

TOURISM DEVELOPMENT OFFICE SUMMARY

MISSION STATEMENT:

To promote growth, development and quality of tourism in Brevard County, encourage participation by both visitors and residents in tourism related activities, and to act as the primary body to execute direction, goals and policy for the use of the tourism development tax.

PROGRAMS AND SERVICES:

ACCOMPLISHMENTS, INITIATIVES, TRENDS AND ISSUES AND SERVICE LEVEL IMPACTS:

Tourism Development Office:

- Advertise and promote tourism to Brevard County in Florida, nationally and internationally
- Finance beach improvement including funding the local share of the Brevard County Beach Restoration Project and county-wide beach clean-up
- Provide financial support for capital facilities projects projected to positively impact tourism and the community in Brevard County
- Provide visitor information programs including the operation of visitor information centers, gateway signs and structures, information kiosks and tourist information content
- Operate or support Visitor Information Centers at the Kennedy Space Center Visitors Complex, Cocoa Village, downtown Cocoa Beach, kiosks, and other locations
- Fund grants and assistance for tourist-oriented cultural and special events including the Brevard Cultural Alliance.
- Promote participation by tourists in local arts and culture events and programs
- Provide funds for the financing of the Brevard Zoo Capital Improvement Plan
- Provide and manage reserve funds for capital repairs and maintenance of USSSA Space Coast Stadium complex

Accomplishments:

- Executed a new marketing strategy to focus on source markets and concentrate advertising efforts during peak windows of travel planning
- Successfully operated as an in-house marketing agency, along with agency partners, to have increased reach, exposure and targeted advertising impressions
- Began transition from outsourcing all social media to bringing much of the strategy and implementation in-house
- Worked with cable systems to execute paid television advertising through both traditional cable and digital streaming television
- Developed and launched new website which exceeded all measurements of traffic from prior year and won best launch campaign from the Internet Advertising Competition
- Worked with USSSA in the measurement of their amateur sporting events which generate significant room nights for Brevard County

- Worked with County Attorney's Office (CAO) as they developed editable contract and grant formats. Every contract or grant agreement is vetted through CAO for legal form and content, Risk Management for proper insurance coverage and now Purchasing per AO-29. Through April 2020, ninety (90) contracts have been entered into County's Contract Management System
- Continued to operate Sports Commission function with a grant program to support amateur youth and adult sports events and organizers, generating significant room nights for Brevard County
- Developed and executed cooperative advertising programs with partners
- Developed marketing support program for key special events to promote them to people outside of Brevard County with the purpose of generating incremental room nights
- Continued to finance community capital projects to have a positive impact on the economy and tourism in Brevard County
- Established new grant guidelines for all committees, along with timelines for grant process.
- Provided \$500,000 to assist with the addition of exhibits to the new visitor center at the Merritt Island National Wildlife Refuge
- Provided \$199,495 to the City of Indian Harbor Beach for the Oars and Paddles capital project
- Completed a full audit of the office and created an operating procedures manual, along with other guidelines to ensure office is both compliant and efficient
- Restructured the organization under an Assistant Director and Marketing Director and hired staff to fill 6 positions, including filling 2 new positions – one with an existing staff member (Travel Industry Relations Coordinator) and one with a new staff member (Public Relations Manager)
- Implemented cellular device tracking system (Airsage) to be able to estimate crowds at events, including those from outside of Brevard County. Also utilized system to determine what source markets travelers are coming from for marketing purposes
- Responded to disasters with a thoughtful marketing approach for both Hurricane Dorian recovery and COVID-19 recovery programs
- Acted as support for Emergency Support Function 18, Business and Industry, at the Emergency Operations Center during activation. Acted as support for Emergency Support Function 14, Communications during EOC activation.
- Participate in numerous community and business outreach programs including speaking engagements, class instruction (EFSC and Florida Tech), etc. Involved in:
 - Cocoa Beach Hotel/Motel Association
 - Florida Restaurant and Lodging Association
 - Brevard Transportation and Planning Organization
 - Travel & Tourism Summit
 - Lifetime Scholars Program
 - Aquarium Project
 - Visit Florida (Marketing Council)

- Destinations Florida (formerly FADMO) – Board of Directors

Initiatives:

- Revise marketing plans and budgets with a significantly reduced revenue stream due to COVID-19 with heavy focus on drive markets, but continued emphasis on targeting both geographically and demographically
- Request for Proposal (RFP) all marketing and Public Relations agency relationships
- Complete new strategy for social media platforms so they integrate and feel like one voice
- Enhance Public Relations efforts with increased number of familiarization tours for media
- Create enhanced program for travel industry relations by expanding database, creating regular communications, and increasing number of familiarization tours for key travel agents with partner organizations such as AAA, cruise lines and large independent agencies
- Continue to work on efficiencies in office operations
- Execute all grant programs with the various TDC committees in an efficient and effective manner including selection, contracting, monitoring and reporting
- Develop the next phase of research support including white papers on economic aspects of tourism and measurement of key brand elements of destination and impact of marketing programs
- Continue to find efficiencies in the Finance area and find replacement for Bookkeeper who is retiring
- Ensure all TDC committee announcements, packets and minutes are posted in a timely manner on the Brevard County website
- Continue to develop staff and fill open positions
- Evaluate addition of international representation in Canada. UK and Brazil on hold until 2022

Trends and Issues:

- Tourist Development Tax revenue collections have taken a huge hit due to COVID-19 and are expected to remain low the next few years. We have made significant changes to the budget level based on the best projections we could make
- Based on an analysis of industry trends, advance bookings and input from the TDC, we projected finishing the 2020 fiscal year at \$10 million Tourist Development Tax (TDT) revenue. We think there will be some resurgence in fiscal year 2021 so we are projecting \$11 million Tourist Development Tax revenue and we believe that to be conservative
- Issues affecting local tourism such as the pandemic and weather events could have negative long-term consequences on the industry. It is possible it will take several years to reach the 2019 level of \$16 million TDT revenue
- New hotel development is still on the books, but many of these projects may be delayed or postponed. Some may be cancelled completely

- The expansion of cruise ship terminals and the planned new ships at Port Canaveral have been significantly impacted by COVID-19. The question will be how cruise lines will handle new ships already in construction and close to delivery. Will they delay those or will they take older ships out of commission to reduce the inventory in a time of much lower demand
- It remains to be seen how the major theme parks in Orlando will recover from COVID-19 and how quickly. They are a major driver of tourists to the area and we benefit from their traffic
- It is safe to say it will take some time for airline flights to get back to previous volumes at Orlando and Sanford International Airports. There is new service that was scheduled to go into Melbourne Orlando International Airport, but that also remains to be seen if it will happen
- The continued expansion of commercial space launches, including a return to human spaceflight from Cape Canaveral and Kennedy Space Center, as well as new business and business relocations provide opportunities for increased numbers of tourists and business travelers

Service Level Impacts:

Not Applicable

TOURISM DEVELOPMENT OFFICE: SUMMARY

Tourism Development Office Revenue & Expense Category	Actual F Y 2018-2019	Final Budget F Y 2019-2020	Adopted Budget F Y 2020-2021	Difference	% Change
Taxes Revenue	\$16,023,918	\$16,600,000	\$11,000,000	-\$5,600,000	33.73%
Permits, Fees & Special Assessment Revenue	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Revenue	\$4,885,129	\$3,598,245	\$483,158	-\$3,115,087	86.57%
Charges for Services Revenue	\$0	\$0	\$0	\$0	0.00%
Fines and Forfeits Revenue	\$0	\$0	\$0	\$0	0.00%
Miscellaneous Revenue	\$660,262	\$462,035	\$618,145	\$156,110	33.79%
Statutory Reduction	\$0	-\$1,024,049	-\$603,816	\$420,233	41.04%
Total Operating Revenues	\$21,569,310	\$19,636,231	\$11,497,487	-\$8,138,744	41.45%
Balance Forward Revenue	\$16,197,398	\$24,067,987	\$19,823,940	-\$4,244,047	17.63%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Other Revenue	\$756,225	\$570,389	\$570,389	\$0	0.00%
Other Finance Source Revenue	\$0	\$0	\$0	\$0	0.00%
Total Non-Operating Revenues	\$16,953,623	\$24,638,376	\$20,394,329	-\$4,244,047	17.23%
TOTAL REVENUES	\$38,522,932	\$44,274,607	\$31,891,816	\$12,382,791	27.97%
Compensation and Benefits Expense	\$904,628	\$1,327,969	\$1,312,424	-\$15,545	-1.17%
Operating Expense	\$9,890,201	\$19,531,622	\$9,177,326	\$10,354,296	53.01%
Capital Outlay Expense	\$15,343	\$48,150	\$10,000	-\$38,150	79.23%
Operating Expenditures	\$10,810,172	\$20,907,741	\$10,499,750	\$10,407,991	49.78%
C I P Expense	\$791,092	\$10,123,160	\$4,956,187	-\$5,166,973	51.04%
Debt Service Expense	\$260,442	\$1,067,361	\$563,921	-\$503,440	47.17%
Reserves-Operating Expense	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital Expense	\$0	\$2,504,110	\$3,480,992	\$976,882	39.01%
Reserves - Restricted Expense	\$0	\$4,529,721	\$7,887,435	\$3,357,714	74.13%

Tourism Development Office Revenue & Expense Category	Actual F Y 2018- 2019	Final Budget F Y 2019- 2020	Adopted Budget F Y 2020-2021	Difference	% Change
Grants and Aid Expense	\$1,360,744	\$3,977,265	\$3,471,570	-\$505,695	12.71%
Transfers Expense	\$1,331,099	\$1,165,249	\$1,031,961	-\$133,288	11.44%
<i>Total Non-Operating Expenses</i>	\$3,743,377	\$23,366,866	\$21,392,066	-\$1,974,800	-8.45%
<i>TOTAL EXPENDITURES</i>	\$14,553,549	\$44,274,607	\$31,891,816	\$12,382,791	27.97%

TOURISM DEVELOPMENT OFFICE: BUDGET VARIANCES

Tourism Development Office Revenue and Expense Category	Variance	% Variance	Explanation
Taxes Revenue	-\$5,600,000	-33.73%	Significant drop in projected Tourist Development Tax revenue due to COVID-19 pandemic, significant decrease in hotel room and vacation rental bookings, cruise ship and airline travel industries on hold and projected slow recovery
Permits, Fees & Special Assessments Revenue	\$0	0.00%	
Intergovernmental Revenue	-\$3,115,087	-86.57%	Attributable to Beach improvement mid-reach and post-Dorian projects completion in prior year funded with corresponding FEMA and state D E P reimbursements
Charges for Services Revenue	\$0	0.00%	
Fines and Forfeits Revenue	\$0	0.00%	
Miscellaneous Revenue	\$156,110	33.79%	Increase in earned interest revenue
Statutory Reduction	\$420,233	-41.04%	Corresponds with Tourist Development Tax revenue
Balance Forward Revenue	-\$4,244,047	-17.63%	Reduced balance forward due to Beach Improvement fund significant post-Dorian expenditures made in F Y 19/20
Transfers - General Revenue	\$0	0.00%	
Transfers - Other Revenue	\$0	0.00%	
Other Finance Source Revenue	\$0	0.00%	
Compensation and Benefits Expense	-\$15,545	-1.17%	Decrease attributable to savings from hiring previously filled position at a lower rate offset by Cost of Living Adjustments and F R S rate increases
Operating Expense	\$10,354,296	-53.01%	Largely attributable to the completion of beach renourishment and post-Dorian projects in the prior year
Capital Outlay Expense	-\$38,150	-79.23%	Due to completion of capital purchases in the prior year offset by computer replacements scheduled for F Y 2020-2021
Grants and Aid Expense	-\$505,695	-12.71%	Decreased Indian River Lagoon, Cultural and Sports grant awards due to reduced Tourist Development Tax revenue

Tourism Development Office Revenue and Expense Category	Variance	% Variance	Explanation
C I P Expense	-\$5,166,973	-51.04%	Palm Bay Park project scope led to expenses being reclassified as Aid to Government agencies and a slight reduction to the Lori Wilson Park budget to reflect current commitments
Debt Service Expense	-\$503,440	-47.17%	Timing of annual Viera bond payments caused a slight increase in balance forward and resultant debt expense
Reserves-Operating Expense	\$0	0.00%	
Reserves - Capital Expense	\$976,882	39.01%	Added to capital reserves because of delayed projects and delayed new awards
Reserves - Restricted Expense	\$3,357,714	74.13%	Increase due to funding set aside for the Lori Wilson Park project offset by a reduction to fund renourishment and maintenance commitments due in F Y 2020-2021 due to post- Dorian spending in the prior year
Transfers Expense	-\$133,288	-11.44%	Reduced Tax Collector fee transfers due to decreased Tourist Development Tax revenue

**TOURISM DEVELOPMENT OFFICE
PERFORMANCE MEASURES**

PROGRAM	OBJECTIVE	MEASURE	ACTUAL F Y 2018-2019	ESTIMATED F Y 2019-2020	PROJECTED F Y 2020-2021
Tourist Development	Track T D tax growth as a %	Percentage growth (decline) from previous year	2.8%	-37.6%	10.0%
Tourist Development	Track T D Tax as a dollar amount	Actual and forecasted TDT revenue dollars	\$16,023,916	\$10,000,000	\$11,000,000
Tourist Development	Social Media Follower Growth - Attract new visitors to our Facebook and Instagram pages	Number of New Followers	N/A	12,000 estimated	17,501
Tourist Development	Facebook - Brand Awareness Digital Impressions - Paid - Generate significant impressions among Facebook users	Number of impressions of Facebook ads	300,000,000	41,000,000	50,000,000
Tourist Development	Google - Brand Awareness Digital Impressions - Paid - Reach potential Space Coast visitors while they are searching online	Number of impressions of Google ads	16,126,946	8,000,000	10,000,000
Tourist Development	Social Media Engagement - Paid - Inspire and motivate people to plan a Space Coast vacation	Number of engagements on social media ads	5,477,250	2,700,000	3,500,000
Tourist Development	Digital App/Launch Console Downloads - New people download Tourism Launch Console App	Number of new downloads	58,000	37,500	40,000
Tourist Development	Connected and Cable TV Impressions -More TV viewers seeing our brand	Number of T V impressions	25,000,000	25,000,000	20,000,000

PROGRAM	OBJECTIVE	MEASURE	ACTUAL F Y 2018-2019	ESTIMATED F Y 2019-2020	PROJECTED F Y 2020-2021
Tourist Development	Email Lead Generation - Increase our email list	Number of new email subscribers	16,920	8,500	12,000
Tourist Development	Email Open Rate - Increase number of people that open our emails	Open Rate Percentage	10.00%	10.00%	13.00%
Tourist Development	Email Click Through To Open Rate - People that open and actually click on our on-line media	Click Through Rate	14.00%	12.00%	15.00%
Tourist Development	Vacation Planner Views & Website Requests - Motivate people to plan a Space Coast Vacation	Number of mail and digital requests	N/A	9,500	12,000
Tourist Development	Website Total Users - Increase number of people coming to our website	Number of total visits to the website	911,386	725,000	900,000
Tourist Development	Website Average Session Duration - Increase helpful content on the website to assist visitors in planning their vacation	Time spent on website	1:29	1:25	1:45
Tourist Development	Billboard Impressions - Increase brand awareness	Total Estimated Impressions	N/A	535,140,466	400,000,000
Tourist Development	Earned Media Value - Generate value of media earned by P R	Dollar amount	\$7,843,371	\$6,300,000	\$6,300,000
Tourist Development	Media R O I - Track media dollars earned by P R firm	Ratio of P R dollars vs earned media	56:1	45:1	45:1

**TOURISM DEVELOPMENT OFFICE
FISCAL YEAR 2020-2021 TRAVEL A&B SUMMARY**

Program Name	Description	Position	Destination	Funding Source	Total Cost
Tourism Development	Sales Mission & Trade Show - Travel Weekly Cruise World (Co-Op Port & Hotels)	Travel Industry Relations Manager	Ft Lauderdale, FL	Tourist Tax	\$8,800
Tourism Development	Sales Mission & Trade Show I-75 V F Fall Festival	Travel Industry Relations Manager	Jennings Welcome Center	Tourist Tax	\$200
Tourism Development	Sales Mission & Trade Show I-95 V F Winter Festival	Travel Industry Relations Manager	Yulee Welcome Center	Tourist Tax	\$200
Tourism Development	Sales Mission & Trade HAT Show	Travel Industry Relations Manager	Orlando, FL	Tourist Tax	\$350
Tourism Development	Sales Mission & Trade Show Florida Film Commission Conference	Travel Industry Relations Manager	T B D	Tourist Tax	\$1,000
Tourism Development	Sales Mission & Trade Show Florida Outdoor Writers Conference	Travel Industry Relations Manager	T B D	Tourist Tax	\$1,000
Tourism Development	Continuing Education and Training - F A D M O Day at the Capital	Department Director	Tallahassee, FL	Tourist Tax	\$800
Tourism Development	Continuing Education and Training - F A D M O Annual Meeting	Department Director	Florida T B D	Tourist Tax	\$1,000
Tourism Development	Continuing Education and Training - Visit Florida Governor's Conference on Tourism	Department Director	Florida T B D	Tourist Tax	\$1,600
Beach Renourishment (N R M O)	Beach Renourishment (N R M O) American Shore & Beach Conference	Department Director/ Environmental Section Supervisor	Washington, DC	Tourist Tax	\$2,300

Program Name	Description	Position	Destination	Funding Source	Total Cost
Beach Renourishment (N R M O)	Beach Renourishment (N R M O) A S B P A Technical Conference & Board Meeting	Department Director/ Environmenta I Section Supervisor Department	T B D	Tourist Tax	\$1,600
Beach Renourishment (N R M O)	Beach Renourishment (N R M O) FL Shore & Beach Tech Conference	Department Director/ Environmenta I Section Supervisor Department	T B D	Tourist Tax	\$2,000
Beach Renourishment (N R M O)	Beach Renourishment (N R M O) Army Corp Project Coordination	Department Director/ Environmenta I Section Supervisor Department	Jacksonville, FL	Tourist Tax	\$200
Beach Renourishment (N R M O)	Beach Renourishment (N R M O) FL Shore & Beach Pres Annual Meeting	Department Director/ Environmenta I Section Supervisor	T B D	Tourist Tax	\$2,000
Total Funded For Department					\$23,050

**TOURISM DEVELOPMENT OFFICE
CAPITAL OUTLAY SUMMARY**

Program Name	Description	Quantity	Unit Cost	Funding Source	Total Cost
Tourism Development	Laptops	5	\$2,000	Tourist Tax	\$10,000
Total Funded For Department					\$10,000

Special Note:

In accordance with Brevard County Board of County Commissioners' Policy BCC-24, Procurement, this form satisfies Directive III. E. 4., requiring a detailed list of approved capital outlay items and equipment to be reviewed and approved by the Board during the Budget process.

**TOURISM DEVELOPMENT OFFICE
CAPITAL IMPROVEMENTS PROGRAM**

Program Name	Description	Funding Source	Total Cost
Tourist Development	Lori Wilson Capital Renovation Project Beach Improvement Fund - Completion of the park renovation or transfer to the City of Cocoa Beach Tourism Community Development Plan Capital Projects Fund - Funds in place for future approved capital projects under the plan and T D T local ordinance	Tourist Development Tax	\$1,250,000
Tourist Development	Space Coast Stadium Capital Improvements Fund - Required per U S S S A contract, if not used within fiscal year it rolls forward into capital reserves	Tourist Development Tax	\$2,500,000
Tourist Development		Tourist Development Tax	\$1,206,187
Total Funded For Department			\$4,956,187