

PULASKI DOWNTOWN REVITALIZATION MASTER PLAN

Town of Pulaski, Virginia
March 2017



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EXECUTIVE SUMMARY

The Town of Pulaski is located in Pulaski County, in the New River Valley of Southwest Virginia. Situated conveniently near major transportation routes, Interstate I-81 passes southeast of town and US Route 11 runs through the downtown commercial district. The town is part of the Blacksburg-Christiansburg-Radford metropolitan statistical area. Nestled between the Blue Ridge and the Alleghany mountains, the Town of Pulaski is proximate to a wealth of outdoor recreation opportunities, including the New River Trail State Park and Claytor Lake State Park.

COMMUNITY READINESS & CAPACITY

The Town of Pulaski has demonstrated community readiness and capacity through several community planning efforts and focused public and private investments in downtown. In 2016, the Virginia Department of Housing and Community Development awarded the Town of Pulaski a Building Entrepreneurial Economies (BEE) Grant and a Planning Grant to further support downtown revitalization efforts. Since the time the grant was awarded, a group composed of community leaders, downtown merchants, and interested citizens has collaborated to develop a cohesive vision for downtown and to consider priority investment projects. These stakeholders continue to work diligently with Town officials, local businesses, and the New River Valley Regional Commission to encourage investment and economic change that will further the community vision.

ECONOMIC CHALLENGES & MARKET OPPORTUNITIES

Similar to other Southwest Virginia communities, the Town of Pulaski is recovering from dramatic declines in the manufacturing sector. Although recent investments have returned employment opportunities to the area, the Town of Pulaski has experienced higher rates of poverty and lower population growth than much of the surrounding region. Despite these losses, Pulaski has seen modest growth in retail and service sectors, with strengths in the general merchandise and health and personal care sectors. The town has also seen many positive developments as investors redevelop vacant buildings and local community organizations provide support for small business development. An opportunity exists to create destination businesses to attract visitors to the downtown area from around the region, including restaurants, breweries, wine stores, print shops, bookstores, and outdoor recreation outfitters. Attracting visitors is key to supporting new retail businesses downtown, by supplementing the limited buying power of local residents.

RECOMMENDATIONS FOR PHYSICAL IMPROVEMENTS

The *Pulaski Downtown Revitalization Master Plan* is a long-range vision for downtown Pulaski. The plan concentrates on a targeted project area, which includes the commercial core of downtown—the blocks of West Main Street between Jefferson and Washington avenues, adjacent to the courthouse, which are critical to the economic stability and vitality of downtown. The project area extends beyond West Main Street to Peak Creek, a valuable yet underutilized resource that runs through the center of town. In this defined project area, the CDBG funds will go furthest in realizing the priority revitalization initiatives of eliminating blight and generating business investment. The plan includes several priority initiatives to be funded by the Community Improvement Grant (CIG), as well as future initiatives that will build on the successes of these initial revitalization efforts.

CIG FUNDED INITIATIVES: REVITALIZATION CATALYSTS

- A. West Main Street Streetscape Improvements
- B. West Main Street Façade Improvements
- C. Solstice Park
- D. Creek Walk and Alley Lights
- E. Bridge Enhancements

FUTURE INITIATIVES

- A. Peak Creek Loop
- B. Artisan Market, Parking Lot Beautification & Alleyway Improvements
- C. Courthouse Green
- D. Wayfinding Program & One-Way Street Conversion

PULASKI BRAND STATEMENT

We are Pulaski, Virginia.

Known worldwide for the exceptional workmanship of furniture that bears our name, Pulaski has sustained an industrious character even as our economy has evolved. Our industry of today is defined by perseverance, productivity, and a pioneering spirit.

Pulaski's roots run deep, and our pride in where we've come from is equaled only by our excitement in what lies ahead. As we look to the future, our focus is on our peak, Peak Creek. Its renewal is a testament to the devotion and hard work of our citizens as we once again make it the lifeblood of our community. That future is on display in the bustling stands of our restored historic baseball stadium and from the guests at our boutique hotel that now anchors our downtown, both of which are proven catalysts for new investment.

Pulaski's potential expands each day in the ingenuity of our entrepreneurs. Whether handcrafting sweet treats in downtown, or fine tuning bikes for those that pedal along the New River Trail, our businesses have laid the foundation for downtown activity that continues to grow.

We are Pulaski. The opportunity of today blends with the tradition of innovation to create the Pulaski Spirit.

That spirit is hard to miss, whether you're hitting the trails, restoring historic buildings, or investing in new startups, we are reaching new peaks with every passing day.

**We invite you to discover Pulaski, Virginia:
Where Your New Path Begins**



CHAPTER 1 COMMUNITY OVERVIEW, VISION & NEED

1.1 COMMUNITY OVERVIEW

The Town of Pulaski is located in Pulaski County, in the New River Valley of Southwest Virginia. The town lies along the northern slope of Draper Mountain and on Peak Creek, a tributary of the New River. US Route 11 runs south along Washington Avenue, through the heart of the downtown commercial district. Interstate I-81 passes southeast of the town. The town is part of the Blacksburg-Christiansburg-Radford metropolitan statistical area.

Incorporated in 1886, the Town of Pulaski boasts a rich industrial history rooted in mineral processing, textiles, and furniture manufacturing. The town experienced an economic boom in the late nineteenth century, as it became a center of mineral processing and smelting. Commercial development began north and south of Peak Creek to support the burgeoning community.

The transition from mineral processing to a new industrial base of textiles and furniture began in the early decades of the twentieth century. The first of several textile mills in town was the Paul Knitting Mills, established in 1916. Additional textile operations followed in the 1920s and 1930s. The first furniture company in town was the Coleman-Vaughn Furniture Company, established in 1923. Similar firms opened thereafter, including Pulaski Mirror Company, the Pulaski Veneer Corporation, and the Pulaski Furniture Corporation.

The textile and furniture industries continued to be pillars of the town economy into the twenty-first century. However, the local manufacturing base began to contract in the 1980s, with the closure of two textile companies and the consolidation of Coleman Furniture with Pulaski Furniture. The trend continued as town manufactures began to downsize and close due to competition from furniture and textile companies overseas. With the closure of Pulaski Furniture in 2007, the Town began the process of redefinition and reinvestment. In recent years, a series of economic development initiatives and public and private investments have sparked revitalization, especially in downtown Pulaski.



1.2 DOWNTOWN PULASKI

Anchored by the historic Pulaski County Courthouse, downtown is the hub of governmental, commercial, and social activities for the Town of Pulaski. Spanning scenic Peak Creek, downtown boasts an impressive collection of historic buildings. Most of the central business district is listed on the National Register of Historic Places as the Pulaski Historic Commercial District.

Recent efforts have focused on rehabilitating vacant or underutilized buildings for adding new downtown businesses or housing. For example, the former Virginia Foods Warehouse on First Street was recently converted for use as a boutique hotel and restaurant. The Jackson Park Inn and Conference Center offers downtown accommodations for visitors and serves as a destination for conferences and meetings. The hotel restaurant, Al's on Main, draws residents and visitors downtown for a unique dining experience.

Other downtown attractions include the Fine Arts Center for the New River Valley, Pulaski Theatre, and the Raymond F. Ratcliffe Transportation Museum. Annual community events also attract residents and visitors downtown. On Tuesday evenings from April to September, the Pulaski County Chamber of Commerce hosts The Marketplace farmers market at the restored Pulaski Railway Station. The farmers market includes local produce and craft vendors, as well as music and other special events. Jackson Park, located across from the municipal building on First Street, is also a popular venue for town festivals, such as *PulaskiFest*, *Concert in the Park*, and *Pulaski Jazz and Ribfeast*.

The historic Calfee Park baseball stadium is located less than a mile south of the downtown area. Constructed as a WPA project in 1935, the stadium is listed on the National Register of Historic Places. In 2014, the Town of Pulaski sold the ballpark to the Shelor Motor Mile Group, who renovated it to meet minor league baseball standards, while leaving historic elements intact. The ballpark is now the home field of the Pulaski Yankees. As one of the premier minor league baseball stadiums in the area, the games attract a significant number of spectators during the season. Opportunities exist to strengthen the connection between Calfee Park and downtown businesses and attractions through wayfinding and improved pedestrian pathways.



The Jackson Park Inn and the Pulaski Theatre are anchors that attract residents and visitors to downtown Pulaski.

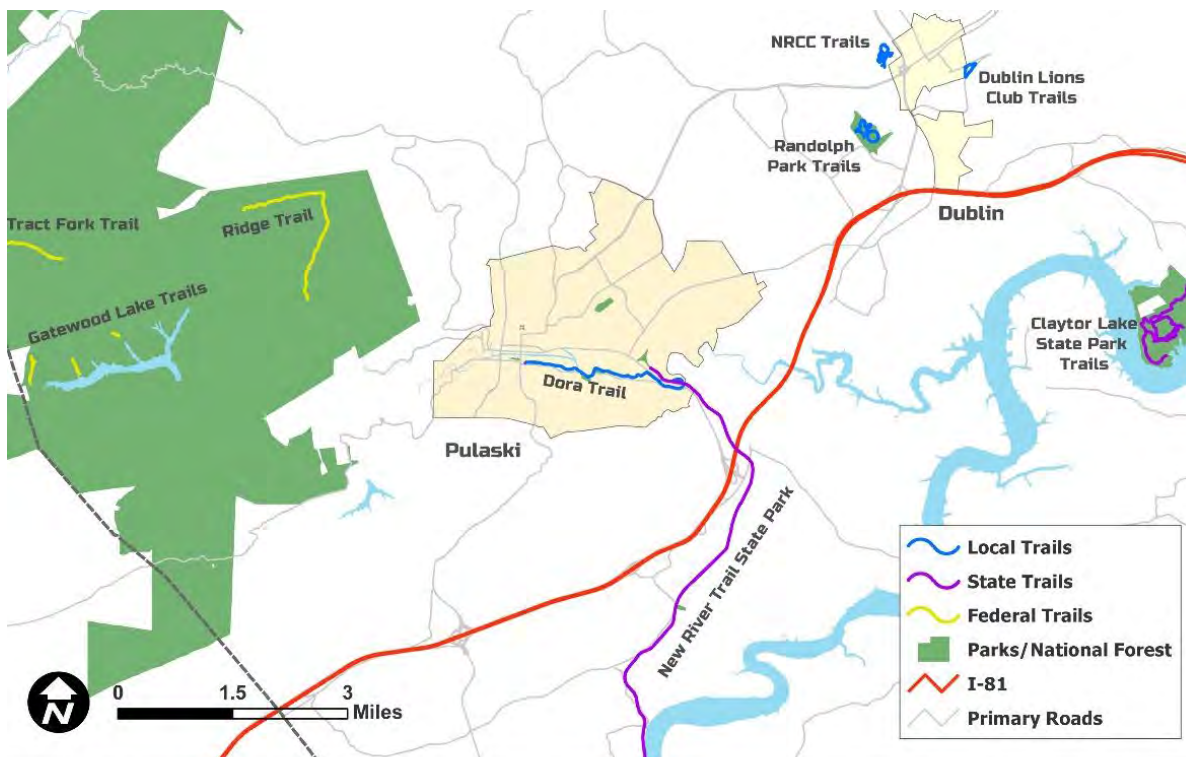
1.3 REGIONAL ASSETS & ATTRACTIONS

Nestled in the Great Valley of Virginia, between the Blue Ridge and Alleghany mountains, the Town of Pulaski is proximate to a wealth of outdoor recreation opportunities. These recreational amenities contribute to local quality of life and provide opportunities for ecotourism. Opportunities exist to connect these outdoor recreation sites to downtown via systems of hiking and biking trails that are already in place.

The town is located at the northern terminus of the New River Trail, a linear park that follows an abandoned rail line for 57 miles from Pulaski to Galax. Linking the New River Trail to downtown is the Dora Trail, completed by the Town in 2008. This scenic bicycle and walking route extends for 2.5 miles along Peak Creek and through local parks before reaching the western terminus trailhead at the restored Pulaski Railway Station. Opportunities for hiking, fishing and camping abound at Town-owned Gatewood Park and nearby Claytor Lake State Park.

The Town of Pulaski coordinates with Pulaski County and the Pulaski County Chamber of Commerce on tourism development and marketing efforts. This concerted effort has been advantageous, as travel and tourism-related spending in Pulaski County grew from \$40.35 million in 2006 to \$54.98 million in 2015, according to statistics from the Virginia Tourism Corporation.

The Town of Pulaski has also benefitted from regional efforts to promote and market the cultural heritage of the region and its outdoor recreational assets. Initiatives such as *Round the Mountain* and *The Crooked Road* have raised awareness of the unique cultural heritage of Southwest Virginia to areas outside of the region by promoting local artists, artisans, and musicians. *Appalachian Spring* is another coordinated regional effort to promote tourism related to outdoor recreation in Southwest Virginia. The momentum from these regional initiatives creates opportunities to develop businesses that provide services for tourists and residents or that otherwise complement outdoor recreation assets and cultural attractions in the Town of Pulaski.



Created by NRVRC, 2017. Sources: U.S. Census Bureau U.S. Geological Survey; Virginia Department of Conservation and Recreation; Virginia Geographic Information Network.

ASSETS & ATTRACTIONS

New River Trail State Park: A 57-mile linear park that follows an abandoned Norfolk & Western rail line—later Norfolk Southern—from Pulaski to Galax. The trail parallels the New River for 39 miles.

Dora Trail: A 2.5-mile bicycle route and walking trail that connects the New River Trail to downtown Pulaski.

Calfee Park: Constructed as a WPA project in 1935, the stadium is listed on the National Register of Historic Places. In 2014, the Town of Pulaski sold the ballpark to the Shelor Motor Mile Group, who renovated it to meet minor league baseball standards, while leaving historic elements intact. The ballpark is now the home field of the Pulaski Yankees.

Gatewood Campground and Reservoir: The reservoir and recreation area consists of 730 acres surrounded on all sides by the Jefferson National Forest. The park offers opportunities for camping, fishing and boating.

Claytor Lake State Park: Conveniently located 7-10 miles from the Town of Pulaski, the lake offers opportunities for fishing, boating, swimming, and water skiing.

Draper Mountain Bike Trails: A system of bike trails on the north side of Draper’s Mountain, just outside the town limits between Route 11 and Valley Road.

Jackson Park: A public park operated by the Town of Pulaski. The park hosts community events that attract residents and visitors downtown.

Pulaski Railway Station: The restored train depot hosts The Marketplace, a farmers market operated by the Pulaski County Chamber of Commerce on Tuesday evenings from April to September. The depot also houses Pulaski Bikes and provides rentable meeting and event space.

Pulaski Theatre: Constructed in 1911 as the Elks Theatre, the venue historically hosted vaudeville shows, traveling companies, and silent films. Today, the renovated theatre hosts primarily musical performances in downtown Pulaski.

Raymond F. Ratcliffe Transportation Museum: Re-established in 2013, the museum includes transportation-themed exhibits, most notably the Brockmeyer-Ryan scale reconstruction of downtown Pulaski.



Photos courtesy of Town of Pulaski, Virginia DCR and Hill Studio

1.4 COMMUNITY PLANNING & ENGAGEMENT

In 2016, the Virginia Department of Housing and Community Development awarded the Town of Pulaski a Building Entrepreneurial Economies (BEE) Grant and a Planning Grant utilizing Community Development Block Grant (CDBG) funds for revitalization efforts in Downtown Pulaski.

The intent of these grants was to create cohesion between downtown organizations; complete the Pulaski Community “U” process of forums and seminars on the future of downtown Pulaski; develop a community supported downtown vision; develop an economic vitality and restructuring plan; eliminate slums and blight through the rehabilitation and adaptive reuse of existing downtown structures; develop public amenities and other infrastructure to improve the visitor and retail traffic and general economic atmosphere in downtown Pulaski; and potentially assist low- to moderate-income households with housing needs in downtown Pulaski.

In May 2016, the Pulaski Community “U” process began to establish a cohesive vision for the revitalization of downtown Pulaski. A group of 40 participants—composed of community leaders, town staff, downtown merchants, and interested citizens—met over the course of three months to identify community assets and to consider priority investment projects. The process culminated in the creation of *Downtown Pulaski’s Peak Creek Vision*, which participants presented to Town Council in September 2016. The group outlined several initial steps to achieve the vision, including supporting and celebrating emerging and existing businesses, improving community appearance, activating a downtown bike and pedestrian system, and welcoming new and potential residents. The timeline of events on the next page summarizes community planning and participation to date.

Pulaski
ON MAIN

Town of Pulaski, Virginia
est. 1886

DOWNTOWN PULASKI IS BECOMING A HUB FOR ENTREPRENEURSHIP BY ATTRACTING ACTIVE INNOVATORS WITH A UNIQUE, LIVABLE DOWNTOWN DISTRICT ORIENTED TO OUTDOOR RECREATION, COMMERCE, ARTS AND CULTURE.

- SUPPORT AND CELEBRATE EMERGING AND EXISTING BUSINESSES •
- IMPROVE COMMUNITY APPEARANCE •
- ACTIVATE A DOWNTOWN BIKE AND PEDESTRIAN SYSTEM •
- WELCOME NEW AND POTENTIAL RESIDENTS •

Be a part of
Pulaski Rising!

Visit www.DowntownPulaski.org

PULASKI Community U



COMMUNITY ENGAGEMENT TIMELINE

- May - July 2016: Pulaski Community “U” met eight times over a three-month period to discuss the future of downtown Pulaski. The collaborative process resulted in a cohesive vision statement for downtown. Community “U” representatives presented their vision for downtown to Town Council in September 2016.
- September 2016: Hill Studio was selected to complete the Business District Improvement Plan and the New River Valley Regional Commission (NRVRC) was selected to undertake the Economic Vitality and Restructuring Plan.
- October 2016: The Management Team, comprised of many Pulaski Community “U” participants, partook in a project kick-off meeting for the Pulaski Downtown Revitalization Master Plan. The meeting agenda included an overview of the CDBG grant program, project tasks and timeline, and a review of the project area boundary.
- November 2016: Hill Studio hosted a two-day design workshop in Pulaski on November 16 and 17. The workshop focused on ways to enhance properties and expand business opportunities to revitalize downtown. Planners, architects and landscape architects met with local leaders, civic groups, property owners, business owners, and interested citizens over the two days to identify potential projects and desired improvements. The recommended physical improvements presented at the end of the workshop built upon prior planning efforts and community assets and opportunity sites identified during the workshop.
- January 2017: Arnett Muldrow held a branding workshop in Pulaski with the intent of establishing a new brand identity to market the community, businesses, and events. The project team garnered initial input from a variety of stakeholders over the course of two days before presenting the branding recommendations at the final presentation. A short survey was also launched to receive input from a broader audience.
- December 2016 - March 2017: The Management Team continued to meet on a monthly basis to discuss progress, review completed work, and provide direction regarding priority projects for the CDBG initiatives. Community leaders worked with business and property owners in the project area to share information, solicit participation commitments, and to support for revitalization efforts.



November 2016 Workshop

1.5 COMMUNITY READINESS & CAPACITY

The Town of Pulaski has demonstrated community readiness and capacity through various community planning efforts and focused public and private investments in downtown. Through several recent planning processes, the community has established a cohesive and collaborative vision for the future of downtown. The *Town of Pulaski Comprehensive Plan*, completed in 2016, supports downtown revitalization by establishing specific goals and strategies to eliminate blighting conditions, improve overall community aesthetics through the enhancement of public spaces and properties, and build on its strengths as a tourism destination. The *Pulaski Redevelopment and Renewal Plan* (2013) and the *Pulaski Peak Creek Corridor Study* (2016) serve as valuable tools for pursuing targeted revitalization activities along First Street and Peak Creek by engaging private investors and public partners.

The Town has made significant efforts to advance the objectives of these plans. In recent years, strategic investments have been made in community facilities, such as the Pulaski Railway Station, the Raymond F. Ratcliffe Memorial Transportation Museum, Jackson Park, and the Iron Bridge over Peak Creek. The Town also administers a USDA loan program to repair deteriorating roofs on downtown buildings and is in the process of purchasing several Main Street properties to remedy unsafe conditions. In addition, the Town administers a multi-phase EPA brownfields grant to remedy contamination issues on former industrial properties in the downtown area. In February 2017, the Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund (VBAF) awarded a \$240,000 grant to the Town for the remediation of a specific downtown brownfield site. The Town recently applied for a National Endowment for the Arts Our Town grant to fund a downtown mural.

The Town often collaborates with local organizations to attract business to downtown and pursue downtown revitalization activities. Beans and Rice, Inc. offers several small business support resources, focused on developing entrepreneurial skills of low-income residents of Pulaski County. In 2015, Beans and Rice received funding through the Virginia Community Business Launch (CBL) program to support Launch Something Pulaski—a local business competition designed to foster new business formation and expansion. The Pulaski County Chamber of Commerce is another important partner. The Town has contracted with the Chamber to begin the process of becoming a designated ‘Virginia Main Street’ community, which provides resources and support for towns working to revitalize their historic commercial districts. As part of this effort, the Chamber staffs the ‘Pulaski on Main’ organization, which coordinates monthly meetings of downtown merchants and provides marketing and promotion support. The Chamber also sponsors The Marketplace farmers market at the Pulaski Railway Station.

Local private investment has also been central to downtown revitalization efforts. The development company that owns the Pulaski Yankees and Calfee Park renovated a historic downtown building for the Jackson Park Inn and Conference Center. The boutique hotel provides accommodations and dining for visitors and allows downtown to serve as a destination for conferences and meetings. The same group of investors is also working to rehabilitate the Dalton Building on Washington Street. Another development group, West Main Development, has purchased multiple buildings on West Main Street for redevelopment. Plans include ground floor commercial spaces with apartment units on the upper floors to promote downtown living. The recent surge in economic development activity has resulted in the opening of several new downtown businesses, including MOVA Technologies, Blue Ridge Fudge Lady, and Lizard Licks. The success of these private and public efforts is essential for stimulating future investment downtown.



DOWNTOWN PULASKI'S PEAK CREEK VISION

A growing community, Pulaski has a tradition of neighbors supporting each other. Established businesses and entrepreneurs seeking opportunity will find the same spirit. Downtown Pulaski has always been the heart of a livable community, sociable and hardworking, walkable and welcoming. We change with the times, adjusting quickly to markets and the world around us, without losing our unique character.

Today, communities that attract investment require connections to nature, cultural assets, and fast dependable broadband. Tomorrow's Pulaski will be synonymous with our signature asset Peak Creek. Our outdoor culture will feature an integrated system of trails and parks that make cycling an option for both leisure and transportation. Our cultural offerings will include fine arts and crafts, a lively restored theater, historic Calfee Park, and a boutique hotel. Downtown will have high-speed telecommunications access and quality housing stock in and surrounding the district. Catalytic investments in downtown and surrounding businesses will highlight Pulaski's character and potential.

Peak performance: Entrepreneurs and business leaders gather downtown. Custom manufacturers use new technologies to continue the regional tradition of innovation and those growing their businesses will find it an ideal place to grow a family as well. "Around here," people say, "everyone is making something, and making things better."

A community of choice in the New River Valley, Downtown Pulaski offers the best of Southwest Virginia living. Now is the time to take a closer look. There is progress visible on our streets daily, and there are still real opportunities available. Pulaski is rising, together. Join us.

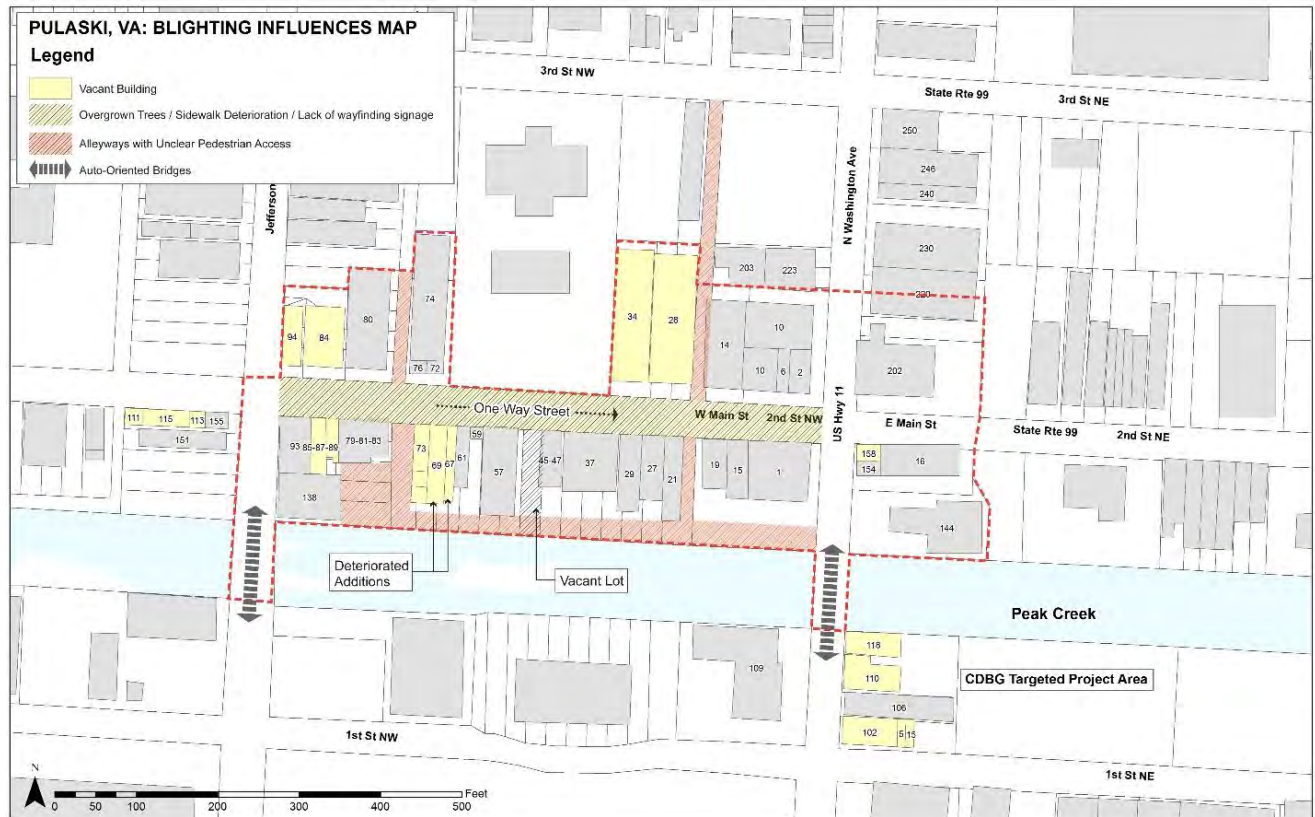
1.6 COMMUNITY NEEDS & CHALLENGES

The Virginia Department of Housing and Community Development classifies Pulaski County as a “transitional community” for the purposes of funding community development projects. This classification takes into account certain economic factors for the community including average unemployment rates, median household income, and persons in poverty. The table below provides an overview of relevant demographics for the Town of Pulaski.

U.S. Census Data: Town of Pulaski	2010	2015
Population	9,086	8,958
Race, White	89.0%	89.5%
Race, Black or African American	7.8%	8.5%
Race, American Indian or Alaskan Native	0.3%	0.0%
Race, Asian	0.6%	0.1%
Hispanic or Latino (of any race)	1.9%	1.3%
Median Age	41.8	42.5
Median Household Income	\$30,478*	\$37,485
Families Below Poverty Level	20%*	14.4%
Average Household Size	2.28	NA
Median Housing Value (owner-occupied)	\$82,100*	\$101,600
Source: U.S. Census Bureau, 2010 Census and 2015 American Community Survey 5-Year Estimates		
*U.S. Census Bureau, 2006-2010 American Community Survey		

1.7 BUSINESS VACANCIES & BLIGHTING INFLUENCES

The revitalization of downtown Pulaski hinges on the elimination of blighting influences and building vacancies. To guide future improvements, the Town developed an inventory of commercial buildings in downtown (**Appendix A**). The inventory identified building uses, vacancies, and physical conditions. Hill Studio identified additional blighting influences in the business district during the design workshop. The photographs on the following pages and the **Blighting Influences Map** below document instances of blight downtown.





West Main Street - Streetscape: Blighting influences include cracked sidewalks and overgrown street trees, which obscure the fronts of buildings. There is limited directional signage for downtown attractions. The one-way configuration also poses a significant impediment to economic success. Beginning in the 1950s, downtown streets across the country were converted to one-way streets to efficiently move automobile traffic through an area, often at the expense of pedestrian safety and business vitality. Today, many localities are converting one-way streets back to two-way streets as a revitalization strategy.



West Main Street -Vacant & Underutilized Buildings: Examples of vacant or underutilized buildings with deferred maintenance on West Main Street. The rear additions of 67 and 69 West Main Street (above) are dilapidated and structurally unsound. A tall fence has been constructed along the backs of the buildings on the Peak Creek side. The Town is in the process of purchasing these two buildings and plans to remove the additions and install a new roof.



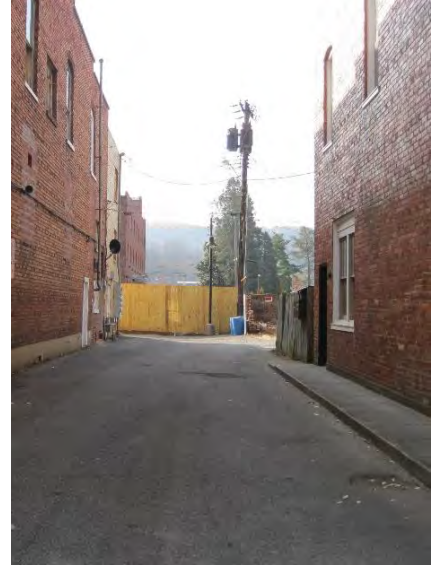
West Main Street -Vacant & Underutilized Buildings: Additional examples of vacant or underutilized buildings on West Main Street.



West Main Street - Vacant Lot: At the center of West Main Street, across from the courthouse, is a vacant lot on which previously stood a commercial building that collapsed due to neglect. The Town funded the demolition and is in the process of purchasing the lot.



Washington Avenue & Jefferson Avenue Bridges: The bridges over Peak Creek are wide and lack buffers between traffic lanes and sidewalks.



Alleyways - Underutilized Connections: The alleyways between the commercial buildings on West Main Street and along Peak Creek are underutilized connections between nodes of activity.

CHAPTER 2 ECONOMIC RESTRUCTURING PLAN

The New River Valley Regional Commission (NRVRC) prepared the *Economic Restructuring Plan* to complement the design recommendations of the *Pulaski Downtown Revitalization Master Plan*. The purpose is to understand the current economic climate in Pulaski, determine potential for business growth and recruitment, and outline economic development strategies that will help Pulaski and its downtown create a stronger business environment, target new investment, and position itself as a destination within the region. The complete report is included as **Appendix B**. The following excerpts summarize the key findings and recommendations.

2.1 ECONOMIC CONDITIONS & MARKET

The Town of Pulaski is recovering from dramatic declines in traditional economic drivers in the manufacturing sector, which has caused significant strain throughout Pulaski County communities. In Pulaski County, over 4,000 jobs were lost between 2006 and 2010, with the loss of 3,100 jobs in the manufacturing sector. Pulaski County employment figures have begun to rebound, with gains of nearly 700 jobs in the sectors of retail trade, accommodation and food service, healthcare, and transportation and warehousing over the past decade.

Top Industry Sectors by Employment Pulaski County, Virginia			
Description	2015 Jobs	% Change 2006 - 2015	Total Earnings Per Worker
Manufacturing	4,828	-15%	\$51,560
Government	2,529	-4%	\$31,284
Retail Trade	1,756	15%	\$22,760
Health Care and Social Assistance	1,286	3%	\$36,931
Accommodation and Food Services	1,006	13%	\$14,470
Administrative, Support Waste Management	936	23%	\$18,589
Transportation and Warehousing	833	18%	\$37,644
Other Services (except Public Administration)	593	-17%	\$23,428
Construction	498	-34%	\$34,401
Professional, Scientific and Technical Services	279	-6%	\$45,600
Crop & Animal Production	181	-3%	\$27,634
Wholesale Trade	177	-64%	\$42,164
Arts, Entertainment & Recreation	173	-8%	\$11,599
Finance and Insurance	159	-10%	\$46,969
Total, All Industries	15,468	-7%	\$35,626

Source: EMSI, 2017.1 Class of Worker Dataset

Although recent investments have returned some jobs to the area, the town has experienced lower population growth and higher rates of poverty than much of the surrounding area. In 2016, the town had an estimated population of 8,933 residents, a 4.2 percent decrease since 2000. Similarly, the population of Pulaski County decreased 2.3 percent over that time to an estimated 34,334 residents in 2016. During the same period, the Blacksburg-Christiansburg-Radford metropolitan statistical area (MSA) has grown by over 10 percent, with the largest increases in the 'college towns' in Montgomery County and the City of Radford. Median household income in the Town of Pulaski is estimated at \$37,485, well below the level of Pulaski County overall and the Blacksburg metropolitan area. Similarly, the town has a higher poverty rate than Pulaski County, although the rate is similar to the overall rate in the Blacksburg metropolitan area. Pulaski County and the Blacksburg metropolitan area have higher educational attainment levels than residents of the town.

2.2 RETAIL MARKET STUDY & OPPORTUNITIES

In 2015, Pulaski County had an estimated 157 retail establishments, which employed over 2,700 workers and generated \$122 million in sales. The top sales sectors, each with over \$10 million in sales, included limited-service restaurants, supermarkets, full-service restaurants, and pharmacies. Other major retailers included auto parts stores, home centers, gas stations, hotels, and car dealers. Many of these establishments are located in the Fairlawn area of the county, near Radford.

The Town of Pulaski had 68 retail establishments in 2015, with top sectors including auto dealers, supermarkets, gas stations, restaurants, and general merchandise stores. Many of these retail establishments are located in the shopping centers along the Route 99 corridor to the east of downtown. Based on retail leakage calculations, several other types of retailers have an opportunity to meet demand of local residents that currently shop outside the community, including home furnishing stores, clothing/shoe stores, and electronics stores.

Additionally, an opportunity exists to create 'destination' businesses to attract visitors to the downtown area from around the region. An estimated 398,430 people live within an hour drive of the town. Each year, these households collectively spend an estimated:

- \$212 million at furniture and home furnishing stores
- \$188 million at restaurants
- \$139 million at clothing and shoe stores
- \$44 million at sporting goods and hobby stores

Although most households meet their everyday shopping needs in their hometown, destination businesses that provide a unique shopping or dining experience could attract visitors from around the region. The market data indicates that target business sectors include full-service restaurants, breweries and wine stores, print shops, bookstores, and outdoor recreation outfitters.

Retail Leakage Estimates Town of Pulaski, Virginia				
	30 Minute Drive Time		60 Minute Drive Time	
	Retail Sales Potential	Surplus (>1) Leakage (<1)	Retail Sales Potential	Surplus (>1) Leakage (<1)
Retail Sales (NAICS)				
Automobile Dealers	\$141,323,800	1.47	\$667,559,800	1.70
Other Motor Vehicle Dealers	\$5,676,173	2.07	\$26,822,870	2.72
Automotive Parts, Accessories	\$28,526,220	1.28	\$134,702,400	1.20
Furniture Stores	\$13,081,710	1.55	\$61,743,900	1.61
Home Furnishings Stores	\$32,026,900	0.37	\$151,079,000	0.63
Electronics, Appliance Stores	\$20,640,570	1.45	\$97,499,950	1.70
Building Material, Supplies Dealers	\$7,103,453	11.82	\$33,557,715	14.09
Lawn, Garden Equipment, Supplies	\$10,694,222	1.39	\$50,387,430	1.18
Grocery Stores	\$146,562,700	1.13	\$692,168,600	1.03
Beer, Wine, Liquor Stores	\$8,352,832	1.00	\$39,358,920	0.73
Health, Personal Care Stores	\$50,042,451	1.23	\$236,085,310	1.19
Gasoline Stations	\$206,240,480	0.79	\$974,854,000	0.74
Clothing Stores	\$38,429,728	1.11	\$181,844,510	1.22
Shoe Stores	\$12,154,450	0.60	\$57,589,860	0.74
Sporting Goods, Hobby, Musical	\$9,400,849	1.50	\$44,439,870	1.87
Book, Periodical, Music Stores	\$1,516,084	5.43	\$7,138,227	5.00
General Merchandise Stores	\$173,429,500	0.86	\$819,552,100	1.16
Eating Places	\$39,957,750	2.01	\$188,508,800	2.31

Attracting visitors and tourists is key to supporting new retail businesses in the downtown area, as their dollars will supplement the limited buying power of local residents. The town has the opportunity to develop retail sector businesses that can serve tourists who come to explore the outdoor recreation and natural attractions located in the county. Pulaski County has seen significant growth in tourism in recent years, with estimated tourist expenditures of nearly \$55 million in 2015, a 2.4 percent increase over the last five years.

Tourism Expenditures Pulaski County, Virginia						
Traveler Economic Impacts	2011	2012	2013	2014	2015	% Change 2011-2015
Expenditures	\$49,801,276	\$51,679,041	\$51,482,923	\$53,919,519	\$54,977,069	2.4%
Employment	581	589	587	603	617	2.0%
Payroll	\$9,954,337	\$10,268,659	\$10,474,481	\$10,924,195	\$11,409,777	4.4%
Local Tax Receipts	\$1,430,245	\$1,466,464	\$1,482,180	\$1,524,282	\$1,605,349	5.3%

Source: Virginia Tourism Corporation

With attractions such as Claytor Lake, Gatewood Park and the New River Trail, outdoor recreation tourism represents a large potential market for Pulaski County. According to the 2013 findings of the Outdoor Industry Association, over 57 percent of adults in the United States participate in outdoor recreation activities annually, with 29.2 percent participating in bicycling, 27.9 percent participating in trail sports, 18.7 percent participating in camping, 12.8 percent participating in watersports, and 12.1 percent participating in motorized boating. Moreover, according to the Virginia Tourism Corporation, over 22 percent of visitors to Virginia, and 30 to 40 percent of visitors to Southwest Virginia, report that outdoor recreation was part of the purpose of their trip. Visitors who pursued outdoor recreation tend to stay an average of 3 to 4 days on their trip, spending an average of \$683. As these visitors are likely to pursue other activities in addition to outdoor recreation during their trip, they represent an important target market for downtown businesses.

2.3 ECONOMIC DEVELOPMENT INITIATIVES

Recently, the Town of Pulaski has seen many positive developments as investors redevelop vacant buildings, and local community organizations provide support for small business development and attracting visitors to the town to shop and support local businesses. The Town has developed several planning and implementation resources to support the redevelopment of the downtown area, and implement strategies to revitalize the local economy after the loss of key employers in recent decades. The Town of Pulaski *Strategic Plan and Vision*, updated in 2015, provides a comprehensive set of strategies to support economic development in the town, including an ongoing small business recruitment and retention program, strategies for adaptive reuse and redevelopment of vacant properties, development of recreation and public amenities, updating the tourism plan, and implementing improvements to town entry corridors.

A PHYSICAL IMPROVEMENTS IN DOWNTOWN AREA

The Town of Pulaski has seen a dramatic increase in economic development activity recently, as businesses and investors rehabilitate vacant buildings and open new businesses in the downtown area. Investors have added improvements to the historic Calfee Park baseball stadium, the Jackson Park Inn and Al's on Main, and have several other development projects underway to rehabilitate buildings and add businesses downtown. These projects include:

- West Main Development, LLC rehabilitation of several downtown properties
- The Town purchasing several Main Street properties to remedy unsafe conditions
- Investors working to rehabilitate the Dalton Building on Washington Street
- The Town administers multi-phase EPA brownfields grant to remedy contamination issues on disused industrial properties in the downtown area
- The Town administers USDA loan program to repair deteriorating roofs on downtown buildings
- The opening of several downtown businesses, including MOVA, Blue Ridge Fudge Lady, Lizard Licks

B DOWNTOWN-FOCUSED ORGANIZATIONS

The Town of Pulaski has contracted with the Pulaski County Chamber of Commerce to begin the process of becoming a designated ‘Virginia Main Street’ community, which provides resources and support for towns working to revitalize their historic commercial districts. The Chamber staffs the ‘Pulaski on Main’ organization as the non-profit that will work to meet the requirements necessary to apply for Virginia Main Street program. Currently, Pulaski on Main coordinates monthly meetings of downtown merchants to discuss important issues for downtown businesses, coordinates training and technical assistance workshops for downtown businesses, and provides marketing support through ‘Buy Local’ campaigns, online promotion and marketing, and information for visitors at their Main Street office. Similarly, the Town of Pulaski has contracted with the Pulaski Chamber of Commerce to administer the ‘Marketplace’ farmers market, which includes local vendors of produce, crafts, and other goods, as well as music and other special events.

C SMALL BUSINESS DEVELOPMENT SUPPORT

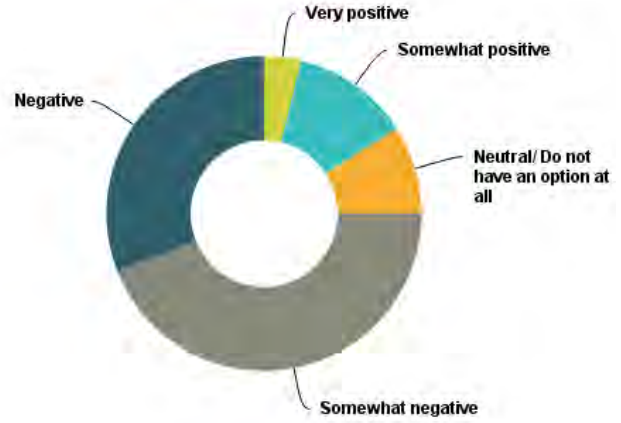
Beans and Rice, Inc. offers several small business support resources, focused on developing entrepreneurial skills of low-income residents of Pulaski County. Beans and Rice offers programs to develop financial literacy and small business support services, including the MicroSolutions loan fund program, entrepreneurship training workshops, and one-on-one consultations and technical assistance on a variety of topics to support the success of small businesses in Pulaski County. Recently, Beans and Rice coordinated the ‘Launch Something Pulaski’ program, which provided small business development training program to local entrepreneurs hoping to start a small business. Ten finalists competed for \$45,000 in prizes to help launch their businesses, with at least five businesses opening or planning to open stores in downtown Pulaski as a result. Beans and Rice has begun fundraising for another round of the program in 2017.

2.4 BRANDING & MARKETING

Arnett Muldrow and Associates worked with community leaders and citizens to develop a community brand identity and market position as a companion to the downtown revitalization plan (**Appendix C**). The brand builds on the recommendations of the downtown revitalization plan, while creating a distinct graphic identity and market position to promote the town and its assets to the local citizenry, visitors, and potential investors.

The branding process began with an online survey to gauge resident, visitors, and business owners’ perspectives of downtown’s character and its promotional needs. The thirteen-question survey was deployed on January 23, leading up to the three-day branding workshop. Of the 193 survey participants, 58 percent lived in the Pulaski zip code and the other 20 percent lived in Dublin, Radford, or Christiansburg. Most survey participants identified Pulaski as a friendly, historic small town with great potential. They recognized some of the challenges with vacant and dilapidated buildings in downtown, but also the perception issues that they feel Pulaski has within the larger region. The survey asked what single image best describes the character of Pulaski. Many participants mentioned the natural environment including the backdrop of the mountains and Claytor Lake. Others noted key assets and destinations such as the New River Trail, Train Depot, Calfee Park, and the Courthouse. Approximately 75 percent of respondents felt that Pulaski has a “negative” or “somewhat negative” perception from outsiders, which is very important to understand when creating a new brand. Moreover, over 85 percent felt that Pulaski’s identity and character is not clearly communicated, which creates a great opportunity to control a positive message and change perceptions.

New River Trail Railroad Beautiful Street
 Community Theater Historic Growth
 Picture Jackson Park Mountains
 Museum **Court House** Train Depot
 Train Station Clock Tower Town Movie
 Calfee Park Place Think Festival Claytor Lake
 Question **Peak Creek**



Question 4: Words that best describe Pulaski as a place.

Question 6: How positive of an image do you think outsiders have of Pulaski?

The new brand identity and market position for Pulaski includes a brand statement, graphic identity for the community, logo extension to events and organizations, and graphic marketing recommendations. The idea of *Where Your New Path Begins* builds on the ongoing vision created by the community through the Community U process leading up to this project. It plays off the beginning of the New River Trail in downtown Pulaski, but more importantly positions the potential for residents and businesses to reach new peaks, blending tradition with innovation. The graphic includes the downtown streetscape centered on the clock tower of the courthouse. The mountain range that surrounds the town is shown in the background, while the movement of Peak Creek, the heart of the downtown and foundation for its revitalization, frames the bottom of the graphic. The rays of blue light that rise from downtown signify the continued vision of improvement. The colors and fonts are contemporary, indicating the town's new era of revitalization.



2.5 RECOMMENDATIONS TO FACILITATE ECONOMIC CHANGE

Patterned on the National Main Street ‘Four Point’ approach to downtown revitalization, the following recommendations build on existing efforts to revitalize downtown, attract visitors, and support small business success in Pulaski.

ORGANIZATION

- Obtain and maintain Virginia Main Street designation.
- Meet regularly with downtown merchants and property owners to address business needs.
- Coordinate downtown district strategies through regular meetings of Pulaski on Main, Chamber of Commerce, Town and County economic development staff, and regional organizations.
- Coordinate regional small business training programs to improve accessibility and convenience for county businesses. Compile database of online training materials and resources for small business service providers.
- Manage referrals to business development resources in the New River Valley, including marketing assistance, financing, and peer networks.
- Convene monthly management team meetings to review progress on downtown revitalization activities and maintain Pulaski Rising planning process.

DESIGN

- Implement Community Improvement Grant downtown improvement projects.
- Improve directional signage to downtown district and outdoor recreation amenities.
- Implement walking trail designs proposed in the *Pulaski Downtown Revitalization Master Plan* with funding through VDOT ‘Transportation Alternatives’ or other programs.
- Facilitate sale or redevelopment of vacant commercial properties in collaboration with owners and potential investors targeting the buildings listed in the Pulaski Redevelopment and Renewal Plan and the Pulaski Downtown Revitalization Master Plan.
- Implement roadway improvements to facilitate access to downtown areas and pedestrian safety.
- Review and update zoning regulations and implement an overlay zoning district for downtown to promote design guidelines and target incentive programs to businesses. Options include tourism zones, historic zones/designations, or other downtown improvement districts.

PROMOTION

- Create an online tool to promote available commercial properties for lease or sale.
- Participate in outdoor recreation tradeshow and events in collaboration with Pulaski County Chamber of Commerce and local outdoor recreation businesses.
- Implement Town of Pulaski branding system developed by Arnett Muldrow.
- Maintain downtownpulaski.org website as a resource for downtown development efforts and connect to existing Pulaski and regional social media accounts.
- Connect to Southwest Virginia tourism promotion websites and resources.
- Update and implement Pulaski County Tourism Strategic Plan.
- Promote annual events downtown in coordination with sales and promotions at local businesses.
- Conduct a familiarization tour for tourism staff and tourist-serving businesses around the region to visit the town and learn about local amenities and businesses.
- Provide marketing assistance to tourism-serving businesses, including training workshops and opportunities to participate in cooperative ad-buys.
- Implement marketing campaigns to promote events and tourism. Target markets include residents and visitors to other New River Valley communities, especially university communities, and outdoor recreation tourists.

ECONOMIC VITALITY

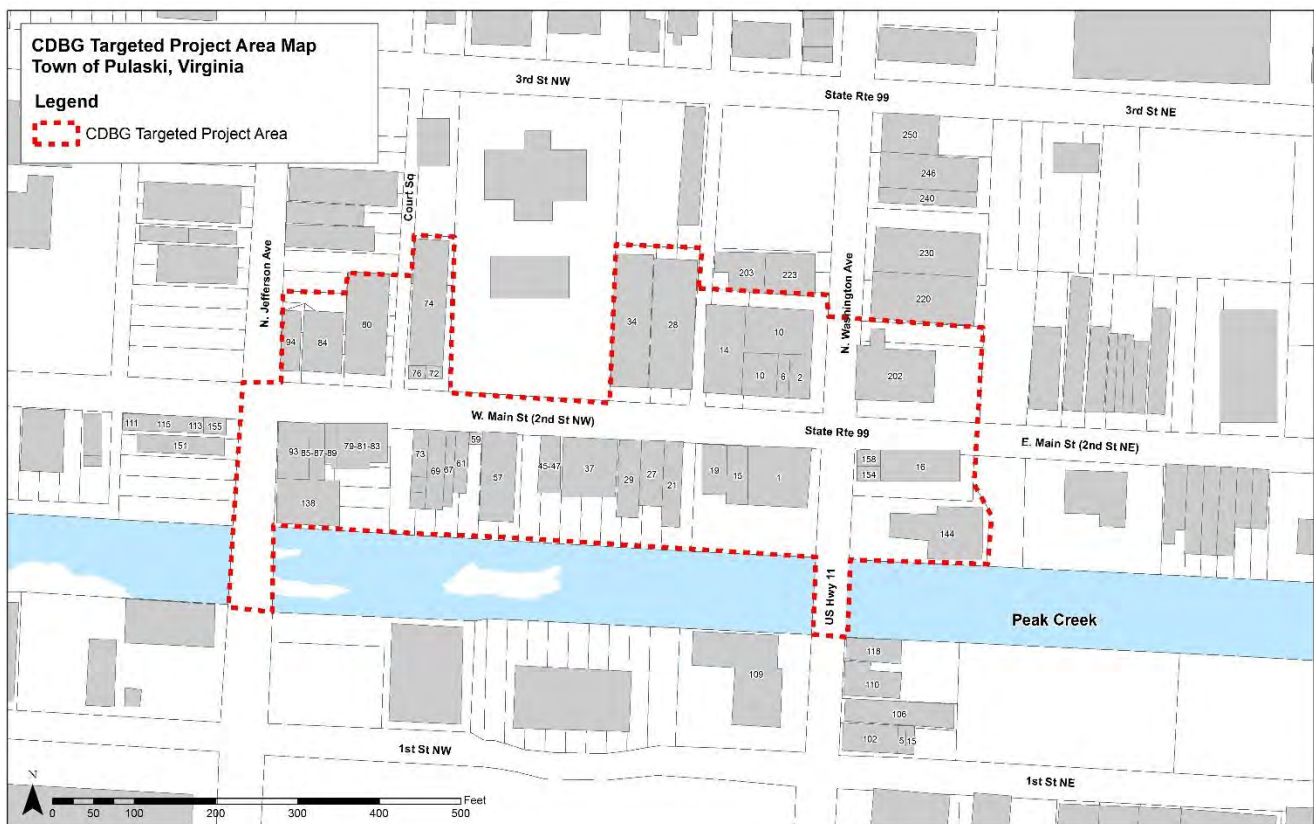
- Promote business development training resources to local businesses.
- Initiate a business recruitment strategy to encourage business investment in downtown and target business sectors.
- Target grant, loan, and incentive programs to property owners in downtown areas to upgrade buildings or invest in new business development.
- Maintain guide for starting a business in Pulaski, including information on local businesses that can provide goods or services.
- Promote entrepreneurship and small business development in Pulaski County through entrepreneurship workshops, business plan competitions, youth entrepreneurship programs, and promotion of success stories of local small businesses.
- Promote downtown residential development through updates to the zoning regulations to allow residential units in upper floors of downtown buildings and marketing to regional target markets.

CHAPTER 3 PHYSICAL IMPROVEMENTS MASTER PLAN

A strong downtown business district that supports the needs of both residents and visitors is crucial to the economic success of Pulaski. A concentrated effort to capitalize on unique local and regional assets will position the town well to restructure the economic disposition of downtown.

As part of the downtown revitalization process, Hill Studio hosted a two-day design workshop in the Town of Pulaski in November 2016. The workshop focused on ways to enhance properties, eliminate blighting influences, and expand business opportunities to revitalize downtown. Hill Studio worked with local leaders, civic groups, property owners, business owners, and interested citizens to identify potential projects and desired improvements. The recommended physical improvements that comprise the master plan build upon prior planning efforts and the community assets and opportunity sites identified during the workshop.

The master plan concentrates on a targeted project area, defined by the project team and community stakeholders. It includes the commercial core of downtown—the blocks of West Main Street between Jefferson and Washington avenues, adjacent to the courthouse, which are critical to the economic stability and vitality of downtown Pulaski. The project area extends beyond West Main Street to Peak Creek, a valuable yet underutilized resource that runs through the center of town. In this defined project area, the CDBG funds will go furthest in realizing the priority revitalization initiatives of eliminating blight and generating business investment.



3.1 DOWNTOWN PULASKI MASTER PLAN

The master plan, which corresponds to the targeted project area, is a long-range vision for downtown Pulaski and includes both immediate and future initiatives. The Town of Pulaski will use the Community Improvement Grant (CIG) to finance several priority initiatives, listed below, which will serve as the catalysts for revitalization. In addition to accomplishing the national goals and objectives of the Community Development Block Grant (CDBG) program, the CIG grant will help to leverage other grant funding and encourage private sector investment. The future initiatives will build upon the successes of these initial revitalization efforts. The **Initiatives Map** on the following page identifies the five CIG funded initiatives within the context of the greater master plan.

CIG FUNDED INITIATIVES: REVITALIZATION CATALYSTS

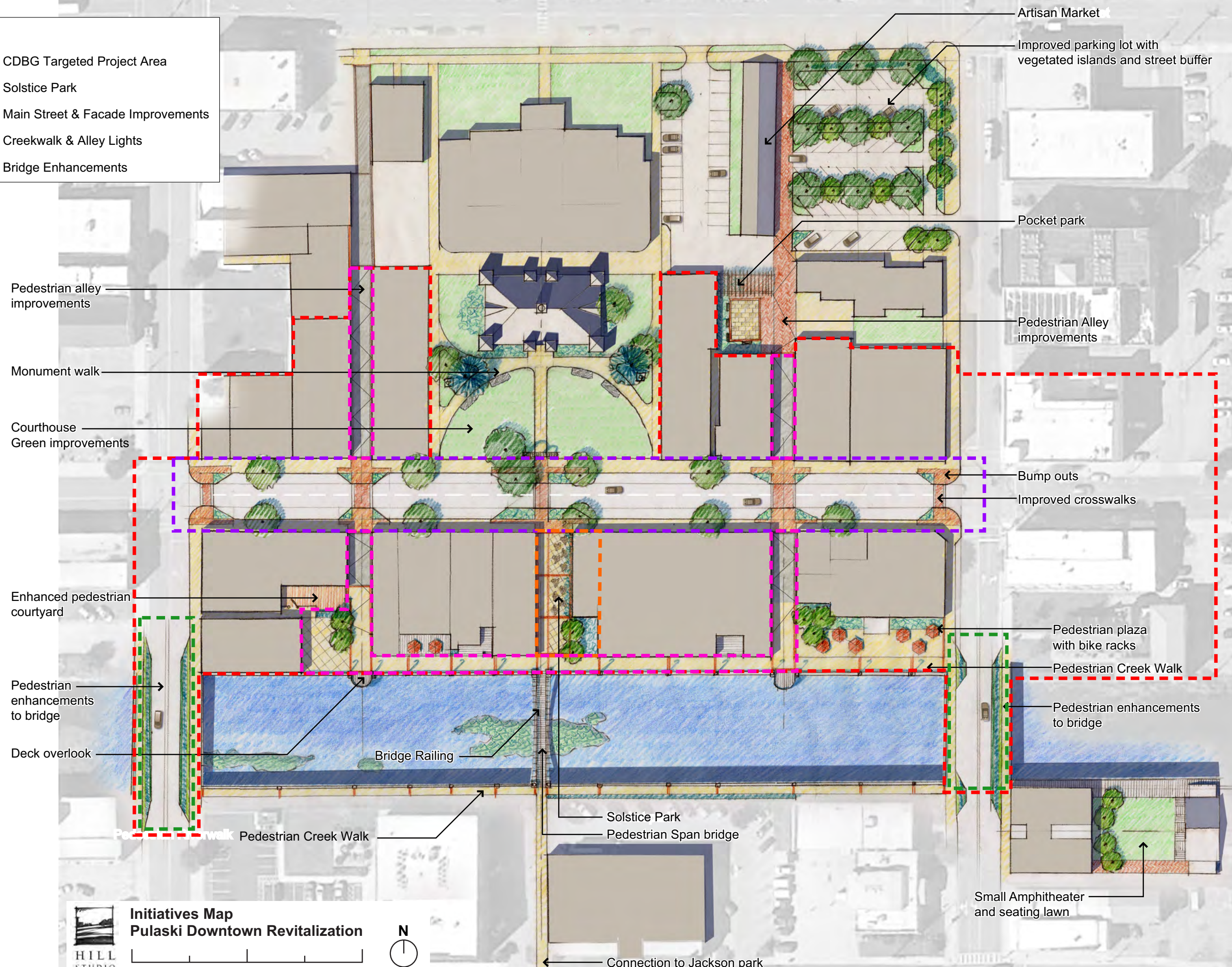
- A. Streetscape Improvements: West Main Street
- B. Façade Improvements: West Main Street
- C. Solstice Park
- D. Creek Walk and Alley Lights
- E. Bridge Enhancements

FUTURE INITIATIVES

- A. Peak Creek Loop
- B. Artisan Market, Parking Lot Beautification & Alleyway Improvements
- C. Courthouse Green
- D. Wayfinding Program

LEGEND:

- CDBG Targeted Project Area
- Solstice Park
- Main Street & Facade Improvements
- Creekwalk & Alley Lights
- Bridge Enhancements



Initiatives Map
Pulaski Downtown Revitalization

HILL STUDIO

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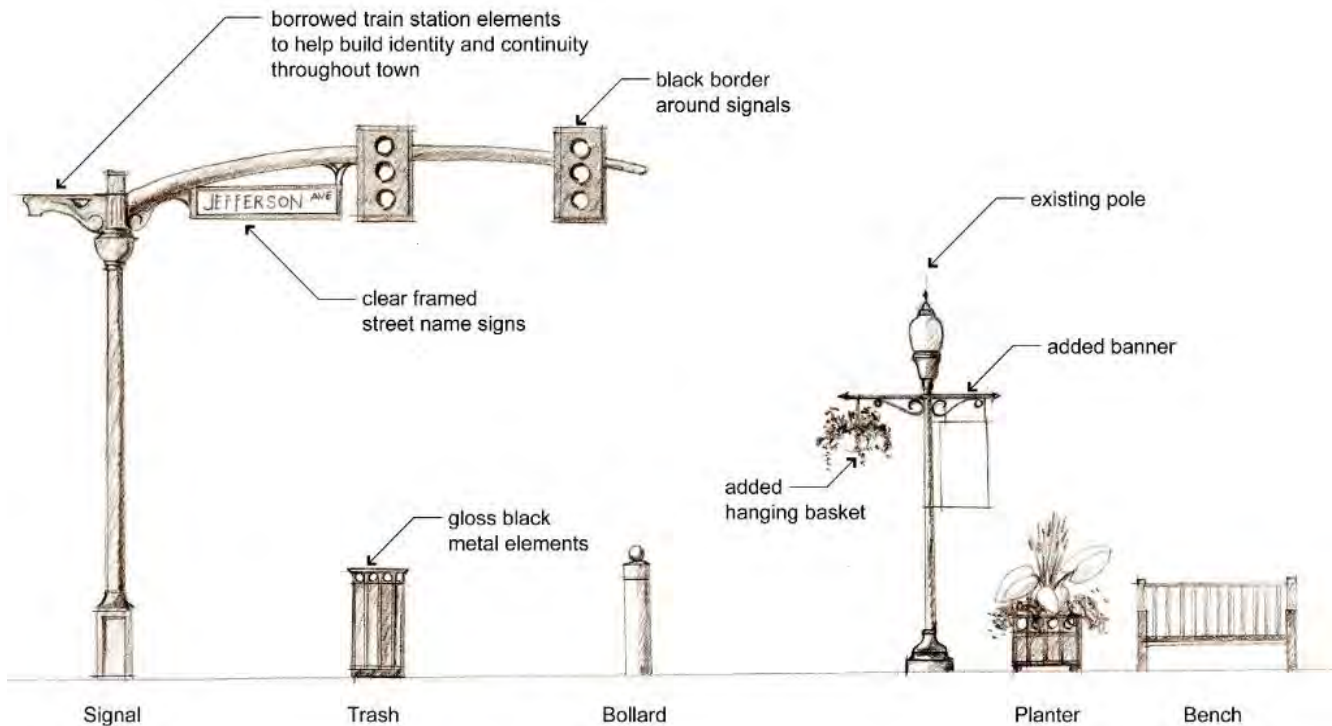
N

← Connection to Jackson park

3.2 CDBG COMMUNITY IMPROVEMENT PROJECT

A STREETScape IMPROVEMENTS: WEST MAIN STREET

Improvements to the West Main Street streetscape will visually transform the corridor and create a barrier-free shopping and walking environment. The exposed aggregate sidewalks that were installed as part of a previous CDBG project remain in generally good condition, with the exception of a few areas that have been modified, damaged by traffic, or suffered settlement cracks. Repair of these sidewalks can be achieved at a minimal expense. The street trees will be pruned so not to block the fronts of buildings. Curb bumpouts will calm traffic and improve the pedestrian experience. New street furnishings, including bike racks, will serve to promote the consistency of the overall streetscape palette. Utility bollards—that will include outlets for water, wastewater, and electricity—will be installed to allow food trucks to park along West Main Street, providing outdoor eating and gathering opportunities. A wayfinding program for West Main Street, based on the branding program included in this plan, will serve as a model for the rest of the downtown.



West Main Street Streetscape Palette

B FAÇADE IMPROVEMENTS: WEST MAIN STREET

The entire study area is located within the Pulaski Historic Commercial District, listed in the National Register of Historic Places in 1986. The late nineteenth and early twentieth century commercial architecture that characterizes the historic district represents the social and economic forces that shaped this turn-of-the-century industrial boomtown.

While the study area retains this historic character, it faces the common issues of building vacancy, deferred maintenance, and incompatible modifications. Recent interest in downtown housing, lodging, and niche businesses has provided the impetus for a façade improvement program.

Hill Studio architects met with business owners and property owners in the study area to assess exterior conditions and to discuss improvements. Recommendations ranged from the removal of incompatible materials, restoration of traditional storefront elements, and installation of awnings. **Appendix D** contains preliminary façade improvement cost estimates for fifteen buildings, concentrated on the block of West Main Street between Jefferson and Washington Avenues, where the improvements will have the greatest immediate impact.



Facades to be improved on West Main Street

C SOLSTICE PARK

The vacant lot on West Main Street, across from the courthouse, presents an opportunity for outdoor dining and increased public access. Activating this space as a park, the space will strengthen the connection between West Main Street and the Creek Walk. Planting beds, furnishings and seating areas will make this area an inviting and adaptable outdoor dining area, well suited to serve restaurants and/or food trucks.



The park will transform a vacant lot into an adaptable outdoor dining area at the heart of West Main Street with views of Peak Creek.

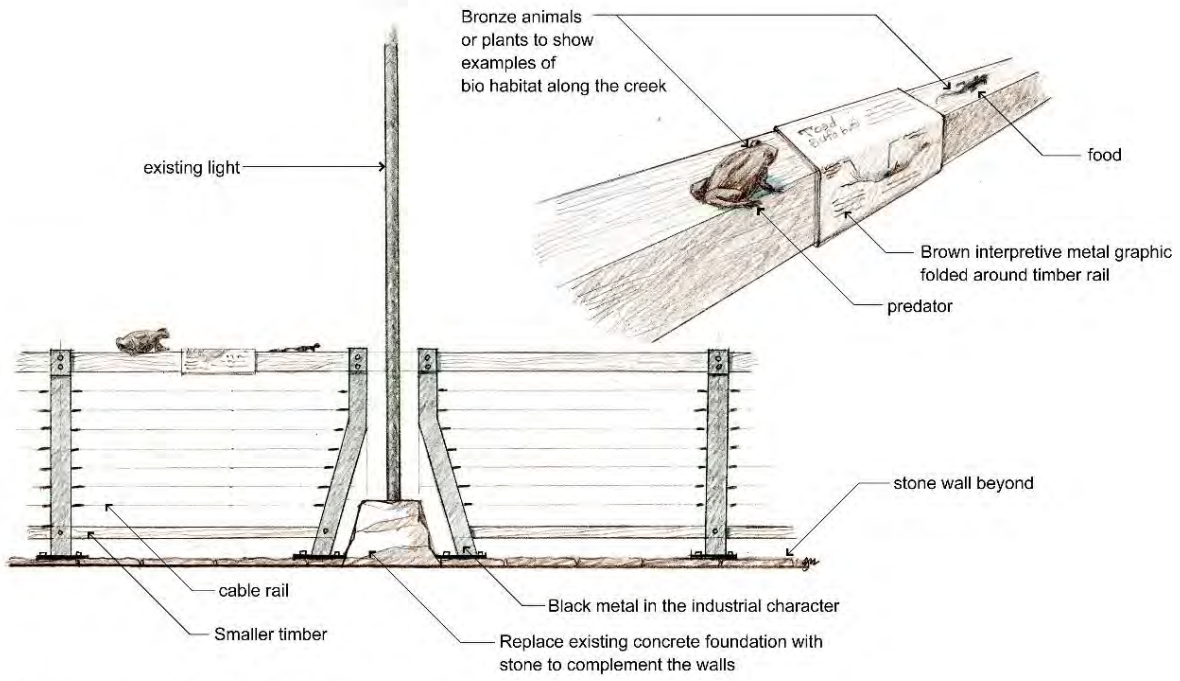
D CREEK WALK & ALLEY LIGHTS

The Town of Pulaski has identified Peak Creek as an important asset. As a result, the creek has been the focus of several prior planning efforts. The CDBG Community Improvement Grant awarded in 2004/2006 added paving and decorative lights along the north side of Peak Creek to make the area more accessible to pedestrians. The 2016 Pulaski Peak Creek Corridor Study also emphasized the value of the creek, recommending a promenade along its north bank.

Building on these previous efforts and ideas, the existing alley on the north side of the creek will be improved to create an attractive gathering space that will serve as a destination. A cable guardrail system and porch swings will be added to take advantage of creek views and the post-industrial landscape beyond. Shrubs, garden plantings and interpretive exhibits will provide visual interest. The four alleys that connect West Main Street to Peak Creek and other activity points will be improved with market lights to create a pleasant environment for evening strolls and to enhance connections between these nodes.



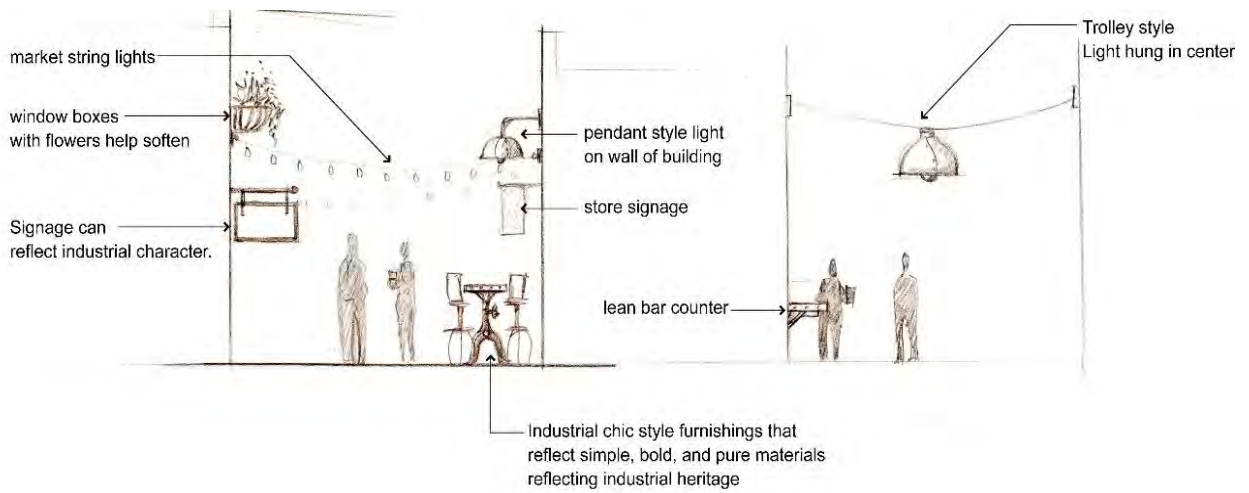
Creek Walk with cable railing, porch swings, interpretive signage and plantings (other elements to be completed in future phases).



Cable rail is minimal and does not obstruct view to creek. Materials reflect simple, bold, pure character in Pulaski.

Pulaski Rail at Creekside

Industrial Heritage Creek Walk Palette: Cable railing system and interpretive graphics

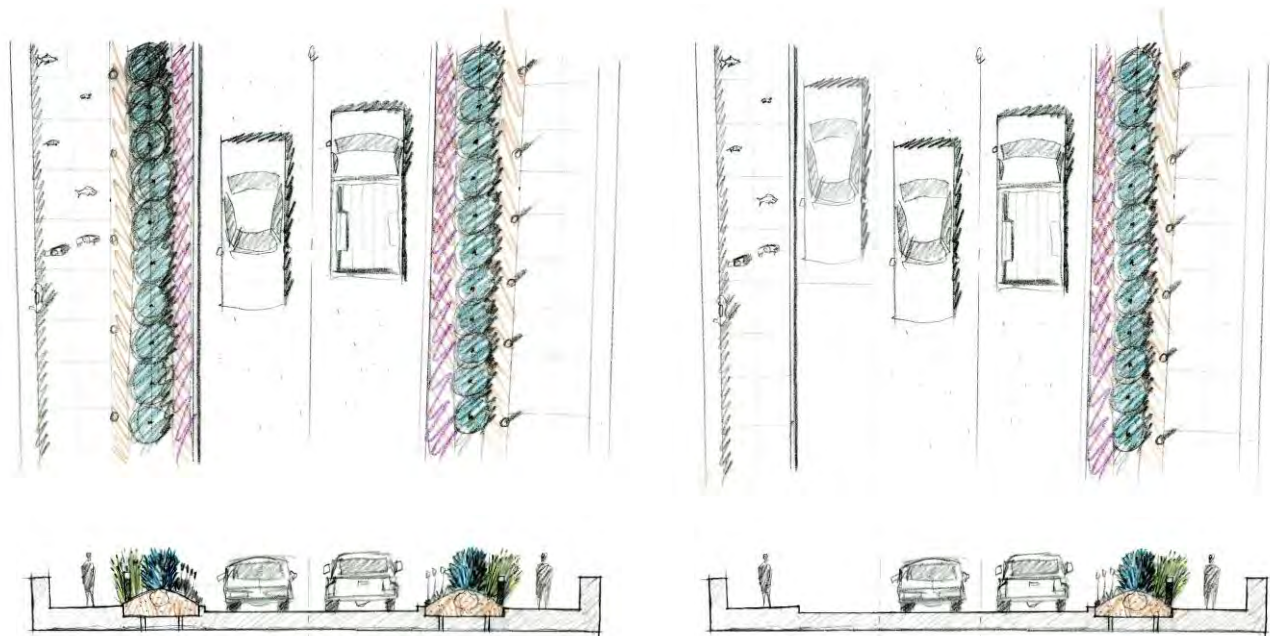


Industrial Heritage Creek Walk Palette: Bold metal chairs, market lights, sign brackets with industrial character

E BRIDGE ENHANCEMENTS

The Jefferson Avenue and Washington Avenue bridges present opportunities for strengthening pedestrian connections between activity nodes on the north and south sides of Peak Creek. The *Peak Creek Corridor Study*—commissioned as part of a brownfields planning grant—recommended bridge enhancements for improved connectivity, traffic calming, and creek viewing.

Building upon this recommendation, the master plan proposes removing one lane of parking from each side of the Jefferson Avenue Bridge, transforming it into a pedestrian-friendly space with seating areas oriented toward the creek. Large planters and light bollards will buffer pedestrians from vehicular traffic, improving safety and comfort levels. The planters will also absorb rainwater and allow for its release back into the creek. Benches will encourage pedestrians to relax and enjoy views of the creek. The Washington Avenue Bridge plan is similar to that for the Jefferson Avenue Bridge, but the handicapped-accessible parking spaces adjacent to the post office will be retained.

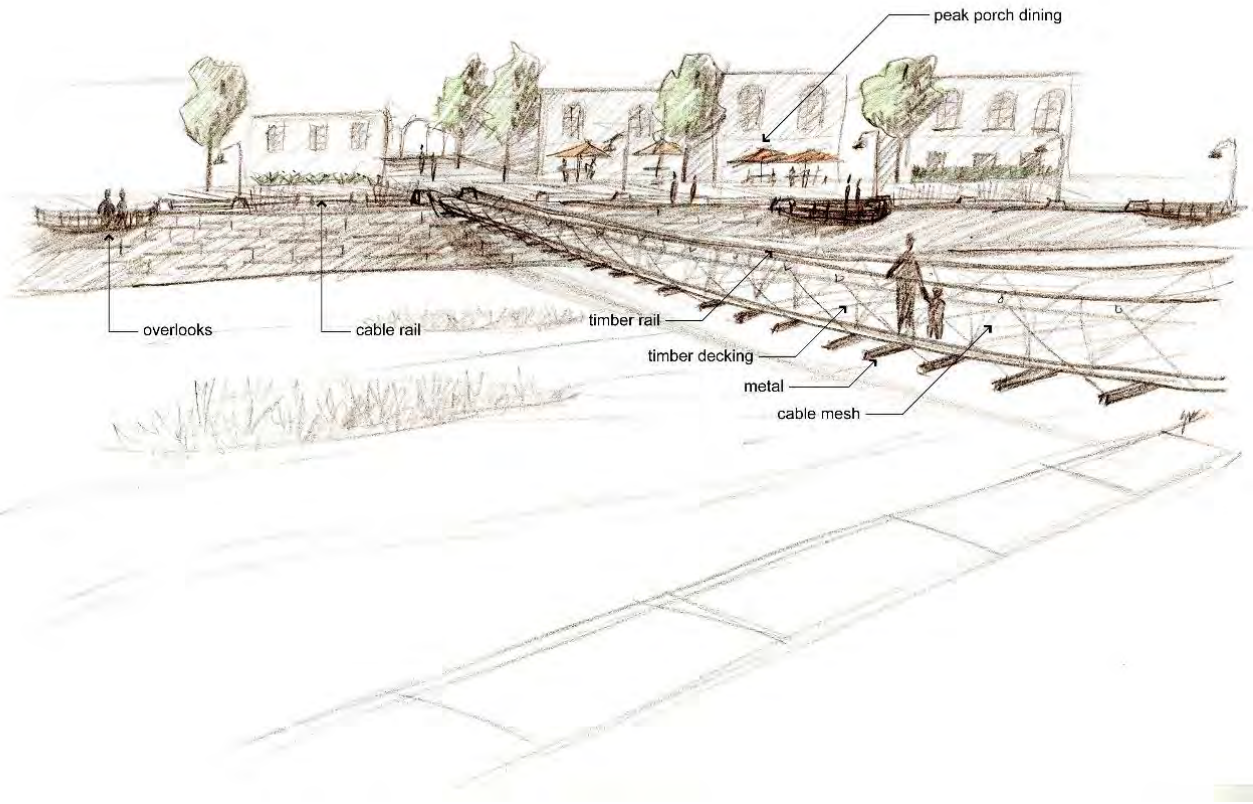


Left: Jefferson Ave. Bridge improved with planters and light bollards; Right: Washington Ave. Bridge with some parking spaces retained

CHAPTER 4 FUTURE INITIATIVES

A PEAK CREEK LOOP

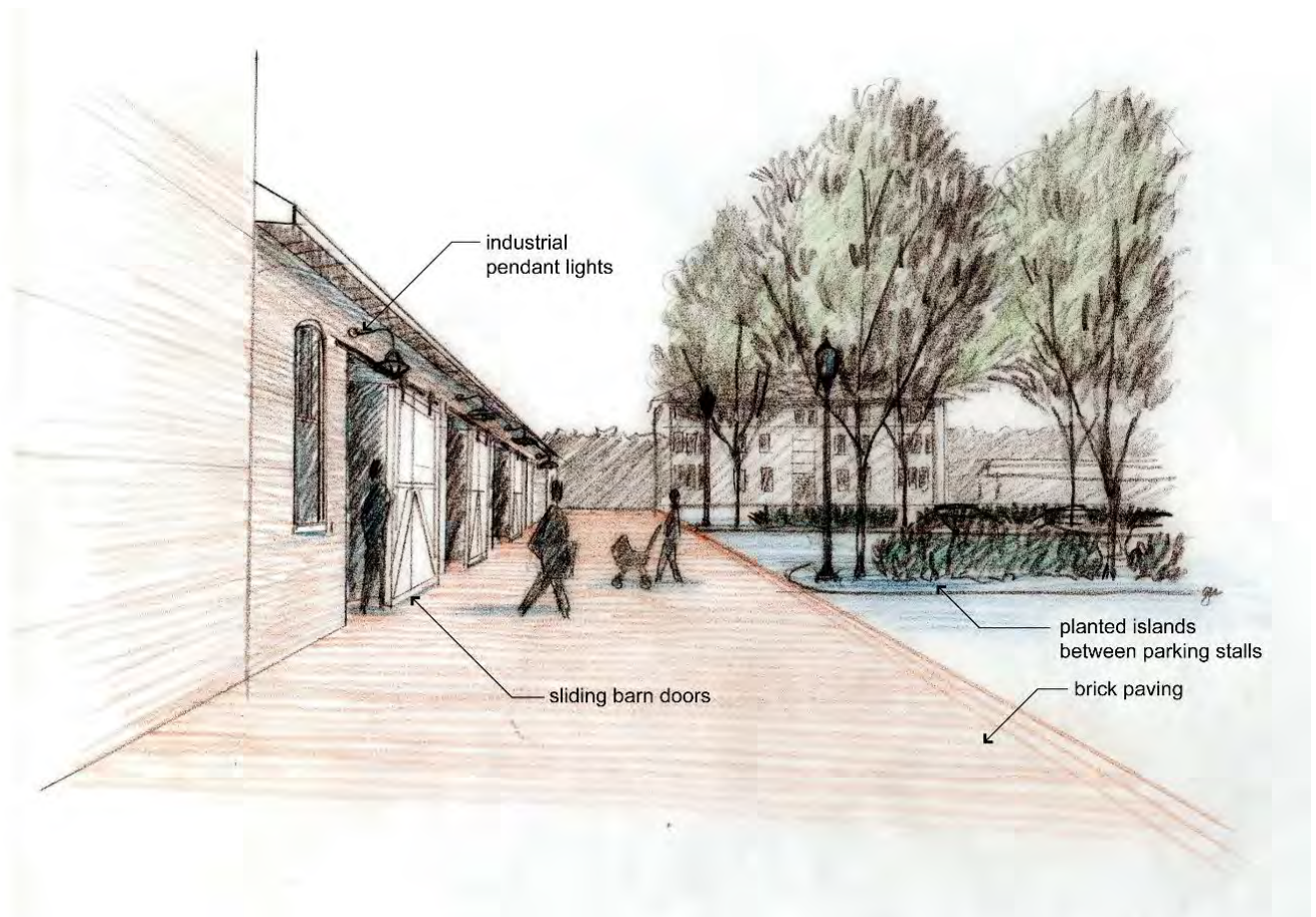
Following the completion of the creek walk, alley lights, and bridge improvements, the pedestrian connections is proposed to be extended along the south side of the creek to create a downtown pedestrian loop. The *Pulaski Redevelopment and Renewal Plan (2013)* recommended this walking loop to encourage pedestrian connections. The loop will connect the Post Office, the Jackson Park Inn, Jackson Park, and Town Hall to downtown merchants on the north side of the creek. A swinging bridge at the center of the loop will shorten the path of travel and provide a unique experience for users. The future relocation of the town police from the municipal building will allow for the reconfiguration of their parking area for convenient creek-side parking. The low-slope walking circuit, which will connect a number of amenities, has the potential to be a popular downtown destination for residents and visitors.



Proposed Swinging Bridge over Peak Creek

B ARTISAN MARKET, PARKING LOT BEAUTIFICATION & ALLEYWAY IMPROVEMENTS

The parking lot at the intersection of Washington and Third streets is situated at a significant downtown gateway. The parking lot, owned by Pulaski County and used by the courts, is proposed to be improved with lighting, plantings, and a storm water management system. The underutilized building at the west edge of the parking lot is proposed to be an artisan market, which would open onto the lot on the weekends when court is not in session. The market use would attract residents and visitors downtown on the weekends, bolstering other businesses. The alley between the artisan market and West Main Street will be paved with brick pavers and marked with distinctive banners to reinforce the connection between these two activity nodes.



Proposed artisan market and parking lot improvements to include planted islands and lighting.

C COURTHOUSE GREEN

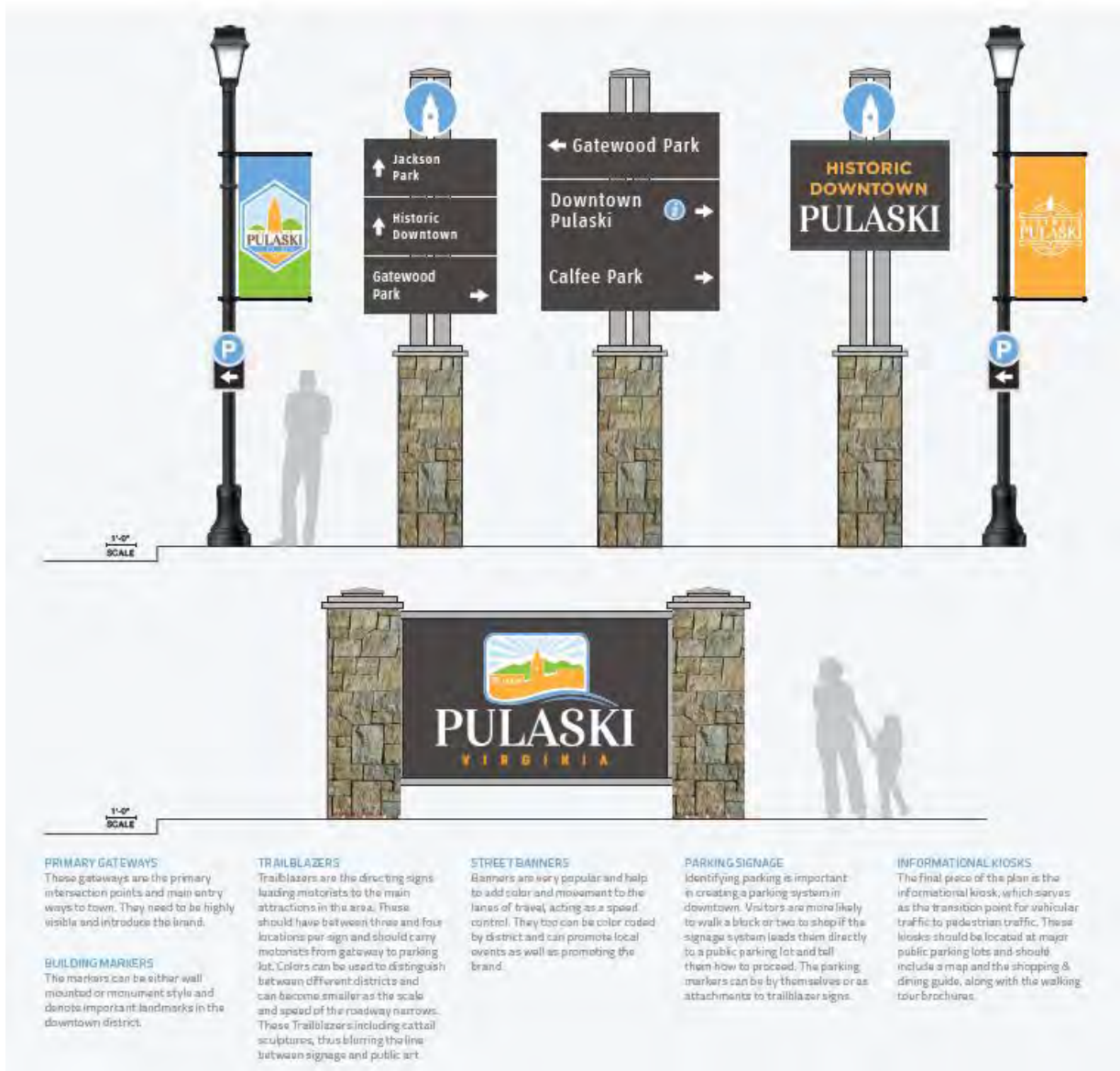
The historic Pulaski County Courthouse is prominently located on West Main Street, in the heart of downtown. The spacious grounds that surround the courthouse enhance its monumentality and provide a central public green space. The intent of the courthouse green initiative is to activate this significant public space by reimagining the current haphazard layout and design. The existing statues and memorials will be coordinated along a curved walkway in a purposeful manner. The monument walk will be furnished with lights and shaded by large evergreen and maple trees. The green can then be used to host outdoor events.



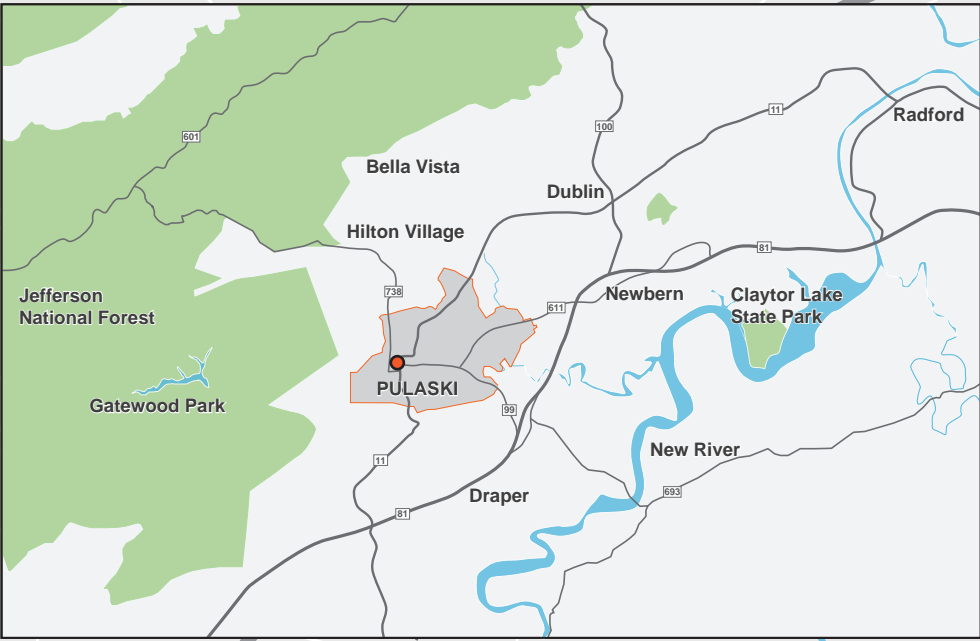
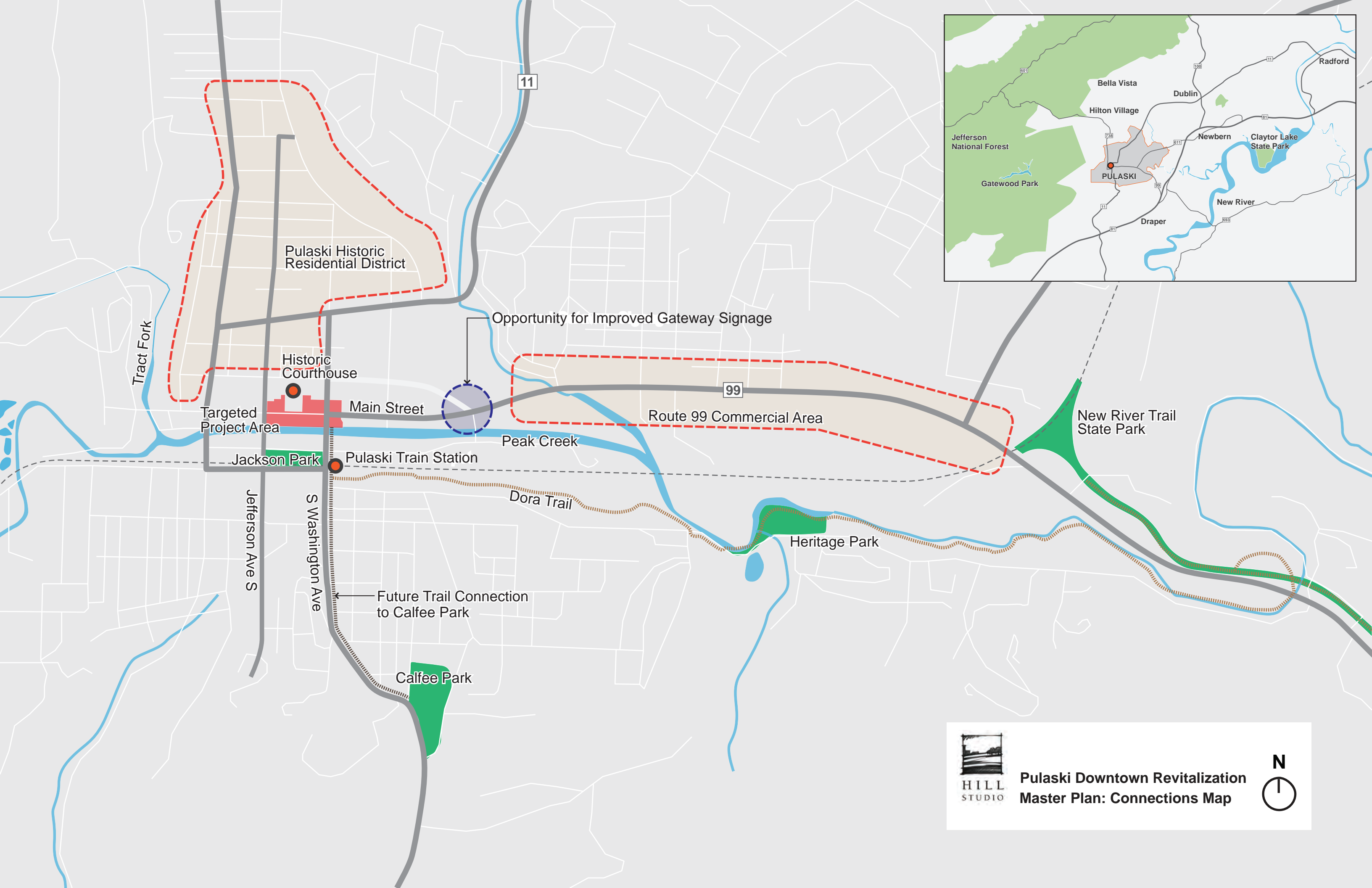
Proposed Courthouse Green & Monument Walk Design

D WAYFINDING PROGRAM & ONE-WAY STREET CONVERSION

A coordinated and comprehensive wayfinding program will improve connections to and between local assets and points of interest, especially downtown, adjacent residential neighborhoods, the Dora Trail, and the New River Trail. A multiuse trail and wayfinding signage to better connect downtown and Calfee Park is proposed as a future project to encourage patronage of downtown businesses before ballgames. The new signage will be based on the branding program developed in conjunction with this master plan. Prior to developing a comprehensive wayfinding program, urban designers and traffic engineers should be commissioned to conduct a study on how best to convert one-way streets to two-way streets in order to maximize circulation and activity downtown. The **Connections Map** on the following page shows local assets and points of interest and their potential connections.



A comprehensive wayfinding program will strengthen connections between points of interest and reinforce the community brand.



**Pulaski Downtown Revitalization
Master Plan: Connections Map**



CHAPTER 5 IMPLEMENTATION

5.1 CDBG PROJECT COSTS & BUDGETS

The master plan provides a comprehensive overview of the recommendations for physical improvements to bolster business investment in downtown Pulaski. The physical improvement initiatives can be phased over time, as funding permits. The implementation of the priority initiatives in the targeted project area is the first step toward a successful business district revitalization, as these initiatives aim to eliminate blight, generate business investment, and encourage safe pedestrian access. The priority initiatives to be funded by the CDBG Community Improvement Grant are listed in the table below, along with their estimated costs and funding strategies. A detailed budget for the full master plan is included in **Appendix E**.

To influence physical improvements and economic growth, there must be sufficient financial investment and momentum. Opportunities exist to collaborate with private developers, regional agencies, property owners, and stakeholders to maximize initial investments. Multiple property owners have signed letters of commitment to participate in the façade improvement program and contribute matching funds of up to fifteen percent. The Town of Pulaski has also allocated local match, in the form of in-kind donations, to support the initiatives.

CDBG CIP Budget			
Priority Initiatives:	CDBG	Local Match	In-Kind Contribution
Streetscape Improvements: W. Main Street	\$111,272		\$145,130
Façade Improvement Program (15 facades)	\$174,508	\$130,138	
Solstice Park: Peak Creek Connection	\$50,802	\$35,000	\$39,750
Creek Walk and Alley Lights	\$138,182	\$40,000	\$1,000
Bridge Enhancements	\$153,082		
Grant Management by NRVRC	\$70,000		
Total:	\$697,846	\$205,138	\$185,880

5.2 FUTURE INITIATIVES COSTS & BUDGETS

Future master plan initiatives will build upon the successes of the priority initiatives funded by the CDBG Community Improvement Grant. The future initiatives are listed in the table below and can be funded privately or with various sources of public funding. A key element of a successful project is leveraging a range of available funding sources and ensuring partner match and community participation. A table listing these various funding sources is included in **Appendix F**.

Future Initiatives		
Future Initiatives:	Estimated Cost	Funding Source
Peak Creek Loop	\$693,250	VDOT Transportation Alternatives Program
Artisan Market, Parking Lot Beautification & Alleyway Improvements	\$458,259	ARC or EDA
Courthouse Green	\$113,988	Bond or Gift
Wayfinding Program	\$404,740	VDOT Transportation Alternatives Program

APPENDICES

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APPENDIX A: DOWNTOWN BUILDING INVENTORY

**Downtown Pulaski
Building Inventory**

Downtown Building Inventory						
Bus./Bldg. Name	Address	Owner	Agent	1st Sq. Ft.	Occupancy Status	Condition
Ike's Bikes	1 West Main	Pedjo PBC			occupied	good
Ike's Bikes	15 W. Main	Pedjo PBC			occupied	good
Ike's Bikes	19 W. Main	Pedjo PBC			occupied	good
NRV Fine Arts Center	21 W. Main	FAC			occupied	good
Upstairs/Downstairs	27 W. Main	Ryssel-Flynn			occupied	very good
Mova Technologies	29 W. Main	Critchfield			occupied	good
Pawn Shop	37 W. Main	Radford Pawn			occupied	good
Gift shop	47 W. Main	Rhudy			occupied	ok
Former Renaissance	55 W. Main	R. Allen			vacant lot	poor
Former Martin's	57 W. Main	Gardner			warehouse/storage	poor
Former "Attic"	65 W. Main	Courtney			occupied	ok (roof issue)
South Tech	67 W. Main	Brett Hoopes			vacant	very poor
Casimir	69 W. Main	WMD			vacant	very poor
Old Number One	73 W. Main	Vernon			vacant	very poor
Whitaker's	79 W. Main	Shaver			vacant	improving
Former Sani Mode	81 W. Main	Shaver			semi-occupied	improving
Pulaski On Main	83 W. Main	Shaver			occupied	good
Former Gino's Pizza	85 W. Main	WMD			vacant	poor
Former Theda's Photography	89 W. Main	WMD			vacant	poor
Train Antiques	91 W. Main	MacDonald			occupied	good
Old Dee's Building	111-113 W Main	Geist			unoccupied	poor
Star Barber Shop	123 W. Main	Sam Corder			occupied	ok - old
J & J Auto	131 W. Main				occupied	ok for use
Corbin Building	184-186 W. Main	Dennis Bryant			apartments	poor
Robo Wash	O - W. Main	Dennis Bryant			vacant	very poor
Former Coake Electric	193 W. Main	Kenny Wyatt			vacant	very poor
Chubbers	94 W. Main	WMD			vacant	poor
Bardic Heart Civic Center	90 W. Main	Matt Hale			vacant	ok
Grandma and Grandpa's	80 W. Main	Shaver			occupied	good
Standout Fashions	76 W. Main	Mansell			occupied	ok
Wedding Center	72 W. Main	Mansell			occupied	ok - cluttered
Pulaski County Courthouse	52 W. Main	Pulaski County			occupied	very good
The Building	34 w. Main	Denney			vacant	Very bad roof
Jackson Building	28 W. Main	Jackson			vacant	ok for two floors
Pulaski Theatre	8 W. Main	Friends of PT			occupied	good
Pulaski Dance Productions	10 W. Main	Elks			occupied	ok
Wings, Tails, and Fins	6 W. Main	Elks			occupied	ok
Lucy Lynn's	2 W. Main	Elks			occupied	ok

**Downtown Pulaski
Building Inventory**

Bus./Bldg. Name	Address	Owner	Agent	1st Sq. Ft.	Occupancy Status	Condition
Glenn Insurance	16 E. Main	Gem City Management			occupied	very good
Old Western Union	20 E. Main	Gem City Management			vacant	ok - storage
Allen Healthcare	33, 37 E. Main	David Allen			occupied	good
Court Services	41, 43 E. Main	Gem City Management			occupied	good
Praise and Worship Chapel	45 E. Main	David Allen			occupied	good
Allen Properties	47 E. Main	David Allen			occupied	good
Allen Properties	51 E. Main	David Allen			vacant	good
Former Deli	53 E. Main	David Allen			vacant	good
Deli Annex	55 E. Main	David Allen			vacant	good
Sealander	59 E. Main	Eric Sealander			occupied	light industrial
Gilmer, Sadler, etc. Law	65 E. Main	Ingram, et al.			occupied	good
Second Time Around	95, 99 E. Main	Harvey			occupied	fair/poor
Verizon	46 E. Main	Verizon			occupied	good
Southern, DDS	62, 66 E. Main	Southern			occupied	very good
Flatpick Guitar Magazine	68 E. Main				occupied	good
Miller	72 E. Main	Miller			vacant	poor
Wythe Eye Associates	76 E. Main	McElroy			occupied	very good
Warburton Law	80 E. Main	McElroy			occupied	very good
Peak Creek Mercantile	132 E. Main	Copeland (E&H Land)			vacant	very poor
Auction House (Southern States)	140 E. Main	SWVA Pawn Brokers, LLC			occupied	ok
Pulaski Bikes, LLC	20 S. Washington	Town of Pulaski			occupied	good
Former GCS	58 N. Washington	Wright Family Trust			occupied	good
Former Physical Therapy	102 N. Washington	New River Property Investments			vacant	fair
Dalton Building	106-118 N. Washington	Shah Development			vacant	fair to poor
Edward Jones Investments	154 N. Washington	Gem City Management			occupied	good
Former Vaughan Dental Office	158 N. Washington	Gem City Management			vacant	good
School Board Building	202 N. Washington	202 N. Washington LLC		(Richard Meadows)	occupied	good
Pockets	220 N. Washington	Ernest Lee			occupied	ok
Taking It to the Streets (church)	223 N. Washington	Geist			occupied	pretty good
Beans and Rice, etc.	240-246 N. Washington	R & R Company		(Bob Piscura)	occupied	good
NBB	250 N. Washington	Nation Bank of Blacksburg			occupied	good
Outfitter/N. Side Apts.	302 N. Washington	Thornspring Properties LLC		(Rick Mansell)	occupied	fair/poor
NRV Insurance Associates	305 N. Washington	Craft			occupied	good
Small Space	307 N. Washington	Craft			vacant	ok
Flowers by Drema Dawn	311 N. Washington	Craft			occupied	good
Tax Office	313 N. Washington	Craft			seasonal	dated
SantiMode Barbership	321 N. Washington	GTM Properties		(Greg Ridpath)	occupied	very good
This and That	325 N. Washington	GTM Properties		(Greg Ridpath)	occupied	very good
Medi Home Health & Hospice	319 N. Washington	GTM Properties		(Greg Ridpath)	occupied	very good
Probation & Parole	327 N. Washington	GTM Properties		(Greg Ridpath)	occupied	very good
Elite Styles	328 N. Washington	GTM Properties		(Greg Ridpath)	occupied	very good

**Downtown Pulaski
Building Inventory**

Bus./Bldg. Name	Address	Owner	Agent	1st Sq. Ft.	Occupancy Status	Condition
GTM Properties	336 N. Washington	GTM Properties		(Greg Ridpath)	vacant	good
Work Force Development Center	338 N. Washington	Holly Lane LLC			occupied	very good
American Legion	340 N. Washington	AL Post #7			occupied	ok
Martin's Pharmacy	400 N. Washington	DAHMEH			occupied	very good
Air Control/The Patriot	138 N. Jefferson	Air Control			occupied	fair/poor
Railway Expresso	154 N. Jefferson	MacDonald			vacant	ok
Burcham Accounting	??	Balillo Investment		(Steve Burcham)	occupied	fair
Whitt Enterprises	219 N. Jefferson	Sam Whitt			occupied	fair
Sam Whitt Property Rental	223-225 N. Jefferson	Sam Whitt			occupied	poor
Sherwin-Williams	235 N. Jefferson	Sherwin-Williams			occupied	good
111 Third St. NW	Hedgewood Apartments	Mike Quesenberry			occupied	good
Former This & That	250 N. Jefferson	Ferd Harvey			vacant	poor
Alfred Belle Apartments	254 N. Jefferson	Ferd Harvey			occupied	fair
Former Seagle & Sons Furniture	256 N. Jefferson	Ferd Harvey			now warehouse	poor
Higginbotham, DDS	73 Third St. NW	Higginbotham			partially occupied	fair
Safe Haven	44 Third Street NW	PCSB			occupied	fair
Former School Board		PCSB				vacant lot
Regas Law Office	36/28 Third St. NW	Regas			occupied	very good
Marc LaBlanc Law Office	21 Third Street NW	For His Glory Enterprises		(Bill Warden)	partially occupied	office - good; remainder good to poor
Former TNT Taxi	2/4 Fifth Street NE	RAS			vacant	very poor
Former Poor Boy	10 Fifth Street NE	RAS			vacant	very poor
Bella's	28 Fifth Street NE	Southwest Publishers			occupied	poor
Southwest Times	34 Fifth Street NE	Southwest Publishers			occupied	good
Former Groseclose Law Firm	36 Fifth Street NE	Southwest Publishers			vacant	fair
Former Accounting Office	38 Fifth Street NE	Southwest Publishers				

APPENDIX B: ECONOMIC RESTRUCTURING PLAN

Pulaski Economic Restructuring Plan Summary

The Town of Pulaski had an estimated population of 8,933 residents in 2016, a 4.2% decrease since 2000. Similarly, the population of Pulaski County decreased 2.3% over that time to an estimated 34,334 residents in 2016. The Town of Pulaski has seen relatively little change in the number of employed residents over the past five years, with nearly 3,700 employed residents (see table). During the same period, the Blacksburg-Christiansburg-Radford metropolitan statistical area (MSA) has grown by over 10% on both measures, with the largest increases in the ‘college towns’ in Montgomery County and the City of Radford.

Area	Population estimate, 2016	% change in population, 2000-2016	Employed residents, 2015	% change in employed residents, 2010-15
Pulaski Town	8,933	-4.2%	3,697	0.27%
Pulaski County	34,334	-2.3%	15,480	-0.26%
Blacksburg MSA	182,076	10.2%	82,929	12.28%

Source: American Community Survey 2011-15 5-year estimates

Median household income in the Town of Pulaski is estimated at \$37,485, well below the level of Pulaski County overall and the Blacksburg metro area. Similarly, the Town has a higher poverty rate than Pulaski County, although the rate is similar to the overall rate in the Blacksburg metro area. Pulaski County and the Blacksburg metro area have higher educational attainment levels than residents of the Town.

Selected demographic characteristics, Town of Pulaski and surrounding areas

Locality	Median household income	Percent of residents with income below the poverty level	Percent of residents with educational attainment of high school or higher
Town of Pulaski	\$37,485	21.1%	79.1%
Pulaski County	\$47,495	13.5%	89.1%
Blacksburg MSA	\$45,607	21.0%	87.8%
Virginia	\$65,015	11.5%	88.3%

Source: American Community Survey 2011-15 5-year estimates

Many of the demographic trends in the Town of Pulaski relate to changes in economic conditions in recent years. Pulaski County has seen dramatic declines in key industry sectors, with the loss of over 4,000 jobs between 2006 (16,641 jobs) and 2010 (12,479 jobs), including the loss of over 3,100 jobs in the manufacturing sector. Employment has rebounded recently, with an estimated 15,468 jobs at firms in Pulaski County in 2015, although this still represents a 7.0% decline in the past decade. While Pulaski communities have lost many well-paying jobs in manufacturing, construction, and government, Pulaski County businesses in the retail trade, accommodation and food service, health care, and transportation and warehousing sectors have added nearly 700 jobs over the past decade (see table, next page).

Top industry sectors by employment, Pulaski County

Description	2015 Jobs	2006-15 % Change	Total earnings per worker
Manufacturing	4,828	-15%	\$51,560
Government	2,529	-4%	\$31,284
Retail Trade	1,756	15%	\$22,760
Health Care and Social Assistance	1,286	3%	\$36,931
Accommodation and Food Services	1,006	13%	\$14,470
Administrative, Support, Waste Management	936	23%	\$18,589
Transportation and Warehousing	833	18%	\$37,644
Other Services (except Public Administration)	593	-17%	\$23,428
Construction	498	-34%	\$34,401
Professional, Scientific, and Technical Services	279	-6%	\$45,600
Crop and animal production	181	-3%	\$27,634
Wholesale trade	177	-64%	\$42,164
Arts, entertainment and recreation	173	-8%	\$11,599
Finance and insurance	159	-10%	\$46,969
Total, all industries	15,468	-7%	\$35,626

Source: EMSI, 2017.1 Class of Worker Dataset

Retail sector and retail sales potential

Pulaski County has an estimated 157 retail trade and accommodation and food service establishments, employing over 2,700 workers and generating \$122 million in sales annually. Top sectors include limited-service restaurants, supermarkets, full-service restaurants, and pharmacies, all with over \$10 million in annual sales. Other major retail sectors include auto parts stores, home centers, gas stations, hotels and car dealers. Many of these establishments are located in the Fairlawn area of the county, near Radford.

Characteristics of top retail sectors in Pulaski County, 2015

Industry	Sales	Jobs	Establishments
Limited-Service Restaurants	\$31,536,118	555	27
Supermarkets and Other Grocery Stores	\$16,395,749	330	5
Full-Service Restaurants	\$14,023,948	292	14
Pharmacies and Drug Stores	\$10,021,733	99	10
Automotive Parts and Accessories Stores	\$8,051,461	112	6
Home Centers	\$7,474,205	113	1
Gasoline Stations with Convenience Stores	\$6,948,224	148	18
Hotels (except Casino Hotels) and Motels	\$5,783,293	94	7
New Car Dealers	\$3,705,176	37	1
Other Building Material Dealers	\$2,345,773	23	1
Nursery, Garden, and Farm Supply Stores	\$2,217,029	22	1
Tire Dealers	\$2,184,732	22	2
RV Parks and Campgrounds	\$1,670,316	<10	2
Food Service Contractors	\$1,646,394	22	3
TOTAL	\$122,876,547	2,762	157

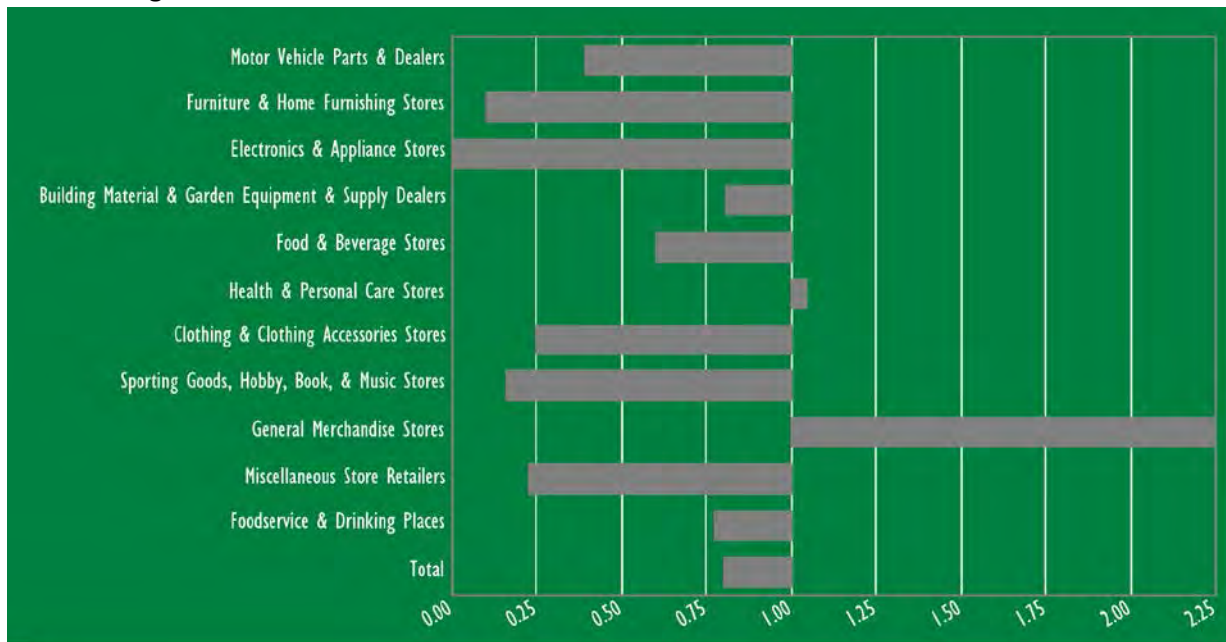
Source: EMSI, 2017.1 Class of Worker Dataset- includes retail trade and accommodation/food service sectors.

The Town of Pulaski has approximately 68 retail establishments, with top sectors including auto dealers, supermarkets, gas stations, restaurants, and general merchandise stores. Many of these retail establishments are located in the shopping areas along the Route 99 corridor to the east of downtown.

Retail leakage calculations, which estimate the difference between sales at retail establishments within a given area and the average spending by local consumers on these items, provide a measure of which retail sectors are strengths and weaknesses for the Town of Pulaski. A ratio below 1.0 indicates retail 'leakage,' with local retail sales lower than the estimated amount that local households spend on those goods, suggesting local consumers are traveling outside the region to purchase these goods. A ratio above 1.0 indicates a retail 'surplus,' with sales at local retail stores higher than the estimated amount that local households spend on those goods, suggesting consumers from outside the area are traveling to the region to purchase goods.

Local retailers within a 15 minute drive time of the Town of Pulaski have strengths in several sectors, with sales outpacing demand at general merchandise stores and health and personal care stores, and only a small amount of leakage in the building material supply and restaurant sectors. Local retailers have significant leakage in other sectors, however, with sales well below demand in the **furniture and home furnishing, electronics and appliance stores, sporting goods and hobby stores, and clothing and accessory stores** sectors. These sectors may represent an opportunity for additional retail establishments to meet this local demand, although on-line shopping and the large 'supercenters' and department stores in the general merchandise sectors likely meet some of the demands for these types of goods.

Retail leakage estimates within a 15 minute drive time of Town of Pulaski



The leakage figures within a fifteen minute drive time gives a sense of the opportunities to serve the local community, but the region within a one hour drive-time of Pulaski represents a large potential market for new retail establishments. An estimated 398,430 people live within an hour's drive of Pulaski. Each year, these households spend an estimated:

- \$212 million at furniture and home furnishing stores
- \$188 million at restaurants
- \$139 million at clothing and shoe stores
- \$44 million at sporting goods and hobby stores

Retail sales data indicate significant leakage in **home furnishing stores, shoe stores, and alcoholic beverage stores** (see table below- values below 1.0 indicate that the local retail market is not capturing demand of consumers within the area). Although most households meet their shopping needs in their hometown, a ‘destination’ business that provides a unique shopping or dining experience could attract shoppers from around the region to Pulaski. In addition, spending by visitors from outside the region can add still greater potential for retail sales to support local downtown stores.

Retail Sales (NAICS)	30 minute drive time		60 minute drive time	
	Retail sales potential	Surplus (>1) or leakage (<1)	Retail sales potential	Surplus (>1) or leakage (<1)
Automobile Dealers	\$141,323,800	1.47	\$667,559,800	1.70
Other Motor Vehicle Dealers	\$5,676,173	2.07	\$26,822,870	2.72
Automotive Parts, Accessories	\$28,526,220	1.28	\$134,702,400	1.20
Furniture Stores	\$13,081,710	1.55	\$61,743,900	1.61
Home Furnishings Stores	\$32,026,900	0.37	\$151,079,000	0.63
Electronics, Appliance Stores	\$20,640,570	1.45	\$97,499,950	1.70
Building Material, Supplies Dealers	\$7,103,453	11.82	\$33,557,715	14.09
Lawn, Garden Equipment, Supplies	\$10,694,222	1.39	\$50,387,430	1.18
Grocery Stores	\$146,562,700	1.13	\$692,168,600	1.03
Beer, Wine, Liquor Stores	\$8,352,832	1.00	\$39,358,920	0.73
Health, Personal Care Stores	\$50,042,451	1.23	\$236,085,310	1.19
Gasoline Stations	\$206,240,480	0.79	\$974,854,000	0.74
Clothing Stores	\$38,429,728	1.11	\$181,844,510	1.22
Shoe Stores	\$12,154,450	0.60	\$57,589,860	0.74
Sporting Goods, Hobby, Musical	\$9,400,849	1.50	\$44,439,870	1.87
Book, Periodical, Music Stores	\$1,516,084	5.43	\$7,138,227	5.00
General merchandise stores	\$173,429,500	0.86	\$819,552,100	1.16
Eating Places	\$39,957,750	2.01	\$188,508,800	2.31

Based on a survey of local residents, the top retail establishments that consumers would be likely to use in downtown Pulaski include **restaurants, clothing stores, bakery, entertainment/live music, bookstores, and shoe stores**. These results indicate that a new retail establishment in these sectors may be able to attract customers from around the region to downtown Pulaski, although these stores will have competition from existing retailers from around the region. The survey also indicated support for several types of service businesses in the downtown area, including music lessons, print shop, art lessons, medical services, and catering, as well as events such as live music, movies, festivals, and family entertainment.

Tourism expenditures

Pulaski County has an opportunity to develop additional retail sector businesses that can serve visitors from around the region, as well as tourists who come to explore the outdoor recreation and natural attractions located throughout the County. Pulaski County has seen significant growth in tourism in recent years, with estimated tourist expenditures of nearly \$55 million in 2015, a 2.4% increase over the last five years (see table).

Tourism expenditures in Pulaski County

Traveler economic impacts	2011	2012	2013	2014	2015	% change 2011-15
Expenditures	\$49,801,276	\$51,679,041	\$51,482,923	\$53,919,519	\$54,977,069	2.4%
Employment	581	589	587	603	617	2.0%
Payroll	\$9,954,337	\$10,268,659	\$10,474,481	\$10,924,195	\$11,409,777	4.4%
Local tax receipts	\$1,430,245	\$1,466,464	\$1,482,180	\$1,524,282	\$1,605,349	5.3%

Source: Virginia Tourism Corporation

Major tourist attractions in Pulaski County, such as Claytor Lake and the New River Trail, relate to outdoor recreation and scenic beauty, which represents a large potential market of visitors. Over 57% of US adults participate in outdoor recreation activities annually, with 29.2% participating in bicycling, 27.9% participating in trail sports, 18.7% participating in camping, 12.8% participating in watersports (kayaking, canoeing, whitewater), and 12.1% participating in motorized boating¹.

Over 22% of visitors to Virginia, and 30-40% of visitors to Southwest Virginia regions, report that outdoor recreation was part of the purpose of their trip. Visitors who pursued outdoor recreation stayed an average of 3 to 4 days on their trip, and spend an average of \$683 per trip. This spending includes:

- \$61 on lodging
- \$123 on food at restaurants
- \$68 on groceries
- \$55 on entertainment/recreation fees, etc.
- \$68 on shopping, gifts, and souvenirs²

Visitors to Virginia are likely to pursue other interests during their trip in addition to their outdoor recreation activities, so all visitor spending is not all attributable to outdoor recreation alone. Estimates of spending by visitors during outdoor recreation activities alone show that spending levels vary greatly depending on the type of outdoor recreation activity that visitors pursue, and the length of their trip. For instance, visitors participating in hiking, bicycling, and water sports are more likely to plan a day trip, and spend \$40-\$60 per trip, although 20-30% of visitors pursuing hiking and water sports plan overnights trips and spend significantly greater amounts (see table, next page)³.

¹ Outdoor Industry Association, The Economic Contributions of Outdoor Recreation: Technical Report on Methods and Findings, 2013.

² Virginia Tourism Corporation, FY2015 Profile of Leisure Travel in Virginia, and Virginia Module of TNS Travels America Survey for the Blue Ridge Highlands and Sports, Recreation, Nature, and Outdoors Interest Area.

³ Outdoor Industry Association, The Economic Contributions of Outdoor Recreation: Technical Report on Methods and Findings, 2013.

Average spending per trip for outdoor recreation activities

Day trips				
	Trail	Bicycling	Camping	Water sports
Food and drink	\$18.73	\$14.91	\$54.54	\$16.30
Transportation	\$20.97	\$15.05	\$59.65	\$17.99
Recreation and entertainment	\$12.93	\$8.61	\$37.87	\$20.00
Souvenirs	\$7.62	\$5.24	\$12.66	\$4.65
Total	\$60.26	\$43.81	\$164.73	\$58.94
% of trips that are day trips	69.8%	81.4%	30.7%	69.1%
Overnight trips				
	Trail	Bicycling	Camping	Water sports
Food and drink	\$32.66	\$33.54	\$85.14	\$41.66
Transportation	\$37.17	\$31.65	\$91.17	\$45.19
Recreation and entertainment	\$20.47	\$20.85	\$35.69	\$30.11
Souvenirs	\$15.40	\$17.04	\$15.07	\$11.24
Lodging	\$43.19	\$47.86	\$65.32	\$42.97
Total	\$148.89	\$150.93	\$292.38	\$171.17
% of trips that are overnight trips	30.2%	18.6%	69.3%	30.9%

Source: Outdoor Industry Association, The Economic Contributions of Outdoor Recreation: Technical Report on Methods and Findings, 2013.

Although spending on outdoor recreation trips is modest, the scale of visitors to Pulaski County attractions represents a substantial opportunity for the Town of Pulaski to capture enough visitor spending to support retail operations in these sectors. Many thousands of visitors come to Pulaski to visit Claytor Lake, New River Trail State Park, Gatewood Park, and other local attractions. Other local attractions include:

- Pulaski Yankees minor league baseball season at Calfee Park
- Marketplace farmer’s markets and events, such as live music
- Annual events, such as the Jazz & Ribfeast, the Christmas Parade, and Crooked Road music events

Recent economic development activities in the Town of Pulaski

The Town of Pulaski has developed several planning and implementation resources to support the redevelopment of the downtown area, and implement strategies to revitalize the local economy after the loss of key employers in recent decades. The Town of Pulaski 'Strategic Plan and Vision,' updated in 2015, provides a comprehensive set of strategies to support economic development in the Town, including an ongoing small business recruitment and retention program, strategies for adaptive reuse and redevelopment of vacant properties, development of recreation and public amenities, updating the tourism plan, and implementing improvements to town entry corridors. The plan is available at: <https://downtownpulaski.files.wordpress.com/2016/04/pulaski-council-vision-update-2015-pdf.pdf>.

Physical improvements in downtown area

The Town of Pulaski has seen a dramatic increase in economic development activity recently, as businesses and investors rehabilitate vacant buildings and open new businesses in the downtown area. Investors have added improvements to the historic Calfee Park baseball stadium, the Jackson Park Inn and Al's on Main, and have several other development projects in process to rehabilitate buildings and add businesses to the downtown area. These projects include:

- West Main Development, LLC rehabilitation of several properties in downtown Pulaski
- Town of Pulaski purchasing several Main Street properties to remedy unsafe conditions
- Investors working to rehabilitate the 'Dalton building' on Washington Street
- Town of Pulaski administers multi-phase EPA brownfields grant to remedy contamination issues on disused industrial properties in the downtown area
- Town of Pulaski administers USDA loan program to repair deteriorating roofs on downtown buildings
- Opening of several downtown businesses, including Mova, Blue Ridge Fudge Lady, Lizard Licks

The Town of Pulaski has created a '**Redevelopment and Renewal Plan**' to serve as a guide for the redevelopment of other specific target buildings, and develop amenities in the downtown area (available at: <https://downtownpulaski.files.wordpress.com/2016/04/2013-gall-redevelopment-and-renewal-plan.pdf>).

Downtown-focused organizations

The Town of Pulaski has contracted with the Pulaski County Chamber of Commerce to begin necessary preparations to become a designated '**Virginia Main Street**' community, which provides resources and support for towns working to revitalize their historic commercial districts (more information at: <http://www.dhcd.virginia.gov/index.php/community-partnerships-dhcd/downtown-revitalization/virginia-main-street.html>) . The Chamber staffs the 'Pulaski On Main' organization as the non-profit that will work to meet the requirements necessary to apply for Virginia Main Street program. Currently, Pulaski On Main coordinates monthly meetings of downtown merchants to discuss important issues for downtown businesses, coordinates training and technical assistance workshops for downtown businesses, and provides marketing support through 'Buy Local' campaigns, online promotion and marketing, and information for visitors at their Main Street office (more at: <https://www.facebook.com/pulaskionmain>).

Similarly, the Town of Pulaski has contracted with the Pulaski Chamber of Commerce to administer the **'Marketplace' farmer's market**, which includes local vendors of produce, crafts, and other goods, as well as music and other special events. The Marketplace occurs each Tuesday, 4-8pm from May to September. More information at: www.pulaskimarketplace.com).

Small business development support

Beans and Rice offers several small business support resources, focused on developing entrepreneurial skills of low-income residents of Pulaski County. Beans and Rice offers programs to develop financial literacy and small business support services, including the MicroSolutions loan fund program, entrepreneurship training workshops, and one-on-one consultations and technical assistance on a variety of topics to support the success of small businesses in Pulaski County (more information at: <http://www.beansandrice.org/our-programs/asset-building/>) . Recently, Beans and Rice coordinated the 'Launch Something Pulaski' program, which provided small business development training program to local entrepreneurs hoping to start a small business. Ten finalists competed for \$45,000 in prizes to help launch their businesses, with at least five businesses opening or planning to open stores in downtown Pulaski as a result. Beans and Rice has begun fundraising for another round of the program in 2017. More information at: <http://www.launchsomethingpulaski.com/our-mission/>).

Pulaski On Main serves downtown merchants in the Town of Pulaski, and Beans and Rice serves Pulaski County and the City of Radford, but an array of regional organizations also provide small business development services to supplement these services. These organizations are listed in the Appendix.

Summary and recommendations

The Town of Pulaski is recovering from dramatic declines in traditional economic drivers in the manufacturing sector, which has caused significant strain throughout Pulaski County communities. Although recent investments have brought back many jobs, jobs in Pulaski County have declined 7% over the past decade, and the Town of Pulaski has experienced higher rates of poverty and lower population growth than much of the surrounding region.

Despite these losses, Pulaski has seen modest growth in retail and service sectors, with strengths in the general merchandise and health and personal care sectors in particular. Several other types of retailers have an opportunity to meet demand of local residents that currently shop outside the community, including home furnishing stores, clothing/shoe stores, and electronics stores. Additionally, an opportunity exists to create 'destination' businesses to attract visitors to the downtown area from around the region, as full-service restaurants, breweries/wine stores, print shops, book stores, and outdoor recreation outfitters.

Attracting visitors to the Town is key to supporting new retail businesses in the downtown area, by supplementing the limited buying power of local residents. Tourists to Pulaski County spend an estimated \$54 million at Pulaski County businesses each year, and while Town residents spend an estimated \$4.6 million at restaurants each year, the 398,000 residents within a one-hour drive time spend an estimated \$188 million at restaurants.

Recently, the Town has seen many positive developments as investors redevelop vacant buildings, and local community organizations provide support for small business development and attracting visitors to the Town to shop and support local businesses. The following table provides recommendations on efforts to support the revitalization of the downtown area using the Main Street 'four point' approach to classify the recommendations in the areas of organization, promotion, design, and economic vitality. The recommendations build on existing efforts to revitalize the buildings and amenities in the downtown area, attract visitors to the Town, and support small business success.

ORGANIZATION

Activity	Timeframe	Cost	Partners
Obtain and maintain designation as a Virginia Main Street community	2017-ongoing	\$50,000+	Town of Pulaski, Pulaski On Main, Pulaski CoC
Meet regularly with downtown merchants and property owners to address business needs	2017-ongoing	In-kind staff time	Town of Pulaski, Pulaski On Main, Pulaski CoC
Coordinate downtown district strategies through regular meetings of Pulaski On Main, Chamber of Commerce, Town and County economic development staff, and regional organizations	2017-2019	In-kind staff time	Town, County, downtown businesses
Coordinate regional small business training programs to improve accessibility and convenience for Pulaski County businesses. Compile database of online training materials and 'self-help' resources of small business service providers	2017-ongoing	In-kind staff time	Town, citizens, Chamber of Commerce, NRVRC, Roanoke Small Business Development Center, Beans and Rice
Manage referrals to business development resources in the New River Valley, including marketing assistance, financing, and peer networks (see list in Appendix).	Ongoing	In-kind staff time	Town, citizens, Chamber of Commerce, NRVRC, Roanoke Small Business Development Center, Beans and Rice
Convene monthly management team meetings to review progress on downtown revitalization activities and maintain Pulaski Rising planning process	Ongoing	In-kind staff time	Management team
Refine and implement projects listed in the Pulaski Rising Vision Statement document developed by Pulaski Community U participants (see vision document in the Appendix)	Ongoing	In-kind staff time	Management team, Town of Pulaski

DESIGN

Activity	Timeframe	Cost	Partners
Implement CIG downtown district improvement projects	2017-2019	\$700,000	Town, County, NRVRC, Hill Studio
Improve directional signage to downtown districts and outdoor recreation amenities	2017-2019	TBD	Town, County
Implement walking trail designs proposed by Hill Studio- funding through VDOT 'Transportation Alternatives' or other programs	2017-2019	TBD	Towns, County, NRVRC, Hill Studio
Facilitate sale or redevelopment of vacant commercial properties in collaboration with owners and potential investors- specific target buildings listed in 2013 Redevelopment Plan document and Hill Studio Master Plan	2017-ongoing	TBD	Town, County, NRVRC, Hill Studio
Implement roadway improvements to facilitate access to downtown areas and pedestrian safety	2017-2020	TBD	Town, County, NRVRC, Hill Studio
Review/update zoning regulations, and implement overlay zoning district for downtown area to promote design guidelines and target incentive programs to businesses. Options include tourism zones, historic zones/designations, or other downtown improvement district	2018	In-kind staff time	Town, Town Council, County, NRVRC

ADDITIONAL RECOMMENDATIONS FOR REVITALIZATION OF SPECIFIC PROPERTIES AND AMENITIES IN REDEVELOPMENT AND RENEWAL PLAN, AVAILABLE AT: <https://downtownpulaski.files.wordpress.com/2016/04/2013-gall-redevelopment-and-renewal-plan.pdf>

PROMOTION

Activity	Timeframe	Cost	Partners
Create on-line tool to promote available commercial properties for lease or sale	2017	\$5,000	Town, County, NRVRC
Participate in outdoor recreation trade shows and events in collaboration with Pulaski County Chamber of Commerce and local outdoor recreation businesses (SWVA Outdoor Expo, April 22, 2017)	2017-ongoing	Varied	Town of Pulaski, Chamber of Commerce, Pulaski On Main, Virginia Tourism Corporation
Implement Town of Pulaski branding system developed by Arnett Muldrow (guidebook in Hill Studio Master Plan appendices)	2017-ongoing	\$5,000	Town of Pulaski, Chamber of Commerce, Pulaski On Main
Maintain downtownpulaski.org website as a resource for downtown development efforts and connect to existing Pulaski and regional social media accounts	Ongoing	In-kind	Town of Pulaski, NRVRC
Maintain connections to Southwest Virginia tourism promotion websites/resources	2017	In-kind	Town, Chamber of Commerce, Friends of Southwest Virginia
Update and implement Pulaski County Tourism strategic plan	2017	In-kind staff time	Towns, County, tourism businesses
Promote annual events in downtown area in coordination with sales/promotions at local businesses (e.g., Pulaski Rib Fest, Marketplace events, etc.)	2017-ongoing annually	TBD	Town, Pulaski On Main, downtown businesses
Conduct 'familiarization tour' for tourism staff and tourist-serving businesses around the region to visit the Town, and learn about the amenities and businesses in the towns.	2017-ongoing annually	\$1,000	Town of Pulaski, Chamber of Commerce, Pulaski On Main, Virginia Tourism Corporation
Provide marketing assistance to tourism-serving businesses, including training workshops and opportunities to participate in co-op ad-buys	Ongoing	TBD	Town, Pulaski On Main, Chamber of Commerce, Virginia Tourism Corporation
Implement marketing campaigns to promote events and tourism to the Town or Pulaski County. Target markets include: -residents and visitors to other New River Valley communities, especially university communities at Virginia Tech and Radford University -outdoor recreation tourists	Ongoing	TBD	Town, Pulaski On Main, Chamber of Commerce, Virginia Tourism Corporation

ADDITIONAL RECOMMENDATIONS FOR TOURISM SPECIFIC ACTIVITIES IN PULASKI COUNTY TOURISM STRATEGIC PLAN, AVAILABLE AT:

<https://downtownpulaski.files.wordpress.com/2016/04/pulaski-county-tourism-plan-draft-june-2008-ongoing2.pdf>

ECONOMIC VITALITY

Activity	Timeframe	Cost	Partners
Promote business development training resources to local businesses	Ongoing	In-kind	Town, County, Chamber of Commerce, businesses, Roanoke Small Business Development Center, Beans and Rice
Initiate business recruitment strategy to encourage business investment in downtown areas and target business sectors. Initial targets include: -unique attractions to serve as anchors of downtown development -full-service restaurants -Café/coffee shop -Brewery/pub -outfitter/outdoor recreation retail equipment -specialty retail, including clothing/shoes, home furnishing stores	2018-2020	\$300,000+	Town, County, NRVRC, banks
Target grant, loan, and incentive programs to property owners in downtown areas to upgrade buildings or invest in new business development (e.g., Town-administered roof repair grant program, Beans and Rice revolving loan fund)	2017-ongoing	\$300,000+	Town, County, NRVRC, banks, Beans and Rice
Maintain 'How to' guide for starting a business in Pulaski, including information on local businesses that can provide goods or services (construction, professional, etc.)	Ongoing	In-kind staff time	Pulaski On Main
Promote entrepreneurship and small business development in Pulaski County through entrepreneurship workshops, business plan competitions, youth entrepreneurship programs, and promotion of 'success stories' of local small businesses.	Ongoing	\$50,000+	Town, County, NRVRC, small business service organizations, banks, Chamber of Commerce
Promote downtown residential development through updates to the zoning regulations to allow residential units in upper floors of downtown buildings and marketing to regional target markets (young professionals, graduate students, etc.)	2017	In-kind staff time	Town of Pulaski

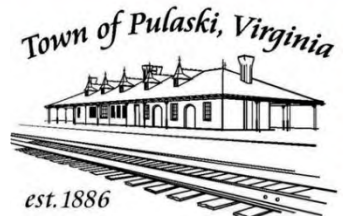
ADDITIONAL SMALL BUSINESS SUPPORT AND BUSINESS RECRUITMENT STRATEGIES IN TOWN STRATEGIC PLAN AND VISION DOCUMENT, AVAILABLE AT: <https://downtownpulaski.files.wordpress.com/2016/04/pulaski-council-vision-update-2015-pdf.pdf>.

Appendices

Pulaski Rising Vision Statement and Activities- page 15

Regional small business support services listing- page 19

Detailed leakage calculation tables- page 25



DOWNTOWN PULASKI IS BECOMING A HUB FOR ENTREPRENEURSHIP BY ATTRACTING ACTIVE INNOVATORS WITH A UNIQUE, LIVABLE DOWNTOWN DISTRICT ORIENTED TO OUTDOOR RECREATION, COMMERCE, ARTS AND CULTURE.

- SUPPORT AND CELEBRATE EMERGING AND EXISTING BUSINESSES •
- IMPROVE COMMUNITY APPEARANCE •
- ACTIVATE A DOWNTOWN BIKE AND PEDESTRIAN SYSTEM •
- WELCOME NEW AND POTENTIAL RESIDENTS •



Visit www.DowntownPulaski.org



DOWNTOWN PULASKI'S PEAK CREEK VISION FULL VISION

A growing community, Pulaski has a tradition of neighbors supporting each other. Established businesses and entrepreneurs seeking opportunity will find the same spirit. Downtown Pulaski has always been the heart of a livable community, sociable and hardworking, walkable and welcoming. We change with the times, adjusting quickly to markets and the world around us, without losing our unique character.

Today, communities that attract investment require connections to nature, cultural assets, and fast dependable broadband. Tomorrow's Pulaski will be synonymous with our signature asset Peak Creek. Our outdoor culture will feature an integrated system of trails and parks that make cycling an option for both leisure and transportation. Our cultural offerings will include fine arts and crafts, a lively restored theater, historic Calfee Park, and a boutique hotel. Downtown will have high-speed telecommunications access and quality housing stock in and surrounding the district. Catalytic investments in downtown and surrounding businesses will highlight Pulaski's character and potential.

Peak performance: Entrepreneurs and business leaders gather downtown. Custom manufacturers use new technologies to continue the regional tradition of innovation. And those growing their businesses will find it an ideal place to grow a family as well. "Around here," people say, "everyone is making something, and making things better."

A community of choice in the New River Valley, Downtown Pulaski offers the best of Southwest Virginia living. Now is the time to take a closer look. There's progress visible on our streets daily, and there are still real opportunities available. Pulaski is rising, together. Join us.

We can't do it all at once, but here's how we get started, with a *rough* sense of overlapping phases:

1. PULASKI RISING: Collectively investing in our home to shift perception

- Communicate Vision, show progress, communicate vision, show progress, communicate vision...
 - Marketplace
 - Football Games
 - Storefront displays
 - Social Media
 - Event tie-ins
- Quick and inexpensive visual investment projects
 - Concentrated clean up and landscaping improvement effort
 - The Paint-it Pulaski project
 - Mock-up of trail system
 - Two-way Main Street mock-up and approval
 - Civic mural project communicating the vision and history of Pulaski
 - Bike amenities (racks, paths, signage)
 - Tables and chairs visible in key sidewalk locations
- Peak Creek signature event
- Host Roanoke-Blacksburg Technology Council
- Increase coordinated support for existing downtown businesses— *Pulaski on Main*
- Support emerging and existing businesses—*Launch Something Pulaski* and *Pulaski on Main*
 - Respond to business needs
 - Showcase connected, contributing successes, such as the trail signage project of the chamber
- Engage new visitors and build loyalty—*Pulaski Chamber, Pulaski on Main*
- Professional work-planning support and collaborative quick improvement staffing – *professional assistance*
 - Prioritization of high impact, high visibility, fundable physical improvements tied to business needs.
 - Staffing for better block style improvement events
- Refine downtown brand story *with professional assistance*
- Engage social services partners to understand and incorporate re-entry support as civic pathway
- Engage civic and church groups
- Understand and begin to communicate school successes
- Additional downtown anchor attraction: Brewery support, other...
- Coordinate an ongoing Downtown Pulaski effort (committee/team/organization) as central coordination point for partner organizations

2. IN GOOD COMPANY: A town of innovative, entrepreneurial people and businesses

- Increase engagement with specific programs in nearby universities
 - Engineering, outdoor recreation, hospitality, architecture, design, job-training
- Highlight, promote and engage youth entrepreneurship and innovation programs
- Attract/engage existing private sector small scale manufacturer to lead in Maker Space development
- Share success stories of existing hidden manufacturers
- Tailored *Launch Something Pulaski* strategies for manufacturing of outdoor recreation gear and other related product lines or specific related design challenges

3. CLOSER LOOK PULASKI: Align assets to position the community as a New River Valley alternative for:

Young families—schools, activities for families, youth engagement, coordinated Realtor engagement

Young at heart retirees—quality senior housing products in and close to downtown

Young professionals—quality apartments in town

Young businesses: fiber, shared services, supportive community, incentives

- Identify properties for redevelopment
- Share success stories and quality living stories under the coordinated brand.

Business development resources in the New River Valley Region

Regional Business Services

Virginia Small Business Development Center- New River Valley Office

The *Radford Small Business Development Center* ceased operations in July 2016. NRVRC stakeholders are looking for a new organization to host an SBDC in the New River Valley, to replace Radford University. In the interim, the New River Valley will be served by a liaison to the Roanoke SBDC office, located at the following address. The liaison will travel to locations around the New River Valley to meet with clients. Current New River Valley monthly 'office hours' arrangements include:

- Montgomery County Chamber of Commerce (Christiansburg): 2nd/ 4th Thursdays
- Business basics class 2nd Tuesdays at Montgomery Chamber
- New River Valley Business Center (Fairlawn): 2nd Thursdays

Roanoke Regional Small Business Development Center

210 S. Jefferson St.

Roanoke, VA 24011-1702

Phone: 540.983.0717

-Services: Business planning assistance; business consulting; sources of business financing and loan packaging assistance; marketing assistance; Census, economic and business data; financial analysis; small business training workshops

Website: www.rrsbdc.org

New River Valley Business Center

6580 Valley Center Drive

Radford, VA 24141

Phone: 540-633-6731

-Services: Small business start-up industrial and office space with shared meeting rooms, a copy room, at a flat rental rate (utilities included).

Website: www.nrvdc.org/nrvbc.html

New River Valley Development Corporation Revolving Loan Fund

6580 Valley Center Drive, Suite 302

Radford, VA 24141

Phone: 540-633-6730

-Services: Low interest micro-loans for small businesses in the New River Valley.

Website: www.nrvdc.org/dcfinance.html

Virginia Community Capital

110 Peppers Ferry Road, NW

Christiansburg, VA 24073

540-260-3126

-Services: CDFI offering small business lending and advisory services.

Website: www.vacomcommunitycapital.org/

Roanoke Blacksburg Technology Council

2200 Kraft Drive, Suite 1400

Blacksburg, VA 24060

Phone: 540-443-9232

-Services: Networking and talent development programs for technology companies.

Website: www.thetechnologycouncil.com/

Virginia Cooperative Extension

101 Hutcheson Hall (0402)

Virginia Tech

Blacksburg, VA 24061

Phone: 540-231-5299

(Head office)

-Services: Overall farm business technical assistance, as well as rural community development resources and technical assistance through Community Viability Specialists, leadership development courses, and other programs.

Website: www.ext.vt.edu/

Local Extension Offices:

Floyd County Extension Office

209 Fox Street NW

Floyd, VA 24091

540-745-9307

Giles County Extension Office

507 Wenonah Avenue

Pearisburg, VA 24134

540-921-3455

Montgomery County Extension Office

755 Roanoke Street, Suite 1G

Christiansburg, VA 24073

540-382-5790

Pulaski County Extension Office

143 Third Street NW, Suite 3

Pulaski, VA 24301

540-980-7761

460 Angels

-Services: Funding and coaching of early stage hi-tech entrepreneurs.

Website: www.460angels.com/index.html

VT KnowledgeWorks
2200 Kraft Drive, Suite 1000
Blacksburg, VA 24060
540-443-9100

-Services: PLAN program components help market-worthy ventures organize, formulate strategy, and obtain outside investment. LAUNCH components help get the business up and running. GROW offerings emphasize strategic support for ongoing growth, and professional development for the corporate leader.

Website: www.vtknowledgeworks.com/

Local business development services

Floyd County Business Services

Economic Development Authority of Floyd County

“5 and 10 Loan Program”

Qualifiers: Located in Floyd County, 9 or fewer employees, create/retain one job

-Services: Low interest loans at 5 and 10 year terms

Website: www.floydcova.org/business/floyd5and10.shtml

Montgomery County Business Services

Montgomery-Blacksburg-Christiansburg (MBC) Development Corporation Revolving Loan Fund

755 Roanoke Street, Suite 2H
Christiansburg, VA 24073-3184
Phone: (540) 382-5732

-Services: Micro Solutions small business lending and training program for entrepreneurs.

Website: www.yesmontgomeryva.org/content/115/161/171/441.aspx

TechPad

432 North Main Street, Suite 200 (above PK's Restaurant)
Blacksburg, Virginia, 24060

-Services: Technology focused coworking and hacker community.

Website: www.techpad.org/

Pulaski County Business Services

Beans and Rice

246 North Washington, Suite B
Pulaski, VA 24301
Phone: 540-980-4111

-Services: Small business lending and training program for entrepreneurs.

Website: www.beansandrice.org/

City of Radford Business Services

Beans and Rice

1608 West Main Street
Radford, Virginia 24141
Phone: 540-633-6270

-Services: Micro Solutions small business lending and training program for entrepreneurs.

Website: www.beansandrice.org/

State and Inter-Regional

Ninth District Development Fund

1173 W. Main St.
Abingdon, VA 24210
276-623-9000

-Services: Provides loan funds and financing to tourism-related businesses in Virginia's 9th Congressional District (southwest Virginia).

People, Inc.

1173 West Main St.
Abingdon, VA 24210
276-623-2931

-Services: Business counseling, business training workshops, entrepreneur support network/referrals, and numerous small business loan funds, including Ninth District Development Fund, SBA Micro Loan Fund, and others. Serves communities in southwest Virginia, including the New River Valley.

Website: <http://www.peopleinc.net>

Roanoke SCORE

105 Franklin Rd SW, Suite 150
Roanoke VA 24011
Phone: 540-857-2834

-Services: Entrepreneur education, workshops, and events.

Website: roanoke.score.org/

Virginia Community Economic Network

-Services: Statewide network of entrepreneur support services and financial and business development resources for start-ups. Offerings include Accion small business loans. Part of SourceLink network of entrepreneur support professional services.

Website: www.vcen.org

Virginia Department of Business Assistance

-Services: Loan guaranties, loan loss insurance, Business One Stop, small business workshops.

Website: vdba.virginia.gov/starting_business.shtml

Virginia Small Business Financing Authority (through local banks)

1220 Bank Street, 3rd Floor

Richmond, VA 23219

Phone: 804-371-8254

-Services: support bank lending to small businesses by providing cash collateral, subordinate companion loans, guaranties, loan loss reserves.

Website: <http://www.vabankers.org/VSBFA>

Virginia Tourism Corporation

901 East Byrd Street

Richmond, VA 23219

804-545-5500

-Services: grants and technical assistance to encourage tourism promotion efforts of Virginia communities, and workshops, information and other resources to develop businesses in the tourism and hospitality industries.

Website: www.vatc.org



Retail Leakage and Surplus Analysis

The Retail Leakage and Surplus Analysis examines the quantitative aspect of the community's retail opportunities. It is a guide to understanding retail opportunities but it is not an analysis that indicates unconditional opportunities. The analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can aid in the following:

- Indicating how well the retail needs of local residents are being met
- Uncovering unmet demand and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between actual and potential retail sales

Understanding Retail Leakage

Retail leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business.

However, retail leakage does not necessarily translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

Understanding Retail Surplus

A retail surplus means that the community's trade area is capturing the local market plus attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal. Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Examining the quantitative aspects (Leakage/Surplus) is only part of the evaluation of community's retail opportunities. Before any conclusions can be drawn about potential business expansion or recruitment opportunities, qualitative considerations such as trade area psychographics and buying habits must be analyzed in context of other market factors.

Interpreting Leakage Index

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

.80 = demand exceeds sales by 20%, meaning that consumers are leaving the area being analyzed.

1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

Leakage/Surplus Index by Major Store Type

The quantitative comparison of retail leakage and surplus in the twelve major store types shown in the chart and table below provides an initial measure of market opportunities. Combining this analysis with the knowledge of the local retail situation will take the process of identifying retail possibilities one step further.

Figure 1 provides the leakage/surplus indices and following is the sales potential and actual sales for major store types.

Figure 1. Leakage/Surplus Index and Actual and Potential Sales by Major Store Types



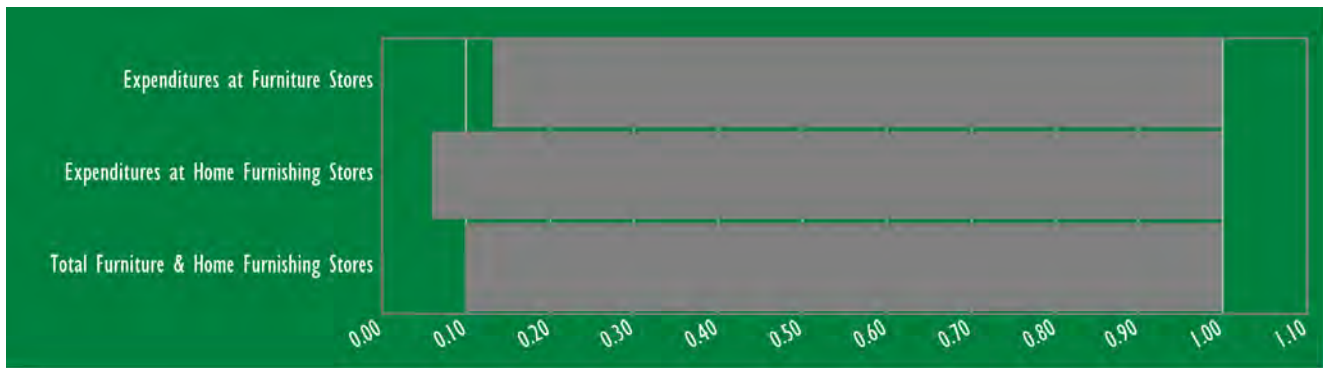
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	61,910,371	24,470,240	0.4
Furniture & Home Furnishing Stores	7,428,946	747,012	0.1
Electronics & Appliance Stores	6,613,407	49,629	0.0
Building Material & Garden Equipment & Supply Dealers	35,019,403	28,257,486	0.8
Food & Beverage Stores	40,917,316	24,755,243	0.6
Health & Personal Care Stores	19,232,616	20,081,049	1.0
Clothing & Clothing Accessories Stores	12,170,920	3,012,962	0.2
Sporting Goods, Hobby, Book, & Music Stores	4,514,844	723,353	0.2
General Merchandise Stores	37,054,404	83,363,000	2.2
Miscellaneous Store Retailers	8,149,357	1,842,561	0.2
Foodservice & Drinking Places	32,073,636	24,793,559	0.8
Total	265,085,219	212,096,093	0.8

Sub-Categories of Motor Vehicle Parts & Dealers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Automotive Dealers	53,522,815	18,654,370	0.3
Expenditures at Other Motor Vehicle Dealers	3,355,173	2,359,026	0.7
Expenditures at Automotive Parts, Accessories, and Tire Stores	5,032,384	3,456,844	0.7
Total Motor Vehicle Parts & Dealers	61,910,371	24,470,240	0.4

Sub-Categories of Furniture & Home Furnishing Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Furniture Stores	4,074,429	540,343	0.1
Expenditures at Home Furnishing Stores	3,354,517	206,670	0.1
Total Furniture & Home Furnishing Stores	7,428,946	747,012	0.1

Sub-Categories of Electronics & Appliance Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Appliance, Television, and Other Electronics Stores	5,072,095	45,836	0.0
Expenditures at Computer and Software Stores	1,293,546	3,793	0.0
Expenditures at Camera and Photographic Equipment Stores	247,766	0	0.0
Total Electronics & Appliance Stores	6,613,407	49,629	0.0

Sub-Categories of Building Material & Garden Equipment & Supply Dealers



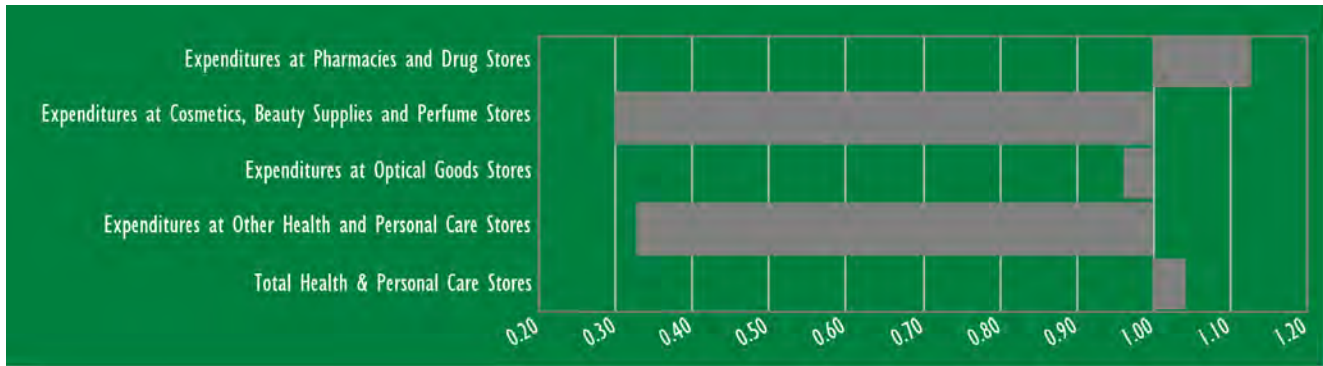
Store Type	Potential	Actual Sales	Leakage
Expenditures at Home Centers	12,630,107	0	0.0
Expenditures at Paint and Wallpaper Stores	711,917	2,164,804	3.0
Expenditures at Hardware Stores	2,515,301	8,130,581	3.2
Expenditures at Other Building Materials Dealers	16,403,363	16,609,882	1.0
Expenditures at Outdoor Power Equipment Stores	447,666	322,566	0.7
Expenditures at Nursery and Garden Centers	2,311,050	1,029,652	0.4
Total Building Material & Garden Equipment & Supply Dealers	35,019,403	28,257,486	0.8

Sub-Categories of Food & Beverage Stores



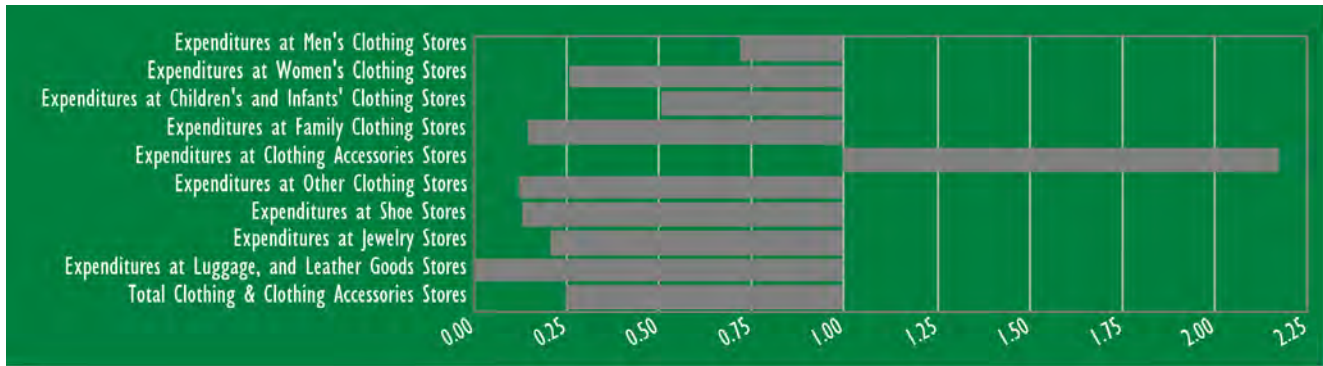
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	35,353,349	23,826,086	0.7
Expenditures at Convenience Stores	1,922,171	541,216	0.3
Expenditures at Specialty Food Stores	1,149,244	39,030	0.0
Expenditures at Beer, Wine, and Liquor Stores	2,492,552	348,911	0.1
Total Food & Beverage Stores	40,917,316	24,755,243	0.6

Sub-Categories of Health & Personal Care Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Pharmacies and Drug Stores	16,860,364	19,012,191	1.1
Expenditures at Cosmetics, Beauty Supplies and Perfume Stores	679,254	203,249	0.3
Expenditures at Optical Goods Stores	487,920	469,548	1.0
Expenditures at Other Health and Personal Care Stores	1,205,078	396,062	0.3
Total Health & Personal Care Stores	19,232,616	20,081,049	1.0

Sub-Categories of Clothing & Clothing Accessories Stores



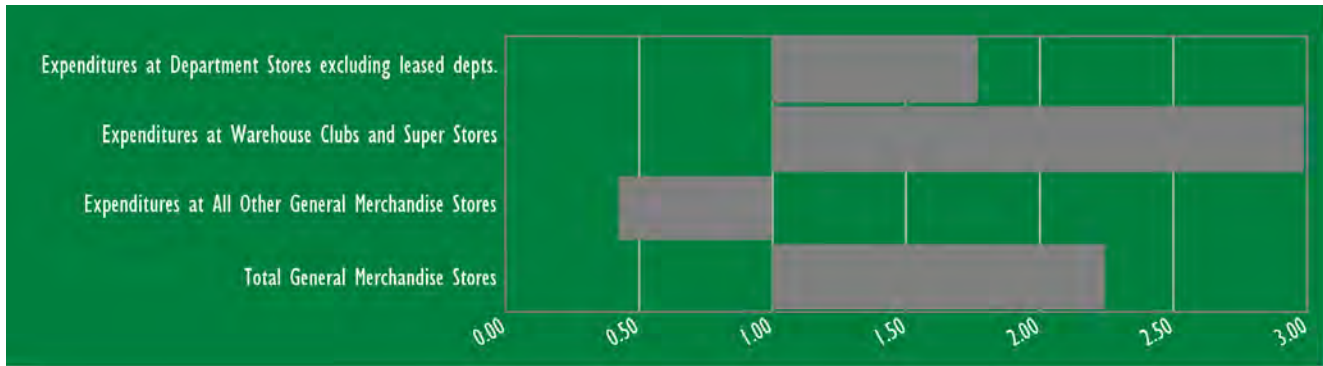
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	610,788	439,706	0.7
Expenditures at Women's Clothing Stores	2,094,203	547,347	0.3
Expenditures at Children's and Infants' Clothing Stores	515,236	262,938	0.5
Expenditures at Family Clothing Stores	4,836,658	727,540	0.2
Expenditures at Clothing Accessories Stores	193,541	420,877	2.2
Expenditures at Other Clothing Stores	551,522	66,612	0.1
Expenditures at Shoe Stores	1,651,091	217,542	0.1
Expenditures at Jewelry Stores	1,578,316	329,768	0.2
Expenditures at Luggage, and Leather Goods Stores	139,566	633	0.0
Total Clothing & Clothing Accessories Stores	12,170,920	3,012,962	0.2

Sub-Categories of Sporting Goods, Hobby, Book, & Music Stores



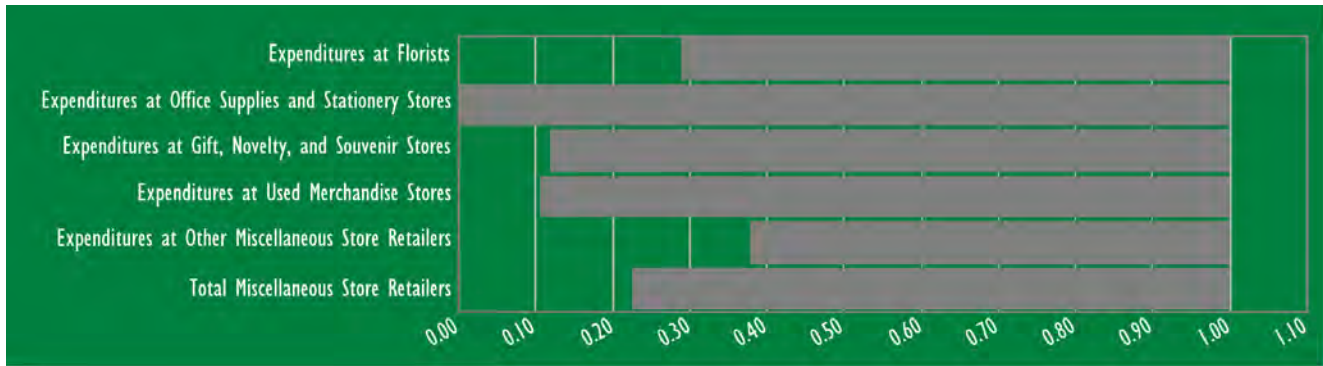
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	1,493,646	378,105	0.3
Expenditures at Hobby, Toys and Games Stores	1,081,126	21,693	0.0
Expenditures at Sew/Needlework/Piece Goods Stores	300,682	0	0.0
Expenditures at Musical Instrument and Supplies Stores	298,871	5,314	0.0
Expenditures at Book Stores and News Dealers	923,409	299,941	0.3
Expenditures at Prerecorded Tape, Compact Disc, and Record Stores	417,109	18,300	0.0
Total Sporting Goods, Hobby, Book, & Music Stores	4,514,844	723,353	0.2

Sub-Categories of General Merchandise Stores



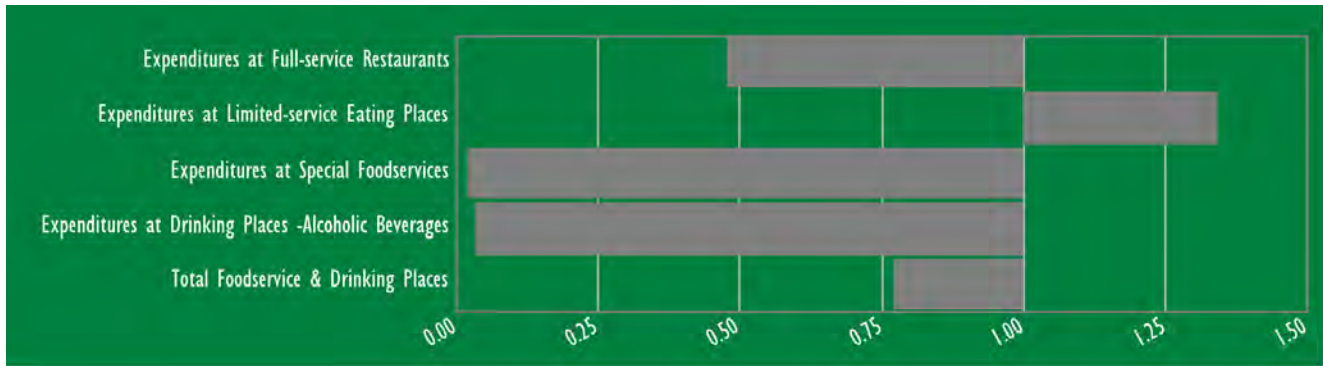
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	16,812,496	29,757,074	1.8
Expenditures at Warehouse Clubs and Super Stores	17,526,066	52,443,035	3.0
Expenditures at All Other General Merchandise Stores	2,715,841	1,162,890	0.4
Total General Merchandise Stores	37,054,404	83,363,000	2.2

Sub-Categories of Miscellaneous Store Retailers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Florists	574,879	166,777	0.3
Expenditures at Office Supplies and Stationery Stores	1,797,934	0	0.0
Expenditures at Gift, Novelty, and Souvenir Stores	1,346,874	161,440	0.1
Expenditures at Used Merchandise Stores	611,003	64,771	0.1
Expenditures at Other Miscellaneous Store Retailers	3,818,667	1,449,573	0.4
Total Miscellaneous Store Retailers	8,149,357	1,842,561	0.2

Sub-Categories of Foodservice & Drinking Places



Store Type	Potential	Actual Sales	Leakage
Expenditures at Full-service Restaurants	14,746,332	7,055,566	0.5
Expenditures at Limited-service Eating Places	13,130,756	17,634,305	1.3
Expenditures at Special Foodservices	2,686,192	52,418	0.0
Expenditures at Drinking Places -Alcoholic Beverages	1,510,356	51,270	0.0
Total Foodservice & Drinking Places	32,073,636	24,793,559	0.8

Sources and Methodology

The primary data sources used in the construction of the database include:

- Current year AGS (Applied Geographic Solutions) Consumer Expenditure Estimates
- Census of Retail Trade, Merchandise Line Sales
- Census Bureau Monthly Retail Trade

The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type.

The AGS (Applied Geographic Solutions) Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the AGS Consumer Expenditure database.

These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness.

APPENDIX C: BRANDING



Pulaski, Virginia BrandTouch™ Manual

Order comes from simplicity. Inside, you will find the simple rules that guide the Pulaski, Virginia Brand, and will help create equity as we tell others about Pulaski.

PREPARED BY



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Greenville, SC 29609

brandtouch@arnettmuldrow.com

arnettmuldrow.com

The Brand Manual
is essentially a set
of rules that explain
how your
brand works.

Brand guidelines should be flexible enough for your community to be creative, but rigid enough to keep your brand easily recognizable. Consistency is key, especially if you need the brand to extend across multiple media platforms.

1.0

Brand

2.0

Logo

3.0

Color

4.0

Typography

5.0

Expansion

6.0

Resources

1.1 Brand Statement

UNDERSTANDING VALUE

Too often, designers orient messaging around what THEY believe to be the most important features of their community, instead of looking into what's actually important to citizens. Take the time to understand your community and their values, then align your messaging accordingly.

The core values define the company's strengths and how it needs to behave to achieve its vision.

Brand Statement

We are Pulaski, Virginia.

Known worldwide for the exceptional workmanship of furniture that bears our name, Pulaski has sustained an industrious character even as our economy has evolved. Our industry of today is defined by perseverance, productivity, and a pioneering spirit.

Pulaski's roots run deep, and our pride in where we've come from is equaled only by our excitement in what lies ahead. As we look to the future, our focus is on our peak, Peak Creek. Its renewal is a testament to the devotion and hard work of our citizens as we once again make it the lifeblood of our community. That future is on display in the bustling stands of our restored historic baseball stadium and from the guests at our boutique hotel that now anchors our downtown, both of which are proven catalysts for new investment.

Pulaski's potential expands each day in the ingenuity of our entrepreneurs. Whether hand-crafting sweet treats in downtown, or fine tuning bikes for those that pedal along the New River Trail, our businesses have laid the foundation for downtown activity that continues to grow.

We are Pulaski. The opportunity of today blends with the tradition of innovation to create the Pulaski Spirit.

That spirit is hard to miss, whether you're hitting the trails, restoring historic buildings, or investing in new startups, we are reaching new peaks with every passing day.

We invite you to discover
Pulaski, Virginia: **Where Your New Path Begins.**

1.2 Brand Message

The primary message used to express the brand promise. This reflects the desired position of the brand.

LOGLINE

Your logline should give people an idea of what you offer and provide some sort of hook to stimulate interest. For example, “a boutique PR agency that specializes in launching hot emerging tech companies” or “an accounting firm that deals exclusively with small-business audits.”

Once you’ve got your logline, go back through your marketing copy and make sure these simple messages come through loud and clear. You can also use the logline itself in your marketing materials, on your web site and social media properties, and in conversations with customers and prospects.

Pulaski,
Virginia:
Where Your
New Path
Begins

Community Assets
Descriptive Text
Word Association

2.1 Logo

Your community already has a personality. The job of the brand is to preserve that personality while helping the community to realize its vision of its future.

A. LOGOMARK

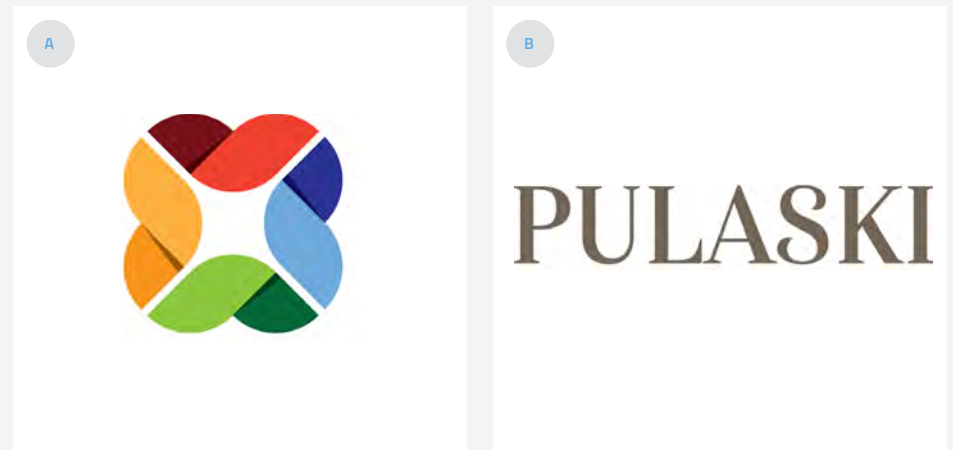
A logomark is an identifying mark or symbol that doesn't contain the business name. Think of the Nike 'swoosh', Shell, WWF, Mercedes or Adidas.

B. WORDMARK

A wordmark refers to words or the name of a business that is designed in a special way. Examples include Pinterest, eBay or Google.

C. LOGO

The logo is the combination of the logomark and logotype along with the tagline to graphically convey the identity of the community.



2.2 Logo Variants

Choosing the right dominant color for your brand is crucial. This color should appear on all your materials, including your logo and signage.

LOGO USAGE

As much as possible, the color you choose should set you apart, work with your industry and image, and tie to your brand promise. It should also take into account color psychology, which is fairly complex. Colors can mean different things depending on the culture, situation and industry.



2.3 Logo Sizing

A. MINIMUM SIZE

Smaller than about 3/4 of an inch, and most logos become ineffective. It doesn't mean you can't make them smaller, you just have to know the rule before you break the rule.

A logo lockup refers to the formalized position/relationship of the brand's logo (symbol) and its wordmark (logotype).

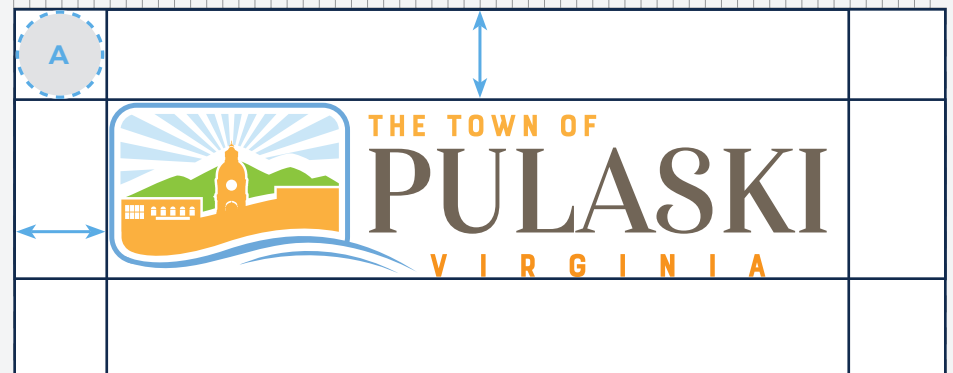
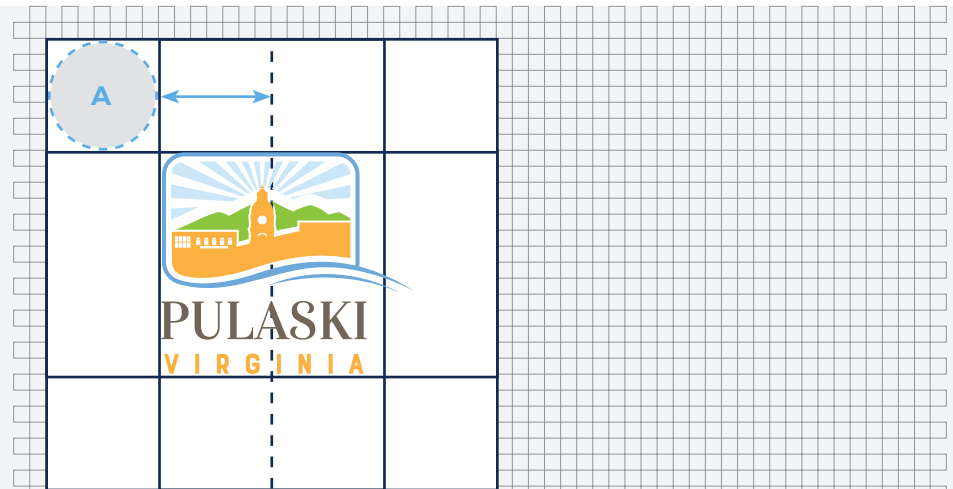


2.4 Logo Spacing

WHAT IS CLEARSPACE

The area that surrounds the logo is as important as the logo itself. The minimum area of A, known as “clear space,” provides breathing room to the logo and eliminates visual clutter (text, graphic elements or other logos) that can compete with logo legibility – thereby diminishing the effectiveness of the logo.

The area that surrounds the logo known as “clear space” is as important as the logo itself.



3.1 Color Palette

Color choices are used to differentiate items, create depth, add emphasis, and help organize information.

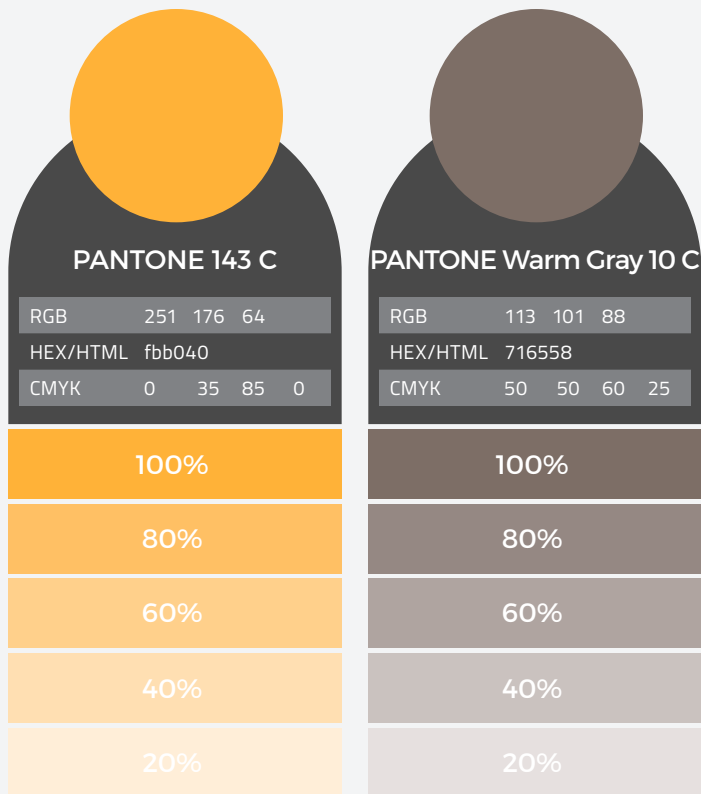
COLOR THEORY

Every time a consumer interacts with a brand, an opportunity exists for the company to influence their audiences' perceptions. It is up to the marketer to decipher which design and colors will influence the consumer to purchase. By educating oneself on the psychology behind color theory, marketers can further tap into branding techniques and better connect with their market, leading to a stronger brand-consumer relationship and increased profit.

Color Swatches



Almost 90% of people's assessment on products or services is based on colors alone. Due to colors' strong influence on moods and feelings, their association with products can influence our attitudes and affect purchasing power towards brands.



4.1 Typography

SWATCHES

Typography is the visual component of the written word.

Text is any combination of letters, numbers, or other characters.

Text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

www.practicaltypography.com/what-is-typography.html

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic.

Do not think
of type as
something
that should
be merely
readable.
It should
be beautiful.

4.2 Primary Typeface

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic.

Hello I'm:

Habaro

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

abcdefghijklmn

opqrstuvwxyz

1234567890

4.3

Secondary Typeface

HELLO I'M:

BOURTON

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

1234567890

4.4 Secondary Typeface

Hello I'm:

Bourton Script

A B C D E F G H I J K L M N

O P Q R S T U V W X Y Z

a b c d e f g h i j k l m n o p q r s t u v w x y z

1 2 3 4 5 6 7 8 9 0

4.5 Type Hierarchy

In order to guide the reader, then, headings are usually large, sub-headings are smaller, and body type is smaller still.

LEADING

For legible body text that's comfortable to read, a general rule is that your leading value should be greater than the font size; from 1.25 to 1.5 times

TRACKING

The space between letters in a block of text. In CSS this is defined with the letter-spacing property

WIDOWS & ORPHANS

A single word at the end of a column is a widow and if it's at the top of a new column it's an orphan. They look bad and can be hard to read.

Pulaski,

H1

Pulaski, Virginia

H2

Pulaski, Virginia

H3

Pulaski, Virginia

H4

Pulaski, Virginia

BODY COPY

Pulaski, Virginia

CAPTION

Pulaski, Virginia

CC

5.1 Wayfinding

The wayfinding system should be introduced as part of the brand because it plays such an important role in by perception and flow in the downtown district.



PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district.

TRAILBLAZERS

Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.

INFORMATIONAL KIOSKS

The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking tour brochures.

5.2 Collateral

Now is the time to put your logo on everything.
AND WE MEAN EVERYTHING.

SHOPPING BAGS

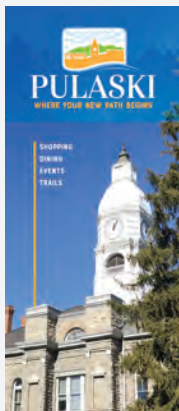
Perfect for local businesses to use to show that Pulaski, Virginia is a shopping destination.

BUSINESS CARDS

Above all else, a business card is a tangible object that you can use to provide your contact information to potential customers. Because of this, it's essential not to sacrifice clarity for design elements. Most business cards contain your business name, your name and title, your telephone number, an email address, and a street address.

FASHION MERCHANDISE

Customers and citizens deserve the opportunity to show their pride in their hometown with fashionable merch available from local organizations and locally owned business.



5.3 Mobile App

Mobile apps can provide a direct link to local news and events. They are available through the App Store of your preferred mobile operating system.



5.4 Social Media

Social Media is a very effective platform for communicating with residents, visitors, and others about events and other news in your community.



5.5 Print Advertising

The activity of attracting public attention to a community or event, as by paid announcements in the print, broadcast, or electronic media

HEADLINES

The main headline may be the strongest element of the ad or it may be secondary to a strong visual. Some ads may have subheads and other title elements as well.

BODY

The copy is the main text of the ad. Some ads may take a minimalist approach, a line or two or a single paragraph. Other ads may be quite text-heavy with paragraphs of information, possibly arranged in columns newspaper style. While the words are the most important part of the copy, visual elements such as indentation, pull-quotes, bullet lists, and creative kerning and tracking can help to organize and emphasize the message of the body of the ad.

ARTWORK

Photographs, drawings, and graphic embellishments are a key visual element of many types of ads. Some ads may have only a single visual while others might have several pictures. Even text-only ads might have some graphics in the form of decorative bullets or borders. When included with visuals the caption is one of the first things most readers look at after the visual.

CONTACT

The contact or signature of an ad may appear anywhere in the ad although it is usually near the bottom. It consists of one or more of:

Logo, Advertiser Name, Address, Phone Number, Map or Driving Directions, Web Site Address, Extras.

Some print ads may have additional special elements such as an attached business reply envelope, tear-out portion with a coupon, tip sheet, product sample.

WHERE YOUR WEEKEND ESCAPE BEGINS

Pulaski's potential expands each day in the ingenuity of our entrepreneurs. Whether hand-crafting sweet treats in downtown, or fine tuning bikes for those that pedal along the New River Trail, our businesses have laid the foundation for downtown activity that continues to grow.

We are Pulaski. The opportunity of today blends with the tradition of innovation to create the Pulaski Spirit. That spirit is hard to miss, whether you're hitting the trails, restoring historic buildings, or investing in new startups, we are reaching new peaks with every passing day.

*We are Pulaski, Virginia
where your new path
begins.*

PULASKI
WHERE YOUR NEW PATH BEGINS

FOR MORE INFORMATION, GO TO WWW.TOWNOFPULASKI.COM

6.1 Logo Contact Sheet

File Format Guide

All of the included graphic files might not work on your machine, but that does not mean that the file is corrupted or that there is something wrong with your machine. These files address all of the normal uses that a community implemented design would require. Always make sure to inform vendors that you have these different file formats available.



File Type: Portable Document Format
Category: Page Layout Files
File Description: Cross-platform document created by Adobe Acrobat or a program with the Acrobat plug-in; commonly used for e-mail attachments or for saving publications in a standard format for viewing on multiple computers; usually created from another document instead of from scratch.

Program(s) that open pdf files:
Mac OS Adobe Reader to view (free), Adobe Acrobat to edit (commercial), Apple Preview
Windows Adobe Reader to view (free), Adobe Acrobat to edit (commercial), Brava! Reader



File Type: JPEG Image File
Category: Raster Image Files
File Description: Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; compressed using lossy compression, which may noticeably reduce the image quality if a high amount of compression is used.



File Type: Encapsulated PostScript
Category: Vector Image Files
File Description: PostScript (.PS) file that may contain vector graphics, bitmap images, and text; includes an embedded preview image in bitmap format; often used for transferring between different operating systems.

Program(s) that open eps files:
Mac OS Apple Preview, Adobe Illustrator, Acrobat, Photoshop, or QuarkXpress
Windows CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress



File Type: Adobe Illustrator File
Category: Vector Image Files
File Description: Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as a Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

Program(s) that open ai files:
Mac OS Adobe Illustrator, Acrobat, Reader, Adobe Photoshop (rasterized), Apple Preview
Windows Adobe Illustrator, Acrobat, Reader, Adobe Photoshop (rasterized)



File Type: PNG Image File
Category: Raster Image Files
File Description: Portable Network Graphics (PNG) is a raster graphics file format that supports lossless data compression. PNG supports palette-based images, grayscale images (with or without alpha channel), & full-color non-palette-based RGB images (with or without alpha channel). PNG was designed for transferring images on the Internet, not for professional-quality print graphics, & therefore does not support non-RGB color spaces such as CMYK.

In Microsoft Office, you can place EPS or PDF files that support transparency by going to the "Insert" menu and selecting "Photo>Picture from File..." This will ensure your files are using the highest resolution graphics for output.

Copyright Transfer Statement

Ben Muldrow as the agent for Arnett Muldrow & Associates, located at 316 West Stone Avenue, Greenville, SC, the owner of Copyright for this presented design(s) hereby grants a full copyright license transfer to Pulaski, Virginia to utilize the following designs as the new owner sees fit to do so.

For the purpose of Community Branding.

This license, attested to by the parties effectively immediately shall serve as notice and agreement between the parties and may not be changed without written permission from the Arnett Muldrow & Associates. Arnett Muldrow & Associates retains the right to use the created material to self market and self promote.

This signed agreement also includes the transfer of rights to any variations of the logo previously agreed and supplied as part of the initial proposal.

Example of these variations could include : multiple color versions, size and dimensional variations – landscape and portrait, reversed out versions, social media profile images, favicon etc.



Arnett Muldrow & Associates
864.233.0950
ArnettMuldrow.com
316 West Stone Avenue
Greenville, SC 29609

Is there anything missing on this Copyright Transfer Form that was previously agreed? Let me know before accepting this statement. It is critical the information shared here is understood and accepted in whole.



Pulaski, Virginia Logo Catalog

Order comes from simplicity. Inside, you will find the simple rules that guide the Pulaski, Virginia Brand, and will help create equity as we tell others about the Tagline.

PREPARED BY

 **ARNETT MULDROW**
316 West Stone Avenue
Greenville, SC 29609
brandtouch@arnettmuldrow.com
arnettmuldrow.com



PULASKI
-AGLOW-

Aglow-4C.jpg



PULASKI
-AGLOW-

Aglow-B&W.jpg



PULASKI
-AGLOW-

Aglow-Gold.jpg



PULASKI
-AGLOW-

Aglow-Green.jpg



PULASKI
-AGLOW-

Aglow-Red.jpg



CHROME IN THE VALLEY.

Cruise-In4C.jpg



DESIGN

Design.jpg



Downtown-4C.jpg



Downtown-Blue.jpg



Downtown-Green.jpg



Downtown-Orange.jpg



EGG HUNT
JACKSON PARK

EggHunt-4C.



EGG HUNT
JACKSON PARK

EggHunt-



EGG HUNT
JACKSON PARK

EggHunt-



EGG HUNT
JACKSON PARK

EggHunt-



EGG HUNT
JACKSON PARK

EggHunt-



EGG HUNT
JACKSON PARK

EggHunt-



EVENTS

Events.jpg



FireParade-4C.jpg



FireParade-B&W.



FireParade-Red.



Fourth-4C.jpg



Fourth-Rev-4C.



Fourth-Rev-Blue.



GatewoodPark-2C.jpg



GatewoodPark-B&W.jpg



GatewoodPark-Green.jpg



HeritagePark-2C.jpg



HeritagePark-B&W.jpg



HeritagePark-Green.jpg



Historic-4C.jpg



Historic-B&W.jpg



Historic-Blue.jpg



Historic-Gold.jpg



Historic-Gray.jpg



Historic-Green.jpg



Historic-Rev-B&W.jpg



Historic-Rev-Blue.jpg



Historic-Rev-Gold.jpg



Historic-Rev-Gray.jpg



Historic-Rev-Green.jpg



Historic-Ring-B&W.jpg



Historic-Ring-Blue.jpg



Historic-Ring-Gold.jpg



Historic-Ring-Gray.jpg



Historic-Ring-Green.jpg



Historic-Ring-Rev-



Historic-Ring-Rev-Blue.



Historic-Ring-Rev-Gold.



Historic-Ring-Rev-Gray.



Historic-Ring-Rev-



JacksonPark-2C.jpg



JacksonPark-B&W.jpg



JacksonPark-Green.jpg



Jamboree-4C.jpg



Jamboree-B&W.jpg



Jamboree-Blue.jpg



Jamboree-Gold.jpg



Jamboree-Gray.jpg



Jamboree-Green.jpg





Pulaski-Badge-



Pulaski-Badge-



Pulaski-Horz-4C.jpg



Pulaski-Horz-B&W.jpg



Pulaski-Horz-Blue.jpg



Pulaski-Horz-Gold.jpg



Pulaski-Horz-Gray.jpg



Pulaski-Horz-Green.jpg



Pulaski-Horz-Rev-4C.jpg



Pulaski-Horz-Rev-B&W.



Pulaski-Horz-Rev-Blue.



Pulaski-Horz-Rev-Gold.



Pulaski-Horz-Rev-Gray.



Pulaski-Horz-Rev-Green.



Pulaski-Main-4C.jpg



Pulaski-Main-B&W.jpg



Pulaski-Main-Blue.jpg



Pulaski-Main-Gold.jpg



Pulaski-Main-Gray.jpg



Pulaski-Main-Green.jpg



Pulaski-Main-Rev-4C.jpg



Pulaski-Main-Rev-B&W.



Pulaski-Main-Rev-Blue.



Pulaski-Main-Rev-Gold.



Pulaski-Main-Rev-Gray.



Pulaski-Main-Rev-Green.



PULASKI
VIRGINIA
Pulaski-Small-4C.jpg



PULASKI
VIRGINIA
Pulaski-Small-B&W.jpg



PULASKI
VIRGINIA
Pulaski-Small-Blue.jpg



PULASKI
VIRGINIA
Pulaski-Small-Gold.jpg



PULASKI
VIRGINIA
Pulaski-Small-Gray.jpg



PULASKI
VIRGINIA
Pulaski-Small-Green.jpg



PulaskiFest-4C.jpg



PulaskiFest-B&W.jpg



PulaskiFest-Gold.jpg



PulaskiFest-Gray.jpg



Rails&Ales-4C.jpg



Rails&Ales-B&W.



Rails&Ales-Blue.



Rails&Ales-Dk-



Rails&Ales-Gray.



Rails&Ales-Green.



Rails&Ales-Or-



RedevReady-4C.



RedevReady-



RedevReady-Blue.



RedevReady-



RedevReady-Gray.



RedevReady-



Ribfeast-4C.jpg



Ribfeast-B&W.jpg



Ribfeast-Gold.jpg



Ribfeast-Red.jpg



Rising-1C.jpg



Rising-2C.jpg



Rising-B&W.jpg



SoundsOfSummer-4C.jpg



SoundsOfSummer-B&W.



SoundsOfSummer-Blue.



SoundsOfSummer-Gold.



SoundsofSummer-Gray.



SoundsofSummer-Green.



Vitality.jpg



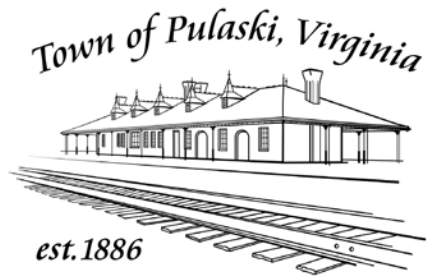
Pulaski, Virginia Photo Catalog

Order comes from simplicity. Inside, you will find the simple rules that guide the Pulaski, Virginia Brand, and will help create equity as we tell others about the Tagline.

PREPARED BY



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arnettmuldrow.com



B1045245-FA1E-409F-B813-



Background.jpg



Blue.jpg



Blue2.jpg



E5B1F6C1-3D61-4292-A0F7-

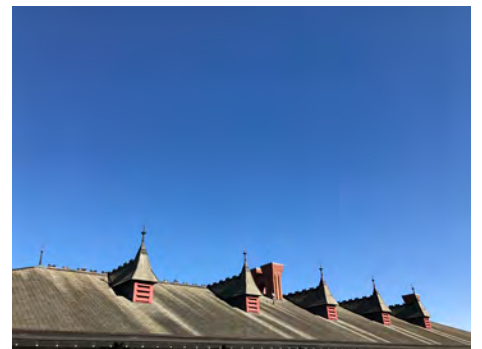


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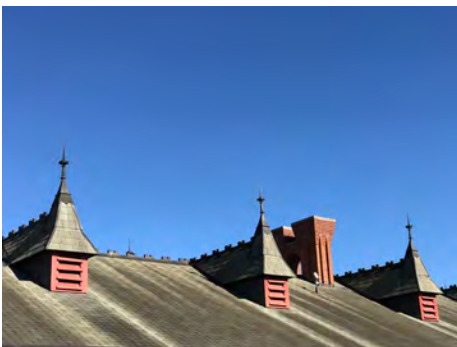


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Photo Jan 25, 11 47 33 AM.jpg

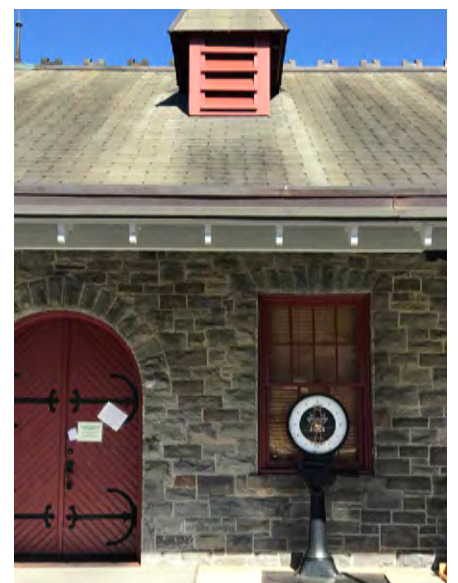


Photo Jan 25, 11 47 39 AM.jpg



Photo Jan 25, 11 47 41 AM.jpg



Photo Jan 25, 11 48 32 AM.jpg



Photo Jan 25, 11 48 34 AM.jpg



Photo Jan 25, 11 48 38 AM.jpg



Photo Jan 25, 11 49 07 AM.jpg



Photo Jan 25, 11 49 51 AM.jpg



Photo Jan 25, 11 51 49 AM.jpg



Photo Jan 25, 11 52 20 AM.jpg



Photo Jan 25, 11 52 24 AM.jpg



Photo Jan 25, 11 52 47 AM (1).



Photo Jan 25, 11 52 47 AM.jpg

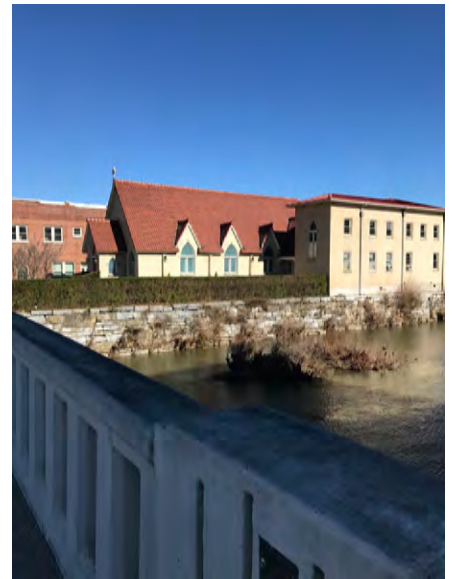


Photo Jan 25, 11 52 53 AM.jpg



Photo Jan 25, 11 53 35 AM.jpg



Photo Jan 25, 11 53 37 AM.jpg

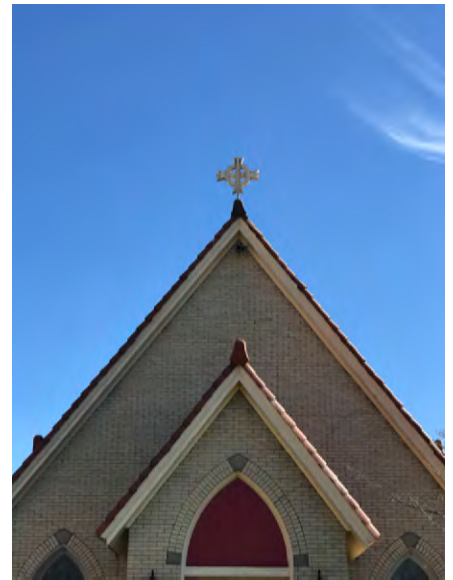


Photo Jan 25, 11 53 41 AM.jpg



Photo Jan 25, 11 54 05 AM (1).



Photo Jan 25, 11 54 05 AM.jpg



Photo Jan 25, 11 54 17 AM (1).



Photo Jan 25, 11 54 17 AM.jpg



Photo Jan 25, 11 54 27 AM.jpg



Photo Jan 25, 11 55 36 AM.jpg

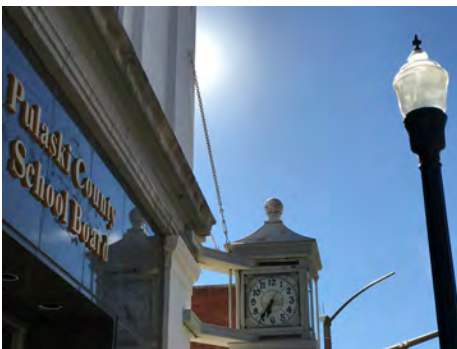


Photo Jan 25, 11 55 47 AM.jpg



Photo Jan 25, 11 57 16 AM.jpg

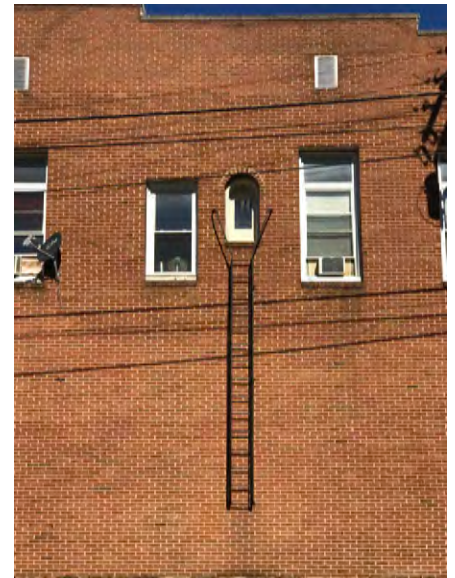


Photo Jan 25, 11 57 58 AM.jpg



Photo Jan 25, 12 02 05 PM.jpg



Photo Jan 25, 12 02 11 PM.jpg

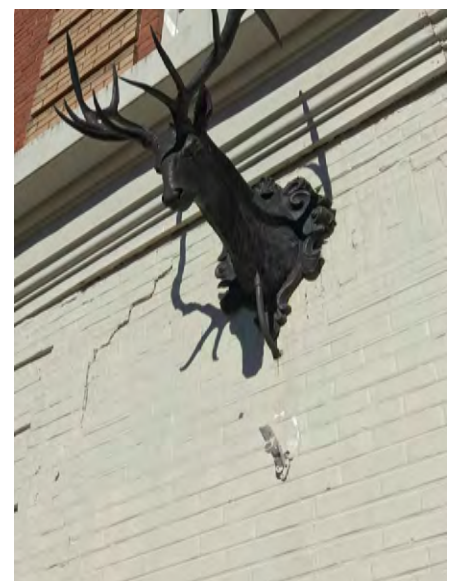


Photo Jan 25, 12 02 13 PM (1).jpg



Photo Jan 25, 12 02 13 PM.jpg



Photo Jan 25, 12 02 52 PM.jpg



Photo Jan 25, 12 02 55 PM.jpg

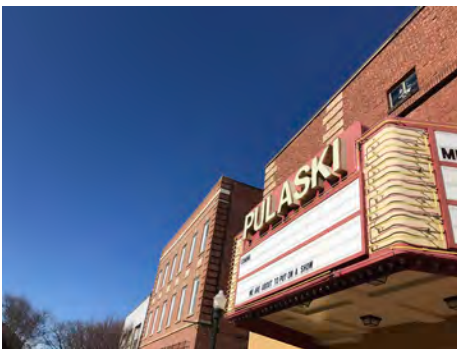


Photo Jan 25, 12 03 01 PM.jpg



Photo Jan 25, 12 03 06 PM.jpg



Photo Jan 25, 12 03 13 PM (1).jpg



Photo Jan 25, 12 03 13 PM.jpg



Photo Jan 25, 12 03 24 PM.jpg



Photo Jan 25, 12 03 34 PM.jpg



Photo Jan 25, 12 04 26 PM.jpg



Photo Jan 25, 12 04 31 PM.jpg



Photo Jan 25, 12 04 42 PM.jpg



Photo Jan 25, 12 05 01 PM.jpg



Photo Jan 25, 12 05 06 PM.jpg



Photo Jan 25, 12 05 17 PM.jpg



Photo Jan 25, 12 05 24 PM.jpg



Photo Jan 25, 12 05 38 PM.jpg



Photo Jan 25, 12 08 51 PM.jpg



Photo Jan 25, 12 10 11 PM.jpg



Photo Jan 25, 12 11 00 PM.jpg



Photo Jan 25, 12 11 13 PM.jpg



Photo Jan 25, 5 25 54 PM.jpg



Photo Jan 25, 5 26 05 PM.jpg



Photo Jan 25, 5 26 17 PM.jpg



Photo Jan 25, 5 26 29 PM.jpg

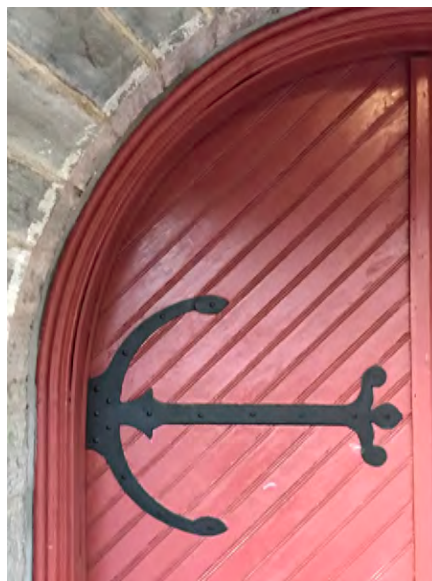


Photo Jan 25, 5 26 31 PM.jpg



Photo Jan 26, 1 02 19 PM.jpg



Photo Jan 26, 1 02 22 PM.jpg



Photo Jan 26, 1 02 34 PM.jpg



Photo Jan 26, 1 25 02 PM.jpg



Photo Jan 26, 1 25 12 PM.jpg



Photo Jan 26, 1 25 30 PM.jpg



Photo Jan 26, 1 25 41 PM.jpg



Photo Jan 26, 1 38 44 PM.jpg



Photo Jan 26, 1 38 56 PM.jpg



Photo Jan 26, 1 39 06 PM.jpg



Photo Jan 26, 1 39 35 PM.jpg



Photo Jan 26, 1 50 59 PM.jpg



Photo Jan 26, 1 59 08 PM.jpg



Photo Jan 26, 1 59 12 PM.jpg



Photo Jan 26, 2 01 10 PM.jpg

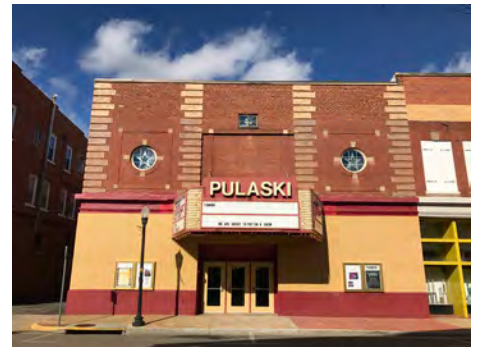


Photo Jan 26, 2 01 44 PM.jpg

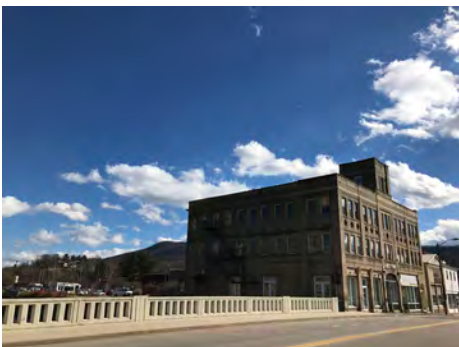


Photo Jan 26, 2 04 28 PM.jpg



Photo Jan 26, 2 05 08 PM.jpg

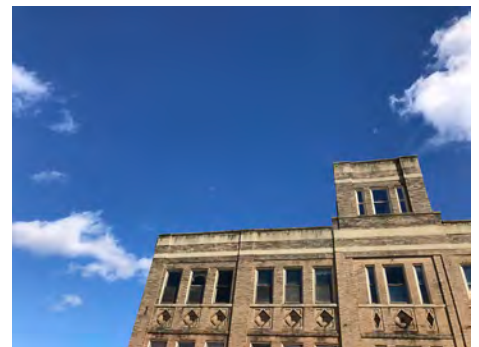


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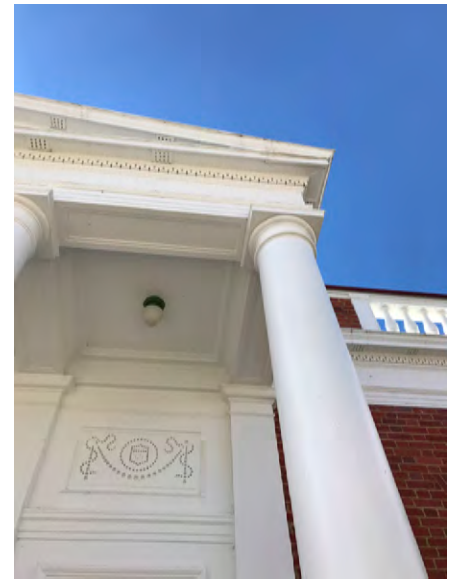


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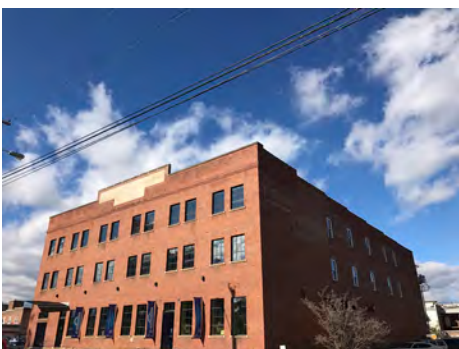


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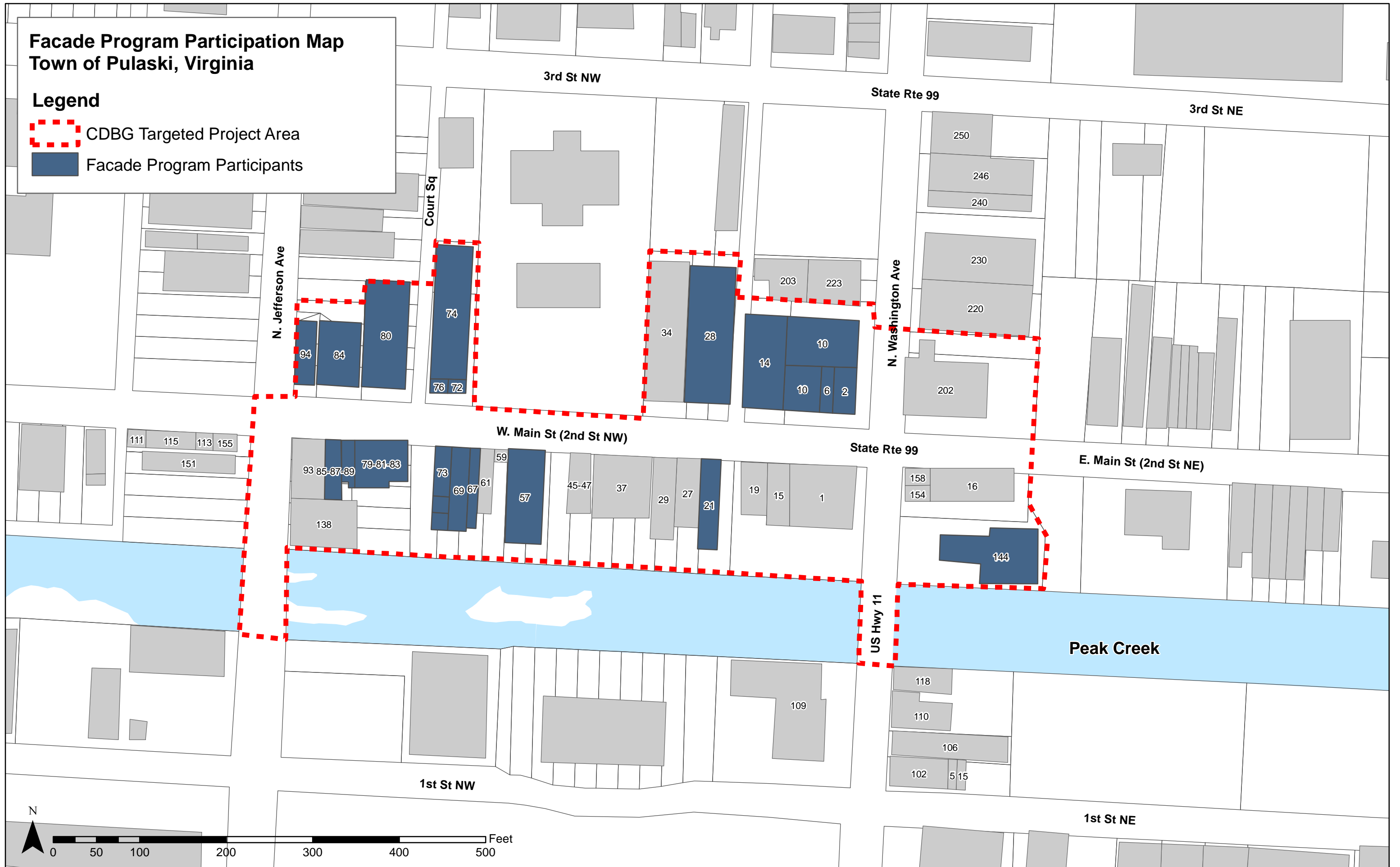
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APPENDIX D: FAÇADE IMPROVEMENT PROGRAM

Facade Program Participation Map Town of Pulaski, Virginia

Legend

-  CDBG Targeted Project Area
-  Facade Program Participants





CONSTRUCTION ESTIMATE

2-6-10 W. MAIN ST. PULASKI, VA

FRONT

1 Remove yellow metal framing and accompanying storefront	\$1,000
2 Provide new storefront system with transom (1 business)	\$6,200
3 Prep, prime and paint entrance to second floor	\$450
4 Remove transom material and provide new (2 businesses)	\$4,800
5 Prep, prime and paint storefront cornice, brick, and wood	\$1,800
6 Prep, prime and paint wood shutters on windows	\$3,000
7 Provide metal cornice for building; paint	\$5,600
	Subtotal \$14,250
Construction Costs Associated with Existing Building/Site Conditions	\$1,140
	Total \$15,390



CONSTRUCTION ESTIMATE

14 W. MAIN ST. PULASKI, VA

FRONT

1	Remove ground-level paneling and brick in three (3) second-floor window openings	\$2,100
2	Repair brick at ground-level paneling	\$1,000
3	Repair two (2) windows at ground level	\$2,800
4	Provide three (3) windows at second floor	\$1,500
5	Repair marquee lights; prep, prime and paint marquee	\$4,000
6	Prep, prime and paint storefront cornice and base	\$1,500
7	Provide metal cornice; paint	\$7,100
8	Provide extended brick cornice and central wall modifications	\$6,500
9	Repair roof at cornice	\$2,000
	Subtotal	\$28,500
	Construction Costs Associated with Existing Building/Site Conditions	\$5,130
	Total	\$33,630



CONSTRUCTION ESTIMATE

21 W. MAIN ST. PULASKI, VA

FRONT

1	Remove vinyl and fixed awning	\$1,500
2	Reconstruct original clerestory windows above existing storefront windows	\$7,500
3	Install new signboard above clerestory windows with three (3) gooseneck lamps	\$3,000
4	Install projecting sign on left side of front façade with lighting	\$3,000
	Subtotal	\$15,000
	Construction Costs Associated with Existing Building/Site Conditions	\$900
	Total	\$15,900



CONSTRUCTION ESTIMATE
28 W. MAIN ST. PULASKI, VA

FRONT & REAR

1	Provide half round fabric awning at upper floors entrance	\$1,000
2	Remove damaged sealant at storefront windows and doors	\$600
3	Prep, prime, paint wood siding and soffit at entrance, cornice above first floor, metal coping, metal railings, areas in brick arch, below second floor windows	\$1,900
4	Clean and repoint brick and precast coping at the top of the façade	\$1,000
5	Repair, prep, prime and paint wood surfaces	\$1,600
6	Repoint and clean approximately lower two feet of brick at alley facade	\$1,800
7		\$2,500
	Rear elevation, upper floors: patch deteriorated plaster; prep, prime and paint	
8	Rear elevation, first floor: clean and repoint entire area	\$2,000
9	Provide a gutter and one (1) downspout with splashblock	\$900
	Subtotal	\$13,300
	Construction Costs Associated with Existing Building/Site Conditions	\$399
	Total	\$13,699



CONSTRUCTION ESTIMATE
67 W. MAIN ST. PULASKI, VA

FRONT

1	Pressure wash brick of two-story façade	\$1,500
2	Repair and paint three (3) second-story windows	\$3,750
3	Install new awning	\$3,500
4	Repair and paint entry door to second-story and transom window	\$1,500
5	Install two (2) new window signs in storefront windows	\$1,500
	Subtotal	\$11,750
	Construction Costs Associated with Existing Building/Site Conditions	\$705
	Total	\$12,455

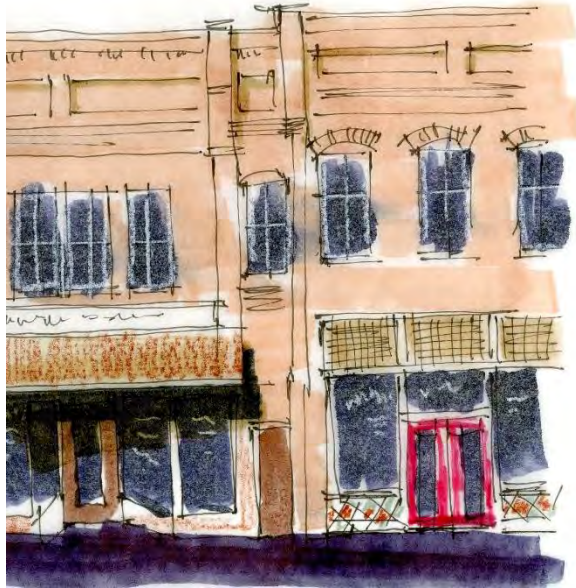


CONSTRUCTION ESTIMATE

69 W. MAIN ST. PULASKI, VA

FRONT

1	Pressure wash brick of two-story façade	\$4,500
2	Repair and paint three (3) second-story windows	\$3,750
3	Remove fixed awning; install new awning	\$4,000
4	Install new signboard above awning with two (2) gooseneck lamps	\$3,000
5	Install two (2) new window signs in storefront windows	\$1,500
6	Remove paneling from ground level of façade	\$1,500
	Subtotal	\$18,250
	Construction Costs Associated with Existing Building/Site Conditions	\$1,095
	Total	\$19,345



CONSTRUCTION ESTIMATE

73 W. MAIN ST. PULASKI, VA

FRONT

1	Repoint brick of both façades	\$4,500
2	Clean brick of both façades	\$1,000
3	Repair, prime and paint wood siding and soffitt	\$1,200
4	Prep, prime and paint front wood windows	\$780
	Subtotal	\$7,480
	Construction Costs Associated with Existing Building/Site Conditions	\$299
	Total	\$7,779



CONSTRUCTION ESTIMATE

76 W. MAIN ST. PULASKI, VA

FRONT

1 Remove wood paneling and framing at ground level	\$900
2 Provide EIFS material for new opening and entrance condition	\$2,500
	Subtotal \$3,400
Construction Costs Associated with Existing Building/Site Conditions	\$204
	Total \$3,604



CONSTRUCTION ESTIMATE

79-81-83 W. MAIN ST. PULASKI, VA

FRONT

1	Install awning above twelve (12) upper level windows	\$12,000
2	70 Main - refurbish original storefront system; install interior storm panels	\$3,500
3	81 Main - correct structural issues; install original clerestory windows	\$6,500
4	83 Main - refurbish original storefront system; install interior storm panels	\$3,500
	Subtotal	\$25,500
	Construction Costs Associated with Existing Building/Site Conditions	\$1,530
	Total	\$27,030

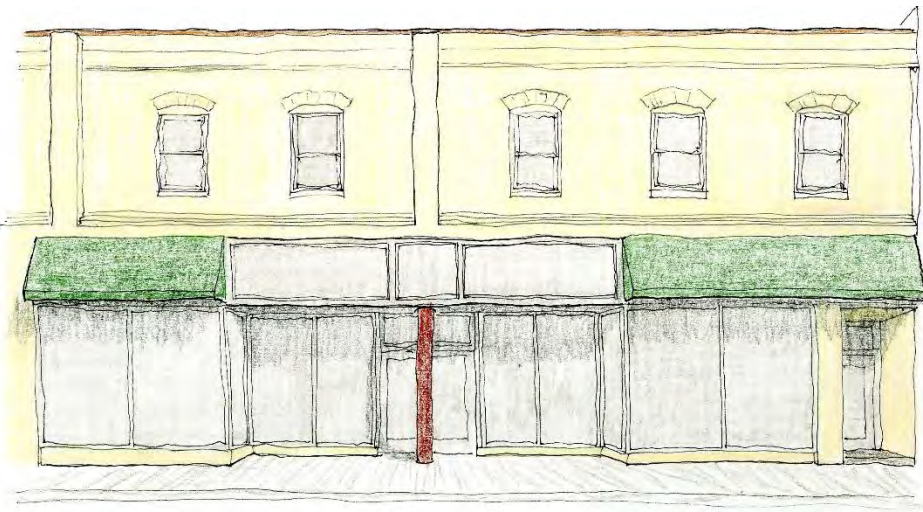


CONSTRUCTION ESTIMATE

80 W. MAIN ST. PULASKI, VA

FRONT

1	Remove paneling and canopy above storefront system	\$1,500
2	Reconstruct arch above left entry door with canopy	\$4,100
3	Reconstruct arched entry and storefront of center entry with canopy	\$9,600
4	Install two (2) awnings above storefront windows	\$5,200
	Subtotal	\$20,400
	Construction Costs Associated with Existing Building/Site Conditions	\$1,224
	Total	\$21,624



CONSTRUCTION ESTIMATE

84 W. MAIN ST. PULASKI, VA

FRONT

1	Remove awning, transom infill, wall and doors between storefront display areas	\$1,000
2	Provide fixed glazing at transoms	\$3,726
3	Provide storefront system and one (1) set of double doors	\$7,500
4	Provide two (2) awnings: 12'l x 3'h x 4'd and 14'l x 3'h x 4'd	\$4,200
5	Repair and repoint damaged brick	\$1,000
6	Prep, prime and repaint brick façade	\$1,500
	Subtotal	\$18,926
	Construction Costs Associated with Existing Building/Site Conditions	\$946
	Total	\$19,872



Façade Rendering by Interactive Design

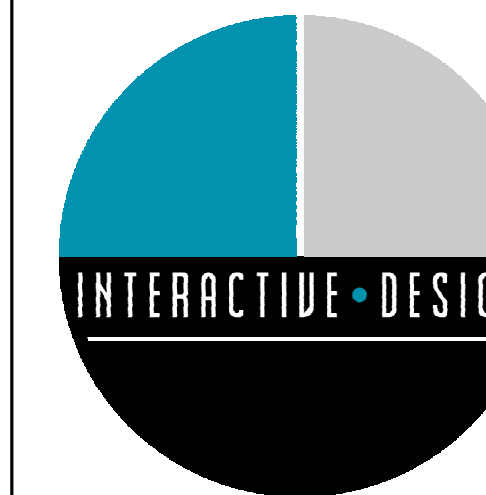
CONSTRUCTION ESTIMATE

85-87-89 W. MAIN ST. PULASKI, VA

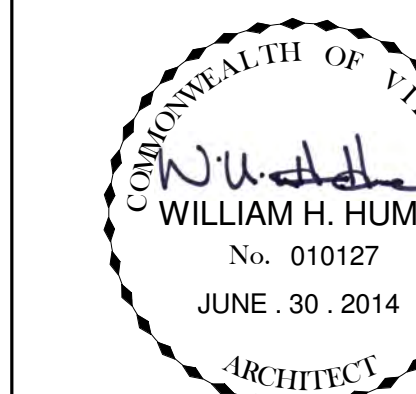
FRONT

1	Clean and repoint brick	\$2,350
2	Repair or replace damaged window frames, sash, trim hardware glazing	\$2,450
3	Repair and replace any damaged existing prism glass transoms	\$500
4	Provide new transoms to match existing at 87 W. Main Street	\$2,500
5	Repair or replace damaged storefront frames and glazing	\$2,500
6	Provide wood bulkhead	\$2,500
7	Repair and paint wood door	\$500
8	Remove existing vinyl, aluminum and Permastone siding.	\$1,200
	Subtotal	\$14,500
	Construction Costs Associated with Existing Building/Site Conditions	\$1,015
	Total	\$15,515

* Refer to notes in attached construction document by Interactive Design



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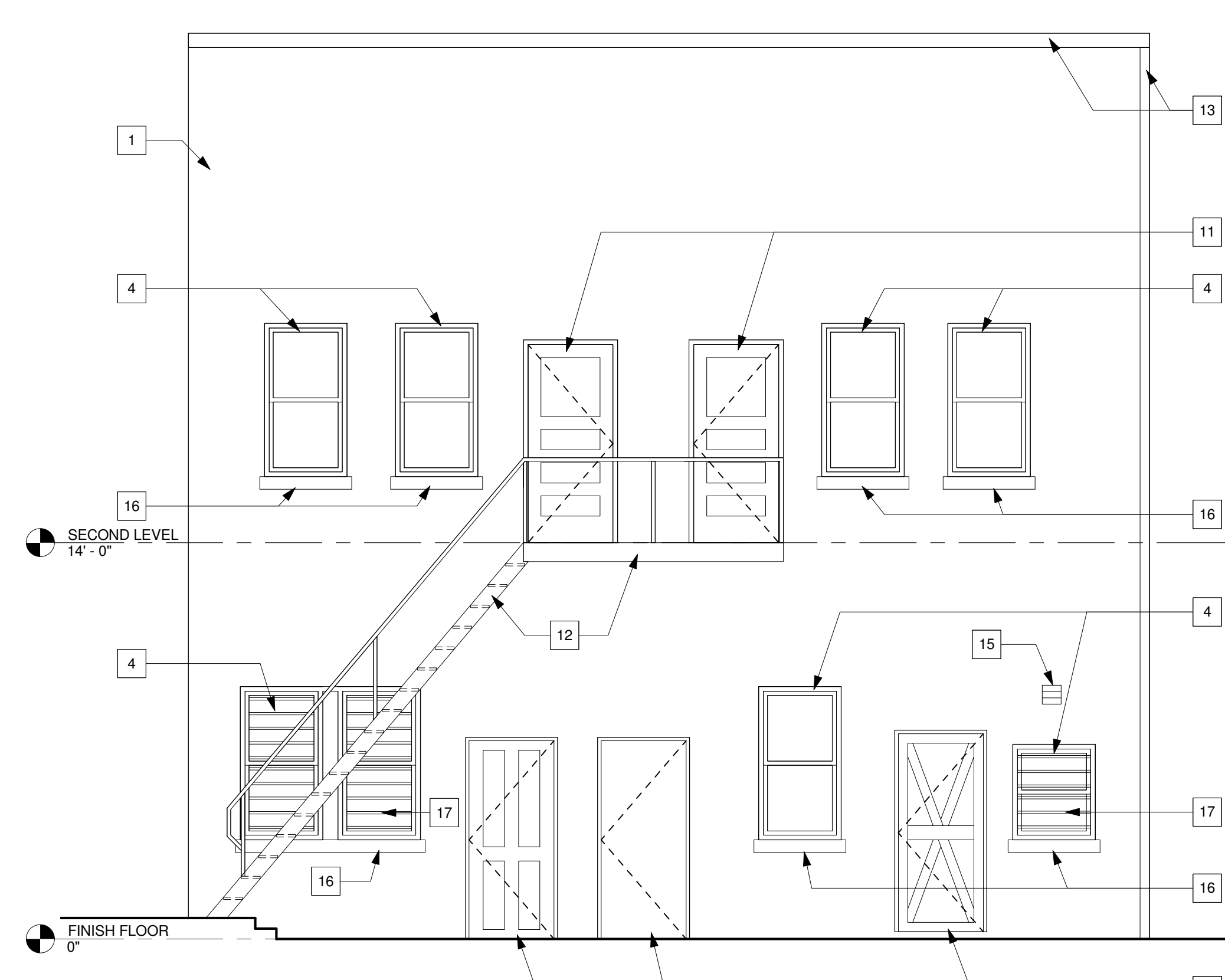
ELEVATION NOTES

1. EXISTING MASONRY WALLS - WALLS TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2 (TYP.)
2. EXISTING MASONRY CORBELLING - CORBELLING TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2 (TYP.)
3. EXISTING MASONRY SOLDIER COURSES, STACKS AND PRECAST INSERTS - COURSES, STACK AND PRECAST INSERTS TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2 (TYP.)
4. EXISTING WOOD WINDOWS - REPAIR OR REPLACE ANY DAMAGED WOOD AT EXISTING WINDOW FRAME, SASH, AND WINDOW TRIM. REPAIR OR REPLACE ANY DAMAGED WINDOW HARDWARE INCLUDING WINDOW CORDS, WEIGHTS, AND LOCKS. REPLACE ANY DAMAGED GLAZING. INSTALL TRIPLE TRACK OPERABLE STORM SASHES WITH SCREENS OVER EXISTING SINGLE GLAZE WINDOWS. (TYP.)
5. EXISTING PRISM GLASS TRANSOM - REPAIR OR REPLACE ANY DAMAGED PRISM GLASS PANELS AND FRAMES AS REQUIRED (TYP.)
6. NEW PRISM GLASS TRANSOM - INSTALL NEW TRANSOM. MATCH MATERIALS, PROFILES AND GLAZING TO TRANSOM AT #87 (TYP.)
7. EXISTING DISPLAY WINDOW GLAZING AND FRAMES - REPAIR OR REPLACE ANY DAMAGED DISPLAY WINDOW FRAMES. REPLACE GLAZING AS REQUIRED. REMOVE PAINT FROM FRAMES AS REQUIRED (TYP.)
8. EXISTING MASONRY BULKHEAD - BULKHEAD TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2 (TYP.)
9. NEW WOOD BULKHEAD - REMOVE EXISTING ALUMINUM AND VINYL SIDING FROM STOREFRONT AND TRANSOM. REPLACE WITH NEW PAINTED PLYWOOD BULKHEAD WITH TRIM (TYP.)
10. EXISTING WOOD DOOR AND HARDWARE TO REMAIN. PATCH, REPAIR, REPLACE AND PAINT AS REQUIRED. (TYP.)
11. REPAIR EXISTING WOOD DOORS AT REAR OR REPLACE WITH SIMILARLY DESIGNED DOORS AS REQUIRED (TYP.)
12. SAND & REMOVE ANY VISIBLE SURFACE RUST AS REQUIRED. PATCH & REPAIR ANY DAMAGED STEEL COMPONENTS AS REQUIRED. PRIME & REPAINT STAIR STRINGER, TREADS, RISERS, GUARDRAIL & HANDRAIL AS REQUIRED (TYP.)
13. EXISTING GUTTER AND DOWNSPOUT TO REMAIN (TYP.)
14. EXISTING TILED ENTRY TO REMAIN. PATCH AND REPAIR AS REQUIRED (TYP.)
15. INFILL BRICK @ EXIST. HOOD LOCATION (TYP.)
16. PRECAST SILL - SILLS TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2 (TYP.)
17. SAND & REMOVE ANY VISIBLE SURFACE RUST AS REQUIRED. PATCH & REPAIR ANY DAMAGED STEEL COMPONENTS AS REQUIRED. PRIME & REPAINT WINDOW BARS AS REQUIRED. (TYP.)
18. WRAP EXISTING FASCIA BOARDS W/ PREFINISHED ALUMINUM. MIN THICKNESS 0.019 IN. W/ STIFFENING CRIMP WHEN TRIM & FASCIA BOARDS ARE MORE THAN 8" WIDE. REPLACE ALL DAMAGED WOOD PRIOR TO CLADDING. (TYP.)
19. SEE MECHANICAL PLANS FOR LOCATION OF NEW ROOF TOP CONDENSING UNITS. PROVIDE CONCRETE, SOLID VINYL, OR SIMILAR MATERIAL CONDENSER PADS. INSTALL WALK PADS THAT PROVIDE ACCESS TO ALL UNITS. LEVEL ALL CONDENSER PADS. (TYP.)



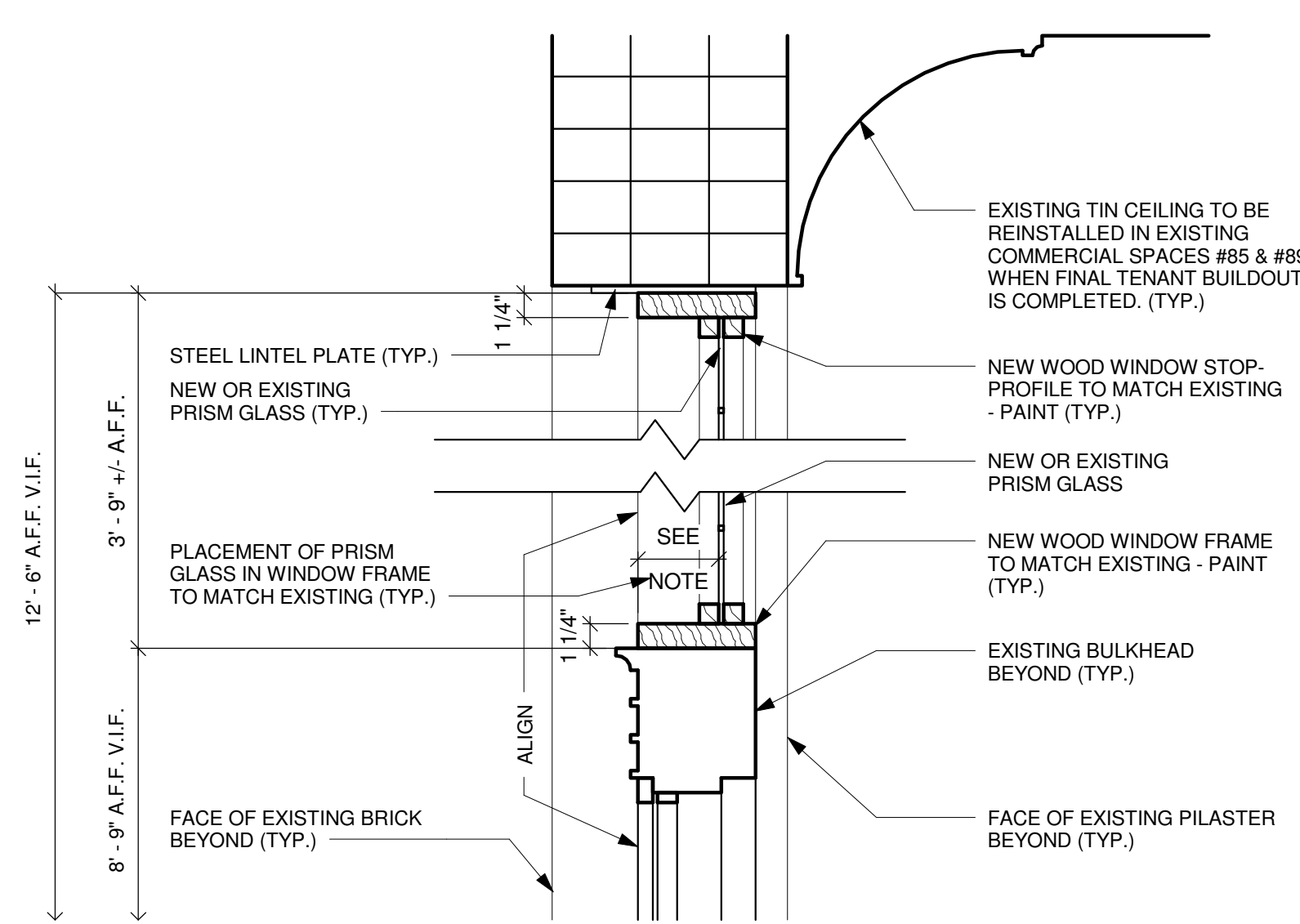
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1/4" = 1'-0"

85-87-89-A-201



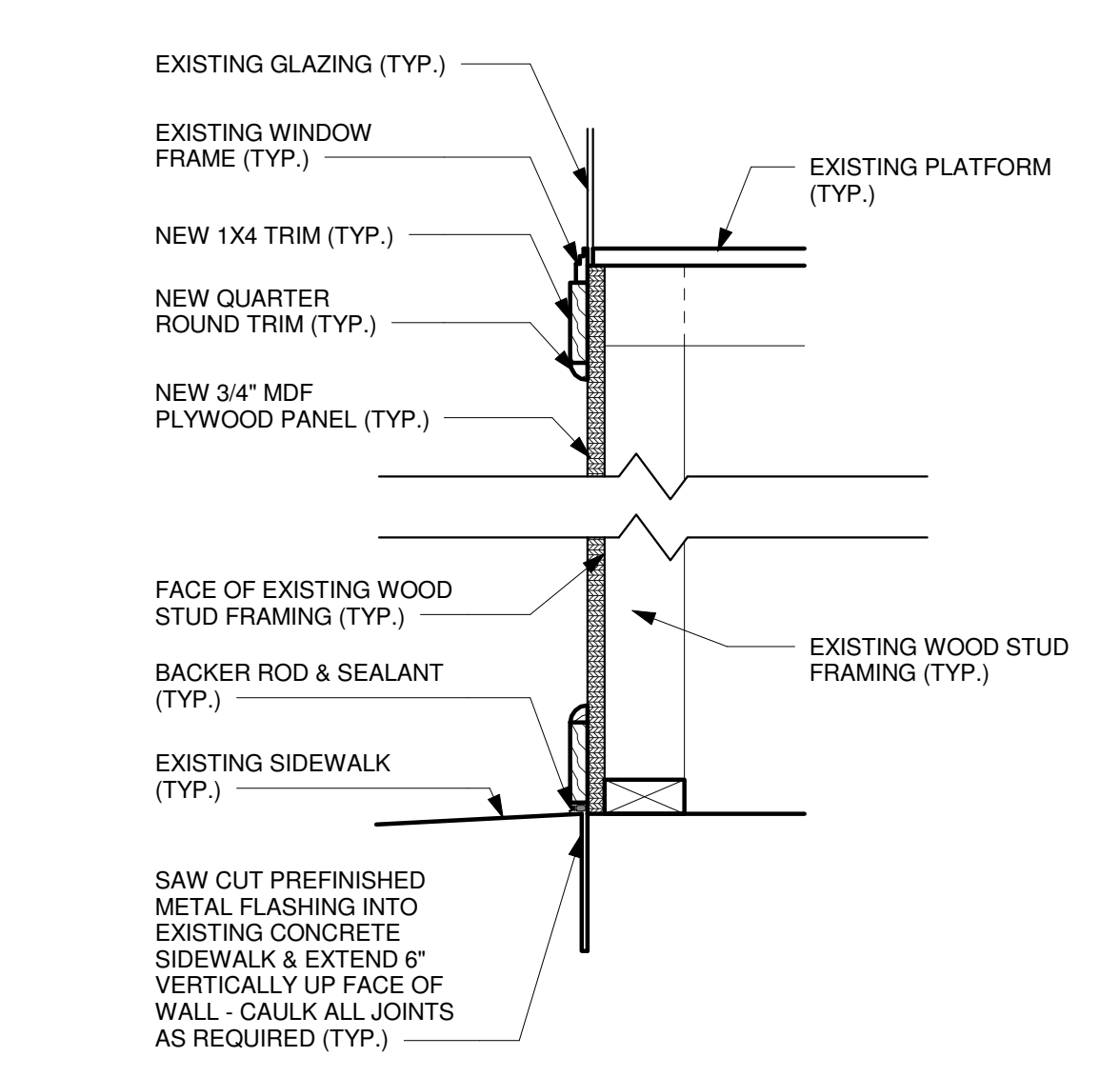
2 REAR ELEVATION
1/4" = 1'-0"

85-87-89-A-201



3 TRANSOM DETAIL
1 1/2" = 1'-0"

85-87-89-A-201



4 LOWER BULKHEAD DETAIL
1 1/2" = 1'-0"

85-87-89-A-201

NO.	REVISIONS	DATE

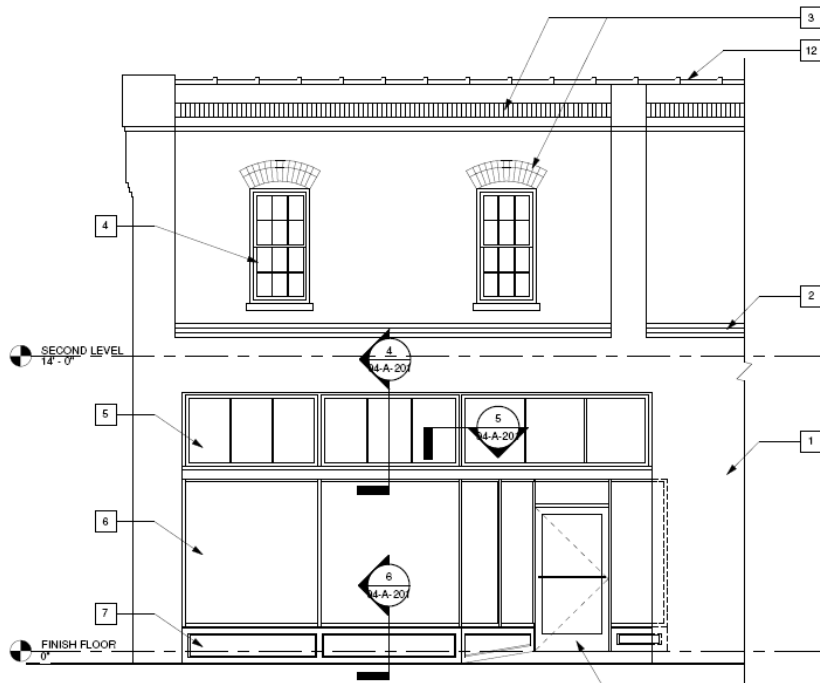
RENOVATIONS TO
PULASKI WEST MAIN DEVELOPMENT

85,87 & 89 WEST MAIN STREET
PULASKI, VA 24301

DATE	JUNE . 30 . 2014
DRAWN	TLR
CHECKED	SCF
JOB	1407

ELEVATIONS

SHEET
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OF SHEET



Façade Rendering by Interactive Design

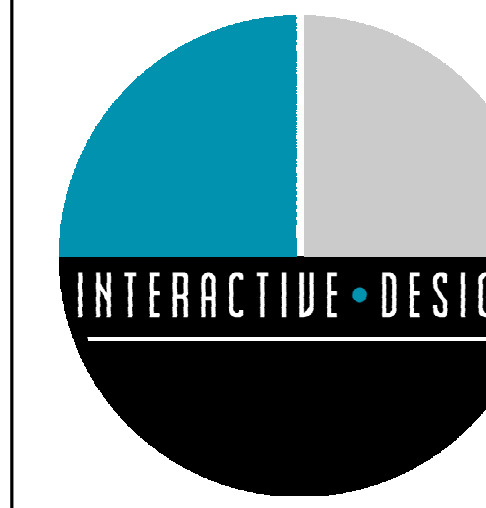
CONSTRUCTION ESTIMATE

94 W. MAIN ST. PULASKI, VA

FRONT

1	Clean and repoint brick; provide new infill brick where noted; repaint masonry	\$6,350
2	Repair or replace damaged window frames, sash, trim hardware glazing	\$4,100
3	Provide wood frame transom and glazing	\$2,200
4	Repair or replace damaged storefront frames and glazing	\$2,500
5	Provide wood bulkhead	\$1,200
6	Repair and paint wood door	\$300
7	Provide new door	\$500
8	Repair storefront door	\$800
9	Repair terracotta coping	\$1,200
10	Remove wood paneling	\$800
	Subtotal	\$19,950
	Construction Costs Associated with Existing Building/Site Conditions	\$2,394
	Total	\$22,344

* Refer to notes in attached construction document by Interactive Design

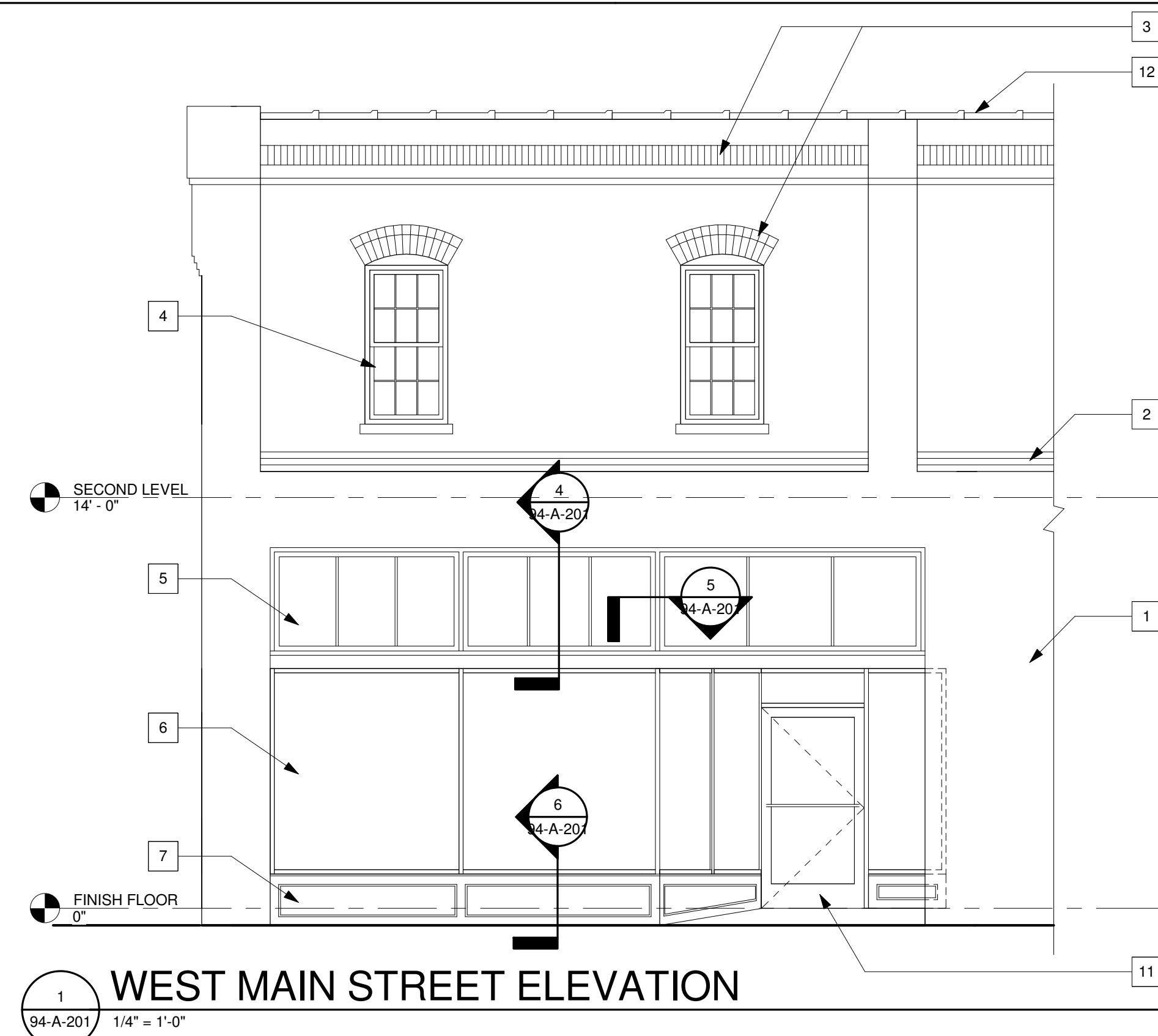


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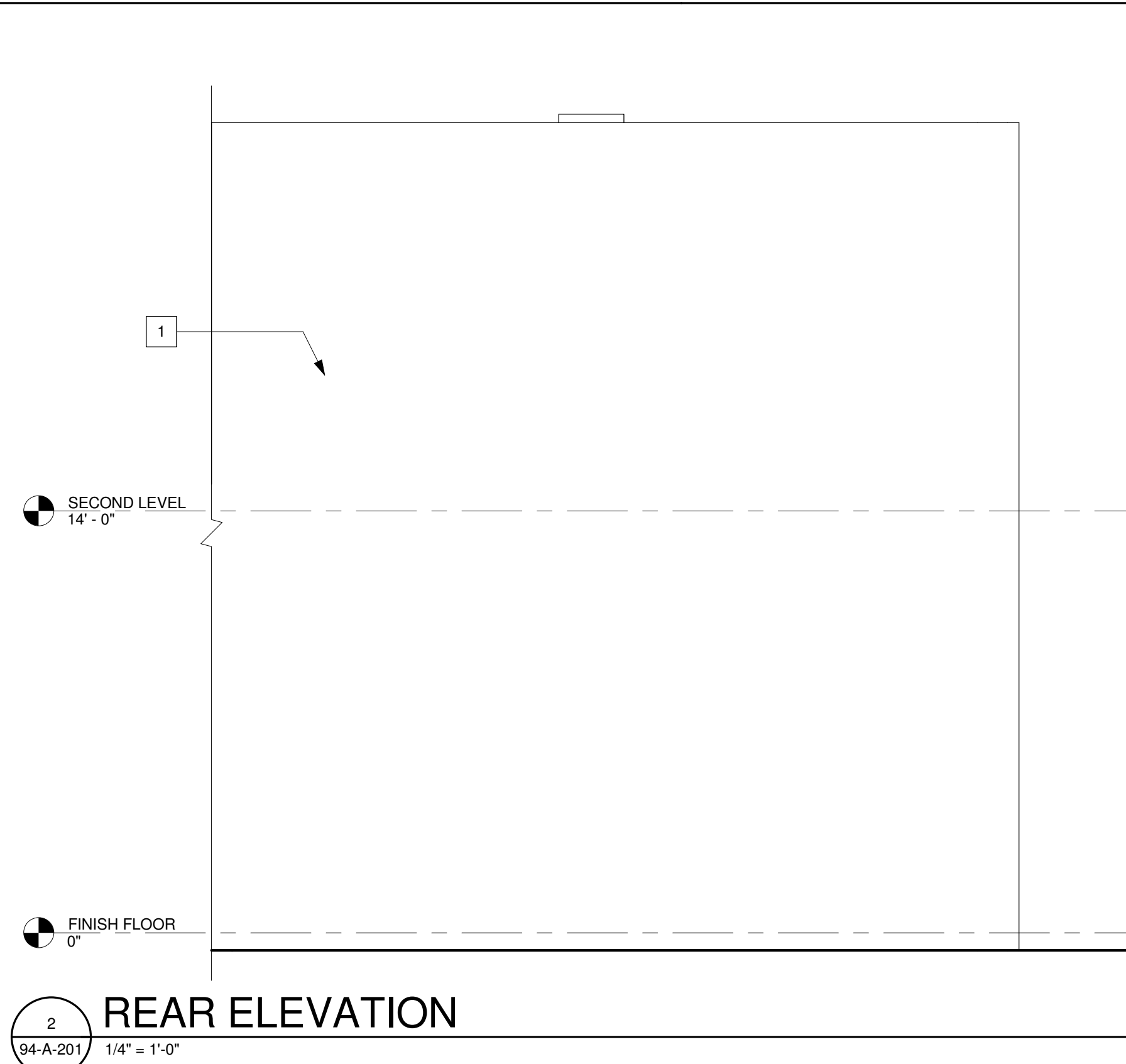


ELEVATION NOTES

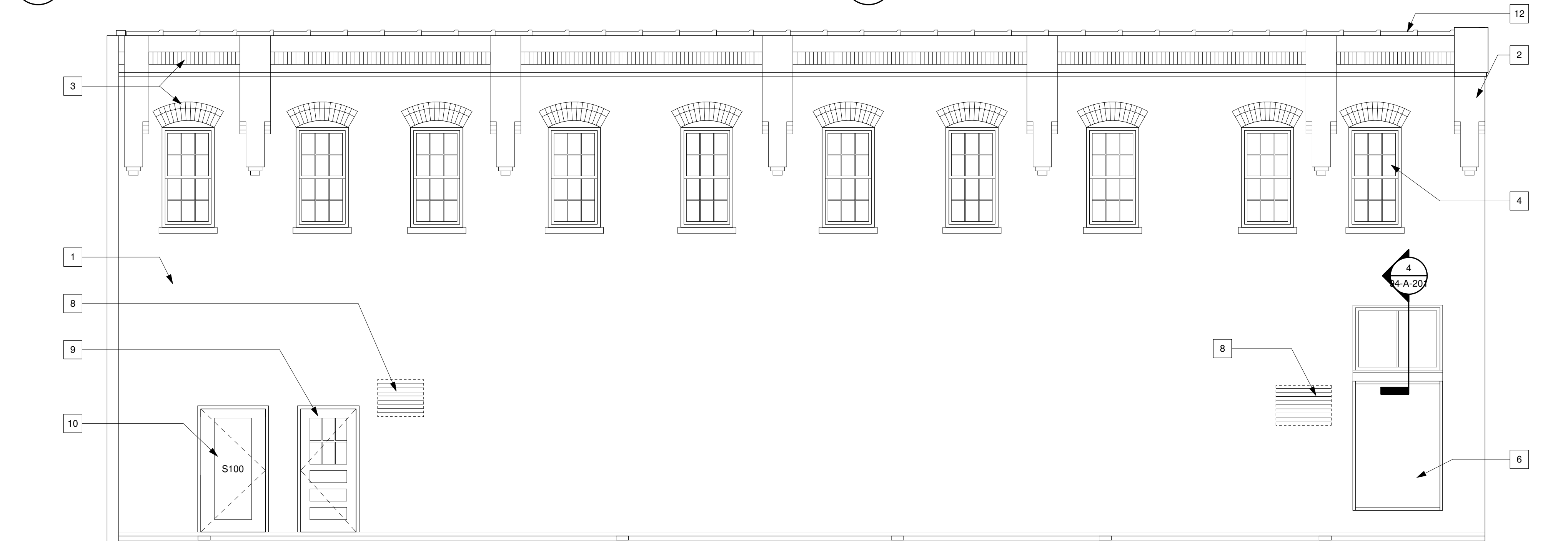
1. EXISTING MASONRY WALLS - WALLS TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2. PAINT ENTIRE MASONRY EXTERIOR WALLS. (TYP.)
2. EXISTING MASONRY CORBELLING - CORBELLING TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2. REPAINT MASONRY AS REQUIRED. (TYP.)
3. EXISTING MASONRY ARCHES AND SOLDIER COURSES - ARCHES AND SOLDIER COURSES TO BE CLEANED USING THE GENTLEST MEANS POSSIBLE TO EVALUATE CONDITION. LOOSE MORTAR TO BE REMOVED AND THE MORTAR REPOINTED USING A MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING, AND COLOR. REPOINTING TO ONLY BE CONDUCTED AS NECESSARY FOLLOWING THE SECRETARY OF THE INTERIOR'S STANDARDS IN NPS PRESERVATION BRIEF #2. REPAINT MASONRY AS REQUIRED. (TYP.)
4. EXISTING VINYL WINDOWS - REPAIR OR REPLACE ANY DAMAGED WINDOW FRAME, SASH, TRIM, HARDWARE, & GLAZING (TYP.)
5. INSTALL NEW WOOD FRAME TRANSOM GLAZING. (TYP.)
6. EXISTING DISPLAY WINDOW GLAZING AND FRAMES - REPAIR OR REPLACE ANY DAMAGED DISPLAY WINDOW FRAMES. REPLACE GLAZING AS REQUIRED. REMOVE PAINT FROM FRAMES AS REQUIRED (TYP.)
7. INSTALL NEW WOOD BULKHEAD. (TYP.)
8. PROVIDE NEW INFILL BRICK. TOOTH IN BRICK AS REQUIRED. BRICK TO MATCH EXISTING SIZE, TEXTURE, AND COLOR. MORTAR MIX TO MATCH EXISTING STRENGTH, TEXTURE, TOOLING AND COLOR. PAINT TO MATCH EXISTING WALLS. (TYP.)
9. EXISTING WOOD DOOR AND HARDWARE TO REMAIN. PATCH, REPAIR, & PAINT AS REQUIRED (TYP.)
10. NEW DOOR - SEE DOOR SCHEDULE (TYP.)
11. EXISTING STOREFRONT DOOR TO REMAIN. REPAIR OR REPLACE AS REQUIRED. PROVIDE NEW HARDWARE. (TYP.)
12. EXISTING TERRA COTTA COPING TO BE PATCHED & REPAIRED AS REQUIRED. (TYP.)



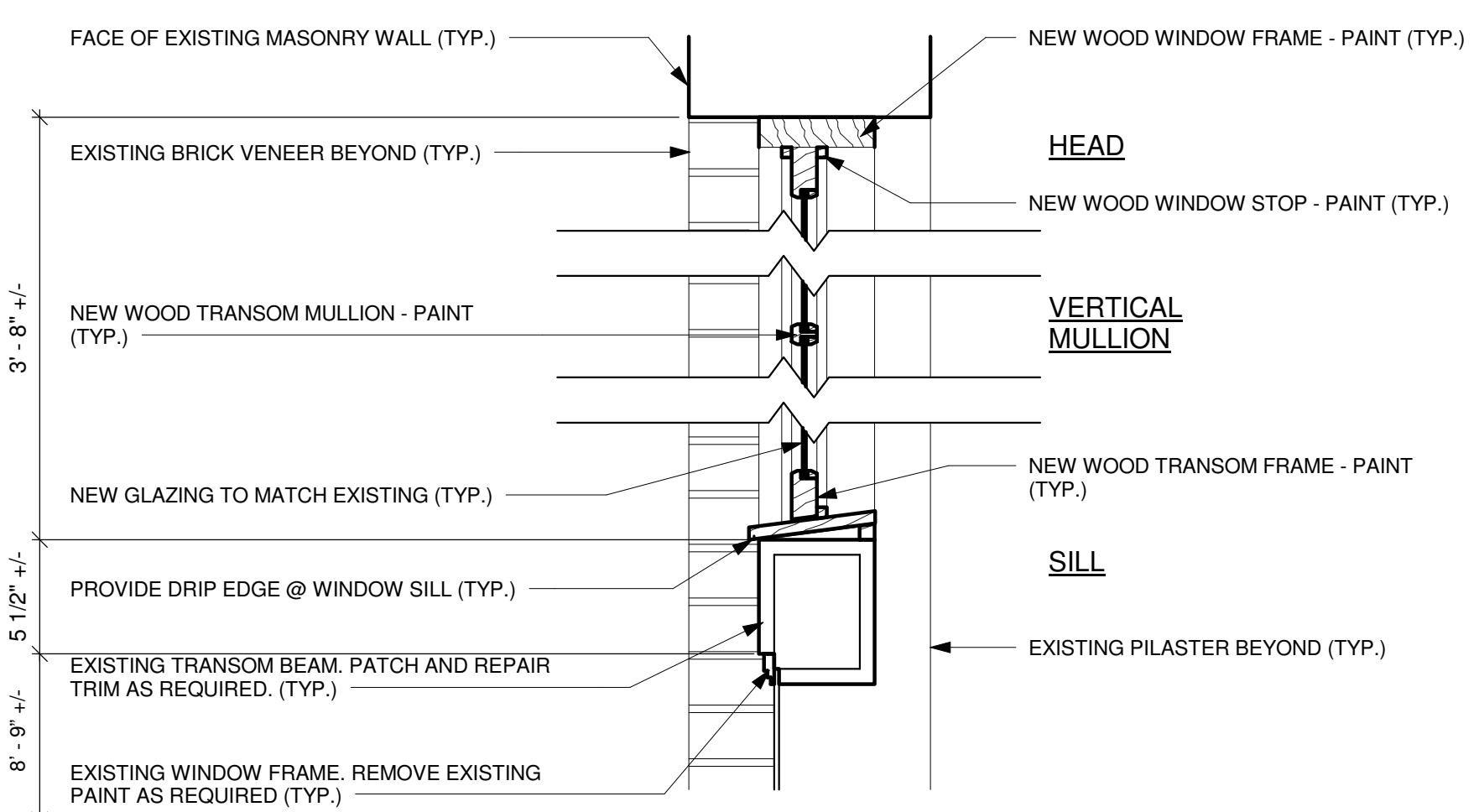
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94-A-201 1/4" = 1'-0"



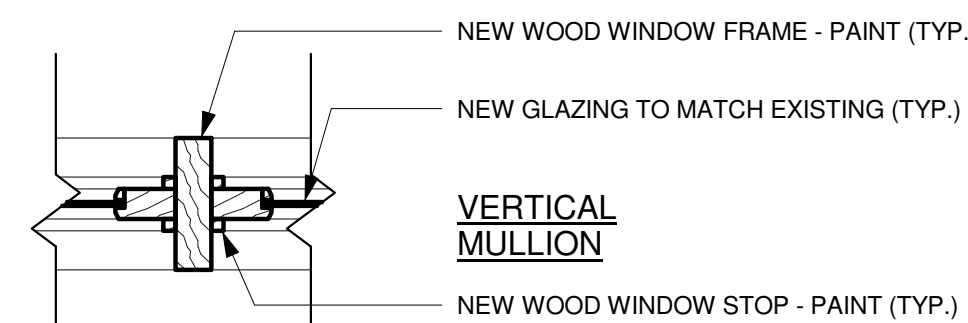
2 REAR ELEVATION
94-A-201 1/4" = 1'-0"



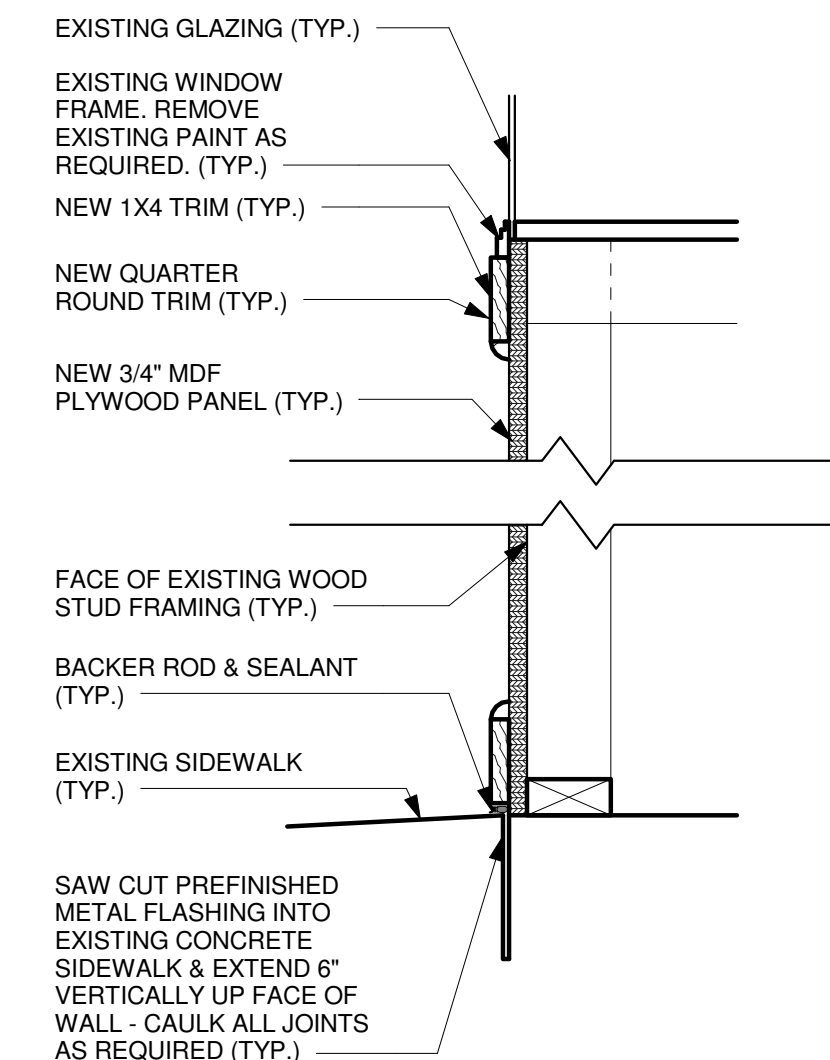
3 JEFFERSON AVE ELEVATION
94-A-201 1/4" = 1'-0"



4 TRANSOM DETAIL
94-A-201 1 1/2" = 1'-0"



5 TRANSOM DETAIL
94-A-201 1 1/2" = 1'-0"



6 LOW BULKHEAD
94-A-201 1 1/2" = 1'-0"

NO.	REVISIONS	DATE

RENOVATIONS TO
PULASKI WEST MAIN DEVELOPMENT

94 WEST MAIN STREET
PULASKI, VA 24301

DATE	JUNE . 30 . 2014
DRAWN	TLR
CHECKED	SCF
JOB	1407

ELEVATIONS

SHEET
94-A-201
OF SHEET

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APPENDIX E: DETAILED BUDGET

					TOTAL COST	CDBG	Other Funding	Notes
Bridge Enhancements								
	<i>Description of Work</i>	<i>Qty</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Cost</i>			
	Drainage System	1	allow	\$ 15,000	\$ 15,000	\$ 15,000		
	Curb	720	lf	\$ 19	\$ 13,680	\$ 13,680		
	Planting Beds - lightweight planting system	5600	sf	\$ 5	\$ 28,000	\$ 28,000		
	Light Bollards	20	ea	\$ 1,100	\$ 22,000	\$ 22,000		
	Plantings	4200	sf	\$ 5	\$ 21,000	\$ 21,000		
	Benches	8	ea	\$ 600	\$ 4,800	\$ 4,800		
	Seal course	3400	sf	\$ 5.50	\$ 18,700	\$ 18,700		
	Line Paint	1	allow	\$ 3,500	\$ 3,500	\$ 3,500		
	Temporary Measures and Traffic Controls	1	ls	\$ 10,000	\$10,000	\$ 10,000		
	<i>Subtotal</i>				\$ 136,680	\$ 136,680		
	Arch/Eng Survey and Design Services (12%)	1	%	\$136,680	\$16,402	\$ 16,402		
	TOTAL				\$ 153,082	\$ 153,082		
CDBG Grant Management								
	NRVPDC				\$ 70,000	\$ 70,000		CDBG allows up to \$80,000 for \$700,000 grant
	TOTAL ALL INITIATIVES				\$ 1,088,864	\$ 697,846	\$ 391,018	



					TOTAL COST	CDBG	Other Funding	Notes
FUTURE PROJECTS								
Peak Creek Loop								
	<i>Description of Work</i>	<i>Qty</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Cost</i>			
	Easements	1	allow	\$ 10,000	\$ 10,000		\$ 10,000	Transportation Alternatives Program (MAP21)
	Structural and Flood Feasibility Design Report	1	ea	\$ 15,000	\$ 15,000		\$ 15,000	
	Swinging Bridge - 100 lf x 10'	1000	sf	\$ 200	\$ 200,000		\$ 200,000	2 grants: one for bridge and one for trail
	Anchor Arches with lights	2	ea	\$ 12,000	\$ 24,000		\$ 24,000	
	2 Balconies	300	sf	\$ 150	\$ 45,000		\$ 45,000	
	Relocate Town Hall A/C Equipment	1	allow	\$ 25,000	\$ 25,000		\$ 25,000	
	Screen Hotel A/C Equipment	40	lf	\$ 75	\$ 3,000		\$ 3,000	
	Remove aluminum railing	200	lf	\$ 15	\$ 3,000		\$ 3,000	
	New Cable Rail System	630	lf	\$ 90	\$ 56,700		\$ 56,700	
	Paved sidewalk - 5'	3150	sf	\$ 8	\$ 25,200		\$ 25,200	
	Paved sidewalk to Park- 5'	650	sf	\$ 8	\$ 5,200		\$ 5,200	
	Lighting	15	ea	\$ 4,500	\$ 67,500		\$ 67,500	
	Signage	1	allow	\$ 20,000	\$ 20,000		\$ 20,000	
	Planting	1	allow	\$ 25,000	\$ 25,000		\$ 25,000	
	Temporary Measures and Traffic Controls	1	ls	\$ 30,000	\$30,000		\$ 30,000	
	<i>Subtotal</i>				\$ 554,600		\$ 554,600	
	Arch/Eng Survey and Design, Testing Services (25%)	1	%	\$554,600	\$138,650		\$ 138,650	
	TOTAL				\$ 693,250		\$ 693,250	
Artisans Lot - Artisans Market Building and Alley N. of Main Street								
	<i>Description of Work</i>	<i>Qty</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Cost</i>			
	Misc. Demolition	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	ARC, EDA or Other grant source
	Renovate existing empty building space	2750	sf	\$ 80	\$ 220,000		\$ 220,000	
	Parking Lot islands - Demolition	2400	sf	\$ 4	\$ 9,600		\$ 9,600	
	New Curbs	840	lf	\$ 19	\$ 15,960		\$ 15,960	
	Planting	2400	sf	\$ 5	\$ 12,000		\$ 12,000	
	New Trees	20	ea	\$ 350	\$ 7,000		\$ 7,000	
	Hedge Shrubs	80	ea	\$ 35	\$ 2,800		\$ 2,800	
	Brick paving over existing alley	3900	sf	\$ 12	\$ 46,800		\$ 46,800	
	Lights	8	ea	\$ 4,500	\$ 36,000		\$ 36,000	
	Signage and banners	1	allow	\$ 20,000	\$ 20,000		\$ 20,000	
	Site Furnishings	1	allow	\$ 20,000	\$ 20,000		\$ 20,000	
	Temporary Construction Facilities and Erosion Control	1	allow	\$ 4,000	\$ 4,000		\$ 4,000	
	<i>Subtotal</i>				\$ 409,160		\$ 409,160	
	Arch/Eng Survey and Design Services (12%)	1	%	\$ 409,160	\$ 49,099		\$ 49,099	
	TOTAL				\$ 458,259		\$ 458,259	



					TOTAL COST	CDBG	Other Funding	Notes
Courthouse Green								
	<i>Description of Work</i>	<i>Qty</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Cost</i>			
	Relocate some sculptures and monuments	1	allow	\$ 25,000	\$ 25,000		\$ 25,000	Bond or Gift
	Remove pavers and restore lawn	1800	sf	\$ 8	\$ 14,400		\$ 14,400	
	Additons to side sidewalks	1600	sf	\$ 8	\$ 12,800		\$ 12,800	
	New Monument Walk	1800	sf	\$ 8	\$ 14,400		\$ 14,400	
	Lighting - solar	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	
	Interpretive signage	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	
	<i>Subtotal</i>				\$ 96,600	\$ -	\$ 96,600	
	Arch/Eng Survey and Design, Testing Services (18%)	1	%	\$96,600	\$17,388		\$17,388	
	TOTAL				\$ 113,988	\$ -	\$ 113,988	
Wayfinding Program								
	<i>Description of Work</i>	<i>Qty</i>	<i>Unit</i>	<i>Unit Cost</i>	<i>Estimated Cost</i>			
	Wayfinding Plan - Townwide	1	allow	\$ 25,000	\$ 25,000		\$ 25,000	Transportation Alternatives Program (TA21)
	New 10' multiuse trail connecting Calfee Park to Downtown	2,700	lf	\$ 90	\$ 243,000		\$ 243,000	Transportation Alternatives Program (TA21)
	Wayfinding along new CalFee Park trail	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	
	Wayfinding along New River trail to get people to Depot	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	
	Wayfinding along Route 99	1	allow	\$ 30,000	\$ 30,000		\$ 30,000	
	Wayfinding along Route 11	1	allow	\$ 15,000	\$ 15,000		\$ 15,000	
	<i>Subtotal</i>				\$ 343,000		\$ 343,000	
	Arch/Eng Survey and Design, Testing Services (18%)	1	%	\$343,000	\$61,740		\$61,740	
	TOTAL				\$ 404,740	\$ -	\$ 404,740	
	TOTAL ALL INITIATIVES				\$ 2,759,101	\$ 697,846	\$ 2,061,255	



APPENDIX F: FUNDING SOURCES TABLE

**PULASKI DOWNTOWN REVITALIZATION MASTER PLAN
POTENTIAL FUNDING SOURCES FOR IMPLEMENTATION**

Improvement	Potential Funding Source / Description	Notes and Information	Applications	Match
Public Facilities and Infrastructure				
Public Facilities and Utilities	Virginia Dept of Housing and Community Development			
	<i>Community Development Block Grant (CDBG)</i> provides funding for eligible community development projects and improvements oriented to benefiting low income persons and eliminating blighting conditions to further economic development. Competitive grants for Comprehensive Community Development, Economic Development, Housing, Community Facility, Community Service Facility. Up to \$700,000 to \$1,000,000 in funding depending on number of qualifying activities (downtown revitalization, housing, job creation, etc.).	http://www.dhcd.virginia.gov/index.php/community-partnerships-dhcd/downtown-revitalization/cdbg/10-community-development-block-grant-cdbg.html	March	No
	USDA Rural Development	http://www.rurdev.usda.gov/RD_Grants.html		
	<i>Farmers Markets Promotion Program</i> offers funding for development and expansion of farmers markets and agritourism. \$100,000 Max., \$15,000 Min.	http://www.ams.usda.gov/AMsv1.0/fmpp	June	No
	<i>Business Development Programs</i> provide funding assistance for business investment and infrastructure	https://www.rd.usda.gov/programs-services/all-programs/business-programs	Anytime	
Public Projects	Virginia Tobacco Commission	http://www.tic.virginia.gov/		
	<i>Economic Development Program</i> provides funding for projects that build regional economic development capacity and diversify the economic base. Funds tourism infrastructure, physical infrastructure, site development	http://www.tic.virginia.gov/overview.shtml	October	
	<i>Agribusiness Program</i> provides funds for projects that diversify agriculture and business development.	http://www.tic.virginia.gov/agribusiness.shtml	October	
	<i>Tobacco Region Opportunity Fund</i> assists in the creation of new jobs and investments, whether through new business attraction or existing business expansion.	http://www.tic.virginia.gov/tobregionoppfund.shtml	Anytime	

Improvement	Potential Funding Source / Description	Notes and Information	Applications	Match
	Virginia Housing Development Authority	http://www.vhda.com/Programs		
	<i>REACH VA Program</i> provides capacity building and community development assistance to communities. Typical funding \$10-\$20,000, Flexible depending on project.	http://www.vhda.com/BusinessPartners/GovandNon-Profits/CommunityOutreach/Pages/Grant-Programs.aspx#.WKMUy9IrK70	Anytime	No
	<i>Mixed-Use, Mixed Income Financing</i> provides funding for mixed residential/commercial project implementation.	http://www.vhda.com/BusinessPartners/MFDevelopers/MFFinancing/Pages/Mixed-use-Mixed-income.aspx#.WKMVL9IrK70 May be useful to building storefronts with upstairs residential development or renovation of buildings for mixed uses	Anytime	
Public Facilities, Asset Based Development	Appalachian Regional Commission	http://www.arc.gov/program_areas/index.asp		
	ARC Programs provide capacity building and economic assistance for job creation to Appalachian Region. Projects can include infrastructure, facilities, tourism, asset-based development, business development, education, etc. In Virginia, program is coordinated by VA DHCD. Up to \$500,000 in construction for facilities; up to \$100,000 for non-construction projects.	http://www.dhcd.virginia.gov/index.php/community-partnerships-dhcd/downtown-revitalization/appalachian-regional-commission-arc.html	September	50%
Streets and Sidewalks, Transportation Facilities	Virginia Dept of Transportation	http://www.virginiadot.org/business/prehancegrants.asp		
	<i>Transportation Alternatives Program</i> provides funding for qualifying projects relating to transportation and safety . Formerly known as Transportation Enhancement Program. Typical project allocation up to \$250,000 per year . 80% funded with 20% required match (includes in-kind)		November 1	20%
Recreational Trails	Virginia Dept of Conservation and Recreation	http://www.dcr.virginia.gov/recreational_planning/trailfnd.shtml		
	<i>Recreational Trails Program</i> provides funds for trails, up to 80% of the cost. Grants range from \$25,000 - \$200,000.	http://www.dcr.virginia.gov/recreational_planning/vtffaq.shtml	December	20%

Improvement	Potential Funding Source / Description	Notes and Information	Applications	Match
Arts and Culture				
Arts Facilities, Programs	Art Place America	http://www.artplaceamerica.org/loi/		
	<i><u>National Grants Program</u></i> - Organization is a collaborative of 13 arts foundations organizations and banks devoted to assistance and funding of community development and arts projects. They invest in arts and culture as an integrated economic development strategy to transform communities. \$50,000 - \$500,000		Inquiry Letter November, Application March	
Engagement/Planning/Design of Cultural Spaces/Events/Art	National Endowment for the Arts	http://arts.gov/grants/organizations-apply		
	<i><u>Our Town Grants</u></i> provide funding for creative place-making projects. Goal is to improve quality of life, encourage greater creative activity, foster stronger community identity and a sense of place, and revitalize economic development. Will not fund construction, but will fund planning, design and art/events. \$25,000-\$200,000	https://www.arts.gov/national/our-town	December	
Public/Private Building Improvements				
Bricks and Mortar Construction	Virginia Housing Development Authority	http://www.vhda.com/Programs		
	<i><u>Low Income Housing Tax Credit Program</u></i> provides funding for LMI housing projects; competitive			
	<i><u>Multi-family Development Financing</u></i> provides various loan programs for private development			
	<i><u>Mixed-Use, Mixed Income Financing</u></i> provides funding for project implementation			
	Virginia Dept of Historic Resources			
	<i><u>Historic Tax Credit Program</u></i> - 20% Federal and 25% State for rehab of historic buildings in accordance with Secretary of the Interior Standards; must be income producing properties for Federal credits	http://www.dhr.virginia.gov/tax_credits/tax_credit.htm		
	New Market Tax Credit Program - 39% Federal tax credit for business and real estate investment in low income communities			

Improvement	Potential Funding Source / Description	Notes and Information	Applications	Match
Certain Building Improvements	Virginia Dept of Housing and Community Development	http://www.dhcd.virginia.gov/index.php/community-partnerships-dhcd/downtown-revitalization/cdbg/10-community-development-block-grant-cdbg.html		
	<i>Community Development Block Grant (CDBG)</i> provides funding for eligible community development projects and improvements oriented to benefiting low income persons and eliminating blighting conditions to further economic development. Grants to communities can include programs for certain types of building improvements, e.g. housing upgrades, exterior building facades.	Depends on approved program, coordinated with the community. Exterior building facades usually up to \$15,000 per building with 50% match from owner.		50%
	US Economic Development Administration (EDA)	http://www.eda.gov/funding-opportunities/		
	<i>Economic Development Assistance Program</i> - Grants to leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen ability to compete in the global marketplace.	https://www.eda.gov/funding-opportunities/	Varies	
	<i>Public Works Program</i> - Provides funding for physical infrastructure for diversified economic development in distressed communities.	http://www.grants.gov/web/grants/view-opportunity.html?oppId=290874	Varies	
Marketing Outreach / Tourism				
	Virginia Tourism Corporation	http://www.vatc.org/home/		
	<i>Tourism Marketing Leverage Program</i> - provides funding for tourism marketing initiatives that use multiple partners; leverages limited marketing funds to encourage increased tourist spending with ties to Virginia is for Lovers theme. Tier One Program - \$10,000 maximum, with 1:1 match; Tier Two Program - \$10,000-\$50,000 with 2:1 match. No in-kind match permitted.	http://www.vatc.org/grants/	December	50%
Regional Community Development Partners				
	Pulaski County	http://www.pulaskicounty.org/		
	New River Valley Regional Commission	http://nrvc.org/		
	New River Valley Business Center	http://www.nrvdc.org/nrvbc.html		
	Beans & Rice, Inc.	http://www.beansandrice.org/		



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