
Town of Glasgow

Comprehensive Plan



Adopted
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Acknowledgements

The Planning Commission respectfully acknowledges the assistance of the Town Council, town staff, and the citizens of Glasgow, who this plan is intended to serve.

Planning Commission

Dr. Deborah Farina, Chairperson
Tom Camden
Natalie Harris
Billy Thomas
Laura Thomas

Town Council

Paul Williams, Mayor
Tom Camden
Lisa Rogers
Marcie Hill
Randall Branch
Natalie Harris

Town Manager

Phil Robinette

Technical Assistance

Central Shenandoah Planning District Commission

Table of Contents

Tables, Figures, and Maps	ii
Overview	v
Chapter One: History	1
Chapter Two: Natural Features	7
Chapter Three: Government Structure and Finance	12
Chapter Four: Demographics	19
Chapter Five: Economy	24
Chapter Six: Housing	35
Chapter Seven: Transportation	43
Chapter Eight: Existing and Future Land Use	60
Chapter Nine: Community Services and Infrastructure	69
Appendix A: Town of Glasgow Roadway Inventory	78
Appendix B: Town of Glasgow Open Space Plan	80
Appendix C: Glasgow Community Survey	83
Appendix D: Glasgow Community Survey Report	85

Tables, Figures, and Maps

Tables

- 2-1. Glasgow Monthly Climate Summary
- 3-1. General Fund Budget FY23
- 3-2. Water Fund Budget FY23
- 3-3. Sewer Fund Budget FY23
- 4-1. Local and Regional Population
- 4-2. Population by Age
- 4-3. Select Socio-Economic Indicators
- 5-1. Income and Poverty
- 5-2. Top Commuter Destinations
- 5-3. Top Commuter Origins
- 5-4. Employment by Occupation
- 5-5. Employment by Industry
- 5-6. In-town Jobs by Industry
- 5-7. Local Attractions
- 6-1. Local and Regional Housing Prices
- 7-1. Glasgow Projects in VDOT SYIP, FY23-28
- 7-2. Annual Average Daily Traffic Volumes
- 8-1. Existing Land Area by Land Use
- 8-2. Land Use in the Flood Plain
- 8-3. Glasgow Zoning

A-1. Roads Maintained by VDOT

A-2. Roads Maintained by Glasgow

A-3. Suggested Use of Lots Acquired Through Flood Mitigation Project

A-4. Questionnaire 1

A-5. Questionnaire 2

Figures

4-1. Glasgow Historic Population

4-2. Racial Demographics

5-1. Median Household Income

6-1. Housing Tenure in Glasgow

6-2. Housing Occupancy in Glasgow

6-3. Units in Structure in Glasgow

6-4. Housing Units Built in Glasgow, by Year

6-5. Value of Owner-occupied Units in Glasgow

7-1. Glasgow Population, 1950 to 2020

7-2. Glasgow Population by Age Cohort, 2019

9-1. Glasgow Student Enrollment

A-1. Respondent Location

A-2. Quality of Life Factors

A-3. Priorities for the Next 10-20 Years

Maps

7-1. Roads Maintained by Glasgow

7-2. Projected Annual Average Daily Traffic Volume, 2050

7-3. Current Level of Service (LOS), 2019

7-4. Projected Level of Service (LOS), 2050

7-5. Glasgow's Existing Pedestrian and Bicycle Network

7-6. Location and Severity of Crashes, 2015-2022

7-7. Priority Transportation Projects

8-1. Glasgow Current Land Use

8-2. Town of Glasgow Zoning

Overview

Legal Status and Purpose of the Plan

The Virginia General Assembly has determined that every municipality in the Commonwealth shall prepare a comprehensive plan and review it every five years. The requirements and procedures for preparation of a Comprehensive Plan by a locality are contained in Title 15.2-2223 of the Virginia Code.

The comprehensive plan shall be made with the purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the territory which will, in accordance with present and probable future needs and resources, best promote the health, safety, morals, order, convenience, prosperity and general welfare of the inhabitants, including the elderly and persons with disabilities.

- Virginia Code, 15.2-2223

The Code relates that the Comprehensive Plan should be general in nature and serve as a guide to development. The planning process should examine the locality's assets and challenges. The Comprehensive Plan should prepare the community for future changes, including population size, employment base, and environmental quality. The planning process should also assess any changes in the demand for public services and utilities. Local citizens' needs, concerns, and aspirations should be used to establish clear goals for the future. The Comprehensive Plan should outline strategies or recommendations that can be used to accomplish such goals.

The Planning Process

Effective planning is a dynamic process which coordinates many variables at one time. Generally, in determining the destiny of a locality, the planning process can be characterized by three questions: *What do we have? What do we want and why? How do we get it?* The development of the Comprehensive Plan is a community-based effort. The planning process used to compile the Town of Glasgow Comprehensive Plan is summarized below:

- The Planning Commission met for fourteen months, from October 2022 until November 2023 to update the Comprehensive Plan. During that time, they conducted extensive research on the local demographics, economy, physical features, transportation needs, and housing needs in order to update the Comprehensive Plan.
- Citizens were encouraged to provide their input during the update process through participation in the Glasgow Community Survey, from April 2023 to June 2023.
- A public hearing was held by the Planning Commission on December 12, 2023 to accept input on the draft of the Town of Glasgow Comprehensive Plan.
- The Planning Commission recommended the draft Comprehensive Plan to the Town Council of Glasgow on December 12, 2023.
- The Town of Glasgow adopted the updated Comprehensive Plan on December 12, 2023



History



Chapter 1: History

Glasgow, Virginia is nestled between the foothills of the Blue Ridge Mountains, bounded by the James and Maury Rivers, in South-east Rockbridge County. Europeans first settled the area as early as the 1730s. It's natural features and convenient location made the town an attractive location for early development and transportation infrastructure in the county.

Early Settlement: 1700s

John Peter Salling first passed through the Glasgow area in 1726. Around 1741, Salling obtained a grant of 400 acres of choice bottom land, which later became the Town of Glasgow. The Salling Home is presumably the oldest house in the Town of Glasgow, built by Peter and Rebecca Salling in 1815. Peter is the grandson of John Peter Salling.

On December 18, 1742, a fight between Native Americans and settlers took place in Rockbridge County, near present-day Glasgow. Members of the Iroquois Tribe were passing through the area and made camp for a week. Problems arose between the settlers and the Tribe which ended in battle, killing eleven settlers and nine Native Americans.

In the mid-1700s, Arthur, Robert, and Joseph Glasgow immigrated to America. They first settled in present-day Buena Vista, and subsequently relocated around present-day Rockbridge County. Arthur Glasgow received a grant for the land that now includes the Town of Glasgow in 1782, willing it to his son Joseph, who went on to settle the land, in 1822.

In 1785, The James River Company formed, with approval by Virginia General Assembly. George Washington was the first president of the company.

Early Economic Development: Early 1800s

In 1823, Joseph and Nancy Glasgow built a house called Union Ridge, at 1005 Fitzlee Street. The house stood until 1986. The Town of Glasgow is named for Joseph Glasgow.

Charles Hess Locher moved from Maryland to Balcony Falls in 1848, searching for natural cement deposits to use for construction of the James River and Kanawha Canals along the James. The North River Canal (now the Maury River) permitted shipping to and from Lexington. Locher went on to found the James River Cement Company.

In 1854, Frank Padgett, an enslaved person owned by Peter A. Salling, lead an effort to rescue men aboard a wrecked freight boat on the James River, at Balcony Falls, during a flood. Frank drowned during the rescue, unable to fight the flood currents. However, Captain Edward Echol's, who witnessed the rescue, erected a monument to commemorate Frank's bravery and sacrifice.

The Rockbridge Company, the Glasgow Manufacturing Company, the Glasgow Improvement Company, and the West End Company all contributed to the early economic development of Glasgow.

Incorporation of the Town: Mid-1800s to 1900

In 1864, Union General David Hunter raided throughout the Shenandoah Valley on a scorched earth campaign. Union troops destroyed homes and property, leaving many women and children to fend for themselves. Two decades later, Glasgow would become one of many boom towns in the Shenandoah Valley, transformed by large industrial investments.

The Norfolk Western, Chesapeake & Ohio, and Shenandoah Valley Railroad Companies were the first to cut through the rugged terrain and steep elevation of the Shenandoah Valley. The valley experienced some of the first railroad tunneling in the United States. In 1881, the Shenandoah Valley Railroad (now Norfolk Southern) and the Richmond & Allegheny Railroad (now CSX) converged in Glasgow.

The construction of the Rockbridge Hotel, located on a knoll southwest of Glasgow (now known as Hotel Hill), was instrumental in shaping the town. Although the opening night Gala was attended by more than a dozen countries and drew crowds from across the nation, the building would sit vacant for years due to a financial bust.

After the closure of the James River Cement Company, Charles Hunter Locher established Locher Clay Products. He later purchased the remainder of the Rockbridge Hotel and several thousand acres of land around Town to incorporate the Glasgow Company. On March 5, 1890, the Rockbridge Company held a drawing of lots. When it was established, the Town of Glasgow had

a population of no more than 20 people. Seven months later, Glasgow had a population of nearly 800, more than 12 different industries operating or under construction, and had established vital town services.

The town's first bank, the Commercial Bank, opened on July 20, 1890. The first school in the town was private, held in the back room of the old Todd's Drug Store on McCulloch Street.

In 1890, the Glasgow Publishing Company granted a charter to publish the *Glasgow Herald*, which would publish 39 editions between 1890 and 1891.

The Panic of 1893, one of the worst financial crises in the history of the United States, stunted the growth of many flourishing towns and cities throughout the Shenandoah Valley, including the newly incorporated Town of Glasgow. By 1900, the town was three miles long and has seven miles of graded streets.

End of the Modern Era: Early- to Mid-1900s

Since its incorporation, the Town of Glasgow has had a racially diverse population. Prior to incorporation, and throughout the 20th and 21st centuries, Glasgow was home to a number of Black-owned restaurants and retail establishments. However, like many Southern localities, the town has a history of racial segregation.

In 1934, the Blue Ridge Company built a carpet weaving plant in Glasgow (now the Mohawk Industries plant). The Wert-Faulkner Memorial Highway is named in honor of the first salaried employee at Glasgow's Blue Ridge Company. In 1937, Glasgow Town Council authorized E.B Hunt, the Town Sergeant, to organize a volunteer fire department. The first firehouse was built on Pocahontas Street in 1940. In 1951, the town established a fire rescue & first aid crew.

During the period of mandatory segregation, the town had several Black educational institutions, including the clapboard schoolhouse and former elementary school. When schools were integrated in 1965, the elementary school was closed, later becoming the James E. Thompson, Sr. Community Center. The community center is named after Dr. Thompson, a Black educator and native of Glasgow, who was one of the most well-respected administrators in the Rockbridge County school system.

Black community religious and community organizations have also played a major role in shaping the history of the town. In 1968, two well-known Black churches, Ebenezer Baptist (founded in 1888) and First Baptist, united to form Union Baptist Church.

Glasgow in the 21st Century: 2000 to Present

First envisioned by Town Manager Bill Rolfe, the Glasgow Farmer's Market started in 2016 with the grading and addition of gravel to a town-owned lot at the corner of 10th and Kanawha Street. Joe Glass served as the Market Manager for the first few years as a few vendors participated. Mr. Rolfe was relentless in his search for grant funding. The grant funds he obtained allowed for the

construction of a tall open-air pavilion that provided spots for ten vendors. In 2018, management of the market was taken over by the Ruritan Club. Vendors increased to 25. In 2019, after the passing of Bill Rolfe, his family had wooden louvers installed on the ends of the pavilion in his memory. These louvers protected vendors from the weather, and their installation had been a goal of Mr. Rolfe's.

With Glasgow's location at the confluence of the Maury and the James Rivers, water recreation has always been a part of community life. At the same time, there has been a longstanding safety issue of where to launch a boat without having to immediately navigate tricky rapids. Starting with Town Manager Paul Parker, who negotiated with the railroad and the Virginia Department of Game and Inland Fisheries, and ending with construction when Bill Rolfe had the role of Town Manager, a boat launch at a safer place upstream was constructed. Town staff at the time, Chris Flint and Jeff Rankin, assisted in the construction of the wooden-and-rock step style ramp that was completed in 2015.

To attract Appalachian Trail Hikers to stop in Glasgow, a Hikers' Shelter was constructed in 2010. The Parks Talbot Boy Scout Troop constructed the shelter as an Eagle Scout Project. The shelter also serves as an on-going ministry for St. John's Episcopal Church. Amenities of the shelter include sleep spaces, a fire pit, picnic areas, port-a-potties, and a shower. Those staying at the shelter are encouraged to patronize the local businesses in town.

A Brief History of Flooding in Glasgow

The Town of Glasgow has experienced flooding in low-lying areas in 1870, 1877, 1913, 1936, 1969, 1972, 1985, 1992, 1995, and 1996:

March 16 – 17, 1936, "The Great St. Patrick's Day Flood": During March, successive storms crossed the eastern region of the U.S. with floods occurring from Virginia to Maine. A total of 150 to 200 lives were lost and damage was in the millions. In Virginia, the Potomac, Shenandoah, Rappahannock, James, and York Rivers flooded. Much of the Central Shenandoah Valley suffered the effects of this storm. In Glasgow, the major manufacturer, the Blue Ridge Company, remained dry; but Locher and Company got water, although it caused little damage. The residential area of the town wasn't as lucky, and many people had to be rescued by boats from their homes. It was reported that water reached between eight and ten feet on the main road through town.

August 19 - 20, 1969: The remnants of Hurricane Camille caused flooding by torrential rains in the late evening and early morning hours that broke all flooding records in modern history along the James and Maury Rivers. Camille, which would become the Town of Glasgow's flood of record, devastated the homes and lives of Glasgow residents, substantially damaging 25% of homes in Glasgow. Twenty-three people died in Rockbridge County, including three members of the Rion family in Glasgow, as a result of Camille. Glasgow's business district was under 12 feet of water. After Camille, FEMA and the Federal Insurance Administration produced maps showing boundaries of floodplain in Glasgow.

June 19, 1972: Hurricane Agnes, in its tropical storm stage, caused flooding rains over Virginia and the Mid-Atlantic States. In Virginia, 13 lives were lost, and damages equaled 222 million dollars (1972 dollars). Flooding in Glasgow was the worst in Rockbridge County, but it did not cause nearly the damage that occurred just three years earlier with Hurricane Camille. Balcony Falls Dam was destroyed in 1974 to decrease the potential for flooding upstream

November 5, 1985: Hurricane Juan caused an even larger property loss than Camille in 1969 in Glasgow. In the town, nearly half of the homes and two-thirds of the businesses were hit by floodwaters.

June 22 – 28, 1995: A week-long period of ground saturating rains fell over the western part of Virginia. For the town, flooding from interior mountain streams became more of a problem than river flooding from the James or Maury Rivers with this event. At least 42 homes in Glasgow experienced flooding on the first floor of their homes, and 64 homes had flooded basements or crawl spaces. As a result of this flood, Glasgow was eligible to apply for grant funding to implement a flood mitigation project.

Flood Mitigation Project: Fifty-three houses that received substantial and recurrent flood damage were elevated, relocated, or acquired with the property left in open space. Funding for this \$2.5 million project was provided through the Federal Emergency Management Agency's Hazard Mitigation Grant Program, the Virginia Department of Housing and Community Development, the Virginia Department of Emergency Management, and Rockbridge County and the Town of Glasgow. As a result of this project, which was completed in 2003, more than 100 persons are now protected from future damaging floods.



Natural Features



Chapter 2: Natural Features

The Town of Glasgow is located in southeastern Rockbridge County, at the base of the Blue Ridge Mountains and the confluence of the Maury and James Rivers. The town covers 1.53 square miles with an average elevation of 735 feet above sea level. Glasgow is relatively flat with slight increases along its mountainous limits. Triangular in shape, the town is bounded on the south by the James River, the east by the Maury River, and on the north and west by the Miller and Sallings Mountains.

Flooding and Floodplains

The natural features with the greatest impact upon Glasgow are the James and Maury Rivers. Half of the town is located in the floodplain. The occasional flooding of low-lying portions of the community by these rivers has caused extensive damage to both private and public property. Major floods have occurred within low-lying portions of the community since its beginning. These floods have caused extensive damage to residential, commercial, and public property. Flooding has occurred in Glasgow in 1870, 1877, 1913, 1936, 1969, 1972, 1985, 1992, 1995, and 1996. Before the flood of 1995, flooding had been attributed primarily to flood waters from the James and Maury Rivers. However, in June 1995, intense localized rainfall caused by runoff from the mountains resulted in extensive flooding within the town, resulting in nearly \$30M in damage.

The flow of a river is usually within a well-defined channel. However, during major floods caused by heavy rains or rapid snowmelt, a river will spill over into the wide flat areas, with water moving at a fast rate and becoming deep. The duration of the flooding depends on the duration of the event precipitating the flood (rainfall or snowmelt). Flooding is typically produced by rapidly rising waters, followed by a slow recession. Consequently, flooding conditions may last for several days. Flooding affects residential and commercial areas of the town, and has caused railroad tracks to give way. Typical flood events in Glasgow can be described as the filling up of a bathtub and then pulling out the stopper to let the water drain.

Following the flood of 1969, the Federal Insurance Administration produced maps showing the boundaries of the floodplain in Glasgow. The original maps were produced in 1971. Glasgow's Floodplain Maps were most recently updated by the Federal Emergency Management Agency (FEMA) in 2000. In the aftermath of Hurricane Camille (1969), the Balcony Falls Dam was removed. The Virginia Electrical Power Company (VEPCO) built a dam and hydroelectric plant in 1915 to provide for the electrical needs of the area. Glasgow residents had concerns that the flooding caused by Camille was only exacerbated by the existence of the dam and petitioned to have it removed. VEPCO removed the dam in 1974.

After the flood of 1995, the Town of Glasgow embarked on an ambitious project to address the problem of properties repeatedly damaged by flooding. The project, funded through FEMA's Hazard Mitigation Grant Program, the Virginia Department of Housing and Community Development, the Virginia Department of Emergency Management, Rockbridge County, and the Town of Glasgow, protected 53 homes from future damage by flooding through elevation, acquisition and demolition, and/or relocation.

Topography and Soil

Topography in Glasgow is generally flat, with rises near the mountains that surround the town. A ridgeline passing generally through the center of town separates the Maury River watershed from the James River watershed. Stormwater and other surface water from the northern portion of the town flows eastward to the Maury, and the water from the southern portion of town flows to the James. The elevation of the land rises from 710 feet above sea level near the riverbanks to nearly 900 feet adjacent to Sallings Mountain. The predominant soil type throughout the town is Elk Loam of the Frederick Group. This soil is formed by deposits of sediments near streams. These deposits are derived from limestone, sandstone, and shale soil material washed from adjoining slopes or carried from distant points. Slopes more than 25% are generally considered unsuitable for any type of intensive development. Along the western boundary of town there are areas with slopes approaching 25%.

Air Quality

The Virginia Department of Environmental Quality's Air Division monitors air quality throughout Virginia to comply with mandates by the Virginia Air Pollution Control Law and the federal Clean Air Act. The only pollutant being monitored currently in Glasgow and Rockbridge County is ozone. Ozone is a form of oxygen with three atoms instead of the usual two atoms. It is a photochemical oxidant, and at ground level is the main component of smog. Unlike other gaseous pollutants, ozone is not emitted directly into the atmosphere. Instead, it is created in the atmosphere by the action of sunlight on volatile organic compounds and nitrogen oxides. Higher levels of ozone usually occur on sunny days with light winds, primarily between March and October.

Climate

The Town of Glasgow’s climate is temperate with warm summers and cold, but not severe, winters. Table 2-1 below displays the average total rainfall and snowfall in Glasgow from 1991 to 2020 (Southeast Regional Climate Center).

Table 2-1. Glasgow Monthly Climate Summary (Southeast Regional Climate Center)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Avg. Rainfall (in)	4.3	3.2	4.5	4.4	4.5	5.1	4.1	3.4	5.2	4.0	4.2	4.2
Avg. Snowfall (in)	4.7	5.1	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	3.7

Chapter 2: Natural Features Recommendations

Recommendation 2.A: Continue to encourage property owners to mitigate their properties against all hazards, with a focused effort upon flood mitigation.

- ❖ **Strategy 2.A.1:** Seek grant funding to allow additional residential properties to be protected from future flooding through elevation, relocation, or acquisition.
- ❖ **Strategy 2.A.2:** Seek grant funding to allow commercial properties to be protected from future flooding through efforts designed to flood proof vital utilities and business assets.
- ❖ **Strategy 2.A.3:** Educate citizens, emergency responders, and government officials about the provisions of the Central Shenandoah Hazard Mitigation Plan, and use this plan to develop mitigation strategies.

Recommendation 2.B: Continue efforts to improve stormwater management by developing a systematic approach to improve the quantity of water handled and the quality of the water entering the rivers.

- ❖ **Strategy 2.B.1:** Seek grant funding to have a comprehensive stormwater management study performed. Seek grant funding to implement the recommendations of such a study.
- ❖ **Strategy 2.B.2:** Encourage property owners, either through voluntary efforts or by ordinance, to maintain drainage systems on their property. Encourage commercial and industrial operations to use best management practices to ensure stormwater runoff from their facilities is not negatively impacting the quality of the water in the rivers.

Recommendation 2.C: Encourage local industry to maintain consistent compliance with air quality regulations and work towards mitigating the environmental impact of their operations.

- ❖ **Strategy 2.C.1:** Maintain an open line of communication with local industry regarding environmental issues, and work with business leaders in their efforts to improve the quality of the environment.

Recommendation 2.D: Work in partnership with Rockbridge County to establish a permanent mosquito reduction plan to eliminate the mosquito population in the Town of Glasgow.

- ❖ **Strategy 2.D.1:** Research the costs involved in hiring a public operator who is authorized to spray for governments and would assist the town and county.
- ❖ **Strategy 2.D.2:** Create a plan to reduce standing water throughout the town.



Government Structure and Finance



Chapter 3: Government Structure and Finance

The Town of Glasgow was established by a charter granted by the Virginia General Assembly on February 29, 1892. The town operates under a council-manager system, in which legislative power is vested in the Glasgow Town Council and administrative and executive authority is delegated to the Town Manager. The Town Council consists of six members elected by written ballot to staggered two-year terms. The council also includes a mayor, who is elected at-large by written ballot to a two-year term. Elections are held in November, and candidates take office on July 1 of the following year.

The Town Manager serves at the will of the Mayor and Town Council and executes the administrative and executive duties which, in a larger locality, would be delegated among multiple governmental departments. These duties and responsibilities include the general charge and administration affairs; serving as Town Treasurer, Zoning Administrator, and Director of Public Works; and any duties required by the Town Council pursuant to § 15.1-795 of the Code of Virginia (8-1-66, § 1).

Powers and Services

Under the Code of Virginia, the Town of Glasgow has the power to tax property and goods; borrow money and issue bonds; acquire lands and rights-of-way; lay-out and improve streets and sidewalks; provide and operate water supplies and sewer systems; collect and dispose of refuse; operate a police department; compel the abatement and removal of nuisances; impose penalties for violations of ordinances; and, set salaries for the mayor, council members, and town employees, among others powers. As such, the town provides water treatment and distribution, wastewater collection and treatment, refuse collection, police, parks and recreation, and some street maintenance services. The town owns and maintains 9th Street and Smiley Street, and contracts with the Virginia Department of Transportation (VDOT) to provide snow removal services. VDOT owns and maintains all other roadway systems within corporate limits.

Through formal and informal agreements with the Town of Glasgow, Rockbridge County provides public schools, library facilities, health care services, district and circuit courts, a sheriff's office, a regional jail, a GIS office, financial support for fire and rescue services, and a Commissioner of the Revenue. The town also collaborates with Rockbridge County and regional partners to improve practices and services, such as stormwater management practices, flood mitigation strategies, water and sewer services, and recreational facilities.

Revenues and Expenditures

The Town of Glasgow FY2023 Budget shows that the general fund is supported by three major sources of income: local taxes/fees/services (49.69%); categorical and non-categorical aid from the Commonwealth of Virginia (9.44%); and categorical aid from the federal government (40.87%). The largest expenditure category is Council, Legal, & Transfer. The next largest is Administrative & Finance, which is largely constituted by the salaries and benefits of administrative and finance staff. The third largest is Buildings & Grounds, which includes the direct and indirect costs of maintaining town property and facilities. The Water Fund and Sewer Fund are largely maintained through taxes and fees for direct service provision (79.57% and 71.84% respectively). Debt Service is the largest expenditure in the Water Fund, largely due to recent infrastructure improvements funded through an EPA loan. While Debt Service is also a large expenditure for the Sewer Fund, Personnel and Operations make up the bulk of expenditures. See Tables 3-1, 3-2, and 3-3 below for a detailed summary of the Town of Glasgow FY2023 Budget.

Table 3-1. General Fund Budget FY23

General Fund	
General Fund Taxes	
Real Estate (Residential & Commercial)	\$0.185
Mobile Homes	\$0.850
Real Estate (Public Utilities)	\$0.185
Personal Property	\$0.850
Machine & Tools	\$0.600
Refuse (Trash Pick-up)	\$4.500
General Fund Revenues	
Total Real Estate Taxes	\$118,032.00
Total Personal Property Taxes	\$72,750.00
Total Property Tax Penalties & Interest	\$4,000.00
Total Other Local Taxes	\$206,450.00
Total Permits/Fees/Licenses	\$550.00
Total Fines & Forfeitures	\$2,500.00
Total Revenue Use Money/Property	\$2,000.00
Total Charges for Services	\$55,315.00
Total Parks & Recreation	\$15,200.00
Total Miscellaneous Revenue	\$3,500.00
Total State Non-Categorical Aid	\$21,462.00
Total State Categorical Aid	\$69,779.00
Total Federal Categorical Aid	\$395,093.00
Total Fund Balance Carryover	\$0.00
Total General Fund Revenue	\$966,631.00
General Fund Expenditures	
Council, Legal, & Transfer	\$418,793.00
Administrative & Finance	\$237,177.00
Farmer's Market	\$6,400.00
Police	\$59,221.00
Fire & Rescue	\$40,000.00
Refuse (Trash)	\$28,000.00
Buildings & Grounds	\$141,165.00
Parks & Recreation	\$26,520.00
Library	\$820.00
Community Donations	\$8,535.00
Total General Fund Expenditures	\$966,631.00

Table 3-2. Water Fund Budget FY23

Water Fund	
Water Fund Taxes	
Residential Base Rate in Town	\$31.50
Residential Base Rate out of Town	\$47.25
Commercial Base Rate in Town	\$42.00
Commercial Base Rate out of Town	\$63.00
Water Fund Revenues	
SVC in Town (Residential)	\$210,000.00
SVC Commercial in Town	\$12,150.00
Total Miscellaneous Revenue	\$57,040.00
Total Water Fund Revenues	\$279,190.00
Water Fund Expenditures	
Personnel Sub-total	\$48,654.00
Operations Sub-total	\$68,000.00
Capital Fund Transfer Total	\$0.00
Debt Service Sub-total	\$162,536.00
Total Water Fund Expenditures	\$279,190.00

Table 3-3. Sewer Fund Budget FY23

Sewer Fund	
Sewer Fund Taxes	
Residential Base Rate in Town	\$32.08
Residential Base Rate out of Town	\$41.00
Commercial Base Rate in Town	\$32.08
Commercial Base Rate out of Town	\$41.00
Sewer Fund Revenues	
SVC in Town (Residential)	\$188,596.00
Commercial Inside	\$10,000.00
Total Miscellaneous Revenue	\$77,845.00
Total Sewer Fund Revenues	\$276,441.00
Sewer Fund Expenditures	
Personnel Sub-total	\$109,176.00
Operations Sub-total	\$132,225.00
Capital Fund Transfer Total	\$0.00
Debt Service Sub-total	\$35,040.00
Total Sewer Fund Expenditures	\$276,441.00

Chapter 3: Government Structure & Finance Recommendations

Recommendation 3.A: As the needs of the constituents change, the town may need to address new issues and provide additional services. As such, the Town Council and the Town Manager should seek to empower community members to actively engage and participate in policy development and planning.

- ❖ **Strategy 3.A.1:** Utilize new and existing avenues of communication to provide educational opportunities and resources to residents to keep them informed about local, regional, and state policy and planning issues (including newsletters, special mailings, the Town website, Council meeting agendas, etc.).
- ❖ **Strategy 3.A.2:** Actively recruit residents to participate in local, regional, and state policy making and planning efforts by inviting them to sit on Council committees and chair subcommittees, encouraging them to attend town hall meetings and provide input on committee and subcommittee meetings, and incentivizing participation in biennial public service surveys.
- ❖ **Strategy 3.A.3:** Develop new processes of two-way communication with residents that provide the town with opportunities to educate, empower, and incentivize community participation, engagement, and volunteerism among constituents.

Recommendation 3.B: In order to better serve their constituents, Town Council and the Town Manager should stay informed of any changes in the political and legal environments in Virginia and the Shenandoah Valley. As such, they should seek to establish and expand relationships that improve their knowledge and understanding of local government issues and provide access to influential federal, state, and regional actors.

- ❖ **Strategy 3.B.1:** Maintain and expand relations with the Virginia Municipal League and other local, regional, and state organizations focused on local government so that the Council and Town Manager remain informed of best management practices and changes to the Code of Virginia.
- ❖ **Strategy 3.B.2:** Maintain and expand relationships and channels of communication with state and federal legislators in order to promote legislation that enhances local government capacity and the town's ability to serve its residents.
- ❖ **Strategy 3.B.3:** Conduct a review of the Town Code to ensure it aligns with the Code of Virginia, making additions and deletions as necessary. Also conduct a review of current best management practices and standard operating procedures to ensure they align with current best practices, where appropriate.

Recommendation 3.C: To best serve their constituents, the Town Council and the Town Manager should seek to engage in lifelong learning efforts that will improve their ability to serve the residents of Glasgow.

- ❖ **Strategy 3.C.1:** Develop an orientation presentation and checklist for incoming Town Council members that details the role and responsibilities of Town Councilpersons, local politics and public administration in Virginia, and town policies and planning.

- ❖ **Strategy 3.C.2:** Encourage newly elected Town Council members to attend an in-house orientation designed to educate and provide resources for them in their new roles. Recommend that re-elected Town Council members also participate in the orientation as a refresher on the covered topics.
- ❖ **Strategy 3.C.3:** Encourage the Town Council and the Town Manager to attend a minimum of one conference each year that is relevant to local government politics and public administration, to one of the committees or subcommittees they sit on, or to major projects or programs in which the town is involved or seeking to be involved.



Demographics



Chapter 4: Demographics

Demographic statistics and trends are integral to the planning process. They provide municipalities with important background data when evaluating future land use, public services, facilities, housing, and employment needs within their communities. The following sections detail and highlight demographic data and trends from the Town of Glasgow, compared, when appropriate, with other regional localities. The U.S. Census Bureau’s Tables and Maps tool is the source of all data presented in this chapter. All data comes from the Decennial Census (1950-2020) and the American Community Survey (ACS) (2010-2021).

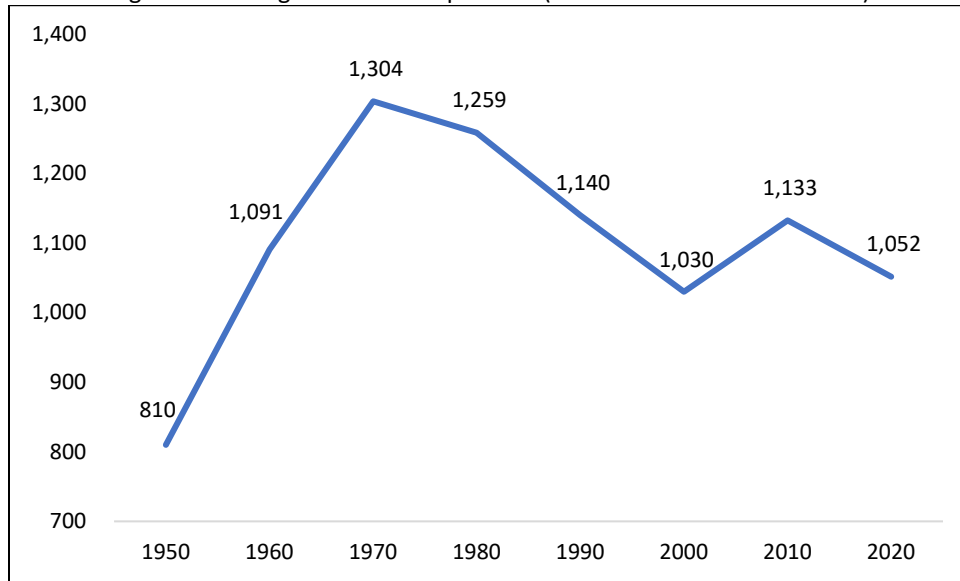
It should be noted that the U.S. Census Bureau utilized differential privacy techniques to protect the identities of small, vulnerable populations while conducting the 2020 Decennial Census. As such, some estimates from the ACS differ significantly, and may more accurately reflect the demographics characteristics of the town and county. Where appropriate, Decennial Census and ACS data will be detailed and highlighted.

Population

According to Decennial Census data, the Town of Glasgow’s population peaked in 1970 at a total of 1,304 residents. Available data suggests the town has since experienced a steady population

decline, with a slight uptick in the population in 2010, followed by another downturn in 2020 (see Figure 4-1).

Figure 4-1. Glasgow Historic Population (Decennial Census 1950-2020)



Five-Year ACS data collected over the past decade suggest that the town’s population consistently fluctuates and may have recently peaked at 1,487 in 2018. In comparison, the population of Buena Vista has also fluctuated slightly; Rockbridge County and the City of Lexington have experienced slight growth; and Virginia has experienced slow, but steady growth over the same period of time (see Table 4-1).

Table 4-1. Local and Regional Population (ACS Five-Year 2011-2021)

Year	Town of Glasgow	Percent Change	Rockbridge County	City of Buena Vista	City of Lexington	Virginia (in Millions)
2011	1,138	-	22,304	6,647	6,998	7.926
2012	1,188	+4.4%	22,357	6,679	6,990	8.015
2013	1,413	+18.9%	22,345	6,699	7,026	8.101
2014	1,258	-11.0%	22,367	6,683	7,114	8.185
2015	1,362	+8.3%	22,444	6,666	7,071	8.257
2016	1,221	-10.4%	22,450	6,610	7,036	8.310
2017	1,298	+6.3%	22,440	6,495	7,113	8.366
2018	1,487	+14.6%	22,509	6,399	7,110	8.414
2019	1,385	-6.9%	22,570	6,484	7,241	8.454
2020	1,306	-5.7%	22,728	6,477	7,205	8.509
2021	1,437	+10.0%	22,663	6,649	7,287	8.582

Population Characteristics

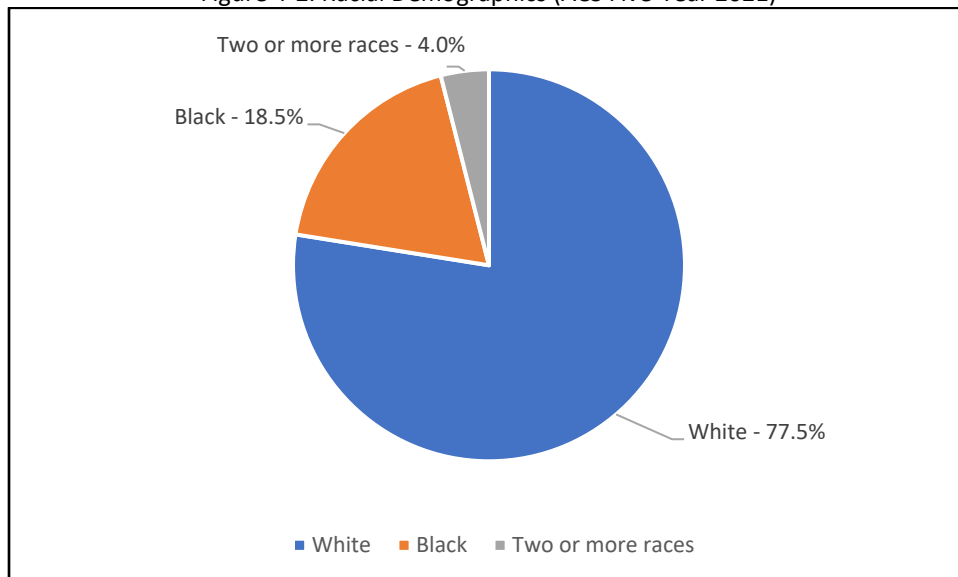
In 2021, the median age of residents in the Town of Glasgow was 39.7, while the median ages of Rockbridge County, City of Buena Vista, and City of Lexington residents were 49.2, 35.9, and 22.4 respectively. The town has a slightly higher percentage of pre-k and school-age children than other nearby localities. It also has a higher percentage of aging and elderly residents than the City of Buena Vista, City of Lexington, and Virginia, with 17.7% age 55-64 and 19.4% age 65 and over (see Table 4-2).

Table 4-2. Population by Age (ACS Five-Year 2021)

Age Groups	Town of Glasgow	Percent of Population	Rockbridge County	City of Buena Vista	City of Lexington	Virginia
Under 5 Years	101	7.0%	983	343	234	501,494
5-17 Years	263	18.3%	3,072	1,019	365	1,391,258
18-24	132	9.2%	1,609	1,193	3,500	807,206
25-39	226	15.7%	3,108	949	1,026	1,765,467
40-54	182	12.7%	4,279	1,168	611	1,665,820
55-64	254	17.7%	3,684	762	556	1,122,634
65+	279	19.4%	5,928	1,215	995	1,328,600

2021 ACS five-year data indicates that 77.5% of Glasgow residents identify as White, while 18.5% identify as Black; only 4.0% of Glasgow residents identify as multiracial (see Figure 4-2). 2021 ACS five-year data is not yet available for all nearby localities. However, 2020 Decennial Census data suggests that the Town of Glasgow has a three to ten times higher proportion of Black residents than the surrounding counties, cities, and towns.

Figure 4-2. Racial Demographics (ACS Five-Year 2021)



Select Socio-Economic Characteristics

2021 ACS five-year data indicates that a high school diploma or equivalent is the highest level of education for 57.5% of Glasgow residents, and 33.1% of residents have some level of college education. However, while Glasgow residents are more likely to have completed high school than residents of Rockbridge County and the City of Buena Vista, they are less likely than residents of other nearby localities to have at least some level of college education (see Table 4-3).

ACS five-year data indicates that 16.6% of Glasgow households do not have access to a vehicle, more than double the next highest nearby locality. The data suggests that 5.0% of Rockbridge County households, 3.9% of Buena Vista households, and 8.0% of Lexington households also do not have access to a vehicle (see Table 4-3).

ACS Five-Year data indicates that 9.9% of town residents did not have access to health insurance in 2021, while the same is true for 6.8% of Rockbridge County residents, 7.9% of Buena Vista residents, and only 2.0% of Lexington residents (see Table 4-3).

Table 4-3. Select Socio-economic Indicators (ACS Five-Year 2021)

Locality	Less than High School	High School Equivalency	Some College or Higher	Households without a Vehicle	Uninsured Population
Town of Glasgow	9.4%	57.5%	33.1%	16.6%	9.9%
Rockbridge County	10.6%	35.2%	54.3%	5.0%	6.8%
City of Buena Vista	16.1%	33.0%	50.9%	3.9%	7.9%
City of Lexington	2.9%	27.2%	70.0%	8.0%	2.0%
Virginia	9.2%	25.0%	65.8%	6.0%	7.9%



Economy



Chapter 5: Economy

A vital economy is essential for maintaining a community's quality of life. A strong economy provides a reliable tax base that supports public services and community facilities, as well as supports employment opportunities for citizens. The following sections detail and highlight previous and existing economic data and trends from the Town of Glasgow, compared, when appropriate, with other regional localities. The data and analyses presented in this chapter are intended to inform economic and community development planning.

Economic development is a process that seeks to create the conditions for economic growth and improved quality of life by increasing the capacity of individuals, businesses, and communities to support innovation, job creation, and private investment. Community development is a form of participatory economic development, in which the government empowers local stakeholders to improve their communities. Local government has an integral role in economic and community development efforts and should utilize the strategies and recommendations in this chapter to guide policy and decision-making.

It should be noted that the sampling conducted by the US Census Bureau resulted in a higher margin of error on many economic metrics for the Town of Glasgow when compared to other local jurisdictions, as is common for localities with smaller populations.

Labor Force

According to American Community Survey (ACS) five-year data, the Town of Glasgow had an estimated population of 1,437 in 2021. However, in the same year, Glasgow had a working-age population of 1,091, and a labor force participation rate of 60.5%. This indicates that an estimated 660 Glasgow residents were either employed or unemployed and seeking employment. While Glasgow’s labor force participation rate is lower than the Virginia-wide rate, it is higher than those of other nearby localities.

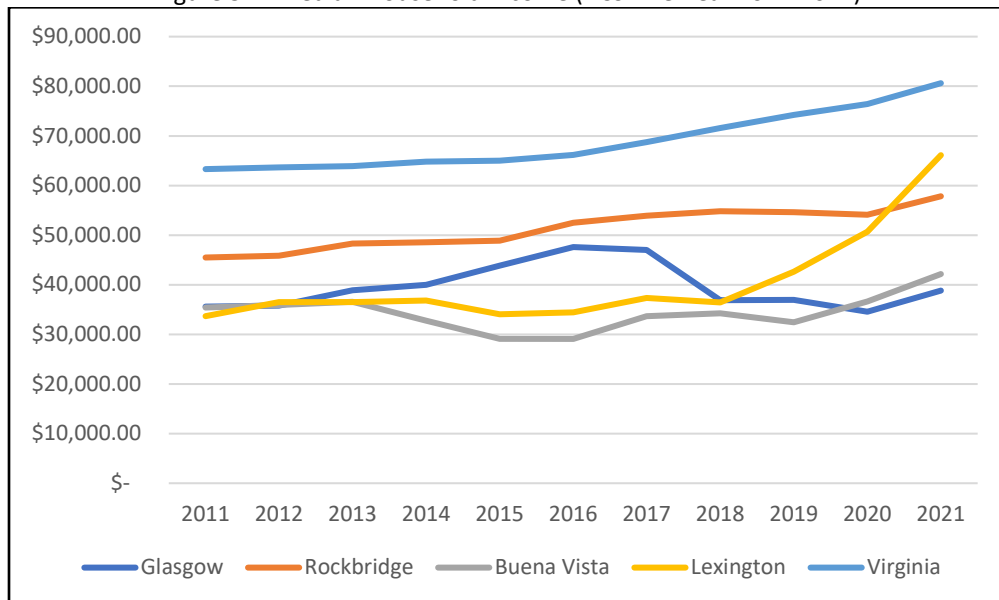
ACS five-year data suggests that Glasgow has a higher unemployment rate than other local jurisdictions, at 9.1%. For comparison, Rockbridge County, Buena Vista, and Lexington have an unemployment rate of 2.9%, 0.7%, and 1.4% respectively.

Residents of Glasgow have relatively normal average work weeks when compared to other local jurisdictions. The average hours worked for an employed resident of Glasgow in 2021 was 36.4, while the lowest in the area was 33.9 hours for residents of Lexington, and the highest in the area was 38.2 for residents of Rockbridge County.

Income

Median Household Income indicates the middle of the income distribution, meaning that half of households have an income higher than the median, and half of households have an income lower than the median. 2021 ACS five-year data suggests that Glasgow has a lower median household income than other nearby localities. However, this has not always been the case. Figure 5-1 below tracks median household income for the Town of Glasgow, Rockbridge County, the City of Buena Vista, the City of Lexington, and Virginia from 2011 to 2021. Over that time period, Glasgow’s median household income increased by \$12,000, and then fell by \$9,000.

Figure 5-1. Median Household Income (ACS Five-Year 2011-2021)



Per Capita Income indicates the average income for each person in a particular group and is computed by taking the total income for that group and dividing it by the total number of people in that group. 2021 ACS five-year data suggests that Glasgow has a lower per capita income than other nearby localities at \$20,238 (see Table 6).

Median Earnings indicates the middle of the worker earnings distribution, which is similar to the income distribution, except that earnings primarily come directly from waged or salaried labor, while income may include wages, salary, pension, rental payments, interest, dividends, etc. 2021 ACS five-year data suggests that Glasgow has higher median earnings than both the Cities of Buena Vista and Lexington, at \$28,906 compared to \$22,106 and \$8,773 respectively (see Table 6).

ACS five-year data suggests that the Town of Glasgow has lower rates of poverty among adults than the Cities of Buena Vista and Lexington, but higher rates of poverty among children than most other nearby localities (see Table 5-1).

Table 5-1. Income and Poverty (ACS Five-Year 2021)

Locality	Per Capita Income	Median Earnings	Adult Poverty Rate	Child Poverty Rate
Town of Glasgow	\$20,238	\$28,906	14.9%	18.1%
Rockbridge County	\$34,342	\$33,932	9.6%	13.7%
City of Buena Vista	\$32,082	\$22,106	20.4%	24.9%
City of Lexington	\$23,763	\$8,773	25.4%	6.5%
Virginia	\$43,267	\$42,964	9.1%	13.0%

Commuting Patterns

According to 2021 ACS five-year data, 91.4% of Glasgow workers drive to work alone, while 3.3% carpool, 2.7% walk, and 1.6% work from home. The average one-way commute time for Glasgow workers is estimated at 31.1 minutes.

2020 On the Map data suggests that only 66 Glasgow residents work in the town. The data suggests that 421 workers live in the Town of Glasgow and commute outside of town for work, while 670 workers live outside of town and commute into Glasgow for work. Workers are commuting to and from many of the same localities (see Tables 5-2 and 5-3).

Table 5-2. Top Commute Destinations (On the Map)

Commute Destination	Number of Workers
City of Lexington	58
City of Buena Vista	45
City of Roanoke	23
City of Lynchburg	17
East Lexington	9

Table 5-3. Top Commute Origins (On the Map)

Commute Origin	Number of Workers
City of Buena Vista	133
City of Roanoke	18
City of Lexington	17
City of Lynchburg	13
East Lexington	12

Resident Employment

2021 ACS five-year data suggests that 82.5% of Glasgow residents are employed in the private or non-profit sector, while 11.1% are employed in the public sector, and 6.4% are self-employed. Data suggests that the number of residents who are self-employed has increased by 100.0% over the last 5 years.

ACS five-year data separates employment by occupation into five categories: management, business, science, and arts; service; sales and office; natural resources, construction, and maintenance; and production, transportation, and material moving. In 2021, nearly one-third (32.4%) of Glasgow residents were employed in service occupations, while only 16.4% and 8.7% of residents were employed in sales and office and natural resource, construction, and maintenance occupations, respectively. The number of residents in Glasgow who are employed in these occupations has changed significantly in the last five years. For example, the number of residents who are employed in service occupations has increased by 122.0% over the last five years (see Table 5-4 for more details).

Table 5-4. Employment by Occupation (ACS Five-Year 2017-2021)

Occupation	Percent of Employed Residents	Number of Employed Residents	Change Over Last Five Years
Management, business, science, and arts	18.7%	105	-2
Service	32.4%	182	+100
Sales and office	16.4%	92	-54
Natural resource, construction, and maintenance	8.7%	49	-21
Production, transportation, and material moving	23.7%	133	+7

ACS five-year data separates employment by industry into 13 categories (see Table 5-5). In 2021, roughly one-quarter of Glasgow residents were employed in both the manufacturing industry (25.7%) and the educational services, healthcare, and social assistance industry (23.4%). While manufacturing has seen a slight increase over the last five years, the number of residents employed in the educational services, healthcare, and social assistance industry has increased by 81.9%. The number of residents employed in the transportation, warehousing, and utilities industry and the professional, scientific, management, administrative, and waste management services industry have also increased significantly over the last five years, with increases of 125.0% and 83.3% respectively. In contrast, the number of residents employed in the agriculture, forestry, fishing, hunting, and mining industry; the construction industry; and the arts, entertainment, recreation, accommodation, and food services industry have decreased significantly, with decreases of 100.0%, 53.1%, and 51.0% respectively.

Table 5-5. Employment by Industry (ACS Five-Year 2017-2021)

Industry	Percent of Employed Residents	Number of Employed Residents	Change Over Last Five Years
Agriculture, forestry, fishing & hunting, and mining	-	-	-9
Construction	2.7%	15	-17
Manufacturing	25.7%	144	+20
Wholesale trade	0.7%	4	-3
Retail trade	10.7%	60	-11
Transportation & warehousing and utilities	4.8%	27	+15
Information	-	-	-
Finance & insurance and real estate, rental, & leasing	3.4%	19	-15
Professional, scientific, & management and administrative & waste management services	7.8%	44	+20
Educational services and healthcare & social assistance	23.4%	131	+59
Arts, entertainment, & recreation and accommodation & food services	8.9%	50	-52
Other services (except public administration)	4.8%	27	+10
Public administration	7.1%	40	+13

Business Sector

Chmura Economics & Analytics owns and maintains the JobsEQ database, which separates industry employment in the Town of Glasgow into 16 categories (see Table 5-6 for a condensed industry report). Jobs industry data from the fourth quarter of 2022 indicates that 83.9% of all jobs in Glasgow are in the manufacturing industry. In Q4 2022, there were an estimated 533 employees working in the manufacturing industry in Glasgow. The retail trade industry (4.7%); professional, scientific, management, administrative, and waste management services industry (3.0%); and the educational services, healthcare, and social assistance industry (2.7%) make up a combined 10.4% of the jobs in Glasgow. Although these are the next most populous industries in Glasgow, in Q4 2022, there were only an estimated 66 employees working in these industries.

Table 5-6. In-town Jobs by Industry (Chmura Economics & Analytics, JobsEQ 2023)

Industry	Percent of Jobs	Number of Jobs	Change Over Last Five Years
Agriculture, forestry, fishing & hunting, and mining	0.8%	5	-
Construction	1.3%	8	-4
Manufacturing	83.9%	553	-141
Retail trade	4.7%	30	+8
Transportation & warehousing and utilities	0.5%	3	+2
Information	-	-	-1
Finance & insurance and real estate, rental, & leasing	-	-	-1
Professional, scientific, & management and administrative & waste management services	3.0%	19	+8
Educational services and healthcare & social assistance	2.7%	17	-1
Arts, entertainment, & recreation and accommodation & food services	1.3%	8	-1
Other services (except public administration)	0.6%	4	-2
Public administration	1.1%	7	+7
Unclassified	0.2%	1	+1

The manufacturing industry is a major pillar of Glasgow's economy, most notably Mohawk Industries Inc. According to JobsEQ data, in the fourth quarter 2007, there were 1,765 jobs located in the Town of Glasgow. The data suggests that 1,569 of those jobs were in the manufacturing industry, accounting for 88.9% of all jobs in Glasgow. The manufacturing industry in Glasgow saw a drastic decline during the Great Recession, from early 2008 to late 2009. By the fourth quarter of 2012, there were only 1,286 jobs located in Glasgow, with 1,150 of those in the manufacturing industry, accounting for 89.4% of all jobs. The local industry experienced another drastic decline in jobs from late 2012 to early 2014, at which point the industry started a relatively slow decline. In the fourth quarter 2022, there were a total of 635 jobs located in Glasgow, with 535 in the manufacturing industry, accounting for 83.9% of all jobs. As the manufacturing industry has declined, the town has sought to diversify its economy.

Economic Development

The Recreation Economy

Over the last several years, the Town of Glasgow has created numerous opportunities for commercial and recreational expansion. The town has made several improvements to Locher Field, the large open field between the James River and Rockbridge Road (route 130). A covered bandstand and picnic tables have been built, the concession stands have been upgraded, and the town plans to build permanent restrooms in the near future. Glasgow has hosted the Rockbridge County Fair in Locher Field for the last three years, with several other buildings in town serving as auxiliary venues. The town also received a loan from the U.S. Department of Agriculture's Rural Development program to build a farmer's market pavilion on route 130, which attracts a wide variety of local vendors and visitors during late Spring, Summer, and early Fall.

In 2011, the Appalachian Trail Conservancy designated Glasgow an Appalachian Trail Community. Just prior to that designation, the town built a hiker's shelter adjacent to Locher Field that serves Appalachian Trail (AT) hikers that come into town. The shelter currently includes toilets and a shower facility, but the town plans to build permanent restrooms in the near future. Glasgow's proximity to the AT draws numerous hikers to the town in the late Spring and Summer. A new foot path connecting the AT to the Jarvis Trail allows hikers easy access to commercial businesses, the local hostel, Locher Field, and the farmer's market. The new Locher Landing is located at the end of Jarvis Trail. At the confluence of the scenic James and Maury Rivers, Locher Landing includes a boat ramp, kayak slide, and several walking trails. Glasgow also has a lighted, mixed-use ball field that hosts several youth and adult sporting events.

Local Businesses and Attractions

Over the last several years, a number of new commercial businesses have found success in Glasgow, including: LKH Lumber Company, Castello Hemp Inc., Color by Mary, and Stanimal's 328 Hostel and Shuttle Service. Glasgow is also located near several destinations that attract a high number of seasonal visitors to the region. The 2018 Lexington, Buena Vista, and Rockbridge Area Tourism Destination Assessment found that many of the key drivers of travel and tourism to the region are located within five to ten miles of the Town of Glasgow. Table 5-7 below details the major local attractions that are within 15 miles of Glasgow.

Table 5-7. Local Attractions

Local Attraction	Distance from Glasgow	Travel Time from Glasgow (by car)
Maury River	<0.5 miles	1 minute
Upper James River (Scenic River)	<0.5 miles	1 minute
George Washington National Forest	0.5 miles	2 minutes
Appalachian Trail Access Point	6.5 miles	11 minutes
Blue Ridge Parkway Access Point	14.5 miles	23 minutes
Natural Bridge State Park	6 miles	10 minutes
Natural Bridge Trail Head	6.5 miles	10 minutes
Caverns at Natural Bridge	6.5 miles	10 minutes
Natural Bridge Zoo	6 miles	10 minutes
Natural Bridge Speedway	5 miles	9 minutes
Jellystone Park at Natural Bridge	4.5 miles	8 minutes
Virginia Safari Park	7 miles	18 minutes
Dinosaur Kingdom II	6 miles	10 minutes
Great Valley Farm Brewery & Winery	7 miles	13 minutes
Halcyon Days Cidery Co & Orchard Labyrinth	6.5 miles	11 minutes

Chapter 5: Economy Recommendations

Recommendation 5.A: Encourage and promote economic development policies and practices that focus on expanding and diversifying the economic base in Glasgow, improving living wage and residential opportunities for Glasgow residents, and anticipating the future needs of the town and its citizenry.

- ❖ **Strategy 5.A.1:** Collaborate with local and regional stakeholders to update Glasgow’s Community Strong plan and develop a detailed economic development plan and business district revitalization plan.
- ❖ **Strategy 5.A.2:** Identify and pursue incentives, grants, and loan programs that align with Glasgow’s economic development goals.

Recommendation 5.B: Encourage and promote efforts to attract new businesses, to help grow and market existing businesses, and to reduce job-out migration.

- ❖ **Strategy 5.B.1:** Develop and maintain relationships with local business owners and large employers to understand their needs and improve their ability to compete in the market.
- ❖ **Strategy 5.B.2:** Collaborate with local and regional stakeholders to attract and support a range of industries in and around Glasgow.
- ❖ **Strategy 5.B.3:** Identify and pursue funding opportunities to improve the infrastructure necessary to accommodate higher density development along the Rockbridge Road and Blue Ridge Road corridors.

Recommendation 5.C: Encourage and promote economic development efforts that expand recreation opportunities for residents and improve Glasgow’s position as a recreation hub for Southern Rockbridge County.

- ❖ **Strategy 5.C.1:** Encourage local and regional stakeholder participation in land use planning and engage with stakeholders to identify development opportunities.
- ❖ **Strategy 5.C.2:** Pursue partnerships with local and regional, public and private organizations to plan, sponsor, and coordinate fairs, festivals, and other events in Glasgow.

Recommendation 5.D: Encourage and promote beautification efforts throughout the town that improve the overall aesthetics of Glasgow and its marketability as a recreation destination.

- ❖ **Strategy 5.D.1:** Utilize landscaping, tree and shrub planting, and greenspace maintenance to enhance the aesthetic quality of Glasgow, improve quality of life factors, and promote a sense of village charm.
- ❖ **Strategy 5.D.2:** Collaborate with local and regional stakeholders to incentivize and promote arts and cultural organizations, projects, and events in Glasgow.

Recommendation 5.E: Adopt and pursue policies, practices, and programs that maintain high personal and public safety standards in Glasgow to ensure that residents and visitors feel free to actively engage in the local economy.

- ❖ **Strategy 5.E.1:** Collaborate with local and regional stakeholders to revitalize blighted and vacant properties and require absentee landlords to maintain deteriorating properties.
- ❖ **Strategy 5.E.2:** Identify and pursue funding opportunities that will assist in the removal of blight and address public safety hazards in town.
- ❖ **Strategy 5.E.3:** Collaborate with local and regional stakeholders to ensure the continued support of law enforcement and emergency services in Glasgow.



Housing



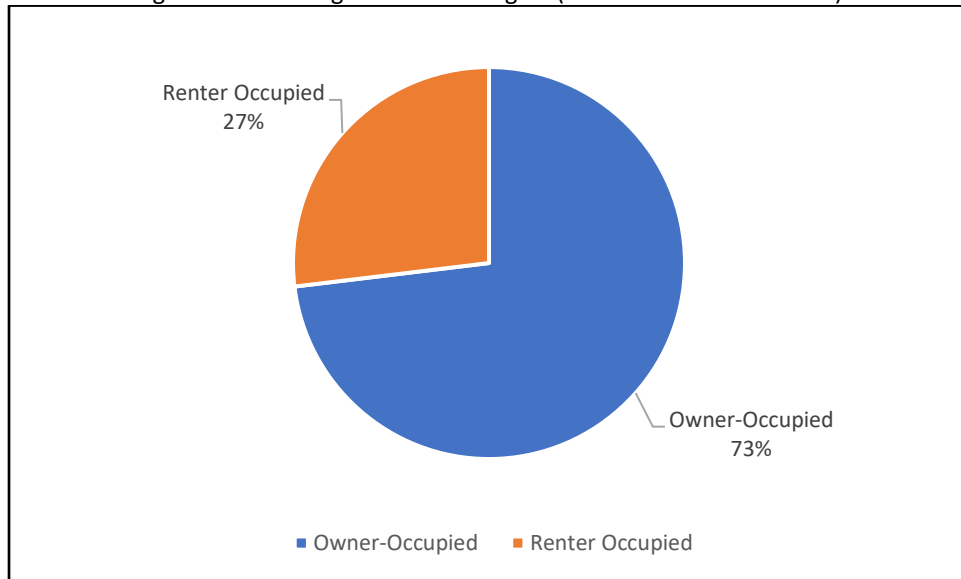
Chapter 6: Housing

Adequate housing is critical to the vitality of any community. While housing construction, sale and rental, and maintenance are largely the role of the private market, local government provides many of the resources that influence housing markets, including infrastructure, transportation systems, education, public safety, community facilities, recreational opportunities, zoning, and taxation. To provide safe, affordable, and accessible housing options, the public and private sector must work together. This chapter serves as a housing profile for the Town of Glasgow. As housing markets continue to fluctuate, this housing profile can serve as a useful tool for the town to understand its essential housing features. Key metrics include tenure, household characteristics, housing occupancy, housing types, age of housing stock, and housing affordability. It should be noted that the sampling conducted by the U.S. Census Bureau resulted in a higher margin of error on many metrics when compared to other local jurisdictions, as is common for localities with smaller populations.

Tenure and Household Characteristics

Most households (73.1%) in Glasgow own their home, slightly lower than the Rockbridge County average of 76%, while renters constitute 26.9% of the population (see Figure 6-1). Among homeowners, more than 70% are 55 or older in Glasgow. This may be related to availability of or appropriateness of homeownership units for households headed by younger individuals. The average household size in Glasgow is 2.7 persons, with renters having a slightly larger household size (3.1 persons) than owners (2.5 owners).

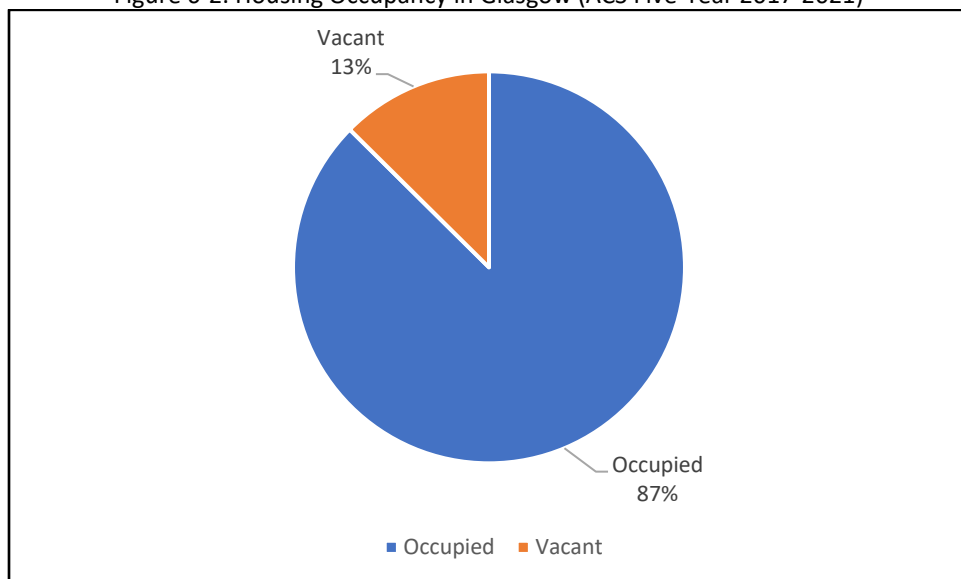
Figure 6-1. Housing Tenure in Glasgow (ACS Five-Year 2017-2021)



Housing Occupancy

Of Glasgow’s 612 housing units, an estimated 77 are classified as vacant (see Figure 6-2). The majority (73%) of those vacancies are ‘long-term’ vacancies— units that are abandoned, slated for demolition, or otherwise held in the long-term without being returned to the market. Those units classified as long-term vacancies are potential sources of housing investment, as more housing units are needed on the market to attract and retain workforce. The remainder are market vacancies for rent or sale (14%), or seasonal/recreational vacancies that are for occasional use (13%). While Glasgow’s vacancy rates have a substantial margin of error, it should be noted that a typical healthy market vacancy rate is typically between 2-7%.

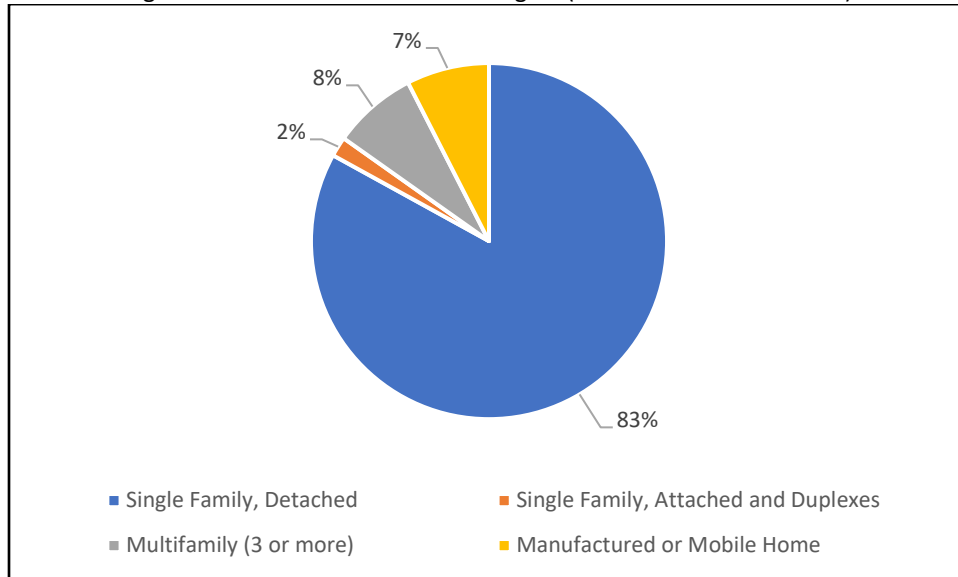
Figure 6-2. Housing Occupancy in Glasgow (ACS Five-Year 2017-2021)



Housing Types

Of the 612 housing units in Glasgow, the vast majority (83%) are single family detached units. Single family attached homes and duplexes make up the smallest percentage of inventory, followed by multifamily units (comprising 8% of all housing stock), and manufactured/mobile homes, representing 7% (see Figure 6-3). Going forward, the town can prioritize the development of underrepresented housing types to increase the diversity of its existing stock. This will help to accommodate the needs of different family types and sizes, as well as various householder ages.

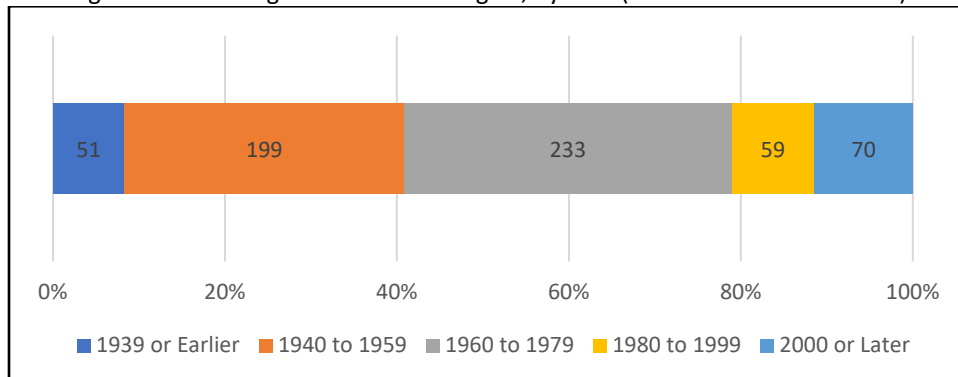
Figure 6-3. Units in Structure in Glasgow (ACS Five-Year 2017-2021)



Age of Housing

Nearly 80% of Glasgow’s housing stock was built prior to 1980, demonstrating that housing development has continued to slow over the past 40 years (see Figure 6-4). Older housing stock is an indicator of housing conditions, and this inventory has the potential to depress home value prices if quality is not maintained. As Glasgow’s housing stock ages, the town should monitor housing conditions community-wide, and prioritize investment and rehabilitation needs.

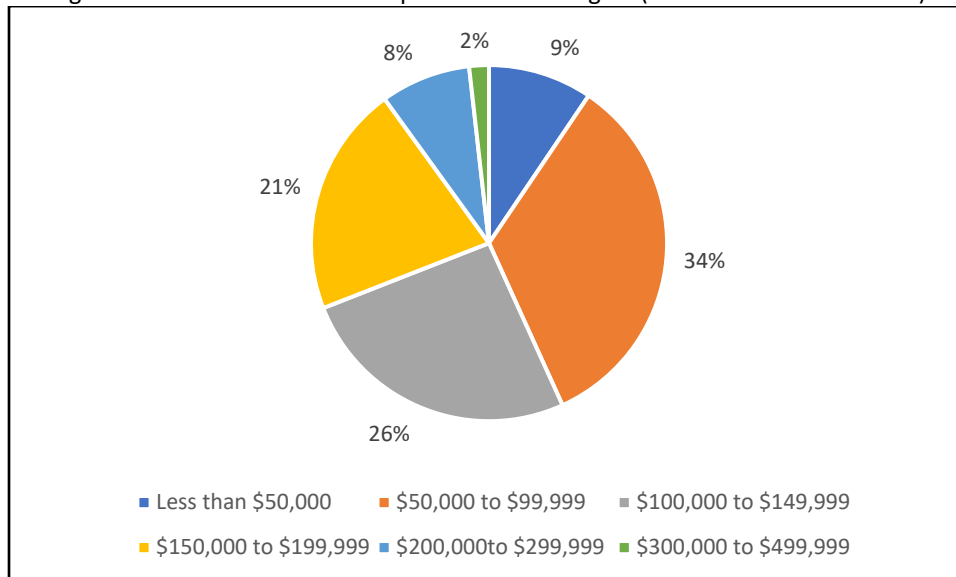
Figure 6-4. Housing Units Built in Glasgow, by Year (ACS Five-Year 2017-2021)



Housing Affordability

Glasgow offers relatively affordable housing costs for both owners and renters (see Figure 6-5). The median home value of owner-occupied units in Glasgow is \$110,200 – a modest increase of 15% since 2016, according to American Community Survey 5-year estimates. Nearly 70% of owner-occupied units are valued below \$150,000. Glasgow offers affordable homeownership opportunities, with all estimated home values below \$500,000 and an estimated median monthly mortgage payment of \$824.

Figure 6-5. Value of Owner-occupied Units in Glasgow (ACS Five-Year 2017-2021)



The median gross rent in Glasgow is \$826, an increase of only 0.3% since the 2016 American Community Survey. Median mortgage and rental payments in Glasgow are significantly less than in neighboring jurisdictions (see Table 6-1).

Table 6-1: Local and Regional Housing Prices (ACS Five-Year 2021)

	Town of Glasgow	Rockbridge County	City of Buena Vista	City of Lexington	Virginia
Gross Median Rent	\$826	\$857	\$874	\$1,057	\$1,326
Median Housing Costs with a Mortgage	\$824	\$1,321	\$953	\$1,530	\$1,891
Median Home Value	\$110,200	\$209,500	\$123,100	\$251,500	\$295,500

Cost-burden is also a useful indicator of affordability. A household is considered cost-burdened when they pay more than 30% of their monthly income toward housing-related expenses. If a household is cost-burdened, there may be a struggle to make financial choices between housing and other essential expenses like food, childcare, and transportation.

In Glasgow, nearly one-third of all households with a mortgage (29.6%) pay 30% or more toward housing expenses, while 14.2% pay between 20-29.9% and 56.2% pay less than 20% of their income toward housing expenses (see Table 6-1).

For those who rent, the rate of cost-burden is substantially higher. Only 11.4% of renters pay less than 20% of their income toward housing, while 40.9% pay between 20-29.9% and nearly half (47.7%) pay more than 30% of their income. This follows regional and national trends, as renters tend to be more cost-burdened than homeowners, on average (see Table 6-1).

Additionally, while Glasgow offers lower housing costs than many of its neighboring jurisdictions, median household income is also substantially lower than nearby localities (see Table 6-1). As a result, many income-constrained households will likely struggle to comfortably afford even modestly priced housing. Cost-burdened households living in Glasgow's older housing stock are good candidates for rehabilitation and/or weatherization assistance.

Summary of Housing Analysis

Glasgow's housing market is primarily owner-occupied, at 73%. Roughly 87% of housing stock is occupied, while 13% is estimated to be vacant. Most vacancies are long-term vacancies rather than market vacancies for rent or sale. The majority of homes in Glasgow are single-family detached homes (83%), followed by multifamily units and manufactured or mobile homes. Going forward, Glasgow can increase its housing diversity by encouraging other types of development, such as multifamily and single-family attached housing or duplexes. Glasgow has an older housing stock; most homes (71%) were built between 1940 and 1979. Glasgow offers relatively affordable homeownership and rental opportunities, with median mortgage and rent costs being less expensive than neighboring jurisdictions. However, one in every three owners with a mortgage and nearly half of all renters pay more than 30% of their income toward housing, likely due to relatively low median income in the town. Going forward, the town can prioritize retaining its affordable housing stock while attracting more high-paying job opportunities for Glasgow's workforce.

Chapter 6: Housing Recommendations

Recommendation 6.A: Improve the condition of existing housing to ensure that all households have safe, sound, and sanitary homes.

- ❖ **Strategy 6.A.1:** Continue coordination with County officials to encourage the rehabilitation of existing housing and ensure compliance with applicable codes.
- ❖ **Strategy 6.A.2:** Encourage the adoption of the Property Maintenance section of the Uniform Building Code into the town ordinance to enhance the ability to require property owners to improve substandard housing.
- ❖ **Strategy 6.A.3:** Identify and pursue grant funding opportunities to rehabilitate housing in need of investment. Ensure homeowners have access to renovation and repair resources such as USDA loans and the Weatherization Assistance Program.
- ❖ **Strategy 6.A.4:** Identify resources, such as the Manufactured Home Community Coalition of Virginia, to encourage proper maintenance and improvements for Glasgow's manufactured and mobile home inventory.
- ❖ **Strategy 6.A.5:** Ensure access to resources that offer home modifications to improve safety and accessibility for populations such as seniors aging in place and residents with disabilities.
- ❖ **Strategy 6.A.6:** Examine residential flood mitigation opportunities to ensure protection of existing housing stock in accordance with the Central Shenandoah Planning District Commission's Hazard Mitigation Plan.

Recommendation 6.B: Encourage the best use of developable land to better serve a diverse range of household types and income levels.

- ❖ **Strategy 6.B.1:** Examine zoning ordinances and subdivision regulations to ensure compliance with State law and compatibility with similar County regulations.
- ❖ **Strategy 6.B.2:** Promote the development of a diversity of housing types, including attached and multifamily housing development, to serve a wide range of existing residents and attract new households.
- ❖ **Strategy 6.B.3:** Encourage housing types that accommodate a variety of household types, including senior-friendly development for elderly populations, accessible housing for people with disabilities, and housing that accommodates a variety of family sizes.
- ❖ **Strategy 6.B.4:** Promote responsible development of vacant parcels zoned for residential use to serve persons of varying income levels. Prioritize development in proximity to community amenities such as retail and government services.
- ❖ **Strategy 6.B.5:** Encourage future development to be built outside of the floodplain in accordance with the Central Shenandoah Planning District Commission's Hazard Mitigation Plan.

Recommendation 6.C: Foster a healthy housing market as a tool for economic development and workforce attraction and retention.

- ❖ **Strategy 6.C.1:** Coordinate with major employers to identify housing needs and prioritize in-demand housing types. For example, consider prioritizing small-scale multifamily developments to accommodate younger workforce within the town.
- ❖ **Strategy 6.C.2:** Promote homebuyer resources such as the CSPDC’s First Time Homebuyer Program as a tool to attract workforce to locate in Glasgow.
- ❖ **Strategy 6.C.3:** Encourage consistency between future residential development and the town’s business attraction efforts to ensure that future workforce has appropriate housing options.



Transportation



Chapter 7: Transportation

The transportation system is one of the more important facilities to consider when making decisions regarding growth and development. It is also the system over which the Town has the least amount of control. Analyzing this system requires careful consideration of the safety and efficiency of the current and future transportation facilities.

Virginia's Highway System

The Virginia Department of Transportation (VDOT) maintains the third largest road transportation system in the nation. The 58,867-mile state-maintained system is divided into the following categories:

- **Interstate** – 1,118 miles of four-to-ten lane highways that connect states and major cities.
- **Primary** – 8,111 miles of two-to-six lane roads that connect cities and towns with each other and with interstates.
- **Secondary** – 48,305 miles of local connector or county roads.
- **Frontage** – 333 miles of frontage roads.
- A separate system includes 10,561 miles of urban streets, maintained by cities and towns with the help of state funds. Virginia's cities are independent of its counties.

VDOT's annual budget for Fiscal Year 2022 is \$7.6 billion. About 29% of allocations go to highway maintenance and operations, while 43% of allocations go to highway construction. Other

portions of the budget are directed to address the needs and requirements of debt service, support for other agencies, public transportation, tolls, administration, and other programs.

Following public hearings and receiving input from each of their operational divisions, the Commonwealth Transportation Board develops a six-year plan for road improvements. This plan covers major road work such as new highways, new bridges, new interchanges, and the like. Previously included in the Six Year Improvement Program (SYIP) was the replacement of the bridge on Route 130 that crosses the Maury River. The bridge was significantly deteriorated, and construction began in 2008. The new bridge features two 12-foot lanes and 10-foot grade shoulders and was completed in 2011.

Currently, Glasgow has two projects included in the SYIP. As seen in Table 7-1, both projects represent two-thirds of a shared-use path along Blue Ridge Road that was envisioned to safely connect the Appalachian Trail (AT) shelter on 9th Street to the town’s businesses and amenities. The middle third of the path has yet to be completed.

Table 7-1. Glasgow Projects in VDOT SYIP, FY23-28

UPC	Project Description	Total Allocation	Project Timeline
109026	Blue Ridge Road Shared-Use Path	\$299,000	Completed
113333	Blue Ridge Road Shared-Use Path – Phase 2B	\$366,000	Completed

Inventory/Existing Conditions

The transportation system in Glasgow consists of roadways, bicycle and pedestrian facilities, and rail lines.

Roadways

Glasgow’s roadway network comprises approximately 13.3 miles of roadways. These roads form the backbone of the Town’s transportation system, as 94.7% of residents report commuting to work in a personal or shared vehicle (U.S. Census Bureau, 2021).

VDOT’s Functional Classification System provides a uniform way of classifying roadways based on their role within the transportation system. Roadways are categorized into a class that describes its character and function, with each designation serving progressively smaller service areas and more local forms of travel. From largest to smallest, these classifications include Interstates, Freeways/Expressways, Arterials, Collectors, and Local Roads. Using VDOT’s functional classification system and roadways system, classifications applicable to Glasgow are as follows (see Map 7-1):

Primary Roads

Glasgow has only one primary road, Route 130, which is classified as a minor arterial. Route 130 is signed as Rockbridge Road within the Town limits. Minor arterials serve as links to cities and large towns and are spaced at intervals that link developed areas around the state within a

reasonable distance of an arterial highway. Route 130 runs east and west through Town, connecting with Natural Bridge Station to the west; and Route 501, connecting to Buena Vista to the east.

Secondary Roads

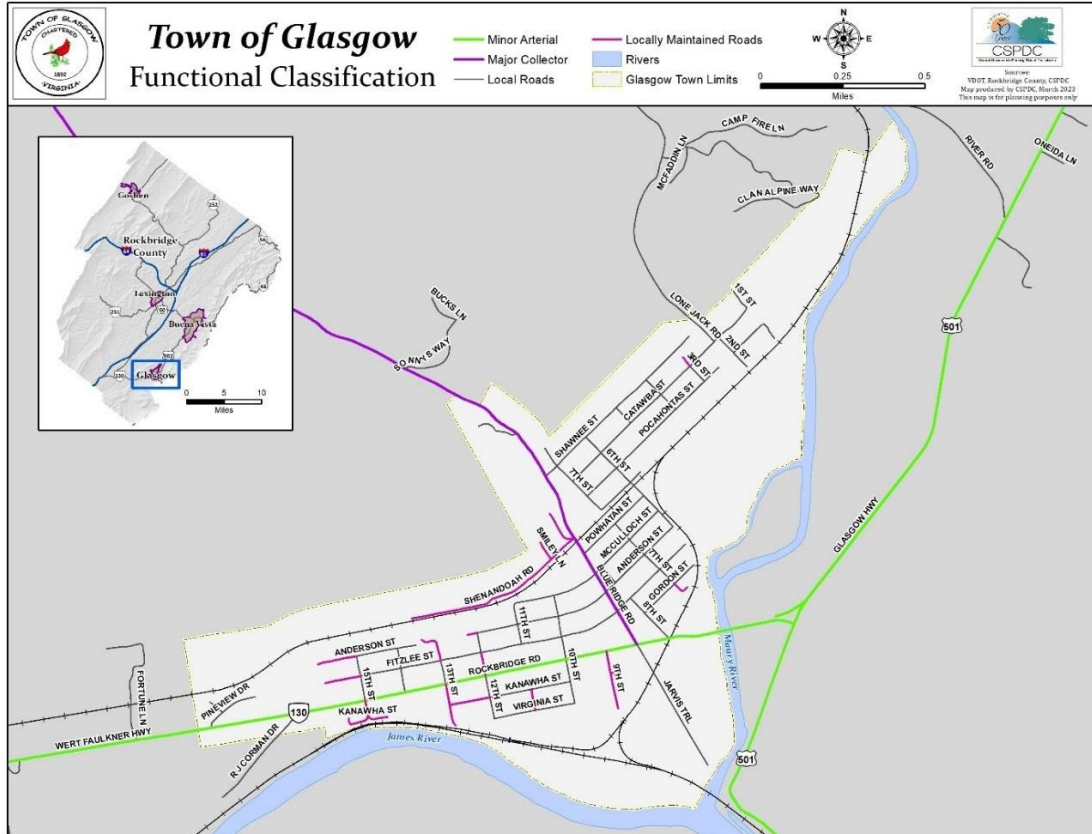
All roads not on the Interstate or Primary system are considered secondary roads. Secondary roads can be further classified as major and minor collectors. Within Glasgow there is one major collector, Blue Ridge Road (Route 684). Major collectors link areas to nearby larger towns or routes of higher classification.

Plans for secondary road improvements (roads with numbers greater than 600) in Rockbridge County are prepared by VDOT’s resident engineer and are included in the six-year improvement plan. These plans are updated every two years and submitted to the Rockbridge County Board of Supervisors for their approval. The Town can offer input to the Board during this process.

Local Roads

All other facilities are classified as local roads. These roads provide direct access to adjacent land and provide service to travel over short distances, compared to those of collectors and other higher systems. Within the Town of Glasgow, VDOT maintains approximately 11.5 miles of local roadways. The Town maintains (approximately) an additional 1.8 miles of road.

Map 7-1. Roads Maintained by Glasgow



Roadway Maintenance and Pavement Conditions

VDOT currently maintains the majority of Glasgow’s roadways, including all of the primary and secondary roads. Tables A-1 and A-2 in Appendix A list the roads and road segments that are maintained by VDOT and the Town, respectively.

VDOT rates pavement conditions of VDOT-maintained roads from Very Poor to Excellent based on the age and condition of the pavement. Since the Town’s local roads were repaved relatively recently, the majority of Glasgow’s roadways are rated as being in Good condition. 5th Street was the only road rated as being in Fair Condition. However, as will be discussed further in the Needs Assessment, several neighborhood roads need to be upgraded to meet VDOT’s standards for roadway design.

Traffic Volumes

In order to understand patterns of roadway use, it is important to look at traffic volumes. Table 7-2 shows the Annual Average Daily Traffic Volumes on Glasgow’s major roads that VDOT reported in 2012 and 2019. This data indicates that traffic volumes in Town have changed very little in the past 15 years, and, in many cases, traffic has decreased. As of 2019, roughly 3,200 vehicles travel along Rockbridge Road (Route 130) every day. About 2,800 vehicles travel on the southern end of Blue Ridge Road, with progressively fewer vehicles traveling farther north.

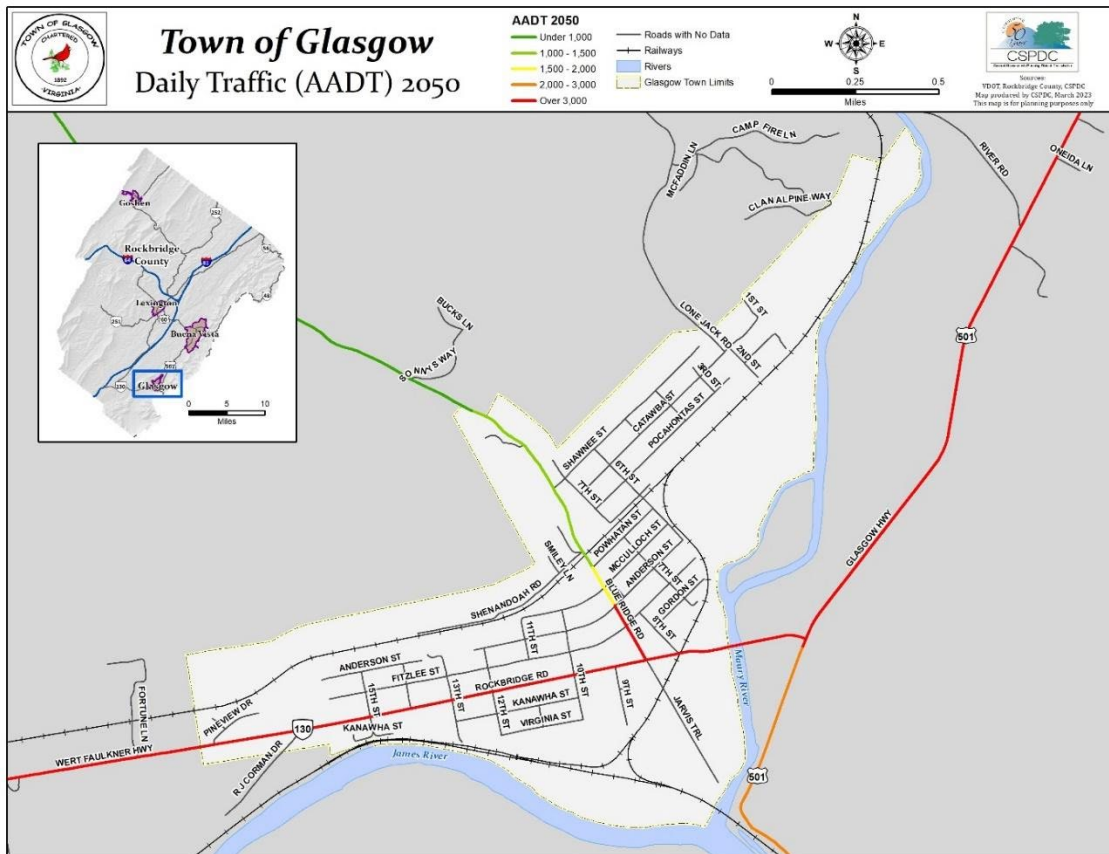
Table 7-2. Annual Average Daily Traffic Volumes

Street	From	To	AADT 2004	AADT 2019	% Change
Rockbridge Rd (Route 130)	Western T/L	Blue Ridge Rd.	3,400	3,194	-6.1%
Rockbridge Rd (Route 130)	Blue Ridge Rd.	Route 501	3,400	3,194	-6.1%
Blue Ridge Rd (Route 684)	Northern T/L	Shawnee St.	910	918	0.9%
Blue Ridge Rd (Route 684)	Shawnee St.	Powhatan St.	1,100	1,059	-3.7%
Blue Ridge Rd (Route 684)	Powhatan St.	Anderson St.	1,800	1,594	-11.4%
Blue Ridge Rd (Route 684)	Anderson St.	Route 130	3,600	2,860	-20.6%

As seen in Map 7-2, VDOT forecasts how AADT is expected to change in the next 30 years as a gauge for when and where additional roadway capacity and infrastructure improvements may be necessary. In 2050, traffic is generally expected to maintain the same pattern with the heaviest traffic flowing on Rockbridge Road. Despite the Town’s stagnant population, daily traffic on most of Glasgow’s major roads is projected to increase by 15% to 30%, according to VDOT’s estimates.

However, the additional traffic is not expected to cause notable congestion problems or travel delays. Level of Service (LOS) is a measure of the quality of service a road segment provides by grading how well traffic flows on a scale from A (best) to F (worst). In other words, it grades whether travel demand exceeds roadway capacity. Roads with a LOS of A have free-flowing traffic with no peak-period travel delays, while roads with an F consistently experience major traffic congestion and extended travel delays. Based on the AADT forecasted for each roadway segment, VDOT can project the expected LOS in the future, thereby identifying roads that will need additional capacity.

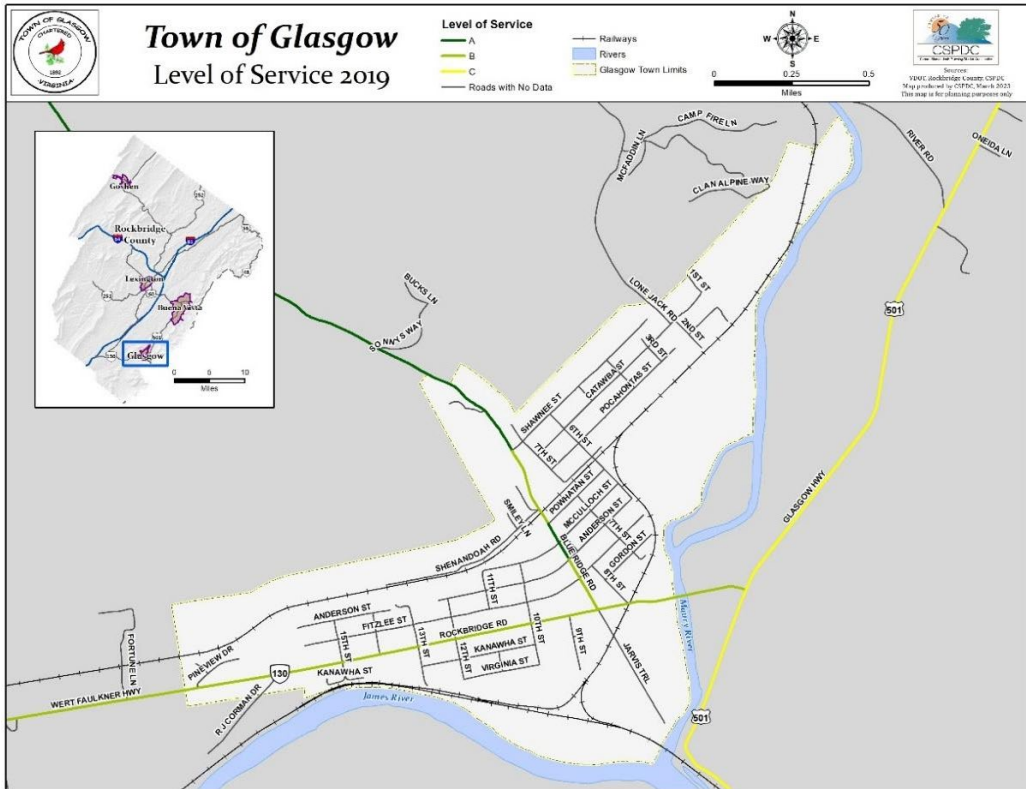
Map 7-2. Projected Annual Average Daily Traffic Volumes, 2050



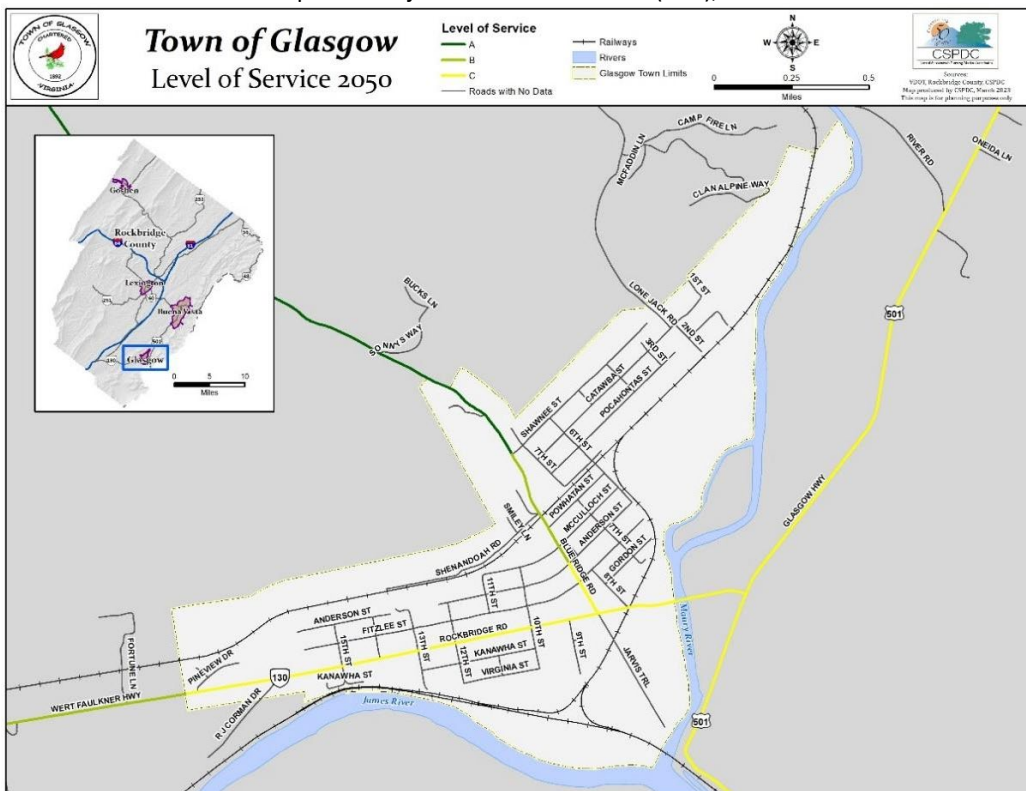
As seen in Map 7-3, Rockbridge Road and Blue Ridge Road currently have a LOS of B or better. Even accounting for the projected 30% increase in traffic, both of these roads are expected to maintain a LOS of C or better through 2050 (see Map 7-4). This indicates that Glasgow’s existing primary and secondary roads have sufficient capacity to accommodate current and future travel demand without causing significant traffic issues. The Town of Glasgow will need to continue monitoring its travel patterns, but traffic congestion is not expected to be a pressing transportation need in the near future.

Most of Glasgow’s local roads experience very low levels of traffic. The main exceptions to this are Anderson Street and 6th Street, which provide direct connections to Mohawk Industries. The additional traffic from Mohawk can cause high levels of traffic for short periods of time when a shift begins and ends. In addition to employees commuting to work, these roads experience substantial truck traffic.

Map 7-3. Current Level of Service (LOS), 2019



Map 7-4. Projected Level of Service (LOS), 2050



Pedestrian and Bicycle Network

The Town does not have an extensive pedestrian or bicycle network. As seen in Map 7-5, Glasgow's current pedestrian and bicycle network is comprised of three primary facilities:

- A sidewalk that follows Blue Ridge Road from McCullough Street to Rockbridge Road.
- Four short sidewalks that branch off of Blue Ridge Road in front of notable destinations on McCullough Street, Anderson Street, Fitzlee Street, and in front of the Library.
- Two sections of a shared-use path designed to connect the Appalachian Trail (AT) shelter to the center of town.

Until recently, the only sidewalk within the Town ran along Blue Ridge Road, starting at McCulloch Street and ending just west of the intersection with Route 130. This relatively narrow sidewalk has become fragmented over time by entrances to local businesses, especially as it approaches Rockbridge Road.

The Town's second pedestrian feature is a series of short sidewalks that branch off of Blue Ridge Road on McCullough, Anderson, and Fitzlee Streets. Most of these facilities were built in front of newly constructed developments and do not connect to a larger network, limiting their utility. For instance, the Skyline Manor Apartments has sidewalks on the north and south side of the complex, but these facilities dead-end at the property line.

The final and most prominent multi-modal facility is the completed portion of a shared-use path designed to connect the Appalachian Trail (AT) shelter to the center of town. The shared-use path was originally envisioned as a three-phased project that would parallel Blue Ridge Road before following Kanawha Street to the shelter:

- Phase 1: On Blue Ridge Road from the library to Fitzlee Street.
- Phase 2A: On Blue Ridge Road/Jarvis Trail from Fitzlee Street to Kanawha Street.
- Phase 2B: On Kanawha Street and across the fairgrounds to the AT shelter.

Currently, Phase 1 and Phase 2B have been constructed and provide a vital pedestrian connection to several of Glasgow's most prominent businesses and institutions. It also includes unsignalized crosswalks across Blue Ridge Road at the library, McCullough Street, Anderson Street, and Fitzlee Street. However, Phase 2A, which would provide the necessary connection between the other two phases, was not funded and currently remains unconstructed. The gap undermines the path's original intent and limits its ability to provide safe access across the length of Blue Ridge Road and to the AT shelter.

Public Transportation

There is no fixed-route public transit service currently serving the Town of Glasgow. However, the Rockbridge Area Transportation System (RATS) provides on-demand and door-to-door transit services to Glasgow residents. RATS is a private, non-profit corporation that operates five days a week to transport passengers to medical appointments, drugstores, workplaces, shopping, and social activities.

The Maury Express also provides a deviated fixed route transit service, primarily serving Lexington, Buena Vista, and the portion of Rockbridge County located between the two cities. The Maury Express may deviate off its route to pick up and drop off users, but since the bus will not travel over three-fourths of a mile off the fixed route, the Town of Glasgow is not within the Maury Express service area.

Freight

Glasgow's long history of manufacturing has placed a premium on freight and the movement of goods as a vital part of supporting economic growth and activity. Mohawk Industries' location in the middle of town and Rockbridge Stone Products' (Lone Jack Quarry) location north of town generate a significant amount of truck traffic through the town center. Glasgow's transportation system needs to support the efficient movement of goods without compromising the safety and comfort of pedestrians, bicyclists, and other vehicles.

Truck traffic patterns along Glasgow's major corridors generally mirror the average daily traffic, with the heaviest truck traffic following Rockbridge Road and Glasgow Highway (Route 501) east of town. On average, about 160 trucks travel through Glasgow on Rockbridge Road each day. Approximately 114 trucks per day travel on Blue Ridge Road between Rockbridge Road and Anderson Street, primarily on their way to Mohawk Industries.

Due to steep and mountainous terrain, Route 684 (Blue Ridge Road) north of McCullough Street is a restricted route that does not allow trucks greater than 40-feet in length. However, trucks driving on Route 684, as well as neighborhood roads such as 10th Street and Anderson Street, are commonly reported. Additional signage and restrictions may be necessary to prevent truck traffic from negatively impacting Glasgow's neighborhoods.

Rail Facilities

Both Norfolk Southern and CSX have rail facilities in Glasgow, and spur tracks allow for the transfer from one system to the other and for direct rail service to Lee's Carpets, a division of Mohawk Industries. Both rail lines carry freight through systems that connect with the eastern seaboard of the United States. Passenger rail service is not available in the Town or County. Nearby passenger service is available in Lynchburg, Roanoke, Clifton Forge, and Staunton.

There are five rail crossings in Glasgow:

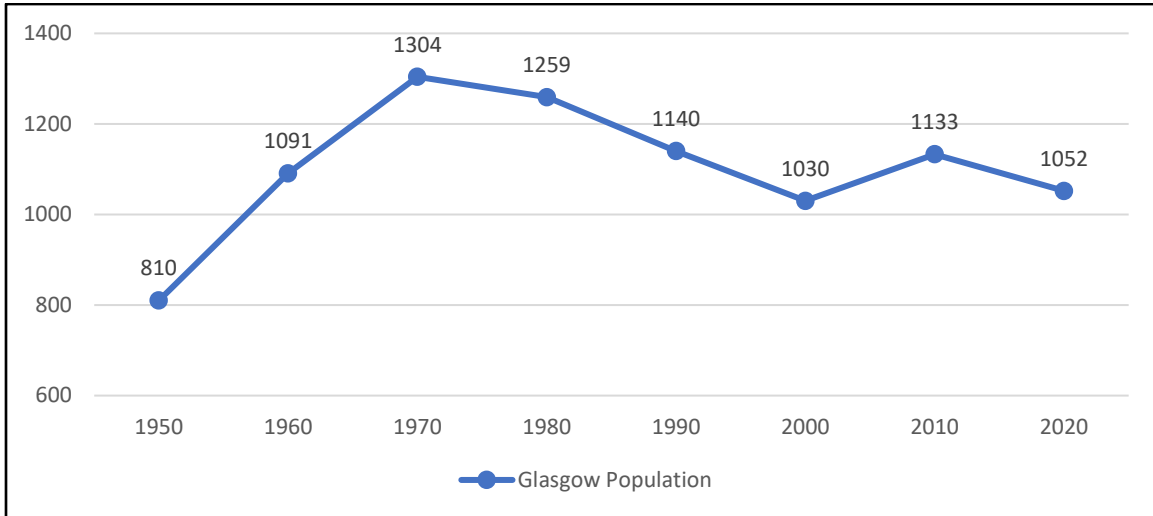
- Blue Ridge Road – Equipped with Gates and Flashing Lights – Located just north of Powhatan Street.
- 6th Street – Equipped with Gates and Flashing Lights – Located just north of Powhatan Street.
- Rockbridge Road – Equipped with Gates and Flashing Lights – Located just west of the Maury River bridge.
- Jarvis Trail – Equipped with Gates and Flashing Lights – Located south of Rockbridge Road in-route to the boat ramp.
- Anderson Street – Equipped with Flashing Lights – Located at the entrance to the Mohawk Industries facility.

Planning Assumptions

Demographics

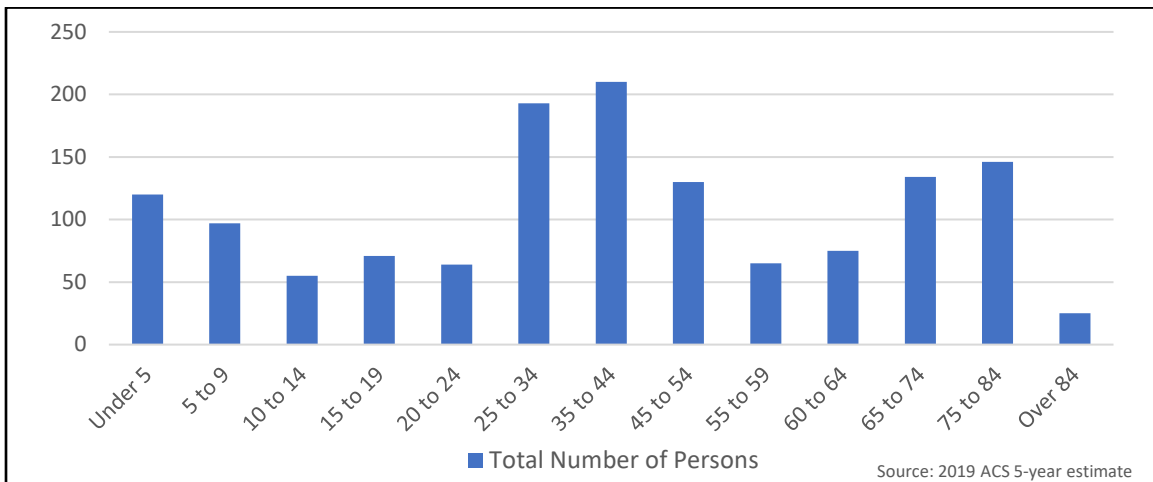
After rapid population growth in the 1950s and 1960s, Glasgow’s population gradually declined until 2000. Since then, the Town’s population has remained relatively stagnant, fluctuating between 1,030 and 1,133 over the past two decades (see Figure 7-1). The Town does not expect substantial population growth within the period addressed by this Comprehensive Plan.

Figure 7-1. Glasgow Population, 1950 to 2020



However, the Town’s aging population may create additional mobility challenges for many residents. As seen in Figure 7-2, 22% of the Town’s population are over 65 years old. The elderly and persons with disabilities often need assistance with transportation, access to health care, financial advising, home maintenance assistance, and other social services. Meeting the mobility and transportation needs of this aging population will continue to be a challenge for the Town.

Figure 7-2. Glasgow Population by Age Cohort, 2019



Employment

Of residents in the workforce, approximately 53% work within Rockbridge County and the other 38% work outside of the County. With many working within the County, travel time to work is relatively low. Around 22% travel less than ten minutes to their place of work, while 79% commute less than 34 minutes. Manufacturing is Glasgow's largest industry, as a large manufacturing employer, Mohawk Industries, is located in the Town. Mohawk can cause low levels of traffic congestion when Mohawk shifts begin and end. However, absent major expansion plans, traffic caused by Mohawk Industries is not expected to grow significantly over time. The Town does not expect to have additional employers located in the area, so roadway networks will not have to accommodate additional demand.

Community Facilities

Students from Glasgow attend Natural Bridge Elementary School, Maury River Middle School, and Rockbridge County High School, all part of the Rockbridge County School System. These schools are not located within the Town, nor are there anticipated school additions in the Town.

As discussed in the Community Services and Facilities chapter, Glasgow owns and operates a public water supply and distribution system. There is no anticipated expansion of the current system, in keeping with the Town's anticipated flat population growth.

Land Use

The Town does not anticipate major changes to its current land use patterns. As detailed in the Land Use chapter, recommendations have been made, but there will be no significant changes impacting the current roadway network.

Needs Assessment

The Town has adequate roadway capacity to meet current travel demand and does not anticipate population or employment growth that will challenge roadway capacity in the next twenty years. The transportation system's needs thus center on providing multimodal connectivity for Town residents, improving the condition of the Town's roadways, and ensuring the safety of all modes of transportation.

Multi-Modal Connectivity

Glasgow's lack of pedestrian infrastructure makes it difficult for residents to safely navigate the Town by foot. There is a need to build a network of sidewalks and multi-use trails to enhance the community's livability. A robust sidewalk network is a vital part of ensuring that the transportation system serves every resident regardless of age, income, or ability level. As described in the inventory, Glasgow's existing pedestrian infrastructure is generally limited to the Blue Ridge Road corridor. In addition, many of the Town's paths and sidewalks are disconnected or do not provide meaningful connections between neighborhoods and key destinations. Pedestrian infrastructure improvements to key corridors within the town will be a vital part of ensuring all residents have safe mobility options regardless of their ability to own a car.

Map 7-5. Glasgow's Existing Pedestrian and Bicycle Network



Recognizing the need to expand Glasgow's limited pedestrian infrastructure, the Town pursued the creation of a multi-use trail starting in 2017 as a necessary centerpiece for the Town's multi-modal network. The trail was envisioned to follow Blue Ridge Road, from the library to the kayak/boat landing, with a spur to the Appalachian Trail shelter located near the intersection of 9th and Kanawha Street. However, to date, only the first and third sections of the trail have been constructed. Consequently, the disconnected path has a gap from Fizzle Street to Kanawha Street that prevents the path from achieving its intended purpose.

Completing the central section of the multi-use path is a necessary first step to develop an interconnected network of pedestrian infrastructure. Expanding the sidewalk network to include paths along the Town's other major road (Route 130) and along key side streets would then provide safe pedestrian accessibility to the Town's major destinations. As opportunities arise with paving or roadway reconstruction projects, the Town should also try to accommodate the creation of bike lanes or wider paved shoulders.

Maintenance

As mentioned previously, road maintenance is shared between the Town and VDOT. The Town will continue to work with VDOT on general maintenance and upgrades to the current transportation system. The Town also needs to continue working towards updating Town-maintained roads to VDOT standards. In addition, grading improvements to the many at-grade railroad crossings in Town would be beneficial to cars, bicycles, and pedestrians alike.

Since most of the Town's roadways were recently repaved, most roadways are in fair condition. However, several neighborhood roads are very narrow and do not meet VDOT's standards as defined in the Road Design Manual. In particular, portions of Shawnee Road, 7th Street, Gordon Street, and Virginia Street are too narrow to allow two vehicles to pass safely. Consequently, the primary maintenance concerns for the coming years will be upgrading select roadways by widening substandard roads to meet two-lane rural road standards and paving select locally maintained gravel roads.

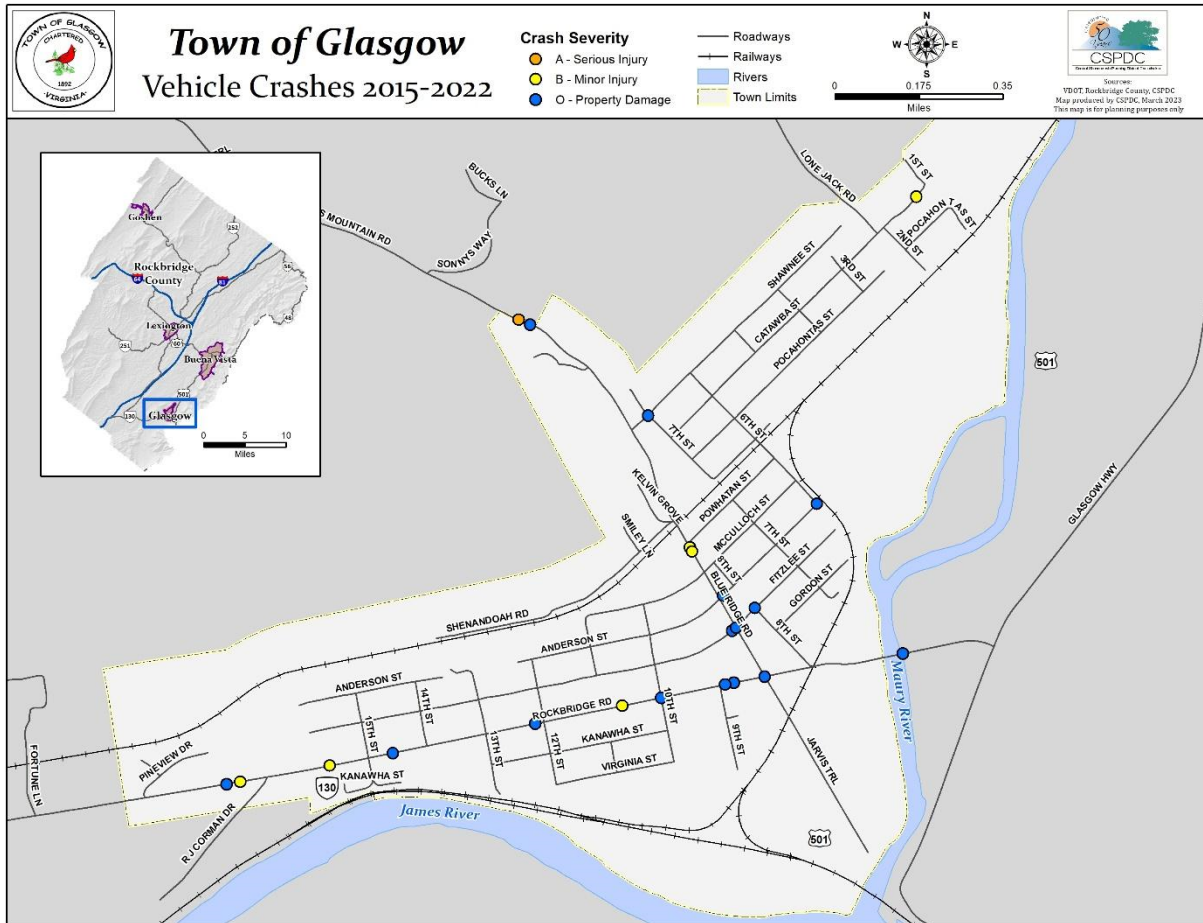
Safety

Crash history within the Town limits is minimal. Map 7-6 displays the location and severity of all vehicular crashes that have occurred in Glasgow in the last eight years. Between 2015 and 2022, 24 vehicular crashes were reported in the Town of Glasgow. With only six crashes in the last three years, the Town has seen a slight reduction in crash frequency.

About 75% of crashes occurred on the Town's most heavily trafficked roads, Rockbridge Road and Blue Ridge Road. Most of these crash incidents involved running off the road into a fixed object. Consequently, only seven crashes caused injuries and only one caused serious injuries. Available data indicates that human error is the main cause of these incidents, rather than a pattern of similar crash types in one location that would indicate an engineering deficiency to be addressed.

However, town residents often report feeling unsafe while walking or driving on many of the neighborhood roads. Observational data indicates that residential streets near the Mohawk Industries plant, such as Anderson and Fitzlee, see speeding from cut-through traffic fairly regularly. In addition, speeding on Blue Ridge Road is commonly reported. Traffic calming measures could be implemented to mitigate traffic speeds and discourage cut-through traffic on these streets.

Map 7-6. Location and Severity of Crashes, 2015-2022



VTrans Needs

VTrans 2045 is Virginia’s statewide long-term transportation plan designed to guide VDOT’s major transportation priorities and investments across the state over the next 25 years. To ensure that VDOT’s coordinated planning efforts and transportation investments match the characteristics and needs of each part of the state, VTrans divides the state into three types of travel markets: Corridors of Statewide Significance, Regional Networks, and Urban Development Areas (UDA). Glasgow is currently designated as a UDA. As described in the Land Use Chapter, the adoption of this Comprehensive Plan will reaffirm the entire Town of Glasgow as a UDA, which will establish additional VTrans needs in the Town. VTrans 2021 Midterm Needs and Priorities identifies a lack of transit access as the Town’s only current need, as Blue Ridge Road and Rockbridge Road (Glasgow’s primary and secondary roads) are not currently served by fixed-route transit.

Chapter 7: Transportation Recommendations

The following Recommendations, Strategies, and Projects seek to create a transportation system that will meet Glasgow’s current and future mobility needs. All dollar figures are VDOT planning level cost estimates.

Recommendation 7.A: An adequate system of transportation routes enhances a community’s ability to encourage and sustain growth. The Town should aggressively maintain and upgrade the current transportation system and add to it where necessary by paving currently unimproved roadways.

- ❖ **Strategy 7.A.1:** Continue to work with VDOT to address issues as they arise concerning roads in their system.
- ❖ **Strategy 7.A.2:** Work with VDOT to ensure all neighborhood roads meet VDOT’s construction standards for rural roadways.

Recommended Projects

Project #	Road	From	To	Segment Length	Description	Cost Estimate
A-2a	McCulloch St	6 th St	11 th St	0.53 miles	Substandard roadway width. Reconstruct to two-lane rural road standards.	\$1.2 million
A-2b	Fitzlee Street	Blue Ridge Road (VA 684)	Western terminus	0.92 miles	Substandard roadway width. Reconstruct to two-lane rural road standards.	\$2 million

- ❖ **Strategy 7.A.3:** Continue to upgrade town-owned roadways to applicable VDOT standards and have them taken into VDOT’s inventory for future maintenance.

Recommended Project

Project #	Road	From	To	Segment Length	Description	Cost Estimate
A-3	9 th Street	Rockbridge Road (VA 130)	Wastewater treatment plant	0.18 miles	Reconstruct and pave roadway in order for VDOT to take facility into its inventory for maintenance	\$381,000

- ❖ **Strategy 7.A.4:** Seek grant funding to improve grade crossings throughout the Town in an effort to help pedestrians, bicyclists, and vehicles cross railroad intersections with more ease.

Recommended Project

Project #	Road	From	To	Description	Cost Estimate
A-4	6 th Street	At railroad crossing between Powhatan St and Shenandoah Road	N/A	Improve grading at-grade railroad crossing.	\$180,000-\$350,000

Recommendation 7.B: In an effort to increase the livability of the community, the Town should construct a network of sidewalks and consider adding multi-use trails where appropriate.

- ❖ **Strategy 7.B.1:** Maintain the current sidewalks and work to obtain grant funding to expand the network.

Recommended Project

Project #	Road	From	To	Segment Length	Description	Cost Estimate
B-1a	Rockbridge Road (VA 130)	12 th St	Blue Ridge Road (VA 684)	0.47 miles	Construct sidewalk on both sides of the roadway.	\$262,000
B-1b	Powhatan Street	Blue Ridge Road	6 th Street	0.24 miles	Construct sidewalk on the north side of the roadway.	
B-1c	Blue Ridge Road	Fitzlee Street	Rockbridge Road	0.17 miles	Construct sidewalk on the east side of the roadway.	

- ❖ **Strategy 7.B.2:** Seek grant funding to complete the multi-use trail to encourage pedestrians and bicycles to use land owned by the Town, and to access areas like the boat landing, Appalachian Trail shelter, and other natural areas.

Recommended Project

Project #	Road	From	To	Segment Length	Description	Cost Estimate
B-2	Blue Ridge Road	Fitzlee St.	Kanawha St	0.17 miles	Construct paved shared-use path - Blue Ridge Road Path Phase 2A	\$404,000

- ❖ **Strategy 7.B.3:** When possible, accommodate the inclusion of bike lanes or wide shoulders when new roadway construction or paving is projected.
- ❖ **Strategy 7.B.4:** Develop trails and other facilities to support bicycle and pedestrian use.

Recommendation 7.C: In an effort to address safety concerns, look into viable options for reducing risk in safety deficient areas.

- ❖ **Strategy 7.C.1:** Coordinate with VDOT or the CSPDC to complete investigations/studies in and around residential streets. Look into the possibility of traffic calming measures, or other appropriate means, to mitigate speeds of vehicular traffic.

Recommended Projects:

Conduct a traffic study on Anderson and Fitzlee Streets to evaluate potential cut-through traffic and speeding issues and identify traffic calming solutions. Consider signing the intersections of 1) VA 130 and 10th Street and 2) Blue Ridge Road and Anderson Street to discourage trucks from using neighborhood roads.

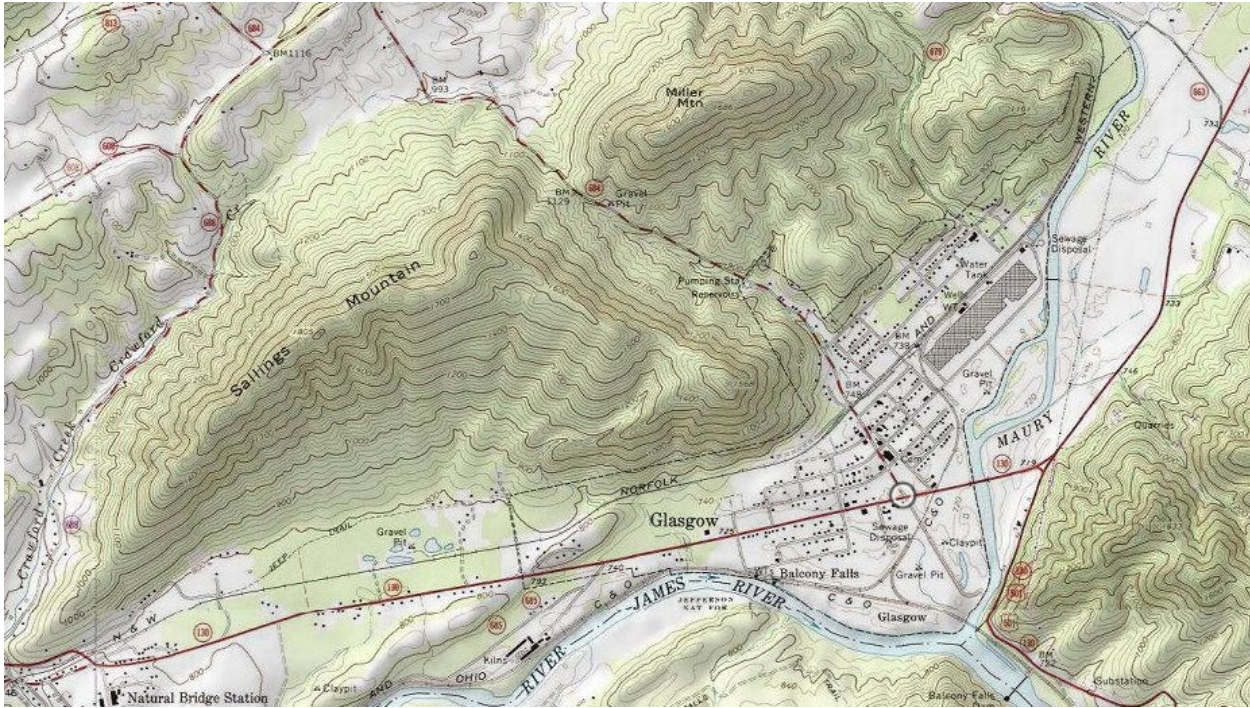
- ❖ **Strategy 7.C.2:** Address access management in the vicinity of Blue Ridge and Rockbridge Roads.

Recommended Project:

Conduct a study in order to consolidate driveways on Rockbridge Road (VA 130) at Blue Ridge Road (VA 684) where feasible.



Existing and Future Land Use



Chapter 8: Existing and Future Land Use

Land use is a fundamental element of a community's identity and character, shaping the way people live, work, and interact within their surroundings. This chapter provides direction for the Town of Glasgow's physical development. It encourages the town to thoughtfully shape the community's current and future landscape in a manner that aligns with its values, aspirations, and shared vision.

The land use chapter is designed to help citizens, town officials, and businesses make sound development decisions by establishing development principles and patterns of land use that encourage and accommodate orderly growth, minimize long-range public development costs, and result in a healthy and attractive community.

Existing Land Use

The Town comprises a total of 980.6 acres of land, of which 702.3 acres are considered developable land area. The remaining 278.3 acres primarily consist of Rights-of-way (roadways, rail lines, etc.). A map of existing land use was prepared by using Rockbridge County's GIS department's parcel files (see Figure 8-1). The county's assessors maintain data on each property, including how it is currently used. This data was re-categorized as necessary to better align with how the land was being used. Table 8-1 compiles statistics from this map on the acreage of developable land use category. Using these data, the following section summarizes Glasgow's primary land uses.

Residential

There are three basic types of residential development in Glasgow: single family dwellings, mobile homes, and multi-family senior apartments. Single family homes are the predominant type of dwelling, with 411 structures in all areas of the town. Mobile homes are the second largest residential use, with 60 units primarily concentrated in two mobile home parks. Pineland Mobile Home Park is located in the western area of town between 14th and 15th Street, and Mundy's Trailer Park is located in the 600 block of Anderson Street. There are a few other single-wide mobile homes remaining in areas outside of these two parks. These units, while not in conformance with current zoning, are allowed as they pre-dated the change in zoning which prohibits single-wide homes in areas other than mobile home parks. In addition, the 32-unit Skyline Manor Apartments provides multi-family housing options for residents age 62 and older.

Table 8-1. Existing Land Area by Land Use (Rockbridge County GIS, CSPDC)

Land Use	Total Area (acres)	Average Area (acres)	Number of Parcels	Percent of Total
Residential	196.1	0.17	1,175	27.9%
<i>Residential - Single Family</i>	<i>181.4</i>	<i>0.17</i>	<i>1,069</i>	<i>25.8%</i>
<i>Residential - Mobile Home</i>	<i>14.7</i>	<i>0.14</i>	<i>106</i>	<i>2.1%</i>
Commercial	12.9	0.26	100	1.8%
Industrial	90.9	0.30	307	13.0%
Institutional	7.8	0.09	93	1.1%
Park	2.1	0.08	27	0.3%
Cemetery	10.3	0.13	79	1.5%
Vacant	382.2	0.19	2,035	54.4%
Total	702.3	0.18	3,886	100.0%

Commercial

Commercial uses in Glasgow account for approximately 26 structures on 12.9 acres of land. Additional land is available in areas zoned for commercial use, but much of this land is in flood prone areas, making development difficult. Commercial activities are concentrated along Route 130 between 12th Street and 8th Street. Additional uses are along Blue Ridge Road from Route 130 to McCulloch Street. Some developed commercial parcels are currently vacant or partially vacant. The town should continue to encourage new businesses and work with VDOT to improve traffic flow around current uses placing an emphasis on safe pedestrian and bike access to these areas.

Industrial

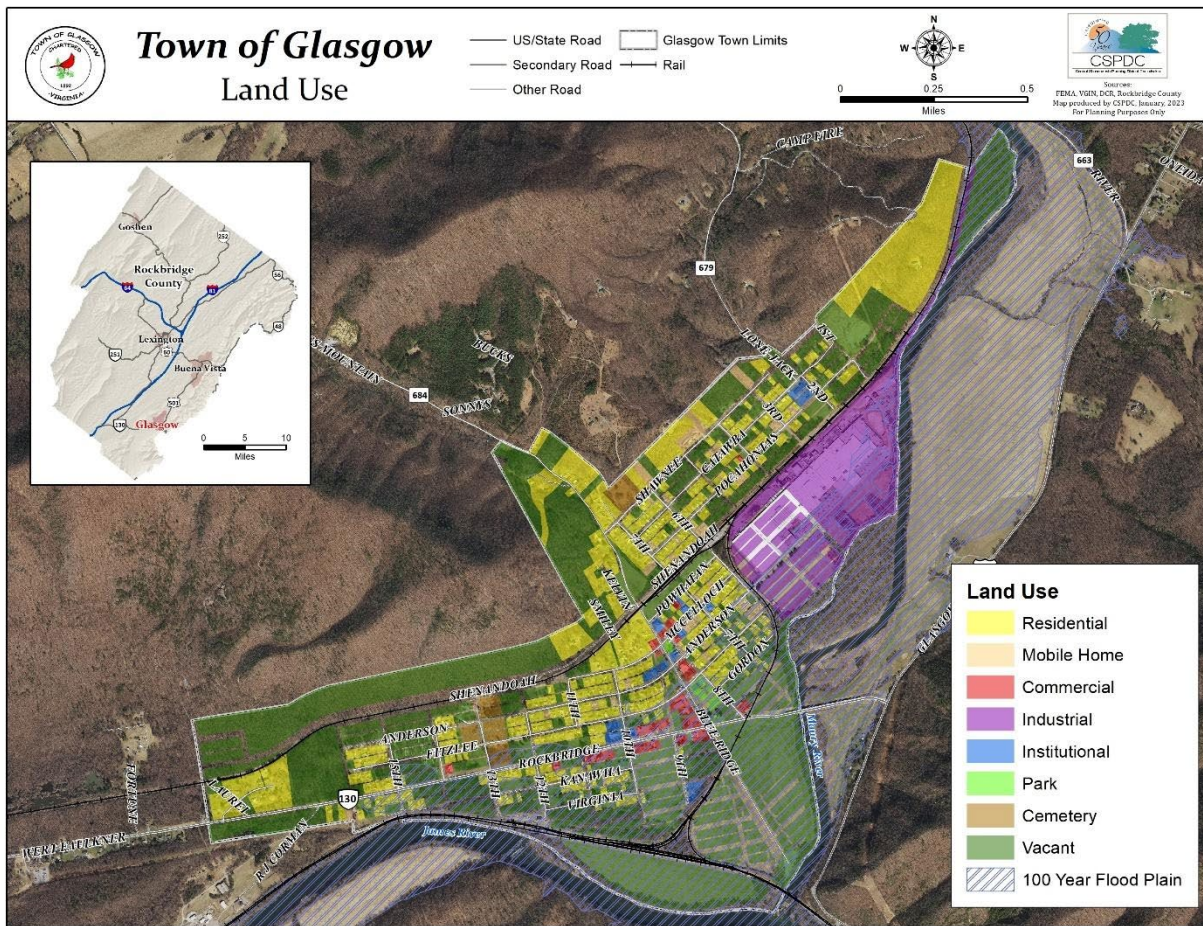
The largest industrial user is the Lee's Carpet Division of Mohawk Industries. Their site, comprising over 100 acres of land, is located at the eastern side of the town and is separated from nearby residential uses by CSX and Norfolk Southern Railroads. This facility operates three shifts nearly year-around and generates a significant amount of employee and trucking traffic. There are other smaller industrial uses such as railroad yards and a burial vault manufacturer.

There is limited area available for additional industrial development, or area even if re-zoned, which would be appropriate for this type of use.

Institutional

Institutional land use encompasses a wide range of facilities and properties designed to serve the needs of the community. This includes the Town Hall, Library, Fire Department, places of worship, and the water treatment plant. Almost eight acres are currently being used for institutional uses, primarily concentrated near the center of town along Rockbridge Road or Blue Ridge Road.

Map 8-1. Glasgow Current Land Use



Vacant

Vacant land use includes all of the land that is currently undeveloped. Roughly 54.4% of the town is currently undeveloped. 62.9% of the town’s vacant land is within the floodplain, including much of the land south of Rockbridge Road. This provides notable limitations to new development in town. However, portions of vacant land in the floodplain are currently being used for less intensive uses such as the Rockbridge County Fair and the boat ramp. The town currently owns 11.9 acres of vacant land that it may be able to use for strategic development opportunities.

Land Use Considerations

Flood Plain

Located within a narrow valley at the confluence of the James and the Maury Rivers, Glasgow is prone to significant flooding issues. As documented in the Natural Features chapter, the town has a long history of flooding in the low-lying areas of the community. Map 8-1 displays the 100-year flood plain, which highlights the town's most flood prone areas where new development should be discouraged.

Approximately one-third of Glasgow's usable land use is located in the 100-year floodplain, thereby creating a significant constraint on new development in the Town. In fact, 44.0% of the Town's vacant property is located within the floodplain (see Table 8-2). Thankfully, the majority of the land within the floodplain is vacant. However, since the majority of Rockbridge Road (one of Glasgow's main commercial corridors) is located within the floodplain, almost 50% of the Town's commercial land is prone to flooding. As such, new development in Glasgow should generally be concentrated north of Fitzlee Street in order to mitigate the risk of flooding. Floodplains, however, offer few limitations to non-intensive uses such as agriculture, forestry, recreation, and open space.

Table 8-2. Land Use in the Flood Plain (Rockbridge County GIS, CSPDC GIS)

Land Use	Total Area (acres)	Acres in Floodplain	Percent in the Floodplain
Residential	196.1	14.5	7.4%
Commercial	12.9	9.6	74.4%
Industrial	90.9	40.1	44.1%
Institutional	7.8	1.5	18.7%
Park	2.1	1.6	77.1%
Cemetery	10.3	1.2	11.6%
Vacant	382.2	168.4	44.0%
Rights of Way (Roads, Rail lines, etc)	278.3	N/A	N/A
Total	702.3	236.7	33.7%

The Open Space Plan in Appendix B identifies previously flood damaged properties that FEMA bought out to mitigate the ongoing risk of flooding. These properties are only to be used for open space purposes.

Glasgow's Urban Development Area (UDA)

The Town of Glasgow is designating the entire area within the municipal boundary as an Urban Development Area (UDA) per Section 15.2-2223.1 of the Code of Virginia to further articulate a vision for future growth and improve the town's eligibility for grant funding. State Code allows localities to voluntarily designate an area as a UDA to address projected residential and commercial growth over a 10- 20-year period. UDAs incorporate Traditional Neighborhood Development (TND) principles such as walkable neighborhood centers, multi-modal travel

options, interconnected streets, and mixed uses to provide residents with a variety of residential and commercial options.

The UDA designation formalizes the town’s priorities of maintaining the existing small-town character and ensuring that new development is compatible with existing development. The designation also maximizes the town’s opportunities for making public investments in facilities such as roadways, sidewalks, and trails. The principles that will guide the community toward TND are described in the Land Use Guide section.

Current Zoning

The purpose of zoning codes is to establish a structured framework for land use and development within a municipality or region. They guide how land can be utilized by dividing areas into distinct zones or districts, each with specific rules and regulations governing what types of activities and structures are permitted. Through zoning, communities can designate areas for residential, commercial, industrial, institutional, or recreational purposes, thereby preventing incompatible land uses from clashing, ensuring infrastructure and services are appropriately distributed.

The Town of Glasgow’s Zoning code identifies and divides the Town into the following designations:

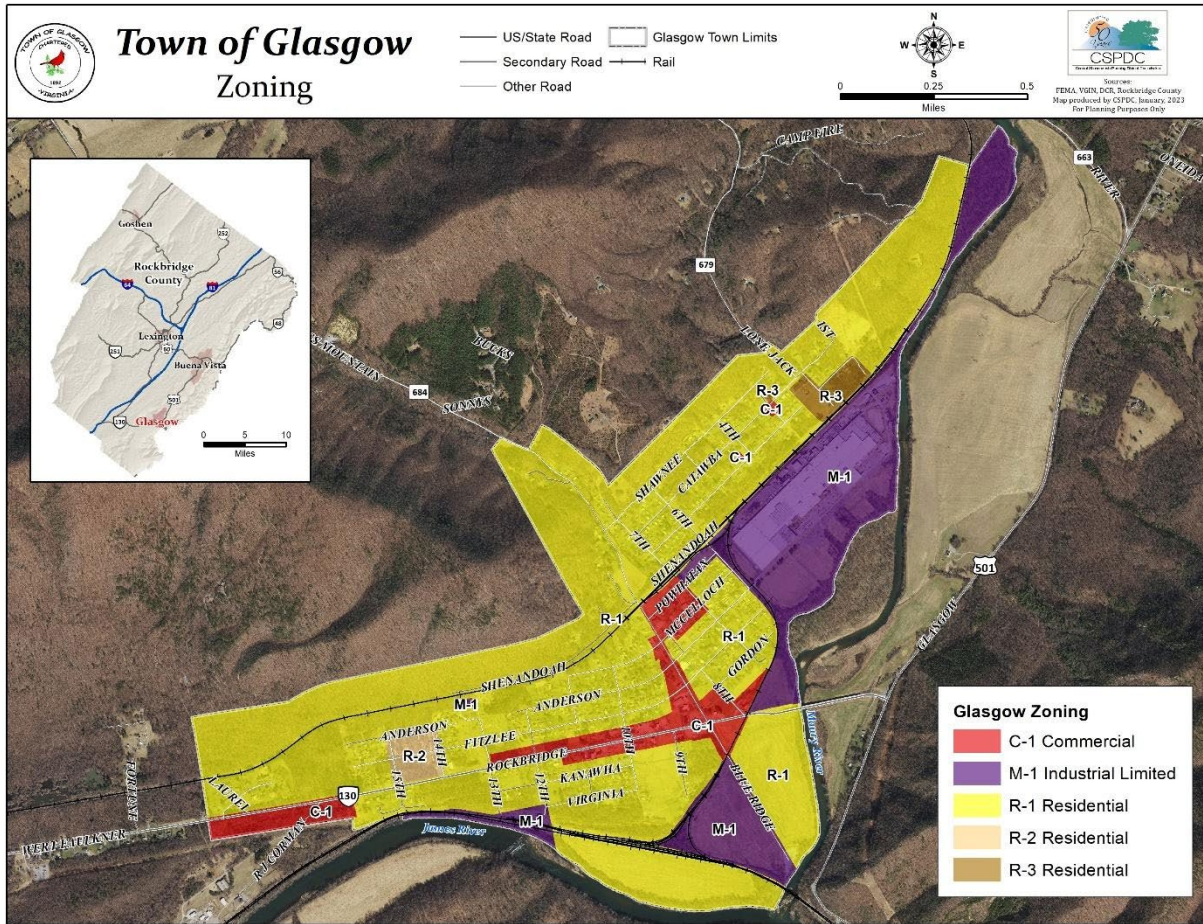
- The Residential District R-1 is composed of certain low or medium density residential uses. The regulations for this district are designed to create a suitable environment for family life.
- The Residential District R-2 is similar to R-1, while also allowing for a wider variety of housing types including mobile-home parks.
- Residential District R-3 (multi-family) encourages a variety of housing types by allowing residential densities appropriate for apartments or townhouse developments.
- The Commercial District C-1 covers land intended for the conduct of general business to which the public requires direct and frequent access, including such uses as retail stores, banks, theaters, business offices, newspaper offices, restaurants, and taverns.
- The Industrial District M-1 permits industrial uses that do not in any way detract from residential desirability.

Table 8-3 and Map 8-2 display the amount and location of land designated as each zoning district. Refer to Town Code, Chapter 18, for a more detailed description of each zone.

Table 8-3. Glasgow Zoning

Zoning Code	Land Use	Acres	Percent
C-1	Commercial	68.3	7.0%
M-1	Industrial	188.8	19.3%
R-1	Residential	700	71.4%
R-2	Residential	12.2	1.2%
R-3	Residential	11.3	1.2%
Total		980.6	100%

Map 8-2. Town of Glasgow Zoning



Expected Future Growth

As documented in the Demographics and Transportation Chapters, the Town of Glasgow does not expect substantial population growth within the next 25 years. The town’s population has declined by 19.3% since 1970, although the town’s population has remained relatively stagnant, fluctuating between 1,030 and 1,133, over the past two decades. Consequently, the town does not anticipate that major changes to its current land use patterns will be necessary to accommodate future growth. However, proactively guiding the town’s future development and redevelopment opportunities is imperative to promote vibrant neighborhoods, support economic vitality, ensure sufficient high-quality housing, maintain a small-town atmosphere, and enhance the town’s overall quality of life over the long-term.

Land Use Planning Principles

As a designated urban development area, the Town of Glasgow should strive to incorporate principles of traditional neighborhood design in its planning efforts. Traditional neighborhood design (TND) is a planning concept that calls for residential neighborhoods to be designed in the

format of small, early 20th century villages and neighborhoods. Most contemporary development is characterized by an orientation to the automobile, separation of land uses, and low intensities. In contrast, TND calls for compact, pedestrian-oriented neighborhoods with a mix of commercial and residential uses, a variety of housing types, and public places where people have opportunities to socialize and engage in civic life.

Per the Code of Virginia (§ 15.2-2223.1.), the town should strive to incorporate TND principles, including but not limited to: pedestrian-friendly road designs; interconnection of new local streets with existing local streets and roads; connectivity of road and pedestrian networks; preservation of natural areas; creation of mixed-use neighborhoods, including mixed housing types, with affordable housing to meet the projected family income distributions of future residential growth; reduction of front and side yard building setbacks; and, reduction of subdivision street widths and turning radii at subdivision street intersections.

Chapter 8: Existing and Future Land Use Recommendations

Recommendation 8.A: With the current zoning classifications and layout, there is still ample opportunity for further development within the town. The town should encourage the change in use from vacant land to uses consistent with responsible development practices.

- ❖ **Strategy 8.A.1:** Ensure that Town Codes and regulations encourage appropriate growth and development.
- ❖ **Strategy 8.A.2:** Encourage a diverse range of quality uses that are appropriately-scaled and integrate into surrounding neighborhoods.
- ❖ **Strategy 8.A.3:** Ensure that Town Codes and regulations support a diversity of housing types, including attached and multifamily housing development, to serve a wide range of existing residents and attract new households.
- ❖ **Strategy 8.A.4:** Adjust the Town Zoning Code and Zoning Map to support development in appropriate areas.
 - Seek to expand the R-3 zoning designation to allow for a wider variety of housing types.
- ❖ **Strategy 8.A.5:** Consider extending public water and sewer access to land that is appropriate for development but lacks these essential utilities.

Recommendation 8.B: Manage growth and development by maintaining small-town character and supporting new opportunities for residents, businesses, and visitors.

- ❖ **Strategy 8.B.1:** Promote principles of Traditional Neighborhood Development to support thriving neighborhoods while maintaining small-town character.
- ❖ **Strategy 8.B.2:** Support the revitalization of Glasgow's business district.

Recommendation 8.C: Ensure any new development within the floodplain is done in accordance with state and federal regulations as well as with best practices of hazard mitigation in order to minimize potential flooding risks.

- ❖ **Strategy 8.C.1:** Prohibit development in the Floodway.
- ❖ **Strategy 8.C.2:** Examine current zoning regulations to ensure that appropriate restrictions are in place to discourage development in areas prone to repeated flooding.
- ❖ **Strategy 8.C.3:** Encourage further efforts to obtain grant funding for residential and commercial flood mitigation.
- ❖ **Strategy 8.C.4:** Adhere to the provisions of the Central Shenandoah Valley Regional Flood Mitigation Plan and the Central Shenandoah Valley All Hazards Mitigation Plan, and use these plans to develop mitigation strategies.



Community Services and Infrastructure



Chapter 9: Community Services and Infrastructure

Communities provide a variety of services to residents, commuters, visitors, and local businesses. The Town of Glasgow provides services such as emergency services and public safety, water collection and distribution, sewage collection and treatment, trash collection, and parks and recreation programs. These services are often carried out and provided in community facilities. Diversity in community facilities allows for thoughtful community design, maintenance, administration, and collaboration. Community services and infrastructure impact the quality of life of an area and often require investment of public funds.

Public Safety

The Town of Glasgow is served by a volunteer Fire and Rescue Department and a single police officer, employed by the town. The Glasgow Police Department, as provided for in the Town Charter, is staffed by the town's Chief of Police. This officer is responsible for law enforcement activities within town limits and for maintaining a Mutual Aid Agreement with the Rockbridge County Sheriff's Office. This position is partially funded by the Commonwealth of Virginia, through law enforcement grant funding, and local tax revenues. The town also maintains a police

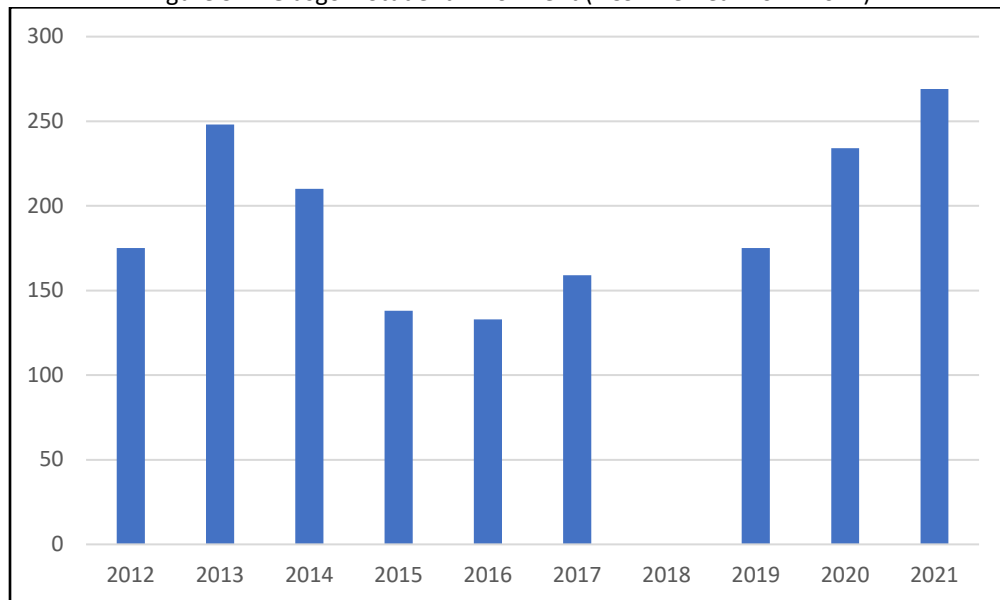
vehicle for use by the Chief of Police. The town’s long-term goal is to work toward accreditation for the Glasgow Police Department. The Glasgow Volunteer Fire Department has approximately 19 volunteer members, 10 land and water vehicles, and responds to approximately 400 calls for service each year. Volunteers are trained in firefighting skills, hazardous materials management, Emergency Medical Services, vehicle extrication, wilderness search and rescue, high angle rope rescue, and swift-water rescue. The department receives annual funding from Rockbridge County and the Town of Glasgow, and supplements that funding through its own fundraising efforts.

The Glasgow Life Saving and First Aid Crew provides emergency medical response to the Town of Glasgow and surrounding areas in Rockbridge County. This volunteer rescue squad consists of approximately 30 volunteers, 3 state licenses rescue vehicles, and 1 utility vehicle. Minimum staffing requirements state that at least one Emergency Response Technician (EMT) responds to a request for service. The squad is able to provide more advanced care with trained AEMTs and paramedics. Volunteers are also trained in vehicle extrication, wilderness search and rescue, swift-water rescue, and MCI (multi-casualty incident) response. The rescue squad operates out of its Glasgow station and responds to approximately 800 calls for services each year.

Education and Health

Rockbridge County provides educational services to residents of Glasgow. Children in kindergarten through fifth grade attend Natural Bridge Elementary School in Natural Bridge Station. Children in sixth through eighth grade attend Maury River Middle School, while those in ninth through twelfth grade attend Rockbridge County High School, both located in the City of Lexington. Residents of Glasgow who are able to pay tuition may enroll their children in the Lexington or Buena Vista Public School systems. Figure 9-1 illustrates estimated enrollment of Glasgow residents in kindergarten through twelfth grade. It should be noted that there is no data for 2018, which may or may not have impacted subsequent year estimates.

Figure 9-1. Glasgow Student Enrollment (ACS Five-Year 2011-2021)



The Mountain Gateway Community College (formerly Dabney S. Lancaster Community College) campus in Buena Vista provides opportunities for students to earn Associate's Degrees and Trade Certifications. There are also several colleges and universities near Glasgow that offer undergraduate and graduate programs, including Washington & Lee University in Lexington, Virginia Military Institute in Lexington, and Southern Virginia University in Buena Vista.

Residents of Glasgow are also served by the Rockbridge-Lexington Health Department, with offices in the City of Lexington. Carilion Rockbridge Community Hospital (formerly Carilion Stonewall Jackson Hospital) in the City of Lexington is part of the Carilion Health Network and has the capacity to transfer critical patients to a number of specialty facilities. In 2003, the town worked with the Carilion Hospital in Lexington to recruit two physicians to open the Maury River Family Practice. The Maury River Family Practice is now part of the Augusta Health system. There is also a free clinic located in the City of Lexington.

Parks and Recreation

The William S. Knick ballfield and adjacent Fitzlee Street playground are the recreation hubs in the Town of Glasgow. This park is composed of a lighted softball field, basketball courts, large children's playground, two pavilions, and a quarter-mile walking track. There is another small recreation space located behind the former Catawba Street Elementary School. This space features a basketball court, children's playground, and covered pavilion. Centennial Park, constructed in commemoration of the town's 100th anniversary, is located on the corner of McCulloch Street and Blue Ridge Road and features the historic Padgett Memorial.

The Town of Glasgow, in partnership with the Natural Bridge Ruritan Club, built and maintains a hiker's shelter adjacent to Locher Field that serves Appalachian Trail (AT) hikers. In 2016, the town received a loan from the U.S. Department of Agriculture's Rural Development program to build a farmer's market pavilion on route 130. A new foot path connecting the AT to the Jarvis Trail allows hikers easy access to commercial businesses, the local hostel, Locher Field, and the farmer's market. The town has also made recent improvements to Locher Field, including a covered bandstand, picnic tables, and an upgraded concessions stand. The town also plans to build permanent restrooms in this area in the near future. Glasgow has hosted the Rockbridge County Fair in Locher Field for the last three years, with several other buildings in town serving as auxiliary venues. In addition to town-owned facilities, the Commonwealth maintains a boat launch that allows canoes and other small watercraft access to the James and Maury Rivers.

The town also owns several parcels of vacant land, acquired through previous flood mitigation projects, that could be utilized for future recreation facilities. Appendix B of this Comprehensive Plan also contains a resolution outlining the requirements for use of town-owned land gained through these flood mitigation efforts. In 2006, the Planning Commission and Parks and Recreation Commission jointly developed and proposed a list of creative ideas for utilizing existing facilities and expanding facilities and services. The list was reviewed and updated by the Planning Commission through the Comprehensive Plan update process in 2015, and will be jointly updated after the 2023 update.

Water Services

The Town of Glasgow owns and operates a public water and wastewater treatment and distribution system that was put into service in 1924. A majority of the town's main water lines were replaced in the late 1950s, with additional replacements and extensions occurring as needed. In 2014, the town began updating its aging water infrastructure due to daily water loss estimates of up to 50%. The town made major changes to its water system by replacing select water line sections, installing new connections to customers, and making improvements to the fire protection system. The town also commissioned development of a GPS mapping system of all wells, water lines, valves, fire hydrants, and water storage tanks that tracks the conditions of each asset, asset repairs, and maintenance records. The town's long-term goal is to reduce daily water loss to less than 15%.

Water in the system is drawn from three drilled wells and treated with chlorine and fluoride at Glasgow's water treatment facility. Water is stored in a 500,000-gallon ground-mounted tank that is maintained under an agreement between the Town of Glasgow and Utility Service Corporation. As of October 2023, the water system had 528 residential equivalent connections. Records show an average daily production of 150,000 gallons with a system capacity of 712,000 gallons per day. The water system treats, stores, and distributes over 7 million gallons of water each month to residential and commercial customers. The water system appears to be in good condition and has remained stable during periods of drought.

The first phase of a project to connect Glasgow's water system with the Rockbridge County PSA's water system is complete. At a later date, the second phase will be constructed and will allow the county to purchase water from the town. Town staff, in partnership with the Virginia Rural Water Association, conducted a vulnerability assessment and developed an emergency response plan. As the result of a grant from the Virginia Department of Health, a committee was established to look at ways to protect the town's water sources. Several of the Committee's recommendations to Council were approved and are in the process of being implemented.

Sewage Services

The town's wastewater collection and treatment system was updated in 1991, with the replacement of several lines and a major expansion of the treatment facility. The treatment facility has a design capacity of 495,000 gallons per day, with treated effluent discharging into the James River. An average of over 100,000 gallons of wastewater is treated each day. On days with heavy rain, up to 1.5M gallons can be treated. This excess flow is primarily due to stormwater entering the system in areas with older lines, or low-lying areas with unsealed manholes. The treatment facility has the capacity to process the additional stormwater, but the system would be best served by measures that prevent stormwater entering.

In 2015, an Inflow and Infiltration Study, aimed at reducing the amount of stormwater entering the system, was conducted. Flow Rates from the Inflow and Infiltration Study indicated that 50% ground water entered the system daily. The town is aware that manholes, leaking sewer taps,

bad joint connections in the main sewer lines, and large ponds exist within town limits. Future considerations of the town include rehabilitating manholes, installing new manholes, extending manhole lids above ground level, lining sewer pipes, and tight sealing sewer taps from residential and commercial connections.

Trash Collection

The Town of Glasgow provides weekly trash collection services to residents through a contract with a local hauling company. Trash is collected from curb-side containers and disposed of at the Rockbridge County Landfill. Rockbridge County also maintains several bulk trash containers near town, including one on Route 684, north of town.

Library Services

The Glasgow Public Library is part of the Rockbridge Regional Library System, providing services to residents of the town and the surrounding area. The library provides a large selection of books, periodicals, reference materials, recorded media, and internet access. The building also features a multi-purpose room for programs and community meetings.

Community Organizations

The Town of Glasgow is home to several service-based and community organizations, including a Ruritan Club, Women’s Club, Garden Club, Masonic Lodge, Order of the Eastern Star, Community Watch, and Concerned Citizens of Glasgow. The Concerned Citizens of Glasgow’s membership is open to all residents of the town. The organization owns the James E. Thompson, Sr. Community Center (former Catawba Street Elementary School), which houses, among other things, a summer youth program.

Chapter 9: Community Services and Infrastructure Recommendations

Recommendation 9.A: Improve water and sewer systems and extend them to areas not currently served. Ensure the financial stability of these utilities.

- ❖ **Strategy 9.A.1:** Continue to upgrade water and sewer lines through systematic replacement of old or inadequate lines.
- ❖ **Strategy 9.A.2:** Repair and replace sewer lines that contribute to excess storm event related water entering the treatment cycle.
- ❖ **Strategy 9.A.3:** Review the water system and develop a plan to add valves in order to give operating and maintenance staff the ability to isolate smaller portions of the system to enhance their ability to service the system.
- ❖ **Strategy 9.A.4:** Include a requirement in the Town Code for all new water connections to include devices that prevent the back-flow of water.
- ❖ **Strategy 9.A.5:** Ensure that the town is charging a rate for water and sewer that is competitive and adequate. Conduct an on-going examination of water and sewer rates to ensure that they are adequate to finance the operation and maintenance of the system and to allow for further expansion.

Recommendation 9.B: Educational and cultural opportunities can be a way to encourage growth of a community. The town should seek ways to encourage the improvement of services in these areas.

- ❖ **Strategy 9.B.1:** Work with the Glasgow Public Library to encourage educational opportunities for persons of all ages.
- ❖ **Strategy 9.B.2:** Being mindful that local history is important to the citizens of Glasgow, encourage the development of displays, museums, and publications focused on the history of the town.

Recommendation 9.C: Public Safety is also a major concern of the residents of a community. The town should work to ensure police, fire, and ambulance services are adequate to meet the needs of its residents and visitors.

- ❖ **Strategy 9.C.1:** Adequately fund a town police department and continually evaluate the staffing level of the department to ensure it is appropriate for the needs of the town.
- ❖ **Strategy 9.C.2:** Seek grant funding to enhance the police department's equipment level and ability to provide proactive police services.
- ❖ **Strategy 9.C.3:** Provide financial support to volunteer fire and rescue services. Also support these services' efforts to recruit, train, and retain an adequate number of members to provide these essential services.
- ❖ **Strategy 9.C.4:** Encourage Rockbridge County to ensure that volunteer fire and rescue services are adequately funded so their apparatus and equipment enables them to perform their jobs in a professional manner.
- ❖ **Strategy 9.C.5:** As resources and volunteers continue to decline, explore the possibility of combining the fire and rescue departments.

- ❖ **Strategy 9.C.6:** Evaluate financial support of fire and rescue departments based on services provided.

Recommendation 9.D: Recreational facilities are a key feature of the Town of Glasgow. Future improvement, expansion and on-going maintenance of these facilities will serve to encourage their greater use and thus serve as an enticement for people to move to or remain in town.

- ❖ **Strategy 9.D.1:** Support the efforts of the Parks and Recreation Committee as a vehicle to improve citizen involvement in the planning and implementation of recreational improvements.
- ❖ **Strategy 9.D.2:** Provide adequate funding for recreational enhancements through tax revenues and through town support of the efforts of persons wishing to solicit private or corporate support for recreation. Also, seek grant funding for improvements.
- ❖ **Strategy 9.D.3:** Continue to provide space and seek funding, as available, to make improvements or additions to recreational facilities which would have a positive impact upon the quality of the recreational experience the town can offer its residents and visitors.
- ❖ **Strategy 9.D.4:** Consider more substantial facilities to enhance recreational opportunities while recognizing constraints such as finances and space requirements may inhibit their location in town. In cooperation with county officials, these items might feasibly be placed in portions of the county where they could be convenient to residents of the town and would enhance the overall recreational experience.
- ❖ **Strategy 9.D.5:** Consider hiring a paid Parks and Recreation staff person.



Appendices

Appendix A: Town of Glasgow Roadway Inventory

Table A-1. Roads Maintained by VDOT

Street	From	To	Surface	Approx. Dist.
10 th	Virginia	McCulloch	Paved	0.33
11 th	Fitzlee	McCulloch	Paved	0.12
12 th	Dead End	Anderson	Paved	0.13
	Virginia	Rockbridge Road	Paved	0.06
13 th	Rockbridge Road	Dead End	Paved	0.07
14th St	Rockbridge Road	Anderson	Paved	0.14
15th St	Rockbridge Road	Anderson	Paved	0.14
1st St	Catawba	Dead End	Gravel	0.06
2 nd	Catawba	Dead End	Paved	0.12
3 rd	Pocahontas	Catawba	Paved	0.06
4 th	Pocahontas	Shawnee	Paved	0.13
5 th	Catawba	Shawnee	Paved	0.06
6 th	Anderson	Shawnee	Paved	0.38
7 th	Gordon Place	Shawnee	Paved	0.51
8 th	Rockbridge Road	Gap	Paved	0.23
Anderson	12 th	6 th	Paved	0.70
	15th	Dead End	Paved	0.18
Blue Ridge	Western T/L	SR 130	Paved	0.92
Catawba	7 th	1 st	Paved	0.75
Fitzlee	Dead End	Dead End	Paved	1.10
Kanawha	12 th	10 th	Paved	0.25
Gordon	8 th	Dead End	Paved	0.21
Jarvis	Dead End	Rockbridge Road	Paved	0.43
Laurel Lane	Pine View Road	Dead End	Paved	0.05
Lone Jack	Western T/L	Catawba	Paved	0.11
McCulloch	11 th	6 th	Paved	0.54
Pine View Drive	Rockbridge Road	Dead End	Paved	0.17
Pocahontas	7 th	Dead End	Paved	0.74
Powhatan	Blue Ridge Road	6 th	Paved	0.25
R. J. Corman Drive	Southern T/L	SR 130	Paved	0.08
Rockbridge	Western T/L	Eastern T/L	Paved	1.60
Shawnee	Blue Ridge Road	Dead End	Paved	0.61
Virginia	12 th	10 th	Paved	0.25

Table A-2. Roads Maintained by Glasgow

Street	From	To	Surface	Approx. Dist.
3 rd	Catawba	Northern Terminus	Gravel	0.03
7 th	Gordon	Main Well	Gravel	0.05
9 th	Route 130	Wastewater Treatment Plant	Gravel	0.18
11 th	Kanawha	Virginia	Gravel	0.07
12 th	Fitzlee	Route 130	Gravel	0.07
13 th	Fitzlee Street	Cemetery	Gravel	0.11
	Route 130	CSX Property	Gravel	0.06
15 th	Route 130	Kanawha	Gravel	0.04
Anderson	15 th	Fairfax (ROW)	Gravel	0.12
	12 th	Cemetery	Gravel	0.02
Fitzlee	15 th	Fairfax (ROW)	Gravel	0.11
Kanawha	12 th	13 th	Gravel	0.13
	15 th	East and West Terminus	Gravel	0.09
Kelvin Grove	Shenandoah Road	Northern Terminus	Gravel	0.11
Shenandoah	Blue Ridge Road	Irvine Residence	Gravel	0.57
Smiley Lane	Shenandoah Road	Northern Terminus	Gravel/ Paved	0.06

Appendix B: Town of Glasgow Open Space Plan

The Town of Glasgow Open Space Plan

WHEREAS, the Flood Disaster Protection Act of 1974, as amended by the Disaster Relief and Emergency Assistance Act (the Stafford Act) in 1988, which identified the use of disaster relief funds under Section 404 for Hazard Mitigation projects, including the acquisition of flood damaged property; and

WHEREAS, the Hazard Mitigation and Relocation Assistance Act of 1993 (the Volkmer Bill) further expanded the use of funds under Section 404, to “BUY OUT” flood damaged property which was damaged; and

WHEREAS, Section 404 of the Act provides a process for a community to make application for funding to be used to purchase flood damaged property, and convert the land use into perpetual open space; and

WHEREAS, The Federal Emergency Management Agency (FEMA) provides the authority for a community to negotiate for the purchase of flood damaged real estate, and subsequent transfer to public ownership by the Community, under the conditions mentioned below:

1. The premises shall remain in public ownership;
2. The premises shall only be used for purposes consistent with sound land management and uses, as that term is defined in Title 44, Code of Federal Regulations, Part 77, as it now appears or may hereafter be amended;
3. The premises shall only be used for open space purposes;
4. The premises may be leased for agricultural uses, provided no buildings or structures are erected; and
5. There shall not be erected on the premises any structures or other improvements, unless such structures (restrooms excepted) are open on all sides and are functionally related to open space use.
6. The premises shall not be eligible for any future disaster assistance, for any purpose, from any Federal agency.
7. Any breach or threatened breach of the above conditions may be enjoined upon application by the United States of America. In addition, the Director of the Federal Emergency Management Agency or his successor shall have the option to repurchase the above described premises for the sum of One Dollar (\$1.00), if the Grantee, its successors or assigns shall have failed to remove or correct any violation of the above conditions,

within thirty (30) days after the mailing of written notice thereof by said Director or his successor, to the Grantee, its successors or assigns.

THEREFORE, The Town of Glasgow, in keeping with the aforementioned conditions will keep the properties listed below in open space:

616 Gordon Street	620 Fitzlee Street, Lot 4	1004 Kanawha Street
620 Gordon Street	624 Fitzlee Street, Lot 5	1024 Kanawha Street
625 Gordon Street	625 Fitzlee Street	1028 Kanawha Street
628 Gordon Street	628 Fitzlee Street, Lot 7	1032 Kanawha Street
629 Gordon Street	629 Fitzlee Street	1125 Kanawha Street
632 Gordon Street	630 Fitzlee Street, Lot 3	1133 Kanawha Street
633 Gordon Street	634 Fitzlee Street, Lot 2	1210 Kanawha Street
636 Gordon Street	636 Fitzlee Street, Lot 1A	604 Tenth Street
719 Gordon Street	637 Fitzlee Street	1202 Virginia Street
727 Gordon Street	638 Fitzlee Street, Lot 1	1101 Rockbridge Road
731 Gordon Street	933 Fitzlee Street	1111 Rockbridge Road
735 Gordon Street	850 Kanawha Street	623 Anderson Street
613 Fitzlee Street	1000 Kanawha Street	

THEREFORE, The Town of Glasgow will be responsible for the maintenance and upkeep of the aforementioned properties to the standards set by ordinances of the Town.

The Town of Glasgow will be held harmless and claims no responsibility for personal injury or damage to personal property caused to persons unauthorized to use the property.

Decisions regarding the use of the aforementioned properties within the guidelines provided in items 1-7 will be determined by the Town of Glasgow's Planning Commission and will be added as (an) amendment(s) to this plan.

Table A-3. Suggested Use of Lots Acquired Through Flood Mitigation Project

Street Address	Block	Suggested Use
616 Gordon Street	149	Green Space
620 Gordon Street	149	Green Space
625 Gordon Street	170	Green Space
628 Gordon Street	149	Green Space
629 Gordon Street	170	Green Space
632 Gordon Street	149	Green Space
633 Gordon Street	170	Green Space
636 Gordon Street	149	Green Space
719 Gordon Street	169	Parks and Recreation
727 Gordon Street	169	Parks and Recreation
731 Gordon Street	169	Parks and Recreation
735 Gordon Street	169	Parks and Recreation
613 Fitzlee Street	149	Green Space (Garden Lots)
620 Fitzlee Street, Lot 4	144	Parks and Recreation
624 Fitzlee Street, Lot 5	144	Parks and Recreation
625 Fitzlee Street	149	Green Space (Garden Lots)
628 Fitzlee Street, Lot 7	144	Parks and Recreation
629 Fitzlee Street	149	Green Space (Garden Lots)
630 Fitzlee Street, Lot 3	144	Parks and Recreation
634 Fitzlee Street, Lot 2	144	Parks and Recreation
636 Fitzlee Street, Lot 1A	144	Parks and Recreation
637 Fitzlee Street	149	Green Space (Garden Lots)
638 Fitzlee Street, Lot 1		
933 Fitzlee Street	153	Green Space (Parking Area)
850 Kanawha Street	167	Parks and Recreation
1000 Kanawha Street	165	Parks and Recreation
1004 Kanawha Street	165	Parks and Recreation
1018 Kanawha Street	165	Parks and Recreation
1024 Kanawha Street	165	Parks and Recreation
1028 Kanawha Street	165	Parks and Recreation
1032 Kanawha Street	165	Parks and Recreation
1125 Kanawha Street	179	Green Space
1133 Kanawha Street	179	Green Space
1210 Kanawha Street	163	Green Space
604 Tenth Street	177	Green Space
1202 Virginia Street	180	Open Space (Community Garden)
1101 Rockbridge Road	164	Open Space (Roadside Picnic Area)
1111 Rockbridge Road	164	Green Space
623 Anderson Street	144	Parks and Recreation

Appendix C: Glasgow Community Survey

**– Comprehensive Plan –
Glasgow Community Survey**

Glasgow’s Planning Commission is working to develop a comprehensive plan to guide town planning for the next 10-20 years. As part of this process, we’d like your input. Please fill out the survey below and mail it back with your water payment or drop it off at Town Hall. You may also take this survey online by scanning the QR code or going to <https://www.surveymonkey.com/r/2023glasgowplan>. **If you would like to be entered into a drawing for a chance to win one of five \$50 gift cards for completing the survey**, please be sure to include your name and contact information at the end of this form.



How many years have you lived in Glasgow?

What Street do you live on in Glasgow?

Outside of Glasgow, what is your top destination for shopping, services, amenities, or entertainment?

- Lexington
- Buena Vista
- Lynchburg
- Roanoke
- Staunton
- Other (specify): _____

What type of residence do you live in?

- Single family home
- Duplex
- Apartment
- Other

What types of new developments would you most like to see in Glasgow in the next 10-20 years? (choose 3)

- Single-family residential
- Multi-family residential (townhomes, apartments)
- Commercial (retail, restaurants, office, etc.)
- Industrial (manufacturing, warehouses, etc.)
- Recreational (parks, trails, community center)
- Renovation of existing buildings and facilities
- No new developments

For the following statements, please check the option that best represents your level of agreement:	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
Town management is accessible and responsive when I have a question or concern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town management makes decisions that are in the best interests of the town.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The decisions of town management reflect my wishes and interests as a citizen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has an attractive main street and neighborhoods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has attractive parks and recreation facilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has a town “center” that serves as the “heart” of our community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has shopping and business options that meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has enough businesses that I don’t have to leave town to shop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local businesses and small stores are important indicators of Glasgow’s well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has enough housing options for our citizens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has enough housing options that are affordable for our residents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Glasgow has enough sidewalks and bike lanes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that Glasgow is a safe place to live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my tax dollars are being put to good use in town.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate your level of satisfaction with the following town services:	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Unsatisfied	Very Unsatisfied
Town water and sewer services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enforcement of ordinances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire protection and emergency services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks & recreation and community events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalk conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic circulation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Historic preservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visual appearance of Glasgow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branding and promotion of Glasgow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town navigation and directional signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting town information (town meetings, events, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall town/government effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rank the following factors (1 to 8) according to how you feel they contribute to the quality of life in Glasgow, with 1 being your top reason for living in Glasgow:

- Historic significance of the town
- Town events and activities
- Sense of community/Small town feel
- Safe place to live
- Access to parks and recreation activities
- Housing affordability
- Overall cost of living
- Location

Please rank the following factors (1 to 8) based on what you think the town should prioritize over the next 10-20 years, with 1 being your top priority for Glasgow:

- Historic preservation of town locations & structures
- Community events and town branding & promotion
- Main street and town appearance
- New shops and businesses
- Greater variety of housing options
- Parks and recreation facilities
- Transportation & pedestrian improvements
- Local leadership and government services

Describe your vision for Glasgow in the next 10-20 years:

If you would like to be entered into a drawing for a chance to win one of five \$50 gift cards, please provide your name and contact information below. If you do not provide a name or contact information, you will not be eligible to win a prize (phone number **or** email will suffice).

Name: _____

Phone: _____

Email: _____

The Glasgow Planning Commission will not see this paper form, or online survey responses, and will not be able to tie your name to your responses. The consulting team will enter answers and names into separate databases and that information will be presented to the Planning Commission separately (i.e., **names entered for a chance to win a prize will not be attached to answers**).

If you have any questions about this survey, please contact Joshua Smoot, Regional Planner, Central Shenandoah Planning District Commission, at (540) 885-5174 x 121 or joshua@cspdc.org.

Appendix D: Glasgow Community Survey Report

The Glasgow Community Survey (Appendix C), conducted by the Glasgow Planning Commission, was sent to all residents via their monthly water bill and via electronic link on the town’s Facebook page in May 2023. Numerous fliers promoting the survey were posted throughout the town. A total of 69 surveys were submitted (N=69), including 55 surveys submitted via the water bill and 14 submitted electronically via the Facebook link. Several surveys were incomplete or complete incorrectly. While some data from these surveys can be used, it affects the number of surveys included in the following analysis (N).

Survey Results

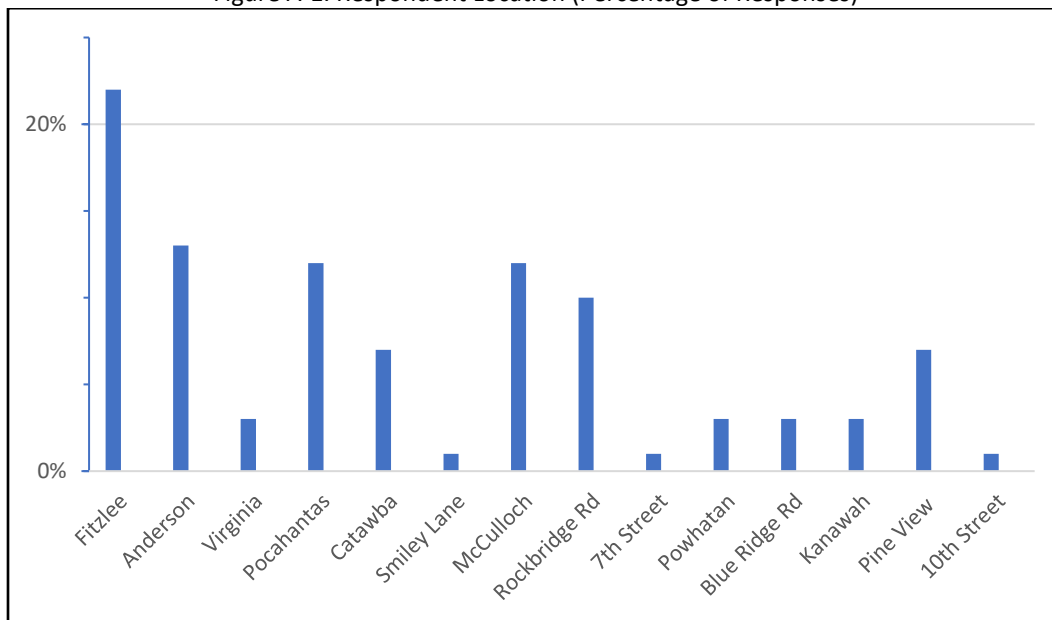
How many years have you lived in Glasgow?

Average number of years living in Glasgow: 28.5

Range: 1 year to 75 years

What street do you live on in Glasgow?

Figure A-1. Respondent Location (Percentage of Responses)



*Outside of Glasgow, what is your top destination for shopping, services, amenities, or entertainment? [*respondents could choose multiple locations]*

- #1. Lexington (n=44)
- #2. Buena Vista (n=19)
- #3. Roanoke (n=14)
- #4. Lynchburg (n=6)
- #5. Staunton/Waynesboro (n=5)

What type of residence do you live in?

- Single Family Home: 87% (n=60)
- Apartment: 1% (n=1)
- Duplex: 1% (n=1)
- Other: 7% (n=5)
- No Response: 3% (n=2)

*What types of new developments would you most like to see in Glasgow in the next 10-20 years? (choose 3) [*respondents could choose multiple answers]*

- #1. Commercial (retail restaurants, offices, etc...) (n=53)
- #2. Renovation of existing buildings and facilities (n=46)
- #3. Recreation (parks, trails community center) (n=25)
- #4. Single-family residential (n=17)
- #5. Industrial (manufacturing, warehouses, etc...) (n=10)
- #6. Multi-family residential (townhomes, apartments, etc...) (n=6)
- #7. No new developments (n=2)

*For the following statements, please check the option that best represents your level of agreement: (5=strongly agree; 4=somewhat agree; 3=neutral; 2=somewhat disagree; 1=strongly disagree) [*68 respondents completed this section correctly, 1 questionnaire could not be used]*

Table A-4. Questionnaire 1

Question	Average
Town managements is accessible and responsive when I have a question or concern.	3.22
Town management makes decision that are in the best interests of the town.	3.12
The decisions of town management reflect my wishes and interests as a citizen	3.07
Glasgow has an attractive main street and neighborhoods.	2.69
Glasgow has attractive parks and recreation facilities.	3.46
Glasgow has a town “center” that serves as the “heart” of the community.	2.59
Glasgow has shopping and business options that meet my needs.	2.06
Glasgow has enough businesses that I don’t have to leave town to shop.	1.50
Local businesses and small stores are important indicators of Glasgow’s well-being.	3.31
Glasgow has enough housing options for our citizens	2.81
Glasgow has enough housing options that are affordable for our residents	2.84
Glasgow has enough sidewalks and bike lanes.	2.93
I feel that Glasgow is a safe place to live.	3.32
I feel that my tax dollars are being put to good use in town.	2.66

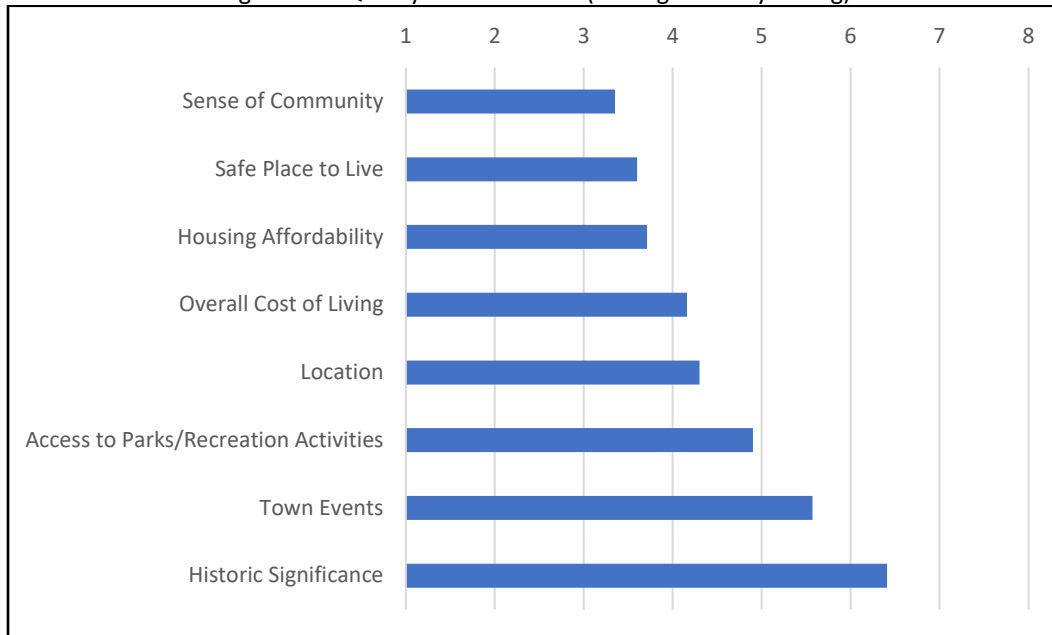
Please rate your level of satisfaction with the following town services: (5=very satisfied; 4=somewhat satisfied; 3=neutral; 2=somewhat unsatisfied; 1=very unsatisfied) [*68 respondents completed this section correctly, 1 questionnaire could not be used]

Table A-5. Questionnaire 2

Town Service	Average
Water and sewer services	3.90
Police protection	2.57
Enforcement of ordinances	2.72
Fire protection and emergency services	4.22
Parks & recreation and community events	3.62
Sidewalk conditions	2.98
Street conditions	3.30
Traffic circulation	3.79
Historic preservation	3.19
Visual appearance of Glasgow	2.91
Branding and promotion of Glasgow	2.75
Town navigation and directional signage	3.56
Getting town information (meetings, events, etc...)	3.25
Overall town/government effectiveness	3.03

Please rank the following factors (1 to 8) according to how you feel they contribute to the quality of life in Glasgow, with 1 being your top reason for living in Glasgow: [*37 respondents completed this section correctly; those who completed the survey online did so with far greater accuracy]

Figure A-2. Quality of Life Factors (Average Priority Rating)



Please rank the following factors (1 to 8) based on what you think the town should prioritize over the next 10-20 years, with 1 being your top priority for Glasgow: [*37 respondents completed this section correctly; those who completed the survey online did so with far greater accuracy]

Figure A-3. Priorities for the Next 10-20 years (Average Priority Rating)



Describe your vision for Glasgow in the next 10-20 years: [*31 respondents provided usable comments]

Responses listed in order of greatest concern:

- #1. More businesses (retail, restaurants, etc.): 38%
- #2. Safety and police protection: 26%
- #3. Clean up derelict houses/beautification: 23%
- #4. More recreation activities, especially for youth: 13%
- #5. More housing, especially for elderly/disabled: 13%
- #6. Double taxation/too many taxes: 6%
- #7. High water bill: 3%
- #8. Dissolve town charter: 3%

Some more specific comments:

- Creating a water park for town youth
- Bringing back a bank/grocery store
- Adding an auto parts store
- Beautifying the commercial businesses along Rte 130
- Creating more of a town center/downtown area
- Adding more houses to historic register

