



# Economic Development and Tourism

**Jessica Hurov, CPM**

**Tourism Development Director**

**Sean McLendon, CPM**

**Economic Development & Food Systems Manager**





## Brief Background

### **From the November 14, 2023 BOCC Meeting:**

#### **Economic Development**

County Manager Lieberman advised the Board that there are some larger projects that will be coming to the Board that view Tourist Development as Economic Development. As such Economic Development Director McLendon and Tourist Development Director Hurov will be working together to develop a plan to present to the Board for part of the budget development process to restructure things to push Tourist Development as an economic development factor.

### **From the January 9, 2024 BOCC Meeting:**

The 9:30 AM January 9 County Commission meeting had a related conversation with a focus on creating “needs assessment” of the 301 Corridor. The conversation included discussion of the suggestions for the expansion of economic development services during the budget process this year along with grant opportunities. The Board emphasized that need to think about the County’s motto: “Where Nature & Culture Meet” in thinking about opportunities.

**Tourism and Economic Development**



## **Tourism and Economic Development have worked collaboratively over the past 5-6 years.**

- Sharing ESF-18 (Business and Industry) duties with Emergency Management and the State of Florida emergency management
- Hosting the U.S. Army Reserve equipment concentration site evaluation team
- Liaising with private business for incoming business opportunities
- Gathering and distributing research and data
- Meeting with the Greater Gainesville Chamber of Commerce, Economic Development staff in municipalities, and community stakeholders
- Presenting at the EDAC and TDC advisory boards

**Tourism and Economic Development**



# Tourism: A Few Key Functions

Marketing expertise, content creation, and data gathering to execute promotional strategies with compelling narratives distributed to targeted audiences in alignment with our community's unique arts, nature, culture and sports tourism assets.

## Deploy Targeted Marketing and Communications

- Manage delivery of over 24 million advertising impressions annually
- Determine advertising outlets and tactics, create content and messaging

## Create Beneficial Community Partnerships

- Oversee \$2.7 million annually in grants and outside funding, supporting events, venues and activities that promote tourism.
- Coordinate efforts with over 70 organizations.
- Review and advise on new grant programs and refinement of funding criteria.

## Analyze Data and Consumer Research

- Data-driven marketing includes utilization of data for marketing efforts
- Track and report on visitor movement and spending

**Tourism and Economic Development**



# Economic Development : A Few Key Functions

Building on a track record in sustainability, equity, economic development, grant acquisition, and community engagement, we'll ensure responsible and inclusive growth.

## Accessing Grant Opportunities

- Awarded \$4.8 million and Applied for \$13 million in Florida Commerce Grants
- Quality green jobs – Jobs for the Future Foundation

## Providing Leads and Information to Partner Agencies

- Oversight and Collaboration on \$4.6 million annually on CRA and GCRA urban redevelopment
- Point of contact for site selectors, businesses, industrial parks, and municipal partners

## Focus on Agriculture and Sustainable Development

- Management of \$1.4 million in funds for economic development of local agriculture
- Project management of small farmer assistance with product development and capital grants
- Coordinates agriculture infrastructure modeling and deployment
- Oversight of culinary arts workforce development and certification

**Tourism and Economic Development**



## **Shared Key Functions: Marketing the Community**

**Economic Development and Tourism both market the community.**

**The merged department can further align staff resources and marketing efforts for positive benefits of our residents, businesses, and community.**

**Tourism and Economic Development**



# Projects funded through visitor spending (TDT) are both Tourism and Economic Development projects.

The investment of \$30 million into the Alachua County Sports and Event Center generates both tourism and economic development.

## Tourism Focus

- Visitors and Attendance at the facility
  - Visitor spending on lodging, dining, shopping
  - Hotel occupancy and rates
  - Visitors going to other area attractions
  - Visitor familiarization of the area for return visits/word of mouth
- 
- 233,520 overnight visitors
  - 117,000 room nights
  - \$12,218,950 direct hotel sales

## Economic Development Focus

- Employment / Jobs
  - Wages and salaries
  - Public/private partnerships
  - Additional public support at the State level
  - New development opportunities near and around the facility
  - Infrastructure – expansion of roads and utilities
- 
- \$77 million per year in net total output
  - 1,150 incremental annual jobs
  - \$25.9 million in net annual wages

– *Victus Advisors*

# Tourism and Economic Development



## **Economic Development and Tourism are integrally connected**

**Businesses can't thrive on revenue from locals alone.**

**Visitor spending is vital to Alachua County's economy and represents 24.7% of total spending in the County.**

**Businesses benefit tourism and tourism benefits businesses.**

**Tourism and Economic Development**



# Tourism and Economic Development Creating Opportunities

## TOURISM

### Business Focus: Hospitality Sector

Primarily focuses on businesses in the hospitality sector: lodging, restaurants, retail, attractions, state & local parks, venues, agritourism operators, farmer's markets, etc.

### Audience: Visitors

Primarily focuses on targeting messaging and marketing to attract visitors to Alachua County and to create local ambassadors of our assets.

## ECONOMIC DEVELOPMENT

### Business Focus: All Sectors

Focuses on all business sectors, including biomedical, tech, manufacturing, agriculture, start-ups, etc.

### Audience: Existing and Emerging Businesses

Business prospects that have potential for relocation and development. Existing businesses for growth and retention.



# COMMUNITY ALIGNMENT FOR GROWTH

**Businesses create the reasons and the opportunities for visitation.**

**Attracting employers and investment**

Example: US Army Reserve Equipment Concentration Site:

**\$36 million capital investment  
+ \$13.4 M/year 110 jobs =**

**Army "Visitor" Spending with a Workforce Opportunity with Santa Fe College, Heavy Diesel Mechanic Certification**



**Tourism and Economic Development**



# Advancement of the Community

Whether we're speaking to workers, businesses, visitors, or residents, the foundation of our efforts is marketing Alachua County.

In part, this speaks to our community's Quality of Life (in part, defined as “livability of the environment” and the broader leisure opportunities outside of the working environment) that includes parks, trails, and cultural enrichment which are major elements in retaining and attracting workforce, new businesses, visitors and new residents to our community.

*Quality of Life Examples: Music, Nature, Arts, Biking, Hiking, Paddling, Breweries, Cultural Events, Festivals, Restaurants, Family-friendly activities, Dining and more.*

**Tourism and Economic Development**



# Year 1: Data, Research, and Marketing Development

- **Analysis: Market Data; economic impact research**
- **Creation of content and marketing collateral**
- **Researching: Applying for grant funding**
- **Representing the County at trade shows and outreach**
- **Convening and engaging with our partners in municipalities, chambers, advisory boards, workforce development, community stakeholders**
- **Initiate quarterly reporting to Leadership and Commission on key performance indicators and department updates.**

**Tourism and Economic Development**



# Counties with Combined Tourism and Economic Development Functions

## Seminole County

**INNOVATION AND STRATEGIC INITIATIVES**  
 ANDREA WESSER-BRAWNER,  
 CHIEF ADMINISTRATOR

*Economic Development*  
*Tourism*  
*Strategic Initiatives*  
*Cultural Affairs*

## Citrus County

### Economic Development

- Frank Calascione - [Economic Development](#)
- Auvis Cole, Tourism Director - [Visitors & Convention Bureau](#)

## Leon County

**MATHIEU CAVELL**  
 Director, Community Relations and Resilience

**KEVIN PETERS**  
 Director

**KIANNA GILLEY**  
 Manager

**KERRI POST**  
 Director

**Emergency Management**

- Disaster Preparedness and Response
- 9-1-1 Operations
- Disaster Plan Review
- Emergency Exercises

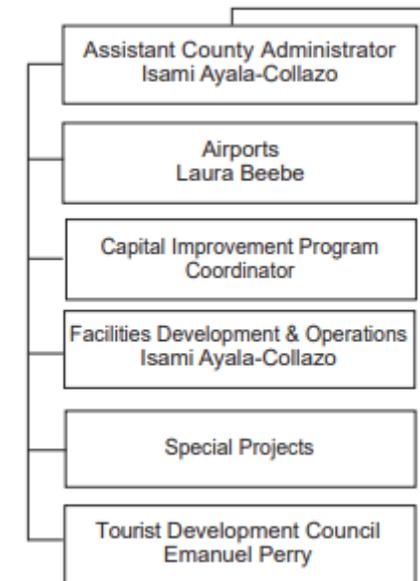
**Community and Media Relations**

- Community Relations
- Media Engagement
- Crisis Communications
- Disaster Resiliency

**Tourism**

- Destination Marketing
- Sports Tourism
- Signature Event Grants
- Amphitheater Concert Series
- Culture and Arts

## Palm Beach County





# Year 1: Research, Development and Data

## Activate Marketing / Advancement Plan

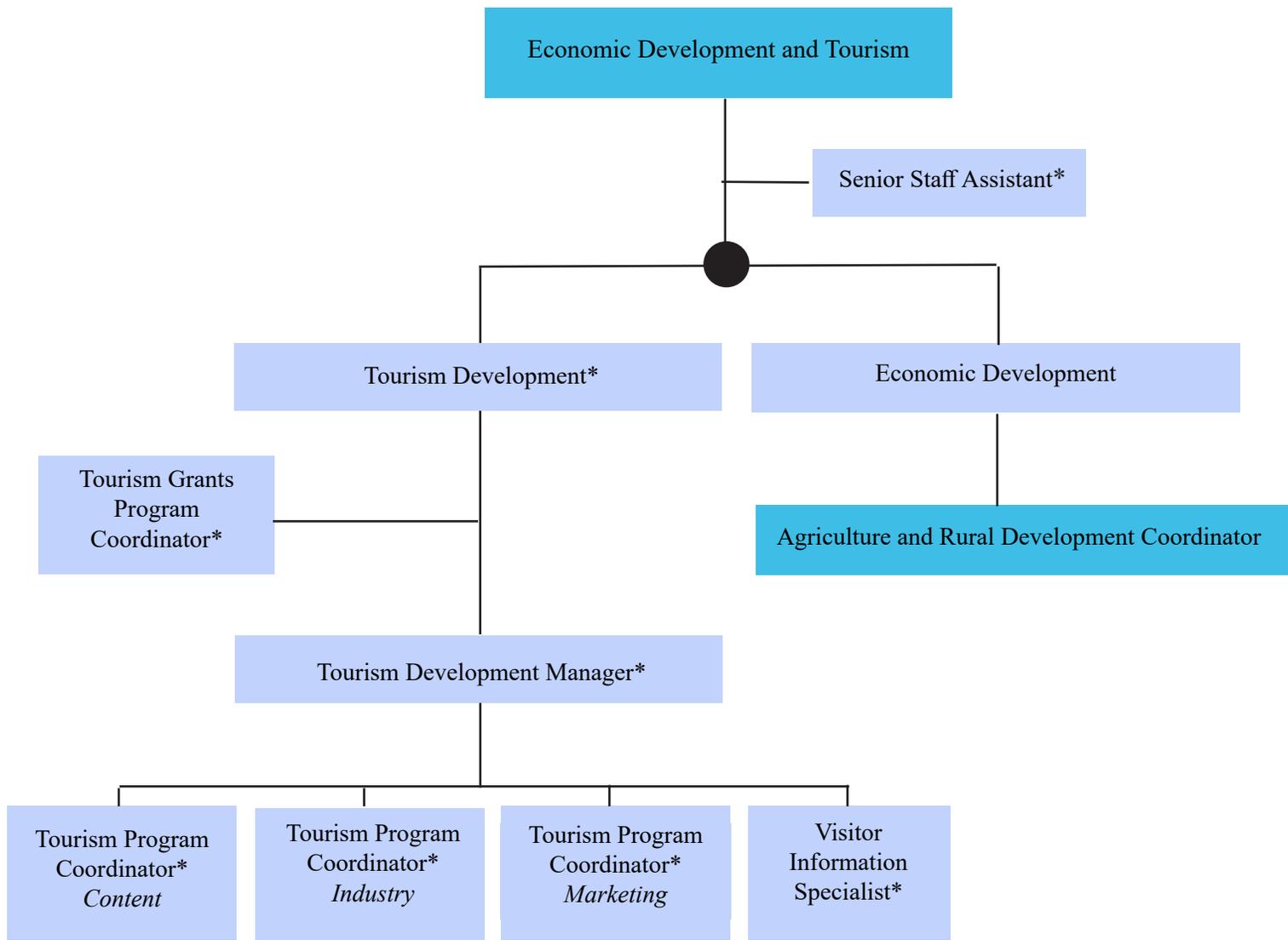
- (1) **Define assets and opportunities:** What is our unique selling proposition?
- (2) **Market Segmentation:** Who are our audiences?
- (3) **Location:** Where are they?
- (4) **Delivery:** How do we reach them?
- (5) **Messaging:** What is their decision-making matrix and how do we address their unique interests?
- (6) **Deploying** messaging in alignment with their goals.
- (7) **Measuring** efforts against KPIs

## Top of the Marketing Funnel: Awareness

The top of the funnel starts with creating general, high-level branding awareness :

- Multiple messaging channels
- Website landing pages
- Printed collateral
- Local road show
- Create trade show booth; attend trade shows and business development conferences
- Explore digital and social campaigns to disseminate key messaging

Tourism and Economic Development



\*Funded through TDT

