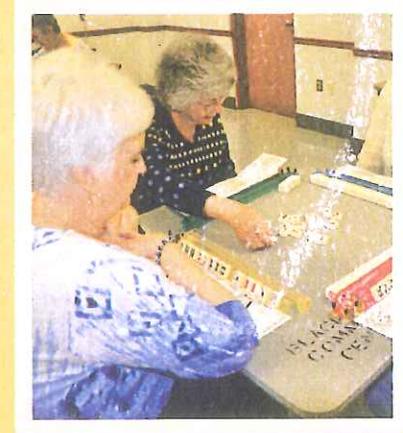
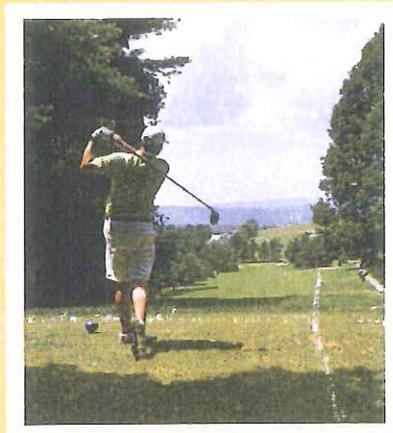
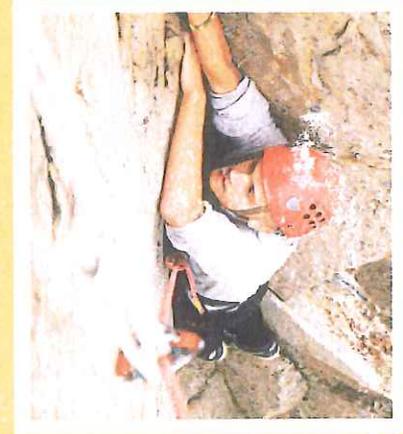
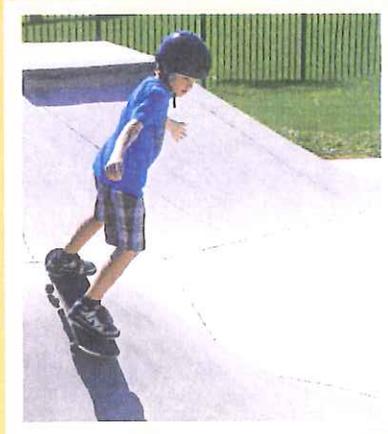
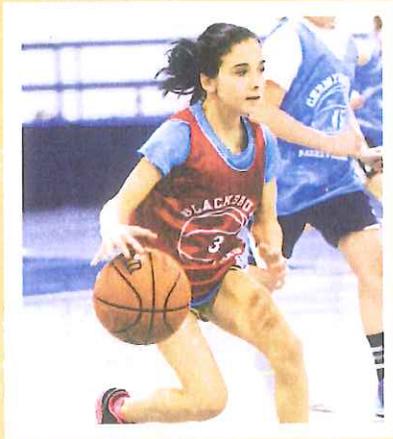


# Request for Proposal (RFP) #16-08 For Purchase of the Old Blacksburg High School Property



Issue Date: July 30, 2015

Proposal Due Date and Hour: Thursday, October 1, 2015 3:00 p.m.

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Attachment 1 – Appraisal Report

Attachment 2 – Parks and Recreation Indoor Needs Assessment and Feasibility Study

The Town of Blacksburg's proposal, in response to RFP #16-08, is set forth below. The proposal sets out each requirements of the RFP and provides the corresponding information below each item.

1. The Return of the RFP general information form and addenda, if any, signed and completed as required.

General Information Form:

**COUNTY OF MONTGOMERY, VIRGINIA**  
**RFP # 16-08**  
**ISSUE DATE: JULY 30, 2015**  
**Purchase of the Old Blacksburg High School Property**  
**(TO BE COMPLETED AND RETURNED)**  
**GENERAL INFORMATION FORM**

**QUESTIONS:** All inquiries for information regarding this solicitation should be directed to: Heather M. Hall, C.P.M., Procurement Manager, Phone: (540) 382-5784; faxed to (540) 382-5783, or e-mail: [hallhm@montgomerycountyva.gov](mailto:hallhm@montgomerycountyva.gov)

**DUE DATE:** Sealed Proposals will be received until **Thursday, October 1, 2015**, up to and including **3:00 PM**. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

**ADDRESS:** Proposals should be delivered to: **Montgomery County Purchasing Department, 755 Roanoke Street, Suite 2C, Christiansburg, Virginia 24073-3179**. Reference the Due Date and Hour, and RFP number in the lower left corner of the return envelope or package.

**COMPANY INFORMATION/SIGNATURE:** In compliance with this Request For Proposal and to all conditions imposed herein and hereby incorporated by reference, the undersigned hereby offers attached signed proposal.

Full Legal Name (print)			
Town of Blacksburg, VA			
Business Name / DBA Name / TA Name and Address			
Town of Blacksburg, VA / P.O. Box 90003 Blacksburg, VA 24062-9003			
Contact Name/Title		Signature	
Marc Verniel Town Manager			
Telephone Number	Fax Number	E-mail Address	Date
(540) 961-1130	(540) 961-1822	mverniel@blacksburg.gov	9/25/2015

Addenda #1:

# COUNTY OF MONTGOMERY

PURCHASING DEPARTMENT  
755 ROANOKE STREET, Suite 2C  
CHRISTIANSBURG, VA 24073-3179  
PHONE (540) 382-5784 | FAX: (540) 382-5783  
Heather M. Hall, C.P.M., Procurement Manager

---

## REQUEST FOR PROPOSAL, RFP # 16-08 ADDENDUM NUMBER 1

DATE: August 11, 2015  
TITLE: Purchase of the Old Blacksburg High School Property

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1. There was an error in the parcel file. Attached is the revised map.

ACKNOWLEDGE RECEIPT OF ADDENDUM # 1:

COMPANY/FIRM NAME AND ADDRESS:

Town of Blacksburg

P. O. Box 90003

Blacksburg, VA Zip Code 24062-9003

Toll Free Number: ( ) Telephone Number: ( )  
540-961-1130

SUBMITTED BY:

NAME: Marc Verniel

(print)

SIGNATURE: 

TITLE: Town Manager

DATE: 9/25/2015

Fax Number: ( )  
540-961-1822

Addenda #2:

# COUNTY OF MONTGOMERY

PURCHASING DEPARTMENT  
755 ROANOKE STREET, Suite 2C  
CHRISTIANSBURG, VA 24073-3179  
PHONE (540) 382-5784 | FAX: (540) 382-5783  
Heather M. Hall, C.P.M., Procurement Manager

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## REQUEST FOR PROPOSAL, RFP # 16-08 ADDENDUM NUMBER 2

DATE: August 20, 2015  
TITLE: Purchase of the Old Blacksburg High School Property

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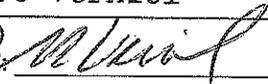
1. Attached are findings by OWPR and ATS International, Inc. after the collapse of the gym.
2. All other terms and conditions remain the same.
3. Due date remains October 1, 2015

ACKNOWLEDGE RECEIPT OF ADDENDUM # 2:

COMPANY/FIRM NAME AND ADDRESS:

Town of Blacksburg  
P. O. Box 90003

SUBMITTED BY:

NAME: Marc Verniel  
(print)  
SIGNATURE: 

TITLE: Town Manager

DATE: 9/25/2015

Blacksburg, VA Zip Code 24062-9003

Toll Free Number: ( ) \_\_\_\_\_ Telephone Number: ( ) 540-961-1130 Fax Number: ( ) 540-961-1822

## 2. Describe your company and the company's experience in developing similar projects.

The Town has effectively funded and developed numerous public facility and recreation projects over the past twenty years. Each of these projects was accomplished with a focus on public involvement in the design process, attainment of grant funding and private sponsorships, sustainable practices, planning and partnering to assure effective operation and maintenance after construction for the facility use, and accessible facilities to serve the community at large. These projects include the following:

- 1) Blacksburg Volunteer Rescue Station (\$7.7M) – Under construction, completion anticipated March 2016.
- 2) Blacksburg Fire Station #3 (\$2.1M) - Currently in service, with up fit of second floor under construction.
- 3) Parks Administration Building and Park Expansion (\$700k) – The project involved the renovation of a house into offices and public meeting spaces, and the development of the grounds to include a skateboard park and hockey rink.
- 4) Blacksburg Community Center Expansion (\$400k) – The facility was recently updated to create a fitness facility, and previously was expanded to provide for Senior Center spaces and additional community rooms.
- 5) Blacksburg Aquatic Center (\$2M) - The facility provides for recreation and fitness programs year round.

In addition, the Town has been an effective and successful partner with Montgomery County on the provision of recreation facilities which serve both the County school needs and general recreation purposes.

- 6) Winfrey Park (\$1.4M) - This park, located between the Kipps Elementary and Blacksburg Middle School, provides for student use during school hours and intensive soccer based recreation and competition use during non school hours.
- 7) Kipps Community Gym (\$170k) - This facility provides for school use and public recreation programming during non school hours.
- 8) The Town has always supported high school athletics by allowing the use of fields and facilities at no cost. Teams that have used Town facilities for practices and games include soccer, football, tennis, track, softball and basketball (both JV and Varsity).

Finally, the Town has a strong track record for successful project management which maximizes use of state and federal grants, is fully compliant with program requirements, uses partnerships to fulfill goals, and achieves project completion on time and on budget. These projects include the following:

- 1) Huckleberry Trail system development (\$1.3M) - This County wide 10+ mile trail network has been continually expanded over the last 20 years with Federal Transportation Efficiency grants, state revenue sharing grants, recreation access grants, Department of Conservation and Recreation grants, University funding, and private donations and sponsorships garnered by the Friends of the Huckleberry.

- 2) College Avenue Promenade (\$4.5M) - This streetscape improvement, funded through Transportation Efficiency and Revenue sharing grants, created a significant community space for hosting events, festivals and celebrations.
- 3) Turner Streetscape (\$1.6M) - This street, sidewalk, and pedestrian safety improvement was a partnership project between the University and Town with state grant funds that provided attractive and safe pedestrian linkages between downtown parking areas, commercial areas, and festival areas.
- 4) North Main Street Improvements (\$9.2M) – This streetscape improvement project extended the downtown streetscape from College Avenue to Prices Fork Road and included the construction of a roundabout at the intersection of North Main Street and Prices Fork Road, reduction of vehicle travel lanes, and widening of the sidewalk throughout the corridor.
- 5) Old Prices Fork Elementary School (\$3.3M) – The New River Valley HOME Consortium, for which the Town is the lead entity and fiscal agent, is working with Taylor Hollow Construction to repurpose the former elementary school to create affordable and market rate housing for individuals aged 55+. In addition, The *Old School Food Center at Prices Fork* will utilize public, private and non-profit partnerships to transform a portion of the school into a regional center supporting food and agritourism entrepreneurs and local farmers through the development of (1) a commercial community incubator kitchen, (2) a restaurant that obtains the majority of its ingredients from small farmers in the New River Valley and cross subsidizes the incubator kitchen, and (3) space for food and agritourism entrepreneurs selected through a business contest and support program.

**3. Provide the names and roles of the individuals who will be assigned to this project and their experience in developing similar projects.**

*MARC VERNIEL, TOWN MANAGER*

Marc Verniel was appointed Town Manager in August 2005. Prior to being named Town Manager, Mr. Verniel served for six years as Blacksburg's Assistant Town Manager where he led the Town's economic development efforts, improved budgeting and capital improvement planning processes, and was involved in all aspects of local government administration. Marc will be responsible for the general oversight of the property and successfully transitioning it for future recreational uses.

*LARRY SPENCER, TOWN ATTORNEY*

Larry Spencer was appointed in 2005 by the Blacksburg Town Council. Prior to coming to Blacksburg, he was an associate city attorney in Virginia Beach. He is responsible for providing advice on a broad range of topics, including land use and development, taxation, personnel and contractual issues. Mr. Spencer represents the Town, along with outside counsel as necessary, in all litigation matters. Larry will be responsible all legal matters for the property including its acquisition and contracts for its future recreational uses.

*DEAN CRANE, PARKS AND RECREATION DIRECTOR*

Dean Crane was appointed Director of Parks and Recreation in August 1998. Mr. Crane has lead significant initiatives to fund and build new parks and facilities in deficient areas of Blacksburg to serve Town and County residents, increased equity and inclusion in services offered by the department, and been a leader in sustainable practices. He has managed all aspects of the Town's budgeting, administration, capital planning and development, contracts, recreation services, park development, risk management, park and facility maintenance. He provides policy and technical advice to the Parks and Recreation Advisory Board whose members are appointed by the Blacksburg Town Council. Dean will be responsible for working with the community to develop and implement a recreational plan for the property and transitioning the property into a future parks and recreation asset for the community. Dean would also be responsible for managing the day-to-day operations of the site for the existing fields and future uses.

*ANNE McCLUNG, PLANNING AND BUILDING DIRECTOR*

Anne McClung has over 27 years of experience in public sector planning and joined the Town in 2008. She has extensive experience in comprehensive planning, small area and corridor plan development, development review, and zoning code updates. Ms. McClung has been very involved with downtown revitalization including the establishment of a financial incentives and rebates program to bring new businesses to downtown and the adoption of an Arts Overlay Live/Work/Sell zoning district for the residential area adjacent to the downtown to attract artists in residence. Anne will be responsible for working with Town staff and the community for visioning and planning for the use of the property and assisting the Parks and Recreation Director with the community engagement component of the site's development for future recreational uses.

*MATT HANRATTY, ASSISTANT TO THE TOWN MANAGER*

Matt Hanratty became Blacksburg's Assistant to the Town Manager in 2015 and has previously served as the Housing and Neighborhood Services Manager since 2006. In his current role he is responsible for all aspects of the Town's Community Development Block Grant (CDBG) and New River Valley's HOME programs. He has also worked with communities in the New River Valley to prepare and implement state administered CDBG programs which have utilized HOME funding as a source of local leverage. These programs serve as tools to assist the New River Valley in fostering community development projects catered to individual community needs. Mr. Hanratty has utilized the Town's housing resources across the entire New River Valley through the HOME Consortium to provide critical resources to communities that are in need of housing and community development assistance and is currently working with Taylor Hollow Construction on the repurposing of the Old Prices Fork Elementary School. Matt will be responsible for the overall coordination and project management of the site as it transitions from its current use to its future recreational use and serve as the liaison to the Town Manager and Town Attorney.

*RANDY FORMICA, ENGINEERING AND GIS INTERIM DIRECTOR*

Randy Formica is a licensed Professional Engineer and has served the Town of Blacksburg for 21 years as a Town Engineer. He was appointed as Interim Director of Engineering and GIS in 2015. Mr. Formica has over 33 years engineering experience including construction testing, construction inspections, building construction, geotechnical engineering, and construction and project management. Mr. Formica served as the Town Engineer overseeing the drinking water system for 14 years and has served as the Town's Construction Manager for the last seven years. Projects managed include water tank construction, water line installations, sidewalk and trail construction. Mr. Formica also serves as the Erosion and Sediment Control Program Administrator for the Town and monitors the private development projects in Town along with the Town's Construction Inspector. Randy will be responsible for general oversight of the OBHS building removal and will coordinate that effort with Montgomery County. He will also have general oversight of any site work and infrastructure development that occurs on the site.

*BRANDON STEELE, TOWN ENGINEER*

Brandon Steele is a licensed Professional Engineer and has been working as the Urban Transportation Manager at the Town for the past eight years and has another eight years of civil engineering experience in the design field. Mr. Steele has extensive project management experience including personnel management, right-of-way acquisition, hiring and overseeing construction management firms, design, utility relocations, and construction. Mr. Steele has been the project manager of nearly \$50 million dollars worth of projects which include the Tom's Creek Interchange, Main Street Rebuild, Main Street Signal Replacements, College Avenue, and the Givens Lane Widening and Progress Street Extension Project. Brandon will be responsible for the direct management of any construction that takes place on the site including the demolition, infrastructure improvements, and development of any future recreational uses. This includes the oversight and management of all construction contractors.

- 4. Describe your proposed use of the Property, including how you plan to develop the property and the zoning that will be required to develop the Property. Please describe how your proposed use and zoning designation conforms to the Comprehensive Plan of the Town of Blacksburg.**

The Town plans to use the property as an expansion of the Town's parkland for future recreational uses. The property is zoned for Public Recreational areas (Zoning Ordinance Section 3041 (a) and is a "by-right" use within the R-4 district. Public parks and recreational areas are defined as publicly owned and operated parks, picnic areas, playgrounds, indoor/outdoor athletic or recreation facilities, indoor/outdoor shelters, amphitheaters, game preserves, open space, and other similar uses.

The Comprehensive Plan future land use designation for the site is Civic; this allows schools, governmental offices and buildings, service organizations and other institutional uses which would allow parks and recreation activities and facilities on the site.

**5. Discuss your monetary offer to purchase the Property and the time frame you will need to close on the Property.**

The Town will pay \$2 million for the Property. This offer is based on Miller, Long and Associates' appraisal of the Property's value at \$1.9 million (attachment 1). As part of this offer, the \$2 million will be placed into escrow, and the costs of demolishing the old high school structure will be deducted from the \$2 million. The County will receive the net proceeds. The County and Town would work together in overseeing the demolition. We believe it is fair to consider the costs of demolition, which any proposal will have to account for.

The Town's offer to purchase the Property is not contingent upon obtaining financing. The Town can close within a reasonable time (60 days) after entering a contract with the County. Any contract between the Town and County for the purchase of the Property will be approved by the Blacksburg Town Council. The Town will have a phase I environmental review and geo-technical assessment performed before closing.

**6. Discuss the investment that you propose for the Property, and the anticipated timeframe to develop the Property.**

The investment of this project will benefit all County residents by building to the existing recreational offerings for the northern side of the County. Several of the acres of the existing site are already used for Blacksburg Parks and Recreation activities as well as being maintained by the Town. The demolition of the building and the paved areas would need to be completed and then a master planning process would take place for the development and layout of the parkland. The anticipated timeframe for this to occur is five to 10 years. This needs to be discussed further.

**7. Discuss your plan for the Property once it is developed and how that use complements the adjacent areas.**

The plan for the site is to create a Town park that would encompass playing fields, picnic shelters and the possible creation of a new recreation center of significant size for the citizens to enjoy as described in the findings of the 2013 Parks and Recreation Indoor Needs Assessment and Feasibility Study that was completed by PROS Consulting (attachment 2). The Municipal Park is directly across the street and would be linked to this new area thus creating a 71 acre park in Blacksburg. The long term concept would be to link the two parcels by installing a pedestrian bridge to assist with a safe crossing of Patrick Henry Drive. The adjacent area neighborhoods are accustomed to living next to the park and enjoy the activities and view shed of the parkland. The quality of life near this new parkland will be improved by knowing that the park land can be used by the citizens for their own recreational pursuits.

**8. Discuss any other issues that you believe the County should consider about your offer to purchase and the overall development plan for the Property.**

The Town's offer is in the best interests of the County and its citizens. The Town's use of the Property would preserve existing recreational uses on the Property (track, baseball and softball fields that would most likely not be preserved by a private developer) and provide high quality new recreational facilities to meet the needs of residents in this part of the County. The Town would also consider partnering with a private developer in a joint venture to redevelop the site.

This Property is important open space that already is valued by the community as well as the neighboring property owners. It is a large tract of centrally located land that rarely becomes available and which has tremendous civic value. The development of the Property as a recreational facility will compliment the surrounding neighborhood and increase existing property values. The efforts of the Town in developing the Property as a recreational facility will reduce or eliminate any need for the County to develop recreational facilities in this part of Montgomery County, thus saving the County money.

First class recreational facilities help attract high quality candidates for jobs at Virginia Tech and emerging tech companies. They also promote public health and general quality of life. Developing this Property as a recreational facility would be an economic development incentive for Montgomery County.

Besides considering the purchase price, the County should consider the costs associated with residential development. If the property were developed as housing under the current Town and County zonings, approximately 124 to 139 housing units can fit on the site depending upon the amount of public right-of-way that is utilized (a range of 10% to 20% of the total area is assumed) for roads as part of the development. While those units generate real estate taxes, other costs are associated with residential development. According to the Montgomery County Public Schools Administrative Office, for every new housing unit constructed in the County it is assumed that 0.6 children will be attending the public school system. This comes at a cost of \$10,038 per student of which \$4,385 is paid for locally. This equates to annual cost of approximately \$342,030 to the County (assuming 131 housing units are built). The taxes generated on a single family home assessed at \$350,000 assuming the current tax rate of \$0.89 / \$100 of assessed value is \$3,115. For the entire develop scenario of 131 housing units this equates to \$408,065 annually. After the costs for schools are deducted out of the total tax revenue, the site would only generate approximately \$66,035 annually. This also assumes that there are no other public costs associated with the housing units such as fire, police, rescue, and social services, to name a few.

The net benefit of adding to the park system far outweighs this cost and also adds value to the surrounding neighborhoods and the community. Many studies have shown a correlation between parks and open spaces and higher property values. In essence, homes neighboring parks and open spaces have been shown to be worth more than other residences further away from these amenities. The increased value of these homes means that communities benefit from increased taxes paid on these

properties, an effect known as the “proximate principle.” These values typically range from 5% to 15% depending upon the quality of the park.<sup>1</sup>

The Town believes that the proposal is a fair offer that will provide citizens of Montgomery County a future destination for additional parks and recreation uses and services that compliments the existing parks and recreation network. The offer will not place any additional burden on County schools and public services and it will increase the property value of the surrounding neighborhoods. Accepting this offer will permit the Town and County to meet the current and future needs of our citizens.

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<sup>1</sup> Crompton, J.L., “The Impact of Parks on Property Values: Empirical Evidence from the Past Two Decades in the United States.” *Managing Leisure* Vol. 10 (October 2005): 203-218



**APPRAISAL REPORT OF THE  
±36.3152 ACRES OF ASSUMED VACANT RESIDENTIAL LAND  
(FORMER BLACKSBURG HIGH SCHOOL SITE)  
LOCATED AT  
520 PATRICK HENRY DRIVE  
TOWN OF BLACKSBURG, VIRGINIA 24060  
MLA FILE: 15-215**



MILLER, LONG & ASSOCIATES, INC.  
REAL ESTATE APPRAISAL COMPANY  
435 McClanahan Street, SW  
Roanoke, Virginia 24014-1756

SAMUEL B. LONG, MAI, CRE, SRA  
CATHERINE B. SMELTZER, MAI, SRA  
THOMAS D. BARLOW, MAI, SRA  
M. KIRBY SMELTZER, JR.  
JARED L. SCHWEITZER, MAI  
PATRICIA C. BOONE  
GREGORY W. MACKAY  
JOHN H. MILLER, MAI (1920–2013)

BUSINESS TELEPHONE  
(540) 345-3233

FAX NUMBER  
(540) 344-3966

WEB ADDRESS  
[www.millerlongandassociates.com](http://www.millerlongandassociates.com)

August 31, 2015

Mr. Dean B. Crane - CPRP  
Director – Parks & Recreation Department  
Town of Blacksburg  
615 Patrick Henry Drive  
Blacksburg, VA 24062

Re: Appraisal Report of:  
±36.3152 Acres of Assumed Vacant Residential Land  
520 Patrick Henry Drive  
Town of Blacksburg, Virginia 24060  
MLA File: 15-215

Dear Mr. Crane:

As requested per the Town of Blacksburg purchase order dated August 18, 2015, we are submitting an appraisal of the above captioned property, further identified by the Montgomery County Real Estate Office as Tax Map Numbers 227-A-4, 4C and 4D and 41-A-2, located within the Corporate Limits of the Town of Blacksburg and Montgomery County, Virginia.

Please note that a personal inspection was made of the land, with due consideration given to all factors that influence the fee simple market value of the subject property. The value opinion is subject to the Contingent and Limiting Conditions included as part of this appraisal report.

In our opinion, the report conforms to the minimum standards of the Uniform Standards of Professional Appraisal Practice (USPAP), revised January 1, 2014, Title XI of the Financial Institution Reform, Recovery and Enforcement Act of 1989 (FIRREA), revised March 31, 1999, and the Code of Professional Ethics and Standards of Professional Practice of the Appraisal Institute. This appraisal report includes the information necessary to understand the expressed opinions.

As an end result of our investigation, it is our opinion that the estimated fee simple market value of the assumed vacant subject land, assuming a ±1-year exposure time, as of August 19, 2015, is:

**ONE MILLION NINE HUNDRED THOUSAND DOLLARS.....\$1,900,000**

**This appraisal report is being prepared under the hypothetical condition that the former school building improvements have been razed and that the subject is vacant land only. Use of this hypothetical condition may affect assignment results.**

This letter of transmittal precedes our appraisal report and must remain attached to the report, which contains 27 pages, plus related exhibits, in order for the value opinions to be considered valid.

Respectfully submitted,



Jared L. Schweitzer, MAI  
VIRGINIA GENERAL CERTIFIED APPRAISER #4001009036



Thomas D. Barlow, MAI, SRA  
VIRGINIA GENERAL CERTIFIED APPRAISER #4001000646

JLS/TDB/rlb

P:\APPRAISALS\2015\15-215 FORMER BLACKSBURG HIGH SCHOOL SITE REPORT.DOC

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**SUMMARY OF SALIENT FACTS AND CONCLUSIONS**

LOCATION:	520 Patrick Henry Drive (Southeastern quadrant of Patrick Henry Drive and Grove Avenue) Town of Blacksburg, Virginia 24060
PROPERTY RIGHTS APPRAISED:	Fee simple estate
EFFECTIVE DATE OF APPRAISAL:	August 19, 2015
DATE OF THE REPORT:	August 31, 2015
OWNER OF RECORD:	Board of Supervisors of the County of Montgomery, Virginia
TAX MAP NUMBERS:	227-A-4,4C and 4D and 41-A-2
LAND AREA/SHAPE/FRONTAGE:	±36.3152 acres / irregular / ±1,180' on Patrick Henry Drive and 800' on Grove Avenue
ZONING:	R-4, Low Density Residential District (Town of Blacksburg) R-2, Residential District (Montgomery County)
PRESENT USE:	Vacant residential land (hypothetical condition)
HIGHEST AND BEST USE –  AS THOUGH VACANT:	Future residential development
VALUE INDICATIONS -  LAND VALUE BY SALES COMPARISON:	\$1,900,000
  FINAL OPINION OF MARKET VALUE:	  \$1,900,000

**This appraisal report is being prepared under the hypothetical condition that the former school building improvements have been razed and that the subject is vacant land only. Use of this hypothetical condition may affect assignment results.**

This "Summary of Salient Facts and Conclusions" must remain attached to this report which contains 27 pages, plus related exhibits, in order for the value opinion to be considered valid.

## CONTINGENT AND LIMITING CONDITIONS

An appraisal and its resulting indications are influenced by the terms of the assignment and the limiting conditions as outlined by the Client's instructions, together with the contingencies, which form the very foundation necessary for the completion of an assignment. This appraisal report was prepared under the following conditions:

1. The legal description used within this report is assumed to be correct and the owner of record is assumed to have a free and clear fee simple title with no encumbrances that cannot be cleared through normal channels.
2. No opinion of a legal or engineering nature is intentionally expressed or implied and no responsibility is assumed for matters of this nature.
3. The information on which this appraisal is based has been obtained from sources normally used and is considered reliable, but not guaranteed.
4. I (we) assume that the existing improvements do not encroach upon adjacent properties, nor do they otherwise constitute a potential liability to other owners.
5. The sketches and maps included in this report are to assist the reader in visualizing the property, but no responsibility is assumed for their accuracy. Property lines, land areas and legal descriptions as provided are assumed to be correct.
6. I (we) do not agree to give testimony or attend court by reason of this appraisal with reference to the property described in this report, unless prior arrangements have been made.
7. I (we) reserve the right to alter my/our opinion of value on the basis of information withheld or not uncovered in the normal course of a diligent investigation.
8. The fee charged for this appraisal does not include payment for court testimony or for further consultation.
9. Load bearing capacity of subsoil and drainage of soil are assumed to be adequate. No borings, percolation tests or engineering studies have been made; this information could affect the opinion of value.
10. Unless otherwise stated in this report, the existence of hazardous material, which may or may not be present on the property, was not observed. I (we) have no knowledge of the existence of such materials on or in the property. I (we) am not qualified to detect such substances. The presence of substances such as asbestos, radon gas, urea-formaldehyde foam insulation or other potentially hazardous materials may affect the value of the property. The opinion of value is derived on the assumption that there is no such material on or in the property that would cause a loss in value. No responsibility is assumed for any such conditions, or for any expertise or engineering knowledge required to discover them. The client is urged to retain an expert in this field, if desired.

11. The Americans with Disabilities Act ("ADA") became effective January 26, 1992. I (we) have not made a specific compliance survey and analysis of this property to determine whether or not it is in conformity with the various detailed requirements of the ADA. It is possible that a compliance survey of the property, together with a detailed analysis of the requirements of the ADA, could reveal that the property is not in compliance with one or more of the requirements of the Act. If so, this fact could have a negative effect upon the value of the property. Since I (we) have no direct evidence relating to this issue, I (we) did not consider possible non-compliance with the requirements of ADA in estimating the value of property.
12. For the purposes of this appraisal, the property is assumed as though under responsible ownership.
13. Economic projections in this report assume a typical economy and the value stated is in U.S. currency as of this date.
14. The appraisal represents an opinion as to the current market value without regard to any special value to a particular buyer or seller and an additional assumption is made that the buyers and sellers consist of intelligent buyers and sellers dealing in the open market.
15. This appraisal was obtained from Miller, Long & Associates, Inc. real estate appraisal company and consists of "trade secrets and commercial or financial information", which is privileged and confidential and exempted from disclosure under 5 U.S.C. 522 (b) (4). Please notify Miller, Long & Associates, Inc. of any request for reproduction of this appraisal.
16. This assignment is to include a complete electronic copy of the appraisal report. Any additional copies may be obtained from the appraisal company at \$100.00 per copy.
17. The fee received for this assignment is in no manner contingent upon the opinion of value.
18. **This appraisal report is being prepared under the hypothetical condition that the former school building improvements have been razed and that the subject is vacant land only. Use of this hypothetical condition may affect assignment results.**
19. The effective date of valuation is August 19, 2015.

#### **RESTRICTIONS UPON DISCLOSURE AND USE**

Disclosure of the contents of this appraisal report is governed by the By-Laws and Regulations of the Appraisal Institute.

Neither all nor any part of the contents of this report (especially any conclusions as to value, the identity of the appraiser, or the firm with which the appraiser is connected, or any reference to the Appraisal Institute or to any initialed designation) shall be disseminated to the public through advertising media, public relations media, news media, sales media, or any other public means of communication without the prior written consent and approval of the signer.

This appraisal is to be used in its entirety only, not in part. No portion of it shall be used in connection with any other appraisal and no right is given to quote or publish this report in part or whole.

SUBJECT PHOTOGRAPHS



SUBJECT FACING NORTH



SUBJECT FACING EAST



SUBJECT FACING SOUTHEAST



SUBJECT FACING SOUTH



SUBJECT FACING WEST



SUBJECT FACING EAST



SUBJECT FACING WEST



SUBJECT FACING SOUTHWEST



SUBJECT FACING WEST



SUBJECT FACING EAST



SUBJECT FACING EAST



SUBJECT FACING WEST



SUBJECT FACING SOUTHWEST



SUBJECT BUILDING FACING SOUTHEAST  
(ASSUMED RAZED)



SUBJECT BUILDING FACING SOUTH  
(ASSUMED RAZED)



SUBJECT BUILDING FACING NORTH  
(ASSUMED RAZED)



PATRICK HENRY DRIVE AND SUBJECT AREA  
FACING NORTHWEST, SUBJECT ON RIGHT

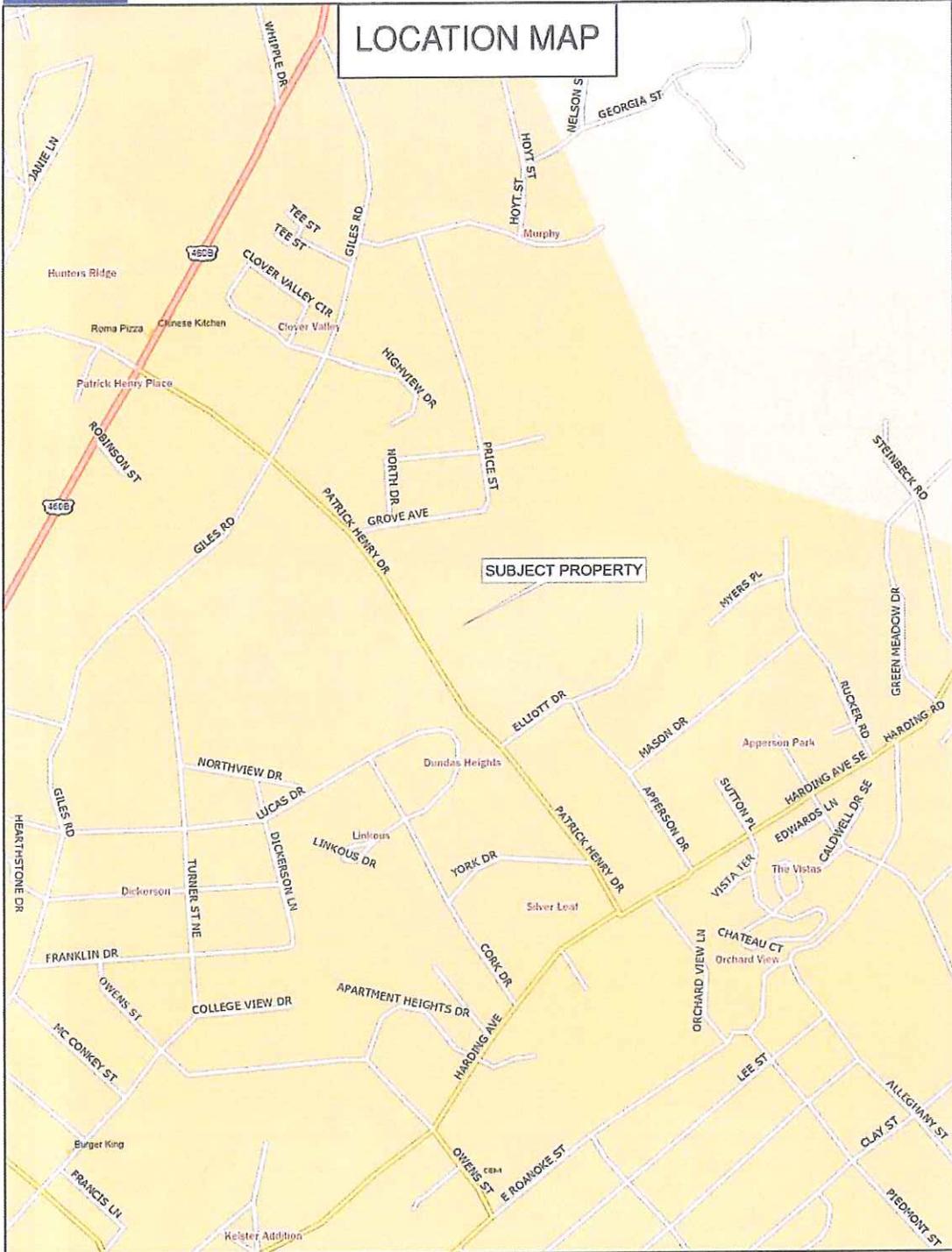


PATRICK HENRY DRIVE AND SUBJECT AREA  
FACING SOUTHEAST, SUBJECT ON LEFT

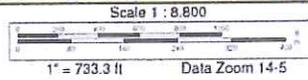


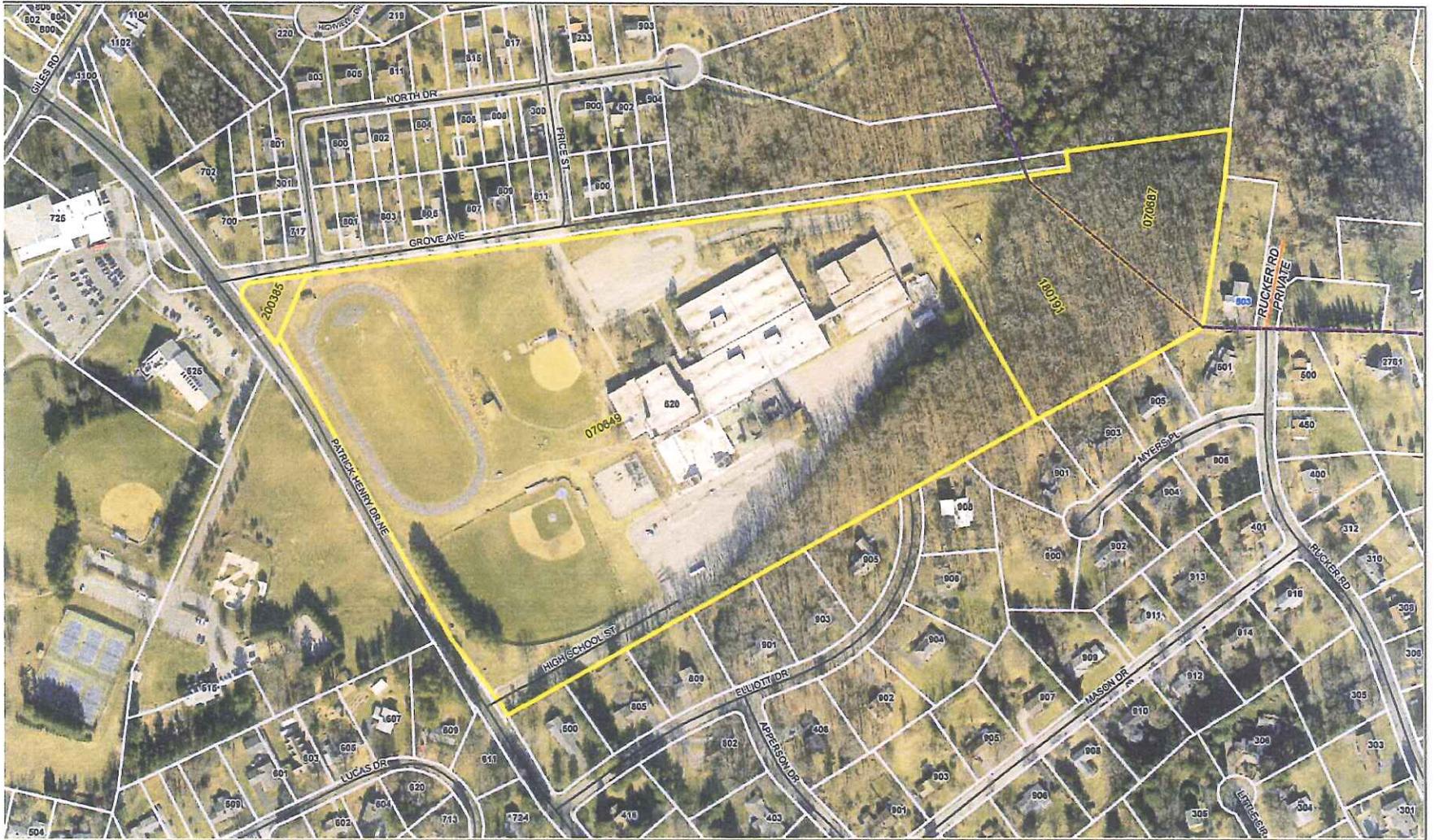
GROVE AVENUE AND SUBJECT AREA FACING WEST,  
SUBJECT ON LEFT

# LOCATION MAP



Data use subject to license.  
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 www.delorme.com

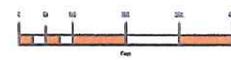




**Old Blacksburg High School Property**  
 (Parcel ID(s) - 070649, 180191, 200385, 070687)



Map Prepared by Montgomery County, Va  
 Planning and GIS Services, 08/01/2015



## PURPOSE OF THE APPRAISAL

The purpose of this appraisal is to estimate the fee simple market value of the subject property (assumed to be vacant land) in terms of cash or of financing arrangements equivalent to cash as of August 19, 2015, the effective date of the appraisal.

## INTENDED USE AND INTENDED USER OF THE APPRAISAL

The intended use of this appraisal report is to provide an authoritative value to aid the client for, but is not limited to, internal purposes. The intended user of this report is the client, Mr. Dean Crane with the Town of Blacksburg and/or his assigns.

## DEFINITION OF MARKET VALUE

"*Market value* means the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition are the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. buyer and seller are typically motivated;
2. both parties are well informed or well advised and acting in what they consider their own best interests;
3. a reasonable time is allowed for exposure in the open market;
4. payment is made in terms of cash in U.S. dollars or in terms of financial arrangements comparable thereto; and
5. the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale."<sup>1</sup>

## THE EFFECTIVE DATE OF THE APPRAISAL

The effective date of the appraisal is August 19, 2015 and the property was physically inspected by Jared L. Schweitzer and Thomas D. Barlow on that date. The date of this report is August 31, 2015.

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<sup>1</sup> The Appraisal Foundation, USPAP Advisory Opinion 30 (Washington, D.C., 2014-2015 Edition), Page A-105.

## DEFINITION OF HYPOTHETICAL CONDITION

“A condition, directly related to a specific assignment, which is contrary to what is known by the appraiser to exist on the effective date of the assignment results, but is used for the purpose of analysis. Comment: Hypothetical conditions are contrary to known facts about physical, legal or economic characteristics of the subject property; or about conditions external to the property, such as market conditions or trends; or about the integrity of data used in an analysis.”<sup>2</sup>

**This appraisal report is being prepared under the hypothetical condition that the former school building improvements have been razed and that the subject is vacant land only. Use of this hypothetical condition may affect assignment results.**

## DEFINITION OF EXTRAORDINARY ASSUMPTION

“An assumption, directly related to a specific assignment, as of the effective date of the assignment, which if found to be false, could alter the appraiser's opinions or conclusions. Comment: Extraordinary assumptions presume as fact otherwise uncertain information about physical, legal, or economic characteristics of the subject property; or about conditions external to the property such as market conditions or trends; or about the integrity of data used in an analysis.”<sup>3</sup>

No extraordinary assumptions exist.

## PROPERTY RIGHTS APPRAISED

This appraisal is being made with the understanding that the subject property includes all of the rights which may be lawfully owned and is, therefore, titled in fee simple.

The property rights appraised herein include all the bundle of rights, i.e., right to use, sell, to lease, give away the property and the right to refuse to exercise any of these rights. The bundle of rights is guaranteed by law but is subject to the four powers of government, i.e., eminent domain, taxation, police power and escheat.

Also the bundle of rights may be subject to certain private agreements including deed restrictions, easements, rights-of-way and private agreements.

## DEFINITION OF FEE SIMPLE ESTATE

"Absolute ownership unencumbered by any other interest or estate, subject only to the limitations imposed by the governmental powers of taxation, eminent domain, police power, and escheat."<sup>4</sup>

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<sup>2</sup> The Appraisal Foundation, Uniform Standards of Professional Appraisal Practice (Washington, D.C., 2014-2015 Edition), Page U-3.

<sup>3</sup> The Appraisal Foundation, Uniform Standards of Professional Appraisal Practice (Washington, D.C., 2014-2015 Edition), Page U-3.

<sup>4</sup> Appraisal Institute, The Dictionary of Real Estate Appraisal, 5<sup>th</sup> Edition (Chicago: AI, 2010), Page 78.

## SCOPE OF WORK

The scope of work details the steps necessary to prepare an appraisal report in accordance with the Standards of Professional Practice of the Appraisal Institute and the Uniform Standards of Professional Appraisal Practice of the Appraisal Foundation. As stated previously, the subject property includes ±36.3152 acres of assumed vacant residential land located at 520 Patrick Henry Drive. The steps undertaken, and the data sources used, are briefly summarized below and on the following page:

### AREA AND MARKET AREA ANALYSIS:

The Montgomery County area, as used in this report, includes Montgomery County and the Towns of Blacksburg and Christiansburg.

In preparing the analysis for the Montgomery County area, a community profile was obtained from [www.YesVirginia.org](http://www.YesVirginia.org). Additional sources used include the Montgomery County and Town of Blacksburg Chambers of Commerce, the Town and County Planning Departments, as well as interviews with local realtors and the local governments' administrative personnel. Also, data was obtained from area newspapers and publications.

With regard to the Market Area Analysis section of this report, a complete physical inspection of the immediate subject market area was undertaken, as of the effective date of this appraisal.

### SITE ANALYSIS:

A detailed inspection of the subject property was conducted on the effective date of the appraisal. We obtained a survey and other maps to assist in the preparation of this report. During the inspection, the perimeter and interior of the subject site was viewed and photographed.

### METHOD OF APPRAISAL:

In estimating the market value of the subject property, the most current applicable data were verified and analyzed to develop the accepted appropriate appraisal approach. This approach is explained briefly below:

### LAND VALUE BY SALES COMPARISON:

In order to uncover comparable land sales, interviews were conducted with a representative of the Montgomery County Real Estate Office, as well as local realtors and appraisers. These sales were confirmed to the best of our ability and utilized to estimate the value of the assumed vacant subject land.

Our scope, data, and analysis are presented within this appraisal report, plus related exhibits, as we interpret the USPAP. In order for the value opinion to be considered valid, the reader is advised to consider the report in its totality.

## IDENTIFICATION OF THE SUBJECT

The subject property includes an assumed vacant residential tract of land containing ±36.3152 acres located at the southeastern corner of Patrick Henry Drive and Grove Avenue within the Corporate Limits of the Town of Blacksburg. The property is further identified as Tax Map Numbers 227-A-4, 4C and 4D and 41-A-2.

For a more particular description of the subject property, reference is made to the survey plat, photographs, GIS and assessment data sheets, etc. included in various sections of the report and in the Addenda.

## LEGAL DESCRIPTION

A copy of the subject's legal description (deed of conveyance) is included in the Addenda.

## MONTGOMERY COUNTY/BLACKSBURG AREA DATA SUMMARY

Information has been obtained from [www.YesVirginia.org](http://www.YesVirginia.org) to detail the Montgomery County area. This information is regularly updated and provides an overview of the City and County region. A copy of this Community Profile has been included in the Addenda for informational purposes.

## MARKET AREA ANALYSIS

The immediate subject area includes those properties located along Patrick Henry Drive between North Main Street and Harding Avenue. Land uses include a compatible mix of recreational and residential uses.

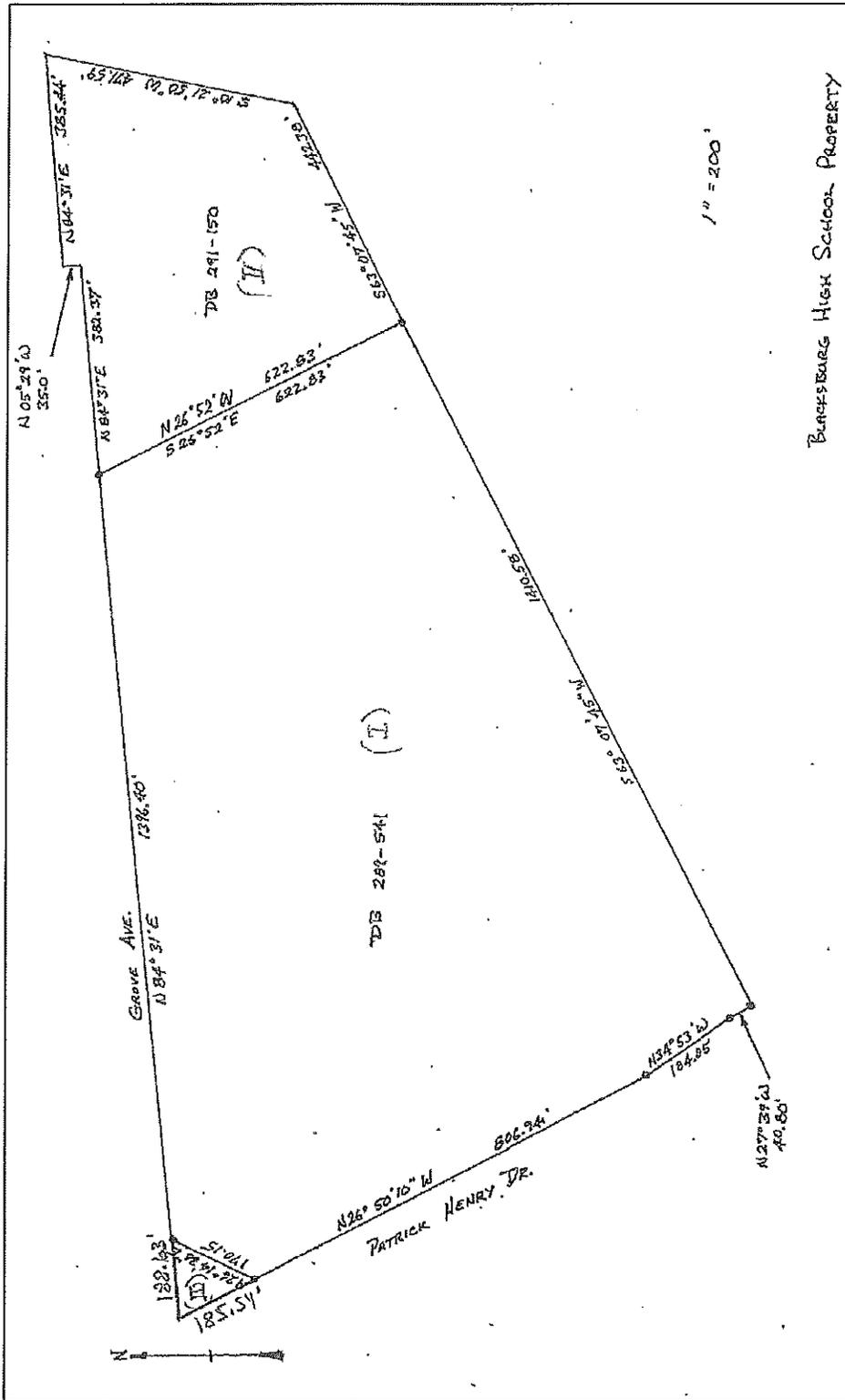
Operations in the vicinity of the subject include the Blacksburg Aquatic Center facility, the Blacksburg Parks & Recreation Department headquarters and recreation center, plus ±35 acres of park and recreational land that includes athletic fields and tennis courts. Single-family residential dwellings within several established subdivisions include detached dwellings and townhouses.

Access into the subject area was substantially improved with the completion of the U.S. Route 460 Bypass. This limited access highway provides more direct access from I-81, ±7 miles to the south, to the interchange with Prices Fork Road and Tom's Creek Road ±1.5 miles west of the subject property.

Additionally, Virginia Tech continues to expand its programs and facilities, which drives land values throughout Blacksburg. In conclusion, the outlook for the subject area is good with the trend for steady growth and increasing property values expected to continue.

### SITE ANALYSIS SUMMARY

Provided below is a composite map obtained from the Town of Blacksburg.



LOCATION: 520 Patrick Henry Drive  
Town of Blacksburg, Virginia 24060

SIZE/SHAPE/FRONTAGE: ±36.3152 acres / irregular / ±1,180' on Patrick Henry Drive and 800' on Grove Avenue

TOPOGRAPHY: Varies from on grade to 10' above grade along the Patrick Henry Drive frontage and fronts generally on grade along Grove Avenue; the front ±27 acres is cleared and level with a terraced incline from Patrick Henry Drive; the remaining rear land is wooded with a moderate incline toward the east

ACCESS/VISIBILITY: Very good / very good

EASEMENTS: For typical public utility easements – none adverse

DRAINAGE CONDITIONS: No adverse drainage conditions were observed or known

UTILITIES: Public utilities available to the site include:  
water – Blacksburg / VPI Water Authority  
sewer – Blacksburg / VPI Sanitary Authority  
telephone – Verizon  
electricity – APCO  
Existing utilities are sufficient to serve the site

ZONING: R-4, Low-Density Residential District – Town of Blacksburg; R-2, Residential District – Montgomery County

USE: Vacant residential land (hypothetical condition)

REMARKS: The irregular shaped site varies from on grade to 10' above grade with the street frontages. Patrick Henry Drive is a two-lane paved and painted connector street improved with concrete curbs, gutter and sidewalk, storm drain and street lights. Grove Avenue is a paved subdivision street with concrete curb, gutter and street lights. The location and physical features of the land are considered to be favorable for any potential development. The subject has good frontage on and access from Patrick Henry Drive and Grove Avenue.

#### FLOOD PLAIN INFORMATION

According to Federal Flood Plain Map Number 51121C0131C (effective date September 25, 2009) for Montgomery County, Virginia, the subject **IS NOT SITUATED** within an identified flood hazard area. The Flood Hazards Map showing the general subject area is included in the Addenda.

## **REAL ESTATE TAXES**

Montgomery County currently levies a tax against real property at a rate of \$0.89 per \$100 of assessed value, using a 100% assessment ratio. The Town of Blacksburg levies an additional tax on real property at a rate of \$0.22 per \$100 of assessed value utilizing the county assessments. Properties in the county are reassessed every four years with the last general reassessment being completed in 2014, and effective January 1, 2015.

The subject property is owned by Montgomery County, which is tax exempt.

## **STORM WATER UTILITY FEES**

The Town of Blacksburg began levying a storm water utility fee against real property on January 1, 2015. This fee is based on tiered rates for the calculated impervious area of a property. The impervious area for the subject property has not been estimated by the Town of Blacksburg because the subject property is exempt from the storm water utility fee.

## **STATEMENT OF OWNERSHIP**

The subject property transferred from County School Board of Montgomery County, Virginia to the Board of Supervisors of the County of Montgomery, Virginia by deed dated October 17, 2013, as recorded in Instrument No. 2013011161 in the Circuit Court Clerk's Office for Montgomery County. No consideration was recorded with this sale and it is not considered to be arm's length.

CURRENT CONTRACTS, LISTING OR OPTIONS: None known.

## **ZONING**

The subject property is currently zoned R-4, Low Density Residential District by the Town of Blacksburg and R-2, Residential District by Montgomery County. Only the easternmost end of the site is located in Montgomery County. Copies of these zoning ordinances are included in the Addenda.

## HIGHEST AND BEST USE

“The reasonably probable and legal use of vacant land or an improved property, which is legally permissible, physically possible, appropriately supported, financially feasible, and that results in the highest value. The four criteria the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity. Alternatively, the probable use of land or improved property – specific with respect to the user and timing of the use – that is adequately supported and results in the highest present value.”<sup>5</sup>

In order to estimate the Highest and Best use, the analysis is divided into two stages. First, the subject site will be analyzed "as though vacant and unimproved". Next, the entire property, land and improvements, will be studied. Since the subject is being appraised as vacant land, the second analysis is omitted.

### HIGHEST AND BEST USE "AS THOUGH VACANT"

Legally permissible, physically possible, financially feasible and maximally productive uses will be discussed in the following paragraphs regarding the subject land parcel.

#### **Legally Permissible:**

The subject land is currently zoned R-4, Low Density Residential and R-2, Residential and is located in an area with a compatible mix of recreational and single-family residential uses. Permitted uses within these zoning districts include one and two-family residential dwellings, townhouses, public parks and recreation centers, schools and churches.

#### **Physically Possible:**

The subject land contains a total area of ±36.3152 acres with ±1,180' of frontage on Patrick Henry Drive and ±800' on Grove Avenue. The subject varies from on grade to 10' above grade along Patrick Henry Drive with an entrance at the southwestern corner (High School Street). The frontage along Grove Avenue is at road grade for the ±800' of improved road frontage. There is an additional ±1,170' of paper street frontage extending along most of the subject's northern boundary line.

The mostly cleared and level topography has a terraced incline from Patrick Henry Drive. The subject land has any number of physically possible uses. The shape, availability of utilities, topography, soil bearing characteristics, etc. are all favorable for development. Access and visibility from Patrick Henry Drive and Grove Avenue are very good.

Based on the zoning, it is physically possible to develop the site for residential use.

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<sup>5</sup> Appraisal Institute, *The Dictionary of Real Estate Appraisal*, 5<sup>th</sup> Edition, (Chicago: AI, 2010), Page 93.

**Financially Feasible:**

Those physically possible and legally permissible uses are further narrowed by considering those uses which would be financially feasible, and provide an acceptable return to the land. Location, other demographic and market factors are paramount to this consideration.

The subject land parcel is located along the Patrick Henry Drive corridor within the northern part of the town of Blacksburg, ±1.5 miles east of the U.S. Route 460 bypass. The immediate area includes a compatible mix of single-family residential and recreational uses. Access into and out of the subject area is very good via Patrick Henry Drive, North Main Street and the U.S. Route 460 Bypass. It would be financially feasible to develop the subject land parcel with single-family residential and recreational uses consistent with the existing uses and current zoning in the area.

**Maximally Productive:**

The maximally productive use of the land is that use which meets the above criteria and provides the highest monetary return to the owner. Future single-family residential and recreational development consistent with the current zoning and the existing uses in the area represents the maximally productive or Highest and Best Use of the subject land "as though vacant".

## VALUATION PREMISE

Listed below and on the next page are the three most widely used techniques for estimating property value. A brief synopsis of these techniques is included with their strengths and limitations.

### COST APPROACH:

Under the Cost Approach, the value of the land is first estimated "as if vacant" by comparing unimproved sales and listings to the subject and adjusting these sales for their inferiority and superiority as compared to the subject. Next, the estimated reproduction cost new of the structure is derived, and any depreciation is deducted. The summation of estimated land value, depreciated building value, contributing value of the site improvements, and an amount for entrepreneurial incentive (if applicable), results in an estimated market value by the Cost Approach.

This approach has its greatest strength when the structure is new or proposed. This technique is also widely used for special purpose buildings such as churches, firehouses, institutional uses, etc. The main limitation to this approach arises when a structure has accrued a considerable amount of depreciation. Since depreciation is largely based on physical observation, it is subject to human error. Many portions of the structure are hidden from view and could be subject to accelerated depreciation.

### INCOME CAPITALIZATION APPROACH:

The Income Capitalization Approach, which is most applicable for income producing properties, is the present worth of the future rights to income. Under this technique the subject's contract and/or market rent is first derived minus vacancy, collection and credit loss and operating expenses to reflect a net operating income. The operating income is then capitalized or discounted at rates that a typical investor would expect within the market.

This approach has the greatest consideration when used in conjunction with income producing properties. This technique is the method many investors prefer, as they realize it is not the cost of "bricks and mortar" that creates value, but rather the dollars that the "bricks and mortar" can generate.

#### **SALES COMPARISON APPROACH:**

This technique is very simple in concept in that recent sales or listings of comparable properties are compared to the subject and adjusted for their differences (superiority or inferiority) in order to resemble the subject property. The adjustment factors relate to such items as time lapse since date of sale, size, shape, zoning, location, condition, quality of construction, utility, etc.

The strength of this approach lies in the fact that it is indicative of actual market transactions and represents the thinking of buyers and sellers in the open market.

This technique is most widely used when appraising residential properties, and for lease apartments, offices, industrial and retail properties.

#### **NOTATION:**

The subject property is being appraised as vacant land, therefore, the Cost and Income Capitalization Approaches are not applicable and will not be developed in this report.

#### **LAND VALUE BY SALES COMPARISON**

A comprehensive study of land sales within the subject's general area has been conducted. The sales described on the following pages are considered the most comparable and are indicative of the value of the subject land parcel after adjustments.

LAND SALE NO. 1



**Property Name:** Kensington Phase I and II  
**Address:** Eastern margin of Harkrader Street  
**City:** Christiansburg  
**County:** Montgomery  
**State:** Virginia  
**Tax Parcel No.:** 92-A-62G and 525-A-4A

**Zip:** 24073

**Grantor:** F & B Land, L.P.  
**Grantee:** Meadow Development, LP  
**Date of Sale:** 01-24-2008  
**Instrument No.:** 2008000869  
**Plat /Map No.:** Plat Book 28, Pages 24-25  
**Confirmation:** Public Records, Deed, Grantee's Representative  
**Sale Price:** \$1,680,000  
**Analysis Price:** \$1,680,000  
**Financing:** Credit Line Deed of Trust for \$3,037,945 from HomeTown Bank  
**Site Size:** 1,647,570 SF, 37.82300 acres  
**Primary Frontage:** 138.00 Feet on the eastern margin of Harkrader Street, +/- 320.98' on the southern margin of Hillside Drive

**Recordation Date:** 01-30-2008

**Per Unit Price:** \$1.02 per SF, \$44,417 per acre, \$12,173.91 per FF

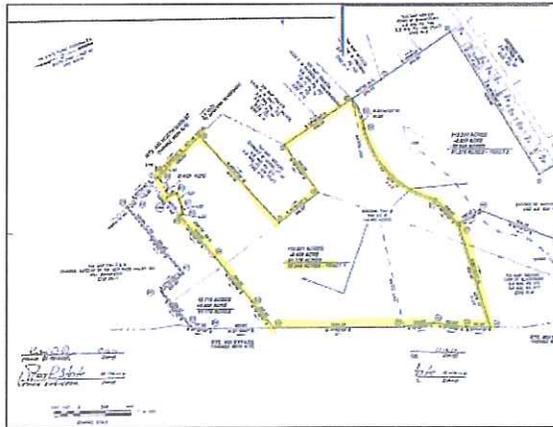
**Access:** Average  
**Zoning:** A-1, Agricultural (Montgomery Co.) & R-2, Residential  
**Utilities:** All public utilities are available  
**Flood Hazard:** No

**Remarks:**  
+/-24.173 acres is situated within the Town of Christiansburg limits and +/- 13.65 acres is in Montgomery County. Subsequent to purchase, the property is being graded for development with 85 single-family lots to be known as Phase I and II of Kensington.

**Sale Remarks:**  
This is a portion of the property purchased by the grantor March 30, 2007 in Instrument No. 2007003786 (CT Comp No. 13094).

**Comp ID No.:** 13093

**LAND SALE NO. 2**



**Property Name:** Blacksburg Baptist Church Site  
**Address:** Western margin of North Main Street (U.S. Route 460 Business)  
**City:** Blacksburg  
**State:** Virginia  
**Tax Parcel No.:** 166-A-4D  
**Zip:** 24060

**Grantor:** C. Givens Brothers, LLC  
**Grantee:** Blacksburg Baptist Church  
**Date of Sale:** 12-17-2010  
**Instrument No.:** 2010010642  
**Plat / Map No.:** 2010010543  
**Confirmation:** Deed, Public Records, Lucas Appraisal  
**Sale Price:** \$1,690,000  
**Analysis Price:** \$1,690,000  
**Financing:** No recorded Deed of Trust.  
**Site Size:** 2,528,397 SF, 58.04400 acres  
**Frontage:** 452.98' on the western margin of North Main Street; +/- 1,705' on the eastern margin of the U.S. Route 460 Bypass (no access)

**Per Unit Price:** \$.67 per SF, \$29,116 per acre

**Topography:** Gently to moderately rolling  
**Shape:** Irregular  
**Zoning:** R-4, Low Density Residential District  
**Utilities:** All public utilities are available

**Remarks:**  
The property was acquired for eventual construction of a new Baptist church and residential/educational complex. Nothing has been started as of August 31, 2015.

**Comp ID No.:** 611110

**Recordation Date:** 12-20-2010

LAND SALE NO. 3



**Property Name:** Former Truman Wilson Farm Estate  
**Address:** South side of Peppers Ferry Road and immediately west of the Huckleberry Rail spur, across from the New River Valley Mall  
**City:** Christiansburg  
**County:** Montgomery  
**State:** Virginia  
**Tax Parcel No.:** 435-A-1, 2A, 2, 3

**Zip:** 24073

**Grantor:** Estate of Truman E. Wilson  
**Grantee:** Town of Christiansburg  
**Date of Sale:** 05-23-2013  
**Instrument No.:** 2013004979  
**Confirmation:** Public Records (Deed), Assessor, Internet GIS, Lucas Appraisal, Buyer Representative  
**Sale Price:** \$2,500,000  
**Analysis Price:** \$2,500,000  
**Financing:** None recorded  
**Site Size:** 2,700,372 SF, 61.99200 acres  
**Primary Frontage:** This site has average frontage along the south side of Peppers Ferry Road

**Recordation Date:** 05-31-2013

**Per Unit Price:** \$.93 per SF, \$40,328 per acre

**Topography:** Gently rolling  
**Shape:** Irregular  
**Access:** Average - typical for area  
**Zoning:** A-1, Agriculture District  
**Utilities:** All public utilities are available  
**Flood Hazard:** No

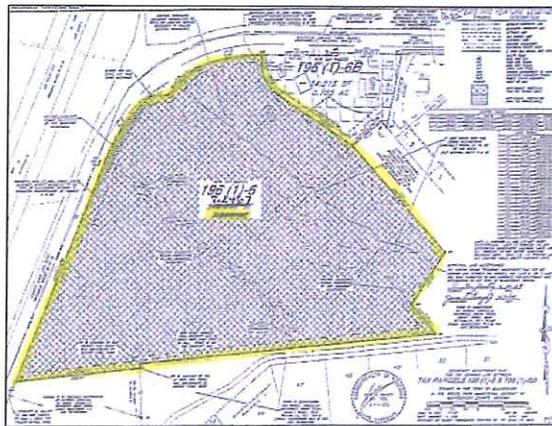
**Site Description:**

This site is located in the Town of Christiansburg, across from the New River Valley Mall, just west of U.S. Route 460. The land is mostly cleared with small patches of trees and trees along parts of the property lines. The property was acquired by the town for the purpose of creating athletic fields and other recreational amenities. A corner of the land will also be used to add a new roadway for better access to an existing subdivision.

At the time of sale, the site was improved with a modest brick ranch and old barn with a cumulative tax assessed value of \$81,300. However, a representative in the Town offices indicated that the land was purchased with no value contributed to the existing improvements.

**Comp ID No.:** 611109

LAND SALE NO. 4



**Property Name:** Maven Investments Site  
**Address:** Southeastern margin of Givens Lane  
**City:** Blacksburg  
**County:** Montgomery  
**State:** Virginia  
**Tax Parcel No.:** 196-1-6

**Zip:** 24060

**Grantor:** Stephanie W. White  
**Grantee:** Maven Investments, LLC  
**Date of Sale:** 07-24-2014  
**Instrument No.:** 2014005230  
**Confirmation:** Deed, Public Records, MLA File 11-175  
**Sale Price:** \$380,000  
**Analysis Price:** \$380,000  
**Financing:** Deed of Trust for \$380,000 from Bank of Fincastle.  
**Site Size:** 315,666 SF, 7.24670 acres  
**Primary Frontage:** 886.00 Feet on the southeastern margin of Givens Lane.

**Recordation Date:** 07-30-2014

**Per Unit Price:** \$1.20 per SF, \$52,438 per acre, \$428.89 per FF

**Shape:** Irregular  
**Access:** Average  
**Zoning:** R-4, Low Density Residential District  
**Utilities:** All public utilities are available.  
**Flood Hazard:** No

**Site Description:**  
 This irregular site varies from 4' below grade to 4' above grade with a cleared and gently rolling interior.

**Remarks:**  
 Site was purchased for residential development and according to the Town of Blacksburg Planning Office the site has been approved for 16 single-family lots.

**Comp ID No.:** 612228

**LAND COMPARISON ADJUSTMENT CHART**

SUBJECT: ±36.3152 ACRES

SALE NO.	1	2	3	4
COMPARABLE SALE LOCATION	E. Margin of Harkrader Street, Christiansburg	E. Margin of N. Main Street, Blacksburg	S. Margin of Peppers Ferry Road, Christiansburg	SE Margin of Givens Lane, Blacksburg
DATE OF SALE	1/24/08	12/17/10	5/23/13	7/24/14
SALE PRICE	\$1,680,000	\$1,690,000	\$2,500,000	\$380,000
SIZE (ACRES)	37.823	58.044	61.992	7.2467
PRICE/ACRE	\$44,417	\$29,116	\$40,328	\$52,438
CONDITION OF SALE	0%	0%	0%	0%
ADJUSTED INDICATION PER ACRE	\$44,417	\$29,116	\$40,328	\$52,438
TIME ADJUSTMENT	0%	0%	0%	0%
TIME ADJUSTED INDICATION PER ACRE	\$44,417	\$29,116	\$40,328	\$52,438
<b>PERCENTAGE ADJUSTMENTS</b>				
LOCATION	+10%	0%	+10%	0%
SHAPE/ TOPOGRAPHY	+10%	0%	0%	0%
SIZE	0%	+50%	+50%	-20%
FRONTAGE/ ACCESS	+5%	+5%	+5%	0%
NET ADJUSTMENTS	+25%	+55%	+65%	-20%
ADJUSTED INDICATION PER ACRE	\$55,521	\$45,130	\$66,541	\$41,950

## RECONCILIATION TO LAND VALUE

The four (4) land sales charted on the preceding page are considered to be the most comparable of that information available in estimating the market value of the subject land.

As shown on the Land Comparison Adjustment Chart, various dissimilarity adjustments are reflected for the comparable land sales and these adjustments are believed to be representative of market behavior. These adjustments are briefly explained below:

**CONDITION OF SALE:** All four (4) sales are considered to be arm's length conveyances with no unusual conditions of sale or financing and no condition of sale adjustments are necessary.

**TIME:** No adjustments for time are made from January 1, 2008 to present due to the downturn in the economy.

**LOCATION:** Sales 1 and 3 are adjusted upward for their inferior locations in Christiansburg. The remaining sales have similar locational influences as the subject and no adjustments are necessary.

**SHAPE/TOPOGRAPHY:** The inferior topography on Sale 1 is adjusted upward. The remaining sales have similar overall shape and/or topography as compared to the subject and no adjustments were necessary.

**SIZE:** The smaller site size on Sales 4 is adjusted downward and the larger sizes of Sales 2 and 3 are adjusted upward. These adjustments are made in varying degrees based on the "Economies of Scale" market premise.

**FRONTAGE/ACCESS:** Sales 1 - 3 have inferior overall frontage and access as compared to the subject corner site and upward adjustments were necessary for this factor.

After all adjustments are made, the indicated range of value for the subject land varies from \$41,950 to \$66,541 per acre. With appropriate consideration afforded all six comparables, it is our opinion that the adopted per unit value range for the subject land is \$50,000 to \$54,000 per acre. This calculates a land value range as follows:

$$\begin{aligned} \pm 36.3152 \text{ acres @ } \$50,000 \text{ per acre} &= \$1,815,760 \\ \pm 36.3152 \text{ acres @ } \$54,000 \text{ per acre} &= \$1,961,021 \end{aligned}$$

**ESTIMATED LAND VALUE BY SALES COMPARISON - \$1,900,000 (R)**

## EXPOSURE TIME ANALYSIS

Exposure time is defined as:

“The estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal.”<sup>6</sup>

The subject property is ±36.3152 acres of assumed vacant residential land that is well located along the Patrick Henry Drive corridor within the northern part of the Town of Blacksburg. The subject is in close proximity to the U.S. Route 460 Bypass and has good linkages to all parts of the New River Valley. These points tend to decrease exposure time.

Conversations with commercial brokers and industry professionals indicate an exposure time of one year or less would be adequate regarding the subject.

---

<sup>6</sup>The Appraisal Foundation, Uniform Standards of Professional Appraisal Practice (Washington, D.C., 2014-2015 Edition), Page U-2.

## CERTIFICATION

**SUBJECT PROPERTY:** ±36.3152 ACRES OF VACANT RESIDENTIAL LAND  
(HYPOTHETICAL CONDITION)  
520 PATRICK HENRY DRIVE  
TOWN OF BLACKSBURG, VIRGINIA 24060  
MLA FILE: 15-215

**DATE OF VALUATION:** AUGUST 19, 2015

**MARKET VALUE OPINION:** \$1,900,000

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.
- I have no present or prospective interest in the property that is the subject of this report, and I have no personal interest with respect to the parties involved.
- I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice
- Thomas D. Barlow and I have made a personal inspection of the property that is the subject of this report.
- Thomas D. Barlow provided significant professional assistance to the person signing this certification.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute.
- The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
- As of the date of this report, I, Jared L. Schweitzer, have completed the requirements of the continuing education program for designated members of the Appraisal Institute.
- I currently hold an appropriate state certification allowing the performance of real estate appraisals in connection with federally related transactions in the state in which the subject property is located.
- This appraisal assignment was not based upon a requested minimum valuation, specific valuation, or the approval of a loan.
- My current or future employment has not been conditioned upon the appraisal producing a specific value or value within a given range.



---

JARED L. SCHWEITZER, MAI  
VIRGINIA GENERAL CERTIFIED APPRAISER #4001009036

## CERTIFICATION

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- Jared L. Schweitzer provided significant professional assistance to the person signing this certification.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute.
- The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
- As of the date of this report, I, Thomas D. Barlow, have completed the requirements of the continuing education program for designated members of the Appraisal Institute.
- I currently hold an appropriate state certification allowing the performance of real estate appraisals in connection with federally related transactions in the state in which the subject property is located.
- This appraisal assignment was not based upon a requested minimum valuation, specific valuation, or the approval of a loan.
- My current or future employment has not been conditioned upon the appraisal producing a specific value or value within a given range.



---

THOMAS D. BARLOW, MAI, SRA  
VIRGINIA GENERAL CERTIFIED APPRAISER #4001000646

# Parks and Recreation Indoor Needs Assessment and Feasibility Study



2013



The Town of Blacksburg Parks and Recreation Department • [www.blacksburg.gov/recreation](http://www.blacksburg.gov/recreation)



## Acknowledgements

### **Town of Blacksburg**

Citizens of Blacksburg

### **PROS Consulting**

Neelay Bhatt - Vice President and Project Manager

Allen Mullins - Vice President and Financial Consultant

### **Sub-Consultant**

ETC Institute / Leisure Vision - Statistically Valid Survey

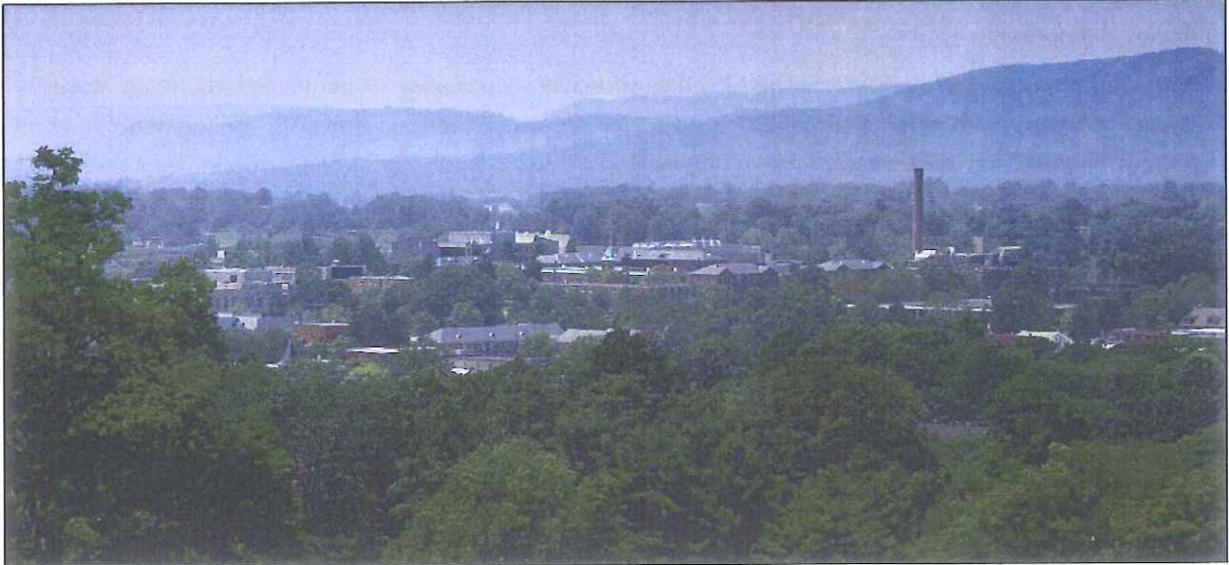


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## CHAPTER ONE - EXECUTIVE SUMMARY

### 1.1 INTRODUCTION



Blacksburg is an incorporated town located in Montgomery County, Virginia, United States, with a population of 42,620 per the 2010 census.

Blacksburg, Christiansburg, and Radford are the three principal jurisdictions of the Blacksburg-Christiansburg-Radford Metropolitan Statistical Area (MSA) which encompasses those jurisdictions and all of Montgomery, Pulaski, and Giles counties for statistical purposes. The MSA has an estimated population of 159,587 and is currently one of the faster-growing MSAs in Virginia. Blacksburg is dominated economically and demographically by the presence of Virginia Polytechnic Institute and State University (better known as Virginia Tech), a Virginia land grant university.

Blacksburg is the largest town in Virginia by population, and the 15th-largest municipality overall. It is larger than several of the commonwealth's independent cities. In 2011, BusinessWeek named Blacksburg the "Best Place in the U.S. to Raise Kids". Also in 2011, Southern Living named Blacksburg the "Best College Town in the South."

### 1.2 ABOUT PARKS AND RECREATION DEPARTMENT

Blacksburg Parks and Recreation serves the Town and the surrounding areas with over 500 acres of park land (400 in Town and 100 out of Town) for citizens to enjoy. The parks have a variety of amenities such as playgrounds, recreation facilities, aquatic components, sport fields, natural areas, greenways and more. A myriad of programming opportunities, indoor and outdoor, abound in this diverse and recreation friendly community.

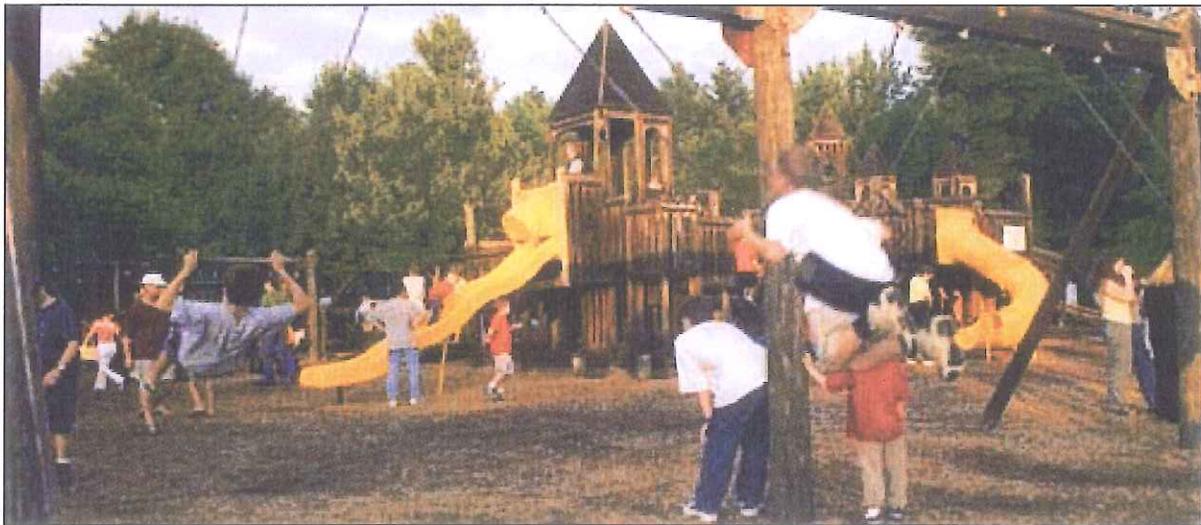


Blacksburg Parks and Recreation Department has offered more than 1,000 program opportunities for citizens of all ages. Trips, camps, lessons, adventures, specialty programs and special events are just a few of the options.

Blacksburg's greenway system consists of miles of walking and biking trails linking the many beautiful places in Town. Long-range planning of the corridor system includes greenways, walking and biking for recreation plus bike lanes on road for commuting.

Recreation Facilities Include:

- Community Center for programs and rentals
- Aquatic Center for swimming and birthday parties
- Park picnic shelters for half day and full day rentals



### 1.3 GUIDING PRINCIPLES AND OBJECTIVES OF THE PLAN

Based on discussion with the Town Leadership and staff, the following are some key guiding principles and objectives that were expressed to the Consultant team.

<i>Key Outcomes Desired</i>	
State of the art recreation facility	Determine what the right indoor facility is and what can accommodate the community's needs?
Build a plan that identifies what is needed and finds ways to get it done	Get a broad representation of the community
Get as much recreation as we can get and afford	Provide future trends and innovative ideas
Have a vision to address future needs not just current ones	Need to get back to being cutting-edge / innovative and get back on the map
<b>Department and Town's Brand Identity</b>	
Innovation	
Sustainability (Financial and Environmental)	
Customer Service Focus	
Quality	
<i>Definition of Success for the Plan</i>	
Have a facility that truly addresses the community's needs - it's a beehive of activity and energy	
Something that is built in a timely manner	
Have something that is the right fit for the community - everyone does not have to get everything	
Keep the community involved - have them take ownership	
Need to have a better Department with greater offerings	

## CHAPTER TWO - COMMUNITY PROFILE

### 2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the Town of Blacksburg. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

### 2.2 BLACKSBURG, VIRGINIA DEMOGRAPHIC OVERVIEW

The Town of Blacksburg population has increased at a steady pace over the last decade. From 2000 to 2010, the total population increased by 7.1% from a reported 39,573 to an estimated 42,620. In 2012, the population will slightly increase to an estimated population of 43,283. Over the next ten years, it is projected that the Town will continue to slowly increase, as projections place the 2022 and 2027 population at 46,205 and 47,705 respectively. The gender composition for the Town is slightly skewed, with 55.2% of the total current population being male.

The population by age segment shows how young the Town's demographic is, primarily influenced by the presence of Virginia Tech and its student body composition. The highest age group by numbers is the 18-34 age group which comprises 70.6% of the population or 30,539 individuals and it is projected to decrease to 65.3% by 2027. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 10.2% currently to 14.5% by 2027.



The Town has a moderately diverse populace. Currently, race and ethnicity is comprised of persons identified as white (81.35%) and Asian (9.99%), with the remaining 8.66% distributed among all other races.

The income characteristics are considerably lower than the National and State averages but are projected to continue to increase over the next years. The Town's median household income was \$22,513 in 2000 and is currently estimated at \$36,839. This is typical in University towns as a result of a high number of students earning minimum wage or slightly higher.

#### 2.2.1 METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2013 and reflects actual numbers as reported in the 2000 and 2010 and estimates for 2012 and 2017 as obtained by ESRI. Straight line linear regression was utilized for projected 2022 and 2027 demographics. *Note: The time scale in all graphs for this report are not in equal increments in order to incorporate U.S. Census data (2000, 2010), current estimates (2012) and future projections (2017, 2022, 2027).*

The Town of Blacksburg geographic boundary was utilized as the demographic analysis boundary shown in Figure 1.

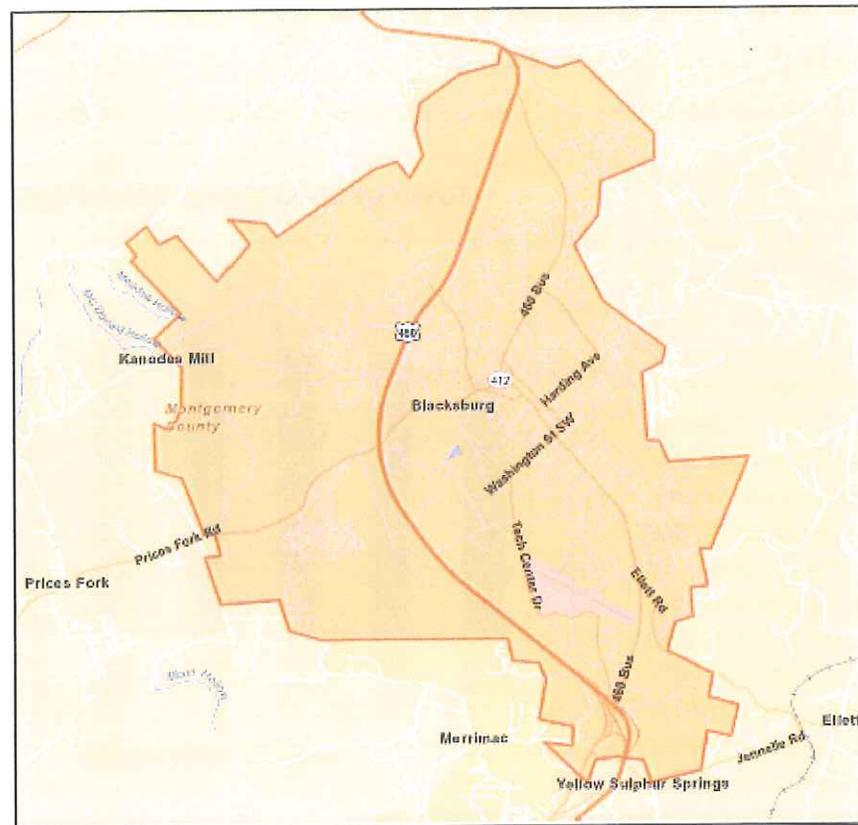


Figure 1-Town Boundaries for Blacksburg

**RACE AND ETHNICITY DEFINITIONS**

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race

**2.3 BLACKSBURG VIRGINIA POPULACE**

**2.3.1 POPULATIONS**

The Town of Blacksburg has increased at a steady pace since 2000. From 2000 to 2010, the population increased by 7.1% from 39,573 to 42,620. From 2010 to 2012, the population is estimated to slightly increase to 43,283 persons. Ten year projections reflect a continued increase in the populace, from 2022 to 2027, it is projected the population will rise to 46,205 in 2022 and 47,705 in 2027. The number of households is projected to increase from a current 14,178 to 16,653 in 2027. Current average household size is at 2.35.

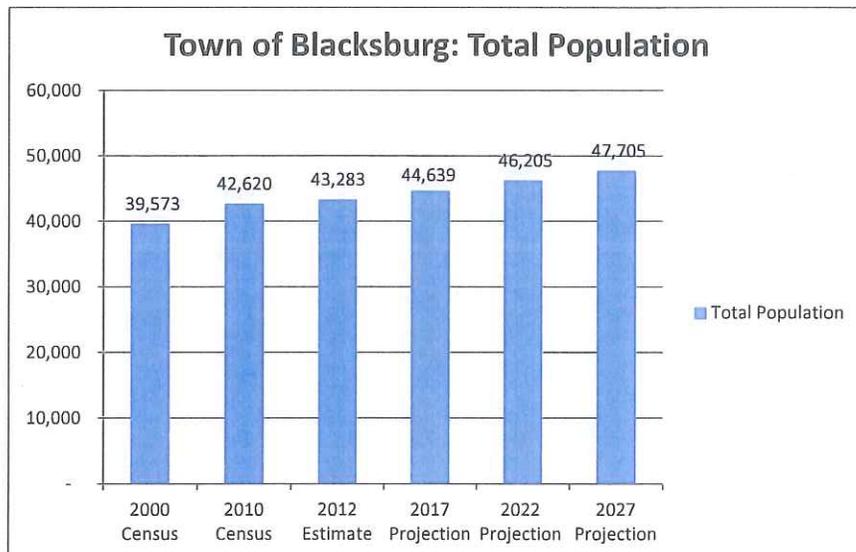


Figure 2 - Total Population

2.3.2 AGE SEGMENT

Evaluating the distribution by age segments, the Town is currently skewed between youth, young adult, families, and senior populations. In 2010, the highest segment by population is the 18-34 with 71.8% and the lowest is the <18 population with 8.3% thus indicating a very wide range of variation between all the age groups. These numbers are largely influenced by the presence of Virginia Tech and its student body composition.

Over time, there is projected to be marked aging trend with the active adult (55+ population) growing from 8.4% in 2000 to 14.5% by 2027. This is a 72.6% increase over that time. This echoes, general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group.

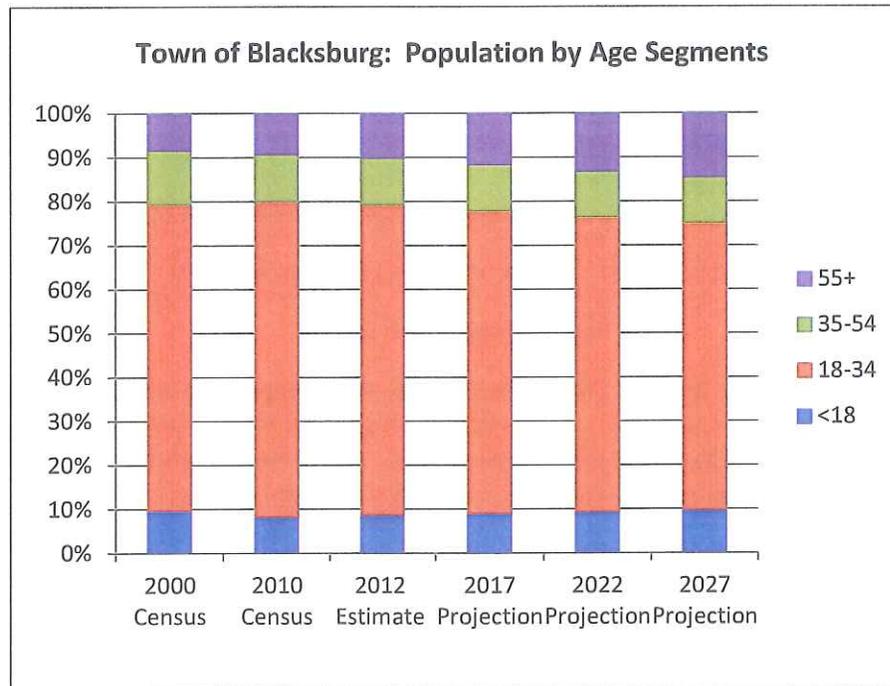


Figure 3 - Population by Age Segment

2.3.3 GENDER

The gender distribution for the Town of Blacksburg is slightly skewed towards men. Male population totals account for 55.2% or 23,875 of the total population. This distribution is projected to remain constant throughout the coming years.

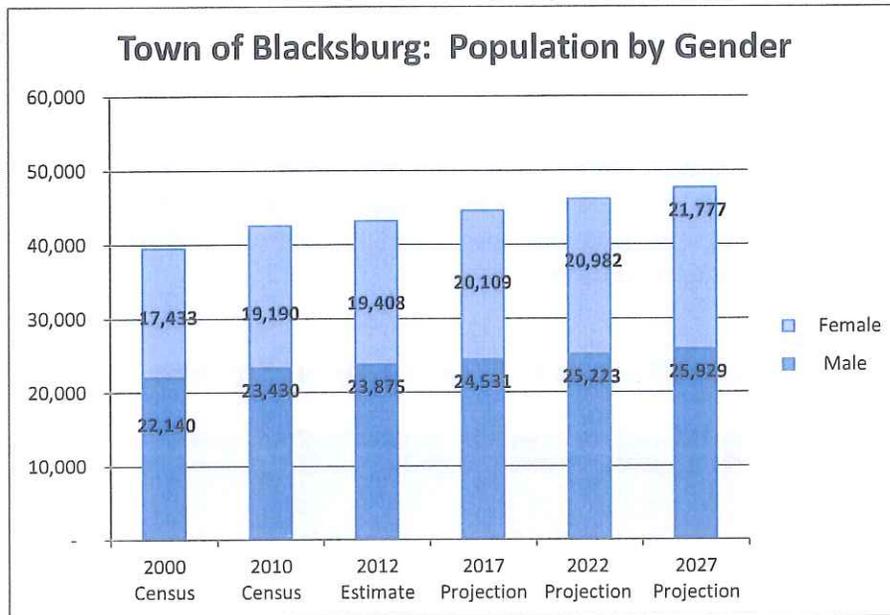


Figure 4 - Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts - 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men.

According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball
7. Lifting weights
8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team-oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

2.3.4 RACE AND ETHNICITY

From a race standpoint, the Town has a skewed racial and ethnic population and the diversity mix is projected to increase in the years to come (Figure 4). The majority White Alone population is expected to reduce from 84.39% in 2000 to 78.35% by 2027. At the same time, the Asian and Black Alone population will increase from 7.8% and 4.39% to 11.38% and 5.69% respectively by 2027.

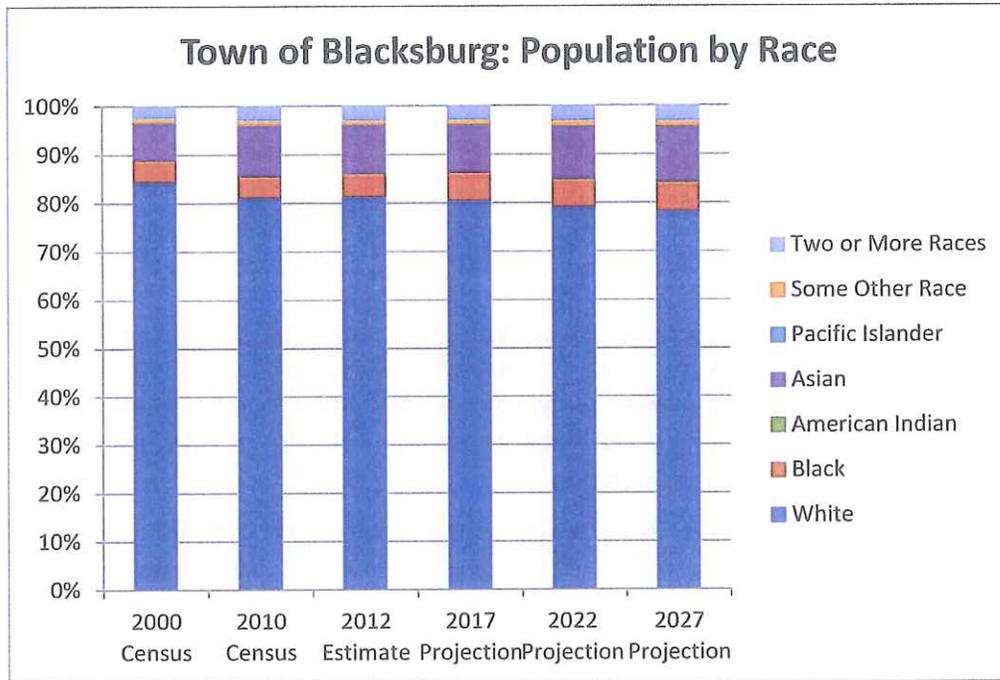


Figure 5 - Population by Race

2.3.5 HOUSEHOLDS AND INCOME

The Town of Blacksburg income characteristics are moderate and projected to grow at a moderate pace in the upcoming years. The Town's current median household income is \$36,839 and it is projected to grow to \$54,440 by 2027. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$26,418 currently to \$39,127 by 2027 (Figure 6).

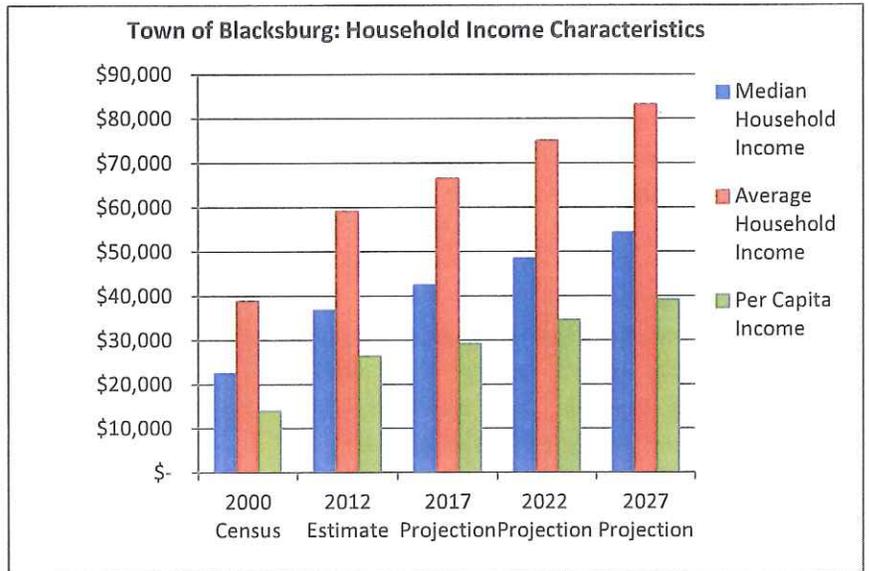


Figure 6 - Household Income

As seen in Figure 7, the Town of Blacksburg income characteristics are considerably lower in comparison with that of the State and National averages. This is typical in University towns as a result of a high number of students earning minimum wage or slightly higher. While the income levels are low, the students typically have a portion of disposable income often driven by parental financial support while the rest of the community is above average educated and on the higher side of the income scale. Given these characteristics, it would be important to focus on offerings that target families and provide offerings focused on a value for money proposition but offering a good quality product, which the residents in Blacksburg expect, with exceptional customer service.

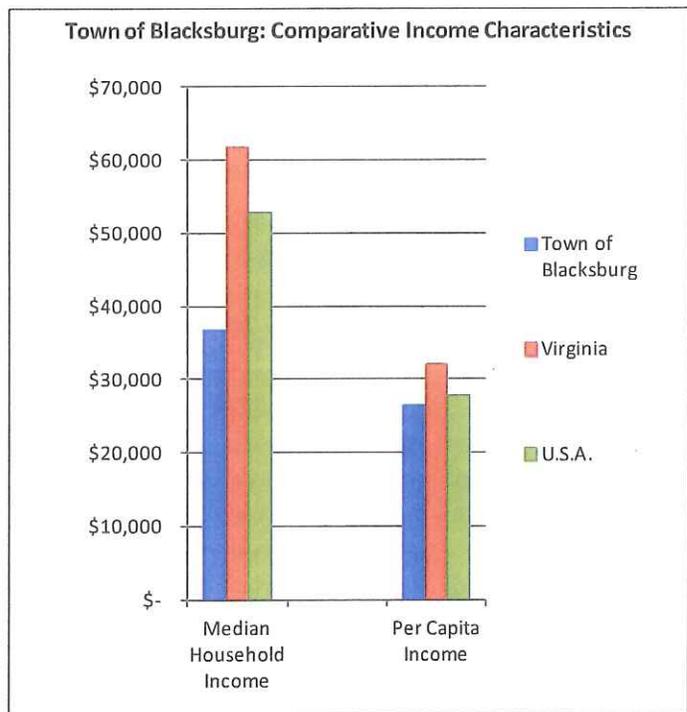


Figure 7 - Comparative Income Characteristics

## 2.4 TRENDS ANALYSIS

Information released by Sporting Goods Manufacturers Association (SGMA) 2010 study of Sports, Fitness, and Recreation Participation reveals that most of the popular sport and recreational activities include, walking, treadmill, running/jogging, bicycling, and billiards/pool. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect: people enjoy walking and biking together, and although fitness activities are mainly self-directed, many can offer a degree of camaraderie.



Walking has remained one of the two most participated in activities of the past decade. Walking participation during the last year data was available (2010), with a reported 114 million Americans participated in a walking activity at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports in terms of participatory base with 26.3 million persons reportedly participating in 2010. Two sports experiencing participation and growth are lacrosse and tennis - both have seen double digit growth over the past decade; lacrosse has outright exploded. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

The Sporting Goods Manufacturers Association (SGMA) Sports, Fitness & Recreational Activities Topline Participation Report 2011 was utilized to evaluate national sport and fitness participatory trends. SGMA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February 2011 from more than 38,000 individuals and households.

### 2.4.1 NATIONAL TRENDS ANALYSIS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional “bat and ball” sports with more than twenty-six million (26.3 million) estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary - the last of which make basketball the only



traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Interestingly, basketball participation rate increased by almost 10% from 2009 to 2010 (Figure 8).

Since 2007, Lacrosse and other niche sports like rugby have seen strong growth. Based on survey findings, lacrosse is experiencing continued growth over the past decade (218%) and over the past year ('09-'10), Lacrosse has grown 37.7%. From 2007 - 2010 Rugby has grown 83.1%. Another noticeable growth was participation in Tennis; from 2000-2010 tennis has grown 45.7%.

National Participatory Trends; by Activity - General Sports	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Baseball	15,848	16,058	15,030	13,837	14,558	5.2%	-3.1%	-9.3%	-8.1%
Basketball	26,215	25,961	26,254	24,007	26,304	9.6%	0.2%	1.3%	0.3%
Cheerleading	2,634	3,279	3,104	3,036	3,232	6.5%	4.1%	-1.4%	22.7%
Ice Hockey	2,432	1,840	1,902	2,134	2,145	0.5%	12.8%	16.6%	-11.8%
Football, Touch	15,456	13,472	10,493	8,959	8,367	-6.6%	-20.3%	-37.9%	-45.9%
Football, Tackle	8,229	7,939	7,692	6,794	6,905	1.6%	-10.2%	-13.0%	-16.1%
Gymnastics	4,876	4,066	3,883	4,021	4,815	19.7%	24.0%	18.4%	-1.3%
Rugby	N/A	617	690	750	1,130	50.7%	63.8%	83.1%	N/A
Lacrosse	518	1,058	1,127	1,197	1,648	37.7%	45.2%	55.8%	218.1%
Soccer (Outdoor)	N/A	13,708	14,223	13,691	14,075	2.8%	-1.0%	2.7%	N/A
Soccer (Indoor)	N/A	4,237	4,737	4,913	4,927	0.3%	4.0%	16.3%	N/A
Softball (Fast Pitch)	2,693	2,345	2,316	2,636	2,389	-9.4%	3.2%	1.9%	-11.3%
Softball (Slow Pitch)	13,577	9,485	9,835	8,525	8,429	-1.1%	-14.3%	-11.1%	-37.9%
Volleyball (Court)	N/A	6,986	8,190	7,283	7,346	0.9%	-10.3%	5.2%	N/A
Volleyball (Sand/Beach)	5,248	3,878	4,171	4,476	5,028	12.3%	20.5%	29.7%	-4.2%
Racquetball	4,475	4,229	4,993	4,575	4,630	1.2%	-7.3%	9.5%	3.5%
Tennis	12,974	16,940	18,558	18,534	18,903	2.0%	1.9%	11.6%	45.7%

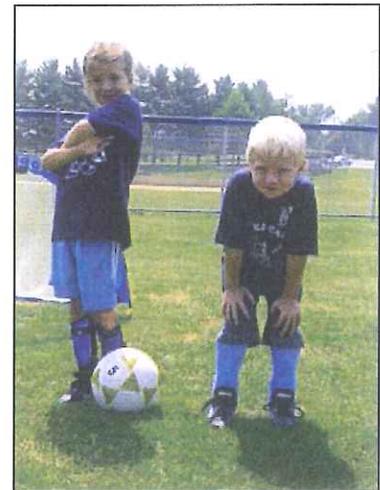
NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (-0.1% to -25%)	Large Decrease (less than -25%)
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Figure 8 - National Sports Participatory Trends

Traditional youth “powerhouse” sports including outdoor soccer and baseball have both experienced declines in participation over the study period; however, the sheer number of participant (14.5 million and 14.0 million, respectively) demands the continued support of these sports.

Although team sports have slowly declined over the past decade throughout the U.S. it has seen a positive growth in 2010. The growth in youth team sports is now being driven by America’s 13 and 14 year olds, these are the peak ages of sports participation for children. Nearly 70% of children (age 6-17) in the U.S. are playing team sports and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports -- U. S. Trends in Team Sports (2011 edition).



According to the SGMA, five team sports have had strong increases in participation since 2009. They are Beach Volleyball (up 12.3%), Gymnastics (up 19.7%), Field Hockey (up 21.8%), Lacrosse (up 37.7%), and Rugby (up 50.7%). Three more traditional mainstream team sports experienced single-digit growth in overall participation: Baseball (up 5.2%), Basketball (up 9.6%), Outdoor Soccer (up 2.8%), and Tackle Football (up 1.6%) across the United States.

2.4.2 AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. However, recreational swimming is the unquestionable leader in multigenerational appeal with nearly 17 million estimated participants per year (Figure 9).

National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness/Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over									
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (-0.1% to -25%)		Large Decrease (less than -25%)		

Figure 9 - Aquatic Participatory Trends

Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.



2.4.3 ACTIVITY-BASED PROGRAMMING TRENDS

Less Time for Recreation - Americans have less leisure time now than ever before which has led to changes in recreation patterns. People have less unstructured time after taking care of their daily responsibilities, which means activities are moving towards unstructured, individual, and drop-in programs. Participation in structured programmed activities has decreased, although boot camps with both indoor and outdoor exercise continue to increase in popularity.

#### 2.4.4 ARTS AND CULTURE

Art and cultural leisure experiences create a positive social environment and bridge differences in user groups. They also provide alternatives to traditional outdoor activities. Art and Cultural festivals offer opportunities to provide diverse cultural experiences to residents as well as tourists. According to the Americans for the Arts, arts and cultural tourists spend more and stay longer than other tourists.



**BLACKSBURG**  
— a creative village —

Additionally, Blacksburg's leadership has been very supportive of continuing to build an arts and culture destination and the support of local organizations such as the Blacksburg Partnership Collaborative for the Arts, The Blacksburg Regional Art Association as well as the newly built Center for the Arts at Virginia Tech all indicative of the popularity and importance of Arts and Culture in the Town of Blacksburg.

### CHAPTER THREE - COMMUNITY INPUT

#### 3.1 INTRODUCTION

In October 2010, PROS Consulting, LLC conducted a series of key leader interviews, focus groups meetings and public forums over a two-day span in the Town of Blacksburg. The objective of these meetings was to gather information pertaining to indoor needs assessment from a wide cross-section of the community on issues pertaining to the strengths, weaknesses, key program and facility improvements and overall vision for indoor recreation needs in the Town of Blacksburg.



The template of questions asked to each of the groups was consistent so as to ensure consistency across all respondents. The following pages provide the summary along with the detailed bulleted listing by each question.

#### 3.2 STRENGTHS

- Town Facilities are clean and well-maintained
- They advertise well
- Community rooms / community areas widely used inside the community center
- Great demand but it also is a challenge since we need to turn people away
- Diversity of groups that use it
- Multi-purpose setting
- Sustainable facility
- Aquatics

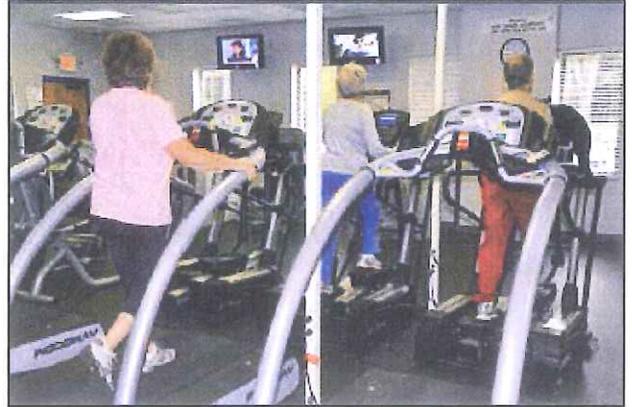
- Do a good job balancing multiple needs
- Great diversity of program types
- Children's programs
- Expanded gym space is a valuable addition
- Senior program is a vibrant and well-liked program area
- Partner well with other groups and bring the community in
- Community-focused
- We make the best of our existing resources
- Offer diverse programs to a variety of age-groups
- Number of programs is extra-ordinary
- Reasonably priced programs
- Culture of innovation
- Good advertising and marketing
- Private groups - indoor soccer is popular and growing

### 3.3 OPPORTUNITIES FOR INDOOR FACILITIES / AMENITIES / PROGRAMS

- Limited partnerships
- Need to proactively seek partners
- Field house
- State-of-the-art indoor climbing wall
- Pottery studio -arts, crafts, dance
- Indoor walking / running tracks
- Aquatic center
- Nature education / environmental education
- Integrate technology into operations and facilities
- Corporate training space - team building activities
- Should find a way to target visitors from Hokie games
- Computer gaming program spaces
- Need for additional indoor space in Montgomery County



- Need programs for different skill levels
- Provide lifelong skills
- Indoor soccer - large requests for space opportunities
- Special interest clubs such as automobile mechanics club, wood working, robotics club etc.
- Needs more indoor basketball facilities
- Need more viewing spaces
- Gives local kids a chance to play
- Combined indoor / outdoor recreation space
- Larger facilities that can have multiple uses
- Racket ball
- Soccer
- More swimming lessons - not enough spots
- Cultural and music types of events outside of Virginia Tech.
- Special events (Concerts)
- Need a larger aquatic space
- Indoor batting cage / driving range
- Indoor facility / walking track
- Indoor sports tournament space lacking in Western Virginia
- Elevated walking / jogging track
- Gym space - indoor court space
- Horticulture - indoor green spaces
- Be the feeder system for private businesses and universities by offering entry-level or introductory programs
- Lack of programs for middle-aged groups (15-50 years old)
- Outdoor programs - replicated in indoor settings
- Identify what brings people in and then finding ways to keep them there



- Multi-use space - basketball court, volleyball, badminton, martial arts
- Gymnastics / cheerleading / martial arts events and programs need a large field-house concept
- Equestrian programs
- More combined aquatics / community center programming or camps
- More arts and crafts programs
- Mini-theater
- Baby sitting room
- Add more to the current aquatics space for multi-purpose space or meeting rooms
- Dedicated rooms - kids room, exercise rooms
- Wet room for kids
- Seniors
- More gym space
- Centralized staffing
- Bigger exercise room - more treadmills, free weights, children's size exercise equipment
- Focus on technology as a part of the offerings
- Banquet room / stage / kitchen - flex space for smaller groups
- Kitchen - catering / banquet events

### 3.4 OPPORTUNITIES FOR PARTNERSHIPS

- Virginia Tech
  - Indoor soccer use
  - Use of Virginia Tech facilities during summer
  - Osteopathic School at Virginia Tech could partner for Therapeutic Rec. facility
  - Virginia Tech has a Master Plan for a large outdoor sports complex or facility and would be open to conversation for partnerships
- County partnership
  - In-kind support through land donation - 3 potential sites exist
  - Ropes course /climbing wall is in the County CIP but not done yet
- Chamber of Commerce - promote sports tourism and heads-n-beds
- Hospitals - Carilion and Montgomery Regional Hospital for therapeutic recreation
- Partner with hotels to target their guests to use the fitness space
- Seek corporate sponsorships
- Good partnership between Dixie baseball and the Department
- Corporate Research Center
- After-school programs: Day Care space demand is really growing and could possibly use extra space
- Local corporates in town
- Local businesses
  - Local bike shops
  - Back packing / mountain biking / bike maintenance
- Summer swim team - run by volunteers
  - Great working relationship
  - Could use that to promote learn to swim programs
- Partner with churches to spread the word for recreation programs

### 3.5 MARKETING / COMMUNICATIONS

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#### 3.5.1 CURRENT STRENGTHS

- About Town is a great tool
- About Town is the right size and available in several places
- Blacksburg Alert and About Town are great tools and people have learned to look for it

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#### 3.5.2 OPPORTUNITIES

- Limited multi-media use
- Outsiders may or may not know everything that is happening in town
- Lack of a centralized location for information dissemination
- Allow for customized notifications to sign up for specific program types
- Online marketing needs to be improved
- At individual facilities - Day Care Spaces
- Provide a large scale visual of system-wide offerings
- Cross-promote other programs with Indoor Soccer Leagues
  - Concessions - particularly during indoor soccer time
- Outreach into schools could be expanded
- With increased offerings, there is a greater need for dedicated marketing / promotions support
- Cross-promotions
- Market to Virginia Tech
  - Smart phone apps
  - Bus systems

### 3.6 COMMUNITY NEEDS ANALYSIS SURVEY



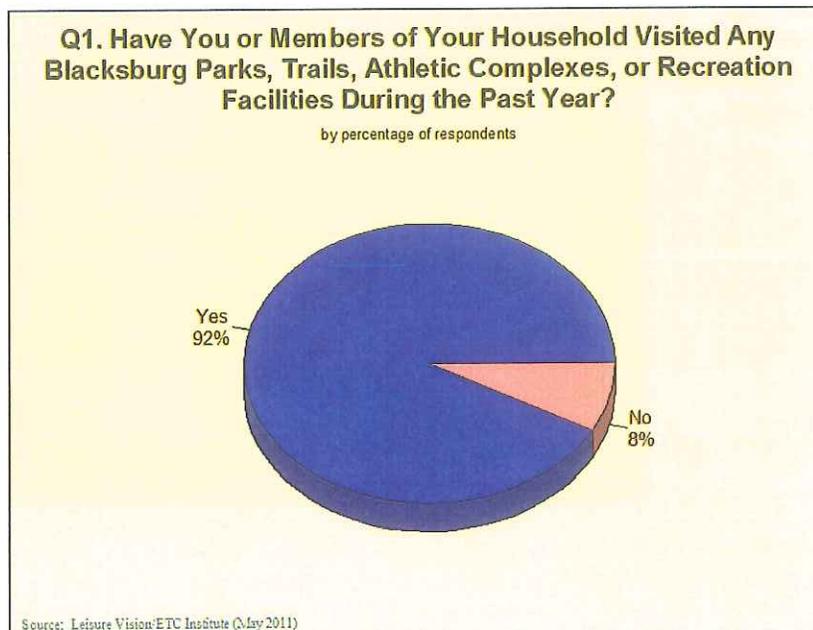
Leisure Vision conducted a Community Interest and Opinion Survey in March-April 2011. The purpose of the survey was to help determine the way the Department prepares for the future in the development of indoor programs and facility needs.

The Consulting Team worked extensively with staff in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The survey was administered by mail and phone. The goal was to obtain a total of at least 315 completed surveys. This goal was exceeded, with 316 surveys having been completed. The level of confidence is 95% with a margin of error of +/-5.5%. The following pages summarize major survey findings.

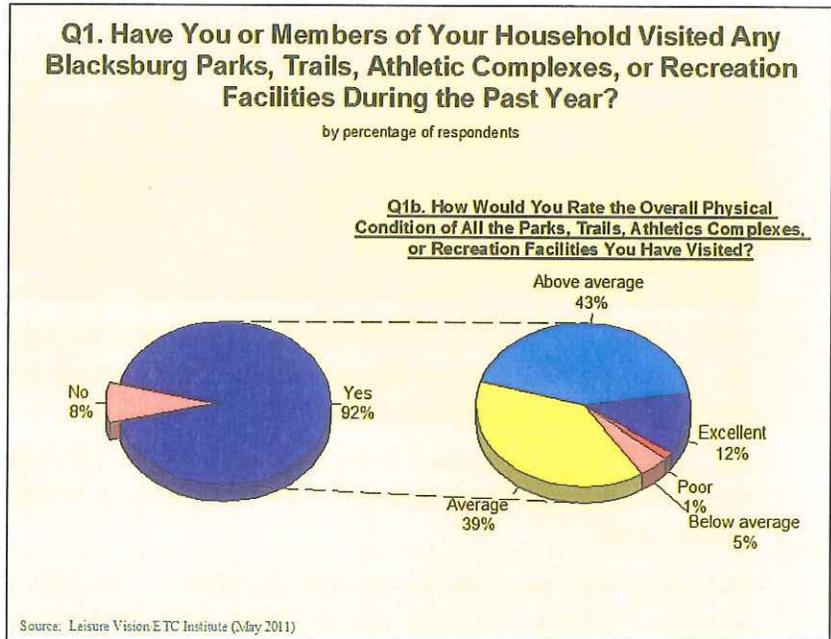
#### 3.6.1 ALL BLACKSBURG PARKS, TRAILS, ATHLETIC COMPLEXES, RECREATION FACILITIES HOUSEHOLDS HAVE VISITED DURING THE PAST 12 MONTHS

Of all respondents, 92% stated that they or members of their household have visited a Blacksburg park, trail, athletic complex or recreation facility in the past year. This is significantly higher than national numbers that are around 85%.



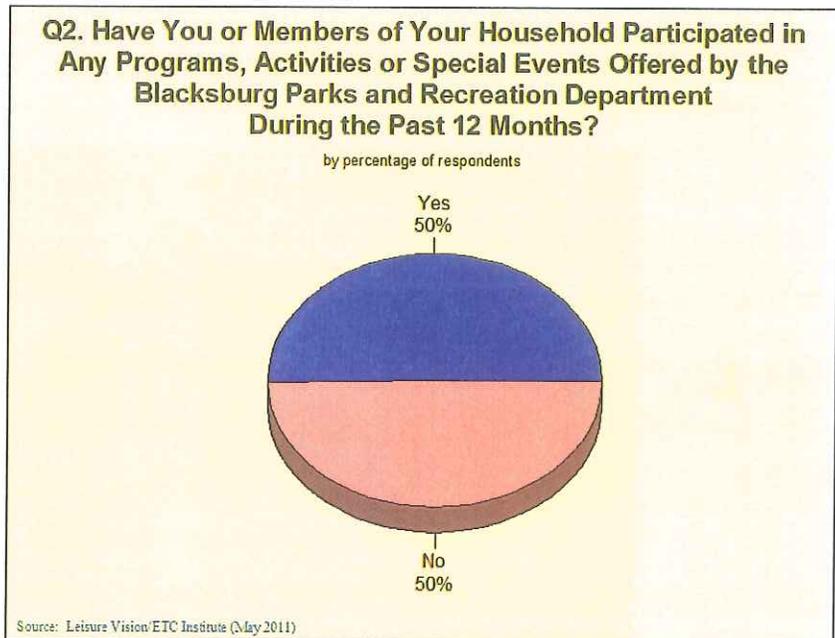
**3.6.2 OVERALL CONDITION OF ALL BLACKSBURG PARK VISITED**

Of the 92% of households that have visited Blacksburg parks, trails, athletic complexes, or recreation facilities during the past year, 55% rated the physical condition of parks, trails, or facilities as either excellent (12%) or above average (43%).



**3.6.3 ALL PROGRAMS OR ACTIVITIES OFFERED BY THE TOWN OF BLACKSBURG PARKS THAT HOUSEHOLDS HAVE PARTICIPATED IN DURING THE PAST 12 MONTHS**

Fifty percent (50%) of households have participated in programs, activities or special events offered by Blacksburg Parks and Recreation Department during the past 12 months. This is considered as best practice numbers when compared to the national average of 34%.

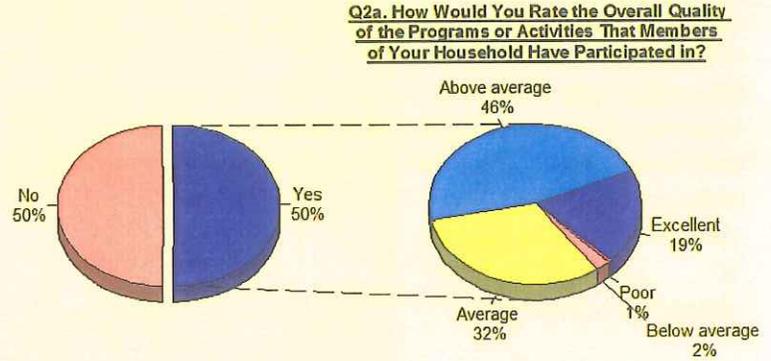


3.6.4 QUALITY OF PROGRAMS/ACTIVITIES IN WHICH HOUSEHOLDS HAVE PARTICIPATED IN THE PAST 12 MONTHS

Of the 50% of households that have participated in programs, activities or special events offered by Blacksburg Parks and Recreation Department during the past 12 months, 65% rated the overall quality of the programs, activities or special events as either excellent (19%) or above average (46%).

**Q2. Have You or Members of Your Household Participated in Any Programs, Activities or Special Events Offered by the Blacksburg Parks and Recreation Department During the Past 12 Months?**

by percentage of respondents



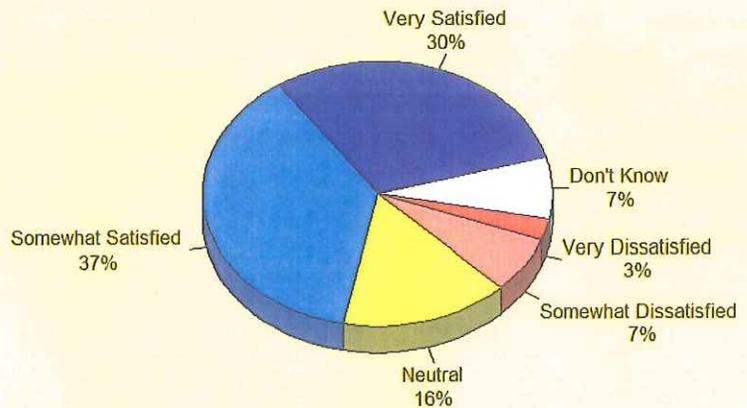
Source: Leisure Vision/ETC Institute (May 2011)

3.6.5 LEVEL OF SATISFACTION WITH OVERALL VALUE RECEIVED FROM BLACKSBURG PARKS RECREATION FACILITIES AND PROGRAMS

Sixty-seven percent (67%) of households are either very satisfied (30%) or somewhat satisfied (37%) with the overall value they receive from Blacksburg Parks and Recreation Department facilities and programs. In addition, only 10% of households are either somewhat dissatisfied (7%) or very dissatisfied (3%) with the overall value they receive from Blacksburg Parks and Recreation Department facilities and programs.

**Q3. Level of Satisfaction with the Overall Value Households Receive from the Blacksburg Parks and Recreation Department Facilities and Programs**

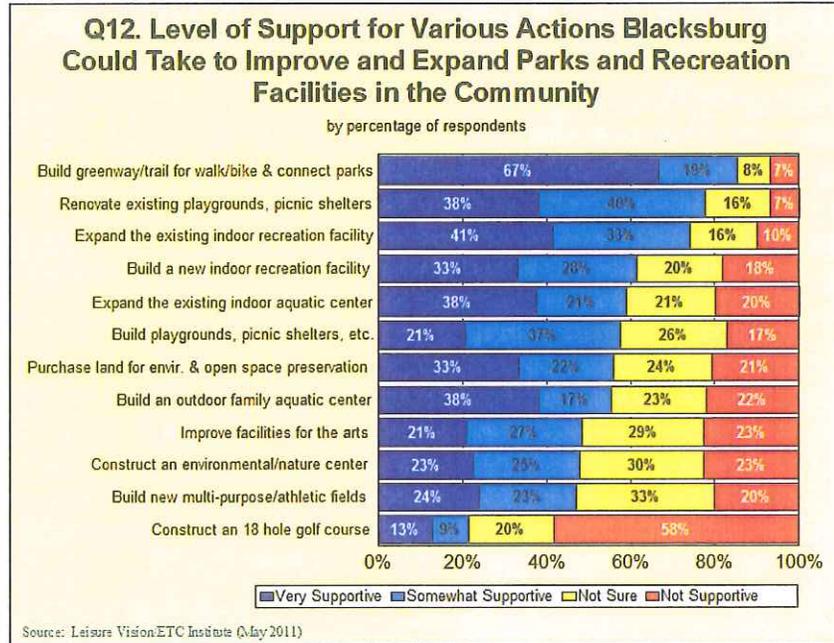
by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2011)

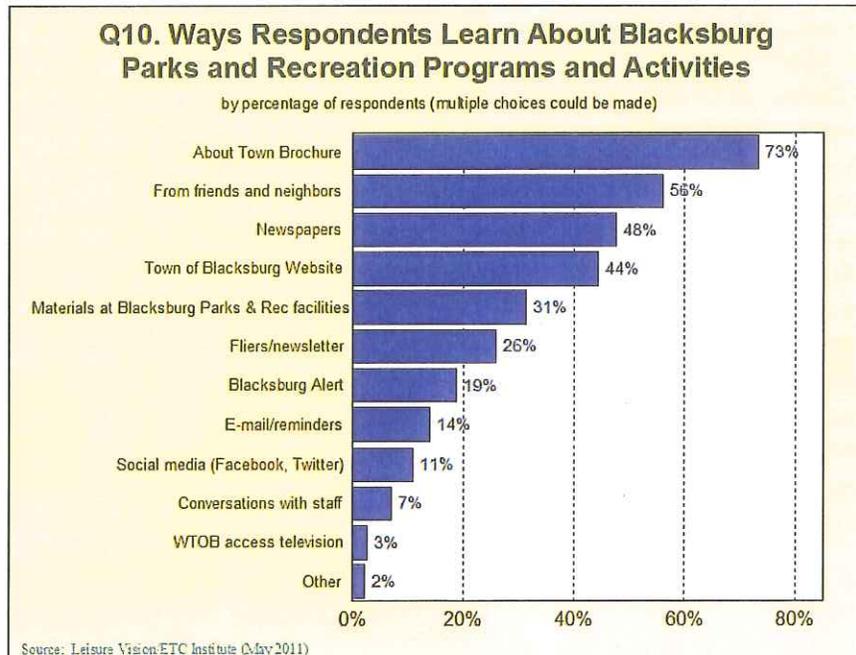
**3.6.6 LEVEL OF SUPPORT FOR VARIOUS ACTIONS TO IMPROVE AND EXPAND PARKS AND RECREATION FACILITIES IN THE COMMUNITY**

There are three actions that over 70% of respondents are very or somewhat supportive of Blacksburg taking to improve and expand parks and recreation facilities: build greenways and trails for walking and biking that connect parks throughout the Town (86%), renovate existing playgrounds, picnic shelters (78%), and expand the existing indoor recreation facility (74%).



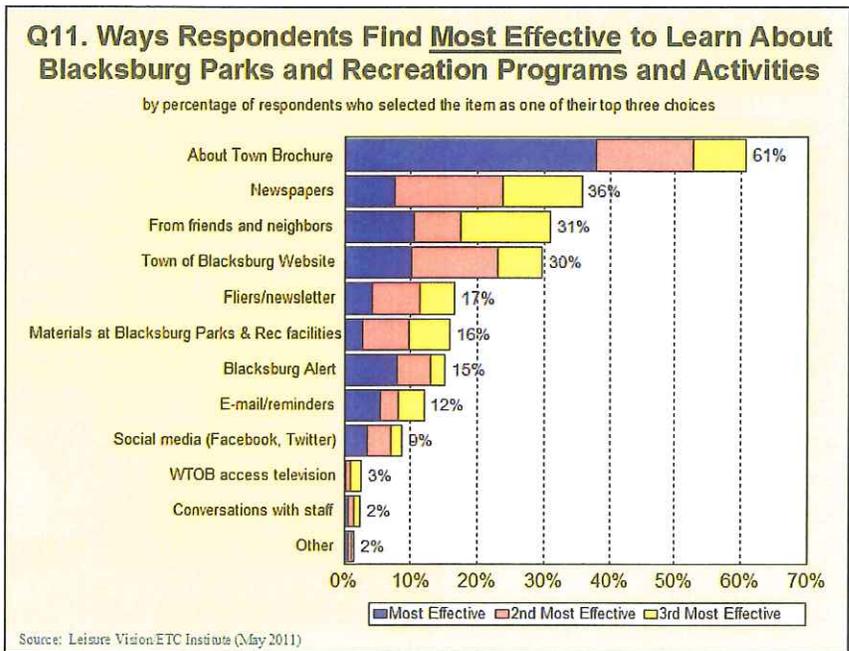
**3.6.7 ALL WAYS HOUSEHOLDS HAVE LEARNED ABOUT BLACKSBURG PARKS' PROGRAMS AND ACTIVITIES DURING THE PAST 12 MONTHS**

The most frequently mentioned ways that respondents learn about Blacksburg Parks and Recreation programs and activities are: About Town Brochure (73%), from friends and neighbors (56%), newspaper (48%), and Town of Blacksburg website (44%).



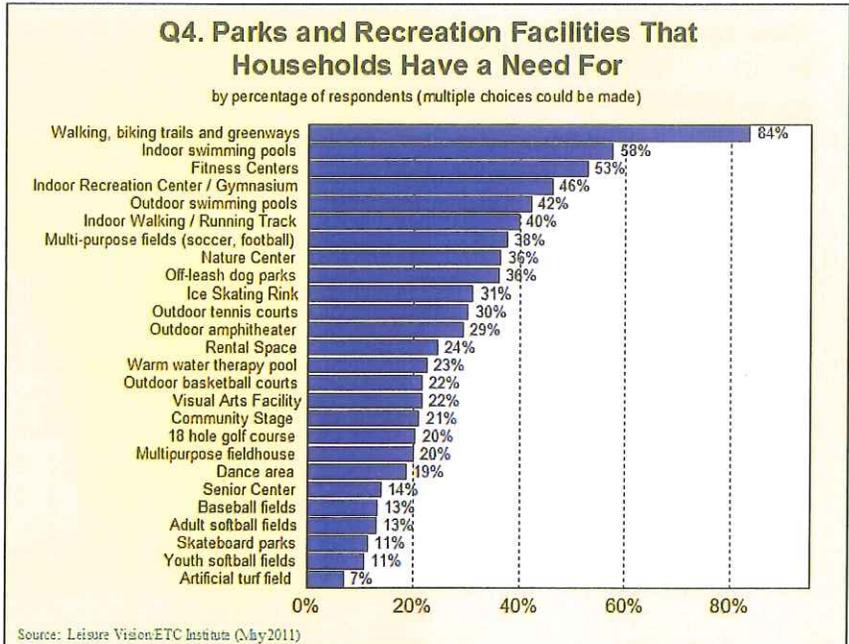
3.6.8 WAYS RESPONDENTS FIND MOST EFFECTIVE TO LEARN ABOUT RECREATION PROGRAMS AND ACTIVITIES

Based on the sum of their top three choices, the ways that respondents find most effective to learn about Blacksburg Parks and Recreation programs and activities are: About Town Brochure (61%), newspapers (36%), from friends and neighbors (31%), and Town of Blacksburg website (30%).



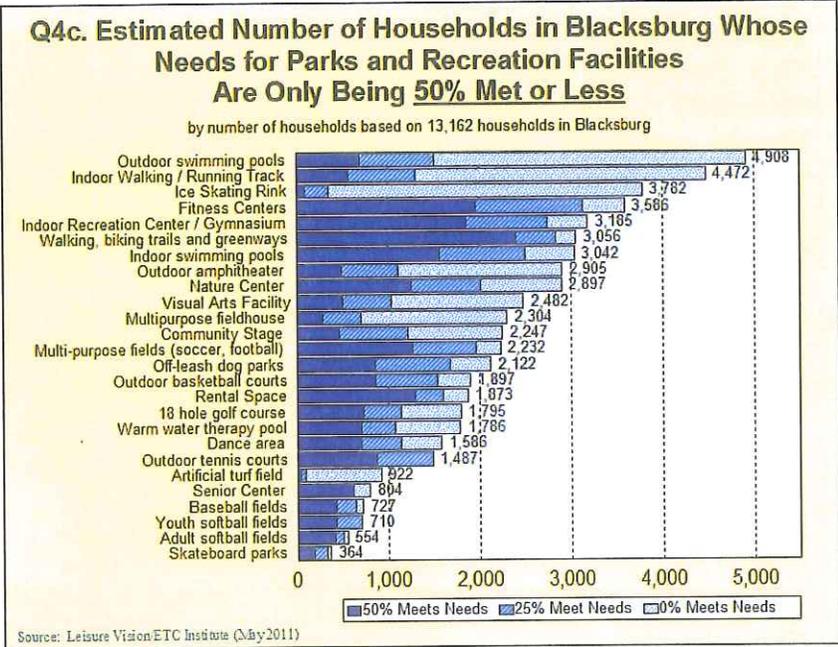
3.6.9 ALL PARKS AND RECREATION FACILITIES HOUSEHOLDS HAVE A NEED FOR

The parks and recreation facilities that the highest percentage of households have a need for are: walking, biking trails and greenways (84%), indoor swimming pools (58%), fitness centers (53%), indoor recreation center/gymnasium (46%), and outdoor swimming pools (42%).



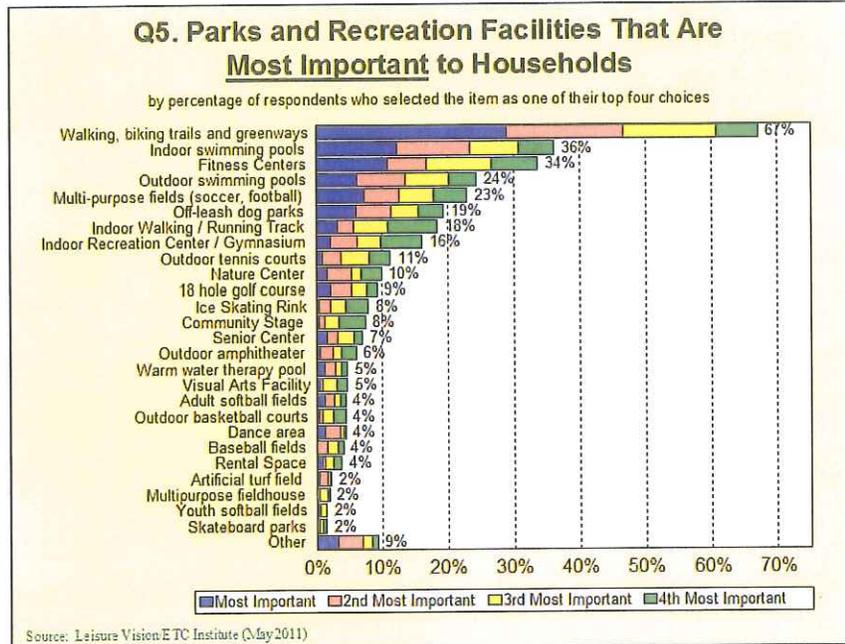
**3.6.10 HOW WELL PARKS AND RECREATION FACILITIES MEET THE NEEDS OF HOUSEHOLDS**

From a list of 26 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in Blacksburg meet their needs. The graph to the right shows the estimated number of households in the Town of Blacksburg whose needs for parks/facilities are only being 50% met or less, based on 13,162 households in Blacksburg.



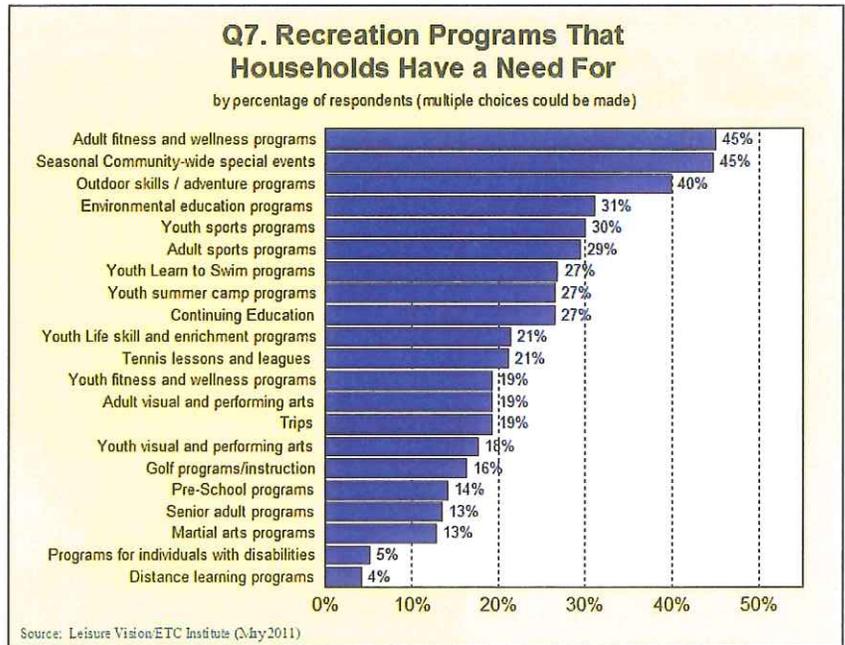
**3.6.11 PARKS AND RECREATION FACILITIES THAT ARE MOST IMPORTANT TO HOUSEHOLDS**

Based on the sum of their top four choices, the parks/facilities that households rated as the most important are: walking, biking trails and greenways (67%), indoor swimming pools (36%), fitness centers (34%), outdoor swimming pools (24%), and multi-purpose fields (23%).



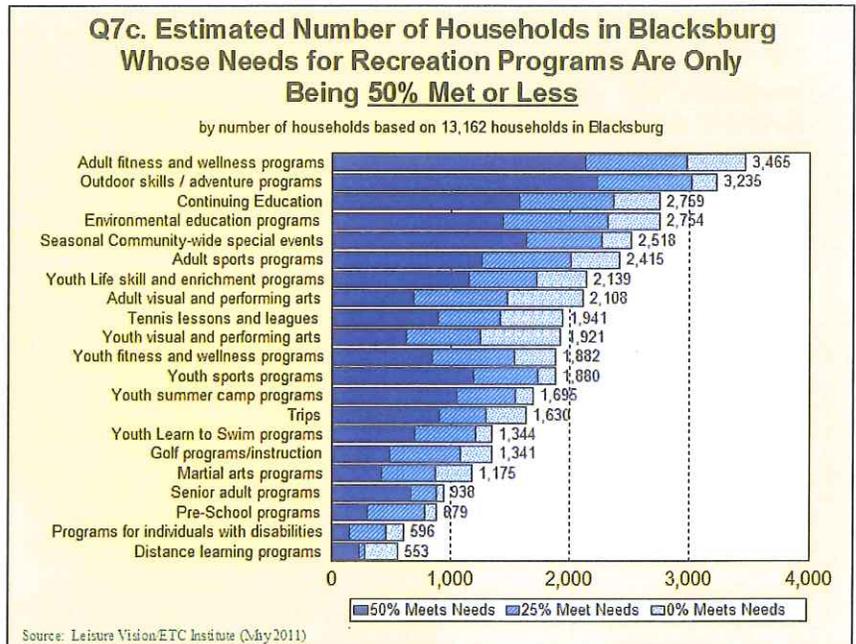
3.6.12 RECREATION PROGRAMS THAT HOUSEHOLDS HAVE A NEED FOR

The recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (45%), seasonal community-wide special events (45%), and outdoor skills/adventure programs (40%).



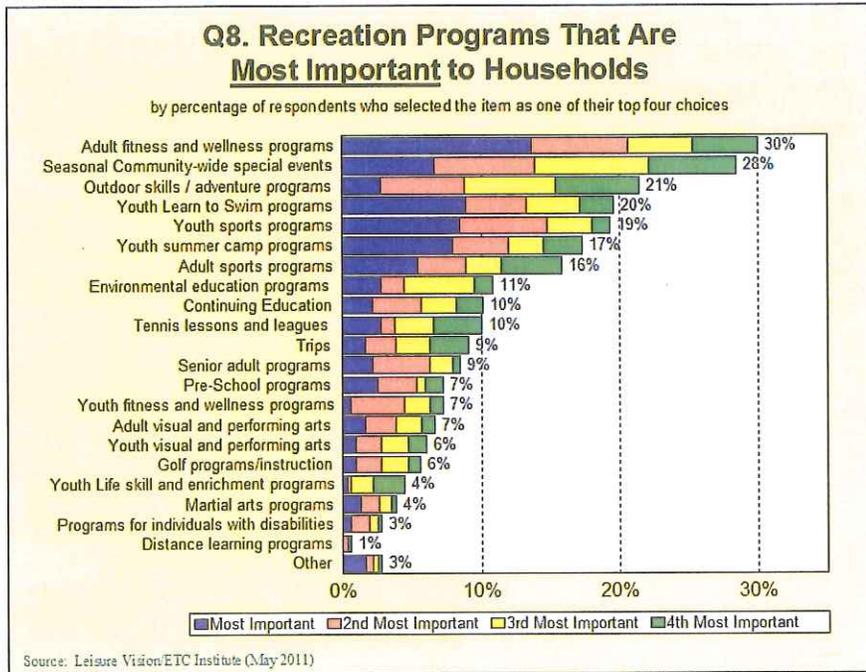
3.6.13 HOW WELL RECREATION PROGRAMS MEET THE NEEDS OF HOUSEHOLDS

From a list of 21 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in Blacksburg meet their needs. The graph to the right shows the estimated number of households in the Town of Blacksburg whose needs for programs are only being 50% met or less, based on 13,162 households in Blacksburg.



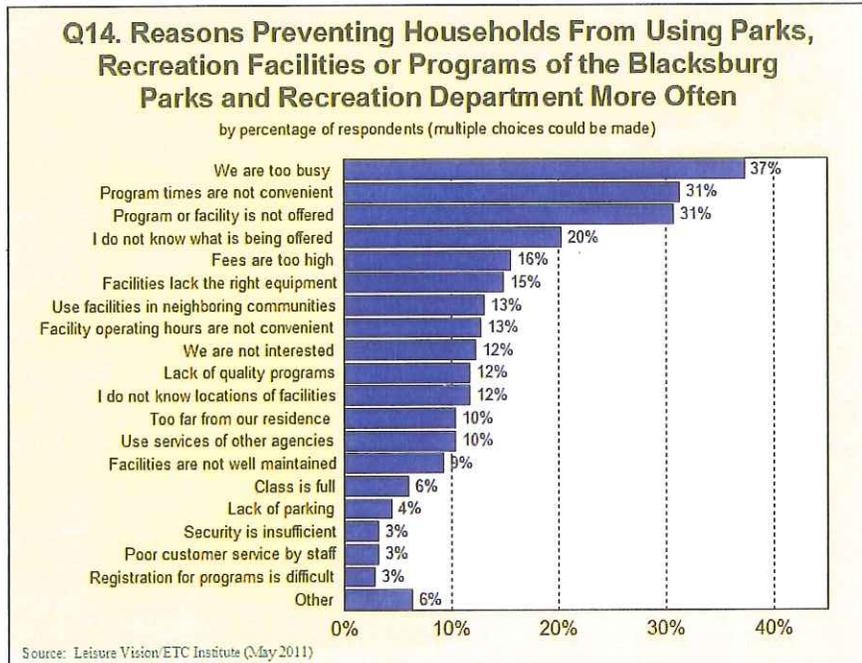
3.6.14 PROGRAMS THAT ARE MOST IMPORTANT TO HOUSEHOLDS

Based on the sum of their top four choices, the programs that households rated as the most important are: adult fitness and wellness programs (30%), seasonal community-wide special events (28%), outdoor skills/adventure programs (21%), and youth learn to swim programs (20%).



3.6.15 REASONS PREVENTING USE OF PARKS, FACILITIES AND PROGRAMS MORE OFTEN

The reasons preventing the highest percentage of households from using parks, facilities and programs more often are: “we are too busy” (37%), “program times are not convenient” (31%), and “program or facility not offered” (31%) and I do not know what is being offered (20%).

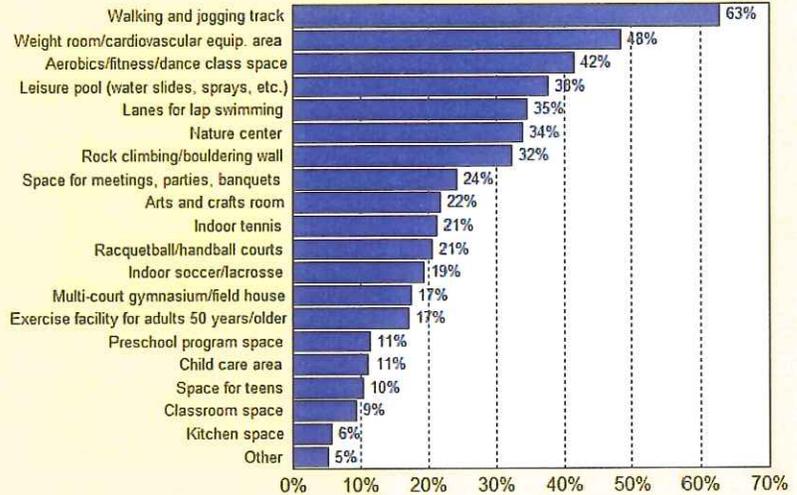


3.6.16 INDOOR PROGRAMMING SPACES

The indoor programming spaces that the highest percentage of households would use are: walking and jogging track (63%), weight room/cardiovascular equipment area (48%), aerobics/fitness/dance class space (42%), and leisure pool (38%).

**Q15. Potential Indoor Programming Spaces That Households Would Use**

by percentage of respondents (multiple choices could be made)



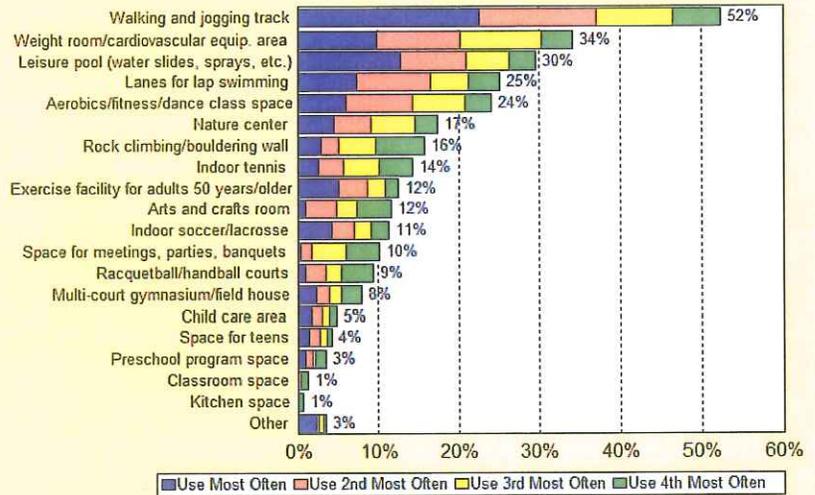
Source: Leisure Vision/ETC Institute (May 2011)

3.6.17 INDOOR PROGRAMMING SPACES THAT HOUSEHOLDS WOULD USE MOST OFTEN

Based on the sum of their top four choices, the indoor programming spaces that households would use most often are: walking and jogging track (52%), weight room/cardiovascular equipment area (34%), leisure pool (30%), and lanes for lap swimming (25%).

**Q16. Indoor Programming Spaces That Households Would Use Most Often**

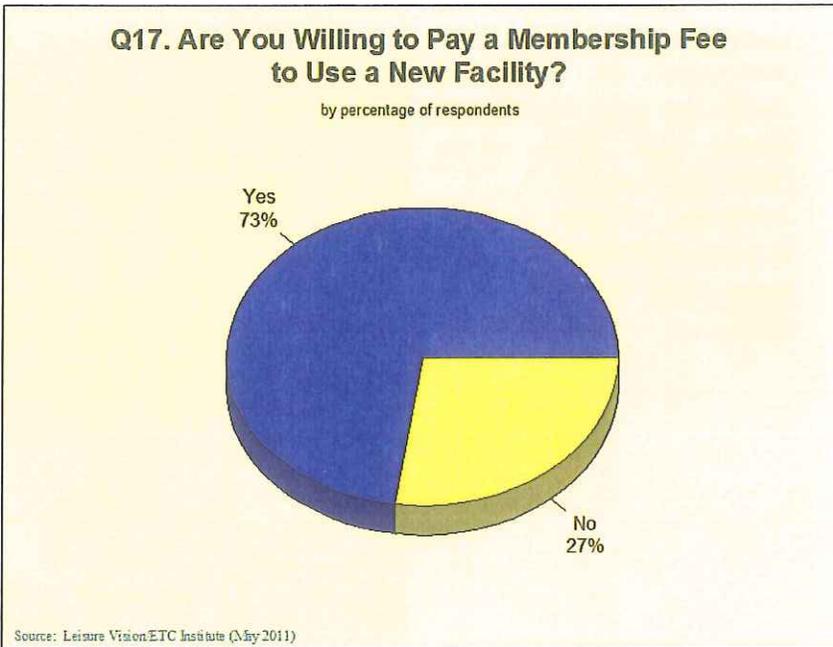
by percentage of respondents who selected it as one of their top four choices



Source: Leisure Vision/ETC Institute (May 2011)

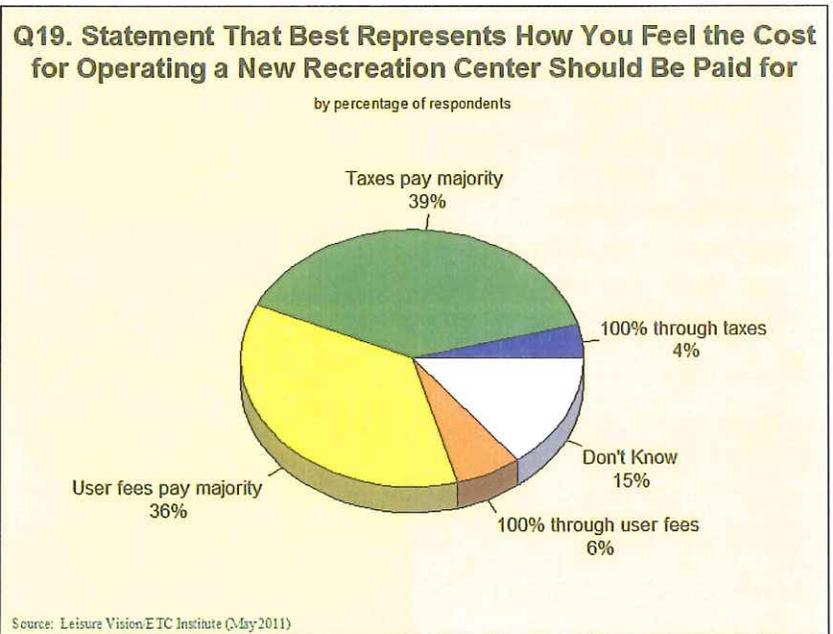
3.6.18 MEMBERSHIP FEE

Seventy-three percent (73%) of respondents are willing to pay a membership fee to use a new facility. This is certainly an encouraging number and indicates a high level of support for a membership model in a new facility that has the types of features and amenities desired by the users.



3.6.19 COSTS OF OPERATING A NEW RECREATION CENTER

Thirty-nine percent (39%) of respondents feel the costs of operating a new recreation center should be funded mostly from taxes, and 36% feel the costs should be funded mostly from user fees.

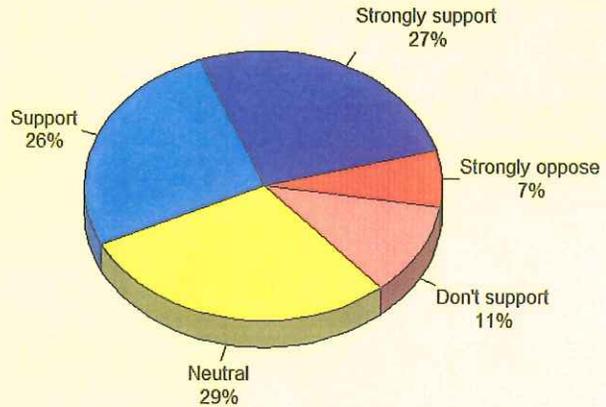


3.6.20 LEVEL OF SUPPORT FOR BUILDING RECREATION AND SPORTS FACILITIES

Based on the sum of the top two positive responses, fifty-three percent (53%) of households either strongly support (27%) or support (26%) building recreation and sports facilities to serve residents and bring tourism dollars to the Community.

**Q20. Level of Support for the Town Building High Quality Recreation and Sports Facilities That Would Serve the Town Residents and Also Bring in Tourism Dollars to the Community**

by percentage of respondents



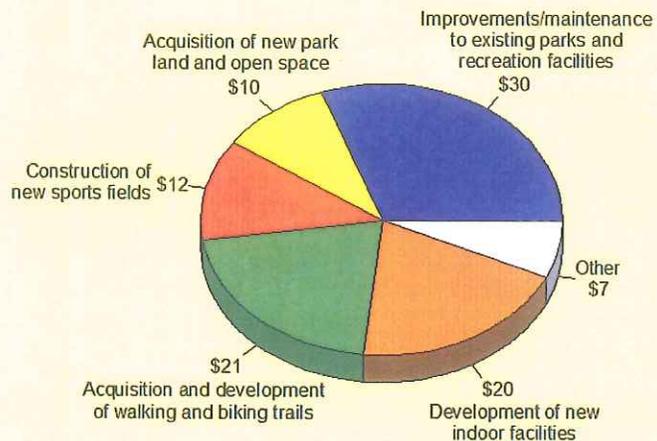
Source: Leisure Vision/ETC Institute (May 2011)

3.6.21 HOW OFTEN HOUSEHOLDS WOULD VISIT A NEW RECREATION CENTER

Respondents would allocate \$30 out of every \$100 to the improvement/maintenance to existing parks and recreation facilities. The remaining \$70 were allocated as follows: acquisition and development of walking and biking trails (\$21), development of new indoor facilities (\$20), construction of new sports fields (\$12), acquisition of new park land and open space (\$10) and "other" (\$7)

**Q21. How Respondents Would Allocate \$100 Among Various Parks, Trails, Sports, and Recreation Facilities**

by percentage of respondents



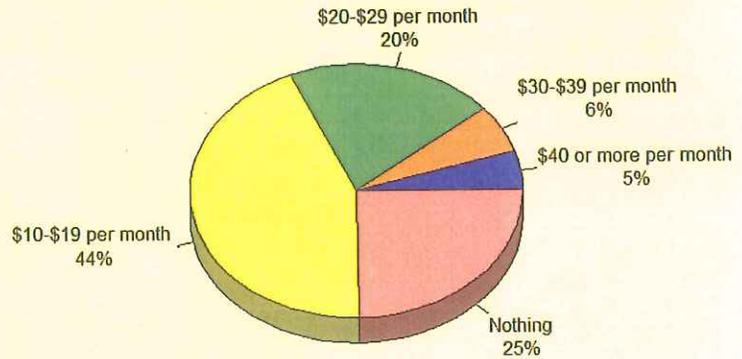
Source: Leisure Vision/ETC Institute (May 2011)

3.6.22 MAXIMUM AMOUNT OF ADDITIONAL TAX REVENUE HOUSEHOLDS ARE WILLING TO PAY

Seventy-five percent (75%) of respondents would pay some amount of additional taxes to fund the types of parks, trails, recreation and sports facilities that are most important to their household. This, too, is an encouraging sign as compared to national numbers which are around 66%.

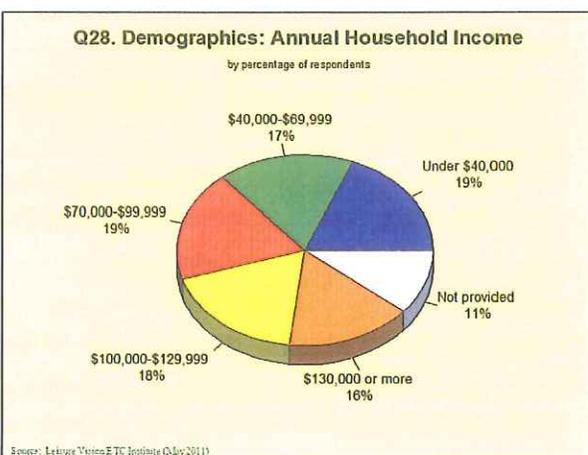
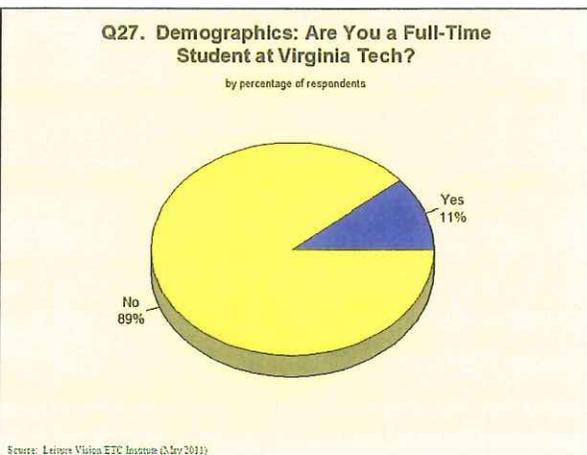
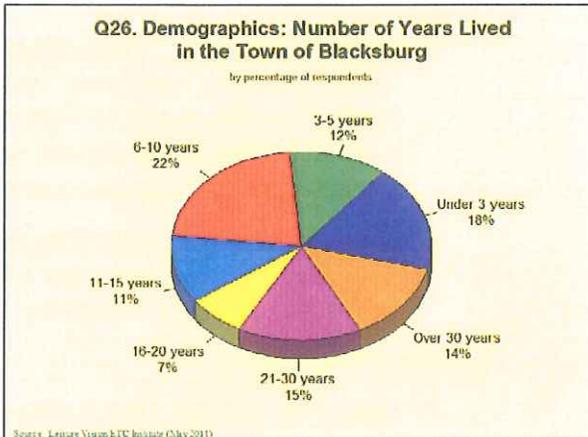
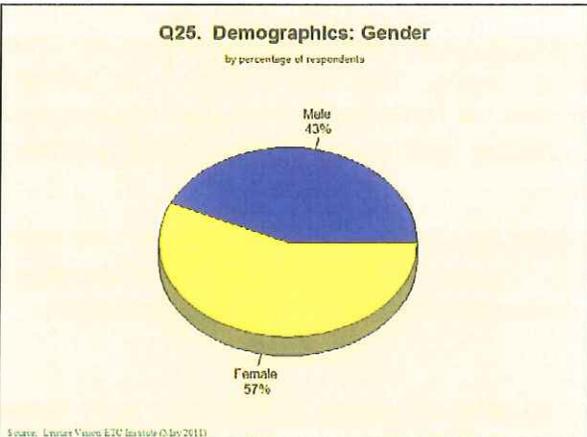
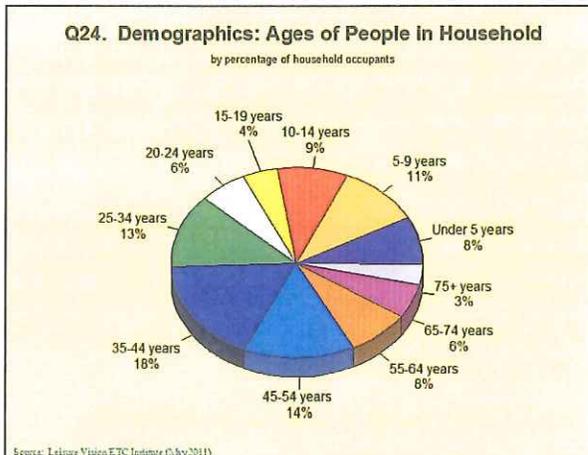
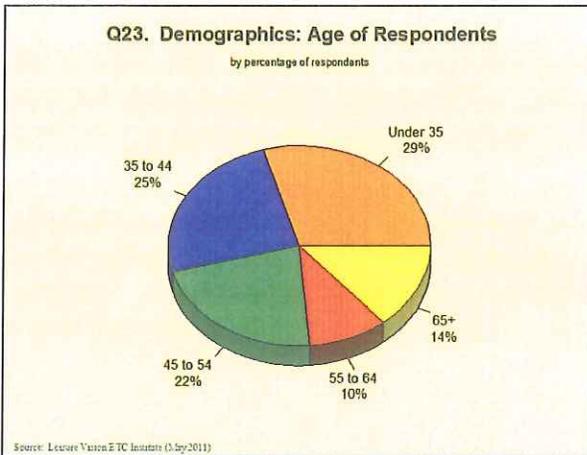
**Q22. Maximum Amount of Additional Taxes Respondents Would Pay to Fund the Types of Parks, Trails, Recreation and Sports Facilities That Are Most Important to Their Household**

by percentage of respondents



Source: Leisure Vision/ETC Institute (May 2011)

3.6.23 DEMOGRAPHICS



## CHAPTER FOUR - FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the Town of Blacksburg Parks and Recreation Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Blacksburg to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
  - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 26 different facilities/amenities and 21 recreation programs.
  - Importance ranking for facilities and recreation programs - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
  - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% (30% unmet needs and 30% importance ranking) from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

As seen below, Walking, biking trails and greenways, Outdoor swimming pool, Indoor swimming pool, Fitness centers and Indoor walking / running track are the top five highest facility / amenity priorities in Blacksburg.

Blacksburg	
Facility/Amenity Priority Rankings	
	Overall Ranking
Walking, biking trails and greenways	1
Outdoor swimming pool	2
Indoor swimming pools	3
Fitness Centers	4
Indoor walking / running track	5
Multi- purpose fields	6
Off leash dog parks	7
Ice skating rink	8
Indoor recreation center/ gymnasium	9
Outdoor Amphitheater	10
Nature center	11
Visual arts facility	12
Multi- purpose fieldhouse	13
18-hole golf course	14
Community stage	15
Warm water therapy pool	16
Outdoor tennis courts	17
Rental space	18
Dance area	19
Artificial turf field	20
Outdoor basketball courts	21
Senior center	22
Adult softball fields	23
Baseball fields	24
Youth softball fields	25
Skateboard parks	26

Table 1

As seen below, Adult fitness and wellness programs, seasonal community-wide special events, outdoor skills / adventure programs, adult sports programs and youth sports programs are the top five highest program priorities in Blacksburg.

<b>Blacksburg Program Priority Rankings</b>	
	<b>Overall Ranking</b>
Adult fitness and wellness programs	1
Seasonal community-wide special events	2
Outdoor skills/ adventure programs	3
Adult sports programs	4
Youth sports programs	5
Youth Learn to swim programs	6
Environmental education programs	7
Youth summer camp programs	8
Continuing education	9
Youth fitness and wellness programs	10
Tennis lessons and leagues	11
Adult visual and performing arts programs	12
Youth visual and performing arts programs	13
Trips	14
Youth life skill and enrichment programs	15
Senior adult programs	16
Pre-school programs	17
Golf programs / instructions	18
Martial arts programs	19
Program for individuals with disabilities	20
Distance learning programs	21

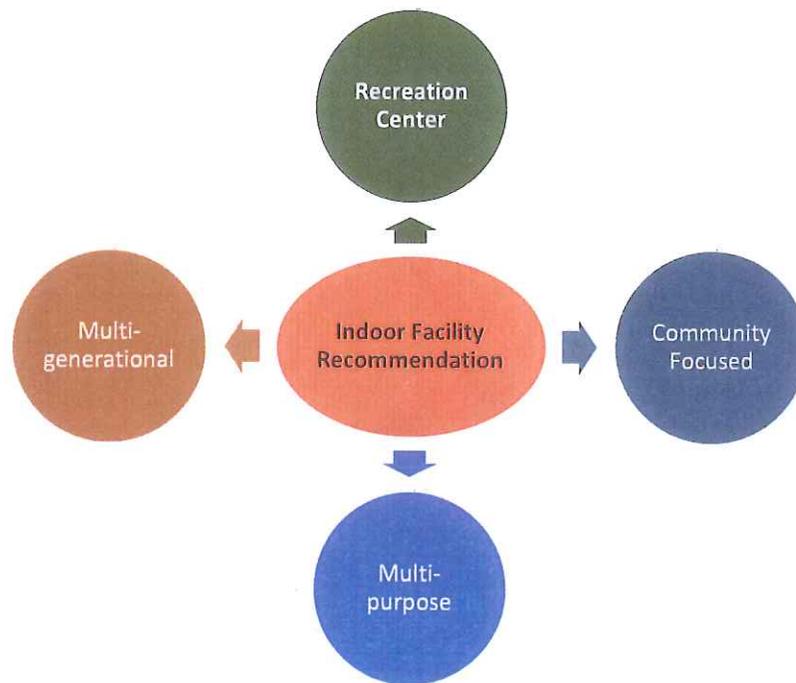
Table 2

## CHAPTER FIVE - SUMMARY OF NEEDS AND RECOMMENDATIONS

Based on the findings and analysis from the community input, survey findings, demographics and trends analysis and the priority rankings, the following points encapsulate the summary findings that will guide future recommendations for Indoor Recreation in Blacksburg.

- Blacksburg possesses a diverse, above average educated and youth-based audience
- There is a high affinity for sports and arts in the community
- There is also a high premium on trails, special events, adult fitness and wellness, indoor fitness and aquatics, diversity of facility and program offering to meet wide range of needs
- It will require a system-wide, holistic approach to addressing indoor recreation needs
- Financial and environmental sustainability is vital to ensuring the success of any potential project

Keeping these findings in mind, the Consultant team in conjunction with the Town of Blacksburg Parks and Recreation Department recommends the following to address the unmet needs in the community with respect to Indoor Recreation:



### An Indoor Multi-purpose Multi-generational Community Recreation Center

*Note: The next part of the report focuses on the Feasibility Study undertaken to provide a program plan and operational pro-forma for the above-mentioned community recreation center (“Center”).*



*Greenridge Community Recreation Center, Roanoke County, VA*



*Smith Aquatic and Fitness Center, Charlottesville, VA*



*Blacksburg Aquatic Center, Blacksburg, VA*



*Blacksburg Community Center, Blacksburg, VA*

## CHAPTER SIX - CONCEPT DESIGN AND DEVELOPMENT

### 6.1 INTRODUCTION

As discussed in Chapter 5, the cumulative needs from an indoor recreation standpoint for the Town of Blacksburg translate into a facility focused on community use and year-round recreation for a variety of program offerings targeting all age groups. The Center Feasibility Study Concept Design is the result of planning efforts developed through program and data input gathered from the recreation needs assessment, Department staff and PROS Consulting.

### 6.1 VISION STATEMENT AND DESIGN CRITERIA AND PRINCIPLES

The Center is envisioned as an environmentally, financially, and recreational sustainable amenity for the Town of Blacksburg, fully accessible to the multi-generational spectrum of area residents and providing a broad range of innovative fitness, recreational and life-skill programs and events.

The key design criteria and principles employed as a part of this process are as follows:

- **Make it Sustainable:** The Center should be built and operated as a financially and ecologically sustainable facility, serving as a role model for the community with a focus on sustainable design implementation that is financially prudent and drives down the cost of operations.
- **Keep it Bold and Simple:** The Center's aesthetic character should convey an iconic, timeless and durable facility within a park system, enhancing the community's identity and serving as a community celebration and gathering point. The facility needs to be developed as a signature facility within the park system.
- **Make it Accessible to the Full Spectrum of Blacksburg Users:** The Center will be a multi-generational facility serving diverse age groups of users. The facility should be universally accessible and built to accommodate the full spectrum of the Blacksburg users, regardless of age, disabilities, fitness levels and socio economic status. The facility will have wide age segment appeal based on the amenities available which will include cardio and weight training areas, fitness studios, basketball and multipurpose courts, an indoor walking and jogging track, multipurpose activity rooms, locker facilities, catering space, and other activity and supporting spaces. No space will be designated to a particular special interest group but all spaces will be able to accommodate needs of various special interests in the same space.
- **Make it Expandable:** The Center should accommodate future expansion opportunities, if required, to support growth and changes that are likely to occur in the future.
- **Fill the Calendar:** The Center should be programmed to provide and promote activities throughout the year. By programming the facility it will allow a consistent level of new and existing users who see the facility as part of their daily lives with the goal of creating lifelong positive recreational experiences.
- **Make it Maintainable:** The Center should be built with long-term, low-maintenance and sustainable materials. Moreover, it should be designed of an appropriate size and within the abilities of the maintenance staff. There should be endowments in the capital improvement plan to assure enhanced long-term maintenance and upkeep of the facility.
- **Keep it Flexible:** The Center should be constructed to allow flexible and multiple program opportunities within a given space.
- **Complement the System:** The Center design must be compatible with the Blacksburg Park and Recreation system and the overall community, filling appropriate neighborhood and community-wide service gaps and avoiding redundant programming.

## 6.2 SPACE PROGRAM

During the course of the input process, a culmination of program desires were gathered and synthesized into a Building Space Program that could accommodate the program desires in accordance with the vision statement and design criteria/principles as follows:

- Gymnasium (4)
- Running Track
- Fitness (Weight/Cardiovascular)
- Aerobic Exercise Room
- Climbing Wall
- Multipurpose Room
- Staff Room
- Concessions/Catering Kitchen
- Meeting/Class Rooms
- Party/Classrooms (2)
- Front Desk
- Lobby/Lounge Space/Vending
- Office Space
- Game Room
- Locker Rooms
- Restrooms
- Art Room
- Adequate Storage Space
- Adequate Parking
- Aquatics Expansion
- Stage With Theater Seating



The Consulting Team has always emphasized that program needs must drive facility design and the Building Space Program. The adjoining figure replicates the findings from the Program Priority Rankings in **Chapter 4** but highlights the offerings that will be served fully or to a large extent by the various components as proposed in the Building Space Program.

As can be seen in the table to the right, 17 highlighted needs out of a possible 21 program needs of the community will be addressed through the proposed space program, which indicates that the space program would serve well in ensuring the community needs and vision are effectively met.

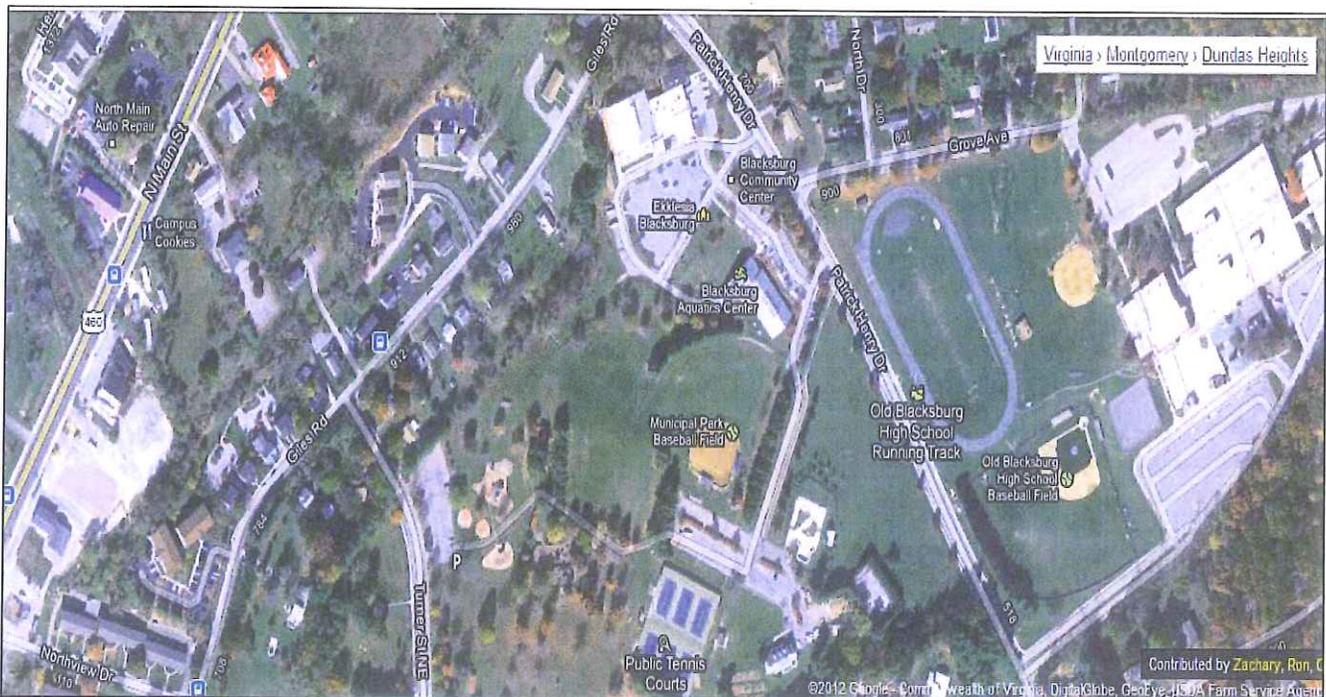
Program Offerings	Ranking
Adult fitness and wellness programs	1
Seasonal community-wide special events	2
Outdoor skills/adventure programs	3
Adult sports programs	4
Youth sports programs	5
Youth learn to swim programs	6
Environmental education programs	7
Youth summer camp programs	8
Continuing education	9
Youth fitness and wellness programs	10
Tennis lessons and leagues	11
Adult visual and performing arts programs	12
Youth visual and performing arts programs	13
Trips	14
Youth life skill and enrichment programs	15
Senior adult programs	16
Pre-school programs	17
Golf programs/instructions	18
Martial arts programs	19
Program for individuals with disabilities	20
Distance learning programs	21
Legend:	
Incorporated within recommended facility concept	

Table 7

## CHAPTER SEVEN - CAPITAL PROJECT

Projected preliminary costs associated with the development of the recreation center are based on necessary spatial requirements for delivery of the services identified in the recreation needs assessment. The most important elements being the indoor walking track, gymnasium, fitness and wellness spaces, programming for life skill enrichment program spaces, lobby/lounge area and expansion of the aquatics facility.

*Note: No land costs are included in this analysis but the study and pro-forma are developed on the assumption that the location for the Center will be the site of the Old Blacksburg High School across the street from the Blacksburg Community Center, the Blacksburg Aquatic Center and the offices of the Parks and Recreation Department (see aerial image below). The economies of scale, efficiencies and cross-promotional abilities achieved by having a co-location have been factored in the revenue and cost projections estimated within this report. The choice of a different location can and will have an impact on the Center's future financial projections.*



### 7.1 CAPITAL INVESTMENT

The capital cost detail and facility areas are shown in **Figure 10**. The construction and fixtures costs are estimated at \$240 per square foot for a total building cost of approximately \$17.8 million. Adding costs for parking (@ \$10 per square foot) and a contingency rate of 9%, the total project cost was estimated to be approximately \$19.9 million at the time of the report. This amounts to approximately \$267 per square foot as depicted in Section 7.2. Any changes in the assumptions with modifying a variable (square footage / rate per square feet etc.) will proportionately affect the overall projected capital investment as well.

SPACE ALLOCATIONS	Program Area Square Feet	Storage Square Feet	Total Square Feet
Aquatics	9,000	0	9,000
Gymnasium (4)	30,000	500	30,500
Running Track	0	0	0
Fitness (Weight/Cardiovascular)	6,000	500	6,500
Aerobic Exercise Room	4,000	500	4,500
Climbing Wall	2,000	200	2,200
Multipurpose Room	3,000	600	3,600
Staff Room	500	250	750
Concessions/Catering Kitchen	250	100	350
Meeting/Class Rooms	750	150	900
Party/Classrooms (2)	900	100	1000
Front Desk	100	100	200
Lobby/Lounge Space/Vending	500	50	550
Office Space	250	100	350
Game Room	500	100	600
Locker Rooms	3000	0	3000
Restrooms	1000	0	1000
Art Room	750	250	1,000
Additional Space (common space and hallways)	5500	3000	8500
<b>Total Programmed Area</b>	<b>68,000</b>	<b>6,500</b>	<b>74,500</b>
Square Footage Cost	\$240	\$240	\$240
<b>Total Building Cost</b>	<b>\$16,320,000</b>	<b>\$1,560,000</b>	<b>\$17,880,000</b>
Parking	43,560	0	43,560
Parking Lot Costs (per square foot)	\$10	\$10	\$10
<b>Total Parking Costs</b>	<b>\$435,600</b>	<b>\$0</b>	<b>\$435,600</b>
<b>Subtotal Costs</b>	<b>\$16,755,600</b>	<b>\$1,560,000</b>	<b>\$18,315,600</b>
Contingencies at 9%	\$1,508,004	\$140,400	\$1,648,404
<b>Total Project Costs</b>	<b>\$18,263,604</b>	<b>\$1,700,400</b>	<b>\$19,964,004</b>

Figure 10 -Capital Investment

## 7.2 COMPARATIVE FACILITIES

The table below provides the listing of some comparable facilities along with their location, cost, size in square feet, amenities and the cost / square feet for the facility. The comparable facilities are award-winning facilities as listed in the Athletic Business Review. It can be seen that the proposed Center in Blacksburg compares favorably with respect to facility size and variety of amenities as well as proposed cost per square feet.

Facility Name	Location	Funding	Cost	SF	Amenities	Cost / SF
Smith Aquatic & Fitness Center	Charlottesville, VA	Public	\$8,250,000	27,290	Leisure and competitive pool, fitness center, multi-purpose room, offices, lockers, classrooms etc.	\$302.31
Mayor Sheila Doyle Russell Youth and Community Center	Cambridge, MA	Public	\$13,500,000	30,000	Gym, Fitness Center, Exercise Room, Activity Lounge, Classrooms, Kitchen, Community and meeting room	\$450.00
Drexel University Recreation Center	Philadelphia, PA	Univ.	\$42,000,000	85,900	Multi-purpose gym, jogging track, squash court, fitness center, group exercise rooms	\$488.94
The Aquatic Center at Hillcrest Park	Vancouver, BC	VANOC and Municipal Funds	\$34,667,000	66,500	Indoor Leisure pool, Competition pool, hot pool, outdoor pool	\$521.31
The Community Recreation Center	Blacksburg, VA	TBD	\$19,960,000	74,500	Fitness space, 4 gyms, running walking track, aquatic space, art rooms, multi-purpose rooms, storage, offices, lockers etc.	\$267.92
<i>* Blacksburg costs include parking, design fees and 9% contingency fees</i>						

### 7.2.1 CAPITAL FINANCING

If the facility is debt financed, the annual debt service requirement estimated to be \$1,601,963 annually for twenty years. The estimated debt service assumes a 20-year term of level payments at 5% annual interest rate including issuance costs.

## CHAPTER EIGHT - OPERATION AND FINANCIAL PLAN

A list of pro forma assumptions was established in order to depict a dynamic operation in a static environment; these assumptions are presented on the following pages of this report. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could be material. These assumptions outline how the recreation center should be operated and maintained, as well as how the services should be priced.

Following discussion with the staff, the recreation programs were quantified based on the recreation needs assessment and applied to the recreation center's financial plan. PROS deems that this market capture is an achievable task; however, to accomplish this goal, the recreation center must operate in a flexible, entrepreneurial approach, allowing for program changes when necessary, real-time adjustment of operations to market conditions and a focus on earned income opportunities through sponsorships, naming rights, concessions etc.

### 8.1 ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the recreation center will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

- Operations and financial plan is based on major components as depicted in concept plan, including:
  - Gymnasium featuring four(4) full - high school courts that are convertible to four high school volleyball courts
  - Indoor walking / running track
  - Fitness (weight/cardiovascular) center featuring cardiovascular and resistance training equipment
  - Aerobic exercise room conducive to aerobics, dance, and spin classes
  - Climbing wall
  - Locker rooms/restrooms
  - Multipurpose room for life enrichment programs
  - Classroom suitable for classes and parties
  - Art room
  - Administrative/general support areas
  - Various complimentary areas
- The pro forma budget is based on 2012 dollar values
- Salaries are based on 2012 salaries of equivalent job descriptions
- Vending will be made available
- Existing program staff in the general now are not counted against the building operational costs only new positions that are needed to operate the building
- Sufficient parking area

#### 8.1.1 CAPITAL INVESTMENT ASSUMPTIONS

- Capital investment for the recreation center is based on the concept plan and components as detailed in program spaces identified in Figure 10
- Capital costs for the recreation center is projected at \$19,964,004 total costs

#### 8.1.2 PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the financial model and summarized within this report document
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the ultimate goal of value provided was utilized for developing the pro forma

#### 8.1.3 GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs; as shown in Appendix 1
- Expenses are projected to be 100% of projected costs beginning in the modeled year “Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs
- Annual Capital Maintenance Fund is presented in the cost recovery ratio; capital maintenance fund is intended to be utilized as a capital renewal and replacement fund which is dedicated to the regeneration and modernization of the recreation center as the facility ages and trends in the marketplace shift
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base
- Pro forma program is based on a program offering (70% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis

#### 8.1.4 STAFFING ASSUMPTIONS

- Center staffing is a direct result of the requirement of the operating hours to be net revenue positive
- New staff for operation of the Facility includes: Supervisor, 2 full time Front Desk, 2 Custodians, and additional wage workers.
- Center staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential

- As the recreation center reaches operational and programmatic maturity, additional staff persons will most likely be required
- The estimated staffing and staff costs are presented in the details of the financial model
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry
- General benefits, for those positions that qualify, are calculated at forty percent (40%)
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total staff salary, excluding any general benefits

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#### 8.1.5 CENTER CONTRACTUAL ASSUMPTIONS

- Utilities are included in the financial model
- Major maintenance and repair costs are not included in the financial model
- Capital Maintenance/Renewal Funds are not included in the financial model

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#### 8.1.6 CENTER OPERATING HOURS ASSUMPTIONS

- Center operating hours are assumed to be:
  - Monday - Thursday - 5:30AM to 10:00PM
  - Friday - 5:30AM to 9:00PM
  - Saturday - 7:00AM to 5:00PM
  - Sunday - Noon to 6:00PM
- Holidays during which the Center will be closed are:
  - New Year's Day - closed
  - Easter - closed
  - Thanksgiving - closed
  - Christmas Day - closed
- Holidays during which the Center will have reduced operating hours are:
  - New Year's Eve - 5:30AM to 12:00PM/noon; if this day falls on a Saturday or Sunday hours will be 7:00AM to 12:00PM/noon
  - Day After Thanksgiving - 5:30AM to 12:00PM/noon; if this day falls on a Saturday or Sunday hours will be 7:00AM to 12:00PM/noon
  - Christmas Eve - 5:30AM to 12:00PM/noon; if this day falls on a Saturday or Sunday hours will be 7:00AM to 12:00PM/noon

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#### 8.1.7 RECREATION CENTER MEMBERSHIP ASSUMPTIONS

- Center admission and memberships are as presented in the financial model
- It is assumed that management will assess memberships and admissions and will implement promotions as needed; it is assumed that limited discounting will occur
- It is assumed that management will assess memberships and admissions and discontinue practice and/or revise price points if demand far exceeds assumptions; this will ensure validity of financial projection

#### 8.1.8 PROGRAMMING ASSUMPTIONS

- Programming is based on an aggressive but attainable approach to meet expected cost recovery potential; aggressive program is based on the magnitude of programs being offered that are not currently offered at other recreation provider facilities and are based on existing programs already provided by the Town
- Programs assume that 60% of the classes will make the minimum number to hold the class
- Programming and rentals are based on estimates for units per experience/session, total sessions offered, and fee per program/activity
- Programs shown in the financial model are depicted as either contract instructor or staff administered; all of which could be shifted to staff personnel if management deems staff instructors as the most equitable for operations
- Rentals for major components are assumed to be as presented in the financial model

#### 8.1.9 MARKET BASE

- The Blacksburg area was utilized as the market base for the center
- Like service providers were analyzed for the stated Blacksburg area

#### 8.1.10 OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized
  - Revenues are projected to growth annual by 3% through growth in users and fee adjustments
  - Salaries and Benefit growth rate is calculated at 4.0% annual growth due to the potential volatility of the insurance/pension fund requirements
  - Supplies growth rate is calculated at 3% annual growth due to inflation
  - Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector
  - Capital expenditure and revenue categories average a growth rate of 2%
  - Transfers vary with increases in revenues.

**CHAPTER NINE – FINANCIAL ANALYSIS**

The Consulting team prepared a financial analysis of the operations, annual capital investment and the proposed capital improvement plan. The analysis is based on estimated revenues, operating cost, and capital improvements and is guided by the Assumptions put forth in Chapter 8.

**9.1 METHODOLOGY**

The facility and program recommendations are based on the recreation needs assessment. The operating revenues and expenditures were model by PROS with Department staff based on information from previous years.

**9.2 REVENUES**

The projected annual recreation center revenues based on the recreation needs assessment, recreation priorities and staff input. A summary of the revenue modeling is shown in Figure 11.

Revenues	Base Year
Passes	\$637,550.00
Administration	\$0.00
Building servicesenance	\$0.00
Building Services	\$0.00
Recreation Programs	\$14,675.00
Fitness	\$71,000.00
Aquatics	\$47,500.00
Gymnasium	\$44,910.00
Rock Climbing	\$14,375.00
Parties	\$8,750.00
Rentals	\$30,000.00
Concession/Catering/Kitchen	\$8,400.00
Vending	\$10,000.00
<b>Total</b>	<b>\$887,160.00</b>

Figure 11 - Estimated Recreation Center Revenues

*Passes Revenue - Revenue derived from monthly and daily pass sales*

*Recreation Programs - Revenue from additional non-fitness or aquatics programs held at the Center (e.g. Tumbling, Performing Arts, Senior Classes etc.)*

*Fitness - Revenue from additional non-aquatics fitness programs held at the Center (e.g. Personal Trainer, Zumba, Pilates, Tai Chi etc.)*

*Aquatics - Revenue from all aquatics program including classes, private swim lessons, water therapy programs, pool rentals etc.)*

*Gymnasium - Revenue from Gym rentals, youth and adult sports programs*

*Parties / Rentals - Revenue from additional party charges and non-aquatics rentals respectively*

### 9.3 OPERATING EXPENDITURES

The projected annual recreation center expenditures based on the revenue model, recreation needs assessment and staff input. A summary of the expenditure modeling is shown in Figure 12.

Expenditures	Base Year
Passes	\$52,650.00
Administration	\$512,996.70
Building Maintenance	\$96,260.00
Building Services	\$121,409.13
Recreation Programs	\$155,260.10
Fitness	\$193,287.16
Aquatics	\$131,652.00
Gymnasium	\$49,236.35
Rock Climbing	\$11,993.43
Parties	\$13,875.40
Rentals	\$12,850.00
Concession/Catering/Kitchen	\$14,870.00
Vending	\$7,500.00
<b>Total</b>	<b>\$1,373,840.27</b>

Figure 12 - Estimated Recreation Center Operations and Maintenance Expenditures

*Passes - Expenses based on portion of staff time allocated towards managing daily and monthly pass sales*

*Administration - Primary Center staffing expenses including a Center Director, 2 Full-time Rec. Assistants salaries and benefits and part-time staff, overall office supplies and materials and small capital outlay items*

*Recreation Programs - Expense includes 1 full-time programmer salary plus benefits, part time staff, office and program supplies, marketing and promotions items, prizes and rewards for participants etc.*

*Building Maintenance - Includes maintenance staff time and benefits, supplies and material costs*

*Building Services - Includes custodial staff time plus benefits, part time staff, small tools, uniforms and other maintenance supplies*

*Fitness - Expenses for part-time staff including instructional and training staff, uniforms, linens and towels etc.*

*Aquatics - Expenses for part-time staff including lifeguards and instructors, chemicals and maintenance supplies etc.*

*Gymnasium - Expenses for part-time staff, office supplies, repair parts etc.*

*Parties / Rentals / Rock Climbing - Expenses include Part time staff and portion of full-time staff time*

### 9.4 COST RECOVERY FROM REVENUES AND OPERATIONS & MAINTENANCE EXPENDITURES

The projected results of Direct Revenues and Direct Expenditures are based on the budget assumptions as shown earlier in the report. The Direct Revenues and Direct Expenditures along with the cost recovery rate by each service title are shown in Figure 13. Areas such as Administration, Building Maintenance and Building Services do not have any revenues associated with them.

SERVICE TITLE	Revenues	Expenditures	Revenues	Cost Recovery
			Over (Under) Expenditures	Percent
Passes	\$637,550.00	\$52,650.00	\$584,900.00	1211%
Administration	\$0.00	\$512,996.70	(\$512,996.70)	0%
Building Maintenance	\$0.00	\$96,260.00	(\$96,260.00)	0%
Building Services	\$0.00	\$121,409.13	(\$121,409.13)	0%
Recreation Programs	\$14,675.00	\$155,260.10	(\$140,585.10)	9%
Fitness	\$71,000.00	\$193,287.16	(\$122,287.16)	37%
Aquatics	\$47,500.00	\$131,652.00	(\$84,152.00)	36%
Gymnasium	\$44,910.00	\$49,236.35	(\$4,326.35)	91%
Rock Climbing	\$14,375.00	\$11,993.43	\$2,381.57	120%
Parties	\$8,750.00	\$13,875.40	(\$5,125.40)	63%
Rentals	\$30,000.00	\$12,850.00	\$17,150.00	233%
Concession - Catering Kitchen	\$8,400.00	\$14,870.00	(\$6,470.00)	56%
Vending	\$10,000.00	\$7,500	\$2,500	133%
<b>Total</b>	<b>\$887,160.00</b>	<b>\$1,373,840.27</b>	<b>(\$476,680.27)</b>	<b>65%</b>

Figure 13 - Estimated Recreation Center Revenues, Operations & Maintenance, and Cost Recovery

### 9.5 FIVE-YEAR PRO FORMA

The projected results of Direct Revenues and Direct Expenditures are based on the budget assumptions as shown above and are shown in Figure 14. The assumptions are presented below the pro forma presentation. As can be seen, the Center is projected to have a cost recovery rate between 65% - 70% for direct and indirect costs.

Revenues	Base Year	2nd Year	3rd Year	4th Year	5th Year
Passes	\$637,550.00	\$656,676.50	\$676,376.80	\$696,668.10	\$717,568.14
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building servicesenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$14,675.00	\$15,115.25	\$15,568.71	\$16,035.77	\$16,516.84
Fitness	\$71,000.00	\$73,130.00	\$75,323.90	\$77,583.62	\$79,911.13
Aquatics	\$47,500.00	\$48,925.00	\$50,392.75	\$51,904.53	\$53,461.67
Gymnasium	\$44,910.00	\$46,257.30	\$47,645.02	\$49,074.37	\$50,546.60
Rock Climbing	\$14,375.00	\$14,806.25	\$15,250.44	\$15,707.95	\$16,179.19
Parties	\$8,750.00	\$9,012.50	\$9,282.88	\$9,561.36	\$9,848.20
Rentals	\$30,000.00	\$30,900.00	\$31,827.00	\$32,781.81	\$33,765.26
Concession/Catering/Kitchen	\$8,400.00	\$8,652.00	\$8,911.56	\$9,178.91	\$9,454.27
Vending	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09
<b>Total</b>	<b>\$887,160.00</b>	<b>\$913,774.80</b>	<b>\$941,188.04</b>	<b>\$969,423.69</b>	<b>\$998,506.40</b>
Expenditures	Base Year	2th Year	3th Year	4th Year	5th Year
Passes	\$52,650.00	\$52,722.00	\$52,796.16	\$52,872.54	\$52,951.22
Administration	\$512,996.70	\$522,205.80	\$531,689.85	\$541,457.08	\$551,515.95
Building Maintenance	\$96,260.00	\$97,362.80	\$98,498.68	\$99,668.64	\$100,873.70
Building Services	\$121,409.13	\$121,737.63	\$122,075.98	\$122,424.49	\$122,783.45
Recreation Programs	\$155,260.10	\$156,550.10	\$157,878.80	\$159,247.36	\$160,656.98
Fitness	\$193,287.16	\$193,989.16	\$194,712.22	\$195,456.97	\$196,224.07
Aquatics	\$131,652.00	\$132,361.00	\$133,091.17	\$133,843.14	\$134,617.57
Gymnasium	\$49,236.35	\$49,956.35	\$50,697.95	\$51,461.80	\$52,248.56
Rock Climbing	\$11,993.43	\$12,030.03	\$12,067.72	\$12,106.54	\$12,146.51
Parties	\$13,875.40	\$14,101.90	\$14,335.20	\$14,575.49	\$14,822.99
Rentals	\$12,850.00	\$13,235.50	\$13,632.57	\$14,041.54	\$14,462.79
Concession/Catering/Kitchen	\$14,870.00	\$15,316.10	\$15,775.58	\$16,248.85	\$16,736.32
Vending	\$7,500.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$1,373,840.27</b>	<b>\$1,381,568.37</b>	<b>\$1,397,251.88</b>	<b>\$1,413,404.45</b>	<b>\$1,430,040.11</b>
Revenues Over (Under) Expenditures	(\$486,680.27)	(\$467,793.57)	(\$456,063.84)	(\$443,980.77)	(\$431,533.72)
<b>Total Cost Recovery</b>	<b>65%</b>	<b>66%</b>	<b>67%</b>	<b>69%</b>	<b>70%</b>

Figure 14 - Five-Year Pro Forma

The pro forma assumed annual adjustments which are shown below in Figure 15.

Category	Percent Increase
Revenues	3%
Personal Services	4%
Supplies	3%
Other Services	3%
Capital Outlay	2%
Transfers	0%

Figure 15 -Pro Forma Assumptions

## CHAPTER TEN - CONCLUSION

The Feasibility Study - first and foremost focuses on the validity of moving forward with a recreation asset as well as some advanced planning involving a conceptual design and general business planning. This process focuses on the potential of meeting a market need and extending this need to project future operations - revenues and expenditures - based on a conceptual design.

A dedicated funding source and capital funding assessment for the facility must be complemented by a design validation and the business plan to authenticate the center mission, program, and operations.

Based on all operating assumptions and recommendations set forth within this report, excluding any unforeseen circumstances, the recreation center is projected to recover 65% or higher of its total operating costs related to center operations for the foreseeable future. There is certainly potential to exceed these cost recovery projections by ensuring an on-going focus on the design principles and flexibility and an entrepreneurial approach by all involved.

While the Feasibility Study does forecast an operational subsidy higher than \$400,000 annually, it must be balanced by the intangible benefits the Center will bring in building Blacksburg's identity, making it more attractive for individuals and businesses and the positive impact on the quality of life for the current and future residents of Blacksburg.

