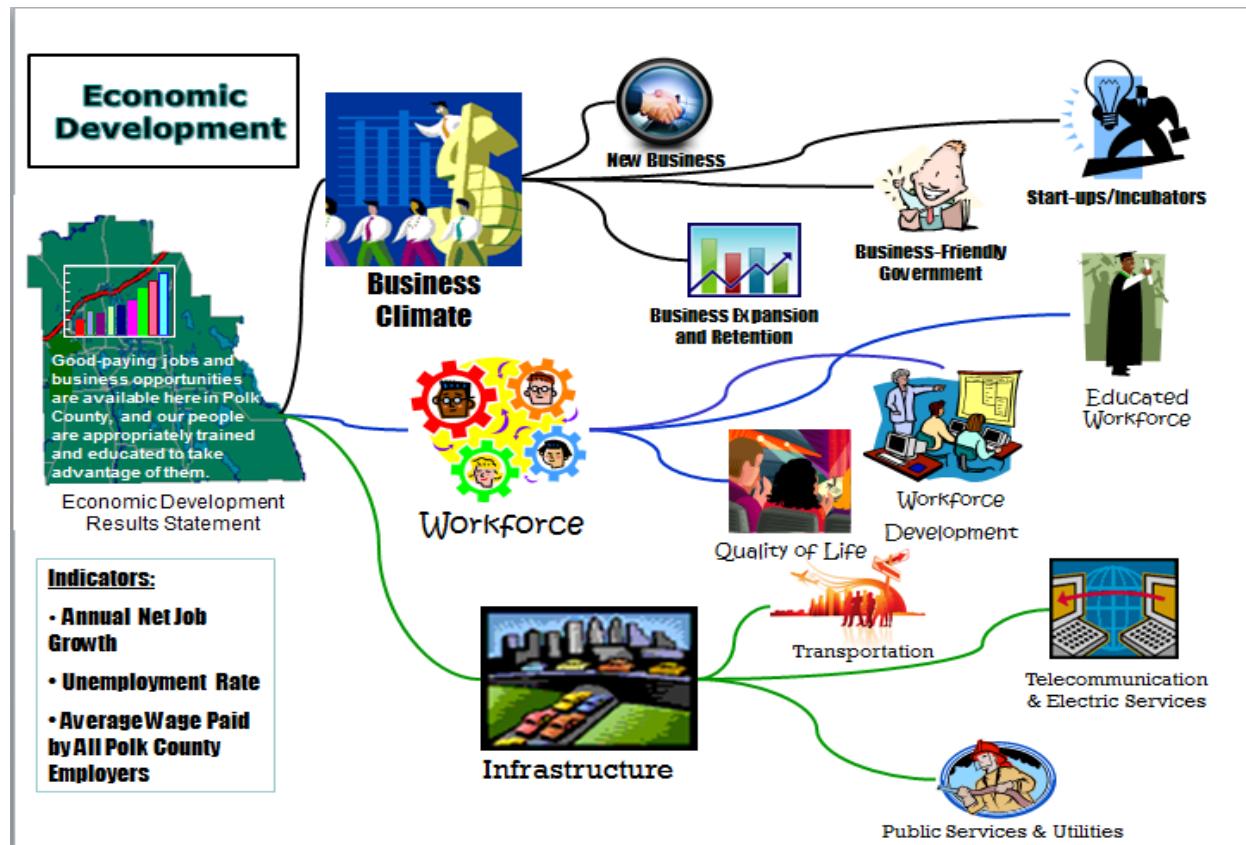


## Economic Development

**“Good paying jobs and business opportunities are available here in Polk County, and our people are appropriately trained and educated to take advantage of them.”**

### Primary Factors for Achieving the Result

As shown below on the Economic Development causal map, the primary factors affecting the Polk County Board of County Commissioners' (BoCC) ability to meet the residents' expectations are (1) healthy business climate, (2) educated workforce, and (3) adequate infrastructure.



### Strategies for Achieving the Result

All of the programs included in the Economic Development Result Area provide services that enhance the Economic Climate of Polk County through one or more of the following strategies:

1. Attract higher wage industries, continue to diversify the economic base, and grow Polk County existing businesses
2. Try to ensure a skilled and educated workforce exists in Polk County to support business needs today and in the future
3. Provide a responsive and fast government

**ECONOMIC DEVELOPMENT  
DIVISION PROGRAM SUMMARY**

Program (number listed is the program number)	FTE	Adopted FY 21/22			Plan FY 22/23		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
<b>Economic Development</b>							
Economic Development Reserves/Transfers - 1081	0.00	1,540,131	-	1,540,131	1,540,631	-	1,540,631
Economic Development Contributions - 1665	0.00	110,000	-	110,000	110,000	-	110,000
Economic Development and Business Incentives - 1714	0.00	5,334,705	-	5,334,705	4,285,820	-	4,285,820
<b>Subtotal</b>	<b>0.00</b>	<b>6,984,836</b>	<b>-</b>	<b>6,984,836</b>	<b>5,936,451</b>	<b>-</b>	<b>5,936,451</b>
<b>Equity Office</b>							
Small, Women, and Minority Business Assistance - 1713	0.00	50,000	-	50,000	50,000	-	50,000
<b>Subtotal</b>	<b>0.00</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
<b>Tourism/Sports Marketing</b>							
Tourism 5th Penny Activities/Commitments - 405	0.00	-	2,458,714	2,458,714	-	1,523,974	1,523,974
Tourism Professional Sports Facilities - 310	0.00	-	2,284,291	2,284,291	-	2,280,629	2,280,629
Tourism Reserves/Transfers - 311	0.00	-	5,350,650	5,350,650	-	5,739,651	5,739,651
Tourism Development - 399	21.00	-	10,695,138	10,695,138	-	10,799,060	10,799,060
Visitor Services/Outpost 27 - 406	5.63	-	1,250,668	1,250,668	-	1,266,877	1,266,877
<b>Subtotal</b>	<b>26.63</b>	<b>-</b>	<b>22,039,461</b>	<b>22,039,461</b>	<b>-</b>	<b>21,610,191</b>	<b>21,610,191</b>
<b>TOTAL BoCC</b>	<b>26.63</b>	<b>7,034,836</b>	<b>22,039,461</b>	<b>29,074,297</b>	<b>5,986,451</b>	<b>21,610,191</b>	<b>27,596,642</b>

Programs highlighted in gray are not printed

## Economic Development

<b>Appropriations</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
Personal Services Expenses	1,811,635	2,016,061	2,190,782	2,301,853
Operating Expenses	7,240,227	8,144,290	10,156,959	10,176,952
Capital Expenses	183,415	50,000	61,850	45,000
Debt Service	3,525,980	3,519,083	3,526,005	2,587,603
Grants And Aids	994,273	5,234,360	5,461,670	4,418,702
Interfund Transfers	1,297,000	1,297,000	47,000	47,000
Indirect Expense	508,016	610,587	739,250	739,250
Reserves	0	5,392,121	6,890,781	7,280,282
<b>Total Result Area</b>	<b>15,560,546</b>	<b>26,263,502</b>	<b>29,074,297</b>	<b>27,596,642</b>

<b>Revenue by Fund</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
00100 General Fund	1,658,560	6,509,254	7,034,836	5,986,451
10150 Special Revenue Grants	18,365	50,000	30,000	30,000
12160 Tourism Tax Funds	13,861,485	19,704,248	22,009,461	21,580,191
15250 Eloise CRA Trust-Agency Funds	22,136	0	0	0
<b>Total Result Area</b>	<b>15,560,546</b>	<b>26,263,502</b>	<b>29,074,297</b>	<b>27,596,642</b>

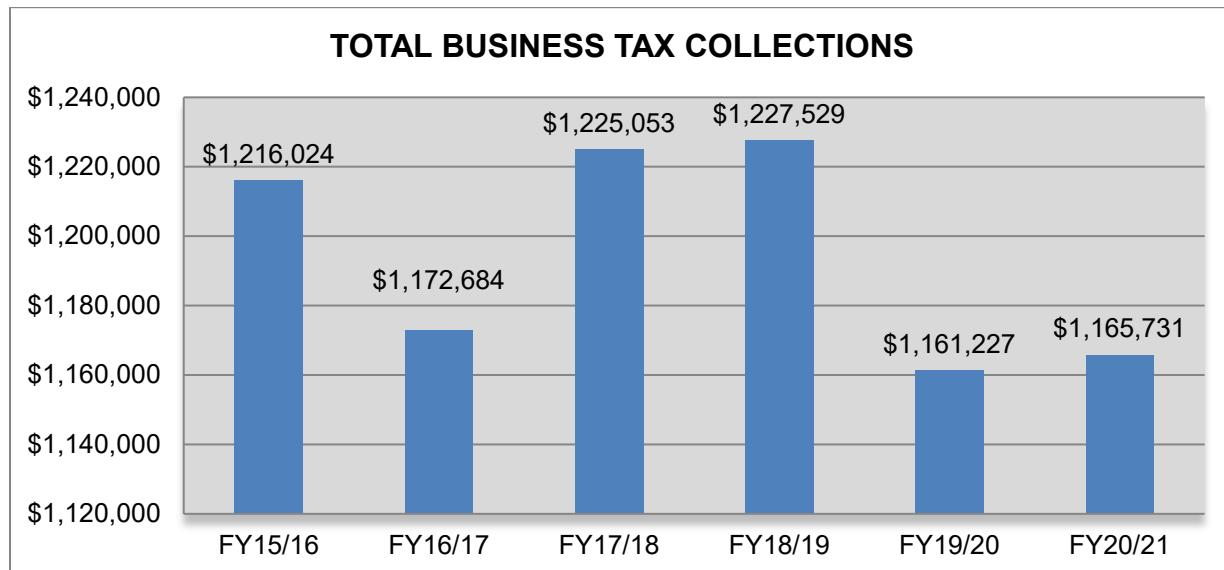
### Personnel

Full Time Equivalents	26	26	27	27
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## TRENDS AND ISSUES

The programs in this Result Area are dedicated to improving the overall economic climate in Polk County. Residents have informed the County that they expect Polk County to have good-paying jobs and business opportunities available and its residents have access to education to be appropriately trained to take advantage of them. To address this expectation, these programs focus on (1) attracting higher-wage industries, (2) continuing to diversify the economic base, (3) growing existing businesses, (4) ensuring a skilled and educated workforce exists in Polk County to support business needs today and in the future, and (5) providing expedited permitting for projects. The narrative below presents the trends and issues affecting the economic development divisions and programs.

This budget reflects the Board's direction to continue to provide a consistent level of public funding from prior years to support the economic development program, including allocating the occupational license fee (business tax) revenue and the general revenue allocation for incentives and other economic development initiatives. In FY 21/22, Business Tax collections are projected to return to the pre-pandemic level of \$1.2 million.



The allocation for the Polk County Incentive Program in FY 21/22 is \$500,000. These funds are used to incentivize companies to locate in Polk County and to provide matching funds for existing projects in the State Qualified Target Industry Tax Refund Program (QTI). The QTI program was discontinued by the State in FY 20/21. All unused funds are held in reserve for use in future years for the Incentive Program.

As the second fastest growing MSA in the country for 2020, the Board's investment in economic development is critical to continuing to build higher wage opportunities for County residents. An economically-prosperous community attracts and retains quality businesses with high-paying careers. A strong business environment uniquely positions a community

with an enhanced tax base. Residents moving to the area need jobs, and the Board's investment promotes Polk County as Florida's Best Place for Business.

In 2020, Florida Chamber President and CEO Mark Wilson reported that Polk County retained its number one spot as having the most diversified economy in the state. Economic diversity contributes to community resiliency, industry strength, and business recovery.

During FY 12/13, Polk County adopted an ordinance authorizing an Economic Development Ad Valorem Tax Exemption (AVTE) for companies locating or expanding in Polk County. The exemption program was originally set to expire on November 6, 2022. A ten-year extension of the program was approved and reauthorized by the overwhelming support of 74.6% of the voters on November 3, 2020, to continue the program until November 5, 2032. This exceptional vote of support speaks to the community's interest in building economic opportunities for residents. Exemptions are for County ad valorem taxes only and are weighed to job creation and capital investment by qualifying companies. The AVTE program is continuously monitored by a third party ensuring each company meets the agreed-upon job and capital investment. The program is expected to continue its growth, adding at least two to five companies in FY 21/22.

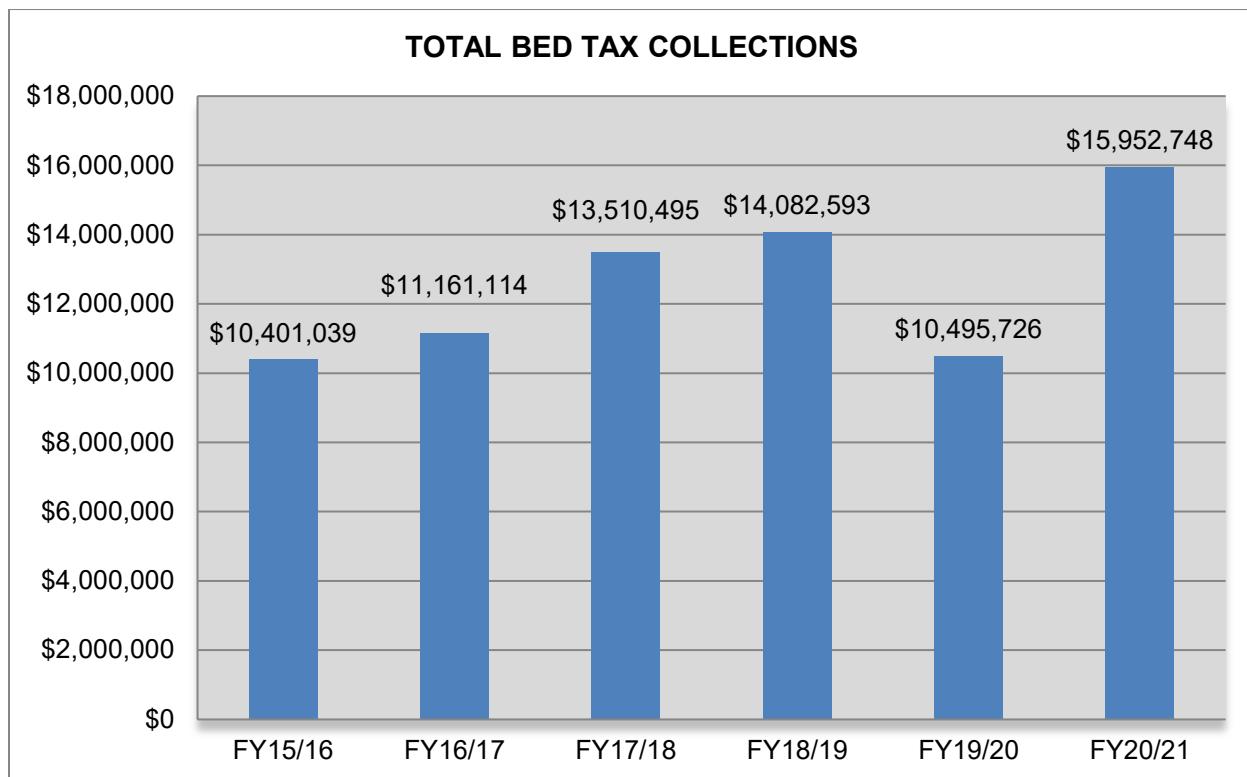
Tourism and sports combined are one of Polk County's top three economic engines, employing more than 21,000 residents and generating more than \$2.4 billion in economic impact for Polk County. Polk County Tourism & Sports Marketing (PCTSM) focuses on two primary strategies: driving demand and developing tourism/sports-related supply. Despite the lingering effects of the pandemic, in FY 20/21, PCTSM set a new revenue record, generating the most Tourism Bed Tax collections in the County's history. Compared to FY 18/19, Polk County's last record year, PCTSM exceeded that total revenue amount by approximately 14%, or \$1.9 million.

In large part, PCTSM's record-setting performance was a result of adequate reserves, a results-oriented business plan, and aggressively activating that plan well in advance of Polk County competitors. While many in the tourism industry were just trying to survive, PCTSM's game plan, particularly the emphasis on the recession-resistant sports industry, enabled the County to recover faster than anyone in the state and capture market share. Without question PCTSM's biggest advantage has been its professional staff. Polk's phenomenal COVID recovery was a result of their foresight and hard work.

Four major supply-side capital improvement projects are in various stages of development: At Lake Myrtle, the multi-purpose stadium is under construction, and the new championship ski lake is in the final stages of negotiation. The new baseball quad at NERP is under construction and scheduled to open in March 2022, just in time for the largest collegiate baseball event in the country, the RussMatt Baseball Spring Classic. The new baseball facility at the Chain of Lakes Complex is currently in the last stages of the design phase. These projects will utilize both fourth and fifth penny funds.

PCTSM's economic development initiative has been effective in helping improve the accommodations deficit. There has been significant progress over the last year, with five new hotels in the pipeline; two are in Winter Haven, two are in Lakeland, and one is in the Four Corners area. In addition, two RV resorts have opened during the last year. Both properties bring accommodation and resort offerings in the hottest accommodations sector

in the country. One of those properties, the Cabana Club RV Resort at Lake Myrtle, will be branded Margaritaville RV Resort and Cabins on January 1, 2022. This iconic brand will be a game changer for Polk County.



## Economic Development and Business Incentives

<b>Program Number:</b>	1714
<b>Result Area:</b>	Economic Development
<b>Division:</b>	Economic Development
<b>Section:</b>	N/A

### **I. Program Offer Description:**

Effective October 1, 2015 the Economic Development (ED) strategies for the County transitioned to the Central Florida Development Council, Inc. (CFDC) and are funded via the Business License Tax, therefore businesses fund economic development not ad valorem. Funds are a pass through in the General Revenue fund per Ordinance 09-070 section 4, passed Dec. 1, 2009 and pursuant to Florida Statute 205.033(7). Economic Development's ultimate goal is to attract businesses that provide quality jobs to a skilled and educated workforce.

In 2005, the Polk County Board of County Commissioners established the Polk County Business Incentive Program (PCBI) to help create higher paying jobs, diversify the economy, and assist in the generation of capital investment by new and expanding companies.

### **II. Contribution to Result:**

Economic Development serves as a business concierge for Polk County, assisting new and existing companies in order to create new job opportunities and capital investment. For the years 2012 to 2021, Economic Development announced the creation of 10,323 total jobs including Polk County Business Incentives (PCBI) participants and \$1.68 billion in capital investment. The CFDC team has continued its announcement schedule of significant projects with a wide variety of new businesses including manufacturing, aviation, and logistics companies. In addition to ED's efforts having a positive impact on the County's ad valorem revenue collection, ED also positively impacts the Polk County School Board by providing additional ad valorem revenue to the School Board's annual budget, thus providing opportunities for Polk County children to obtain a higher quality education, better compete in the global economy, and be more productive citizens.

Full funding through the Business Tax collections will allow economic development to continue its aggressive outreach to consultants and decision makers, expand the opportunities for local companies, reach out to existing industry, further branding efforts, and create jobs. Residents' support of economic development will directly affect long-term economic development prospects and the County's future general revenue fund inflow by increasing ad valorem collections. Polk County residents will gain by way of more opportunities to grow their wages and experience greater financial freedom.

**This Program is:**  **Not Mandated**  **Mandated:**  **Federal**  **State**  **Local**

### **III. Performance Objectives:**

- 1 Facilitate the location of new companies or expansion of existing companies in Polk County. These are called company announcements, which are made when CFDC staff assists locating or expanding businesses with finding a site, permitting, financing, with labor and training considerations, and other such services. To be credited as an announcement, the company must have at least one of the above assistance criteria performed by staff.
- 2 Facilitate the retention or expansion of existing companies
- 3 Facilitate the creation of quality jobs for Polk County citizens
- 4 Help generate increased capital investment for Polk County through company locations and expansions

### **IV. Measures:**

	<b>Key Obj.</b>	<b>Actual 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of announcements	1-4	7	10	10	10
# of jobs created	1-4	1,650	1,300	1,500	1,750
\$ of capital investment	1-4	\$365.3M	\$120M	\$140M	\$150M
<b>Effectiveness Indicators:</b>					
% of announcements	1-4	63.64%	100%	100%	100%
% of jobs created	1-4	137.50%	100%	100%	100%
% of capital investment	1-4	317.65%	100%	100%	100%

## Economic Development and Business Incentives

### Significant Changes

Business Tax Revenue for FY 21/22 is expected to remain steady at \$1.2 million. Business location decisions have been slowed due to uncertainty in the market because of COVID. The project pipeline remains full, and it is anticipated that businesses will migrate to more open markets when they are able to return to a sense of normalcy.

This budget reflects the Board's direction to continue providing the same level of public funding to support the economic development program, including allocating the business tax license fee (formerly Occupational tax) revenues as the funding source for this program. Along with a commitment of \$500,000 annually towards business incentives

The CFDC's organizational pillars are:

- \* Promote Polk County as Florida's Best Place for Business
- \* Advocate for Key Business Issues
- \* Facilitate Collaborative Partnerships
- \* Advance Strategic Initiatives

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	0.00	0.00	0.00	0.00
<b>Funding Sources:</b>				
General Fund Subsidy	271,017	500,000	500,000	500,000
Cash/Fund Balance Forward	0	3,588,729	3,804,195	2,761,227
Interest	(298)	950	475	475
Taxes	1,077,284	865,660	1,030,035	1,024,118
<b>Total Program</b>	1,348,003	4,955,339	5,334,705	4,285,820
<b>Revenue by Fund:</b>				
General Fund	1,348,003	4,955,339	5,334,705	4,285,820
<b>Total Program</b>	1,348,003	4,955,339	5,334,705	4,285,820
<b>Appropriations:</b>				
Operating Expenses	1,011,065	895,979	1,090,035	1,084,118
Grants And Aids	336,938	4,059,360	4,244,670	3,201,702
<b>Total Program</b>	1,348,003	4,955,339	5,334,705	4,285,820

## Small, Women, and Minority Business Assistance

<b>Program Number:</b>	1713
<b>Result Area:</b>	Economic Development
<b>Division:</b>	Equity and Human Resources
<b>Section:</b>	Small, Women, and Minority Business Assistance

### I. Program Offer Description:

The Small, Women, and Minority Business Assistance (SWMB) program provides technical support to existing and startup businesses in Polk County. The SWMB services include consultation services with business owners and potential business owners to make an overall assessment of the functional capabilities of the business, its current structure, and existing workflows. More specifically, this program provides entrepreneurial, business development, technical, and management support services to help businesses be better prepared to compete for procurement opportunities with Polk County and other agencies.

### II. Contribution to Result:

The Small, Women, and Minority Business Assistance program provides assistance to businesses in order to improve the economic stability of Polk County and create jobs for residents. Through this program, healthy local businesses build a healthy Polk tax base and are a core component of strong, sustainable communities.

**This Program is:** Not Mandated (  )      Mandated: Federal (  ) State (  ) Local (  )

### III. Performance Objectives:

- 1 Provide business development and technical support to SWMBs in building their capacity to be able to competitively compete for procurement opportunities in Polk County and beyond
- 2 Assist and advise SWMBs to start up, expand, maintain, and/or improve operations
- 3 Provide one-on-one technical and management counseling and assistance to SWMBs regarding back office operations
- 4 Publicize and promote SWMB development support services and resources

### IV. Measures:

	Key Obj.	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Workload Indicators:</b>					
# of existing businesses provided technical assistance/mangerial support	1,2	103	80	100	100
# of new businesses provided technical assistance/mangerial support	1,2	77	40	50	50
# of business assisted with CARES Funding	2,3	72	N/A	N/A	N/A
# Conduct educational & COVID workshops/classes	1	10	10	10	10
# of businesses assisted with PPP Loans	2,3	19	N/A	N/A	N/A

### Significant Changes

The unexpected arrival of COVID drastically impacted this office and entire program. The work shifted to assisting business owners looking for survival strategies as they tried to figure out how they would survive the mandatory shutdown of all non-essential businesses. Many of these businesses were restaurants, bars, maintenance, cleaning services, and others in the service industry. The office served as a referral for technical assistance in the completing of Polk Cares, PPP, and SBA loan applications and compiling documentation for support.

The funding for this program in FY 19/20 was captured within the Community and Small Business Development program in the amount of \$42,072. Workload indicators are being included to show consistency within the program.

### Small, Women, and Minority Business Assistance

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	0.00	0.00	0.00	0.00
<b>Funding Sources:</b>				
<b>Taxes</b>	0	50,000	50,000	50,000
	<b>Total Program</b>	0	50,000	50,000
<b>Revenue by Fund:</b>				
<b>General Fund</b>	0	50,000	50,000	50,000
	<b>Total Program</b>	0	50,000	50,000
<b>Appropriations:</b>				
<b>Operating Expenses</b>	0	50,000	50,000	50,000
	<b>Total Program</b>	0	50,000	50,000

## Tourism Development

<b>Program Number:</b>	399
<b>Result Area:</b>	Economic Development
<b>Division:</b>	Tourism and Sports Marketing
<b>Section:</b>	N/A

### I. Program Offer Description:

Market Polk County as a tourist, sports, and business destination, which generates overnight stays, increases direct expenditures, economic impact, jobs, sales, and tourism tax revenue for Polk County. Enhance the economic climate and quality of life for the businesses and people of Polk County through tourist and sports development.

### II. Contribution to Result:

This program contributes to Economic Development, as Tourism and Sports (combined) is Polk County's top economic engine. In a normal year the industry employs more than 21,000 residents and generates more than \$2.39 billion in economic impact for Polk County. Moreover, tourism and sports are fundamentally exports, which increase the volume and velocity of money in the local economy. Several of Polk County Tourism & Sports Marketing's (PCTSM) projects, including LEGOLAND Florida, the Lake Myrtle Business Cluster, the several community investment projects, softball and baseball spring training, aviation expansion, and hotel recruitment and more than a dozen economic development initiatives continue to generate millions in capital investment, thousands of jobs, and prosperity throughout Polk County. National and statewide statistics verify that tourism and sports development continue to be the State's leading economic engines.

<b>This Program is:</b>	<b>Not Mandated ( )</b>	<b>Mandated:</b>	<b>Federal ( )</b>	<b>State ( )</b>	<b>Local ( X )</b>
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### III. Performance Objectives:

- 1 Develop and implement a comprehensive marketing and sales program that promotes Polk County as a destination for leisure, sports, and business travelers
- 2 Increase the quantity of overnight stays in Polk County accommodations; direct expenditures from travelers; sales and tourism tax revenue
- 3 Recruit, assist, and develop special events. Maintain cooperative partnerships with local, state, national, and international organizations
- 4 Develop and manage corporate partnership programs that generate revenue, in-kind services, visibility, and community involvement in the tourism industry
- 5 Increase customer/client recruitment, retention, and satisfaction through customer centric initiatives
- 6 Expand and increase the quantity and quality of tourism-related economic development in Polk County

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of sports and special events recruited, assisted, and managed	1,2,3,5	220	270	280	285
Representation at conventions, sales missions, and industry shows	1,2,3	18	55	50	60
# of volunteer intern hours	1,2,3,4	2,000	2,000	2,000	2,000
# of media releases, articles, and feature stories produced	1,2	177	225	225	225
# of collateral and in-house creative projects produced	1,2	40	40	40	40
# of familiarization tour (FAM) participants	1,2,5	37	60	50	50
# of economic development projects	6	6	10	10	10
<b>Effectiveness Indicators:</b>					
\$ amount (gross revenue) of accommodations revenue	1-6	\$231,796,189	\$306,003,759	\$303,342,300	\$321,542,800
\$ amount of tourism tax collection (total new revenue)	1,5	\$11,589,809	\$14,214,475	\$15,167,115	\$16,077,140
\$ of overall economic benefits generated	1,2,3	\$1.83B	\$2.47B	\$2.10B	\$2.40B
\$ of economic benefits generated from sports and special events	1,2,3	\$135M	\$155M	\$140M	\$145M
Total visitors to Polk County	1,2,3,4	3,683,700	5,388,821	5,000,000	5,250,000
Revenue and in-kind services generated	1,2,3,4	\$378,005	\$450,000	\$375,000	\$400,000
Quantity of guides and collateral distributed	1,2,3,5	288,432	360,000	250,000	300,000
Hours of television/radio/streaming visibility produced	1,2,3,4	725	800	1,000	1,200
# of website unique visitors per year	1,2,5	734,470	700,000	725,000	850,000
# of advertising impressions per years	1,2,5	135M	175M	175M	180M
\$ value of intern hours	1,2,3,5	\$49,380	\$49,380	\$49,380	\$49,380
\$ amount of non-paid media visibility generated	1,2	\$13.7M	\$8M	\$10M	\$10M
# of jobs created by tourism/sports	6	17,800	22,642	20,000	22,000
\$ of capital investment from development projects	6	\$95M	\$95M	\$45M	\$45M
<b>Efficiency Indicators:</b>					
Sports and special events return on investment (ROI)	1,2,3,5	\$160	\$200	\$180	\$200

## Tourism Development

### Significant Changes

In Florida, the tourism industry (the state's largest) was hit harder than any other business sector commencing in March 2020, and Polk County's tourism industry was not immune. Compared to the prior year, March 2020 sales were down 49.5%, and April revenues declined 84.3%, which also became the trough of the economic malaise. Unlike most of Florida's destination marketing organizations, Polk County Tourism and Sports Marketing (PCTSM) was prepared with adequate reserves and an aggressive three-phase strategic marketing and recovery plan. FY 19/20 was PCTSM's sixth straight record setting year, but by the end of FY 20/21, Polk had felt the impact of the economic decline and was down 26% compared to the prior fiscal year. In comparison, the State of Florida was down 39.3% in 2020. In Polk County the recovery began in May, and it quickly accelerated in June (+26.9% over May sales) primarily due to staff aggressively recruiting and hosting sporting events and targeting outdoor recreational leisure travelers. Total revenue has steadily climbed since then, with sales in March 2021 setting an all-time monthly revenue record for any March in history, or any month for that matter. Tourism is currently projecting that PCTSM FY 20/21 will be approximately 15% ahead of initial projections, and in FY 21/22 the current forecast is pegged at 11% above FY 20/21's final revenue projection.

	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Personnel:</b>				
Full Time Equivalents	20.00	20.00	21.00	21.00
<b>Funding Sources:</b>				
Tourism Tax Funds	7,161,784	8,565,209	10,468,675	10,603,559
Cash/Fund Balance Forward	0	0	76,463	45,501
Interfund Transfer	1,150	0	0	0
Intergovernmental	18,365	50,000	30,000	30,000
Miscellaneous	188,727	160,000	120,000	120,000
Total Program	7,370,026	8,775,209	10,695,138	10,799,060
<b>Revenue by Fund:</b>				
Special Revenue Grants	18,365	50,000	30,000	30,000
Tourism Tax Funds	7,351,661	8,725,209	10,665,138	10,769,060
Total Program	7,370,026	8,775,209	10,695,138	10,799,060
<b>Appropriations:</b>				
Personal Services Expenses	1,421,925	1,634,311	1,775,114	1,869,976
Operating Expenses	5,367,311	6,438,311	8,076,924	8,097,834
Capital Expenses	25,774	45,000	56,850	45,000
Interfund Transfers	47,000	47,000	47,000	47,000
Indirect Expense	508,016	610,587	739,250	739,250
Total Program	7,370,026	8,775,209	10,695,138	10,799,060

## Visitor Services/Outpost 27

<b>Program Number:</b>	406
<b>Result Area:</b>	Economic Development
<b>Division:</b>	Tourism and Sports Marketing
<b>Section:</b>	N/A

### I. Program Offer Description:

The primary goal of Visitor Services is to put heads in beds and make cash registers ring. Staff provides concierge services, visitor information (collateral), way finding services, discount attraction tickets, and educational programs in an effort to convert visitors to the area, create local brand ambassadors, and achieve the organizational mission. Staff conducts customer and market research, analysis, and subsequent reporting which are used to formulate strategic marketing plans and budgetary projections.

### II. Contribution to Result:

The program's contribution directly and indirectly accomplishes Polk County Tourism & Sports Marketing's (PCTSM) mission of "putting heads in beds and making cash registers ring" as a result of converting visitors into Polk County customers. Tourism is Polk's largest economic engine and drives the creation of jobs, diversifies the economy, creates new revenue, and generates sales tax revenue throughout the County.

<b>This Program is:</b>	<b>Not Mandated ( )</b>	<b>Mandated: Federal ( )</b>	<b>State ( )</b>	<b>Local ( X )</b>
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### III. Performance Objectives:

1	Utilize the visitor centers, kiosks, brochure racks, events, research, and related resources to effectively execute the conversion process, which in turn increases overnight stays and direct spending, while improving the overall economic climate for internal and external industry stakeholders
2	Provide a wide variety of visitor services to industry stakeholders such as wayfinding signage, collateral distribution, marketing partnerships, and education/training programs
3	Provide fulfillment services for all divisions of PCTSM and additional external customers
4	Continually collect and analyze visitor research in an effort to assist PCTSM and its stakeholders with better understanding the visitor's interests, demographics, and psychographics

### IV. Measures:

	<b>Key Obj.</b>	<b>Actual FY 19/20</b>	<b>Budget FY 20/21</b>	<b>Adopted FY 21/22</b>	<b>Plan FY 22/23</b>
<b>Workload Indicators:</b>					
# of visitors assisted at the Outpost	1,2,4	25,160	36,000	30,000	32,000
# of visitors assisted at the LEGOLAND Visitor Center	1,2,4	5,889	15,500	15,000	17,500
# of visitors assisted at community events/presentations	1,2,4	12,093	16,000	15,000	17,500
# of hours of operation (open to the public)	1,2,3	2,745	3,222	3,222	3,222
# of meetings, functions, and events	1,2	50	60	60	65
<b>Effectiveness Indicators:</b>					
# of visitors converted (additional spend)	1,2	19,625	32,000	25,000	26,000
Amount of PCTSM collateral distributed	1,2	227,032	355,000	250,000	275,000
Amount of fulfillment pieces distributed	1,2,3	48,070	85,000	47,500	50,000
Attraction ticket sales generated at Outpost 27	1,2	\$139,279	\$900,000	\$200,000	\$250,000
<b>Efficiency Indicators:</b>					
Visitor impressions generated through billboards, advertising, and promotions	2	125,000,000	151,000,000	152,500,000	154,000,000
# of volunteers hours worked	2	1,844	3,350	2,000	2,250

## Visitor Services/Outpost 27

Significant Changes
<p>The Visitor Services' primary objective is to fulfill PCTSM's mission of "putting heads in beds and making cash registers ring" which is accomplished by informing, inspiring, and influencing visitors ultimately leading to increased conversions and increased yield (spending) for Polk County. The leisure traveler remains the primary target market, specifically the 33% of Florida visitors that are unsure of their plans for the next day. Through the initiation of Safety and Information Stations being setup at various Sports and Special Events throughout the County, event participants, spectators, and organizers have become an additional primary market. 78% of visitors to the Central Florida Visitor Information Center (CFVIC) spend additional money in the County as a direct result of their visit, which increases overnight stays and the much needed velocity of money circulating in Polk's economy. Engaging with visitors at all PCTSM Visitor Centers, multi-media platforms, onlinene chat services, social media, and during sports/special events is where the staff focus is. More traditional media is also an important marketing tool, including billboards, collateral distribution, signage, posters, radio, TV, and a plethora of other methods. By focusing on these undecided travelers and other targeted market segments, visitor services accomplishes its primary objectives of increasing conversions and yield.</p> <p>According to research conducted by Downs &amp; St. Germain, 48% of visitors to the County indicated visiting friends and family as a top activity. Therefore, creating local brand ambassadors is crucial to extending the reach and effectiveness of the Visitor Services staff. The Certified Ambassador of Tourism and Sports (CATS) training initiative directly increases the brand ambassador base through a certification process, which requires training, testing, and first-hand experience at many attractions, restaurants, and/or events. Maintaining partnerships with industry stakeholders will prove vital moving into next year, as the County strives to increase visitation, broaden the reach of the education efforts, and continue the distribution of all PCTSM collateral materials through more than 100 local businesses. 81% of visitors to Polk County arrive by car and the expectation is for that number to maintain if not increase, PCTSM collateral continuing to be available at the State of Florida Welcome Centers and increased signage and billboards will be a priority. 36% of consumers indicated using a "destination website/app" for trip planning purposes; therefore the newly launched Visit Central Florida mobile app will play an integral role moving forward in regards to trip planning and visitor engagement.</p> <p>The Visitor Services team also conducts extensive research, gathering and analyzing data for the entire PCTSM staff. Assistance is also provided to, and in cooperation with, Downs &amp; St Germain, which is critically important as the industry continues to move forward out of the pandemic and subsequent declines. Staff will use in-person surveys, e-mails, and phone calls, which provide critical information, including the demographics, psychographics, and attitudinal dynamics of visitors, as well as the status of resident industry stakeholders. The information obtained is utilized to determine core target markets and consumer wants and needs ultimately generating a higher volume and spending by Polk County visitors.</p>

	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personnel:</b>				
<b>Full Time Equivalents</b>	5.63	5.63	5.63	5.63
<b>Funding Sources:</b>				
<b>Tourism Tax Funds</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Tourism Tax Funds</b>	1,009,833	966,000	1,200,668	1,216,877
<b>Miscellaneous</b>	29,520	80,750	50,000	50,000
<b>Total Program</b>	1,039,353	1,046,750	1,250,668	1,266,877
<b>Revenue by Fund:</b>				
<b>Tourism Tax Funds</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Tourism Tax Funds</b>	1,039,353	1,046,750	1,250,668	1,266,877
<b>Total Program</b>	1,039,353	1,046,750	1,250,668	1,266,877
<b>Appropriations:</b>				
<b>Personal Services Expenses</b>	Actual FY 19/20	Budget FY 20/21	Adopted FY 21/22	Plan FY 22/23
<b>Personal Services Expenses</b>	348,134	381,750	415,668	431,877
<b>Operating Expenses</b>	691,219	660,000	830,000	835,000
<b>Capital Expenses</b>	0	5,000	5,000	0
<b>Total Program</b>	1,039,353	1,046,750	1,250,668	1,266,877

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