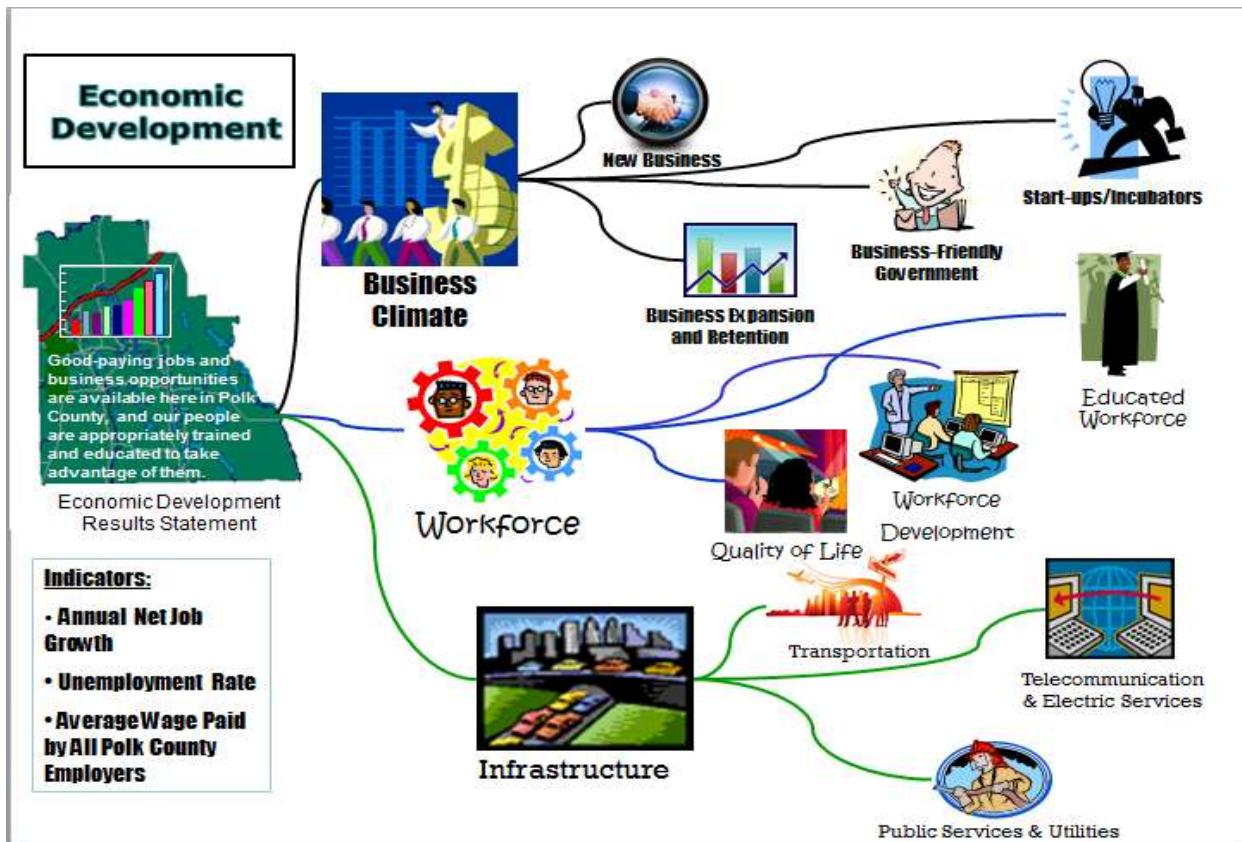


Economic Development

“Good paying jobs and business opportunities are available here in Polk County, and the 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, these are the primary factors the Polk County Board of County Commissioners' (BoCC) have to obtain to meet the residents' expectations: (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 22/23			Plan FY 23/24		
		General Fund	Other Funds/ Sources	Total	General Fund	Other Funds/ Sources	Total
Economic Development							
Economic Development Reserves/Transfers - 1081	0.00	2,194,913	-	2,194,913	2,200,163	-	2,200,163
Economic Development Contributions - 1665	0.00	110,000	-	110,000	110,000	-	110,000
Economic Development and Business Incentives - 1714	0.00	4,602,519	-	4,602,519	4,660,389	-	4,660,389
Subtotal	0.00	6,907,432	-	6,907,432	6,970,552	-	6,970,552
Equity Office							
Small, Women, and Minority Business Assistance - 1713	0.00	50,000	-	50,000	50,000	-	50,000
Subtotal	0.00	50,000	-	50,000	50,000	-	50,000
Tourism/Sports Marketing							
Tourism 5th Penny Activities/Commitments - 405	0.00	-	5,909,100	5,909,100	-	3,912,369	3,912,369
Tourism Professional Sports Facilities - 310	0.00	-	8,480,629	8,480,629	-	2,481,655	2,481,655
Tourism Reserves/Transfers - 311	0.00	-	6,700,003	6,700,003	-	11,768,093	11,768,093
Tourism Development - 399	22.00	-	13,303,982	13,303,982	-	11,466,978	11,466,978
Visitor Services/Outpost 27 - 406	5.63	-	1,615,854	1,615,854	-	1,538,993	1,538,993
Subtotal	27.63	-	38,509,568	38,509,568	-	31,168,088	31,168,088
TOTAL BoCC	27.63	6,957,432	38,509,568	45,467,000	7,020,552	31,168,088	38,188,640

Programs highlighted in gray are not printed

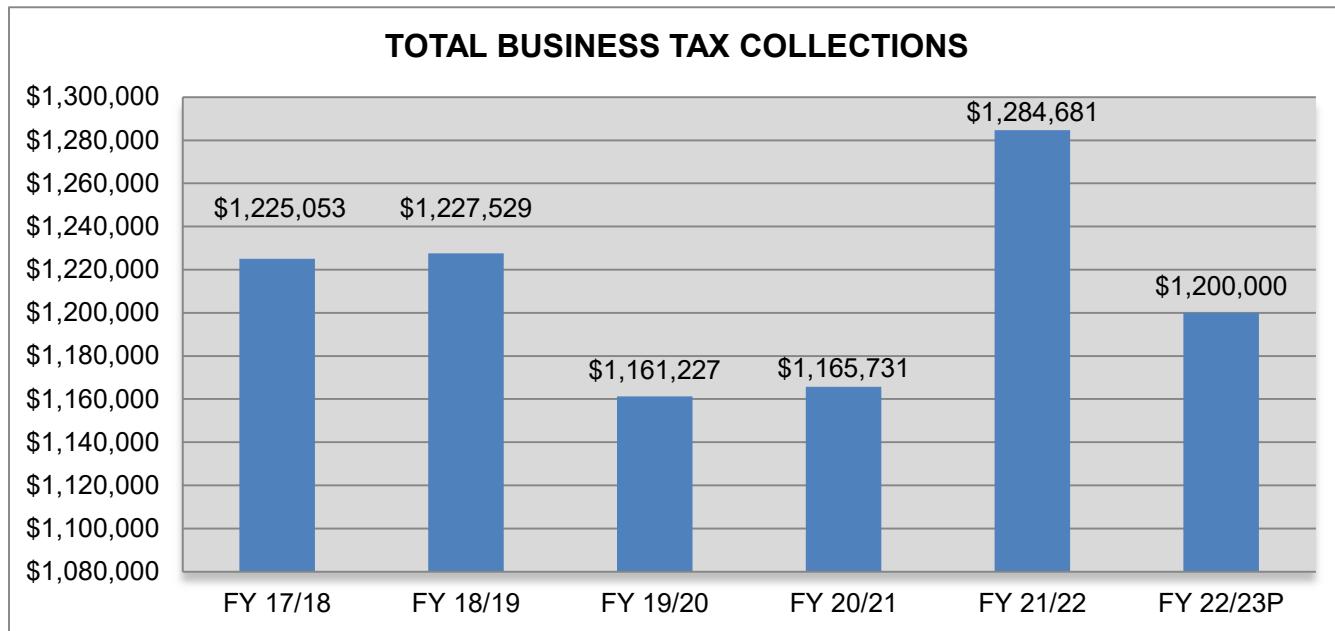
Economic Development

Appropriations	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personal Services Expenses	1,905,750	2,190,782	2,459,495	2,524,493
Operating Expenses	6,865,501	10,156,959	13,197,944	11,317,905
Capital Expenses	11,788	61,850	2,645,000	45,000
Debt Service	3,518,877	3,526,005	2,966,346	2,970,641
Grants And Aids	1,102,872	5,461,670	9,249,299	7,308,345
Interfund Transfers	1,297,000	47,000	6,054,000	54,000
Indirect Expense	610,587	739,250	600,003	600,003
Reserves	0	6,890,781	8,294,913	13,368,253
Total Result Area	15,312,375	29,074,297	45,467,000	38,188,640
Revenue by Fund	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
00100 General Fund	1,407,892	7,034,836	6,957,432	7,020,552
10150 Special Revenue Grants	50,218	30,000	30,000	30,000
12160 Tourism Tax Funds	16,048,585	22,009,461	38,479,568	31,138,088
Total Result Area	17,506,695	29,074,297	45,467,000	38,188,640
Personnel				
Full Time Equivalents	26	27	28	28

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 22/23, Business Tax collections are projected to remain consistent at \$1.2 million.



The allocation for the Polk County Incentive Program in FY 22/23 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.

Polk County continues to make population growth news and new statistics from the U.S. Census Bureau confirm it. The County is now ranked as the fastest-growing county in Florida and the fifth fastest-growing county in the country. Polk's population grew 3.35%, adding 24,287 people between July 2020 and July 2021. 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 quality jobs, and the Board's investment promotes Polk County as Florida's Best Place for Business.

The Bureau of Labor Statistics has estimated County employment to be just under 326,000 jobs, which is the highest level ever reached in the county, driven by both a growing population and strong labor markets. The largest job gains were in the industries of health sciences, logistics, leisure and hospitality, business services, manufacturing, and government.

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, 2030. 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 22/23.

Tourism and sports combined are one of Polk County's top three economic engines, attracting 5.5 million visitors annually, employing more than 28,300 residents, and generating more than \$3.2 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. The pandemic devastated Florida's tourism economy in 2020, but PCTSM recovered faster than any contiguous counties and the State of Florida, as a whole. In FY 21/22, PCTSM set yet another record, generating the most Tourism Bed Tax Collections in the County's history. In fact, compared to last year's record, PCTSM will have eclipsed that amount by approximately 41%, or \$6.6 million.

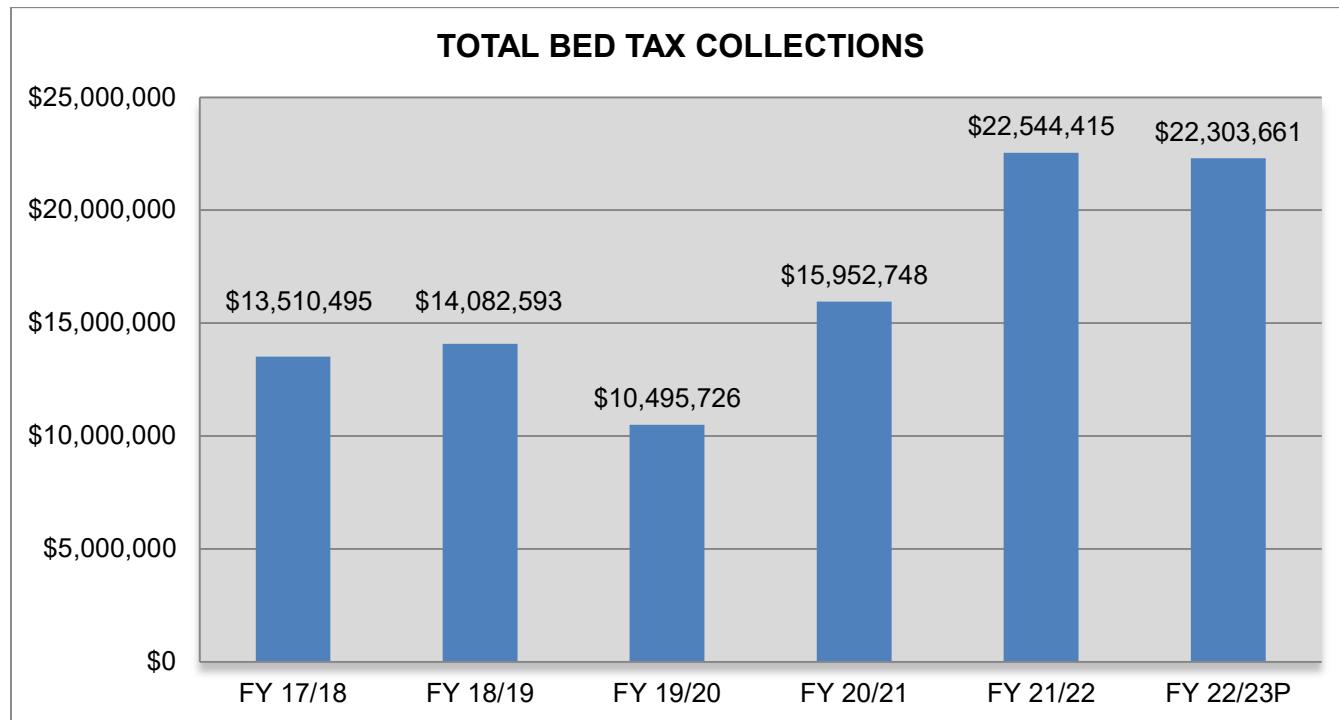
In large part, PCTSM's record setting performance was a result of a results-oriented strategic plan and aggressively activating that plan across key market segments. While many in the tourism industry were still recovering to pre-pandemic levels, PCTSM's game plan, particularly the emphasis on the recession resistant sports industry, enabled Polk to capitalize on emerging trends and gain market share. The once-in-a lifetime 100th Anniversary of Water-Skiing campaign was a smashing hit in 2022. However, for 2023 a brand new culinary/farm-to-fork marketing initiative, coupled with the 50th Anniversary of Sun n Fun campaign "take off" will dominate Visit Central Florida's marketing plan.

Three supply-side capital improvement projects are either complete or near completion. At Lake Myrtle, the multi-purpose stadium and the new championship ski lake are scheduled to open in October. The new baseball quad at NERP opened in March 2022, just in time for the largest collegiate baseball event in the country, the RussMatt Baseball Spring Classic, which generated more than \$33.0 million in economic impact.

Three new supply side projects are in the works for FY 22/23, including the Chain of Lakes Baseball Complex. PCTSM is partnering with the City of Bartow on expanding the CR 555 Softball Complex. The third project is coming to fruition as a result of recruiting the American Powerboat Association, and the operational consolidation of several sports' governing bodies.

PCTSM will be expanding its headquarters to accommodate these organizations, which will bring new jobs to Polk County.

PCTSM's economic development initiative has been leading the charge by keeping up with Polk's growing demand for hotel and alternative forms of accommodations (RVs, VRHs, etc.). There has been significant progress with four hotels opening or currently under construction, and seven new hotels in the pipeline. PCTSM has also made significant headway recruiting a new commercial airline to Lakeland Linder International Airport. PCTSM and the airport are further along now in the commercial airline recruiting process than at any time in the last ten years.



Economic Development and Business Incentives

Program Number:	1714				
Result Area:	Economic Development				
Division:	Economic Development				
Section:	N/A				
I. Program Offer Description:					
<p>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.</p> <p>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.</p>					
II. Contribution to Result:					
<p>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. Since 2017, Economic Development announced the creation of 5,972 total jobs including Polk County Business Incentives (PCBI) participants and \$1.13 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.</p>					
<p>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.</p>					
This Program is: <input type="checkbox"/> Not Mandated <input checked="" type="checkbox"/> Mandated: <input type="checkbox"/> Federal <input type="checkbox"/> State <input type="checkbox"/> Local <input checked="" type="checkbox"/>					
III. Performance Objectives:					
<p>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.</p> <p>2 Facilitate the retention or expansion of existing companies</p> <p>3 Facilitate the creation of quality jobs for Polk County citizens</p> <p>4 Help generate increased capital investment for Polk County through company locations and expansions</p>					
IV. Measures:					
	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of announcements	1-4	7	10	10	10
# of jobs created/retained	1-4	598	1,300	1,500	1,500
\$ of capital investment	1-4	\$141.30	\$120M	\$300M	\$300M
Effectiveness Indicators:					
% of announcements	1-4	70.00%	100%	100%	100%
% of jobs created/retained	1-4	46.00%	100%	100%	100%
% of capital investment	1-4	117.75%	100%	100%	100%

Economic Development and Business Incentives

Significant Changes

Business Tax revenue for FY 22/23 is expected to remain steady at \$1.2 million. Business location decisions have been slowed due to uncertainty in the market because of supply chain issues and labor availability. 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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personnel:				
Full Time Equivalents	0.00	0.00	0.00	0.00
Funding Sources:				
General Fund Subsidy	182,957	500,000	500,000	500,000
Cash/Fund Balance Forward	0	3,804,195	3,077,926	3,135,796
Interest	99	475	475	475
Taxes	1,104,564	1,030,035	1,024,118	1,024,118
Total Program	1,287,620	5,334,705	4,602,519	4,660,389
Revenue by Fund:				
General Fund	1,287,620	5,334,705	4,602,519	4,660,389
Total Program	1,287,620	5,334,705	4,602,519	4,660,389
Appropriations:				
Operating Expenses	1,034,748	1,090,035	1,076,603	1,075,427
Grants And Aids	252,872	4,244,670	3,525,916	3,584,962
Total Program	1,287,620	5,334,705	4,602,519	4,660,389

Small, Women, and Minority Business Assistance

Program Number:	1713
Result Area:	Economic Development
Division:	Equity and Human Resources
Section:	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 (X)
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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 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of existing businesses provided technical assistance/mangerial support	1,2	29	100	50	50
# of new businesses provided technical assistance/mangerial support	1,2	127	50	100	50
# of business assisted with CARES Funding	2,3	36	N/A	N/A	N/A
# Conduct educational & COVID workshops/classes	1	12	10	N/A	N/A
# of businesses assisted with PPP Loans	2,3	36	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.

Small, Women, and Minority Business Assistance

	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personnel:				
Full Time Equivalents	0.00	0.00	0.00	0.00
Funding Sources:				
Taxes	25,650	50,000	50,000	50,000
	Total Program	25,650	50,000	50,000
Revenue by Fund:				
General Fund	25,650	50,000	50,000	50,000
	Total Program	25,650	50,000	50,000
Appropriations:				
Operating Expenses	25,650	50,000	50,000	50,000
	Total Program	25,650	50,000	50,000

Tourism Development

Program Number:	399
Result Area:	Economic Development
Division:	Tourism and Sports Marketing
Section:	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 (PCTS) 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.

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

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of sports and special events recruited, assisted, and managed	1,2,3,5	220	280	280	290
Representation at conventions, sales missions, and industry shows	1,2,3	20	50	65	70
# of volunteer intern hours	1,2,3,4	2,058	2,000	2,352	2,646
# of media releases, articles, and feature stories produced	1,2	227	225	230	230
# of collateral and in-house creative projects produced	1,2	30	40	35	35
# of familiarization tour (FAM) participants	1,2,5	18	50	35	30
# of economic development projects	6	8	10	12	10
Effectiveness Indicators:					
\$ amount (gross revenue) of accommodations revenue	1-6	\$319,054,960	\$303,342,300	\$459,265,400	\$446,073,220
\$ amount of tourism tax collection (total new revenue)	1,5	\$15,952,748	\$15,167,115	\$22,303,661	\$22,303,661
\$ of overall economic benefits generated	1,2,3	\$2.13B	\$2.10B	\$3B	\$2.9B
\$ of economic benefits generated from sports and special events	1,2,3	\$146M	\$140M	\$170M	\$175M
Total visitors to Polk County	1,2,3,4	3,683,700	5,000,000	5,500,000	5,750,000
Revenue and in-kind services generated	1,2,3,4	\$230K	\$375K	\$334K	\$375K
Quantity of guides and collateral distributed	1,2,3,5	288,926	250,000	300,000	325,000
Hours of television/radio/streaming visibility produced	1,2,3,4	1,064	1,000	1,076	1,076
# of website unique visitors per year	1,2,5	723,335	725,000	1,000,000	1,000,000
# of advertising impressions per years	1,2,5	165M	175M	180M	190M
\$ value of intern hours	1,2,3,5	\$51,275	\$49,380	\$58,000	\$65,000
\$ amount of non-paid media visibility generated	1,2	\$23M	\$10M	\$20M	\$20M
# of jobs created by tourism/sports	6	17,800	20,000	20,000	22,500
\$ of capital investment from development projects	6	\$33.4M	\$45M	\$56M	\$49M
Efficiency Indicators:					
Sports and special events return on investment (ROI)	1,2,3,5	\$145	\$180	\$150	\$165

Tourism Development

Significant Changes

Prior to the pandemic, PCTSM was well prepared with adequate reserves and an aggressive three phase strategic marketing and recovery plan. Undoubtedly that approach served the County's tourism industry well and will continue through FY 22/23. PCTSM staff has been preparing for the challenges mentioned above by focusing on the development of new facilities (supply), aggressively recruiting recession resistant sporting events, and targeting outdoor recreational leisure travelers, including the red-hot RV market. We are currently projecting that PCTSM will end FY 21/22 approximately 59% above of initial projections. Considering the headwinds mentioned above, the current forecast for FY 22/23 is **-3.0%** below the current record-setting FY 21/22 collections.

	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personnel:				
Full Time Equivalents	20.00	21.00	22.00	22.00
Funding Sources:				
Tourism Tax Funds	6,433,793	9,729,425	12,396,357	11,250,067
Cash/Fund Balance Forward	0	76,463	757,625	66,911
Intergovernmental	50,218	30,000	30,000	30,000
Miscellaneous	63,127	120,000	120,000	120,000
Total Program	6,547,138	9,955,888	13,303,982	11,466,978
Revenue by Fund:				
Special Revenue Grants	50,218	30,000	30,000	30,000
Tourism Tax Funds	6,496,920	9,925,888	13,273,982	11,436,978
Total Program	6,547,138	9,955,888	13,303,982	11,466,978
Appropriations:				
Personal Services Expenses	1,515,218	1,775,114	2,011,811	2,056,592
Operating Expenses	4,973,132	8,076,924	10,893,171	9,011,386
Capital Expenses	11,788	56,850	45,000	45,000
Grants And Aids	0	0	300,000	300,000
Interfund Transfers	47,000	47,000	54,000	54,000
Total Program	6,547,138	9,955,888	13,303,982	11,466,978

Visitor Services/Outpost 27

Program Number:	406
Result Area:	Economic Development
Division:	Tourism and Sports Marketing
Section:	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.

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

III. Performance Objectives:

- 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
- Provide a wide variety of visitor services to industry stakeholders such as wayfinding signage, collateral distribution, marketing partnerships, and education/training programs
- Provide fulfillment services for all divisions of PCTSM and additional external customers
- 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:

	Key Obj.	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Workload Indicators:					
# of visitors assisted at the Outpost	1,2,4	24,150	30,000	35,000	37,500
# of visitors assisted at the LEGOLAND Visitor Center	1,2,4	54,608	15,000	75,000	100,000
# of visitors assisted at community events/presentations	1,2,4	15,144	15,000	17,500	20,000
# of hours of operation (open to the public)	1,2,3	3,222	3,222	3,222	3,222
# of meetings, functions, and events	1,2	55	60	65	70
Effectiveness Indicators:					
# of visitors converted (additional spend)	1,2	18,837	25,000	25,000	30,000
Amount of PCTSM collateral distributed	1,2	288,926	250,000	300,000	325,000
Amount of fulfillment pieces distributed	1,2,3	19,721	47,500	30,000	40,000
Attraction ticket sales generated at Outpost 27	1,2	\$102,109	\$200,000	\$225,000	\$250,000
Efficiency Indicators:					
Visitor impressions generated through billboards, advertising, and promotions	2	145,095,722	152,500,000	155,000,000	157,500,000
# of volunteers hours worked	2	1,535	2,000	2,100	2,200

Significant Changes

According to research conducted by Downs & St. Germain, 49% of visitors to the County indicated visiting friends and family as a top activity, not staying with them but being close to them to visit. 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. Diversifying the ways in which the app is promoted will be key in generating new interest and downloads. Continuing to improve upon and market The Polk Savings Pass will directly lead to increased conversions and spend as more than 40% of visitors are choosing destinations which offer discount/savings programs.

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 & 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.

Visitor Services/Outpost 27

	Actual FY 20/21	Budget FY 21/22	Adopted FY 22/23	Plan FY 23/24
Personnel:				
Full Time Equivalents	5.63	5.63	5.63	5.63
Funding Sources:				
Tourism Tax Funds	1,096,372	1,200,668	1,565,854	1,488,993
Miscellaneous	31,509	50,000	50,000	50,000
Total Program	1,127,881	1,250,668	1,615,854	1,538,993
Revenue by Fund:				
Tourism Tax Funds	1,127,881	1,250,668	1,615,854	1,538,993
Total Program	1,127,881	1,250,668	1,615,854	1,538,993
Appropriations:				
Personal Services Expenses	390,532	415,668	447,684	467,901
Operating Expenses	737,349	830,000	1,068,170	1,071,092
Capital Expenses	0	5,000	100,000	0
Total Program	1,127,881	1,250,668	1,615,854	1,538,993