

HILL
STUDIO

Montgomery Museum of Art & History Master Plan

August 2022



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Chapter 1: *Introduction*

Overview of Master Plan & Significance
Overview of Public Engagement Process & Findings

INTRODUCTION

OVERVIEW OF MASTER PLAN & SIGNIFICANCE

The Montgomery Museum of Art & History purchased the former Bank of Christiansburg building in downtown Christiansburg in 2022. The 15,000 square-foot building provides a central location for the Museum in Christiansburg where it will assume a more prominent role in the community and in Montgomery County. The following chapter discusses the Master Plan and its significance and presents an overview of the public engagement process and the high level of community support previously received by the Museum.

The Master Plan developed by Hill Studio for the Montgomery Museum of Art and History (Museum) provides the planning framework for the adaptive reuse of a former bank located in the heart of downtown Christiansburg, Virginia. The goal was to develop a 5-to-10-year Master Plan outlining the conversion of the bank into a museum facility that includes exhibition spaces, a research/library area, educational facilities, offices for staff, and storage for the extensive collection. Building systems will be upgraded to provide proper air quality, particularly temperature and humidity control. Part of the facility has an area that can easily be leased to separate tenants to generate revenue for the museum in the startup stages. Additionally, the Museum will use a variety of spaces as meeting and event spaces to bolster its revenue stream. The Museum has moved into the building and is utilizing the existing spaces to continue serving the area and fulfilling its mission.

Located at 4 East Main Street in Christiansburg, the historic building formerly housed the Bank of Christiansburg. Erected in 1963-1964 to replace a two-story ca. 1855 bank, the original building is a one-story structure with a basement. The main level comprises an expansive lobby as well as the original teller spaces and bank vault. The basement encompasses an array of offices and meeting rooms. An addition of a 4,600 square-foot, one-story wing in 1978 added more offices and meeting rooms and a large entrance lobby. The total square footage of the building is 15,120 square feet.

The Montgomery Museum of Art and History and the citizens of Montgomery County have had a unique opportunity to be part of the design process. In addition to providing a plan for a premier cultural destination, the reuse of this historic building in the heart of Christiansburg offers the opportunity to host other essential civic or community functions and contributes to the revitalization of downtown.

The Master Plan planning process offers the opportunity to:

- Create a place that can celebrate the unique history of Montgomery County
- Energize a key location in the downtown commercial district.
- Continue to provide a much-needed art and history museum
- Provide an additional community-oriented economic generator

OVERVIEW OF MASTER PLAN & SIGNIFICANCE

Essential to the success of the future landmark institution are the public's interest and the project feasibility. The Master Plan for this project determined solutions to illustrate the economic impact for the Town of Christiansburg. The Museum worked with a variety of local stakeholders to solicit feedback on future goals and the public's needs.

Additionally, the Museum is examining the usage of historic tax credits to redevelop the historic structure. The Master Plan examined potential uses and provided conceptual designs that comply with the Secretary of the Interior's standards.

Chapters of this report provide an overview of existing conditions, discuss design opportunities and challenges, present a proposed development program, and review cost estimates and proposed next steps.



Intersection of Main and Franklin Streets

The Montgomery Museum of Art and History would like to thank the more than 200 private, corporate, and local government donors and in-kind business contributors for their generous support of the Capital Campaign and building rehabilitation.

PUBLIC ENGAGEMENT

PUBLIC ENGAGEMENT PROCESS & FINDINGS

A variety of strategies were used to gain input and highlight some best practices and key components within Downtown Christiansburg. Aside from focus group meetings with locals, the team conducted an eleven question survey which was distributed throughout the community using various methods including social media posts and cardstock handouts (shown on the right) containing a URL and a scannable QR code. Approximately 91 responses were collected in a two-month period during the community engagement process. Results were used to determine the space needs and functionality for the new museum location. The following page contains some graphics related to the results. Full responses from the various focus group meetings can be found in the appendix.

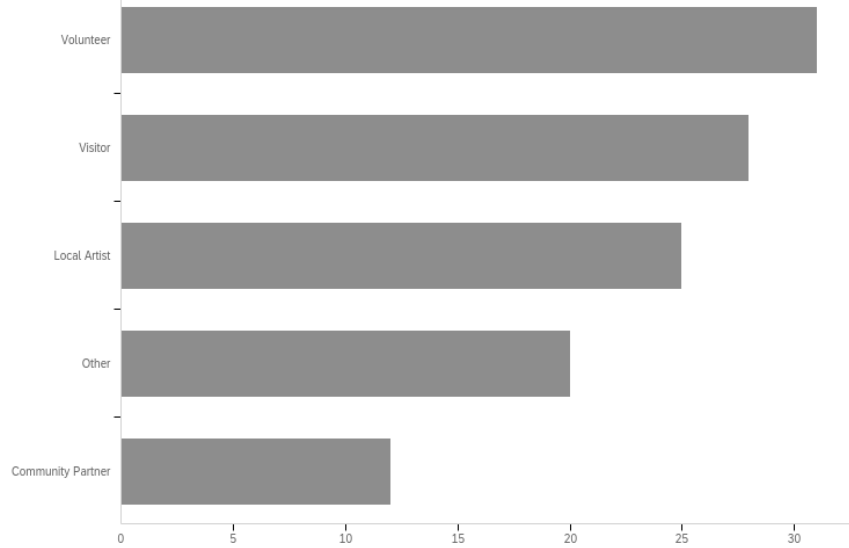


The following is a summary of the findings from the survey and focus group meetings:

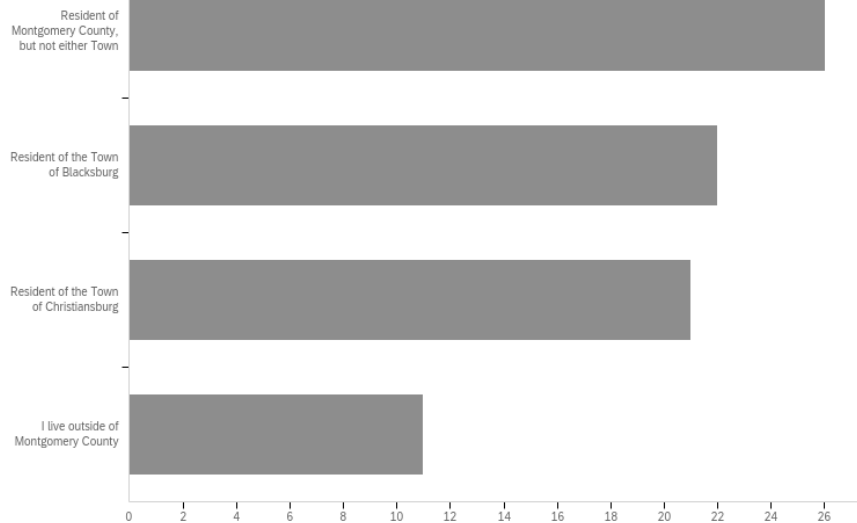
- A majority of respondents from the survey and focus group meetings stated that exhibits should be diverse, interesting, evolving, and highlight art and history that celebrate the New River Valley and Southwest Virginia regions. Local artists should be a focus of the items on display.
- Private tours and special events or parties would also benefit the visitors on their overall experience. Respondents also expressed an interest in interactive exhibits using technology
- Wilderness Road Regional Museum, Floyd Center for Arts, Virginia Museum of Fine Arts, Visionary Art Museum of Baltimore, SWVA Cultural Heritage Museum, Taubman Arts Center, Bower Center for the Arts, Alexander Black House, and Valentine Museum in Richmond are all examples of some other museums that left the most impact on respondents from the survey and focus group.
- Community events or festivals as well as connectivity to the Town and Downtown Area was expressed as a crucial opportunity the Museum should strive for. Community rooms for lease to promote local artists would also be a great opportunity.
- A resounding number of respondents stated that the new space will allow for more diversity of art and history as be more visible to the general public visiting the Downtown Area. Many described as an anchor point for Downtown residents and visitors and will contribute to the community identity that exists in Christiansburg such as the Historic Town Square.
- Lastly, respondents expressed a strong interest in keeping connectivity to the existing site on Pepper Street via a distinguished path and destination signs. They also expressed that the garden needs to continue to grow since the new location lacks green space.

PUBLIC ENGAGEMENT PROCESS & FINDINGS

What is your relationship with the Montgomery Museum of Art & History?



Where is your place of residence?



Using three words or short phrases, what does art and history education mean to you?





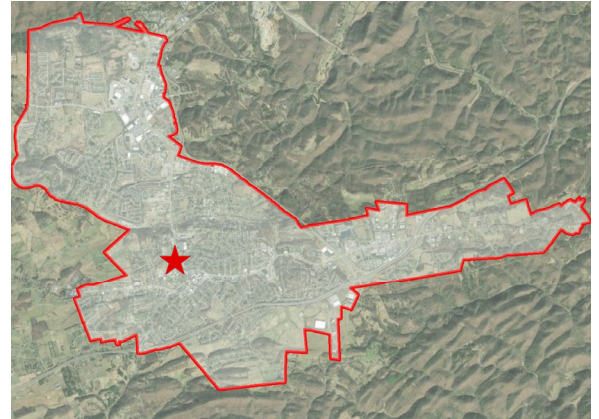
Chapter 2: *Existing Conditions*

Existing Site
Existing Building

EXISTING CONDITIONS

EXISTING SITE

The Museum owns two properties in Christiansburg. The former museum location at 300 Pepper Street is on a 2.2-acre lot in a subdivision just outside of the downtown area. At 4 East Main Street, the new location of the museum is on a half-acre lot downtown at the corner of Main Street and Franklin Street. Located less than a mile from Interstate 81, the new location is within walking distance to parks, various shopping centers, and numerous businesses and restaurants. The surrounding area is primarily commercial in character with some institutional local government facilities.



Museum location in Montgomery County

The new location of the museum is an urban site in the middle of Christiansburg. The building is a 1963-1964 one-story with basement building appended by a 1978 one-story wing addition. Both the original building and wing are brick, precast concrete, and steel construction and are in good condition. The Museum has already begun making repairs. The rear of the site features some parking. The main entrance faces the historic Town Square at the intersection of Main and Franklin Streets. This highly visible location offers an opportunity to bring more activity into downtown Christiansburg.

The building faces a prominent intersection with wide improved sidewalks, street lighting, signage, and street trees. This part of downtown is extremely walkable with many shops, businesses, and restaurants to visit. The building and the adjacent Post Office are set back from the corner to accommodate short term parking and ADA parking. A green space pocket between the parking area and corner offers protected refuge for pedestrians crossing the intersection. This condition also occurs at the other three corners of the intersection that form the square.

On the opposite, northeast side, of the building is a narrow alley that leads from Main Street to a larger asphalt parking area on the northwest side of building. Access to the building can be achieved from this parking lot to the lower level of the building or by walking along the side of the building to the main entrance. There is ADA access to both of these entrances respectively, but not from one to the other.

The green space at the corner has an oak tree that has been pollarded and shows signs of disease and structural weakness. There is also a Confederate Memorial erected in 1883. In March 2021, three interpretive storyboard panels were installed in this corner green space on a small circular concrete and brick platform. These panels provide a history of African Americans in Montgomery County with themes of Slavery, Education, and Community. The panels were a joint project by the Montgomery Museum and Christiansburg Institute, Inc. There are several other smaller trees and site furnishings throughout this space as well.

EXISTING SITE



Museum location in Christiansburg

EXISTING BUILDING

The original one-story with basement section of the former bank building was built in 1963-1964. A one-story wing addition was built in 1978. Both structures have brick and precast concrete exterior finishes. The original portion has a steep gable roof, while the addition has a flat roof with pedimented parapets. There are historic drawings that show a proposed second story above the wing level. With further investigation it may be found that this area is able to support a second floor.

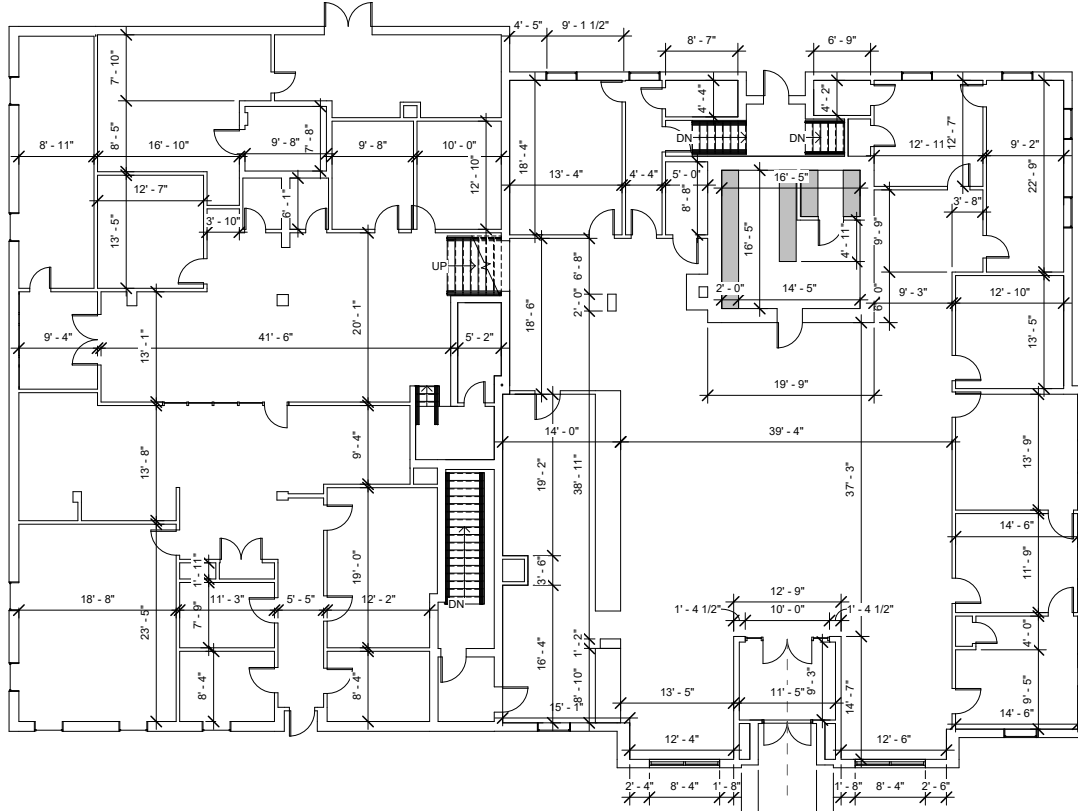
The main level consists of a large lobby flanked by teller windows and a series of offices. The original main vault remains near the center of the rear perimeter wall. The original travertine flooring is intact on the main level. The basement contains two additional vaults as well as a combination of carpeted offices and meeting areas. The wing addition comprises a series of carpeted offices, meeting areas, and a vault as well. There is a large entry lobby that connects to the lobby on the main level of the original building.

The former museum site features a two-story, brick house built in 1853 that was converted into the museum in 1983. The building is in good condition and has been well maintained throughout the years. The grounds of this site are inhabited with sculptures and a sitting area. Notably, the Master Gardeners from Virginia Tech developed the garden. The former museum building is located at 300 Pepper Street. It was originally constructed as a house and has two floors and a partial basement. The interior spaces are scaled at a residential level. A central wood stair and foyer connect the two floors. In general, the building is in well-maintained condition.

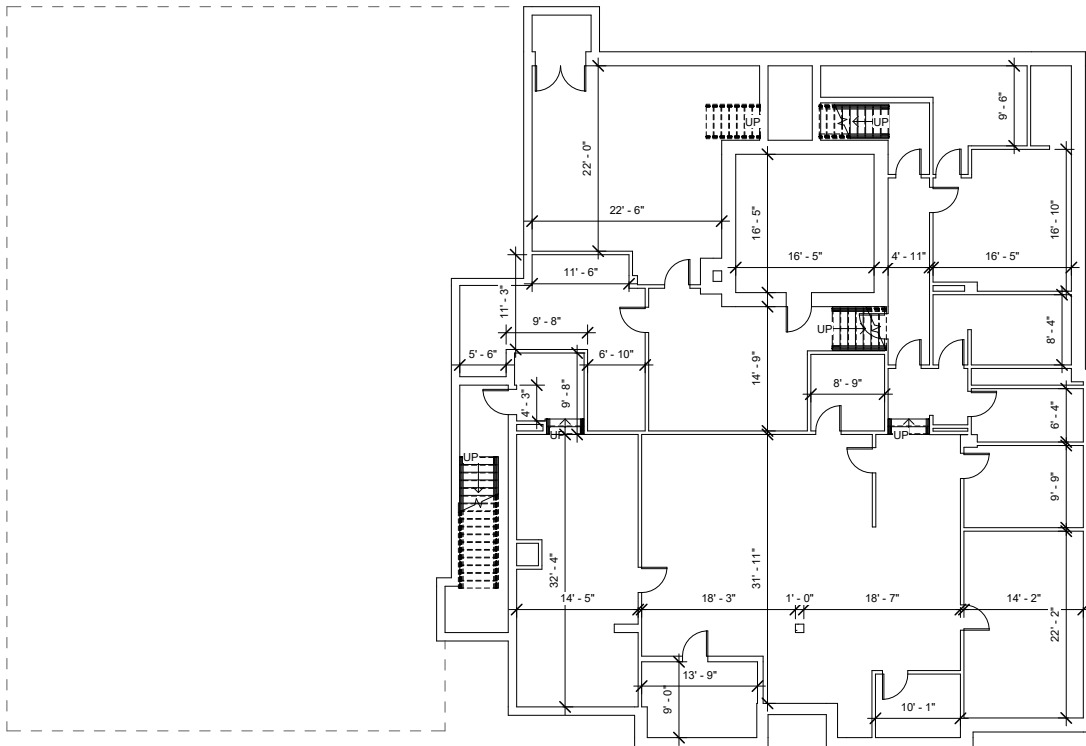
EXISTING CONDITIONS

EXISTING BUILDING - 4 E. MAIN STREET (NEW MUSEUM LOCATION)

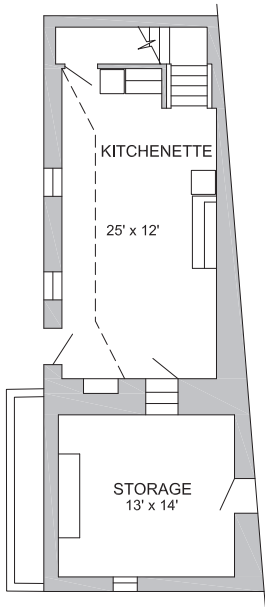
Main Floor



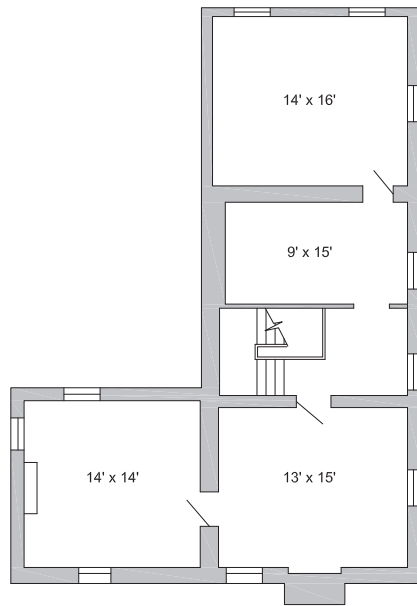
Basement



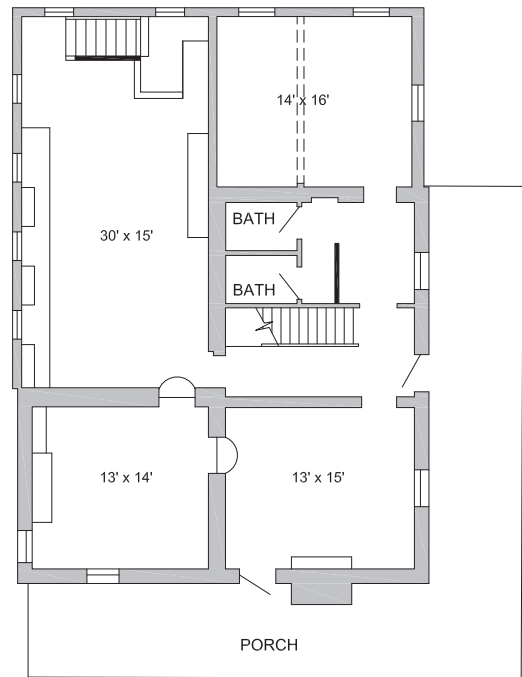
EXISTING BUILDING - 300 PEPPER STREET (FORMER MUSEUM LOCATION)



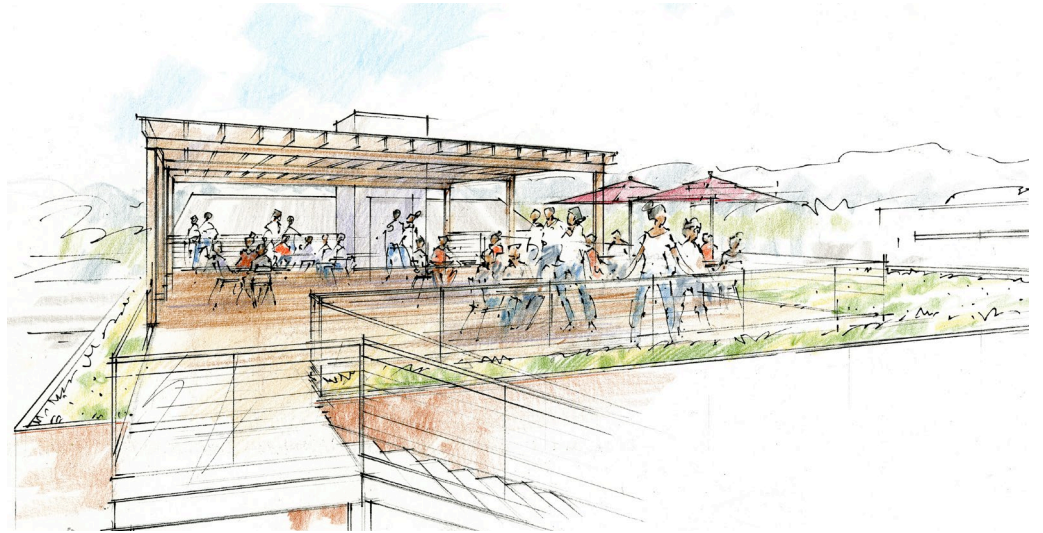
Lower Level



Second Level



Main Level



Chapter 3: *Proposed Development Program*

Proposed Concept Plan & Program
Preservation Strategy
Development Strategy
Office Space Leasing
Pepper Street Site

PROPOSED DEVELOPMENT PROGRAM

DESIGN CONCEPTS & BUILDING PROGRAM

The site design considered the broader site area around the intersection of Main Street and Franklin Street. These four corners are owned by the Town of Christiansburg. Our recommendation is to work with the Town and the public to determine if this idea to celebrate the four corners of the intersection in the center of town shall be investigated. The corner of the intersection in front of the Museum can fit within a larger planning and design effort that includes and contributes to all four corners of the intersection. This holistic approach to create a vibrant and pedestrian-rich place would be tied integrally together by vehicular and pedestrian circulation movements, paving materials, lighting, signage, planting, and public art. In essence, this would be Christiansburg public square.

The diagram illustrates how this intersection can be organized to create such a space.

COMFORT ZONE:

Awnings, Sandwich Boards, Potted Plants, Sidewalk Sales, Some Tables and Chairs, Benches, Foundation Plantings.

FLEX ZONE:

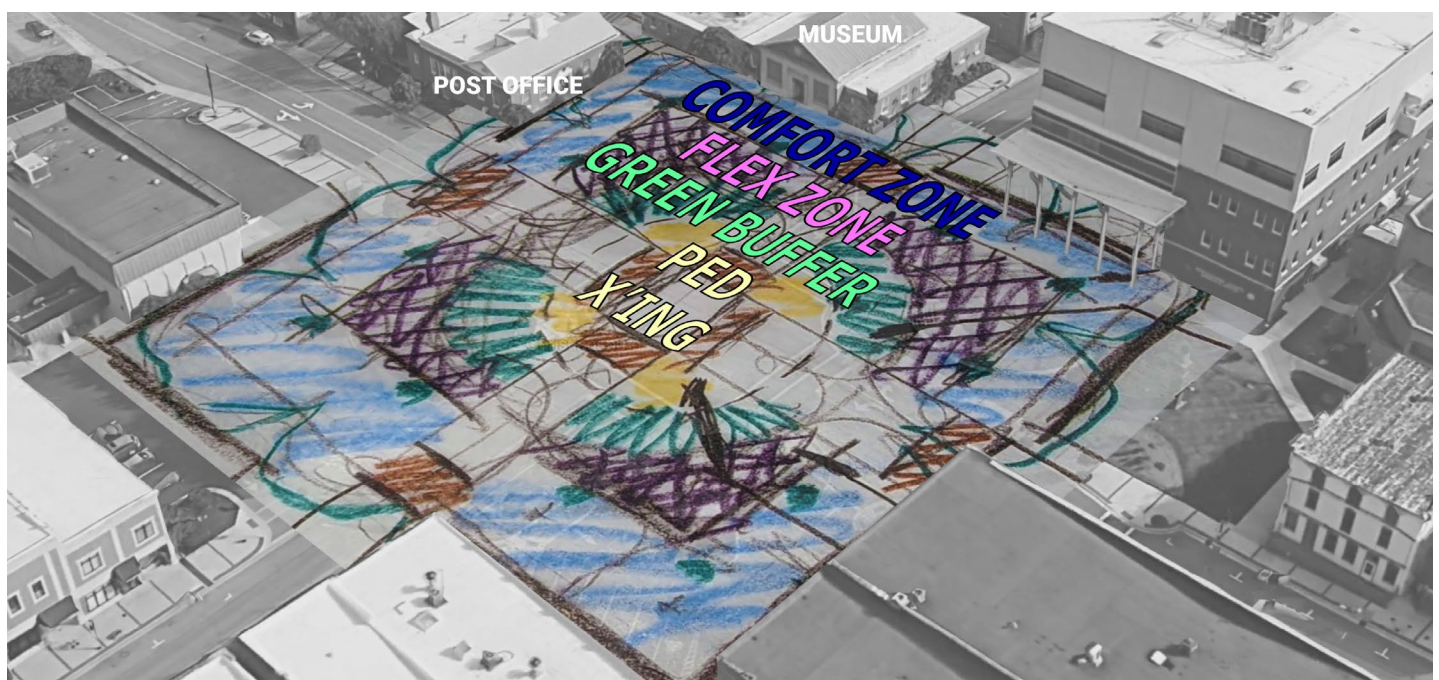
Movable Tables and Chairs, Unit Paving, Movable Planters, Public Art, Lighting.

GREEN BUFFER:

Plant beds with Trees, Signs, Memorials

PED X'ING:

Crossing Signals, ADA Curb Ramps, Trash Bins, Street Lights, Crosswalks



Intersection of Main and Franklin Streets

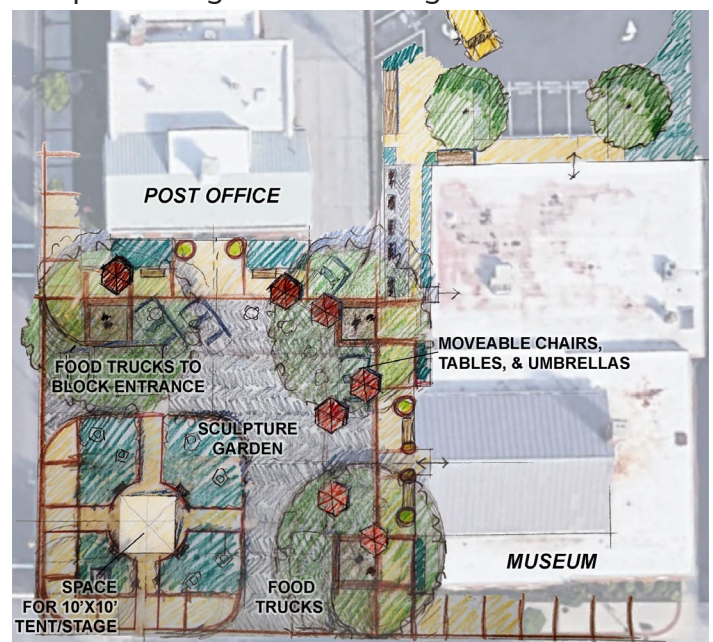
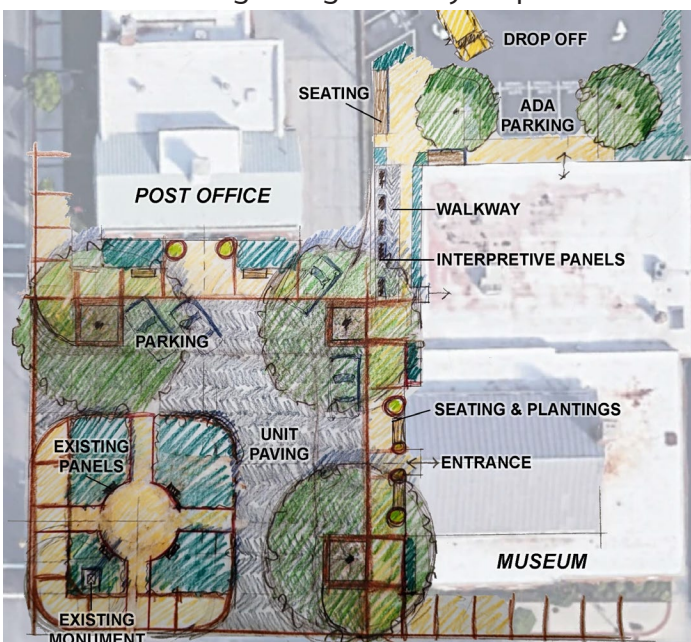
DESIGN CONCEPTS & BUILDING PROGRAM

Regardless of the full intersection design, the corner at the museum can be developed without the other three corners and still be a pedestrian-rich space on its own. The overall site design removes as much of the parking as possible while retaining a few short-term spots for the post office and utilizes the overabundance of parking in the rear. Additionally, the design converts the front parking area to a unit paving plaza to be used mainly by pedestrians but can also be used by vehicles as necessary. This makes this “front door” more pedestrian-useable, thus livelier, more active, safe, and enjoyable. The monument space is designed to be more organized, using the Christiansburg streetscape palette of materials with brick accents, signage, and lighting. The interpretive elements should be located at the edge of planted garden beds and walks connecting to the sidewalk.

The sidewalk features are designed to continue into the space at the front of the museum and the post office with ample seating in this zone, away from the busy intersection. Three larger trees are also in this zone and provide a vertical ceiling and shade for seating below. Here, tables, chairs, and umbrellas can be located with the option for pedestrians to move them into groups or as single elements depending on preference.

A small outdoor event can be organized in this space by simply providing a barricade or food truck at each entrance from the street. A small canopy tent can be located in the monument island for stage type performances with audience seated back toward the buildings.

The rear of the building is designed with minimal features and grading modifications to allow ADA access into this entrance and also through the alley between the museum and the post office. This area can serve ADA parking as well as group drop-off. A new improved walkway from this area to the front entrance is designed to be ADA accessible by removing the existing stair and adding in a gracefully sloped walk with interpretive signs and seating.



Corner of Intersection in front of the Museum

PROPOSED DEVELOPMENT PROGRAM

DESIGN CONCEPTS & BUILDING PROGRAM

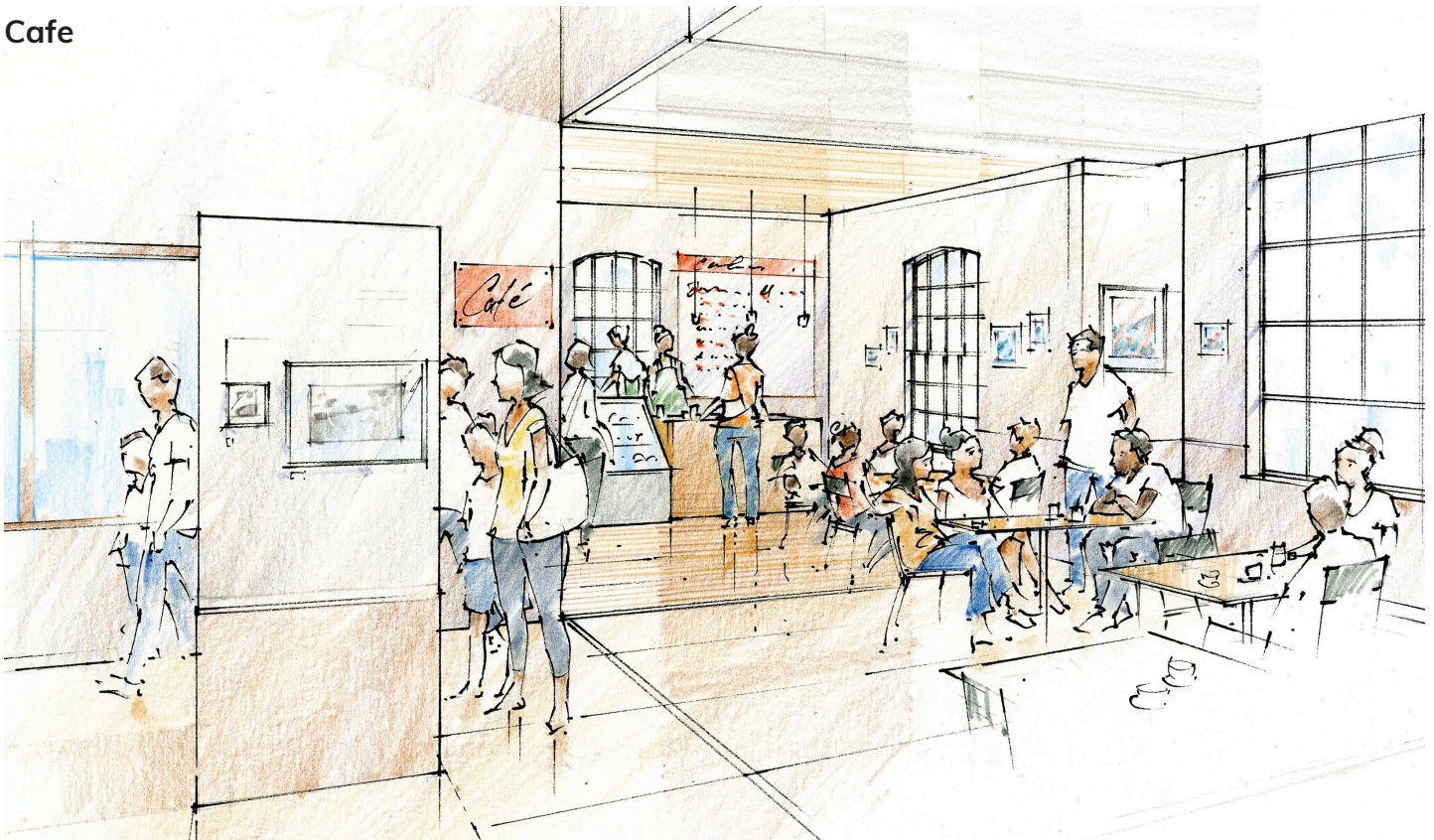
The proposed Concept Plan intends to celebrate the expansive main floor entrance lobby and exhibition area. It is the centerpiece of the Museum's offering to the community. In addition to the main gallery, this area comprises the reception and orientation desk, historic research library, additional smaller galleries, the cafe/gift shop, and the historic vault. At the rear entrance is another open, flexible gallery. The connection of the gallery at the main level and the gallery at the wing level occurs in the main gallery at the intersection of the two entrance axes in front of the historic vault. This intersection visually connects the two galleries. This provides a simple, clear circulation pattern.

An elevator is located in this circulation pattern. The elevator location was primarily chosen as it is best place in the existing building that is least disruptive to the existing layout of the building.

In addition to the gallery in the wing addition, there are numerous spaces for the collections storeroom and workroom. Public toilets have been added here as well. Most of the remainder of the space is allocated for leasable office space.

The basement level is the primary work area for the Museum's collections and exhibit preparation. There are rooms for collection storage, map storage, exhibition prep, and IT, as well as a Digitizing Lab.

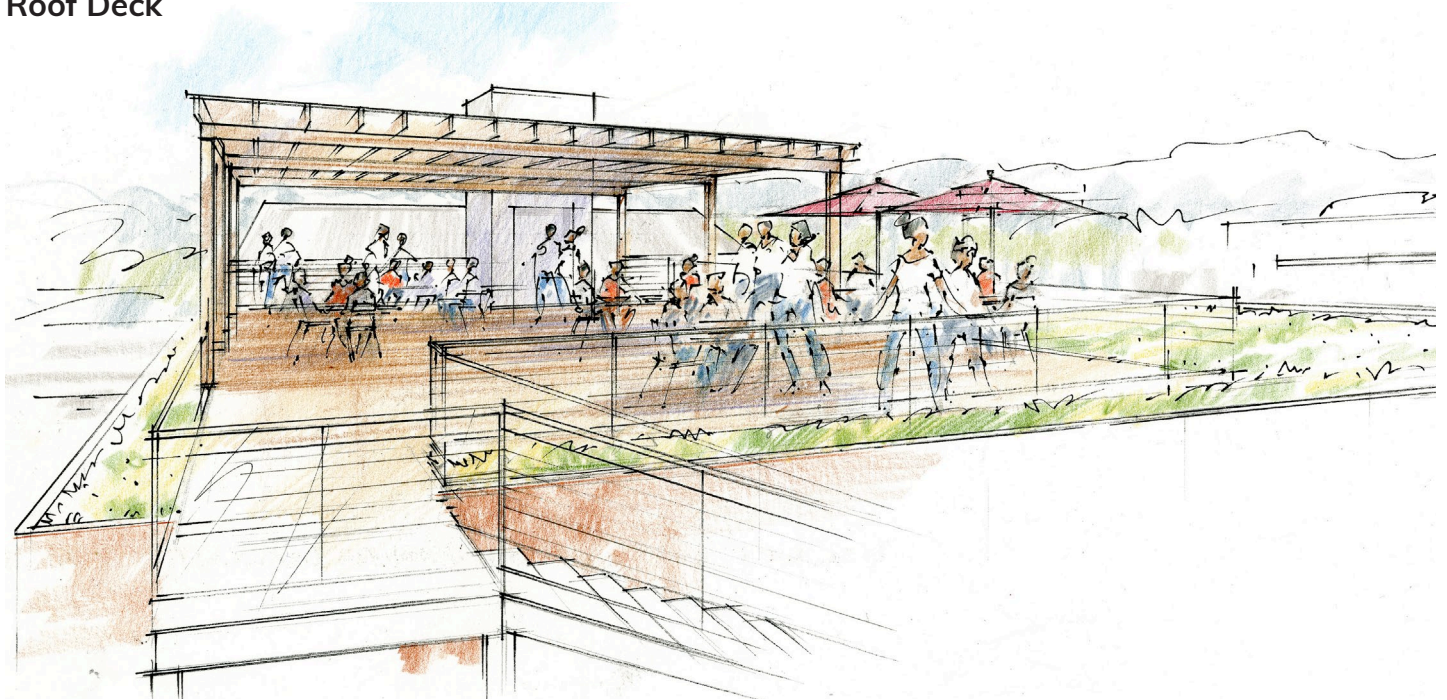
Cafe



DESIGN CONCEPTS & BUILDING PROGRAM

The flat roof of the wing addition is proposed to be a roof garden. An open-air roof is proposed with support facilities for events sponsored by the Museum and can be rented for private events as well. From the roof, there is an expansive view of Christiansburg and the distant mountains.

Roof Deck



Space Totals:

Deck	2,240 s.f.
Remainder of Roof	2,360 s.f.
<hr/>	
Total	4,600 s.f.



PROPOSED DEVELOPMENT PROGRAM

GALLERY

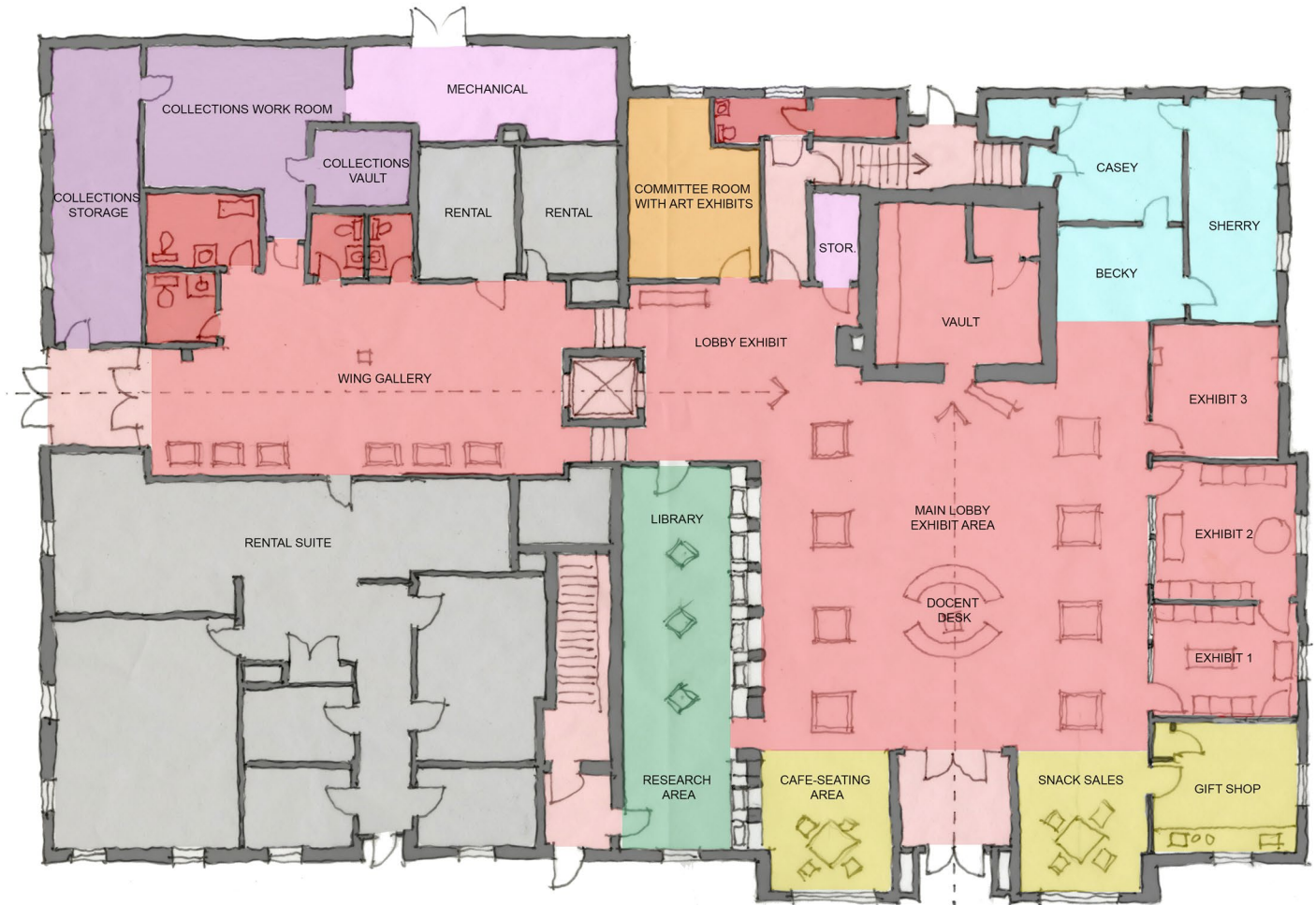




PROPOSED DEVELOPMENT PROGRAM

DESIGN CONCEPTS & BUILDING PROGRAM

Main Floor



Space Totals:

Wing Gallery	785 s.f.	Main Lobby, Exhibit Area	3,035 s.f.
Collections Work , Storage	640 s.f.	Library	430 s.f.
Leased Office Area	2,300 s.f.	Offices	545 s.f.
Subtotal Useable area	3,725 s.f.	Café, Gift Shop	590 s.f.
Walls, Circulation, Support Spaces, Mechanical Areas	875 s.f.	Subtotal Useable area	4,600 s.f.
		Walls, Circulation, Support Spaces, Mechanical Areas	660 s.f.
<hr/>		<hr/>	
Total	4,600 s.f.	Total	5,260 s.f.

DESIGN CONCEPTS & BUILDING PROGRAM

Basement

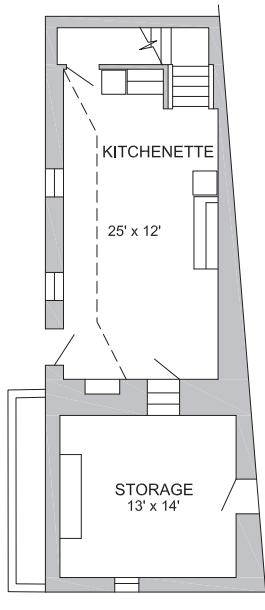


Space Totals:

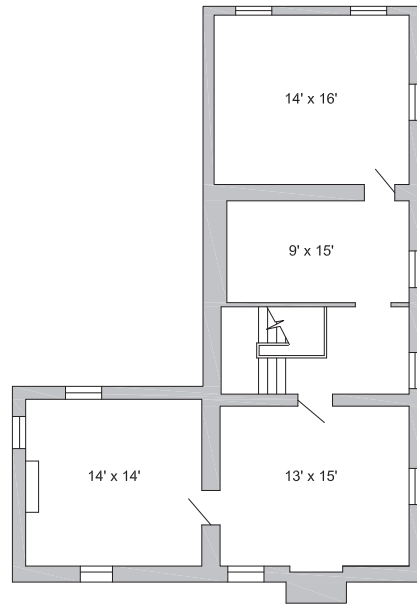
Event, Exhibit, Map Storage	737 s.f.
Conference Room	535 s.f.
IT Room, Digitizing Lab	485 s.f.
Storage	320 s.f.
Exhibit Prep	173 s.f.
Kitchen, Custodian	453 s.f.
Subtotal Useable area	2,703 s.f.
Walls, Circulation, Support Spaces, Mechanical Areas	2,557 s.f.
Total	5,260 s.f.

EXISTING CONDITIONS

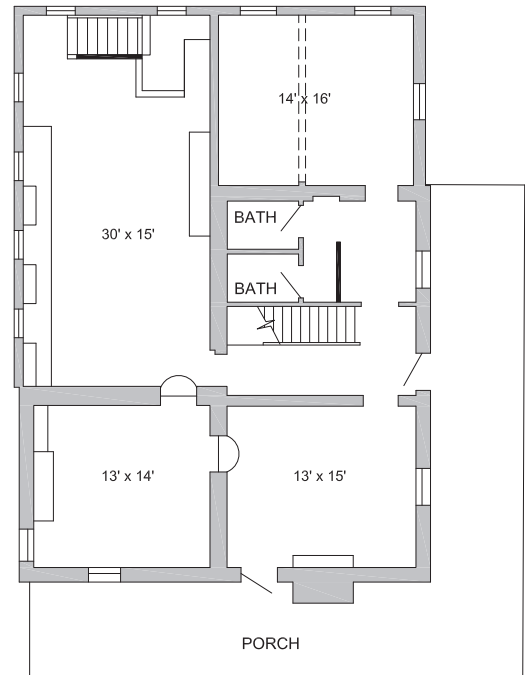
EXISTING BUILDING - 300 PEPPER STREET (FORMER MUSEUM LOCATION)



Lower Level



Second Level



Main Level

Space Totals:

Main Level
 Subtotal Useable area 1,051 s.f.
 Walls, Circulation, Support
 Spaces, Mechanical Areas 444 s.f.

Total 1,495 s.f.

Lower Level
 Subtotal Useable area 482 s.f.
 Walls, Circulation, Support
 Spaces, Mechanical Areas 235 s.f.

Total 717 s.f.

Second Level
 Subtotal Useable area 750 s.f.
 Walls, Circulation, Support
 Spaces, Mechanical Areas 285 s.f.

Total 1,035 s.f.

Total Useable Area 2,283 s.f.



INSERT PICTURES OF FORMER MUSEUM HERE

PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY

The former bank building at 4 East Main Street is listed as a contributing resource in the Christiansburg Downtown Historic District and is thereby eligible to participate in the state and federal historic rehabilitation tax credit programs. The design information included in this report assumes that historic tax credits will be part of the project financing. All planned exterior and interior work is subject to approval by the Virginia Department of Historic Resources (DHR) and the National Park Service (NPS). The owner is advised to seek guidance from a qualified tax attorney and/or accountant prior to pursuing the tax credits.

What Are the Credits?

The historic rehabilitation tax credit programs provide a dollar-for-dollar reduction in tax liability for property owners who rehabilitate qualified historic buildings following the Secretary of the Interior's Standards for Rehabilitation. The federal credit equals 20% of qualified rehabilitation expenditures and the state credit equals 25%. The federal program requires that a property be income-producing while the state credits are available for both income-producing and owner-occupied buildings. For an income-producing property, the federal and state credits can be combined for a total of 45%. The federal credits are claimed beginning the year in which the project is completed and limited to 20% a year over the first five years. Unused federal credits can be carried back one year and forward twenty years. The state credits are claimed the year in which the project is completed and can be carried forward ten years. The federal program requires retention of ownership for at least five years to avoid recapture of the credits on a pro-rated basis (20%/year) while there is no such requirement for the state program following final project certification. The National Park Service (NPS) and the Virginia Department of Historic Resources (DHR), respectively, administer the federal and state tax credit programs.



Bank of Christiansburg as shown on an undated postcard and in 2022 as Montgomery Museum.

HISTORIC TAX CREDIT STRATEGY

Who Can Use The Credits?

In the case of a not-for-profit owner, it is possible to use the tax credits by syndicating them through a limited partnership. There are a several important issues, such as prior use of the building, that must be considered in syndicating a rehabilitation project and it is critical that the project team consult with a consultant experienced in the syndication of tax credits in the initial stages of project planning.

Qualified Rehabilitation Expenditures (QREs)

The tax credits are based on the total qualified rehabilitation expenditures (QREs) for the project. Such expenditures are defined as any costs that can be properly charged to the capital account of the building in association with a certified rehabilitation. Eligible construction costs include work on structural components of the building; new heating, plumbing and electrical systems; updating kitchens and bathrooms; most interior finishes; fire suppression systems or fire escapes; and compliance with ADA requirements. Additionally, certain soft costs – such as architectural and engineering fees, construction period interest and taxes, construction management costs, and reasonable developer fees – are also eligible. Costs that are not included in the basis for the tax credits include those expenditures associated with acquisition, additions, or site work as well as the syndication of the credits. The costs of repairs to historic site features, however, may be eligible for the state credits.

PROGRAM REQUIREMENTS

To participate in the tax credit programs, a building must meet the following requirements:

1. the building must be a certified historic structure.
2. the rehabilitation must meet the substantial or material rehabilitation test; and
3. all work on both the interior and the exterior of the building must meet the Secretary of the Interior's Standards for Rehabilitation.

Certified Historic Structure

To be certified as a historic structure, a building must either be listed individually on the National Register of Historic Places (NRHP) or identified as a contributing resource to a historic district that is listed on the NRHP. Additionally, for purposes of the state credits only, a building listed individually on the Virginia Landmarks Register (VLR) or determined by VDHR to be eligible for such listing is considered a certified historic structure.

PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY

Substantial or Material Rehabilitation Test

The substantial or material rehabilitation test determines the minimal threshold of spending required to participate in the program. The IRS defines “substantial” rehabilitation as equal to at least 100% of the owner’s adjusted gross basis in the building (purchase price - value of land - depreciation + improvements) or \$5,000, whichever is greater. The Commonwealth of Virginia defines “material” rehabilitation as equal to 50% (for income-producing properties) or 25% (for owner-occupied buildings) of the assessed value of the building (only, excludes land value) for the year prior to the start of work. The measuring period for QREs to count towards meeting this test is a consecutive 24-month period ending sometime in the year in which the project is completed, and the credits are to be claimed. If a project is to be phased, a phasing plan must be submitted prior to the start of work and the measuring period will be extended to a consecutive 60-month period. Once the substantial or material rehabilitation test is met, all QREs are calculated as the basis for the credits, regardless of whether they were incurred during the measuring period. Provided the substantial or material rehabilitation test is met within the measuring period, there are no other requirements regarding the length of time a project takes to complete. However, it is important for the majority of the QREs to be incurred within the last 24 months (or 60 months for a phased project) to meet the substantial or material rehabilitation test. It is recommended that a project be submitted as a phased project to provide greater flexibility if the owner is not confident it can be completed within 24 months.

The Secretary of the Interior’s Standards for Rehabilitation

All work on a project – including the exterior, interior, site and new construction – must comply with the Secretary of the Interior’s Standards for Rehabilitation (Standards) in order to be considered a “certified historic rehabilitation” that qualifies for the tax credits. If a portion of the project does not meet the Standards, then the entire project will not qualify for the tax credits. The NPS defines rehabilitation of a building as “the act or process of making a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.” These Standards, which are accepted nationally as “best practices,” are intended to be reasonable and consider economic and technical feasibility. In general, it is important to first understand the architectural significance and historic character of a property and identify the building components, features and materials that convey that significance. This is followed by a rehabilitation plan that retains, repairs (or replaces in kind when missing or deteriorated beyond repair) the building components, features, and materials identified as significant in order to preserve the historic character of the property. Projects are reviewed by DHR and NPS staff on a case-by-case basis for compliance with the Standards.”

HISTORIC TAX CREDIT STRATEGY

THE SECRETARY OF THE INTERIOR'S STANDARDS TREATMENT OF HISTORICS BUILDINGS

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archaeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Application Process

The three-step application process for the historic rehabilitation tax credit program involves the submission of the Historic Preservation Certification Application (HPCA). HPCA Part 1 verifies that the property is eligible for the tax credits by proving that it is either individually listed or a contributing structure in a historic district listed on the National Register of Historic Places. HPCA Part 2 describes the existing conditions of the property and the proposed work. Photographs showing pre-rehabilitation conditions and drawings accompany this application. Part 2 should be submitted prior to the construction document stage so that changes can be made based on DHR and NPS review. HPCA Part 3 is submitted at the completion of construction with photographs and a cost certification that outlines the eligible and ineligible costs.

For more information please visit: <https://www.dhr.virginia.gov/tax-credits/>

PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY

Preserving Historic Architectural Character

The former Bank of Christiansburg at 4 East Main Street was built in 1963-64 to replace a two-story ca. 1855 bank. The Colonial Revival-style building faces town square and is one story with a raised pedimented central pavilion and flanking lower wings. The building is brick veneer with limestone accents. The raised central pavilion is faced in stone, with a wide stone cornice and a recessed entry with stone molding and a lintel carried by stone consoles. Large window openings containing modern aluminum storefront windows flank the main entrance. The lower wings feature stone quoins and cornices and twelve-over-twelve segmental arch double-hung wood windows. At the rear are eight-over-eight jack arch double-hung metal windows. The gable roof of the central pavilion is lead. The lower wing roofs are flat.

The original design included a small entrance vestibule that opened into a large public lobby flanked by teller lines. Spanning the rear were the vault, bookkeeping room, and board room. Private and open offices were in the front. The basement plan consisted of a large community room, work room, restrooms, a record vault, and mechanical and storage spaces. Several alterations were made to the original floor plan when the bank was renovated in 1978, such as enclosure of the east teller line, reconfiguration of the bookkeeping and board rooms, and the insertion of partitions in the community room. Soffits define the extents of the lobby and the historic locations of the teller lines. The original travertine floors and marble wainscoting remain in the entrance vestibule and lobby. The marble teller desk on the west side of the lobby also remains intact.

A one-story addition, built ca. 1973, appends the west side of the bank. The addition is faced in brick with a flat roof. The massing of the addition and drop in grade make it visually unobtrusive when viewed from the front of the original bank. The addition houses a second public lobby, offices, a board room, restrooms, and several other rooms serving utilitarian functions.

HISTORIC TAX CREDIT STRATEGY



Lobby as originally rendered and lobby in 2022.

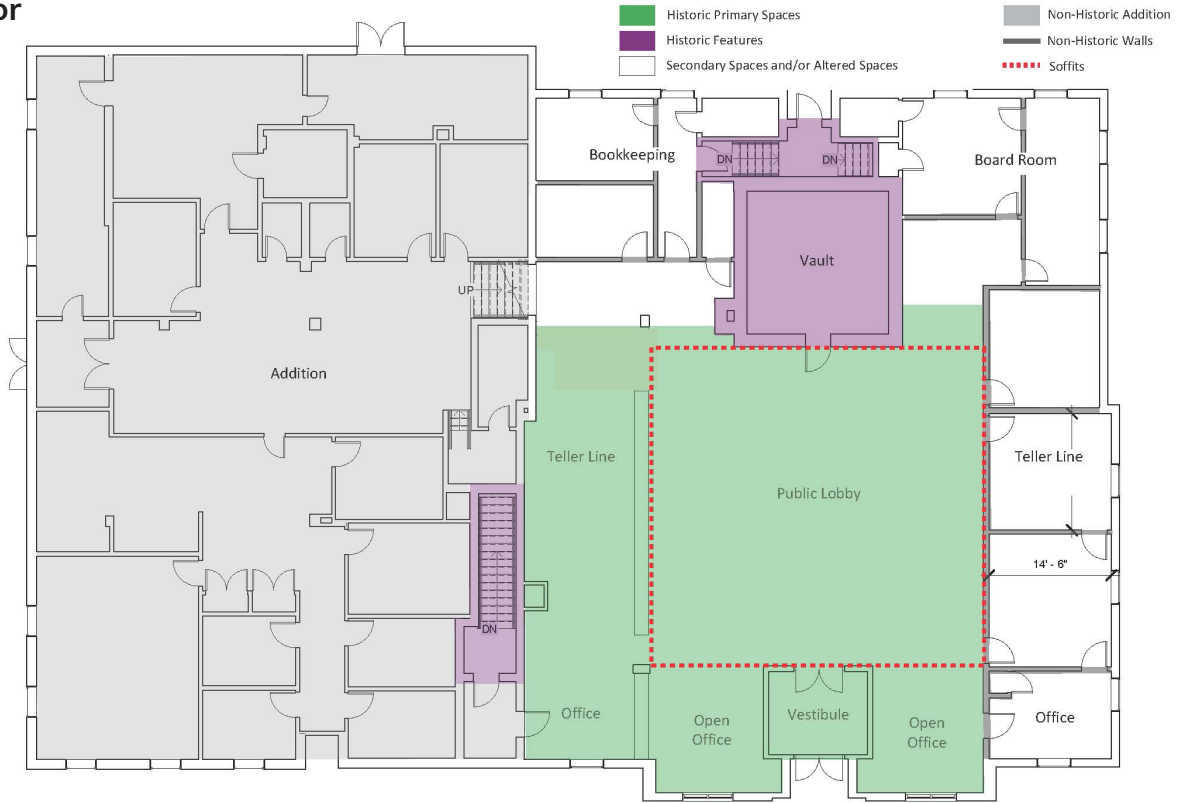


Lobby as originally rendered and lobby in 2022.

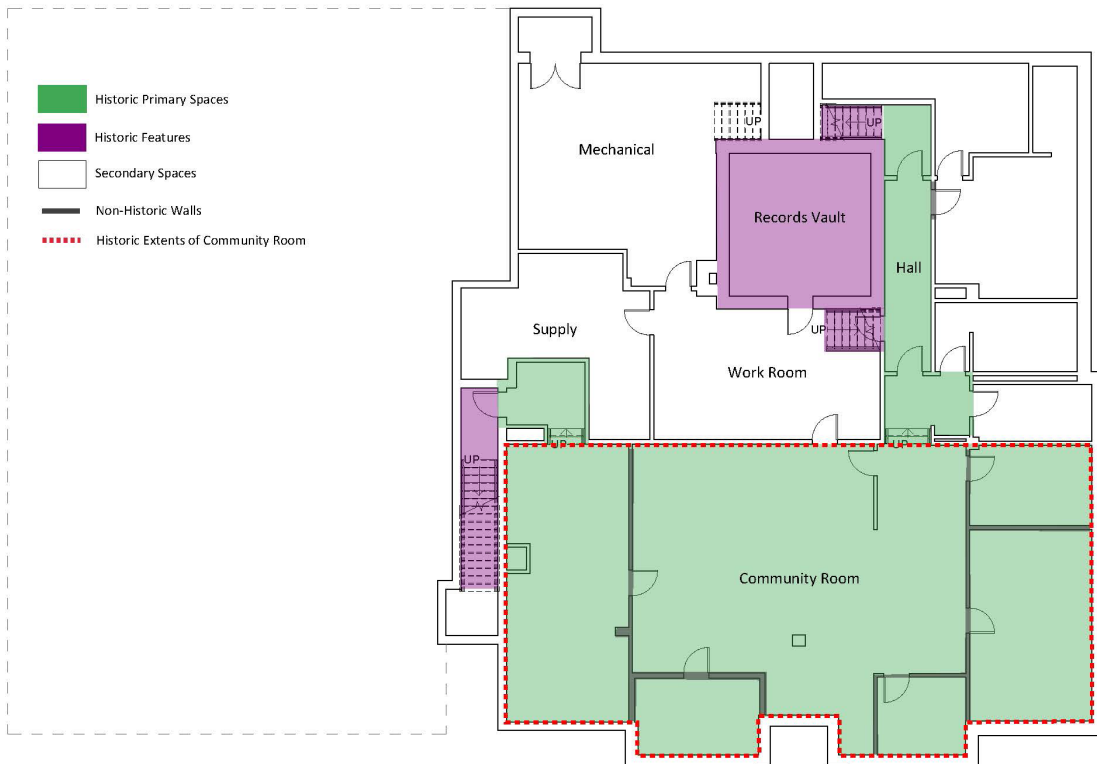
PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY

Main Floor



Basement



HISTORIC TAX CREDIT STRATEGY

Analysis of Character-Defining Spaces and Features

Character-defining elements refer to all visual aspects and physical features that make up the appearance of a historic building, such as its overall shape, materials, craftsmanship, decorative details, interior spaces and features, and various aspects of its site and environment. Historic spaces may be evaluated on a continuum as primary (important in defining the character of the building and should be retained or minimally altered) or secondary (less critical in contributing to the character of the building and may be able to undergo greater alteration). This analysis is for guidance only and does not guarantee that DHR or NPS tax credit reviewers will have the same interpretation of character-defining features or hierarchy of spaces.

Character-defining exterior elements of the building include:

- Rectangular, one-story form
- Gable roof with lead roofing
- Flat roofs over lower wings
- Brick walls
- Limestone accents
- Locations and sizes of original door and window openings
- 12/12 double-hung wood windows
- 8/8 double-hung metal windows

Character-defining interior elements include:

- First-Floor Plan: entrance vestibule, lobby, open offices, teller line, vault
- Basement Plan: circulation paths, vault, community room
- Soffits
- Historic stairs
- Travertine floors
- Carpet or VCT floors
- Marble wainscoting
- Marble windowsills
- Walls with plaster or gwb finish
- Painted block walls in basement
- Spline ceilings
- Historic ceiling heights
- Light fixture in entrance vestibule

When evaluating character-defining features it is important to note that their historic significance is tied to the period of significance stated in the National Register nomination for the historic district in which the building is located. The period of significance for the Christiansburg Downtown Historic District is 1853 to 1963. That means any aspects of the plan or finishes that date to the construction of the bank in 1963 are historically significant.

PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY



Character-defining features like travertine floors, spline ceilings, marble teller desks, bank vaults, and original lighting fixtures should be retained.

Recommended Approach

Exterior Features: The exterior is intact with limited alterations. Character-defining features and materials that are historic should be retained and repaired where possible. If the level of deterioration of a feature requires replacement, conditions should be well documented and the feature or finish replaced in-kind, matching the old in design, color, texture, and materials where possible. Where a historic feature is missing, its replacement should be substantiated by physical or documentary evidence, such as a historic photograph or drawing. Where no physical or documentary evidence exists, the replacement should be contemporary and compatible with the character of the historic building.

Plan: The historic floor plan is substantially intact with limited alterations. Primary spaces like the entrance vestibule, lobby, open offices, teller line, vault, and historic stairs should be preserved in their existing configurations to the greatest extent possible. The former community room, vault, and circulation paths on the basement level should also be preserved as much as possible. The proposed insertion of a new elevator and steps behind the teller line should be discussed with DHR and NPS to confirm an acceptable approach. The former community room in the basement will likely continue to be considered a primary space even though it has been subdivided with modern partitions. Removal of modern partitions would be looked upon as favorable to restore this historically open space. The proposed design may need to be revisited if historic tax credits are pursued to preserve the open character and overall form of the historically public community room. Secondary spaces on the main level that may be able to accept greater intervention include the former board room and bookkeeping room to the rear of the lobby and the eastern teller line, all of which had already been significantly altered during a previous renovation.

Secondary spaces on the basement level that can undergo greater change include the workroom, mechanical room, supply room, restrooms, and other utility or storage areas.

Interior Features and Finishes: Historic interior features and finishes are substantially intact with limited alterations. Character-defining materials, features, and finishes that are historic should be retained and repaired where possible (see list of character-defining interior elements). If the level of deterioration of a feature or finish requires replacement, conditions should be well documented and the feature or finish replaced in-kind, matching the old in design, color, texture, and materials where possible. Where a historic feature or finish is missing, its replacement should be substantiated by physical or documentary evidence, such as a historic photograph or drawing. Where no physical or documentary evidence exists, the replacement should be contemporary and compatible with the character of the historic building. Non-historic finishes (such as dropped ACT ceilings) can be retained where they currently exist, but if removed historic conditions should be restored.

PROPOSED DEVELOPMENT PROGRAM

HISTORIC TAX CREDIT STRATEGY

Recommended Approach

Systems: Mechanical, electrical, and plumbing systems can be upgraded as part of a rehabilitation project. Generally, systems should be concealed in new walls or above finished ceilings. Ceilings should be retained at their historic heights and not dropped to conceal systems. Minimal bulkheads or soffits that are sensitively placed may be acceptable in certain instances where systems cannot be concealed above the ceilings. The museum should discuss systems design with DHR and NPS during the project planning stage to confirm an acceptable approach.

1973 Addition: The 1973 addition was built after the period of significance and is considered “non-historic” for the purposes of this project. The addition can accept the greatest amount of intervention and change. Rehabilitation work in the addition is still eligible for historic tax credits and must still be reviewed and approved by DHR and NPS. The proposed rooftop deck should be evaluated for its visual impact on the historic bank building and the greater historic district. Rooftop deck elements or additions should be as inconspicuous as possible. The rooftop deck concept should be discussed with DHR and NPS during the project planning stage to determine if the proposal is viable for this low-rise building.

DEVELOPMENT STRATEGY

“How do you eat an elephant? One bite at a time...” – Desmond Tutu

Over decades, the Montgomery Museum has steadily transformed into a regional facility, with active educational, gallery, and special events uses, vital as a centerpiece of the community.

The move to the new Town Square facility will require additional “lifting” to put the physical plant of the operation on par with its esteem. The same multi-pronged approach to finance is proposed to realize this potential. A combination of grants, loans, tax-credits, capital fund-raising, and rental income is proposed.

Grants

As shown in the included master incentives spreadsheet in chapter 4, there are currently numerous possible grants available from state and federal agencies, and from some non-profit organizations. In particular, Visual Arts and Design Arts grants from the National Endowment for the Arts, Creative Communities Partnership Grants and Arts Project Grants from Virginia Commission for the Arts can be available. These, however, may be more relevant to exhibit design than capital project funding. However, some components, particularly details as the project enters detailed design phases, can be paired with these funding sources.

A more capital-sized funding opportunity is the EDA Public Works and Economic Adjustment assistance programs, part of the CARES Act. Though the window is closed for 2022, this has been a popular program, and it may open up again. Watch this portal every few months. There should continue to be special funding for capital requests through Virginia DHCD through their Appalachian Commission Programs.

Tax Credit Incentives

The largest single move to bring money back into the project is designing the project in compliance with Secretary of the Interior’s Standards for Historic Preservation and applying for both Federal and State Historic Rehabilitation Tax Credits. These bring back 20% and 25% of project costs respectively (not just construction costs) into the project. Since Montgomery Museum is a non-profit and cannot directly use the credits, broker them to a tax-credit user. The net benefit brings about 33% total back into the project, which can reduce project debt.

Arts and Cultural District

At a local level, work with the Town of Christiansburg to secure a local arts district for the area around and including the facility. Work with the town to set incentives for businesses that positively contribute to the spectrum of arts and cultural activities and venues within the targeted area. Consider special assessments that contribute to the arts facilities.

PROPOSED DEVELOPMENT PROGRAM

DEVELOPMENT STRATEGY

Capital Fund Raising

As with most museums, the Capital Campaign is a trusted and true way to raise capital resources that can be used for match against grants and can be used to help lower the debt service of loans. Many facilities at this level try to retire capital debts so operating income can be spent primarily to fund ongoing programs. The proforma shows a \$4.5 million campaign being undertaken.

Rental Income

Because the facility has grown gradually, it is left with the remarkable 300 Pepper Street facility that can now be used for office rental income. In addition, one wing of the new facility is proposed for office rental income. The rentals on the books allow the facility to take on debt to a certain level (about \$750,000 long term as shown in the proforma) and still be considered steady by lending institutions (with a 1.20 : 1.00 debt coverage ratio).

The lobby and the roof garden should be considered for occasional rentals. These bring additional income into the facility.

PEPPER STREET SITE

The Pepper Street building is a revenue generator and currently leases as office space. The Museum will retain control of the site and continue the current programming of events.

The garden and grounds have proven to be a community asset. The garden, which is cared for by the Master Gardeners of Virginia Tech and local Master Naturalists, is a designated Monarch Waystation and boasts a variety of fauna and biodiversity. The garden is visited by many guests year-round. The grounds offer a variety of outdoor art installations and future history exhibits are planned.

The Master Plan suggests an amphitheater on the grounds. There is a natural slope that can accommodate seating for about 200 people.



300 Pepper St. Site Design

OFFICE SPACE LEASING

Both of the Museum's properties provide the opportunity to generate revenue through the leasing of office space. The Main Street building has a designated portion in the wing section for leased office space. It has a convenient entrance, easily accessed facilities, and a kitchenette. The space comprises four individual tenants and the former museum building on Pepper Street is completely leased. Over the course of three months, the museum successfully leased all spaces in both properties.



Chapter 4: *Pro Forma*

Cost Estimates
Funding Opportunities

PROFORMA

INCENTIVES & FINANCING TOOLS

INCENTIVES & FINANCING TOOLS

2022 Master List

Indicates recommended for further study

PROGRAM / TOOL	AGENCY	FUNDING AVAILABLE	DESCRIPTION	ELIGIBILITY / REQUIREMENTS	USES	RESOURCE
GRANTS AND LOANS						
Visual Arts & Design Arts	National Endowment for the Arts	\$10,000 - \$100,000	Visual Art programs provide matching grants for art-in-public places. The Design Arts program provides architecture, planning, preservation, urban design, etc.	1:1 match	Arts & Urban Design	www.arts.gov
Creative Communities Partnership Grants	Virginia Commission for the Arts	up to \$4,500 match	The Commission will match, up to \$4,500, subject to funds available, the tax monies given by independent town, city, and county governments to stand-alone arts organizations.	The money, which does not include school arts budgets or arts programming by local governments, committees or councils of government, nor departments such as parks and recreation, may be sub-awarded either by a local	Arts & Urban Design	http://www.arts.virginia.gov/grants-local.html
Art Project Grants	Virginia Commission for the Arts	Varies	Facilitates new and innovative art projects or services that engage the community and that have the potential to advance cultural presence, awareness and connections.	1:1 required cash match for the grant. The Commission will not support the same project for more than three years.	Arts & Urban Design	http://www.arts.virginia.gov/grants-projects.html
Community Development Block Grant	Department of Housing and Community Development (DHCD)	Planning grant: up to \$35,000 Improvement grant: up to \$2 million	For projects that benefit low- and moderate-income persons, prevent or eliminate slums or blight, and address an urgent community need	Units of local government in non-entitlement localities. Localities may partner with planning district commissions, nonprofit organizations and other entities. Christiansburg & entitlement: receives about \$75,000 per year	Planning Grants: project development Community Improvement Grants: project implementation	https://www.dhcd.virginia.gov/communities
Virginia Outdoors Fund	Virginia Department of Conservation & Recreation	Varies	Provides matching grants for acquisition and development of public outdoor recreation areas and facilities	Varies	Design and construction or trails	http://www.dcr.virginia.gov/recreation-planning/grants
Kodak American Greenways	Eastman Kodak Company The Conservation Fund National Geographic Society	\$500 - \$2,500	Provides small grants to stimulate the planning and design of greenways in communities throughout America	Non-profits (preferred) Public Agencies	Greenway planning and design	https://www.kodak.com/US/press/press-releases/2005/05/05/the-kodak-american-greenways-program-the-conservation-fund.html
Rural Development	U.S. Department of Agriculture (USDA)	Varies	Provides loans, loans guarantees, grants, and technical assistance	Municipalities and nonprofits (population <20,000)	Small business creation, job retention / expansion, community facilities, housing services	https://www.rd.usda.gov/programs-services
Transportation Alternatives Set-Aside (STBG)	Virginia Department of Transportation (VDOT)	Up to 80% of project cost (Reimbursement)	Provides funds for projects meeting one or more of ten criteria	20% of project cost from local sources	Transportation alternatives, safe routes to school, recreational trails, and boulevards from divided highways.	http://www.virginiadot.org/business/planhancetrams.asp
Urban & Community Forestry Assistance	Virginia Department of Forestry	\$1,000 - \$30,000 (matching)	Provides options for various grant programs and technical assistance / guidance to implement a tree ordinance	Non-profits, civic and community groups, local governments	Establishing a tree ordinance Perform a street tree assessment	https://dof.virginia.gov/urban-community-forestry/urban-forestry-community-assistance/urban-and-community-forestry-grant-program/
Federal Brownfields	Environmental Protection Agency (EPA)	Up to \$500,000	Provides direct funding for assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. The program collaborates with other EPA programs, federal partners, and state agencies to identify and make available resources that can be used for brownfield activities.	Local government or non-profit organizations 20% match required	Site assessment, cleanup, and revitalization efforts	https://www.epa.gov/brownfields/federal-brownfields-grant-funding
Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund (VBRAF)	Virginia Resources Authority (VRA) Virginia Economic Development Partnership (VEDP) Virginia Department of Environmental Quality (VDEQ)	Up to \$500,000	Provides grants or loans to local governments to promote restoration and redevelopment of brownfields sites and to address environmental problems or obstacles to reuse so these sites can be effectively marketed to new economic development prospects	Local government 1:1 match required	Planning, assessment & remediation	https://www.vadep.org/brownfields
Industrial Revitalization Fund (IRF) Special ARPA Funding	Department of Housing and Community Development (DHCD)	Determined at the time of allocation. Up to up to \$1,000,000 grant. Over \$1 million to \$5 million, it is a 1:1 match, low-interest loan	Leverages local and private resources to achieve market-driven development of vacant and deteriorated industrial and commercial properties.	Eligible properties: Formerly used for manufacturing, warehousing, mining, transportation and power production. Large-scale white elephant structures (department stores, theaters, hotels and shopping centers) Structures whose original intended use was solely residential are not eligible	Revitalization of vacant non-residential structures whose poor condition creates physical and economic blight in the surrounding area in which the structure is located	https://www.dhcd.virginia.gov/irf
Cost Share Program	Virginia Department of Historic Resources	Varies	Assists local governments and DHR in developing a cultural resource database of their respective localities. Also allows owners of historic properties to be eligible for substantial tax credits for rehabilitating their properties when historic districts and individual properties are successfully nominated to the Virginia Landmarks Register and National Register of Historic Places.	Local government 1:1 match required Funding limited, competitive application process	Survey of historic properties, National Register nominations, and preservation plans.	https://www.dhr.virginia.gov/survey/planning/cost-share-grant-program/
Tobacco Region Opportunity Fund	Virginia Tobacco Revitalization Commission	Varies	The Tobacco Region Opportunity Fund (TROF) provides performance-based monetary grants and loans to localities in Virginia's tobacco-producing regions. These grants and loans assist in the creation of new jobs and investments, whether through new business attraction or existing business expansion and are awarded at the Commission's discretion.	Commission favors businesses that are in traded sectors and will bring new capital into the Tobacco Region rather than non-traded sector businesses conducting business within the region. In general, this precludes retail and food-service projects, as well as local provision of services and non-competitive projects.	Tobacco Region Opportunity Fund (TROF) and the Community and Business Lending (CBL) program. TROF provides performance-based monetary grants and loans to tobacco region localities to assist in the creation of new jobs and investments. The CBL program provides access to capital in the tobacco region	https://www.revitalization.org/can-tobacco-program/grant-program/
EDA Public Works and Economic Adjustment Assistance Programs including CARES Act Funding	US Economic Development Administration	\$2,000,000 - \$30,000,000 Match Required	EDA solicits applications from applicants in rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and EAA programs.	State, County, Municipality or State Higher Ed Institutions, Non-profits	Grants made under these programs are designed to leverage regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches to boost economic prosperity in distressed communities.	https://www.grants.gov/web/grants/view.aspx?oppid=2021095
Community Business Launch (CBL)	VA Department of Housing and Community Development (VDHCD)	Varies	Provides the tools to effectively prepare multiple entrepreneurs to operate successful businesses in a downtown or neighborhood commercial district and allows them to compete for funding to start up their new endeavor.	Local government and non-profits	Help communities begin to develop a coordinated, comprehensive sustainable environment that identifies, launches and supports community-based entrepreneur and small business at all levels of development.	https://www.dhcd.virginia.gov/cbl/

INCENTIVES & FINANCING TOOLS

PROGRAM / TOOL	AGENCY	FUNDING AVAILABLE	DESCRIPTION	ELIGIBILITY / REQUIREMENTS	USES	RESOURCE
TAX CREDITS						
Federal Investment Tax Credit for Certified Historic Rehabilitation	National Park Service (NPS)	20% eligible rehabilitation costs	Federal income tax credits are available for rehabilitating a historic structure listed on the National Register of Historic Places (individually or as a contributing structure in a historic district)	Available for income-producing properties. Credits can be carried forward 20 years and back one year. Claim 4% per year over 5 years. Substantial rehabilitation equal to 10% of adjusted gross basis. Ownership must be retained for 5 years after project completion.	Historic preservation and revitalization	https://www.nps.gov/tps/tec-incentives.htm
State Tax Credit for Historic Rehabilitation	Virginia Department of Historic Resources	25% eligible rehabilitation costs	State income tax credit is available for rehabilitating a historic structure listed (or eligible for listing) on the Virginia Landmarks Register (individually or as a contributing structure in a historic district)	Available for income-producing properties and private residences. Can be carried forward for up to 10 years. Substantial rehabilitation equal to 50% (25% for residences) of assessed value of building for year prior to beginning work.	Historic preservation and revitalization	https://www.dhr.virginia.gov/tec-crs-dts/
Enterprise Zones	Virginia Department of Housing & Community Development (DHCD)	Varies	Designates local districts within which businesses creating jobs and improving facilities can receive: > State tax credits on income and sales taxes for real property improvements > Grants for creating jobs > State and local incentives for job creation	Available to businesses and zone investors who create jobs and invest in real property within the boundaries of enterprise zones.	Varies	https://www.dhcd.virginia.gov/ver
Opportunity Zones	Virginia Department of Housing & Community Development (DHCD)	Varies	An emerging program which provides for temporary tax deferral of capital gains reinvested into a Qualified Opportunity Zone Fund. The basis increases by 10 percent with a holding period of five years, and by an additional 5 percent if held for at least seven years, excluding up to 15 percent of the original gain from taxation. Permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years.	The deferred gain must be recognized on the earlier of the disposition of the investment or Dec. 31, 2026. Step-up in basis, which the initial basis in a Qualified Opportunity Zone investment starts at zero. The basis of investment at the time of sale is increased to the fair market value	Job creation, business development, revitalization	https://www.dhcd.virginia.gov/opportunity-zones-qr
New Market Tax Credits	Community Development Financial Institutions Fund	39% of original investment amount claimed over seven years	Incentives: community development and economic growth through the use of tax credits that attract private investment to distressed communities.	NMTC Program applicants must be certified as Community Development Entities by the CDFI Fund	Job creation, business development, revitalization	https://www.cdfifund.gov/program-training/2018-2019/new-market-tax-credits/press/default.asp
DISTRICTS						
Special Service District	Municipality	Varies	Under § 15.2-2403 of the Code of Virginia, any city, county, or town may establish, by ordinance, a Special Service District to provide tax incentives and regulatory flexibility to address special needs. Special districts may have enhanced infrastructure or services, paid through an additional tax.	Over 50% of the landowners in the district, who own more than 50% of the lands, may petition to create such a district.	where special or enhanced municipal presence is desired, such as a downtown, or county seat.	https://law.lis.virginia.gov/vacode/title15.2/chapter24/section15.2-2403/
Arts and Cultural District	Municipality	Varies	Under § 15.2-943.1 of the Code of Virginia, any city, county, or town may establish, by ordinance, an Arts and Cultural District to provide tax incentives and regulatory flexibility to attract artists and sales of arts commodities. The tax incentives for each district may be provided for up to 10 years and may include, but not be limited to, (i) reduction of permit fees, (ii) reduction of user fees, (iii) reduction of any type of gross receipts tax, and (iv) rebate of real estate property taxes.	Criteria for what qualifies as an "arts" business is at the discretion of the locality. Incentives should be provided to businesses that positively contribute to the spectrum of arts and cultural activities and venues within the targeted area.	The locality may also grant tax incentives and provide certain regulatory flexibility in each arts and cultural district.	https://law.lis.virginia.gov/vacode/title15.2/chapter24/section15.2-943.1/
Technology Zones	Municipality	Varies	Encourage new and expanding technology businesses in a locality. Virginia cities, counties, and towns have the ability to establish, by ordinance, one or more Technology Zones to attract growth in targeted industries.	All localities to offer local incentives to qualified businesses locating or expanding operations in the zone. Localities design and administer program. Incentives may be provided for up to 10 years.	Incentives may include: Reduction of user and permit fees, local tax incentives, special zoning treatment, exemption from local ordinances or other incentives adopted by ordinance.	https://www.vedp.org/incentives
Tourism Zones	Municipality	Varies	Under § 50.1-3851 of the Code of Virginia, any city, county, or town may establish, by ordinance, one or more Tourism Zones to provide tax incentives and regulatory flexibility to encourage tourism related business development. They serve both new and existing businesses whose primary purpose is to establish desirable destinations to attract tourists from outside of the community.	Targeted businesses include attractions and entertainment, lodging, restaurants, and specialty retail.	Create an environment for visitors that will deliver a memorable experience or promote educational opportunities while increasing travel-related revenue	https://www.vmtc.org/dfs/app/central-process/tourismzone/
Local Historic District	Municipality	N/A	Preservation ordinance is a local statute that provisions for designating historic resources, establishes a design review board (also called a preservation or historic district commission), and creates a design review process and guidelines.	Local government	Protect and increase property values, promote tourism and economic development	https://www.vivestates.com/stories/10-steps-to-establish-a-local-historic-district/#:~:text=WB&ui=en&ei=
Virginia Main Street Program	Department of Housing and Community Development (DHCD)	Varies	A preservation-based economic and community development program that follows the Main Street Approach by the National Main Street Center. Offers a range of advice and assistance to communities interested in revitalizing their historic commercial districts.	Local government	Promote downtown revitalization through targeted design, economic, organization, and promotional strategies and activities.	https://www.dhcd.virginia.gov/vms

PROFORMA

INCENTIVES & FINANCING TOOLS

LOCAL TAXATION & FINANCING						
PROGRAM / TOOL	AGENCY	FUNDING AVAILABLE	DESCRIPTION	ELIGIBILITY / REQUIREMENTS	USES	RESOURCE
Community Development Authorities	Municipality	Varies	Can be created to issue tax-exempt revenue bonds to develop and manage facilities and services including roads, parking, utilities, streetlights, landscaping, security, maintenance, recreation, schools, etc. A separate and additional tax on real estate may be assessed to pay the debt service on the bonds.	Local government	Improvement projects for revitalization, community and economic development	https://law.lis.virginia.gov/vacode/title15.2/chapter51/section15.2-5138/
Tax Increment Financing (TIF)	Municipality	Varies	Can be created to stimulate private investment in development project areas. District boundaries are set and the current or "base assessed value" of tax revenue is determined. In the ensuing years, the base values continues to go to the locality's general fund, but any increase in revenue due to redevelopment (the increment) is placed in a separate TIF fund.	Local government	Pay off debt incurred to provide redevelopment incentives such as land assembly and site preparation, infrastructure improvements, etc.	https://vacode.nv/2016/58.1/11/32/43/
Real Estate Tax Abatement	Municipality	Up to 50% of the structure's value after renovation	"Partial exemption from taxation of real estate on which a structure no less than 20 years of age has been substantially rehabilitated."	Local government	Taxes are paid on the pre-rehab value of the building for up to 35 years on residential, commercial or industrial properties. Abatement up to 25 years is allowed for hotel/motel properties at least 35 years of age rehabilitated for residential use.	https://law.lis.virginia.gov/vacode/title58.1/chapter32/section58.1-3220.01/
FOR HOUSING						
MUMI Study Grants	Virginia Housing (VHDA)	7,500 - 50,000	Studies financial, design and local feasibility of new housing products for LMI people or special populations in targeted areas.	Local Government	Building feasibility is explored, in partnership with VHDA. The goal is to move the project from initial study toward implementation.	www.virginiahousing.com
VHDA Bond-Funded Loans	Virginia Housing (VHDA)	Varies by project	VHDA has products that serve different income groups. All loans are funded with taxable bonds, tax-exempt bonds, as well as some internally generated funds (REACH Virginia) that can be standalone financing or layered with one another.	Developer	VHDA "blends" bond, reach and other loan funds to achieve low interest rate, which varies depending on amount of LMI housing to be achieved.	www.virginiahousing.com
VHDA Stabilization Grant	Virginia Housing (VHDA)	up to \$100,000	The Stabilization Community Impact Grant is targeted at the most deteriorated portions of communities throughout Virginia. This program focuses on structural alterations or adaptations to buildings, or building system repair or replacement, that are undertaken as part of the process of rehabilitating, preserving, or restoring existing structures for modern use.	Municipality or Non-profit	for Blighted properties, including "spot blight". Building must be abandoned, or functionally vacant. Building must remain affordable, gauged at 15% of AMI.	www.virginiahousing.com
Low Income Tax Credits (LIHTC)	Virginia Housing (VHDA)	4% Tax Credit Standard Program and 9% Advanced limited Pool Program	Federal tax credit that is the single most effective incentive for rehabilitating or constructing new affordable multifamily housing.	Developer. Credits by percentage rent-restricted and LMI	In return for setting aside a percentage of units in development for low-income tenants, Developer receives tax credits which help offset the cost of construction	www.virginiahousing.com
Advance Loan on Design Services	Virginia Department of Housing & Community Development (DHCD)	Up to \$200,000	As a partner to begin projects moving into implementation, DHCD can provide monies from their Affordable and Special Needs program.	Developer or Municipality	In return for setting aside a percentage of units in development for low-income tenants, Developer receives advance predevelopment loan	https://www.dhcd.virginia.gov/multifamily-housing-development

SUPPLEMENTAL POLICY TOOLS

PROFORMA (USING HISTORIC TAX CREDITS)

PROFORMA INCOME STATEMENT

Hill Studio
HSPC Project 2172 Code 5
Montgomery Museum - Town Square Christiansburg
Final Scheme

ITEM/DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST	OWNER	SOURCE 1	Town	NOTES
PROPERTY CHARACTERISTICS								
4 East Main Street Christiansburg								
Building	sf	15,120		1,093,700.00	\$1,093,700.00			Equity into project
Land	sf	20,295		200,000.00	\$200,000.00			Equity into project
BUILDING USES								
Basement - Operations and Classrooms	sf	5,260						
First Floor - Original 1963 Bank - Principal Museum Space	sf	5,260						
First Floor - 1978 Addition - Leased Office Space	sf	4,600						
Roof Deck - Leasable	sf	4,600						
				19,720				
PROJECT COSTS								
BUILDING CONSTRUCTION								
ENVIRONMENTAL								
Environmental Reports	allow	1	3,000.00	3,000.00				
Flouourescants	allow	1	1,000.00	1,000.00				
Furniture	sf	0	1.00	0.00				
Asbestos (allow)	sf	19,720	2.00	39,440.00				
Lead (allow)	sf	19,720	1.00	19,720.00				
Water Damage (allow)	sf	19,720	1.00	19,720.00				
Mold (allow)	sf	19,720	0.50	9,860.00				
New Fire Department Connection	allow	1	15,000.00	15,000.00				
TOTAL ENVIRONMENTAL BUDGET				107,740.00		\$92,740.00	\$15,000.00	Christiansburg Incentive?
SITework - 4 NORTH MAIN								
Renovated Parking and sidewalks in square	sf	10000	20.00	200,000.00				
Parking Lighting	pole	8	3,500.00	28,000.00				
Signage, Site furnishings and Planting	allow	1	50,000.00	50,000.00				
On-site Green Design Stormwater	allow	1	50,000.00	50,000.00				
				328,000.00			328,000.00	Christiansburg Incentive?
BUILDING RENOVATION								
Renovation - Basement	sf	5,260	300.00	1,578,000.00				
Renovation - First Floor Museum Gallery Spaces	sf	5,260	400.00	2,104,000.00				
Renovation - First Floor Office Wing	sf	4,600	300.00	1,380,000.00				
Renovation - New Upper Deck on Roof	sf	4,600	250.00	1,150,000.00				
TOTAL BUILDING CONSTRUCTION				6,540,000.00				
Building Construction Contingency @ 20%	%age	0.2	6,540,000.00	1,308,000.00		7,848,000.00		
TOTAL CONSTRUCTION				8,283,740.00	-	7,940,740.00	\$343,000.00	
SELECTED SOFT COSTS (Allowable for Tax Credits)								
Basic A&E Fees (minus early planning advance)	%age	1	0.08	662,699.20		662,699.20		
Legal	allow	1	25000	25,000.00		25,000.00		
Tax Credit Partnership Legal expenses	ls	1	35000	35,000.00		35,000.00		
Points on Financing	%age	1	0.005	39,240.00		39,240.00		
Bridge Interest During Construction (1/2 of 1 year period, 4.5%)	0.5	0.01225	8,283,740.00	101,475.82		101,475.82		
Historic Tax Credits - Historian	allow	1	25000	25,000.00		25,000.00		
Permits	%age	1	39240	39,240.00	-	\$0.00	39,240.00	Town of Christiansburg
Comprehensive Site Plan Review	%age	1	23544	23,544.00	-	\$0.00	23,544.00	Town of Christiansburg
Historic Tax Credits - Accounting	allow	1	10000	10,000.00		10,000.00		
TOTAL SOFT COSTS				\$961,199.02	\$0.00	\$898,415.02	\$405,784.00	
TOTAL CONSTRUCTION AND SOFT COSTS				9,244,939.02				
TOTAL CAPITAL COST:				\$10,538,639.02	\$1,293,700.00	\$8,839,155.02	\$405,784.00	Owner + Town Equity

PROFORMA

PROFORMA (USING HISTORIC TAX CREDITS)

INCENTIVES

SIMPLE QUALIFYING COSTS	8,916,939.02	
FEDERAL INVESTMENT HISTORIC TAX CREDIT	\$ 1,783,387.80	
VIRGINIA INVESTMENT HISTORIC TAX CREDIT	\$ 2,229,234.75	
TOTAL HISTORIC TAX CREDITS	\$ 4,012,622.56	
Syndicate Federal Tax Credits @ 75%	\$ 1,337,540.85	
Syndicate Virginia Tax Credits @ 60%	\$ 1,337,540.85	
Syndicating and selling TAX CREDITS - RETURN TO PROJECT	\$ 2,675,081.70	
New Market Tax Credits, return to project at 10%	\$ 924,493.90	
TOTAL AMOUNT OF PROJECT RE-FINANCED at CLOSE OF CONSTRUCTION	5,239,579.41	5,239,579.41
DEBT REDUCTION BY GRANT AND / OR CAPITAL CAMPAIGN	\$ 4,500,000.00	
TOTAL AMOUNT OF PROJECT RE-FINANCED at CLOSE OF DEBT REDUCTION ACTIVITIES	739,579.41	739,579.41

OPERATING EXPENSES

BANK DEBT SERVICE per YEAR (35 years Rate at 5.0%)	0.060562492	\$44,790.77	first 35 years
TOTAL ANNUAL DEBT SERVICE		\$44,790.77	
SERVICES and EXPENSES			
Building Management Fee -5%	%	0.05 \$ 99,613.20	\$ 4,980.66
Building Maintenance Reserve @ 5%	%	0.05 99,613.20	\$ 4,980.66
Historic Replacement Insurance (.25 / 100)	yr	0.0025 \$ 9,244,939.02	\$ 23,112.35
Local Real Estate Tax (Montgomery Co. .89 + Cburg .16 = \$1.05)	yr	0.0105 9,244,939.02	\$ -
Other Soft costs @5% Rents	yr	0.05 \$ 104,856.00	\$ 5,242.80
TOTAL SERVICES AND EXPENSES		\$ 38,316.47	(shouldn't this be tax-free)
TOTAL ANNUAL EXPENSES		\$ 83,107.24	

INCOME

STABILIZED ANNUAL INCOME				
	unit	rent/mo	rent / yr	
Rents - Office Space at Market Rate - 5 Tenants	1	\$ 4,205.00	\$ 50,460.00	\$ 50,460.00
Rents -300 Pepper Street 2 tenants	1	\$ 2,533.00	\$ 30,396.00	\$ 30,396.00
Rent - Roof Garden	1	\$ 1,000.00	\$ 12,000.00	\$ 12,000.00
Rent - Gallery Space occasionally	1	\$ 1,000.00	\$ 12,000.00	\$ 12,000.00
				\$ 104,856.00
Allow 5% for vacancies				\$ 5,242.80
Net Rent Income				\$ 99,613.20
NET OPERATING INCOME				\$ 16,505.96
Earnings before Taxes and Interest (EBIT A)				
Debt Coverage Ratio				1.19861038

PROFORMA (NOT USING HISTORIC TAX CREDITS)

PROFORMA INCOME STATEMENT

Hill Studio
HSPC Project 2172 Code 5
Montgomery Museum - Town Square Christiansburg
Final Scheme - NON Tax Credit project

ITEM/DESCRIPTION	UNIT	QUANTITY	UNIT COST	TOTAL COST	OWNER	SOURCE 1	Town	NOTES
PROPERTY CHARACTERISTICS								
4 East Main Street Christiansburg								
Building	sf	15,120		1,093,700.00	\$1,093,700.00			Equity into project:
Land	sf	20,295		200,000.00	\$200,000.00			Equity into project:
BUILDING USES								
Basement - Operations and Classrooms	sf	5,260						
First Floor - Original 1963 Bank - Principal Museum Space	sf	5,260						
First Floor - 1978 Addition - Leased Office Space	sf	4,600						
Roof Deck - Leasable	sf	4,600						
				19,720				
PROJECT COSTS								
BUILDING CONSTRUCTION								
ENVIRONMENTAL								
Environmental Reports	allow	1	3,000.00	3,000.00				
Flouourescants	allow	1	1,000.00	1,000.00				
Furniture	sf	0	1.00	0.00				
Asbestos (allow)	sf	19,720	2.00	39,440.00				
Lead (allow)	sf	19,720	1.00	19,720.00				
Water Damage (allow)	sf	19,720	1.00	19,720.00				
Mold (allow)	sf	19,720	0.50	9,860.00				
New Fire Department Connection	allow	1	15,000.00	15,000.00				
TOTAL ENVIRONMENTAL BUDGET				107,740.00		\$92,740.00	\$15,000.00	Christiansburg Incentive?
SITEWORK - 4 NORTH MAIN								
Renovated Parking and sidewalks in square	sf	10000	20.00	200,000.00				
Parking Lighting	pole	8	3,500.00	28,000.00				
Signage, Site furnishings and Planting	allow	1	50,000.00	50,000.00				
On-site Green Design Stormwater	allow	1	50,000.00	50,000.00				
				328,000.00			328,000.00	Christiansburg Incentive?
BUILDING RENOVATION								
Renovation- Basement	sf	5,260	300.00	1,578,000.00				
Renovation- First Floor Museum Gallery Spaces	sf	5,260	400.00	2,104,000.00				
Renovation - First Floor Office Wing	sf	4,600	300.00	1,380,000.00				
Renovation - New Upper Deck on Roof	sf	4,600	250.00	1,150,000.00				
TOTAL BUILDING CONSTRUCTION				6,540,000.00				
Building Construction Contingency @ 20%	%age	0.2	6,540,000.00	1,308,000.00				
				7,848,000.00		7,848,000.00		
TOTAL CONSTRUCTION				8,283,740.00	-	7,940,740.00	\$343,000.00	
SELECTED SOFT COSTS								
Basic A&E Fees (minus early planning advance)	%age	1	0.08	662,699.20		662,699.20		
Legal	allow	1	25000	25,000.00		25,000.00		
Points on Financing	%age	1	0.005	39,240.00		39,240.00		
Bridge Interest During Construction (1/2 of 1 year period, 4.5%)	0.5	0.01225	8,283,740.00	101,475.82		101,475.82		
Permits	%age	1	39240	39,240.00	-	\$0.00	39,240.00	Town of Christiansburg
Comprehensive Site Plan Review	%age	1	23544	23,544.00	-	\$0.00	23,544.00	Town of Christiansburg
TOTAL SOFT COSTS				\$891,199.02	\$0.00	\$828,415.02	\$405,784.00	
TOTAL CONSTRUCTION AND SOFT COSTS				9,174,939.02				
TOTAL CAPITAL COST:				\$10,468,639.02	\$1,293,700.00	\$8,769,155.02	\$405,784.00	Owner + Town Equity
TOTAL AMOUNT OF PROJECT RE-FINANCED at CLOSE OF CONSTRUCTION				8,769,155.02				
DEBT REDUCTION BY GRANT AND / OR CAPITAL CAMPAIGN				\$ 7,775,000.00				
TOTAL AMOUNT OF PROJECT RE-FINANCED at CLOSE OF DEBT REDUCTION ACTIVITIES				994,155.02				

PROFORMA

PROFORMA (NOT USING HISTORIC TAX CREDITS)

OPERATING EXPENSES

BANK DEBT SERVICE per YEAR (35 years Rate at 5.0%)	0.060562492	\$60,208.51	first 35 years
TOTAL ANNUAL DEBT SERVICE		\$60,208.51	

SERVICES and EXPENSES

Building Management Fee -5%	%	0.05	\$ 99,613.20	\$ 4,980.66
Building Maintenance Reserve @ 5%	%	0.05	99,613.20	\$ 4,980.66
Historic Replacement Insurance (.25 / 100)	yr	0.0025	\$9,174,939.02	\$ 22,937.35
Local Real Estate Tax (Montgomery Co .89 + Cburg .16 = \$1.05)	yr	0.0105	9,174,939.02	\$ -
Other Soft costs @5 % Rents	yr	0.05	\$ 104,856.00	\$ 5,242.80
TOTAL SERVICES AND EXPENSES				\$ 38,141.47

Real estate tax-free?

TOTAL ANNUAL EXPENSES				\$ 98,349.97
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INCOME

STABILIZED ANNUAL INCOME

	unit	rent/mo	rent / yr	
Rents - Office Space at Market Rate - 5 Tenants	1	\$ 4,205.00	\$ 50,460.00	\$ 50,460.00
Rents -300 Pepper Street 2 tenants	1	\$ 2,533.00	\$ 30,396.00	\$ 30,396.00
Rent - Roof Garden	1	\$ 1,000.00	\$ 12,000.00	\$ 12,000.00
Rent - Gallery Space occasionally	1	\$ 1,000.00	\$ 12,000.00	\$ 12,000.00
				\$ 104,856.00
Allow 5% for vacancies				<u>\$ 5,242.80</u>
Net Rent Income				\$ 99,613.20

NET OPERATING INCOME		\$ 1,263.23
Earnings before Taxes and Interest (EBITA)		

Debt Coverage Ratio		1.012844206
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<https://www.mortgagecalculator.org/>



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Chapter 5:
Community Impact & Next Steps

PROPOSED DEVELOPMENT PROGRAM

COMMUNITY IMPACT & SUPPORT

This is a unique opportunity for the Museum to provide a forum for rich storytelling, interactive experiences for students, a series of fine art galleries, research and genealogy, and expand its ability to tell difficult and neglected stories of the New River Valley. The space will serve as an excellent conservation and preservation facility for Museum objects, photographs, archives, and textile collections.

The goal of this building acquisition is to position the Museum to be a lasting cornerstone of the community and make the visitor experience participatory, exciting, and inclusive. The Museum will reach out to new audiences, cultivating community development and growth.

The Museum closed its doors at the old location on April 7, 2022 and re-opened to the general public in downtown on June 22, 2022. On June 22, the Museum welcomed over 300 visitors into its new facility and in conjunction with Give Local NRV, raised nearly \$40,000. Energy and enthusiasm for the Museum is strong as demonstrated by featured pieces was on every news channel and publication in the days leading up to its soft opening. The Museum continues to harness this momentum and publicity as it builds toward a grand opening scheduled for October 2022.

PROPOSED NEXT STEPS

Next Steps

1. Approve Master Plan
2. Appoint Design Committee, Finance Committee, Capital Committee

Each committee may have goals, and task-oriented action items quarterly and 1-year deadlines.

Finance Committee – work with the tools provided, particularly relating to grants and deadlines, to compose final Development Finance Strategy.

Design Committee – work with Architect to begin final design employing Secretary of Interior Standards. Work to find building partner so a team-build project can be performed.

Capital Committee – takes on fundraising for \$4.5 million campaign.

Consider these General Timeline Goals:

Year 1	Board agreed to implement Master Plan Committees Formed and Working Finance Committee Grants fully charted and targeted Design Committee Schematic Design Complete, Building Partner Chosen Capital Committee Silent Fundraising Complete
Year 2	Finance Committee First Grants secured; Tax Credit Partner secured Design Committee Construction Documents Complete, Final Pricing in progress Capital Committee In Open Campaign
Year 3	Finance Committee All Grants secured; Arts District in place Design Committee Breaking Ground Capital Committee Campaign Complete
Year 4	Construction Complete



Appendices

FOCUS GROUP MEETINGS

BOARD/STAFF

What is the ideal customer/visitor experience like?

- Interactive experience (lack of space and equipment currently)
- Kiosks with artifacts you can touch and see visualized
- Educational games (distributed to local schools)
- More “stuff” than what is currently in the building (3 more off site storage areas)
- Virtual reality “walk-throughs”
- Place for community-based belong
- Fits comprehensive plan goals
- Representative of the community to accommodate people of all ages, sex, race, etc.
- Preservation lab, theater room, special event days
- Bring a family artifact day to catalog
- Interesting to people of all ages, not your “typical museum”
- Traveling exhibits
- Women Empowerment exhibit from large Fine Arts Richmond Museum at the opening
- Hosting artists, storytellers, musicians, writers, etc.

Should exhibits have a regional focus outside of Montgomery County?

- No limit to where we want to draw visitors
- Want to be representative of Appalachia
- Formerly only accommodated town and has recently been accommodating for the county
- Restricted to grant access if only having a narrow scope
- Want to support other museums in the area
- Be unique and not being repetitive of what people are experiencing elsewhere
- Support schools with more field trips
- Personnel from local universities
- Need for more connections and partnerships in shared programming options
- Recent success partially attributable to affiliations with the colleges

What is the overarching reason for moving to the larger building?

- “Want to play big ball”
- Need more space
- Walkability and downtown presence

How can the old museum location be utilized?

- Garden is widely used and has a regional reputation due to variety and growth
- Contains exterior art such as sculptures
- Important to program the garden since new museum loses space
- Potential for amphitheater due to natural topography

BOARD/STAFF

Where are there gaps in art/history education which can be filled?

- Would like to celebrate the history of art in the museum
- Expanding their notion of art, thinking more broadly in terms of what is “art” that they display
- Quilts, music, poetry, theater, storytelling, media history
- Closer ties with regional and Montgomery school system
- Dave Dickerson at Montgomery County Social Studies
- Montgomery County Art Department

Are there other similar Museums which should serve as a Benchmark for design for the new Museum? Why?

- Virginia Museum of Fine Arts and Museum of History at a smaller scale could be implementable in this area
- Salem Museum (old house with new additional wing)
- King Art Museum in Abingdon
- Abingdon Depot Art Museum with studios for artists (sell a lot of products)

Long term, describe the roles the Museum should play. Is there a strategic plan that we can reference? What are your three biggest Opportunities?

- Ongoing. These meetings are a part of that early process for the overall plan

What are ways in which the museum generates revenue? Explain your revenue model for the new facility and the new existing facility.

- Increase membership
- Larger events and fundraisers
- Expanded gift shop
- Tenants/leasable space as well as a meeting space and event space
- Guest speakers
- Ticketed Exhibits

What type of exhibits should be moved to the new building, which should be expanded on, and what new exhibits?

- Semi-permanent county history exhibit
- Interactive media exhibit
- Children’s activity corner (near front windows)
- Exhibits on loan
- Bimonthly rotating art exhibit (15-24 items)
- Moving walls
- “We want flexibility and to be as adaptable as possible”
- The ability to close off exhibits for events is crucial
- “Crowd control”

FOCUS GROUP MEETINGS

BOARD/STAFF

How much space in the main museum facility should be allocated for open space to public vs. private space, for events or “back of house uses”?

- Covered in question five
- Change from 2,283 sqft. to 15,120 sqft.

What kind of occupants are of interest for the separate wing? (lawyer office, retail, etc.)

- Small non-profits are ideal, but the museum is open to other tenants

Please describe the space needed for each staff member.

- 5 staff categories (Education, Marketing, Admin, Facility, Programming)
- Large workshop space
- Place to prep install exhibits
- Program with school field trips in mind
- 20 parking spaces in the back (estimate)
- Public research space
- With lockable separation from library
- Storage for event supplies
- Break room or prep space for events
- Kitchen w/ lots of prep & counter space
- Larger counter space
- Essentially a catering kitchen, can be a minimal catering kitchen
- Meeting rooms
- Board room
- Committee room ...” for when there are two meetings at once.”
- Collection Storage
- Boxes of books
- Large artifacts
- “We can’t take in new items”
- Spatial Priorities
- Collections
- Gathering spaces

LOCAL TOURISM GROUP

What is your relationship with the museum?

- Mostly an advisor through government grant-funded activities such as the Appalachian Regional Commission.

What is the ideal customer/visitor experience like?

- One that a visitor walks away with interesting succinct information about items/issues of significance in the community, while also helping the visitor understand a lot more is available if they want to invest more time.
- it is a gateway business similar to a visitor center. Place where people come to learn new things and meet formally. Grew up going to Smithsonian and Bristol Music History Museum. Value in small flex spaces for rent. Floyd Center for the Arts with specialty classes for artist.
- need rotating exhibits to make it unique each time. Emerging technologies at nearby universities could be opportunity. Maker space with shared equipment.

How can the facility retain existing visitors and attract new visitors?

- I think it is important to focus on things people have a base-line understanding, then provide items of interest. For instance, I would assume Virginia Tech will have a significant presence because it is something that so many people are connected to in the area, so have some interesting things about VT many might not know building facts are always neat), then have a special event, “VT in the 60’s” or whatever decade is selected to learn more, have a themed fundraising party, etc.
- banners and signs with walkable pedestrian-inviting curb appeal is necessary. Consider the viewshed from multiple locations. Stories and historical experiences need to be capturing the traffic passing through the NRV.
- Christiansburg appears dead and empty but it actually is only 20% vacant. The building needs to be interesting. Needs to be a landmark, not just any old building example: the giant pencil in downtown Wytheville. A speakeasy or alcohol sells could be interesting and draw people in.
- history of anything, not just art. Blue Ridge Institute Museum. There is a specific ABC license for museums. Christiansburg appears dead and empty but it actually is only 20% vacant. The building needs to be interesting. Needs to be a landmark, not just any old building example: the giant pencil in downtown Wytheville. A speakeasy or alcohol sales could be interesting and draw people in.

Where the gaps in art/history education that can be fulfilled?

- It would be interesting to see a timeline of Montgomery County with population and industry expansions. The shift from agriculture to manufacturing to higher ed and now increasing technology.
- geology, artist history, war history, photographers. We need to be a “heritage campus” and needs to be innovative. Things that engage all the senses. Innovation lab? People who are not in Christiansburg need to feel included (all the small areas and even places like Radford.
- VT has a Creative Technologies degree. Needs to be a change in perception about Christiansburg as a whole

FOCUS GROUP MEETINGS

LOCAL TOURISM GROUP

Should partnerships with other museums/exhibits/galleries be a focus?

- Absolutely. I don't think people realize how many cultural institutions there are in the area!
- become a Smithsonian affiliate to get some of the rotating exhibits. Make it hard to define us so we don't get pigeon-holed.
- Benefit to work with smaller museums for local outreach and relationships but larger museums for resources and capacity building

How can the old museum be utilized?

- That is a good question and worthy of a cost-benefit analysis to determine whether upkeep is worthwhile to retain in the non-profit. If the new facility can't hold all of the special collection's items, perhaps it could be overflow for that purpose. Perhaps renting it as office space, if not needed for museum purposes.
- Maximize use of the grounds and keep them active. NO AMPHITEATER!
- Rent office space to small businesses. Grounds needs to be used for events. Museum Gardens are run by professionals in floral plantings. Don't think an amphitheater would work due to its location on the hill and away from downtown. Needs a catchy, marketable name

Are there other similar museums which should serve as benchmarks for design for the new museum? Why?

- Needs to be fun. So, find other museums are fun like "The Birthplace of Country Music". People like to be able to pick and touch things, not just see. Interactive exhibits are key. Pamplin Museum has virtual or augmented experiences that are unexpected and memorable. A Disney World ride!
- Walking tours around the downtown block

Describe how the Montgomery Museum relates to your tourism and marketing plans.

- It's certainly an important asset for tourism and marketing the region. Again, if the content has broad appeal, that will help tourists understand there is something of value for them such as the special display of VT in the 60's.
- Coal and rail heritage trail. Crooked road. Add a layer of what makes the county and NRV unique. Bicycle route. Archeology and native heritage. Pioneer heritage. Unique geology. Military. Group or bus tours need to stop here. Celebrate anniversaries. Look into how main street programs and how they relate to museums
- Anything that brings more people downtown to stay and shop is the goal. People need to want to stay in Christiansburg and be connected to other assets in area

With the new facility do you see new opportunities for the museum to be highlighted? How so?

- Not sure if it is possible, but it would be a great venue to host social events.

How can the museum be designed to help you with increasing tourism and with building local self-esteem in our community?

- Telling stories that connect the region will be helpful. For instance, what is the NRV's coal heritage? It played varying roles in different counties.

REGIONAL MUSEUM GROUP

What is the ideal customer/visitor experience like?

- We do not want guests to be confused, so signage is important. A sense of being welcomed is important
- Raise curiosity

How can the facility retain existing visitors and attract new visitors?

- Expressed shared interest in attracting new customers
- Grow partnership
- Heritage Day events or outside art exhibits. Thinking out of the box is important to draw customers. New River Heritage Coalition is one way to market one-another

How can the old museum be utilized?

- Rent old building. Continue to use the garden as an asset for the museum. Walkability is key because the Glencoe Museum is far from the downtown and does not have the position that MAHM has

Are there other similar museums which should serve as benchmarks for design for the new museum? Why?

- Eastern Montgomery Museum
- Christiansburg Institute, Smithfield, and Solitude could be great potential partners. Need to get together with everyone

Describe how the Montgomery Museum relates to your tourism and marketing plans and campaigns.

- Space for community to hold meetings regardless of affiliation with Museum
- Create some sort of connectivity through signage. Arts advisory board in the Town can help create synergy in the entire downtown footprint

How can the museum be designed to help you with increasing tourism and with building local self-esteem in our community?

- Reason for the coalition has not succeeded is that they are short on resources to be able to schedule events and collaboration. Blacksburg and Christiansburg and Radford are not really tied together well. Need common themes to understand the relationships.

FOCUS GROUP MEETINGS

OTHER INTERESTED PARTIES

What is the ideal customer/visitor experience like?

- Exhibit viewing is most important.
- A greeter and someone to answer questions. A variety of historical artifacts and artistic experiential exhibits is great especially as kids learn by seeing, hearing, and touching. Being able to relate and feel ownership to the museum is important. Space needs to be configured of where you go first and having someone with a smile will provide a great first impression. Different experiences are key.
- I hope that a visitor would enjoy their visit so much that when they left, they immediately plan their return visit. When I visit community museums, I expect to learn about the local history, explore how the historical context relates to macro-sociological concepts, challenge my bias and mythology, engage by providing mysteries/puzzles, and enticed by engaging visual art. I love asking questions and interacting with knowledgeable volunteers. Boiling this all down, curiosity is my motivation.

How can the facility retain existing visitors and attract new visitors?

- Provide prominent national juried art exhibits as well as expanded professional history exhibits.
- People being engaged with a variety of programs, exhibits, and shows. New forms and media that is considered art.
- Building awareness with those who live in the county is the first step. I was not aware of the museum's depth until last year. Since then, I have grown to understand the importance of the organization to our community. I was mistaken in my belief that the museum was only about Christiansburg area. 2) It would be wonderful to have a place to bring out-of-town visitors to provide an overview of the dynamic history of the region and county, especially when the weather is poor, or the visitors have mobility issues. There are many options for outdoor activities in our area, not many options for immersive indoor experiences. 3) When I had young children, some days were long. I would have appreciated a destination to provide an hour of enrichment. 4) Engaging art exhibits are attractive, but motivating people to take time to visit is a challenge. This is why pairing art with food seems to work.

Where the gaps in art/history education that can be fulfilled?

- Expand salaried support for increased county history research as well as including a separate salaried art curator. Provide monthly lectures.
- Seminars (historical talks) is an opportunity that has traditionally been unfulfilled. Focused monthly event would be an effective way to encourage people to continue coming back. Further engaging the public schools and homeschools/private schools
- Creating a bridge between online and in-person access could be helpful. Create an engaging social media presence, similar to what is presented in the Blacksburg, Memories of the Way We Were, but with emphasis on the whole county. Perhaps the same can be accomplished for art, as in featuring specific artist, interesting art techniques, etc. Another venue may be to engage the homeschool community. All this requires dedicated people.

OTHER INTERESTED PARTIES

Should partnerships with other museums/exhibits/galleries be a focus?

- Seek collaboration with Virginia Tech and Radford, continuing collaboration with the Town.
- Not be a focus but rather supported. Focus on what were doing and partner with other museums when appropriate. In the past, there have been coalitions to rotate exhibits to twelve different museums throughout the New River Valley. Some were interested in bringing this back, but no one wants to lead this initiative.
- Yes, money is tight but teaming up with other entities would be helpful. Sharing physical and digital displays would increase audience and build awareness. This museum encompasses the whole region and county. The other museums center on a narrower scope.

Long term (10 years) describe your ideal education program, carried out by your museum.

- A rich and vibrant entity not only providing art and history exhibits as previously mentioned but providing opportunities for research and perhaps such as Alexandria's Torpedo Factory, places for individual artists' studios expectation should be that the facility will be a major contributor and catalyst for the county town center. It should be noted that based on parking, the building actually will have two "fronts" (public entrances) which strongly impact the spatial planning. It is also hoped that the current architectural work includes a master plan of the town square front yard but for the development of the present dreary major parking area "backdoor" drive - thru zone parking access. Thus, perhaps this major parking area could become a park-like setting. "Make no little plans . . .," Daniel Burnham
- Creating diverse opportunities so it does not get boring. Encourage a more diverse audience.
- 1) The museum has the potential to facilitate interactions with the other regional museums. Working in concert and playing to strengths could benefit our community. 2) My wish is that the museum offers educational enrichment with physical and virtual exhibits.

Describe the current art and education opportunities the museum offers.

- Changing art exhibits and hosting local school events.
- The museum's library has a small footprint, but it has a rich offering of important regional books, documents, newspapers, and maps. I am happy that the library will have its own secured room in the new building. 2) The current space for art displays is quaint and attractive, but it does not allow for the display of a large permanent collection. 3) Gamifying local history is an interesting and important aspect of the museum's education mission, which I hope will be further developed.

Are there additional art and history education opportunities that the museum could provide in the new building? Describe them. What types and sizes of teaching/building spaces would be required?

- Maximize the flexibility of the space in order to maximize the exhibit opportunities. Provide gallery talks exhibit.
- VRBA looks for places to hold classes. The community needs a flexible place for this. Art co-op/shared maker space
- As mentioned above, providing a secure research library is important. This is also a place where research computers could be housed.