**TDFP ⎪ Step ❷ TOURISM DEVELOPMENT PLAN**

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.

**SECTION 1: PROPOSED DEFCIENCY**

**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**

|  |  |
| --- | --- |
| **Annual, Total # of Full-time employees** *\* (40 hrs./week)* |  |
| **Annual, Total # of Part-time employees** *\* (less than 30 hrs./week)* |  |
| **Annual, Total # of hours for Full-time employees** *\* (40 hrs./week)* |  |
| **Annual, Total # of hours for Part-time employees** *\* (less than 40 hrs./week)* |  |
| **Projected FTE** (Full Time Equivalent) Jobs |  |
| Projected, **annual, local tax revenue** from project expected to be |  |
| Projected, **annual, state tax revenue** from project expected to be |  |
| Projected, **annual visitors to the new business** (total) are expected to be |  |

**SECTION 2: PRODUCT ANALYSIS**

**2-A**   **What attributes best describe your area:** (Place an “X” by all that apply)

|  |  |  |
| --- | --- | --- |
| **Nature / Outdoor Recreation** |  | **Sports / Recreation** |
|  | Mountains |  |  | Boating/Sailing |
|  | Scenic Drive |  |  | Canoe/Raft/Kayak |
|  | State Parks |  |  | Fishing-Fresh Water |
|  | Hiking |  |  | Fishing-Salt Water |
|  | Camping |  |  | Golf |
|  | Caverns |  |  | Horse Racing/Horse Shows |
|  | Lakes |  |  | Hunting |
|  | Rivers |  |  | Motor Sports/NASCAR/Indy |
|  | Beaches |  |  | Biking |
|  | Chesapeake Bay |  |  | Road cycling |
|  | Wildlife Watching |  |  | Snow Sports |
|  | Motorsports |  |  | Sports Event College/Professional |
|  | Road cycling |  |  | Sports Tournament – Personal or Family |
|  | Agricultural – Wineries |  |  | Other |
|  | Agricultural – Farmers Markets |  |  |  |
|  | Agricultural – ‘Pick your own’ |  | **Arts & Culture** |
|  | Other |  |  | Museum-Children’s |
|  |  |  |  | Museum-History |
| **History, Heritage & Culture** |  |  | Museum-Military |
|  | Revolutionary |  |  | Museum-Science |
|  | Civil War |  |  | Museum-Fine Art |
|  | Civil Rights |  |  | Historic Homes |
|  | African American / Black American |  |  | Creative / Art Districts |
|  | Indigenous Virginian / Virginia Indian |  |  | Colleges/Universities |
|  | Women in Virginia |  |  |  |
|  | Hispanic, Latino, LatinX |  | **Entertainment / Amusement** |
|  | Asian Pacific Islander Desi American (APIDA) |  |  | Amusement/Theme Parks |
|  | LGBTQ+ |  |  | Festivals-Food |
|  | European American |  |  | Festivals-Heritage |
|  | Other |  |  | Festivals-Music |
|  |  |  |  | Festivals-Wine |
| **Epicurean / Experiential** |  |  | Live Performance & concerts |
|  | Cities / Urban centers |  |  | Shopping-Antiques |
|  | Small Towns & Main Street Communities |  |  | Shopping-Arts & Crafts |
|  | Locally Owned Bistros and Restaurants |  |  | Shopping-Malls |
|  | Virginia Specialties / Southern Cuisine |  |  | Shopping-Outlets |
|  | Ethnic foods |  |  | Shopping-Wineries |
|  | Resorts-High-end |  |  |  |
|  | All-Season Resorts / Outdoors  (mountains, water) |  | **Do you have a peak season?** |
|  | Fine Dining |  |  | Spring |
|  | VA Finest / Locally Grown / Farm to Table |  |  | Summer |
|  | Spa Services |  |  | Fall |
|  |  |  |  | Winter |
| **Do you offer seasonal or year-round experiences?** |  |  |  |
|  | Seasonal |  |  |  |
|  | Year-round |  |  |  |

**SECTION 2: PRODUCT ANALYSIS**

**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**

**3-A**  **Gauge your tourism INFRASTRUCTURE** (Place an “X” by all that apply)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **How would you rate your Transportation?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Excellent** | **Average** | **Weak** |
| Interstates |  |  |  |
| Secondary roads |  |  |  |
| Signage |  |  |  |
| Bus travel |  |  |  |
| Train travel |  |  |  |
| Air travel |  |  |  |
| Waterways |  |  |  |
| Taxi service |  |  |  |
| Biking paths |  |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Police force |  |  |  |
| Healthcare |  |  |  |
| Public Utilities |  |  |  |
| Waste management |  |  |  |
| Rescue support |  |  |  |
| Communications |  |  |  |
| Public parks/recreation |  |  |  |

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|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **How would you rate your Environment?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Air quality |  |  |  |
| Noise levels |  |  |  |
| Traffic |  |  |  |
| Landfills |  |  |  |
| Wetlands |  |  |  |
| Public health |  |  |  |

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

**3-B**  **Gauge your tourism ECONOMY & BUSINESS COMMUNITY** (Place an “X” by all that apply)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **How would you rate your Accommodations?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| B&Bs |  |  |  |
| Inns |  |  |  |
| Hotels |  |  |  |
| Resorts |  |  |  |
| Rental property |  |  |  |
| Cottages |  |  |  |
| Cabins |  |  |  |
| Campsites |  |  |  |

 | **How would you rate your Attractions?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Shopping |  |  |  |
| Dining |  |  |  |
| Historic |  |  |  |
| Museums |  |  |  |
| Wineries |  |  |  |
| Music festivals |  |  |  |
| Zoos / animal parks |  |  |  |
| Art galleries |  |  |  |
| Nature trails & facilities |  |  |  |

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| **How would you rate your Facilities?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Universities |  |  |  |
| Performing arts |  |  |  |
| Outdoor parks |  |  |  |
| Convention facilities |  |  |  |
| Sporting venues |  |  |  |
| Event spaces |  |  |  |

 |  |

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

**3-C**  **Gauge your LOCAL SOCIAL AND CULTURAL ASSETS** (Place an “X” by all that apply)

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Multi-cultural diversity |  |  |  |
| Geography |  |  |  |
| Architecture |  |  |  |
| Historical improvements |  |  |  |
| Language |  |  |  |
| Material culture |  |  |  |
| Aesthetics |  |  |  |
| Religious diversity |  |  |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Safety |  |  |  |
| Cleanliness |  |  |  |
| Friendliness |  |  |  |
| Stability |  |  |  |
| Quality of life |  |  |  |

 |

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Strong** | **Average** | **Weak** |
| Visitor friendly |  |  |  |
| Civic mindedness |  |  |  |
| Respect for diversity |  |  |  |
| Political climate |  |  |  |
| Unity among civic groups |  |  |  |
| Local sports team support  |  |  |  |
| University/College town |  |  |  |

 |  |

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

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.

|  |  |
| --- | --- |
| **Strength**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
 | **Weakness**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
 |
| **Threats**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

**SECTION4: 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*****\*Not including salaries, benefits or fixed costs*** | **$** |
| **Visitation increased by** | **%** |
| **Tourist expenditures increased by** | **%** |
| **Visitor Satisfaction increased by** | **%** |
| **Number of partnership participants in your marketing plan** |  |