CUMBERLAND COUNTY TOURISM DEVELOPMENT AUTHORITY

TOURISM INVESTMENT FUND | IMPACT PROGRAM

Capital Investment Funding Application

What This Funds	Tourism-driven capital investment that generates measurable overnight visitation and hotel room nights.
What Matters Most	Room nights produced and occupancy tax returned. Fifty percent of scoring is based on return on investment.
TDA Funding Cap	IMPACT funding may not exceed 20% of total project cost. Maximum award is $250,000 per year, renewable up to three years. Minimum project cost: $100,000.
Does Not Qualify	Operating costs, marketing, salaries, debt service, design, engineering, PM, consulting fees, or projects outside Cumberland County.

Before You Begin - Read This First

This application is for capital projects that generate overnight visitation, hotel room nights, and occupancy tax revenue.
A Required Supporting Documentation Checklist is incorporated at the end of this application as Section 10. Read the full checklist before completing any section — each checklist category corresponds to an application section. Confirm all supporting documents are assembled before submitting.
IMPORTANT: Any application submitted with missing information or incomplete supporting documentation cannot be processed and will be returned without review. No exceptions.
Applicants requesting more than $150,000 must engage an independent validator before submitting. Allow four to six weeks.
Questions? Contact the CCTDA office before the application deadline.

Section 1 Applicant Information

PURPOSE: *Establish the legal identity, organizational type, and primary contact for the applicant entity.*

Legal Entity Name	Entity Type (Municipality / 501(c)(3) / 501(c)(6) / Public-Private Partnership)

Federal Tax ID or EIN	Primary Contact Name	Title

Email Address	Phone Number

Mailing Address (Street, City, State, ZIP)

Section 2 Project Overview

PURPOSE: *Define the project clearly, describe the intended use case, and show where the requested funds fit in the overall capital stack.*

Note: TDA funding may not exceed 20% of total project cost. Maximum award $250,000/year, renewable up to 3 years.

Project Name	Project Location and Address

Total Project Cost ($)	Funding Requested from TDA ($)	Other Funding Sources ($)	Total Funding Gap ($) [Calculate: Cost minus TDA minus Other]

Renewal Term Requested (1, 2, or 3 years)	IMPACT Funding as % of Total Cost [Calculate: TDA Request ÷ Total Cost × 100 — must not exceed 20%]

Project Description
Describe what will be built or improved, how the asset will be used, and why it is positioned to drive overnight visitation. Reference specific event types, user groups, or facility features that directly connect to hotel demand.

Section 3 Project Timeline

PURPOSE: *Projects must commence within 12 months of award approval and reach substantial completion within 36 months of the initial award. Performance benchmarks begin at project opening.*

Estimated Start Date	Estimated Completion and Opening Date	Estimated Stabilized Operations Date

Key Milestones

List major phases: design completion, permitting, financing close, construction start, first event, and stabilized operations. Note any dependencies that could affect the timeline.

Section 4 Tourism Demand and Event Pipeline

PURPOSE: *Show the recurring demand that supports the project. Demand evidence is classified by tier. The tier of your evidence directly affects your application score and Core Investment Fund eligibility.*

Demand Evidence Tier Requirement

Core Investment Fund applications must include at least one Tier 1 item or two Tier 2 items.
Applications supported exclusively by Tier 3 evidence will not be recommended for Core Investment funding.

Tier	Strength	Qualifying Evidence	Counts As
1	**Strong**	Executed contracts with operators; confirmed multi-year bookings; documented historical performance at same or comparable facility.	**1 item satisfies Core Investment minimum**
2	**Moderate**	Signed letters of intent with named operators; verifiable attendance history at comparable facilities in comparable markets.	**2 items required to satisfy Core Investment minimum**
3	**Weak**	Unsigned or conditional letters of intent; self-generated projections without comparable support; speculative future programming.	**Not eligible for Core Investment Fund on its own**

4A. Event Pipeline - List your strongest demand items first

Event or Use	Frequency	Est. Attendance	Overnight %	Est. Nights	Tier (1/2/3)

Use the Tier column (1, 2, or 3) to indicate evidence strength for each event. Attach supporting documents labeled by event name.

4B. Confirmed or Potential Operators and Partners

Identify who will run events at this facility. Include operator experience, years active, markets served, and prior event track record. Attach operator bios or track record documentation.

4C. Supporting Demand Notes

Specify the tier for each piece of evidence cited. Tier 1 items (executed contracts, historical performance data) carry the most scoring weight.

Section 5 Visitor Projections and Financial Model

PURPOSE: *Connect projected demand to room nights, rate assumptions, tax revenue, and expected return. All assumptions must be disclosed. For awards over $150,000, an independent validator will review this section.*

5A. Visitor and Room Night Projections

Estimated Annual Visitors	Estimated Overnight Percentage (%)	Average Length of Stay (nights)	Projected Annual Room Nights [Visitors × Overnight% ÷ 100 × LOS]

Methodology - How was the room night estimate developed?

Disclose all assumptions: party size, overnight conversion rate, number of annual events, attendance per event, seasonality, and repeat booking assumptions. Projections must align with your demand evidence tier.

5B. Financial Model

ADR Assumption ($)	Occupancy Tax Rate (%)	Projected Annual Tax Revenue ($) [Room Nights × ADR × Tax Rate ÷ 100]	Projected 5-Year Tax Revenue ($) [Annual Tax × 5]

Award Request Amount ($)	Calculated ROI [5-Year Tax ÷ Award Request]	ROI meets minimum 1.0x? [Yes / No]

ADR and Tax Rate Justification - Cite current local market data sources

Reference current local STR data, hotel rate surveys, or comparable market rate documentation. The independent validator will assess whether the ADR assumption is consistent with current lodging market conditions.

Comparable Market Validation - Reference at least two comparable facilities

Identify facility name, location, type, and estimated room night generation for each comparable. Explain why each is comparable to your project in type, scale, market, and event profile.

5C. Performance Benchmark Schedule

How Benchmarks Work

If awarded, your projected room nights will be converted into binding annual targets. Falling more than 20% below any benchmark triggers a Performance Cure Review.
Falling more than 30% below the Year 3 benchmark may trigger interim clawback of up to 25% of awarded funds.
Review these thresholds carefully before submitting. Overstated projections create contractual clawback exposure.

Milestone	Cumulative Target	Consequence if Missed by More Than 20%
Year 1 (post-opening)	**15%**	Annual report explanation required within 90 days of fiscal year close.
Year 2	**35%**	Annual report explanation required within 90 days of fiscal year close.
Year 3 (Interim Review)	**55%**	Formal interim review triggered. Corrective action plan required within 60 days. A miss of more than 30% may trigger interim clawback of up to 25% of awarded funds.
Year 4	**75%**	Annual report explanation required within 90 days of fiscal year close.
Year 5 (Final Validation)	**100%**	Final validation review. Clawback amount determined based on cumulative five-year performance.

Section 5D Independent Validation

PURPOSE: *Required for all applications requesting more than $150,000. The Authority must receive a written opinion from a qualified, disinterested third party before committing public funds at this level.*

Required for Requests Exceeding $150,000

Conditional for requests under $150,000 — may be required at the Authority's discretion.
Allow four to six weeks for validator engagement, review, and report preparation. Late engagement frequently causes applications to miss the funding cycle.

Validator Name	Validator Organization

Validator Credentials and Relevant Experience

Describe the professional background and relevant hospitality or tourism market experience. Validators must be free of financial or organizational conflicts with the applicant.

Validator Conclusion - Check one:

[ ]	**Supportable as submitted**	Full credit available in ROI and demand scoring categories. No scoring adjustment required.
[ ]	**Supportable with modifications**	Scoring will be based on the validator's modified projection, not the applicant's original figures. Attach revised model.
[ ]	**Not supportable**	Application must be revised and re-validated before resubmission. Cannot score above 69 without a new validated submission.

Attach the full validator report, credentials, and a signed conflict-of-interest disclosure. Contact the CCTDA office for the pre-approved validator roster.

Section 6 Budget Detail

PURPOSE: *Provide a line-item breakdown of the full project budget. IMPACT funds cover direct construction costs only. Design, engineering, PM, and consulting fees are not eligible for reimbursement — disclose for total project cost purposes only.*

Construction ($)	Design and Architecture ($) [Not TDA-eligible]	Engineering ($) [Not TDA-eligible]	Other Costs ($)	Total Project Budget ($)

Budget Notes - Describe major cost categories and any contingency allowance

Note any contingency reserve included and identify which costs are estimates versus confirmed bids. A detailed line-item construction budget must be attached as a separate supporting document.

Section 7 Risk and Assumptions

PURPOSE: *Demonstrate that the applicant has realistically assessed downside scenarios. Performance benchmarks are binding. An unrealistic base-case projection creates clawback exposure.*

Why This Matters

Annual benchmarks are contractually binding. If your base-case projection proves optimistic, you may face a Performance Cure Review at Year 1 and interim clawback proceedings at Year 3.
A credible risk analysis demonstrates to the Authority that your projection is achievable, not aspirational.

Key Assumptions - List the most critical assumptions underlying your projections

Include demand assumptions such as event frequency, attendance, and overnight conversion rate, as well as ADR assumptions, operator reliability, market growth, and any assumptions about new programming or partnerships not yet confirmed.

Major Risks - Identify the top three to five risks that could cause underperformance

Consider demand risk (events do not materialize), financing risk, construction risk, competitive risk from new facilities in the market, operator risk, and regulatory or permitting risk.

Sensitivity Analysis - Describe projected performance under a 20% lower demand scenario

Show room night and tax revenue projections if attendance comes in 20% below the base case. Indicate whether the project remains viable at this level and how benchmark targets would be affected.

Mitigation Strategies - Describe how each major risk would be managed

Section 8 Scoring Reference - How This Application Will Be Evaluated

PURPOSE: *Applications are scored on a 100-point weighted scale. Seventy percent of scoring is tied directly to hotel demand generation and return on investment. Review this framework before finalizing your submission.*

Scoring Category	Weight
Occupancy Tax Return and Return on Investment	**50%**
Tourism Demand Generation and Room Night Production	**20%**
Financial Feasibility and Matching Funds	**10%**
Project Readiness and Timeline	**10%**
Community Alignment and Strategic Fit	**10%**

Score Range	Status	Outcome
85 to 100	**Strong candidate**	Recommended for funding.
70 to 84	**Conditional candidate**	Subject to clarification, negotiation, or additional conditions before award.
Below 70	**Not recommended**	Application does not meet program standards and will not be advanced for funding.

Validation-Adjusted Scoring

If an independent validation report is submitted, scoring is adjusted based on the validator's conclusion. Projections modified downward will be scored at the modified level, not the applicant's original figures. A conclusion of not supportable caps the score at 69 without a revised, re-validated submission.

Section 9 Certification and Signature

PURPOSE: *Read each certification carefully. By signing below, the authorized representative accepts all program terms, including the Performance Benchmark Schedule, annual reporting obligations, and clawback provisions of the IMPACT Policy.*

☐ I certify that the information provided in this application is accurate and complete to the best of my knowledge.

☐ I acknowledge that projections submitted are subject to independent verification and performance review.

☐ I agree to submit annual reports within 90 days of the close of each fiscal year in the format required by the Authority.

☐ I acknowledge the Performance Benchmark Schedule that will be established at the time of award and understand that falling more than 20% below any annual benchmark triggers a Performance Cure Review.

☐ I acknowledge that failing to meet the Year 3 cumulative benchmark by more than 30% may result in interim clawback of up to 25% of awarded funds.

☐ I acknowledge the clawback provisions: less than 50% of projected five-year performance requires repayment of 50% of awarded funds; performance between 50% and 99% results in prorated repayment.

☐ I agree to cooperate with third-party performance validation, including providing access to event data, operator records, and lodging impact information.

☐ I agree to comply with all contracting, acknowledgment, and compliance requirements of the IMPACT Program.

Authorized Signature	**Date**

Printed Name	**Title**

Before You Submit

The IMPACT Program is a performance-driven capital investment initiative.

Funding is tied to binding annual benchmarks. Projections that cannot be met create clawback liability.

Projects that cannot demonstrate overnight lodging demand will not be considered.

Attach all required documents per the checklist in Section 10 of this application.

Section 10 Required Supporting Documentation Checklist

How to Use This Checklist

This checklist corresponds section-by-section to your application. As you complete each application section, confirm you have assembled the matching supporting documents below.
All items are required unless marked CONDITIONAL. Label and organize your attachments by checklist number before submitting.
IMPORTANT: Any application submitted without the required supporting documentation cannot be processed and will be returned without review. No exceptions.

1 Organizational and Financial Capacity

To verify the applicant has the legal standing, organizational capacity, and financial stability to execute and operate the project.

- ☐ Legal entity formation documents (Articles of Incorporation, LLC operating agreement, etc.)
- ☐ *IRS determination letter — required if nonprofit*
- ☐ Most recent two (2) years of audited or reviewed financial statements
- ☐ Most recent tax return or IRS Form 990 / 990-N
- ☐ Organizational chart and key leadership bios
- ☐ Disclosure of ownership structure and affiliated entities
- ☐ Proof of appropriate insurance
- ☐ Proof of appropriate bonding capacity for the project
- ☐ Disclosure of all litigation in which the applicant has been a party for the past 7 years

2 Project Documentation

To confirm the project is real, clearly defined, physically feasible, and capable of execution within the required timeline.

- ☐ Detailed project narrative (scope, purpose, intended use case, and connection to overnight visitation)
- ☐ Site plan or layout drawings
- ☐ *Preliminary architectural or design plans — if available; strongly encouraged for awards over $150,000*
- ☐ Detailed construction budget in line-item format
- ☐ Project timeline with major milestones (design, permitting, financing close, construction start, opening, stabilized operations)
- ☐ Zoning and land use confirmation
- ☐ Proof of site control (deed, executed lease, or binding site agreement)

3 Funding Verification

To confirm IMPACT funding does not exceed 20% of total project cost and that all other funding sources are identified and committed.

- ☐ Sources and uses of funds statement confirming IMPACT request does not exceed 20% of total project cost
- ☐ Evidence that total project cost meets the $100,000 minimum
- ☐ *Commitment letters or documentation from all other funding sources*
- ☐ Proof of applicant equity contribution (bank statements or CPA certification)
- ☐ *Debt financing documentation or lender interest letter*

4 Demand and Revenue Validation

To validate that the project will generate actual, measurable overnight visitation. Demand evidence is classified by tier — the tier directly affects your score.

Demand Tier Minimum

Core Investment Fund: at least ONE Tier 1 item OR TWO Tier 2 items required.
Applications with Tier 3 evidence only will not be recommended for Core Investment funding.

A. Event Pipeline

- ☐ List of planned or confirmed events, tournaments, conferences, or recurring uses
- ☐ Estimated number of events annually with frequency and duration
- ☐ Projected attendance per event and estimated overnight percentage

B. Proof of Demand (classified by tier — include highest tier available)

- ☐ TIER 1: Executed contracts with named event operators
- ☐ TIER 1: Confirmed multi-year booking agreements
- ☐ TIER 1: Documented historical performance data at this or a comparable facility
- ☐ *TIER 2: Signed Letters of Intent (LOIs) with named operators — if Tier 1 unavailable*
- ☐ *TIER 2: Verifiable attendance records at comparable facilities in comparable markets — if Tier 1 unavailable*

C. Operator Information

- ☐ Identification of event operator(s) by name and organization
- ☐ Operator experience and track record (years active, events managed, markets served)
- ☐ Past event attendance figures and documented lodging impact where available

5 Room Night and ROI Validation

To verify that the financial model is grounded in defensible assumptions and that projected occupancy tax return meets the program minimum of 1.0x within five years of project completion.

- ☐ Room night calculation model (Excel preferred, clearly labeled)

Assumptions — all must be disclosed and justified:

- ☐ Percentage of overnight visitors per event or use
- ☐ Average length of stay
- ☐ Rooms per party
- ☐ Seasonality and repeat booking factors
- ☐ Number of annual events and projected attendance per event
- ☐ ADR assumption with justification citing current local lodging market data
- ☐ Applicable occupancy tax rate with source cited
- ☐ Projected annual occupancy tax revenue
- ☐ Five-year cumulative occupancy tax revenue projection
- ☐ Calculated ROI (five-year tax revenue divided by requested award amount)

5A Independent Validation Report

Required for all applications requesting more than $150,000. Ensures projections have been reviewed by a qualified, disinterested third party before the Authority commits public funds.

Required for requests exceeding $150,000

Conditional for requests under $150,000 — may be required at the Authority's discretion. Allow four to six weeks for validator engagement and report preparation.

- ☐ Written validation report from a qualified third-party validator approved or accepted by the Authority

Validator credentials and independence:

- ☐ Validator professional credentials and relevant experience
- ☐ Signed conflict-of-interest disclosure confirming no financial or organizational relationship to the applicant

Report must include a written conclusion — one of the following:

- ☐ (a) Projections are supportable as submitted
- ☐ (b) Projections are supportable with stated modifications — attach revised model
- ☐ (c) Projections are not supportable — application must be revised and re-validated before submission

6 Comparable Market Data

To confirm that projections are grounded in real-world performance at comparable facilities, not aspirational estimates. Comparables are subject to Authority review and, for large awards, independent validator review.

- ☐ Minimum of two (2) comparable facilities identified by name and location
- ☐ Facility type and description for each comparable
- ☐ Estimated or documented room night generation at each comparable
- ☐ Source of data for each comparable (operator data, STR report, published study, etc.)
- ☐ Written explanation of why each facility is comparable to the proposed project

7 Risk and Feasibility Analysis

To evaluate project sustainability, identify material downside risks, and confirm the applicant has realistically assessed what happens if demand comes in below projection.

- ☐ Identification of key risks (demand, financing, construction, operator, competitive, regulatory)
- ☐ Sensitivity analysis showing projected performance under at least a 20% lower demand scenario
- ☐ Mitigation strategies for each identified risk
- ☐ Contingency planning narrative

8 Compliance and Certification

To ensure the applicant understands and accepts the accountability framework governing the award, including annual reporting, performance benchmarks, and clawback provisions.

- ☐ Signed certification of accuracy — authorized signatory required
- ☐ Acknowledgment of annual reporting obligations (due within 90 days of fiscal year close)
- ☐ Acknowledgment of Performance Benchmark Schedule and cure review process
- ☐ Acknowledgment of clawback provisions, including both five-year and interim clawback
- ☐ Proof of insurance or written plan to obtain required coverage prior to disbursement

Submission Reminder

Applications with missing or incomplete supporting documentation cannot be processed and will be returned without review.

Questions? Contact the CCTDA office before the application deadline.

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