

**MONTGOMERY COUNTY PLANNING COMMISSION**  
**April 10, 2013**  
**SITE VISIT AGENDA**

**4:30 PM          Depart Government Center**

**4:45 PM          4040 Riner Road**

Request by Curtis W. & Deborah R. Goad (**Agent: Connie Hale**) to rezone approximately 0.41 acres from Agricultural (A-1) to General Business (GB), with possible proffered conditions, to allow a restaurant. The property is located 4040 Riner Road; identified as Tax Parcel No. 119A-A-27, (Account No. 007248) in the Riner Magisterial District (District D). The property currently lies in an area designated as Village Expansion in the 2025 Comprehensive Plan and further described as Mixed Use within the Riner Village Plan.

**5:30 PM          Dinner @ Mexican Restaurant (former Famous Anthony's building)  
Radford Street, Christiansburg**

**6:30 PM          Return to Government Center**

**MONTGOMERY COUNTY PLANNING COMMISSION**  
**April 10, 2013 @ 7:00 P.M.**  
**Board Room, Government Center**

**A G E N D A**

**CALL TO ORDER:**

**DETERMINATION OF A QUORUM:**

**APPROVAL OF AGENDA:**

**APPROVAL OF CONSENT AGENDA:**

**PUBLIC ADDRESS:**

**PUBLIC HEARING:**

**OLD BUSINESS:**

**NEW BUSINESS:**

**WORKSESSION:**

- Tourism Plan Review (Lisa Bleakley)
- Mixed Beverage Report (Graham Owen – Intern)
- Comprehensive Plan Transportation Chapter Review (JP Bhullar – Intern)
- 2012 Annual Report (Steve Sandy)

**LIAISON REPORTS:**

- Board of Supervisors- Chris Tuck
- Agriculture & Forestal District- Bob Miller
- Blacksburg Planning Commission – Vacant
- Christiansburg Planning Commission – Cindy Disney
- Economic Development Committee- John Tuttle
- Public Service Authority – Joel Donahue
- Parks & Recreation- Vacant
- Radford Planning Commission- Bob Miller
- School Board- Bryan Katz
- Tourism Council- Bryan Rice
- Planning Director's Report- Steven Sandy

**MEETING ADJOURNED:**

-OVER-

**UPCOMING MEETINGS:**

- |       |          |   |
|-------|----------|---|
| April | 9, 2013  | Route 8 Corridor Study Meeting- Riner Fire Station (5:00 pm, Presentation 6:00 pm)                                |
| April | 10, 2013 | Route 11/460 Corridor Study- Elliston Fire Station (5:00 pm, Presentation 6:00 pm)                                |
| April | 17, 2013 | Planning Commission Regular Meeting (CANCELLED)   |
| May   | 8, 2013  | Planning Commission Site Visit (To be determined)<br>Planning Commission Public Hearing (7:00 pm)                 |
| May   | 15, 2013 | NRV PDC Annual Planning Commission Training Event & Dinner<br>NRV PDC, Competitiveness Center, Fairlawn (6:30 pm) |
| May   | 30, 2013 | 2013 CPEAV Legal Seminar- Stonewall Jackson Hotel, Staunton, VA   |

**MONTGOMERY COUNTY PLANNING COMMISSION  
CONSENT AGENDA  
April 10, 2013**

**A. APPROVAL OF MINUTES**

- March 13, 2013

**ISSUE/PURPOSE:**

The above listed minutes are before the Planning Commission for approval.

**B. SCHEDULE THE FOLLOWING ITEMS FOR PUBLIC HEARINGS BEFORE THE PLANNING COMMISSION ON MAY 8, 2013 AND BOARD OF SUPERVISORS ON MAY 28, 2013**

- Request by Curtis W. & Deborah R. Goad (**Agent: Connie Hale**) to rezone approximately 0.41 acres from Agricultural (A-1) to General Business (GB), with possible proffered conditions, to allow a restaurant. The property is located 4040 Riner Road; identified as Tax Parcel No. 119A-A-27, (Account No. 007248) in the Riner Magisterial District (District D). The property currently lies in an area designated as Village Expansion in the 2025 Comprehensive Plan and further described as Mixed Use within the Riner Village Plan

AT A MEETING OF THE MONTGOMERY COUNTY PLANNING COMMISSION ON MARCH 13, 2013 IN THE BOARD ROOM, SECOND FLOOR, COUNTY GOVERNMENT CENTER, CHRISTIANSBURG, VIRGINIA:

**CALL TO ORDER:**

Mr. Rice, Chair, called the meeting to order.

**DETERMINATION OF A QUORUM:**

Ms. Disney established the presence of a quorum.

Present: Bryan Rice, Chair  
Cindy W. Disney, Secretary  
Robert Miller, Member  
Bryan Katz, Member  
John Tuttle, Member  
Chris Tuck, Board of Supervisors Liaison  
Dari Jenkins, Planning & Zoning Administrator  
Brea Hopkins, Development Planner

Absent: Steven Sandy, Planning Director  
Joel Donahue, Vice-Chair

**APPROVAL OF AGENDA:**

On a motion by Mr. Miller, and seconded by Mr. Katz, and unanimously carried the agenda was approved.

**APPROVAL OF CONSENT AGENDA:**

On a motion Mr. Miller, and seconded by Ms. Disney, and unanimously carried the consent agenda was approved.

**PUBLIC ADDRESS:**

Mr. Rice opened the public address; however, there being no speakers the public address was closed.

**PUBLIC HEARING:**

Request by **Douglas W. Sink** for a Special Use Permit on 0.5 acres in an Agriculture (A-1) zoning district to allow a specialty shop less than 2,000 square feet in area. The property is located at 4218 Oldtown Rd and is identified as Tax Parcel No. 083C2-A-13 (Acct # 005003) in the Shawsville Magisterial District (District C). The property currently lies in an area designated as Village Expansion in the 2025 Comprehensive Plan and further identified as Medium Density Residential in the Shawsville Village Plan.

Mr. Rice introduced the request.

Ms. Jenkins stated the applicant is requesting a special use permit for a specialty shop. She reviewed maps and location of the property. The Comprehensive Plan designates the area as Village Expansion and the request appears to comply with the designation. The property is approximately half (½) acre. It is bordered to the north and east by single family residential structures and on the south and west by Shawsville Middle School. VDOT has stated the proposed entrance shown on the concept sketch is

acceptable for a low volume commercial entrance. The property is served by public water and a private septic system permit has been obtained from the Virginia Department of Health. The schools have stated the proposed use should not be an impact their operations; however, they have requested that alcohol, tobacco, obscene materials, etc. not be sold on site. The structure was originally an old service station and was constructed by the applicant's family member. The current owners purchased the property in 2007 and cleaned the site to open a specialty shop for quilts, crafts, antiques, etc. A site sketch has been submitted. There is an enclosure on the front of the building which will be converted back to a porch/drive thru area. She reviewed photographs of the building.

Mr. Miller asked if there was a special use permit for the previous commercial operations.

Ms. Jenkins stated no permits for the property could be found and it was most likely a nonconforming use.

Mr. Rice opened the public hearing.

Mr. Sink, owner, stated he understood why the school board had concerns over the types of items that would be offered for sell. He noted that there was no interest in selling items bad for the community or the people; however, he was concerned that the conditions were too restrictive on the types of items that could be offered.

There being no additional speakers, Mr. Rice closed the public hearing.

Mr. Katz suggested condition regarding specialty shop items be removed.

Ms. Jenkins stated the condition was included based upon County Attorney recommendations.

Mr. Miller noted he supported the request. The property used to be a blighted site and has been revitalized to be an asset to the community.

A motion was made by Mr. Katz, seconded by Mr. Miller to recommend approval of the Request by **Douglas W. Sink** for a Special Use Permit on 0.5 acres in an Agriculture (A-1) zoning district to allow a specialty shop less than 2,000 square feet in area with the following conditions:

1. This Special Use Permit (SUP) authorizes use of the property for a specialty shop less than 2,000 sq. ft. and shall be in substantial conformance with the Concept Plan prepared by Highland Surveys P. C., dated February 1, 2013, included within the application materials. The property shall only offer for sale crafts, sewing supplies, antiques and souvenirs. Any other use not considered substantially the same will require further approval by the Board of Supervisors.
2. A site plan shall be submitted for review and approval by the Zoning Administrator.
3. All required zoning permits, building permits and/or change of use and occupancy approvals, or any other required permits shall be obtained prior to use of the property as a specialty shop less than 2,000 sq. ft. All other federal, state or local regulations shall be met.
4. This Special Use Permit authorizes hours of operation for this use between 8:00 a.m. and 8:00 p.m.
5. Off-street parking shall be located outside the limits of VDOT right-of-way and meet the requirements of Section 10-44 of Montgomery County Code.
6. No outdoor display or storage shall be allowed.
7. No trash, litter or debris shall accumulate or be stored on the property.
8. Any lighting installed on the property shall be dusk to dawn, shielded fixtures to avoid glare onto adjacent properties and night sky, and shall comply with Montgomery County Zoning Ordinance 10-46(9) Performance Standards.

Ayes: Disney, Katz, Miller, Rice, Tuttle  
Nayes: None  
Abstain: None

The property is located at 4218 Oldtown Rd and is identified as Tax Parcel No. 083C2-A-13 (Acct # 005003) in the Shawsville Magisterial District (District C). The property currently lies in an area designated as Village Expansion in the 2025 Comprehensive Plan and further identified as Medium Density Residential in the Shawsville Village Plan.

**OLD BUSINESS:**

None presented.

**NEW BUSINESS:**

None presented.

**LIAISON REPORTS:**

Board of Supervisors: Mr. Tuck reported the Governor had signed legislation to allow liquor by drink for two (2) I-81 interchanges at Exit 109 and Exit 128. The Prices Fork Elementary School is for sale. The Residential Chicken ordinance did pass with a two (2) acre minimum and fifty (50) ft. setbacks. The Board voted to advertise a 2 cent tax rate increase.

Agriculture & Forestal District: No report.

Blacksburg Planning Commission: No report.

Christiansburg Planning Commission: Ms. Disney stated a CUP was approved on Radford Rd. to construct two (2) single family units. The town has purchased sixty (60) acres for a park.

Economic Development Committee: Mr. Tuttle stated there was much discussion regarding collaboration between Roanoke and New River Valley.

Public Service Authority: Mr. Tuck stated the Town of Christiansburg had scheduled meeting for the joinder study. Mr. Price continues to argue he was vested to have water service to property on Oilwell Road and upgrades need to be made. The PSA has offered to provide labor if Mr. Price would pay for materials to upgrade that line.

Parks & Recreation: No report.

Radford Planning Commission: No report.

School Board: No report.

Tourism Council: No report.

Planning Director's Report: Mrs. Hopkins reported in Mr. Sandy's absence. The second round of Citizen Information meetings for the Route 11/460 and Route 8 studies have been scheduled for April 9<sup>th</sup> & 10<sup>th</sup>. The Board is seeking applications for the three (3) vacant positions on the commission. On May 15<sup>th</sup> the NRV Planning District Commission will be hosting its annual Planning Commissioner's Dinner and Training event. PlanVirginia is hosting the annual Legal Seminar on May 30<sup>th</sup> in Staunton. Please let Steve or Brea know if you would like to attend.

There being no further business the meeting was adjourned at 7:45 pm.

Montgomery County | Blacksburg | Christiansburg

# Tourism Strategic Plan

DRAFT

Developed with support by the Virginia Tourism Corporation



Virginia   
*is for Lovers*<sup>®</sup>

**Adopted by the:**

Montgomery County, Town of Blacksburg,  
and Town of Christiansburg, VA Tourism  
Operation Board  
on ##-##-####

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# Overview

Tourism is a \$122 billion industry in Montgomery County, Blacksburg, and Christiansburg, providing over 1200 jobs. The development and promotion of tourism and applicable assets and attractions not only increases visitor interest and spending, but can enhance quality of life of citizens and increase interest in all types of business establishment and expansion. Tourism is a significant economic development strategy for the future of the area.

With these factors considered, this tourism strategic plan was completed in 2013 to assist county and town officials and stakeholders further develop and promote tourism, and guide staff and volunteers who oversee tourism focused programming during the following five years and beyond. This plan was developed with wide tourism stakeholder input, including detailed oversight and input by government body leadership. A full situational analysis of tourism was completed as part of the planning process and is summarized within this document. That analysis and other facilitated input from stakeholders were used as reference to draft this plan and the following determined tourism vision, mission, goals and objectives of the plan:

## Mission Statement

**The Tourism Mission Statement for Montgomery County is:**

*To celebrate and share our culture, heritage and natural beauty through authentic experiences, with the purpose of stimulating economic opportunity and enhancing quality of life for the greater Montgomery County community. We will promote our destination in a manner that fosters partnerships and sustainable growth.*

## Vision Statement

**The Tourism Vision Statement for the Montgomery County is:**

*To be the premier mountain destination for travelers seeking unique outdoor recreation, education, and reconnection either within or around a vibrant, supportive community.*

### Goal 1

Improve Tourism Marketing

### Goal 2

Improve Tourism Infrastructure

### Goal 3

Develop and Cultivate Tourism Partnerships

### Goal 4

Develop Tourism Education Programming and Advocacy

### Goal 5

Promote the Growth Tourism in Montgomery County through Strong Programming and Policy

It is imperative to note that other applicable planning efforts and documents should be referenced and possibly utilized during the implementation of this plan. For example, a tourism study was commissioned by the Montgomery County Chamber of Commerce and prepared by Randall Travel Marketing, Inc. of Mooresville, NC in 2008. That study is available as a supplement to this document. Additionally, the Virginia State Tourism Plan was completed in 2013 and includes relevant ideas and recommendations, both as they apply to the entire state and the region in which Montgomery County is located. The Virginia State Tourism Plan can be viewed at [www.vatc.org/stp](http://www.vatc.org/stp). There are numerous other studies and reference pieces for review and consideration.

# Acknowledgments

This tourism strategic plan is the result of input by the following locality representatives, business owners, organization leaders and other stakeholders:

| <u>First Name</u> | <u>Last Name</u> | <u>ORGANIZATION</u>  |
|-------------------|------------------|--|
| Diane             | Akers            | Blacksburg Partnership   |
| Paula             | Alston           | Montgomery-Floyd Regional Library  |
| Lanny             | Belcher          | Hilton Garden Inn, Blacksburg  |
| Gail              | Billingsley      | Smart College Visit.com<br>Executive Director, Montgomery County Regional Tourism Office                         |
| Lisa              | Bleakley         |  |
| Brad              | Buchanan         | Montgomery County Parks and Recreation   |
| Joyce             | Beliveau         | Beliveau Estate and Winery   |
| Laureen           | Blakemore        | Downtown Blacksburg Inc.   |
| Courtney          | Bosworth         | Radford University- Communications   |
| Heather           | Browning         | Town of Blacksburg- Community Relations  |
| Kevin             | Byrd             | New River Valley Planning District Commission  |
| Terry             | Caldwell         | Town of Christiansburg- Aquatic Center   |
| Donna             | Speaks           | Mockingbird Café and Bakery  |
| Krishna           | Chachra          | Town of Blacksburg Town Council and MTDC Chair   |
| John              | Coleman          | CrossPointe Conference Center  |
| Susan             | Coleman          | CrossPointe Conference Center  |
| Nancy             | Creed            | Hilton Garden Inn, Blacksburg  |
| Meghan            | Dorsett          | Historic Cambria   |
| Karen             | Drake            | Town of Blacksburg- Planning   |
| Zack              | Davis            | Intern, Montgomery Chamber of Commerce   |
| Heather           | Ducote           | Center for the Arts at VT  |
| Brad              | Epperley         | Town of Christiansburg- Parks and Recreation   |
| Sue               | Farrar           | Montgomery Museum  |
| Melissa           | Georges          | The Inn at VT  |
| Marty             | Gordon           | The News Messenger   |
| Nicole            | Hair             |  |
| Becky             | Hawke Wilburn    | Town of Christiansburg- PIO  |
| Jeff              | Hedge            | BACKCOUNTRY.COM<br>Town of Christiansburg, Town Manager, Tourism Operating Board and MTDC                        |
| Barry             | Helms            |  |
| Cary              | Hoge             | GM Hampton Inn, Christiansburg   |
| Lynn              | Huber            | Our Daily Bread Bakery and Café - Marketing  |
| Teresa            | Hughes           | The Inn at VT  |
| Alvin             | Humes            | President NAACP-NRV  |
| Steve             | Huppert          | Christiansburg Town Council  |
| Eric              | Johnsen          | State Farm and MTDC  |
| Whitney           | Knollenberg      | VT HTM Graduate Assistant  |
| Bob               | Leonard          | VT Professor Theater of Arts   |
| Susan             | Mattingly        | Executive Director, The Lyric Theater  |
| Libby             | Mansfield        | DOS, Holiday Inn, Christiansburg   |
| Anne              | McClung          | Director of Planning and Building  |
| Susan             | McMains          | Montgomery County Tourism Office Assistant<br>Montgomery County Administrator, Tourism Operating Board, and MTDC |
| Craig             | Meadows          |  |
| Tacy              | Newell           | Main Street Coffee Depot, Christiansburg   |

|           |             |  |
|-----------|-------------|--|
| Tom       | Norman      | GM Courtyard Marriott and MTDC                               |
| Richard   | Obiso       | Attimo Winery  |
| Christina | O'Conner    | Christiansburg Citizen (DT organization initiative)          |
| Tara      | Ogle        | DOS, Hampton Inn, Christiansburg                             |
| Graham    | Owen        | Montgomery County Planning Office                            |
| Jeremy    | Pedrotti    | NRV Superbowl  |
| Kelly     | Queijo      | Smart College Visit.com                                      |
| Jim       | Politis     | Montgomery County and MTDC                                   |
| Bryan     | Rice        | Rice Realty  |
| Melissa   | Richards    | University Relations at VT and MTDC                          |
| Ruth      | Richey      | Montgomery County PIO and MTDC                               |
| Ken       | Rogers      | Holiday Inn University                                       |
| Randy     | Rose        | VA Tourism Corporation                                       |
| Jami      | Ryan        | Next three Days  |
| Steve     | Sandy       | Director, Montgomery County Planning Office                  |
| Mary      | Schnitzer   | Christiansburg Institute                                     |
| Jessica   | Schultz     | Farmers Market, Blacksburg                                   |
| Sharon    | Scott       | Montgomery County Chamber of Commerce                        |
| Tom       | Shaver      | GM, The Inn at VT  |
| Henry     | Showalter   | Town of Christiansburg and MTDC                              |
| David     | Smith       | GM, Quality Inn Christiansburg                               |
| Ellen     | Stewart     | Blacksburg Farmers Market                                    |
| Terry     | Stike       | NRV Superbowl  |
| Russell   | Stone       | Christiansburg Small Business and VA NAT DEF                 |
| Catherine | Sutton      | Executive Director, Montgomery County Chamber of Commerce    |
| John      | Tutle       | SERVPRO  |
| Catherine | VanNoy      | SWVACHCommission IC- Marketing                               |
| Phillip   | Vaught      | NRV Magazine   |
| David     | Verde       | Christiansburg Citizen (DT organization initiative)          |
| Marc      | Verniel     | Town of Blacksburg Manager, Tourism Operating Board and MTDC |
| Ruth      | Waalkes     | Center for the Arts at VT                                    |
| Barbara   | Walker      | Forestry Ser vice  |
| Lea       | Wall        | Holiday Inn Blacksburg                                       |
| Randy     | Wingfield   | Town of Christiansburg, Asst. Town Manager                   |
| Bernie    | Wurtzburger | The Oaks Victorian Inn Bed and Breakfast                     |
| Linda     | Wurtzburger | The Oaks Victorian Inn Bed and Breakfast                     |

Randall Rose, partnership marketing development specialist with the Virginia Tourism Corporation (VTC), facilitated the strategic planning process and drafted this document with the assistance and input of the listed stakeholders. The outline and some general content of this plan follow a format that has been used for developing other locality tourism plans in Virginia. Lisa Bleakley worked with stakeholders and government leadership to edit and complete the final version.

# Background

## Background – Development of this Plan

In late 2012, Randall Rose of the Virginia Tourism Corporation (VTC) was engaged to facilitate stakeholder input sessions and develop the draft version of this plan. In preparation, Randall worked with Lisa Bleakley to meet with and overview the planning process to the tourism advisory committee, and to prepare for stakeholder input sessions. Input sessions were held on December 18<sup>th</sup>, 2012 and January 24<sup>th</sup>, 2013 at CrossPointe Conference Center in Christiansburg, VA. Randall then framed this document by review of the input received, with Lisa providing additional relevant data and editing. A final review of the draft of this document was done during a facilitated session March 19<sup>th</sup>, as well as review by board of supervisors and town council members during their work sessions in April 2013. Final changes and edits were overseen by tourism staff and advisory before a final review and adoption by the tourism operating board.



## Background – Past Tourism Efforts

Montgomery County has entertained visitors for many years, from the Native Americans and early settlers that traveled the Wilderness Road hundreds of years ago, to people visiting family and friends or recreating on the New River during the centuries since. Yellow Sulphur Springs has been an oasis of Montgomery County, Virginia, since before Blacksburg was incorporated in 1798. Generations of weary travelers have benefited from her waters and her hospitality. However, not until recent decades has planning and programming been formally put in place to facilitate tourism interest and visitation. The following timeline highlights those efforts:

### 1970's:

- In the late 1970s a small group of **Blacksburg** merchants hatched a plan to sponsor an annual summer fair. Their efforts did not take long to root, and eventually the celebration they founded grew to be the Steppin' Out Street Festival. Buoyed by the success of Steppin' Out and encouraged by town citizens, the merchants created a formal organization to represent and advance the town's Central Business District.



1810 Hotel

### 1980's:

- In 1988, the Downtown Merchants of **Blacksburg** (DMOB) was formed and created special events to be added to the successful Steppin' Out. Summer Solstice Fest! Is held in Downtown Blacksburg in June. It includes live music, dog parade, sand castle contest, Beer Garden, a giant sand beach, a Downtown Sundown 5K Run, Wing eating Contest, Water Wars, Carnival and much more! Bring the kids to an old-fashioned flea circus, crafts, activities, and festival foods.

### 1990's:

- The Summer Arts Festival (a joint effort by Virginia Tech and the Town of **Blacksburg**) was established in 1991. This Festival is held each summer beginning in June and ending in late August. Events include: live theatre productions; gallery exhibitions at the Armory Art Gallery; outdoor musical concerts on Henderson Lawn, an Independence Day Celebration sponsored by the Town of Blacksburg; the Steppin'Out Street Festival, Art at the Market, Summer Solstice sponsored by the Downtown Merchants Association; three classic films sponsored by and being shown at The Lyric Theatre on College Avenue.
- Revitalization of downtown **Christiansburg** committee established to work on revitalization ideas. Among the ideas was the concept and developed strategy to establish as New River Farmer's Market and Processing Center. The Main objective was to create a retail outlet for local farms to sell their product while enhancing tourism and commerce for the community.
- There are numerous sporting events beyond highly visible Virginia Tech competitions. For example, the New River Valley Superbowl has hosted approximately 39,000 out-of-town bowlers in tournaments since the late 1990's.

### 2000's:

- The **Blacksburg** Partnership is a non-profit, independent economic development organization formed by the town, business and university communities. The purpose is to bolster the vitality of Blacksburg through projects that attract visitors and retail prospects. Partnership projects include development of property, the revitalization of retail districts, special events and the creation of marketing programs. Events include Fork and Cork, Brew Do, and Restaurant Week.
- The **Montgomery County Chamber of Commerce** tried to play a role in regional tourism during this decade. In 2007, a tourism development council was formed and the Chamber worked with the localities on a contract basis in support of the tourism initiative. In June of 2009, this effort was halted.

- A tourism study was commissioned by the **Montgomery County Chamber of Commerce** and prepared by Randall Travel Marketing, Inc., Mooresville, NC in 2008. The objective of this study was to conduct comprehensive visitor research and develop a strategic marketing plan to effectively position and market Blacksburg and Christiansburg as a travel and tourism destination of choice.

#### 2010's

- The **County** continues to grow its visitor offerings. Examples include: Sinkland Farms in Riner with its wildly popular Pumpkin Festival in October, the EastMont Tomato Festival Shawsville held in August and three wineries including Attimo Winery; Firefly Hill Vineyards; Maison Beliveau Estate Winery, Bed and Breakfast and Event Venue.
- The **Montgomery County Chamber of Commerce** worked with Mid Sweden University, Ostersund on a lodging front line employee study in January 2010. The study was intended to gather a baseline measure of the level of destination knowledge the front line hospitality employee possessed. This information would be instrumental in the development of a training program for hotel front desk staff.
- The **Christiansburg Aquatic Center** opened to the public in July 2010. The finished product, which encompasses 64,000 square feet, emerged as a new department for the Town. The Town's unique partnership with Virginia Tech has been an influential factor in the fast success of this facility; in addition to hosting the university's home meets, the CAC has also taken the lead in Virginia for hosting age group championships. The meets can bring up to 800 swimmers, along with their families to Christiansburg and the surrounding area.
- In 2011, the **Towns and County** agreed to form a joint tourism office to support tourism efforts across the Towns and the County. A Tourism Development Advisory Council was formed and a Tourism Executive Director hired in 2012.
- The **Montgomery Regional Tourism Office** began work sessions to develop the strategic plan for tourism in Montgomery County late 2012 and continued through the first calendar quarter of 2013.
- Locality **Parks and Recreation Departments** have been and continue to be interested in hosting amateur youth sports in the region such as Dixie Youth Baseball and USSSA Baseball. Those departments are also very involved in outdoor recreation such as river activity, cycling, hiking trails, etc. that attract the various types of adventure travelers.



Christiansburg Aquatic Center

# Situational Analysis

As an important aspect of the planning process, the stakeholders conducted a situational analysis of tourism to help determine the goals and objectives of this plan, including an overall situational analysis as well as a focused analysis on premier tourism assets, targeted visitors, infrastructure, marketing, policy, and education/customer service. Following are the observations and recommendations made by stakeholders:

## Overall/General Situational Analysis - SWOT

The discussion and identification of SWOT - S (Strengths) W (Weaknesses) O (Opportunities) and T (Threats) was used as a key method in developing this tourism strategic plan for Montgomery County. Strengths and Weaknesses are internal factors, while Opportunities and Threats are external factors. Goals, Objectives, Targets, Measures, and Initiatives were all determined afterwards, after careful consideration of the SWOT analysis:

### Strengths:

- I-81/Rt.460- Good capacity, easy access, well-traveled
- Plentiful lodging base, good variety, diverse
- Plentiful festivals and events
- Proximity of Virginia Tech, Radford University and New River Community College
- Under two hour drive from many other Virginia higher education institutions
- National and International exposure/awareness through universities
- Athletic facilities- including Harkrader Sports Complex and Christiansburg Aquatic Center
- Variety of dining options- cultural diversity
- Mix of franchises and local-owned businesses
- Natural beauty- mountains, river, trails
- Experienced tourism director
- Recreational (Outdoor) trails
- Huckleberry Trail
- Local Artisans, craftsmen, and authors
- Golfing opportunities
- Historical sites and rich history
- Agriculture uses/activities- agribusiness
- Strong support services- service industry
- Public safety- low crime rate
- Diverse economic base
- Infrastructure to provide good home base to day travel in neighboring counties
- Close proximity (within 1 hour)of regional attractions
- Three existing wineries in Montgomery County
- Teen activities (Pandapas Pond, Adventure World etc.)
- Progressive/innovative citizens and businesses
- Educated and affluent community
- Shopping Opportunities (mall, unique shops, antique shops, nearby counties unique shopping)
- Local government is supportive of tourism made evident in the agreement forming the joint tourism program.
- Enthusiastic cooperation (towns, leaders, etc.)
- New River, related activities and regional planning for focus on this asset
- Jefferson National Forest and related activities
- Proximity to the Blue Ridge Parkway
- Diverse portfolio of visitor offerings, including unique downtown Blacksburg, the beautiful country-side and authentic experiences of the County to familiar franchise shopping, dining and entertainment in Christiansburg.
- Good sleeping room inventory and choice in lodging (hotels, B&Bs)



Bike Virginia Cycling Event

- Scenic vistas and open spaces/green spaces
- Wilderness Road lends connection with America's history
- Thriving Arts community with venues such as the Blackbox Theatre, New Center for the Arts at VT, and Lyric Theater along with organizations such as: Collaborative for the Arts.
- Small town community charm. The American ideal can be easily found in any of our districts.
- Proximity to Civil War Trail
- Live Music events
- Proximity to Appalachian Trail
- Participation in The Crooked Road and `Round the Mountain marketing organizations
- Good public bus transportation. Poised with rail for any future passenger train service.
- Easy and quick airport access
- Four seasons climate
- Established festivals: Stepping out, Pumpkin Festival, Tomato Festival, Heritage Festival, Heritage Day, Wilderness Trail Festival, International Festival, FloydFest (proximity and spillover)
- Nature education opportunities (birding, wildflowers, mushrooms)
- Proximity to Roanoke Valley
- Railroad access
- Proximity to Mountain Lake
- Corporate presence (BAE, Moog, Volvo)
- Good health care industry
- Growing number of tech startups
- Progressive social media savvy population- Next Three Days, Blacksburg Stuff, government and organization leadership



Historic Cambria

#### Weaknesses:

- Way-finding challenges and sign regulations/ordinance
- Lack of organized cooperation, in private sector
- Perception that Virginia Tech football is all there is to do
- Low promoted potential visitors activities
- Poor marketing, including lack of knowledge on events
- Limited promotional resources for businesses
- No daily local media
- No collaboration in marketing
- Organic online search- Montgomery County comes in second
- Image to others and self-image
- Remote- Out of the way. Transportation access has limitations
- No true tourism visitor service location- visitor center is needed
- Disparity in income distribution
- Territorialism due to county and town "lines". Visitor doesn't know, see nor care about these.
- Heavily promoted student organized events that end up unsuccessful
- Limited advertising opportunities highways and interstate
- Minimal tourism focused funding
- Differing mindsets between the localities
- Educating the general public (citizens)
- Lack of knowledge and celebration of our history (coal, Appalachia)
- Limited children's activities
- Limited multipurpose sports facilities, thereby limiting sports tourism
- Limited meeting and conference space, thereby limiting meetings industry
- Low profile outside of Southwest Virginia
- Not using I-81 to its full potential

## Opportunities:

- Many groups/partnerships already exist and should be utilized to full potential
- Farming heritage/ farm tours / farmers market
- Increasing cultural diversity
- Proximity to major markets
- Terrain- environment
- Outdoor activities
- Creative talent
- Universities
- Young people in area
- Accessibility
- Diversity of potential activities
- History
- Not saturated, over-promoted. Leaves room for responsible growth
- Museums
- Research outcomes- interest by visitors is seeing technology
- Collaboration with other counties and tourism agencies/ businesses
- Strong businesses in county, especially retail
- Businesses that cater to young professionals
- Lower cost of living
- Ease of life
- Virginia Tech - brand visibility
- Assets still open to development
- Three local government cooperating
- Momentum – projects in process
- Significant growth in parks and outdoor activities
- Existing visitor base
- Retirement destination
- Virginia Tech attracts young professionals, tourism draw, etc.
- Quality of life
- Technology resources
- Opportunity to establish new brand (not having to change or overcome an old brand)
- Public-private partnerships
- Multiple business cooperatives
- Opportunity to pool resources
- Wedding destination development
- Partnerships (Ex. Antiques and History to apply for MLP \$\$\$)
- Retirement Draw- College town
- Hub for regional attractions such as: Floyd, Claytor Lake, Appalachian Trail, The Cascades, BlueRidge Parkway
- High School Tournaments, Sports Clinics
- VT/RU- Sports, Academic, Cultural, Cont. Ed Conferences



PAR Works AR Technology, Finalists in 2013 SXSW Blacksburg Tech Startup



Agricultural Heritage and Resources

**Threats:**

- Past challenges
- Size of County may prove to be a challenge when deciding how to market
- Identity (lack of, overshadowed VT Football, or lingering one from VT shootings)
- Locations (somewhat isolated from metro area)
- Lack of focus in programming
- Lack of trust
- Neighboring regions competing
- Current visitors not happy with visit
- Ourselves (self-Image)
- Economy and reduced funding
- Fuel prices (drive market)
- Lack of directed teamwork/partnerships
- Condition of I-81 (increased truck traffic)
- Limited local transportation options
- Expensive airfare
- No passenger rail service
- Infrastructure (keeping up with population growth)
- Dominance of Virginia Tech in regards to consumer awareness
- Limited political leverage (statewide)
- Perception of town/student relationship
- Losing Virginia Tech sports seasons

## Focused Situational Analysis – Premier Tourism Assets

Following is a list of the determined premier tourism assets for Montgomery County, which are the assets that are most likely to be shared first and prominently with potential visitors through advertising and promotion. A complete inventory of all tourism assets in Montgomery County has been completed separately and is available as a supplement to this plan.

### Markets and Assets

| Recreational/Leisure                                     | Sports   | Outdoor Adventure  | Education   | Arts and Culture                            | Meetings & Niche  |
|--|--|--|---|---|---|
| Huckleberry Trail  | Christiansburg Aquatic Center                              | Rails to Trails: Proximity to the Virginia Creeper Trail | Museums: The Black House, Montgomery Museum and Lewis Miller Regional Art Center, The Christiansburg Institute  | VT- Center for the Arts (Fall 2013 opening) | Antiques-Roadshow (Auction Gallery local)                               |
| Claytor Lake   | Athletics- ball fields. National youth sports competitions | Adventure trails   | Blacksburg Price House Nature Center  | Crooked Road Music Trail                    | Rails for Railroad enthusiasts  |
| Cascade Falls in neighboring Giles County- 11 waterfalls | Harkrader Sports Complex                                   | Appalachian Trail  | Historical Attractions<br>Smithfield Plantation<br>Odd fellows Hall<br>the Shaffer Memorial Cemetery (an African-American cemetery located on Radford Street) | Round the Mountain Artisan Trail            | The Inn at VT Conference Center for small to medium size group business |

|  |                                 |  |   |   |  |
|--|---------------------------------|--|---|---|--|
|  |                                 |  | Mary Ingles Draper  |   |  |
| Wineries (Local: Attimo, Beliveau, Firefly and Regional: Chatteau Morrisette etc.)   | NRV Superbowl-Team Competitions |  | Museum Consortium- 13 museums, history, BB History website. <i>Needs Marketing!</i> | <p>Agritourism</p> <p>Attimo Winery</p> <p>Beliveau Winery</p> <p>Firefly Winery</p> <p>Trout Farm</p> <p>Sinkland Farms</p> <p>Kentland Farm</p> <p>Horse Barns/Shows</p> <p>Christmas Tree Farms</p> <p>Shawsville/Elliston Valley</p> <p>Hethwood Market</p> <p>Blacksburg Farmers Market</p> <p>Christiansburg Farmers Market</p> <p>Tomato Festival</p> <p>Numerous Apiaries (honey)</p> <p>Microbrewery growth</p> <p>B&amp;B coop (serve/sell local foods)</p> <p>Lavender Farm At Beliveau</p> <p>Smithfield Plantation Orchards</p> <p>National Forest</p> <p>Coffee shops such as Main Street Depot and Lucie Monroes</p> <p>Buffalo Farm and Restaurant</p> <p>3-Bird Berry Farm</p> <p>Catawba Valley</p> <p>Garden Tours</p> <p>Mushroom Hunting</p> | CrossPointe Conference Center for corporate, social and smaller group business |
| Meadowbrook Center-Shawsville  |                                 |  | NRV Heritage Coalition  | Live Music (Blacksburg Music Organization, New Performing Arts Center)  | Local hotel meeting space for corporate and social                             |
| Festivals and Events Steppin` Out... Christiansburg Wilderness Trail Festival Montgomery Museum Heritage Days Christiansburg Institute's Cultural Festival |                                 |  |   |   | University potential conference space in summer                                |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| Fork and Cork<br>Brew Do<br>Mountains of Misery<br>Bike Ride<br>5K and Half<br>Marathons   |  |  |  |  |  |
| New River Recreation<br>such as: kayaking  |  |  |  |  |  |
| Pete Dye Golf Course   |  |  |  |  |  |
| Sports Venues<br>(Crimpers, NRV<br>Junction Tubing, Putt<br>Putt, Driving Ranges,<br>Golf Courses, Batting<br>Cages, NRV<br>Superbowl, Aquatic<br>Center, Rec Ctrs,<br>Hand in Hand<br>Caboose Park, Frog<br>Pond, Skate Parks |  |  |  |  |  |
| New River- Scenic<br>and Recreation  |  |  |  |  |  |
| Scenic byways such<br>as Rt. 8 for<br>motorcyclists and<br>sport cars cruisers   |  |  |  |  |  |



Virginia Tech Night Game

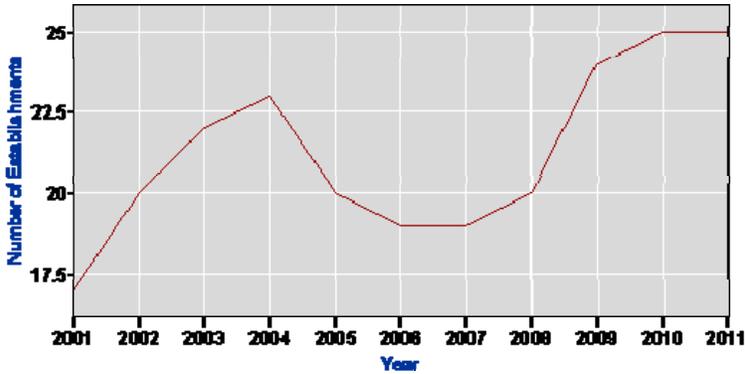
# Tourism Infrastructure Snap Shot

In recent years, the area has seen growth in various tourism infrastructure, including lodging, food services, and conference/meeting locations.

## Accommodation and Foodservice

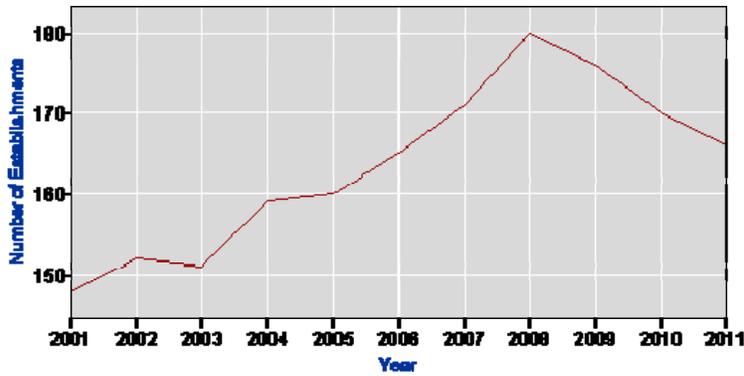
Source: Bureau of Labor Statistics

Montgomery County, Virginia  
Accommodations - All establishment sizes  
**Number of Establishments**



| Year | Annual |
|------|--------|
| 2001 | 17     |
| 2002 | 20     |
| 2003 | 22     |
| 2004 | 23     |
| 2005 | 20     |
| 2006 | 19     |
| 2007 | 19     |
| 2008 | 20     |
| 2009 | 24     |
| 2010 | 25     |
| 2011 | 25     |

Montgomery County, Virginia  
Food services and drinking places  
**Number of Establishments**



| Year | Annual |
|------|--------|
| 2001 | 148    |
| 2002 | 152    |
| 2003 | 151    |
| 2004 | 159    |
| 2005 | 160    |
| 2006 | 165    |
| 2007 | 171    |
| 2008 | 180    |
| 2009 | 176    |
| 2010 | 170    |
| 2011 | 166    |



## Focused Situational Analysis – Tourism Infrastructure

Stakeholders were also asked to consider the current situation and needs of tourism infrastructure, with infrastructure being any services, assets, amenities, etc. needed to serve targeted visitors, and enhance and increase tourism economic development for the County. The following observations were made:

- Visitor center needed. Also need kiosks at all entry points (I81, 460, 114, Prices Fork)
- New River- Need more access points
- Huckleberry Trail- Need more access points
- Enhance signage (on interstate)
- Prominent, consistent way-finding signage within County and Towns (Destination)
- Better promote and develop coalmines, farmlands, agritourism, heritage tourism
- Public facilities (restrooms, vendors, water, rentals) needed on trails etc.
- Air and train travel into the region needs to be more accessible and affordable (i.e.: to support arts festivals and events: national, international artists)
- Public bus transportation is an asset. However, bus travel could be more convenient to Megabus travelers (connecting, making way to hotels etc...) available information to navigate from point A to B.
- May need feasibility study: locations for quality multipurpose sports complex. Inventory of ALL sports events, facilities. Discover capacities and capabilities.
- Some current facilities that house visitors/tourists may need updating/enhancements
- Creation of small business to advance our current recreational events (bike rental shop)
- Create and expand festivals and events around football games and other times that visitors are most likely in the area.
- Youth/indoor targeted facilities needed. Teen centers (activities that would appeal to this group), children's museum, etc. - Point is to ENABLE parents to spend money.
- May need 8000-10,000 seat multipurpose Civic Center to be used for staged events, consumer and trade shows, banquets and meetings.
- Evaluate fiber optics, broad band, etc. needs
- Review international visitor services? Are there translation needs.
- Additional golf courses may be considered
- Trolleys should be considered for towns for connectivity with attractions, shopping, dining and lodging.
- Agritourism
  - Land preservation efforts needed
  - Farmers Market (Christiansburg, Blacksburg) is beneficial
  - Parking in Blacksburg is needed
- Lack of tourism related businesses. May need to do gap analysis. Clustering should be considered.
- Consider tourism zones



Event in Downtown Blacksburg

## Focused Situational Analysis – Marketing

During a focused analysis on tourism marketing, the following observations and recommendations were determined:

- Need to establish brand, tagline, etc.
- Consider wedding destination promotional efforts
- Establish welcome Center- needs to be centrally located, easy access off I-81
- Consider establishing visitor information kiosks at other locations
- Improve customer service- educated staff relating to community, events, etc.
  - Talking points need for consistent message
  - Make brand widely known among especially, front-line staff
- Boy Scout Jamboree comes into the area every 4 years. Consider applicable promotion
- Consider including various transportation options into tourism marketing/resources
- Maximize public relations as a marketing tool, including targeting major television shows, magazines, etc.
- Develop county brochure of premier promotional piece
- Utilize Virginia Tourism Corporation's Marketing Leverage Program to leverage funds
- Review cooperative tourism marketing opportunities/models for consideration
- Promote the New River Valley, in addition to Montgomery County
- Include history prominently in marketing. Include genealogy and other components
- Make "internal marketing" or marketing to local residents a key component of the marketing plan
- Carefully evaluate target audience and consider niche and expanded markets such as sports, outdoors, etc. and further out geographic markets
- Evaluate promotion opportunities through retail associations such as Virginia Bed and Breakfast Association, VA CVB, etc.
- Evaluate feasibility of a primary community calendar (web-based)
- Market through businesses and recreation centers. Possibly develop a toolkit for such partnership marketing opportunities
- Work with the NRV PDC to maximize the Explore NRV website and marketing initiative
- Promote friendly southern hospitality
- Emphasize that the area is a destination in marketing, a hub-base to support day trips into the larger area
- Promote local food opportunities in marketing
- Include scenery and outdoor recreation in marketing – mountains, river, fishing, boating, etc.
- Promote highlands connection (genealogy, family reunions, heritage)
- Partner with Virginia Tourism Corporation when possible to leverage marketing. For example, the LOVE letters campaign
- Visitors interested in packages (i.e. Drive-in movie circuit/film festival, arts festival- multiple dates/venues)
- Use of trip advisor, e-commerce, Google traveler



The Wilderness Trail Festival  
Christiansburg

## Focused Situational Analysis –Target Visitors

Also during the focused analysis on tourism marketing, the following observations and recommendations were determined when considering target visitors and markets:

- Determine feeder markets (who are they, where are they currently coming from when visiting our area?)
- Determine competitive set (what destinations do we compete with? On what do we compete?)
- Determine if and how we have the opportunity to stand out among comparable destinations such as technology? Thinks about VT and the CRC...what do people expect when they travel into the area?
- Friends and family (most people visiting VA coming to visit F&F) Where from? Who?
- Travelers in transit to other historical sites (Williamsburg, Jamestown)
- I-81 travelers (from where) (to where) (what would compel them to exit in Montgomery County?)
- Students and Parents of Virginia Tech and Radford University (develop ambassadors)
- Virginia Tech and Radford University alumni, students, and visitors
- Need demographic information on visitors (data and assets)
- Families
  - Outdoor recreation
  - Food/beverage Interests
  - Arts/culture
- Older Adults
  - Outdoor recreation (passive/low impact)
  - Food/beverage
- Young Adults
  - Outdoor recreation (active)
  - Food/beverage interests
  - State parks visitors
- Market to conference/meeting participants and their spouses
- Fill rooms during week (need periods, soft areas)
- Identify the need periods
- Middle income should be considered when looking at our year-round assets
- Focus on North Carolina and Virginia metropolitan areas
- Interstate travels should be targeted
- History aficionados
- Potential residents, such as young professionals, retirees, and seniors be potentially targeted
- Link Geo
- Sports enthusiasts
- Outdoor enthusiasts
- Antiques/arts enthusiasts
- Current hotel guests (who are they, why are they here, where are they from?)
- Rail enthusiasts



The Lyric Theater,  
Blacksburg

## Focused Situational Analysis – Tourism Policy

In general, stakeholders felt that current policy and procedures of the county government are conducive to tourism development and growth. However, some observations and recommendations were made during the focused analysis on tourism policy:

- Tourism Director's role should include:
  - Branding for the destination
  - Networking with stakeholders, groups, and identify new ones (RTM, TCR, MCCC)
  - Facilitation of partnerships and cooperation. Promote business cooperatives (3 or more)
  - Create a "County Trail" or promotional campaign of artisans, restaurants, museums, outdoor rec, directory of businesses etc.
  - Educate entire community about assets, allowing them to be tourism ambassadors
  - Bring businesses together on regular basis to educate, network, and share information. Be a resource.
  - Work closely with Universities on scheduling events and promoting tourism in the area. Be a resource.
  - Establish a Visitors Center
    - Easy access – exit 114/109
    - I 81 visibility
    - Tie to Heartwood (Abingdon) and state welcome centers
    - Possibility of private vendors, colocation or other creative means of revenue generation for purchase and/or lease and operation.
- MTDCs role
  - Advise director on priorities
  - Assist with networking and branding
  - Promote business cooperatives
  - Negotiations with key communication outlets to expand utilities such as: cell coverage and broadband thereby, supporting the connectivity today's travelers expect (devices including smartphones and tablets).
- Regulations
  - Streamline government reviews and inspections
  - Reduce regulations that are burdensome at local governments
  - Make vacant buildings more attractive
  - Incentivize more downtown development
- Incentives
  - Work to establish liquor-by-drink allowance at interstate exits
  - Consider tourism zones; review other locality models, etc.
  - Work toward commercial retail outlet center such as a Bass Pro Shop along I 81



## Focused Situational Analysis –Education/Customer Service

During a focused analysis on education and customer service, the following general observations and recommendations were made by stakeholders:

- Consistent customer service training is needed. VTC program may be feasible.
- Establish a “Be a tourist in your own town” program, allowing citizens to become a student of all things Montgomery County. Teach them about the attractions, lodging, restaurants etc. Familiarization tours (FAMs) (Internal and External): just as we would have them for travel writers and potential clients, have them for front line staff. Welcome Centers would also participate.
- Participate in Career Day and other opportunities to educate K-12 on tourism benefits and career option.
- Have a central repository of visitor demographics. This would be a good resource for area businesses in addition to developing the tourism marketing plan.
- Stay current on technology. Mobile, QR codes etc...
- Educate on value of tourism to entire community. Share the tangible and intangible benefits. In addition to the direct tourism businesses, there is also the trickledown effect within small supporting businesses.
- Provide resources such as training, webinars, reference books to front line staff. Directory, maps, etc. should be considered:
  - County map of restaurants and hotels
  - Historic resources map
  - Provide resource book and educate business on its use.
- Educate on importance in property reinvestment. What are visitors looking for, what is likely to be successful, etc.?
- Incentives
  - Governing bodies to offer incentives significant enough to attract investors through tax breaks or matching grants
  - Sponsored tours of historical sites
- Use students in HTM, Business, and Communications program at the Universities to survey visitors (what do we need to know, where do we find the people to survey, how will we survey, and what will we do with the information?)
- Educate University students, parents and alumni to activities in the area that could result in additional night's stay.
  - Provide discounts (benefit) for staying an additional day.
- Short magazine with information, events and activities (*Visitors guide- LB*)



## Visioning

A sample of planning participant comments when asked to personally describe the tourism future of the area:

# Tourism Mission & Vision

## Mission Statement

**The Tourism Mission Statement for Montgomery County is:**

*To celebrate and share our culture, heritage and natural beauty through authentic experiences, with the purpose of stimulating economic opportunity and enhancing quality of life for the greater Montgomery County community. We will promote our destination in a manner that fosters partnerships and sustainable growth.*

## Vision Statement

**The Tourism Vision Statement for the Montgomery County is:**

*To be the premier mountain destination for travelers seeking unique outdoor recreation, education, and reconnection either within or around a vibrant, supportive community.*

“...Authentic...Eclectic...Vibrant...Organic...”

“...Southwest Virginia hub...”

“...Cool...Eclectic...Diverse”

“Virginia’s premier outdoor recreation and leisure destination...”

“Vibrant arts and culture center”

“Virginia’s Nature Capitol”



Blacksburg Farmers Market

# Tourism Objectives, Measures, Targets, & Initiatives/Tasks

Following are the identified tourism strategic plan objectives and related implementation measures, targets, and initiatives/tasks, as identified by the stakeholders group. Utilization of the identified measures and targets, and completion of the listed initiatives and tasks, will result in significant progress toward each tourism goal and objective.

## Goal 1

### Improve Tourism Marketing

#### Objective 1.1

##### Implement a comprehensive tourism marketing effort to enhance and improve marketing efforts

###### Measure 1.1A

Develop and implement a research-based marketing plan

###### Target 1.1A

Plan developed and ready for implementation by September 1, 2013

###### Measure 1.1B

Establish branding, theme, logo, and identity

###### Target 1.1B

Completion and supported/approved usage of branding, logo, taglines, etc. by September 1, 2013

#### Objective 1.2

##### Develop an effective data collection and success measurement program for marketing

###### Measure 1.2

Conduct marketing applicable research to determine “How we are known”, how visitors are learning about us, quality of their visit, etc.

###### Target 1.2

Determine feasible research approach and implement strategies and/or appropriate studies (by August 2013 and annually afterwards).

#### Responsible Individual(s) or Parties - Goal 1

Tourism Director and Montgomery Tourism Development Council (and/or marketing work group). Possibly use Virginia Tech, Radford University, or New River Community College students to assist as appropriate.

#### Initiative and Task Notes for Goal 1:

- Ensure marketing plan includes strategies that allows for the evaluation of current electronic marketing platforms, including various event calendars and a possible way to merge calendars into a master events calendar or at minimum, reduce number and improve accuracy of current calendars
- Contract company for branding/logo by June 2013
- Contract company for website by June 2013, launch new site by September 1, 2013

- Develop integrated social media plan to include tourism Facebook page by September. 2013
- Communication and coordination
- Marketing destination
- Focus on message and target audience
- Create a need or desire
- Develop applicable RFP's
- Consider applying for Virginia Tourism Corporation (VTC) matching funds, and utilize other appropriate VTC services. Utilize electronic marketing

## Goal 2

### Improve Tourism Infrastructure

#### Objective 2.1

#### Improve, coordinate, and communicate information about current tourism infrastructure

##### Measure 2.1A

Improve/develop visitor infrastructure including establishment of physical locations such as a state certified visitor's center, "kiosks" and other sites frequented by visitors such as town and county offices, Virginia Tech Visitors Center, libraries, lodging locations, chambers, retail establishments etc.

##### Targets 2.1A

Complete analysis and prioritization of visitor and tourism infrastructure needs/opportunities and develop plan to address needs by priority by December 2013. Implement permanent visitor's center by February 2014.

##### Responsible Individual(s) or Parties 2.1A

Establish Infrastructure work group with Tourism Director's guidance and facilitation

##### Initiative and Task Notes 2.1A:

- Define what we want in a Kiosk (paper or electronic)
- Keep kiosks well maintained/stocked, possibly with volunteer citizens or business assistance. Businesses to keep their own stocked
- Establish applicable communication plan to education local businesses and organizations. Possible use government cable channels for all appropriate "internal" communication

##### Measure 2.1B

Develop marketing materials that assists visitors during planning and visit including mobile and electronic marketing tools and applications (including web-portals), comprehensive visitor's guide, paper resource maps, parking information, restroom locations, etc. by September 2013. Ensure that adequate and appropriate visitors resource information is available ongoing at historical sites, visitors centers, etc.

##### Target 2.1B

Compile complete list of all marketing/resource materials, develop and distribute materials by December 2013

### **Responsible Individual(s) or Parties 2.1B**

Marketing work group subcommittee (will need local representatives to assist with development). Engage VT, RU or NRCC marketing, communication and design students. Guidance provided by tourism director.

### **Initiative and Task Notes 2.1B:**

- 8 ½ X11 inch map pad, printed in black and white that can be easily produced, highlighted, and torn off to hand to visitors from multiple locations. Three maps – Christiansburg, Blacksburg, and Montgomery County, either on same map, front and back, or separate maps if needed, but all in same format. Frame map with local advertisers, localities. Include slogan, tagline, branding, website on maps, etc.
- Establish ongoing brochure fulfillment and monitoring schedule/system
- Survey current mobile application models to determine best approach and model for us.
- Send tourism information to Virginia Tech and Radford University Alumni clubs in other areas to promote longer stays during their visits for meetings, games, etc.

### **Measure 2.1C**

Implement frontline ambassador program this includes education component, visitor discussion script talking points, familiarization tours, etc.

### **Target 2.1C**

Program developed and ready for implementation by June 2014

### **Responsible Individual(s) or Parties 2.1C**

Tourism Director, Outreach work group (business and community relations)

### **Initiative and Task Notes 2.1C**

- Establish script/talking points
- Develop communication plan to reach business owners to inform them of the importance of equipping the front line ambassadors
- Develop education plan for ambassadors
- Distribute tools to appropriate front-line locations
- Consider providing frontline staff with a “Ask me about the NRV” button to encourage visitor discussion and inquiries
- Consider certification process with incentives for participants and businesses
- Identify key points where ambassadors are most important
- Hold quarterly orientation programs
- Focus on affordable, easily accessible means of education and orientation

### **Measure 2.1D**

Develop and implement visitor’s signage and wayfinding plan

### **Target 2.1D**

Plan development and implementation begun by July 2016

### **Responsible Individual(s) or Parties 2.1D**

Tourism Director and Policy and Regulatory committee in tandem with Marketing committee.

## Initiatives and Task Notes 2.1D

- Develop on ground signage plan, committee directed, with each jurisdiction planning department involved
- Develop funding plan, possibly with funding from each jurisdiction budget
- It will be key to coordinate through the county what is being done in towns and visa-versa. For example, the Huckleberry Trail has uniform east of visitor way finding, parking, sites, restrooms, etc.
- Need to coordinate with current and proposed visitor “kiosk” locations

### Goal 3

#### Develop and Cultivate Tourism Partnerships

##### Objective 3.1

**Be a catalyst to facilitate stronger local, state, and regional partnerships, creating a synergy to support regional planning**

##### Measure 3.1

Identify and prioritize all potential partnership opportunities and present current partnership activity level for each, determine opportunities and challenges, etc.

##### Target 3.1A

Identification and prioritization complete by December 2013

##### Measure 3.1B

Establish a plan/schedule to participate in meetings to develop/grow partnerships. Plan to include targeted number of partnerships to develop/grow in following four years, including hosting an annual meeting of key partners

##### Target 3.1B

Plan complete by February 2014.

##### Responsible Individual(s) or Parties 3.1

Lisa Bleakley and Montgomery Tourism Development Council. Potential partners include but are not limited to Radford, Christiansburg, Virginia Tech, Radford University, Round the Mountain, Crooked Road, Artisan Trails of Southwest Virginia, locality parks and recreation, area arts organizations, civic leagues, area DMOs, Virginia Tourism Corporation, lodging organizations, outdoor initiatives and organizations, Southwest Virginia Cultural Heritage Foundation and other outlying areas

##### Objective 3.2

**Encourage private and non-profit sector partnerships**

##### Measure 3.2A

Identify and prioritize all potential private and non-profit sector partnership opportunities and current partnerships. Determine opportunities and challenges facilitated partnership development, facilitate appropriate co-branded ideas, and develop and implement communications tools and plan to connect diverse groups (possible electronic platform for communication in addition to Facebook, Twitter, wiki, online calendar, etc.).

### **Targets 3.2A**

Identification and prioritization complete by December 2013

Establish plan/schedule to begin discussions and meetings to develop/grow partnerships by February 2014. Plan to include targeted number of partnerships to develop/grow in following four years

#### **Responsible Individual(s) or Parties 3.2**

Lisa Bleakley and Montgomery Tourism Development Council . Potential partners include but are not limited to Downtown Blacksburg Inc, Blacksburg Partnership, Downtown Christiansburg Inc., Area event organizations, Wineries, Antique stores/dealers, Virginia Tech Athletics, agri-tourism sector, sports marketing organizations etc.

### **Objective 3.3**

**Develop tourism program and effort to build a marketable identity with partners for shared goals and interests**

#### **Measure 3.3A**

Complete analysis of primary and secondary potential partnership marketing brands/identities to determine a clear identification of “who we are?”, to determine “how we locate ourselves?” or position in marketing, and “Who are our geographic partners:?” This partnership measure may dovetail with overall brand development efforts

#### **Target 3.3A**

Analysis with recommendations or plan for path forward by June 2014, with set targets for applicable feasible recommendations

#### **Responsible Individual(s) or Parties 3.3A**

Lisa Bleakley, Montgomery Tourism Development Council

#### **Measure 3.3B**

Develop network of partners and individuals to coordinate events promotions, calendars, and coordination to increase tourism visitation

#### **Target 3.3B**

First meeting of group by July 1<sup>st</sup>, finish project during FY 2014. Identify steps that need to be taken, software needed, etc. to coordinate electronic marketing events listing by July 2013

#### **Responsible Individual(s) or Parties 3.3B**

Lisa Bleakley, Marketing work group

#### **Initiative and Task Notes – Goal 3**

- Establish strong relationship with universities to increase visitation, as a tourism program resource, etc.
- Consider implementing “green” initiatives and incentives to compliment tourism, quality of life, protect environment, etc.
- Develop “internal” or tourism industry calendar for tourism marketing and development meetings, workshops, etc.
- Form group of area marketing/PR directors to facilitate partnerships, concerted marketing, etc.

- Link New River Valley Hospitality Association with county tourism entity to work together on various efforts

## Goal 4

### Develop Tourism Education Programing and Advocacy

#### Objective 4.1

**Increase customer service training through appropriate technologies (e.g. applications, QR codes, etc.)**

##### Measure 4.1

Create certified program for businesses and frontline staff

##### Targets 4.1

80% of employees of each business completing certification in order for business to be recognized as “premier” designation  
Program in place by August, 2014

##### Responsible Individual(s) or Parties 4.1

Lisa Bleakley, Outreach work group

#### Objective 4.2

**Increase citizen (all) and front line staff awareness of tourism assets to increase knowledge, pride, and establish advocacy**

##### Measure 4.2

Create a local ambassador program for citizens and any/all organizations, businesses, etc.

##### Target 4.2

By June, 2014

##### Responsible Individual(s) or Parties 4.2

Lisa Bleakley, Outreach work group

#### Initiative and Task Notes – Goal 4

- Local recognition of program, successes, etc. relayed through advocacy PR campaign (ongoing)
- Consider recognizing “tourism person of the year”, “business of the year” to be celebrated at a National Tourism Week event(s) etc.
- Work with schools (public and private) to education children on area which would be carried into homes, encourage tourism careers, entrepreneurship, etc.
- Build stronger relationships in designing information to go out to citizens (all modes)
- Partner to host events to create awareness of area, tourism, etc. (See Kasey for example)
- Create curriculum to be incorporated into grade levels K-12 (by January 2015)
- Frontline training course/materials should include customer service, history, familiarization, branding information, link to tourism calendars, etc. Should be a tested course and certification
- Consider establishing benefits such as premier advertising on county tourism website, etc. for “premier” designated businesses
- Work with local media to recognize “best customer service” staff ongoing

- Ongoing speaking engagements through establishing a speaker's bureau focused on tourism.

## **Goal 5**

### **Promote the growth of tourism in Montgomery County through a strong program and policy**

#### **Objective 5.1**

#### **Evaluate, improve and continue the process of creating policy and procedures for the tourism program**

##### **Measure 5.1A**

Review occupancy tax rates to ensure consistency and competitiveness, as well as other applicable funding opportunities such as meal tax and advertising revenue

##### **Target 5.1A**

Analysis complete with recommendations reported by June 2014

##### **Measure 5.1B**

Work with hotels, restaurants, etc. to develop strategies to increase visitation, expenditures, etc. through potential policy and program changes

##### **Target 5.1B**

Establish group/meetings by July 2014

##### **Measure 5.1C**

Develop advocacy campaign to educate citizens regarding the positive impact of tourism, inform elected officials of the positive tax benefits of tourism, etc.

##### **Target 5.1C**

Campaign developed and implemented by January 2015

##### **Measure 5.1D**

Determine and consider any local and state incentives or zoning that can be done to facilitate tourism growth

##### **Target 5.1D**

Analysis complete and reported by December 2014. Plan to implement all endorsed actions implemented by December 2014

#### **Responsible Individual(s) or Parties – Goal 5**

Lisa Bleakley, Montgomery Tourism Development Council and Policy and Regulatory work group.

#### **Initiative and Task Notes – Goal 5**

- Consider hotels, groups, etc. when reviewing tax rates
- Consider comp rooms for sports group officials, group leaders, etc.
- Secure and disseminate tax rate information from surrounding localities
- Encourage regional government conversations about tourism and working together
- Consider the possibility of a membership program for private sector to leverage funding, marketing, etc.

# Conclusion

Representatives of Montgomery County and the towns within continue to recognize the significance of tourism through its positive economic impact and related contributions to the quality of life for Montgomery County residents. The significant steps and various efforts taken prior to the development of this plan is evidence of that commitment. This plan is intended to build upon those past accomplishments and propel future success.

Local government support and stakeholder participation will continue to be extremely important in order for this plan to be implemented successfully. Officials and staff from Montgomery County will need to take an ongoing leadership role in overseeing implementation. Continued involvement, assistance, and input from various town officials, tourism organizations, businesses, civic groups, other interested citizens, and the Montgomery County Chamber of Commerce, will be crucial.

To encourage progress toward the established targets, this plan should be reviewed by the locality officials and the tourism task force consistently. Upon each review, any adjustments that need to be made to this plan can be discussed. Once a majority of the targets within this plan have been met, an updated plan should be developed.

Using this plan as guidance, Montgomery County and the towns within are expected to continue positive progress toward the development and promotion of tourism. It is imperative that the plan be referenced consistently as any new tourism related discussions occur and as all applicable decisions are made. While new ideas and recommendations can be considered in the future, officials should reference this plan and determine if implementing any new ideas and recommendations is feasible and in accordance with this plan. This document will also serve as a reference piece for the tourism department in future staffing related to growth, tourism entrepreneurs and businesses considering locating or expanding within Montgomery County, and should be available at local economic development offices and other appropriate distribution locations and websites.



Ariel View of New River and Mountains

# Appendix

## Performance Measures

Quick Reference Chronological Summary

Lisa to insert once all measures are finalized

DRAFT

# Estimated Economic Impact

The following economic impact estimates and data for Montgomery County are a result of studies conducted by the Research Department of the U.S. Travel Association for the Virginia Tourism Corporation to estimate the domestic travelers' spending estimates

|                                    | 2007           | 2008           | 2009           | 2010           | 2011           | Percent Change |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Travel Economic Impacts</b>     |                |                |                |                |                |                |
| Employment                         | 1,184          | 1,226          | 1,220          | 1,213          | 1,241          | 2.29%          |
| Expenditures                       | \$ 104,706,355 | \$ 111,192,107 | \$ 105,112,455 | \$ 111,742,268 | \$ 121,873,393 | 9.07%          |
| Local Tax Receipts                 | \$ 1,925,405   | \$ 2,064,055   | \$ 1,973,478   | \$ 2,046,244   | \$ 2,127,657   | 3.98%          |
| Payroll                            | \$ 19,603,470  | \$ 20,738,387  | \$ 20,735,526  | \$ 21,360,794  | \$ 22,382,987  | 4.79%          |
| State Tax Receipts                 | \$ 4,696,071   | \$ 4,867,014   | \$ 4,916,728   | \$ 5,071,157   | \$ 5,279,977   | 4.12%          |
| <b>Local Excise Tax Rates</b>      |                |                |                |                |                |                |
| Admissions Excise Tax Rate         | 0 %            | 0 %            | 0 %            | 0 %            | 0 %            | n/a            |
| Food Service Excise Tax Rate       | 4 %            | 4 %            | 4 %            | 4 %            | 4 %            | n/a            |
| Lodging Excise Tax Rate            | 3 %            | 3 %            | 3 %            | 3 %            | 3 %            | n/a            |
| <b>Local Excise Tax Collection</b> |                |                |                |                |                |                |
| Admissions Excise Tax Collected    | \$ 0           | \$ 0           | \$ 0           | \$ 0           | \$ 0           | n/a            |
| Food Service Excise Tax Collected  | \$ 7,090,319   | \$ 7,522,006   | \$ 8,209,549   | \$ 8,270,213   | \$ 9,512,952   | 15.03%         |
| Lodging Excise Tax Collected       | \$ 1,455,681   | \$ 1,598,419   | \$ 1,560,979   | \$ 1,577,290   | \$ 1,780,070   | 12.86%         |

## Notes:

Lodging Excise Tax Collected -- Montgomery Co. - \$36,966; Blacksburg (town) - \$930,773; Christianburg (town) - \$812,331

Food Service Excise Tax Collected -- Montgomery Co. - \$201,167; Blacksburg (town) - \$3,903,787; Christianburg (town) - \$5,407,998



# Terms & Definitions

**Goals:** Broad statement of measurable outcomes to be achieved on behalf of customers

**Initiatives/Tasks:** Specific programs, strategies, and activities that will help you meet your performance targets

**Measures:** Meaningful indicators that assess progress towards accomplishment of goals and objectives

**Mission Statement:** Statement of purpose; fundamental reason for the tourism effort existence

**Objective:** Statements of what you must do well or barriers that you must overcome to achieve a specific goal

**Opportunities:** Factors or situations that exist beyond your organization that may have a favorable effect on it

**Strengths:** Resources or capabilities that can be used to accomplish your mission

**Target:** The numerical value of the performance measure you hope to achieve

**Target Customers/Tourists:** Any person, group, or organization that is believed to have an interest in utilizing your tourism related product(s) and/or service(s)

**Threats:** Factors or situations that exist beyond your organization that can negatively affect it

**Tourism Assets:** Any tourism related product, attraction, site, or event that is of interest to target customers/tourists

**Vision Statement:** A word picture of the future that the organization/tourism effort intends ultimately to become or to influence

**Weaknesses:** Deficiencies in resources or capabilities that hinder your ability to be successful

# Visitor Profile

## New River Valley Visitor Profile Report

Source: VA Module of TNS Travels America, FY 2011

Household trips 50+ miles, one-way, away from home including day trips or with one or more nights away from home to Blacksburg, Roanoke, Salem, Radford, Pulaski, Blue Ridge Parkway, Claytor Lake State Park or New River Trail State Park during FY 2011

Cells shaded in red indicate a sample size of less than 300. These data should be used with caution.

|   | <b>All</b>         |
|---|--------------------|
| <b>Sample Size (N)</b>                                | 259                |
| <b>Weighted Percent of Total</b>                      | 100%<br>(n=253.85) |
| <b>Primary purpose of Trip</b>                        |                    |
| Visit friends/relatives                               | 46%                |
| Outdoor recreation                                    | 7%                 |
| Entertainment/Sightseeing                             | 12%                |
| Other pleasure/personal                               | 12%                |
| Personal business                                     | 9%                 |
| Business - General                                    | 9%                 |
| Business - Convention/tradeshaw                       | less than 0.5%     |
| Business - Conference/seminar                         | 3%                 |
| Other   | 2%                 |
| <b>All purposes of trip</b>                           |                    |
| Q1A Visit friends/relatives - All purposes for trip   | 53%                |
| Q1A Outdoor recreation - All purposes for trip        | 16%                |
| Q1A Entertainment/Sightseeing - All purposes for trip | 19%                |
| Q1A Other pleasure/personal - All purposes for trip   | 24%                |
| Q1A Personal business - All purposes for trip         | 12%                |
| Q1A Business - General - All purposes for trip        | 12%                |
| <b>Month of Travel</b>                                |                    |
| Wave 61 - July 2010                                   | 10%                |
| Wave 62 - August 2010                                 | 11%                |
| Wave 63 - September 2010                              | 5%                 |

|   |     |
|---|-----|
| Wave 64 - October 2010  | 10% |
| Wave 65 - November 2010   | 12% |
| Wave 66 - December 2010   | 8%  |
| Wave 67 - January 2011  | 7%  |
| Wave 68 - February 2011   | 6%  |
| Wave 69 - March 2011  | 7%  |
| Wave 70 - April 2011  | 6%  |
| Wave 71 - May 2011  | 8%  |
| Wave 72 - June 2011   | 9%  |
| <b>Holiday Travel</b>   |     |
| VA1_1. Did your ... trip to Virginia include a holiday or a holiday weekend?  | 23% |
| <b>Weekend Getaway</b>  |     |
| VA2_1. Did this trip include a Friday night and/or a Saturday night in Virginia?  | 62% |
| <b>Total Travel Party Size</b>  |     |
| 1   | 26% |
| 2   | 43% |
| 3   | 14% |
| 4   | 11% |
| 5   | 2%  |
| 6+  | 3%  |
| Mean:   | 2.7 |
| Median:   | 2   |
| <b>Age of Travel Party Members</b>  |     |
| VA5_1_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - Under 6 years | 5%  |
| VA5_2_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 6 - 12        | 6%  |
| VA5_3_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 13 - 17       | 7%  |
| VA5_4_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 18 - 24       | 7%  |

|   |                |
|---|----------------|
| VA5_5_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 25 - 34     | 17%            |
| VA5_6_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 35 - 44     | 15%            |
| VA5_7_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 45 - 54     | 14%            |
| VA5_8_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 55 - 64     | 19%            |
| VA5_9_1. How many people, including yourself, were in your travel party in each of the following age groups ... trip? - 65 and over | 10%            |
| <b>Travel Party Members Under 18 Years Old</b>  |                |
| Travel parties that include children under 18   | 22%            |
| <b>Modes of Travel Used on Entire Trip (all states visited)</b>   |                |
| Q2A Own Auto/truck - All modes of transportation for trip   | 86%            |
| Q2A Rental car- All modes of transportation for trip  | 6%             |
| Q2A Camper/RV- All modes of transportation for trip   | 1%             |
| Q2A Ship/Boat- All modes of transportation for trip   | less than 0.5% |
| Q2A Airplane- All modes of transportation for trip  | 8%             |
| Q2A Bus - All modes of transportation for trip  | 2%             |
| Q2A Train - All modes of transportation for trip  | 1%             |
| Q2A Motorcoach/Group Tour - All modes of transportation for trip  |                |
| Q2A Other - All modes of transportation for trip  | 3%             |
| <b>Primary Mode of Travel Used on Entire Trip</b>   |                |
| Own Auto/truck  | 84%            |
| Rental car  | 4%             |
| Ship/Boat   | less than 0.5% |
| Airplane  | 6%             |
| Bus   | 1%             |
| Train   | 1%             |

|  |                |
|--|----------------|
| Motorcycle   | less than 0.5% |
| Other  | 2%             |
| <b>Total Nights Spent on Entire Trip</b>                           |                |
| 0  | 21%            |
| 1  | 14%            |
| 2  | 20%            |
| 3  | 13%            |
| 4  | 7%             |
| 5  | 8%             |
| 6  | 4%             |
| 7  | 3%             |
| 8 to 13  | 8%             |
| 14+  | 2%             |
| Mean:  | 3.2            |
| Median:  | 2              |
| <b>Total Number of Nights at Lodging used Anywhere in Virginia</b> |                |
| 1  | 31%            |
| 2  | 24%            |
| 3  | 13%            |
| 4  | 8%             |
| 5+   | 24%            |
| Mean:  | 3.3            |
| Median:  | 2              |
| <b>Types of Lodging Used Anywhere in Virginia</b>                  |                |
| Q4F Number of nights spent in Hotel/Motel                          | 43%            |
| Q4F Number of nights spent in B&B                                  | 1%             |
| Q4F Number of nights spent in Private Home                         | 45%            |
| Q4F Number of nights spent in Condo                                | 2%             |
| Q4F Number of nights spent in Time Share                           | 1%             |
| Q4F Number of nights spent in RV/Tent                              | 3%             |
| Q4F Number of nights spent in Other                                | 6%             |
| Mean:  | 0              |
| Median:  |                |
| <b>Top 15 Brands of Hotel Stayed in Longest in Virginia</b>        |                |
| Other  | 12%            |
| Comfort Inns/Suites  | 11%            |
| Hampton Inns/Suites  | 11%            |
| Holiday Inn  | 10%            |

|                                     |    |
|-------------------------------------|----|
| Holiday Inn Express                 | 8% |
| Wyndham Hotels & Resorts            | 5% |
| Sheraton Inns/Hotels/Resorts/Suites | 4% |
| Super 8 Hotels                      | 4% |
| Best Western                        | 4% |
| Sleep Inn & Suites                  | 3% |
| Red Roof Hotels/Resorts             | 3% |
| Days Inn                            | 3% |
| Homewood Suites                     | 3% |
| Quality Inn & Suites                | 2% |
| Hilton Hotels & Resorts             | 2% |

### Travel Party Spending

|         |                            |       |
|---------|----------------------------|-------|
|         | \$0                        | 7%    |
|         | \$1 to less than \$100     | 31%   |
|         | \$100 to less than \$250   | 22%   |
|         | \$250 to less than \$500   | 22%   |
|         | \$500 to less than \$750   | 7%    |
|         | \$750 to less than \$1,000 | 5%    |
|         | \$1000+                    | 5%    |
| Mean:   |                            | 330.9 |
| Median: |                            | 150   |

### Traveler Spending in Virginia (Percentage of Total Spending By Category)

|  |                |
|--|----------------|
| Q4G Total \$s spent on Transportation (excluding parking/tolls)                  | 6%             |
| Q4G Total \$s spent on Parking/Tolls   | 5%             |
| Q4G Total \$s spent on Lodging   | 9%             |
| Q4G Total \$s spent on Food/Beverage/Dining (excluding groceries)                | 23%            |
| Q4G Total \$s spent on Groceries   | 11%            |
| Q4G Total \$s spent on Entertainment (excluding gaming)/Admissions               | 7%             |
| Q4G Total \$s spent on (Casino) Gaming   | less than 0.5% |
| Q4G Total \$s spent on Shopping/Gifts/Souvenirs                                  | 10%            |
| Q4G Total \$s spent on Amenities (golf fees, spa, health club, ski passes, etc.) | 1%             |
| Q4G Total \$s spent on Other   | 2%             |
| Q4G Total \$s spent on Gasoline  | 26%            |

### General Activities / Attractions Visited in Virginia

|  |                |
|--|----------------|
| <b>Arts &amp; Culture</b>  |                |
| Q4H Activities/Attractions Visited - Art galleries                                   | 5%             |
| Q4H Activities/Attractions Visited - Historic sites/churches                         | 10%            |
| Q4H Activities/Attractions Visited - Museums   | 10%            |
| Q4H Activities/Attractions Visited - Musical theater                                 | 2%             |
| Q4H Activities/Attractions Visited - Old homes/mansions                              | 6%             |
| Q4H Activities/Attractions Visited - Symphony/opera/concert                          | less than 0.5% |
| Q4H Activities/Attractions Visited - Theater/drama                                   | 2%             |
| <b>Adventure Sports</b>  |                |
| Q4H Activities/Attractions Visited - Hanggliding/skydiving                           |                |
| Q4H Activities/Attractions Visited - Hiking/backpacking                              | 4%             |
| Q4H Activities/Attractions Visited - Rock/mountain climbing                          | less than 0.5% |
| Q4H Activities/Attractions Visited - Scuba diving/snorkeling                         | less than 0.5% |
| Q4H Activities/Attractions Visited - Skiing/snowboarding (cross country or downhill) | less than 0.5% |
| Q4H Activities/Attractions Visited - Water skiing                                    |                |
| Q4H Activities/Attractions Visited - Whitewater rafting/kayaking                     |                |
| <b>Sports &amp; Recreation</b>   |                |
| Q4H Activities/Attractions Visited - Biking  | 2%             |
| Q4H Activities/Attractions Visited - Fishing (Fresh/saltwater)                       | 1%             |
| Q4H Activities/Attractions Visited - Golf  | 1%             |
| Q4H Activities/Attractions Visited - Horseback riding                                | 1%             |
| Q4H Activities/Attractions Visited - Hunting   |                |
| Q4H Activities/Attractions Visited - Major sports event                              | 2%             |
| Q4H Activities/Attractions Visited - Motor boat/Jet Ski                              |                |
| Q4H Activities/Attractions Visited - Motor sports - NASCAR/Indy                      |                |
| Q4H Activities/Attractions Visited - Sailing   |                |

|   |     |
|---|-----|
| Q4H Activities/Attractions Visited - Snowmobiling   |     |
| Q4H Activities/Attractions Visited - Snow sports other than skiing or snowmobiling                |     |
| Q4H Activities/Attractions Visited - Tennis   |     |
| Q4H Activities/Attractions Visited - Youth/amateur/collegiate sporting events                     | 3%  |
| <b>Nature / Outdoor Activities</b>  |     |
| Q4H Activities/Attractions Visited - Beach  | 4%  |
| Q4H Activities/Attractions Visited - Bird watching  | 2%  |
| Q4H Activities/Attractions Visited - Camping  | 2%  |
| Q4H Activities/Attractions Visited - Caverns  | 2%  |
| Q4H Activities/Attractions Visited - Gardens  | 2%  |
| Q4H Activities/Attractions Visited - Nature travel/ecotouring                                     | 2%  |
| Q4H Activities/Attractions Visited - State/National Park  | 12% |
| Q4H Activities/Attractions Visited - Wildlife viewing   | 7%  |
| <b>Entertainment / Amusement</b>  |     |
| Q4H Activities/Attractions Visited - Casino/gaming  | 1%  |
| Q4H Activities/Attractions Visited - Fine dining  | 7%  |
| Q4H Activities/Attractions Visited - Nightclub/dancing  | 4%  |
| Q4H Activities/Attractions Visited - Shopping   | 12% |
| Q4H Activities/Attractions Visited - Spa/health club  | 1%  |
| Q4H Activities/Attractions Visited - Special events/Festivals (e.g., Mardi Gras, hot air balloon) | 1%  |
| Q4H Activities/Attractions Visited - Theme park   | 2%  |
| Q4H Activities/Attractions Visited - Wine tasting/winery tour                                     | 3%  |
| Q4H Activities/Attractions Visited - Zoos   | 1%  |
| <b>Family Activities</b>  |     |
| Q4H Activities/Attractions Visited - Family reunion   | 2%  |
| Q4H Activities/Attractions Visited - High School/College reunion                                  | 1%  |
| Q4H Activities/Attractions Visited - Visiting friends   | 18% |

|   |     |
|---|-----|
| Q4H Activities/Attractions Visited - Visiting relatives                 | 28% |
| <b>Sightseeing</b>  |     |
| Q4H Activities/Attractions Visited - Rural sightseeing                  | 19% |
| Q4H Activities/Attractions Visited - Urban sightseeing                  | 8%  |
| <b>Top 25 Most Frequently Visited Cities in Virginia</b>                |     |
| Roanoke   | 45% |
| Blacksburg  | 24% |
| Richmond  | 14% |
| Salem   | 13% |
| Lynchburg   | 12% |
| Wytheville  | 12% |
| Charlottesville   | 11% |
| Harrisonburg  | 11% |
| Washington, DC  | 11% |
| Bedford   | 10% |
| Front Royal   | 9%  |
| Cumberland Gap  | 9%  |
| Alexandria  | 9%  |
| Staunton  | 9%  |
| Williamsburg  | 8%  |
| Virginia Beach  | 8%  |
| Fairfax   | 8%  |
| Big Stone Gap   | 8%  |
| Lexington   | 8%  |
| Arlington   | 8%  |
| Norfolk   | 7%  |
| Galax   | 7%  |
| Bristol   | 7%  |
| Manassas  | 6%  |
| Danville  | 6%  |
| <b>Top 25 Virginia Attractions Most Frequently Visited by Travelers</b> |     |
| Blue Ridge Parkway (Blue Ridge Highlands)                               | 33% |
| Blue Ridge Parkway (Shenandoah Valley)                                  | 21% |
| Appalachian Trail (Heart of Appalachia)                                 | 12% |
| Blue Ridge Parkway (Northern Virginia)                                  | 11% |
| Blue Ridge Parkway (Central Virginia)                                   | 10% |
| Appalachian Trail (Blue Ridge Highlands)                                | 8%  |

|   |                |
|---|----------------|
| Chesapeake Bay Bridge-Tunnel (Eastern Shore)                              | 7%             |
| Appalachian Trail (Northern Virginia)                                     | 7%             |
| Skyline Drive (Shenandoah Valley)   | 7%             |
| Smith Mountain Lake (Blue Ridge Highlands)                                | 6%             |
| Skyline Drive (Northern Virginia)   | 6%             |
| Shenandoah National Park (Shenandoah Valley)                              | 6%             |
| Appalachian Trail (Central Virginia)                                      | 5%             |
| Mount Vernon (Northern Virginia)  | 5%             |
| Natural Bridge / Natural Bridge Caverns (Shenandoah Valley)               | 5%             |
| Appalachian Trail (Shenandoah Valley)                                     | 5%             |
| The Crooked Road – Virginia's Heritage Music Trail (Blue Ridge Highlands) | 5%             |
| Civil War Trail (Heart of Appalachia)                                     | 4%             |
| Prime Outlets – Williamsburg (Hampton Roads)                              | 4%             |
| The Crooked Road – Virginia's Heritage Music Trail(Heart of Appalachia)   | 4%             |
| Claytor Lake State Park (Blue Ridge Highlands)                            | 4%             |
| Colonial Williamsburg (Hampton Roads)                                     | 4%             |
| Tyson's Corner Mall (Northern Virginia)                                   | 4%             |
| Chincoteague National Wildlife Refuge (Eastern Shore)                     | 4%             |
| Cumberland Gap National Historical Park (Heart of Appalachia)             | 4%             |
| <b>Satisfaction With Experience in Virginia</b>                           |                |
| Not at all satisfied  | 1%             |
| Not very satisfied  | less than 0.5% |
| Somewhat satisfied  | 11%            |
| Very satisfied  | 37%            |
| Extremely satisfied   | 51%            |
| <b>Advance Planning Time - Considered Visiting Virginia</b>               |                |
| Less than 2 weeks before the visit  | 33%            |
| Within 2 weeks - 4 weeks of visit   | 15%            |
| At least 1 month, but less than 3 months before the visit                 | 21%            |
| At least 3 months, but less than 6 months before the visit                | 11%            |
| At least 6 months, but less than 1 year before the visit                  | 11%            |
| More than a year before the visit   | 8%             |

| <b>Advance Planning Time - Decided to Visit Virginia</b>                                |                |
|---|----------------|
| Less than 2 weeks before the visit  | 44%            |
| Within 2 weeks - 4 weeks of visit   | 16%            |
| At least 1 month, but less than 3 months before the visit                               | 18%            |
| At least 3 months, but less than 6 months before the visit                              | 9%             |
| At least 6 months, but less than 1 year before the visit                                | 7%             |
| More than a year before the visit   | 6%             |
| <b>Planning Information Sources for Virginia</b>  |                |
| <b>Offline Sources</b>  |                |
| Friends/relatives   | 20%            |
| Own experience  | 29%            |
| Travel agent (in person or by phone)  | 1%             |
| Travel club (eg. AAA)   | 4%             |
| Travel book   | 6%             |
| Newspaper   | less than 0.5% |
| Magazine  | 1%             |
| TV  | 1%             |
| Radio   | 2%             |
| Destination printed material  | 4%             |
| Travel provider (airline, hotel, rental car, cruise, etc.) either in person or by phone |                |
| Other offline planning sources  | 2%             |
| <b>Online Sources</b>   |                |
| Corporate travel department (in person or by phone)                                     | 1%             |
| Corporate desktop travel tool/intranet  | 1%             |
| Online full service travel website (Expedia, Travelocity, etc.)                         | 3%             |
| Traditional travel agency website (American Express, Carlson Wagonlit, etc.)            | 1%             |
| Travel provider website (airline, hotel, rental car, cruise, tour)                      | 8%             |
| Other online planning sources   | 1%             |
| Destination website   | 9%             |
| MySpace   | less than 0.5% |
| Facebook  | 4%             |
| LinkedIn  |                |
| Match.com   |                |

|   |     |
|---|-----|
| Twitter.com   | 1%  |
| Blogs   | 1%  |
| TripAdvisor   | 2%  |
| Yahoo Trip Planner  |     |
| VibeAgent   |     |
| Other social/commercial networking sources (Specify)  |     |
| iPhone  | 3%  |
| Mobile Web Browsing   | 1%  |
| Other mobile sites  |     |
| Other   |     |
| Someone else planned for me and I don't know the method   | 10% |
| No plans were made for this destination   | 31% |
| <b>Booking Methods Used for Virginia</b>  |     |
| <b>Offline Methods</b>  |     |
| Travel agent (in person or by phone)  | 1%  |
| Directly with travel provider (airline, hotel, rental car, cruise, etc.) either in person/phone | 5%  |
| Travel club (e.g. AAA)  | 3%  |
| Corporate travel department (in person or by phone)   | 2%  |
| Directly with destination or attraction (tourist/visitor center, etc.) in person or by phone    | 6%  |
| Some other offline booking method   | 2%  |
| <b>Online Methods</b>   |     |
| Corporate desktop travel tool/internet  | 2%  |
| Travel provider website (airline, hotel, rental car, cruise, tour)                              | 7%  |
| Destination website (official site of state, city or attraction)                                | 4%  |
| Online full service travel website (Expedia, Travelocity, etc.)                                 | 3%  |
| Traditional travel agency website (American Express, Carlson Wagonlit, etc.)                    | 1%  |
| Some other online booking method  | 1%  |
| Other   |     |
| Someone else booked for me and I don't know the method  | 10% |
| No bookings were made for this destination  | 60% |
| <b>Top 10 Other States Visited for Leisure in Past 12</b>                                       |     |

| <b>Months</b>   |     |
|---|-----|
| North Carolina  | 39% |
| Florida   | 23% |
| South Carolina  | 21% |
| Pennsylvania  | 18% |
| Washington D.C  | 17% |
| West Virginia   | 13% |
| Maryland  | 13% |
| New York  | 12% |
| Georgia   | 11% |
| Tennessee   | 11% |
| <b>Travel Party Origin - Top 10 DMAs (Designated Marketing Areas) for the profiled travel segment</b> |     |
| ROANOKE-LYNCHBURG   | 20% |
| RICHMOND-PETERSBURG   | 11% |
| WASHINGTON, DC (HAGERSTOWN)   | 11% |
| GREENSBORO-HIGH POINT-WINSTON SALEM   | 6%  |
| NORFOLK-PORTSMOUTH-NEWPORT NEWS   | 5%  |
| NEW YORK  | 4%  |
| MYRTLE BEACH- FLORENCE  | 3%  |
| TAMPA-ST. PETERSBURG (SARASOTA)   | 3%  |
| CHARLOTTE   | 3%  |
| BLUEFIELD-BECKLEY-OAK HILL  | 2%  |
| <b>Travel Party Origin - Top 10 States for the profiled travel segment</b>                            |     |
| Virginia  | 50% |
| North Carolina  | 11% |
| Florida   | 6%  |
| Maryland  | 5%  |
| South Carolina  | 4%  |
| Pennsylvania  | 3%  |
| New York  | 3%  |
| New Jersey  | 2%  |
| Tennessee   | 2%  |
| Georgia   | 2%  |
| <b>Ethnicity of Household Head</b>  |     |
| No Answer   | 1%  |
| White   | 91% |
| Black/African-American  | 5%  |
| Asian or Pacific Islander   | 2%  |

|   |                |
|---|----------------|
| Other   | 1%             |
| <b>Hispanic Origin of Household Head</b>            |                |
| No Answer   | 4%             |
| Spanish/Hispanic                                    | 4%             |
| Not Spanish/Hispanic                                | 93%            |
| <b>Household Size</b>                               |                |
| 1   | 21%            |
| 2   | 44%            |
| 3   | 18%            |
| 4   | 9%             |
| 5   | 6%             |
| 6   | 1%             |
| More than 6   | less than 0.5% |
| <b>Age of Household Head</b>                        |                |
| 18-24   | 7%             |
| 25-34   | 23%            |
| 35-44   | 18%            |
| 45-54   | 16%            |
| 55-64   | 25%            |
| 65+   | 11%            |
| Mean:   | 45.8           |
| <b>Marital Status</b>                               |                |
| Now married   | 60%            |
| Never married                                       | 25%            |
| Divorced, Widowed, Separated                        | 15%            |
| <b>Education of Male Household Head</b>             |                |
| No answer   | 1%             |
| Grade School  | 1%             |
| Some high school                                    | 4%             |
| Graduated High school                               | 12%            |
| Some college - no degree                            | 21%            |
| Graduated college-Associate's degree (2 year)       | 9%             |
| Graduated college-Bachelor's degree (4 year)        | 23%            |
| Post Graduate degree-<br>MS,MA,MBA,DVM,PhD,DDS,etc. | 29%            |
| <b>Education of Female Household Head</b>           |                |

|   |                |
|---|----------------|
| No answer   | less than 0.5% |
| Some high school                                    | 2%             |
| Graduated High school                               | 19%            |
| Some college - no degree                            | 22%            |
| Graduated college-Associate's degree (2 year)       | 8%             |
| Graduated college-Bachelor's degree (4 year)        | 30%            |
| Post Graduate degree-<br>MS,MA,MBA,DVM,PhD,DDS,etc. | 18%            |
| <b>Annual Household Income</b>                      |                |
| Under \$7,500                                       | 2%             |
| \$7,500-\$9,999                                     | 2%             |
| \$10,000-\$12,499                                   | less than 0.5% |
| \$12,500-\$14,999                                   | 2%             |
| \$15,000-\$17,499                                   | 2%             |
| \$17,500-\$19,999                                   | 3%             |
| \$20,000-\$22,499                                   | 3%             |
| \$22,500-\$24,999                                   | less than 0.5% |
| \$25,000-\$27,499                                   | 3%             |
| \$27,500-\$29,999                                   | 1%             |
| \$30,000-\$32,499                                   | 3%             |
| \$32,500-\$34,999                                   | 3%             |
| \$35,000-\$37,499                                   | 4%             |
| \$37,500-\$39,999                                   | 3%             |
| \$40,000-\$42,499                                   | 3%             |
| \$42,500-\$44,999                                   | 2%             |
| \$45,000-\$47,499                                   | 2%             |
| \$47,500-\$49,999                                   | 3%             |
| \$50,000-\$54,499                                   | 7%             |
| \$55,000-\$59,999                                   | 2%             |
| \$60,000-\$64,999                                   | 5%             |
| \$65,000-\$69,999                                   | 5%             |
| \$70,000-\$74,999                                   | 3%             |
| \$75,000-\$79,999                                   | 3%             |
| \$80,000-\$84,999                                   | 2%             |
| \$85,000-\$89,999                                   | 2%             |
| \$90,000-\$94,999                                   | 3%             |
| \$95,000-\$99,999                                   | 8%             |
| \$100,000-\$124,999                                 | 8%             |
| \$125,000-\$149,999                                 | 7%             |
| \$150,000-\$174,999                                 | 1%             |
| \$175,000-\$199,999                                 | 2%             |
| \$300,000+  | less than 0.5% |

| <b>Travel Attitudes: Percent that feel each comment 'Describes Them Perfectly'</b>  |     |
|---|-----|
| <b>My life just keeps getting busier and busier</b>   | 22% |
| <b>I love to relive my travel experiences by discussing them with other people</b>  | 20% |
| <b>I often read packs and websites to find out more about products and services that I'm buying</b>                                 | 20% |
| <b>I'm a real label reader. I won't buy anything without reading the small print</b>  | 17% |
| <b>I love shopping in markets and small specialist stores</b>   | 16% |
| <b>When I find a new travel destination or tourism operator that I really like I have to tell others all about it</b>               | 14% |
| <b>I frequently adapt products I've bought to suit my own tastes and needs</b>  | 14% |
| <b>My family and friends often ask my advice on travel matters</b>  | 12% |
| <b>I frequently search magazines and websites for information about travel destinations and tourism operators I'm interested in</b> | 11% |
| <b>I love in-store demonstrations of new products and services - I just can't walk past them</b>                                    | 10% |
| <b>The ethics of travel and tourism companies has a big influence on what operators I use</b>                                       | 9%  |
| <b>I buy environmentally friendly products and services whenever possible</b>   | 9%  |
| <b>I love hunting out the newest travel experiences before anyone else catches on to them</b>                                       | 9%  |
| <b>I admire imaginative travel brands that do things differently to others</b>  | 9%  |
| <b>I rarely seem to have time to do the things that are really important to me in my life</b>                                       | 8%  |
| <b>Anything that saves me time is worth paying extra for</b>  | 8%  |
| <b>My choice of brands is important - I believe that what I buy says something about who I am</b>                                   | 7%  |
| <b>I make a genuine effort to support travel and tourism companies that put something back into the community</b>                   | 7%  |

|  |     |
|--|-----|
| I am prepared to pay more to visit places or use operators that offer something really original                | 7%  |
| I often go out of my way to find travel and tourism operators that offer really genuine, authentic experiences | 6%  |
| <b>Most Recent Trip to Virginia</b>  |     |
| 2000 or earlier  |     |
| 2001   |     |
| 2002   |     |
| 2003   |     |
| 2004   |     |
| 2005   |     |
| 2006   |     |
| 2007   |     |
| 2008   | 7%  |
| 2009   |     |
| 2010   | 46% |
| 2011   | 46% |
| 2012   |     |
| <b>Top 15 States Visited on Same Trip</b>  |     |
| Virginia   | 63% |
| North Carolina   | 6%  |
| West Virginia  | 4%  |
| South Carolina   | 4%  |
| Maryland   | 4%  |
| Pennsylvania   | 3%  |
| Georgia  | 3%  |
| Washington D.C   | 2%  |
| Tennessee  | 2%  |
| Florida  | 2%  |
| Kentucky   | 1%  |
| Delaware   | 1%  |
| New York   | 1%  |
| New Jersey   | 1%  |
| Missouri   | 1%  |
| <b>Top 10 Other States Plan to Visit for Leisure in Next 2 Years</b>   |     |
| Virginia   | 10% |
| Florida  | 8%  |
| North Carolina   | 8%  |

|                       |    |
|-----------------------|----|
| <b>South Carolina</b> | 6% |
| <b>Washington D.C</b> | 5% |
| <b>New York</b>       | 5% |
| <b>Pennsylvania</b>   | 4% |
| <b>California</b>     | 4% |
| <b>None</b>           | 3% |
| <b>Tennessee</b>      | 3% |

DRAFT

The Projected Economic and Fiscal Impacts of Mixed-Beverage Authorization in Two  
Unincorporated Areas of Montgomery County, VA

April 4, 2013

Graham Owen, Montgomery County Planning Department Intern

### Executive Summary

The Virginia General Assembly passed legislation in the 2013 Session that authorizes the Alcoholic Beverage Control (ABC) Board to grant mixed beverage licenses in two unincorporated areas of Montgomery County. The areas included in this authorization are parcels located within the 177 Urban Development Area at I-81 Exit 109 and parcels fronting Route 603 and I-81 near Exit 128. This authorization has the potential to impact the economic and land use characteristics of the areas included in the legislation, as well as the County's real estate, sales, and meals tax coffers. This report details some of the projected economic and fiscal impacts of this authorization by visualizing scenarios that factor varying levels of future development. In summary, Table (1) projects the following conservative estimates of potential tax revenue based on full development build-out and gross restaurant sales that reflect 85% of the national average.

|                  | Projected Annual Sales | Projected Sales Tax (5.3%) | Projected Meals Tax (4.0%) | Projected Real Estate Tax (\$0.87/\$100) |
|------------------|------------------------|----------------------------|----------------------------|--|
| Ironto Exit 128  | \$2,465,000            | \$130,645                  | \$98,600                   | \$6,166                                  |
| Radford Exit 109 | \$3,736,144            | \$198,016                  | \$149,446                  | \$11,593                                 |
| Total            | \$6,201,144            | \$328,661                  | \$248,046                  | \$17,759                                 |

### Projected Revenues from the Two License Areas

#### *Ironto Exit License Area*

The Ironto exit license area covers a total of 64 acres of land spread over 13 parcels, and currently contains a truck stop and two gas stations. A number of the parcels surrounding the Ironto exit and currently owned by Henry Brabham have been rezoned from Agricultural (A1) to General Business (GB) in recent years in anticipation of commercial development.

Site plans for these parcels have included a 4,500 square foot restaurant and an 80 room motel, both of which are uses permitted by right in GB districts. The prior (A1) zoning designation for these parcels only permits restaurants with a floor area of 2,000 square feet or less by special use permit, and does not permit motels either by right or special use permit. However, these site plans, even with GB zoning, depict restaurant structures that are too small and contain too few parking spaces to accommodate certain restaurant concepts. For example, Olive Garden site plans typically require a building footprint of 7,500-8,500 square feet and 125-145 parking spaces, well above the size of the Ironto site proposal (*Olive Garden*). Like many other chain-style restaurants, Olive Garden has specific population and trade area requirements, and pursues

a customer base of 100,000 people per restaurant (*Olive Garden*). With an existing Olive Garden located in Christiansburg, the chances of an additional restaurant opening at the Ironto exit are slim. This is a consideration and limitation that impacts many chain-style restaurants, not just Olive Garden.

Other chain-style restaurants have smaller building footprints, and due to the small size of the developable parcels may be more appropriate for the Ironto site. For instance, a typical Chili's restaurant has a building footprint of 3,930-5,450 square feet and requires fewer parking spaces (Brinker International). Also, the closest Chili's restaurant is in Princeton, WV, a location far from the 162,872 inhabitants of the Blacksburg-Christiansburg-Radford Metropolitan Statistical Area (*US Census Bureau*). Should a Chili's open, the restaurant could expect to generate \$2,465,000 in annual sales if local demand produced 85% of the national sales average and would pay \$98,600 annually in meals tax. The addition would increase Montgomery County's collected meals tax from \$201, 517 (in FY11) to \$300,117. The restaurant would also pay \$130,645 in sales tax, increasing the County's collected sales tax from \$7,184,155 (in FY11) to \$7,314,800. Food and non-alcoholic beverages account for 85% of the average Chili's restaurant's sales, meaning that the restaurant could sell \$369,750 annually in alcoholic beverages. Brinker International, Chili's holding company, reports that their guest's favorite alcoholic beverages are margaritas and draft beer (*Brinker International*). Given customer demand for alcohol and the percentage to total sales contributed by alcoholic beverages, it is unlikely that a Chili's restaurant would locate in an area with restrictions on mixed beverage licenses. Table (2) shows the projected fiscal impact of a Chili's restaurant locating at the Ironto exit. Also, the lower grossing Ruby Tuesday concept is included to demonstrate the range among different brands.

| Table (2) Ironto Exit Projected Restaurant Sales and Tax Revenue |              |                     |                     |
|--|--------------|---------------------|---------------------|
| Scenario   | Annual Sales | Projected Sales Tax | Projected Meals Tax |
| 1 Chili's Restaurant   | \$2,465,000  | \$130,645           | \$98,600            |
| 1 Ruby Tuesday Restaurant  | \$1,271,144  | \$67,371            | \$50,846            |

Plans for the redevelopment of the Brabham parcels located adjacent to the Ironto exit also include an eighty-room motel. Motels generally do not have full-service restaurants on their premises, and there is no indication that the proposed motel development at the Ironto exit would include a restaurant. A pro-forma analysis performed by County Assessor Tom Bland projects that a 4,500 square foot restaurant at the Ironto site would be have a potential value of \$708,750. At a real estate tax rate of \$0.87/\$100 assessed value, the restaurant could be expected to pay \$6,166 annually in real estate taxes. If the proposed motel was built and annual sales mirrored the average of others located in the County, the motel could be expected to pay approximately \$30,000 in transient occupancy taxes and \$53,000 in sales tax.

#### *Radford Exit License Area*

The second license area in the County surrounds I-81 Exit 109 (Radford) and is co-terminus with the recently established Urban Development Area (UDA) pursuant to Code of Virginia § 15.2-2223.1. The Radford exit license area covers a total of 500 acres of land spread over 70 parcels, and includes the campus of Carilion's New River Medical Center. Most of the surrounding

parcels are currently in agricultural uses (though not agricultural zoning), and no restaurants are currently located in the area. The Carilion campus serves as a large employment and activity hub, but its cafeteria closes for the evening at 6pm Monday through Sunday (*Carilion*). This leaves day-time workers, patients, and visitors with few full-service restaurant options in the immediate area after hours. Calculating the unmet demand for restaurant amenities is beyond the scope of this report, but given the current non-existing supply of restaurants at the interchange, it appears to be an attractive business spot with substantial development pressure. As discussed earlier, chain-style restaurants may be less willing to locate to areas where they cannot serve liquor-by-the-drink because of their significant contribution to sales, and the recent authorization may ease the area’s transition to higher uses.

Parcels included in the license area are currently owned by Roger Woody, S & P of Virginia LLC, and Emerald Investors Inc. were recently rezoned from Agriculture (A1) to General Business (GB) and Residential (R3) in anticipation of future commercial and residential development. The diversity of proposed land uses for these developments (including a single family residential neighborhood, an assisted living facility, office space, and retail) also reinforces the impression that these properties will pull both local residents and passing motorists off of I-81.

The site plans used in the traffic impact analyses for these projects include two full-service restaurants (one with 4,000 square feet of building space, the other with 5,600 square feet of building space) and two business-style hotels (one with 86 rooms, the other with 152 rooms). Given the same assumptions and limitations applied to the proposed Ironto restaurant, these two restaurants might expect similar sales. However, average sales differ greatly by restaurant brand (or “concept”). For instance, if a Longhorn Steakhouse and a Ruby Tuesday restaurant are built in license area, they could be expected to generate a combined \$3,736,144 in gross annual sales, pay \$198,016 in sales tax, and \$149,446 in meals tax. A different combination of restaurants would obviously yield a different annual sales figure. For instance, if a higher-end concept such as Bahama Breeze is built along with a Ruby Tuesday, they could be expected to generate a combined \$5,946,144 in annual sales, pay \$315,146 in sales tax, and \$237,846 in meals tax. Another possible assumption is that the proposed 152-room hotel contains a restaurant on-premise with annual sales comparable to the \$850,000 state-wide average for independent restaurants (*US Restaurant Alliance*). If this assumption holds true, the combined fiscal impact of the three full-service restaurants can be demonstrated with the following scenarios illustrated in Table (3).

| Scenario  | Annual Sales | Projected Sales Tax | Projected Meals Tax |
|---|--------------|---------------------|---------------------|
| 2 Mid-range restaurants (Ruby Tuesday, Longhorn Steakhouse)                       | \$3,736,144  | \$198,016           | \$149,446           |
| 3 Mid-range restaurants (Ruby Tuesday, Longhorn Steakhouse, and hotel restaurant) | \$4,586,144  | \$243,066           | \$183,446           |

|   |             |           |           |
|---|-------------|-----------|-----------|
| 1 High-end and 2 mid-range restaurants<br>(Bahama Breeze, Ruby Tuesday, and hotel<br>restaurant | \$6,796,144 | \$360,196 | \$271,846 |
|---|-------------|-----------|-----------|

A pro-forma analysis of the three rezoned properties conducted by County Assessor Tom Bland projected that the two free-standing restaurants would be valued at a combined total of \$1,332,524. At a real estate tax rate of \$0.87/\$100 assessed value, these restaurants alone would yield \$11,593 in annual real estate taxes. If the two hotels were built and their sales mirrored the average of other hotels in the County, then they could be expected to pay \$60,000 in transient occupancy taxes and \$106,000 in sales tax.

*The Legislative Process and Conclusion*

A legislative amendment (HB 1449 and SB 849) was introduced in the 2013 session to create these two license areas in Montgomery County, and was the product of a working group of Montgomery County staff who studied the issue. Delegate Yost and Senator Edwards sponsored the legislation in their respective chambers, and their bills passed with minimal opposition. The General Assembly also passed similar §4.1-126 amendments from other localities in southwest Virginia: Smyth County (HB 1667), Wythe County (HB 2288), and the Town of Glade Spring in Washington County (SB 1070).

Like all localities, Montgomery County competes locally and regionally for new residents, capital investment, and growth. In the case of the two license areas, the County is competing for commercial development and tax dollars with neighboring localities that already authorize liquor-by-the-drink, including the Town of Christiansburg, Roanoke County, and Pulaski County. However, seeking mixed beverage authorization should not be viewed not as a competitive strategic policy, but as a means of leveling of the economic development playing field. The intensity and type of development that mixed-beverage authorization encourages already exists in many neighboring localities, and in a sense Montgomery County is playing “catch-up”.

Table (4) examines three tax coffers that would be directly impacted if restaurants selling liquor by the drink located in Montgomery County, and compares these coffers to those in select neighboring localities. Transient occupancy tax is included because higher-end hotels often have restaurants with bars on their premises.

|                        | Local Sales and Use<br>Tax | Prepared Meals Tax | Transient Occupancy<br>Tax |
|------------------------|----------------------------|--------------------|----------------------------|
| Montgomery County      | \$7,184,055                | \$201,517          | \$33,065                   |
| Town of Christiansburg | \$1,547,345                | \$5,407,998        | \$812,331                  |
| Town of Blacksburg     | \$1,351,783                | \$3,910,019        | \$930,773                  |
| Pulaski County         | \$2,663,145                | \$1,133,023        | \$280,430                  |
| Roanoke County         | \$8,806,548                | \$3,563,201        | \$756,308                  |
| City of Radford        | \$873,384                  | \$952,416          | \$164,955                  |

# Transportation Resource Draft: Executive Summary

The transportation component of Montgomery County's Comprehensive Plan, 2025 focuses on four primary goals:

1. Land Use and Transportation
2. Highway System
3. Mass Transit
4. Alternative Transportation

Additional transportation goals and objectives are included in the other sections of Montgomery County, 2025, most notable in connection with the following areas of interest:

1. Neighborhood Design (Government and Planning)
2. Corridor Planning (Government and Planning, Cultural Resources, Economic Development)
3. Bikeways, Walkways, Blue ways and Heritage and scenic trails (Cultural Resources, Parks and Recreation, and Environment)
4. Traffic Safety (Public Safety)

To comply with the required elements of §15.2-2223 (B.1), current infrastructure needs and recommendations for several modes of transportation have been provided. The document also contains maps showing a hierarchy of roads (primary and minor arterials as well as collectors) and improvements for roads and transportation.

## **TRANSPORTATION RESOURCES: INTRODUCTION**

### COMMUNITY SURVEY RESULTS

In 2003, Participants were asked to rank four transportation related issues: new roads, existing roads, public transportation, and traffic congestion. Not surprising, existing roads and traffic congestion ranked highest (3.79) of the four transportation related issues. Of special concern, judging from the written comments was the need to maintain and, in some cases, upgrade the secondary road network in Montgomery County. A number of participants cited specific roads, or portions of roads, as being of some concern, whether it was flood damage on Falling Branch, speed on Riner Road, the blind curves of Pilot Road, or the narrowness of Brush Creek Road and Coal Bank Hollow. For roads in the more urban areas of Montgomery County, participants concerns changed from the condition of road beds to the level of traffic congestion and safety concerns. Many of the participants noted problems with Rt. 114, the Rt. 114/U.S. 460 interchange, and, what one participant refer to as the spaghetti mess--the interchanges connected to the new 460 bypass (3A).

Safety concerns ranged from overcrowding of roads, speed limits on rural roads, the lack of law enforcement personnel, and the lack of enforcement of traffic laws, especially in neighborhoods and other residential areas, most notably along Rt. 8.

New roads ranked the lowest of all of the transportation issues, with a mean score of 3.05, in part because of participant's reactions to the Smart Road and the ongoing construction of 3A and the interchanges at South Main Street and North Franklin.

Participant's comments concerning the two roadways indicated dissatisfaction on the part of respondents towards the two road projects. One participant went so far as to suggest that Montgomery County create a board game, based on the 3A interchanges, and market it to raise money to fund re-engineering in the future.

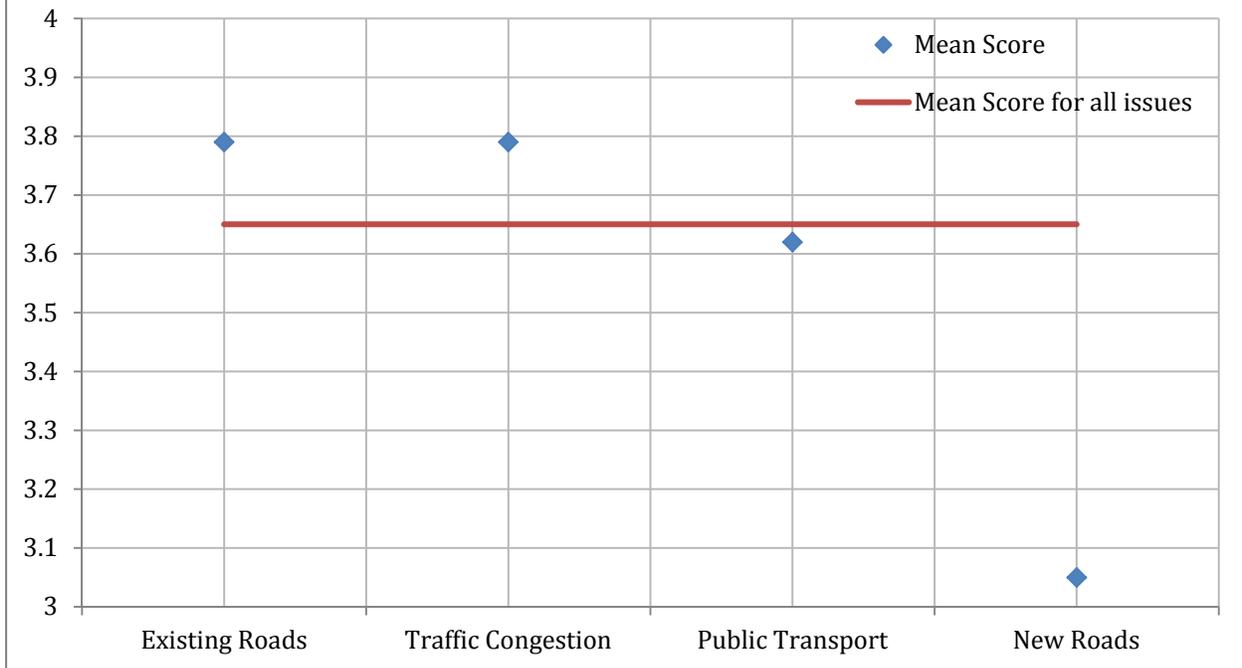
The future of the Route 8, Route 114, and Route 11/460 corridors were among the concerns expressed by participants in the 2003 Community Survey. In addition to wanting to see better corridor planning, respondents stressed the need for maintaining and upgrading existing roads, broadening public transit opportunities, and expanding the existing bikeway, walkway, and Heritage Trail system. Perhaps not surprisingly, given the construction of the new bypass and the Smart Road, respondents voiced limited support for new road construction (41% rated new roads as either important or very important).

Public transportation, which received a mean score of 3.62, was cited as one of the primary means of reducing traffic congestion and the need for new roads. One participant wrote:

"Work on regional cooperation to provide more extensive public transportation such as bus and passenger railroad service to ease traffic congestion. Also buses could use new technology to be less polluting."

Another noted that the county should "Expand Finally, in their written responses to the public transportation to relieve congestion question, "What would you like to see in decrease pollution & allow more funds for Montgomery County in 2025?," respondents maintenance of existing roads." A number of suggested they wanted a county with an adequate the participants noted specific changes to the public transportation system, access to intermodal current public transportation offerings, including transportation options (rail, bikeways, walkways, expanding or changing bus routes, Still others etc.), safer traffic control and conditions, and felt that the modes of public transportation better overall transportation planning (including should be expanded, including building more active participation in the Metropolitan Planning bikeways and trails and adding a light rail Organization) system in the more populated areas.

**Transportation Resources Issues:  
Community Survey mean Results, 2003**



| Transportation Resource Issues | Mean Score |
|--------------------------------|------------|
| Existing Roads                 | 3.79       |
| Traffic Congestion             | 3.79       |
| Public Transportation          | 3.62       |
| New Roads                      | 3.05       |

Mean Score for all Issues: 3.65

Note: Forty-one issues were included in the “rate this issue in terms of importance” portion of the community survey. A mean score was calculated for each of the 41 issues, as well as for the total of all issues. Issues with scores higher than 3.65 (the mean for all issues) indicate that the majority of respondents rated the issue greater importance; a score lower than 3.65 indicates that the majority of respondents rated the issue of less importance than the on average. The scale for the survey was: 0=no response; 1= not important; 2=minimally important; 3=moderately important; 4=important; and 5=very important. Source: 2003 Community Survey, Montgomery County, Virginia.

**CURRENT TRENDS:**

In the past fifty years, Montgomery County residents have seen the county shift from relatively isolated to connected to the rest of the country through parallel rails of the Norfolk and Western and the Virginian Railroads and the two lanes each of US 460 and US 11, to a county crossed by the mainline of the Norfolk-Southern Railroad. Montgomery County also sees heavy traffic on Interstate 81, a north to south, four to six lane highways

that links the county to both the upper East coast and the Southwest. US 460 has seen expansions which provides for direct access to Interstate 77 and the upper Midwest.

As transportation facilities expanded, so did the economic conditions and character of Montgomery County. In 1905, the economy was based on agriculture, education and manufacturing. The construction of I-81, in the 1960s and 1970s, brought Roanoke and the rest of Virginia closer, psychologically as well as physically by reducing the driving required to reach Woodrum Field (Roanoke Regional Airport) and the eastern and northern portions of Virginia, including Richmond. In the 1960s and 1970s, the Virginia Department of Transportation (VDOT) added two additional lanes to US 460 through Giles County to what would become the West Virginia Turnpike (subsequently I-77), and I-81 was extended further south and west. The changes in I-81 and US 460 both effectively decreased the isolation of Montgomery County and the outlying areas, while increasing Montgomery County's viability as a regional center. By the early 1970s, Montgomery County's economy was being defined by the rapid growth of Virginia Tech and nearly 20 years of industrial expansion (including Electro Tec, Poly-Scientific, and Corning). By the 1980s, growth in the retail and commercial sectors not only transformed the economic landscape, but also forever changed the physical landscape in the mid-county area. The development of the New River Valley Mall in the county, including Blacksburg and Christiansburg in the late-1970s signaled a significant shift in the regional economic patterns--a shift made possible, in large part, by changes in the highway transportation system.

Today, Montgomery County is the regional employment, education, retail, and service center for the New River Valley, a fact underscored by the U.S. Census Bureau's designation of Montgomery County and Radford (as well as Giles and Pulaski Counties) as a Metropolitan Statistical Area (MSA) and the 2003 formation of the federally mandated Metropolitan Planning Organization (MPO), an organization charged with transportation planning in the urbanized portion of the county, including Blacksburg and Christiansburg. In addition, based on the 2010 US Census, Montgomery County's population (94,392) has now surpassed that of Roanoke County.

Cohesive planning, both in terms of transportation and land use, is and will be necessary to address the issues created by an expanding population and by expanding needs both in and outside of Montgomery County. As with the changes created by the expansion of highway systems in the past, new expansions are likely to spawn changes in development patterns and increase development pressures in areas of Montgomery County which have been, heretofore, left reasonably untouched. This is especially true along the I-81, Mudpike, and US 11 corridors between Christiansburg and Radford; the US 460/11 and I-81 corridors through Elliston/Lafayette, Ironto, and Shawsville; and the Route 8 corridor through Riner area and the southwestern portions of Montgomery County. The latter of these three corridors creates the greatest amount of concern because the development pressure will, most likely, originate outside of Montgomery County. As Floyd County develops, there is likely to be increased pressure to provide that county with a more direct, higher speed link to I-81 and the employment, educational, cultural, and commercial opportunities offered in the urbanized center of Montgomery County.

Several additions, improvements and adjustments have been made to the transportation system of the region in the recent past, which include:

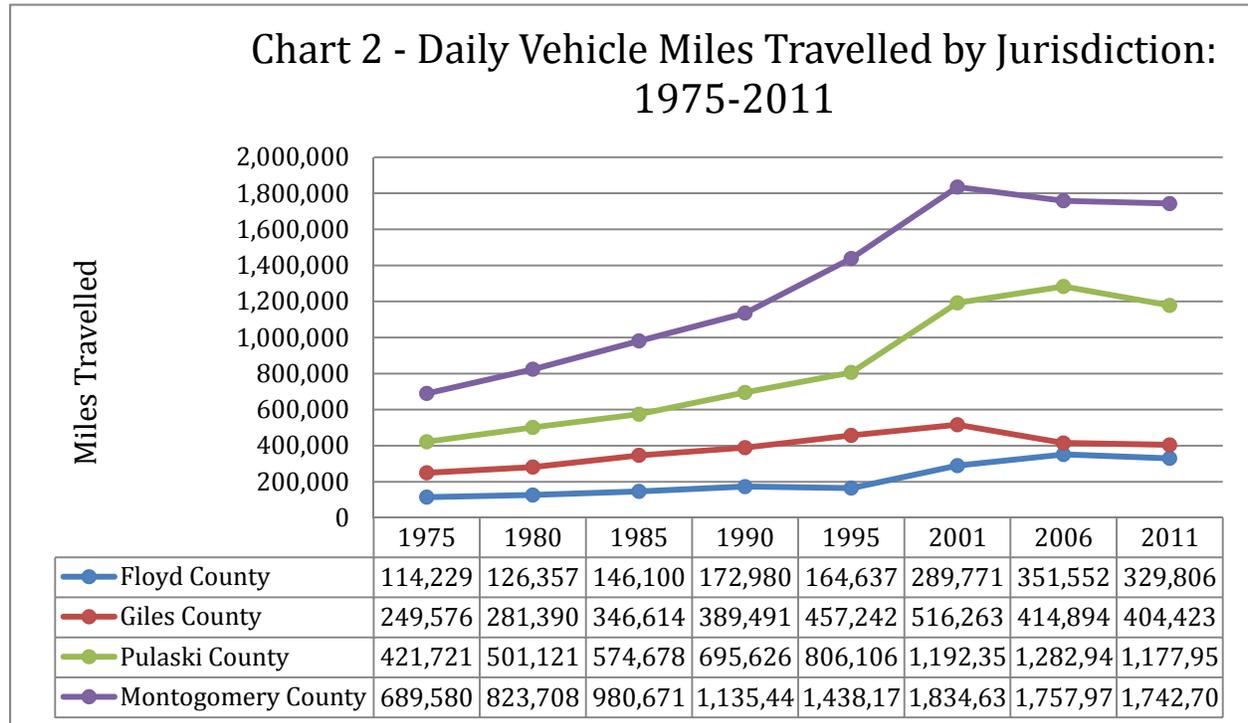
1. I-81 truck Climbing Lane
2. US 460/Southgate Drive interchange
3. Widening of Rt. 114 in Christiansburg to Rt. 460
4. Improvements to the Huckleberry Trail to accommodate increase of use
5. Studies of Rts. 8 and 11/460
6. Rt. 114 bridge over New River
7. Expansion of the Smartway bus to Lynchburg
8. Increase in Transit facilities in Christiansburg, Radford and Pulaski

**Montgomery County Road Network: Chart 1**

| Road Classification | Salem (No. of Miles) | Montgomery County | Percentage of Miles |
|---------------------|----------------------|-------------------|---------------------|
| Total               | 9,796.39             | 552.18            | 6%                  |
| Interstate System   | 122.19               | 20.94             | 17%                 |
| Primary System      | 983.84               | 65.81             | 7%                  |
| Secondary System    | 7,350.11             | 461.33            | 6%                  |
| Frontage Roads      | 52.42                | 4.10              | 8%                  |
| Urban System        | 1,287.83             | -                 | 0%                  |
| Toll Roads          | -                    | -                 | n/a                 |

Source: Virginia Department of Transportation, 2011. [http://www.virginiadot.org/VDOT/Projects/asset\\_upload\\_file798\\_5535.pdf](http://www.virginiadot.org/VDOT/Projects/asset_upload_file798_5535.pdf)

**Chart 2**



Source: Virginia Department of Transportation, 2011. <http://www.virginiadot.org/info/ct-TrafficCounts.asp>

**Note:** Between 1975 and 2001, there was a 266% increase in the total vehicle miles per 24 hours in Montgomery County. Of the 1,834,637 miles logged per day, in 2001, 800,346 (or 44%) were on the County's arterial and primary routes; the remaining 1,034,291 miles, per day, were on I-81. Prior to 1995, more vehicle miles were logged per day on the primary and arterial routes than on I-81. This has changed in the past seven years. The difference in the Interstate Total Vehicle Miles between Montgomery and Pulaski Counties can be accounted for by traffic from Virginia Tech and from vehicles using US460 as a connection between I-77 and I-81.

**Note:** Between 1975 and 2011, there has been a drastic increase in the daily Vehicle Miles Traveled. The peak of this increase is seen in 2006, however in 2011; the decline of Vehicle Miles can be significantly noticed in all Counties, except for Giles County, which has been witnessing a decline since 1995. There has been a 153% increase of daily vehicle miles travelled since 1975 in Montgomery County. Out of the 1,742,707 miles logged in a day, in 2011, 52% (910,652 miles) of the travelling was on interstate roads, while 29% (500,984 miles) on primary and 19% (331,071 miles) on secondary roads. The sudden increase in daily miles travelled from 1975 to 2006 can be accounted for by traffic to and from Virginia Tech as well as from vehicles that use US 460 as a connection between I-77 and I-81. The decrease since 2006 may be accounted for by an increase in the provision of public transit (Megabus service, Smartway bus, Pulaski Transit and Blacksburg Transit).

### Metropolitan Planning Organization (MPO):

A new Metropolitan Planning Organization (MPO) consisting of Blacksburg, Christiansburg and urbanizing portions of Montgomery County was required by the Federal Highway Administration after the 2000 Census found the Blacksburg / Christiansburg area had an urbanized population greater than 50,000. The MPO is required to develop and maintain a comprehensive transportation plan and process for this area and receives federal funding to carry out these planning functions. A Memorandum of Understanding (MOU) was executed in 2003 between Blacksburg, Christiansburg, Montgomery County, and VDoT to establish the MPO. This memorandum provides for a Technical Committee for general review, guidance, and coordination of the continuing planning process and a Policy Board with representatives from elected boards to assure coordination between the several elected boards and the MPO operations. Based on the 2012 census, the MPO expanded to include portions Pulaski County and the city of Radford into the existing region. This change was adopted by the Policy board on September 6, 2012. The State has to yet approve and adopt this change. Also, a portion of Montgomery County in Elliston/Lafayette is now also a part of the Roanoke-Alleghany Commission.

### Primary and Secondary Highway System:

Montgomery County has six primary categories of roads:

- 1) Interstate 81;
- 2) Route US 460;
- 3) Principal arterials, including northern part of US 460 and parts of US 11;
- 4) Minor arterials, including Routes 8, 11, 114, 177, 111 (Cambria St.) and 412 (Prices Fork) and the northern portion of US 460;
- 5) Major collectors, including US 460/11 between Roanoke County and Christiansburg, Rts 8, 11, and 114, and a number of secondary roads (e.g. Prices Fork Road) such as Route 314 (Southgate Drive in Blacksburg), 694, 603, East Main Street in Christiansburg among others;
- 6) Minor collectors, including Rts 693 and 603S 637, 609 and many other local roads.

Figure 1 maps out the hierarchy of roads in Montgomery County.

Since 1975, Montgomery County has witnessed a dramatic increase in the amount of traffic on the county's road system. The total vehicle miles, per 24 hour period, has increased ~~266%~~166%(1975-2001) and the traffic density, defined as the average traffic per mile of road during a 24 hour period, has increased 248% in the same period of time. Since 2001, there has been in 5.3% decrease in the daily miles travelled in Montgomery County, as seen in Chart 2. This decrease can be accounted to increase in public transit in the region (Megabus, Smartway, Blacksburg Transit and Pulaski Transit).

Until very recently, Montgomery County ranked either 10th or 11th in Virginia in the average density per mile. In the past seven years, however, the traffic in areas on or near I-95 has increased and Montgomery County's statewide ranking dropped to 24th in 2001.

In October, 2003, the Board of Supervisors specified a list of secondary road projects for the Virginia Department of Transportation's (VDOT) Six-Year Improvement Program list, including projects on Yellow Sulphur Road, Craig Creek Road, Thomas Lane, and many others. In addition, VDOT has provided some funding for primary road projects, including slating work for I-81, Rt 114, US 460, IVHS (Intelligent Vehicle Highway System), and the Smart Road.

With increase in miles of highways and roads, there is a need to maintain the roads and plan for future improvements. Several plans have been devised to look into these improvements, taking into account the future growth of the region. Some these plans include the Six Year Improvement Plan by VDOT, VTrans by the Commonwealth Transportation Board (CTB), Surface Transportation Plan among others.

There have been several updates to the project list for the Virginia Department of Transportation's (VDOT) Six Year Improvement Plan for FY 13. Current projects under this plan have been identified by VDOT and are listed in the table 1 below. The County officials have also identified several safety and better travel improvements that could be implemented on Routes 114 and 8 have requested assistance from Virginia Department of Transportation (VDOT) for the completion of these projects.

Figures 2 and 3 show the locations of the improvements.

Figure 2 (To include next to map):

1. I-81 Bridge Replacement over New Rive - Interstate
2. I-81 Addition of truck climbing lane on I21SB - Interstate
3. I-81 Mont. Co. approaches to I-81 bridges over RT 8 - Interstate
4. RT 603 Ironto/Elliston Connector - Secondary (Federal Funding)
5. RT 8 Construct LTL at RT 669 - Primary
6. RT 114 WBL Bridge replacement over New River - Primary
7. "Smart Highway" 2 lanes on 4 lane RW (PE&RW only) - Primary

Table 1: Six Year Improvement Program, Salem District, Montgomery County, FY 2013.

| Description  | Route | District | Road System |
|--|-------|----------|-------------|
| RTE 81 - BRIDGE REPLACEMENT OVER THE NEW RIVER               | 81    | Salem    | Interstate  |
| RTE. 81 - ADDITION OF TRUCK CLIMBING LANE ON I81SB           | 81    | Salem    | Interstate  |
| RTE. 81 - MONT. CO. APPROACHES TO I-81 BRIDGES OVER ROUTE 8  | 81    | Salem    | Interstate  |
| RTE. 603 - IRONTO/ELLISTON CONNECTOR                         | 603   | Salem    | Interstate  |
| RT 8 - CONSTRUCT LTL AT RTE 669                              | 8     | Salem    | Primary     |
| RTE 114 - WBL BRIDGE REPLACEMENT OVER THE NEW RIVER          | 114   | Salem    | Primary     |
| "SMART HIGHWAY" - 2 LANES ON 4 LANE RW - PE & RW ONLY        | SMRT  | Salem    | Primary     |
| SMART ROAD - RESEARCH & OPERATIONS (BLACKSBURG) SAFETEA-LU   | SMRT  | Salem    | Primary     |
| RTE 600-RESTORATION AND REHAB                                | 600   | Salem    | Secondary   |
| BRIDGE REPLACEMENT - RTE. 603 OVER CRAIG BRANCH              | 603   | Salem    | Secondary   |
| ROUTE 613 - BRIDGE OVER LITTLE RIVER STRUCTURE #6019         | 613   | Salem    | Secondary   |
| BRIDGE REPL.- RTE 636 OVER S FORK RKE RIVER (STR 12246)      | 636   | Salem    | Secondary   |
| RTE. 639 - BRIDGE OVER ELLIOTT CREEK VA STRUC 6054           | 639   | Salem    | Secondary   |
| RTE.658-CONSTRUCTION OF NEW REALIGNED ROADWAY. FY13 RS       | 658   | Salem    | Secondary   |
| RTE.665-CONST. OF NEW CONNECTOR ROAD AND ROUNDABOUT. FY13 RS | 665   | Salem    | Secondary   |
| BRIDGE REPLACEMENT - RTE. 719 OVER CRAB CREEK                | 719   | Salem    | Secondary   |
| RTE. 773 - BRIDGE REPLACEMENT (STR. 6132)                    | 773   | Salem    | Secondary   |
| RTE 813 OVER ROANOKE RIVER - BRIDGE REPLACEMENT (STR 12363)  | 813   | Salem    | Secondary   |

Source: <http://syip.virginiadot.org/Pages/allProjects.aspx>; February 2013.

Figure 3 (To include next to map):

1. RT 600 Restoration and Rehab
2. Bridge replacement RT 603 over Craig Branch
3. RT 613 Bridge over Little River Structure #6019
4. Bridge Repl. – RT 636 over S Fork RKE River (Str 12246)
5. RT 639 Bridge over Elliot Creek CA Struc 6054
6. RT 658 Construction of new realigned roadway. FY 13 RS
7. RT 665 Const. of New connector road and roundabout
8. Bridge replacement – RT 719 over crab creek
9. RT 773 – Bridge replacement (Str. 6132)
10. RT 813 over Roanoke River – Bridge replacement (Str 12363)

In order to begin construction for the widening of I-81, VDOT and the Federal Highway Administration have identified the need to conduct an environmental study of the interstate between Christiansburg and Roanoke. This study began in the fall of 2012, the results for which will be available in approximately two years, while updates on the study will be made available to citizens through information meetings held in the first week of February of 2013. This I-81 Tier 2 NEPA Environmental Study is a follow up from the fall 2003 Tier 1 corridor improvement study that analyzed areas for further design improvements to be conducted in the second phase. The funding for this study was provided by VDOT through their recently update (July 2012) Six Year Improvement Program.

Along with a six year improvement plan provided by the VDOT, a long range statewide transportation plan, known as VTrans, is also renewed by the Commonwealth Transportation Board (CTB) every five years. The most current plan VTrans 2035, updated in December 2012, describes the transportation vision, needs, priorities and strategies for the next 25 years. VTrans 2035 has identified seven goals that need to be address in order maintain the quality of transportation systems through the state. These include:

1. Safety and security
2. System maintenance and preservation
3. Mobility, Connectivity and accessibility
4. Environmental stewardship
5. Economic vitality
6. Coordination of transportation and land use
7. Program delivery

VTrans 2035 has also identified four investment needs that the state of Virginia needs to address so as to address the funding crisis that has been observed in the recent past. The priority group and its needs have been identified in Table 2.

Table 2: VTrans2035 Investment Priorities

| <u>Investment Priority Group</u>   | <u>Investment Priority</u>   | <u>Preliminary Planning Estimate of Unfunded Need (2009\$)**</u> |
|--|--|--|
| Make Strategic Investment in Infrastructure for the Future – For Example* (Total Need) | Plan for and Invest in High Speed Rail or Intercity Rail Between Washington, D.C., Richmond, and Hampton Roads and Expand Metrorail and/or Commuter Rail, Including Supporting Land Uses, in the I-95 Corridor | \$3.4 - \$5.5 Billion  |
|  | Freight Rail Along I-81  | \$0.8 - \$1.2 Billion  |
|  | Tunnels and Bridges in Hampton Roads   | \$7.8 - \$11.3 Billion   |
|  | Smart System Technology Leadership   | \$2.2 - \$3.1 Billion  |
| Address Environmental, Safety, and Maintenance Needs                                   | Use Sustainable and Environmentally Sensitive Methods  | Varies Depending on Project and Criteria                         |
|  | Provide Safe Operations and Services   | \$184 - \$258 M/Yr   |
|  | Repair Deficient Pavements   | \$278 - \$389 M/Yr   |
|  | Rehabilitate Structurally Deficient Bridges  | \$150 - \$210 M/Yr   |
| Enhance Economic Competitiveness (Total Need)  | Ensure State of Good Repair in Transit   | \$148 - \$207 M/Yr   |
|  | Expand the Port and Related Intermodal Facilities and Services   | \$7.7 - \$11.0 Billion   |
|  | Support Dulles International Airport and Growth of the Dulles Corridor   | \$1.7 - \$2.5 Billion  |
|  | Connect High Speed and Intercity Rail with Regional Transit Systems  | \$2.8 - \$4.0 Billion  |
|  | Improve Freight Mobility   | \$14.1 - \$20.5 Billion  |
|  | Improve Rural Connectivity   | Varies Depending on Project                                      |
|  | Complete Unfinished PPTAs and Review and Refine PPTA Process to Effectively Leverage Private Dollars for Publicly Beneficial Projects  | \$3.8 - \$5.8 Billion  |
| Develop Master Plans for Needs of Corridors of Statewide Significance                  | Utilize Existing Intermodal Funds  |  |
| Minimize Congestion  | Integrate Regional Land Uses and Highway Capacity  | Requires a Dedicated Funding Source                              |
|  | Implement Pricing, Advanced Technology, and Demand Management  | Requires a Dedicated Funding Source                              |
|  | Increase Transit Usage and Supporting Land Uses<br>\$128 - \$143 Million/Year  | \$128 - \$143 M/Yr   |

Source: VTrans2035 Report to the Governor and General Assembly; January 2010

With regards to New River Valley Region, the public meetings held were able to identify the improvements that needed to be conducted on the Corridors of Statewide Significance within the region, namely the Crescent Corridor (I-81) and Heartland Corridor (US 460). The discussion resulted in the following conclusions for the CoSS of the region: **(NEED TO ADD MAPS/IMAGES)**

1. Targeted improvements to support Economic Drivers: Improvements to those roads that are heavily travelled by those who contribute to the prosperity of the region as well as the state.
2. Sustainability: The Shenandoah valley region regarded this as important because of the many historic and scenic resources, essential to tourism industry
3. Safe Operations and services: Priority throughout the year.
4. Travel Choices: Addition of more travelling mediums which include multi-modal transit, bicycle and pedestrian facilities.
  - a. Interconnectivity: This was mainly for US 460 as the role of this corridor was identified to be as the sole supporter of local and regional work forces, international freight movement and business travel.
5. Several studies have also been conducted for the Crescent and Heartland Corridor that suggest a large increase in the population of the area will cause a large increase in the traffic and congestion of these corridors.

Potential Strategies for both corridors have been documented in the final report to the Governor and the General Assembly. These have been tabulated (as seen in the VTrans 2035 Update Document) below. These were done through intensive input from the people of the southwest and Shenandoah Valley Region, the comments of which have be bar graphed as shown in figure 3.

| <u>Crescent Corridor (I-81) Potential Strategies</u>   |
|--|
| <u>Increase capacity for both passengers and freight by expanding freight rail service and adding capacity to allow for passenger rail service</u>                                 |
| <u>Support expanded freight capacity by expanding intermodal facilities</u>  |
| <u>Increase the highway capacity of I-81 in strategic locations by improving interchanges, construction of new interchanges at strategic locations, and/or by roadway widening</u> |
| <u>Improve safety by addressing high crash rate areas and making necessary improvements</u>  |
| <u>Improve safety and increase capacity along I-81 by adding truck climbing lanes in strategic locations</u>   |
| <u>Increase Park and Ride capacity by expanding existing lots and adding new facilities at strategic locations</u>   |
| <u>Improve transit in rural areas by expanding fixed-route services and offering increased demand response services for the elderly and disabled</u>                               |
| <u>Improve air passenger service by increasing commercial service where market forces allow at existing airports and improving ground access to air facilities</u>                 |
| <u>Implement ITS to increase system efficiency and safety</u>  |

Source: VTrans2035 Report to the Governor and General Assembly; January 2010

| Heartland Corridor (Route 460) Potential Strategies   |
|---|
| Increase capacity for both passengers and freight by expanding freight rail service and adding capacity to allow for higher speed rail between Richmond and Hampton               |
| Ensure multimodal freight movement coordination with the proposed Craney Island expansion and divert more freight to rail   |
| Support expanded freight capacity by expanding intermodal facilities  |
| Improve transit in the Hampton Roads, Lynchburg, and Blacksburg areas and in rural areas by offering increased demand response services and services for the elderly and disabled |
| Complete construction of the Route 460 realignment west of Suffolk and increase the highway capacity of Route 460 in strategic locations  |
| Improve safety by addressing high crash rate areas and making necessary improvements  |
| Improve access management   |
| Encourage commercial and industrial development, encourage concentrated development centers to avoid strip development, and coordinate land use and transportation decisions.     |

Source: VTrans2035 Report to the Governor and General Assembly; January 2010

The State of Virginia has documented the recommendations and solutions for the problems and goals identified in the VTrans document in a Surface Transportation Plan. There are specific recommendations for the Valley and Ridge region, under which NRVMPPO falls. The recommendations for the NRV region include passenger and freight rail improvement, fixed (existing) routes improvement, and improvements in multimodal forms of transportation. (MAP from VTSP document, page 81). The population growth projections suggest that the NRV region will see a moderate growth. The recommendations to attend to this growth include expanding the existing service for regular commuters as well as extending it to the rural population in the area. Specifically these recommendations, as seen in the document, include:

1. Increasing Demand Response Services
2. Expanding Fixed Route Coverage (eg. Expanding the current routes of services in major cities like Roanoke or Blacksburg)
3. Introducing Transportation Demand Management

To meet these demands, certain strategies have been suggested which include focusing primarily on resident/commuter travel, developing links to urban and suburban areas of employment and promoting carpool and vanpool for long-distance commutes to areas outside the region which in turn requires enhancing the co-ordination between different jurisdictions to manage and meet transportation demands . Successfully meeting the demands of transportation improvements and expansions will require integrating the process into the land development process and local and/or long range planning.

According to this plan, the existing Highway facilities improvements for the NRV jurisdiction include Rt. 8 (estimated cost: \$86,159) and 114 (estimated cost: \$69,248) improvements as there are concerns of safety due to the condition of the current roads. These suggestions are a priority as they have to meet the six year road improvement plan. Along with road improvements, suggestions for park and ride improvements have also been made specifically for the Town of Blacksburg as well as Roanoke and Montgomery Counties. Other recommendations for Montgomery County that have been suggested

include addition of turn lanes (as a result of improvement suggestions) on Rt 8 and 114, improvements on I-81 so as to account for ramp deficiencies and addition of a ramp on US 460 (The total estimate cost for these is \$1,050). These facilities have been identified in the recommendations map in figure 5. These recommendations will help to maintain the area's economic vitality and improve connections from urban to rural regions with ease.

In a recent press release, the Governor for the State of Virginia, Bob McDonnell, released the Transportation Funding and Reform Package. Key reforms and solutions, from the fact sheet, that have been suggested include:

- No more gas tax: replacing the existing 17.5 cents/gallon tax on gasoline with a 0.8 % increase in Sales and Use Tax which will be dedicated exclusively towards transportation. Motor Fuels tax on Diesel, however, has not been eliminated, with the intention of receiving financial contributions from the trucking community towards the Virginia's Highway network.
- A sustainable and long-term funding solution: this plan includes a combination of efforts that will help future funding of transportation. Firstly, a commitment to incremental increase in sales tax (currently at 0.5 to 0.75, excluding tax on food, increasing 0.05% each year) will ensure for increased funding for highway construction per year. Secondly, an Alternative Fuel Vehicle Fee of \$100 will be introduced so as to ensure contributions from these drivers towards the transportation networks of Virginia.
- Increased money for Roads, Rail and Transit: Increasing registration fees by \$15, of which half of the funds will be used towards expanding passenger rail and the other half will support the transit needs of the State. Implementing the Marketplace Equity Act and other pieces of legislation will bring in revenue to the State of Virginia that can be allocated not only to transportation but also to other areas that require funding.

### Commuting Patterns:

There are a number of ways to look at work-related commuting: 1) as in commuting (the number of people who commute to Montgomery County for work); 2) as out commuting (the number of people who commute from Montgomery to other locales for work; and 3) as commuting time (the average time required to commute to work). While the majority of Montgomery County residents (79.1% or 29,589) both live and work in the county, slightly more than a fifth (20.9%) commute to other jurisdictions to work (outcommuting), including 5% to Pulaski County, 4.9% to Radford, and 9.1% to the Roanoke Valley. The same trends hold true for those who work in Montgomery County. Better than a quarter of the Montgomery County workforce (25.9%) commutes from other jurisdictions, including 5.6% from Pulaski County, 4.8% from Giles County, 4.5% from the City of Radford, 3.1% from Floyd County, and 3% from the Roanoke Valley. The ratio of incommuters to outcommuters approximately 5 to 4 (1.18:1). According to the 2010 census and survey for in and out commuting of residents, it has been found that almost half of the jobs (50.3%) were taken by residents of other jurisdictions including 6.2% in Pulaski County, 5.8% in Giles County, 3.7% in Roanoke County and 3.3% in Radford city, while

leaving only 49.7% of the jobs for the residents of Montgomery County. The percentage of out commute was relatively smaller when compared to in commuting, as it is found that close to 42% of Montgomery County residents were employed outside of the region that include Roanoke city (7%), Radford City (6%), Salem City (4.2%) and Roanoke County (3.9%). (MAP Inflow Outflow) The ratio of in commuters to out commuters is 1.41:1. Despite the number of residents who work outside of Montgomery County, the majority of residents spend less than a half an hour commuting to work (79%) and 42% spend less than 15 minutes. The relatively short commute times are, in large part, due to the concentration of population (residences) and economic enterprises in Blacksburg and Christiansburg.

### Regional Improvements, recommendations and strategies:

- Under the Six Year Improvement plan (SYIP) provided by VDOT, the following projects are under construction, as of January 2013:

1. I-81 Truck Climbing Lane: This project will add 5 miles of truck climbing lane on interstate 81 (SB), between the mile markers 120 and 125, while also improving right and left shoulders and upgrading guardrails. This project will also replace three bridges. The project is over 75% complete and is scheduled for substantial completion in November of 2013.
2. Construction of the Rt. 114 Bridge over the New River: Estimated cost for this project is around \$22.5 million, the construction of which started in the spring of 2011 and is expected to be completed in November of 2014.
3. Widening of Rt. 114 in Christiansburg: The project began in June of 2012 with the agenda to widen the two lane road at New River Valley mall to four lanes. Along with widening on this one mile, the project will also improve access to the mall as well as relocate its entrance. A side agenda is to build a new Huckleberry Trail bridge. Estimated cost for this project is around \$24.5 million and is expected to be completed by fall 2014. (Include map from either the ppt or online).

- Projects under development under the SYIP are:

1. Southgate Connector – Blacksburg: This project will construct a diamond interchange in place of the existing signals at Rt 460 and Southgate. As a result of this construction, a new bridge will have to be constructed over Rt 460 as a part of the interchange. Certain parts of t Southgate Drive and the Huckleberry trail will have be relocated as a result of the construction. This developing project will have to coordinate with the Virginia Tech Executive Airport’s runway extension project. Estimate cost is projected to be \$46.7 million and is expected to start the construction phase in the spring of 2015 after the public hearings that will be in the spring and fall of 2013. The projected is expected to be completed in the spring of 2017. (INCLUDE IMAGES AND MAPS FROM PPT).
2. Elliston/Ironto Connector – Montgomery County: The scope of this project will include the reconstruction of two miles on Rt. 603 (North Fork Road). By replacing the existing roadways with two 12 foot travel lanes and 8 foot shoulders, the road will meet current standards and help improve the safety and capacity of the road. Estimated cost of

this project is \$19.8 million and its construction is expected to begin in spring of 2014. The completion date is currently set for fall of 2015.

3. Research Center Drive- Blacksburg: The agenda of this project includes improving the intersection as well as adding turn lanes and redesigning the traffic signals so as to improve traffic flow. The cost project for this project is \$2.7 million and is estimated to start in Spring of 2014 and complete in Fall of 2014.

- Regional Transit Organization Study: This study is a result of the growing interest that the residents of the NRV region have shown in public transport as the region, as a whole, would benefit from better connectivity which would help the local economies and communities in general. This study has identified the current method of receiving the funding and providing transportation services in the NRV. It also identifies and discusses the alternative approaches that can be taken to develop a multi-jurisdictional entity and their methods of operation. These four options of developing a better transit system through the region were evaluated through the feedback provided by regional stakeholders committee and individual interviews with the members. The results of the evaluation were as follows:

1. There is a desire to evaluate the development of a regional entity.
2. The level of authority for such an organization is yet undecided. The responsibilities, however, can be designed to fit the needs of the region.
3. The steps for the implementation of such an entity have been discussed and documented.
4. Various funding sources have also been identified, including the federal, state and local sources.
5. Any future organizational alternatives will require the recognition of all funding partners specifically universities and other agencies.

Based on these key identifications, the stakeholder committee has decided to establish a Regional Transit Coordinating Council so as to raise the interest of stakeholders, both private as well as public.

- 2035 Transportation Plan [MAPS, CHARTS OR OTHER INFOS] – Urban: This plan provides a comprehensive transportation improvement programs that are to be implemented in the Towns of Blacksburg, Christiansburg and several urbanized portions of Montgomery County. In keeping with the federal, state and local requirements of the MPO, the transportation plan was drafted, with inputs from the public as well as extensive coordination from the local government. The intention of this plan is to meet the current travel demands, while paving the way for future travel demands to the year 2035, hence ensuring that local goals and objectives are met.

The development of this plan started with data collection and assessment of the existing transportation system in the region. Plans to refine the regional computerized transportation model and involve the public were also included in the development phase of the plan. These processes are discussed in a document titled Blacksburg/Christiansburg/Montgomery Area 2035 Transportation Plan and can be found on the MPO's website.

Source: [http://www.montva.com/filestorage/1146/98/157/658/2035\\_BCM-MPO\\_Transportation\\_Plan\\_Approved\\_November\\_4%2C\\_2010%2C\\_Amended\\_June\\_2%2C\\_2011\\_.pdf](http://www.montva.com/filestorage/1146/98/157/658/2035_BCM-MPO_Transportation_Plan_Approved_November_4%2C_2010%2C_Amended_June_2%2C_2011_.pdf)

This plan also takes into consideration the financial constraints that may fall upon certain projects due to several reasons, lack of federal funding being one of them. In order to continue addressing the goals of transportation improvements, the plan looks into a Financially Constrained Plan as well as a Vision Plan. The Financially Constrained Plan includes projects that are currently eligible for funding by VDot under the SYIP as well as those projects that could receive funding during future fiscal years. The Vision plan is incorporated in the document so as to address those needs and goals that may not receive funding through the financially constrained plan. A list of the plans as well as planning-level cost estimates have been noted in this document.

The plan suggests to support multiple modes of travel, especially transit systems, as these have seen an increase in the region. Some projects listed in document address the multiple modes of travel suggestion directly. Projects in the Vision plan mention a multi-modal facility, several regional park-and-ride facilities, Bikeway/Walkway Improvements as well as Inter-city Transportation Improvements. There are recommendations in the document about expansions of the Virginia Tech/Montgomery Executive Airport. Recommendations for intercity rail have been included in the plan which support the implementation of the Commonwealth's proposed TransDominion train service as well as the development of the Christiansburg train station and rail infrastructure to accommodate a stop for the proposed TransDominion service.

- 2035 Rural long Range Transportation Plan – This document is a result of the Surface Transportation Plan that makes recommendations based on the goals and strategies discussed in the VTrans 2035 Plan. The step to move forward with this initiative was taken by VDOT, Virginia's Planning District Commissions (PDCs) and the local governments that are represented by these PDCs. The purpose of this plan is to evaluate the transportation systems in the rural and small urban areas of the NRV and provide recommendations for improvement in each system including roadway, rail, transit, air, bicycle and pedestrian.

Statewide goals were established in order to make this plan for the rural areas. The plan for the NRV region is in sync with the basic goal that all transportation programs in Virginia should adhere to, i.e., the provision of effective, safe and efficient transportation systems made available to people as well as goods. Along with this goal, the NRV Rural plan takes in consideration the environmental issues as well as local travel desires. The Transportation Technical Advisory Committee (TTAC) helped review the needs, requirements and goals of the region:

1. Support and improve the economic vitality of the region.
2. Provide a safe and secure transportation system.
3. Preserve the existing transportation network and promote efficient system management to increase accessibility and mobility of the transportation system.
4. Enhance the links and connectivity of the transportation system throughout the region across and between modes for people and freight.
5. Develop regional land use and transportation coordination measures.

To add to the regional goals, several other needs have been addressed rural transportation planning across the Commonwealth.

1. Enhance the connectivity of the existing transportation network within and between regions across all modes for both people and freight.
2. Provide a safe and secure transportation system.
3. Support and improve the economic vitality of the individual regions by providing access to economic opportunities, such as industrial access or recreational travel and tourism, as well as enhancing intermodal connectivity.
4. Ensure continued quality of life during project development and implementation by considering natural, historic, and community, environments, including special populations.
5. Preserve the existing transportation network and promote efficient system management in order to promote access and mobility for both people and freight.
6. Encourage land use and transportation coordination, including but not limited to, development of procedures or mechanisms to incorporate all modes, while engaging the private sector.

These goals were a result of inputs from 20 different PDCs that have rural areas within their boundaries. These goals are consistent with those of VTrans 2035. The Rural Long Range Transportation Plan document can be found on the VDOT website.

Source:[http://www.virginiadot.org/projects/resources/Rural/New\\_River\\_Valley\\_FINAL.pdf](http://www.virginiadot.org/projects/resources/Rural/New_River_Valley_FINAL.pdf)

- Bikeway, Walkway, Blueway Plan – The NRV region wants to promote the non-motorized ways of transportation and is looking to a safe, reliable, healthy, environmentally friendly alternative to transportation. The residents of the region should be able to walk and bike around easily, if they choose to do so. The Bikeway, Walkway and Blueway (BW, WW, BW) plan is a step in that direction.

This plan intends to build on and coordinate with existing plans, while recognizing the work that has been put in by the local governments and the residents, into the creation of bikeways, walkways and blueways of the region. Since the plan builds on existing paths, the biggest goal was updating the data accurately which would help with identifying existing facilities as well as future projects.

The BW, WW, BW plan has identified several methods of non-motorized transportation that could be included into a comprehensive transportation system. These are:

- Bikeways
- Hiking trails
- Shared roadways
- Sidewalks
- Bicycle lanes
- Dedicated bicycle routes
- Multi-purpose trails
- Blueways (water Trails)
- Mountain biking trails
- Support facilities

The Objectives of the plan have been identified below:

1. To identify a system to accommodate the variety of Bikeway-Walkway-Blueway users.

2. To coordinate a system of bikeways, walkways, blueways, locally and regionally; and to maintain the continuity of the Bikeway-Walkway-Blueway system to encourage non-motorized transportation.

3. To identify and determine the appropriate type of facility, and coordinate Bikeway-Walkway-Blueway development with future and imminent Virginia Department of Transportation projects.

4. To showcase and focus on the natural and cultural amenities of the New River Valley when proposing bike routes and walking trails, in order to maximize trail effectiveness and increase tourism within the region.

5. To promote the health, safety, welfare and improve the quality of life within the region.

6. To facilitate the use of recycled materials in the construction of bikeways, walkways, and blueways.

7. To increase the mobility of New River Valley residents by adding multimodal options to existing transportation networks with more connections to public transit that ultimately link communities where people live, work, attend school and recreate.

Source: [http://www.nrvpdc.org/Transportation/BWVWBWPlan/Chapter1\\_Executive\\_Summary.pdf](http://www.nrvpdc.org/Transportation/BWVWBWPlan/Chapter1_Executive_Summary.pdf)

Existing regional assets in the region have been identified in the plan as well. These include from Multi-purpose Trails, Shared Roadways, Hiking and Mountain Biking Trails and Blueways. While laying out projects for the future, the BW, WW, BW plan focuses on providing alternative options of travel for the region. The complete document can be found on the website for NRV's Bikeway, Walkway, Blueway Plan.

- NRVMPO Freight Study – There has been a need in the region for developing freight transportation systems that provide safe and reliable infrastructure while adapting to the growing needs and demands of the region. The purpose of this study, conducted in 2008, was to understand the current freight systems of the region and look into expanding it according the growth of the region. Within the Salem district, Montgomery County has been a leader in the State for the number of incoming and outgoing freight loads. [exhibit 3 &4 from document as well as exhibit 5&6].

To better understand the conditions of the freight systems that the businesses and industries have to confront, a survey was conducted with the industrial stakeholders. The results from this survey can provide information which may be used to create policies to promote improvements in the freight systems of the region.

The information that was received from this survey pointed out that 100% of the respondents used truck transit system and 30% used rail and/or air transportation systems. The concerns that were identified with truck freight were mainly associated with access issues, road capacity, and load limits on area bridges. Concerns associated with air freight included lack of facilities in the area, specifically while transferring to larger airports (Charlotte Douglas International Airport Charlotte NC, and Hartsfield-Jackson Atlanta International Airport Atlanta GA).

The proposals that were suggested as a result of the survey were intended to provide maximum efficiency in the different facets of freight transportation. For truck freight improvement, the suggestion was to increase the total number of lanes, so as to create additional capacity effectively. In the rail freight systems, growth is at a high for the

region and hence the addition of an Intermodal facility in Elliston will provide more opportunities for increased rail transportation, which will relieve some of the strain on roadways. Another concern of rail freights that was addressed was the updating of “at grade” crossing so as to provide safe and reliable rail system. Since air freight systems were the most underutilized in the region, the suggestion was to look into utilizing local airports for the shipment of freight instead of relying on international airports.

• Transit Development Plan (Blacksburg Transit): Blacksburg Transit (BT) is a department within the Town of Blacksburg that provides bus services in the town as well as in Christiansburg. The Transit Development Plan that the BT has developed looks into the goals and objectives for the future of the department in regards to providing easier and efficient transit and connection to other systems not just within Blacksburg and Christiansburg but for the NRV region as a whole. Taking into account the goals from the Town of Blacksburg’s comprehensive plan, Montgomery County’s 2025 Plan, the 2035 long range transportation goals as well as other local plans, the TDP goals amalgamate to this concise list:

1. Evaluate system and individual route performance and recommend service modifications within identified route service functions (campus circulators, off-campus circulators, and local/non-university services).
2. Plan for the capital expenses and route modifications necessary to support a Multimodal Transfer Facility on the Virginia Tech campus.
3. Define a local community route plan connecting neighborhoods directly to a core system, accounting for changes in land use and demographics and increasing potential for economic development.
4. Define a regional and commuter service plan linking the BT service area to the rest of the New River Valley, accounting for changes in land use and demographics and increasing potential for economic development.
5. Identify activity centers that could naturally support transit hubs and transfer points within the system, along with providing opportunities for mixed use, transit-oriented development.
6. Identify a capital improvement plan that modernizes the BT fleet and utilizes technology to improve service efficiencies and customer accessibility.
7. Develop a financial plan and cost allocation process that maximizes local investment and insures partner equity.
8. Establish a comprehensive and quantitative process to regularly measure BT’s performance to its core commitments – safety, courtesy, reliability, accessibility, affordability, and the environment – and provide accountability to current and new partners.

Source: [http://www.montgomerycountyva.gov/filestorage/1146/98/157/658/Blacksburg\\_Transit\\_2011-2017\\_Transit\\_Development\\_Plan.pdf](http://www.montgomerycountyva.gov/filestorage/1146/98/157/658/Blacksburg_Transit_2011-2017_Transit_Development_Plan.pdf)

As these goals are defined, the need for their implementation and evaluation must also be discussed, which the plan identifies in the chapter named TDP monitoring and Evaluations. The TDP also provides information about the transit services that BT provides along with their system of evaluation at different levels in the department. This plan also looks into the facility, needs and requirements that various departments within BT may

have. BT is always looking to improve its existing facility in order to carry out the operations and services provided. The development plan discusses the Capital Improvements Program in place and discusses areas that require these improvements. Funding sources for operation, maintenance and capital costs have also been discussed in this document.

- Livability Initiative – Transportation Goals: The Livability Initiative provides an opportunity for the residents of the NRV region that can create a better future through developing strategies for improving businesses, community organization, local governments and individual lives. The Livability Initiative’s report for the NRV region describes how and why this initiative is important for the growth and stability of the region. This report identifies the main challenges that the region experiences, one of which is commuting patterns.

**Table 3 – Percent of Workers Commuting Out of their county for work**

|            | <b>2005</b> |                  | <b>2010</b> |
|------------|-------------|------------------|-------------|
| Floyd      | 61.1%       | <i>Decreased</i> | 55.9%       |
| Giles      | 61.0%       | <i>Increased</i> | 63.3%       |
| Montgomery | 32.4%       | <i>Decreased</i> | 31.7%       |
| Pulaski    | 39.5%       | <i>Increased</i> | 53.6%       |
| Radford    | 60.6%       | <i>Decreased</i> | 54.2%       |

*\*Virginia Center for Housing Research, On the Map, U.S. Census Bureau \*Based on Unemployment Insurance (UI) Wage Records and the Quarterly Census for Employment and Wages (QCEW). Coverage under these datasets currently excludes several groups of workers including uniformed military, self-employed workers, and informally employed workers.*

Most of the families living the NRV region incur higher costs in transportation due to the rural setting of homes. To be able to better address the needs for the community, the need for the creation of a affordable and accessible transportation system, was recognized. A transportation working group for the Livability Initiative was established in 2011 in order to examine the region’s current transportation patterns and plans. On April 30 2012, the group was able to put together a vision and goals for the provision of transportation for the community at large. The Vision is defined as:

“Create a transportation system that matches local community’s needs, connects people to places they need to go, that is accessible and affordable for everyone, supports an eco-friendly and physically healthy environment, that enables smarter public investments and maintains existing assets, protects rural landscapes, and revitalizes existing community cores.”

The transportation working group takes input from the community along with assistance from PDC and MPO members. In the April 2012 meeting, an extensive list of goals was identified through a brainstorming exercise. Some of the topics of concern were economic vitality, safety and security, accessibility, connectivity, preservation, connectivity, health, quality of life, population needing special concerns among others.

- Village Transportation Links Plan – To address the lack of connectivity issue in the rural areas of Montgomery County, a Village Transportation Links (VITL) plan has been introduced, the purpose of which is to develop bicycle, pedestrian and greenways master

plan for each of the villages (identified in the 2004 Montgomery County Comprehensive plan). The VITL plans seek to enhance transportation links by providing local and regional residents the opportunity to use non-motorized transportation for trips to school, parks and local businesses as well as commute to nearby towns such as Blacksburg, Christiansburg and Radford. In doing so, a sense of community and support may be established. The goals that have been identified to achieve the purposed are:

1. connecting activities/spaces within Villages
2. strengthening a sense of place and sense of community in each village
3. improving connections to schools
4. tying into regional trails & resources
5. tying into intermodal connections
6. leveraging public/private funding opportunities

A specific priority, that the VITL plan will focus on, will be interconnecting networks of bikes as well as walking facilities. These plans must be in accordance with the transportation systems of the county and the village. Improvements achieved in a short-term, such as signing designated routes, as well as higher-level improvements, such as buffered sidewalk, are also important with appropriate public and private investments.

The planning process for this study was fairly extensive and required several outreach programs with various activities. The process involved field analysis, public and stakeholder input and finally drafting the Final Plan and Route Network. This plan relied on public input during the entire process while also consulting the Citizen's Advisory Committee (CAC), public workshops as well as meeting with key stakeholders. Participants who showed immense support for the plan during the public input process were both residents and non-residents of Montgomery County. Through the input from these various sources, the following guiding goals were identified:

1. To strengthen sense of place and community within the villages by connecting activities and spaces.
2. To improve the health and safety of school aged children through enhanced connections to school
3. To maximize bicycle and pedestrian infrastructure by tying into intermodal connections
4. To promote the development of an ecotourism industry by creating a regional system of recreational trails and greenways



# Montgomery County Planning & GIS Services 2012 Annual Report

## 2013 Planning Commission

### **Chair:**

Bryan Rice

### **Vice-Chair:**

Joel Donahue

### **Secretary:**

Cynthia Wells Disney

### **Members:**

Frank Lau

Robert "Bob" Miller

John Tuttle

Bryan Katz

Vacant

Vacant

Chris Tuck (BOS Liaison)

## Board of Zoning Appeals

### **Chair:**

Richard M. DiSalvo, Jr.

### **Vice-Chair:**

Michael V. Reilly

### **Members:**

William Stephen Howard

C.P. "Chuck" Shorter

David Moore

## AFD Advisory Committee

### **Chair:**

Britt A. Boucher

### **Members:**

John Garrett

Thomas A. Loflin

William McElfresh

Richard J. Obiso, Jr.

William F. Pack, III

Robert J. Styne

Robert "Bob" Miller

(PC Rep.)

James D. Politis

(BOS Rep.)

## 2012 Planning & GIS Services Major Projects

**PHMSA Technical Assistance Grant (TAG):** Montgomery County was awarded a \$17,400 grant from US Department of Transportation (DOT), Pipeline and Hazardous Materials Safety Administration (PHMSA) to develop a new software application to interface the Virginia Utility Protection Services (VUPS) ticket program with Montgomery County's Land Development Office (LDO) software. Permit data will be available to VUPS to allow the determination of a potential construction site location, and then notify a utility of potential excavations near their facilities.

**Comprehensive Plan Amendments:** The Lafayette Route 11/460 Corridor Plan was adopted as part of the Comprehensive plan.

**Zoning Ordinance Amendments:** Several sections of the zoning ordinance were reviewed and revised this year including: 10-37 (Floodplain regulations); Sections 10-21 through 10-25, Sections 10-28 through 10-31, Sections 10-33, 10-34 and Section 10-61 (Kennel regulations); and Section 10-44 (Paving Requirements). Staff will continue to work on small wind, landscaping, and residential chicken ordinance regulations during 2013.

### **NRVPDC Project Collaboration:**

Montgomery County Planning staff collaborated with the New River Valley Planning District Commission to develop Safe Routes To School Travel Plans for the Auburn School Strand and Belview Elementary School. The travel plans received approval from the Virginia Department of Transportation. Grant applications will be submitted in early 2013 to begin implementation of the approved plans. Staff has been participating in work groups for the Livability Initiative since 2011 and will continue their participation in 2013.

**Agricultural and Forestal Districts:** The Agricultural and Forestal Committee met in August 2012 to review the renewal of 9,820 acres of land in Agricultural and Forestal Districts 3 (Little River), 4 (Silver Lake Rd), and 5 (Riner). The Board of Supervisors approved the renewal of the districts on November 14, 2012. AFD Districts 3, 4, and 5 will remain in effect until December 31, 2020. In 2013 the AFD Committee will review the renewal of AFD 7 (Wilson Creek/Den Creek), 9 (Elliston/Peddler Hills), and 10 (Mount Tabor Road).

It is with much sadness that we report Montgomery County lost two great men and public servants in 2012.



Mr. Malvin "Pug" Wells served on the Montgomery County Planning Commission from September 1981 to May 2005 and January 2006 to March 2012. During his years on the commission, he served as chairman in 1987, 1988, 1998, and 1999. In addition to his service on the Planning Commission, Mr. Wells was a founding member of the Elliston Volunteer Fire Department, served on the Montgomery-Blacksburg Local Emergency Planning Committee (LEPC), Montgomery County Fire & Rescue Association, Virginia Fire Service Council, and the Montgomery County Towing Advisory Board.

Mr. Walter "Walt" Haynes served on the Montgomery County Planning Commission from March 2005 until June 2012. He served as chairman in 2012 and vice-chairman in 2008, 2009, and 2011. During his service on the planning commission, Mr. Haynes served as a liaison to the Montgomery County Parks and Recreation Committee and the Blacksburg Planning Commission.



## 2012 Annual Report

In addition to major projects that staff work on throughout the year, Planning & GIS staff have diligently been working on everyday activities. A total of 366 predevelopment letters were processed and 244 of those were approved as zoning permits. Tables included below outline other daily and monthly activities of the department.

### Re-Zoning Requests

| Case Number   | Property Owner              | Request                        | Acres  | Outcome                |
|---------------|-----------------------------|--------------------------------|--------|------------------------|
| RZ-2012-09607 | Forest Hills At Belview, LP | Change in Proffered Conditions | 17.927 | Approved with proffers |

### Special Use Permit Requests

| Case Number    | Property Owner                 | Request                                       | Outcome                  |
|----------------|--------------------------------|---|--------------------------|
| SU-2012-09521  | Ancient Free & Accepted Masons | Civic Club                                    | Approved with conditions |
| *SU-2012-09713 | Norman Olmstead                | Accessory structure in excess of 1200 sq. ft. | Approved with conditions |
| SU-2012-09723  | Montgomery County              | Amend SUP Conditions                          | Approved with conditions |
| *SU-2012-09799 | Lon Kyle Farmer                | Accessory structure in excess of 1200 sq. ft. | Approved with conditions |
| *SU-2012-10054 | Timothy Linkous                | Accessory structure in excess of 1200 sq. ft. | Approved with conditions |
| SU-2012-10140  | James C. Tannahill             | Amend SUP Conditions                          | Approved with conditions |
| *SU-2012-10171 | David E. Helm                  | Accessory structure in excess of 1200 sq. ft. | Approved with conditions |
| *SU-2012-10244 | Merle D. Brumfield             | Accessory structure in excess of 1200 sq. ft. | Approved with conditions |

\*Denotes cases heard by Board of Zoning Appeals

### Subdivision Requests

| Subdivision Type         | No. Received | No. Approved | Pending | Withdrawn |
|--------------------------|--------------|--------------|---------|-----------|
| Major                    | 0            | 0            | 0       | 0         |
| Minor                    | 17           | 13           | 4       | 0         |
| Boundary Line Adjustment | 50           | 40           | 10      | 0         |
| Family                   | 6            | 5            | 1       | 0         |

### Board of Zoning Appeals

| Case Number    | Property Owner  | Request               | Outcome         |
|----------------|-----------------|-----------------------|-----------------|
| VAR-2012-10099 | Bernard LaFleur | Appeal of ZA Decision | Decision Upheld |

## 2012 Annual Report

### GIS AND MAPPING SERVICES

- ◆ Work with county departments and constitutional offices to deploy, enhance, train and use the updated Pictometry aerial imagery in office as well as field situations including public safety and fire/rescue vehicles.
- ◆ Converted selected mobile home park lot numbers to E911 addressing and assisted in private street naming.
- ◆ Worked with libraries to create and publicize family cemetery information.
- ◆ Began investigation to replace iGIS website with a cross platform (Apple, Android, & Windows) application for use with personal computers, tablets, and smart phones.
- ◆ Prepared mapping and detailed soil acreages for additional parcels for Commissioner of the Revenue's Land Use Value Assessment Program
- ◆ Assisted Montgomery County Public Schools Transportation and Facilities with GIS mapping, aerial imagery and data needs.
- ◆ Assisted Metropolitan Planning Organization and Technical Advisory Committee with boundary re-delineations based on 2010 Census
- ◆ Provided staff support to County Administration and Economic Development with property acquisitions and other projects.
- ◆ Provided citizens, taxpayers, realtors, appraisers, interested parties GIS data, maps, and E911 site addresses.
- ◆ Continue to market/leverage the County's investment in LIDAR, orthophoto and GIS data in order to maximize cost recovery, effectiveness and efficiency to the benefit of the taxpayers.
- ◆ Created and assigned E911 addresses and public road names
- ◆ Provided support for Voter Registrar – Precinct boundary and polling places Continue cemetery inventory for land development and subdivision requirements
- ◆ Updated billboards and signs inventory for inclusion into LDO and GIS.
- ◆ Assisted in cellular tower site plan review, viewshed mapping and telecommunication structures/provider database updates.
- ◆ Provided GIS and mapping support for the Sheriff's Office for monthly crime incidents, special events, task force, and Public Safety Answering Point dispatch GIS data updates.
- ◆ Continued to review and enter elevation certificates, LOMR's, LOMA's into GIS database and mapping layers
- ◆ Modified agricultural & forestal district GIS layers.
- ◆ Prepared supporting maps and modified GIS layers for revenue sharing and rural addition program
- ◆ Maintained iGIS website for external (general public) and internal inquiries
- ◆ Provided local GIS support for Virginia Game and Inland Fisheries Officers & US Marshals Office
- ◆ Participated in Virginia Geographic Information Network (VGIN) RFP writing and process to select a new statewide aerial imagery contractor for the commonwealth.

### LAND DEVELOPMENT OFFICE (LDO)

- ◆ Provided LDO Administration (creating user logins, table entry options, change requests for application customization, etc.)
- ◆ Helped design and implement the Field Data Application for Code Enforcement/Compliance and Building Permitting and Inspections.
- ◆ Worked to extend LDO to the Web to create a citizen access portal.
- ◆ Assisted Planning and Zoning staff in reviewing, organizing, and scanning legacy rezoning and special permits for entry or correction in LDO Further extended benefits and training of LDO end users for county departments, constitutional offices and where possible to the general public.
- ◆ Began investigation to implement a cross platform (Apple, Android, & Windows) LDO application for use with personal computers, tablets, and smart phones for rezoning and special use permits.

### NRV REGIONAL EMERGENCY COMMUNICATIONS AUTHORITY

- ◆ Provided regional radio communications support for public safety/fire & rescue radio system project for countywide radio propagation study and needs assessment, 18 GHz microwave backup link move and realignment. Also provided communication and GIS logistical implementation support for new Blacksburg-VT UHF radio system and associated frequency coordination and FCC licensing.
- ◆ Administration and project management of VITA Wireless Board PSAP 2013-14 Grant for GIS data merging and near real time updates with our towns and Virginia Tech for the Authority's benefit.

# 2012 Annual Report

**Ongoing Training:** Michael Reilly, David Moore, Cindy Disney, Robert Miller, Steven Sandy, and Dari Jenkins attended the CPEAV Land Use and Zoning Conference. Joel Donahue attended the CPEAV Planning and Zoning Legal Seminar. Brea Hopkins and Steven Sandy attended the VAZO Fall Conference. Steven Sandy attended the Rural Planning Caucus Conference. Cindy Disney successfully completed the CPEAV Planning Commissioner Training Program. John Tuttle, Bryan Rice, Joel Donahue, Cindy Disney, Dari Jenkins, and Steve Sandy attended the annual Planning Commissioners' Dinner.

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Congratulations to Mrs. Jamie MacLean, Development Planner, on the birth of her daughter, Audrey!  
Jamie has chosen to be a full-time mom and will be greatly missed by everyone!

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Montgomery County currently lags behind the selected neighboring localities in collected meals and transient occupancy taxes, but performs relatively well with sales tax. The County receives 1% of all sales tax generated in the County, and one-half of this 1% is distributed between the County and the Towns of Blacksburg and Christiansburg on the basis of school age population (Town of Blacksburg). This explains why Montgomery County's Sales Tax revenue figure appears to be inordinately high in comparison to the two towns. With full and successful build-out of the Ironto and Radford exits, the County could expect these coffers to increase dramatically.

DRAFT