

Localities that are interested in pursuing the financing will need to submit a Tourism Development Plan which will be reviewed and certified by the Virginia Tourism Corporation (VTC). The Tourism Development Plan submitted can be an existing plan already adopted by a locality, or a plan can be created using VTC’s Tourism Development Plan website.

The purpose of the plan is to (1) outline the specific void the proposed project will fill; (2) provide accurate representations of a locality’s current tourism product and assets, infrastructure, marketing efforts and visitor profiles; and (3) show the return on investment the proposed project will have to the local tourism economy.

**» Confidential + Proprietary Information «**

*If confidentiality of any information is necessary and applicable while exploring the eligibility of your proposed tourism development project with VTC, you must mark the information as “confidential and proprietary records.” This includes print, audio and video information shared with Virginia Tourism Corporation via email, email attachments, standard delivery or courier. » § 2.2-3705.6 (3)*

*Please note that ownership of information and documentation submitted to the Virginia Tourism Corporation (VTC) either during preliminary discussions or as part of a Tourism Development Financing Program application constitute public records under the Virginia Freedom of Information Act (FOIA) and shall be subject to public disclosure in accordance with FOIA. Proprietary information and documentation submitted by an applicant shall not be subject to public disclosure under FOIA. **To prevent disclosure, however, the applicant must specifically identify the information or documentation to be protected.** Public records that VTC determines are not proprietary will be subject to public disclosure under FOIA, even if marked as confidential by the applicant.*

**SECTION 1: PROPOSED DEFICIENCY**

- 1-A What deficiency exists in your local tourism economy?**
- 1-B Provide the data supporting the deficiency in your Locality’s comprehensive community plans and project-related market studies**
- 1-C Provide the data supporting the deficiency in your Developer’s specific market study**
  - \* For the above, please highlight the specific data proving the deficiency
  - \* The data should include an inventory of similar tourism product and visitor demand indicators
  - \* If lodging, include number, name, proximity, service level & pricing of existing, local lodging
- 1-D Provide information supporting the Developer’s need for State and Local gap financing?**
  - \* Include information citing the specific financial need for TDFP and potential project termination without TDFP
- 1-E Briefly describe the overall scope of your project and how it fills your proven deficiency?**
- 1-F What is the total capital investment of the development project?**
- 1-G What is the estimated, total gap financing amount requested for the project?**
- 1-H Will this proposed project fit into an existing Tourism Zone? Yes |or| No**
- 1-I The proposed project will accomplish the following: \*jobs, tax revenue, increased visitation**

Number of <b>full-time</b> jobs	
Number of <b>part-time</b> jobs	
<b>Projected, annual, staff hours</b> created from this specific project projected to be <i>* Total, annual number of full (40 hrs./week) and part-time hours combined</i>	
<b>Projected, annual, salary expenditures</b> specific project projected to be <i>* Total, annual, combined salary costs for all full (40 hrs./week) and part-time jobs</i>	\$
Projected, annual, <b>local</b> tax revenue from project expected to be	\$
Projected, annual, <b>state</b> tax revenue from project expected to be	\$
<b>Projected, annual visitors</b> to the new business (total) are expected to be	
<b>Projected, annual out-of-town visitors (50 miles or more)</b> to the new business are expected to be	

## SECTION 2: PRODUCT ANALYSIS

### 2-A What attributes best describe your area: (Select all that apply)

#### Nature / Outdoor Recreation

- Mountains
- Scenic Drive
- State Parks
- Hiking
- Camping
- Caverns
- Lakes
- Rivers
- Beaches
- Chesapeake Bay
- Wildlife Watching
- Motorsports
- Road cycling
- Agricultural – Wineries
- Agricultural – Farmers Markets
- Agricultural – 'Pick your own'

Other

#### History / Heritage

- Revolutionary
- Civil War
- Civil Rights
- Virginia Indian
- African American
- European American
- (German, Irish, British, etc.)

Other

#### Epicurean / Experiential

- Small towns & Main street communities
- Locally owned bistros and restaurants
- Virginia specialties / Southern cuisine
- Ethnic foods
- Resorts-High-end
- Fine Dining
- Spa services

Other

#### Do you offer seasonal or year-round experiences?

- Seasonal
- Year-round

#### Do you have a peak season

- Spring
- Summer
- Fall
- Winter

#### Sports / Recreation

- Boating/Sailing
- Canoe/Raft/Kayak
- Fishing-Fresh Water
- Fishing-Salt Water
- Golf
- Horse Racing/Horse Shows
- Hunting
- Motor Sports/NASCAR/Indy
- Biking
- Road cycling
- Snow Sports
- Sports Event College/Professional
- Sports Tournament – Personal or Family

Other

#### Arts / Culture

- Museum-Children's
- Museum-History
- Museum-Military
- Museum-Science
- Museum-Fine Art
- Historic Homes
- Plantation Homes
- Colleges/Universities

Other

#### Entertainment / Amusement

- Amusement/Theme Parks
- Festivals-Food
- Festivals-Heritage
- Festivals-Music
- Festivals-Wine
- Festivals-Arts & Crafts
- Live Performance & concerts
- Shopping-Antiques
- Shopping-Arts & Crafts
- Shopping-Malls
- Shopping-Outlets
- Shopping-Wineries

Other

## SECTION 2: PRODUCT ANALYSIS

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### 2-B What are the major lures and drivers that attract tourists to your area?

*What are the major attractions, activities and experiences that draw visitors to your area?*

### 2-C What is your **UNIQUE** factor? What sets you apart from the competition?

*Unique by definition:*

- The only one; without a like or equal; distinctively characteristic; atypical or unusual

*What makes your destination truly different? Is it a particular attraction, historical location, cultural experience, social, ethnic or religious center or a geographical element different than that of a neighboring locale? Or is it a combination of the aforementioned?*

### 2-D Who is your major competition?

*Is there a particular region, community, attraction or travel experience that is your primary competition?*

*How many other destinations have similar factors within 5-0 – 100 – 150+ miles?*

## SECTION 3: S.W.O.T. ANALYSIS

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### 3-A Gauge your tourism INFRASTRUCTURE

How would you rate your **Transportation**?

	Excellent	Average	Weak
<u>Interstates</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Secondary roads</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Signage</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Bus travel</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Train travel</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Air travel</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Waterways</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Taxi service</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Biking paths</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Public Services**?

	Strong	Average	Weak
<u>Police force</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Healthcare</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Public Utilities</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Waste management</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Rescue support</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Communications</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Public parks/recreation</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Environment**?

	Strong	Average	Weak
<u>Air quality</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Noise levels</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Traffic</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Landfills</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Wetlands</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Public health</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3: S.W.O.T. ANALYSIS

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3-B Gauge your tourism ECONOMY & BUSINESS COMMUNITY

How would you rate your **Accommodations**?

	Strong	Average	Weak
B&Bs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hotels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resorts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rental property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cottages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cabins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campsites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Attractions**?

	Strong	Average	Weak
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wineries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Music festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Zoos / animal parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Art galleries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nature trails & facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Facilities**?

	Strong	Average	Weak
Universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performing arts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convention facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sporting venues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 3: S.W.O.T. ANALYSIS**

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**3-C Gauge your LOCAL SOCIAL AND CULTURAL ASSETS**

How would you describe your **Heritage & Culture?**

	Strong	Average	Weak
Multi-cultural diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Architecture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historical improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aesthetics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religious diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Integrity of the Area?**

	Strong	Average	Weak
Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you describe your **Local flavor?**

	Strong	Average	Weak
Visitor friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civic-mindedness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect for diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unity among civic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local sports team support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University/College town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 3-D Gauge your TOP 3 Strengths, Weakness, Opportunities and Threats

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S.W.O.T. analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

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#### Strengths

##### Obvious natural priorities

- Likely to produce greatest ROI (Return On Investment)
- Likely to be quickest and easiest to implement
- Probably justifying immediate action-planning or feasibility study

#### Weaknesses

##### Potentially attractive options

- Likely to produce good returns if capability and implementation are viable
  - Potentially more exciting and stimulating and rewarding than S/O due to change, challenge, surprise tactics, and benefits from addressing and achieving improvements
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#### Threat

##### Easy to defend and counter

- Only basic awareness, planning, and implementation required to meet these challenges
- Investment in these issues is generally safe and necessary

#### Opportunity

##### Potentially high risk

- Assessment of risk crucial
- Where risk is low then we must ignore these issues and not be distracted by them
- Where risk is high we must assess capability gaps and plan to defend/avert in very specific controlled ways

**TOP 3 STRENGTHS** - Characteristics of community or area that give it an advantage over others

**TOP 3 WEAKNESSES** - Characteristics that place your community or area at a disadvantage relative to others

**TOP 3 OPPORTUNITIES** - External chances to achieve greater success and profits in your industry

**TOP 3 THREATS** - External elements in the environment that could cause trouble for business or community

## SECTION 4: **MARKETING PLAN**

### 4-A Please submit your current or existing marketing plan.

#### **What is a Marketing Plan?**

A marketing plan is an official, adopted plan by which an organization or community can maximize its tourism potential. It answers key questions which provide direction for a community's tourism marketing activities. A marketing plan brings together an organization's research, particular goals, measurable objectives, brand ideals and other important considerations in one concise, executable directive.

**Key questions** a marketing plan can include are:

- Summary and Introduction  
*Who are we?*
- Marketing Objectives  
*What are we trying to accomplish?*  
*What measurable outcome do we want?*
- Situation Analysis  
*What are we trying to achieve?*
- Target Markets  
*Who is our audience or customer?*
- Strategies and Tactics  
*What vehicles will we use?*  
*What messages will we use?*
- Tracking and Evaluation  
*How will we measure our success?*

#### **A marketing plan:**

- Allows an organization to look internally to fully understand the impact and results of past marketing
- Allows the organization to look externally to fully understand the market in which it chooses to compete
- Sets future goals and provides direction that everyone in the organization should understand and support

#### **\*\* IMPORTANT \*\***

In your *Marketing Plan*, please include a statement or brief description on how the aspects of your new development project will be included with, but also enhance your current marketing plan. Mention how the new product you are developing {i.e. guest rooms, meeting space, dining, sports venues, etc.} will enhance the visitor experience, amenities for locals, have a positive impact on surrounding tourism businesses and support regional tourism efforts .

#### **Your marketing plan will have the following results:**

Annual Marketing Budget	\$
<i>*Not including salaries, benefits or fixed costs</i>	
Visitation increased by	%
Tourist expenditures increased by	%
Visitor Satisfaction increased by	%
Number of partnership participants in your marketing plan	