

Business Case and Tourism Impact Support Requirements

All Applicants must submit a clear, supportable business case for the proposed Capital Project, including the rationale for how the project is expected to generate incremental visitation and support broader tourism activity. The specific data, metrics, and analytical approaches used to support this business case may vary by project.

This business case is intended to evaluate incremental visitation, tourism activity, and overall project justification, rather than a traditional economic impact study.

It is the County's intent in requesting the information as outlined in the Consultants Scope of Work section to receive the information and projections in a way that the methodology and calculations utilized in estimating the incremental impacts can be followed, understood and vetted for reasonableness.

Qualifications and Resumes

Applicants are not required to retain a consultant; however, if a consultant is utilized to assist in developing the Applicant's business case and supporting analyses, all Consultants must include, as part of the application document, their experience in completing tourism-related analyses/projections for similar facility types as are being proposed by the Applicant. Submitted qualifications must include the following:

1. Brief descriptions of the project the Consultant has participated in are similar to the type of project referenced in the Applicant's submission. Information should include the project name, location, date, services were completed, opening date (if applicable), and description of services provided. Include references for each project described. References should include a contact person, address, phone number, and email. References should be prepared to be contacted.
2. Professional resumes of the key individuals assigned to the Applicant's project; describing education, qualifications, and experience with similar business case development and/or tourism-related analyses (including dates worked on each project).

Consultants Scope of Work

The following items are not mandatory requirements, but rather represent a menu of analyses, metrics, and supporting information that Applicants may include, either independently or with the assistance of a consultant, to help build a comprehensive and supportable business case for funding. Applicants are encouraged to provide those elements most relevant to their specific project, supported by appropriate data, assumptions, and methodology.

1. **Historical Visitation-Based Metrics**

A. These measures help quantify the project site's current tourism activity and establish a baseline for evaluating future impact.

a. **Annual Visitor Counts**

- i. Actual: If tracked through formal counts, sensors, or other reliable methods.
- ii. Estimated: If not tracked, estimate using proxy indicators such as parking utilization, concession activity, or geolocation data (e.g., Placer.ai, Near, etc.).

b. **Visitor Point of Origin (Local vs. Out-of-Area)**

- i. Actual: If tracked through surveys, parking records data, reservations (if onsite camping) or other sources.
- ii. Estimated: If not tracked, estimate using parking and license-plate sampling, geolocation data, or visitor intercept surveys.

2. **Future Visitation-Based Metrics**

A. These measures help demonstrate how proposed improvements are expected to affect future visitation and tourism activity.

a. **Projected Annual Visitor Counts**

- i. Provide a justification statement describing how the proposed improvements are expected to increase visitation or prevent a loss of visitation that may occur without investment (e.g., enhancing capacity, amenities, accessibility, or visitor experience).
- ii. Quantify the incremental change in annual visitors with proposed improvements (or potential decrease without improvements) using one or more of the following approaches: capacity-based modeling (e.g., added parking spaces, campsites, or expanded operational hours), comparative benchmarking using examples of similar improvements at peer beaches or parks regionally or nationally, and/or analysis prepared internally or by a third-party consultant to develop a data-supported projection.

b. **Visitor Origin (Local vs. Out-of-Area)**

- i. Provide a statement of justification identifying any expected shift in visitor mix (e.g., greater out-of-area visitation).
- ii. Support projections using comparative benchmarks analysis prepared internally or by a third-party consultant.

3. **Tourism Support Importance**

A. These measures help assess how the project contributes to the broader tourism infrastructure and destination appeal.

- a. **Role in Local Tourism Infrastructure**
 - i. Provide a justification statement describing how the project supports or enhances the area's broader tourism offerings (e.g., providing essential beach access, diversifying recreational amenities, supporting nearby lodging or attractions).
- b. **Proximity to Accommodations**
 - i. Identify the number of hotel rooms and short-term rentals within a defined radius.
- c. **Location within High-Visitation Areas**
 - i. Use available citywide data to demonstrate whether the project is located within a major tourist concentration or growth area, which may strengthen its return on investment.
- d. **Linkages with Tourism Operators**
 - i. Identify any existing or potential partnerships with outfitters, concessionaires, tour operators, or recreation service providers that could be supported or expanded by the project.
- e. **Special Event Potential**
 - i. Describe how the site currently hosts or could host events or other tourism-driving activities, and whether proposed improvements increase its suitability for such uses.

4. **Visitor Experience and Quality Indicators**

- A. These measurements help demonstrate how the project enhances visitor satisfaction, sustainability, and repeat visitation potential.
 - a. **Visitor Satisfaction and Feedback**
 - i. Conduct or reference past visitor surveys to measure support for proposed improvements.
 - ii. Consider supplementing surveys with online reviews or social sentiment analysis to gauge perceived quality and visitor experience.
 - b. **Environmental Quality and Sustainability Measures**
 - i. Describe the expected environmental or sustainability benefits of the project (e.g., dune restoration, landscaping, stormwater management, renewable energy use). Where possible, identify qualitative or quantitative measures of these benefits, such as improved natural aesthetics, enhanced habitat resilience, reduced runoff, or measurable resource conservation outcomes.

5. **Alignment with Strategic Tourism Goals**

A. These measures evaluate how the project aligns with general tourism objectives.

a. **Sustainable Tourism Practices**

- i. Does the project support eco-friendly design or operations consistent with sustainable tourism goals? Provide examples or anticipated benefits.

b. **Regional Competitiveness**

- i. Does the project enhance the County's competitiveness and differentiation relative to other coastal destinations? Provide justification or comparative context.

6. **Additional Supporting Data, Analysis, and Rationale**

Applicants may include any other data, analysis, or qualitative or quantitative rationale that supports the overall business case for the project, including but not limited to market demand indicators, stakeholder support, comparable project outcomes, financial or operational considerations, or other relevant factors not specifically outlined above.