

CITY OF PETERSBURG

Tourism Plan

2018



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Message from the Mayor and Chair of the Economic Development, Tourism, Land Use and Housing Standing Committee:

On behalf of the City of Petersburg, Virginia, we are proud to present our Tourism Plan 2018 – 2023. It is a fantastic strategy for the City of Petersburg and is an integral step in working toward a sustainable tourism program for the future of our City. Tourism in Petersburg offers a brilliant blend of history, natural beauty, a vibrant old-town atmosphere with a desirable and walkable downtown lifestyle.

While tourism in Petersburg has always been an omnipresent entity, recent financial obstacles forced the City to prioritize other aspects of our community. This resulted in a reduction of resources allocated for tourism. We understand that our tourism assets are a large part of what makes up Petersburg. There is something here for everyone.

This Tourism Plan will enable City Council and Petersburg City staff to make strategic decisions regarding increasing tourism opportunities. Contributions from local businesses, tourism operators, regional stakeholders and community members have been collated to develop clear methods for Council to consider and implement.

This process has strengthened City Council's relationship with tourism stakeholders and improved engagement with the community. This will better equip us to achieve the shared outcomes from this plan. We acknowledge the significant work that has been undertaken by our City Council; City Manager; Economic Development, Tourism, Land Use, and Housing Standing Committee; and other team members involved with this project.

This plan will be reviewed annually to meet the tourism needs of the ever-changing social, economic and environmental conditions of our City, we welcome any further contributions or feedback.



Samuel Parham
Mayor of Petersburg



W. Howard Myers
Chair
Economic Development, Tourism,
Land Use, and Housing Standing
Committee

Petersburg Tourism Plan

Vision

The vision of Petersburg, Virginia Tourism is a sustainable tourism program, rich with assets that capture all aspects of Petersburg's beauty, heritage, character, and attracts thousands of visitors each year. The resulting program will establish fertile ground for Petersburg tourism to continuously grow.

Mission

The mission of Petersburg, Virginia Tourism is to create a unique and memorable visitor experience that showcases the City's rich history and a creative mix of artisanal, culinary, recreational and other contemporary offerings.

Purpose

This Tourism Plan will act as a focused guide in making sound decisions for the new foundation of Petersburg tourism. The purpose of this document is to serve as a catalyst for stimulating the revitalization of tourism in Petersburg.



Visitors marvel at exhibits located in The Walton Gallery Downtown

Petersburg Tourism Plan: Goals

1. Establish and maintain Tourism assets that attract visitors and serve to tell the story of Petersburg both past and present.
2. Develop and implement Marketing efforts to make prospective visitors aware of the City's Tourism offerings.
3. Cultivate sound relationships with nonprofit, private, and state partners involved with tourism activities and attractions to facilitate implementation of the City's Tourism Plan.
4. Leverage existing resources and identify new resources to attract new investment in tourism-related projects within the Downtown Tourism Zone.
5. Establish a City of Petersburg destination marketing and management organization to oversee the implementation of the Tourism Plan and update process.



River Street in Old Towne Petersburg

Petersburg Tourism Plan: Objectives

Goal #1: Establish and maintain Tourism Assets that attract visitors and serve to tell the story of Petersburg both past and present.

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- Objective 1:** Develop an inventory of all City-owned tourism assets by the fourth quarter of 2018.
- Objective 2:** Develop a maintenance budget for all City-owned tourism assets by the fourth quarter of 2018.
- Objective 3:** Develop a budget with funding sources for all City-owned tourism assets by the fourth quarter of 2018.
- Objective 4:** Develop an operational plan that includes staffing, hours of operation, and materials used for all City-owned tourism assets by the fourth quarter of 2018.
- Objective 5:** Develop a document that describes how each City-owned tourism asset serves to tell the story of Petersburg by the fourth quarter of 2018.
- Objective 6:** Develop a list of tourism asset deficiencies by the fourth quarter of 2018.
- Objective 7:** Develop strategies to support additional tourism resources that serve to address deficiencies. To be reviewed annually.
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Goal #2: Develop marketing efforts to make prospective visitors aware of the City's Tourism offerings.

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- Objective 1:** Identify current trends that combine traditional tourism practices with digital technology by first quarter of 2019.
- Objective 2:** Develop a process for surveying all tourists and quantifying the results to assist in prioritizing target areas for improvement by first quarter of 2019.
- Objective 3:** Develop an organization flow chart to define marketing efforts of Petersburg tourism partners by first quarter of 2019.
- Objective 4:** Work with tourism partners to develop and implement creative strategies to attract and engage visitors beginning the first quarter of 2019.
-

Goal #3: Cultivate sound relationships with nonprofit, private, and state partners involved with tourism activities and attractions to facilitate implementation of the City’s Tourism Plan.

Objective 1: Create a clear organization flow chart to effectively outline current and future City tourism partnerships by the first quarter of 2019.

Objective 2: Outline the benefits each partnership provides to the City’s tourism efforts by first quarter of 2019.

Objective 3: Create success measures for all partnerships to be assessed annually.

Goal #4: Leverage existing resources and identify new resources to attract new investment in tourism-related projects within the Downtown Tourism Zone.

Objective 1: Work with the Virginia Tourism Corporation to identify resources available to support Petersburg tourism annually by the second quarter of 2019.

Objective 2 Identify resources available through foundations and organizations to support Petersburg Tourism annually by the second quarter of 2019.

Objective 3: Explore options to expand tourism zone to include other areas of the City by second quarter of 2019.

Goal #5: Establish a City of Petersburg destination marketing and management organization to oversee the implementation of the Tourism Plan and update process.

Objective 1: Develop a draft organization structure based on other similar organizations by the second quarter of 2019.

Objective 2: Present the draft structure to the City Council for consideration by the second quarter of 2019.



Set of feature film "Lincoln" filmed in Petersburg



Baker at Buttermilk Bakery



Virginia State University Homecoming

An Overview of Petersburg, VA

The City of Petersburg is quickly becoming a celebrated destination of choice for tourism, special events, weekend getaways, vacations and other unique visitor experiences. The City of Petersburg is the center of Virginia's Gateway Region. Petersburg is an independent city along the Appomattox River consisting of 23.1 square miles and the City's residents enjoy family-friendly neighborhoods and a small-town atmosphere coupled with a wide variety of urban amenities. For decades, the city has distinguished itself through the preservation of its exceptional historic and architectural resources. Recently, small retail establishments, restaurants and breweries have opened to serve as visitor draws and contributors to the economic vitality of Petersburg as well.



Historic Hustings Courthouse in Petersburg

Healthcare is the leading industry in the City of Petersburg, primarily associated with the development of the Southside Regional Medical Center. Several manufacturers in the City also serve as local significant economic drivers. Business travel associated with local businesses is also an anticipated market for visitors.

Fort Lee borders Petersburg along the eastern city limits. Military activity has expanded at Fort Lee, which is the home of the United States Army's Sustainment Center of Excellence, and the Army's Logistics Branch, Ordnance, Quartermaster and Transportation Corps. Within the past decade, Fort Lee has experienced enormous growth as a result of the 2005 Base Realignment and Closure mandate. The daily population of Fort Lee now averages about 34,000 and includes members from all branches of the military service, their families, government civilians and contractors. Furthermore, as many as 70,000 troops will pass through Fort Lee's classrooms each year, making it the third largest training site in the Army. Fort Lee is an important part of the local Tourism market.

As of the 2010 Census, the City of Petersburg had a population of 32,420 residents. Petersburg has an extensive network of area highways and railroad facilities including interstates 85, 95, and 295, and U.S. highways 1, 301, and 460. Both CSX and Norfolk Southern railroad companies maintain transportation networks in Petersburg. Amtrak serves the region at the Petersburg Station with daily Northeast Corridor trains to Norfolk, and long-distance routes to Atlanta, Charlotte, New Orleans and Miami to the South and Washington, New York and Boston to the North.

Petersburg boasts a regional transit center serving the Tri-Cities area. Petersburg Area Transit (PAT), provides service to the surrounding localities and a commuting service to Richmond, VA.

PAT also hosts Greyhound service throughout the nation. Petersburg has welcomed ride share services including taxis, Uber, and Lyft.

Petersburg continues to grow in allure as a desired destination for future residents and visitors alike. The City offers a variety of exciting attractions in the areas of History, Arts and Culture, and Recreation.

The following table illustrates a snapshot of Petersburg's employment, expenditures and revenues:

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Employment	800	775	775	750	750
Expenditures:					
General Fund	\$80,475,714	\$75,227,328	\$73,069,844	\$74,804,958	\$73,690,122
Revenues:					
Local Taxes	\$14,332,454	\$14,276,706	\$13,486,416	\$14,434,623	\$13,907,300
From the Commonwealth	N/A	N/A	\$15,222,229	\$14,959,278	\$14,822,110
From the US Government	N/A	N/A	\$4,414,465	\$4,899,973	\$4,896,383

The Current Status of Petersburg Tourism

With so many assets, tourism in Petersburg has been an important part of our community and local economy, however recent financial challenges forced the City to make difficult fiscal decisions in 2016. The decisions resulted in a reduction of resources allocated for tourism, the closure of museums and the elimination of tourism related expenses and personnel.



We understand that our tourism assets are a large part of what makes up Petersburg, and now that the City is improving its financial position, we are moving forward with efforts to once again showcase our assets and invite visitors to visit them. There truly is something here for everyone.

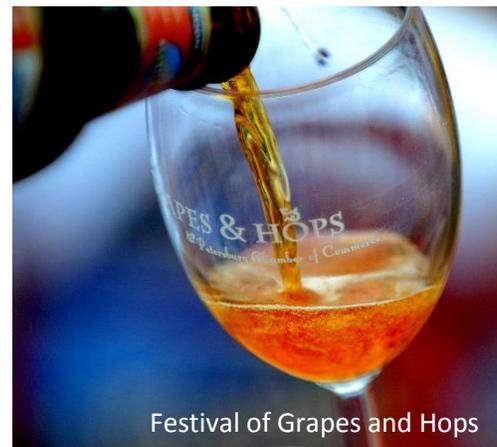
Petersburg, like many historic Virginia communities, has the privilege of being home to many years of American history. Petersburg tourism accepts the challenge of preserving hundreds of years of historic

treasures while also creating a memorable experience for 21st century families. Petersburg Preservation Task Force (PPTF) has managed the City's museums since 2016.

The museums and visitor center hosted 10,922 visitors during the 2016-2017 fiscal year alone. With the opening of a Visitor's Center at the Exchange Building, that number continues to steadily rise.

PPTF has recently invested in a top tourism mobile app, Clio. With Clio, thousands of people can connect instantly with nearby culture and history. The website and mobile app are free for users and designed to make discovering cultural and historical sites simple. Users can search for nearby sites, take a walking tour, create their own itinerary, or simply go for a drive and let Clio identify nearby sites using the mobile app.

The City has also engaged in paid partnerships with Petersburg Area Regional Tourism, Virginia Crossroads (Formerly Virginia Retreat), and Civil War Trails. The City pays annually to be included in these regional tourism efforts. These regional partnerships allow Petersburg to strategically align the City with some of the Commonwealth's most desired destinations. Through the regional tourism promotion efforts, Petersburg can tap into the technological advances and knowledge utilized by our neighboring cities.



Local partners, in addition to our local businesses, hold a countless number of diverse events throughout the year that attract visitors from all around the region. The Petersburg Chamber of Commerce hosted their 10th Annual Grapes and Hops festival in September 2018. This festival attracts on average more than 5,000 visitors each year, as well as, breweries and wineries from all throughout Virginia.



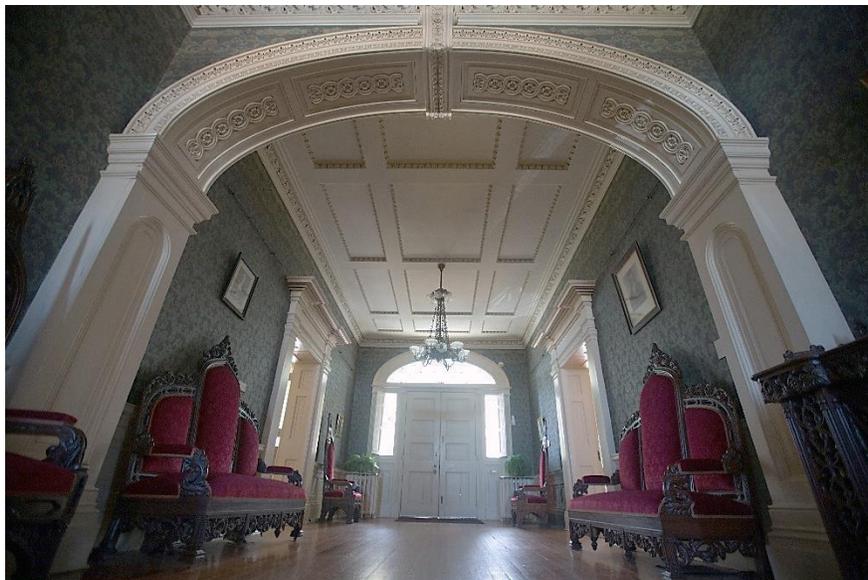
Dogwood Trace Golf Course

Dogwood Trace Golf Course is a municipal golf course and has been a highlight in the Petersburg community for 10 years. Dogwood Trace holds a 95.4% recommendation rating with Golf Advisor with more than 200 reviews. Dogwood Trace hosts 20 to 25 events annually. Events include fundraisers by local civic groups which have raised more than \$100K for projects centric to Petersburg's growth. During fiscal year 2016-2017, Dogwood Trace hosted approximately 20,000 rounds.

Of those rounds, 89% of them were from outside the 23803 & 23805 zip codes. Dogwood Trace hosted visitors from 36 different states and 2 Canadian Provinces during the 2016-2017 fiscal year. Dogwood Trace generates 18,000 visitors to Petersburg per year.

Virginia State University, named the #19 top ranked HBCU according to US News and World 2019 rankings, educates more than 4,000 students annually. In addition to their annual homecoming, which attracts thousands of visitors each year, the university opened their state-of-the-art multi-purpose center in 2016. The center boasts a 6,100-seat arena, VIP Club Lounge, eight luxury suites and a practice facility. In 2017, the center hosted graduations of 6 area schools, with a total of 2,645 graduates.

The City of Petersburg has the perfect mix of attractions for all visitors who frequent the community. With an array of offerings for our visitors, the City is positioned to cultivate strong relationships and create a complete tourism experience.



Centre Hill Mansion in Petersburg

The Economic Impact of Tourism

Regionally, the Virginia Tourism Corporation provides monthly and annual lodging data for the Commonwealth of Virginia. Following is a table that includes regional data describing room demand and room supply, average daily room rates (ADR) for rooms sold, revenue collected from rooms sold and the occupancy rates.

Across the Commonwealth, the year-to-date lodging room demand was up 1.9% in 2018, compared to 2017, and the number of available rooms increased by 1.2% during the same time period. In the Petersburg, Chester sub-region, demand increased at a higher rate than the rate of all of Virginia, while the supply of rooms increased at a smaller rate. Room rates and Revenue from rooms sold increased also increased in both the State and the Petersburg/Chester sub-region, with the local revenue increasing at more than twice the room revenue of state-wide.

Appendix A provides comparative information for all regions throughout Virginia.

	Room Demand (% Change)	Room Supply (% Change)	Avg Room Rate 2017	Avg Room Rate 2018	Avg Room Rate (% Change)	Room Revenue (% Change)
Virginia	1.9	1.2	111.1	111.66	0.5	2.5
Richmond-Petersburg, VA	1.5	1.0	92.8	95.9	3.4	4.9
Petersburg/Chester, VA	2.4	0.9	73.5	75.7	3.0	5.5
Richmond CBD/Airport, VA	6.4	3.3	121.7	126.5	3.9	10.6
Richmond North/Glen Allen, VA	-0.7	0.2	90.5	92.8	2.5	1.8
Richmond West/Midlothian, VA	-2.0	-0.6	83.4	85.3	2.2	0.2

The Economic Impact of Tourism

Illustrated in the table below, occupancy rates throughout the state and the local sub-region also increased between 2017 and 2018.

	Occupancy % (2017)	Occupancy % (2018)	Occupancy (% Change)
Virginia	65.9	66.0	0.2
Richmond- Petersburg, VA	65.9	66.2	0.4
Petersburg/ Chester, VA	64.8	66.4	2.4
Richmond CBD/ Airport, VA	64.5	66.7	3.4
Richmond North/ Glen Allen, VA	66.6	65.4	-1.8
Richmond West/ Midlothian, VA	68.5	67.8	-1.1



The following table shows total employment, expenditures and local and state tax receipts from tourism-related businesses in Petersburg between 2012 and 2016:

Petersburg Travel Economic Impacts

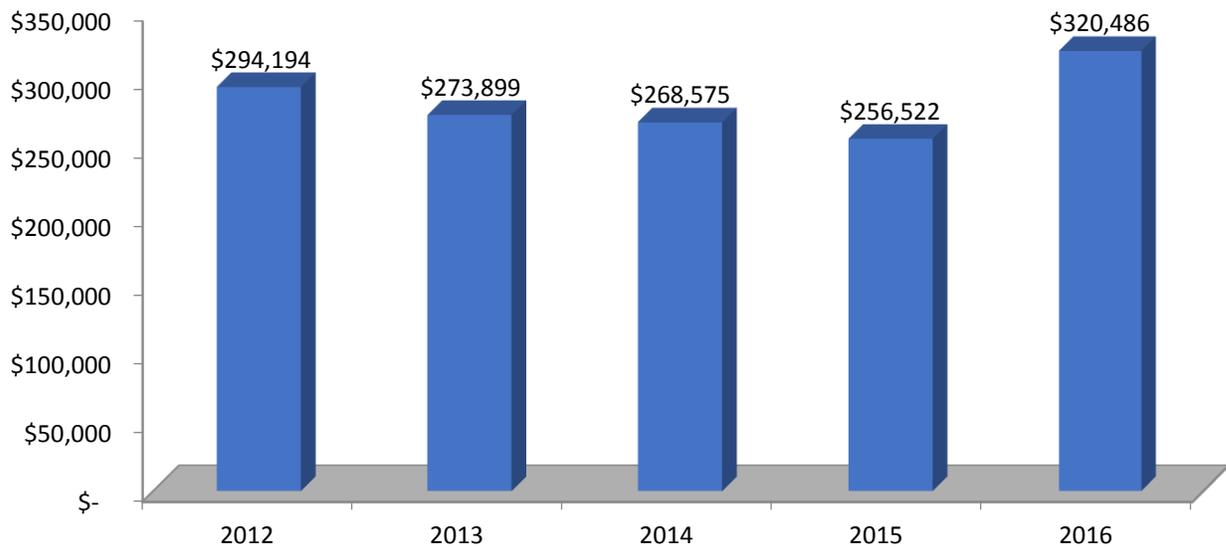
	2012	2013	2014	2015	2016	%Change
Employment	400	394	396	390	389	-0.3%
Expenditures	\$ 44,300,875	\$ 43,654,351	\$ 44,537,055	\$ 43,700,943	\$ 43,843,551	0.3%
Local Tax Receipts	\$ 1,238,982	\$ 1,238,685	\$ 1,240,899	\$ 1,257,692	\$ 1,286,435	2.3%
Payroll	\$ 7,664,756	\$ 7,733,634	\$ 7,856,909	\$ 7,897,200	\$ 8,089,077	2.4%
State Tax Receipts	\$ 2,168,772	\$ 2,107,924	\$ 2,064,061	\$ 2,097,949	\$ 2,143,424	2.2%

Note: These summary profiles represent locality-specific related data kept by the Virginia Tourism Corporation from 2012-2016

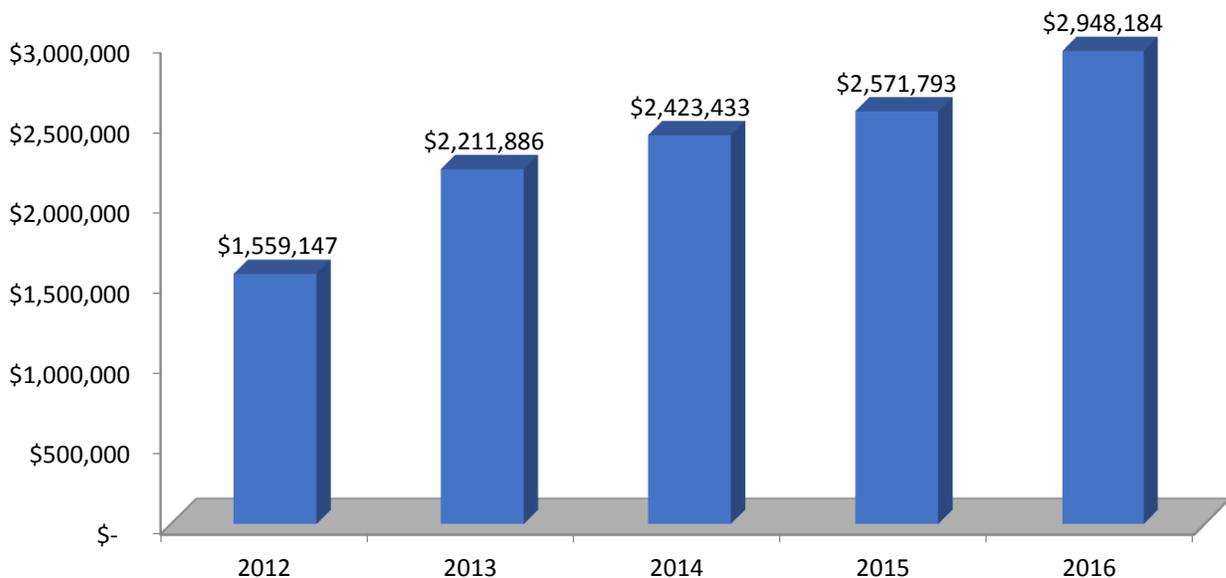
Petersburg Tourism-Related Revenue

The City of Petersburg receives revenue generated from tourism and visitor-related activities including receipts from admissions taxes, sales taxes, meals taxes and lodging taxes. Annual revenue received from tourism and visitor expenditures reflects the amount of tourism activity in the City. Following are tables that include annual revenue received from tourism and visitor related activities:

Petersburg Lodging Tax Revenues



Petersburg Meals Tax Revenues



Petersburg Tourism-Related Expenditures

The City of Petersburg budgeted expenditures toward tourism-related activities totaling more than \$2.4 million in FY 2017-18 and proposes more than \$2.6 million in FY 2018-19. The expenditures are detailed in the following table:

City of Petersburg Tourism Expenditures	2017-18	2018-19
Staffing	\$ 36,055	\$ 47,150
Exchange Building	\$ 40,200	\$ 40,200
Blandford Cemetery and Church	\$ 230,300	\$ 240,200
Centre Hill Mansion	\$ 40,200	\$ 40,200
People's Cemetery	\$ 10,000	\$ 10,000
Southside Railroad Depot	\$ 350,000	\$ 350,000
Union Station	\$ 100,000	\$ 100,000
Gateway Project (I-95 & Washington St)	\$ -	\$ 50,000
FOLAR Wayfinding	\$ -	\$ 10,000
Dogwood Trace Golf Course	\$ 670,170	\$ 731,010
Transit Center	\$ 980,248	\$ 980,248
Library	\$ -	1,072,139
Sports Complex	\$ 15,000	\$ 15,000
Total	\$2,472,173	\$3,638,997



Halifax Jazz and Blues Festival

Petersburg Tourism Zone

In accordance with Virginia law, any city, county, or town may establish, by ordinance, one or more tourism zones. Each locality may grant tax incentives and provide certain regulatory flexibility in a Tourism Zone.

The goal of the incentives is to stimulate business attraction, growth, and increased employment opportunities within economically challenged areas of a locality. This can include, but is not limited to: hiring credits, sales & use tax credits, expense and interest deductions, discount utilities hook-up and payment plans, sewer facility hookup payment plans and reduced parking requirements.

Tourism Zones are passed by local ordinance (Appendix B) and contain both requirements and benefits for existing and new tourism businesses, including lodging, dining, retail, meeting and sports facilities, outdoor recreation areas, theme parks and event venues. The Tourism Zone map (Appendix C) was adopted with the ordinance.

The City Council of the City of Petersburg adopted Ordinance 16 on February 2, 2016, establishing the Downtown Petersburg Tourism Zone. The purpose of the Zone is to facilitate the establishment and growth of businesses that increase capital investment and create jobs; increase the inventory of tourism-related businesses; and enhance public amenities, attractions and revenue.

The Petersburg Downtown Tourism Zone overlaps the City's existing Central Business District Enterprise Zone as well as several historic districts. There are development incentives associated with each of these designations and the Tourism one adds another layer of incentives and additional resources that businesses can access through the Virginia Tourism Corporation. Therefore, incentives and resources can be layered to truly incentivize development.

The boundaries of the Tourism Zone generally include the Appomattox River to the North, I-95 to the East, I-85 to the South and Halifax and Market Streets to the West. In accordance with the ordinance, incentives and regulatory flexibility may be made available to new or expanding tourism related businesses within the zone. The participating business must commit to a performance agreement based on investment, jobs, revenue to the City and any other criteria established by the City.

Existing businesses must make a capital investment of at least \$125,000 or create and sustain at least 5 new full-time jobs to be eligible for incentives. New businesses must make a capital investment of at least \$250,000 or create and sustain 10 new full-time jobs to be eligible for incentives.

Incentives may be provided for up to ten years through a performance agreement, with annual reports showing that the business is in compliance with the performance agreement. The Tourism Zone is administered by the City of Petersburg Office of Economic Development.

Petersburg Tourism Partners

The City of Petersburg engages with partners to promote tourism activities in the community. Following is a list of partners the City collaborates with to assist in tourism efforts.

Petersburg Area Regional Tourism (PART)	Website Placement Advertisement of Petersburg attractions and events
Civil War Trails	Install and maintain Historic Site Information placards Maintain Directional Signage Website Placement
Virginia Crossroads	Website Placement Advertisement of Petersburg attractions and events Production of marketing videos Install and Maintain Civil Rights in Education Heritage Trail (CRIEHT) Markers
Petersburg Preservation Task Force	Manage Petersburg Museums (Centre Hill Mansion, Blandford Church and Cemetery, Exchange Building) Operate Visitors Center in the Exchange Building
Petersburg Chamber of Commerce	Support the tourism-related business community Hosts special events
Virginia State University	Hosts multiple special events including sports games and tournaments, concerts, comedy shows, circus, and annual graduations.
Petersburg National Battlefield	Manage and Operate the US National Park Service Site Hosts tours and special events
Battersea Foundation	Hosts tours, live re-enactments, and other special events
Petersburg Sports Complex	The Petersburg Sports Complex hosts tournaments, family reunions, community outings, school outings, church outings and special events on (4) softball fields, (1) baseball diamond with locker rooms, (1) large pavilion, (8) mini pavilion, (2) retention ponds

Dogwood Trace Golf Course	An 18-hole municipal golf course with meeting and banquet rooms and dining facilities. The facility hosts tournaments, school events and special events.
Friends of the Historic Farmers Bank	Owns and operates the Farmers Bank Building (Formerly the Visitor's Center)
Historic Petersburg Foundation	Invests in historic structures and adapt these structures for modern use
Cameron Foundation	The Cameron Foundation strives to transform the Tri-Cities and surrounding counties into a healthy, vibrant, and economically vital region by strategically leveraging resources for community impact
Pocahontas Museum	Museum operated on Pocahontas Island
Crater Planning District Commission	Acts as the fiscal agent for Petersburg Area Regional Tourism
Fort Lee	United States Army post and headquarters of the United States Army Combined Arms Support Command (CASCOM)/ Sustainment Center of Excellence (SCoE), the U.S. Army Quartermaster School, the U.S. Army Ordnance School, The U.S. Army Transportation School, the Army Logistics University (ALU), Defense Contract Management Agency (DCMA), and the U.S. Defense Commissary Agency (DeCA) Fort Lee also hosts two Army museums, the U.S. Army Quartermaster Museum and the U.S. Army Women's Museum
Virginia Tourism Corporation	Promotes and develops the tourism and motion picture industries to stimulate Virginia's economy and enhance the quality of life of all Virginians
Downtown Merchants	Restaurant owners, The Farmer's Market, hotel/motel owners, etc.
Friends of the Lower Appomattox River (FOLAR)	Conserves and protects the Appomattox River for all to enjoy and focuses on developing awareness, cooperation, community support, and overall economic growth of the region.

Petersburg Area Art League (PAAL)

Community staple that hosts special events including the monthly “Friday for the Arts.” PAAL hosts community outreach classes and camps for youth.

Willcox Watershed Conservatory

Non-profit organization whose mission is the improvement and restoration of Lee Memorial Park

Preservation Virginia

A statewide historic preservation leader, teach, share and collaborate for the preservation and enhancement of Virginia’s communities through our various educational programs. work closely with decision-makers to communicate the economic and cultural benefits of preservation and promote important preservation-related policies and programs

Department of Historic Resources

The Commonwealth’s official historic preservation agency. The Department administers both federal and state mandated activities. The Department administers specific programs and services including: Survey and Inventory; the National Register of Historic Places and Virginia Landmarks Register; State and Federal Historic Rehabilitation Tax Credits, and others.

Petersburg Library Foundation

Formed in 2002 with a mission to provide financial support for the purchase, construction and operation of a new library. The Foundation is made up of 12 voluntary board members.



Petersburg Public Library – Also the site of Jazz in the Stacks

Petersburg Tourism Assets

The major attractions, activities and experiences that attract tourists to Petersburg include:

- Hundreds of Historic sites and properties
- Virginia State University
- Locally-owned and operated restaurants
- Museums
- Cultural and special events
- Sporting activities
- Golf course and tournaments
- Military installation

Interstate attraction signage touting the historic sites, Dogwood Trace Golf Course and the Petersburg Sports Complex was added in 2014 to help increase visibility and utilization. Petersburg hosts a number of festivals and concerts throughout the year. The largest events include the Half Marathon & 5K, Revolutionary War Re-Enactment and the Festival of Grapes & Hops in September.

Union Station is an event venue owned and operated by the City that hosts approximately 150 events per year. More than 30% of these events require hotel accommodations. A growing market in the Petersburg area, which includes Prince George, Dinwiddie and Chesterfield Counties, is Amateur sports. The activities and events associated with this market generally impact hotels on weekends and throughout the summer.

Appendix D includes a complete list of Petersburg assets.



Oysters event at Historic Battersea

Petersburg Tourism Assets

What is unique about Petersburg?



Trapezium Brewing Co.

Petersburg has historically been the Center of the Virginia Gateway Region. For visitors and tourists, the City offers a unique combination of history, heritage, and social /cultural experiences. Rich in culture and history, the City of Petersburg has more 1,000 properties listed on either the Commonwealth of Virginia's or the national historic register.

Many of Petersburg's development incentives are directed toward restoring its historic treasures and beautifying older buildings that have fallen into disrepair. These programs have helped create momentum in the City's Old Towne district as more than \$133 million has been invested by the private sector in new development between 2005 and 2013, making downtown Petersburg an attractive place to live and visit.

Development momentum and revitalization occurring in the City continues. Petersburg has taken on multiple projects to rebrand, promote private investment and create jobs locally. In recent years, Petersburg has implemented a rebranding effort, and experienced expansion of its healthcare industry, established partnerships for redevelopment of gateway entrances, served as the location for increased film and television productions, supported efforts for hotel redevelopment, supported the opening of the one-stop Freedom Support Center for Veteran's services, and much more!

Major Competitors

The City of Petersburg competes for tourists and visitors with other localities throughout the mid-Atlantic region of the U.S. especially those in the Richmond Metropolitan area. The number of tourist attractions, as well as the local resources that are dedicated to their growth, promotion, and sustainability are much larger in the larger localities than what is available in the City of Petersburg. However, Petersburg works to make the highest and best use of its local assets by leveraging resources with diverse local, state and federal partners, through collaboration, innovation and outreach.

Petersburg Tourism Asset Attributes

The following Petersburg tourism attributes best describe the City and surrounding region.

Nature / Outdoor Recreation

- State Parks
- Hiking
- Lakes
- Rivers
- Wildlife Watching
- Motorsports
- Road cycling
- Agricultural – Wineries
- Agricultural – Farmers Markets
- Agricultural – ‘Pick your own’

History / Heritage

- Revolutionary
- Civil War
- Civil Rights
- Virginia Indian
- African American
- European American

Epicurean / Experiential

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

Sports / Recreation

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

Arts / Culture

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

Entertainment / Amusement

- Festivals-Food
- Festivals-Heritage
- Festivals-Music
- Festivals-Wine
- Festivals-Arts & Crafts
- Live Performance & concerts
- Shopping-Antiques
- Shopping-Arts & Crafts
- Shopping-Malls

Petersburg Tourism SWOT Analysis

SWOT 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.

Strengths	Weaknesses
<p>Realities that originate internally and are helpful to achieving Tourism Objectives</p> <ul style="list-style-type: none"> • What we do well • Qualities that distinguish us from other communities • Internal Resources • Assets 	<p>Realities that originate internally and are harmful to achieving Tourism Objectives</p> <ul style="list-style-type: none"> • What we lack • What Competitors do better • Resource limitations
Threat	Opportunities
<p>Realities that originate externally and could be harmful to achieving Tourism Objectives</p> <ul style="list-style-type: none"> • Emerging Competitors • Changing regulations • Negative Press and media coverage • Changing market and demand 	<p>Realities that originate externally and could be helpful to achieving Tourism Objectives</p> <ul style="list-style-type: none"> • Underserved markets • Few competitors • Emerging market and demand • Press and Media coverage

An online SWOT analysis survey was distributed and completed by Petersburg tourism stakeholders. Below are examples of the most common results. A more extensive list of the results is included in Appendix E.

TOP 3 STRENGTHS

Characteristics of our community that give us an advantage over others

1. Location and Access
2. Downtown Restaurants and Other Local Businesses
3. History and Historic Assets

TOP 3 WEAKNESSES

Characteristics that place our community at a disadvantage relative to others

1. Fiscal Stress and the ability to support Tourism Assets and Programs
2. Aging and/or Obsolete Infrastructure and Tourism Assets
3. Low Inventory of Market Rate Hospitality Assets

TOP 3 OPPORTUNITIES

External chances to achieve greater success and profits in our tourism industry

1. Local partners to leverage assets and resources
2. Local interest and enthusiasm for community reinvestment
3. Expansion of tourism, cultural, and business development products

TOP 3 THREATS

External elements in the environment that could cause trouble for our tourism industry

1. Common socio-economic challenges associated with urban environments
2. Limited retail opportunities
3. Fiscal stress

Petersburg Tourism Marketing Plan

The City of Petersburg is quickly becoming a celebrated destination of choice for tourism, special events, weekend getaways, vacations and other unique visitor experiences. The City of Petersburg is the center of Virginia's Gateway Region. It is an independent city along the Appomattox River consisting of 23.1 square miles. The City's residents enjoy family-friendly neighborhoods and a small town atmosphere coupled with a wide variety of urban amenities. The city has distinguished itself through the preservation of its exceptional historic and architectural resources.

As of the 2010 Census, the City of Petersburg had a population of 32,420 residents. Petersburg has an extensive network of area highways and railroad facilities including interstates 85, 95, and 295, and U.S. highways 1, 301, and 460. Both CSX and Norfolk Southern railroad companies maintain transportation networks in Petersburg. Amtrak serves the region at the Petersburg Station with daily Northeast Corridor trains to Norfolk, and long-distance routes to Atlanta, Charlotte, New Orleans and Miami to the South and Washington, New York and Boston to the North.

Fort Lee borders Petersburg along the eastern city limits. Military activity has expanded at Fort Lee, which is the home of the United States Army's Sustainment Center of Excellence, and the Army's Logistics Branch, Ordnance, Quartermaster and Transportation Corps. Within the past decade, Fort Lee has experienced enormous growth as a result of the 2005 Base Realignment and Closure mandate. The daily population of Fort Lee now averages about 34,000 and includes members from all branches of the military service, their families, government civilians and contractors. Furthermore, as many as 70,000 troops will pass through Fort Lee's classrooms each year, making it the third largest training site in the Army. Fort Lee is an important part of the local Tourism market.

Marketing goals for Petersburg's Tourism Development Plan are as follows:

1. Encourage creativity and synergy in attracting visitors, tourists, and related businesses to the city
2. Increase hospitality and retail- related business attraction, retention, and expansion efforts
3. Maximize positive visitor experiences
4. Enhance relationships with nonprofit and private partners involved with Tourism activities
5. Enhance relationships with nonprofit and private partners involved with special events planning
6. Establish commitments from local, regional and state partners for marketing support
7. Create collaborative marketing opportunities with local partners
8. Attract and leverage resources for new projects within the Downtown Tourism Zone
9. Facilitate partner involvement in developing strategic goals and performance measures

Marketing objectives for Petersburg's Tourism Development Plan are as follows:

1. Increase visitation by 30%
2. Increase tourist expenditures by 30%
3. Facilitate the combined development and private sector investments of \$20 million
4. Increase visitor satisfaction by 30%
5. Include at least five partnership participants in the marketing plan implementation

Implementation of a focused, realistic, and results-oriented marketing plan will enable the city to achieve the following measurable and sustainable outcomes:

1. Increase tourism products/opportunities within the City of Petersburg
2. Increase the number of overnight visitors
3. Increase hotel occupancy rates
4. Increase tourist/visitor expenditures in Petersburg
5. Increase local tax revenue from tourism and special events
6. Increase the economic impact of tourism and cultural activities in Petersburg
7. Improve efficiencies in the development and delivery of economic development and tourism products

The City of Petersburg and Partners offer several key attractions:

- Center Hill Mansion
- Blandford Cemetery and Chapel
- Dogwood Trace Golf Course and Clubhouse
- Ward Center for Contemporary Arts
- Historic High Street Walking Tour
- Petersburg Area Art League
- Petersburg Farmers Market
- Southside Depot Contact Station
- National Battlefield
- Appomattox River and Trail
- The Exchange Building
- Petersburg Sports Complex
- Poplar Lawn Park
- Fort Lee
- Virginia State University
- Randolph Farms
- Wilcox Lake and Lee Park
- Petersburg Historic Courthouse
- Petersburg Public Library
- Pamplin Park

In addition to various visitor-ready attractions, the City of Petersburg is home to many popular annual events:

- April Half Marathon and 5K
Battersea Rev War Re-enactment
Historic Garden Week
- July Halifax Jazz Festival
- September Festival of Grapes and Hops
- October Oysters, Barbecue, Battersea
- December Holiday Home Tour
Holiday Illumination and Parade

Target markets for Petersburg’s Tourism Development Plan include the following:

- Cultural Heritage Travelers History Buffs and Enthusiasts, Historical Societies, Retirees, and Former Residents
- African American Travelers Family Reunions, Group Tours, Former Residents, School Reunions, Church Events
- Special Events Participants Marathon Runners, Annual Celebrations, Special Groups and Observances, Nature-Related Activities
- Out-of-Town Visitors and Tourists Vacationers, Weekend Getaways, Sporting and Outdoor Groups, Business and Military Travelers
Participants in Virginia State University Conferences and Events, Local Business Travelers

The primary message in marketing the City of Petersburg is **“Explore. Experience. Enjoy!”** Strategies and tactics for marketing the City of Petersburg as a destination will vary depending on the target audience. Several city agencies work in collaboration to maximize the visitor experience in the City of Petersburg. These agencies include, but are not limited to, Leisure and Cultural Affairs; Planning, Economic Development and Code Compliance. Other partners include, but are not limited to, Petersburg Area Regional Tourism, the Petersburg Preservation Taskforce, the Petersburg Chamber of Commerce, the Cameron Foundation, Petersburg Area Art League, Southside Virginia Council of the Arts, Virginia’s Gateway Region, the Virginia Tourism Corporation, Petersburg National Battlefield, the Virginia Film Office, Friends of the Lower Appomattox, the Crater Planning District, the Virginia Department of Conservation and Preservation, the Virginia Department of Natural Resources, the Virginia Department of Housing and Community Development, Virginia Main Street, and the Virginia Department of Commerce and Trade. The role of our strategic partners is to assist in the planning and development of marketing activities, share information among stakeholders, participate in the coordination of special events and outreach, and leverage resources in support of Petersburg as a destination.

Core marketing strategies for the City of Petersburg’s Tourism Development Plan include:

1. Collaboration with strategic partners to advertise activities/events on respective websites
2. Advertisements in tourism and specialty publications
3. Development of collateral materials
4. Promotional campaigns
5. Group Tours
6. Recruitment of new retail opportunities in downtown Petersburg
7. Support the development of a Downtown Petersburg Business Association
8. Launch the Downtown Petersburg Main Street Program
9. Expansion of the Petersburg Farmers Market
10. Celebrate local arts, culture and heritage

Performance measures for marketing Petersburg as a destination of choice include the following:

1. Hotel occupancy rates and other related-information
2. New businesses locating within the Tourism Zone
3. Utilization of business development resources
4. Permits issued for new development or redevelopment within the Downtown Petersburg Tourism Zone
5. Number of special events
6. Number of tourism and/special events media releases
7. Attendance at special events
8. Taxable sales receipts
9. Food, beverage and lodging tax receipts

Performance measures will be tracked quarterly.

Focused on Economic Impact and Return on Investment:

- Enhanced visitor experiences
- Increased daytime and overnight visitors
- Increased pedestrian and vehicular traffic downtown
- Job creation
- Revenue

- Business expansion, attraction, and retention
- New investment
- Revitalization of major commercial corridors
- Redevelopment of obsolete and dilapidated structures

20 Good Reasons to Say Yes to Petersburg

1. Urban Core of the Virginia Gateway Region
2. Part of Richmond MSA
3. Access to nearly 1.2 million customers in extended area
4. Business-friendly state and local governments
5. Customized incentives
6. Five industrial parks
7. Two Virginia Enterprise Zones
8. More than 1000 historically designated properties
9. Strategically located—I-95, I-85, and I-295
10. More than 100,000 cars passing by on I-95 per day
11. Nationally recognized Veterans' support center
12. Two hours from Washington D.C.
13. Twenty minutes from Richmond
14. Ninety minutes from Norfolk
15. Easy access to ports of HR, Richmond, and Baltimore
16. Seven colleges and universities within the area MSA
17. Commonwealth Center for Advanced Manufacturing
18. Commonwealth Center for Advanced Logistics
19. Close proximity to military installations and facilities
20. Largest employers: healthcare, government, retail/trade, and manufacturing

Appendices





Appendix A: 2018 Regional Lodging Report

2018 Year-to-Date Lodging Report

The Research Team at VTC has contracted with Smith Travel Research (STR, Inc.), a leading lodging industry research company, to provide monthly and annual lodging data for the Commonwealth of Virginia. The following report provides an analysis for the state and various pre-defined regions year-to-date (YTD) data. [Note: STR, Inc.'s pre-defined regions do not correspond to political boundaries in all cases; however, they do provide a level of detail that allows for near complete coverage of the state. You may view a map and explanation of STR, Inc.'s pre-defined regions here: <http://www.vatc.org/research/lodgingreports/>]

There are five major areas of analysis contained in this report:

- 1) Room Demand – Reflects the percent change in the number of rooms sold
- 2) Room Supply – Reflects the percent change in the number of rooms available
- 3) Room Rate (ADR) – Reflects the average rate paid for rooms sold
- 4) Room Revenue– Reflects the percent change in the amount of revenue collected
- 5) Occupancy Percent – Reflects the percentage of rooms occupied

Statewide Analysis

Lodging room demand was up 1.3% YTD compared to the same period of 2017. The number of rooms available (room supply) changed by 1.1% YTD from the same period in 2017. Average room rate (prices per room rented) for the state as a whole has increased from \$111.48 to \$112.11 per room, up 0.6% from the same period of 2017. Room revenue, which is tied to room demand and room rates, has increased by 1.9% YTD compared to the same period of 2017. Occupancy rates, which reflect changes in both the supply and demand for rooms, averaged at 66.0%, up 0.2% from the same period of 2017.

The following table details the above five areas of analysis for the US, Virginia and various segments around the state. Sub-segments are also included within several of the larger segments. For example, the larger Washington DC Segment is broken down into Arlington, Alexandria, Fairfax, Suburban VA, I-95 Fredericksburg, and Dulles Airport sub-segments.

	Room Demand	Room Supply	Average Room Rates			Room Revenue	Occupancy Percent		
	% Change	% Change	YTD September 2018	YTD September 2017	% Change	% Change	2018	2017	% Change
Virginia	1.3	1.1	112.11	111.48	0.6	1.9	66.0	65.9	0.2
Washington, DC-MD-VA	0.5	1.6	157.26	160.40	-2.0	-1.5	73.2	74.1	-1.1
Arlington, VA	-1.1	1.4	165.75	168.33	-1.5	-2.6	77.6	79.5	-2.5
Alexandria, VA	0.4	1.7	135.52	138.53	-2.2	-1.8	71.5	72.4	-1.3
Fairfax/Tysons Corner, VA	-1.0	0.0	141.19	139.77	1.0	0.0	72.2	73.0	-1.0
Suburban Virginia Area	2.7	2.2	111.51	108.72	2.6	5.4	64.7	64.3	0.5
I-95 Fredericksburg, VA	1.8	1.2	86.65	85.71	1.1	2.9	67.2	66.8	0.6
Dulles Airport Area, VA	0.1	0.1	116.69	114.51	1.9	2.0	75.8	75.9	-0.1
Norfolk-Virginia Beach, VA	1.6	0.9	107.39	105.57	1.7	3.4	65.3	64.8	0.7
Chesapeake/Suffolk, VA	5.0	1.0	80.76	79.02	2.2	7.3	74.8	71.9	4.0
Newport News/Hampton, VA	3.2	1.4	74.38	73.46	1.2	4.5	68.4	67.2	1.8
Norfolk/Portsmouth, VA	2.3	1.2	97.99	92.71	5.7	8.1	69.0	68.3	1.1
Virginia Beach, VA	-0.6	1.1	140.63	138.24	1.7	1.1	67.0	68.2	-1.7
Williamsburg, VA	-0.0	-0.1	121.78	119.80	1.6	1.6	50.2	50.2	0.1
Virginia Area	3.5	1.7	96.59	96.36	0.2	3.7	59.4	58.4	1.7
Virginia Area	3.9	0.9	94.70	92.46	2.4	6.4	56.1	54.4	3.0
Lynchburg, VA	0.4	4.3	100.97	95.96	5.2	5.6	57.1	59.3	-3.8
Blacksburg/Wytheville, VA	3.0	3.1	89.87	92.45	-2.8	0.1	56.0	56.1	-0.1
Staunton/Harrisonburg, VA	2.9	1.1	92.41	93.05	-0.7	2.2	64.9	63.7	1.8
Roanoke, VA	6.7	2.4	85.08	86.01	-1.1	5.6	60.9	58.5	4.2
Charlottesville, VA	0.7	2.1	125.69	129.18	-2.7	-2.0	72.2	73.2	-1.4
Richmond-Petersburg, VA	1.2	0.7	96.04	93.30	2.9	4.1	66.2	65.9	0.4
Petersburg/Chester, VA	3.1	0.7	75.98	73.60	3.2	6.4	66.4	64.8	2.4
Richmond CBD/Airport, VA	6.0	2.6	125.46	121.79	3.0	9.2	66.7	64.5	3.4
Richmond North/Glen Allen, VA	-1.7	0.1	93.52	91.63	2.1	0.3	65.4	66.6	-1.8
Richmond West/Midlothian, VA	-1.7	-0.6	85.00	82.99	2.4	0.7	67.8	68.5	-1.1

SOURCE: STR, INC. REPLICATION OR OTHER RE-USE OF THIS DATA WITHOUT THE EXPRESS WRITTEN PERMISSION OF STR IS STRICTLY PROHIBITED.



Appendix B: Tourism Zone Ordinance

16-Ord-06
Adopted:02/02/16

AN ORDINANCE TO ADD SECTION 38-110 TO CHAPTER 38 OF THE 2000 CODE OF THE CITY OF PETERSBURG, VIRGINIA AS AMENDED BY ESTABLISHING A TOURISM ZONE PURSUANT TO VIRGINIA CODE § 58.1-3851

BE IT ORDAINED by the City Council of the City of Petersburg, Virginia, that, pursuant to the authority contained in Virginia Code § 58.1-3851, a tourism zone is hereby established on those lands within the boundaries of the tourism zone shown on the map attached as Exhibit A, which is incorporated herein as a part of this ordinance; and

BE IT FURTHER ORDAINED that the tourism zone established by this ordinance shall be named the "Downtown Petersburg Tourism Zone"; and

BE IT FURTHER ORDAINED that the purpose of the tourism zone will be to provide a gap financing mechanism authorized by Virginia Code § 58.1-3851.1 for those qualifying tourism development projects identified as critical and which address specific critical tourism infrastructure deficiencies under criteria to be established by the City Council in conjunction with satisfying all other requirements of Virginia Code § 58.1-3851.1.

Sec. 38.110 – Creation of the Downtown Petersburg Tourism Zone

(A) Introduction

Virginia Code 58.1-3851 authorizes Virginia localities to establish, by ordinance, one or more tourism zones for the purpose of granting tax incentives and providing regulatory flexibility to qualified businesses.

The purpose of the Downtown Petersburg Tourism Zone is to facilitate the establishment and growth of businesses that (1) increase capital investment and create jobs, (2) increase the inventory of tourism-related businesses, and (3) enhance public amenities, attractions, and revenue.

The Petersburg Downtown Tourism Zone overlaps the city's existing Enterprise Zone, Central Business District, and historic districts. There are currently incentives in these areas. The Tourism Zone adds additional resources that businesses can receive through the Virginia Tourism Corporation. The City of Petersburg will enter into performance agreements with qualified new and expanding businesses within this zone.

(B) Boundaries

The boundaries of the Petersburg Tourism Zone are as follows: the south bank of the original channel of the Appomattox River; thence along the said south bank in an easterly direction to Poor Creek; thence along Poor Creek to East Bank Street; thence eastwardly along the centerline of East

Bank Street to a point which is the intersection of East Bank Street with the northern projection of Patrick Street; thence southwardly along the said northern projection of Patrick Street and along the centerline of Patrick Street to Nottoway Street; thence westwardly along Nottoway Street to Accomack Street; thence southwardly along Accomack Street to Wythe Street; thence westwardly along Wythe Street to I-95; thence southwardly along the centerline of I-95 to its intersection with the eastward projection of the centerline of Surry Lane; thence westwardly along the projected and actual centerline of Surry Lane to South Sycamore Street; thence southwardly along the centerline of South Sycamore Street to Shore Street; thence westwardly along the centerline of Shore Street to Halifax Street; thence northwardly along the centerline of Halifax Street to Independence Street; thence westwardly along the centerline of Independence Street to South Jones Street; thence northwardly along the centerline of South Jones Street to Lee Avenue; thence westwardly along the centerline of Lee Avenue to South Street; thence northwardly along the centerline of South Street to West High Street; thence westwardly along the centerline of West High Street to its intersection with the abandoned right-of-way of the Seaboard Coast Line Railway; thence northwardly along the centerline of said right-of-way to the Appomattox River, said river being the northern city limits of the City of Petersburg, Virginia; thence along the northern city limits to the point of beginning.

(C) Eligibility Requirements

(1) Economic incentives and regulatory flexibility may be made available to any new or expanded business which seeks to attract customers from the Tri-Cities region and beyond. The business must advance the city's strategic goals and the city's Comprehensive Plan. The business must commit to a performance agreement based upon investment, historic preservation, jobs, sales revenues, or other significant criteria. Examples of eligible business include retail trade establishments, eating establishments, museums, bed and breakfasts, hotels, theaters, cultural art centers, health clubs/fitness centers, conference centers, commercial parking garages, and commercial recreation facilities.

(2) An existing business must make a capital investment of at least \$125,000.00 or create and sustain at least 5 new full time jobs in order to be eligible for economic incentives or regulatory flexibility. A new business must make a capital investment of at least \$250,000.00 or create and sustain at least 10 new full time jobs in order to be eligible for economic incentives or regulatory flexibility.

(3) Economic incentives may be provided for up to ten years through the performance agreement. In the case of multi-year incentives, the business shall establish its qualification for the incentives on an annual basis.

(D) Rules and Regulations

Rules and regulations prescribing procedures effectuating the purpose of this chapter shall be promulgated by the City Manager and approved by the City Council.

(E) Administration

The Downtown Petersburg Tourism Zone will be administered through the Petersburg Office of Economic Development.

(F) Effective

This ordinance shall be effective immediately.

Ordinance 14-Ord. 06
adopted by the City of Petersburg Council
of the City of Petersburg on:

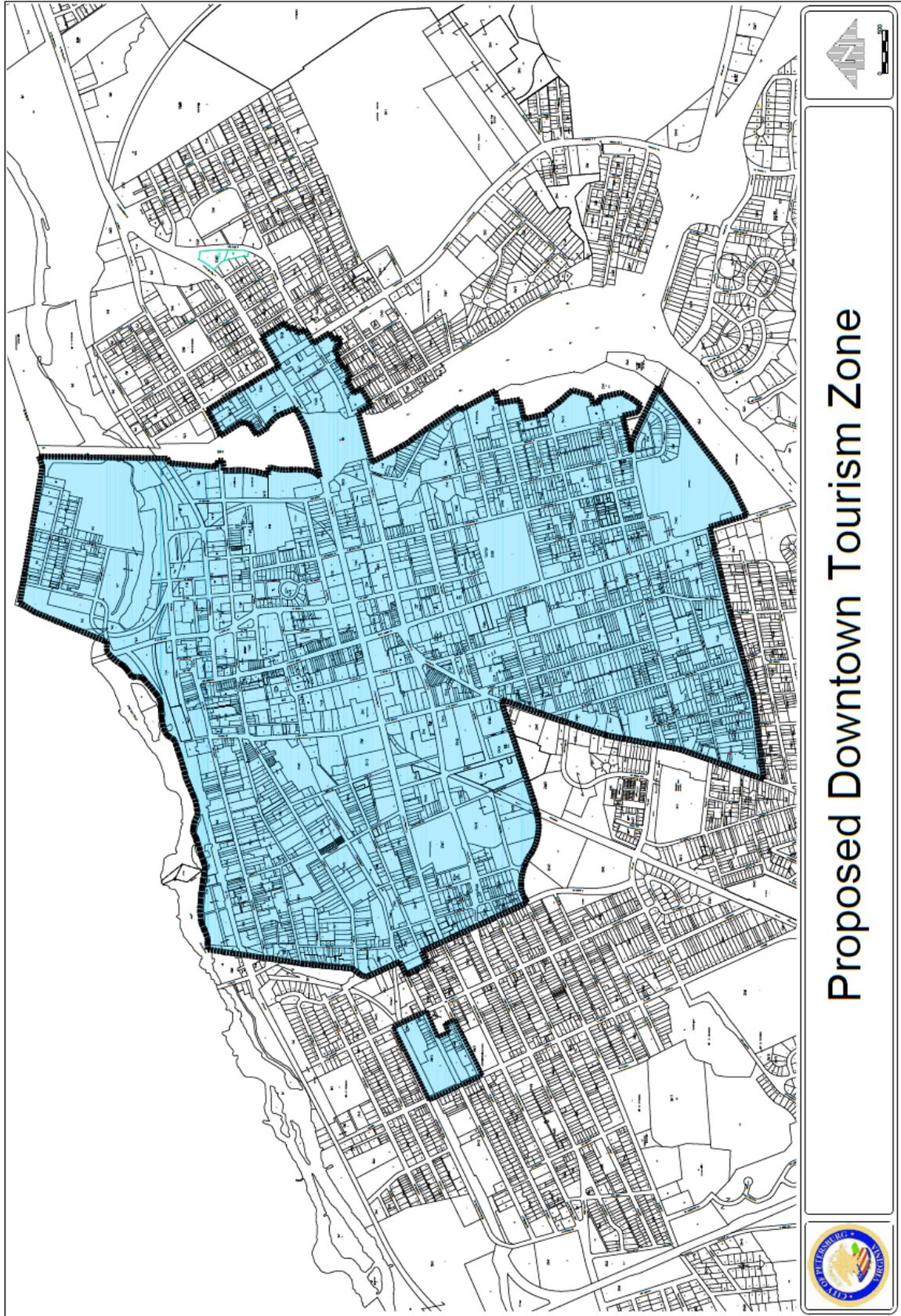
February 2, 2014


Clerk of City Council


Mayor



Appendix C: Tourism Zone Map



Proposed Downtown Tourism Zone





Appendix D: Petersburg Tourism Assets

I. Arts and Culture: Museums, Galleries, Fine Art and Libraries

#	Name	Address	Postal Code
1	Petersburg Area Art League	7 East Old Street	Petersburg, VA 23803
2	Walton Gallery of Fine Art	17 N Sycamore St	Petersburg, VA 23803
3	Ward Center for Contemporary Art	132 N Sycamore Street	Petersburg, VA 23803
4	Petersburg Public Library	201 W Washington St	Petersburg, VA 23803

II. Entertainment and Amusement: Events and Venues

#	Name	Address	Postal Code
1	Petersburg Haunts Walking Tour	7 Courthouse Ave	Petersburg, VA 23803
2	Festival of Grapes and Hops	9 E Old St	Petersburg, VA 23803
3	Union Station	103 River St	Petersburg, VA 23803
4	Old Towne Civic Center	136 River St	Petersburg, VA 23803

III. Experiential – Epicurean: Shopping, Antiques, Vintage Clothing, Unique Gifts

#	Name	Address	Postal Code
1	Jerry's Antiques and More	121 Bollingbrook St	Petersburg, VA 23803
2	Penniston's Alley Antiques	102 W Old St	Petersburg, VA 23803
3	Petersburg Pickers	110 Guarantee St	Petersburg, VA 23803
4	Sycamore Antiques and Architectural Art	248 N Sycamore St	Petersburg, VA 23803
5	The Oak Antique Mall	400 N Sycamore St	Petersburg, VA 23803
6	Second Hand Rose	11 N Sycamore St	Petersburg, VA 23803

7	The Bucket Trade	306 N Sycamore St	Petersburg, VA 23803
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IV. Experiential – Epicurean: Spa Services

#	Name	Address	Postal Code
1	Crystal Spa & Nails	115 North Sycamore Street	Petersburg, VA 23803
2	The Retreat Salon and Spa	12 W Old Street	Petersburg, VA 23803

V. History and Heritage: African American and Civil Rights

#	Name	Address	Postal Code
1	Joseph Jenkins Roberts Monument	Corner of Halifax and S Sycamore Sts	Petersburg, VA 23803
2	People's Cemetery	15 W Bank St	Petersburg, VA 23803
3	Pocahontas Island	224 Witten St	Petersburg, VA 23803
4	Pocahontas Island Black History Museum	224 Witten St	Petersburg, VA 23803
5	Underground Railroad House	213-215 Witten St	Petersburg, VA 23803
6	First Baptist Church	236 Harrison St	Petersburg, VA 23803
7	Gillfield Baptist Church	209 Perry St	Petersburg, VA 23803
8	Peabody High School	725 Wesley St	Petersburg, VA 23803

VI. History and Heritage: Colonial, Civil War

#	Name	Address	Postal Code
1	Blandford Church	111 Rochell Lane	Petersburg, VA 23803
2	Centre Hill Museum	1 Centre Hill Avenue	Petersburg, VA 23803
3	Farmers Bank	19 Bollingbrook St	Petersburg, VA 23803
4	Fort Davis	S Crater Road & Flank Road	Petersburg, VA 23805

5	Fort Hays	650 Flank Road	Petersburg, VA 23805
6	Historic Blandford Church	111 Rochelle Lane	Petersburg, VA 238
7	South Side Railroad Depot	37 River St	Petersburg, VA 23803
8	St. Paul's Episcopal Church	110 North Union St	Petersburg, VA 23803
9	Washington Street United Methodist Church	14 East Washington St	Petersburg, VA 23803
10	Battersea	1289 Upper Appomattox St	Petersburg, VA 23803
11	The Exchange Building and Visitor's Center	15 W Bank St	Petersburg, VA 23803
12	Petersburg Courthouse	Courthouse Square	Petersburg, VA 23803

VII. History and Heritage: Virginia Department of Historic Resources Designated Historic Markers

1	Folly Castle (QA-1)	W. Washington St.	Petersburg, VA 23803
2	St. Paul's Church (QA-10)	N. Union St.	Petersburg, VA 23803
3	Blandford Church and Cemetery (QA-11)	S. Crater Rd.	Petersburg, VA 23803
4	Battle of Petersburg (QA-12)	S. Crater Rd.	Petersburg, VA 23803
5	East Hill (QA-13)	E. Bank St.	Petersburg, VA 23803
6	Two Noted Homes (QA-14)	W. Washington St.	Petersburg, VA 23803
7	Formation of the Southern Methodist Church (QA-15)	E. Washington St.	Petersburg, VA 23803
8	Graham Road (QA-16)	S. Crater Rd.	Petersburg, VA 23803
9	Graham Road (QA-17)	Graham Rd.	Petersburg, VA 23803
10	The First Methodist Meeting House (QA-18)	Canal St.	Petersburg, VA 23803
11	Grace Episcopal Church (QA-19)	High St.	Petersburg, VA 23803
12	Golden Ball Tavern (QA-2)	N. Market St.	Petersburg, VA 23803
13	Battle Of Petersburg, 25 April 1781--Artillery Position (QA-20)	E. Washington St.	Petersburg, VA 23803
14	Battle Of Petersburg, 25 April 1781--British Line Of Attack (QA-21)	E. Washington St.	Petersburg, VA 23803
15	Battle Of Petersburg, 25 April 1781--East Hill (QA-22)	Madison Street	Petersburg, VA 23803
16	Battle Of Petersburg, 25 April 1781--First Line Of Defense (QA-23)	E. Bank St.	Petersburg, VA 23803
17	Battle Of Petersburg, 25 April 1781--Flanking Movement (QA-24)	Graham Rd.	Petersburg, VA 23803
18	Battle Of Petersburg, 25 April 1781--Second Line Of Defense (QA-25)	N. Madison St.	Petersburg, VA 23803
19	Corling's Corner (QA-26)	N. Sycamore Street	Petersburg, VA 23803
20	Peabody High School (1870-1970) (QA-27)	Liberty Street	Petersburg, VA 23803

21	Undine Smith Moore (1904-1989) (QA-28)	Halifax Street	Petersburg, VA 23803
22	Weddell-McCabe-Chisholm House (QA-30)	Sycamore Street	Petersburg, VA 23803
23	Bishop Payne Divinity School (QA-31)	Halifax Street	Petersburg, VA 23803
24	Joshua L. Chamberlain--Promoted "on the spot" (QA-33)	Winfield Road	Petersburg, VA 23803
25	People's Memorial Cemetery (QA-34)	S. Crater Road	Petersburg, VA 23803
26	Pocahontas Island (QA-35)	Joseph Jenkins Roberts St.	Petersburg, VA 23803
27	Joseph Cotten (1905-1994) (QA-36)	Washington St.	Petersburg, VA 23803
28	Prince Hall Masons in Virginia (QA-37)	Harrison St.	Petersburg, VA 23803
29	Charles Stewart (ca. 1808-after 1884) (QA-38)	Pocahontas St.	Petersburg, VA 23803
30	Poplar Lawn (QA-5)	S. Sycamore St.	Petersburg, VA 23803
31	Fort Henry (QA-6)	N. South St.	Petersburg, VA 23803
32	General Lee's Headquarters (QA-7)	W. Washington St.	Petersburg, VA 23803
33	Bollingbrook Hotel (QA-8)	2nd St.	Petersburg, VA 23803
34	Battersea (QA-9)	W. Washington St.	Petersburg, VA 23803
35	Cottage Farm (S-43)	Boydton Plank Rd.	
36	Early English Exploration (S-76)	N. Sycamore St.	Petersburg, VA 23803

VIII. History and Heritage: Civil War Trails Designated Historic Sites

#	Name
1	Petersburg Batteries
2	Blandford Church
3	Fort Davis
4	Fort Hays
5	South Side Station
6	Lincoln in Petersburg
7	Petersburg National Battlefield
8	Cavalry Assault

IX. Experiential – Culinary: Locally-Owned Bakery, Bistro, Brewery, Coffee, Fast Casual and Fine Dining

#	Name	Address	Postal Code
1	Buttermilk Bake Shop	257 East Bank St	Petersburg, VA 23803
2	City Table (Fine Dining)	9 E Old St	Petersburg, VA 23803
3	Dee's Diner (Diner)	106 N Sycamore St	Petersburg, VA 23834
4	AMMO brewing	235 N Market Street	Petersburg, VA 23803
5	Trapezium Brewing Company	423 3rd Street	Petersburg, VA 23803

6	Demolition Coffee	215 E Bank St	Petersburg, VA 23803
7	Local Vibe Café (Fast Casual)	414 N Market St, Petersburg	Petersburg, VA 23803
8	Tier 7 Café (Fast Casual)	201 W Washington St	Petersburg, VA 23803
9	King's Barbeque	2910 S Crater Road	Petersburg, VA 23805
10	Saucy's BBQ	5th & Bollingbrook Sts	Petersburg, VA 23803
11	Shut Yo Mouf Restaurant (Southern Cuisine)	422-424 N Market Street	Petersburg, VA 23803
12	Dixie Restaurant (Southern Cuisine)	250 N Sycamore Street	Petersburg, VA 23803

X. Hospitality: Bed and Breakfast, Boutique, Inn

#	Name	Address	Postal Code
1	Guest House	205 S Sycamore St	Petersburg, VA 23803
2	The Destiny Inn B&B	517 High Street	Petersburg, VA 23803
3	The Jury's Inn	216 N Sycamore St	Petersburg, VA 23803
4	The Ragland Mansion Bed and Breakfast	205 South Sycamore Street	Petersburg, VA 23803
5	Historic Petersburg Hotel (Under Construction)	20 W Tabb St	Petersburg, VA 23803

Hospitality: Hotel/Chain

#	Name	Address	Postal Code
1	Country Inn and Suites - Petersburg	130 Wagner Road	Petersburg, VA 23805
2	Econo Lodge - Historical Petersburg	900 Winfield Road	Petersburg, VA 23803
3	Cambria Hotel and Suites (Under Construction)	380 E Washington St	Petersburg, VA 23803
4	Travelodge	530 E Washington St	Petersburg, VA 23803

Hospitality: Motels

#	Name	Address	Postal Code
5	Americas Best Value Inn	25 S Crater Rd	Petersburg, VA 23803
6	Econo Lodge	890 Winfield Rd	Petersburg, VA 23803
7	Motel 6	25 N Little Church St	Petersburg, VA 23803
8	Super 8 Motel	3138 S Crater Rd	Petersburg, VA 23803
9	Super 8 Motel	555 E Wythe St	Petersburg, VA 23803
10	American Inn	2209 County Dr	Petersburg, VA 23803
11	Budget Motor Inn	2151 N Jamestown Dr	Petersburg, VA 23803
12	California Inn Inc	2214 County Dr	Petersburg, VA 23803
13	Crater Inn	2727 S Crater Rd	Petersburg, VA 23803
14	Flagship Inn	815 S Crater Rd	Petersburg, VA 23803
15	Heritage Motor Lodge	320 Rives Rd	Petersburg, VA 23803
16	King's Motel	602 E Wythe St	Petersburg, VA 23803
17	Star Motel	39 S Crater Rd	Petersburg, VA 23803
18	Royal Inn Motel Inc	23 S Little Church St	Petersburg, VA 23803

Nature and Outdoor Recreation: River, Recreation

#	Name	Address	Postal Code
1	Upper Appomattox Canal	15 W Bank Street	Petersburg, VA 23803
2	Dogwood Trace Golf Course	3108 Homestead Drive	Petersburg, VA 23805

IX. Experiential – Culinary: Counter Service

#	Name	Address	Postal Code	Asset Attribute Type
1	Andrew's Grill	6 W Washington St	Petersburg, VA 23803	American
2	Little Pig Barbecue	3329 W Washington St	Petersburg, VA 23803	Barbeque
3	Bojangles' Famous Chicken	3475 S Crater Rd	Petersburg, VA 23803	Chicken
4	Church's Chicken	108 S Sycamore St	Petersburg, VA 23803	Chicken
5	Golden Skillet Fried Chicken	1228 W Washington St	Petersburg, VA 23803	Chicken
6	KFC	3335 S Crater Rd # A	Petersburg, VA 23803	Chicken
7	Mc Donald's	1206 Courthouse Rd	Petersburg, VA 23805	Fast Food
8	Mc Donald's	2139 S Crater Rd	Petersburg, VA 23805	Fast Food
9	2 For 1 Pizza	1450 W Wythe St	Petersburg, VA 23803	Pizza
10	Domino's Pizza	2130 E Washington St	Petersburg, VA 23803	Pizza
11	Little Caesars Pizza	2004 S Sycamore St	Petersburg, VA 23803	Pizza
12	Lucky's	1450 W Wythe St	Petersburg, VA 23803	Pizza
13	A Taste of Philly	21 W Washington St	Petersburg, VA 23803	Sandwiches
14	American Choice Deli	847 W Washington St	Petersburg, VA 23803	Sandwiches
15	Big Mike's Burger Shoppe	2870 County Dr	Petersburg, VA 23803	Sandwiches
16	Burger King	2730 S Crater Rd	Petersburg, VA 23803	Sandwiches
17	Hardee's	1865 S Crater Rd	Petersburg, VA 23803	Sandwiches
18	Hardee's	2135 County Dr	Petersburg, VA 23803	Sandwiches
19	Phat Philly	720 E Washington St	Petersburg, VA 23803	Sandwiches
20	Real Burger	1242 W Washington St	Petersburg, VA 23803	Sandwiches

21	SUBWAY	3500 S Crater Rd	Petersburg, VA 23803	Sandwiches
22	SUBWAY	3219 S Crater Rd # A	Petersburg, VA 23803	Sandwiches
23	Wendy's	1859 S Crater Rd	Petersburg, VA 23803	Sandwiches
24	Whataburger	2350 W Washington St	Petersburg, VA 23803	Sandwiches
25	Captain D's Seafood	3330 S Crater Rd # 3	Petersburg, VA 23803	Seafood

IX. Experiential – Culinary: Full Service

1	Traditionz Wings & Grill	3140 S Crater Rd	Petersburg, VA 23805	Chicken
2	Panda Restaurant	2447 County Dr # B	Petersburg, VA 23805	Chinese
3	Tian Tian Gourmet	2130 S Crater Rd # F	Petersburg, VA 23805	Chinese
4	Top's China Restaurant	2043 S Crater Rd	Petersburg, VA 23805	Chinese
5	Roma's Italian Pizza Rstrnt	2447 County Drive	Petersburg, VA 23805	Ethnic foods
6	Simona's Pizza & Subs	30 Medical Park Blvd	Petersburg, VA 23805	Ethnic foods
7	The Mad Italian Pasta & Steakhouse	2545 S Crater Road	Petersburg, VA 23805	Ethnic foods
8	Andrade's International Restaurant	7 Bollingbrook St	Petersburg, VA 23803	Ethnic foods/ Full Service
9	Blue Willow Tea Room	104 W Old St	Petersburg, VA 23803	Ethnic foods/ Full Service
10	VA Flavors	2030 S Sycamore St	Petersburg, VA 23805	Ethnic foods/Counter Service
11	Maria's Old Town 21 Ristorante Italiano	21 W Old St	Petersburg, VA 23803	Ethnic foods/Full Service
12	Wabi-Sabi	29 Bollingbrook Street	Petersburg, VA 23803	Ethnic foods/Full Service
13	Alexander's Fine Food	101 W Bank Street	Petersburg, VA 23803	Ethnic foods/Greek
14	Mad Italian Pasta & Steak Hse	2545 S Crater Rd	Petersburg, VA 23805	Italian
15	Sal's Pizza	2017 S Crater Rd	Petersburg, VA 23805	Italian

16	Yankee Coffee Shop	2557-B S Crater Road	Petersburg, VA 23805	Locally owned restaurants
17	Alibi's	305 N Sycamore St	Petersburg, VA 23803	Locally owned bistros and restaurants
18	The Brickhouse Run	407-409 Cockade Alley	Petersburg, VA 23803	Locally owned full service restaurants
19	Jimmy's Grille	16 Goodrich Ave	Petersburg, VA 23805	Locally owned restaurants American
20	Longstreet's Deli	302 N Sycamore St	Petersburg, VA 23803	Locally owned restaurants Full Service
21	Croaker's Spot	39 River St	Petersburg, VA 23803	Seafood
22	Rinkeydink Cafe	2550 S Crater Rd	Petersburg, VA 23805	Southern
23	Tony's Disco & Steak House	101 Halifax St	Petersburg, VA 23803	Steak
24	River Street Market	30 River Street	Petersburg, VA 23803	Outdoor Markets
25	Canton Restaurant	950 S Sycamore St # C	Petersburg, VA 23805	Chinese
26	Anytime Restaurant	1847 S Crater Rd	Petersburg, VA 23805	American
27	Debbie's Bar & Grill	3849 S Crater Rd	Petersburg, VA 23805	American
28	China Wok	2012 S Sycamore St	Petersburg, VA 23805	Chinese
29	Hong Kong Buffet	3301 S Crater Rd	Petersburg, VA 23805	Chinese
30	Jade Garden	101 S Crater Rd	Petersburg, VA 23805	Chinese
31	Kin's Wok Restaurant	1714 W Washington St	Petersburg, VA 23805	Chinese
32	Marco Polo Buffet Restaurant	2138 S Crater Rd	Petersburg, VA 23805	Chinese
33	Taste of China	3330 S Crater Rd # 11	Petersburg, VA 23805	Chinese
34	Betto's Restaurant	3270 S Crater Rd	Petersburg, VA 23805	Italian
35	Simona Pizzas & Subs	3330 S Crater Rd # 28	Petersburg, VA 23805	Italian
36	Smiley's Jamaican Restaurant	2026 E Washington St	Petersburg, VA 23805	Jamaican
37	Pizza Hut	1962 S Sycamore St	Petersburg, VA 23805	Pizza

38	Pizza Hut	3200 S Crater Rd	Petersburg, VA 23805	Pizza
39	Fred & Dexter Soul Food Rstrnt	509 Halifax St	Petersburg, VA 23805	Southern
40	Golden Bee'z Southern Cuisine	2019 E Washington St	Petersburg, VA 23805	Southern
41	Liaison Restaurant	37 N Crater Rd	Petersburg, VA 23805	Southern
42	Yesterday's Tavern	3035 S Crater Rd	Petersburg, VA 23805	

Regional Assets

#	Name	Address	Postal Code	Asset Attribute Type
140	The Civil War Store	6125 Boydton Plank Road	Petersburg, VA 23803	Civil War
141	Nanny's BBQ	11900 South Crater Road	Petersburg, VA 23803	Virginia specialties/Southern cuisine
142	June 9, 1864 Battle	Graham Road & West Roy Smith Drive	Petersburg, VA 23803	Civil War
143	Pamplin Historical Park/ Museum of the Civil War Soldier	6125 Boydton Plank Road	Petersburg, VA 23803	Civil War
144	Petersburg National Battlefield	5001 Siege Rd	Petersburg, VA 23875	Civil War
145	Comfort Inn Petersburg - Fort Lee	12001 South Crater Road	Petersburg, VA 23805	Hotel/Chain
146	Days Inn Petersburg/Ft. Lee	12208 S Crater Rd	Petersburg, VA 23805	Hotel/Chain
147	Hampton Inn - Petersburg/Ft. Lee	11909 South Crater Road	Petersburg, VA 23805	Hotel/Chain
148	Rodeway Inn - Petersburg	12205 S Crater Rd	Petersburg, VA 23805	Motel/Chain
149	Quality Inn Petersburg VA	11974 S Crater Rd	Petersburg, VA 23805	
150	Idle Moment Farm	7724 Vaughan Rd	Petersburg, VA 23805	Horseback Riding
151	Picture Lake Campground	7818 Boydton Plank Road	Petersburg, VA 23803	Camping
152	South Forty RV Resort and Campground	2809 Courtland Rd	Petersburg, VA 23805	Camping
153	Virginia Motorsports Park	8018 Boydton Plank Road	Petersburg, VA 23803	Motor Sports/NASCAR/ Indy



Appendix E: Petersburg SWOT Survey Results

TOURISM INFRASTRUCTURE

Transportation Rating	Excellent	Average	Weak
Interstates	x		
Secondary roads		x	
Signage		x	
Bus travel		x	
Train travel		x	
Air travel		x	
Waterways			x
Taxi service		x	
Biking paths			x
Environment Rating	Strong	Average	Weak
Air quality	x		
Noise levels		x	
Traffic		x	
Landfills		x	
Wetlands		x	
Public health			x
Public Services Rating	Strong	Average	Weak
Police force		x	
Healthcare		x	
Public Utilities		x	
Waste management		x	
Rescue support		x	
Communications	x		
Public Parks/Recreation		x	

ECONOMY & BUSINESS COMMUNITY

Accommodations Rating	Strong	Average	Weak
B&Bs		x	
Inns			x
Hotels			x
Resorts			
Rental property			
Cottages			
Cabins			
Campsites			
Attractions Rating	Strong	Average	Weak
Shopping			x
Dining	x		
Historic	x		
Museums		x	
Wineries			
Music festivals		x	
Zoos/animal parks			
Art galleries		x	
Nature trails & facilities			

Petersburg Tourism SWOT Analysis

ECONOMY & BUSINESS COMMUNITY

Facilities Rating	Strong	Average	Weak
Universities		x	
Performing arts		x	
Outdoor parks		x	
Convention facilities			x
Sporting venues		x	
Event spaces		x	

LOCAL SOCIAL AND CULTURAL ASSETS

Heritage & Culture Rating	Strong	Average	Weak
Multi-cultural diversity		x	
Geography		x	
Architecture	X		
Historical improvements	x		
Language		x	
Material culture			
Aesthetics		x	
Religious diversity		x	

Area Integrity Rating	Strong	Average	Weak
Safety		x	
Cleanliness		x	
Friendliness		x	
Stability		x	
Quality of life		x	

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

Petersburg Tourism SWOT Survey Responses

Included below are the exact results from the local tourism stakeholders survey.

Strengths:

- True Historical Buildings and Attractions
- Location to major highways: 95 & 85
- Restaurants
- Appomattox River
- Civil War history
- African-American History
- Historic Churches
- Architecture
- Nice Shops, Galleries & Restaurants in Old Town
- Shopping districts in Petersburg
- Close relationship to travel options (e.g. Train and Bus)
- Distance to other attractions (e.g. Kings Dominion)
- Entertainment Options in area (e.g. Festivals, MPC, etc.)
- Shopping and dining (particularly antiques and bric-a-brac)
- Great walking town
- The location and/or proximity to Fort Lee
- The proximity to VSU and Bland
- Arts & Culture Events
- Museums
- Old Towne Architecture
- Talented citizens from an array of fields that are willing to volunteer and invested in the city's success
- Robust restaurant options
- Petersburg Preservation Task Force (PPTF), Chamber, willing newspaper)
- Breweries, new development, forward thinkers
- Nice, clean and convenient parks
- Growing in Diversity
- Free Parking (Especially Downtown)
- TV Station (Public Access Channel)
- National Park 5 miles away

Petersburg Tourism SWOT Analysis

Weaknesses:

- Large Hotel with broken glass at exit 52
- Other buildings in disrepair
- Advertisement
- Perception of City and Schools
- Financial weakness
- Racism
- Low expectations
- Lack of hotel rooms
- Lack of a common theme to build an ad campaign
- Trash litter at city entrances and city public facilities
- Tall Grass & Weeds at city historic sites
- Pan handlers on Washington, Sycamore & Franklin
- No Tourism Department
- Poor City Website for travelers
- Not enough parking for public, downtown and in key locations
- Other interesting areas other than Old Towne are not highlighted
- Opportunities for investments and grants are not communicated clearly to general public
- Need more visual safety personnel
- High Crime Rate and poverty stigma
- Derelict property and lack of substantive incentives for residential restoration
- City personnel without significant understanding of city assets and lack of resources
- Understaffed city departments
- Communication of New Initiatives/Projects
- Hotel Venues and limited hotel beds from a major chain
- Overcoming the past image Perception
- No afterhours museums and plays
- Limited adult activities
- Lack of a cellphone App to visit the historical sites
- Lack of a Starbucks in City, lack of marketing materials
- Panhandling
- Lack of public transportation
- Lack of family friendly events or activities
- No dedicated staff, need that
- No coordinated plan (with history, events, outdoors)
- Previous media coverage of city (e.g. financial troubles, crime, etc.)
- Too much focus on civil war
- Not enough collaboration with restaurants for smaller events
- Not enough support of the arts
- Not enough emphasis on our great architecture

- Proximity to shopping mall
- Convention space
- Incentives for business
- Ugly entry to city from I-95
- Poor and contradictory signage to Visitor Center
- Neglect of outdoor exhibits, such as the Kiosk exhibit, which are sadly in disrepair
- Lack of mowing, weeding and tree-trimming
- Lack of relationship between the Battlefield and the City

Opportunities:

- History
- Real historical buildings that had to be replicated in Williamsburg
- Land Available for Development
- More adult activities, plays and jazz bands
- Build on past activities
- Share what has been done
- Leverage VSU to help build a comprehensive theme
- Racial diversity
- Expansion of enterprise zone up Sycamore Street
- Triangle area
- Getting citizens excited
- Incentives for Business Development
- Hotel Development (Hotel, not motel)
- Partnering with City business owners
- Partnering with City civic organizations
- Partnering with Church & non-profit organizations
- Hiring tourism employees that know what they are doing
- Hiring city staff that are vested/live in the city
- Cooperative plans with surrounding municipalities
- More community events in Old Towne
- Affordable Housing
- Optimizing non-profits and partnering/collaborating with civic and professional organizations
- Capitalizing on historic sites and investing in collections
- Restructuring city systems to maximize efficiency
- Farming out certain areas of city operations to consultants when the city cannot reasonably do the job
- Maximizing resources and partnerships with state agencies and grant funding organizations
- Longer Hours for Business & Entertainment
- Increased Social Media Presence
- Military Attractions
- Partnerships with Virginia State University

- HBO Movie Tubman
- New location of the Cambria Hotel
- Expand on the new walking trail renovation near river
- Recreational Opportunities
- Strengthen public/private partnerships
- Revive and renovate historic sites
- Lots of new professionals in town who understand tourism is important to Economic Development
- Investment in coordinated efforts, but without City having to pay tab right away
- Chamber of Commerce, PPTF and others who seem to be working together
- Breweries, meaderies, distilleries, coffee houses
- Outdoor opportunities – Appomattox
- Support FFA, work with local restaurants - Tapas rather than full meals a way to keep traffic moving and mingling with art and artists / musicians
- More focus on African-American and other lenses of history - the story of the river, the story of segregation (our bus station and Peabody School, the story of the agriculture, the iron works
- Partner with PAAL or take some meaningful role in Friday for the Arts (it's one of the few consistent draws to town)
- Use the former lumber yard off Pocahontas island for a swap meet - we could draw lots of people and that land is just sitting there - we are becoming a destination for antiques and swap meets fit that
- Capitalize on the Farmer's market - support that, support music, support healthy eating, let's turn a book mobile into a fresh food mobile and get the energy and wellness from the market into our local neighborhoods - tourists want to come to a healthy city
- Let's all be part of the rebranding of Petersburg into a health conscious, active place to live and learn
- Partner with the Library. Tourism is also about who lives here and how we can project a welcoming, interesting venue for outsiders
- Order new panels for the Kiosk Exhibit and the trail signage coordinate with FOLAR's trail grant
- Open the Train Station as the Battlefield's Visitor Center
- Take advantage of restaurants, coffee shops and breweries the city has to offer

Threats:

- Crime/safety concerns
- Blight
- Disinterest and inefficiency with City Government
- Racism
- Lack of comprehensive plan
- Lack of focus on tourism
- Should have free access to historic spots and museum
- Don't have progressive leadership with innovative ideas

- Need to be more liberal with working with the businesses in the area
- Budget
- Lack of city principal staff involvement
- Lack of qualified city tourism planning personnel
- Lack of interest by City Council
- No city strategic plan for improvement
- Lack of planning for future needs
- Lack of effective marketing and communication
- Lack of transparency between the city and community
- Lack of speed to make the changes needed
- Perception of crime and lack of safety
- City Council agreeing with the changes
- Making History Appealing to the Millennials
- Water Issues
- Trust from the residents
- Failing to work together with all community organizations
- Expansion of surrounding municipalities
- Ease of licensing process in surrounding municipalities
- Lack of money
- Bad press from Richmond and surrounding areas
- Apathy/lack of care for the visual aspect of the city
- If our assets are not cultivated, they may be forgotten
- If no investment/coordination, continual distrust by citizens
- No one thinking outside the box and retreating to their corners
- Not enough private investment to provide first class amenities needed
- Lack of collaboration and the strength these partnerships make with FFA, the Library, the schools, the farmers market
- We need to modernize our thinking about what culture means and get more professionals involved with our assets (art, architecture and history)
- The city continues to make short-sited decisions about the buildings and the resources
- Petersburg has a self-image problem, a crisis of confidence
- It always feels like we are reactive and going after the easy money