AGENDA

REGULAR MEETING OF TOWN COUNCIL

CHRISTIANSBURG TOWN HALL

100 EAST MAIN STREET

NOVEMBER 27, 2018 – 7:00 P.M.

<u>REGULAR MEETING</u>

I. <u>CALL TO ORDER</u>

   A.  Moment of Reflection
   B.  Pledge of Allegiance

II. <u>ADJUSTMENT OF THE AGENDA</u>

III. <u>PUBLIC HEARINGS</u>

IV. <u>CONSENT AGENDA</u>

   A.  Council meeting minutes of November 13, 2018.

   B.  Monthly bill list.

   C.  Schedule Public Hearing for December 11, 2018 for 2017 Consolidated Annual Performance and Evaluation Report (CAPER) as required for Community Development Block Grant (CDBG) funding by the U.S. Department of Housing and Urban Development (HUD).

   D.  Approval of a contract with TBS Construction, LLC, in the amount of $383,995, for rescue renovations.

   E.  Contract award in the amount of $599,967.00 to E.C. Pace Company, Inc. for construction of the Downtown Drainage Improvements:  North Franklin Street Project."

V. <u>INTRODUCTIONS AND PRESENTATIONS</u>

   A.  Introduction of new employees
       1.  Michael Huesman, Public Works
           -  Ron Goodson, Maintenance Worker, ROW
           -  Matt Stump, Maintenance Worker, ROW

2. Patricia Colatosti, Engineering
   - Cole Hammonds, Environmental Inspector

3. Mark Sisson, Police Department
   - Eric McClanahan, Patrol Officer
   - Timothy Haidle, Patrol Officer
   - Ethan Havens, Patrol Officer

4. Val Tweedie, Finance Department
   - Andrew Spitzer, Clerk/Cashier

B. Montgomery Tourism Development Council Executive Director Lisa Bleakley to provide update on tourism efforts.


VI. CITIZEN COMMENTS


VII. COMMITTEE REPORTS

A. Collins and Stipes – Street Committee report/recommendation on:
   1. Plat from records showing New Public and Private Easements on Tax Map #436-5-1 and #436-5-C, C-1 (Market Place Redevelopment Phase 1).


VIII. DISCUSSION AND ACTION BY MAYOR AND COUNCIL

A. Council action on:

   1. Conditional Use Permit request the Christiansburg Presbyterian Church, for an electronic messaging sign located at 107 W. Main Street (tax map nos. 526-A-203, 206) in the B-2, Central Business District. The Public Hearing was held November 13, 2018.

   2. Conditional Use Permit request by David P. Hill, agent for Junkin Street Partners LLC for a Planned Housing Development to consist of a multiple-family dwelling with up to 20 dwelling units on an approximately 1.031-acre parcel (tax map no. 527-12-7) located at 200 Junkin Street, N.E. in the R-3, Multi-Family Residential District. The property is designated as Residential on the Future Land Use Map of the 2013 Christiansburg Comprehensive Plan. The Public Hearing was held November 13, 2018.

B. Consideration of proposed Christiansburg Aquatic Center membership fee structure.

C. Customer Service.


IX. STAFF REPORTS

A. Town Manager

B. Town Attorney

C. Other Staff

X.  COUNCIL REPORTS


XI.  OTHER BUSINESS


XII.  ADJOURNMENT


Upcoming meetings:
December 11, 2018 – Regular meeting
January 8, 2019 – Regular meeting

| TOWN OF CHRISTIANSBURG | PAY DATE 11-30-2018 | |
|---|---|---|
| **BILLS TO BE PAID FOR THE MONTHS OF** | **OCTOBER AND NOVEMBER** | |
| 1ST CHOICE SHREDDING, INC | 600.00 | |
| A MORTON THOMAS AND ASSOCIATES, INC | 25,626.21 | ENGINEERING SERVICES HANS MEADOW, RIGBY ELLETT, STREET RECONSTRUCTION SERVICES |
| ACTIVE NETWORK, LLC | 708.40 | |
| ADAMS CONSTRUCTION CO. | 1,188.29 | |
| AMERICAN RAMP COMPANY | 446.90 | |
| AMERICAN RED CROSS-HEALTH & SAFETY SERVICES | 296.00 | |
| ANGLE FLORIST | 180.00 | |
| ANN SANDBROOK | 60.00 | PLANNING COMMISSION |
| ARC3 GASES | 182.59 | |
| ASHLEY BRIGGS | 180.00 | PLANNING COMMISSION |
| ATLANTIC COAST TOYOTALIFT | 139.34 | |
| ATLANTIC EMERGENCY SOLUTIONS, INC | 9,165.58 | REPAIR LADDER TRUCK FIRE DEPT |
| ATLANTIC UTILITY SOLUTIONS,INC | 3,120.00 | 16 NEW WATER METERS |
| AUTO ZONE, INC | 9.18 | |
| BANE OIL COMPANY, INC | 2,561.32 | OFF ROAD DIESEL |
| BLACKBERRY MULCH | 46.80 | |
| BLUE 360 MEDIA, LLC | 234.36 | |
| BMG METALS INC | 156.76 | |
| BOUND TREE MEDICAL, LLC | 805.70 | |
| BRACKENS TROUT HATCHERY | 1,000.00 | FISHING RODEO PARKS AND RECREATION |
| BRAME SPECIALTY COMPANY INC. | 453.22 | |
| BSN SPORTS COLLEGIATE PACIFIC | 2,183.54 | FALL BASEBALL HATS PARKS AND RECREATION |
| BUSINESS ORIENTED SOFTWARE SOLUTIONS, INC | 8,128.00 | BOSS DESK IT SOFTWARE SYSTEM FOR WORK ORDERS |
| CAPITAL LIGHTING & SUPPLY, LLC | 225.39 | |
| CARDINAL BLUEPRINTERS, INC. | 400.00 | |
| CARDINAL RUBBER & SEAL INC. | 163.20 | |
| CAROTEK, INC. | 5,367.53 | PUMP REPAIR AQUATICS |
| CARTER MACHINERY | 1,399.16 | |
| CATHERINE CLIFTON | 180.00 | PLANNING COMMISSION |
| CAVALIER EQUIPMENT CORPORATION | 475.90 | |
| CHA CONSULTING INC | 9,276.61 | ENGINEERING SERVICES COLLEGE ST SANITARY SEWER, BIOSOLID MANAGEMENT |
| CHRISTIANSBURG INTERNAL MEDICINE | 40.00 | |
| CMC SUPPLY, INC. | 2,463.29 | PIPES FITTINGS SUPPLIES FOR WATER AND WASTE WATER |
| COLORADO TIME SYSTEMS | 900.00 | |
| CONSTRUCTION SERVICES | 248.50 | |
| CORE & MAIN LP | 1,650.45 | LIDS AND RISERS WATER DEPT |
| CRAIG STEWART MOORE | 120.00 | PLANNING COMMISSION |
| CRAIG'S FIREARM SUPPLY, INC | 2,111.94 | POLICE DEPT SUPPLIES |
| CRASH DATA GROUP INC | 3,425.00 | |
| CROW'S NEST GREENHOUSES | 75.65 | |
| CURTIS BAY MEDICAL WASTE VIRGINIA, LLC | 219.94 | |
| D J R ENTERPRISES | 586.34 | |
| DALY COMPUTERS, INC. | 53,035.65 | 9 LAP TOPS PD |
| DATA MANAGEMENT, INC | 1,213.80 | |
| DCI/SHIRES, INC | 275,200.35 | CONSTRUCTION CHURCH RIGBY ELLLETT |
| DIRECT SPORTS, INC. | 101.97 | |
| DUNCAN FORD MAZDA | 1,451.58 | |
| DYNAMIC DATA SYSTEMS, LLC | 354.00 | |
| EAST COAST EMERGENCY VEHICLES, LLC | 1,110.13 | |
| ELECTRICAL EQUIPMENT COMPANY | 627.42 | |
| ELECTRICAL SUPPLY CO | 602.15 | |
| EMORY UNIVERSITY | 83.33 | |
| ENVIRONMENTAL LAND WASTE MANAGEMENT SERVICE, INC | 15,000.00 | BIOSOLID MANAGEMENT WWTF |
| ERNIE WADE | 60.00 | BOARD OF ZONING APPEALS |
| EVIDENT INC | 367.20 | |
| EXCEL TRUCK GROUP | 1,003.53 | |
| EXTRACTOR CORPORATION | 54.65 | |
| F & R ELECTRIC | 550.00 | |
| FASTENAL COMPANY | 482.10 | |
| FENTON PUMP SERVICE, INC | 325.00 | |
| FERGUSON ENTERPRISES, INC.#75 | 16,476.92 | PIPES AND FITTING, WATER AND SEWER |
| FIRE RESCUE AND TACTICAL, INC | 2,127.20 | UNIFORMS RESCUE AND FIRE |
| FIRE SAFETY PRODUCTS, INC | 860.00 | |
| FISHER AUTO PARTS, INC. | 1,005.85 | |
| FLEET PRIDE, INC | 1,856.54 | PARTS AND SUPPLIES FOR VEHICLE AND EQUIPMENT MAINTENANCE AND REPAIR |
| G/A SAFETY SUPPLY, INC | 616.20 | |
| GALLS, AN ARAMARK COMPANY | 2,425.64 | PD UNIFORMS AND SUPPLIES |

| TOWN OF CHRISTIANSBURG | PAY DATE 11-30-2018 | |
|---|---|---|
| BILLS TO BE PAID FOR THE MONTHS OF | OCTOBER AND NOVEMBER | |
| GAY AND NEEL, INC. | 1,065.00 | |
| GLOBAL EQUIPMENT CO. | 155.29 | |
| GODWIN MANUFACTURING CO.,INC. | 131.19 | |
| GRAINGER | 1,772.14 | PARTS AND SUPPLIES FOR WATER AND WASTE WATER |
| GRANTURK EQUIPMENT CO., INC | 169.61 | |
| HAJOCA CORPORATION | 188.15 | |
| HALL'S GARAGE DOORS, INC | 161.25 | |
| HANDY RENTALS, INC | 895.00 | |
| HARPER AND COMPANY INC. | 5,042.05 | CHEMICALS FOR AQUATICS |
| HAZEN AND SAWYER | 7,173.70 | ENGINEERING SERVICES UV SYSTEM WWTF |
| HIGH PEAK SPORTSWEAR, INC | 1,101.60 | VOLLEYBALL JERSEYS RECREATION |
| HOSE HOUSE, INC. | 386.08 | |
| INTERSTATE BATTERY SYSTEM OF ROANOKE VALLEY, INC | 245.90 | |
| INTOXIMETERS, INC. | 870.00 | |
| IWORQ SYSTEMS | 3,544.00 | SOFTWARE FOR PERMITS, AND CODE ENFORCEMENT |
| J ALPERIN CO INC | 93.36 | |
| JAMES C. STEWART | 60.00 | BOARD OF ZONING APPEALS |
| JAMES RIVER EQUIPMENT-SALEM | 3,047.37 | REPAIR 4WD LOADER PW |
| JAMES W. KIRK | 60.00 | BOARD OF ZONING APPEALS |
| JAMES W. VANHOOZIER | 60.00 | BOARD OF ZONING APPEALS |
| JEANANNE KNIES | 180.00 | PLANNING COMMISSION |
| JENNIFER SOWERS | 180.00 | PLANNING COMMISSION |
| JESSICA M. DAVIS | 120.00 | PLANNING COMMISSION |
| JJ KELLER & ASSOCIATES, INC | 4,818.00 | SUPPLIES AND MANUALS FOR HR |
| JOHNSON CONTROLS | 2,634.28 | ALARM SYSTEM RECREATION CENTER |
| K & N TOOLS, LLC | 807.42 | |
| KAREN L DRAKE-WHITNEY | 60.00 | BOARD OF ZONING APPEALS |
| KIMBALL MIDWEST | 406.24 | |
| KING-MOORE, INC | 2,400.00 | IT CONSULTING |
| KINGS TIRE SERVICE, INC | 1,174.00 | |
| KLA ENTERPRISES LLC | 809.60 | |
| L-3 COMMUNICATIONS-MOBILE VISION | 15,000.00 | MOBILE VISON FOR NEW PD VEHICLES |
| LANCASTER, INC. | 100.00 | |
| LANDSCAPE SUPPLY INC. | 1,159.00 | |
| LASER LABS, INC. | 405.00 | |
| LAWRENCE EQUIPMENT | 154.78 | |
| LEONARD ALUMINUM UTILITY BUILDINGSLLC | 30.00 | |
| LIBERTY FIRE SOLUTIONS, INC | 813.00 | |
| LITTLE RIVER POOL AND SPA, INC | 622.89 | |
| LYON METAL MFG OF VIRGINIA | 60.00 | |
| MARK CURTIS | 60.00 | PLANNING COMMISSION |
| MARLOWE BRENNAN HUTT | 370.00 | |
| MATTERN & CRAIG | 11,488.38 | ENGINEERING SERVICES HANS MEADOW DRAINAGE AND INDUSTRIAL PARK |
| MCCORMICK TAYLOR, INC | 12,887.60 | ENGINEERING SERVICES NFRANKLIN AND CAMBRIA INTERSECTION |
| MCDONOUGH BOLYARD PECK, INC | 4,774.00 | INSPECTION SERVICES QUINN STUART BLVD |
| MEDEXPRESS URGENT CARE, P.C. - VIRGINIA | 802.50 | |
| MONTGOMERY DISTRIBUTORS | 2,600.60 | SAFETY SUPPLIES |
| MOORE'S BODY & MECHANICAL SHOP, INC | 1,999.00 | REPAIRS PD VEHICLES |
| MOTION INDUSTRIES, INC. | 621.86 | |
| MUNICIPAL CODE CORP. | 4,075.35 | SUPPLEMENTAL PAGES FOR TOWN ORDINANCES |
| NATIONAL POOLS OF ROANOKE,INC. | 16,541.54 | UV CABINET CONTROLLER AQUATICS |
| NEW RIVER ENGRAVING | 18.00 | |
| NEW RIVER GLASS | 385.52 | |
| NEW RIVER OFFICE SUPPLY | 366.89 | |
| NORTHERN SAFETY CO., INC. | 297.67 | |
| NORTHWEST HARDWARE CO INC | 248.48 | |
| OLD DOMINION BRUSH | 687.28 | |
| OLD TOWN PRINTING & COPYING | 316.65 | |
| O'REILLY AUTO PARTS | 24.56 | |
| PADDOCK CONSTRUCTION INC | 62,494.00 | STARTING PLATFORMS AQUATICS |
| PCM-G | 13,368.75 | SOFTWARE FOR SECURITY IT |
| PEED & BORTZ, L.L.C. | 1,250.00 | |
| POWER ZONE | 135.83 | |
| PRECISION GLASS & UPH. INC. | 120.00 | |
| PRINTECH INC. | 1,317.60 | |
| PRO CHEM INC | 250.97 | |
| PROFESSIONAL COMMUNICATIONS | 6,076.00 | 10 NEW RADIOS AND MAINTENANCE FOR VCIN TERMINAL |

| TOWN OF CHRISTIANSBURG | PAY DATE 11-30-2018 | |
|---|---|---|
| **BILLS TO BE PAID FOR THE MONTHS OF** | **OCTOBER AND NOVEMBER** | |
| QUALITY TIRE & BRAKE SERVICE | 3,132.00 | NEW TIRES AND REPAIRS |
| RADWELL INTERNATIONAL, INC | 132.44 | |
| RICHARD HILDING JOHNSON | 210.00 | PLANNING COMMISSION |
| ROBERTS OXYGEN COMPANY, INC | 555.36 | |
| ROCAN INDUSTRIAL PRODUCTS, INC | 1,575.08 | SUPPLIES RESCUE |
| SANICO, INC | 5,350.61 | JANITORIAL SUPPLIES |
| SCHIPPER & CO USA, INC | 449.90 | |
| SERVICEMASTER COMMERCIAL CLEANING | 7,258.00 | COMMERCIAL CLEANING AQUATICS CENTER |
| SHEEHY AUTO STORES | 945.00 | |
| SHELOR MOTOR MILE | 2,276.85 | VEHICLE REPAIRS |
| SHERWIN-WILLIAMS | 94.34 | |
| SHRED-IT US JV LLC | 159.65 | |
| SIGN SYSTEMS, INC | 20.00 | |
| SMITH TURF & IRRIGATION, LLC | 2,552.80 | FINISH GRADER FOR PARKS AND RECREATIONS FIELD MAINTENANCE |
| SNAP-ON TOOLS | 1,183.75 | |
| SOUTHEASTERN EMPLOYERS SERVICE CORPORATION | 10,000.00 | COMPENSATION STUDY |
| SOUTHERN AIR, INC | 4,732.10 | PREVENTATIVE MAINTENANCE AND REPAIRS |
| SOUTHERN REFRIGERATION CORP. | 429.32 | |
| SOUTHERN STATES | 785.84 | |
| STATE ELECTRIC SUPPLY CO.,INC. | 278.86 | |
| STEEL SERVICES, INC. | 122.46 | |
| SUBURBAN PROPANE, L.P. | 1,327.73 | |
| SUNAPSYS, INC | 21,570.80 | SCADA SYSTEM WASTE WATER |
| TAYLOR OFFICE & ART SUPPLY,INC | 3,005.27 | OFFICE SUPPLIES VARIOUS DEPARTMENTS |
| TECH EXPRESS, INC. | 1,813.57 | WELCOME BOOKLETS |
| TEMPLETON-VEST | 502.56 | |
| TENCARVA MACHINERY CO. | 1,347.33 | |
| THE CFS GROUP BLUE RIDGE DISPOSAL & RECYCLING SERVICES LLC | 220.00 | |
| THE KERCHER GROUP, INC | 767.40 | |
| THOMPSON & LITTON, INC | 725.65 | |
| THOMPSON TIRE & MUFFLER | 1,213.42 | |
| UNIFIRST CORPORATION | 5,629.32 | UNIFORMS PW |
| UPS | 2.58 | |
| US FOOD SERVICE | 58.77 | |
| USA BLUE BOOK | 1,682.49 | SUPPLIES WWTF |
| VA PUBLIC WORKS EQUIPMENT CO | 101.78 | |
| VALLEY EQUIPMENT CENTER | 174.57 | |
| VIRGINIA EVERYWHERE LLC | 275.00 | |
| WADES FOODS INC. | 270.19 | |
| WEST END ANIMAL CLINIC, INC | 513.69 | |
| WESTERN BRANCH DIESEL, INC. | 6,908.21 | REPAIRS TO 2000 PIERCE FIRE TRUCK |
| WETLAND SOLUTIONS INC | 5,978.18 | PROFESSIONAL SERVICES TOWN BRANCH |
| WILSON BROTHERS INCORPORATED | 11,909.76 | VARIOUS PARTS AND SUPPLIES FOR VEHICLE AND EQUIPMENT REPAIR AND MAINTENANCE AND 10928 FOR LIFT INSTALLED IN FLEET MAINTENANCE BUILDING |
| WITMER PUBLIC SAFETY GROUP, INC | 1,595.00 | FIRE DEPT SIREN |
| WORDSPRINT | 377.97 | |
| | | |
| **TOTAL BILLS TO BE PAID** | **775,742.83** | PAY DATE 11-30-2018 |

**TOWN OF CHRISTIANSBURG**
**BILLS PAID DURING THE MONTH OF**      **OCTOBER AND NOVEMBER**
**SPECIAL REVENUE FUNDS**

| VENDOR | AMOUNT PAID | DESCRIPTION |
|---|---|---|
| NAFECO | 100.65 | |
| NRV COMMUNITY SERVICES | 13,995.64 | NRVCIT - New River Valley Crisis Intervention Team Expenses |
| TOTAL CAR CARE & TOWING | 1,039.57 | Oil change, state inspections, towing |
| USPS POSTMASTER | 500.00 | |
| | | |
| | | |
| **TOTAL PAID BILLS** | **15,635.86** | |

| VENDOR | AMOUNT PAID | DESCRIPTION |
|---|---|---|
| **TOWN OF CHRISTIANSBURG** | | |
| **BILLS PAID DURING THE MONTH** | **OCTOBER AND NOVEMBER** | |
| | | |
| ABS TECHNOLOGY ARCHITECTS | 1,360.00 | TECHNOLOGY SUPPORT |
| ADVANCE AUTO PARTS | 1,565.80 | PARTS FOR REPAIRS OF VEHICLES AND EQUIPMENT |
| AIRGAS NATIONAL CARBONATION | 477.00 | CARBON DIOXIDE GAS FOR AQUATICS |
| ADAMS CONSTRUCTION | 890.31 | GRAVEL |
| ALLSTATE INSURANCE | 3,832.59 | EMPLOYEE PAID INSURANCE |
| AMERICAN MINE RESEARCH INC | 720.37 | |
| ANTHEM BLUE CROSS BLUE SHEILD | 84,889.90 | HEALTH INSURANCE |
| ANTHEM LIFE INSURANCE | 3,057.92 | EMPLOYEE LIFE INSURANCE |
| APPALACHIAN POWER | 85,366.82 | TOWN WIDE UTILITY SERVICES |
| AT & T | 410.35 | |
| ATLANTIC UTILITY SOLUTIONS INC | 3,705.00 | 19 LARGE METERS |
| ATMOS ENERGY | 4,376.67 | TOWN WIDE GAS SERVICES |
| BELIVEAU ESTATE VINEYARD | 25.00 | FARMERS MARKET |
| BIRD AND HOPPER FARM | 15.00 | FARMERS MARKET |
| BLACKSTONE GRILL | 350.00 | MARKET AFTER DARK, FARMERS MARKET PROMOTION |
| BLUE RIDGE DISPOSAL & RECYCLING SERVICES LLC | | SLUDGE HAULING |
| BMS DIRECT | 16,938.96 | POSTAGE PRINTING WATER BILLS, TAX TICKETS |
| BRUCE CALDWELL | 235.00 | FARMERS MARKET |
| BRUGH COFFEE | 20.00 | FARMERS MARKET |
| CARDINAL TOOLS, SALES AND SERVICE INC | 1,407.00 | TOOLS AND SUPPLIES PW |
| CARDMEMBER SERVICES | 65,744.18 | SUPPLIES EQ 26492.48  DUES 1.106.00  SCHOOLS  9,769.99. TRAVEL 24,347.10 SOFTWARE 1464.92  UNIFORMS 1,435.25  RECRUITING RETENTION FIRE RESCUE 1,128.44   2 MONTHS BILLS |
| CHANDLER CONCRETE | 9.00 | PUBLIC WORKS REPAIRS |
| CRYSTAL SPRINGS | 232.79 | |
| CITIZENS | 3,925.00 | INTERNET |
| COGSDALE SYSTEMS INC | 8,910.00 | SOFTWARE SUPPORT AND TRAINING |
| CURTIS, CHAD | 1,400.00 | TEMPORARY CONSTRUCTION EASEMENT HBTIII |
| DONS AUTO CLINIC | 2,639.06 | VEHICLE REPAIRS AND MAINTENANCE |
| DTNLLC | 296.00 | |
| DUES AND MEMBERSHIPS | 575.00 | RESCUE 125 HR 350 fire 50 fin 50 |
| EMS MANAGEMENT | 1,352.04 | COLLECTIONS FEES |
| EXPRESS SERVICES INC | 11,686.97 | SEASONAL EMPLOYEES |
| FEDERAL EXPRESS CORPORATION | 88.96 | |
| FITNESS CONCEPTS | 5,865.00 | RECREATION EQUIPMENT MAINTENANCE |
| GEORGE HALL | 30.00 | FARMERS MARKET |
| GRATEFUL BREAD | 20.00 | FARMERS MARKET |
| HI D HO DOG TRAINING, INC | 2,665.00 | REC DOG TRAINING CLASS |
| JENNIFER BEAN | 15.00 | FARMERS MARKET |
| JORDAN OIL CO | 1,343.20 | FUEL FIRE STATION |
| LOWE'S HOME CENTERS INC | 669.67 | |
| LUMOS NETWORKS INC | 1,036.90 | PHONE SERVICE |
| MANSFIELD OIL | 1,596.32 | FUEL PURCHASES PW |
| MONTGOMERY COUNTY CHAMBER OF COMMERCE | 2,400.00 | CHAMBER MEMBERSHIP AND ANNUAL MEETING |
| MONTGOMERY REGIONAL SOLID WASTE AUTHORITY | 53,994.04 | TIPPING FEES FOR SOLID WASTE SERVICES 2 MONTHS |
| MOUNTAIN VIEW HOPS LLC | 55.00 | FARMERS MARKET |
| NETWORKFLEET INC | 574.70 | |
| NEW RIVER VALLEY PIZZA | 160.97 | |
| NIKKI PYNN | 100.00 | SIDEWALK ART |
| NORTHERN TOOL & EQUIPMENT | 105.94 | |
| PETTY CASH | 315.85 | |
| POWERZONE | 1,758.65 | EQUIPMENT REPAIR AND PARTS |
| PROJECT GRAPHICS | 1,012.93 | BALANCE SPRING BANNERS |
| RBS PROPERTIES VA INC BROOKHOLLOW ASSOCIATES LLC | 508,660.00 | NFRANKLIN CAMBRIA EASEMENTS/RIGHT OF WAY |
| REDLINE TIRE AND LUBE | 36.95 | |
| REFUND FEES REC DEPT | 444.00 | |

| TOWN OF CHRISTIANSBURG | | |
|---|---|---|
| BILLS PAID DURING THE MONTH | OCTOBER AND NOVEMBER | |
| | | |
| VENDOR | AMOUNT PAID | DESCRIPTION |
| REFUND AQUATICS | 50.00 | |
| REFUND TAXES | 54.03 | |
| REFUND WATER/SEWER | 484.16 | |
| R.E. MICHEL COMPANY LLC | 902.42 | |
| REIMBURSEMENT EMPLOYEES | 260.98 | |
| ROANOKE TIMES | 1,911.40 | ADVERTISNG, JOBS PUBLIC HEARINGS ETC |
| ROGER JORDAN ROLLER JR | 60.00 | AUATICS AQUARIUM MAINTENANCE |
| ROLLER VENTURES | 30.00 | |
| SALEM STONE | 152.27 | SAND GRAVEL ETC FOR STREET AND WATER REPAIRS. |
| SAMS CLUB | 1,573.73 | PARKS AND REC SUPPLIES |
| SCHINDLER ELEVATOR CORPORATION | 1,383.00 | MAINTENANCE ON ALL TOWN ELEVATORS |
| SCHOOLS | 4,140.00 | ENG 275 rescue 1350 BLDG 60 HR 1845 PD 295  PW 315 |
| SHENTEL | 374.86 | |
| SHEPARD, KATHRYN ANN | 200.00 | MURALS ON CAMBRIA |
| SISSON&RYAN LLC | 2,289.79 | SAND GRAVEL ETC FOR STREET AND WATER REPAIRS. |
| SOUTH EASTERN SECURITY CONSULTANTS | 720.00 | |
| SPEEDWAY | 27,268.31 | FUEL TOWN VEHICLES |
| STAND ENERGY | 3,859.44 | NATURAL GAS FOR AQUATIC CENTER |
| STUMP RIDGE FARM LLC | 10.00 | FARMERS MARKET |
| SUPER SHOES STORES INC | 61.59 | |
| TRAVEL | 9,226.27 | HR 646.15 RESCYE 3092.14 PD 1160 REC 868.15 ADM 881.51 AQ 406.16 IT 103.67 FIRE 346.50 FIN 801.50 ENG 920.49 |
| TREASURER OF VIRGINIA | 5,616.03 | QUARTERLY BLDING LEVY 1089.82  VEC 951.21  ms4 permit 3000 DMV STOPS 575 |
| U.S. CELLULAR | 121.69 | |
| VA ASSOC OF COUNTIES GROUP INSURANCE | 8,869.10 | WORK COMP AND SHORT TERM DISABILITY 1163.10 |
| VERIZON | 8,591.35 | PHONE LINES |
| VERIZON WIRELESS | 6,618.38 | CELL PHONES AND TABLETS |
| VIRGINIA ASSOCIATION OF VOLUNTEER RESCUE SQUADS | 375.00 | |
| VIRGINIA MEDIA | 499.50 | JOB POSTINGS, PUBLIC HEARINGS ETC |
| WEEPING WILLOW FARM | 25.00 | FARMERS MARKET |
| WEST PUBLISHING COMPANY | 119.04 | |
| | | |
| TOTAL SPECIAL REVENUE BILLS PAID | 15,635.86 | |
| TOTAL PAID BILLS | 975,210.15 | |
| BILLS TO BE PAID | 775,742.83 | |
| GRAND TOTAL | 1,766,588.84 | |

**TOWN OF CHRISTIANSBURG**
**TOWN COUNCIL**
**AGENDA COVER SHEET**

**AGENDA LOCATION:**     Consent Agenda          <u>**Meeting Date:**</u> **November 27, 2018**

**ITEM TITLE:** Contract for Christiansburg Rescue Renovation

**DESCRIPTION:** To submit a contract with TBS Construction, LLC, for renovations at Rescue in the amount of $383,995.

**POTENTIAL ACTION:** Approval

**DEPARTMENT:** Finance/Purchasing                    **PRESENTER:**

**ITEM HISTORY:** Item approved per 2019 capital budget.

**Information Provided:**
https://christiansburg.box.com/s/y6myxob6ualoazvi3pkavgsblczga7op

**TOWN OF CHRISTIANSBURG**
**TOWN COUNCIL**
**AGENDA COVER SHEET**

**AGENDA LOCATION:**                                      **Meeting Date:**
Consent Agenda                                            November 27, 2018


**ITEM TITLE:**
    Downtown Drainage Improvements:  North Franklin Street
    EC Pace


**DESCRIPTION:**
    Contract award in the amount of $599,967.00 to E.C. Pace Company, Inc. for construction of the
Downtown Drainage Improvements:  North Franklin Street Project.


**POTENTIAL ACTION:**
    Approve Notice of Award and authorize the Town Manager to enter into Contract for the
referenced Work.


**DEPARTMENT:**                                           **PRESENTER:**
Engineering                                               Wayne Nelson


**ITEM HISTORY:**
NA


**Information Provided:**
    Notice of Award; Bid Opening Tabulation

# Notice of Award

Date: 11/20/2018

| | |
|---|---|
| Project: Downtown Drainage Improvements: North Franklin Street | |
| Owner: The Town of Christiansburg | Owner's Contract No.: 02083 |
| Contract: Downtown Drainage Improvements: North Franklin Street | Engineer's Project No.: 2784.0 |
| Bidder: E.C. Pace Company, Inc. | |
| Bidder's Address: P.O. Box 12685, Roanoke, VA 24027 | |

You are notified that your Bid dated November 8, 2018 for the above Contract has been considered.  You are the Successful Bidder and are awarded a Contract for the construction of approximately 710 linear feet of dual 42-inch storm drain pipe along North Franklin Street in the Town of Christiansburg, including the removal of a portion of an existing 4'x3' box culvert to be replaced by the proposed storm drain pipes, relocating existing utilities to avoid conflicts with the proposed storm drain, pavement and sidewalk patch and repair along the proposed storm drain alignment, as well as traffic control needed to complete the proposed work.

The Contract Price of your Contract is Five Hundred Ninety-Nine Thousand, Nine Hundred Sixty-Seven and No Cents Dollars ($599,967.00) Subject to unit prices.

5 copies of the proposed Contract Documents (except Drawings) accompany this Notice of Award.

5 sets of the Drawings will be delivered separately or otherwise made available to you immediately.

You must comply with the following conditions precedent within [15] days of the date you receive this Notice of Award.

1. Deliver to the Owner [5] fully executed counterparts of the Contract Documents.

2. Deliver with the executed Contract Documents the Contract security [Bonds] as specified in the Instructions to Bidders (Article 20), General Conditions (Paragraph 5.01), and Supplementary Conditions (Paragraph SC-5.01).

3. Other conditions precedent:
   None

Failure to comply with these conditions within the time specified will entitle Owner to consider you in default, annul this Notice of Award, and declare your Bid security forfeited.

Within ten days after you comply with the above conditions, Owner will return to you one fully executed counterpart of the Contract Documents.

<div style="text-align:right">

The Town of Christiansburg
Owner
By:_____
Authorized Signature

_____
Title
</div>

Copy to Engineer

## North Franklin Drainage Improvements
### Bid Opening Log
### November 8, 2018

| Bidder | Bid Price |
|---|---|
| King General Contractors | $ 997,070.48 |
| Allegheny Construction Co. | $ 1,188,060 |
| DCI/Shires | $ 1,297,900 |
| E C Pace | $ 599,967 |
| DLB Enterprises | $ 881,817 |
| S.C. Rossi + Co. | $ 1,000,000 |
| HT Bowling, Inc | $ 1,384,175.50 |
| | |

**Virginia**Tech®
Pamplin College of Business

# MONTGOMERY COUNTY, VIRGINIA

# KEY PERFORMANCE INDICATORS, MARKETING RESEARCH, AND VISITOR PROFILING

# 2017 FINDINGS

Prepared by:

Vincent Magnini, Ph.D.
Email: magnini@vt.edu
Tel: 540-553-5594

Delivered:
April 2018

## TABLE OF CONTENTS

# DISCLAIMER

**Forward-Looking Statements Disclaimer/Risk and Uncertainties:**

Some of the statements in this report that are not historical facts are "forward-looking statements."

Such forward-looking statements are associated with certain risks and uncertainties which could cause actual outcomes to differ substantially from those predicted in this report.

Visitors to Montgomery County, Virginia during 2017 were surveyed to monitor the destination's key performance indicators (KPIs) as well as to gain an enhanced understanding of important marketing-related variables. A total of 291 usable surveys were collected. Now that this surveying program has been implemented for two years, it is possible to confidently profile who visits Montgomery County. As seen in the below key marketing takeaways (KMTs), this study also yielded useful consumer behavior findings that can be used to continually refine Montgomery County's marketing initiatives.

**Overarching Results:**
**An important finding is that visitors to Montgomery County in 2017 were satisfied with their experiences. Specifically, 84 percent reported being either 'satisfied' or 'very satisfied.' Moreover, approximately 8 out of 10 visitors during 2017 would be 'extremely likely' or 'somewhat likely' to recommend the destination.**

Based upon the findings to the marketing-related questions, this report offers a number of implications that are summarized in the following key marketing takeaways (KMTs).[1] These KMTs provide concrete and actionable guidance for attracting new visitors and for stimulating existing patrons to visit more often.

KMT #1: The volume of visitors to Montgomery County who participate in both day and overnight visits is equal to or greater than the combined number of individuals who visit only for the day or only for overnight occasions.

KMT #2: Of overnight visitors, the most common stay length is two nights.

KMT #3: Most visitors to Montgomery County visit for leisure.

KMT #4: In terms of volume, university-related business visits outweigh non-university related business visits.

KMT #5: Approximately two-thirds of visitors to Montgomery County are married or in life partnerships.

KMT #6: Approximately one-half of visitors to Montgomery County are parents of which about twice as many have children under 18 in comparison to children over 18.

KMT #7: As a tourism destination, Montgomery County does not have a dominant source market. Thus, when attracting leisure travelers, marketing channels such as Facebook that are not constrained geographically should yield a higher ROI than geographic-based campaigns.

---

[1] Throughout this report, the following acronyms are used:
KMT = Key marketing takeaway
KPI = Key performance indicator

KMT #8: Those visiting Montgomery County with children are slightly less satisfied with their experiences at the destination than parties not containing children.

KMT #9: The primary decision-maker in visiting parties is equally split between females and males for Montgomery County. For most other destinations the ratio is typically 3-to-5 female with regard to primary decision-makers.

KMT #10: The most common information source used by guests when deciding to visit is Facebook. Montgomery County tourism should continue to have a strong Facebook presence. When loyal visitors 'like' a Facebook posting involving Montgomery County tourism, this is a prime opportunity to win new visitors because this electronic word-of-mouth is perceived by consumers as being more genuine than forms of paid advertising.

KMT #11: Positive word-of-mouth and memories of past trips round-out the top information channels. Thus, a honed customer service culture is the best marketing tool that Montgomery County could possibly invest in. Visitor surprise workshops might prove useful in driving home the importance of service performance in frontline interactions.

KMT #12: Because visitors' guides are the 4th most frequently used information sources, the newly developed visitors' guides appear to be a wise use of resources for the destination.

KMT #13: TripAdvisor emerges 5th on the list of most frequently used information sources, but it deserves additional attention due to its growing influence among new visitors to Montgomery County. Research demonstrates that visitors with two or fewer years of history visiting a destination are twice as likely to consider TripAdvisor reviews than visitors with longer visitation histories. As a reference source, the 2016 report offers a series of best practice tips for how destinations can post responses on TripAdvisor.

KMT #14: The primary competitors of Montgomery County are other Virginia towns/cities along the I-81 corridor between Winchester and the New River Valley that have:
1) scenic vistas; and
2) good in-class accommodations and restaurants

KMT #15: Montgomery County is the sole trip destination for approximately 8 out of 10 of its visitors.

KMT #16: Events / Festivals and further development of the area's culinary scene would entice visitors to come more often.

# SECTION 1

## PURPOSE AND DESIGN

Within the context of Montgomery County, Virginia, the purpose of this study is to:

➢ Profile visitors during 2017 (e.g. who visited and why);

➢ Extend existing understanding of the nature of visitor demand (e.g. information sources considered; destination pull factors, etc…) and to translate this information into a series of key marketing takeaways (KMTs).

➢ Monitor the key performance indicators (KPIs) for Montgomery County tourism that were established in 2016; and

➢ Measure visitors' perceptions regarding the newly created DMO website (www.gotomontva.com).

To achieve this purpose, 262 surveys were collected from individuals who visited Montgomery County, Virginia during AY2016.

There were four methods of data collection. First, DMO staff conducted face-to-face visitor surveying at a select number of local events. Second, the link to the survey was positioned prominently on the DMO website (see Figure 1). Third, the survey link was sent to the DMO contact list and through its Facebook page. Fourth, the research team put a call out on Amazon's Mechanical Turk surveying tool seeking individuals who visited Montgomery County, Virginia within the past year.



**FIGURE 1: SURVEY LINK ON WWW.GOTOMONTVA.COM WEBSITE**
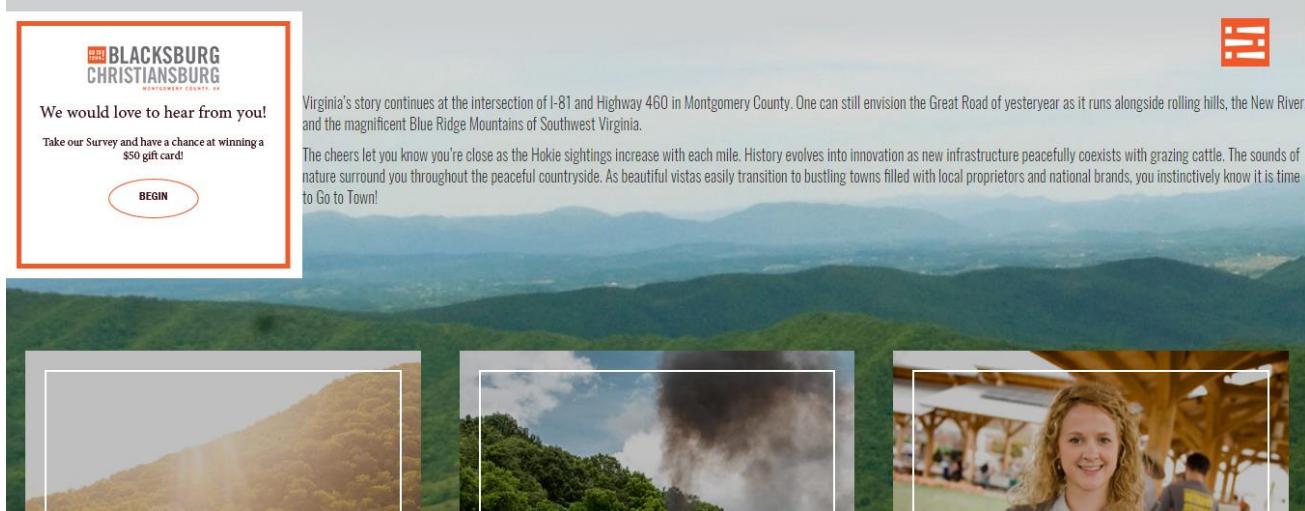
# SECTION 2

## VISITOR PROFILING RESULTS

It is thought that the survey sampling techniques used in this project have produced a representative sample of visitors.  Based upon this sample, a detailed profile of respondents was built in order to better understand who visited Montgomery County, Virginia during 2017.  There is one caveat:

Data set subdivision caveat:

With a total sample size of 291 respondents, caution should be exercised when interpreting the results of analyses that mandated subdividing the data set into sub-groups.  With the exception of segregated leisure travelers for certain statistics, subdividing the data was generally avoided for the analyses in this report.

Every research project has limitations.  Despite the sampling limitation listed above, this project has produced useful visitor profiles, key performance indicators (KPIs), as well as a number of important and actionable key marketing takeaways (KMTs).  This 2017 sample size is 10 percent larger than the sample size recorded in 2016.  Year-to-year comparisons are made for many of the metrics contained in this report.

# SECTION 2.1. VISIT FREQUENCY

With regard to visitation frequency, as indicated in Table 1, Montgomery County attracted a broad range of visitation frequency patterns during the past year. Approximately 45 percent visited more than once per year (2016 ≈ 40 percent); roughly 25 percent visited once per year (2016 ≈ 30 percent); and, about 30 percent visited less than once per year (2016 ≈ 30 percent). These year-to-year comparisons reveal multiple visit parties are increasingly relative to single visit parties. It would be prudent to analyze a 3rd year of visitor data before identifying a potential trend.

## TABLE 1: HOW OFTEN DO YOU TYPICALLY VISIT MONTGOMERY COUNTY, VA?
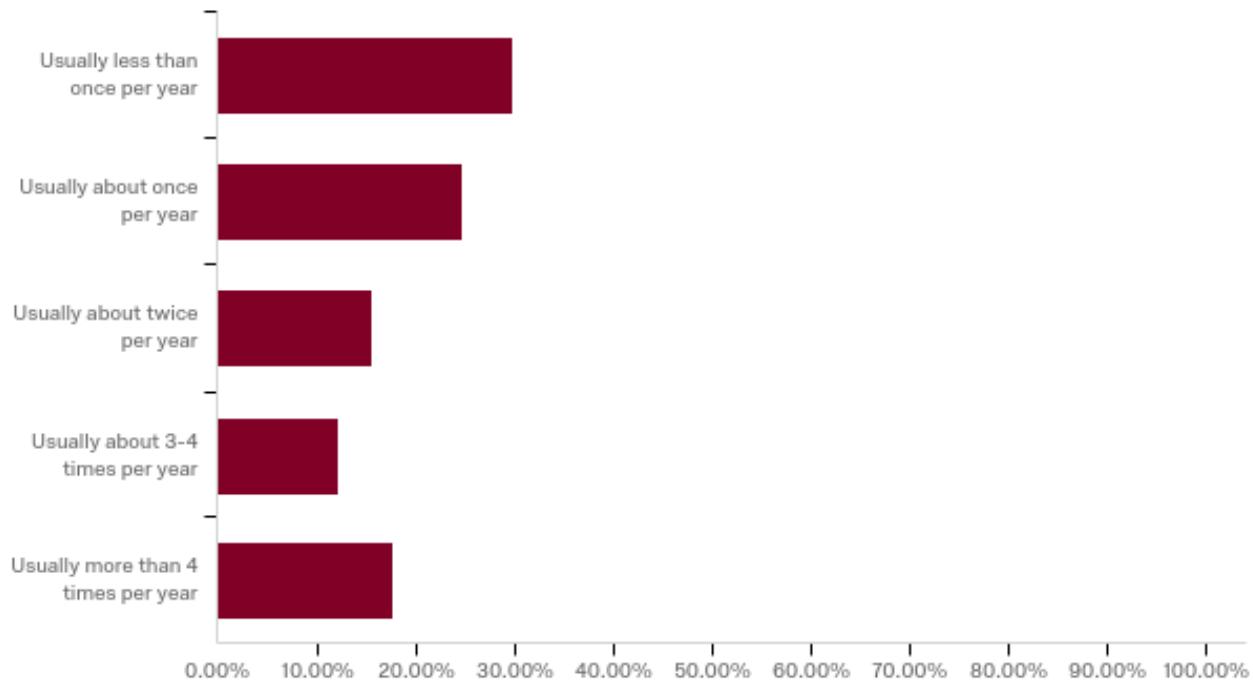


| # | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Usually less than once per year | 29.87% |
| 2 | Usually about once per year | 24.68% |
| 3 | Usually about twice per year | 15.58% |
| 4 | Usually about 3-4 times per year | 12.12% |
| 5 | Usually more than 4 times per year | 17.75% |

## SECTION 2.2. DAY VS. OVERNIGHT VISITATION

Table 2 reports the break-down of overnight visitors relative to day visitors. As seen in the Table, 58.6 percent (2016 = 52.7 percent) visited for both day outings and overnight experiences. As such, a larger portion of visitors made both day and overnight visits in 2017 compared to 2016. Like the case with the previous section of this report, it would be wise to analyze a 3rd year of visitor data before identifying a potential trend. Regardless of trend identification, the following key marketing takeaway (KMT) can be made with confidence:

KMT #1: The volume of visitors to Montgomery County who participate in both day and overnight visits is equal to or greater than the combined number of individuals who visit only for the day or only for overnight occasions.



**TABLE 2: YOUR VISITS TO MONTGOMERY COUNTY, VA ARE:**

- Both day-only and overnight stays
- Only day trips
- Only overnight trips

| RESPONSE | VALID PERCENT |
|---|---|
| Both day-only and overnight stays | 58.62% |
| Only day trips | 22.41% |
| Only overnight trips | 18.97% |
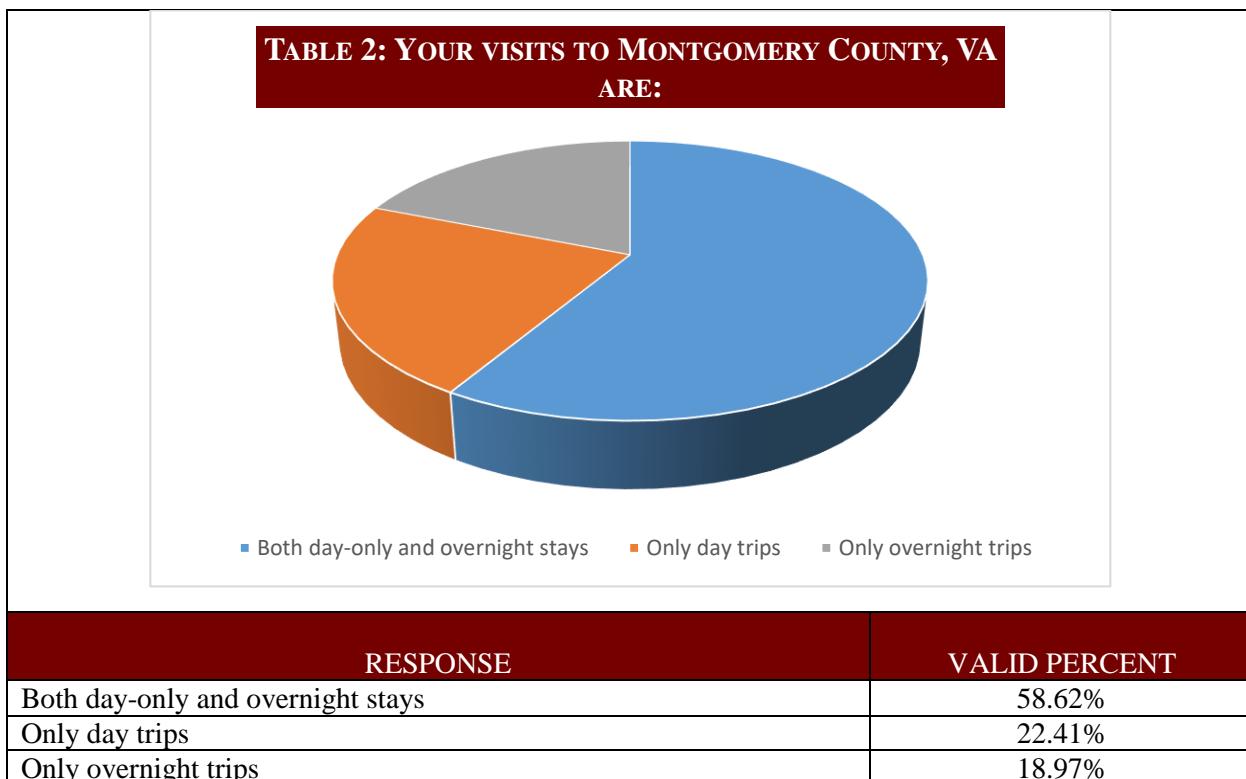
# SECTION 2.3. LENGTH OF VISIT

As indicated in Table 3, among overnight visitors, 62.5 percent (2016 = 48 percent) stayed for two nights during the past year.  As data is collected on an ongoing basis, this bubble in two-night visitation will likely persist because it is driven by several factors such as weekend excursions to Virginia Tech sporting events. Regardless of trend identification, the following key marketing takeaway (KMT) can be made with confidence:

KMT #2: Of overnight visitors, the most common stay length is two nights.

## TABLE 3: HOW MANY NIGHTS DO YOU TYPICALLY STAY WHEN YOU VISIT?



| | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Usually 1 night | 9.38% |
| 2 | Usually 2 nights | 62.50% |
| 3 | Usually 3-4 nights | 15.63% |
| 4 | Usually more than 4 nights | 9.38% |
| 5 | No pattern; it depends on the occasion | 3.13% |
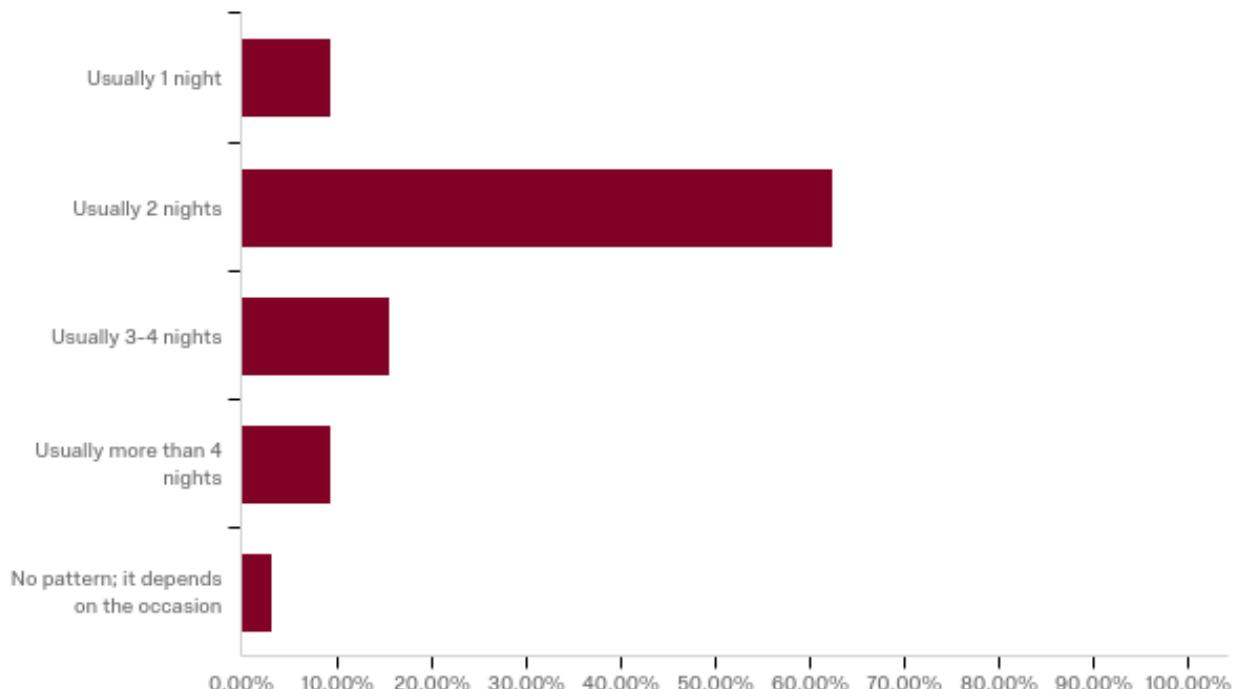
## SECTION 2.4. TRAVEL PARTY

During the past year, visitors to Montgomery County represented a range of group compositions. As listed in Table 4, among leisure travelers, the most common type of travel party during the most recent year was a couple, representing 37 percent of visitation (2016 = 42 percent).

**TABLE 4: WHEN YOU VISIT MONTGOMERY COUNTY, VA WHICH OF THE FOLLOWING MOST OFTEN DESCRIBES YOUR TRAVEL PARTY?**



| # | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Alone | 13.45% |
| 2 | A couple | 36.97% |
| 3 | With your children | 17.65% |
| 4 | With your grandchildren | 0.84% |
| 5 | With extended family | 12.61% |
| 6 | With friends | 18.49% |
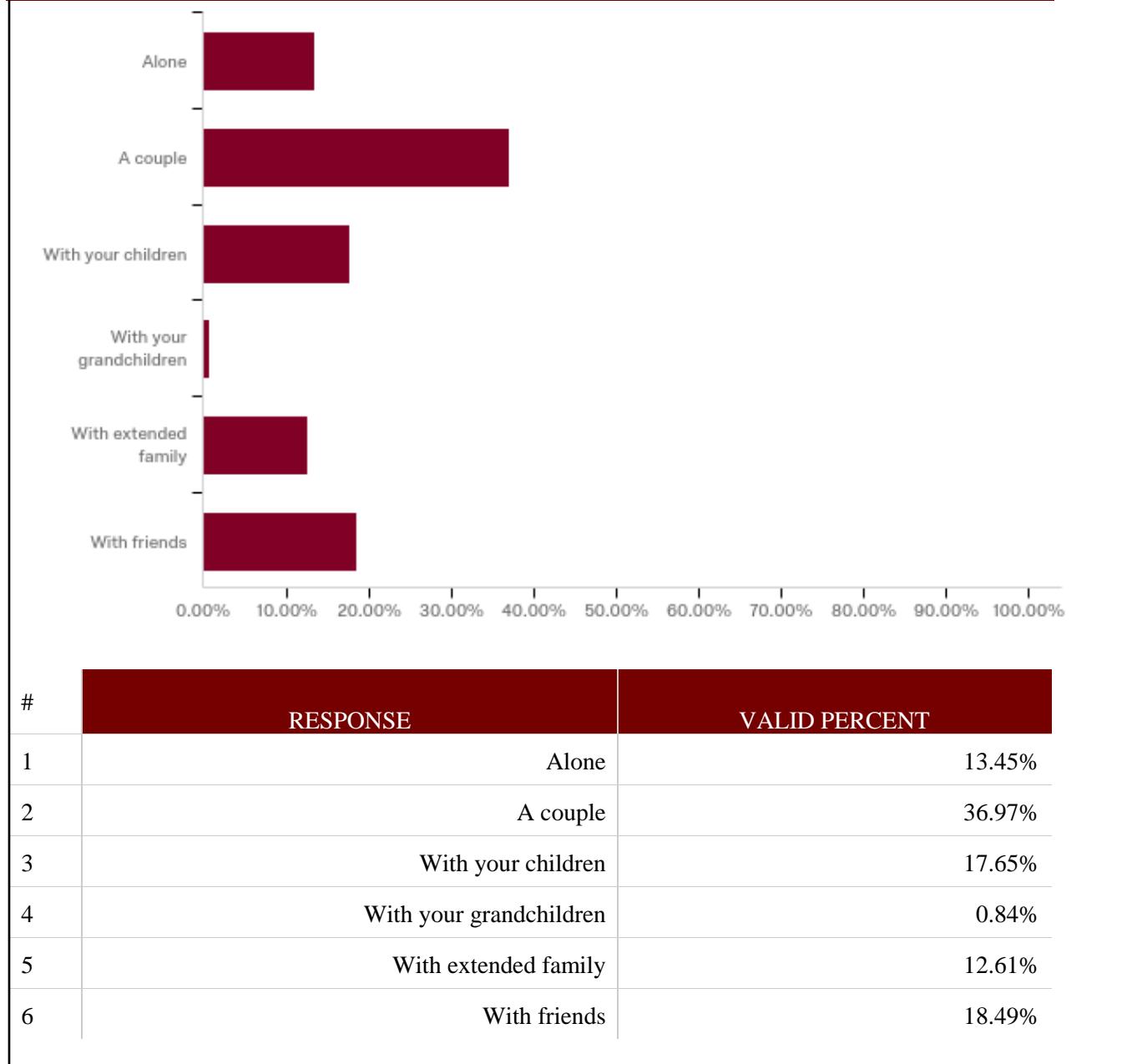
## SECTION 2.5. REASON FOR VISIT

Because the "reason for visit" data in 2017 match the same pattern as 2016, the following key marketing takeaways (KMTs) can be made with confidence (see Table 5):

KMT #3: Most visitors to Montgomery County visit for leisure (2017 = 56.1 percent; 2016 = 64.8 percent).

KMT #4: University-related business visits outweigh non-university related business visits (2017 = 14.6 vs. 10.4 percent; 2016 = 12.8 vs. 9.7 percent).

**TABLE 5: WHICH OF THE FOLLOWING MOST OFTEN DESCRIBES YOUR TRAVEL SECTOR WHEN YOU VISIT MONTGOMERY COUNTY, VA?**



| # | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Business (non-university related) | 10.38% |
| 2 | Business (university-related) | 14.62% |
| 3 | Leisure | 56.13% |
| 4 | Sports competition | 15.57% |
| 5 | Meetings / group | 3.30% |
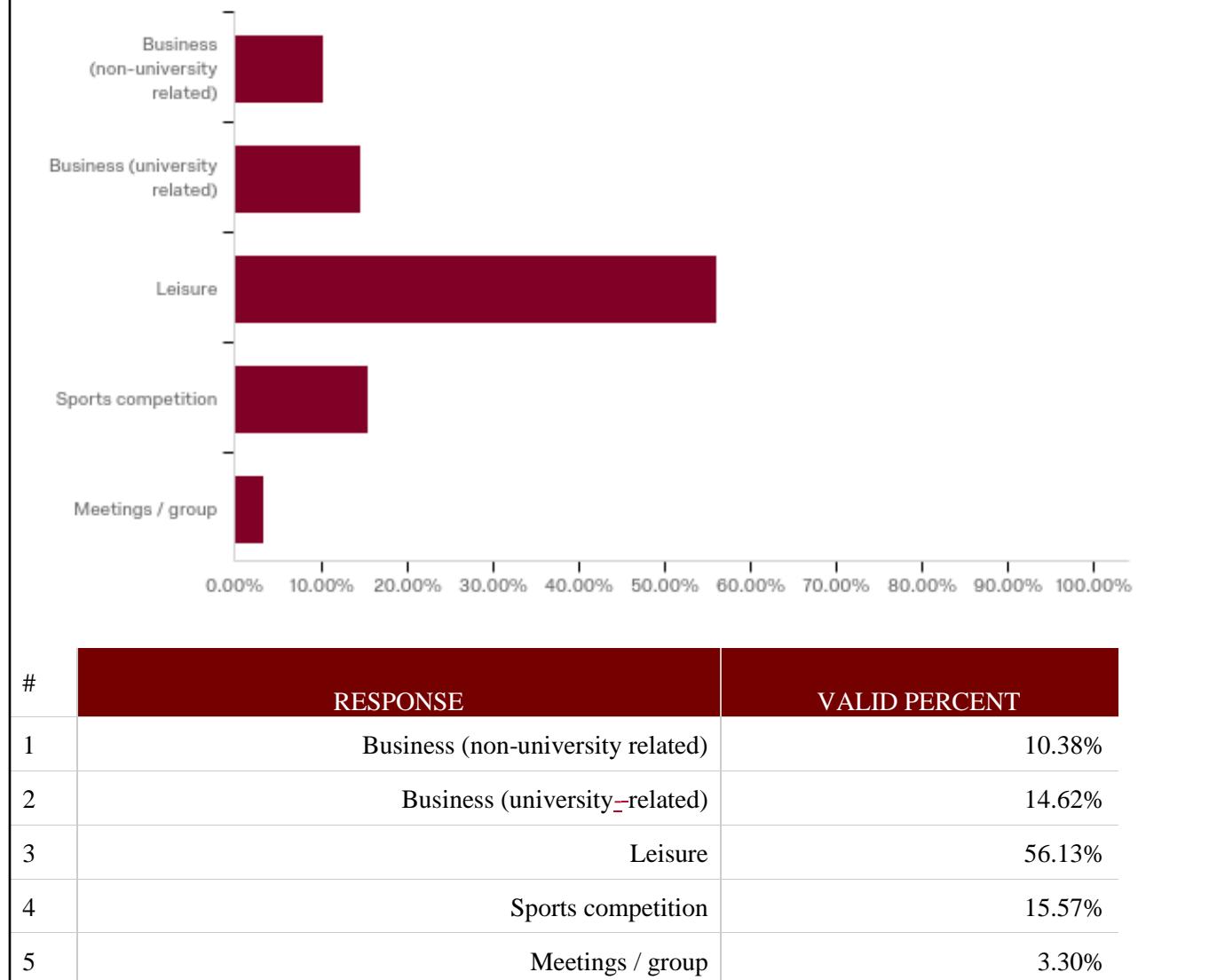
## SECTION 2.6. MARITAL / RELATIONSHIP STATUS

Because the marital status data in 2017 mirror the results in 2016, the following KMT can be stated with confidence:

KMT #5: Approximately two-thirds of visitors to Montgomery County are married or in life partnerships (2017 = 65.9 percent; 2016 = 64 percent).

**TABLE 6: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR MARITAL STATUS?**



- Single (includes divorced, widowed)
- Married (includes life partnership)

| RESPONSE | VALID PERCENT |
|---|---|
| Single (includes divorced, widowed) | 34.12% |
| Married (includes life partnership) | 65.88% |
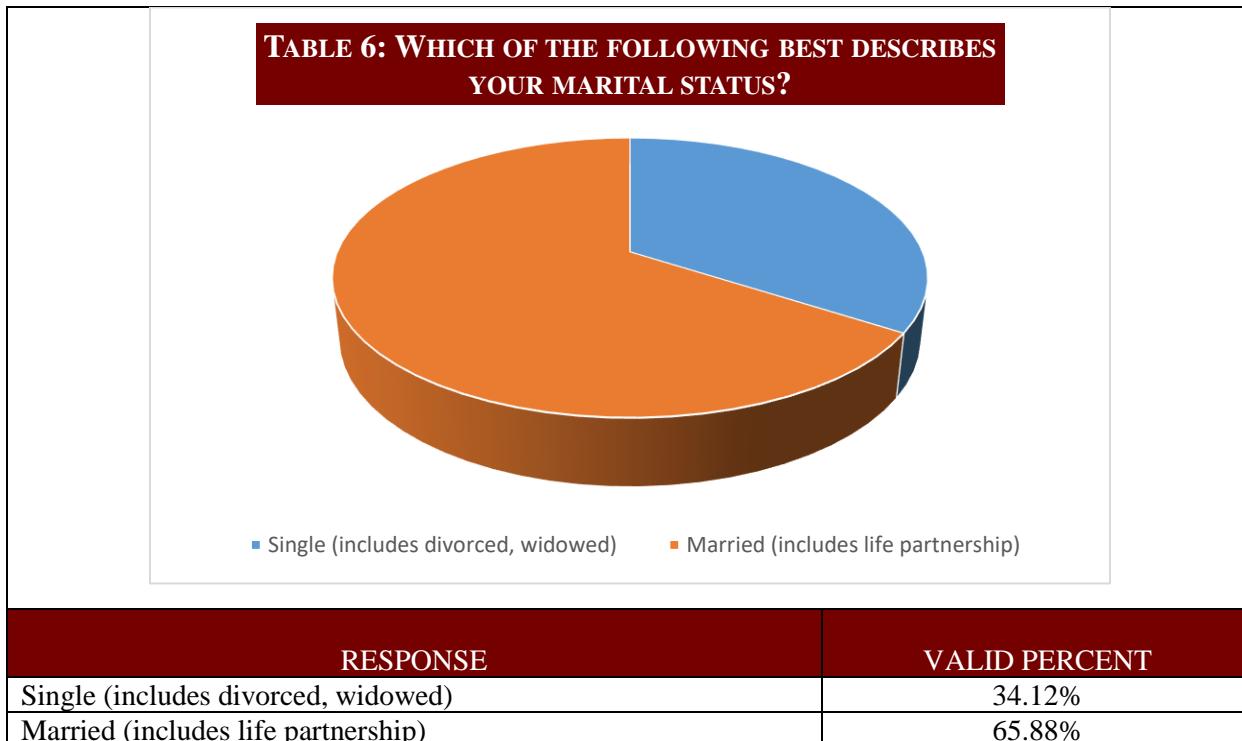
# SECTION 2.7. PARENTAL STATUS

The survey gathered information about parental status. The break-down regarding parental status is contained in Table 7. The largest category was visitors with no children at 49.8 percent (2016 = 55 percent). Because of the consistency in results between 2016 compared to 2017; the following KMT can be made with confidence:

KMT #6: Approximately one-half of visitors to Montgomery County are parents of which about twice as many have children under 18 in comparison to children over 18.



**TABLE 7: WHICH OF THE FOLLOWING BEST DESCRIBES YOUR PARENTAL STATUS?**

- No children
- Children under 18
- Children 18 and over
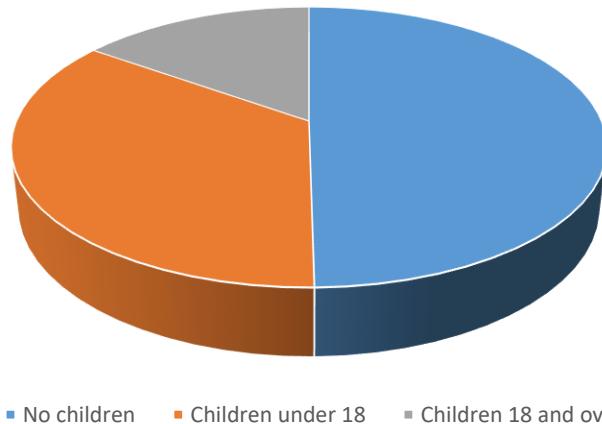
| RESPONSE | VALID PERCENT |
|---|---|
| No children | 49.76% |
| Children under 18 | 35.07% |
| Children 18 and over | 15.17% |

## SECTION 2.8. HOUSEHOLD INCOME

In 2016, Montgomery County served visitors earning a broad range of income levels. About 25 percent of respondents (2016 = 27 percent) made less than $40,000 per year in their households. Visitors in this income bracket might include college students visiting their friends at Virginia Tech and retirees who visit the area. On the other end of the spectrum, 12 percent (2016 = 12 percent) reported earning household incomes greater than $120,000 (see Table 8).

Because this income data is extremely consistent between the two years, a high level of confidence can be assumed that these income levels are accurate in representing visitors to Montgomery County.

**{Table 8 on next page}**

## TABLE 8: YOUR HOUSEHOLD INCOME BEFORE TAXES?
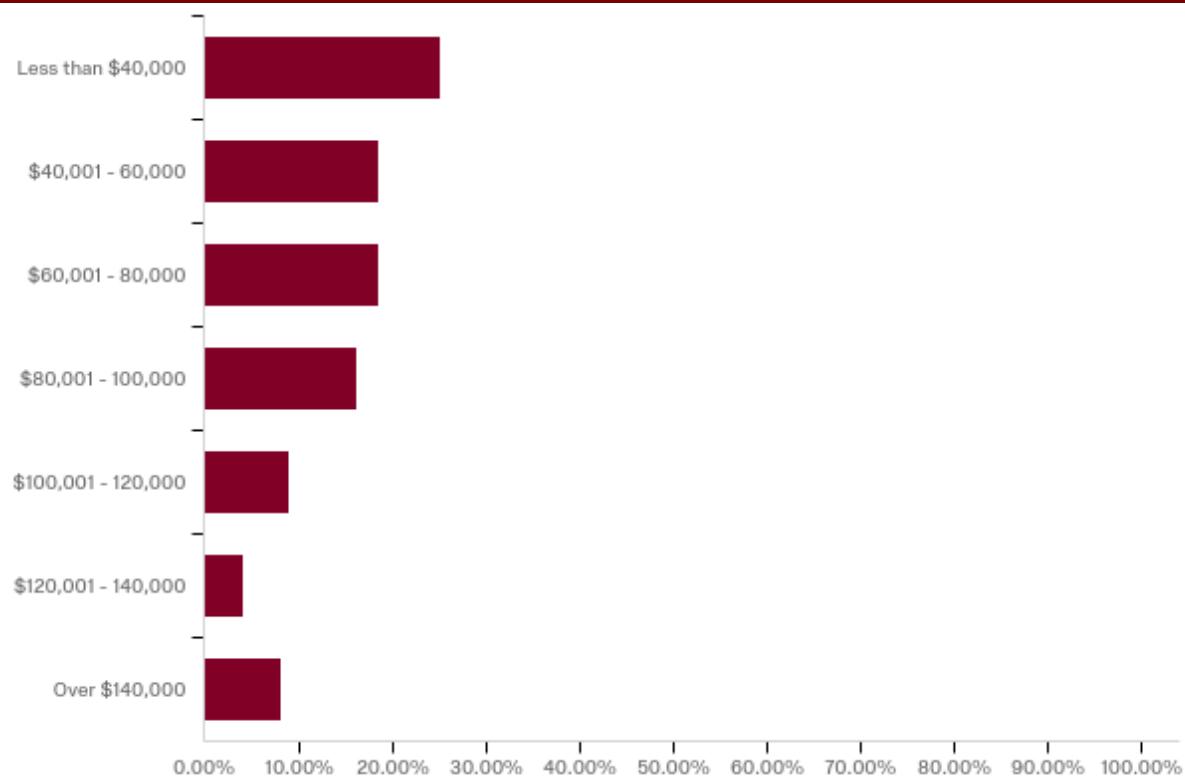


|   | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Less than $40,000 | 25.25% |
| 2 | $40,001 - 60,000 | 18.69% |
| 3 | $60,001 - 80,000 | 18.69% |
| 4 | $80,001 - 100,000 | 16.16% |
| 5 | $100,001 - 120,000 | 9.09% |
| 6 | $120,001 - 140,000 | 4.04% |
| 7 | Over $140,000 | 8.08% |

## SECTION 2.9. EDUCATION

As indicated in Table 9, respondents in 2017 were diverse with regard to their educational attainment. These levels of educational attainment mirror the 2016 findings.

| TABLE 9: YOUR EDUCATION: |
|---|



| | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Some high school | 2.90% |
| 2 | High school / GED degree | 4.83% |
| 3 | Some college | 9.18% |
| 4 | College degree | 44.44% |
| 5 | Some grad school | 8.70% |
| 6 | Master's degree | 23.67% |
| 7 | Doctoral or professional degree | 6.28% |
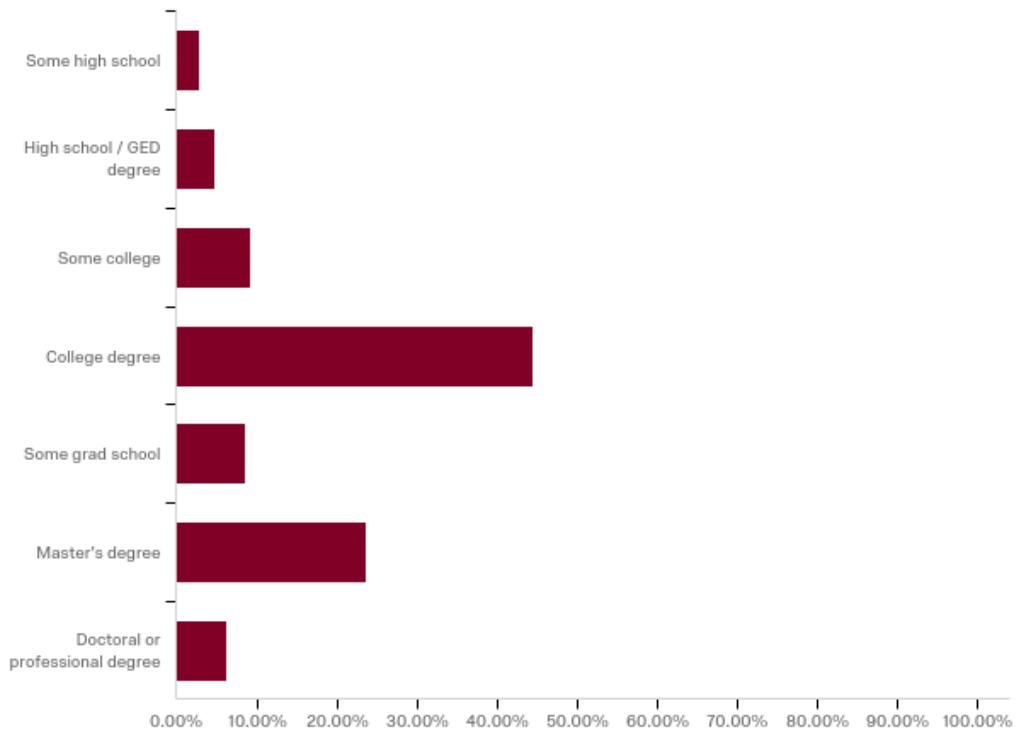
# SECTION 2.10. SOURCE MARKETS

Like in 2016, this research revealed that Montgomery County had no dominant tourist source markets during 2017.  Visitors derived from a diverse range of localities with no single zip code accounting for more than 3 percent of visitation.  **This lack of dominant source markets is extremely rare in tourism marketing.**  Even when responses from only leisure travelers are considered, still no dominant source markets emerge [leisure travelers: 46 percent out-of-state (2016 = 56 percent)].  One marketing-related implication of this geographic diversity is that geographically-constrained marketing media may not be as effective as web-based media for the growth of Montgomery County tourism.

KMT #7:  As a tourism destination, Montgomery County does not have a dominant source market.  Thus, when attracting leisure travelers, marketing channels such as Facebook that are not constrained geographically should yield a higher ROI than geographic-based campaigns.

## TABLE 10: WHERE IS YOUR PRIMARY RESIDENCE?
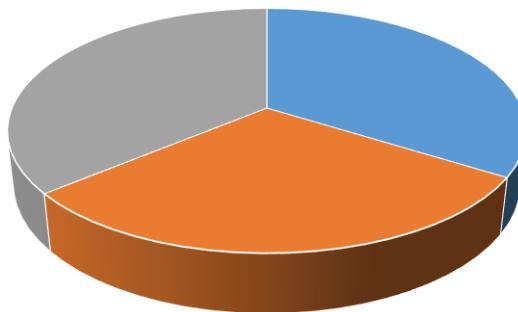


- Virginia; within 50 miles of Montgomery County
- Virginia; more than 50 miles of Montgomery County
- State or country other than Virginia

| RESPONSE | VALID PERCENT |
|---|---|
| Virginia; within 50 miles of Montgomery County (No single zip code comprises more than 3% of visitation) | 33.91% |
| Virginia; more than 50 miles of Montgomery County (No single zip code comprises more than 3% of visitation) | 30.04% |
| State or country other than Virginia (U.S.) (20 states and 4 countries represented; only state comprising more than 3% of visitation is North Carolina) | 36.05% |

# SECTION 3

## KEY PERFORMANCE INDICATORS: VISITOR SENTIMENT RESULTS

A primary motivation of this ongoing research is to monitor the destination's key performance indicators (KPIs). A summary of these KPIs is listed in Table 11. The current year's scores as well as the 2-year average are presented in the summary Table. More detailed results are offered in subsequent sections of this report.

| TABLE 11: SUMMARY OF KEY PERFORMANCE INDICATOR AVERAGE RATINGS FOR 2016 | |
|---|---|
| Overall satisfaction with the destination | 4.17 (out of 5) [2-year avg. = 4.21] |
| Willingness to recommend the destination | 4.12 (out of 5) [2-year avg. = 4.11] |
| Hospitality of staff at area businesses | 4.24 (out of 5) [2-year avg. = 4.21] |
| Knowledge of staff at area businesses | 4.14 (out of 5) [2-year avg. = 4.13] |
| Informational capability of the DMO website[2] | 4.03 (out of 5) [2-year avg. = 4.08] |
| Website represents the destination in an appealing way[3] | 4.09 (out of 5) [2-year avg. = 4.09] |

---

[2] Further detail regarding the informational capability of the website will be offered in Section 5.1 of this report.

[3] Further detail regarding appeal of the website will be offered in Section 5.2 of this report.

# SECTION 3.1. VISITOR SATISFACTION

As indicated in Table 12, 84 percent of visitors in 2017 were either 'satisfied' or 'very satisfied' with their experience in Montgomery County (2016 = 84 percent).  This visitor satisfaction statistic serves as evidence of a healthy destination. Sometimes inbound business travelers at locations visit without a strong desire to do so, thus, the visit might be perceived by the traveler as a work obligation.  It is for this reason that it is prudent to also isolate leisure traveler satisfaction for analysis.  As seen in Table 13, leisure traveler satisfaction in 2017 was comparable to overall visitor satisfaction.  That is, 85 percent of leisure visitors in 2017 were either 'satisfied' or 'very satisfied' (2016 = 85 percent).



**TABLE 12: OVERALL VISITOR SATISFACTION**



**TABLE 13: LEISURE VISITOR SATISFACTION**

| OVERALL RESPONSE | OVERALL VALID PERCENT | LEISURE RESPONSE | LEISURE VALID PERCENT |
|---|---|---|---|
| Very satisfied | 34.28% | Very satisfied | 34.45% |
| Satisfied | 50.18% | Satisfied | 51.26% |
| Neutral | 13.78% | Neutral | 13.45% |
| Unsatisfied | 1.41% | Unsatisfied | 0.00% |
| Very unsatisfied | 0.35% | Very unsatisfied | 0.84% |
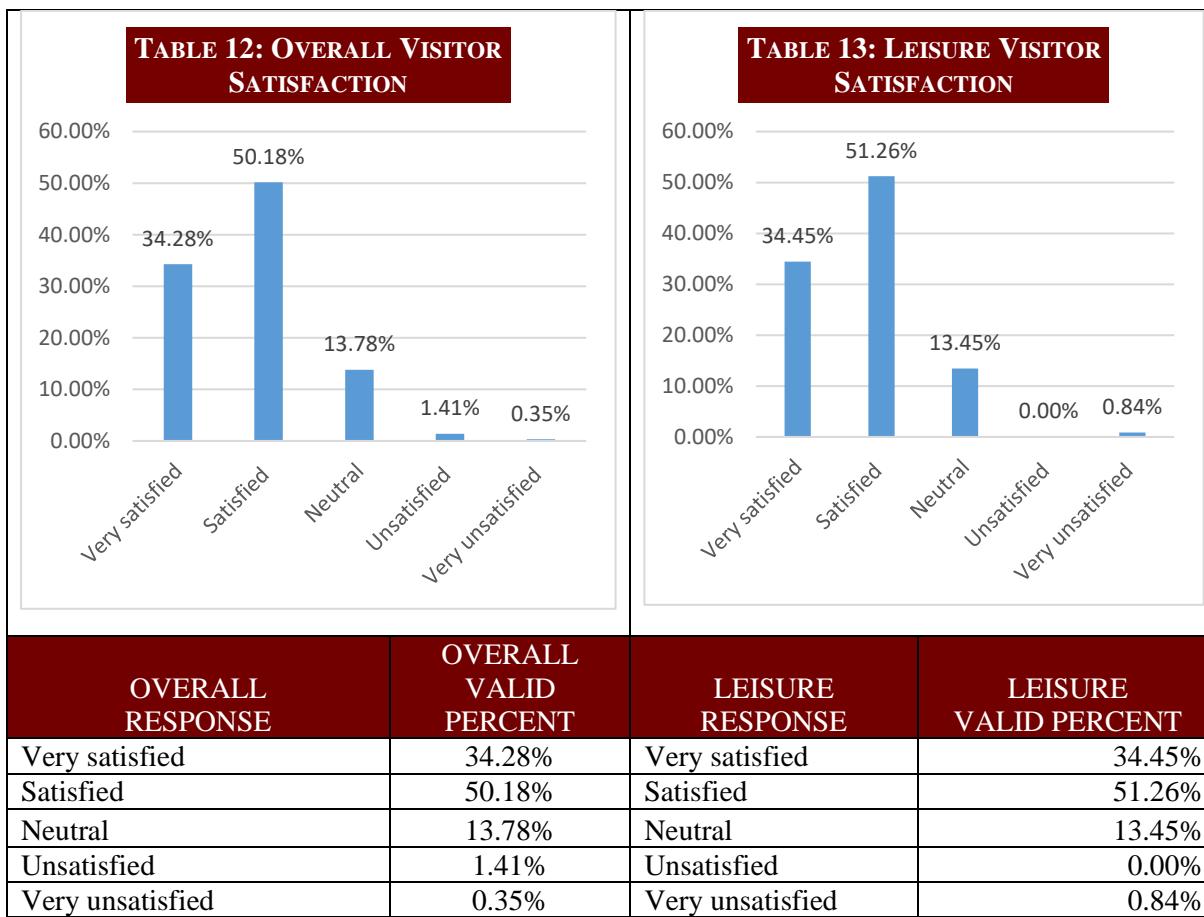
Table 14 presents satisfaction levels by party type using the combined 2016-17 data sets. In both years individually, and in the subsequent combined data, those visiting Montgomery County with children lag with regard to their satisfaction relative to other party compositions. It is suspected by the researcher that this lagging satisfaction might be rectified, in part, by further educating the frontline hospitality providers about the many children's activities available in the area.

KMT #8: Those visiting Montgomery County with children are slightly less satisfied with their experiences at the destination than parties not containing children.

**TABLE 14: SATISFACTION LEVELS BY PARTY TYPE: COMBINED 2-YEARS OF DATA**
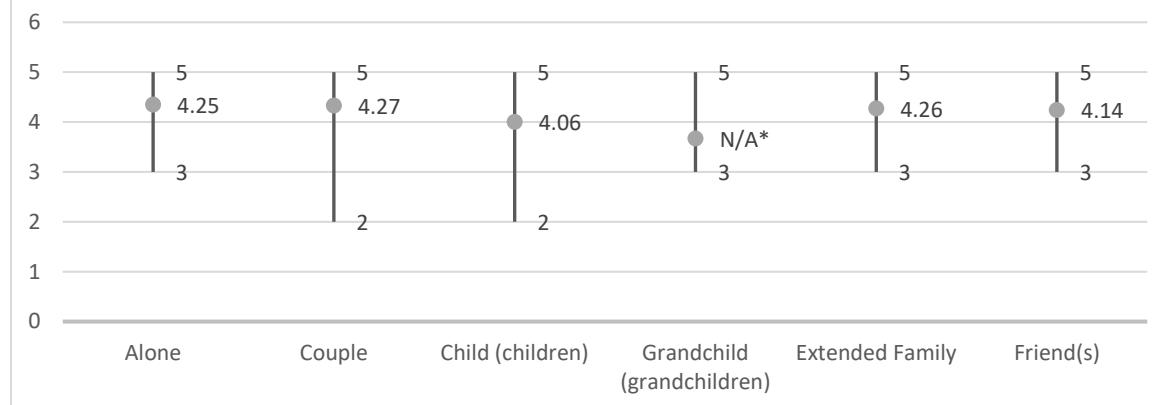


*The sample size of visitors with grandchildren is not large enough to interpret.

# SECTION 3.2. VISITOR LIKELIHOOD TO RECOMMEND

As indicated in Table 15, 87 percent of visitors in 2017 would either be 'extremely likely' or 'somewhat likely' to recommend Montgomery County as a destination (2016 = 78 percent). This positive word-of-mouth finding will serve the destination well in years to come. As explained in the previous section, sometimes inbound businesses travelers at locations visit without a strong desire to do so, thus, the visit might be perceived by the traveler as a work obligation.  It is for this reason that it is prudent to also isolate leisure traveler recommendation rates for analysis.  As seen in Table 16, leisure traveler recommendation rates in 2017 were comparable to overall visitor recommendation rates.  That is, 87 percent of leisure visitors in 2017 would either be 'extremely likely' or 'somewhat likely' to recommend Montgomery County (2016 = 77 percent).
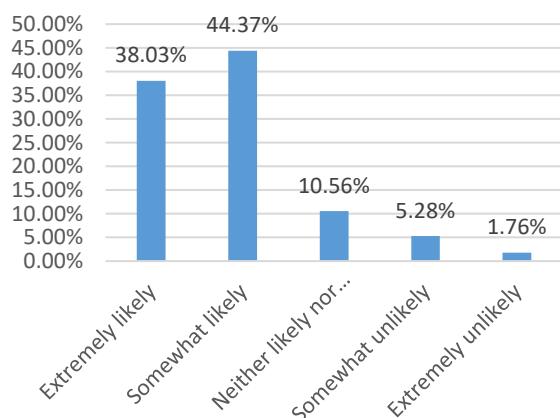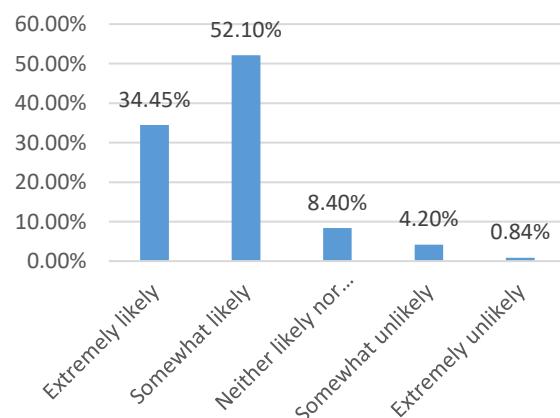


| OVERALL RESPONSE | OVERALL VALID PERCENT | LEISURE RESPONSE | LEISURE VALID PERCENT |
|---|---|---|---|
| Extremely likely | 38.03% | Extremely likely | 34.45% |
| Somewhat likely | 44.37% | Somewhat likely | 52.10% |
| Neither likely nor unlikely | 10.56% | Neither likely nor unlikely | 8.40% |
| Somewhat unlikely | 5.28% | Somewhat unlikely | 4.20% |
| Extremely unlikely | 1.76% | Extremely unlikely | 0.84% |

# SECTION 3.3. STAFF HOSPITALITY

As indicated in Table 17, approximately 84 percent of respondents perceived the staff at area businesses as being either 'hospitable' or 'very hospitable' (2016 = 81%).  While these results are strong, the future workshops planned by the Montgomery County tourism office should serve to improve these ratings.

**TABLE 17: HOW HOSPITABLE WAS THE STAFF AT THE BUSINESSES THAT YOU PATRONIZED WHILE VISITING MONTGOMERY COUNTY, VA?**



| | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Very hospitable | 41.51% |
| 2 | Hospitable | 42.45% |
| 3 | Neutral | 15.09% |
| 4 | Inhospitable | 0.47% |
| 5 | Very Inhospitable | 0.47% |
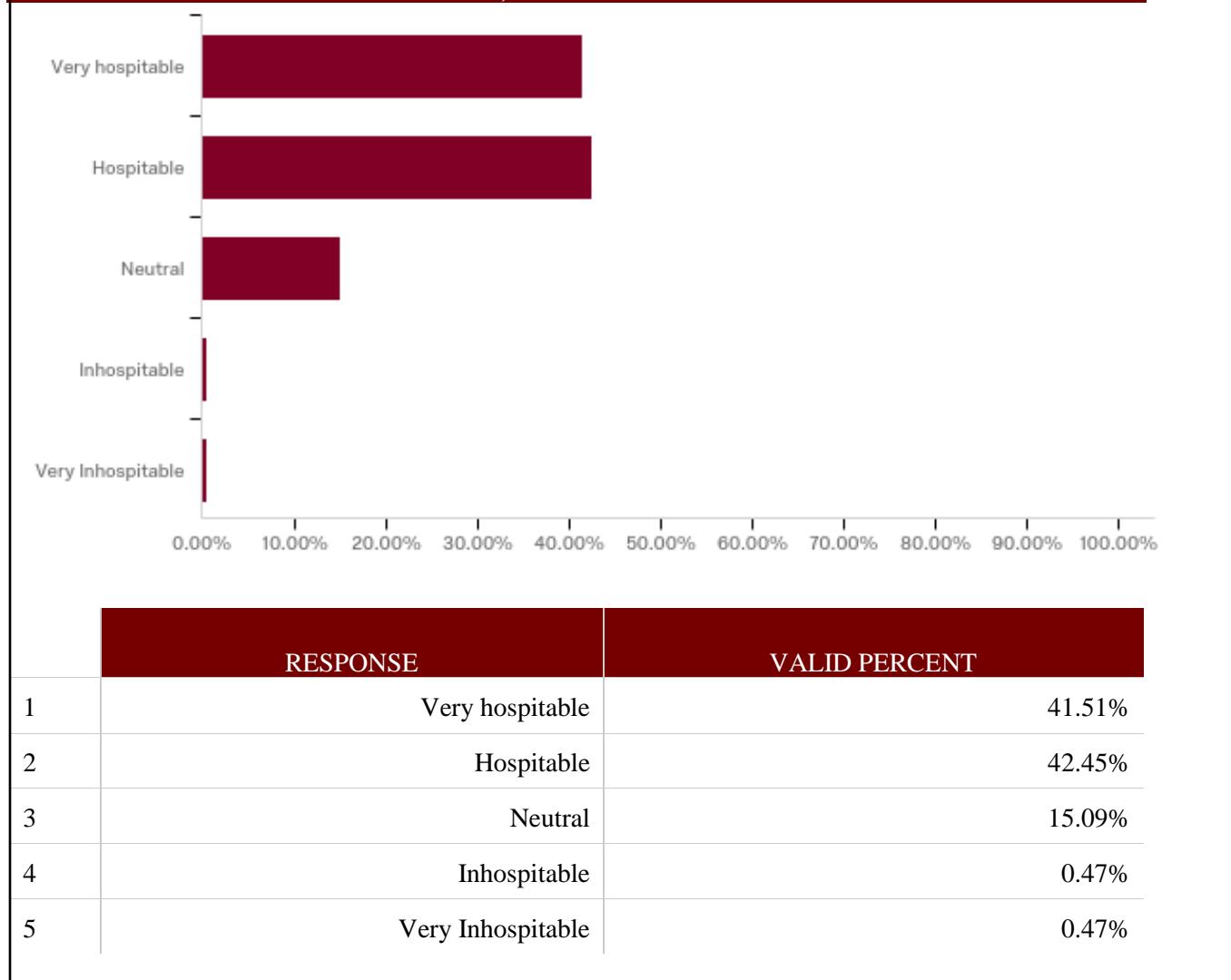
## SECTION 3.4. STAFF KNOWLEDGE

Approximately 84 percent of respondents (2016 = 79%) perceived the staff at area businesses as being either 'knowledgeable' or 'very knowledgeable' (see Table 18).  Again, while already on solid footing, the future workshops planned by the Montgomery County tourism office should help increase staff knowledge.

**TABLE 18: HOW KNOWLEDGEABLE WAS THE STAFF AT THE BUSINESSES THAT YOU PATRONIZED WHILE VISITING MONTGOMERY COUNTY, VA?**
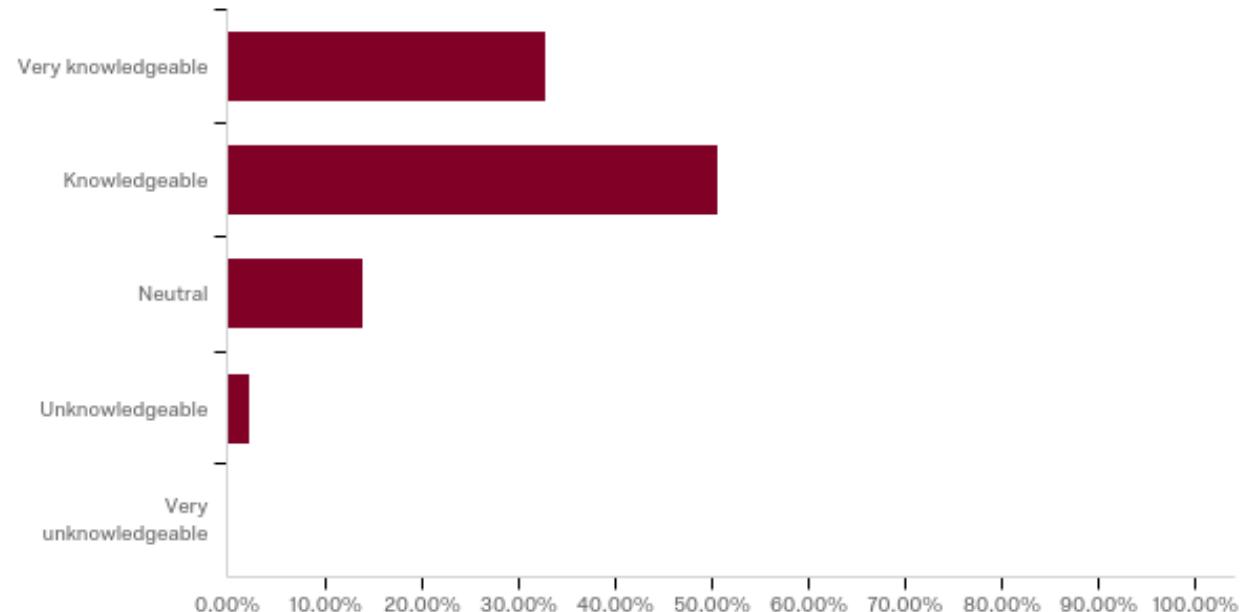


|   | RESPONSE | VALID PERCENT |
|---|---|---|
| 1 | Very knowledgeable | 32.86% |
| 2 | Knowledgeable | 50.70% |
| 3 | Neutral | 14.08% |
| 4 | Unknowledgeable | 2.35% |
| 5 | Very unknowledgeable | 0.00% |

## SECTION 3.5. VISITS DUE TO POSITIVE MEMORIES AND WORD-OF-MOUTH

As will be further detailed in Section 4.6, the fact that 'positive word-of-mouth' and 'memories of past trips' are two of the top five leading sources of information used by visitors is strong testament to the strength of the visitation experiences created by local residents.

➢ Word-of-Mouth:          43 percent of visitation (2016 = 33%)

➢ Memories of Past Trip(s):     25 percent of visitation (2016 = 39%)

Marketing efforts can have a higher return on investment (ROI) if administrators build an understanding of how the marketing communications should be timed, who has the most influence in the visitation decision, which marketing communication channels are used as information sources, and what messages are most effective in the marketing communications. Therefore, this section of the report outlines such findings. A series of key marketing takeaways (KMTs) are offered to aid in translating these findings into actionable information.



GETTING THE WORD OUT ABOUT
MONTGOMERY COUNTY, VA

It is important to note that not all of these marketing factors are measured each year in this research program for two reasons:

1) The length of the survey would be too long if each factor was measured every year; and
2) Most of these marketing factors gradually change through time but are not dynamic enough to significantly change each year.

Therefore, the marketing factors are scheduled in a 2 or 3-year rotation on the survey. The four factors that were not measured in 2017 (but were measured in 2016) are: 1) importance vs. performance of destination attributes; 2) decision-making lead times; 3) brand personality; and 4) destination pull factors. Because there is no reason to believe that these four factors would have significantly changed from 2016 to 2017, the previous year's results are presented in Appendices A-D.

## SECTION 4.1. PRIMARY DECISION-MAKER ANALYSIS

Table 19 details who has the largest influence in deciding whether to visit Montgomery County. These 2017 results confirm the 2016 results: in both years the primary decision-maker in the decision to visit Montgomery County is evenly split between females and males. This even gender split is highly unusual in tourism marketing. At most destinations, in approximately 3 out of 5 situations, females have the most influence on the decision to visit. While a marketing campaign with an overt feminine appeal might hinder situations in which males are the primary decision-makers, research indicates that there are some marketing messages that increase female appeal without reducing male appeal. For instance, sensory advertisements that describe the touch or smell of an experience are examples of marketing messages that increase female appeal without hindering male appeal (Magnini and Gaskins, 2010). Therefore, for most destinations, sensory advertising serves to increase marketing ROI.

It is unclear why the Montgomery County results are atypical with regard to gender influence in the decision process. One theory as to why males have equal influence in Montgomery County visitation decisions is due to the role of Virginia Tech football as a pull factor to the region. This theory, however, may not be valid as football has a heavy female fan-base as well.

KMT #9: The primary decision-maker in visiting parties is equally split between females and males for Montgomery County. For most other destinations the ratio is typically 3-to-5 female with regard to primary decision-makers.

**{Table 19 on next page}**

**TABLE 19: FOR LEISURE VISITORS: IN YOUR TYPICAL TRAVEL PARTY, WHO OFTEN HAS THE MOST INFLUENCE IN DECIDING TO VISIT MONTGOMERY COUNTY, VA?**
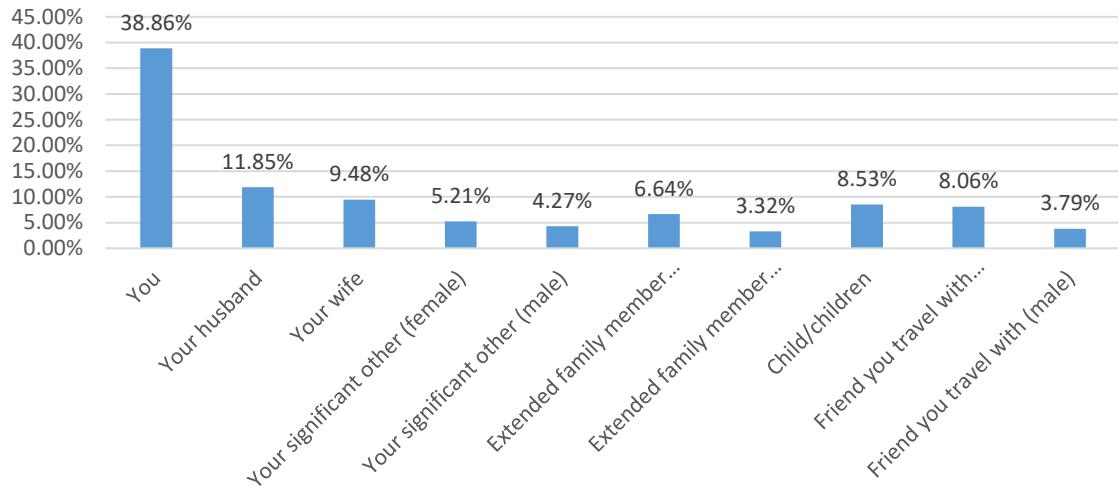
| RESPONSE | VALID PERCENT |
|---|---|
| You (Female = 40%; Male = 60%) | 38.86% |
| Your husband or significant other (male) | 11.85% |
| Your wife or significant other (female) | 9.48% |
| Extended family member (female) | 5.21% |
| Extended family member (male) | 4.27% |
| Friend you travel with (female) | 6.64% |
| Friend you travel with (male) | 3.32% |

## SECTION 4.2. INFORMATION SOURCE(S) IN THE VISITATION DECISION

In an effort to hone marketing channel efficiency, the survey asked the following question:

What INFORMATION SOURCE(s) influenced your decision to visit Montgomery County, VA? [Please select all that apply].

The respondents were provided with a list of 22 communication channels that are available to potential visitors in order to respond to this question. The top five most utilized information channels are ranked in Table 20. Some important key marketing takeaways (KMTs) based upon this list are detailed immediately following the Table. Typically, when this question is asked on surveys, word-of-mouth and memories of past trips emerge as the top two responses. As seen in Table 20, with regard to Montgomery County Tourism, Facebook secured the #1 spot tied with word-of-mouth. It is important to realize, however, that in many instances Facebook is word-of-mouth. That is, when a post originates by a visitor as opposed to the DMO or when a post is shared/liked/forwarded these are forms of electronic word-of-mouth (e-WOM).

When comparing year-to-year results, brochures were just outside of the radar last year, but moved into the top 5 spots in 2017. The fact the both visitor's guides and brochures hold top spots is testament to the fact that print collateral is still heavily utilized by visitors even in today's digital-centric environment.

| TABLE 20: RANKING OF THE TOP 5 MOST FREQUENT INFORMATION SOURCES USED BY VISITORS | | |
|---|---|---|
| #1 (tie) | Facebook | 43.63% (2016 rank = 1) |
| #1 (tie) | Word-of-mouth | 43.14% (2016 rank = 2) |
| #2 | Memory of past visit | 25.49% (2016 rank = 3) |
| #3 | Visitor's Guide | 23.53% (2016 rank = 4) |
| #4 | Brochure(s) | 24.02% (2016 rank = 7) |
| #5 | TripAdvisor | 17.16% (2016 rank = 5) |

KMT #10: The most common information source used by guests when deciding to visit is Facebook.  Montgomery County tourism should continue to have a strong Facebook presence. When loyal visitors 'like' a Facebook posting involving Montgomery County tourism, this is a prime opportunity to win <u>new visitors</u> because this electronic word-of-mouth is perceived by consumers as being more genuine than forms of paid advertising.

These are some of the emerging trends regarding Facebook posts:

- o The posting of videos has grown exponentially on Facebook over the past several years.

- o Destination marketing videos should be short: less than one minute.

- o Destination marketing videos should be both understandable and enjoyable even if the viewer's audio is muted.

- o When possible, destination marketers should incorporate aerial drone footage into the videos.

KMT #11: As indicated in Table 20, positive word-of-mouth and memories of past trips round-out the top information channels.  Thus, a honed customer service culture is the best marketing tool that Montgomery County could possibly invest in.  Visitor surprise workshops might prove useful in driving home the importance of service performance in frontline interactions.

KMT #12: Because visitors' guides are the 4th most frequently used information sources, the newly developed visitors' guides appear to be a wise use of resources for the destination.

KMT #13: TripAdvisor emerges 5th on the list of most frequently used information sources, but it deserves additional attention due to its growing influence among <u>new visitors</u> to Montgomery County. Research demonstrates that visitors with two or fewer years of history visiting a destination are twice as likely to consider TripAdvisor reviews than visitors with longer visitation histories.  As a reference source, the 2016 report offers a series of best practice tips for how destinations can post responses on TripAdvisor.

## SECTION 4.3. STRUCTURE OF COMPETITION

Tourism marketing ROI can be increased by developing an *accurate* picture of the destination's competitive set. The most accurate method used to develop such a picture is to ask visitors the following question:

"If Montgomery County, VA did not exist where would you have gone instead?"

Results yielded by the above question offered a clear picture of Montgomery County's competitive set. As illustrated in Figure 9, primary competitors of Montgomery County are other mountain towns along that I-81 corridor between Winchester and the New River Valley that have scenic vistas and good in-class accommodations / restaurants. The phrase 'in-class' refers to the fact that consumers do not expect a town along the I-81 corridor to have a similar selection of hotels or restaurants as a large metropolitan area. Rather, they compare accommodation and restaurant selection to other towns/cities within their evoked set of similar destinations.

In both the 2016 and 2017 data sets, Roanoke was the most commonly named competitor by visitors.[4] Interestingly, in both 2016 and 2017, Staunton was noticeably absent as a primary competitor which is surprising being that the town of Staunton has a well-developed weekend-based leisure visitor market. One possible explanation for the absence of Staunton in the primary competitor group could be that although Staunton is strategically positioned in the Shenandoah Valley (near the intersection of I-81 and I-64), the scenic mountain vistas that one would experience in Montgomery County are not as pronounced in the downtown section of Staunton.

As indicated in Figure 9, Montgomery County has two groups of secondary competitors. One group is mountain towns / cities in North Carolina with similar in-class accommodations and restaurants. The most commonly named example in this set is Asheville.

According to the 2016 data, the next group of secondary competitors is towns in the Great Smoky Mountains. This grouping of Tennessee towns as secondary competitors, however, was not as pronounced in the 2017 data set in comparison to 2016. It is for this reason that the bubble surrounding this group in Figure 9 is dashed as opposed to solid. It is also for this reason that it would be wise to ask this question again on the 2018 survey.

To reiterate, common themes throughout all identified competitors are:

➢ Mountain vistas
➢ Top-rate outdoor recreational opportunities
➢ Good in-class accommodations and restaurants

---

[4] It is not necessary to determine whether Roanoke is an ally or competitor to Montgomery County. It is common for destinations to simultaneously cooperate and compete. The term often used for such an arrangement is "coopetition."

These discussions leading to the following KMT:


KMT #14: The primary competitors of Montgomery County are other Virginia towns/cities along the I-81 corridor between Winchester and the New River Valley that have:
1) scenic vistas; and
2) good in-class accommodations and restaurants


**{Figure 8 on next page}**

**FIGURE 2: TOP COMPETITORS OF MONTGOMERY COUNTY, VA TOURISM AS REPORTED BY LEISURE TRAVELERS**

**PRIMARY COMPETITORS:**
Virginia towns/cities along the I-81 corridor between Winchester and the New River Valley that have:
1) scenic vistas; and
2) good in-class accommodations and restaurants

Particularly Roanoke

**SECONDARY COMPETITORS:**
North Carolina mountain towns/cities that have:
1) scenic vistas; and
2) good in-class accommodations and restaurants

Particularly Asheville

**SECONDARY COMPETITORS:**
Great smoky mountain towns/cities that have:
1) scenic vistas; and
2) good in-class accommodations and restaurants

Particularly Pigeon Forge / Gatlinburg

## SECTION 4.4. OTHER DESTINATIONS VISITED ON SAME TRIP

In visitor profiling and marketing-related tourism research, it can be informative to research which other destinations visitors to the focal destination also visit during the same trip.  As such, the following question was included on the Montgomery County survey:

> When you visit:
> ❍  Montgomery County is typically your only destination
> ❍  Montgomery County is often a stop in a trip to these other destinations as well:
> _____

In response to this question, 80 percent of visitors (2016 = 83 percent) to Montgomery County in 2016 reported that it was their only destination in the given trip.  Such a large percentage of sole-destination trippers is more common for larger markets such as Orlando or New York City than for smaller markets such as Montgomery County.  This Montgomery County anomaly is likely driven by the individuals who visit on Virginia Tech-related business or Virginia Tech-related social / sporting events.

KMT #15: Montgomery County is the sole trip destination for approximately 8 out of 10 of its visitors.

## SECTION 4.5. ENTICING CURRENT VISITORS TO RETURN MORE OFTEN

To identify strategies to encourage existing visitors to return more often, 2017 survey respondents were asked the following:

> ➢ What would entice you to visit Montgomery County, VA more often?

> ➢ Tourism marketing messages for Montgomery County, VA should accent...

……………………………………………………………………………………..

What would entice you to visit Montgomery County, VA more often?

Regarding the first of the two new survey items, the word cloud presented in Figure 3 displays the responses received from overall visitation.  Two themes emerge: visitors state that they would visit more often if Montgomery County had: 1) more festivals / events; and 2) a more developed culinary scene.

Not surprising, when responses given by Virginia Tech alumni are analyzed separately, the desire for the further development of the culinary scene persists, but the call for more festivals and events does not.  Community festivals and events might be of slighter lesser importance to university alumni because they may already be visiting for a university-related pull factor.

KMT #16: Events / Festivals and further development of the area's culinary scene would entice visitors to come more often.

**{Figures 3 and 4 on next page}**

**FIGURE 3: "WHAT WOULD ENTICE YOU TO VISIT MONTGOMERY COUNTY, VA MORE OFTEN" (OVERALL VISITORS' PERCEPTIONS)**



**FIGURE 4: "WHAT WOULD ENTICE YOU TO VISIT MONTGOMERY COUNTY, VA MORE OFTEN" (ALUMNI VISITORS' PERCEPTIONS)**

Newly added survey item #2:
Tourism marketing messages for Montgomery County, VA should accent...

Regarding the second of the two new survey items, the word cloud presented in Figure 5 displays the responses received from overall visitation.  As can be seen in the word cloud, the theme that emerges is the outdoors: beauty, scenery, outdoor recreation.  Interestingly, the same them emerges when only the alumni responses are displayed in a separated word cloud (Figure 6).

KMI #17: Through the lens of visitors, Montgomery County is very much known for natural beauty/scenery and outdoor recreation.

**{Figures 5 and 6 on next page}**

**FIGURE 5: "TOURISM MARKETING MESSAGES FOR MONTGOMERY COUNTY, VA SHOULD ACCENT _____." (OVERALL VISITORS' PERCEPTIONS)**



**FIGURE 6: "TOURISM MARKETING MESSAGES FOR MONTGOMERY COUNTY, VA SHOULD ACCENT _____." (ALUMNI VISITORS' PERCEPTIONS)**

## SECTION 5.1. DMO WEBSITE INFORMATIONAL CAPABILITY

The newly designed Montgomery County DMO website was perceived in a positive fashion by those visiting the site. As seen in Table 21, 82.5 percent of respondents (2016 = 83 percent) felt that the site provides useful information. Conversely, only 1 percent disagreed regarding the site's usefulness.

**TABLE 21: OUR WEBSITE PROVIDES A VARIETY OF USEFUL INFORMATION:**



| RESPONSE | VALID PERCENT |
|---|---|
| Strongly agree | 25% |
| Agree | 57.5% |
| Neither agree nor disagree | 13.75% |
| Disagree | 3.13% |
| Strongly disagree | 0.6% |
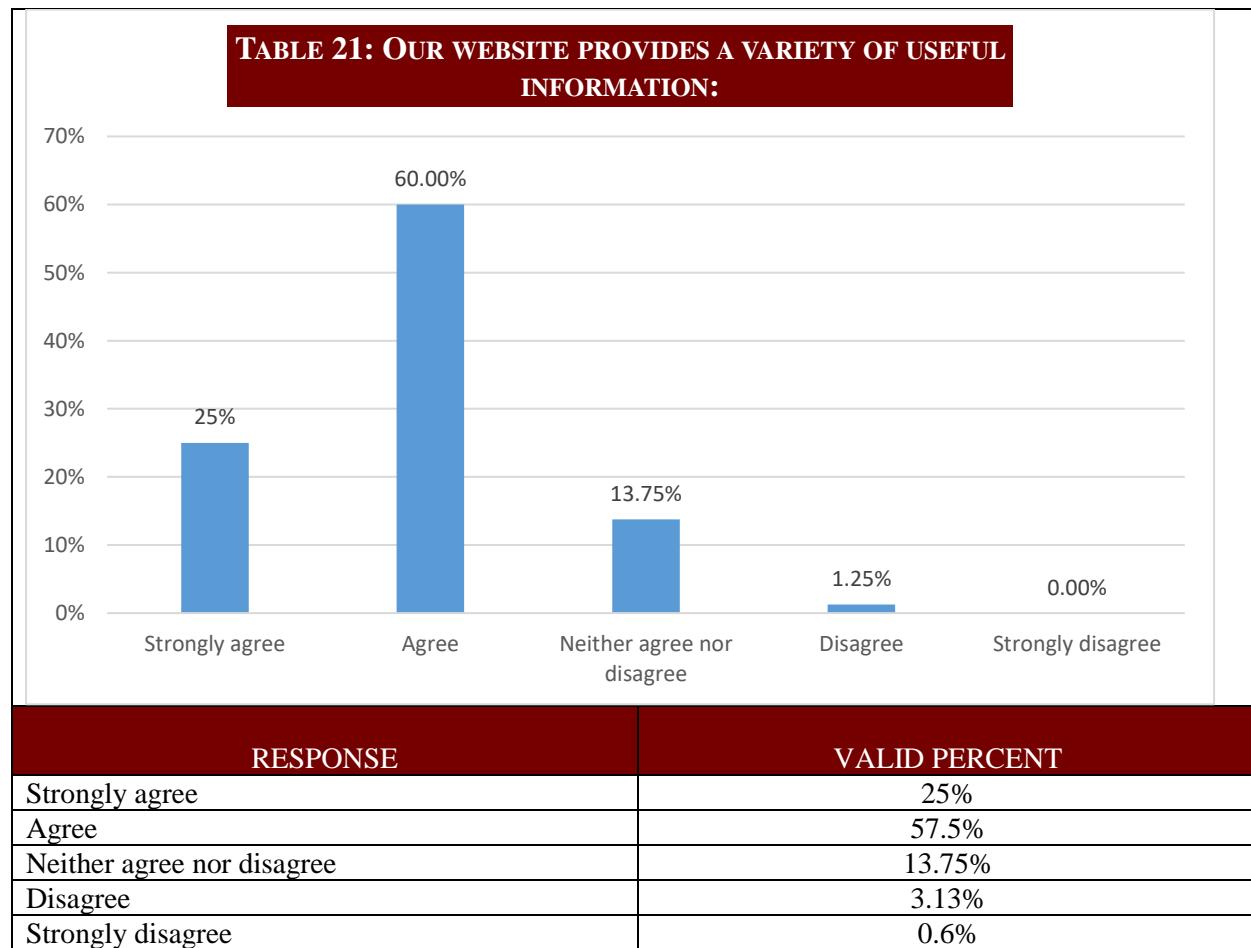
## SECTION 5.2. DMO WEBSITE APPEAL

Regarding the appeal of the website, as shown in Table 23, 85 percent of respondents (2016 = 80 percent) feel that the site represents Montgomery County in an appealing way. Conversely, only 1.25 percent disagreed about the site's appeal.

**TABLE 22: OUR WEBSITE REPRESENTS MONTGOMERY COUNTY, VA IN AN APPEALING WAY:**



| RESPONSE | VALID PERCENT |
|---|---|
| Strongly agree | 25% |
| Agree | 60% |
| Neither agree nor disagree | 13.75% |
| Disagree | 1.25% |
| Strongly disagree | 0.00% |
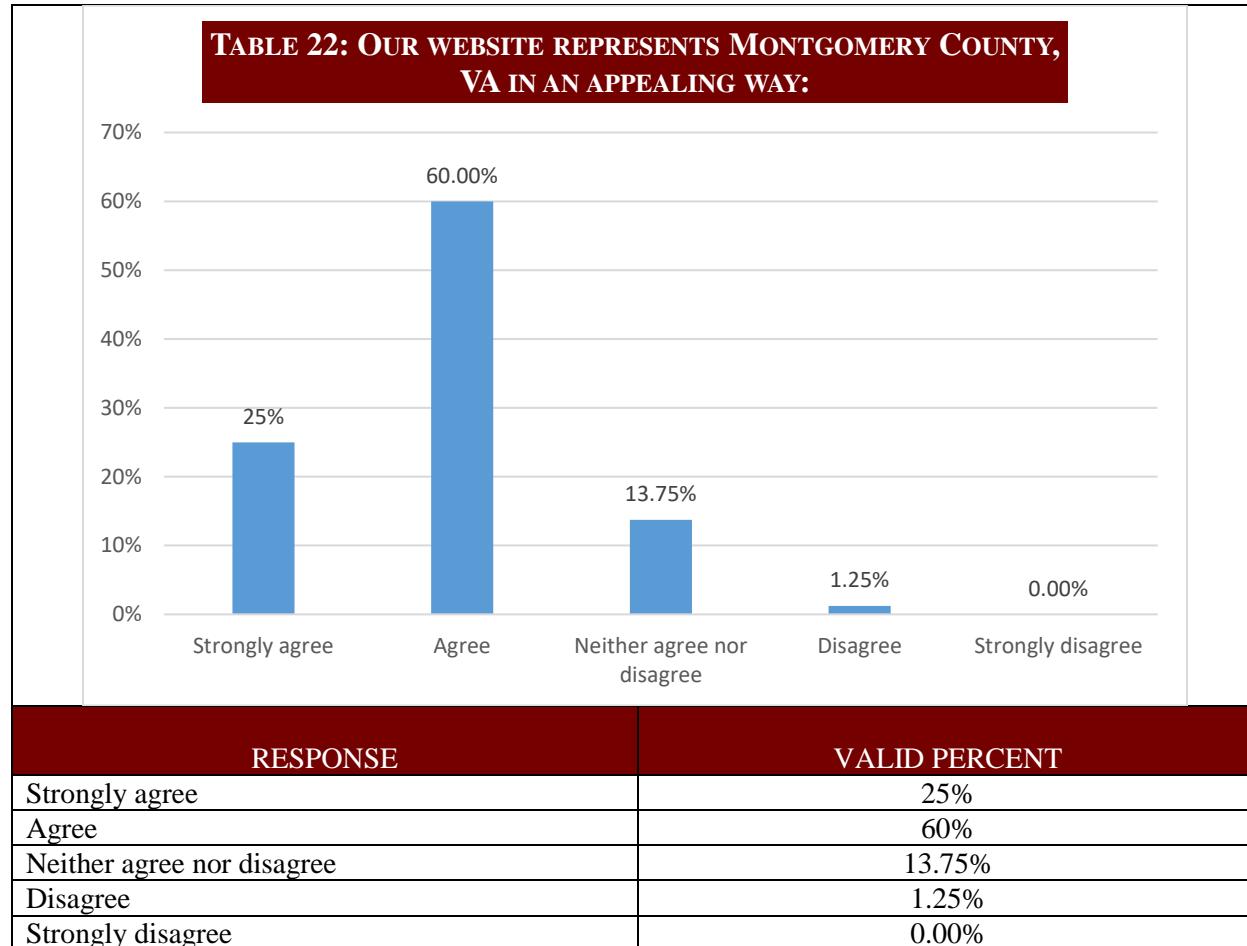
## SECTION 6.1. DATA MINING

Data mining can be described as identifying non-obvious and previously unknown trends and patterns in large data sets (Frawley et al., 1992). If DMO representatives wish to explore additional relationship(s) between combinations of variables included on the survey, they are encouraged to send the queries to Vince:
Email: magnini@vt.edu
Mobile: 540-553-5594.

## SECTION 6.2. TEXT MINING

If DMO representatives have research questions that might be addressed by drilling down further in the typed comments offered by survey respondents, they are urged to call or e-mail Vince.
Email: magnini@vt.edu
Mobile: 540-553-5594.

**Dr. Vincent Magnini** was recently ranked as one of the top 12 most prolific hospitality researchers worldwide and holds editorial board appointments on all of the top-ranked research journals in the field. Further, he is a U.S. Fulbright Scholar. He has published six books and more than 200 articles and reports. Dr. Magnini has also been featured on National Public Radio's (NPR) *All Things Considered, With Good Reason, Pulse on the Planet* and cited in the *New York Times* and *Washington Post.*

Dr. Magnini's consulting activities often include strategic marketing plans, feasibility studies, economic impact analyses, and executive education seminars.

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 347-356.[5]

Frawley, W. J., Piatetsky-Shapiro, G., & Matheus, C. J. (1992). Knowledge discovery in databases: An overview. *AI magazine*, *13*(3), 57.

Gnoth, J. (1997). Tourism motivation and expectation formation. *Annals of Tourism research*, *24*(2), 283-304.

Magnini, V. P., & Gaskins, J. N. (2010). Gender differences in responses to written touch references in hospitality print advertisements. *Tourism Analysis*, 15(3), 331-343.

Moschis, G. P. (1996). *Gerontographics: Life-stage segmentation for marketing strategy development*. Greenwood Publishing Group.

Oh, H. (2001). Revisiting importance–performance analysis. *Tourism Management*, *22*(6), 617-627.

Tourism Strategic Plan for Montgomery County – Blacksburg – Christiansburg (Developed with the support of the Virginia Tourism Corporation). September 2013.

---

[5] As a resource, reference articles from the 2016 annual report are listed here as well.

# APPENDICES

**IMPORTANCE / PERFORMANCE PERCEPTIONS OF VISITORS**

IMPORTANCE

#1 Restaurants
#2 Scenic vistas
#3 Hotel accommodations
#4 VT sporting events
#5 Hiking

SATISFACTION

**APPENDIX B:**
**Decision-Making Lead Times (developed using 2016 data)**

**IDEAL TIMING OF MARKETING COMMUNICATIONS**

#1
Position
(Any
Season)

#2
Position
(Any
Season)

| <1 week in advance of | 2-4 weeks in advance of target | 5-6 weeks in advance of target | 7-8 weeks in advance of target | >8 weeks in advance of target |
|---|---|---|---|---|
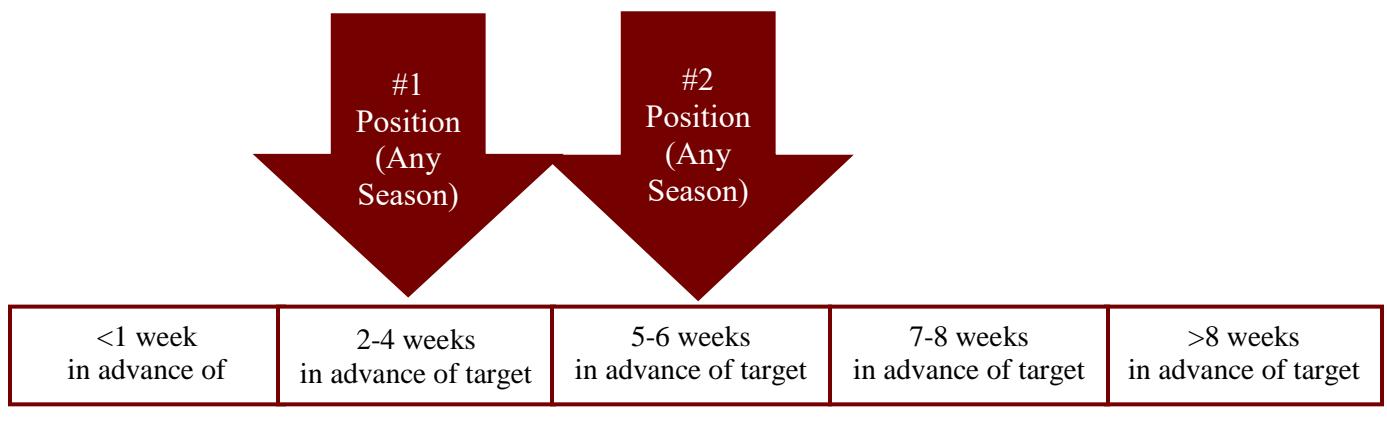
**DECISION-MAKING LEAD TIMES BY SEASON**

2 - 4 Weeks in advance of trip

FALL — WINTER — SPRING — SUMMER

**BRAND PERSONALITY PERCEPTIONS (OVERALL VISITORS)**

**BRAND PERSONALITY PERCEPTIONS (LEISURE VISITORS)**

**"MONTGOMERY COUNTY, VA IS THE PLACE TO VISIT WHEN _____."**
**(OVERALL VISITORS' PERCEPTIONS)**

**"MONTGOMERY COUNTY, VA IS THE PLACE TO VISIT WHEN _____."**
**(LEISURE VISITORS' PERCEPTIONS)**

**{END OF REPORT}**

## Montgomery

| | 2013 | 2014 | 2015 | 2016 | 2017 | Percent Change |
|---|---|---|---|---|---|---|
| **Travel Economic Impacts** | | | | | | |
| **Employment** | 1,320 | 1,330 | 1,367 | 1,401 | 1,433 | 2.3% |
| **Expenditures** | $ 132,669,504 | $ 136,326,981 | $ 139,524,651 | $ 143,835,801 | $ 152,697,826 | 6.2% |
| **Local Tax Receipts** | $ 2,321,836 | $ 2,342,739 | $ 2,476,631 | $ 2,603,012 | $ 2,716,875 | 4.4% |
| **Payroll** | $ 24,801,487 | $ 25,378,302 | $ 26,606,258 | $ 28,003,401 | $ 29,794,829 | 6.4% |
| **State Tax Receipts** | $ 5,681,878 | $ 5,772,204 | $ 6,119,472 | $ 6,424,335 | $ 6,737,843 | 4.9% |

## Background

These summary profiles represent locality-specific travel-related data kept by the Virginia Tourism Corporation for the years 2013-2017.

## Travel Economic Impacts (TEIM)

The studies to estimate the **domestic travelers' spending estimates** were conducted by the Research Department of the **U.S. Travel Association (formerly known as TIA**).  The studies provide estimates of domestic traveler expenditures in Virginia and its 133 counties and independent cities, as well as the employment, payroll income, and state and local tax revenue directly generated by these expenditures.

The data represent the direct travel impact **estimates** for the locality.  These five impact estimates EXCLUDE indirect, or multiplier impacts.

Expenditures represent the *direct* spending by domestic travelers including food, accommodations, auto transportation, public transportation, incidental purchases, entertainment / recreation and travel generated-tax receipts.

Payroll represents the *direct* wages, salaries and tips corresponding to the direct travel-related employment.

Employment represents the estimates of *direct* travel-related employment in the locality.

State Tax Receipts represents the estimates of *direct* travel-related state taxes generated within the locality. These receipts include corporate income taxes, individual income taxes, sales and gross receipts taxes, and excise taxes

Local Travel Receipts represents the estimates of *direct* travel-related local taxes generated within the locality. These include county and city receipts from individual and corporate income taxes, sales, excise and gross receipts taxes, and property taxes

Percent Change column represents the percentage change in each category over the previous year.

 http://www.vatc.org/research/economicimpact/

**TOWN OF CHRISTIANSBURG**
**TOWN COUNCIL**
**AGENDA COVER SHEET**

**AGENDA LOCATION:**                                                **Meeting Date:**
DISCUSSION AND ACTION BY MAYOR AND COUNCIL        November 27, 2018

**ITEM TITLE:**
Consideration of proposed aquatic center membership fees.

**DESCRIPTION:**
For the past eight years, membership revenue has fluctuated at the aquatic center. We believe the potential for resident participation has not been reached.  By evaluating the original fee structure, we have come to the conclusion that it may not only be complicated, but also difficult for residents to financially sustain memberships.  The following proposal gives the opportunity to attract new customers and retain current members with a simple, low-fee scenario.  Ultimately, this proposal would allow more residents to take advantage of our amenities therefore, increasing facility usage and enrollment in aquatic programs.
This recommendation was approved by the Aquatic Advisory Board on November 7, 2018 by a 6-0 vote.

**POTENTIAL ACTION:**
Approval

**DEPARTMENT(S):**                                                **PRESENTER:**
Aquatics Department/Town Manager's Office            Terry Caldwell, Director of Aquatics
                                                                 Aquatic Advisory Board Members

# CAC PROPOSAL FOR RATE CHANGES

This is a proposal for new membership fees and structure.

**Proposed Resident Flat Rate:**      $5 per month for child and youth (17 and under)
                                      $10 per month for adult and senior (18 and up)

-Option for yearly pass with automatic monthly withdrawal

Resident savings compared to the current yearly membership rates:

| | |
|---|---|
| Child | $40 |
| Youth | $90 |
| Adult | $130 |
| Senior | $30 |

*Yearly family membership will not exceed the current rate of $450*

**Proposed Non-resident (Guest) Flat Rate:**      $10 per month for child and youth
                                                 $15 per month for adult and senior

Non-resident (Guest) savings compared to the current yearly membership rates:

| | |
|---|---|
| Child | $20 |
| Youth | $90 |
| Adult | $170 |
| Senior | $30 |

*Yearly family membership will not exceed the current rate of $630*

Final Points

FY 17-18 revenue:  daily admissions      $  79,906.48
                  membership            $124,718.54
                                 $204,625.02

With membership numbers remaining the same and incorporating the proposed flat rate structure for residents and guests, the revenue for FY 17-18 would have been $205,295.

Our goal is to maintain current participation while attracting new customers to health and wellness.  As time passes, this will increase the overall health of our community, promote water safety and increase potential positive revenue streams.

Notes:
- *daily pass of $5 (for all ages) if not purchasing the flat monthly rate.  This fee also pertains to usage of the cardio room.*
- *dry pass of $2 for non-swimmers going downstairs*
- *fitness program and instructional class fees continue under current structure*
- *children 2 and under free admission*
- *"make-up" days would not be added onto memberships because of  swim meet closures*
- *membership begins exactly 30 days from purchase and will renew monthly on that date*
- *promote yearly membership with automatic monthly withdrawals by offering a sign up bonus with free product (goggles, towel, visitor pass, locker, etc.)*


Approval will kick-off a community-wide marketing campaign with the new fee structure to begin January 1, 2019.

Christiansburg Aquatic Center "New Year…New Deal!"
- *direct postcard mailing to residents*
- *public relations town-wide campaign*
- *all social media avenues*
- *announcement in the town water bill*
- *street banners*

**TOWN OF CHRISTIANSBURG**
**TOWN COUNCIL**
**AGENDA COVER SHEET**

**AGENDA LOCATION:**                                   **Meeting Date:**
Discussion and Action by Mayor and Council          November 27, 2018

**ITEM TITLE:**
Customer Service

**DESCRIPTION:**
When dialing the Town Hall administrative number (382-6128), customers hear the following:

"Thank you for calling the Town of Christiansburg.  If you know your party's extension you may dial it at any time.  For Finance or Treasurer's Office, press 1.  For Public Works, Engineering, Planning & Zoning, press 2.  For General Administration, Human Resources, Public Relations or IT, press 3.  Or remain on the line for an operator to assist you."

If they choose the respective numbers they will be sent to those departments or if they stay on the line or press "0" they will be put into a ring group.  Unless you channel yourself away from administration (by either pressing another department or by entering a direct extension) – i.e. – you press into administration "3", press "0" or simply hold, you will get a live person (but you do not get a person first, you must choose these paths to get someone).

The question is whether we should go to a 100% live answer system versus our current hybrid system.

**POTENTIAL ACTION:**
Consider changes to system to instant live operator.

**DEPARTMENT:**                                       **PRESENTER:**
Administration                                        Town Manager Randy Wingfield

**ITEM HISTORY:**

**Date:**                      **Action Taken:**

**Information Provided:**