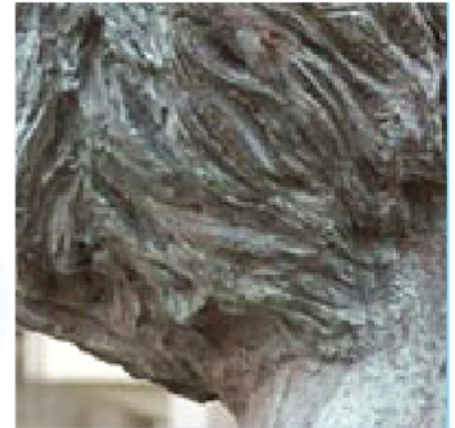
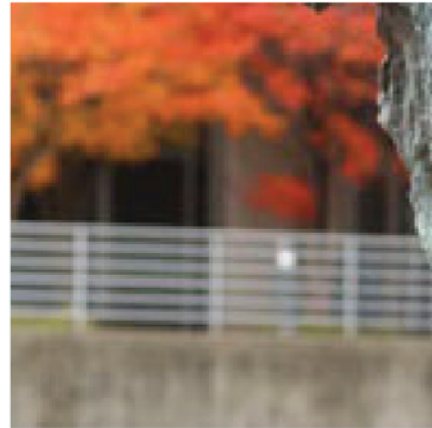
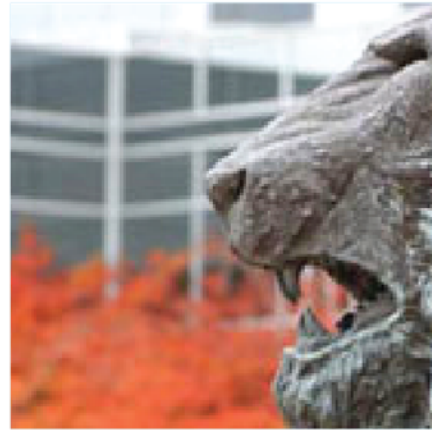




ODU

Resilience Collaborative



Tourism Business Resilience for Coastal Virginia

Presentation to the Joint Subcommittee on Coastal Flooding

September 25, 2017



Project Background



- Project focus: building resilience of the tourism industry in coastal Virginia, with Virginia Beach Oceanfront tourism businesses as the testbed
- Rationale: Tourism contributed \$1.4 billion to the Virginia Beach economy in 2015, generating 12,924 jobs¹
- Three parts
 1. Assess resilience of tourism businesses at the Virginia Beach Oceanfront
 2. Develop self-assessment tools for use by coastal Virginia tourism businesses to improve their resilience
 3. Analyze legal and policy framework related to Virginia Beach tourism resilience

¹Virginia Beach Convention & Visitors Bureau (2017). "Fact sheet: 2015 Economic impact of tourism." from <http://www.visitvirginiabeach.com/about-us/connect/research>

Assessment Methodology



- Assess tourism business owners and managers through interviews
- Five dimensions of business resilience
 1. Business planning and operations
 2. Vulnerability
 3. Preparation and recovery
 4. Communications
 5. Workforce
- Based on Mississippi/Alabama Sea Grant Tourism Resilience Index Self-Assessment
 - With additional input from Virginia Beach tourism stakeholders and City of Virginia Beach Emergency Management

Are tourism businesses resilient?



- Hotels were better prepared and more resilient compared to restaurants, retail businesses, and tourism attractions
 - Smaller, franchise hotels were less resilient than larger, brand hotels
- Extensive reliance on insurance and resources that come with insurance coverage
 - Some had seen increases in insurance rates
 - Most were not concerned about ability to maintain insurance coverage in the future

Accommodations



- Majority had undertaken extensive planning
 - Strategic, leadership and staff succession plans
 - Emergency plans
 - Continuity of operations plan
 - Evacuation plans
- Managers had experience with disaster recovery in recent years
- Low perceived vulnerability to flooding, but wind and rain from Nor'easters are a problem
- Difficult for employees to get to work during severe weather events

Policy Analysis



- Examined plans, codes, city policy and designated tourism financing
- Case studies - Florida, Gulf of Mexico, Myrtle Beach
- Recommend city should focus on increased communication departments handling tourism and resilience and with tourism industry
- City should encourage businesses to communicate with each other for resilience



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Self-assessment Tool for Coastal Virginia Tourism Businesses



- Simple method for businesses to determine resilience to coastal hazards, natural disasters, extreme events
- Provides suggested actions and resources
- Can be used by tourism business owners and managers throughout coastal Virginia

Need to address...		Self-assessment (circle your answer)		
<input type="checkbox"/>	How would you rate your organization's vulnerability to flooding?	High	Medium	Low
<input checked="" type="checkbox"/>	Is there flooding on your property?	Yes, on a regular basis	Yes, occasionally or during major storms	No
<input type="checkbox"/>	Is wind-driven rain a problem for your business?	Yes		No
<input checked="" type="checkbox"/>	Are strong winds a problem for your business?	Yes		No
<input type="checkbox"/>	How frequently do employees have problems getting to work during weather events?	Most of the time	Sometimes	Never

Recommendations



■ Greater focus on communication

- Between emergency management/resilience team, tourism professional organizations and businesses
- Involve existing tourism networks and organizations in connecting businesses and encourage collaboration

■ Interactive Business Resilience Self-assessment Tool

- Interactive tool in development
- Available on-line
- Marketing and dissemination plan

Moving Forward



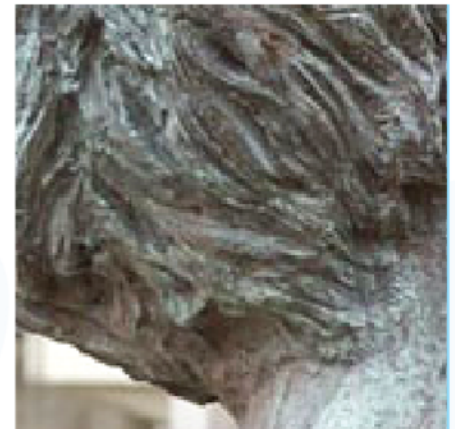
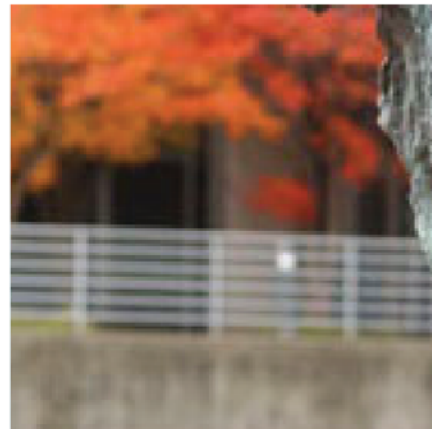
■ Tourism Business Resilience Workshops

- Helping businesses conduct self-assessment
- Connecting businesses and encouraging collaboration between businesses
- Bringing outside experts to learn best practices
- Planned for winter 2018





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