



# Community Action Plan for Pulaski, Virginia

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

September 2019

For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

## CONTACT INFORMATION:

U.S. Environmental Protection Agency Project Contact: **Melissa Kramer**

Office of Community Revitalization

U.S. Environmental Protection Agency

1200 Pennsylvania Ave. NW (MC 1807T)

Washington, DC 20460

Phone: (202) 564-8497

Email: [Kramer.Melissa@epa.gov](mailto:Kramer.Melissa@epa.gov)

Pulaski, Virginia Contact: **Nichole Hair**

Town of Pulaski

42 1<sup>st</sup> Street NW

Pulaski, Va. 24301

Phone: (540) 994-8610

Email: [nhair@pulaskitown.org](mailto:nhair@pulaskitown.org)

*Cover photo credit: The town of Pulaski Farmers Market, by EPR-P.C.*

## COMMUNITY STORY

Between the Blue Ridge and Alleghany Mountains of Southwest Virginia, the New River Valley is home to numerous small towns and villages struggling to cope with the loss of core industries. One of those communities, the town of Pulaski, straddles the banks of Peak Creek, flanking its waters with historic structures that once housed industries that are now long past. The incorporated town serves as the seat of Pulaski County government. Interstate 81 and US Route 11 provide the access and convenience to make downtown the governmental, social, and cultural center of the county. In the shadow of Draper Mountain, Pulaski is one of many valley communities in Southwest Virginia still recovering from dramatic losses in employment and livelihood. Yet, this active community of almost 9,000 residents has the energy and drive to forge a new future while preserving the principles of its past: hard work, ingenuity, and neighborliness.

Founded in 1886, the town of Pulaski experienced a series of economic booms, the first in mineral processing, followed by textiles and furniture manufacturing. Commerce sprang up along the banks of Peak Creek. Textiles and furniture became dominate industries in the early twentieth century, with new mills opening in the 1910s, 1920s, and 1930s. Manufacturing operations continued into the twenty-first century, though there was a significant decline in industry that accelerated through the 1980s. The town would soon lose over 3,000 jobs, with an unemployment rate of 22 percent in 1990. Another blow to local industry came in 2007, when Pulaski Furniture closed its doors.<sup>1</sup>

Since those low points in its industrial history, Pulaski started to redefine the community's identity and reinvested in its future. Revitalization took root through partnerships between public, private, and non-profit sectors. In the mid-2010s, there was more than \$10 million in private investment in downtown property. In 2016, the Virginia Department of Housing and Community Development awarded the town a Building Entrepreneurial Economies grant and a planning grant to support downtown revitalization. The community



Figure 1 – A vacant building on Jefferson Avenue North, on the north bank of Peak Creek, hints to Pulaski's past. This is a common scene in downtown Pulaski, historic buildings that lay vacant but that have potential for reuse. Image credit: downtownpulaski.com.



Figure 2 – Peak Creek runs through the town, with its fortified banks, slow-moving waters, and watery vegetation. To the east, trails provide more direct access to the Creek. In the downtown area, this natural feature helps to define the community. The divide also limits connectivity between north and south sides. Image credit: EPR

<sup>1</sup> Town of Pulaski. *Pulaski Downtown Revitalization Master Plan*. March 2017.

developed the Pulaski “Community U” process to establish a cohesive vision for revitalizing downtown. A group of community stakeholders held months of meetings to identify community assets and potential investments. Town government completed the Pulaski Peak Creek Corridor Study to identify targeted revitalization activities in the downtown. In that same year, work completed on the local comprehensive plan, which focused on: eliminating blight, improving community aesthetics, and developing more robust tourism strategies. One year later, the town completed work on the Pulaski Downtown Revitalization Master Plan. The Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund awarded the town a \$240,000 grant to remediate a downtown brownfield site. Overall the town of Pulaski received approximately \$700,000 for revitalization in downtown. Pulaski will begin a National Endowment for the Arts “Our Town” grant in 2019, which has a focus on downtown and will encourage walkability through a public arts program. Through various additional planning efforts and initiatives, local organizations are diligently working to forge a new direction for this eight-square-mile town in Southwest Virginia.

Food is a major element helping to redefine and lead reinvestment in Pulaski. Private investment has led to conversion of an abandoned warehouse into a boutique hotel and restaurant. The Pulaski County School System implemented a USDA-funded farm-to-school program to elevate awareness of healthy and local foods. The program recently won the second annual Dorothy S. McAuliffe School Nutrition award, presented by No Kid Hungry Virginia. The town of Pulaski hosts the Marketplace Farmers Market at the restored Pulaski Railway Station (Figure 3). The market expects to start accepting Supplemental Nutrition Assistance Program (SNAP) benefits in the 2019 season. The New River Health District and Healthy Citizens New River Valley began an Obesity Prevention Project (referred to as HCAT). Supported by the Virginia Foundation for Healthy Youth, the program aims to prevent and reduce childhood obesity by increasing community food access and increasing physical activity. The YMCA established community gardens in 2016, less than half a mile from three



Figure 3 – The Town of Pulaski hosts the Marketplace Farmers Market at the restored Pulaski Railway Station Image credit: EPR



Figure 4 – The Pulaski YMCA endeavors to address the region’s food and daycare desert. A childcare program serves about 45 children. The YMCA received a grant to establish community gardens on site in 2016 next to several low-income neighborhoods, which the organization hopes will become more engaged with the garden. Image credit: EPR

low-income neighborhoods (Figure 4). The community is also holding visioning workshops on how to redevelop the Calfee Training School, including a focus on using the building to help improve food access.

Despite many successful revitalization efforts, much work remains to be done, and some in Pulaski remain pessimistic about recovery. Many residents lack access to healthy food. According to the Robert Wood Johnson Foundation and the University of Wisconsin's Population Health Institute, the county's morbidity rate due to poor or fair health was 26 percent, compared to 10 percent nationally. This research also showed an obesity rate 5 percent higher than the state average.<sup>2</sup>

In 2018, the town of Pulaski requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses,
- Better access to healthy, local food, especially among disadvantaged groups, and
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), and the Northern Border Regional Commission. The town of Pulaski was one of 15 communities across the United States selected to participate in the program in 2019.

A Local Foods, Local Places steering committee was formed in Pulaski in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 5). They were supported by a technical assistance team comprised of consultants and multiple federal and state agency partners (Figure 6). The steering committee expressed a desire to make physical and programmatic connections among three locations where community groups have established momentum in raising awareness of local foods and the importance of connecting residents to healthier eating:

- The Marketplace farmers market, at the southeast end of town.
- The YMCA to the north of town.
- The former Calfee Training School that is being converted to a community center.

### Local Foods, Local Places Steering Committee

- **Nichole Hair**, town of Pulaski
- **Pamela Ray**, New River Health District & Healthy Citizens Pulaski County
- **Allison Hunter**, Pulaski YMCA
- **Amy Tanner**, Pear Tree Hill Farm, LLC
- **Catherine Van Noy**, Pulaski on Main
- **Jill Williams**, Community Organizer
- **Eric Bucey**, Beans and Rice
- **Cathy Hanks**, Friends of Peak Creek

Figure 5 - Steering committee members.

<sup>2</sup> The Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. The County Health Rankings & Roadmaps: <https://www.rwjf.org/en/how-we-work/grants-explorer/featured-programs/county-health-ranking-roadmap.html>. 2019.

The steering committee calls this effort, “Food Connects Us: A Plan to Integrate Food and People in Downtown Pulaski.”

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Pulaski, Virginia’s goals.

## ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 7 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort’s capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop.

The community workshop was held over a two-day period, from June 17<sup>th</sup> to June 18<sup>th</sup>, 2019. Activities from those days are described below. Workshop exercise results are summarized in **Appendix A**. Workshop sign-in sheets are provided in **Appendix B**. A workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

### Local Foods, Local Places Technical Assistance Team

- **Melissa Kramer**, EPA HQ Office of Community Revitalization
- **Lorna Rosenberg, Reggie Harris, and Felicia Fred**, EPA Region 3
- **Craig Barbrow and Anne Herring**, USDA Rural Development
- **Américo Vega-Labiosa**, USDA Agricultural Marketing Service
- **Anne Davis and Carrie Schmidt**, U.S. Department of Housing and Urban Development
- **Doris Chin and Joni Garcia**, USDA Food and Nutrition Service
- **Mieka Sanderson**, Appalachian Regional Commission
- **Marci Posey and Carl Knobloch**, U.S. Small Business Administration
- **Lewis Grimm**, Federal Highway Administration
- **Ramona Chapman**, Virginia Department of Housing and Community Development
- **Jason Espie and Will Cockrell**, EPR (consultants)

Figure 6 -- Technical assistance team.

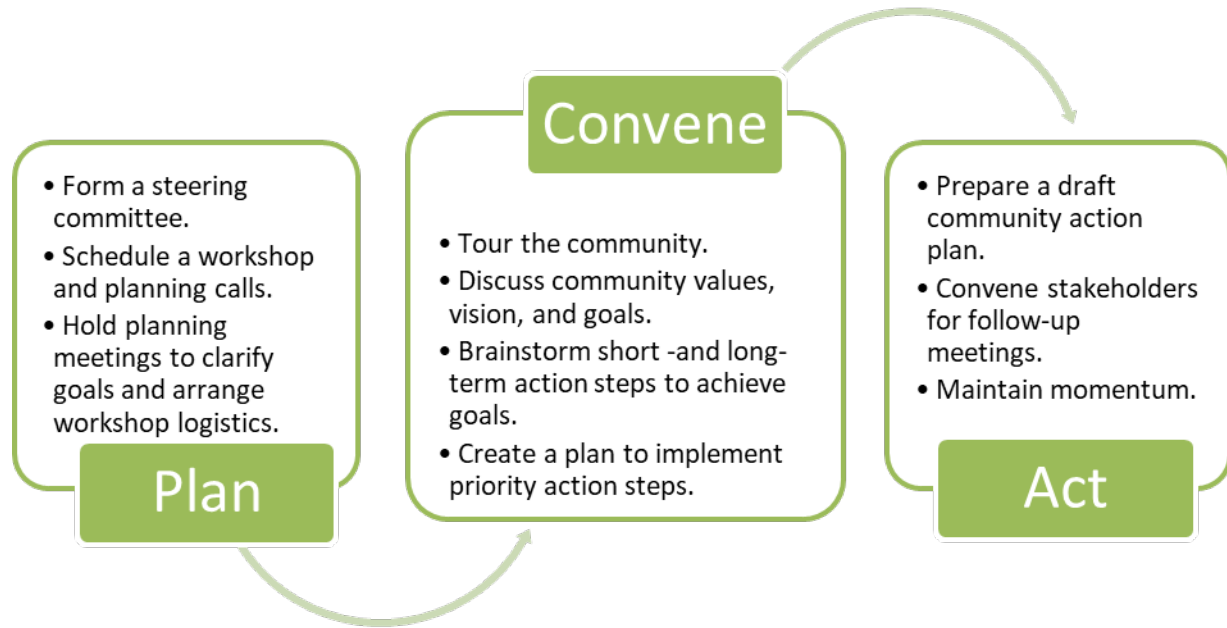


Figure 7 - Local Foods, Local Places Technical Assistance Process Diagram

## COMMUNITY TOUR

In advance of the first community session on the evening of June 17<sup>th</sup>, the Local Foods, Local Places steering committee designed and led a tour of Pulaski and nearby areas for members of the technical assistance team. The day started with lunch at Al's on First, showing the revitalization and reuse of a formerly vacant warehouse building. The revitalized site was redeveloped by the owner of Pulaski's minor league baseball team, the Pulaski Yankees, and includes the restaurant and a boutique hotel, the Jackson Park Inn. The YCMA provided a shuttle that took the team to the town's Historic Pulaski Train Station, which hosts the Marketplace farmers market on Tuesdays. The farmers market manager greeted the tour participants at the station and talked about renewed activity at the market. In many ways, the building was symbolic of the town of Pulaski. A fire in 2008 completely destroyed the station. Town officials rebuilt an exact replica on the foundations of the older structure, much as it did when the historic courthouse burned in a similar circumstance. Rising from the ashes, the market is a success story. This station would also serve as the site for evening and day 2 sessions for Local Foods, Local Places.

The next tour stop was the Pulaski YMCA. Allison Hunter, member of the steering committee, served as a guide through the facility. She discussed the YMCA's childcare services, critical to meeting the needs of families throughout the area, as the program serves at least 45 children. Other summer camps and programs benefit local youth. Behind the main building, Allison Hunter and Pamela Ray ushered the technical assistance team into the community garden area installed in 2016. There is no charge to use the gardens and anything from the garden is free, yet there have been difficulties with getting engagement from the community. The YMCA hopes the Local Foods, Local Places program can help better tie these gardens into the larger community, especially the neighboring low-income residents. Before leaving for the next stop, Allison Hunter

proudly showed the children's garden, where local kids in the YMCA programs plant vegetables and care for their own garden beds (Figure 8).

The historic Calfee School was next on the tour. This former African-American school is now vacant but is the focus of a series of community visioning meetings, through a \$5,000 grant. As part of the Calfee School revitalization, community visioning sessions included over 70 attendees at the first meeting and 80 participants at the second. A group of interns also conducted a memory project, capturing stories from Calfee School alumni. To date, revitalization ideas include an African-American History Museum, food distribution center, and commercial kitchen. On the tour, three alumni told their emotional stories and shared their memories of Calfee, its teachers, and the significance of the site to the community's African-American residents. These powerful statements showed the human element of the site.

Between stops, the shuttle took detours to drive by several places of interest. In the southeastern portion of Pulaski, the shuttle drove past Heritage Park, the Dora Trail, and vacated community gardens along Peak Creek. The group visited Calfee Park, home of the Pulaski Yankees. At the center of town, the shuttle stopped by Pulaski Middle School, which will soon be vacated for a new school facility. This large site may be an opportunity for additional revitalization. North, along Route 11, the tour passed Lewis Gale Hospital, Pulaski Elementary School, and the construction site for Pulaski's new middle school. Back at Al's On First, the shuttle unloaded, and staff prepared for the first public session of the Local Foods, Local Places visit.



**Figure 8 – Allison Hunter shows technical assistance team members the children's garden at the YMCA. By support to gardens like these the HCAT and the New River Health District are developing free outreach programs to engage the local low-income communities to provide access to fresh produce, nutrition education, and increased activity through gardening. Image credit: EPR**



**Figure 9 – The Calfee Training School is an important cultural resource, as the former African American school in Town. Currently vacant, there is an effort to revitalize the space as a community center. Image credit: EPR**

## VISION AND VALUES

Almost thirty residents and community stakeholders attended the first public session of the workshop on the evening of June 17<sup>th</sup>. Mayor David Clark welcomed attendees and emphasized the importance of local food and its connection with the town of Pulaski's redevelopment. Nichole Hair, Deputy Town Manager, spoke on recent successes and how the Local Food, Local Places effort came together.

After these initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation. The team highlighted elements and benefits of a local food system, as well as the importance of incorporating community connectivity as a component of success. Additionally, the team shared demographic and regional data that demonstrated useful baseline measurements of food access, health, and economic well-being. Demographic data is available in **Appendix D**.

The primary purpose of the community meeting was to hear from residents and other stakeholders about their vision for revitalizing Pulaski and increasing access to local food for residents. The technical assistance team led attendees through a group exercise called "This I believe...", designed to surface core values of the community (Figure 10).

In a second group exercise, participants created headlines from the future, many of which envisioned a thriving downtown, new bike and pedestrian connections, and improved health outcomes for the resident population (Figure 11).

Finally, as a plenary session, facilitators asked participants to reflect on current successes of the community and to share thoughts on concepts they would like to see considered for Pulaski in the future.

The comprehensive results from all the group exercises are available in **Appendix A**.

### This I Believe...

#### I believe my community...

- Is rebounding.
- Is beautiful.
- Cares about each other.
- Is resilient.
- Is creative.
- Has a lot of potential.
- Welcomes everyone.
- Has the best minds in the business.
- Can make a difference.
- Can succeed.
- Can survive.
- Is stronger through diversity.
- Will thrive.
- Is ready to grow.
- Is improving.
- Will become healthier through local food.
- Is supportive.
- Can be sustainable.
- Is on the right path.
- Can become a viable and growing community.
- Is proud of where it is.
- Will focus on what's doable.
- Is a progressive and fun place to live.
- Has exciting opportunities for growth.

Figure 10 -- In a group exercise designed to capture the community's vision and values, participants were asked to complete the statements "I believe my community..." and "I believe local food...". The above figure shows select responses, and all can be found in Appendix A.

## ACTION PLANNING - DAY TWO

### *Case Studies*

The second day of the workshop began with examples of strategies used by other communities to advance their food system and connectivity initiatives. The technical assistance team shared examples of downtown revitalization initiatives, community gardens, streetscape improvements, and pop-up marketplaces. The team presented on the redevelopment of Charlottesville, Virginia's Jefferson School, the former African-American school that shares a common thread with Calfee School. The presentation highlighted how a revitalized school site can serve as a community center, with similar uses that were envisioned in Pulaski. Around each of the concepts there was discussion about lessons learned and takeaways on if and how similar programs could help Pulaski advance its goals.

### *Mapping Exercises*

Next on Day 2, workshop participants engaged in one of two group mapping exercises. The first aimed to identify different points in Pulaski that represent revitalization and connectivity opportunities (Figure 12). Among these opportunities were the Calfee School, the current Pulaski Middle School site, areas throughout downtown, and several vacant buildings.

In another group, participants huddled around a food system diagram poster and identified existing resources and gaps in services that the community would like to see reinvigorated or formed.

The exercise highlighted potential areas for building relationships between suppliers and institutional buyers (e.g. farm-to-school programming) and key infrastructure like commercial kitchens to support new and growing food enterprises. The results of both activities are captured in **Appendix A**.

### Future Headlines

- Pulaski Reclaims Paradise from Former Parking Lot
- Local Growers Provide Fresh Foods to Pantries
- Downtown Pulaski is ALIVE!
- Great Community Engagement Made Pulaski's Local Food Scene Key to Economic Development
- Community Gardens: Feeding Seniors. Sustainable Gardens Providing Meals to Home-Bound Seniors
- The Substance of Sustainability
- Pulaski Kitchen Incubator Spurs Food Entrepreneurship in Downtown
- No Vacancy on Main Street: Last Empty Storefront on Main Street Downtown Occupied
- Pulaski Continues to Transform
- A Walking/Biking Trail Links All Pulaski Neighborhoods
- Local Roots Reconnect Us All
- Pulaski Connects County through Complete Infrastructure of Trails to Local Foods
- The town of Pulaski has 5 Mobile Food Markets to Bring Local Food to the People!!

Figure 11 -- In a group exercise designed to capture the community's vision and values, participants were asked to write news headlines from the future. The above figure shows select responses, and all can be found in Appendix A.

## Action Plan Process

The action planning process during the workshop consisted of different phases. First was a brainstorming session, where participants were asked to write potential actions to help advance one or more goals. The next phase included a dot voting exercise where participants were given a set number of dots and were asked to vote on which actions were most important or needed immediate attention. In the third phase, small working groups assessed the voting results and fleshed out the details of the top 2-5 actions for each goal, based on importance, timeframe, lead role, etc. (Figure 13). In the final phase, each small working group reported back on its progress and shared any challenges encountered. The goals and supporting actions listed below were refined on three post workshop calls by the local steering committee members with input from other community contributors. The tables that follow provide additional detail for each action.

## ACTION PLAN

The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- **Goal 1 – Improve walkability and safety in and around downtown.**
  - *Action 1.1: Implement a wayfinding system for pedestrians and cyclists.*
  - *Action 1.2: Conduct a bike and pedestrian survey to help identify missing and unsafe connections between neighborhoods, retail centers, community assets, and services.*
  - *Action 1.3: Use the community survey results (Action 1.2) to prioritize potential bike and pedestrian facility improvements in Pulaski.*
  - *Action 1.4 – Create an inventory for the needs, solutions, and funding sources for bike and pedestrian safety improvements along Route 99 and route 11, and pursue those funds and greater public engagement in this effort.*
  - *Action 1.5 – Develop and regularly update brochures that highlight Pulaski’s transportation resources, including transit services, bike share services, and local trails.*



Figure 12 – Day2: participants gather around maps to identify important sites throughout the town of Pulaski and opportunities for greater connectivity between those sites. Participants placed dots and comments on two maps. The first was a town-wide map, providing a larger-scale view of opportunities. The second was a regional map, at a smaller scale, to identify opportunities outside of the downtown area. Image credit: EPR



Figure 13 – Catherine Van Noy, member of the Local Steering Committee, puts finishing touches on an Action Plan table. Each group consolidated comments into themes and detailed: What this is and why it is important, measures of success, timeframe, lead, supporting cast, needed resources and possible sources. There were four groups, one for each goal, developing action tables for the proposed tasks under their assigned goal. Image credit: EPR

- **Goal 2: Create and expand trails and opportunities for healthy outdoor recreation and transportation.**
  - *Action 2.1 – Map, design, and implement safe pedestrian connections between the YMCA campus, downtown, surrounding neighborhoods, and other parts of town.*
  - *Action 2.2 – Extend the New River Trail to Gatewood Park.*
  - *Action 2.3 – Develop a town trail map that identifies all existing and planned trails, in the town, building on existing maps and resources and filling in gaps.*
  - *Action 2.4 – Construct public restrooms at Heritage Park.*
- **Goal 3: Coordinate food and health programming and communications among the Marketplace, YMCA, and Calfee Training School.**
  - *Action 3.1 – Develop and implement a robust plan to coordinate programming, marketing, and branding among food centers in Pulaski.*
  - *Action 3.2 – Develop a mobile food pantry or market.*
  - *Action 3.3 – Develop a chapter or section dedicated to local foods in the town of Pulaski’s upcoming comprehensive plan update*
- **Goal 4: Expand food and health programming to include additional partners.**
  - *Action 4.1 – Work to improve and promote use of the community garden (Route 99 and Dora Highway), including such things as better marketing and promotion, season extension investments, and needs assessment for more sustainable use.*
  - *Action 4.2: Establish a food pantry committee.*
  - *Action 4.3 – Conduct a local food needs assessment, which would include a gap analysis of meat processing services.*
  - *Action 4.4 – Conduct a needs assessment to identify interest in and feasibility of urban agriculture in Pulaski.*

## GOAL 1: Improve walkability and safety in and around downtown Pulaski.

Making connections was the theme of the workshop, and this goal addresses physical connectivity and safety in and around downtown. Pulaski has hilly terrain, and the major arterials that connect key areas are unsafe or uncomfortable for people walking and biking. Though much of the historic downtown is walkable, some sidewalks are missing or need repair, and streets do not have any accommodations for cyclists. If people are to safely and comfortably get around without a car, some improvement in the walking and biking infrastructure is needed.

### Action 1.1: Implement a wayfinding system for pedestrians and cyclists.

<b>What this is and why it is important</b>	Signage that would help tourists and residents better navigate downtown by walking and biking would promote economic development by increasing foot traffic for downtown businesses and enlivening the streets with people. Signage could also directly market the bike share program and encourage people to use the system by showing where you can easily travel by bike. More walking and biking by residents would also promote a healthier lifestyle for residents. A smartphone app could complement street signage by providing historical and other relevant information.
---	--

### Action 1.1: Implement a wayfinding system for pedestrians and cyclists.

<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• New wayfinding signage installed</li> <li>• Use of the bike sharing services and bike rentals</li> <li>• Downloads of the associated smartphone app</li> <li>• Use of relevant hashtags on social media</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Develop a wayfinding plan by March 2020.</li> <li>• Implement that plan by September 2020.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Catherine Van Noy – Pulaski on Main</li> <li>• Mike McMillion and Fay Shamanski – Pulaski Bikes</li> <li>• Allison Hunter – YMCA</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• The town of Pulaski already received a grant from the Virginia Department of Housing and Community Development for downtown wayfinding.</li> <li>• Additional funding to expand wayfinding beyond the downtown area might be available from: <ul style="list-style-type: none"> <li>○ USDA Rural Development (Community Facilities Loans)</li> <li>○ Virginia Department of Transportation</li> </ul> </li> <li>• Staff and volunteer time for designing and installing materials</li> <li>• Federal Lands Access Program (FLAP) has funded wayfinding</li> </ul>

### Action 1.2: Conduct a bike and pedestrian survey to help identify missing and unsafe connections between neighborhoods, retail centers, community assets, and services.

<b>What this is and why it is important</b>	<p>The town of Pulaski has a survey of conditions for pedestrians and cyclists downtown. Expanding this to destinations beyond downtown would help prioritize new infrastructure investments (Action 1.3). Ultimately fixing missing and unsafe connections would spur more foot traffic and increased business for downtown merchants, provide residents that lack car access a safer way to get around, and increase the appeal of downtown for Millennials looking for a more walkable community. Addressing missing and unsafe sidewalks would also help the town achieve compliance with the Americans with Disabilities Act.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Retail tax revenues from downtown shops</li> <li>• New downtown business startups</li> <li>• Resident perceptions of safety (survey)</li> <li>• Amount of downtown foot traffic</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• 6 to 8 months</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• A private consultant</li> <li>• Dr. Diane Zahm’s class at Virginia Tech</li> <li>• Bill Pedigo – Town Engineer</li> <li>• Eli Sharp, New River Valley Regional Commission (Planning District)</li> </ul>

**Action 1.2: Conduct a bike and pedestrian survey to help identify missing and unsafe connections between neighborhoods, retail centers, community assets, and services.**

<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Minimal funding</li> <li>• Town staff time</li> </ul>
--	--

**Action 1.3: Use the community survey results (Action 1.2) to prioritize potential bike and pedestrian facility improvements in Pulaski.**

<b>What this is and why it is important</b>	Prioritization based on a community-wide survey of bike and pedestrian infrastructure conditions will help generate and maintain community support for these expenditures by giving people confidence that the money is being well spent. The prioritization could be incorporated into the town's capital improvement plan for implementation as funds become available.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Improvements are included in the capital improvement plan</li> <li>• Improvements are implemented</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Begin after Action 1.2 is completed</li> <li>• Include improvements in town budget adopted in June 2020</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Bill Pedigo – Town Engineer</li> <li>• Craig Barbrow – USDA Rural Development</li> <li>• Town Council</li> <li>• Town Manager</li> </ul>
<b>Needed resources and possible sources</b>	<p>Funding for implementation:</p> <ul style="list-style-type: none"> <li>• USDA Rural Development Business Development Grant or Rural Development Community Facilities Loan (could not use both)</li> <li>• Virginia Department of Transportation</li> <li>• People for Bikes</li> <li>• VA Department of Conservation and Recreation</li> <li>• VA Department of Housing and Community Development grants</li> <li>• Appalachian Regional Commission</li> <li>• Federal Lands Access Program (FLAP) – Needs to connect to federal lands; competitive process at state level</li> </ul>

**Action 1.4 – Create an inventory for the needs, solutions, and funding sources for bike and pedestrian safety improvements along Route 99 and Route 11, and pursue those funds and greater public engagement in this effort.**

<b>What this is and why it is important</b>	Routes 99 and 11 are the main roads into and through Pulaski. The community wants better access and safety along these key routes. This action will help develop greater awareness and advocacy for what is needed. Pulaski has four transportation alternative project applications in, and SmartScale is another possibility for funding. Given few alternatives, people use these routes for walking and biking even though it is not safe to do so. Potential upgrades to make these routes “complete streets” might include a road diet to reduce travel lanes, new crosswalks, bike lanes, and sidewalk repairs. Such improvements would make the gateways to town more attractive, providing an economic boost to the community. A plan for bike and pedestrian safety improvements will facilitate getting Town Council to support applications for construction funding.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Public support for changes that would make biking and walking safer</li> <li>• Support from the Town Council</li> <li>• Applications for funding submitted and received</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• 4-6 months to get a resolution of support from the Town Council to apply for funding</li> <li>• Apply in 6-8 months</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair and Shawn Utt – Town of Pulaski</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Catherine Van Noy – Pulaski on Main</li> <li>• Bill Pedigo – Town Engineer</li> <li>• Eli Sharp – New River Valley Regional Commission</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Marketing materials to get the public engaged</li> <li>• Staff time and money for public input meetings</li> <li>• Staff time to apply for Virginia Department of Transportation funding</li> </ul>

**Action 1.5 – Develop and regularly update brochures that highlight Pulaski’s transportation resources, including transit services, bike share services, and local trails.**

<b>What this is and why it is important</b>	Workshop participants expressed a strong desire for better transportation options for getting around Pulaski without a car. Recognizing that finding funding for additional service is always a challenge, this action focuses on the relatively inexpensive action to make sure that residents and visitors know what is already available. For example, many participants at the workshop did not know of the existing bike share system and were unsure where current bus stops are and what the current transit schedule hours are. Making sure that everyone who might want to use existing services are aware of them would increase usage and help justify the cost of expanding service in the future. Given that updated information will be critical, maintaining separate informational brochures for each service might be easiest, i.e., a separate trail map, bike share brochure, and transit brochure. Distribution of these materials should include displays at local businesses, the Visitors Center, and at community events. Action 2.3 below calls for mapping efforts for local transportation. These mapping products could be used in this brochure and other outreach materials.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• When materials are identified or created</li> <li>• Increased distribution</li> <li>• Cross promotions</li> <li>• Increased usage of transit, bike share, and trails</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Collect available resources within 3 months (after lead identified)</li> <li>• Create any new resources within 6 months (after lead identified)</li> <li>• On-going activity to keep updated and distribute</li> </ul>
<b>Lead</b>	Town Staff to identify a lead for this action. Additional capacity is needed to do this action.
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• For information to create brochures: <ul style="list-style-type: none"> <li>○ Pulaski Area Transit</li> <li>○ Virginia Department of Rails and Public Transit (VDRPT) in Richmond</li> <li>○ MTM Pulaski Bike Share</li> <li>○ New River Valley Regional Commission (trail maps)</li> <li>○ New River Valley Council on Aging – consult on needs of aging population</li> </ul> </li> <li>• For distribution: <ul style="list-style-type: none"> <li>○ Pulaski on Main</li> <li>○ Pulaski County Chamber of Commerce</li> <li>○ YMCA</li> <li>○ Town of Pulaski</li> </ul> </li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Currently do not have staff capacity to take this on. Need to identify AmeriCorps Volunteers in Service to America or other coordinator to take on the project.</li> <li>• Money for printing, rack stands</li> </ul>

## Goal 2: Create and expand trails and opportunities for healthy outdoor recreation and transportation.

Building on the walking and biking improvements theme of goal 1, this goal sought to improve town and area-wide trail connections by improving or creating new trail connections between key parks, outdoor recreation assets, and other destinations beyond the downtown, including jobs, health care, schools, and grocery stores. Pulaski is blessed with proximity to beautiful natural landscape and desirable recreation assets like Gatewood Park and the New River Trail State Park. However, these places could be better connected, and trails could also help connect residents to vital services. Creating new trails from the downtown to the YMCA campus for example would give residents without cars a safer and more comfortable way to access the variety of educational and wellness programming the facility offers.

### Action 2.1 – Map, design, and implement safe pedestrian connections between the YMCA campus, downtown, surrounding neighborhoods, and other parts of town.

<b>What this is and why it is important</b>	New, safer trails in and around town would encourage more people to walk and bike to reach their daily activities, promoting healthier lifestyles for residents. It would also increase access to vital services and jobs for people who don't have cars. One specific need is a formal, well-maintained trail from downtown to the YMCA, which would increase access to activities, services, and education programs at the YMCA, including the community gardens. This action could lead, potentially, to forming of a local community group.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Miles of new trails established</li> <li>• Number of people using trails (determined by counts or surveys of YMCA users)</li> </ul>
<b>Timeframe</b>	<p>Initiation phase: Get a project leader named and process structured, within six months.</p> <p>Followed by a series of project phases:</p> <ol style="list-style-type: none"> <li>1. Survey and data collection</li> <li>2. Data analysis and mapping</li> <li>3. Preliminary design(s)</li> <li>4. Construction</li> <li>5. Celebration</li> </ol>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Allison Hunter – YMCA</li> <li>• Nichole Hair – Town of Pulaski</li> <li>• Possibly Friends of Peak Creek to eventually take on project (explore options)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Charlie Rhett, citizen and trail development advocate/supporter</li> <li>• YMCA leadership and members</li> <li>• Community Housing Partners</li> <li>• Property owners</li> <li>• New River Valley Regional Commission (mapping)</li> <li>• Friends of Peak Creek</li> </ul>

**Action 2.1 – Map, design, and implement safe pedestrian connections between the YMCA campus, downtown, surrounding neighborhoods, and other parts of town.**

<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Funding for design and construction – donations, sponsorships, grants (Virginia Department of Conservation and Recreation, Virginia Department of Transportation, Federal Lands Access Program, USDA Rural Development, Appalachian Regional Commission)</li> <li>• Fralin and Waldron (Real estate; donors)</li> <li>• Volunteers for trail development, construction, and maintenance</li> <li>• New River Community College and Radford University students and apprentice projects for students.</li> <li>• Beans and Rice, alternative spring break (volunteers to work trails)</li> </ul>
--	--

**Action 2.2 – Extend the New River Trail to Gatewood Park.**

<b>What this is and why it is important</b>	The New River Trail would need a 5- to 6-mile extension to reach Gatewood Park—a significant distance, especially considering that it took many years to complete the 2-mile Dora Trail. Although this would necessarily be a long-term action, probably completed in multiple phases, a connection would enhance both of these assets to help strengthen the area’s reputation as a destination for outdoor recreation, increasing tourism revenue. The first part of the route could follow the creek and would be relatively easy grade. The last mile or so the trail would have to climb the ridge to the Gatewood Reservoir. A multi-use trail would also offer opportunities to educate the public about environmental issues through signage and displays.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Trail designed, including a plan for phasing construction</li> <li>• Completion of trail (in phases)</li> <li>• Use of trail</li> <li>• Number of trail events and participants at each</li> </ul>
<b>Timeframe</b>	Initial phase: Identify project lead, convene stakeholders and outline next steps and process, with phases, by August 2020. Possible phases could be: <ol style="list-style-type: none"> <li>1. Planning – survey route</li> <li>2. Mapping and design</li> <li>3. Identify and raise funds</li> <li>4. Phased construction</li> <li>5. Celebration</li> </ol>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski; town as applicant for funding sources</li> </ul>

## Action 2.2 – Extend the New River Trail to Gatewood Park.

<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Elaine HOLETON, Planner – Pulaski County</li> <li>• Local trail champions (Charlie Rhett; Mike McMillion, Pulaski Bikes)</li> <li>• New River Valley Regional trails forum</li> <li>• New River Valley Bike Association (NRVBA) “NR Bike Club”</li> <li>• Friends of Peak Creek</li> <li>• Mountain 2 Island (company that runs rentals at Gatewood)</li> <li>• National Forest</li> <li>• Virginia Department of Conservation and Recreation, New River Trail State Park GIS</li> <li>• Virginia Tech Outdoor Club; Landscape Architecture program; Civil Engineering (Engineers without borders); Community Design Assistance Center</li> <li>• Radford University athletes</li> <li>• Volunteers</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Funding: Federal Lands Access Program (contact: Lewis Grimm)</li> </ul>

## Action 2.3 – Develop a town trail map that identifies all existing and planned trails, in the town, building on existing maps and resources and filling in gaps.

<b>What this is and why it is important</b>	<p>A unified map, showing all existing as well as planned trails in the area would assist further the general understanding of the area’s existing trail assets and aspirations for the future. A better understanding would help communicate the needs and allow people to better plan, coordinate, advocate, and use these existing and future assets. Trails for the town, and those in the county that connect to the town, are an important tourism and health resource, and a unified tow map would greatly further public awareness of and use of these assets. It could also signal the need for specific improvements, such as paving the remaining portion of the Dora Trail so it can accommodate cyclists and pedestrians. Other developments are already in progress like the county’s efforts to extend the New River Trail to Randolph Park, and such a map would let people know this is in progress. Having a clear set of desired improvements would help the town and trail advocates/volunteers coordinate on steps for implementation where improvements and investments are needed. The New River Valley Regional Commission have existing greenways and blueways mapping data that can be utilized in this effort, and the town of Pulaski can contract with them on this action.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Maps printed and posted</li> <li>• Number of trail users</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• By July 2020</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Eli Sharp – New River Valley Regional Commission, planners and mappers</li> </ul>

**Action 2.3 – Develop a town trail map that identifies all existing and planned trails, in the town, building on existing maps and resources and filling in gaps.**

<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski</li> <li>• Drew Foxx, GIS analyst – Pulaski County</li> <li>• Elaine Holeton – Pulaski County</li> <li>• Charlie Rhett (trail advocate/volunteer)</li> <li>• Bob Piscura (trail advocate/volunteer)</li> <li>• Pete Huber (trail advocate/volunteer)</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Money for printing and displaying maps <ul style="list-style-type: none"> <li>○ Virginia Tourism Commission Marketing Leverage Program (see above, provided tourism emphasized)</li> <li>○ Virginia Main Street funding (since bike/walk connectivity is a transformation strategy for Pulaski on Main) -- \$5K</li> </ul> </li> <li>• National Park Service Rivers, Trails, and Conservation Assistance (TA support)</li> <li>• Installing a map(s) at key locations would be an excellent opportunity for an Eagle Scout's community project.</li> <li>• Friends of Peak Creek (possible funding source)</li> </ul>

**Action 2.4 – Obtain town funding and budget approval for public restrooms at Heritage Park.**

<b>What this is and why it is important</b>	Heritage Park is located along the Dora Trail in the town of Pulaski. It has a covered shelter with picnic tables where people can grill. Restrooms would encourage more people to use the park and would facilitate holding community events there. Having a place where people can use restrooms would also help with sanitation.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Number of park users</li> <li>• Number of community events in the park</li> </ul>
<b>Timeframe</b>	• Inclusion in Capital Improvement Plan within 1 year, 2 maximum
<b>Lead</b>	• Nichole Hair and Dave Clark – Town of Pulaski
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Friends of Peak Creek</li> <li>• Town of Pulaski Public Works</li> <li>• Pulaski County High School, building trades program</li> </ul>
<b>Needed resources and possible sources</b>	• Town funding, Capital Improvement Program and budget adoption

**Additional Actions**

- Construct 1<sup>st</sup> Street Skate Park and provide safe linkage to Washington Avenue.
- Expand off road, electric bike options between town and draper mountain trail system (spelled out in VA outdoors plan).

### Goal 3: Coordinate food and health programming and communications among the Marketplace, YMCA, and Calfee Training School.

Pulaski's application for the Local Foods, Local Places assistance identified these three specific community assets with health- and food-oriented programming and activities. The YMCA has a community garden and offers certified day care as well as numerous activity and wellness programs for the community. The Marketplace is a weekly farmers market, which is growing in size and popularity. It is in the historic downtown at the head of the Dora Trail—a visible and valued community place. Repurposing of the vacant Calfee Training School (in the early phases of visioning and community engagement) would complement these other assets. Once the African-American school during segregation, the Calfee building presents an opportunity to tell the story of the dedicated teachers and their students who lived and flourished there despite the disadvantages of segregation and lack of resources. Some ideas that have been suggested for this building are an interpretive, history element, a place for children and youth development and empowerment, workforce training, a commercial kitchen, and classrooms, among other ideas.<sup>3</sup> These three places: the Marketplace, the YMCA, and the Calfee Training School are all assets that could mutually support each other by coordinating programming around community health, food, and wellness going forward.

#### Action 3.1 – Develop and implement a robust plan to coordinate programming, marketing, and branding among these three food centers in Pulaski.

<b>What this is and why it is important</b>	Coordinated programming, marketing, and branding would help elevate the activities of each organization and raise awareness about offerings among Pulaski residents. As programming grows and more people participate, awareness of Pulaski's food and health activities could expand throughout the region. A plan would begin with surveys and outreach efforts to get feedback from the community, then identify new opportunities for collaboration and help keep everyone on track as it is implemented. It would be a roadmap for collaboration between the three partners and allow for adding future partners. Good coordination of roles will help with implementation of other actions in this plan, and more. A coordination plan, with community input, will help improve communication and leverage impact and success.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Living plan receives regular maintenance</li> <li>• Baseline surveys</li> <li>• Annual surveys – public at large, if meeting the needs of residents regarding awareness of food centers Pulaski</li> <li>• Attendance at events</li> <li>• Use of facilities and other resources</li> </ul>

<sup>3</sup> Calfee Training School Project (non-profit). <https://www.facebook.com/CalfeeTrainingSchoolProject/>. Accessed Jun. 27, 2019.

**Action 3.1 – Develop and implement a robust plan to coordinate programming, marketing, and branding among these three food centers in Pulaski.**

<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• A MOU among the three parties may be needed to move forward. Discussions to take place by September 2019, but this may be dependent on the Calfee Training School board.</li> <li>• Three meetings by December 2019</li> <li>• The collaboration plan — an agreement of who wants to focus on what areas and a timeframe to accomplish goals defined in plan</li> <li>• Joint branding and coordination plan by March 2020</li> <li>• Survey in March 2020</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski with support of Catherine Van Noy – Pulaski on Main and Allison Hunter – the YMCA (as an executive committee)</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Radford University; Chef T is at Radford and is connected to Pulaski. The nursing program is interested in community health and could be a resource for the healthy dimension of this action—either student groups or the nursing service.</li> <li>• Virginia Tech (Center for Public Health and Research) to help with evaluations. Pam Ray to reach out.</li> <li>• New River Community College has a volunteer program for students to give back community service hours, which could be a source of assistance for this action/goal.</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• If awarded, the Farmers Market Promotion Program grant (FMPP) could support this coordination.</li> <li>• Pulaski on Main could contribute staff time to this coordination if the FMPP is not awarded.</li> <li>• IT support</li> </ul>

**Action 3.2 – Develop a mobile food pantry or market.**

<b>What this is and why it is important</b>	<p>A mobile market and/or a mobile food pantry that has affordable produce and accepts SNAP benefits, would help bridge the food access gap for the town and county's residents who have limited transportation choices, no vehicle access, or cannot drive. This could be a refrigerated truck or trailer that could service regular drop-off locations in Pulaski and the surrounding area based on the needs of people in that area. It could target food desert locations directly. The mobile market/pantry would be a bi-product of the area-wide food coordination plan (Action 3.1). Beans and Rice could possibly run this program. The Calfee Training School could serve as a potential location.</p>
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• A plan for implementation</li> <li>• Use, frequency, sales of mobile market</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Once Calfee Training Schools is prepared to host this. May take a couple years before this can start.</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• The Marketplace-YMCA-Calfee Training school (MYCTS) Coalition, executive committee of the three.</li> </ul>

### Action 3.2 – Develop a mobile food pantry or market.

<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Potential partnerships may include Summer Camps and local citizens/organizations with access to vehicles that could serve as mobile markets</li> <li>• Partner with summer FEEDWO Program</li> <li>• Pulaski Grow</li> <li>• Pear Tree Hill Farm</li> <li>• Other farms emerging to be identified and partnered with</li> <li>• Local Environmental Agriculture Project Roanoke (LEAP)</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Community Foundation of the New River Valley (for planning)</li> <li>• USDA Rural Development</li> <li>• Private foundations in town and in region</li> </ul>

### Action 3.3 – Develop a chapter or section dedicated to local foods in the town of Pulaski’s upcoming comprehensive plan update.

<b>What this is and why it is important</b>	Pulaski’s upcoming comprehensive plan update presents an opportunity to include a chapter or section dedicated to local food. Such a chapter or section would signal the town’s commitment to local, healthy food, highlight the local food activities that many organizations and people in the town are doing, address existing barriers to a stronger local food system, and include aspirations for what Pulaski might become if local food were to become a more integral part of the local economy and residents’ way of life. The comprehensive planning process could include or consider this action plan resulting from the Local Foods, Local Places workshop.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• A food chapter or section exists in the final Comprehensive Plan</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Dependent on Comprehensive Plan schedule; planning starts January 2020 and takes 12-18 months to complete</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski, Planning Department</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Local Foods, Local Places workshop attendees</li> <li>• New River Valley Regional Commission</li> <li>• Pulaski on Main</li> <li>• Marketplace vendors, growers</li> <li>• Food pantry</li> <li>• YMCA</li> <li>• Any interested citizens</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Time and dedication of lead and supporting cast</li> </ul>

## Goal 4: Expand food and health programming to include additional partners.

While goal 3 focused on the programming and connections among the Marketplace, the YMCA, and the emerging Calfee Training School repurposing, many other organizations could have food and health programming that would complement these efforts. This goal provides for new initiatives and activities that expand the local food system, food access, and health programming for the town and county.

**Action 4.1 – Work to improve and promote use of the community garden (Route 99 and Dora Highway), including such things as better marketing and promotion, season extension investments, and needs assessment for more sustainable use.**

<b>What this is and why it is important</b>	The community garden at the junction of Route 99 and Dora Highway is partially used but could be improved and better managed. Understanding who uses the garden, who else might use it, and how it could be improved with greater input and oversight is an evaluation step necessary to maintain a robust, sustainable community garden in this location or elsewhere in Pulaski. This action could begin with an assessment or evaluation of the current use of the garden and continue with stakeholder interviews or surveys to further evaluate how it might improve.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Community members identify barriers to using the former garden.</li> <li>• Level of demand for community garden space understood.</li> <li>• Potential location(s) for community gardens in 2020 identified.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• Within the next 6 months</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Nichole Hair – Town of Pulaski, Planning Department, working closely with,</li> <li>• Laura Reasor – Virginia Tech Extension</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• 4-H</li> <li>• Master Gardeners (possible resource for the gardens)</li> <li>• VA Tech extension agents</li> <li>• Future Farmers of America</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Google forms, Survey Monkey, or Facebook polls</li> <li>• Human power – both staff and volunteer</li> </ul>

**Action 4.2: Establish a food pantry committee.**

<b>What this is and why it is important</b>	There are several food pantries operating in Pulaski. Better coordination among them could improve services and delivery of food to people in need. Establishing a food pantry committee would help improve coordination and increase access to all food pantry offerings in the town and area.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• A meeting schedule is created.</li> <li>• Attendance at committee meetings.</li> <li>• Action items from committee meetings completed.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• 90 days to invite members, set a schedule, and have the first meeting</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Sarah Gray – Emergency Needs Task Force</li> </ul>

#### Action 4.2: Establish a food pantry committee.

<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Steve Peterson – New Life Community Church</li> <li>• Sybil Atkinson – Christ Episcopal Church</li> <li>• Jordan’s Chapel</li> <li>• Cream Center</li> <li>• New River Community Action</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Meeting venue</li> <li>• New River Community Action (need to find more out)</li> </ul>

#### Action 4.3 – Conduct a local food needs assessment, which would include a gap analysis of meat processing services.

<b>What this is and why it is important</b>	Local farmers are forced to travel significant distances to process their livestock, greatly increasing the cost of meat production and price for local customers. Without more accessible processing, the Pulaski area is a less viable market for livestock operators. This action focuses on understanding the processing needs of meat producers to identify service options that could make local meat more available in Pulaski.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>• Clear response to needs assessment, yes or no</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>• By Fall of 2020</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>• Morgan Paulette – Virginia Cooperative Extension; Nichole Hair – Town of Pulaski, to reach out to Morgan.</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>• Local producers/farmers</li> <li>• Ashley Lamb – Onward New River Valley</li> <li>• Future Farmers of America</li> <li>• Virginia Tech Sustainable Agriculture to develop a survey</li> <li>• Local chefs/kitchens: Draper Merc, The River Company, PJ Slaughter, Chef T</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>• USDA Agricultural Marketing Service Local Food Promotion Program</li> <li>• USDA Rural Development Value Added Producer grant</li> </ul>

**Action 4.4 – Conduct a needs assessment to identify interest in and feasibility of urban agriculture in Pulaski.**

<b>What this is and why it is important</b>	Pulaski is a former mill town and has several large, vacant buildings that present opportunities for year-round, indoor hydroponic or aquaponic operations, as well as green houses and orchards on vacant land. There were workshop participants who expressed an interest in knowing more about these opportunities, and if and how it could be possible. There was talk of the “blue building” as a specific opportunity site. This action would further explore the feasibility for re-use of existing, under-utilized buildings in Pulaski for urban agricultural production. If realized, this would increase food production near the town directly, while also providing job opportunities for youth and residents. Startup hydroponic/aquaponic operations could also be coupled with youth training and workforce development programs, like the Seeds of Change example in Anchorage, Alaska. <sup>4</sup> The needs assessment could help potential businesses and entrepreneurs understand the potential for urban agriculture businesses in Pulaski and encourage them to come to the area.
<b>Measures of success</b>	<ul style="list-style-type: none"> <li>Needs assessment completed, including an understanding of how much interest there is among Pulaski residents and what space might be available.</li> </ul>
<b>Timeframe</b>	<ul style="list-style-type: none"> <li>Assessment completed by winter 2019/2020?</li> </ul>
<b>Lead</b>	<ul style="list-style-type: none"> <li>Andrew Williams – workshop participant day one who expressed an interest in this topic; Nichole Hair – Town of Pulaski, to reach out.</li> </ul>
<b>Supporting cast</b>	<ul style="list-style-type: none"> <li>United States Cattlemen's Association</li> <li>Nichole Hair – Town of Pulaski</li> <li>Beans and Rice</li> <li>Lee Spiegel – Pulaski Grow</li> <li>Virginia Tech Extension</li> <li>Cheryl Keen Tucker – Virginia SBDC Roanoke (ctucker@roanokesmallbusiness.org)</li> </ul>
<b>Needed resources and possible sources</b>	<ul style="list-style-type: none"> <li>The Love is Hope Foundation</li> <li>Brooke Love – Rad Roots</li> </ul>

<sup>4</sup> Alaska Seeds of Change. <http://akseedsofchange.com/>. Accessed Jul. 1, 2019.

## IMPLEMENTATION AND NEXT STEPS

The steering committee held three calls in the weeks following the workshop to share progress updates, review the community action plan for clarity and accuracy, and discuss outreach strategies for maintaining momentum and stakeholder engagement in the process. Early progress and planning include the following:

- Town of Pulaski and Pulaski On Main received a \$7,000 Pedal Pushers grant from Virginia Department of Housing and Community Development, which will support actions on biking and connectivity. The MOU for the grant outlined for target areas for support: 1) research on marketing to cyclists; 2) working with local businesses; 3) wayfinding and signage; 4) bike racks.
- Submitted letter of interest to People for Bikes, to propose a pump track on Dora trail, including wayfinding signage.
- SNAP machine for the Farmers Market is expected to arrive by September 2019, and they plan to implement SNAP for all market vendors.
- Town of Pulaski is awaiting notice to see if they will be awarded a Farmers Market Promotion Program grant from USDA. Notice is expected in September 2019.
- Calfee School formed a new board of directors, and they will be creating a 501c3 organization in the coming months.
- The town of Pulaski submitted for a planning Community Development Block Grant for the Calfee School. They expect to hear about this by the end of September 2019.

## APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Participants
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – Reference