports decreased by \$0.2 billion (0.4%) to \$42.3 billion

58%
PERCENT FORESTED LAND

9.0% of the County land is Federal USFS land

6.5% of the County land area is Boy Scouts of America

83.0% of Pulaski's forest land is in private ownership

Floodplains

Pulaski County participates in the National Flood Insurance Program (NFIP) and manages a Floodplain Ordinance to guide and permit flood plain development. The National Flood Insurance Program requires participation in the program as a requirement for citizens to obtain flood insurance protection. FEMA provides National Flood Insurance Rate Maps (FIRM) which illustrates the food hazards in the community. Floodplains in Pulaski County are located along the New River, Little River and major streams. Flood events are caused by excessive snowmelt or rainfall that causes waterways to exceed normal channel capacity.

The Community Ratings System (CRS) is an incentive program which rewards communities for achieving flood hazard mitigation requirements above the NFIP requirements. Participation in CRS lowers insurance premiums and may be worth exploring in the future.

The preservation, protection and restoration of natural features such as rivers, lakes, forest, and floodplains are critical measures for protection of water quality, mitigating flood hazards, preventing loss of life and property, supporting wildlife habitat, and providing opportunities for outdoor recreation. Ensuring that land use decisions factor environmental quality and hazard mitigation are important for not only the residents but also for economic reasons due to the tourism resource these assets provide.



Agriculture

Pulaski County has a rich agricultural heritage which spans to pre-colonial times. The high-quality soil, forages, water and timber that attracted immigrants in the 1750's continues to be key resources for the County. While earliest farm production was focused on self-sufficiency, by 1800 the area was already known for producing quality livestock.

The railroad's arrival in the 1850's provided access to broader markets, including Europe where cattle shipped by area farmers earned Pulaski County a reputation for top-quality beef. Pulaski continues to produce high quality beef, dairy products and other farm commodities with a total market value in 2017 of nearly \$33 million. This agricultural heritage, along with new and emerging opportunities will continue to advance agriculture as a key economic sector.

The data from the USDA Census of Agriculture, released every five years, shows a general decrease of county farmland. Approximately 19,000 acres from 2012 to 2017 were lost to other uses. The number of farms has also shown a decline.

The decline of agriculture has been a historic trend, agricultural acreage in Pulaski County has dropped by almost one-half from 142,000 acres in 1910 to 77,500 acres in 2017. The county can significantly improve the retention and promotion of agriculture operations in the County by identifying prime farmlands and prioritizing the preservation of these lands. Advocating for younger generations to join this profession, and efforts to improve the economic resiliency of farms should be considered along with other measures to preserve this asset.

Trends

- » Beginning & small farmers
- » Agritourism
- » Demand for local food
- » Technology

Challenges

- » Growing gap between consumers and farms. Less than 2% of population are involved with agriculture.
- » Access to farmland for rent or to lease
- » Low success rates of farm transition
- » Tight profit margins for farmers

By the Numbers:

Land in Farm Use

PASTURELAND



CROPLAND



WOODLAND



OTHER



| Pulaski County | 2012 | 2017 |
|---------------------------|---------------|---------------|
| Land in Farms (acres) | 96,611 | 77,504 |
| Average Farm Size (acres) | 217 | 197 |
| Number of Farms | 445 | 394 |

Livestock and Crops in Pulaski County

(Ranking among Counties in Virginia)

Cattle Sales



Cattle Inventory



Forage Land Acres



Conservation Easements

Conservation easements use restrictive covenants to protect land. They are designed to conserve open space, farmland, forests or historical/cultural assets on a specific parcel of land. The easement is held by a tax-exempt charitable corporation, association or trust, whose primary purpose or powers include protecting natural resources, and preserving historic, architectural or archaeological aspects. The duration of the easements is in perpetuity unless the legal instrument provides for a specific time frame (Virginia Code §10.1-1009).

There are 5,440 acres of conservation easement lands in Pulaski County. Figure___ identifies conservation easements within the County. Landowners can receive state and federal tax-credits for conservation easements and they receive a lower local property tax rate. Conservation easement designation is a cost-effective tool to protect environmentally sensitive lands, historic resources, and agricultural lands.

The Planning Commission reviews easement proposals for compliance with the Comprehensive Plan and Future Land Use Map. A process to ensure that future conservation easement decisions are based on criteria such as; location in suitable areas, meeting specific qualifiers and alignment with land use policies should be developed by the county to ensure this land use tool is used wisely.

Radford Army Ammunition Plant

Situated on more than 7,000 acres in southwestern Virginia, the Radford Army Ammunition Plant was built in the 1940s to support the war effort. It has played an important role in every American conflict since then, and today is the core propellant-manufacturing facility for the U.S. Department of Defense.

Radford is capable of producing mass quantities of solvent and solventless propellants to support direct fire, indirect fire, and rocket applications. The facility uses a variety of ingredients in its propellant-making process, including nitroglycerin and nitrocellulose. Radford currently is the primary supplier of solventless propellants and is the only North American manufacturer and supplier of nitrocellulose. (Source: www.baesystems.com)



Future Land Use

Land areas within the unincorporated areas of Pulaski County are designated land use categories on the Future Land Use Map. These categories typically describe the allowable land uses, density, and intensity of development which will be needed for future conditions. The majority of the land area (43%) is designated for future Agriculture uses. There is approximately 26% of area that is classified as Civic and Conservation. Residential land use categories account for 25% and 6% is Commercial and Industrial land use. The Future Land Use Map is a tool used by Planning Department Staff, the Planning Commission and the Board of Supervisors to evaluate land use applications and decisions such as rezones and special use permits.

| Future Land Use Designation | Number of Parcels | Acreage | Percent Area |
|-----------------------------|-------------------|-------------------|----------------|
| Agricultural | 2,956 | 83,878.44 | 42.80% |
| Conservation | 424 | 31,867.37 | 16.26% |
| Residential | 14,843 | 48,384.03 | 24.69% |
| Commercial | 1,127 | 3,697.69 | 1.89% |
| Industrial | 109 | 7,799.76 | 3.98% |
| Civic | 69 | 20,304.58 | 10.36% |
| Other (unknown) | 17 | 59.45 | 0.03% |
| TOTAL | 19,545 | 195,991.30 | 100.00% |

Future Land Use Issues & Opportunities

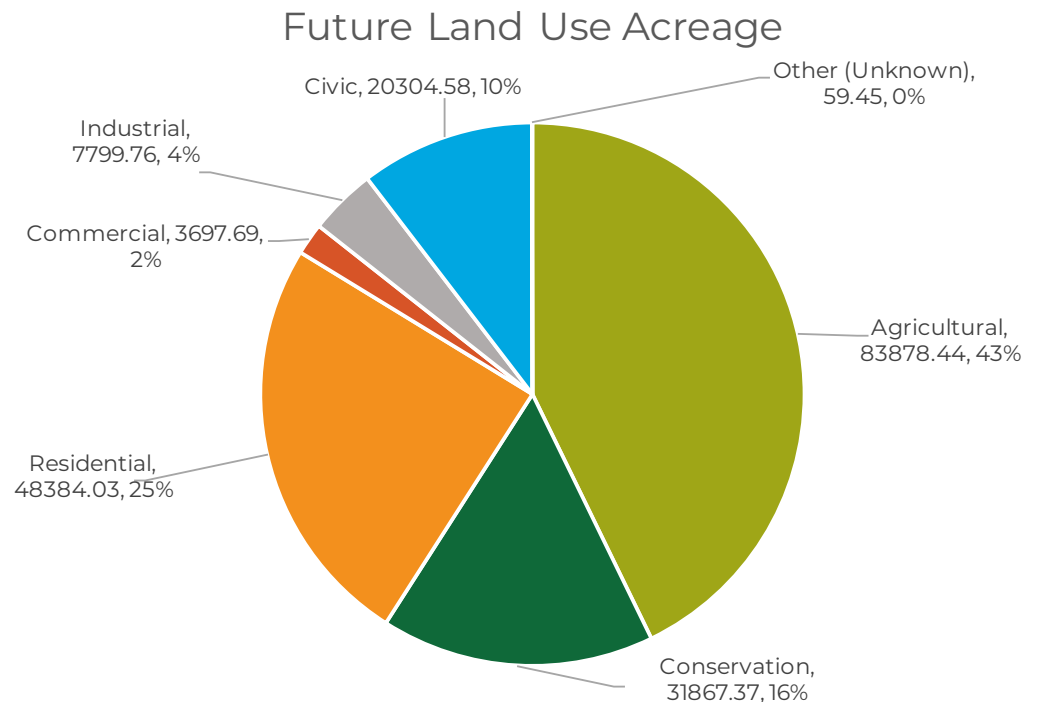
Future Land Use Map

As part of the comprehensive plan update, the Land Use Classification System and the Future Land Use map were reviewed. The review illustrated several concerns including;

1. Description of the various land use categories was not present
2. Types of uses, allowable densities and intensities were missing
3. There are three residential land use categories but no distinctions between the categories
4. There are two Civic uses - Government and Public, but no differences between the two

The Following actions are recommended to enhance the Future Land Use categories:

1. The different residential land use categories can be distinguished by different types of densities
2. There are three different commercial land use categories which can be consolidated
3. Government and Public land use can be consolidated into one land use category such as Civic
4. Assess the need for mixed use category to accommodate emerging development patterns
5. identify the reasoning behind the parcels identified as Unknown category and revise Future Land Use Map to designate future land use categories to those parcels.



Unified Development Ordinance & the Zoning Map

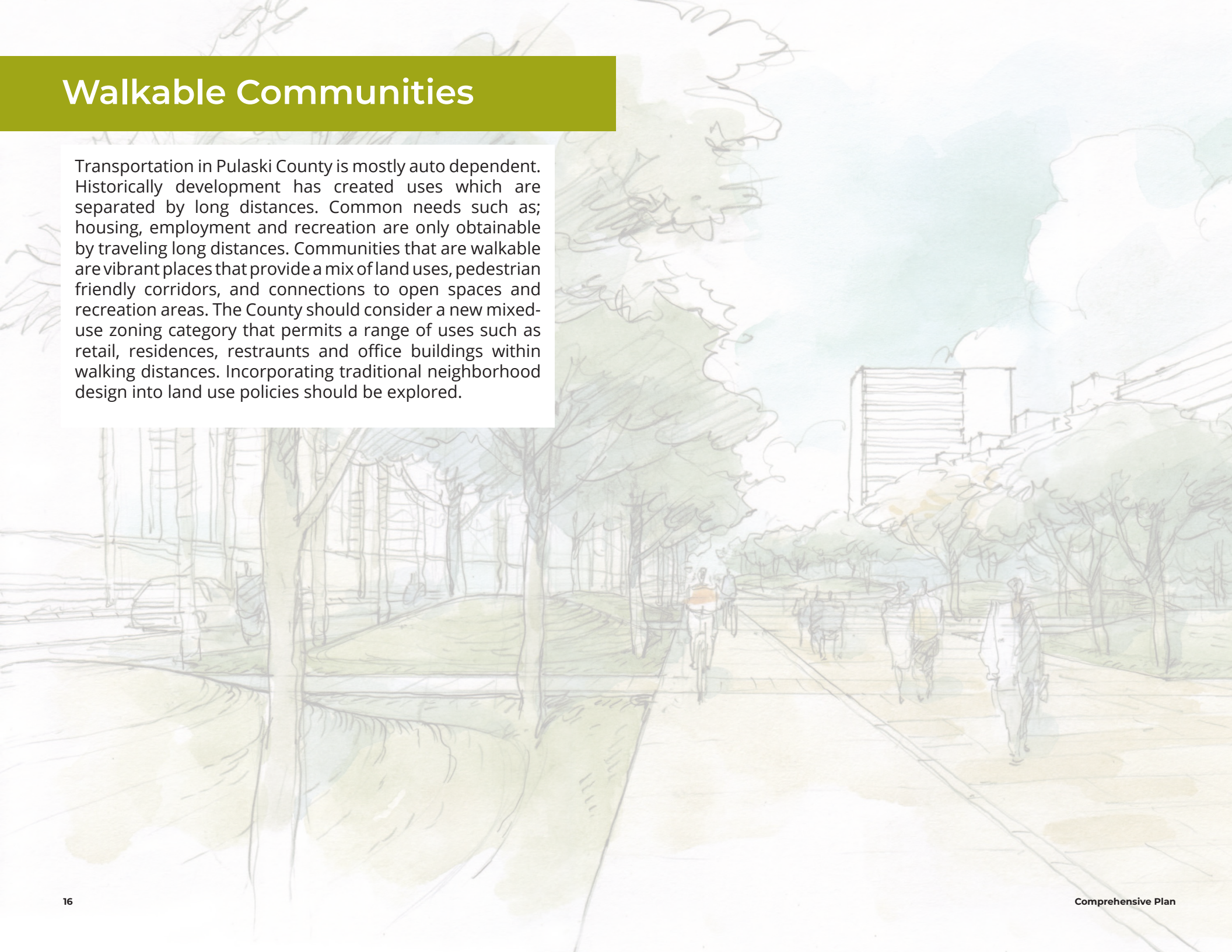
The Pulaski County Unified Development Ordinance (UDO) in coordination with the official zoning map guides development and land use in Pulaski County. The zoning map was first developed in 1990 and has been modified on a parcel by parcel basis at the request of landowners since that time. Historically changes were made to rezone the map by subject properties for specific use changes in a piecemeal approach.

In order to ensure that the county zoning map is still relevant to each respective community or neighborhood that it serves and, in an effort, to coordinate overall development patterns with transportation networks, public services etc. the zoning map should now be re-evaluated in light of current conditions and projected future needs and priorities. Zone district standards, subdivision standards and development guidelines currently listed in the Pulaski County UDO should also receive periodic review and improvement to meet the new goals and objectives of the comprehensive plan and to facilitate wise land use planning.



Walkable Communities

Transportation in Pulaski County is mostly auto dependent. Historically development has created uses which are separated by long distances. Common needs such as; housing, employment and recreation are only obtainable by traveling long distances. Communities that are walkable are vibrant places that provide a mix of land uses, pedestrian friendly corridors, and connections to open spaces and recreation areas. The County should consider a new mixed-use zoning category that permits a range of uses such as retail, residences, restaurants and office buildings within walking distances. Incorporating traditional neighborhood design into land use policies should be explored.



Sub-Area Planning

Sub-area plans identify unique issues and opportunities related to a defined geographic area. These smaller areas or sub-area plans can be used to establish land use strategies, and prescribe solutions that are place specific.

Based on the community survey responses, residents were in favor of this new type of planning. Certain areas within the county were considered as having special value or significance. Areas of historic, natural, economic or cultural significance which may be suitable for sub-area plans include locations such as; Claytor Lake, Draper, Snowville, Hiwassee, Newbern, and Fairlawn among other communities.

Feedback from Citizens:

“Better cooperation between citizens of Claytor Lake, the Board of Supervisors and AEP. Update the land use management rules governing the county so that unscrupulous random development cannot take place. The idea that you can strip farmland and without much supervision install ridiculous building projects should be curtailed and outlined more specifically to govern such Construction.”



Growth Areas

Growth Areas are defined by Section 15.2-2223.1 of the Code of Virginia as areas designated by a locality that is (i) appropriate for higher density development due to its proximity to transportation facilities, the availability of a public or community water and sewer system, or a developed area and (ii) to the extent feasible, to be used for redevelopment or infill development.

Growth Areas are sufficient to meet projected residential and commercial growth in the locality for at least 10 to 20 years and will allow for development at a density of at least four single-family residences, six townhouses, or 12 apartments, condominium units, or cooperative units per developable acre, and a floor area ratio of at least 0.4 per acre for commercial development, or any proportional combination thereof.

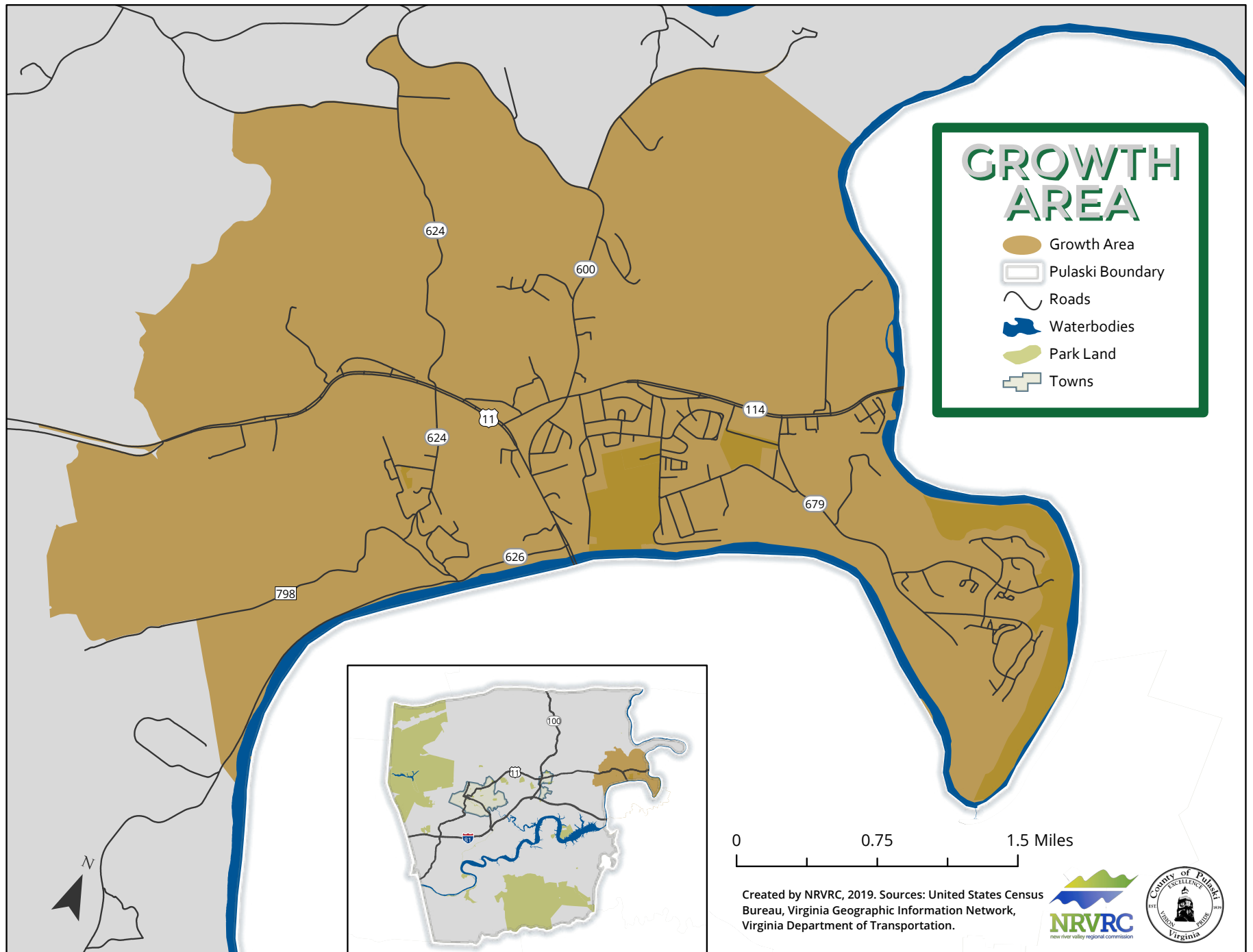
The Virginia Code also stipulates that growth areas, intended to comply with Virginia Code Section 15.2-2223, incorporate principles of traditional neighborhood design (TND). The principles include:

- » Pedestrian-friendly road design
- » Interconnection of new local streets with existing local streets and roads
- » Connectivity of road and pedestrian networks
- » Preservation of natural areas
- » Mixed-use neighborhoods, including mixed housing types, with affordable housing to meet projected family income distributions of future residential growth
- » Reduction of front and side yard building setbacks
- » Reduction of subdivision street widths and turning radii at subdivision street intersections

In order to accommodate future development, encourage mixed-use development and the efficient provision of public infrastructure, it is beneficial for the County to guide growth by designating growth areas. The County has proposed that the Fairlawn Growth Area be created which consists of Fairlawn and the surrounding areas. The boundary for this growth area is shown in Figure 3.

Fairlawn is a dynamic area consisting of a variety of uses including residential homes, historical neighborhoods, commercial and industrial buildings, and employment centers. It is bounded by Montgomery County to the east and City of Radford to the south (vicinity map). Fairlawn is located only 11 miles from the main campus of Virginia Tech. Major commercial activities are located along Route 11 (Lee Highway) and the Rt. 114 (Peppers Ferry Rd.) corridor. There are also vacant parcels and underutilized land for future growth potential. Mobility in this area is auto-oriented and currently lacks bike and pedestrian connectivity. Fairlawn has high potential for new development and redevelopment due to several factors. Since 2010, several businesses have sprouted along the US Route 11 and Rt. 114 corridor, including retail stores, restaurants, and fueling stations. Due to its direct access to these major routes and because of the close proximity to existing public infrastructure and amenities, Fairlawn has been identified as a growth area.





Land Use Goals, Objectives, Policies

Goal: Provide land use policy and guidance that maintains and promotes environmental stewardship while supporting a healthy and thriving community for all citizens of Pulaski County.

Objective 1.1: Improve Future Land Use Map and Zoning Map.

Policy 1.1.1: Include descriptions, densities and intensities of various land use categories in the Future Land Use Map.

Policy 1.1.2: The County, in consultation with property owners, will designate appropriate future land use categories for properties listed as “unknown”.

Policy 1.1.3: Evaluate zone districts to ensure the current uses align with the map. Revise the Zoning Map where deemed necessary and when compatible with the surrounding areas.

Objective 1.2: Increase environmental and community health through recreation, open spaces and conservation.

Policy 1.2.1: Protect natural assets such as New River Trail State Park and Claytor Lake State Park from encroachments that diminish their value.

Policy 1.2.2: Consider the value of open spaces, trails and greenways in land use decisions. Green assets provide opportunities for recreation, multi-modal transportation, economic growth and for preserving ecological communities.

Policy 1.2.3: Identify unique and sensitive natural, cultural and environmental resources such as flood prone areas, ridgelines, scenic vistas and historic sites and buildings.

Policy 1.2.4: Consider adopting an Open Space Plan.

Policy 1.2.5: Support conservation easements and partnerships with organizations or private landholders to protect unique cultural and natural assets. Develop criteria to wisely and consistently evaluate conservation easement proposals.

Policy 1.2.6: Support education and outreach of best management practices to promote land stewardship.

Policy 1.2.7: Incentivize and encourage Low Impact Development (LID) stormwater management practices to protect natural areas and improve water quality.

Policy 1.2.8: Maintain strong partnerships with local, state, and federal agencies, and private organizations to promote conservation of environmentally significant natural areas, cultural areas and unique recreational assets.

Policy 1.2.9: Consider water quality and water quantity impacts when evaluating land use applications.

Policy 1.2.10: Maintain a strong partnership with the Virginia Department of Health- Environmental Health Services to ensure that onsite sewage systems are evaluated and improved. Support policies that promote water quality by improving wastewater systems.

Policy 1.2.11: Support sustainable building practices, energy efficiency and renewable energy development. Promote activities and programs that reduce the carbon footprint of the community.



Land Use Goals, Objectives, Policies

Goal: Provide land use policy and guidance that maintains and promotes environmental stewardship while supporting a healthy and thriving community for all citizens of Pulaski County.

Objective 1.3: Support agriculture and forestry in Pulaski County.

Policy 1.3.1: Identify prime agricultural farmlands to preserve agricultural productivity.

Policy 1.3.2: Partner with local, state and federal agencies and organizations to improve the economic viability and resiliency of agricultural lands.

Policy 1.3.3: Explore creating an Agriculture Development Board (ADB) to support and enhance agribusiness, agricultural activities, and expanding markets for Pulaski County producers.

Policy 1.3.4: Support the efforts of Virginia Cooperative Extension Office to maintain and grow agriculture in Pulaski County.

Policy 1.3.5: Work with agency and non-profit partners to promote forestry best management practices, share information on wise timber management and explore forest related products and emerging trends in forest related economic development opportunities. Promote urban forestry where possible.

Policy 1.3.6: Support agriculture-related education for all age groups to ensure that county agriculture is using the latest technology, information and techniques to improve production efficiency and return on investment.

Policy 1.3.7: Support efforts that incentivize and prepare students for future careers in agriculture related fields.

Policy 1.3.8: Sponsor studies to identify market opportunities for value added farm products.

Policy 1.3.9: Explore production infrastructure opportunities to support the distribution and sales of local meats and produce.

Policy 1.3.10: Consider partnering with organizations to utilize County owned undevelopable or surplus lands for community gardens or other types of creative uses that foster a sense of community while also supporting local food and agriculture.

Policy 1.3.11: Partner with Economic Development to explore an agritourism trail and/or other opportunities that bring in additional farm income.

Objective 1.4: Create small area plans for places with unique character and needs.

Policy 1.4.1: Evaluate areas such as Claytor Lake, Draper, Snowville, Hiwassee, Newbern, and Fairlawn for small area plans.

Policy 1.4.2: Develop small area plans that protect the distinctive character of these communities and that enhance economic, social, cultural and community activities.

Policy 1.4.3: Support the maintenance of these small area plans by incorporating policy in land use guidance documents and identify these areas as unique in planning maps.



Land Use Goals, Objectives, Policies

Goal: Provide land use policy and guidance that maintains and promotes environmental stewardship while supporting a healthy and thriving community for all citizens of Pulaski County.

Objective 1.5: Provide support for the viability of existing neighborhoods and plan for future residential needs.

Policy 1.5.1: Retain neighborhood character by creating land development policies that address the specific needs of established neighborhoods.

Policy 1.5.2: Encourage and incentivize creative mixed-use developments that introduce a variety of housing types and that provide thriving compatible uses and walkable communities.

Policy 1.5.3: Coordinate new residential development with the availability and capacity of critical infrastructure.

Policy 1.5.4: Evaluate the subdivision policy to ensure that housing is developed in appropriate areas of the county. Support subdivision policies that promote multi-modal transportation, that consider wise use of tax dollar invested infrastructure and that minimize impacts on natural areas/prime farmland.

Policy 1.5.5: Identify areas within the County that can accommodate high density residential development and Traditional Neighborhood Design (TND). TNDs are compact development patterns in close proximity to activity centers. Design principles include:

1. Pedestrian-friendly road design
2. Interconnection of new local streets with existing local streets and roads
3. Connectivity of road and pedestrian networks
4. Preservation of natural areas
5. Mixed-use neighborhoods, including mixed housing types
6. Reduction of front and side yard building setbacks
7. Reduction of subdivision street widths and turning radii at subdivision street intersections

Objective 1.6: Foster economic growth through incentives and by designating adequate amount of land for commercial and industrial land uses.

Policy 1.6.1: Designate the Fairlawn Growth Area. The Fairlawn Growth Area is created to accommodate future population, employment and economic growth over the next 10 to 20 years to meet the intent of Section §15.2-2223.1 of the Code of Virginia. The boundary of the growth area is shown in Figure 3 and on the Future Land Use Map.

Policy 1.6.2: Identify and characterize existing economic growth areas and inventory the suitable locations for future economic growth areas.

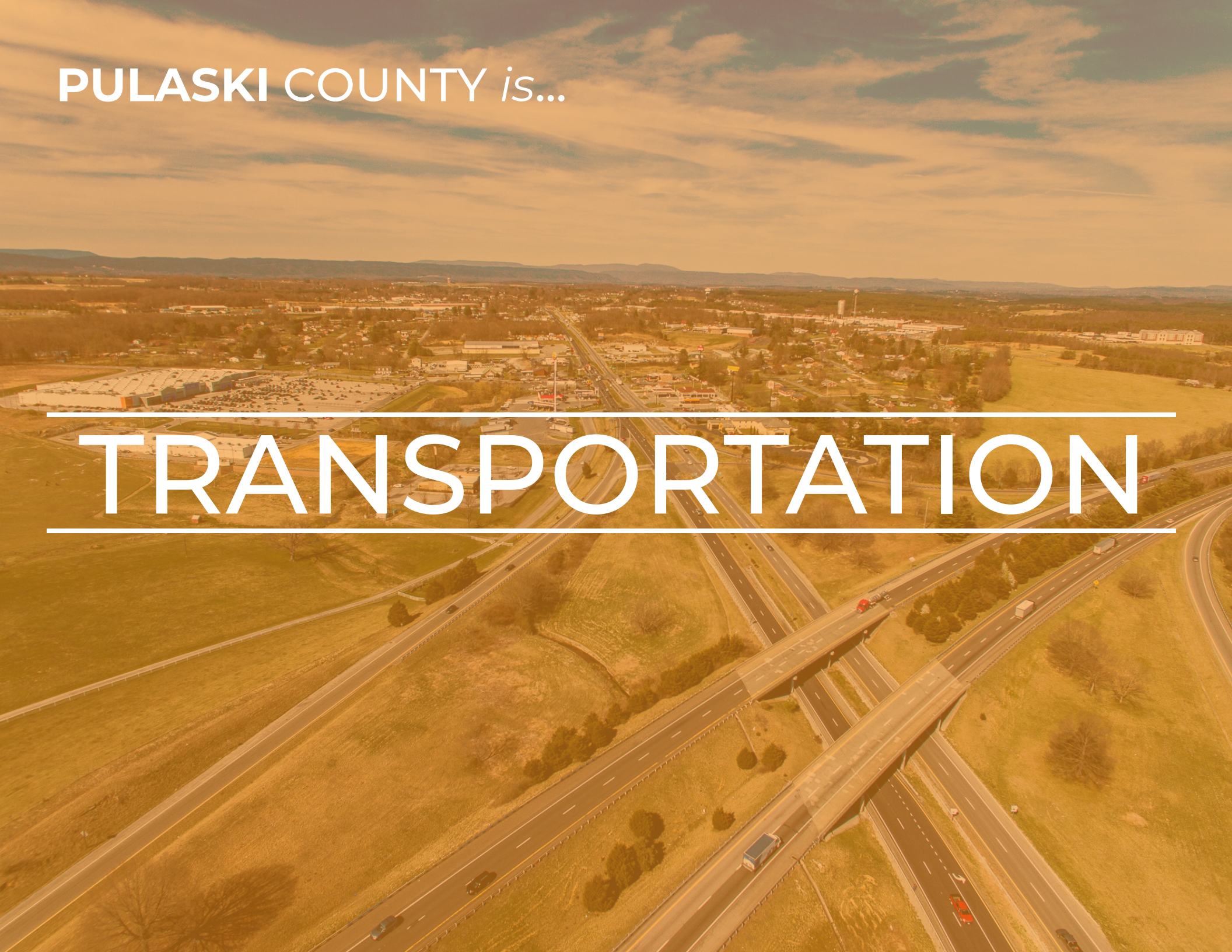
Policy 1.6.3: Improve public infrastructure in economic growth areas as incentives to direct development to such areas.

Policy 1.6.4: Maintain buffers along industrial areas to prevent encroachment of incompatible uses

Policy 1.6.5: Consider incentives for commercial uses with identified high levels of need.

PULASKI COUNTY *is...*

TRANSPORTATION



TRANSPORTATION

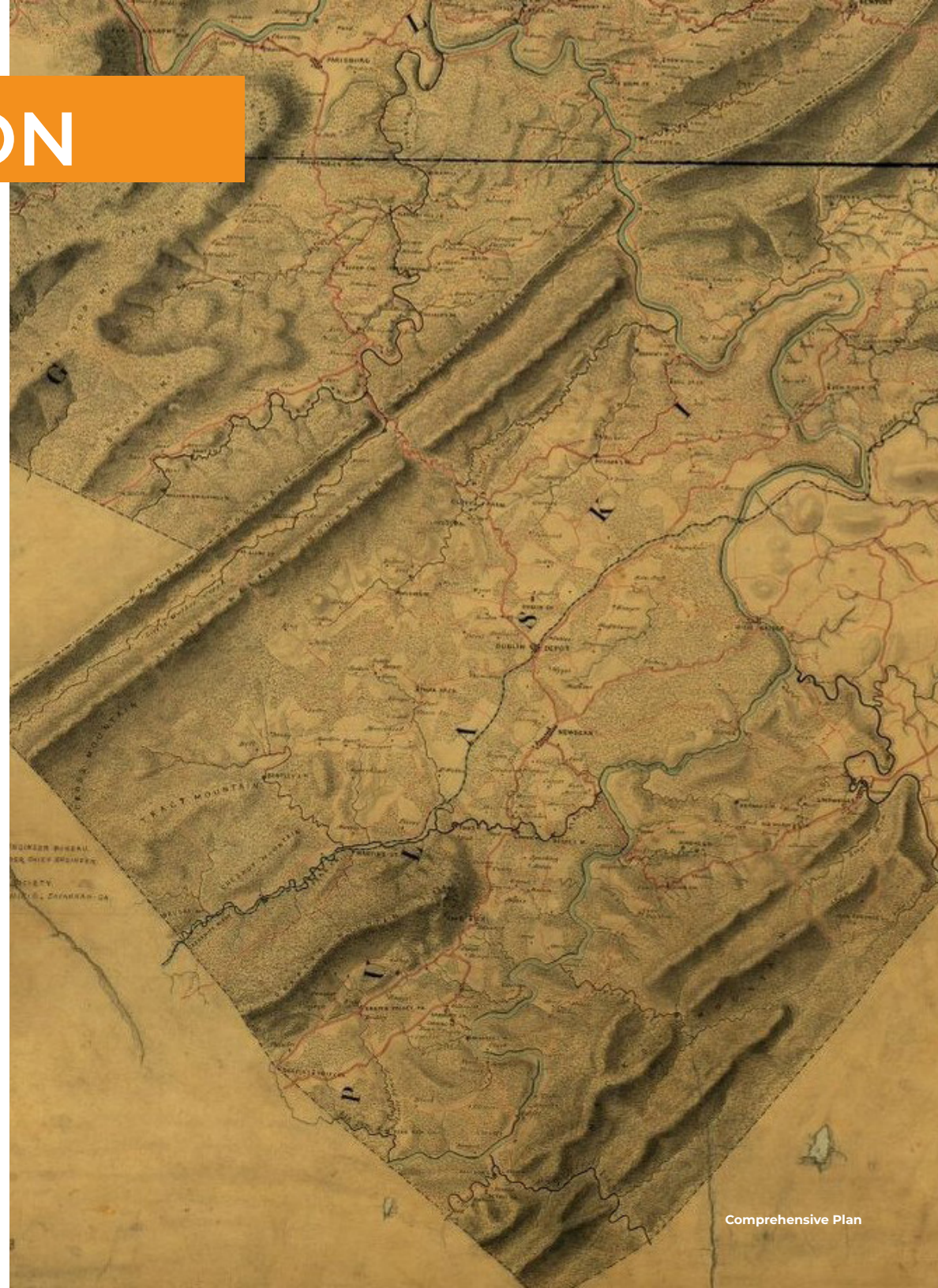
Transportation systems are the backbone of a vibrant economy and a thriving community. As part of the Comprehensive Plan 2030 vision, Pulaski County aims to develop a safe, modern and efficient transportation system that is accessible to all users. The type, size and location of roadways affect how citizens travel and how land uses develop around the transportation networks.

History of Transportation

Pulaski County has a vibrant Transportation history. Newbern, the first organized settlement in the region, was a popular stop along the Great Road known also as the Wilderness Road, which ran from Philadelphia down to the Southern Highlands. The construction of the Allegheny Turnpike in 1806-1809 along a stretch of the Great Road from the Roanoke Valley near Salem to the crest of the Allegheny Ridge near Christiansburg made the area more accessible, and stimulated agriculture and commercial activities in the region. ¹

Old Pepper's Ferry Road was another important early east-west road. By 1854 the Virginia and Tennessee Railroad, which later became the Norfolk and Western railroad, had built its track through Pulaski County, giving industry and agriculture connections to the markets and sources of raw materials. The railroad hauled both freight and passengers. Railroad stops at Belspring, Draper, Dublin and Pulaski were used for boarding points for livestock driven on hoof from the farm to the station.¹

Around 1870's minerals resources such as coal, lead and salt were produced in nearby Montgomery, Wythe and Smyth Counties and transported east and west by the Virginia and Tennessee Railroad to manufacturing and distribution centers. Railroads retained their prominence until the end of 1950.²

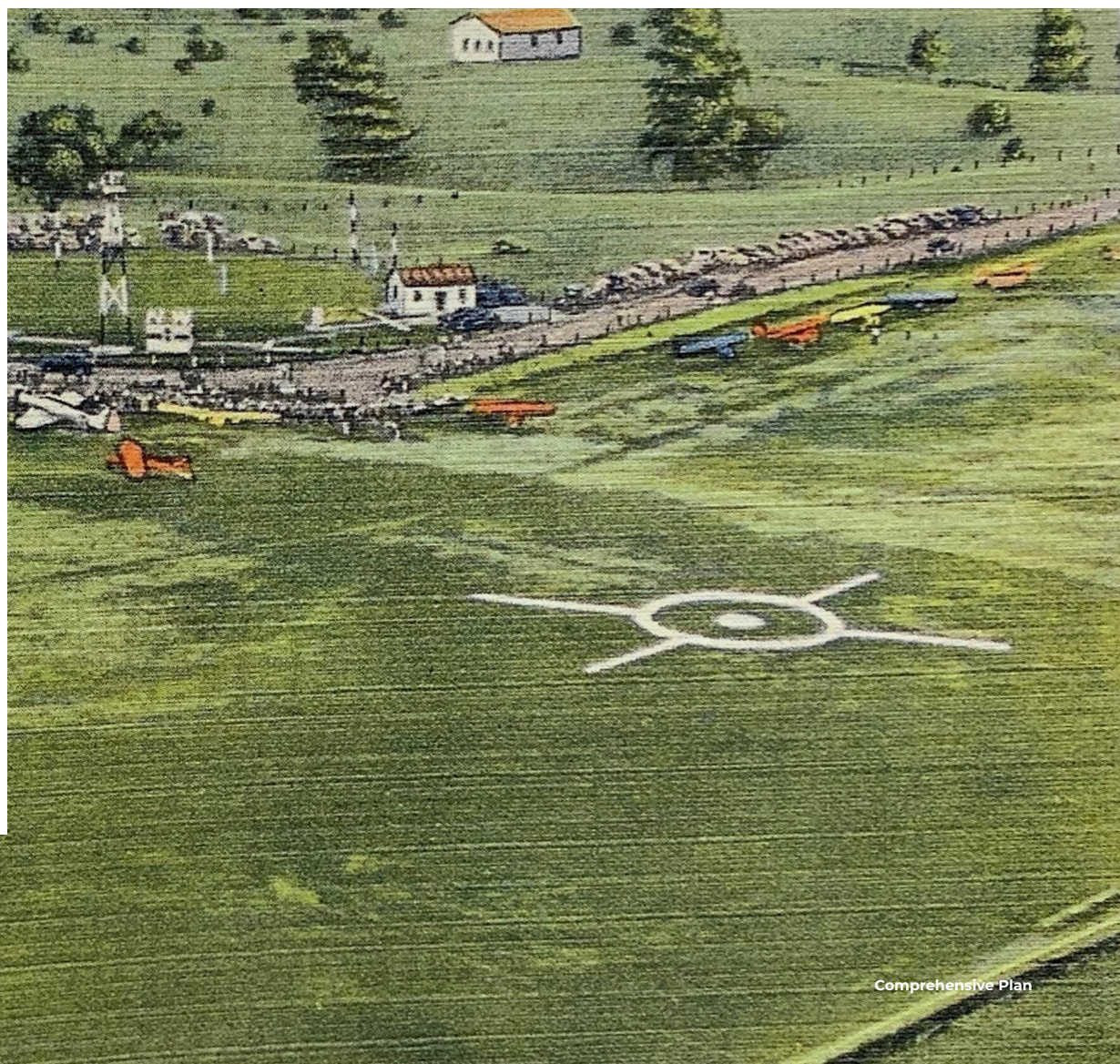


TRANSPORTATION

Lee Highway (Route 11) is another major transportation route in the County. Historically it was known as the Valley Pike, a dual lane road which traveled the length of the Valley of Virginia linking Roanoke and Christiansburg with Radford, Dublin, and Pulaski.³

Most sections of Interstate 81 within Virginia were constructed between 1957 and 1971. In November 1965, the 26-mile segment from the West Virginia-Virginia state line near Winchester to the future I-66 junction at Strasburg was opened, along with the 26 miles between Christiansburg and Newbern in Montgomery and Pulaski counties⁴, giving Pulaski County quicker access to north-eastern parts of the state and the country.

By 1920 aviation was gaining popularity in Pulaski County. Loving Field, the first airfield in the County, was constructed in 1935, named after Mayor John T. Loving. Around mid-1950's leaders of Pulaski County began to consider an alternative site for an airport to accommodate increasingly larger airplanes and address safety measures. Loving airfield was operational until December 1, 1960. In 1956 the New River Valley Airport Commission was formed which included participation from neighboring counties, and soon after a new site for an airport was purchased in Pulaski County along Route 100. The New River Valley Regional Airport was opened in 1962.⁵



Existing Conditions

Roadway Network

The primary entry roads into Pulaski County are Interstate 81 and VA 100. Interstate 81 passes through Pulaski County and connects to the City of Roanoke and the Shenandoah Valley to the northeast and to Bristol, Virginia, to the southwest. Just south of Pulaski County, U.S. Interstate 81 connects with U.S. Interstate 77 which provides access to Charlotte, North Carolina, and Charleston, West Virginia. Within the immediate area, Interstate 81 provides a limited-access link between Christiansburg, Radford, and Pulaski. The other major roadways in Pulaski County are:

- » *VA 99 from I-81 service road (F047) to the corporate limits of the Town of Pulaski*
- » *US 11 from Memorial Bridge at Radford to I-81 at Exit 89*
- » *VA 114 from US 11 at Fairlawn to the Montgomery County line*

19 MILES
of RTE 11

18 MILES
of I-81

14 MILES
of RTE 100

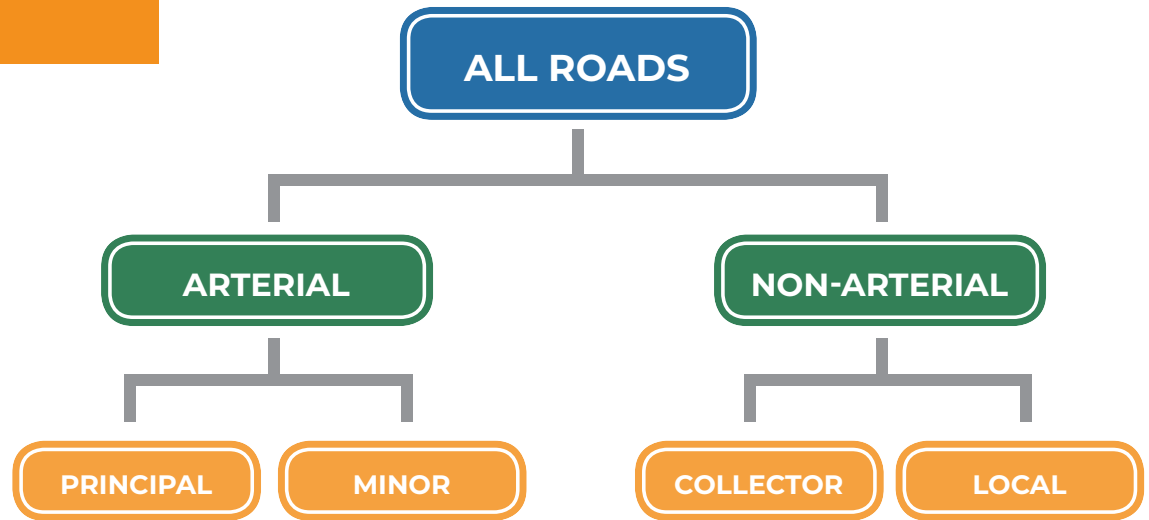
556
TOTAL MILES
of Roadway in Pulaski



Existing Conditions

Roadway Functional Classification

The functional classification system establishes criteria for designating roadway types based on their respective function and character of service they provide on the traffic circulation system of the County. According to classifications established by the Federal Highway Administration, roadways that serve the longest trip-lengths, carrying statewide and inter-regional travel at the highest speeds and efficiency, are designated as principal arterial roads. Principal arterial roads include interstate highways, expressways and other major roadways. Roadways that provide intra-regional travel, travel within the county, longer trip lengths, moderate speeds and efficiency are designated as minor arterial roads. Collector roads gather traffic from local streets and funnel them into the arterial network. Collector roads have two categories major and minor collectors and primarily serve intra county travel. Local roadways provide local access and community travel which involves relatively short trips at lower speeds to and from collector facilities. They typically serve neighborhoods and design speed is generally lower than collectors and arterials. Posted speed limits generally range between 15 and 35 mph. Pedestrian and bicycle safety and aesthetics are generally high priorities on local roads.



Types of Roadway Classification & Total Mileage in Pulaski County

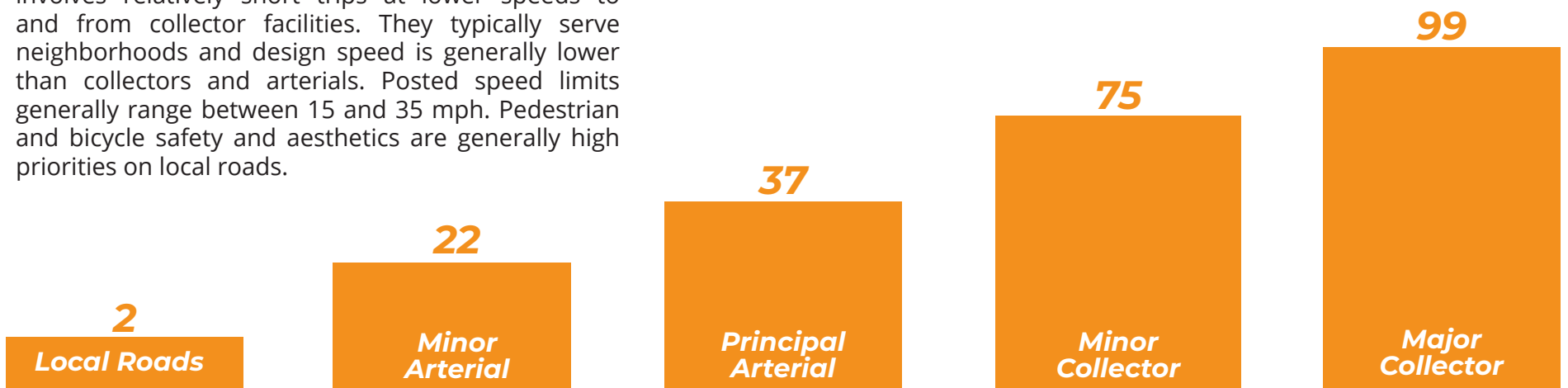
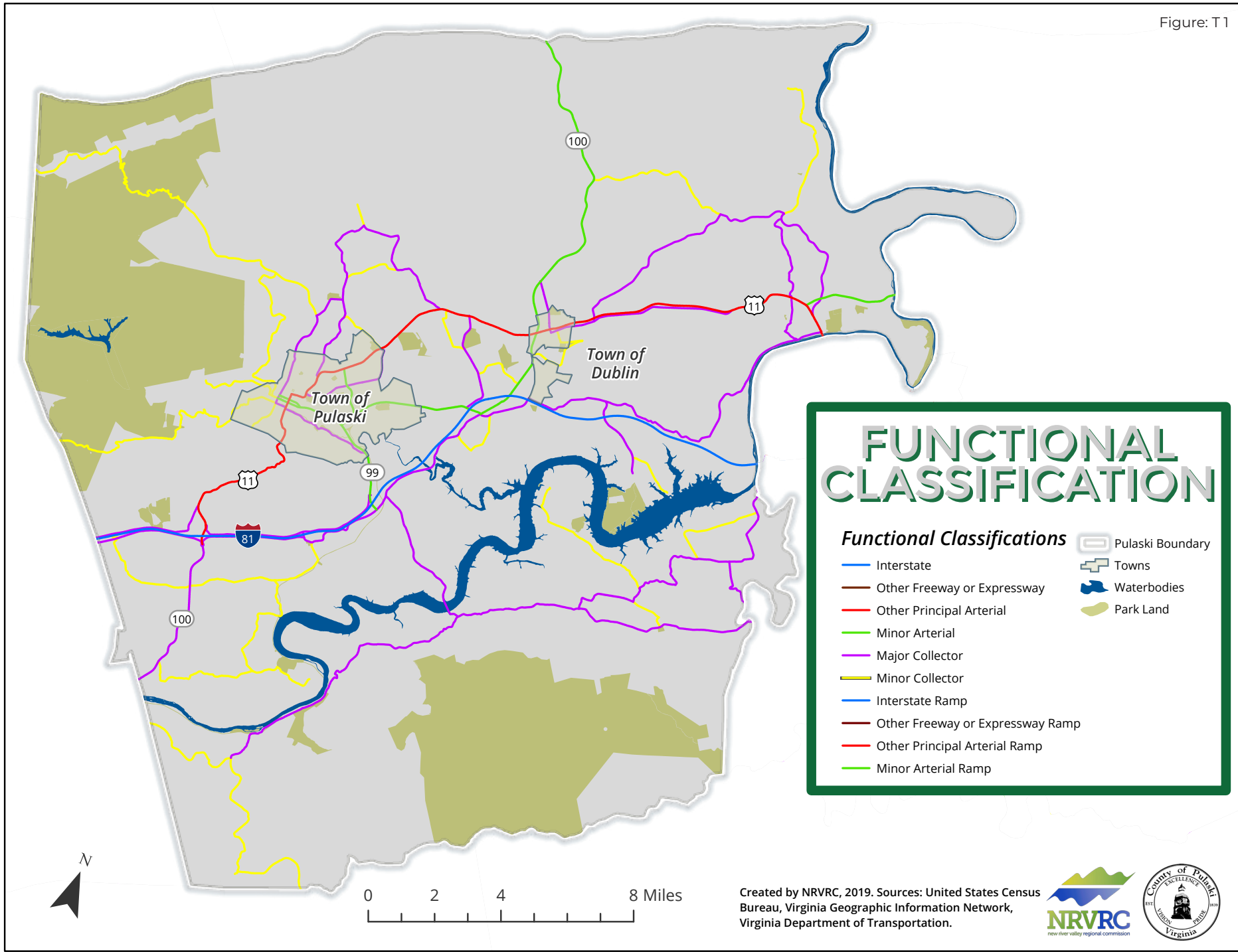


Figure: T1



Created by NRVRC, 2019. Sources: United States Census Bureau, Virginia Geographic Information Network, Virginia Department of Transportation.



Existing Conditions

Traffic Patterns

Based on a commuting pattern analysis, approximately 8,000 workers travel outside the County for work and approximately the same number of workers from outside the County travel to Pulaski County for work. Approximately 5,000 workers both live and work in Pulaski County.



Traffic Generators and Attractors

Key traffic generators and attractors in Pulaski County are medium to large employers with at least 100 workers, town centers, recreation schools and shopping facilities. The County is encouraged to invest in transportation infrastructure in and around the key employment areas to increase the economic development potential and allow for safe and efficient movement of people and goods.

Traffic Congestion

Traffic congestion is experienced at a number of locations during peak hours of travel throughout the County. However, average daily travel time reliability is relatively high during most of the day. Key areas of congestion occur along the inclines of Interstate 81, where truck traffic speeds fall below 60% of the posted speed limit.

AVERAGE DAILY TRAFFIC COUNT

Interstate 81
50,000 - 243,000

Route 11 & 100
5,000 - 20,000

In addition, US Route 11 and Peppers Ferry Road experience delays during peak travel conditions near signalized intersections and dense commercial areas. The Corridor Improvement Study of Lee Highway published by the New River Valley MPO in 2016 provides potential solutions that could improve congestion for this area of the county.

Vehicle Crashes

Understanding vehicle crash rates, trends, and hotspots is beneficial for developing policies and strategies to strengthen the transportation system in the County. A high-level vehicle crash analysis was performed to identify the crash trends and hotspots around the County. The analysis did not include identification of causes and prevention solutions, which will require a more detailed study and analysis. The complete data analysis is included in the Appendix.

Alternative Modes

Public Transportation

The Pulaski Area Transit (PAT) system provides mobility for residents to connect with employment, health care services, and commercial and recreation areas. PAT operates the New River Express, two fixed routes within the Town of Pulaski and a deviated fixed route between Town of Pulaski and Fairlawn. The transit system accommodates disabled and elderly riders, and buses are equipped with bike racks. The transit provides on-demand requests for pick up and drop off for eligible riders per the Americans with Disabilities Act. The on-demand service is available in all areas within the Town of Pulaski and one mile outside the town limits.

The County has many areas that are not served by public transportation. In the public survey the community expressed the desire for alternative transportation options such as taxis. Promoting ridesharing and exploring public transportation options such as carpools, vanpools, park and ride for areas outside of Pulaski Town will benefit many residents of the County.

Survey Responses Regarding Transit

"I work in Fairlawn at a school. Many of our families have meetings that they do not attend due to lack of transportation. Public transportation should run the full length of the county."

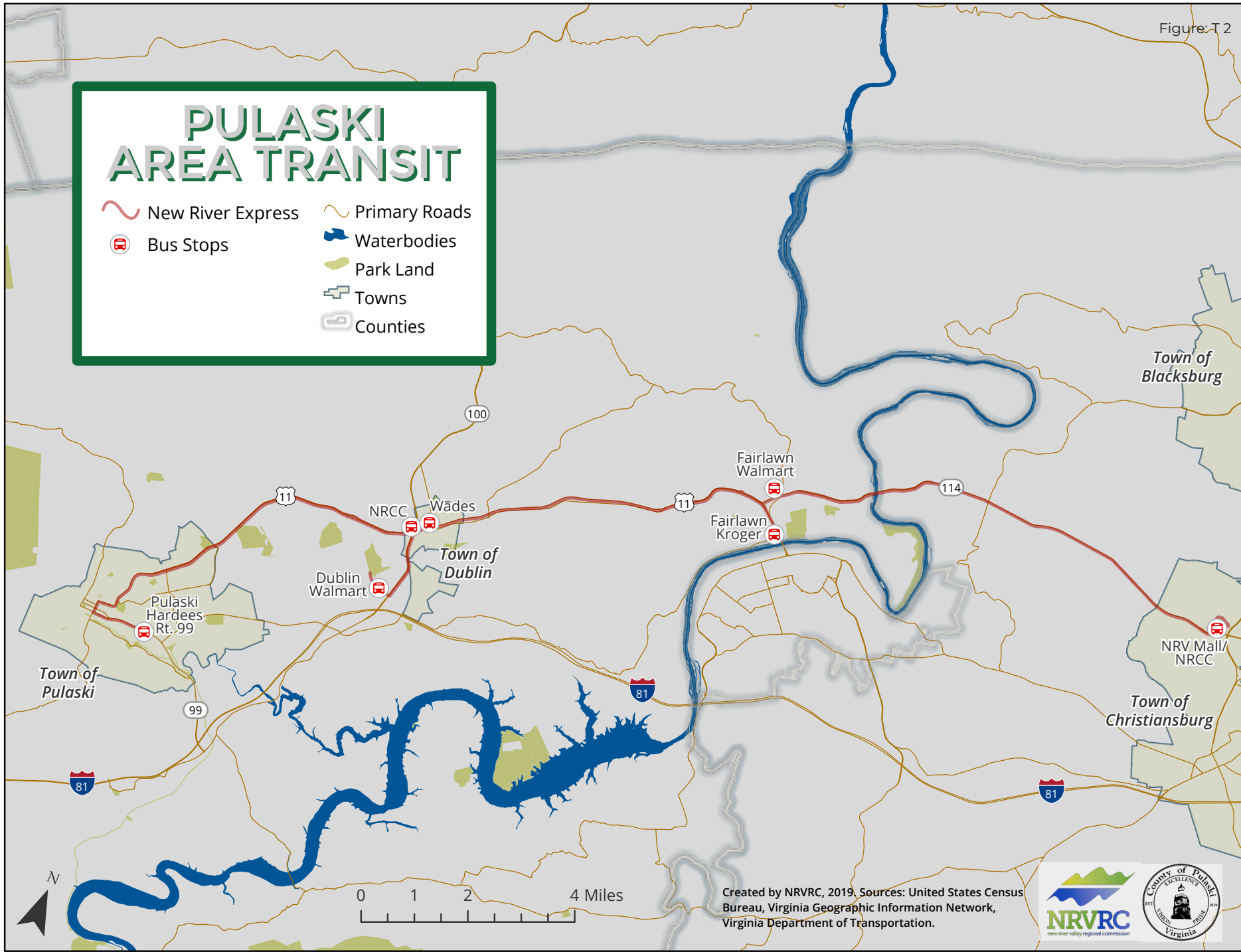
"They cover no part of the more rural areas, Draper, Snowville, Parrott, Allisonia, Back Creek, etc. And there are people essentially stranded in those areas because they do not have their own transportation."

"Go to locations in Fairlawn all the way to the bridge near the Army Ammunition Plant. Go into New River community. Go down Bel spring road to Parrott post office."



PULASKI AREA TRANSIT

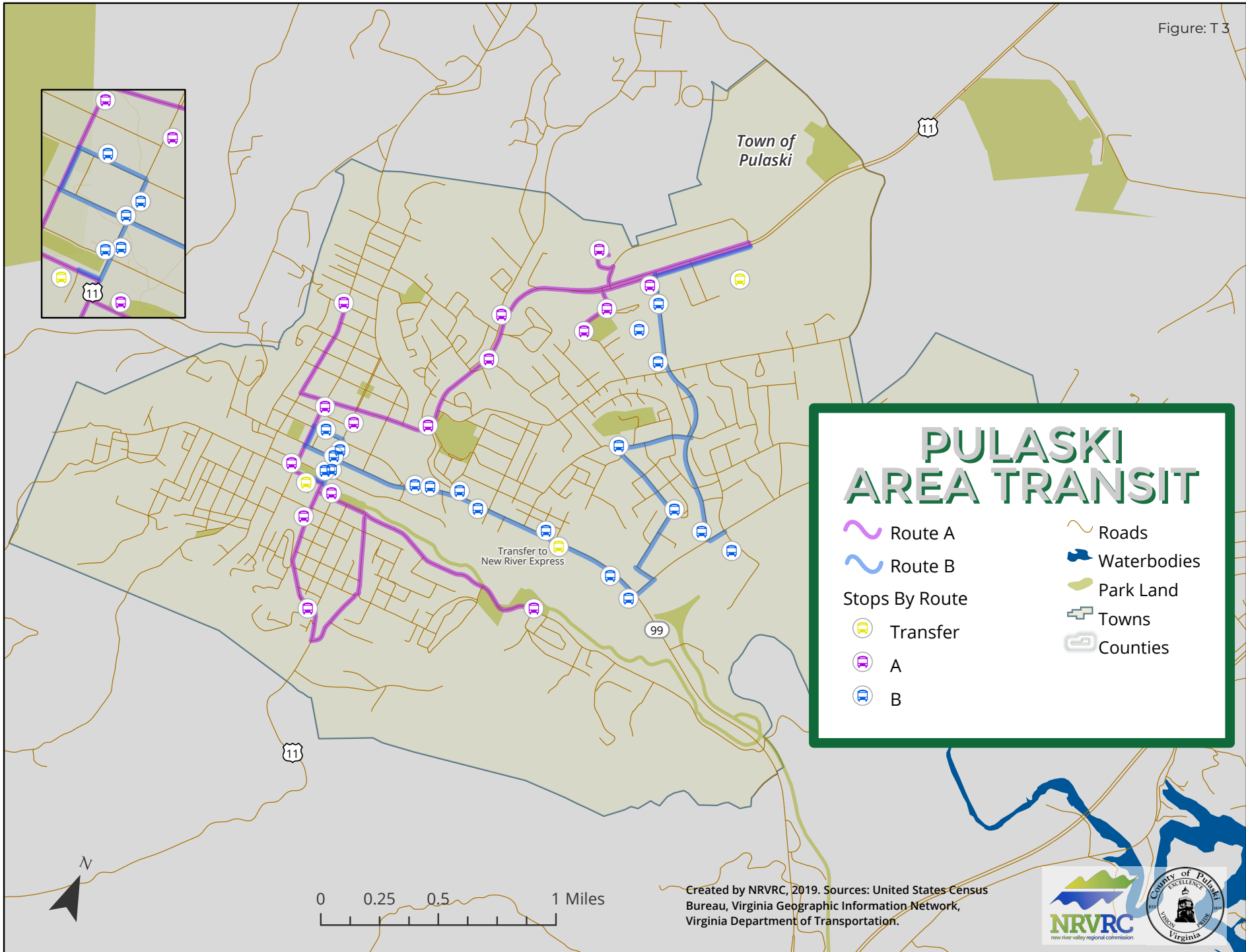
-  New River Express
-  Bus Stops
-  Primary Roads
-  Waterbodies
-  Park Land
-  Towns
-  Counties



Created by NRVRC, 2019. Sources: United States Census Bureau, Virginia Geographic Information Network, Virginia Department of Transportation.



Figure: T 3



Alternative Modes

Bike and Pedestrian Facilities

Pulaski County is adorned with beautiful landscapes and offers an abundance of outdoor recreational facilities. Hiking and biking are available along existing trails within the County and are a significant part of recreation and tourism activities. The County has limited on-street pedestrian facilities (sidewalks) and there is no dedicated on-road bike path within the County. The Town of Dublin and the Town of Pulaski have sidewalks in some areas. Working together, the County of Pulaski, in partnership with the towns could plan and develop alternative transportation networks such as pedestrian corridors, sidewalks and bike paths/lanes. There were many comments regarding sidewalks and other pedestrian facilities captured in the survey.

“Fairlawn could benefit from having more sidewalks.”

“Sidewalk needed on left side of Rt 11, as you come into Pulaski, from Memorial Dr into Edgehill, to Main St.”



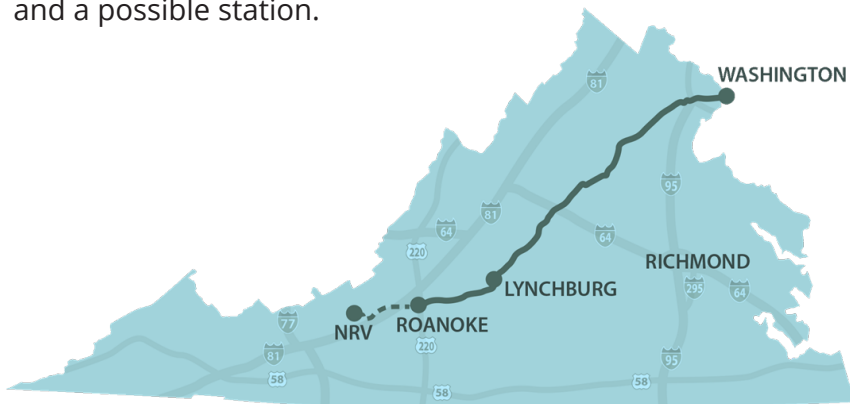
Alternative Modes

Passenger Rail

The NRV Rail 2020 partnership started in 2013 with the mission to bring passenger rail service to the New River Valley region. The partnership consists of the counties of Montgomery and Pulaski; towns of Pulaski, Christiansburg, and Blacksburg; City of Radford; Radford University and Virginia Tech; Virginia Tech Foundation; New River Valley Regional Commission; New River Valley Metropolitan Planning Organization; New River Valley Economic Development Alliance; and The Blacksburg Partnership and Montgomery County Chamber of Commerce. The effort has strong support of Senators Mark Warner and Tim Kaine, Congressman Morgan Griffith; State Senators John Edwards and Ben Chafin, and Delegates Joseph Yost, Nick Rush, and Sam Rasoul.

The Northeast Regional rail network connects Roanoke to Washington, D.C. and provides further connection up to Boston. NRV 2020 is seeking funding for extending Amtrak's Northeast Regional Service to Christiansburg.

Pulaski County supports the passenger rail initiative. Enhanced rail connectivity will have positive impact on the regional economy. At some point in the future, Pulaski County may be suited for future rail extensions and a possible station.



Alternative Modes

Autonomous Vehicles

Autonomous Vehicles, also known as self-driving vehicles, are quickly becoming a reality. The technology has grabbed the attention of federal, state and local governments. Vehicles with some level of self-driving capabilities such as adaptive cruise control, automatic emergency braking, automated parking and active lane control⁴ are emerging in the marketplace.

Virginia is an “Autonomous Vehicle Friendly” commonwealth. To encourage the testing of autonomous vehicles there are no state regulations, except for the condition that a driver must be behind the wheel. Regardless, autonomous vehicle testing in Virginia will still need to comply with federal guidelines. The state, in cooperation with the Virginia Tech Transportation Institute, has turned 78 miles of express lanes along I-495 and I-95, and on Interstate 66, U.S. 29 and U.S. 234 into what is called the Virginia Automated Corridors⁵.

Seven companies have announced that autonomous models will be ready to market by 2020. In September of 2017 Federal Highway Administration (FHWA) demonstrated in Virginia a three-truck platoon with assistance from Virginia State Police. The truck plying an 8-mile course on a state highway. The semi-autonomous technology took care of braking and accelerating without driver intervention.

Pulaski County should develop transportation corridors and transportation improvements with Autonomous Vehicle technology in mind. Local companies who specialize in vehicle parts and truck manufacturing in Pulaski County are leading technological advances and research in this emerging trend.



Growth Areas

Growth Areas are defined by Section 15.2-2223.1 of the Code of Virginia as areas designated by a locality that is (i) appropriate for higher density development due to its proximity to transportation facilities, the availability of a public or community water and sewer system, or a developed area and (ii) to the extent feasible, to be used for redevelopment or infill development.

Growth Areas are sufficient to meet projected residential and commercial growth in the locality for at least 10 to 20 years and will allow for development at a density of at least four single-family residences, six townhouses, or 12 apartments, condominium units, or cooperative units per developable acre, and a floor area ratio of at least 0.4 per acre for commercial development, or any proportional combination thereof.

The Virginia Code also stipulates that growth areas, intended to comply with Virginia Code Section 15.2-2223, incorporate principles of traditional neighborhood design (TND). The principles include:

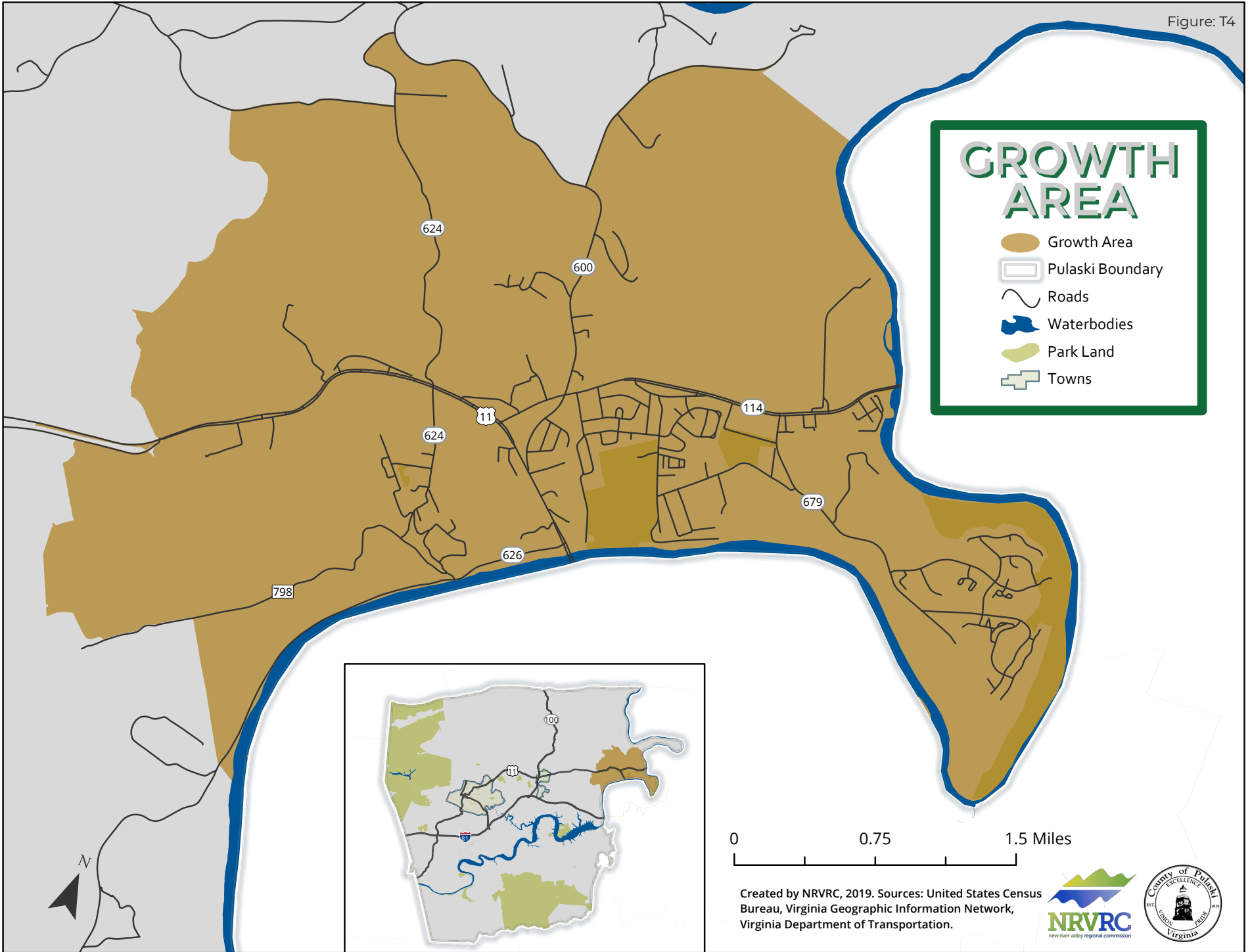
- » Pedestrian-friendly road design
- » Interconnection of new local streets with existing local streets and roads
- » Connectivity of road and pedestrian networks
- » Preservation of natural areas
- » Mixed-use neighborhoods, including mixed housing types, with affordable housing to meet projected family income distributions of future residential growth
- » Reduction of front and side yard building setbacks, and (vii) reduction of subdivision street widths and turning radii at subdivision street intersections

In order to accommodate future development, encourage mixed-use development and the efficient provision of public infrastructure, it is beneficial for the County to guide growth by designating growth areas. The County has proposed that the Fairlawn Growth Area be created which consists of Fairlawn and the surrounding areas. The boundary for this growth area is shown in Figure 3.

Fairlawn is a very dynamic area consisting of a variety of uses including residential homes, historical neighborhoods, commercial and industrial buildings, and employment centers. It is bounded by Montgomery County to the east and City of Radford to the south (vicinity map). Fairlawn is located only 11 miles from the main campus of Virginia Tech. Major commercial activities are located along Route 11 (Lee Highway) and the Rt. 114 (Peppers Ferry Rd.) corridor. There are also vacant parcels and underutilized land for future growth potential. Mobility in this area is auto-oriented and currently lacks bike and pedestrian connectivity.

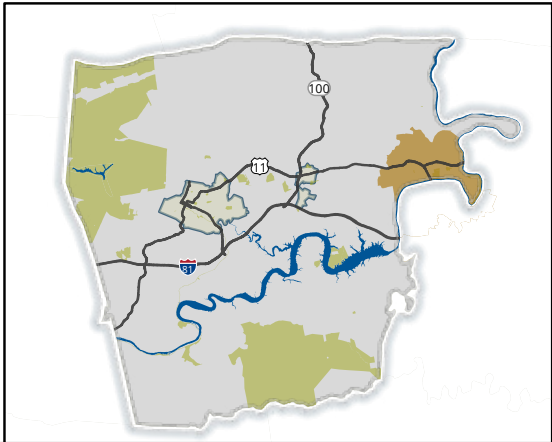
Fairlawn has high potential for new development and redevelopment due to several factors. Since 2010, several businesses have sprouted along the US Route 11 corridor, including retail stores, restaurants, and fueling stations. There are multiple projects taking place in Pulaski County and around the region that are expected to grow the population and commercial activities. Due to its direct access to VA 114 and Route 11 and close proximity to existing infrastructure and amenities, Fairlawn is well positioned to handle the increased mobility and traffic in the area.





GROWTH AREA

- Growth Area
- Pulaski Boundary
- Roads
- Waterbodies
- Park Land
- Towns



0 0.75 1.5 Miles

Created by NRVC, 2019. Sources: United States Census Bureau, Virginia Geographic Information Network, Virginia Department of Transportation.



Community Priorities & Issues

Community Feedback

Some of the community concerns with regards to transportation needs that were identified through the community survey include:

Congestion:

1. Certain areas such as the intersection of Cougar Trail road and Bob White Boulevard are identified by the community as areas with traffic congestion. Particularly during Pulaski County school release hours and shift changes at Volvo.

Safety, Mobility and Maintenance:

1. Road maintenance in areas such as Snowville and Hiwassee during winter season
2. Pothole throughout the County
3. Mobility for seniors - pedestrian friendly for walking to shop, services and cultural resources
4. Explore public transportation options for rural areas
5. Accessibility for people off all abilities
6. Traffic signal synchronization
7. Intersection of Ruebush Rd. and Rt. 11

Key Takeaways from Transportation Focus Group Meeting

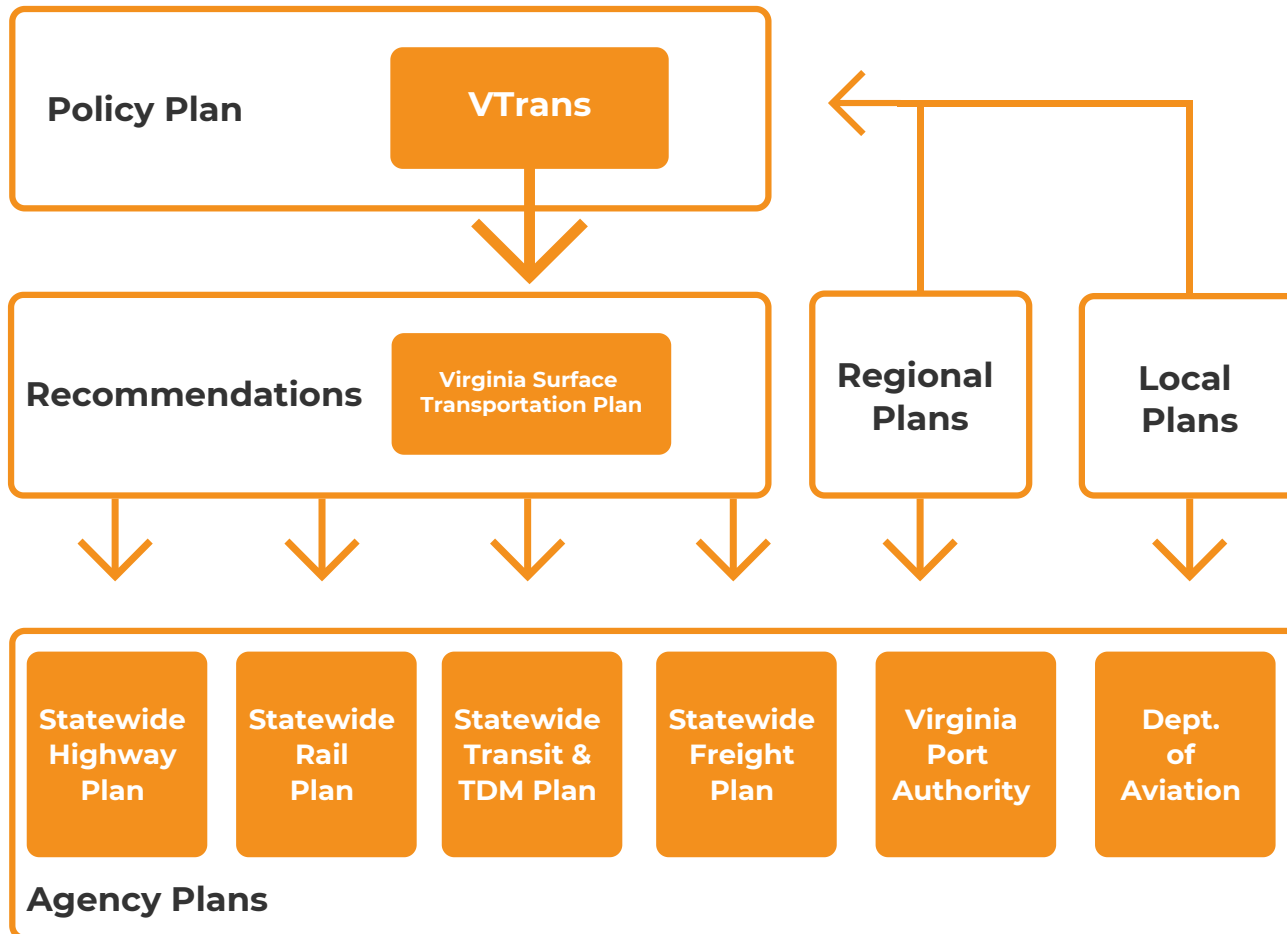
- » Robust transportation network to support the economy
- » Consistency with regional and state-wide plans
- » Identify areas where there are or have the potential to have greater concentrations of people
- » Connectivity and access to link people to job centers
- » Identify land use strategies that promote and capitalize from development near rail infrastructure
- » Signage and wayfinding improvements
- » Coordination with towns and neighboring jurisdictions
- » Opportunities for the County to position itself to ensure that County maximizes its advantage for funding
- » Increase multimodal options



Transportation Coordination

Regional & State Plans

Transportation planning in Pulaski County is carried out by the Virginia Department of Transportation (VDOT), New River Valley Metropolitan Organization (NRVMPO), New River Valley Regional Commission (NRVRC) and Pulaski County. Local planning priorities and needs are first identified and formulated, which are then considered in the regional plans and programs. Virginia's statewide multimodal transportation plan, VTrans, and other State Agency plans consider the various local and regional plans and programs and coordinate planning through programs, technical assistance and funding.



Transportation Needs

The existing conditions of the transportation system in the County were analyzed and are presented in this chapter to help identify current and future needs and opportunities, and to guide the future transportation development. This helps the County to prepare strategies on ensuring that the transportation network can accommodate existing and future demand for transportation.

A growing senior population in the County will create a demand in transportation services that allow personal, medical and recreation trips. This requires transportation policies and programs that will address and enhance senior transportation services and mobility.

Young drivers accounted for 5.4% (12.1 million drivers) of the total licensed drivers in the United States in 2017, a 9% decrease from the 13.3 million young drivers in 2008. The travel modes of younger populations are changing, while shifts in travel patterns and demands due to emerging technologies such as autonomous vehicles are also imminent. New strategies are needed to address these trends.

Residents and visitors desire to have a variety of travel options. Businesses need to have alternate transportation modes to meet the needs of their customers and employees. Enhancing and developing multimodal systems will lead to improvements in mobility within the County and accommodate new demands generated by tourism, and new residential, commercial and industrial developments.

Large portions of Pulaski County are still rural where agriculture remains an important activity. It is essential to maintain and improve connections from farms to markets.

The challenge in more sparsely populated communities is extending public transportation to the underserved and special needs population. The County can consider coordinating with partner agencies in improving connections between modes.

County residents have also expressed that lack of maintenance and potholes on many roads within the two Towns and in the County are important issues and potential safety hazards. Other feedback from the community are: heavy traffic on certain roadways, lack of bike signage, pedestrian and bicyclist safety, lack of traffic lights at busy intersections, synchronization of traffic lights, and lack of sidewalks in areas such as on Route 11, Route 100 and Peppers Ferry in Fairlawn, and around schools.

Vehicle crash analysis was performed which identifies a few areas that need further studies to determine potential safety deficiencies.

County and VDOT can continue to work together to identify needed maintenance on the local roads. Redesigning roadways to accommodate sidewalks and bike facilities as part of roadway maintenance or upgrades will also benefit both residents and visitors.

Transportation Needs

Active Transportation Projects

The County works with VDOT and other transportation planning agencies in the region to identify roadway deficiencies and to improve safety. The County annually analyzes transportation priorities to meet the short- and long-term goals of the community. To the right is a list of some of the projects that are active in the Statewide Six-Year Improvement Programs (SYIP). A full of projects can be found in the appendix.

Transportation Projects Currently Excluded from SYIP

The County maintains an active list of transportation needs that are documented in local and regional plans, but not necessarily funded. The projects are listed the Appendix, of which the notable ones are:

1. Hatcher Road/RTE. 11 Intersection (Revenue Sharing FY21-22): Realign Hatcher Road to connect to RTE. 11, Add traffic signalization. Cost Estimate - \$8,405,018
2. New River Pedestrian Trail Connector (Transportation Alternatives FY 21-22): Conversion of an abandoned railroad corridor to a 10' wide paved shared-use path. Cost Estimate - \$2,009,286
3. RTE. 11 Traffic Improvements – Fairlawn (Planned Smart Scale FY22-23, Smart Scale FY20-21 and FY18-19): Addition of left turn tapper lane at the intersection of 4. Rte. 11 and Rte. 114, and a right turn tapper lane into the Kroger/Rural King Shopping Center along with other improvements. Cost Estimate - \$5,837,676
4. RTE. 99/I-81 Intersection Improvements – Exit 94 (Planned Smart Scale FY22-23): Reconstruct the existing partial cloverleaf interchange as a diamond interchange. Cost Estimate - \$48,000,000

| Project Number | Name/Description |
|----------------|---|
| T22986 | I-81 Extend acceleration lane exit 89 |
| 56900 | I-81 Southbound bridge replacement over the New River |
| 101264 | Roundhouse Rd. / RTE. 11 Intersection improvement / turn lanes |
| 104183 | RTE. 100 (STR. 14513 AND 14515) - Bridge rehab / replace |
| 112705 | RTE. 114 turn lane |
| 101007 | RTE. F047 over Peak Cree (STR. 14442) - bridge replacement |
| 110959 | RTE. 609 - Resurface non-hardsurfaced road |
| 110365 | RTE. 687 - Resurface unpaved road |
| 109947 | Box culvert extension |
| 110448 | RTE. 693 Safety improvements |
| 115605 | RTE. 709 Surface treat non-hardsurfaced roadway |
| 107300 | Riverlawn Court Trail |
| 110318 | RTE. 729 - Grade, drain, stabilize and surface treat unpaved road |

Goals, Objectives, Policies and Strategies

Goal 1: Provide a transportation network that supports a diverse and competitive economy.

Objective 1.1: Create a transportation system that serves existing and anticipated travel demands.

Policy 1.1.1: To facilitate traffic flow, consider limiting access points to avoid excessive numbers of entrances on major corridors.

Policy 1.1.2: Study and plan for economic development corridors that serve industrial parks and large freight generators.

Policy 1.1.3: Update subdivision standards that promote road development for VDOT road inclusion to reflect road standards necessary for VDOT inclusion into the State System of Highways.

Objective 1.2: Support transportation improvements to provide national and international connectivity.

Policy 1.2.1: Evaluate critical freight network intersections and align them with best design standards.

Policy 1.2.2: Improve and maintain regional railroad connectivity to economic centers.

Policy 1.2.3: Develop land use strategies that consider development near rail infrastructure and protect corridors from encroachment.

Strategy 1.2.3.1: Explore the feasibility of implementing a Railroad Overlay Zone.

Policy 1.2.4: Continue to support regional passenger rail initiatives and advocate passenger rail stop in New River Valley and/or the County.

Policy 1.2.5: Identify railway network to understand challenges and solutions for critical rail infrastructure.

Objective 1.3: Address the existing and future needs of the New River Valley Airport.

Policy 1.3.1: Support the New River Valley Airport Commission in efforts to maintain the airport facility, particularly pavement, airfield lighting, and facility maintenance

Policy 1.3.2: The New River Valley Airport Commission should update the airport's master plan to accommodate future growth and aviation needs of Pulaski County. Ideas include airport expansion, strengthening of the airport's runway, and construction of additional aircraft hangars. Efforts that position the airport for state and federal funding.

Strategy 1.3.2.1: The Airport Master Plan shall be incorporated into the Comprehensive Plan.

Policy 1.3.2: Pursue opportunities for the growth and expansion of aviation related businesses both on the airfield and within the community, including pursuing joint opportunities with the adjoining New River Valley Commerce Park and other industrial facilities within the County. Consider private partnership.

Goals, Objectives, Policies and Strategies

Goal 2: Improve transportation connectivity for efficient access to jobs, services, activity centers, and distribution hubs.

Objective 2.1: Enhance the links and connectivity of the transportation system throughout the county, across and between modes for both people and freight.

Policy 2.1.1: Support efforts for inclusion of private roads (which meet VDOT standards) into the state road system when possible.

Policy 2.1.2: Partner with Pulaski Area Transit to explore public and private transit options, particularly with respect to disadvantaged populations within the County, including, but not limited to elderly, handicapped, low-income, and unemployed.

Policy 2.1.3: Work with Pulaski Area Transit to identify new population and employment growth areas ideal for public transit service connections.

Policy 2.1.4: Partner with Pulaski Area Transit to ensure that higher-volume public transit stops are handicapped accessible and connect with surrounding bicycle and pedestrian infrastructure within a half-mile radius.

Policy 2.1.5: Partner with Ride Solutions of the New River Valley to explore and deploy transportation demand management strategies, including, but not limited to park and ride lot enhancement and ride sharing services.

Policy 2.1.6: Support multijurisdictional transportation connections, including, but not limited to passenger rail, the Valley-to-Valley trail initiative, and regional transit connections.

Policy 2.1.7: Encourage the installation of alternative transportation measures within VDOT right-of-way. Incorporate new measures as part of roadway maintenance and new construction when feasible.

Policy 2.1.8: Consider updating the Central Pulaski Transportation and Land Use Plan and prioritize key transportation projects that target population growth areas throughout the County.

Policy 2.1.9: Improve sidewalk connectivity between schools, employment centers and residential neighborhoods.

Policy 2.1.10: Develop a map to illustrate existing sidewalks and bike paths within the County. Highlight future priority areas to connect residents to school, jobs, shopping areas and recreation areas via pedestrian and bike corridors.

Policy 2.1.11: Conduct a survey of employers to better understand the County's needs for workforce transportation.

Goal 3: Provide a safe transportation system for passengers and goods on all travel modes.

Objective 3.1: Address geometric deficiencies and improve safety along higher-volume local corridors.

Policy 3.1.1: Seek funding to improve and maintain roads by using HSIP funding opportunities.

Policy 3.1.2: Partner with the Virginia Department of Transportation and local Sheriff's office to identify and prioritize safety improvements with potential reduce injuries and fatalities throughout the County.

Policy 3.1.3: Conduct in depth review of the transportation issues identified by the community.



Goals, Objectives, Policies and Strategies

Goal 4: Maintain the existing transportation system and leverage technology to optimize infrastructure.

Objective 4.1: Align roadway improvements with transportation programs funding.

Policy 4.1.1: Support intragency cooperation to improve corridors that connect localities.

Policy 4.1.2: Prioritize list of County projects that correlate with state and federal transportation plans and programs such as Rural Long-Range Transportation Plan, VTrans, Six Year Improvement Program etc.

Policy 4.1.3: Develop a wayfinding/signage plan. Partner with the Towns of Pulaski and Dublin, New River Community College, New River Trail State Park and Claytor Lake State Park, the Veteran's Cemetery, Virginia Department of Transportation, and the Pulaski Chamber of Commerce and others to develop a community wayfinding plan.

Objective 4.2: Use technology to optimize infrastructure capacity.

Policy 4.2.1: Communicate with GPS direction providers to ensure route accuracy and prevent the use of certain secondary roads.

Policy 4.2.2: Partner with the Virginia Tech Transportation Institute to support autonomous vehicle technology research – particularly to explore how the technology can benefit the County's rural and suburban areas.

Policy 4.2.3: Understand potential future needs of technology driven transportation and incorporate the needs in future planning.

Goals, Objectives, Policies and Strategies

Goal 5: Support local economies and healthy lifestyles that provide travel options.

Objective 5.1: Support transportation improvements that enhance recreation opportunities, promote tourism and improve the County's quality of life.

Policy 5.1.1: Facilitate and encourage events that use the transportation infrastructure including but not limited to trails, rural byways, and waterways.

Policy 5.1.2: Partner with the Department of Game and Inland Fisheries to identify and establish boat access facilities that accommodate a wide-range of users along the New River.

Policy 5.1.3: Continue to partnership with local, regional, and state entities to ensure linkages between modes of transportation and alternative transportation.

Objective 5.2: Protect air quality in the County.

Policy 5.2.1: Encourage the purchase of high efficiency low emission gas, diesel hybrid, or renewable energy powered vehicles to reduce emissions and lower operating costs.

Policy 5.2.2: Consider air quality in future land use and transportation projects.

Objective 5.3: Encourage growth in existing population nodes in designated growth areas.

Policy 5.3.1: The County should review and designate Urban Development Areas to increase competitiveness for state funded transportation programs in high growth areas.

Policy 5.3.2: Carefully evaluate transportation needs and challenges in land use policy.

Policy 5.3.3: Incentivize wise transportation planning for new development projects.

PULASKI COUNTY *is...*

RECREATION & TOURISM



RECREATION

Parks, public spaces and recreational activities are vital to the health and fabric of the community. They connect people, promote active living, and shape community identity. Parks and Recreation programs have many economic benefits. Availability and easy access to quality parks and recreation enhance property values. Residents spend money during recreational activities, which directly or indirectly helps local businesses. Tourism benefits from Parks and Recreation as it generates income from visitors. The social benefits of parks, trails and recreational facilities are clear but also hard to quantify. Parks create a healthy and thriving community.

Within the County there is approximately 34,500 total acres of parkland, which belong to local, state, federal and private agencies such as the Pulaski County, Pulaski County School Board, Town of Pulaski, Virginia Dept. of Conservation and Recreation, Commonwealth of Virginia, US Forest Service and Boys Scouts of America. Notable natural features within the County that provide ample opportunities for outdoor recreation are the New River and Claytor Lake. The George Washington and Jefferson National Forest lie within the County boundaries.

The County desires to make significant investments on trail networks. The New River Pedestrian Trail Connector, a 10 feet wide paved shared use path is being proposed. The trail will begin from Dedmon Center in Radford on the southern end and extend to the north, crossing the New River in Pulaski along an existing railroad trestle. During the development of this comprehensive plan the County was devising strategies to fund this project.

Pulaski County Owned Parks & Recreation Facilities

The County owns and maintains nine parks with more than 250 acres, including:

- » Belsprings Park - 2 acres
- » Draper Community Park - 6 acres
- » Dublin Lions Club Park - 12 acres
- » Harry Dehaven Park - 2 acres
- » Loving Field - 28 acres
- » New River Community Park - 2 acres
- » Old Riverlawn Elementary Park - 13 acres
- » Randolph Park - 83 acres
- » Smith Farm Property - 100 acres
- » Joseph L. Sheffey River Park - 12 acres



By the numbers:

Outdoor Recreation Economic Impact 2017

The Virginia Department of Conservation and Recreation publishes an annual Outdoors Plan, which features economic impact data for the New River Valley as seen below.

New River Trail State Park

- » Overnight Visitors - 8,100
- » Day-use Visitors - 1,189,127
- » Total Visitors - 1,197,227
- » Economic Impact - \$29.2M

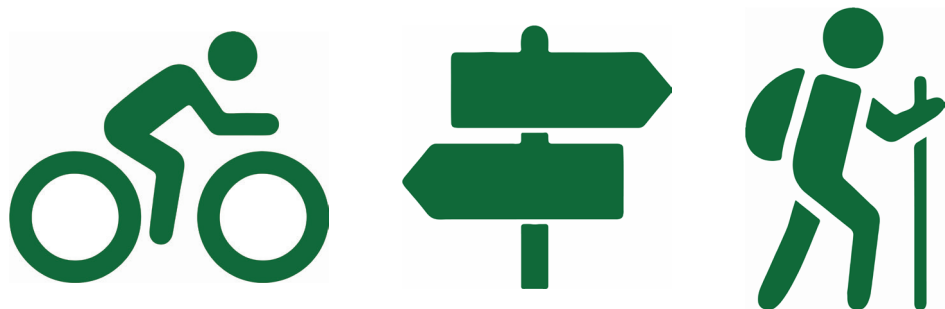
Claytor Lake State Park

- » Overnight Visitors - 72,062
- » Day-use Visitors - 198,654
- » Total Visitors - 251,485
- » Economic Impact - \$8.1M

Per-Capita Spending on Parks and Recreation

- » Pulaski County - \$22.78
- » State Average - \$71.09

Source: Virginia State Parks, Virginia Auditor of Public Accounts. County figures may exclude State Park spending.



27 acres
Park land per 1,000 people
National average is 9.5 per 1,000

\$29.2M
Economic Impact of
New River Trail in 2017

1.4M
Number of Total Visitors between
Claytor Lake and New River Trail in 2017

What types of recreational resources should Pulaski County **develop** or **enhance**?

Top 5 Responses on Community Survey

Indoor sports/wellness facility

67%

Lake/river/creek access

51%

Hiking/mountain biking trails

43%

Paved trails

43%

Swimming areas/pools

37%

“Within the County, 47% of people under 18 live within a mile of a Pulaski playground.”

According to Pulaski County Parks and Recreation Plan 2018

Where you can learn more!

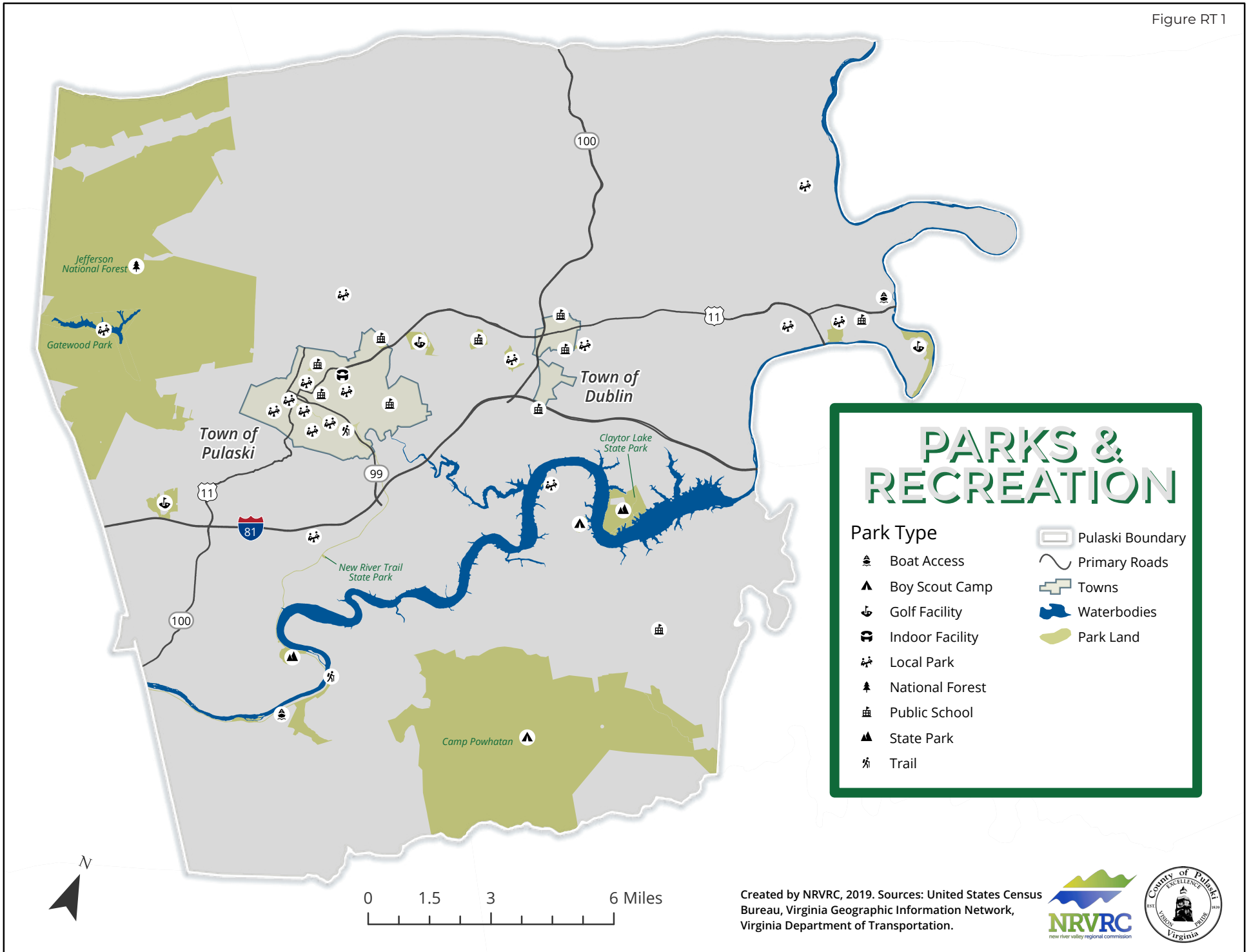
Pulaski County Parks & Recreation Master Plan

The Parks & Recreation Master Plan is a first edition planning document. This document establishes a vision for parks and recreation and identifies a series of goals and objectives that are intended to guide future investments and program development.

Virginia Outdoors Plan 2018

The Virginia Outdoors Plan (VOP) is the state’s comprehensive plan for land conservation, outdoor recreation and open-space planning. The VOP serves as a guide for protection of lands through actions of the Virginia Land Conservation Foundation and assists local governments, local and regional planners and private sector partners with recreation and land conservation planning. To learn more about the VOP, visit www.dcr.virginia.gov.

Figure RT 1



TOURISM

Nestled up against the Blue Ridge Mountains, Pulaski County provides ample opportunities and refreshing getaways to recreation and outdoors activities. Walker Mountain, Little Walker Mountain and the Claytor Lake State Park adorn the beautiful landscapes of Pulaski County. The New River, and its tributaries such as the Little River, flow uncommonly north through the region. New River Trail State Park was built on an abandoned railroad right-of-way with 13 miles falling within Pulaski County. Of the 57-mile linear park about 37 miles runs parallel along the New River through Grayson, Carroll, Wythe, Pulaski Counties and City of Galax. The County provides a number of unique experiences in hiking, biking, boating, fishing, swimming, camping, horseback riding and dining. The abundance of outdoor recreational assets attracts many visitors from within and outside the region every year.



AWAITING YOU

Heritage & Agritourism

Heritage Tourism

Pulaski County boasts many natural, cultural and historical heritage sites that bring visitors to the County. Visitors can combine unique cultural events, dining, wineries, and more, during their stay. Continuing to maintain and enhance the linkages between cultural and historical heritage is essential to fully experiencing and celebrating the uniqueness of the area and to ensure that the past continues to remain vibrant. Organizing local cultural event and festivals around creative themes that incorporate historical resources such as buildings, structures, neighborhoods, village districts and traditional streetscapes is one approach to providing linkages to attract tourists and promote heritage tourism.

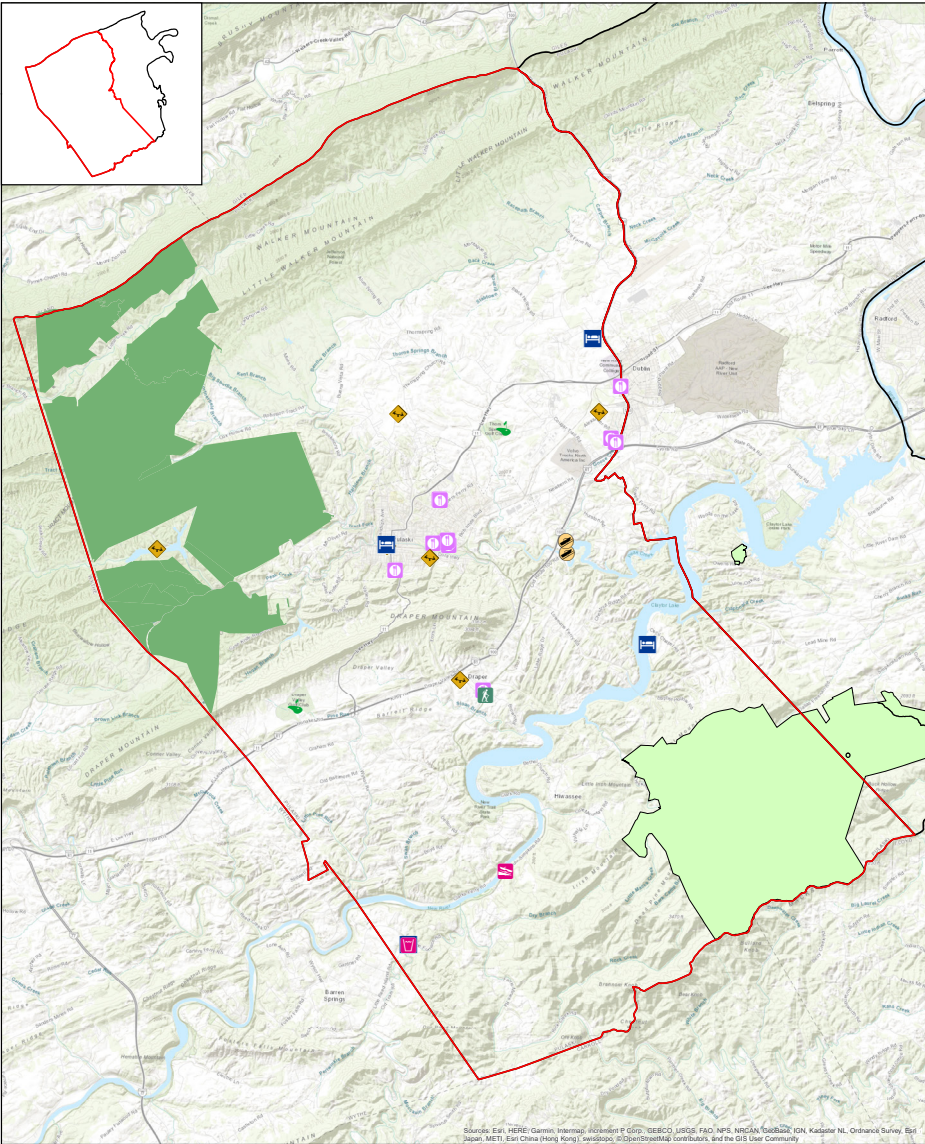
Cultural and heritage assets are vulnerable to rapid changes, and without special and deliberate attention and management, they can easily be forgotten. Inventorying and documenting the different arts, cultural, and heritage assets of Pulaski County is key in understanding the resources that need protection and developing effective preservation strategies. The Tourism Asset Map highlights various natural, cultural and other tourism assets of the County.

Agritourism

Agritourism in Virginia has become increasingly popular over the past 5 to 10 years. This new interest is creating demands for enjoyable experiences for visitors in different types of agricultural activities. It serves as a great educational tool for the public to learn about origins of food. Most people are removed from farms. Agritourism is of great interest to people who support local food and new economy initiatives. The additional income from agritourism benefits farmers. In Pulaski County visitors can explore various agritourism activities such as farms, winery, brewery, farmer markets, and educational experiences such as aquaponics and a robotic dairy. The County has 219 farms covering 77,504 acres according to 2019 agriculture census.

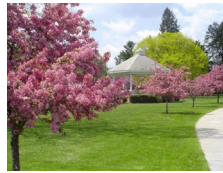
219 Farms

77,504 Acres



Outdoor Adventure

- Draper Community Park
- Draper Valley Golf Course
- Draper Overlook
- Thompspring CC
- Trans VA Bike Route
- Gatewood Park
- New River State Park Access
- Randolph Park
- Jackson Park
- Loving Fields



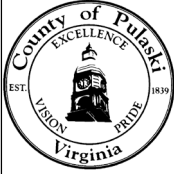
Southern Lifestyle

- Af's on First
- Big Belly Pizza
- Chang Hui Chinese
- Compadres Mexican Restaurant
- The Dawg House
- Grinza Asian Fusion
- Open Road Roastery
- Iron Heart Winery
- Tom's Drive In
- The Coffee Grinder
- The Blue Ridge Fudge Lady
- Draper Blooms Tea Garden



Entertainment

- The Marketplace
- Pulaski Yankees
- Pulaski Theatre
- Pulaski Bike
- Pulaski Farmer's Market
- New River Valley Fairgrounds
- Cloyd's Mt Civil War Battlefield
- Draper Village & Bike Rental
- Fine Arts Center
- NRV Regional Theatre
- Bluegrass Jam Session
- Pulaski Courthouse and Museum



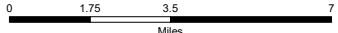
143 Third Street, NW, Suite 1
Pulaski, VA 24301
(540) 980-7710

PULASKI COUNTY TOURISM WESTERN PULASKI

Pulaski, VA
July 26, 2019

Legend

- Parks
- Golf Courses
- Boy Scouts
- State Parks
- Wineries
- National Forest
- Boat Ramps
- Local Lodging
- Pulaski West
- Marinas
- Dining

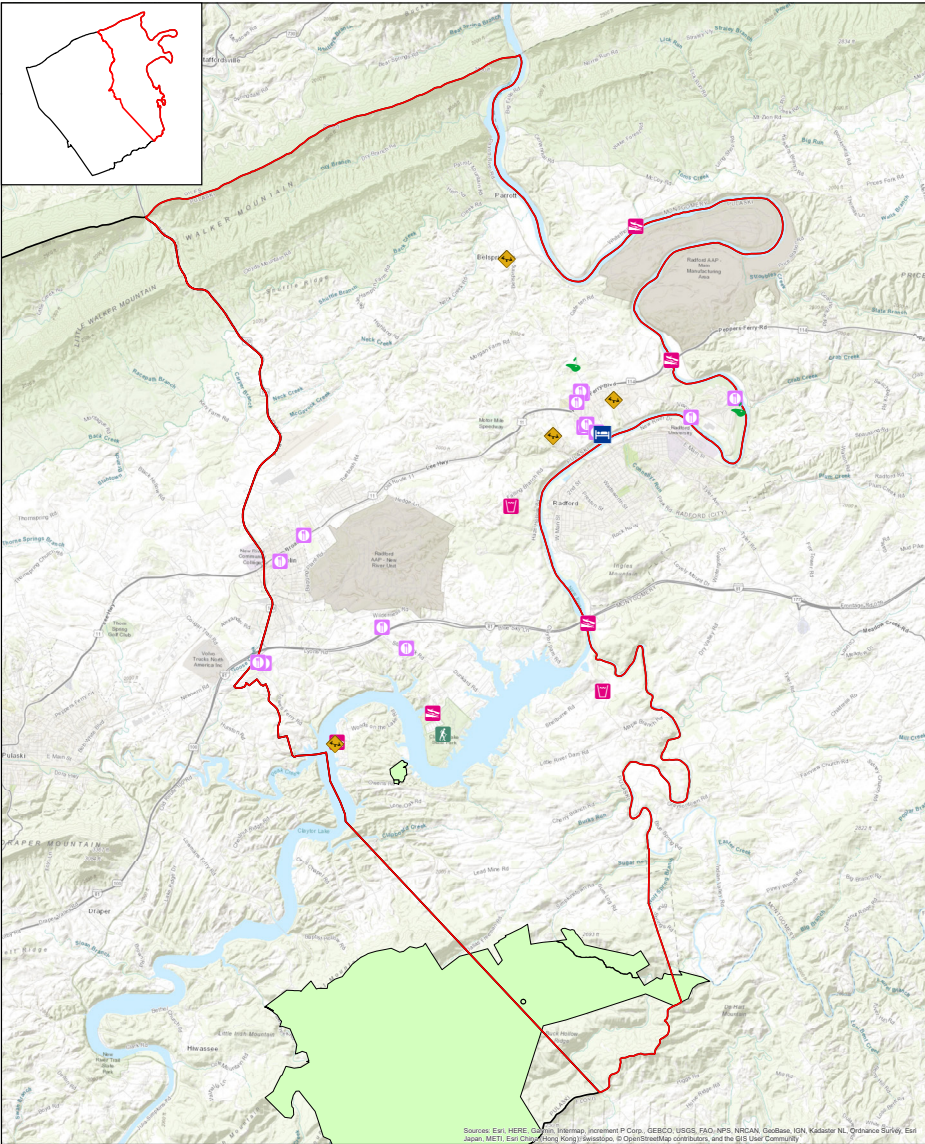


Images Obtained from
Official Visitor's Guide for Pulaski County
pulaskivatourism.org

Map created by Pulaski County GIS



DISCLAIMER:
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Outdoor Adventure

- Claytor Lake State Park
- New River Community Park
- Old Riverlawn Park
- Beltspring Park
- Pete Dye River Course
- Loch Lowman Golf Course
- DelHaven Park
- Mountain 2 Island Paddleboard Company



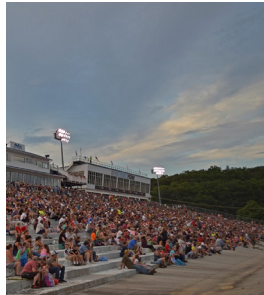
Southern Lifestyle

- Sal's Jr.
- Falz Southern Kitchen
- Verona's Pizzeria
- Roca's Mexican Grill
- Hank's Drive In
- New River Vineyard & Winery
- Preston's at the River
- The River Company
- Troy's Steak Sub & Pizza
- Rayhold's Pizzeria
- Patty's Kitchen
- JBR Vineyards & Winery



Entertainment

- Scarrette's Cinema
- Motor Mile Speedway & Dragway
- St. Alban's Sanitorium
- Fiddle, Banjo, & Dance Club



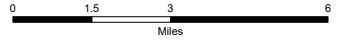
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PULASKI COUNTY TOURISM EASTERN PULASKI

Pulaski, VA
July 26, 2019

Legend

- Parks
- State Parks
- Boat Ramps
- Golf Courses
- Wineries
- Local Lodging
- Dining
- Boy Scouts
- Pulaski East



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Tourism Trends

Tourism in Virginia is an important industry. In 2017, it generated approximately \$25 Billion in domestic visitor spending and generates \$1.7 Billion from state and local taxes, making it a strong economic driver.

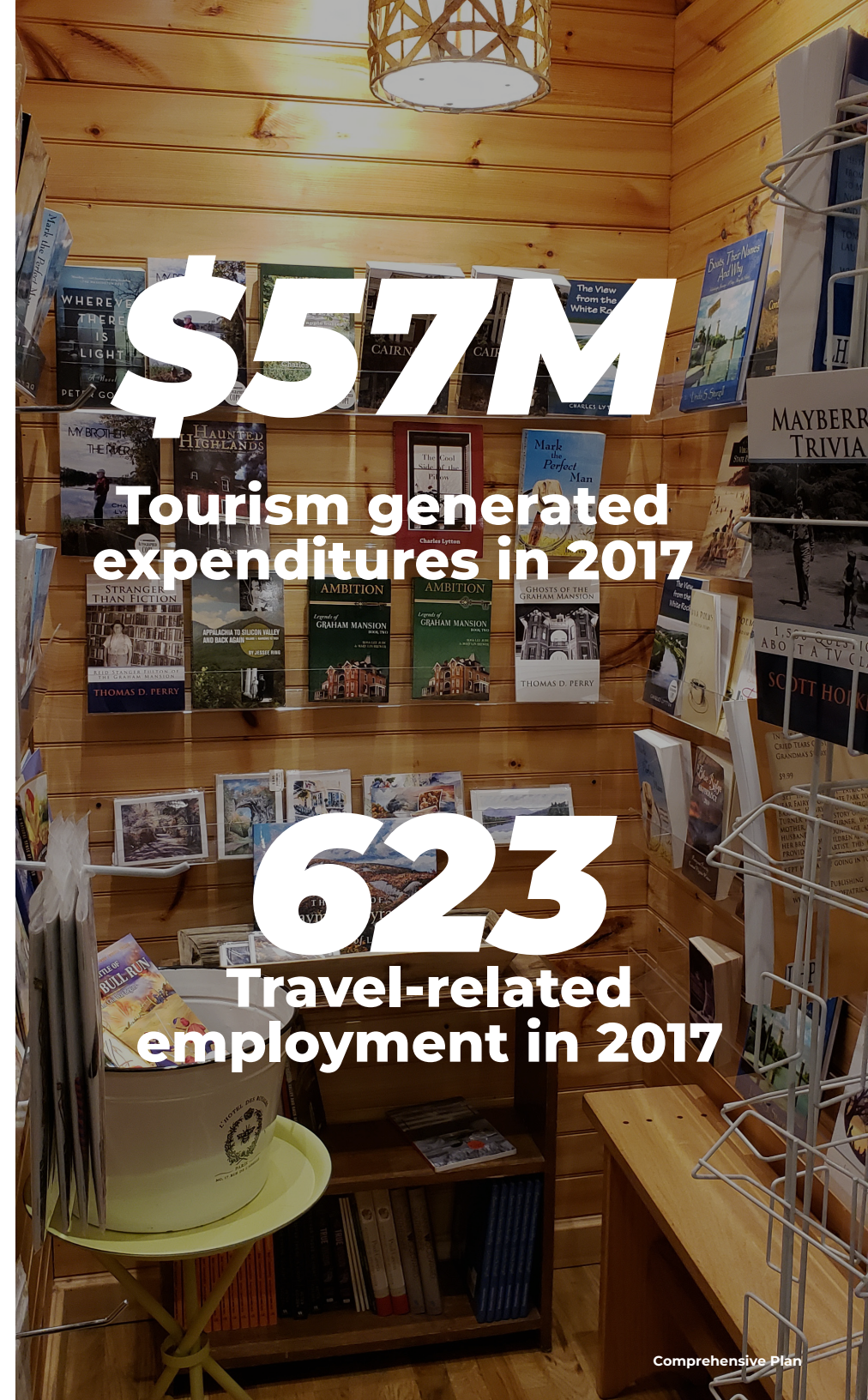
The Pulaski County Chamber of Commerce is a champion for growing the tourism industry throughout the County. In 2018, the Chamber launched a new branding campaign 'Pulaski County is...'. A series of promotional materials focusing on the southern charm, outdoor adventure, entertainment, and rich history that can be found in the County. The Chamber also maintains the County's calendar of events.

In Pulaski County, from 2013 to 2017, tourism related jobs increased by 6 %, but between 2016 to 2017 there were some jobs that were lost. Tourism related expenditure has seen a steady increase in the last five years. It increased by 11.6% from approximately \$51.4 million in 2013 to \$57.4 million in 2017, while tourism related payroll increased by 16.48%.

Tourism Related Expenditures in Pulaski County



Source: Virginia Tourism Corporation Economic Impact Report 2017



Meals & Lodging

The amount of lodging tax revenue being generated in Pulaski County increased by almost 26% from 2011 to 2018. The significant increase in recent years can be attributed to new tourist attractions and may also be due to new lodging facilities such as the boutique hotel - Jackson Park Inn - located in historic Downtown Pulaski. The meals tax revenue increased at an annual average growth rate of 4.4% between 2011 and 2018. This equates to \$1,133,023 in 2011 to \$1,522,601 by 2018.

Given the increase in revenue generated through tourism, the County should pay close attention to the various grants offered by Virginia Tourism Corporation (VTC) for tourism marketing such as the marketing leverage grant. Pulaski County can explore the possibility of enhancing and strengthening their brand by capitalizing on the various opportunities offered by VTC Public Relations such as the Media Blitz, advertising opportunities at Virginia Welcome Centers, and Bus tours to encourage visits.

Meals Tax Revenues



Lodging Tax Revenue



Source: Virginia Public Auditors Local Government Comparative Report

“The baseball park in Pulaski is a great amenity already, so just continuing to build on that, and build up the Towns of Pulaski and Dublin to support that.”

Citizen response on Community Survey

Recreation Goals, Objectives, Policies

Goal 1: Enhance the quality, availability and access of parks, trails and recreational opportunities for the community's well-being and to continue to make Pulaski County a desirable recreational destination.

Objective 1.1: Expand parks and facilities.

Policy 1.1.1: Prioritize new facilities in parts of the County that currently have a limited presence of parks and recreation.

Policy 1.1.2: Connect the New River Trail eastward to Pulaski.

Policy 1.1.3: Connect Draper Mountain hiking and mountain bike trails to the New River Trail State Park.

Policy 1.1.4: Connect nearby neighborhoods and employment centers to parks via trails and sidewalks.

Policy 1.1.5: Establish affordable user fees for new or improved facilities to offset government costs, as needed.

Policy 1.1.6: Diversify facility inventory by investing in non-traditional sports, such as but not limited to: water access, shooting, expanding the trail network, creating spaces for community events, and year-round programs for all citizens.

Policy 1.1.7: Increase native bass population and maintain fishing environments.

Policy 1.1.8: Improve existing boat access and increase the number of access points to the New River and Claytor Lake.

Objective 1.2: Maintain existing parks and facilities.

Policy 1.2.1: Establish a capital improvement program to prioritize funding for recreation facility needs.

Policy 1.2.2: Maintain, develop, and modify facilities to increase accessibility for people with all abilities.

Policy 1.2.3: Create opportunities for local businesses to sponsor existing facilities and recreational equipment annually.

Policy 1.2.4: The County will pursue partnerships with State Parks to enhance recreational opportunities associated with the parks.

Policy 1.2.5: Consider site specific plans for each park.

Objective 1.3: Keep the public informed and actively engaged.

Policy 1.3.1: Increase outreach regarding events, facilities, and programs through social media platforms and department website.

Policy 1.3.2: Create opportunities for the public to regularly share their ideas about potential programs, venues, and personal experiences.

Policy 1.3.3: Partner with parks and recreation departments throughout the region to host leagues, events, and tournaments that are beyond the capacity of one department.

Policy 1.3.4: Develop appropriate department policies that properly address customer service.

Recreation Goals, Objectives, Policies

Goal 1: Pursue to enhance the quality, availability and access of parks, trails and recreational opportunities for the community's well-being and to continue to make Pulaski County a desirable recreational destination.

Objective 1.4: Promote outdoor recreation opportunities as visitor destinations.

Policy 1.4.1: Partner with the local tourism office and State Park managers to increase annual visitation to County parks, Claytor Lake, and New River Trail State Park.

Policy 1.4.2: Create partnerships with local businesses through sponsorships of events, tournaments, recreational venues, and other community events.

Policy 1.4.3: Earn a reputation as a parks and recreational destination - develop suggested itineraries for visitors interested in spending the day or multiple days in and/or around the County.

Policy 1.4.4: Promote local recreational assets that are within the towns of Dublin and Pulaski, and under private ownership such as New River Fair, Gatewood Park and Motor Mile Speedway.

Objective 1.5: Offer programs for all ages and abilities.

Policy 1.5.1: Create new programs for older adults - increase social opportunities and improve public health.

Policy 1.5.2: Increase programs for youth, especially those older than 14 - encourage continued personal development and growth.

Policy 1.5.3: Explore new programs such as on/in-water activities, shooting sports, pickleball, disc-golf, dance, martial arts, general exercise, etc.

Policy 1.5.4: Create new programs that focus on personal wellness, nutrition, and financial well-being.

Policy 1.5.5: Encourage an active arts program in Pulaski County for all ages.

Policy 1.5.6: Create new programs for subject areas such as home maintenance, plumbing, and outdoor lawn care.

Objective 1.6: Provide adequate staffing resources to manage department activities.

Policy 1.6.1: Maintain an organization structure that balances program offerings and maintenance of facilities.

Policy 1.6.2: Create opportunities within the department for continued professional development and regular skills training (interacting with the public, using social media, small engine repair, plumbing, etc.).

Policy 1.6.3: Develop strategies to attract and retain volunteers to support existing programs and expand opportunities throughout the community.

Objective 1.7: Multiple uses of facilities, such as schools, should be encouraged as an efficient use of public resources for parks and recreation programs.

Policy 1.7.1: Use local school facilities to supplement, not to replace County recreational facilities.

Tourism Goals, Objectives, Policies

Goal 1: Make Pulaski County an attractive tourism destination. Promote and enhance Pulaski County's natural assets, traditions, culture and outdoors. Strengthen community character and provide high quality experiences.

Objective 1.1: Grow tourism through partnerships, marketing and infrastructure improvements.

Policy 1.1.1: Encourage regional alternative transportation projects that will enhance quality of life, regional recreational opportunities, and support tourism.

Strategy 1.1.1.1: Support efforts to connect the New River Trail State Park to Randolph Park.

Strategy 1.1.1.2: Support efforts to connect the County's trail networks to the Valley to Valley Trail Initiative, linking communities throughout Southwest Virginia.

Policy 1.1.2: Promote and support the expansion of the New River Water Trail tourism initiative to develop and enhance recreation and tourism services along the New River and Claytor Lake through marketing efforts, signage, and enhanced river and lake access.

Policy 1.1.3: Continue to work with State agencies and tourism organizations to promote Claytor Lake, the New River, the New River Trail State Park, and the Jefferson National Forest as tourist destinations.

Policy 1.1.4: Promote the County's activities and events to businesses and work with businesses to capitalize on new market opportunities.

Policy 1.1.5: Sponsor a detailed study on sources of tourism tax receipt and identify ways to promote these tax revenue sources.

Policy 1.1.6: Collect and maintain data about tourism activities to understand trends, support decision making, make sound investments, and to consider and adjust to new opportunities.

Policy 1.1.7: Explore the possibility of forming a tourism advisory board with representatives from local businesses, tourist destinations, tourism service providers, as well as representatives from the County government and other agencies.

Policy 1.1.8: Strengthen and promote Pulaski County brand by encouraging the wide spread use of the brand in the County's activities, and product and service offerings, while adhering to brand guidelines. Identify clearinghouse to enforce compliance to branding guidelines.

Policy 1.1.9: Incorporate County branding in wayfinding signage.

Policy 1.1.10: Continue partnering with the Town of Pulaski to promote recreational assets such as the Draper Mountain Bike Trail and Dora Trail.

Objective 1.2: Protect natural assets, recreational areas and scenic vistas.

Policy 1.2.1: Identify natural areas and ensure adjacent uses are compatible.

Policy 1.2.2: Develop support for tourism businesses and assets around key recreational areas to enhance their visitor appeal.

Policy 1.2.3: Identify tourism corridors and develop land use strategies to protect them.

Policy 1.2.4: Develop a Tourism Strategic Plan.

Objective 1.3: Promote heritage tourism through educational tools, recreational areas, cultural tourism destinations, and economic development tools.

Policy 1.3.1: Catalog arts, culture and heritage sites in Pulaski County and explore efforts to place historic sites on the National Register of Historic Places.

Policy 1.3.2: Develop promotional materials to highlight heritage tourism.

PULASKI COUNTY *is...*

HOUSING



HOUSING

Housing and neighborhoods play a major role in determining a community's quality of life. Physical location, condition of housing stock, affordability and neighborhood characteristics all factor into how we evaluate our housing stock . As we look to the future, the strength of Pulaski County will lie in the diversity of housing choices. Pulaski County supports housing and development policies that meet current and projected housing needs. Programs and policies that attract key demographics necessary for a thriving locality, while also supporting healthy and affordable housing for existing residents is the future vision for housing in Pulaski County.

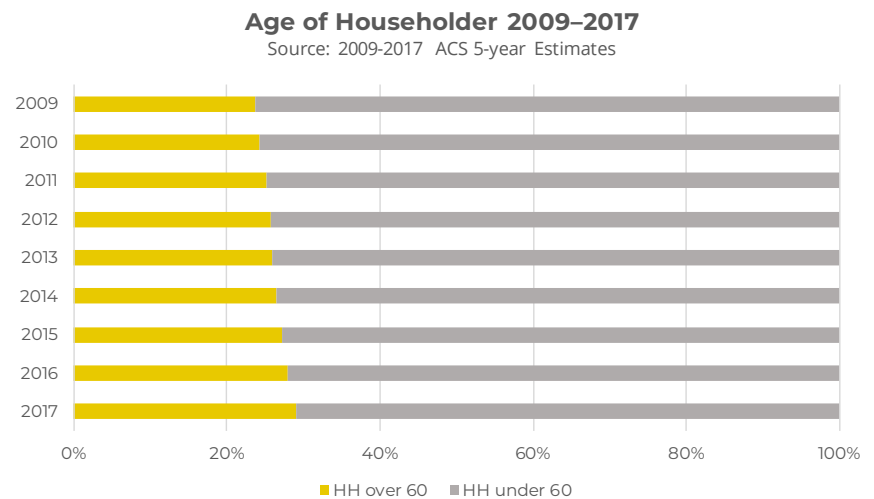
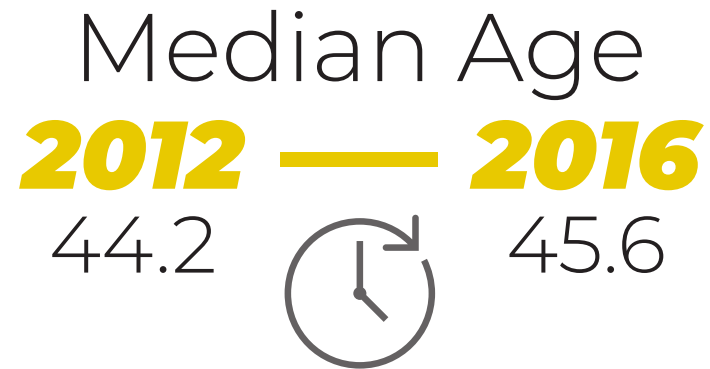


Housing and Demographics

According to the 2013-2017 American Community Survey there are about 17,289 housing units, which include single family detached and attached units, duplex, triplex, apartments and other types of housing units. In evaluating how the population has changed over time, the median age of Pulaski County residents increased from 44.2 years of age in 2012 to 45.6 years of age in 2016. If trends continue, the county will continue to see an increase in the average age of the county resident. Aging-in-place efforts such as ensuring affordability, improving accessibility and providing mobility to common needs such as groceries, health care centers, community centers and other amenities for older adults should be considered by the county. Providing neighborhoods that support social networking and that encourage active and engaged older adults is equally important for aging in place communities.

The population of adults between the age group of 20 years in age to 40 years in age is on the decline. In 2010, statistics show that 23% of the population was in this “young adult” age group for Pulaski County, while the national and statewide average was 27%. Trending downward, the population in 2017 for this age group decreased by another 2% to 21% of the population, while the national and state average increased to 28%.

A high priority of the county is to attract a younger demographic to both live and work in the Pulaski community. Looking at historical trends, residential development has typically been defined as low-density single-family units. To attract and retain a younger population, the County will need to encourage housing types that appeal to the younger age group. Housing and neighborhood factors such as housing type, density, diversity in choices, and multi-modal transportation should be encouraged for new development. These projected changes in community demographics, both real and envisioned, suggest that the County will need to work with housing agencies, residential developers and the community at large to encourage diverse housing choices.



Source: US Census, American Community Survey, Weldon Cooper Center

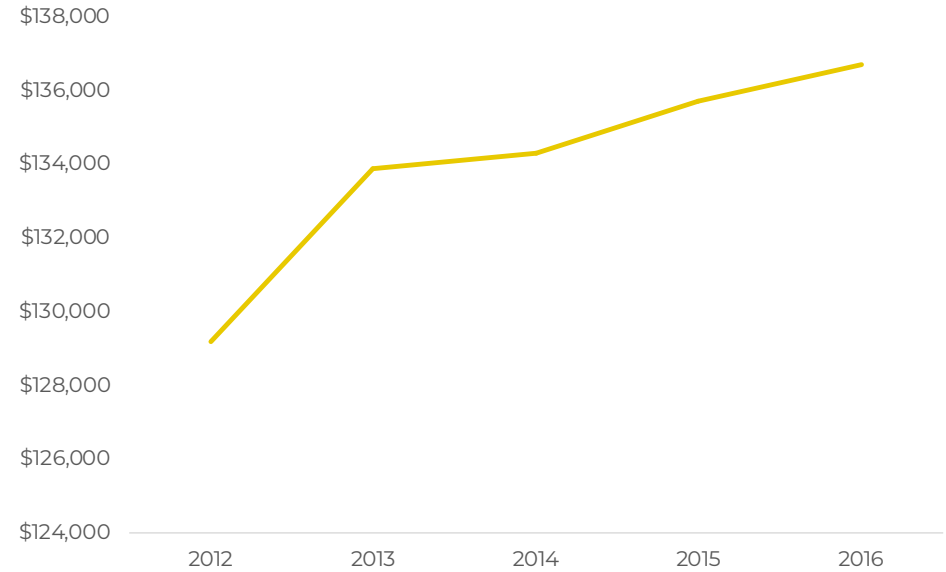
Existing Housing Stock

Housing data indicates that 40% of the housing units in Pulaski County were built before 1969, and that 34% of housing units were built between 1979 to 1990. Based on this data, a majority of the housing units will be more than 40 years old by 2030. Homes of this age typically experience significant maintenance issues and need costly repairs. Examples include; roof replacement, structural replacement for exposed wood such as decks and porches and fixture replacement.

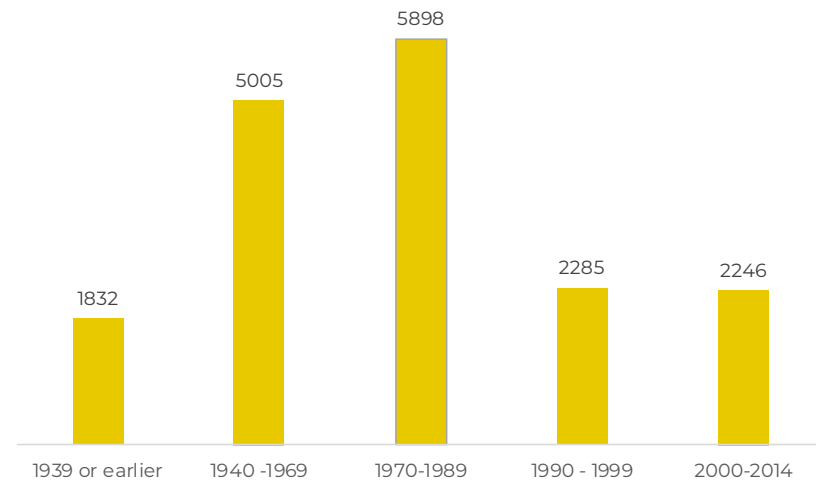
Updates are also needed, often due to inefficient or outdated heating, electrical and plumbing systems. Homes built before 1980 may have used lead base paints and/or asbestos in construction. A number of issues may need to be addressed to make older housing options appealing to incoming buyers and renters. Upgrades may be required to update homes to current codes, efficiency standards and comfort levels required by modern living. The County can encourage property upgrades for older housing units by using financial incentives such as; grants, tax relief, loans and award programs.

Most residential construction in the county occurred between 1970 to 1989. More than 5,000 units were added during this period. The number of new housing units added between 1990 and 1999 was 2285 while the amount of units between 2000 to 2014 was 2,246. Overall, what we would consider "newer homes" or those built since the year 2000 account for only 13% of the total housing stock, which is slightly higher than the neighboring localities, Radford and Giles County, but lower than Montgomery and Floyd Counties.

Median Home Value



Number of Housing Units Built By Year



Source: US Census, American Community Survey

Housing by the Numbers

Total Housing
17,289

| Housing Types | Number of Units |
|---|-----------------|
| Single unit detached | 12,670 |
| Mobile homes | 2,066 |
| Others <small>(Single family attached, duplex, tri-plex, quadriplex, apartments, etc.)</small> | 2,553 |



Housing Costs

Median Owner Costs
w/Mortgage

\$1,044

Median Gross Rent

\$620



Homeowners vs Renters

Owner Occupied Housing

10,615 // 73%

Renters

3,962 // 27%

Source: US Census, American Community Survey

Affordable Housing

Affordable housing stock is defined as housing which is commonly accessible and available for low-to-moderate income households, along with middle-income households looking to rent or buy. Typically, 30% of gross household income is considered a standard for housing affordability. Households spending more than this amount on housing are considered to be “cost burdened” and are most likely sacrificing other household basic needs to afford adequate housing.

Regional Housing Study

During the development of this comprehensive plan update the New River Valley Regional Commission (NRVRC) was conducting a regional housing study to collect information about the housing market in communities across the region. The study is still ongoing. The goal of the study is to quantify the unique challenges different jurisdictions face, and then develop unique strategies for each community to address the challenges. The County will consider strategy recommendations of this study to be included in the Housing element of the comprehensive plan.

“Low to Moderate income (LMI) is defined as any household earning at or below 80% of the area median income. In 2015, a family of four making below \$44,550 in Pulaski County would be considered a Low-income household.”

Housing Data

| | | |
|---|---------------|----------------|
| Number of LMI families*: | 5,700 | (39.0%) |
| Households with income less or equal to 50% of area median income: | 3,475 | (23.8%) |
| Households with income 50% to 80% AMI: | 2,225 | (15.2%) |
| Households with income 80% to 100% AMI: | 1,635 | (11.2%) |
| Cost burdened households in Pulaski County: | 2,645 | (18.0%) |
| Households that are not cost burdened: | 11,975 | (82.0%) |

* LMI is defined as households earning 80% or below the area media income. In 2015: 1 person household = \$31,200; 2 person household = \$35,650; 3 person household = \$40,100; 4 person household = \$44,550.

Source: 2015 CHAS Data

What We Heard from the Survey

“Housing for elderly - not low income but affordable.”

“Senior living - townhouse.”

“More dining & shopping options along with better-paying jobs & affordable housing & utilities.”

“Decent, affordable housing, repair & rental of many of the vacant existing homes.”

“A mix of housing from nice apartments, townhouses to small single family to large single family.”

Housing Focus Group

In February of 2019 a Housing Focus Group was assembled to discuss housing needs across Pulaski County. Participants included representatives from Housing Connections, New River Community Action, Shah Development, Town of Pulaski and County Staff. Key issues identified at the housing focus group meeting included:

- 1. Bring affordable housing closer to schools, jobs, transit, and shopping and recreation areas to meet the needs of these citizens.**
- 2. Incentivizing mixed income residential projects which offer a variety of housing types to reduce income segregation.**
- 3. Evaluate new ideas to assist with repairing existing housing stock.**
- 4. Aging in Place and accommodating older populations**
- 5. Avoid concentrations of low-income housing in certain areas**
- 6. Attracting new housing types for younger demographics**
- 7. Building Trades and construction professionals to rehabilitate existing homes**
- 8. Preserve historical properties**



Priority Areas

The County recognizes the importance of affordable housing. Preservation and rehabilitation of structures may be more affordable to low, moderate and middle-income households.

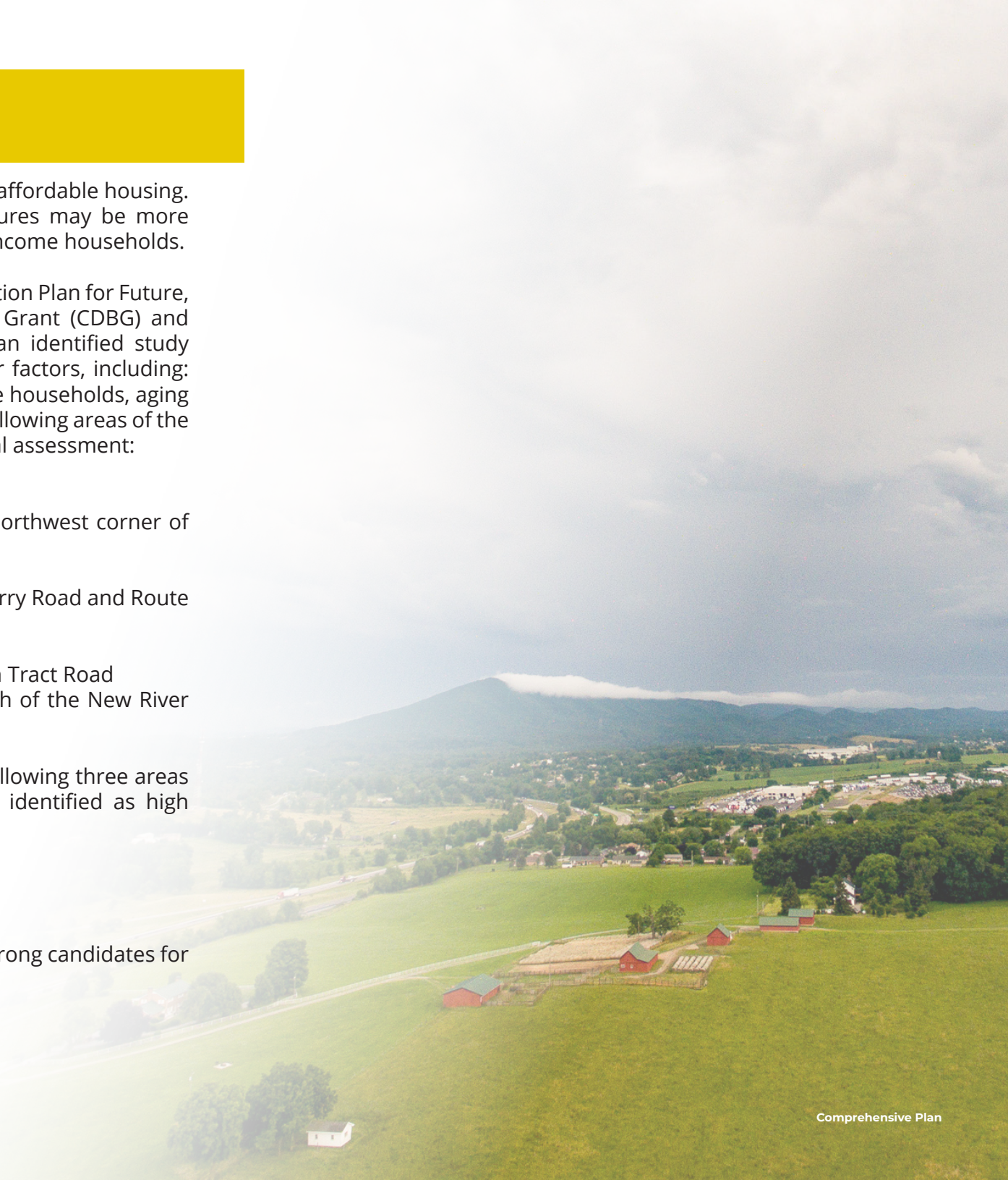
In 2016 the County prepared the Prioritization Plan for Future, utilizing Community Development Block Grant (CDBG) and NRV HOME Consortium funding. The plan identified study areas based on a high prevalence of four factors, including: elderly residents, low-to-moderate income households, aging housing stock, and housing density. The following areas of the County were selected for a next step visual assessment:

- » Robinson Tract Road
- » Thaxton Road area, just outside the northwest corner of Town of Pulaski limits
- » Brookmont Road
- » Fairlawn area bordered by Pepper's Ferry Road and Route 11
- » New River community
- » Veteran's Hill, located east of Robinson Tract Road
- » Falling Branch Road, located just south of the New River community

Results of the assessment revealed the following three areas had the most pressing needs and were identified as high priority areas:

- » Thaxton Road area
- » Brookmont Road
- » New River community

These areas, according to the study, are strong candidates for future funding assistance.



Housing Partners, Programs and Resources

HOME Consortium

Housing Connections

New River Community Action

New River Valley Agency on Aging

Habitat for Humanity

Pulaski Dept of Social Services

New River Valley Senior Services Inc.

New River Valley Disability Resource Center

Retired Senior Program

Town of Pulaski Senior Center

Housing Resource Guide

Housing Goals, Objectives, Policies

Goal: Provide housing opportunities for all citizens of the County.

Objective 1.1: Encourage a mix of housing choices.

Policy 1.1.1: Develop incentives for residential developments that meet high priority housing needs of the County.

Policy 1.1.2: Address demand for high end housing and promote availability of appropriate housing option to capture this demand.

Policy 1.1.3: Promote universal design features to improve housing stock that address accessibility and age-friendliness.

Policy 1.1.4: Promote community development designs that appeal to young professionals.

Policy 1.1.5: Promote the use of green technologies for housing construction, renovation and rehabilitation that reduce energy and water consumption, and cost for utilities, maintenance and repair.

Objective 1.2: Promote and support fair and open housing practices for all.

Policy 1.2.1: Partner with regional housing organizations, such as, New River Community Action, Housing Connections, Community Housing Partners, Habitat for Humanity and others, to provide information about housing programs and regional connections to housing resources.

Policy 1.2.2: Promote implementation of Fair Housing Act in housing and planning activities.

Objective 1.3: Support affordable housing within the County.

Policy 1.3.1: Identify and explore options to address affordable housing needs for low to moderate income families.

Policy 1.3.2: Incentivize mixed-income housing to avoid concentrations of affordable housing in certain areas.

Policy 1.3.3: Foster diverse affordable housing types.

Policy 1.3.4: Guide development of affordable housing to opportunities areas with easy access to transportation, and in close proximity to jobs, schools, childcare, food access commercial and recreational areas.

Policy 1.3.5: Assist community organizations that provide affordable housing products for low to moderate income households.

Policy 1.3.6: Partner with entities who administer housing assistance programs and provide affordable housing options to very-low, low, and moderate-income households.

Policy 1.3.7: Continue to participate in federal, state and regional housing assistance programs.

Housing Goals, Objectives, Policies

Goal: Provide housing opportunities for all citizens of the County.

Objective 1.4: Preserve and improve quality of existing housing.

Policy 1.4.1: Develop cost share programs to encourage upgrades, improvements or rehabilitation of existing affordable housing stock.

Policy 1.4.2: Support the Building Department in their code compliance efforts.

Policy 1.4.3: Support building trades workforce development and workforce retention for those critical trades needed for housing rehab, repair and construction, such as; electricians, plumbers, mechanical/HVAC, carpenters etc. Encourage youth to pursue building trades occupation paths and encourage training for the next generation of contractors.

Policy 1.4.4: Conduct a conditions inventory of housing stock within target areas.

Policy 1.4.5: Consider financial incentives to encourage rehabilitation or reconstruction of substandard housing.

Policy 1.4.6: Pursue federal, state and local funding for demolition or rehabilitation of substandard housing.

Objective 1.5: Coordinate residential development types and locations with availability and capacity of roadways, water, sewer and other infrastructure.

Policy 1.5.1: Encourage residential development in areas where water and/or sewer infrastructure is available or can be made easily available.

Policy 1.5.2: Promote mixed use development to support smart growth patterns within the County.

Policy 1.5.3: Residential development type and density shall be compatible to adjacent roadway capacity and classification.

Policy 1.5.4: Support infill development by prioritizing public infrastructure in and around existing developed areas.

PULASKI COUNTY *is...*

ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT

The future of the county is closely tied to the success of the economy. The county's future economic development platform is based on ten (10) guiding principles. These include;

1

Promote workforce availability and workforce development

6

2

Provide a positive business climate

Adequate housing and amenities to attract new residents and investments

7

3

Support existing business and industry

Evolve and adapt to emerging trends

8

4

Attract new business and industry

Employment sector diversification

9

5

Efforts that distinguish the County as a unique place to live and work

Access to capital and new investment

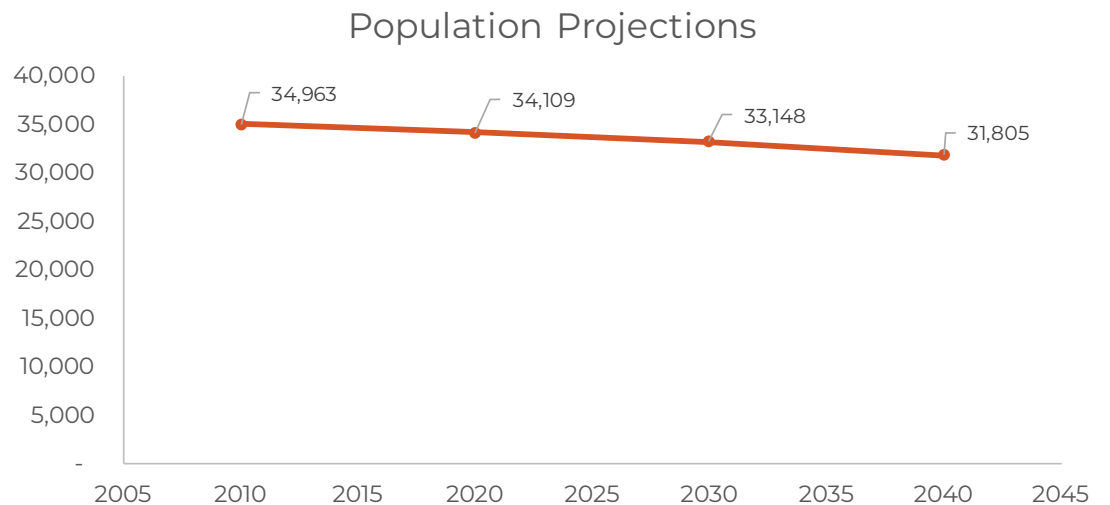
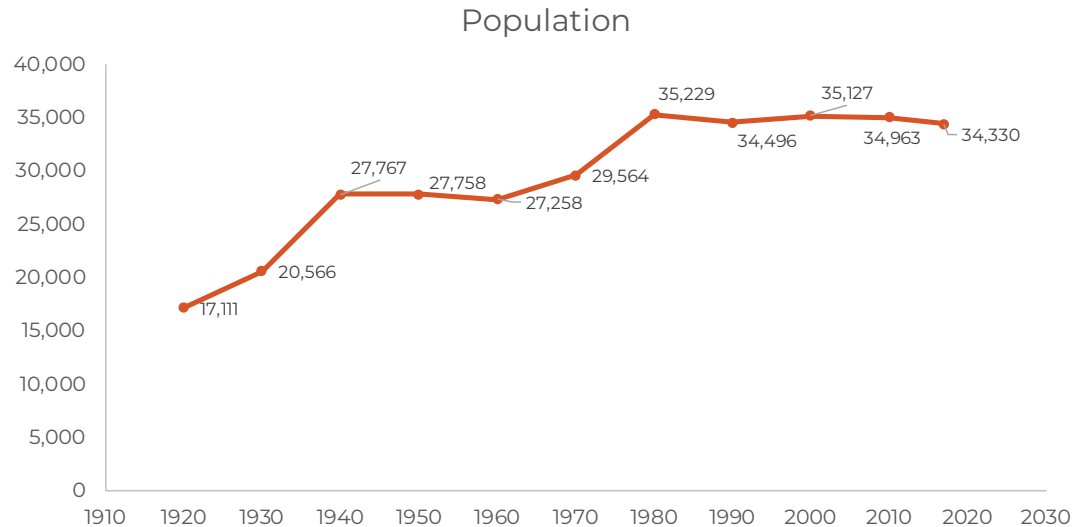
10

Strong partnerships with local, regional and state economic development organizations, adjoining localities, business and industry assets

Workforce Availability & Development

Since 1980 the population has declined from 35,229 persons to 34,330 persons residing in Pulaski County. While the cause for loss of population has not been officially determined, many believe that the reduction in population was triggered by the loss of major furniture and textiles industries during the 90's and early 2000's. The aging of the population and inability to attract new residents has also contributed to a general decline of population.

The Weldon Cooper Center has projected a future decline in the county population of approximately 8%, by 2040. Recognizing that a declining population reduces workforce availability and new investment in the community, the "40 by 30" initiative was launched by county leadership. This initiative seeks to increase the county population to 40,000 persons by the year 2030. Strategies to address this issue include; industry and business recruitment to create jobs (and attract workers), new and improved residential development to increase the stock of housing options and efforts to improved quality of life such as attracting new retail and recreational amenities.



Source: Weldon Cooper Center

Workforce Availability & Development

In comparison, Pulaski County is higher than the statewide average for high school graduation rates. County residents with Bachelor's degree is almost 50% less than statewide averages. The county ranks higher than statewide averages for those with Associates Degree. This may be due to the close proximity of New River Community College (NRCC) and Wytheville Community College (WCC). In partnership with NRCC, Pulaski County High School provides dual honors credit courses that allow students to take college level courses. Recently the ACCE free tuition program was supported by the county to ensure that qualified students can receive a free Associates Degree diploma. The combined efforts of NRCC and the High School both support advanced degree obtainment for county residents. NRCC is a valued workforce training partner in that it provides degree and skills training programs custom tailored to meet the needs of local employers. Degrees, certificates and specialized programs in Manufacturing, IT, Business, and other skills are obtainable at NRCC.

Pulaski County is in close proximity to two public universities, Virginia Tech and Radford University. These universities matriculate skilled graduates and young professionals for the local workforce. A residual benefit of the close proximity to these college areas is that affordable housing in Pulaski County can attract students and young professionals to live in the county. Supporting efforts that capitalize on the close proximity to these universities should be explored. Platforms that advance workforce development training efforts and that increase the numbers of employees available

for "high need sectors" shall be encouraged. Policies that advance housing developments and amenities attractive to younger demographics or those whom we seek to attract as a future workforce should all be considered as part of the economic development program and vision.



Community Profile of Pulaski County

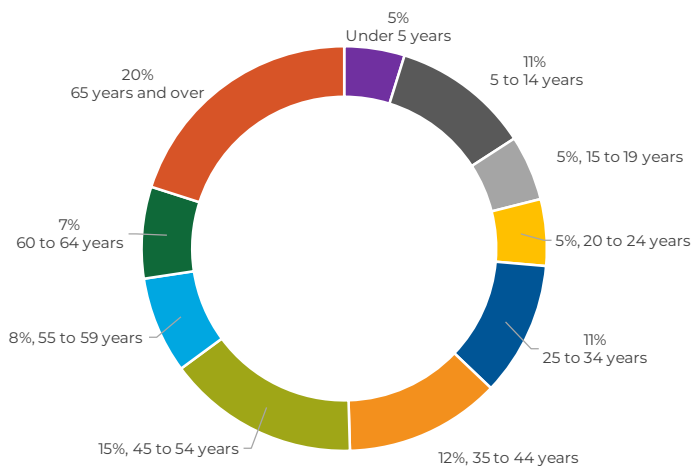


TOTAL POPULATION
34,330

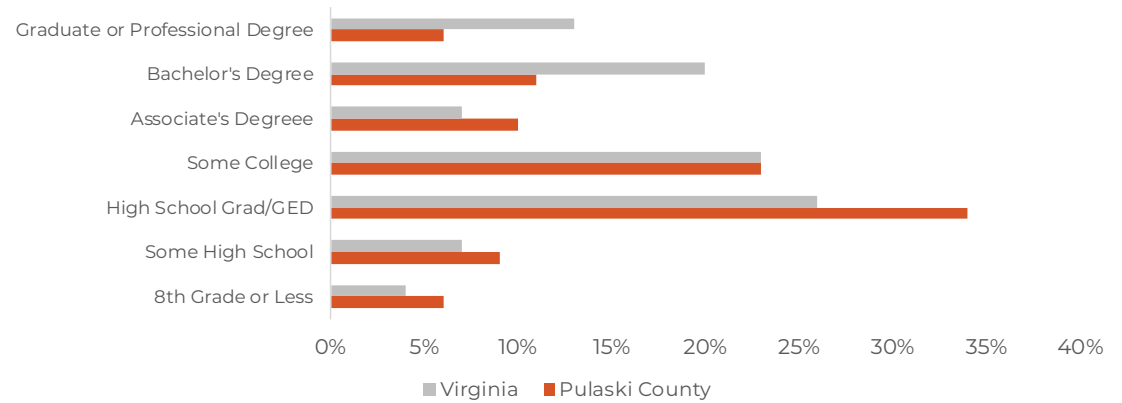


MEDIAN AGE
PULASKI COUNTY
45.6 years
VIRGINIA
38.2 years

Age Distribution



Educational Attainment of Adults



84.1%

% Population that are High School Graduates or Higher

18.2%

% Population that have Bachelor's Degrees or Higher

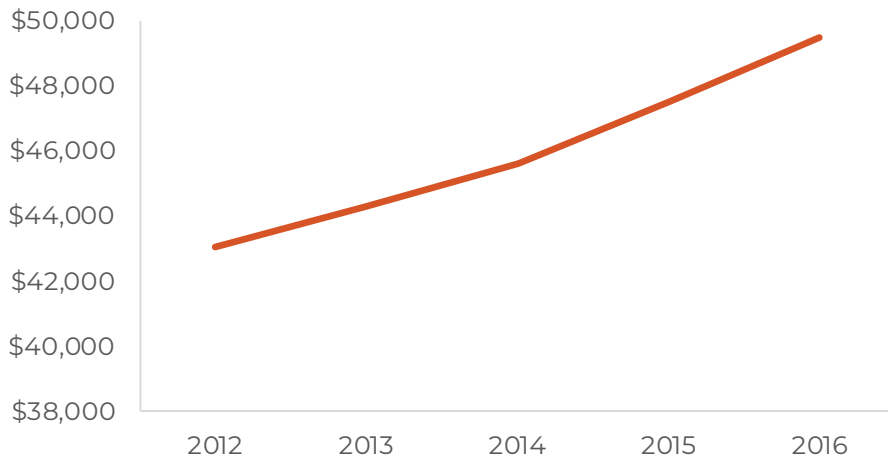


Higher Education Institutions near Pulaski County

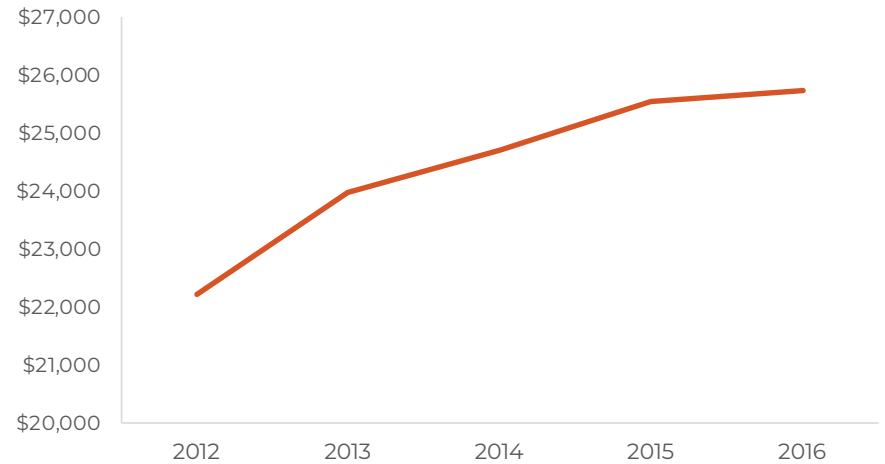
New River Community College
Radford University
Virginia Tech
Wytheville Community College

Community Profile of Pulaski County

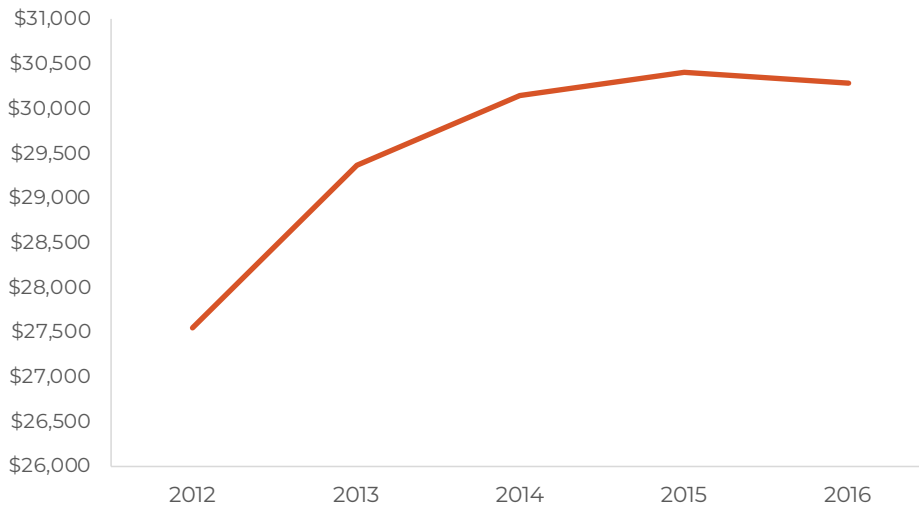
Median Household Income



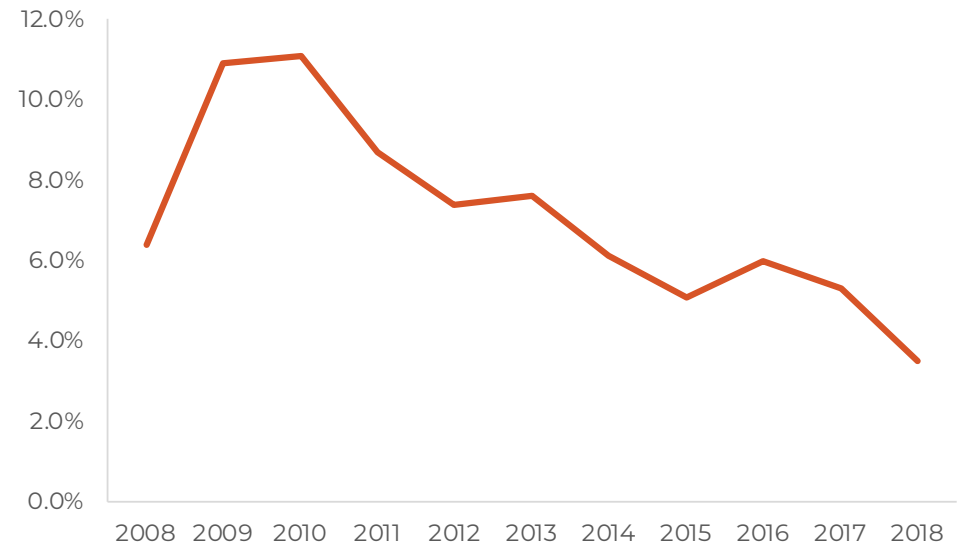
Per Capita Income



Median Earnings for Workers



Unemployment Rate



Source: US Census, American Community Survey
Virginia Employment Commission

Community Profile of Pulaski County

On average per capita income and median household income has been steadily increasing county-wide. This is a positive trend that translates into more dollars available in the local economy and more investment potential for the community. In 2016 the County's median household income was \$49,469. This is lower than the statewide average of \$71,535 and the national average of \$59,039, but in line with the surrounding NRV region. The average annual wage is approx. \$40,000, also in line with averages from the New River Valley but significantly below the average annual wage for Virginia and the United States.

The region's overall low cost of living offsets this difference and workers still retain a relative purchasing power. For business and industry this wage difference can be seen as an asset to locating here with "lower cost of doing business". As a general rule the county encourages new business and industry to relocate here, with preferred encouragement for those industries that provide living wages for employees and that bring extra spending power to the region.

Unemployment in the County has declined from its high at 11% in 2010 to 3.5% in 2018. Pulaski County's unemployment rate fluctuates more widely than other areas and may be attributed to short term layoffs at manufacturing plants. While the low unemployment rate is good news it is bitter sweet in that "insufficient supply of workforce" has been an emerging trend. The low unemployment rates amplify the need to attract more workforce and specialized skilled workforce for some sectors. Efforts to bring persons who are currently

considered unemployed back into the workforce shall also be considered. Addressing issues that prevent persons from seeking employment or maintaining employment because of substance abuse, housing challenges, lack of child-care or elderly care, lack of transportation or other personal challenges should be examined further as part of the workforce challenge.

Unemployment Rate

2010

11.0%

2018

3.5%

Industry Sectors

Pulaski County business and industry employed approximately 15,300 workers in 2019. The manufacturing sector accounts for over a third of all jobs in the County, employing nearly 5,200 workers. The Volvo Trucks manufacturing facility in Dublin accounts for approximately 3,500 jobs directly, and even more indirectly due to the manufacturing and supplier/support firms that serve the plant. In recent years, Pulaski County has attracted manufacturing firms in other sectors, including international companies such as Red Sun Farms, Korona Candles and Phoenix Packaging. These efforts diversify the manufacturing base and provide resiliency/stability to local employment. Learning from the past, efforts to bring diversity into the local economy strengthens the county, in that it protects against impacts from volatile international markets and/or other policies that could impact one large single source employer with detrimental effect to the local economy.

Wages in the manufacturing sector are above the regional and local average, at \$58,567, although many of the jobs in production occupations pay at a lower rate. The average wage for team assemblers, which account for 2,200 jobs, is \$33,400.

In addition to manufacturing, the other major employment sectors (those that employ over 1000 persons) include; retail trade, health care/social assistance, transportation/warehousing, and educational services.

The retail/accommodation/food service sector employment is concentrated in major 'big box' stores and national chains at retail hubs in Fairlawn near the City of Radford, near Dublin/Newbern (exit 98 on Interstate 81), and in the Town of Pulaski (Bob White Blvd./East Main Street).

| <i>Industry</i> | <i>Employment</i> | <i>Avg. Wages</i> |
|--|--------------------------|--------------------------|
| Manufacturing | 5,165 | \$58,567 |
| Retail Trade | 1,734 | \$24,317 |
| Health Care & Social Assistance | 1,296 | \$39,797 |
| Transportation & Warehousing | 1,091 | \$41,748 |
| Accommodation & Food Services | 1,091 | \$16,780 |
| Educational Services | 1,035 | \$29,692 |
| TOTAL, All Sectors | 15,291 | \$40,357 |

Source: Jobseq

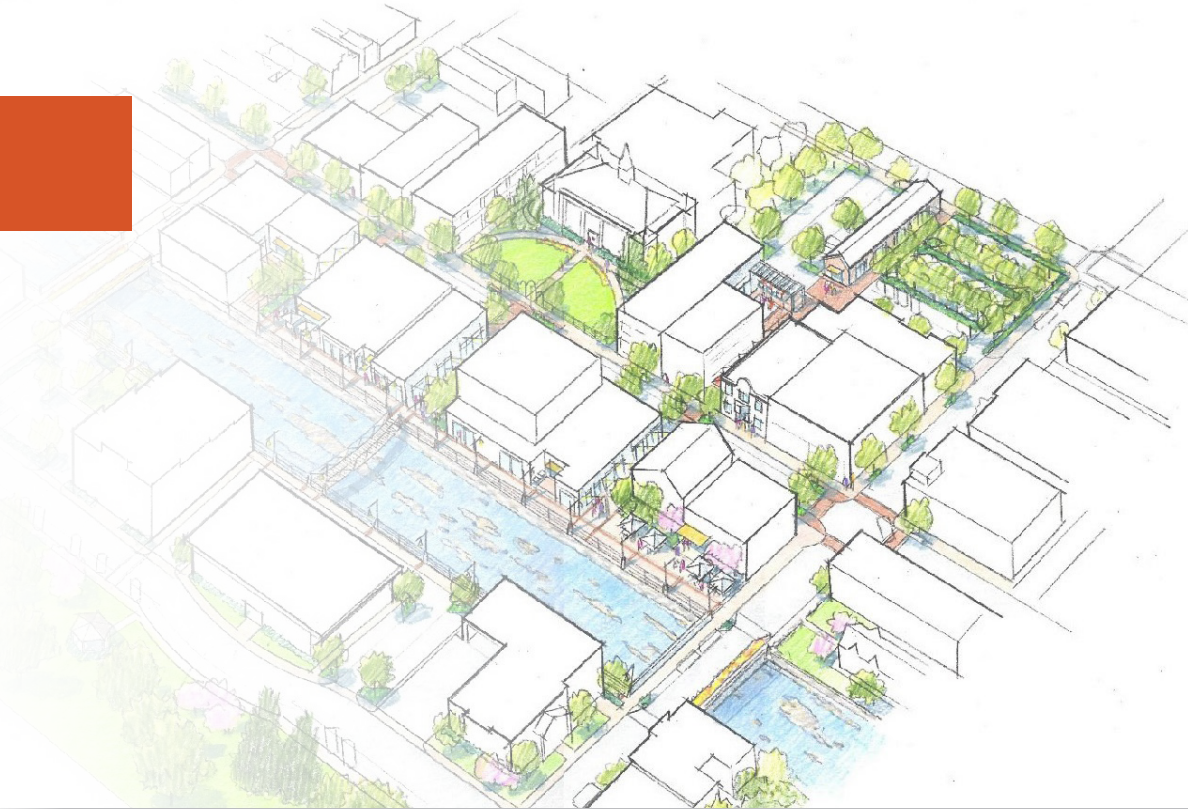
Industry Sectors

Currently, The Town of Pulaski is revitalizing the historic downtown area, with a goal to attract unique 'destination' retail, restaurant and service businesses. This strategy to attract new residents and visitors is supported by the many outdoor recreation amenities and cultural attractions of the area. The county supports and values the Town's efforts to revitalize the downtown areas and further supports efforts to add retail, dining and tourism assets. The county's tourism development efforts are led by the Chamber of Commerce who markets the many county amenities, attractions and events. Working together, the Town of Pulaski, Town of Dublin and Pulaski County can improve the quality and quantity of retail, restaurant and other attractions needed for both tourism development and to support local residents/quality of life efforts.

Major employers in the health care and social assistance sector include the Lewis-Gale Hospital complex on Route 11, nursing homes, physicians and clinics. New River Community College campus in Dublin and the Pulaski County K-12 school system make up the major employers in the educational sector.

The 2017 Census of Agriculture reported that 77,504 acres is currently in agricultural production. The total market value of agricultural products sold in the county totaled \$32 million. A total of $_$ % of the County's overall economic activity is attributable to agricultural productivity and sales. Approximately 640 persons are employed in agriculture sector jobs.

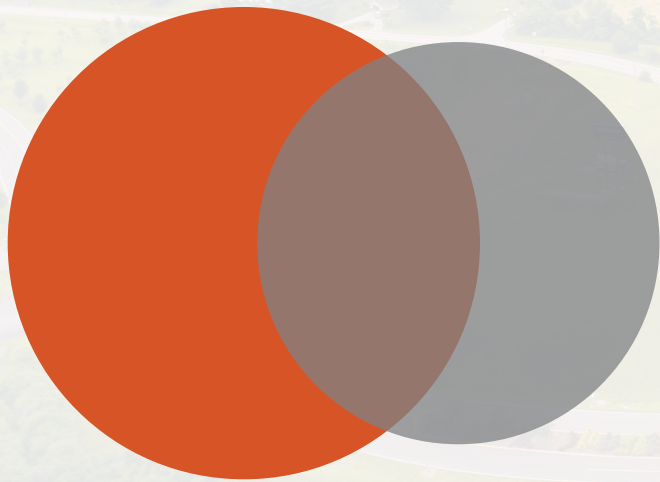
Small business support and development, establishing and maintaining a support network for existing industry and business and attracting a diversity of manufacturing, retail, and hospitality assets are all part of the economic development strategy.



Commuting Patterns

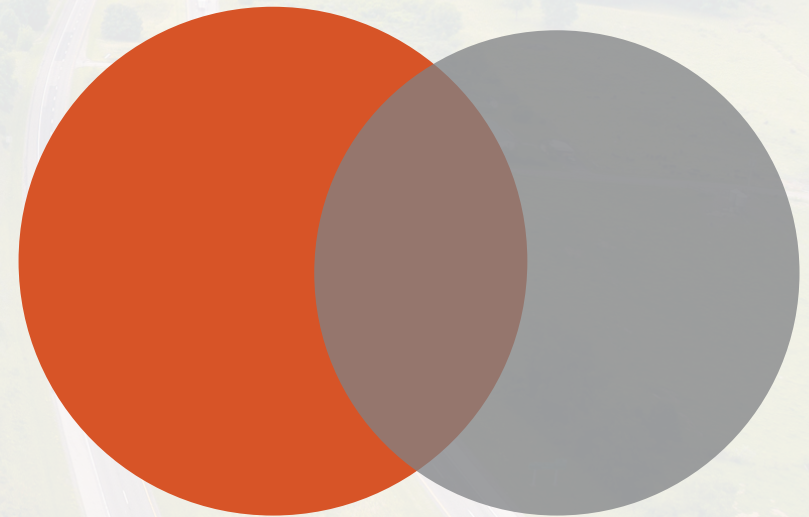
Nearly 7,000 persons commute outside of the county for employment. Top destinations include Montgomery County, City of Radford, and the Roanoke Valley. Nearly 6,800 workers commute to Pulaski County for employment but live elsewhere. The majority of workers in 'goods producing' industries, such as manufacturing, travel into the County for their job. For those Pulaski County residents who work in the services sector, the opposite is true, a majority of these persons travel outside of the County for employment. Nearly 9% of the population, or 4,000 Pulaski County residents, both live and work in Pulaski County

Inflow / Outflow Job Count in 2017
Workers in the "Goods Producing" Industry



2,657 - Employed in Selction Area, Live Outside
1,848 - Live in Selection Area, Employed Outside
1,857 - Employed and Live in Selection Area

Inflow / Outflow Job Count in 2017



6,738 - Employed in Selction Area, Live Outside
6,965 - Live in Selection Area, Employed Outside
3,970 - Employed and Live in Selection Area

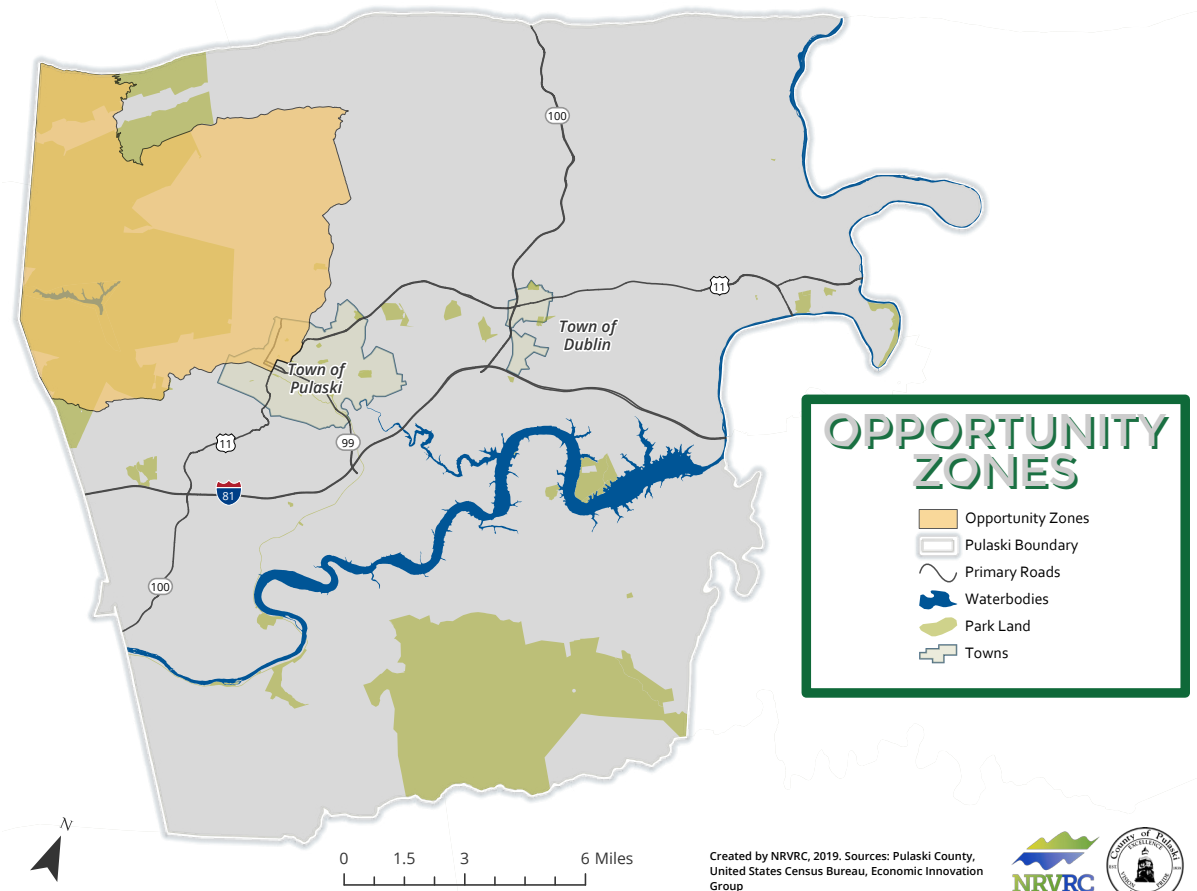
Economic Incentive Areas & Partnerships

Pulaski County has ____ Enterprise Zones and one Opportunity Zone. These geographic zones qualify the county for economic development incentive programs.

Enterprise Zone: The Virginia Enterprise Zone (VEZ) program is a partnership between state and local governments that encourages job creation and private investment. Two grant-based incentives, the Job Creation Grant (JCG) and the Real Property Investment Grant (RPIG), are available to qualified investors and job creators within those zones.

Opportunity Zone: The Opportunity Zones incentive is a new community investment tool established by Congress in the Tax Cuts and Jobs Act of 2017 to encourage long-term investments in low-income urban and rural communities nationwide. Opportunity Zones provide a tax incentive for investors to re-invest their unrealized capital gains into dedicated Opportunity Funds that fund development projects in Opportunity Zone areas.

Maintaining and building strong partnerships between local, regional and state organizations is vital for the continued economic growth of the county. Virginia's First Regional Industrial Authority at the Commerce Park, the Pulaski County Industrial Park and the Business Center are successful examples of local partnership with state and regional entities to bring job creation and investment dollars into the community. The county is supported by the Chamber of Commerce, Workforce Investment, Onward NRV, Virginia Economic Development Partnership and other partners that advance economic growth.



Created by NRVC, 2019. Sources: Pulaski County, United States Census Bureau, Economic Innovation Group



Trends & Opportunities

Proximity to NRV. Regional growth at Virginia Tech, Radford and related university technology businesses presents an opportunity to attract both new business and residents. Provide cultural amenities and walkable communities to attract these assets and network with university partners to support expansion into the county.

Tourism. Expand on the recent success of tourism. Promote new “service businesses” tied to local attractions (Claytor Lake, New River Trail State Parks, Pulaski Yankees, historic and cultural attractions, festivals, etc.) Capture revenue from this under-utilized sector. Continue to support tourism efforts by the Pulaski County Chamber of Commerce, The Town of Pulaski and Town of Dublin and consider new methods to promote tourism business such as capitalizing on the “rec ball” and county parks programs. Support efforts that protect cultural, natural and tourism assets.

Access. Good access to air, rail and interstate transportation along with a prime location in the mid-Atlantic region are positive assets. Capitalize on these assets. Explore emerging trends in warehouse needs along the I-81 corridor, recruit transportation logistics providers and other sectors that rely on good access. Begin strategic planning to reserve areas that can later be used for this purpose and advance the economic development platform. Support transportation funding and initiatives that develop and protect transportation networks needed for economic growth.

High Speed Connectivity. While Pulaski County has good ‘middle-mile’ broadband capacity along existing trunk lines, the buildout and expansion of broadband and cell coverage is necessary in many areas of the County. High speed connectivity is essential for attracting business investment and new residents. Support efforts that advance technology and high-speed connectivity.

Renewable Energy. The Claytor Lake hydroelectric project generates 75 megawatts of power. The Little River generates electricity for the City of Radford Municipal Hydroelectric Project with an installed capacity of 1200 KW. In 2017, Virginia’s First Regional Industrial Facility Authority received zoning approval to lease land at the New River Valley Commerce Park for approx. 60 megawatts of solar generation capacity. The Town of Pulaski recently approved a solar farm project within its jurisdiction. Both projects are still under development.

Wind developers are exploring opportunities in Pulaski County to locate a wind turbine facility. If it were to advance, the plan is projected to generate up to 180 megawatts of clean energy, enough to provide power to 40,000 Virginia homes annually. The New River Resource Authority leases land and provides landfill gas to CCI for the generation of 2.3 megawatts/hr. of electricity generation at this site.

Capitalize on the renewable energy potential and consider policies and programs that incentivize renewable energy production. Market production of green energy as a tool to attract those industries who choose to locate in close proximity to green power or who rely on green power.

Trends & Opportunities

Real Estate. The existing stock of commercial buildings and homes are aging. Increasing the availability of desirable housing stock, retail facilities, office buildings, warehouse facilities, and recreational amenities will drive growth and distinguish it from other localities. County staff can partner with real estate agent associations, developers and business leaders to incentive development projected to meet future demands and serve emerging trends.

Childcare. Pulaski County and the rest of the New River Valley face a shortage of childcare options. This has negative impact on workforce supply. Early childhood education is a critical factor in preparing children for school and enabling a future workforce. Childcare with evening hours to accommodate second shift workers in manufacturing plants is needed. Without childcare, parents may choose not to work, or may choose to relocate to other areas with childcare availability.

Expand Access to Capital and Business Support. Drive new investment by supporting efforts that expand access to capital and provide business support. Ensure that businesses and industry can expand, relocate here or make needed cost saving improvements, including technological advancement by assisting them with access to capital efforts.



Economic Development Goals, Objectives, Policies

Goal: Support economic growth and maintain a stable, diverse and competitive business climate

Objective 1.1: Diversify the economic base

Policy 1.1.1: Utilize Onward New River Valley economic development program to assist the county with attraction efforts of targeted sectors such as advanced manufacturing, life sciences, food/beverages etc.

Policy 1.1.2: Explore emerging trends in technology-based industries and foster a county environment that supports attracting technology companies.

Policy 1.1.3: Support the efforts of small business development assistance programs such as the Small Business Development Center, Pulaski on Main, Chamber of Commerce, Radford University Corporate Park, Beans & Rice, etc.

Policy 1.1.4: Partner with the two towns and unincorporated areas to develop a shortlist of desired and needed businesses. Establish an incentive-based program to attract these businesses to the county/towns.

Policy 1.1.5: Promote and market tourism assets. Support tourism industry expansion efforts and tourism business.

Policy 1.1.6: Capitalize on the unique nature of the rail corridor and attract industries that are reliant on rail infrastructure.

Policy 1.1.7: Create an environment that supports and attracts businesses that support target populations such as stay at home parents and/or home-based entrepreneurs.

Policy 1.1.8: Create an economic development policy that promotes Green Business/Sustainable Economy and other market sectors that create products, develop solutions and advance technology around sustainability.

Policy 1.1.9: Promote new economic development initiatives to attract renewable energy companies and investments. Use the positive asset of renewable energy production to attract affiliated industry such as data and technology companies.

Policy 1.1.10: Connect prospective entrepreneurs and existing small businesses to technical assistance resources, incentives and financing programs.

Policy 1.1.11: Capitalize on recreational, historical and outdoor assets to build economy. Examples include bat ball sports events, tourism events, support industries.

Policy 1.1.12: Support efforts led by the Economic Development Authority to manage and market existing county properties in a way that supports a wide range of economic development initiatives. Consider new properties to maintain a diverse stock of prospective sites.

Policy 1.1.13: Continue initiatives to expand broadband telecommunications and internet availability to support home based, creative economy and high-tech business enterprises.

Economic Development Goals, Objectives, Policies

Goal: Support economic growth and maintain a stable, diverse and competitive business climate

Objective 1.2: Retain and expand existing business & industry while attracting new business & industry

Policy 1.2.1: Support the Economic Development Authority and Economic Development agencies in their efforts to attract and support industry and business in Pulaski County.

Policy 1.2.2: Establish a pathway for existing business and industry to communicate challenges, needs and future opportunity to local government

Policy 1.2.3: Examine challenges and “missing links” that inhibit industry relocation to Pulaski County. Work to fill those gaps.

Policy 1.2.4: Create a county fact sheet for local, state and federal business support resources and make this available on the county website

Policy 1.2.5: Develop a yearly appreciation award to recognize and celebrate the county's business and industry partners.

Policy 1.2.6: Ensure that county owned or supported industrial sites are marketed appropriately. Develop a marketing plan for available industrial sites. Utilize the resources from Virginia Economic Development and other regional economy-based organizations to market our assets.

Policy 1.2.7: Examine infrastructure system capacity of existing and proposed industrial and business sites and identify limitations. Establish a plan for completing needed infrastructure improvements and partner with major assets such as American Electric Power, Norfolk and Southern, Virginia Department of Transportation and the Public Service Authority, etc. to fill infrastructure gaps

Policy 1.2.8: Continue to work with Virginia's First Regional Industrial Authority (VFRIA), Virginia Economic Development Partnership (VEDP), Onward New River Valley, Pulaski County Chamber of Commerce and other regional and state initiatives that promote economic growth.

Policy 1.2.9: Support efforts to redevelop and revitalize existing underutilized industrial and business sites into prospective site locations for new businesses. Work with private developers, funding resources and both of the towns to further this goal.

Policy 1.2.10: Conduct inventory of existing stock of warehouse space and the county wide need for industrial and business storage. Develop a strategic plan to advance storage options and potentially free up sites in prime locations for business.

Policy 1.2.11: Explore the challenges of large-scale financing. Create a taskforce to examine and problem solve opportunities for meeting this challenge.

Policy 1.2.12: In partnership with the Economic Development Authority, the Extension Office and the Department of Agriculture and Consumer Services, sponsor an Agriculture Economy Conference to explore innovative new ideas in the agricultural economy and to advance market opportunities unique to our region.

Policy 1.2.13: Encourage public and private initiatives that support the local agriculture industry, local foods programs, agricultural education and incentives for local farmers to continue active production

Policy 1.2.14: Continue efforts to promote Pulaski County as Southwestern Virginia's Center for International Business and the Capital of Advanced Manufacturing.

Policy 1.2.15: Prevent loss of prime farmland and promote viable agriculture by concentrating higher intensity or density development in more suitable areas that are compatible to surrounding land uses and/or along existing and planned transportation corridors.



Economic Development Goals, Objectives, Policies

Goal: Support economic growth and maintain a stable, diverse and competitive business climate

Objective 1.3: Attract and maintain a viable workforce

Policy 1.3.1: Develop a strategic plan to attract key industry workforce populations to live and work in Pulaski County.

Policy 1.3.2: Support policies that incentivize high paying wages for prospective industry and business. Set target living wage goals and attract industry and businesses that also value a living wage/stable workforce.

Policy 1.3.3: Continue partnerships with the Pulaski County Public School System, New River Community College, Area Universities, Workforce Development and other organizations that promote trade skill education, workforce training and curriculum development for identified workforce needs.

Policy 1.3.4: Advance community needs such as adequate housing, trails/recreational amenities, medical services and assets that attract a qualified and stable workforce.

Policy 1.3.5: Identify needs for early childhood education and foster ideas to provide early education. Promote efforts that teach workforce/ life skill training for all age groups.

Policy 1.3.6: Support affordable childcare options that allow working families an opportunity to participate in the workforce.

Policy 1.3.7: Provide internships, job-shadow days, apprenticeship and other opportunities for young people to explore career options.

Policy 1.3.8: Support Schools in providing high quality Career and Technical Education (CTE) programs that train a qualified workforce.

Policy 1.3.9: Evaluate existing and new workforce programs every five (5) years to ensure that workforce training stays relevant to technology, local needs and emerging trends. Work with training and education providers that meet workforce challenges and can supply successful metrics that support workforce programs..

Policy 1.3.10: Closely partner with Higher Education Institutions and ensure that Pulaski County is an extension of their campus and a partner for opportunity

Policy 1.3.11: Advance the vision for a younger and diverse population by supporting the 40,000 citizens by 2030 (40 by 30) vision statement.

Policy 1.3.12: Support specific curriculum and training programs that ensure “workforce ready” employment in Pulaski County. Examples include; trade certifications, targeted advanced degrees and industry matched training programs.

Policy 1.3.13: Promote efforts to improve the supply of affordable workforce housing.

Policy 1.3.14: Encourage and incentivize creative mixed-use developments that introduce modern housing choices, provide trendy retail/restaurants and walkable communities to provide housing stock for young professionals.

Policy 1.3.15: Promote high-end and executive level housing developments to provide an adequate housing stock for this income level.

PULASKI COUNTY *is...*

COMMUNITY FACILITIES
&
PUBLIC SERVICES

RIVERLAKE
ELEMENTARY SCHOOL

COMMUNITY FACILITIES & PUBLIC SERVICES

Pulaski County Government

Pulaski County is a “county board” form of government and it operates under the guidance of the Board of Supervisors. Board members represent each of the five (5) magisterial districts and are elected from the citizens every four (4) years. In addition to the Board of Supervisors, the Pulaski County School Board is comprised of five (5) members also representing magisterial districts and serving as policy makers for the school system. Constitutional offices such as the Clerk of the Circuit Court, Commissioner of Revenue, Commonwealth Attorney, Treasurer and Sheriff are elected by the citizens of the County. These offices manage critical functions such as revenue collection, land records, voting registration/election management and public safety.

The Pulaski County Administrator serves as the Chief Administrative Officer and Chief Economic Development Officer. County Administrative Offices are located on Third Street in the Town of Pulaski and the building houses county departments in addition to the Virginia Cooperative Extension Office and the Virginia Department of Health Environmental Services Office. Constitutional Offices and Court Services are located at the Pulaski County Courthouse with access from both Main Street and Third Street. The Department of Social Services and the Information Technology Department are located on Commerce Street and the School Board operates out of offices on Washington Avenue. In addition to the Administrative offices and Courthouse, the local government manages a variety of schools, departments and public services.

The Town of Dublin and the Town of Pulaski operate under the “council form” of government and these incorporated areas are guided by Town Councils who are elected by town citizens. The two towns provide many of their own services and they

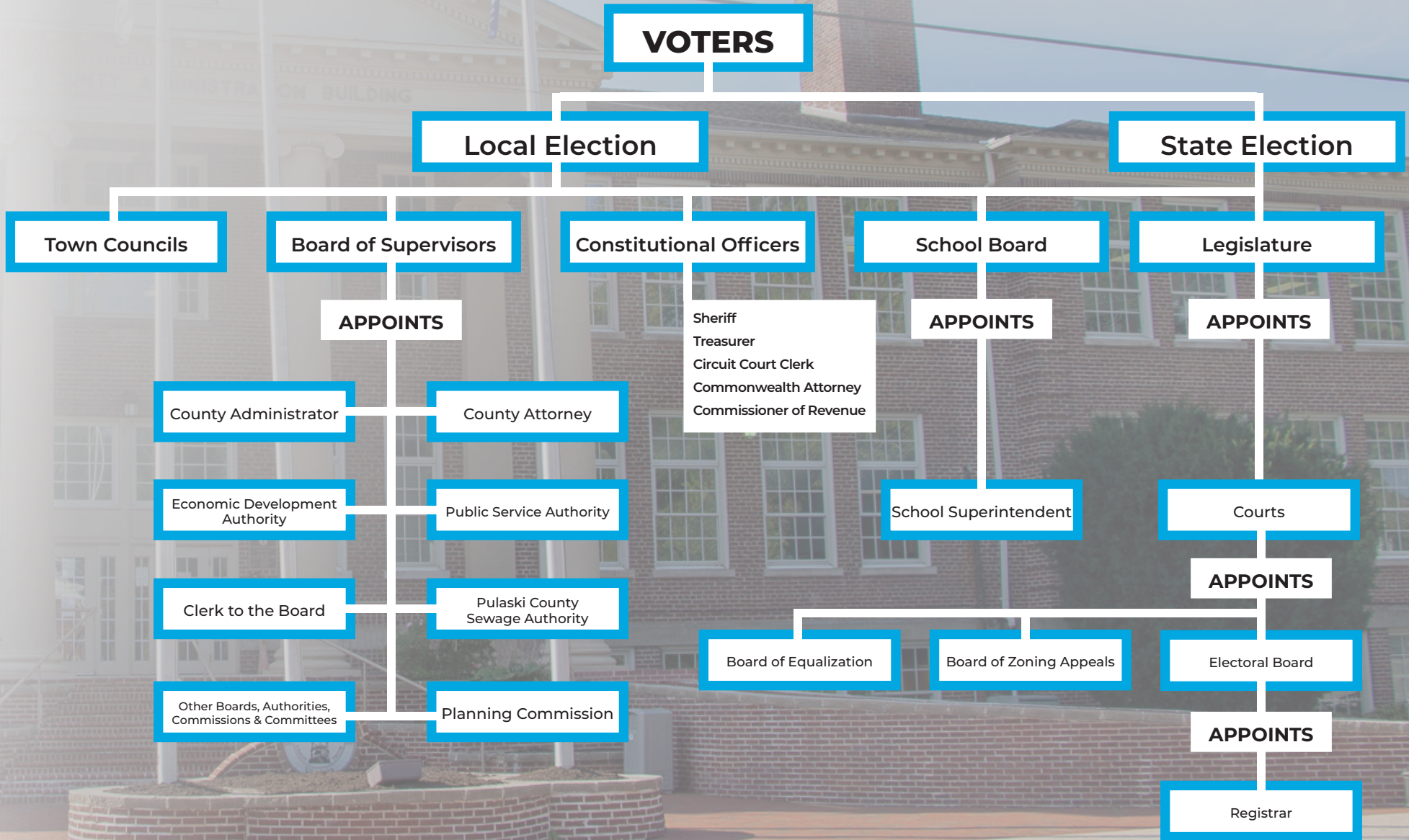
manage town operations. Some services, such as the public-school system and a variety of other programs, are provided to town residents by the county. Town residents pay both town and county taxes and can vote in both elections. The County is committed to maintaining strong partnerships with both of the towns. Pursuing future collaborations with both the Town of Pulaski and the Town of Dublin to advance common goals such as improving quality of life, spurring economic growth and providing quality services are key goals for County leadership.

Pulaski County is limited to the powers expressly granted by the Commonwealth of Virginia. Virginia follows the Dillon Rule and therefore the County has powers of government which are granted by the legislature. Around 20% of states in the US do not subscribe to the principles of the Dillon’s rule at all. The County is the trustee for local collected funding and is responsible for ensuring that funds are used for their intended purposes. According to the annual audit, the Fiscal Year 2018 anticipated budget was \$55,213,740. Actual expenditures were \$1,288,358 less than anticipated.

The County Administration Capital Improvement Plan (CIP) and the Public Service Authority Capital Improvement Plan are five (5) year plans designed to plan for, allocate and fund projects that are outside the scope of a typical budget. Examples of projects funded by the CIP include large scale facility maintenance projects, fleet replacement, and budget allocations for county department capital needs that are over \$5,000 in value. The CIP is reviewed and updated on an annual basis with approval by the Board of Supervisors as part of the county budget approval process. The complete CIP can be found in the appendix

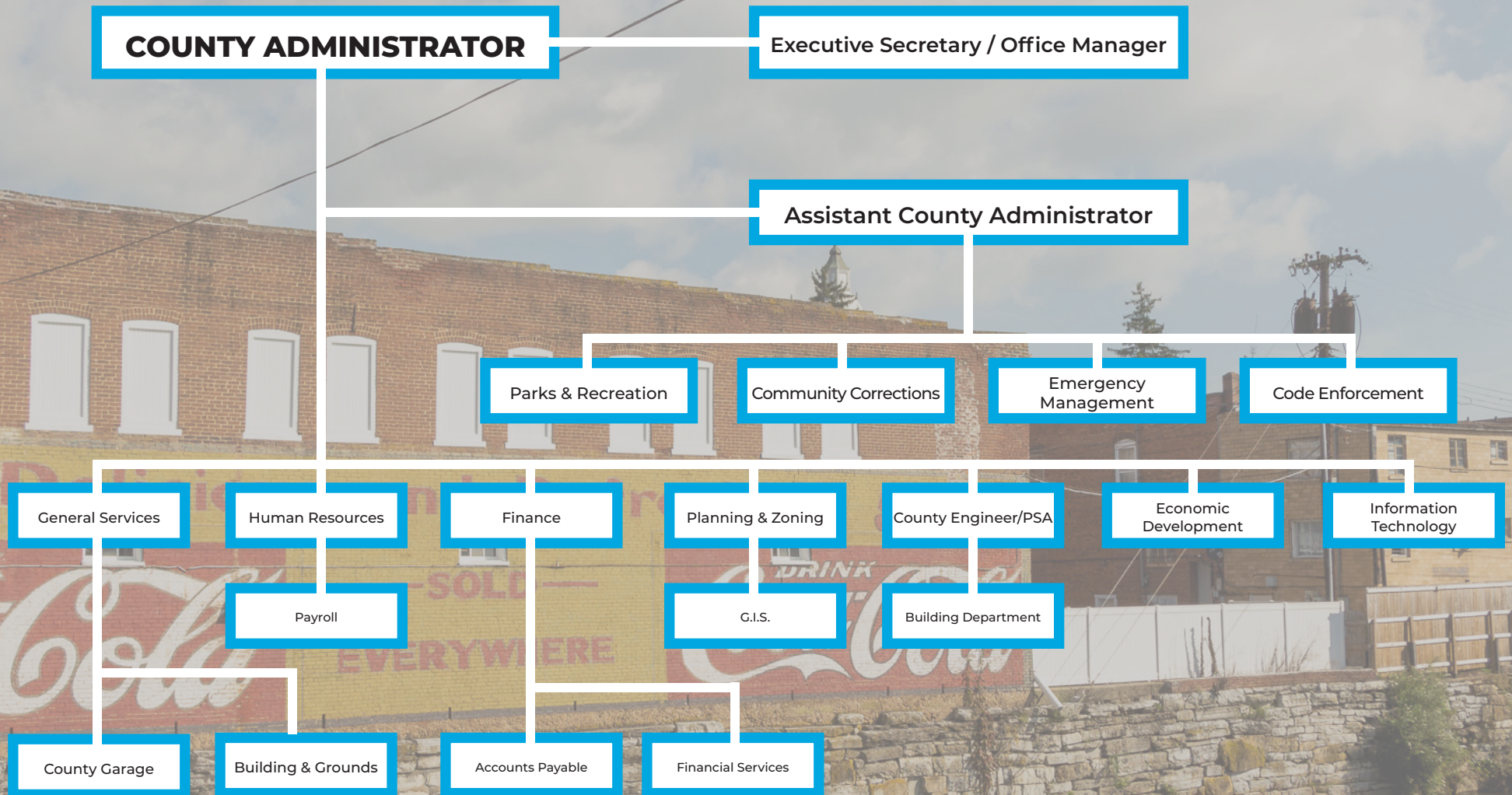
COMMUNITY FACILITIES & PUBLIC SERVICES

Pulaski County Local Government Organizational Chart



COMMUNITY FACILITIES & PUBLIC SERVICES

Pulaski County Administration - Major Departments



Emergency Management Services

Emergency Management Services are provided by the Public Safety Department and Volunteer Fire Departments in coordination with the Joint 911 Call Center and Sheriff Department. The Emergency Management Coordinator works in partnership with local state and regional partners on county-wide hazard mitigation and response.

The Public Safety Department is served by professionals committed to emergency response. Currently the department has fourteen (14) full-time EMT personnel and four (4) part-time EMT personnel. The County has three (3) ambulances, of which two of them provide 24 hours, 7 days a week (24/7) life support services and one provides services for 16 hours, 7 days a week. Additionally, there are four EMT personnel trained in Advanced Life Support (ALS).

Eight volunteer fire stations operate across the county. Two of the fire stations are located within the Towns of Dublin and Pulaski.

The County-wide average emergency medical services response time is 14 to 15 minutes. Staffing and response time standards as recommended by National Fire Protection Association (NFPA) are met county-wide, however there are growing concerns about future demands.

In the last seven years the call volume for fire and emergency medical services has doubled. The recruitment and retention of fire department volunteers is a growing need for the county.



Law Enforcement

The Pulaski County Sheriff's Office (PCSO) in partnership with the Town of Dublin Police Department and the Town of Pulaski Police Department provides crime prevention, public safety and community patrol for the residents of the county. The Sheriff's Office consists of the following divisions - Courts, Civil Process, Criminal Investigations, Patrol, School Resource Officers and Animal Control.

PCSO employs approx. sixty (60) full-time employees and five (5) part time employees.

Numbers: July 1, 2013- June 30, 2014 to July1,2018-June 30, 2019

In the last five years the number of calls for the Pulaski County Sheriff's Office has increased 35%, to a total of 27,754 calls (fiscal year 2018). During this same time period traffic incidents have increased by 12%, with a total of 1,743 incidents in 2018. Despite the rise in calls, staff levels have remained constant.

**Calls increased
by **35%****

**Total calls in 2018
27,754**

**Incidents increased
by **12%****

**Total incidents in 2018
1,743**



Law Enforcement

Training needs, including specialty training and in-service training related to incidents such as rioting and active shooter training has increased for staff. In addition, school and business safety assessments and CRASE (Civilian Response to Active Shooter Events) trainings provided by PCSO employees are placing greater demand on the department. Overall, the county sheriff department has experienced more demands from a limited staff. Addressing the need for more personnel should be evaluated.

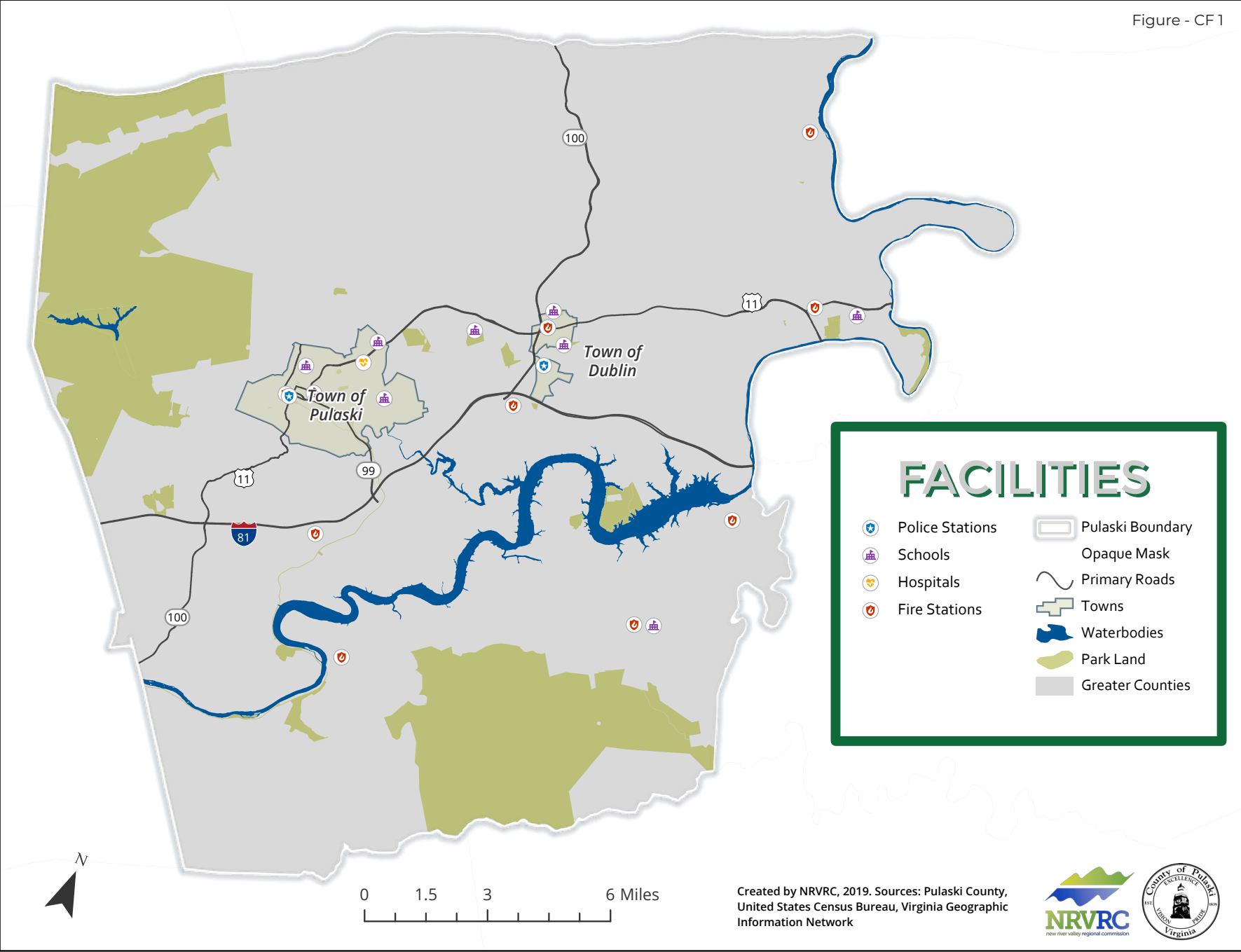
The Resource Deputy program is a new and innovative approach to community law enforcement. The deputy acts as a liaison between the community and PCSO by organizing and implementing trainings, by building relationships with individuals and organizations and by addressing preventive strategies for crime prevention. Further development of this program is a future priority for the Sheriff Department.

The Sheriff Office is located on East Main Street in the Town of Pulaski with a sub-station located in Fairlawn. The Animal Control Division works in partnership with the Pulaski County Humane Society at the Animal Shelter located in Dublin. Firearms training is conducted at the range facility on Cloyd's Mountain.

Facilities improvement for the Sheriff's office building needs to be examined further. Flooring and roofing issues, parking lot disrepair, HVAC system, inadequate storage and generator issues are items that were highlighted as critical needs. Adequate staffing and providing a safe and efficient workspace are key to maintaining the high level of service provided by the Sherriff Department.



Figure - CF1



FACILITIES

| | | | |
|--|-----------------|--|------------------|
| | Police Stations | | Pulaski Boundary |
| | Schools | | Opaque Mask |
| | Hospitals | | Primary Roads |
| | Fire Stations | | Towns |
| | | | Waterbodies |
| | | | Park Land |
| | | | Greater Counties |

Created by NRVC, 2019. Sources: Pulaski County, United States Census Bureau, Virginia Geographic Information Network



Department of Social Services

Pulaski County Department of Social Services (DSS) provides human services and temporary economic assistance to citizens in need. The department mission is, "To promote self-sufficiency and a safe, stable environment for children, adults, and families in Pulaski County". The DSS administers a variety of state and federal programs that assist with the most critical needs for families, such as; food, energy assistance and child services. In partnership with other human service organizations, the DSS promotes community mentoring and supports programs that improve overall quality of life. The Leadership Academy, Job Fairs, Human Services Forum and the Child Care Subsidy Program are examples of innovative approaches to community-based outreach, which is at the heart of the Pulaski County Department of Social Service mission.

Programs Administered, Facilitated or Supported by the Department of Social Services

- » *Assisted Living Facility Auxiliary Grant*
- » *Eligibility Screening and/or Assistance for Medicaid & Medicare, Children's Health Care (FAMIS) Energy Assistance, Supplemental Nutrition Assistance Program, Temp Assistance for Needy Families and WIC*
- » *Refugee Programs*
- » *Child Day Care*
- » *Child Care Assistance*
- » *Child Protective Services*
- » *Foster Care*
- » *Adoption Subsidy*
- » *Home Based Services*
- » *Neighborhood Assistance Program*
- » *General Relief*
- » *Independent Living Program/Youth Services*



Education

Education plays a critical role in the health, wellbeing and economic success of the county. From early childhood education to college level programs, the county promotes and supports public education.

Head Start is a federally funded preschool program which offers comprehensive development services to children 3-5 years of age. The program prepares children for school readiness and supports whole families with an emphasis on nutrition, preventative health and social services. In the New River Valley, Head Start is offered through New River Community Action at the Pulaski Head Start and New River Community College Early Learning Center.

The Virginia Preschool Initiative and the Early Childhood Special Education programs serve at-risk four-year olds who are not served by Head Start. Programs are offered at all five elementary schools to prepare children for kindergarten and the services are provided by the Pulaski County School System. Early Childhood Education is a critical element for successful communities. Statistics show that early childhood education increases high-school graduation rates, improves performance on standardized tests and provides more workforce ready adults later in life.

Pulaski County has five (5) elementary schools with attendance from affiliated geographic zones across the county. Critzer Elementary, Dublin Elementary, Pulaski Elementary, Riverlawn Elementary, and Snowville Elementary provide kindergarten through fifth grade education. Dublin Middle School and Pulaski Middle School will be combined and relocated to a new school in 2020. The new 126,658-square-foot

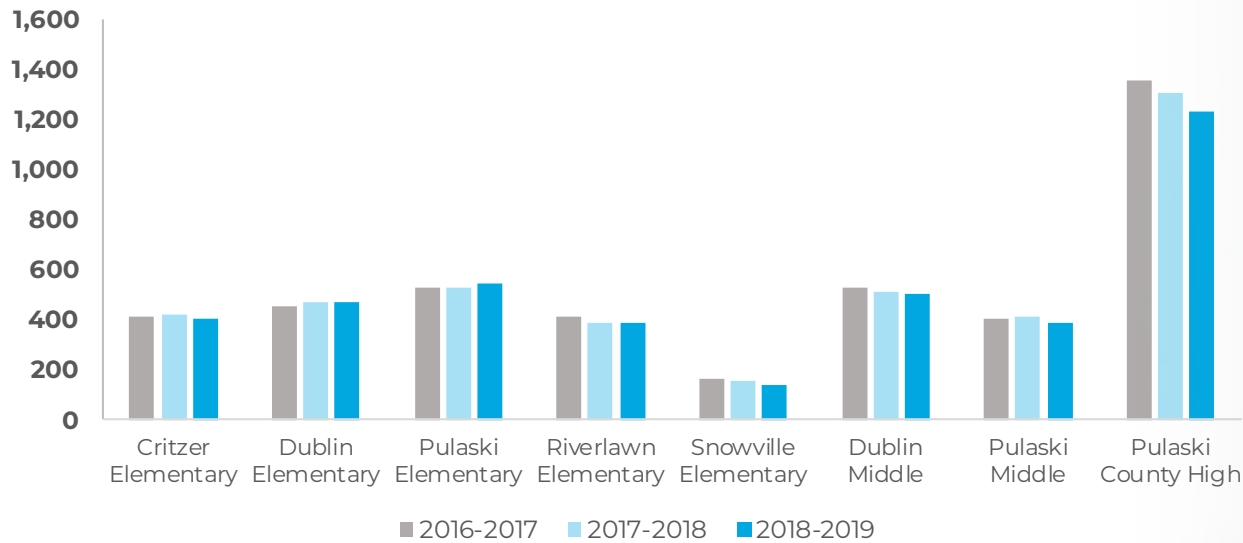
Pulaski County Middle School will have more than 50 classrooms, two gyms, multipurpose fields and a fitness center. An auditorium, agriculture education lab, and a technology lab where students can learn about robotics and mechatronics are exciting new features of the school which will provide sixth through eighth grade education. Pulaski County High School currently serves all county students from ninth to twelfth grades.



Education

In 2018, the total enrollment included 4,081 students in Pulaski County Public Schools. Dublin and Pulaski Elementary have seen a slight increase in enrollment, while other schools have seen a decline. Table 2 shows the school enrollment in Pulaski County from 2016 to 2018.

School Enrollment



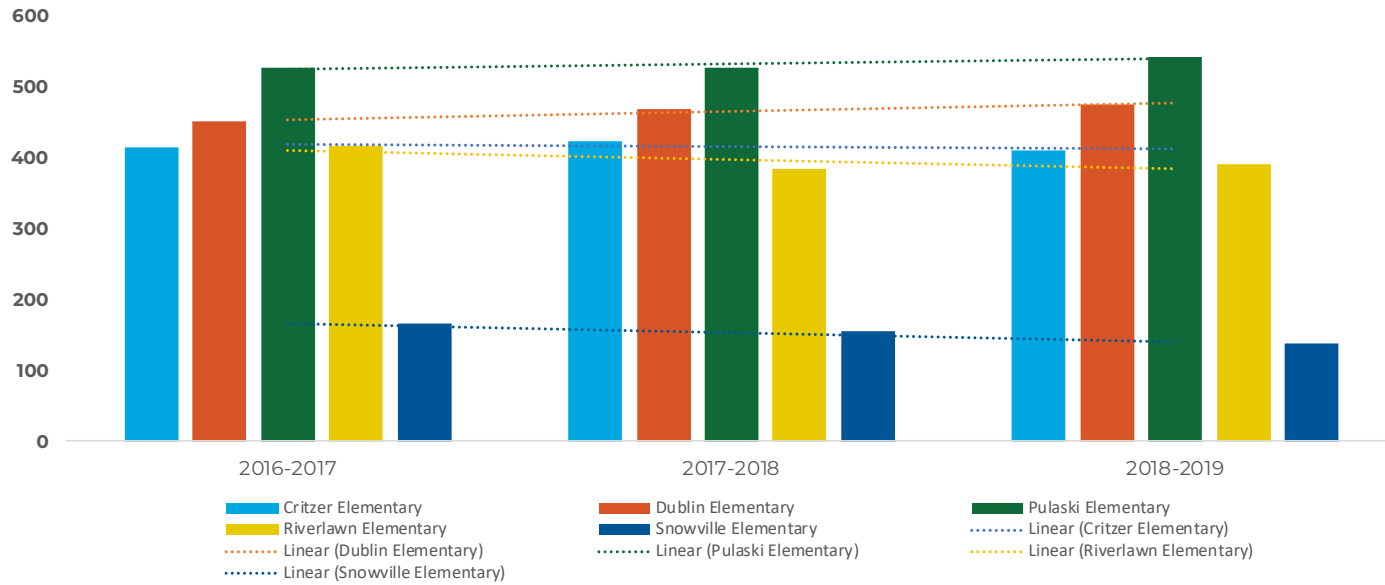
Source: Virginia Department of Education



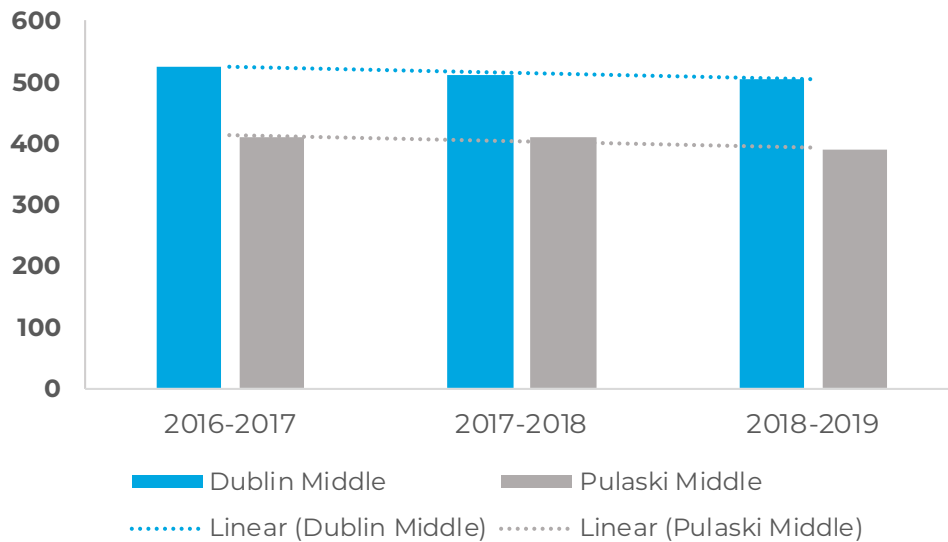
Feedback from the Community:
“High school doesn’t have certified track for competitions. The County is unable to host events such as track meets.”

Enrollment Breakdown

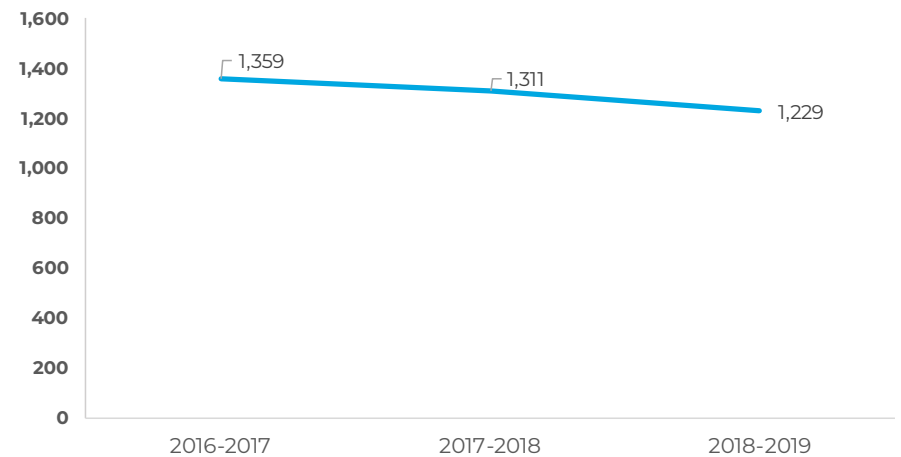
School Enrollment By Year



School Enrollment by Year



Pulaski County High



Education

In addition to standard education, Pulaski County Public Schools offer signature programs that enhance educational opportunities. The CTE Program, Summer Enrichment Camp, Camp Cougar and Middle School Clubs are illustrated below.

Career and Technical Education Center (CTE):

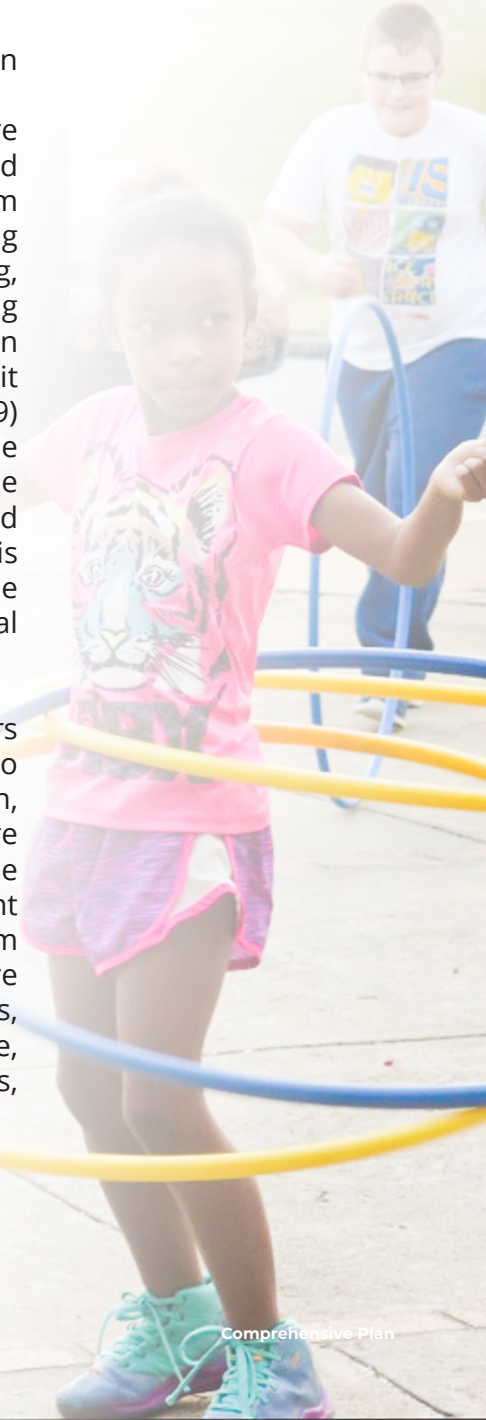
Pulaski County High School offers a wide range of career and technical education (CTE) programs. They include horticulture, production agriculture, veterinary sciences, welding, early childhood education, automotive technology, culinary arts, cosmetology and beauty careers, engineering and manufacturing, Health and Medical Sciences, TV& Media, and electricity. In 2018 a few more programs were added including: Cyber Security Fundamentals, Computer Programming, Pharmacy Technicians, Sports Entertainment Marketing, and Fisheries/Wildlife Management. CTE programs play a key role in career guidance for students and help them become aware of the broad range of available careers. Students learn skills that becomes a pathway to career employment or postsecondary education.

Summer Enrichment Camps: PCPS offers summer enrichment camps for students in grades 3 to 8 who are having academic difficulties in reading or math. The program runs over the course of two consecutive weeks in the summer with one week focusing on reading and the second week focusing on math. Students participate in project-based learning activities where they demonstrate skills learned through the application of critical thinking skills, creation of products, and communicating outcomes. Students engage in a wide range of activities from cooking to

woodworking as a means to strengthen their skills in reading and math.

Camp Cougar: Camp Cougar is a high adventure program that provides health, physical education and Drivers Ed in a non-traditional setting. This program provides ninth and tenth grade students with exciting experiences such as white-water rafting, canoeing, low and high rope participation, hiking, rock climbing as well as a health component that focuses on wellness, nutrition and general well-being. One credit is awarded to Camp Cougar 9th grade students (PE 9) and one credit is awarded to Camp Cougar 10th grade students (PE 10/Drivers Ed). Students are responsible for the program tuition and transportation to and from the High School each day. Camp Cougar is a physical education course designed to meet the Commonwealth of Virginia's requirements for Physical Education and Health Education.

Elementary & Middle School Clubs: PCPS offers a variety of clubs in grades K-8 that are designed to improve student skills in the areas of collaboration, creativity, and communication. Club meetings are held each month during the school year and the school division has enjoyed an increasing amount of community support since launching the program in 2017. Some examples of the clubs that are offered include robotics, drama, first responders, military cadets, fashion, law enforcement, dance, environmental improvement, board games, engineering, and a variety of lifetime sports.



Higher Education

New River Community College (NRCC) offers a variety of degree, certificate, and occupational programs for both traditional and non-traditional students. Conveniently located in the center of the county, the college is a vital partner for advanced education and workforce development. Examples of innovative partnership programs between local government and New River Community College include the ACCE Program and the Dual Enrollment Program.

The Access to Community College Education (ACCE) program is a partnership program between New River Community College and participating counties. Pulaski County students who meet entrance requirements have the ability to achieve a two-year education tuition-free. The Dual Enrollment Program gives qualified high school students the opportunity to kick start college careers by offering college credits for course work at the high school.

Virginia Tech and Radford University are located conveniently close to the Fairlawn area and within a thirty-minute drive of any location in the county. The county seeks to pursue future partnerships with these area colleges and universities to advance higher education, workforce development and economic opportunity.



Public Libraries

Pulaski County is served by two public libraries whose mission is to educate, inspire and entertain the community. The Pulaski County Library (Est. 1966) is located in the Town of Pulaski and the Charles and Ona B. Free Memorial Library (Est. 1990) is located in the Town of Dublin.

A critical service of the library is free internet access and wireless connectivity. The library system serves residents who are lacking internet services, in particular for uses such as online education and employment needs.

The library serves all age demographics. Programs include everything from monthly outreach efforts to area nursing/retirement homes and youth book programs to organizations such as the YMCA Afterschool Program and the Pulaski Community Youth Center in Fairlawn.

The library system has circulated over 317,616 physical items and 17,276 digital items in the last five (5) years. Use of the library system over time has remained relatively constant in Pulaski County.

A primary need of the library system is the need for more space. Current conditions restrict the expansion of programs, services and offerings. As the library strives to innovate and expand its programs and service, the space constraints are limiting the advancement of library services. A goal of the county is to create a special library task force to better understand the library's current and future space needs and to recommend options to address the need for more space.

L I B R A R Y S Y S T E M

| | |
|------------------|---------------------------------|
| \$683,345 | Operating Budget |
| 50,000 | Print Books |
| 200,000 | Downloadable E-Books |
| 100 | Periodical Subscriptions |
| 2,600 | Audio Books |
| 52,600 | Downloadable Audio Books |
| 2,500 | DVDs |
| 15,700 | Downloadable Videos |

Public Libraries

Program Highlights

- » *Genealogy collection available for research*
- » *Ellison die-cut machine available to the public*
- » *The Southwest Times Database makes the local newspaper available free to anyone with internet access.*
- » *The Yearbook Project, in partnership with the Library of Virginia, makes all the yearbooks from Pulaski and Dublin High Schools available online.*
- » *In order to combat loneliness and encourage interaction among the County's aging population, the library system provides book clubs, weekly mahjong, as well as periodic craft activities, discussions, and programs.*
- » *Youth Services encourages pre-literacy skills by providing weekly preschool story time programs as well as 1,000 Books Before Kindergarten and outreach story times to all of the preschools, daycare centers, and Head Start facilities in Pulaski County. These programs provide entertainment and education for children as well as modeling good read aloud programs for parents and care givers.*
- » *Weekly activities for Home Schoolers include a directed Lego activity, Time Travelers (a history program), Boardgame & Lego free play, and a STEM Club featuring science, technology, engineering, and math projects.*
- » *Youth Services also plans and presents a very popular Summer Reading Program to alleviate the "Summer Slide" as well as programs and activities for the entertainment and education of teens and elementary students throughout the year.*
- » *The library partners with Literacy Volunteers of the NRV to provide tutors for adults in English as a Second Language, basic literacy, financial literacy, and computer literacy. The library has recently initiated a weekly drop-in program for those who need help creating a resume, online job applications, or other technology needs.*
- » *Other initiatives include partnering with Pulaski County Reads to promote literacy among children by providing books in waiting rooms; Little Free Library initiative that makes books available throughout the County in give-a-book/take-a-book small, weatherproof kiosks; read-aloud programs in schools and daycare centers; and promoting reading at fairs and community events.*
- » *As a future goal, the Library desires to provide books to all the elementary school children several times a year.*

Community Facilities & Public Services

Goals, Objectives, Policies

Emergency Management

Goal 1: Provide emergency services and disaster preparedness to prevent loss of life and loss of property.

Objective 1.1: Achieve lower Insurance Services Office (ISO) ratings in the County.

Policy 1.1.1: The Emergency Management Coordinator shall continue to maintain a complete and current evaluation of fire stations and fire protection services.

Policy 1.1.2: Support and facilitate a comprehensive training program for all fire response teams.

Policy 1.1.3: Evaluate staffing resources and consider employing a full time Fire Marshall.

Policy 1.1.4: Continue to prioritize improvements and development of water supply in accordance with the PSA Capital Improvement Program.

Policy 1.1.5: Ensure availability of alternate water supply sources by developing and maintaining inter-local agreements with other municipalities, particularly for emergency situations.

Policy 1.1.6: Amendments to the Future Land Use Map and Zoning Map shall consider availability of an adequate water supply.

Objective 1.2: Ensure that emergency service agencies and community partners are well prepared, equipped and organized to meet the County's emergency response needs.

Policy 1.2.1: Evaluate and fund equipment replacement program.

Policy 1.2.2: Support efforts that continue the close collaboration between Emergency Medical Services (EMS) and Fire Departments.

Policy 1.2.3: Implement the recommendations of the adopted Hazard Mitigation Plan. Continue emergency preparedness programs and continue efforts to mitigate common hazards such as flooding, power outage, and wildfire events.

Policy 1.2.4: Encourage businesses, residences and community organizations to coordinate with the Emergency Management Department to prepare for natural disasters and emergencies.

Policy 1.2.5: Explore options to provide more capacity for the Joint 911 Call Center. Ensure that this service continues to meet the community demands.

Policy 1.2.6: Increase the recruitment of volunteer firefighters by marketing and highlighting this need across the county.

Policy 1.2.7: Attract new volunteers by offering training opportunities in entry-level firefighting and EMS. Consider adding Firefighter 1 and/or EMT Training as part of the High School CTE Program and partner with New River Community College to provide this training as a qualified course elective or certificate program.

Policy 1.2.8: Retain skilled volunteers by offering benefits, advance skills training, leadership, management training and by offering other incentives to volunteer.

Policy 1.2.9: Explore innovative approaches to enhance efficiency in use of EMT resources such as; Community Para-medicine program, Emergency Medical Dispatch program and/or other opportunities to respond to those incidents which are not life threatening. Utilize the advanced life support services for life threatening incidents.

Policy 1.2.10: Enhance integrated emergency response that address improving communication and coordination between agencies (Police, Fire and Emergency Medical Services and Virginia Department of Transportation).

Community Facilities & Public Services Goals, Objectives, Policies

Library

Goal 1: Strive to be a destination within the community and a resource for education, recreation and information needs.

Objective 1.1: Maintain and improve library services to maintain a strong user base and increase use across the County.

Policy 1.1.1: Partner with the Pulaski County Library to implement the goals and strategies outlined in the Pulaski County Library System Strategic Plan.

Policy 1.1.2: Establish a task force comprised of key stakeholders to examine the space limitations of the current library buildings and evaluate the options to address this need for additional space.

Policy 1.1.3: Encourage Pulaski County residents of all ages to use the library system. Foster a life-long appreciation for reading and achieving personal education goals.

Policy 1.1.4: Support arts and literature by exhibiting local artists, authors, and musicians at the Public libraries.



Law Enforcement

Goal 1: Promote a safe community for all residents and businesses.

Objective 1.1: Maintain and enhance the high-quality services provided by the Pulaski County Sheriff's office.

Policy 1.1.1: Identify and prioritize projects in the Capital Improvement Plan (CIP) to improve and maintain the Sheriff's office facilities and equipment. Address issues that affect safety, efficiency and response times.

Policy 1.1.2: Evaluate and identify the need for additional workspace and equipment storage.

Policy 1.1.3: Continue to build and strengthen relationships with the community through innovative programs and through events that provide informal interactions.

Policy 1.1.4: Allocate adequate funds to increase safety and training programs for law enforcement personnel.

Policy 1.1.5: Hire additional officers to address the increasing demand for public safety service.

Policy 1.1.6: Offer training in advanced technologies, policing techniques and equipment to both new and veteran personnel. Consider incentives to retain veteran officers.

Policy 1.1.7: Continue coordination of public safety services with local, state and federal law enforcement agencies, along with police agencies in other jurisdictions.

Policy 1.1.8: Encourage partnerships with the private sector, community groups, local government and law enforcement agencies to share information and ensure safety.

Policy 1.1.9: Consider innovative programs to reduce crime and address high risk lifestyle. Coordinate with partner organizations to address mental illness, substance abuse and other factors that lead to crime.

Policy 1.1.10: Support the efforts of the Pulaski County Animal Control Division and the Pulaski County Humane society. Promote pet adoption efforts and public education on animal welfare, while ensuring that the highest level of care is given to the animals at the shelter.



Community Facilities & Public Services Goals, Objectives, Policies

Education

Goal 1: Ensure all students receive equal access to high quality educational experiences, resources and opportunities to achieve success.

Objective 1.1: Provide public education that supports all aspects of student needs and delivers high success rates.

Policy 1.1.1: Identify, create or improve programs and activities that increase achievement test scores.

Policy 1.1.2: Encourage students to participate and achieve in academic contests, honors, SAT testing, merit scholar programs, and other academic programs.

Policy 1.1.3: Continue to set high academic standards for both college preparatory and vocational programs of study.

Policy 1.1.4: Increase graduation rates by continuing intervention programs for at-risk students.

Policy 1.1.5: Continue collaboration and support between teachers, administrators and parents for student's growth in performance.

Policy 1.1.6: Recruit and retain highly qualified teachers.

Policy 1.1.7: Continue to support educators and staff.

Policy 1.1.8: Continue to maintain student/teacher ratios that yield high success rates.

Policy 1.1.9: Encourage students to participate in after-school programs to increase personal and educational achievement.

Policy 1.1.10: Continue to support Access to Community College Education Program (ACCE) to build a better educated and skilled workforce in Pulaski County.

Policy 1.1.11: Encourage participation in the Southwest Virginia Governor's School Program.

Objective 1.2: Promote education to meet social and economic needs, ensure community competitiveness, and continue lifelong learning.

Policy 1.2.1: Develop relationships with businesses and community organizations to identify part-time and summer jobs, internships and volunteer opportunities for students to help build technical and interpersonal skills.

Policy 1.2.2: Support educational programs that prepare the workforce with identified skillsets that match local job opportunities.

Policy 1.2.3: Partner with the Pulaski County School Board, New River Community College and area universities to produce graduates in our community that are well educated and highly skilled.

Policy 1.2.4: Partner with economic development agencies to identify and develop special re-training and adult education programs to increase job retention or transition into new and lucrative industries.

Policy 1.2.5: Provide high quality Career and Technical Education (CTE) programs to prepare students for careers and post-secondary education/training.

Policy 1.2.6: Increase the recruitment of volunteer firefighters by marketing and highlighting this need across the county.

Policy 1.2.7: Work with the Pulaski County School Board to address capital needs that support the maintenance and upgrade of school infrastructure.

Policy 1.2.8: Develop a timeline and funding plan to implement the School Board Capital Improvements Plan.

Policy 1.2.9: Enhance security in schools by implementing the security recommendations issued by the Virginia State Police.

Policy 1.2.10: Continue the cooperative efforts between the School Board and New River Community College to offer the Dual Enrollment program.

Community Facilities & Public Services Goals, Objectives, Policies

Social Services

Goal: Enhance and maintain a healthy community by providing human services that meet critical needs and by promoting healthy choices and lifestyles.

Objective 1.1: Invest in youth and support those services that promote healthy children.

Policy 1.1.1: Ensure low-income families have access to childcare programs.

Policy 1.1.2: Expand and improve the quantity and quality of early childhood programs.

Policy 1.1.3: Continue efforts around the Foster Care Program and Adoption Program.

Policy 1.1.4: Promote healthy lifestyle & healthy choice initiatives to assist children/help break the cycle of poverty.

Objective 1.2: Maintain and develop new programs for at-risk populations.

Policy 1.2.1: Develop an action plan that addresses current and future human service needs for at-risk populations such as the elderly and those with mental or behavioral challenges.

Policy 1.2.2: Assess potential problems and, develop strategies for early intervention to prevent crisis and costly interventions.

Policy 1.2.3: Continue funding programs that provide access to healthcare services.

Policy 1.2.4: Work with partners to expand social support and home care services.

Policy 1.2.5: Coordinate with community groups to develop programs that enhance social interaction and recreation opportunities for elderly and citizens with social needs

Objective 1.3: Maintain and build the organizational capacity of the Department of Social Services to enable program delivery and to ensure the future success of the department.

Policy 1.3.1: Continue job fairs and recruitment efforts to attract workforce needs of the department.

Policy 1.3.2: Support a fun, innovative and first-class work environment to retain and attract talent.

Policy 1.3.3: Maintain the wise fiscal management of department funds and consider future increase of salaries to retain staff.

Policy 1.3.4: Celebrate the positive impact that the social services has on the community, such as the residual economic impact of fund disbursement, case scenarios that document success stories and examples of personal positive change that resulted from the departments work.

Community Facilities & Public Services Goals, Objectives, Policies

Social Services

Goal: Enhance and maintain a healthy community by providing human services that meet critical needs and by promoting healthy choices and lifestyles.

Objective 1.4: Partner with non-profit and faith-based organizations, government entities, private organizations, and community members to align efforts, improve services and leverage funds.

Policy 1.4.1: Support community-based initiatives that build healthy lifestyles and communities. Examples include the Calfee Training School and other opportunities that foster self-reliance, leadership skills, respect for diversity, integrity and person responsibility.

Policy 1.4.2: Continue close collaboration with mental and behavioral health support service providers.

Policy 1.4.3: Coordinate with the Sheriff Department in crime prevention by engaging with at risk communities through outreach and community programs.

Policy 1.4.4: Partner with workforce development and the economic development office to expand workforce opportunities for those in need.

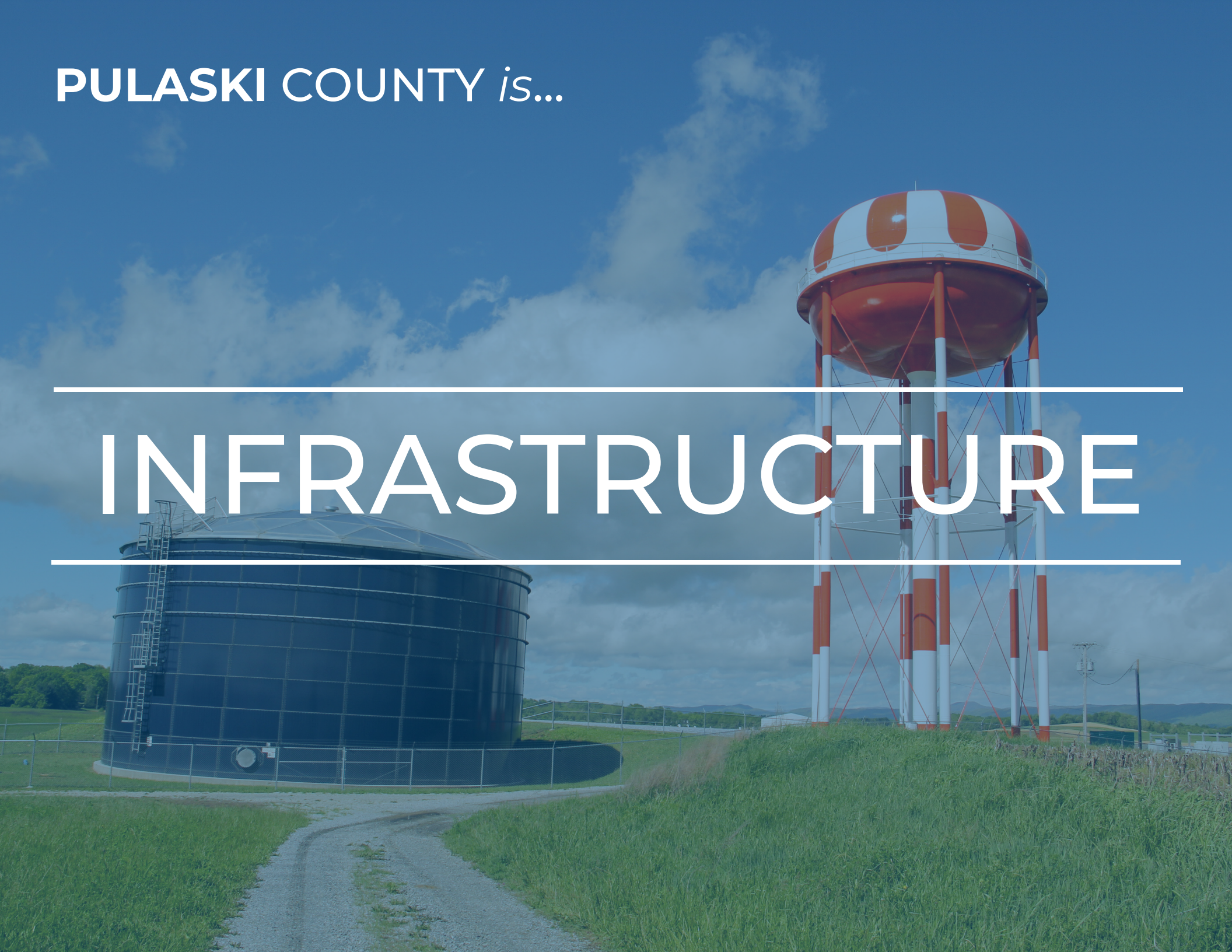
Policy 1.4.5: Continue strong partnerships with the Agency on Aging and other organizations that support the elderly.

Policy 1.4.6: Partner with the public and private sector to develop safe and stable childcare options.



PULASKI COUNTY *is...*

INFRASTRUCTURE



INFRASTRUCTURE

Pulaski County infrastructure is best defined as the water treatment/distribution, wastewater collection/treatment, solid waste collection/disposal, and telecommunications operations, which supports the foundation of our community. This infrastructure is critically necessary to maintain a high quality of life and continued economic prosperity. The county will continue to invest in maintenance of existing systems and the continued growth of critical infrastructure to meet the needs of citizens, business, industry and organizations.

What issues are **most** important to you?
Select only your top four choices.

Employment Opportunities

63%

High Quality Education

59%

Parks and Outdoor Recreation

51%

Infrastructure (Public Water and Sewer, Transportation, and High Speed Internet)

51%

Water, Wastewater & Solid Waste

The Pulaski County Public Service Authority (PCPSA) provides residents and businesses with water treatment/distribution, wastewater collection, solid waste collection and streetlight services. Water, wastewater and streetlight services are currently provided to the most developed portions of Pulaski County, while solid waste collection is provided to all residents and businesses in Pulaski County.

The PCPSA is made up of five citizen representatives appointed by the Pulaski County Board of Supervisors. Authority members are responsible for overseeing the operation of these community services through user fees. The PCPSA operations and provision of services are entirely self-sustained through collection of the monthly user fees.

Water Treatment / Distribution

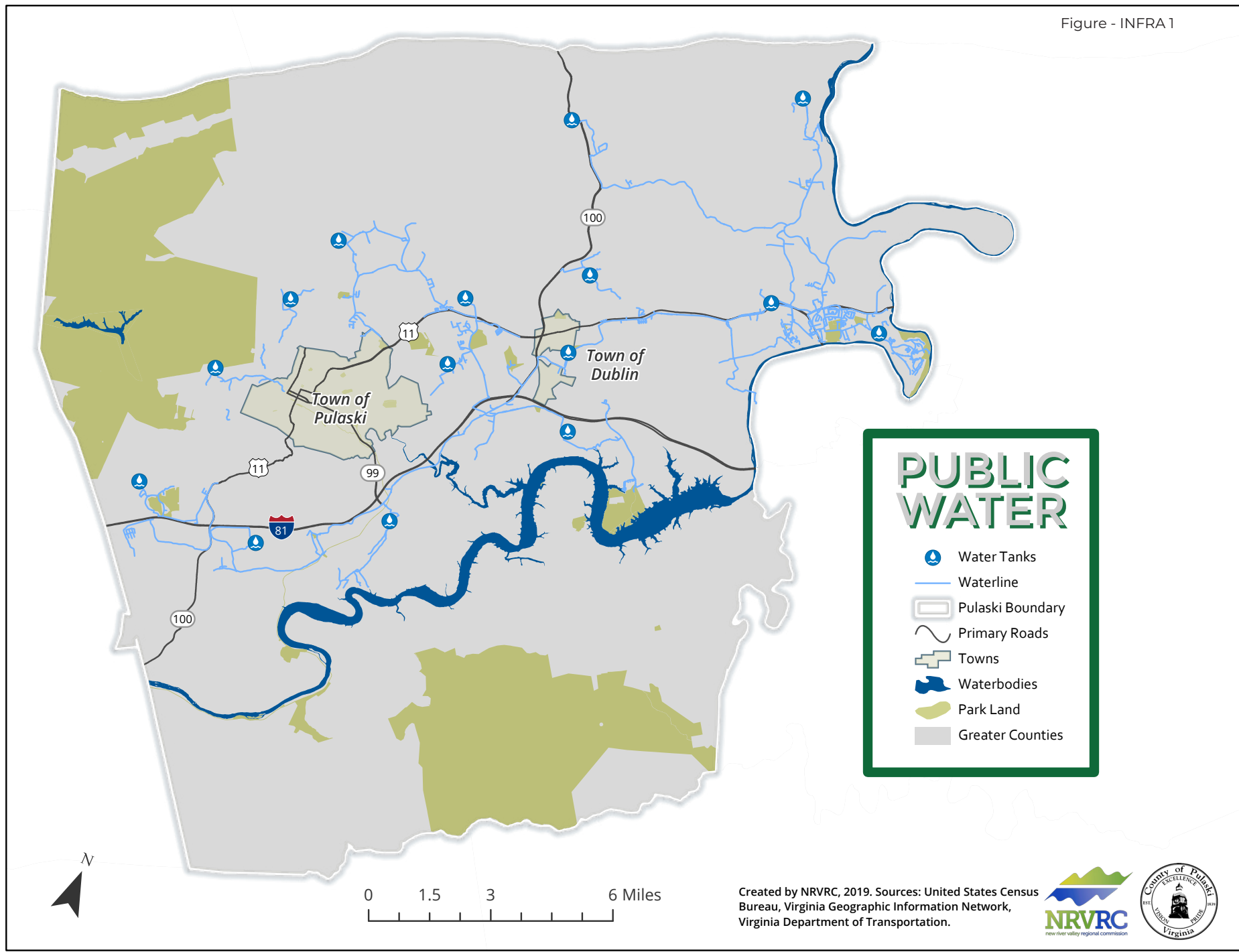
The PCPSA is responsible for treating, storing, and delivering public water to the citizens and businesses of Pulaski County. Within its water service area, the PCPSA provides drinking water to approximately 4,680 customers. The Town of Dublin and portions of the Town of Pulaski are also served as wholesale customers of the PCPSA.

The New River is the main source of water for meeting the County's water supply needs. The PCPSA owns and operates a water treatment plant ("WTP") with a permitted capacity of 4.2 million gallons per day (MGD) and a current pumping capacity of approximately 3.2 MGD. The PCPSA also purchases water from the City of Radford and has an agreement to buy water for an additional 3MGD, with a current pumping capacity of approximately 1.5 MGD.

The water distribution system is comprised of one primary and three smaller water systems. The water distribution system map is shown in Figure - INFRA 1. The system consists of approximately 160 miles of varied diameter water lines, 16 storage tanks, 8 pump stations, and associated appurtenances.



Figure - INFRA 1



Water, Wastewater & Solid Waste

Water Treatment / Distribution Continued

The existing water demand is approximately 2.2 MGD or 47% of the current pumping capacity (i.e., PCPSA WTP plus Radford City). Of this total demand, approximately 750,000 gallons per day (GPD) is sold to the Town of Dublin and approximately 50,000 GPD is sold to the Town of Pulaski. The PCPSA currently purchases approximately 375,000 GPD from the City of Radford.

A Water Master Plan is under development and the PCPSA is working with consultants to evaluate existing water systems and analyze capacity to accommodate growth. The planning process will include developing ranked ranking criteria to prioritize capital improvement projects for the maintenance and expansion of the entire water system. The main purpose of the plan is to meet the future demands in a safe, reliable and economically feasible way.

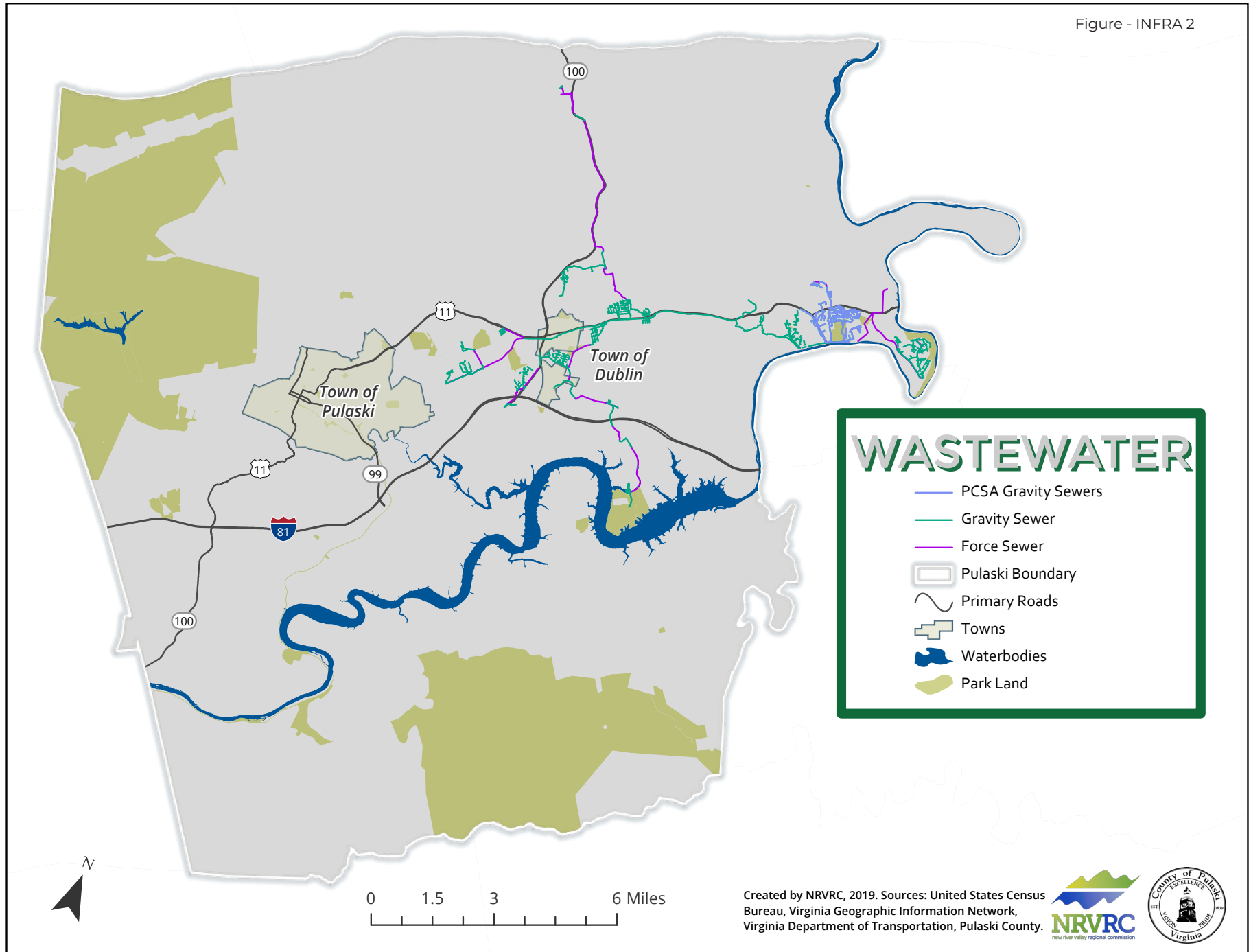
In most rural areas potable water for households and businesses are obtained from private wells. These private well systems are regulated and installed in accordance with the Virginia Department of Health (VDH), Office of Environmental Health.

The New River is the primary source of water supply for the County. As a result, it is beneficial for the County to promote the protection of the water resource and to enhance water quality through water quality protection efforts, public education, and through strong partnerships with other localities and organizations that have common interest in protection of this vital resource. The County can limit negative impacts on water quality by guiding new development/redevelopment to include best practices for water quality and by advancing efforts that prevent waste and abuse of water resources.

Public Water Fast Facts

- » **Total Current Water Demand: 2.2 MGD**
- » **Permitted Capacity: 4.2 MGD**
- » **Pumping Capacity: 3.2 MGD**
- » **Water agreement with City of Radford: 3.2 MGD and pumping capacity: 1.5 MGD**
- » **Waterline Miles: 160**

Figure - INFRA 2



Created by NRVC, 2019. Sources: United States Census Bureau, Virginia Geographic Information Network, Virginia Department of Transportation, Pulaski County.



Wastewater Collection

Rural areas in the County typically have on-site septic systems for sewage waste disposal which are installed and maintained by individual property owners. These on-site sewage systems and private well systems are regulated and installed in accordance with the Virginia Department of Health (VDH), Office of Environmental Health.

Public wastewater service is available within the developed areas of the County and is provided by the PCPSA and the Pulaski County Sewerage Authority (PCSA). The service area of the PCSA covers the community of Fairlawn, while PCPSA serves areas in various locations across the County (Figure INFRA 2).

The PCPSA has approximately 1,320 wastewater customers and its collection system is comprised of twelve separate service areas containing a total of 16 wastewater lift stations, 45 miles of gravity main, and 15 miles of force main.

The PCSA has approximately 900 wastewater service customers and provides wastewater collection service through one system, which consists of approximately 15 miles of varied diameter gravity main, one mile of force main, four wastewater lift stations, and associated appurtenances.

The PCPSA and PCSA do not currently own a wastewater treatment facility. The wastewater treatment facility is owned and operated by the Pepper's Ferry Regional Wastewater Treatment Authority (PFRWTA).

The PCPSA and PCSA have contracts with the PFRWTA for sewage treatment services. The total wastewater flow from PCPSA wastewater collection system is 830,000 GPD and from PCSA is 240,000 GPD. The PFRWTA also serves the Town of Pulaski, Town of Dublin, City of Radford, and a portion of Montgomery County. The average daily flow into the PFRWTA facility is approximately 6.0 MGD and the facility has a maximum permitted capacity of 9.0 MGD with a peaking treatment capacity of 18.0 MGD.

Efficient use of the existing wastewater infrastructure is a primary goal of the county. Land Use Policy shall consider future infrastructure needs to ensure that new development is located in areas where adequate public services and facilities exist or are feasible. The Pulaski County Wastewater Master Plan is under development and will serve as the guiding document to wisely invest in new wastewater projects while maintaining existing systems.

Plans in the Works

Water Master Plan

Sewer Master Plan



Solid Waste Collection & Disposal

The Pulaski County Public Service Authority (PCPSA) provides curbside solid waste collection services to all County residents, as well as certain commercial and industrial waste hauling services. The PCPSA service area also includes the residents and business within the Town of Pulaski. The Town of Dublin currently operates its own solid waste collection service. The total solid waste tonnage collected by the PCPSA for the year 2018 was 43.05 tons. The PCPSA operates convenience and recycling centers in the Town of Pulaski, Town of Dublin and Fairlawn Community to supplement curbside collection. Solid waste is transported to the regional landfill site operated by the New River Resource Authority (NRRA), which is located on the south side of Cloyd's Mountain in Pulaski County.

NRRA, which is a partnership between the City of Radford, Town of Dublin and the counties of Pulaski, Giles and Montgomery, was established to provide solid waste disposal service for its member jurisdictions. In addition, the service area also includes the localities of Floyd, Wythe and Bland counties. The New River Resource Authority Solid Waste Management Plan was last updated in January of 2019. NRRA first began in 1986 and its mission is, "To develop a long-term waste management operation that is environmentally safe and economically efficient service for the residential, commercial and industrial needs of the region."

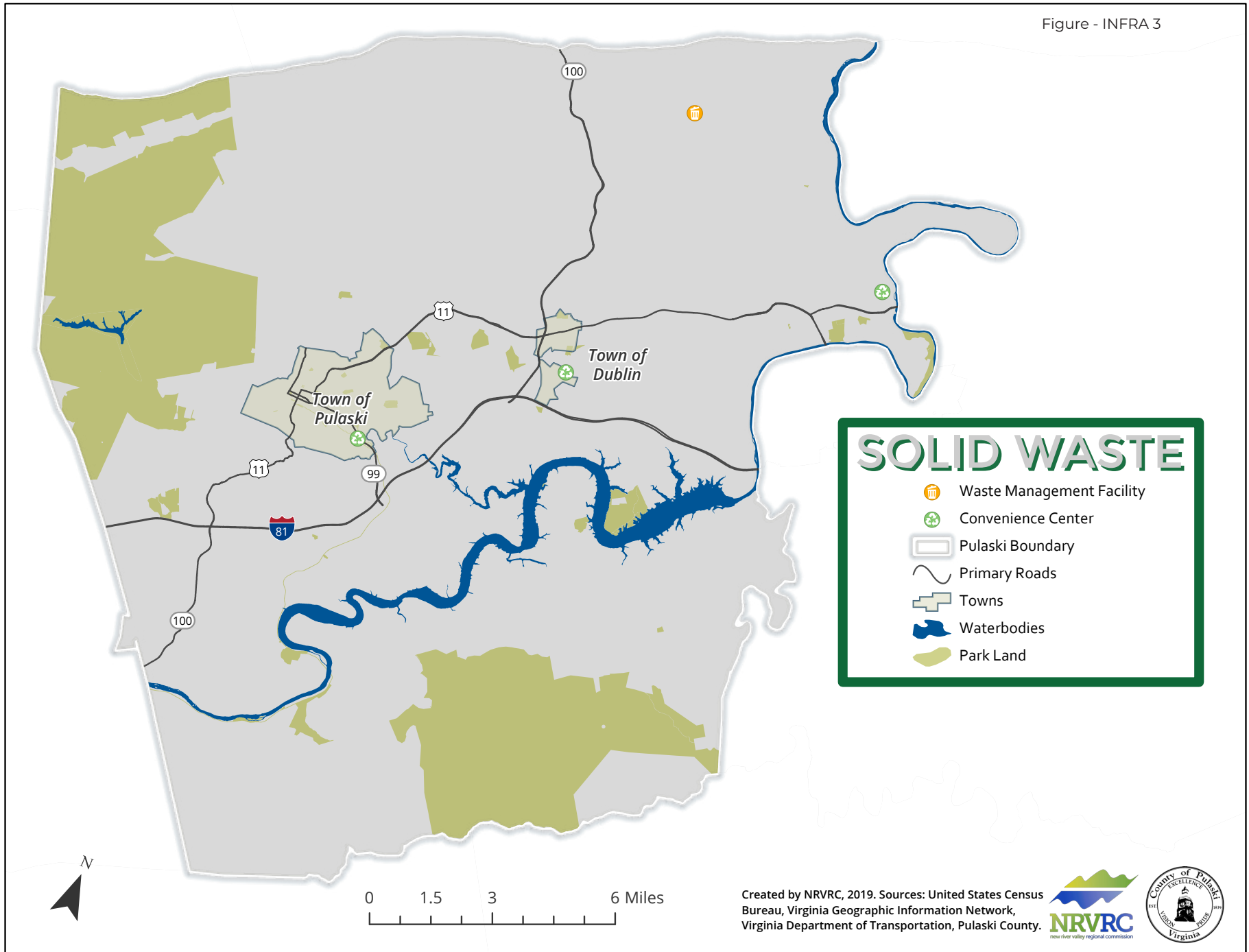
The Cloyd's Mountain landfill is a 930+ acre site which was opened in May 1997 and includes three cells (A-C) in use presently with a fourth cell (D) to be opened in 2020. The regional solid waste facility is a model site, recognized statewide for its' commitment to cleanliness and environmental education programs.

The innovative design of the landfill reduces the volume of liquid leachate and a partnership with CCI (formerly Ingenco) uses technology to destroy the landfill gas which reduces the amount of greenhouse gases emitted. The electricity produced on site is sold to Appalachian Power Company and it is estimated to generate 2.3 megawatts of power per hour, roughly equivalent to 2,600 homes a year.

The collection of solid waste is facilitated by each individual jurisdiction and brought to the disposal site. In addition to solid waste, the New River Resource Authority collects recycled materials on site that are then transferred to the Montgomery Regional Solid Waste Authority. In addition to the efforts on site, the region as a whole report a recycling rate of 25.3% (2018) well above the statewide mandate of 15%. A tire recycling collection service, electronic-waste collection site, onsite collection of wood-based materials for use as alternative daily cover and a household hazardous waste collection event held annually, all round out the list of services provided by the NRRA.



Figure - INFRA 3



Telecommunications

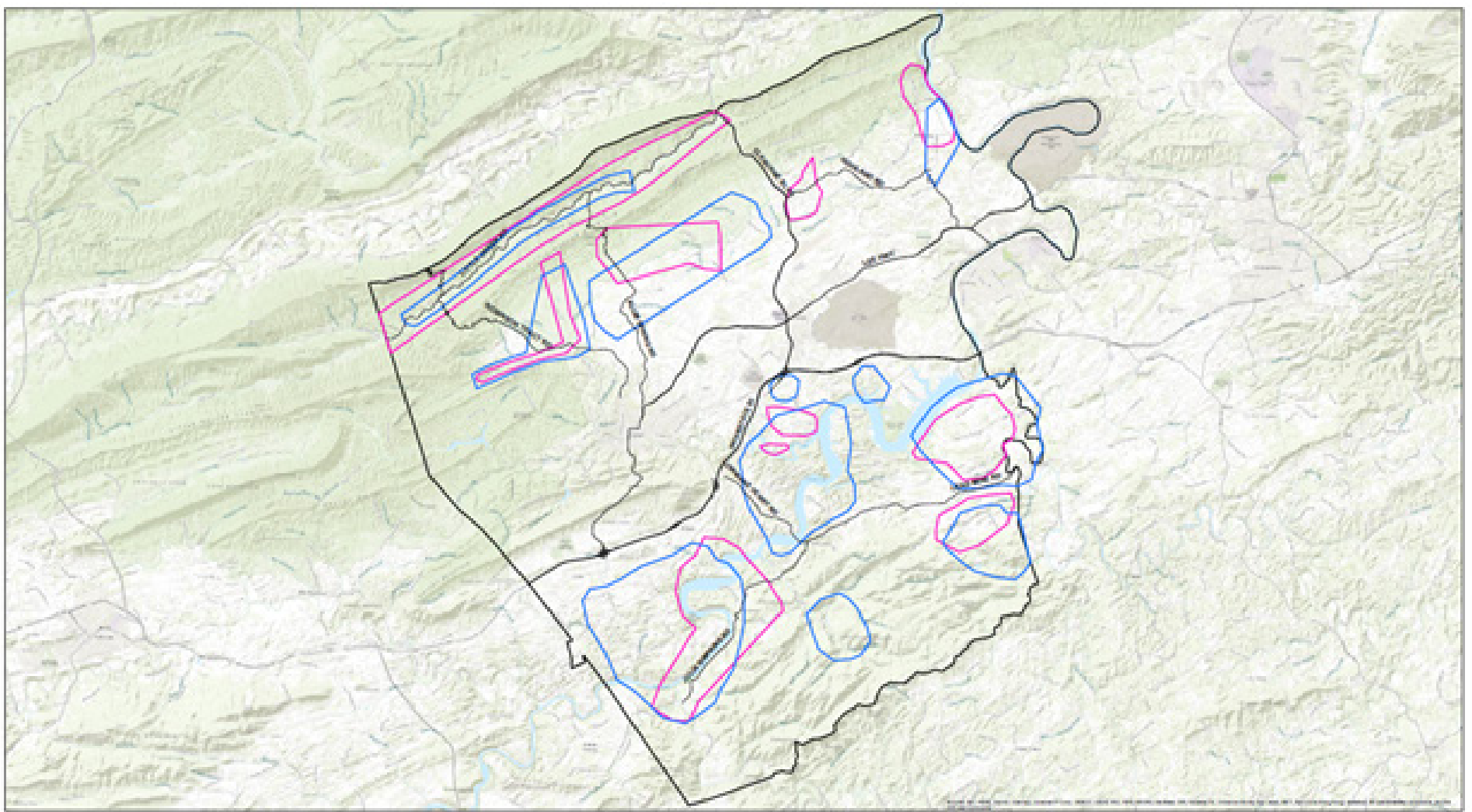
Pulaski County's telecommunication infrastructure includes communication towers, middle-mile wireline fiber optics communications infrastructure by local providers (Verizon, Comcast, Citizens Telephone Cooperative, Segra) and long-haul fiber optic cabling along main transportation routes and interstates.

Broadband Telecommunications Strategic Plan

In 2016, the County, in partnership with the Virginia Department of Housing and Community Development (VDHCD), developed a Broadband Telecommunications Strategic Plan. The plan conducted a needs assessment and prioritized potential projects that could bring infrastructure and coverage to areas of the County currently in need of broadband or in need of better internet services.

As part of this study, it was determined that approximately 40% of the geographic area of the County is still in need of reliable broadband, cellular service and/ or internet. These areas of need are mostly defined by areas with geographic challenges such as mountain valleys or those areas with low population centers where the private sector has not invested in either cable based or vertical assets that can deliver wireless internet or cell service. Using the strategic plan, areas of need were mapped to better understand where coverage is needed and to identify where potential opportunities exist to aid in advancement of this critical infrastructure. (Wireless Coverage Map and Broadband Map).





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Potential Areas of No service or Under Served Broadband and/or Cell Service

Pulaski, VA
 September 3, 2019

Legend

- Under-served
- No service
- Pulaski Boundary

These areas were identified in the study:
 "Pulaski County via Community Broadband
 Telecommunications Planning Study"
 dated September 30, 2019



Map created by Pulaski County GIS

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Telecommunications

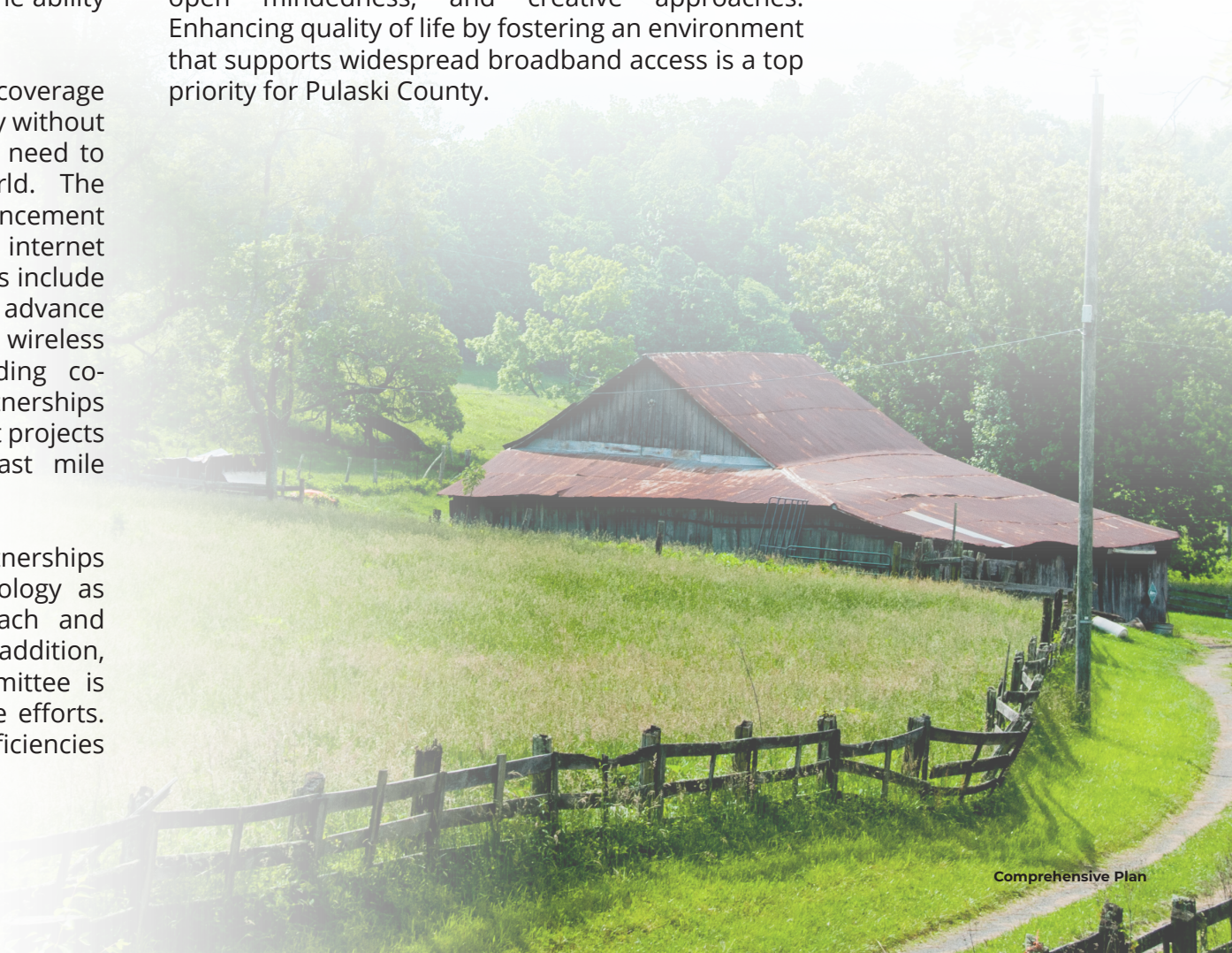
Technological advancements in telecommunications is changing rapidly, with ever increasing bandwidth speed, providers and products. Where dial up internet or lack of coverage was common fifteen years ago, in today's society high-speed internet and connectivity with wireless devices is now a necessity for modern life. Cellular phone service providers now offer internet service and it is widely recognized that where cellular phone coverage is present, the ability to access the internet usually exists.

However, those areas with little to no cellular coverage are quite often the same areas of the County without line-based internet and there exists a real need to connect those areas with the modern world. The County is committed to fostering the advancement of technology, so that one day, high-speed internet is available to all citizens. Common solutions include fostering public-private partnerships that advance the deployment of high-speed internet and wireless communications. Efforts include providing co-location on vertical assets, encouraging partnerships during the early phases of new development projects and engaging in solutions that bring last mile connectivity to specific communities.

The County encourages private/public partnerships and has assigned the Director of Technology as the primary point of contact for outreach and advancement of broadband availability. In addition, a citizen-based Broadband Steering Committee is engaged in assisting the County with these efforts. Targeted efforts to address broadband deficiencies will be carried out in phases.

Phase I efforts will address the Snowville/Hiawasse, Draper/Delton and Highland Rd./ Lillydale/Little Creek Areas. Phase II efforts will springboard fixed wireless and other broadband to communities with the highest level of need.

Pulaski County recognizes that meeting the challenges of universal broadband access requires flexibility, open mindedness, and creative approaches. Enhancing quality of life by fostering an environment that supports widespread broadband access is a top priority for Pulaski County.



Infrastructure Goals, Objectives, Policies

Water

Goal 1: Provide adequate public water supply to meet the needs of existing and new residential, commercial and industrial developments

Objective 1.1: Ensure availability of adequate water supply.

Policy 1.1.1: Implement necessary projects, programs and expansions, as recommended in the Public Service Authority (PSA) Water Master Plan.

Policy 1.1.2: Projects will be ranked, as per the Water Master Plan ranking criteria, which are as follows:

- i. Ability to address public health concerns
- ii. Project cost per connection
- iii. Meeting economic development goals
- iv. Community willingness to participate

Policy 1.1.3: Continue to inspect and maintain water storage facilities, treatment facilities, and transmission and distribution systems.

Policy 1.1.4: Continue to prioritize improvements and development of water supply in accordance with the PSA Capital Improvement Program.

Policy 1.1.5: Ensure availability of alternate water supply sources by developing and maintaining inter-local agreements with other municipalities, particularly for emergency situations.

Policy 1.1.6: Amendments to the Future Land Use Map and Zoning Map shall consider availability of an adequate water supply.

Wastewater

Goal 2: Maintain safe wastewater systems

Objective 2.1: Coordinate efforts to provide safe wastewater collection, treatment and disposal.

Policy 2.1.1: Expand wastewater system to unserved areas as identified in the PSA Sewer Master Plan.

Policy 2.1.2: The PSA will consider new wastewater services, in accordance with the PSA Sewer Master Plan ranking criteria, which are as follows:

- i. Ability to address public health concerns
- ii. Project cost per connection
- iii. Meeting economic development goals
- iv. Community willingness to participate

Policy 2.1.3: Continue to prioritize improvements and development of sewer system in accordance with the PSA Capital Improvement Program..

Solid Waste

Goal 3: Provide adequate solid waste collection and disposal

Objective 3.1: Ensure safe and efficient collection, transportation and disposal of solid waste.

Policy 3.1.1: Maintain weekly curbside collection of household waste.

Policy 3.1.2: Partner with the New River Resource Authority (NRRA) to maintain solid waste capacity for the County at the NRRA Regional Solid Waste Management Facility.

Policy 3.1.3: Continue to support the County's recycling program(s).

Policy 3.1.4: Develop and implement a waste reduction strategy that includes waste prevention, source reduction, reuse and recycling.

Policy 3.1.5: Encourage County residents to participate in the NRRA household hazardous waste collection program.

Policy 3.1.6: Continue to provide County representation on the NRRA/Regional Landfill.

Infrastructure Goals, Objectives, Policies

Telecommunications

Goal 4: Achieve universal broadband coverage for all residents, businesses, employment centers, educational institutions and service organizations

Objective 4.1: Increase the County's fixed and mobile broadband (high speed internet) footprint.

Policy 4.1.1: Improve broadband access to enable businesses to innovate

Policy 4.1.2: Promote broadband in residential areas to improve the quality of life, to provide educational opportunities and to enable telework opportunity..

Policy 4.1.3: Continue to identify those areas where broadband coverage is lacking or inadequate and improve broadband access in these areas.

Policy 4.1.4: Support implementation of the Pulaski County Broadband Telecommunications Strategic Plan. Develop timelines, milestones, and priority areas for broadband deployment and improvements.

Policy 4.1.5: Continue to engage the Broadband Steering Committee on a semi-regular basis to ensure progress in deployment of broadband in the County and to help identify challenges and risks.

Policy 4.1.6: Incentivize projects that provide new or expanded access to broadband services for customers residing in underserved areas of the County.

Policy 4.1.7: Participate, when reasonable, in solutions that bring adequate middle-mile and last mile connectivity to communities.

Objective 4.2: Explore and engage in public/private partnerships to expedite broadband infrastructure deployment.

Policy 4.2.1: Develop/pursue public-private partnerships to expedite broadband infrastructure build out in underserved or unserved areas of the County.

Policy 4.2.2: Identify funding opportunities and incentives to assist private entities in developing and deploying next generation infrastructure for identified areas of need.

Policy 4.2.3: Maintain existing inventory of assets and improve asset capacity to further broadband connectivity goals.

Policy 4.2.4: Encourage the co-location of telecommunication facilities on existing structures and towers.

Objective 4.3: Promote broadband infrastructure installation and support system expansion as part of land development and transportation projects.

Policy 4.3.1: Encourage developers to include broadband infrastructure planning during the early planning stages of new development.

Policy 4.3.2: To expedite broadband capabilities, partner with VDOT and other public and private entities to explore installing fiber conduit during maintenance of streets or construction of new streets or developments. Consider installing fiber during utility and other types of construction.

Policy 4.3.3: Review and update the Unified Development Ordinance to remove barriers that prohibit or delay the deployment of next-generation wireless broadband solutions.

Policy 4.3.4: Consider adopting a "dig once" policy and/or other broadband-friendly regulations and initiatives.