

Tourist Development Council

Seminole County Services Building

April 20, 2023



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Tourist Development Council
April 20, 2023 Meeting Agenda
Seminole County Services Building
Room 3024

I.	Call to Order	Chair Patrick Austin
	Pledge of Allegiance followed by Moment of Silence	
II.	Welcome and Introductions	
III.	Approval of January 2023 TDC Minutes*	Chair Patrick Austin
IV.	Central Florida Zoo Grant Presentation*	Richard Glover, CEO, Central FL Zoo
V.	Orlando North Tourism Updates	Tricia Johnson
	a. Tourism Team Presentation	Karen Aplin, Danny Trosset, Gui Cunha
VI.	Tourism Improvement District Feasibility Study	Tiffany Gallagher, VP, Civitas
VII.	Indoor Complex Feasibility Study	Rob Hunden, President, Hunden Strategic Partners
VIII.	Visitor Study Update	Joseph St. Germain, President, Downs & St. Germain Research
IX.	Evok Advertising	Lindsay Hayhurst, Account Manager, Evok Advertising
X.	Old Business	Chair Patrick Austin
XI.	New Business	
XII.	Adjourn	

Next Meeting

Thursday, August 17, 2023
Seminole County Government, Room 3024
1101 East First Street, Sanford, FL 32771

** These items need formal action by the TDC.*

PERSONS WITH DISABILITIES NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE HUMAN RESOURCES DEPARTMENT, ADA COORDINATOR 48 HOURS IN ADVANCE OF THE MEETING AT 407-665-7941.

PURSUANT TO FLORIDA LAW, THE PUBLIC HAS THE RIGHT TO BE HEARD ON ALL PROPOSITIONS. PUBLIC COMMENT TIME ON PROPOSITIONS SHALL BE THREE (3) MINUTES FOR INDIVIDUALS AND SIX (6) MINUTES FOR GROUP REPRESENTATIVES. PROPER DECORUM WILL BE OBSERVED.



**Tourist Development Council Meeting
January 19, 2023**

Meeting called to order by Chair Elizabeth Brown at 3:07 pm

A quorum was established

In Attendance

- Chairman Elizabeth Brown, President, TBI US Operations Inc./OSI Inc. (SFB)
- Commissioner Patrick Austin, City of Sanford
- Commissioner Sarah Reece, City of Altamonte Springs CALNO Representative
- Bruce Skwarlo, General Manager, Orlando Marriott Lake Mary
- Don Dougherty, General Manager, The Westin Lake Mary, Orlando North
- Jamie Ross, General Manager, Residence Inn Orlando Lake Mary
- Erik Ducharme, Director of Sales, Top Golf Lake Mary
- Judith Derosiers, Mall Director, Oviedo Mall

Excused

- Commissioner Jay Zembower, Seminole County Board of County Commission, District 2

Pledge of Allegiance and Moment of Silence

Introductions

Election of Chair and Vice Chair

Motion for Commissioner Patrick Austin as TDC Chair for 2023

Motion: Bruce Skwarlo

Second: Don Dougherty

Vote: Unanimous

Election of Vice Chair

Motion for Bruce Skwarlo as TDC Vice Chair for 2023

Motion: Erik Ducharme

Second: Don Dougherty

Vote: Unanimous

Approval of November 2022 Minutes

Motion: Commissioner Sarah Reece

Second: Bruce Skwarlo

Vote: Unanimous

Tourism Update

Tricia Johnson, Deputy County Manager, Seminole County

- County Manager Search Update
- Interviews next week (Jan 23-27)
- Meet and Greet

Leisure Update

Karen Aplin, Tourism Director, Seminole County

- 27 video/photo shoots
- Launch of Adventures with Jim Duby on you tube
- Travel Tails series from pet point of view

Sports Update

Danny Trosset, Sports Tourism Director, Seminole County

- PG Showcase
- ECNL Girls
- ECNL Boys
- Field Hockey
- Free community baseball camp: February 3, 2023

Occupancy and Tourism Update

Gui Cunha, Administrator, Tourism and Economic Development, Seminole County

- 20% above last year's historic highs in TDT collections
- Selling sponsorships at Sports Complex and Soldiers Creek
- You Tube: in 3 months gained 7,000 subscribers. In future, looking to generate a revenue stream from You Tube

Tourism Improvement District Update

Tiffany Gallagher, Civitas

- Steps to TID formation
- Steering Committee
- Hotel Outreach
- District plan and government review
- Hotel approval
- Government hearing and approval

Are we doing this for capital improvement, and would this be for indoor complex?
Hoteliers in TID will establish what the assessment will be used for.

Is this per available room or per occupied room? In this state, the established rate is by availability of a room and passed for occupied which covers the totality of the assessment.

Is this compulsory? Yes, a hotel will still have to pay assessment regardless of if they vote yes for the TID. If a new hotel is built and falls into the benefit/assessment definition, it would automatically participate. Contribution of assessment dollars is related to room count
Any new hotels that fall in the benefit definition would automatically participate

Visitor Study Update

Erin Dinkle, Downs & St. Germain

- October through December 2022
- Over 50% visitors came for Family/Friends
- 69% saw advertising from social media outlets, including ONSC and PlayOrlandoNorth
- 66% from Florida – mostly a drive market (92%)
- 75% satisfied or very satisfied with trip to destination
- 85% would visit again

How many visitors were local surveys versus online? Majority was in person and online was supplemental.

Can the quotes about the area, business, etc. be shared with the local businesses? Yes, we can do that.

Indoor Complex Feasibility Study

Rob Hunden, Hunden Strategic Partners

- Executive Summary
 - *Looks to conduct a financial feasibility and pro forma study for a new indoor sports complex*
 - *Aims to determine the market demand for sports and events*
 - *Calculation of construction and operational cost projections*
 - *Possible funding options as they relate to proposed project*
- Proposed Project Profile & Site Analysis
- Economic, Demographic & Tourism Analysis
- Local Sports Facility Supply & Demand Analysis
- Regional Sports Facilities Analysis
- Sports Tournaments & Opportunity Analysis
- Support Amenities: Hotel & Restaurant Analysis
- Benchmark Facilities
- Market Findings & Recommendations
- Next Steps:
- Pro Forma
- Economic, Fiscal & Employment Impact Analysis
-

How many acres are proposed? 29 acres with 2/3rds being utilized with a 132,000 sq. ft for building

Would need more seating in championship court to accommodate local graduations.

What does it mean when a facility doesn't meet standards? Court count is usually the standard, and some facilities don't have enough to host an event, or they don't have the 'run off' space around court.

Are construction costs based on today's costs? Yes, today dollars have been reflected.

Destinations Management Accreditation Program

Jack Wert, Consultant, Wert Consulting

- Goal to have Seminole County Tourism accredited
- Have 92 standards to demonstrate or develop to gain accreditation
- 4 year renewal

Did we budget for this? Do we need to change the budget? No increase to the current budget. We repurposed money from other sources.

Central Florida Zoo Update

Richard Glover, CEO

- Asian Lantern Festival
 - 41 nights, 92,000 attendees
- \$100,000 of TDC monies went to marketing for Asian Lantern Festival
- Upcoming Events

Old Business

- None

New Business

- None

Meeting adjourned 5:07pm



TDT Funding Application under Florida Statute 125.0104(5)(b); Zoo funding in a county under 750,000 in population.

PURPOSE

This document sets forth the guidelines for applicants requesting grant funding through the use of Tourist Development Taxes.

Applications must conform to the guidelines as outlined within the application. Applications that do not conform to these guidelines will not be considered for funding. Applications will be reviewed by the Tourist Development Council and a funding recommendation will be made for final approval by the Seminole County Board of County Commissioners. Seminole County reserves the right at its discretion to modify the total amount awarded.

All grant applications will be reviewed by County staff and the final funding recommendation and payment will be made by Seminole County. If approved, the applicant will receive a funding agreement from Seminole County which will include all of the requirements and obligations of the organization in order to be granted funds from the County.

AUTHORIZED USE OF TOURISM DEVELOPMENT FUNDS

Florida Statutes, Section 125.0104(5)(a)2 states that Tourism funds must be used to promote and advertise tourism in the State of Florida and nationally and internationally; however, if tax revenues are expended for an activity, service, venue, or event, the activity, service, venue, or event shall have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity, service, venue, or event to tourists.

Current permitted uses of TDT revenue are identified in the Florida Statutes, Section 125.0104(5)(b), as follows:

“(b) Tax revenues received pursuant to this section by a county of less than 750,000 population imposing a tourist development tax may only be used by that county for the following purposes in addition to those purposes allowed pursuant to paragraph (a): to acquire, construct, extend, enlarge, remodel, repair, improve, maintain, operate, or promote one or more zoological parks, fishing piers or nature centers which are publicly owned and operated or owned and operated by not-for-profit organizations and open to the public. All population figures relating to this subsection shall be based on the most recent population estimates prepared pursuant to the provisions of s. 186.901. These population estimates shall be those in effect on July 1 of each year.”

UNAUTHORIZED USE OF FUNDS

The following are examples of unauthorized expenses of Tourism Development Tax Funds.

1. Prize money, scholarships, awards, plaques, or certificates
2. Travel expenses
3. Private entertainment, food, and beverages
4. Legal, medical, engineering, accounting, auditing, planning, feasibility studies or other consulting services
5. Salaries
6. Tangible personal property including but not limited to office furnishings or equipment, permanent collections, or individual pieces of art
7. Interest or reduction of deficits and loans
8. Expenses incurred or obligated prior to or after the grant event period
9. Advertising and promotional materials distributed at the event site or after the event
10. Any and all other uses that are directly prohibited by the Florida State Statute

SUBMITTING ORGANIZATION INFORMATION

NAME OF ORGANIZATION: Central Florida Zoo & Botanical Gardens

TAX STATUS OF SUBMITTING ORGANIZATION: Tax exempt under section 501 (c)(3)

FE ID NUMBER: 59-1357197

(PLEASE SUBMIT W-9 WITH APPLICATION)

APPLICANT NAME AND TITLE: Richard Glover, Jr., CEO

ADDRESS: 3755 W. Seminole Blvd. Sanford, FL 32771

PHONE: 407.323.4450 x 112 **EMAIL:** Richardg@centralfloridazoo.org

WEBSITE: www.centralfloridazoo.org

ORGANIZATION OVERVIEW

Please provide an overview of applying organization, to include:

- Organizational outline, including but not limited to names of governing board members and organizational chart or list and roles of staff members
- Membership numbers, if applicable
- Programming
- Events
- Current budget

(These and other relevant documents may be attached to the application).

Please see attached pages 5-8

APPLICATION FOR FUNDING DETAILS

1. TOTAL AMOUNT ORGANIZATION IS REQUESTING: \$340,000
2. HAS YOUR ORGANIZATION RECEIVED FUNDING FROM ORLANDO NORTH SEMINOLE COUNTY TOURISM IN THE PAST? YES No
- IF SO, PLEASE PROVIDE BACKGROUND AS TO HOW PREVIOUS FUNDS WERE UTILIZED:

HAS YOUR ORGANIZATION RECEIVED FUNDING FROM SEMINOLE COUNTY GOVERNMENT IN THE PAST? YES NO

IF SO, PLEASE PROVIDE BACKGROUND AS TO HOW COUNTY FUNDS WERE UTILIZED:

Funds from Seminole County Government were utilized to build the Florida black bear habitat in 2015. In 2020, funds from Seminole County Government were utilized for economic recovery related to the pandemic.

PLEASE LIST INTENDED UTILIZATION OF REQUESTED GRANT FUNDS

Provide an itemized summary indicating the intended use of grant funds. Please be as detailed as possible, including marketing efforts, capital projects, etc. and the proposed dollar amount that will be expended for each category.

EXPENSE TYPE	AMOUNT
Marketing Efforts	\$100,000
Broadcast – Television	
Broadcast - Radio	
Billboards	
Digital	
Print	
Accessibility Improvements	\$240,000
Boardwalk and Sidewalk Improvements	\$140,000
ADA Sidewalk Improvements	\$100,000
TOTAL EXPENSES:	\$340,000

PLEASE LIST ADDITIONAL SOURCES OF INCOME

Additional sources of income may include: Membership dues, ticket sales, events, philanthropic donations, other local, state, or federal funding. Orlando North Seminole County Tourism cannot be sole source of funding.

INCOME SOURCE TYPE	INCOME AMOUNT
Revenues FY 2022	
Annual Passholders	\$783,289
Gate Receipts	\$2,748,928
Guest Services	\$200,607
Education Programs	\$276,687
Facilities Rental	\$59,926
Zipline and Other Concessions	\$816,611
Government grants (contributions)	\$1,816,130
All other contributions, gifts, and grants	\$2,661,350
Total Revenues (Not Including Proposed Grant):	\$9,363,528

CERTIFICATION

I have reviewed and completed this application for Orlando North Seminole County TDT funding.

I am in full agreement with the information contained herein. To the best of my knowledge the information contained in this Application and its attachments is accurate and complete.



NAME

Richard Glover, Jr.

TITLE

CEO

DATE

3/9/23

The Central Florida Zoo & Botanical Gardens (CFZ&BG) is a conservation resource providing experiences that excite and inspire children and adults to learn and act on behalf of wildlife. The Central Florida Zoo was first established as the Sanford Zoo in 1923 when a rhesus monkey was given to the Elks Club by a traveling circus. While under the Fire Department's care, more animals were added to the collection, including a female monkey, a bulldog, a skunk, an opossum, a raccoon, and a squirrel.

In the 1940s, the Sanford Zoo relocated to new facilities on Lake Monroe's shores in downtown Sanford. Visitors enjoyed watching playful spider monkeys on 'Monkey Island,' and lion vocalizations could be heard throughout downtown Sanford.

Fast forward to 1975 when the support of dedicated citizens and the donation of a 106-acre piece of land from Seminole County, the Central Florida Zoological Park opened at its current location, with Jack Hanna as Director. During the 1980s and 1990s, we added boardwalks, reptiles, and animal hospital and became accredited for the first time by the Association for Zoos and Aquariums.

In 2007, the Zoo officially announced its botanical garden status and became the Central Florida Zoo & Botanical Gardens or CFZ&BG. Since that time, we've grown to 116 acres, care for over 350 animals representing over 100 species, added a "KABOOM!" playground, a special play area for the "little ones," have zip lines and a fun splash pad, thanks to the generosity of donors, members, and grantmakers. These additions make the CFZ&BG a great place to spend the day at an affordable price.

Our educational programming is of the highest quality, providing teacher training, education for children from pre-k to high school. Interns are invited to gain experience in their field while in college or after college residencies. A highly educated team writes the curriculum for teachers seeking to enhance the State of Florida's core standards. Annually, each class is revisited and recreated to offer repeat visitors new experiences while achieving the same core standards. Whether on our property for live classroom fun, a virtual session, or through one of our "Zoo to You" visits, the education program accentuates and enhances the experience of learning for all ages.

Annual events, "pre-and post-pandemic," include Zoo Boo-Bash during October, the Asian Lantern Festival in partnership with Tianyu Arts & Culture Inc, Brews around the Zoo sponsored by Wayne Densch, and an annual gala event. We host birthday parties and weddings, as well as local chamber meetings, offering the Central Florida community many options to experience our beautiful property.

Expanding our work toward the conservation of wildlife, the CFZ&BG acquired The Orianne Center for Indigo Conservation or OCIC in 2014. Partnering with others, the center works through land conservation, research, species monitoring, captive breeding, and reintroduction programs for the eastern indigo snake and striped newt. The OCIC, partnering with others, has successfully reintroduced the Eastern Indigo in Alabama. The impact reports have been significantly positive to date, resulting in a reduction in the venomous snake population, working toward balance in the region.

The CFZ&BG's leadership is educated and experienced. We employ over 100 staff members for guest services, animal care, education, facilities, horticulture, public safety, and administration. We provide annual passes to over 7,000 households on average. Our institutional collection plan plays a vital role in population management; variables such as available space, institutional resources, and staff expertise are all considered in planning decisions. We participate in 30 Species Survival Programs. Each Species Survival Program works to maintain healthy, genetically diverse populations while advisory groups and conservation action plans focus on research and conservation initiatives for these species.

The Zoo is a not-for-profit corporation organized under Chapter 617 of the Florida Statutes and is a non-stock corporation with no owners. It is qualified as a tax-exempt 501(c)(3) organization for tax purposes. Under the guidance of a board of directors, our team works toward offering experiences to individuals and families that educate, excite, and ignite a passion for learning and taking action on behalf of wildlife.



**Central Florida Zoological Society, Inc.
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Sanford Tours & Experiences

Melissa Nelson
Rollins College

Carrie Vanderhoef
Special Events Committee Chair, Wekiva Island

Trenton Newton
Florida Power & Light

Samuel Weissman
Weissman | Paul, PLLC

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, Inc.

Budget for FY 2022/2023

	BUDGET
Revenues	
Annual Passholders	\$780,226
Gate	\$3,306,780
Concessions/Gift Shop	\$616,710
Group Sales	\$110,100
Government support	\$823,213
Education	\$322,950
Special Events	\$963,075
General Donations/Grants	\$293,100
Zipline/Train	\$364,429
Other Zoo Activities	\$250,491
Project Grants/ Donations	\$265,000
Other Revenues	\$412,471
Total revenues	\$8,508,545
Expenses	
Payroll	\$4,225,695
Animal care	\$275,715
Advertising expenses	\$189,160
Employee expenses	\$169,807
Facilities Repairs and Maintenance	\$335,372
Office Supplies/website/credit card fees	\$137,720
Utilities	\$201,586
Insurance	\$851,039
Professional Fees	\$165,000
Special Events	\$125,413
Supplies	\$92,800
Other Expenses	\$1,045,185
Total Operating Expense	\$7,814,492
Net Operating Income	\$694,053

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, INC.
 UNAUDITED MONTHLY RESULTS AS OF MAR 31, 2023

	Mar-23	Feb-23	M-O-M	%
	Unaudited Actuals	Unaudited Actuals	Jan/Dec	Change
Revenues				
Annual passholders	\$ 61,995	\$ 60,376	\$ 1,619	3%
Gate	\$ 498,118	\$ 319,968	\$ 178,150	56%
Group sales	\$ 1,779	\$ 17,334	\$ (15,555)	-90%
Concessions	\$ 35,229	\$ 18,989	\$ 16,240	86%
Gift shop	\$ 95,098	\$ 58,398	\$ 36,700	63%
Government support	\$ -	\$ 37,500	\$ (37,500)	-100%
Education	\$ 92,424	\$ 117,255	\$ (24,831)	-21%
WMD net rental	\$ 2,316	\$ 6,076	\$ (3,760)	-62%
Public support	\$ 51,183	\$ 18,597	\$ 32,586	175%
Net event revenues	\$ 42,034	\$ 18,988	\$ 23,046	121%
Zipline	\$ 22,589	\$ 13,050	\$ 9,539	73%
Train/Carousel	\$ -	\$ -	\$ -	
Other revenues	\$ 54,229	\$ 57,948	\$ (3,719)	-6%
Total revenues	\$ 956,995	\$ 744,480	\$ 212,515	29%
Operating expenses				
Payroll	\$ 445,981	\$ 292,600	\$ 153,380	52%
Animal care	\$ 23,985	\$ 28,910	\$ (4,926)	-17%
Facilities repair and maintenance	\$ 17,276	\$ 31,077	\$ (13,802)	-44%
Advertising	\$ 5,362	\$ 5,281	\$ 81	2%
Insurance	\$ 65,957	\$ 68,845	\$ (2,888)	-4%
Utilities	\$ 18,571	\$ 18,116	\$ 455	3%
Professional fees	\$ 9,700	\$ 23,003	\$ (13,303)	-58%
Employee expenses	\$ 7,505	\$ 7,715	\$ (210)	-3%
Office expenses/website/credit card fees	\$ 7,649	\$ 12,137	\$ (4,488)	-37%
Depreciation	\$ 54,167	\$ 54,167	\$ -	0%
Project Expenses	\$ 58,977	\$ 62,142	\$ (3,165)	-5%
Printing	\$ 35	\$ 59	\$ (23)	-40%
Supplies	\$ 10,056	\$ 8,965	\$ 1,091	12%
Other operating expenses	\$ 38,022	\$ 25,556	\$ 12,466	49%
Total operating expenses	\$ 763,243	\$ 638,574	\$ 124,669	20%
Net operating income before depreciation	\$ 193,752	\$ 105,906	\$ 87,847	83%

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, INC.
 UNAUDITED MONTHLY RESULTS AS OF MAR 31, 2023

	Mar-23	Mar-22	Y-O-Y	%
	Unaudited Actuals	Unaudited Actuals	2022/2021	Change
Revenues				
Annual passholders	\$ 61,995	\$ 66,108	\$ (4,113)	-6%
Gate	\$ 498,118	\$ 400,998	\$ 97,121	24%
Group sales	\$ 1,779	\$ 18,011	\$ (16,232)	-90%
Concessions	\$ 35,229	\$ 10,951	\$ 24,278	222%
Gift shop	\$ 95,098	\$ 84,070	\$ 11,028	13%
Government support	\$ -	\$ -	\$ -	0%
Education	\$ 92,424	\$ 47,477	\$ 44,947	95%
WMD net rental	\$ 2,316	\$ 1,935	\$ 381	20%
Public support	\$ 51,183	\$ 26,151	\$ 25,032	96%
Net event revenues	\$ 42,034	\$ 10,201	\$ 31,833	312%
Zipline	\$ 22,589	\$ 22,820	\$ (231)	-1%
Train/Carousel	\$ -	\$ -	\$ -	0%
Other revenues	\$ 54,229	\$ 69,817	\$ (15,588)	-22%
Total revenues	\$ 956,995	\$ 758,539	\$ 198,456	26%
Operating expenses				
Payroll	\$ 445,981	\$ 337,878	\$ 108,103	32%
Animal care	\$ 23,985	\$ 17,788	\$ 6,197	35%
Facilities repair and maintenance	\$ 17,276	\$ 27,707	\$ (10,431)	-38%
Advertising	\$ 5,362	\$ 3,696	\$ 1,666	45%
Insurance	\$ 65,957	\$ 64,481	\$ 1,476	2%
Utilities	\$ 18,571	\$ 18,084	\$ 487	3%
Professional fees	\$ 9,700	\$ 7,957	\$ 1,744	22%
Employee expenses	\$ 7,505	\$ 7,012	\$ 493	7%
Office expenses/website/credit card fees	\$ 7,649	\$ 18,155	\$ (10,506)	-58%
Depreciation	\$ 54,167	\$ -	\$ 54,167	#DIV/0!
Project Expenses	\$ 58,977	\$ 900	\$ 58,077	6453%
Printing	\$ 35	\$ 4,070	\$ (4,035)	-99%
Supplies	\$ 10,056	\$ 8,397	\$ 1,659	20%
Other operating expenses	\$ 38,022	\$ 23,057	\$ 14,965	65%
Total operating expenses	\$ 763,243	\$ 539,181	\$ 224,062	42%
Net operating income before depreciation	\$ 193,752	\$ 219,358	\$ (25,606)	-13%

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, INC.
 UNAUDITED MONTHLY RESULTS AS OF MAR 31, 2023

	<u>Mar-23</u> <u>Unaudited Actuals</u>	<u>Mar-23</u> <u>Budget</u>	<u>Actual to</u> <u>Budget</u>	<u>Actual to</u> <u>Budget %</u>
Revenues				
Annual passholders	\$ 61,995	\$ 70,309	\$ (8,314)	88%
Gate	\$ 498,118	\$ 442,247	\$ 55,871	113%
Group sales	\$ 1,779	\$ 833	\$ 946	214%
Concessions	\$ 35,229	\$ 35,718	\$ (490)	99%
Gift shop	\$ 95,098	\$ 83,507	\$ 11,591	114%
Government support	\$ -	\$ -	\$ -	
Education	\$ 92,424	\$ 44,391	\$ 48,033	208%
WMD net rental	\$ 2,316	\$ -	\$ 2,316	
Public support	\$ 51,183	\$ 7,083	\$ 44,100	723%
Net event revenues	\$ 42,034	\$ 14,250	\$ 27,784	295%
Zipline	\$ 22,589	\$ 25,224	\$ (2,635)	90%
Train/Carousel	\$ -	\$ 28,942	\$ (28,942)	0%
Other revenues	\$ 54,229	\$ 36,777	\$ 17,452	147%
Total revenues	\$ 956,995	\$ 789,282	\$ 167,713	121%
Operating expenses				
Payroll	\$ 445,981	\$ 499,408	\$ (53,427)	89%
Animal care	\$ 23,985	\$ 2,297	\$ 21,688	1044%
Facilities repair and maintenance	\$ 17,276	\$ 5,779	\$ 11,497	299%
Advertising	\$ 5,362	\$ 567	\$ 4,796	946%
Insurance	\$ 65,957	\$ 2,796	\$ 63,160	2359%
Utilities	\$ 18,571	\$ 7,808	\$ 10,763	238%
Professional fees	\$ 9,700	\$ 6,750	\$ 2,950	144%
Employee expenses	\$ 7,505	\$ 277	\$ 7,228	2713%
Office expenses/website/credit card fees	\$ 7,649	\$ 762	\$ 6,887	1004%
Depreciation	\$ 54,167	\$ 54,167	\$ -	100%
Project Expenses	\$ 58,977	\$ -	\$ 58,977	
Printing	\$ 35	\$ 20	\$ 15	176%
Supplies	\$ 10,056	\$ 92	\$ 9,964	10970%
Other operating expenses	\$ 38,022	\$ 4,038	\$ 33,984	942%
	\$ -			
Total operating expenses	\$ 763,243	\$ 584,760	\$ 178,482	131%
Net operating income before depreciation	\$ 193,752	\$ 204,522	\$ (10,770)	95%

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, INC.
 UNAUDITED MONTHLY RESULTS AS OF MAR 31, 2023

	Mar-23 Unaudited Actuals YTD	Mar-23 Budget YTD	Actual to Budget	Actual to Budget %
Revenues				
Annual passholders	\$ 534,418	\$ 573,746	\$ (39,328)	93%
Gate	\$ 2,253,486	\$ 2,398,612	\$ (145,126)	94%
Group sales	\$ 71,274	\$ 7,500	\$ 63,774	950%
Concessions	\$ 155,827	\$ 162,120	\$ (6,293)	96%
Gift shop	\$ 479,744	\$ 537,984	\$ (58,241)	89%
Government support	\$ 1,123,438	\$ 680,713	\$ 442,725	165%
Education	\$ 346,966	\$ 181,638	\$ 165,328	191%
WMD net rental	\$ 53,338	\$ 60,000	\$ (6,662)	89%
Public support	\$ 585,479	\$ 177,000	\$ 408,479	331%
Net event revenues	\$ 941,802	\$ 687,250	\$ 254,552	137%
Zipline	\$ 94,448	\$ 157,295	\$ (62,847)	60%
Train/Carousel	\$ (21)	\$ 112,944	\$ (112,964)	0%
Other revenues	\$ 265,661	\$ 208,438	\$ 57,223	127%
Total revenues	\$ 6,905,858	\$ 5,945,240	\$ 960,618	116%
Operating expenses				
Payroll	\$ 2,811,928	\$ 2,436,439	\$ 375,489	115%
Animal care	\$ 230,432	\$ 160,834	\$ 69,598	143%
Facilities repair and maintenance	\$ 202,958	\$ 183,490	\$ 19,468	111%
Advertising	\$ 107,607	\$ 120,149	\$ (12,541)	90%
Insurance	\$ 595,244	\$ 486,863	\$ 108,381	122%
Utilities	\$ 160,390	\$ 112,445	\$ 47,945	143%
Professional fees	\$ 118,179	\$ 107,083	\$ 11,096	110%
Employee expenses	\$ 57,887	\$ 12,872	\$ 45,016	450%
Office expenses/website/credit card fees	\$ 99,552	\$ 58,838	\$ 40,714	169%
Depreciation	\$ 487,503	\$ 379,169	\$ 108,334	129%
Project Expenses	\$ 208,159	\$ -	\$ 208,159	-
Printing	\$ 10,292	\$ 8,377	\$ 1,915	123%
Supplies	\$ 76,046	\$ 54,133	\$ 21,913	140%
Other operating expenses	\$ 400,973	\$ 212,438	\$ 188,535	189%
Total operating expenses	\$ 5,567,152	\$ 4,333,129	\$ 1,234,023	128%
Net operating income before depreciation	\$ 1,338,706	\$ 1,612,111	\$ (273,405)	83%

Fiscal Year 2022-2023 Capital Budget

Project	Projected Cost	Spend YTD	Remaining	Funding Source	Status
Necropsy Building	\$ 400,000	\$ 91,150	\$ 308,850	Cash Reserves	In Progress
AZA/Emergency Repairs	\$ 340,656	\$ 129,375	\$ 211,281	Cash Reserves	In Progress
Train Purchase and track repair	\$ 297,372	\$ 249,758	\$ 47,614	Cash Reserves/Donor Funding	In Progress
Animal Enclosures to Sewer Master Plan	\$ 160,000	\$ 18,961	\$ 141,039	Cash Reserves; Reimbursed Grant	In Progress
Boardwalk Repair (Cotton Top to Eagle)	\$ 160,000	\$ 89,472	\$ 70,528	Cash Reserves	In Progress
PAC Private Encounters Upgrade	\$ 95,000	\$ 83,788	\$ 11,212	Cash Reserves	In Progress
Amur Leopard Expansion	\$ 4,000		\$ 4,000	Enterprise Holding Grant	Not Started
	\$ 350,000	\$ 19,764	\$ 330,236	Fundraising	Not Started

Mar 23

OPERATING ACTIVITIES

Net Income	161,720.93
Adjustments to reconcile Net Income to net cash provided by operations:	
1210 Accounts Receivable:Accounts Rec-General	-458.79
1700 · Prepaid Expenses:1720 · Prepaid-Insurance	-178,314.43
2000 · Accounts Payable:2010 · Trade Accounts Payable	-16,225.51
2015 · Chase Ink Business Card-4575	2,067.65
2016 · Fairwinds Credit Card	160.93
2043 Rosso Coffee Accrual	40.00
2050 · FL Sales Taxes Payable	2,205.10
2210 Employee Deductions Payable:Group Ins Deductions	3,588.04
2250 Employee Deductions Payable:Other Deductions	455.86
2260 Employee Deductions Payable:403(b) Plan Payable	12,196.04
2400 · Reserved Funds:2410 · Keeper Conf. Fund	-7.51
2400 · Reserved Funds:2430 · Employee Benefit Fund	37.50
2500 · Deferred Membership Fees	46,889.70
2550 · Deferred Revenue	-1,065.00
2700 Gift Certificates	-793.90
Net cash provided by Operating Activities	32,496.61

FINANCING ACTIVITIES

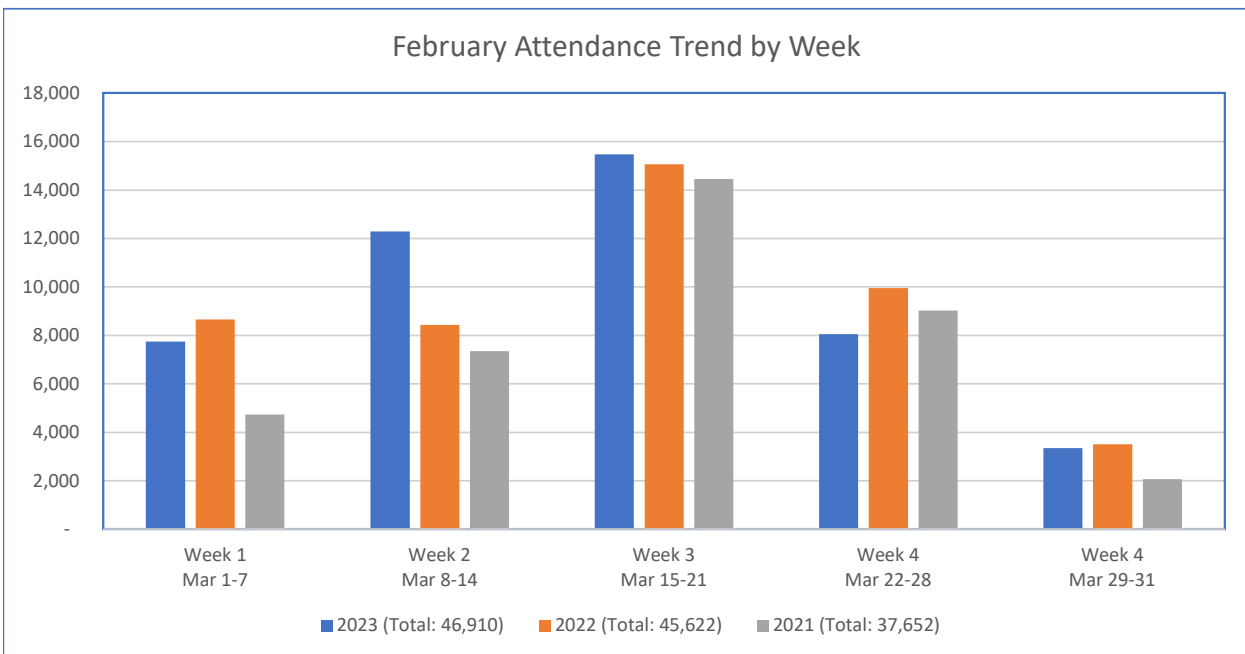
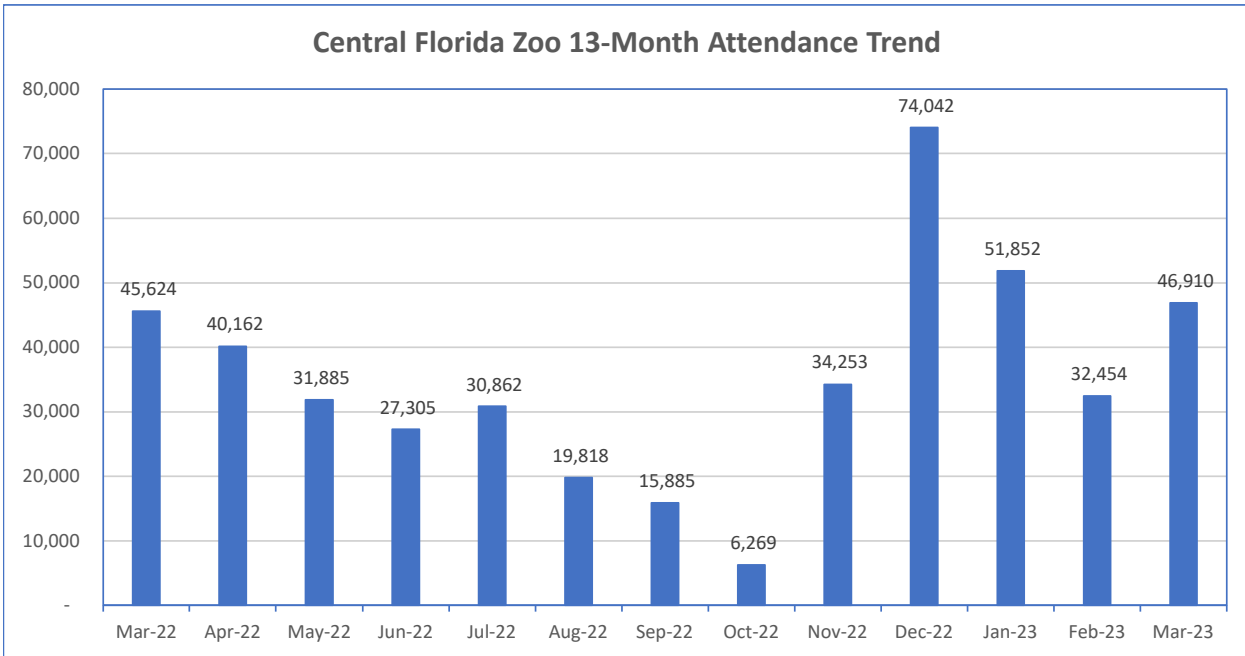
2852 · Education Vehicle Loan - 2 9994	-1,317.12
2900 · Long Term Bank Loan	-6,596.08
Net cash provided by Financing Activities	-7,913.20

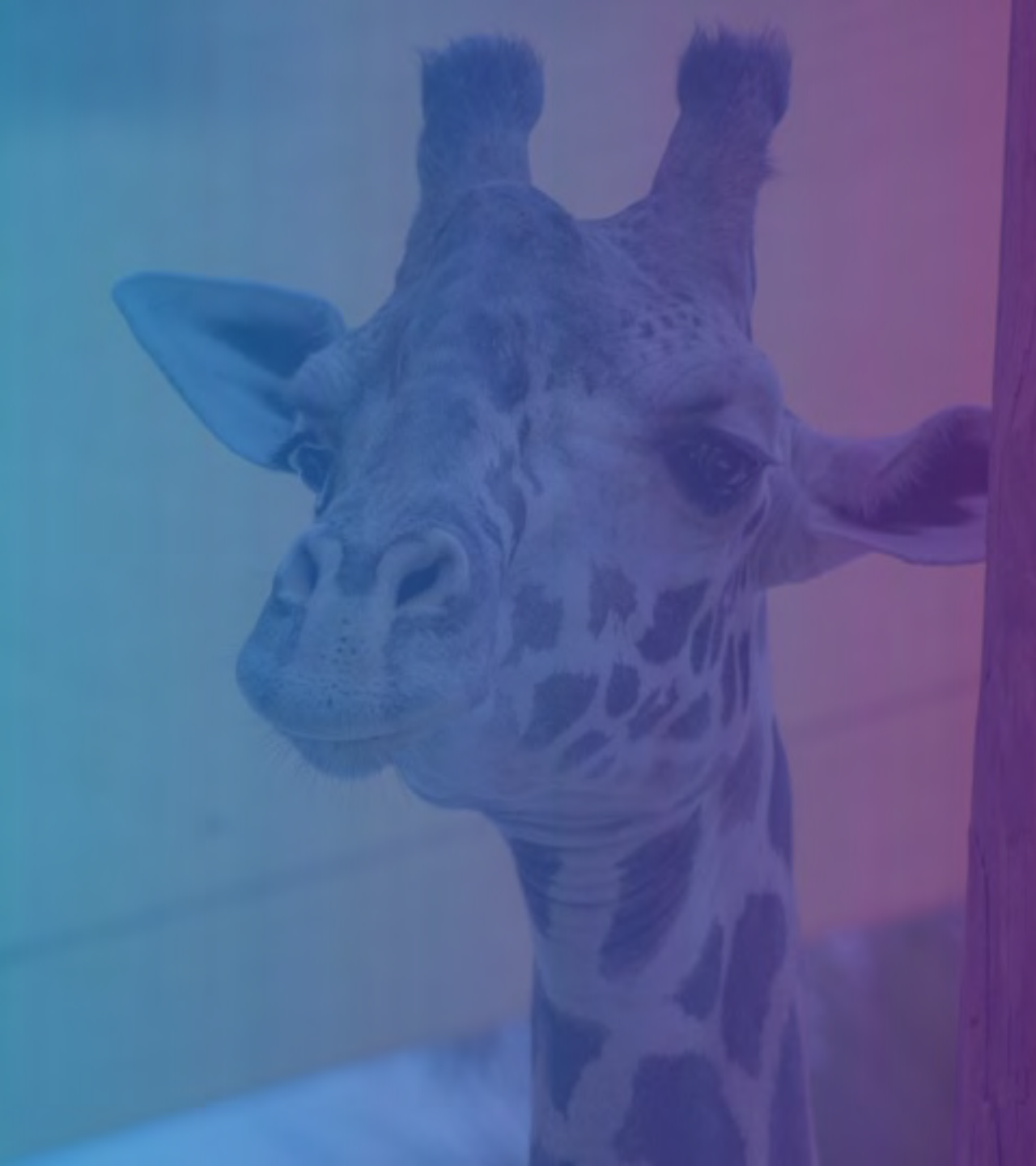
Net cash increase for period 24,583.41

Cash at beginning of period 4,629,713.70

Cash at end of period 4,654,297.11

CENTRAL FLORIDA ZOOLOGICAL SOCIETY, INC.
UNAUDITED MONTHLY RESULTS AS OF MAR 31, 2023





APRIL TDC Report

www.centralfloridazoo.org

FYTD ATTENDANCE RESULTS

July 1, 2022 – March 31, 2023

312,333

VS 2022: 28.7k / -8%

VS 2021: 142.6k / 84%

VS 2020: 106.9k / 52%

FYTD Attendance



FYTD REVENUE COMPARISON

As of 03/31/2023

Category	2023		2022		Comparison		
	Revenue	Per Cap	Revenue	Per Cap	+/-	Growth	Per Cap
Admission	\$2,604,152	\$8.34	\$2,653,315	\$7.78	(\$49,163)	-2%	\$0.56
Annual Pass	\$666,009	\$2.13	\$681,912	\$2.00	(\$15,904)	-2%	\$0.13
Attraction	\$135,277	\$0.43	\$205,249	\$0.60	(\$69,973)	-34%	(\$0.17)
Birthday Party	\$14,654	n/a	\$28,581	\$0.08	(\$13,927)	-49%	n/a
Donation	\$96,162	n/a	\$62,366	n/a	\$33,796	54%	n/a
Education	\$275,980	n/a	\$222,315	n/a	\$53,665	24%	n/a
Fees	\$62,362	n/a	\$0	n/a	\$62,362	n/a	n/a
Food & Beverage	\$1,233,867	\$3.95	\$1,123,001	\$3.29	\$110,867	10%	\$0.66
Rentals	\$47,991	\$0.15	\$28,548	\$0.08	\$19,443	68%	\$0.07
Retail	\$462,062	\$1.48	\$506,802	\$1.49	(\$44,739)	-9%	(\$0.01)
Seminole Aerial Adventures	\$105,602	n/a	\$174,424	n/a	(\$68,822)	-39%	n/a
Special Events	\$1,770,213	\$5.67	\$1,628,831	\$4.78	\$141,381	9%	\$0.89
Grand Total	\$7,442,714	\$23.83	\$7,256,663.21	\$21.28	\$186,051	3%	\$2.55

• Excludes Zoo/Food Bucks sales, Zoo/Food Bucks are included in the category of the product they are redeemed for.

Upcoming Events

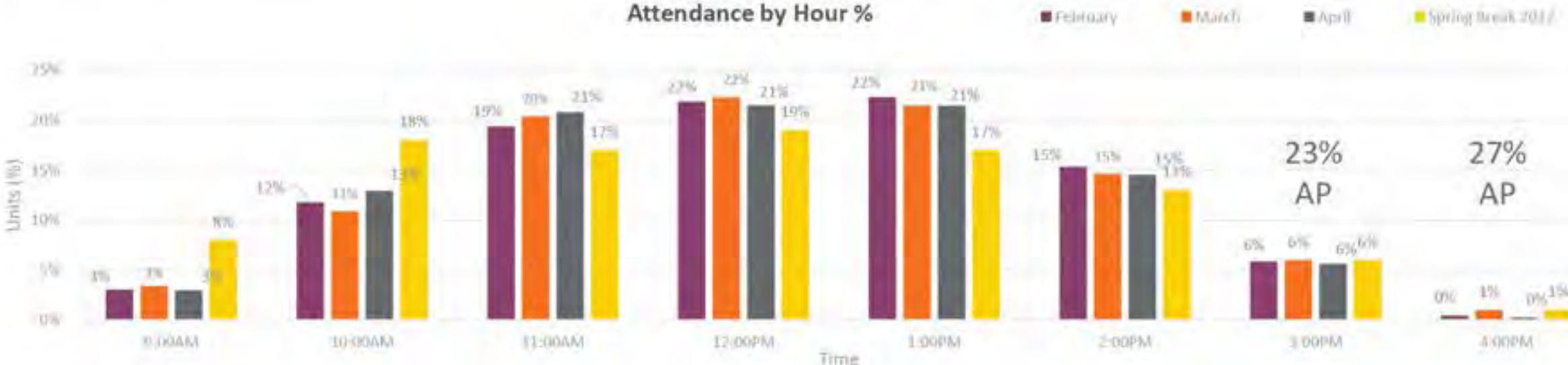
- Party for the Planet – April 22nd – The Zoo will open early at 8:00 am for families with members on the autism spectrum or sensory processing disorders.
- Sunset at the Zoo (May – September)
 - 4th Friday of the Month
 - 5 pm to 8 pm
 - Themed Nights (May – September) Celebrating Cultures and Diversity

Zoo Boo Bash – October

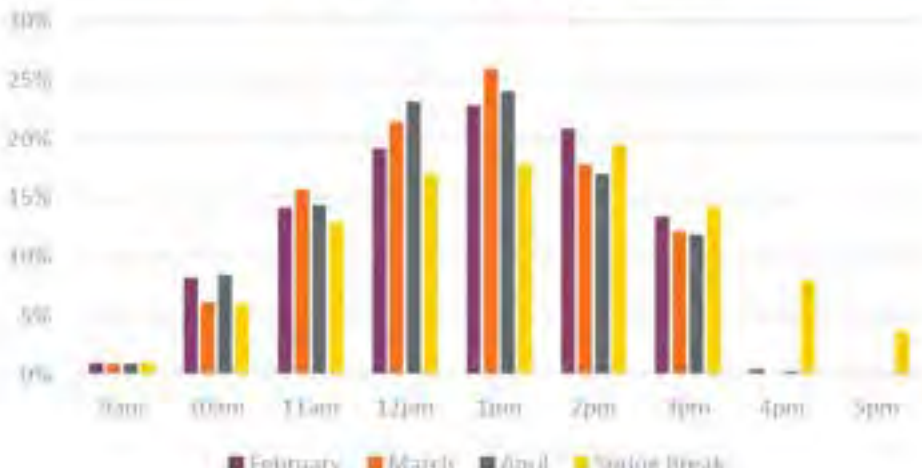
Asian Lantern Festival – November - January

SPRING BREAK EXTENDED HOURS ANALYSIS

Attendance by Hour %



Retail Revenue % by Hour



F&B Revenue % by Hour



F&B Per Cap: \$4.98

↑ 118%

Retail Per Cap: \$1.99

↑ 101%

Compared to overall March 2023

Facilities and Animal Projects

- Boardwalk Renovations
 - Converted 60% of our boardwalks from wood to composite recycled material.
 - Rainforest Pavilion Roof Replaced
- Hurricane Ian Repairs
 - Wayne Densch Discovery Center Remodel
 - Administration Building Remodel
 - Florida Black Bear Habitat Remodel
 - Train Track
 - Seminole Aerial Adventure Course
 - Boardwalk
 - Giraffe Habitat Shade Structure – In Progress
 - Rhino Habitat Shade Structure - In Progress
 - Tortoise Habitat – In Progress
 - Replace filtration at Otter and Bear Habitats – In Progress
- Internet and Wi-Fi Upgrades

Upcoming Projects

- Amur Leopard Habitat Expansion
- Necropsy Trailer
- Rhino Habitat Viewing Deck
- Train – Looking to Open by Summer
- Strategic and Master Planning with Zoo Advisors

TDT Grant Request

EXPENSE TYPE	AMOUNT
Marketing Efforts	\$100,000
Broadcast – Television	
Broadcast - Radio	
Billboards	
Digital	
Print	
Accessibility Improvements	\$240,000
Boardwalk and Sidewalk Improvements	\$140,000
ADA Sidewalk Improvements	\$100,000
TOTAL EXPENSES:	\$340,000

*TDT Grant Received for past four years

2019 -\$390,500 *2020 - \$300,000 *2021 - \$300,000 2022 - \$325,000

*due to the Pandemic the requested amount was reduced to \$300,000

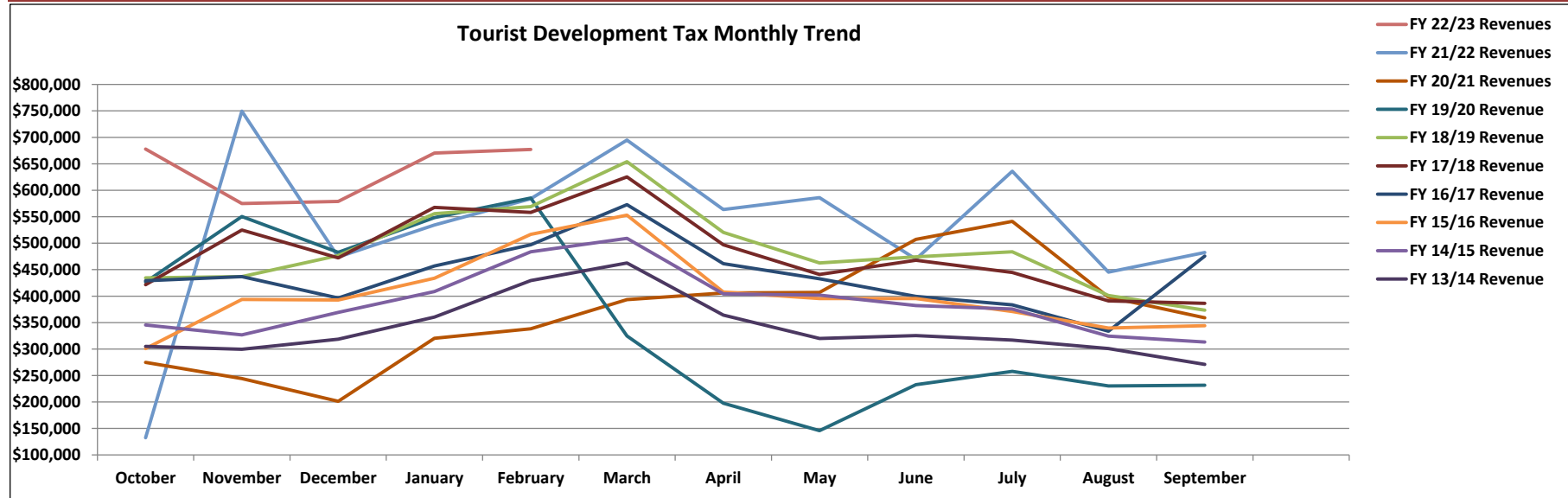


Thank You

Seminole County, Florida
TOURIST DEVELOPMENT TAX
 Fiscal Year 2022/23 Revenue Report

Monthly Collections	HISTORY										CURRENT FISCAL YEAR			COMPARISON	
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23			FY 22/23 vs FY 21/22		
	Total Collections	Total Collections	Total Collections	Total Collections	Total Collections	Total Collections	Total Collections	Total Collections	Total Collections	Original 3 Cents	2 Cents	Total Collections	Month Over Month/ YTD Over YTD Change In Collection		
October	304,877	345,553	300,862	428,948	421,671	434,438	426,810	274,906	132,466	406,719	271,146	677,865	545,399	411.7%	
November	299,750	326,885	393,635	436,732	524,762	436,992	550,273	244,092	749,463	344,978	229,985	574,963	(174,500)	-23.3%	
December	318,536	369,173	392,605	396,424	472,255	476,548	482,643	201,297	473,861	347,386	231,591	578,977	105,116	22.2%	
January	360,507	408,691	433,835	456,915	567,724	555,919	548,293	320,404	534,395	402,097	268,065	670,162	135,767	25.4%	
February	429,247	483,661	516,610	497,136	558,093	569,125	585,371	338,387	583,915	406,166	270,778	676,944	93,029	15.9%	
March	462,593	509,149	552,988	572,832	625,272	654,013	324,781	393,366	694,754						
April	364,161	404,355	407,783	461,492	497,187	520,483	197,530	405,926	563,558						
May	320,090	401,954	395,282	432,965	440,873	462,655	145,826	406,821	585,892						
June	325,397	382,227	395,373	399,489	467,655	474,337	232,610	507,262	469,931						
July	316,960	375,695	370,960	383,585	444,707	483,878	257,661	541,239	635,873						
August	300,955	324,474	339,798	333,761	391,058	401,322	230,144	397,999	445,388						
September	271,010	313,288	343,950	475,615	386,395	373,474	231,559	359,119	482,358						
Total	4,074,084	4,645,106	4,843,681	5,275,894	5,797,652	5,843,184	4,213,500	4,390,817	6,351,853	1,907,346	1,271,564	3,178,910	704,810	40.1%	
	11.40%	14.02%	4.27%	8.92%	9.89%	0.79%	-27.89%	4.21%	44.66%	Budgeted Revenue					
	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	% Chg from Prior Year	3,301,390	2,200,927	5,502,317			
										Estimated Revenue					
										3,900,000	2,600,000	6,500,000			
										% Change From PY			2.33%		

Revenue Per Penny 814,817 929,021.24 968,736.20 1,055,178.80 1,159,530.40 1,168,636.78 842,700 878,163 1,270,371 635,782





WHAT'S GOING ^{ON} TOURISM UPDATES

LOADING YOUR ADVENTURE...



VIDEO

UPDATES (SPORTS AND LEISURE) OVER 32 SHOOTS COMPLETED!



VACATION GIVEAWAY

- Over 13,000 Entered!
 - US, Canada, Mexico, Europe, and Asia
- over 4,000 opted into our email blasts
- Next Giveaway Launches:
 - May 7th – June 30th in collaboration with National Travel & Tourism Week - 40th Anniversary May 7-13 #TravelForward #NTTW



PHOTO & VIDEO SHOOTS

- Launched: Travel Tails | Dog-friendly Travel ft. Westin Lake Mary (Embassy, SFB, 2 "How To" Vlogs focused on drive & fly market)
- Creator Itineraries Campaign continues | local guides show 1-3 day ONSC adventures (1/mo)



IN PRE-PRODUCTION

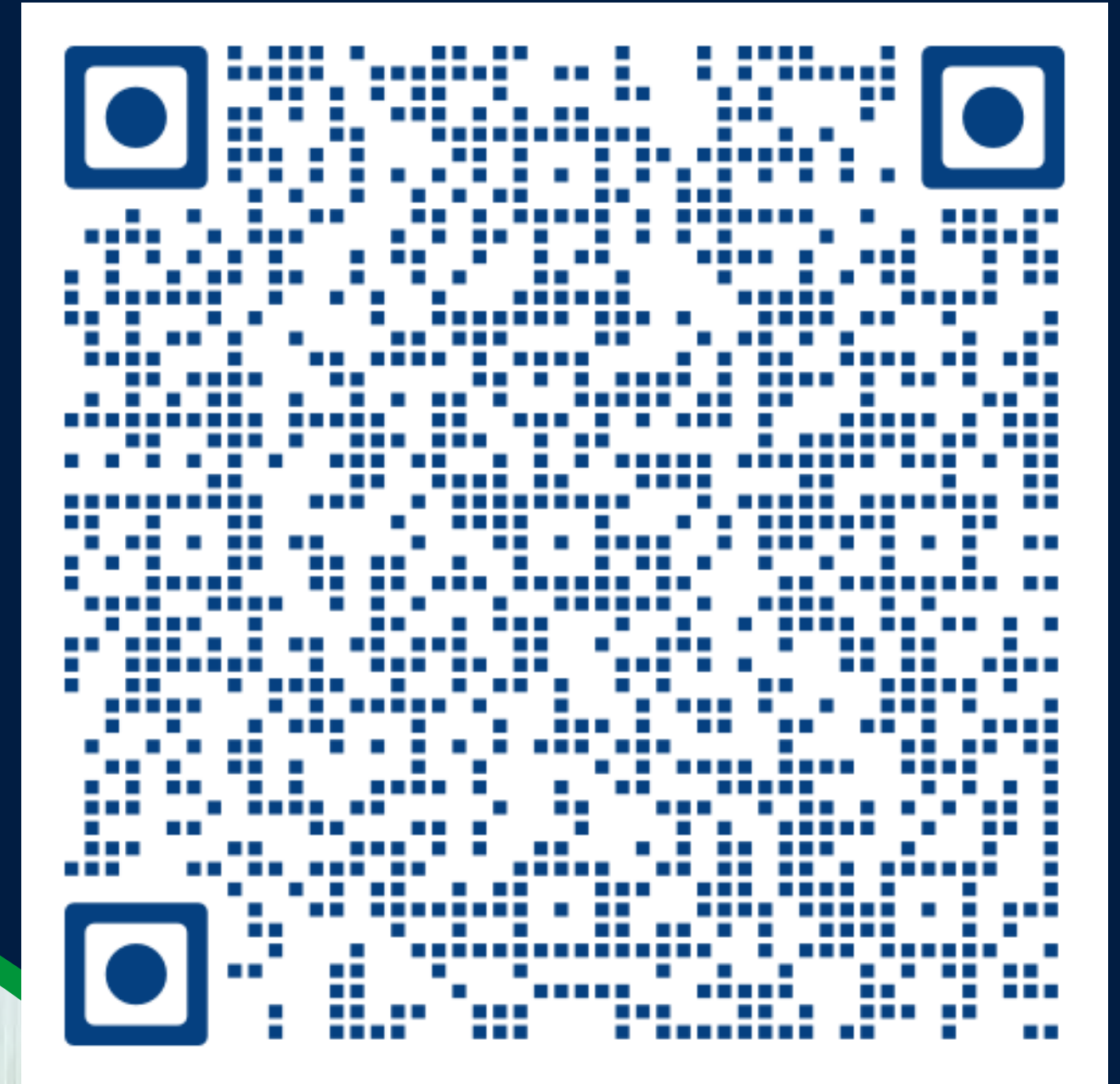
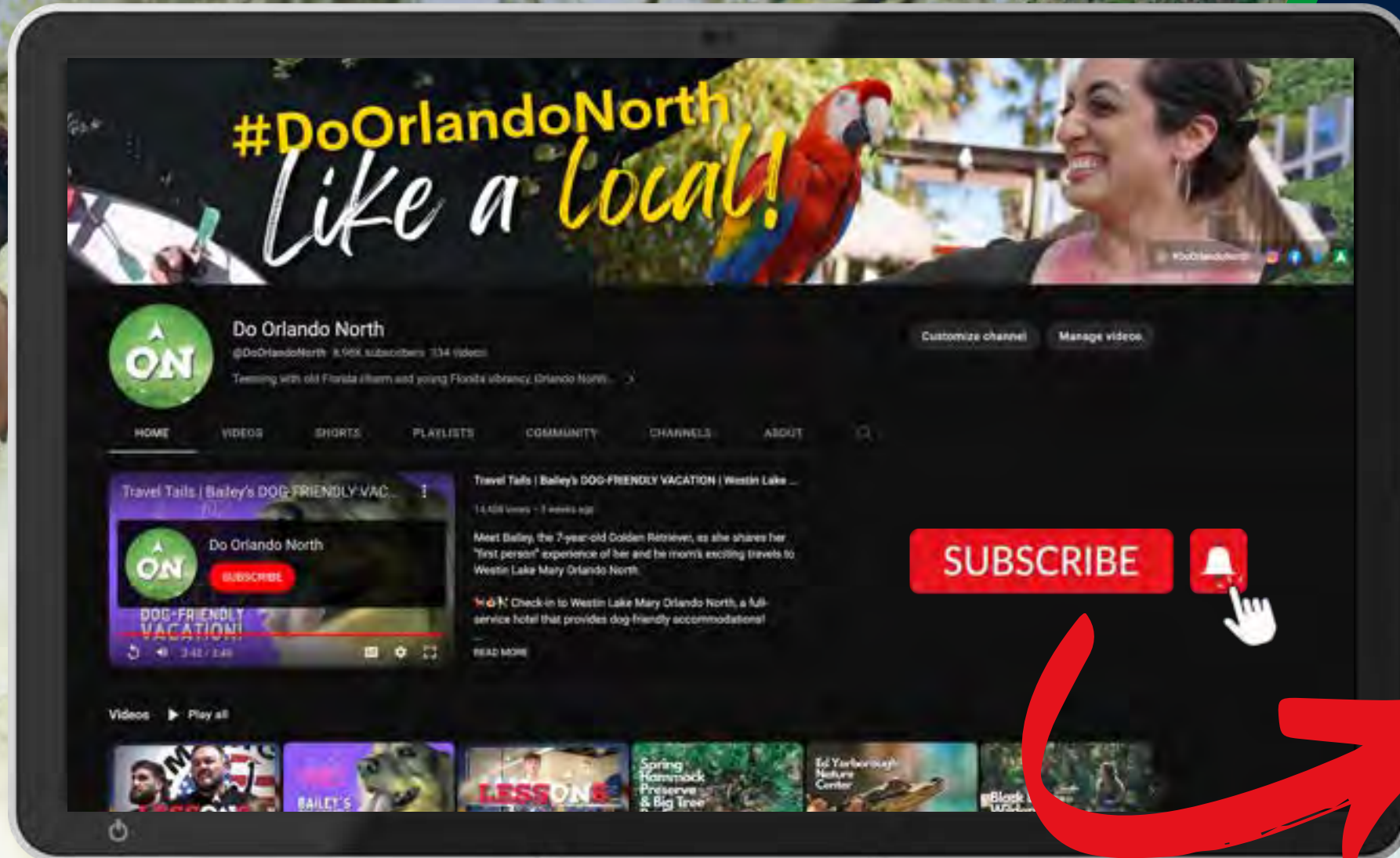
- ON Board | Showing visitors how to explore Seminole County's water activities
 - Hosted by Ned Johnson PBO
- Adventure Squad | Animated adventure series
- iDO Orlando North | Gallery J, New ep soon!



SPORTS & NIL

- LessONs | Athlet Tips & Tricks
 - Coach Conan Silveira & son Joshua Silveira, BJJ
 - Shane Wetzel, Ohio State & USA Volleyball Nat'l Team
- Hot Shots | Warming Up With...
 - Timmy McClain, UCF QB
 - Matt Morgan, City of Longwood Mayor
 - Paul Rubelt, UCF Offensive Tackel from Germany

WATCH! WITH US



BUSINESS OPPORTUNITIES

ADVERTISE ACROSS SEMINOLE COUNTY'S SPORTS FACILITIES

- Expand your reach by showcasing your business to a wide pool of locals and visitors



Average Number of Visitors
Boombah Sports Complex
131,000+
Soldiers Creek Park
47,000+
Total Economic Impact
since opening in 2015
\$170,000,000+



Signage rental opportunities available to fit your needs and budget

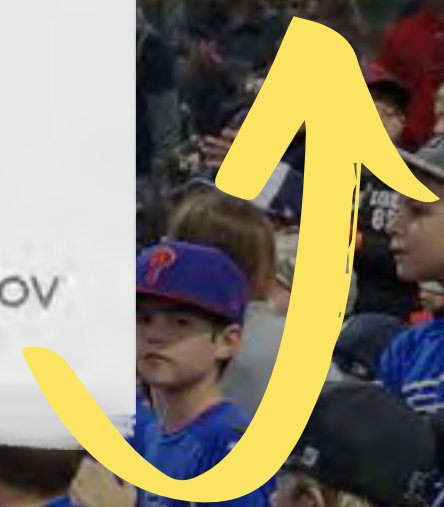
LIMITED AVAILABILITY

BOOMBAH SPORTS COMPLEX & SOLDIERS CREEK PARK



Contact us today
to reserve your spot.

Colby Gonçalves
Sports Marketing Manager
Office of Economic
Development and Tourism
C: 689-203-8202
cgoncalves@seminolecountyfl.gov



Fiscal Year Comparison

FY '21/'22 Actuals					
Location	# of Events	Teams	Visitors	Room Nights	Eco Impact
Sports Complex	50	3,345	132,529	24,811	\$44,137,318
All Other Venues	47	1,709	81,861	16,865	\$21,191,987
Total	97	5,054	214,390	41,676	\$65,329,305

FY '22/'23 Projections					
Location	# of Events	Teams	Visitors	Room Nights	Eco Impact
Sports Complex	52	3,311	130,822	28,572	\$42,319,254
All Other Venues	39	1,907	89,579	17,472	\$23,055,851
Total	91	5,218	220,401	46,044	\$65,375,105



Sports Complex Fiscal Year Recaps

Sports Complex Actuals					
Fiscal Year	# of Events	Teams	Visitors	Room Nights	Eco Impact
'15/'16	27	1,523	74,458	6,437	\$13,174,148
'16/'17	55	3,493	132,021	11,570	\$18,900,000
'17/'18	64	3,086	146,019	17,093	\$21,820,116
'18/'19	57	3,149	147,854	23,670	\$25,349,765
'19/'20	43	1,811	82,658	17,329	\$16,046,471
'20/'21	54	3,304	125,485	27,160	\$31,145,048
'21/'22	50	3,345	132,529	24,811	\$44,137,318
Total	350	19,711	841,024	128,070	\$170,572,866



Other Venues Fiscal Year Recap

All Other Venues Actuals

Fiscal Year	# of Events	Teams	Visitors	Room Nights	Eco Impact
'16/'17	8	265	11,338	954	\$1,405,465
'17/'18	48	1,939	83,848	17,163	\$16,585,948
'18/'19	53	1,955	90,270	17,071	\$12,200,099
'19/'20	40	1,626	78,090	14,668	\$16,138,484
'20/'21	50	1,882	92,023	17,152	\$14,032,180
'21/'22	47	1,709	81,861	16,865	\$21,191,987
Total	246	9,376	437,430	83,873	\$81,554,163



Sports Tourism Update – Sports Complex

October-November Actuals			
Month	# of Events	Room Nights	Eco Impact
October	3	1,361	\$2,673,566
November	2	2,261	\$2,747,846
December	4	3,229	\$4,239,149
January	4	2,909	\$4,088,318
February	4	1,205	\$2,954,626
Total	17	10,965	\$16,703,505



Monthly Projections			
Month	# of Events	Room Nights	Eco Impact
March	5	3,651	\$3,237,651
April	4	3,910	\$3,668,162

Sports Tourism – All Other Venues

October-February Actuals

Month	# of Events	Room Nights	Eco Impact
October	5	1,475	\$2,077,816
November	2	592	\$2,486,717
December	4	949	\$1,842,292
January	5	3,204	\$5,100,707
February	4	416	\$925,169
Total	20	6,636	\$12,432,701



Monthly Projections

Month	# of Events	Room Nights	Eco Impact
March	4	1,432	\$1,860,678
April	6	2,483	\$2,239,185

Upcoming Events

Organization	Event	Date	Location	Teams	Visitors	Room Nights	Eco Impact
UAA	Men's/Women's Tennis Championship	April 19-23, 2023	Sanlando	16	740	348	\$539,227
FHSAA	Tennis State Championships	April 24-28, 2023	Sanlando/Red Bug/ Sylvan Lake	64	1,600	638	\$407,780
BOOMBAH, Inc	Central Florida State Championship	May 6-7, 2023	BOOMBAH Sports Complex	90	3,420	350	\$262,562
Softball Factory	Spring Classic Showcase	May 20-21, 2023	Soldiers Creek/Softball Complex	50	2,220	300	\$404,019
Perfect Game, Inc	East Memorial Day Classic	May 26-29, 2023	BOOMBAH Sports Complex	84	3,192	1,160	\$1,135,200
Legacy Event Management	Alex Wilcox Classic	June 22-24, 2023	Soldiers Creek/Softball Complex	40	1,760	600	\$1,644,678





Greater Orlando Sports Commission - Seminole County TDC Report

Updated: April 6, 2023

FY 22/23 Calendar									
Event	Contract Status	Contract Term	Event Date	Athletes	Total Visitors	Projected Room Nights	Actual Room Nights	Projected Eco Impact	Actual Eco Impact
Girls ECNL Regional League Florida National Event	Recurring	2021-2023	January 6-8, 2023	1,260	4,833	2,301	2,037	\$1,894,013	\$2,751,342
Boys ECNL Florida National Event	Recurring	2021-2023	January 21-23, 2023	1,280	5,412	2,456	1,831	\$2,985,738	\$2,960,018
HoganLax Florida Team Training and Orlando Jamboree	Renewal	2023-2024	March 4-25, 2023	435	837	1,186	TBD	\$484,256	TBD
FHSAA Tennis State Championships	Recurring	2021-2023	April 24-28, 2023	706	1,497	635	TBD	\$947,880	TBD
Florida Rush Champions Cup	Renewal	2023	May 19-21, 2023	432	486	599	TBD	\$402,660	TBD
Totals				4,113	13,065	7,177	3,868	\$6,714,547	\$5,711,360

Color Key:

Event has not occurred

Event completed

Event completed, not closed out

Event postponed

Event cancelled

Business Development Status			
Event	Dates/Years	Possible Venue(s)	Status
Copa Rayados Internacional	Thanksgiving Week of 2021, 2022, 2023, 2024	Seminole Soccer Complex, Sylvan Lake Park, Boombah Sports Complex	Not Awarded
USA Softball U-16 National Championships	July of 2022	Boombah-Soldiers Creek Park, Seminole County Softball Complex, Merrill Park	Not Awarded
Concacaf U-17 Qualifier	August of 2022 and 2023	Seminole Soccer Complex	Not Awarded in 2022 Researching Dates in 2023
USA Artistic Swimming Convention	September of 2022, 2023, 2024	Orlando Marriott Lake Mary, Westin Lake Mary	Not Awarded
USA Artistic Swimming FINA Judges School	October of 2022, 2023, 2024	Orlando Marriott Lake Mary, Westin Lake Mary	Not Awarded
USA Artistic Swimming National Judges School	December of 2022, 2023, 2024	Orlando Marriott Lake Mary, Westin Lake Mary	Not Awarded
USYS National League Elite 64	December of 2022	Boombah Sports Complex, Seminole Soccer Complex, Sylvan Lake Park	No Field Availability
US Soccer Team Training	February of 2023	Seminole Soccer Complex	Not Awarded
HoganLax Team Training and Orlando Jamboree	March of 2023	Boombah Sports Complex	Bid Awarded
Prep Baseball Report Canadian Spring Training	March of 2023	Boombah Sports Complex	No Field Availability
SWAC Baseball Conference Championships	May of 2023	Boombah Sports Complex	No Field Availability
Athletes Unlimited AUX Softball	June of 2023	Historic Sanford Memorial Stadium, Boombah Soldiers Creek	No Field Availability
International Team Training	June of 2023	Seminole Soccer Complex, Sylvan Lake Park	Researching
Rush International Cup	November of 2023	Seminole Soccer Complex, Sylvan Lake Park	Researching
Flag Football World Championship Tour	Various Dates in 2023	Boombah Sports Complex, Seminole Soccer Complex, Sylvan Lake Park	No Field Availability in 2022, 2023 Researching Dates in 2024
ECNL Girls Florida Regional League National Event	January of 2024, 2025, 2026, 2027, 2028	Boombah Sports Complex, Seminole Soccer Complex, Sylvan Lake Park	Proposal Submitted
ECNL Boys Florida Regional League National Event	January of 2024, 2025, 2026, 2027, 2028	Boombah Sports Complex, Seminole Soccer Complex, Sylvan Lake Park	Proposal Submitted
NCAA DII Women's Tennis Festival Championship	May of 2024	Sanlando Park	Bid Awarded
NCAA DII Men's Tennis Festival Championship	May of 2024	Sanlando Park	Bid Awarded
NCAA DII Softball Festival Championship	May of 2024	Boombah-Soldiers Creek Park	Bid Awarded
NCAA DII Women's Tennis Championship	May of 2025	Sanlando Park	Bid Awarded
NCAA DII Men's Tennis Championship	May of 2025	Sanlando Park	Bid Awarded
USA Field Hockey Festival	Thanksgiving Week of 2025	Boombah Sports Complex	Awaiting RFP
World Cup 2026	Summer of 2026	Sylvan Lake Park, Seminole Soccer Complex	Not Awarded
Men's/Women's Rugby World Cup 2031, 2033	Summer/Fall of 2031, 2033	Sylvan Lake Park, Seminole Soccer Complex	Ongoing Bid Process
NCAA Bid Cycle	Fall of 2026 through Spring of 2030	Various Seminole County Venues	Awaiting RFP
Big 12 Conference Championships	Various Dates	Various Seminole County Venues	Awaiting RFP

Hotel STR Report

Month 2022/23	Occupancy (%) (YOY)	ADR (\$ (YOY)	Rev PAR (\$ (YOY)
December	69.9 (1.9)	114.00 (17.8)	79.67 (20.1)
<i>Forecast</i>	<i>70.1</i>	<i>109.60</i>	<i>76.79</i>
January	73.5 (11.4)	120.49 (19.4)	88.51 (33)
<i>Forecast</i>	<i>73.5</i>	<i>120.49</i>	<i>88.51</i>
February	79.5 (5.1)	131.91 (24.7)	104.82 (31.1)
<i>Forecast</i>	<i>79.2</i>	<i>131.98</i>	<i>104.53</i>

*Q1 STR Forecast



Comp Set

Current Month - December 2022 vs December 2021

	Occ %		ADR		RevPAR		Percent Change from December 2021					
	2022	2021	2022	2021	2022	2021	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
	Alachua County, FL	53.5	58.2	104.04	94.28	55.64	54.86	-8.1	10.4	1.4	3.9	2.5
Orange County, FL	73.9	70.7	170.21	156.63	125.74	110.67	4.6	8.7	13.6	14.4	0.6	5.2
Osceola County, FL	64.5	60.5	144.29	128.92	93.02	77.96	6.6	11.9	19.3	25.6	5.2	12.2
Polk County, FL	62.9	64.6	125.36	111.14	78.88	71.84	-2.6	12.8	9.8	10.6	0.7	-2.0
Volusia County, FL	50.6	49.1	130.50	120.43	66.05	59.09	3.2	8.4	11.8	5.6	-5.6	-2.6
Lake County, FL	67.2	70.0	116.69	98.36	78.38	68.82	-4.0	18.6	13.9	9.0	-4.3	-8.1

Current Month - January 2023 vs January 2022

	Occ %		ADR		RevPAR		Percent Change from January 2022					
	2023	2022	2023	2022	2023	2022	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
	Alachua County, FL	60.5	60.0	104.74	93.83	63.39	56.32	0.8	11.6	12.6	15.3	2.5
Orange County, FL	74.7	60.2	207.03	179.52	154.70	108.07	24.1	15.3	43.1	44.4	0.9	25.2
Osceola County, FL	67.0	53.1	139.48	107.20	93.42	56.91	26.2	30.1	64.1	71.9	4.7	32.1
Polk County, FL	66.8	64.4	136.76	118.66	91.32	76.39	3.7	15.3	19.5	19.4	-0.1	3.6
Volusia County, FL	62.3	56.6	148.30	126.53	92.42	71.64	10.1	17.2	29.0	21.9	-5.5	4.0
Lake County, FL	72.0	70.8	119.63	101.91	86.18	72.16	1.7	17.4	19.4	14.3	-4.3	-2.6



Comp Set

Current Month - February 2023 vs February 2022												
	Occ %		ADR		RevPAR		Percent Change from February 2022					
	2023	2022	2023	2022	2023	2022	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold
Alachua County, FL	71.5	70.6	124.17	110.17	88.80	77.76	1.3	12.7	14.2	17.0	2.4	3.8
Orange County, FL	83.5	74.6	233.35	205.45	194.91	153.23	12.0	13.6	27.2	28.6	1.1	13.2
Osceola County, FL	77.6	69.8	161.17	125.90	125.02	87.84	11.2	28.0	42.3	49.7	5.2	17.0
Polk County, FL	76.3	76.3	163.93	147.13	125.12	112.20	0.1	11.4	11.5	11.5	0.0	0.1
Volusia County, FL	71.0	67.6	186.89	168.31	132.61	113.77	5.0	11.0	16.6	10.7	-5.0	-0.3
Lake County, FL	80.6	81.3	140.49	124.73	113.25	101.40	-0.8	12.6	11.7	12.0	0.3	-0.6



Vacation Rental Key Data Report

Month 2022/3	Occupancy (%)	ADR (\$)	Rev PAR (\$)
December	47%	\$127	\$60
January	45%	\$123	\$56
February	49%	\$124	\$61



Vacation Rental Key Data Report

Total listings

991

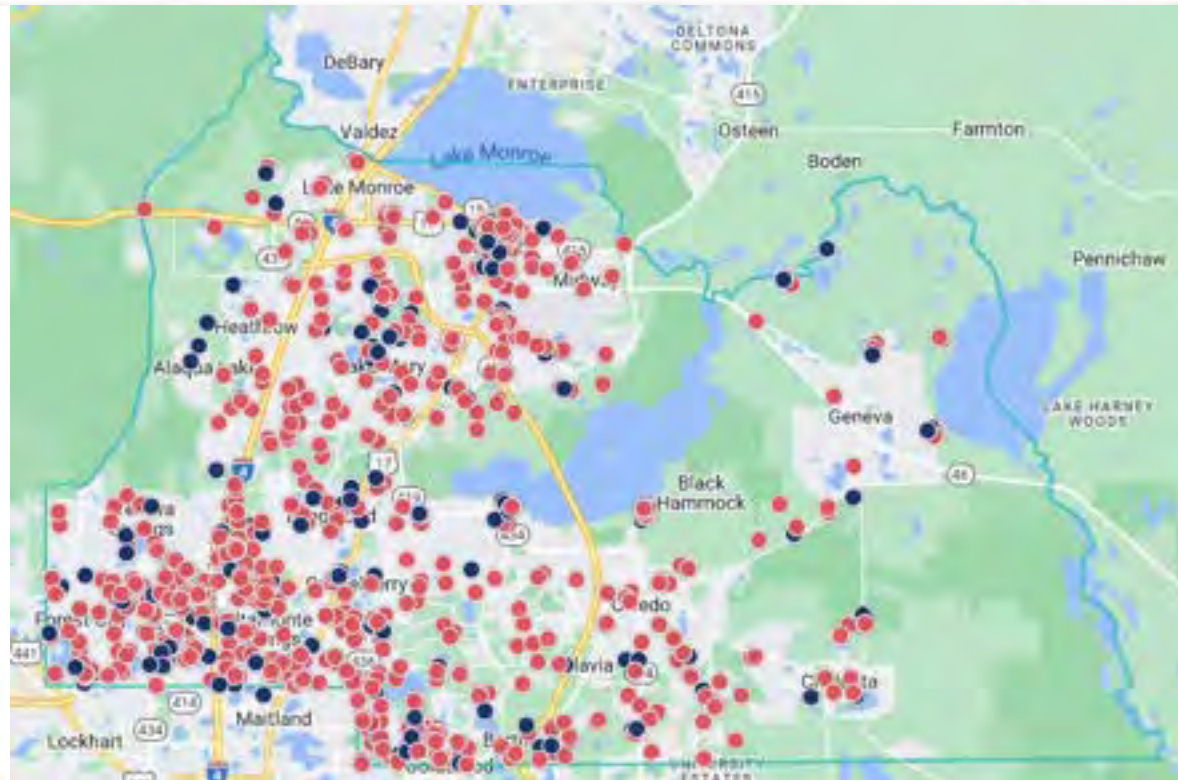
Total sleeps

4,678

Rental channel

797 (80%)
Airbnb

194 (20%)
Vrbo



#WeAreON

ORLANDO NORTH
SEMINOLE COUNTY



SEMINOLE COUNTY, FL *Feasibility*
Research Analysis

Prepared on:

April 12, 2023

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TOURISM FUNDING LANDSCAPE

As a result of the past financial crises (COVID-19 Pandemic, Great Financial Crisis, 9/11), it has become clear for our industry it is our duty to harness this unique opportunity to elevate the importance of tourism in our communities. The Tourism Industry's new role: to collaborate with our local economic development partners to drive economic recovery and resiliency in our community.

“In today’s globalized, networked world, every community must compete for its share of the world’s visibility—its share of attention and respect. Every community must compete for its share of the world’s tourists, consumers and available talent. Those communities who fail to compete will lose ground. They will be left behind.”

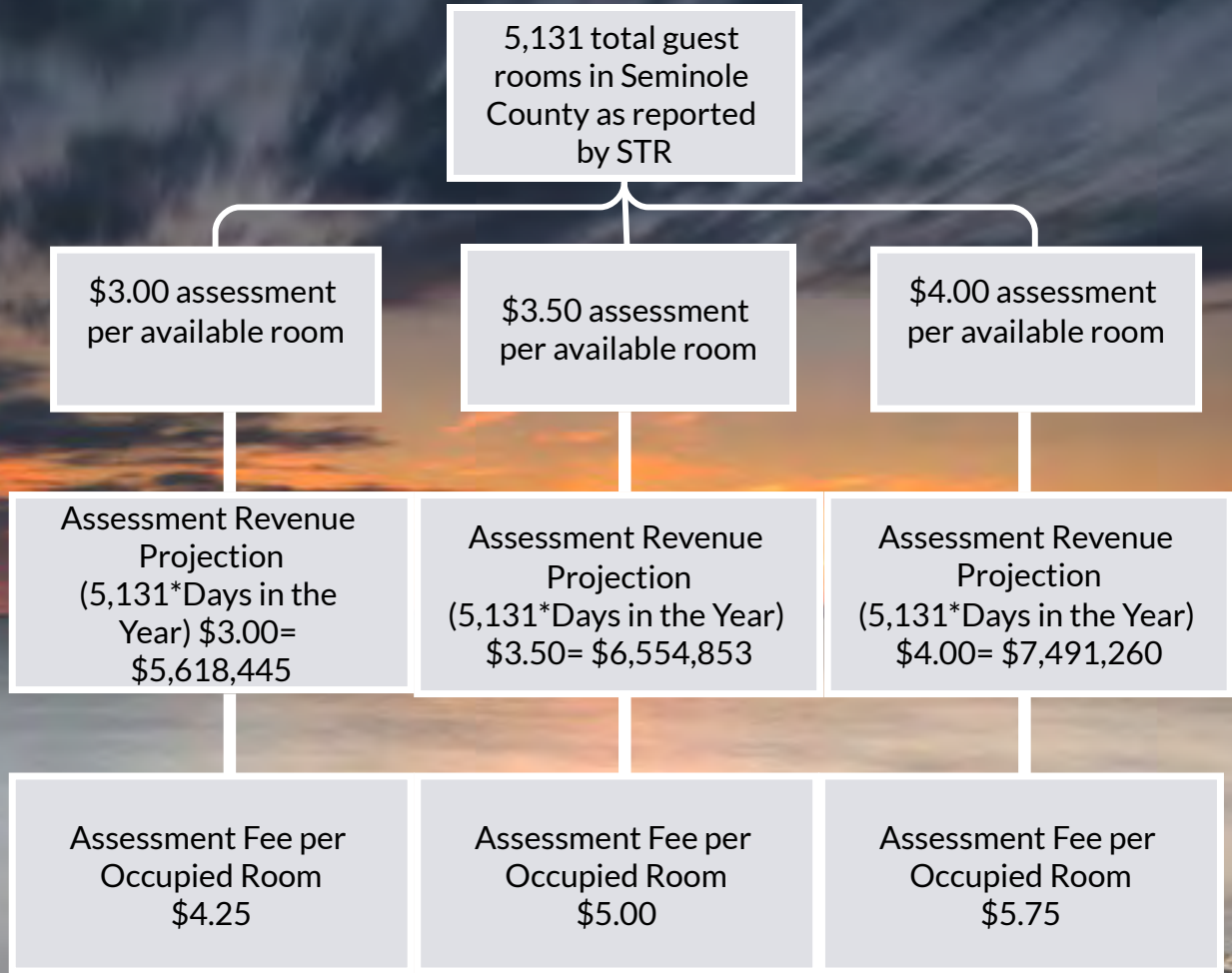
- Jack Johnson, Chief Advocacy Officer, Destinations International

The COVID-19 Pandemic highlighted for our local economies the importance of tourism and our industry's role in local workforce development, supporting new residents, and creating experiences for visitors.

Adequate funding is necessary to support tourism in Seminole County Today, more than ever, the ability to remain competitive is critical to our destination's future, as well as balancing the visitor economy to lift burdens from our local businesses and residents as our growth continues.

Investment in our destination's development through differentiating the visitor experience, investment in sustaining our resources, planning, and building infrastructure for the evolving visitor need will further support and reinforce Seminole County's position as a premiere destination to live in, work in, and visit.

Funding Projections



*Refer to appendix for details on room counts

Competitive Set Comparison

The following charts compare destinations by their respective overall average daily rate (ADR) on a guest room, this includes a line that reflects the proposed assessment added into the rate



Solutions and Supporting Research for Available Supplemental Funding Mechanisms in Seminole, FL

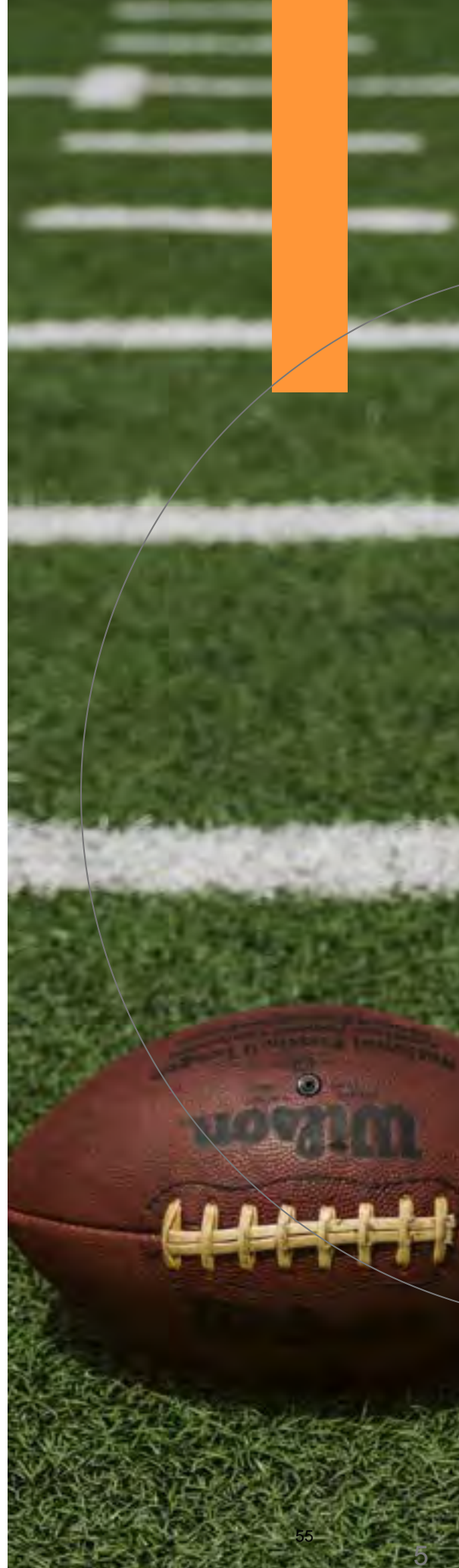
Introduction

This report seeks to outline the legal basis for forming a Tourism Improvement District (TID) pursuant to home rule authority in Seminole County, FL. As you know, Civitas is in the practice of providing information to assist clients in reviewing their options for increasing tourism funding. We are not Florida counsel and do not provide final legal advice. We regularly partner with local counsel to ensure that our clients benefit from up-to-date legal guidance, and advise that a full and complete examination of pertinent statutes, court rulings, ordinances, and regulations be conducted by a Florida attorney prior to acting upon guidance provided in this document.

Florida State Constitution

The Florida state constitution provides broad home rule authority to certain cities and counties. The Constitution grants home rule authority to counties operating under a county charter*:

“(g) CHARTER GOVERNMENT. Counties operating under county charters shall have all powers of local self-government not inconsistent with general law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances” (Fla. Const. Article VIII, §1(g)).”



Florida State Statute

Florida statute section 125.01 provides broad home rule authority to counties, including express authority to levy assessments:

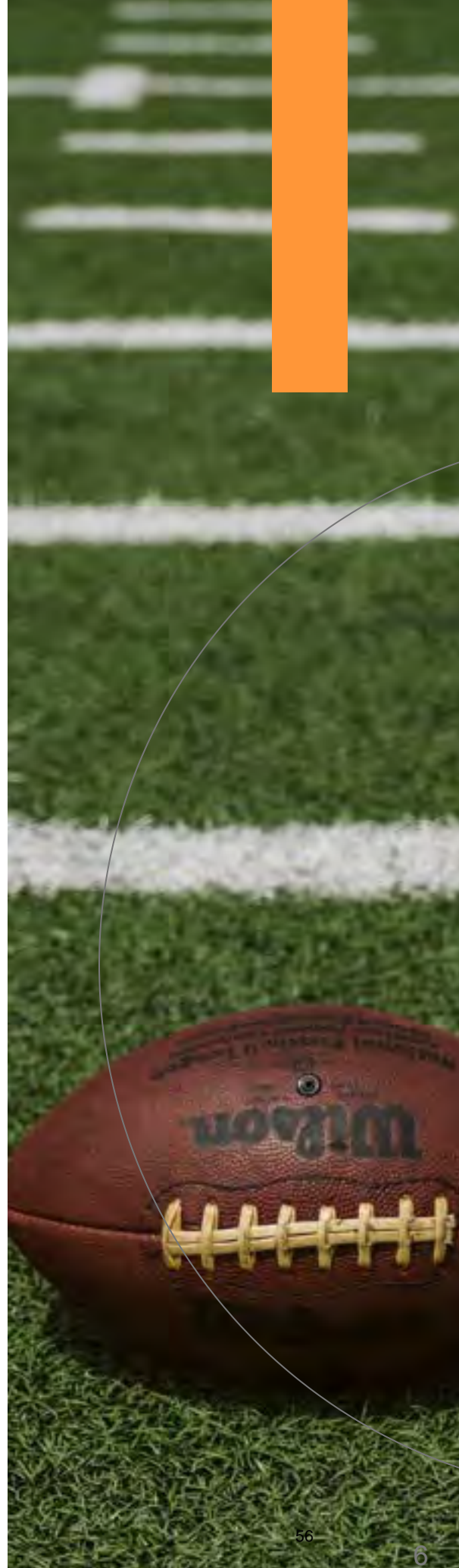
“ (r) Levy and collect taxes, both for county purposes and for the providing of municipal services within any municipal service taxing unit, and special assessments; borrow and expend money; and issue bonds...” (Fla. Stat. §125.01(r)).”

Seminole County Charter

Seminole County voters approved a charter form of government in the election of November, 1988. The approved charter contains language indicating Seminole County’s home rule authority:

“The citizens of Seminole County, Florida, believing that governmental decisions affecting local interests should be made locally rather than by the State, and, in order to bring to the County the full home rule benefits afforded by the Constitution of the State of Florida to charter counties, do ordain and establish this Home Rule Charter for Seminole County, Florida” (Seminole County Home Rule Charter, page iv).

Seminole County has previously utilized its home rule authority to levy a special assessment for non-ad valorem assessments. In this example, Seminole County passed Ordinance No. 2016-25, the Seminole County Consolidated Street Lighting District Ordinance, levying a special assessment based on Municipal Services Benefit Units. Although the special assessment levied in this example is for a purpose different from that of a TID assessment, this case exemplifies an instance in which Seminole County has exercised its home rule authority to pass ordinances levying special assessments.



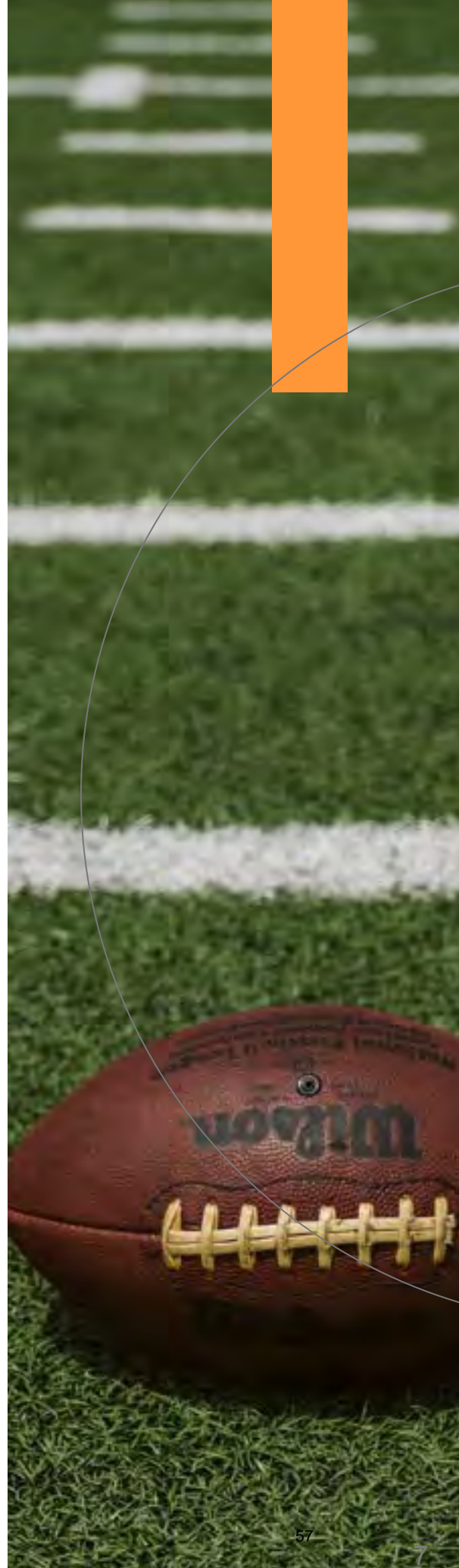
TID Case Study: Tampa

Tampa is a pertinent example to Seminole County's consideration of implementing a TID mechanism. The City of Tampa, in partnership with the Hillsborough County Hotel Motel Association (HCHMA), pursued formation of Florida's first TID to build a resilient source of revenue for funding tourism efforts in the Downtown area of Tampa. Following a successful process, in 2017, the City of Tampa found success, forming the first TID in Florida with the formation of the Downtown/Historic Ybor Tourism Improvement District (TID). All revenue from the TID is used to fund marketing and sales efforts dedicated to benefitting only those businesses paying the assessment. The TID originally generated revenue through a \$1.50 per night assessment on hotel room stays at paying businesses. Following a legal challenge in 2019, Florida's Speaker of the House challenged the City's authority to levy the TID- the lawsuit alleged that the TID assessment should be classified and treated as a tax, and thus was preempted by the existing bed tax. The suit resulted in the revision of Tampa's ordinance to distinguish the TID assessment from taxes, replacing the assessment basis on rooms for an assessment based on a fixed amount. The assessment is now approximately \$24 per room per month for assessed businesses. Assessed hotels may pass along the charge to customers, allowing the hotel to offset their assessment obligation. In most cases, hotels that have chosen to pass along the assessment charge \$1.75-\$1.95 to cover the assessment expense.

Although the TID assessment is a property-based levy, the intended benefit of TID services is increased business activity to properties paying the assessment. Tampa's TID ordinance narrowly defines "tourism property" as "any property which contains a tourist-serving lodging business, including but not limited to a hotel, apartment hotel, motel, resort motel, apartment, apartment motel, in which any living quarter or accommodation is rented, leased or let for consideration for a term of six months or less" (Tampa Code of Ordinances § 24.5-2). Specific language in the ordinance ensures that the assessment revenue must be spent on services designed to maximize incremental room nights for tourism properties paying the assessment. Authorized services are marketing and promotions services for assessed tourism properties in the TID.

Conclusion

Based on the information stipulated above, it is our opinion that Seminole County may use their home rule authority to levy a Tourism Improvement District assessment.



Steps to a TID Formation in Florida

1. Identify Legal Authority

Florida TIDs are formed via local ordinance using home rule authority.

Speak with local government officials to determine best practices for the passage of Ordinances.

2. Establish Steering Committee

Pursue stakeholder outreach.

3. Develop a Service Plan and Budget

Work with hoteliers, the Steering Committee, and local leadership to determine the services the TID will provide and a budget for such services.

Best Practice: The Downtown/Historic Ybor Tampa Tourism Improvement District utilized an assessment methodology that must be a fixed amount based on the number of rooms each assessed hotel has. Future TIDs in Florida may consider this as a best practice when writing their own Ordinances.

4. Develop a District Plan

Best Practice: Many TIDs nationwide utilize a District Plan to outline the parameters of the TID, including the budget, services to be provided, the governance and administration of the TID, procedures for collection and remittance of TID revenues, and more.

5. Petition Process

Best practice: Many TIDs nationwide require a petition process of over fifty percent (50%) of assessed businesses to initiate TID formation.

6. Submit District Plan and Petitions to Jurisdiction

7. Board of County Commissioners Hearing and Final District Approval

Best Practice: Following a successful petition process and a public hearing, the municipality can adopt a local Ordinance ratifying the TID and adopting the District Plan.



Our Recommendations

Private funding amounts fluctuate and, in bad economic times, are likely to decrease significantly. Securing public funds can be challenging when tax revenues are not dedicated to tourism marketing and development. Industry-led funding mechanisms, like Tourism Improvement Districts ("TIDs"), are becoming more recognized as the future for destination marketing organizations as a secure and stable funding source. Districts create a mechanism for a partnership between destination management organizations, hotels, stakeholders, and the municipality to levy an assessment on room nights sold and collectively leverage funding for programs to increase additional demand for overnight visitation for the destination. TIDs create a platform for the industry to establish an "industry-led" revenue stream that bolsters a collaborative environment to raise all boats within a community.

Based on our research, implementing a TID would be the ideal goal to increase available funding for Seminole County, FL. A TID is recommended to work toward establishing a secure, stable supplemental revenue stream for future organizational resilience.

At Civitas, we have been raising money for DMOs for over 20 years. We have sought stable, reliable sources of funding, partnering with our local governments through a private-public partnership. The following is an expected timeline for the recommended project.

Timeline for Establishing Stable Funding in Seminole County

Formation Project Execution

Seminole County Tourism Improvement District (SCTID) Steering Committee established	1 st month
TID Formation legal vehicle identified	1 st month
District plan development	2 nd - 4 th months
Stakeholder outreach program developed	4 th & 5 th month
File final district plan with the County staff	6 th month
County to approve final district plan	6 th month
Petition Drive	7 th & 8 th month
Draft TID Ordinance	8 th month
Final TID formation documents approval by County staff	8 th month
Mail and Publish - Notice of Public Hearings	9 th month
County Council – Public Hearings	10 th month
County Council- Ordinance Forming the VTID	11 th month
SCTID begins collecting assessment	12 th month

NATIONAL TOURISM FUNDING LANDSCAPE

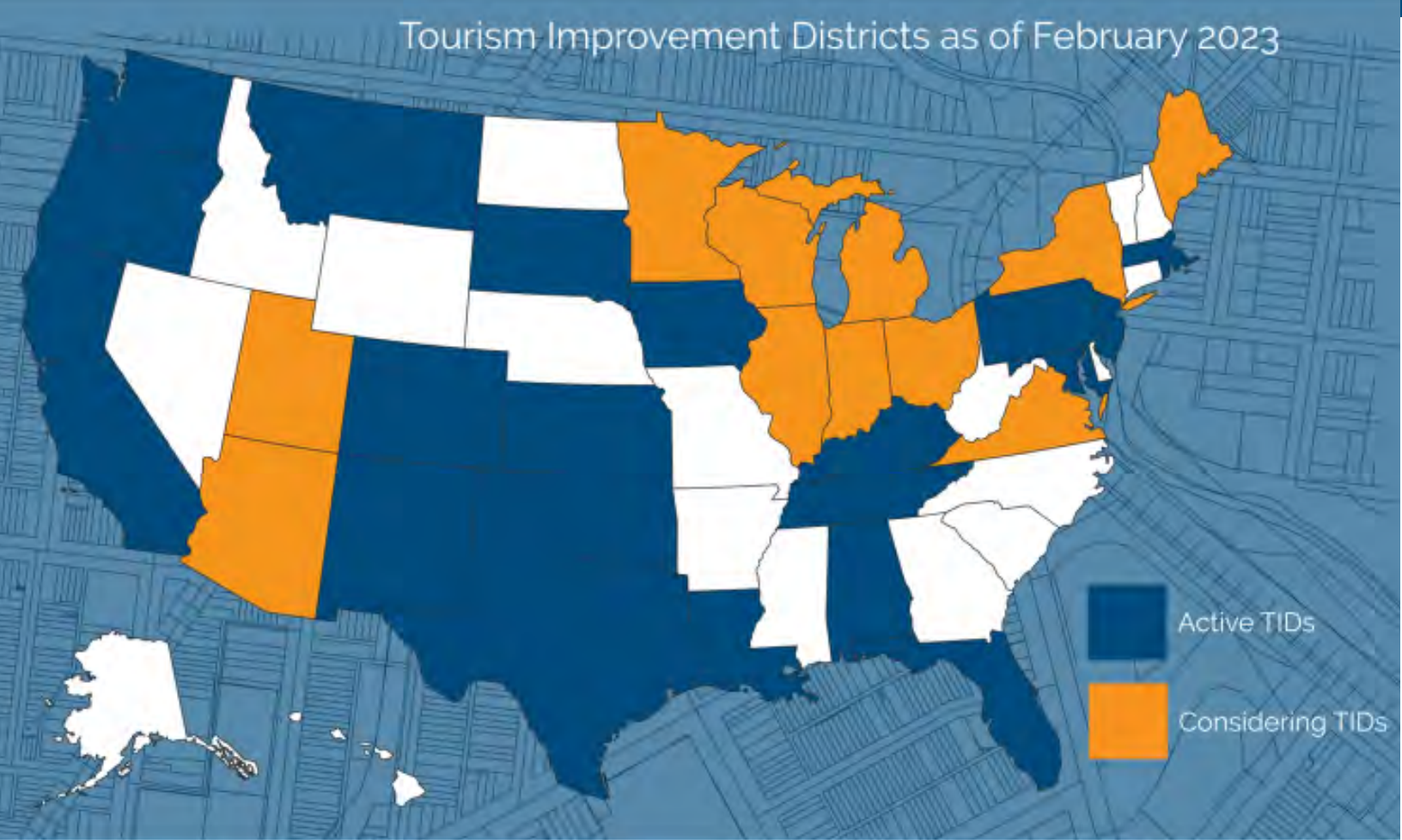
TIDs have fundamentally changed the financial structure of destination marketing organizations (DMOs). TIDs have helped DMOs by providing a new source of stable, dedicated funding. TIDs are currently operating in over 200 destinations across twenty (20) states and have ushered in a new era of sufficiency, stability, and predictability.

TIDs are an evolution of the traditional Business Improvement District. The first TID was formed in West Hollywood, California, in 1990.

Since then, over 180 U.S. destinations have followed suit, including destinations in Colorado, Florida, Kansas, Louisiana, Montana, New Jersey, Pennsylvania, Rhode Island, South Dakota, Texas, Oklahoma, and Washington. TIDs are primarily formed pursuant to existing state statutes.

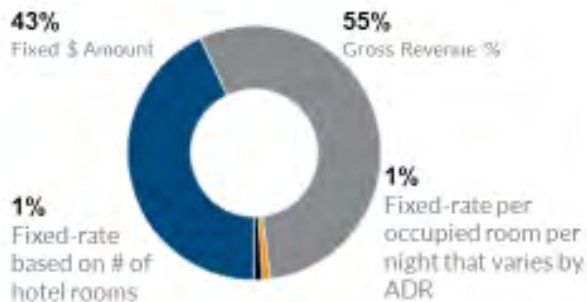
However, some destinations such as Portland, Oregon, Memphis, Tennessee, and Tampa, Florida, have utilized their home rule powers to create TIDs without a specific state statute. Nationwide, TIDs collectively raise over \$450 million annually for local destination marketing.





202 TIDs

Most Recent:
Bellevue-Redmond, WA
(February 2023)



ANNUAL AMOUNT RAISED	
Low	\$10,000
High	\$41,000,000
Total	\$462,722,513

20 STATES



Elements of a District Plan

Projected Services

Capital Improvements & Debt Service

The capital improvements and debt service portion of the budget may be used to fund capital improvements designed to increase room night sales for assessed businesses, such as tourism infrastructure and construction or enhancements of tourism facilities. The TID may issue bonds related to capital improvements, such as a sports facilities.

Sales

A strategic sales and services program will secure and provide services to events, meetings, events and free and independent traveler, coming to Lafayette with an overarching goal of driving incremental destination-wide and event-center related business from key vertical, feeder and growth markets to the benefit of the assessed businesses. The program will include the following kinds of activities:

- Dedicated funds to support incentives, hosting fees and other offsetting costs associated with securing strategic industry events, incremental group and convention business, sports tournaments and events, and/or large-scale events for the destination that generate room nights for the assessed businesses.
- Direct sales activities driving destination-wide and event-center related business – in turn, benefitting the assessed businesses by driving room nights and compression for the assessed businesses;
- For activities related to attracting sports and leisure groups.
- Strategic partnerships, sponsorships, or other alliances that reinforce Seminole as a destination of choice within the travel marketplace for meetings, events sports tournaments and leisure travel – in turn, generating greater room night sales to the assessed businesses;
- Attendance at tradeshow, conferences, and professional industry/partner events to promote the destination and the assessed businesses;
- Sales missions, site inspections and familiarization tours in domestic and international markets that showcase the destination and the assessed businesses.

Elements of a District Plan Continued...

Projected Services

Administration & Operations

The administration and operations portion of the budget is used for enhanced and or new administrative staffing costs, office costs, advocacy, ROI measurement and reporting and other general administrative costs such as insurance, legal, and accounting fees incurred by **Seminole Office of Economic Development and Tourism**. This portion of the budget will also support the meetings of the District. This budget is only available for activities that support the District.

Contingency/Reserve

A portion of the budget will be allocated to a contingency fund to account for lower than anticipated collections. If collected contingency funds remain in the budget near the expiration of the District term, and business owners wish to renew the District, the contingency funds may be used for renewal costs. Similarly, **Seminole Office of Economic Development and Tourism** can allocate funds in one year to be held in reserve to fund specific events/programs in a future year, especially if those events may require such significant resources whereby it would be advantageous to build funds in advance and potentially allow for interest collection

Destination Development

Funds may be used to support destination development services that enhance the overall visitor experience but with an emphasis on overnight visitors at the assessed businesses. The TID will develop specific criteria for funding these services, including an understanding that any such services and projects would be additive to and not in the place of core services.

Elements of a District Plan Continued...

Governance

A nonprofit corporation (DMC) will be created by ordinance of the County to manage the day-to-day operations of the TID. The board of directors of the DMC, made up of the TID property owners, is responsible for setting the goals, policies, procedures, and annual budget for the TID/

Collection

The collection of the assessments will be made at the time and in the manner set forth by the municipality. All delinquent payments for assessments levied may be charged interest and penalties. Any delinquent payments for assessments, along with any interest or penalties, will be a debt owed the municipality and may be collectable by the municipality as a debt under law.

Term

The District would be formed for a X year period, with services beginning MONTH, YEAR, through MONTH, YEAR. After DATE, the District may be renewed by the approval process as outlined in the enabling law.

Boundaries

The proposed District includes all lodging business located within the boundaries of Seminole County.

Appendix (White Papers)

TIDs & Sports Tourism

- TIDs are the next frontier in funding for DMOs and sports commissions. Provide dedicated funding to DMOs and sports commissions that alleviate reliance on public funding.
- TIDs to support sports tourism: promote sports tourism either through a DMO's in-house sports commission or sports sales staff, or by providing direct grants to rights holders to host events (or some combination of both).

Scan to read the
White Paper



Economic Case for TIDs

- Tourism Economics, with the help of STR & Civitas, conducted an innovative study to demonstrate the impact of the TID on destinations. Tourism Economics selected 100 US cities - 29 cities with TIDs and 71 cities without a TID - and analyzed their data over the span of 30 years (1990-2019).
- The report selected measures such as lodging performance & local economic characteristics, and examined the TID impacts on room demand, revenue, and visitor spending.

Scan to read the
White Paper



Appendix

Projections are based on number of rooms, occupancy, and ADR from the Seminole County STR report for October 2022. Future lodging properties that come into the District that fall under the requirements will add to the projections and number of total rooms in the District.

Total Assessment Projection= (Total Rooms * 365) * Assessment Revenue

Annual occupied rooms= (Total Rooms * Occupancy %) * 365

ADR Assessment Increase= Assessment Revenue / Annual Room Nights

Room Count	Occupancy Rate	ADR	Annual Room Nights	Annual Revenue	Projected TRD Revenue	ADR Increase for Assessment
5131	72.30%	\$108.09	1,354,045	\$146,358,750.53	\$4,682,038.00	3.50
5131	72.30%	\$108.09	1,354,045	\$146,358,750.53	\$5,618,445.00	4.25
5131	72.30%	\$108.09	1,354,045	\$146,358,750.53	\$6,554,852.50	5.00
5131	72.30%	\$108.09	1,354,045	\$146,358,750.53	\$7,491,260.00	5.75

Name of Establishment	City & State	Rooms	Total Annual Rooms
Regency Inn	Fern Park, FL	54	19710
Best Western Plus Sanford Airport Lake Mary Hotel	Sanford, FL	71	25915
Days Inn North Orlando Casselberry	Casselberry, FL	75	27375
Courtyard Orlando Lake Mary North	Heathrow, FL	83	30295
Springs/Maitland	Altamonte Springs, FL	90	32850
Greenwood Boulevard	Lake Mary, FL	98	35770
Budget Inn Sanford	Sanford, FL	98	35770
Greenwood Blvd	Lake Mary, FL	101	36865
SpringHill Suites Orlando North/Sanford	Sanford, FL	105	38325
Comfort Inn & Suites Orlando North Sanford	Sanford, FL	107	39055
Days Inn & Suites Altamonte Springs	Altamonte Springs, FL	110	40150
Homewood Suites by Hilton Lake Mary	Lake Mary, FL	112	40880
TownePlace Suites By Marriott Orlando Altamonte Springs/Maitland	Altamonte Springs, FL	117	42705
Residence Inn By Marriott Orlando Lake Mary	Lake Mary, FL	119	43435
MainStay Suites Orlando Altamonte Springs	Altamonte Springs, FL	120	43800
Extended Stay America Select Suites Orlando - Sanford - Airport	Sanford, FL	120	43800
Holiday Inn Express & Suites Sanford - Lake Mary	Sanford, FL	121	44165
Home2 Suites by Hilton Lake Mary Orlando	Lake Mary, FL	122	44530
WoodSpring Suites Sanford North I-4 - Orlando Area	Sanford, FL	122	44530
Candlewood Suites Lake Mary	Lake Mary, FL	123	44895
Hilton Garden Inn Orlando North Lake Mary	Lake Mary, FL	123	44895
Extended Stay America Premier Suites Orlando Sanford	Sanford, FL	124	45260

Appendix

Name of Establishment	City & State	Rooms	Total Annual Rooms
Hampton Inn Orlando North Altamonte Springs	Altamonte Springs, FL	128	46720
Residence Inn Orlando Altamonte Springs	Altamonte Springs, FL	128	46720
Hyatt Place Lake Mary/Orlando-North	Lake Mary, FL	128	46720
La Quinta Inn & Suites by Wyndham Orlando Lake Mary	Lake Mary, FL	128	46720
Hampton Inn & Suites Lake Mary At Colonial Townpark	Lake Mary, FL	130	47450
Extended Stay America Orlando - Altamonte Springs	Altamonte Springs, FL	135	49275
HomeTowne Studios Orlando Casselberry	Casselberry, FL	143	52195
Ramada Altamonte Springs	Altamonte Springs, FL	144	52560
Hotel Elite	Altamonte Springs, FL	167	60955
Altamonte Springs Hotel & Suites	Altamonte Springs, FL	178	64970
Westin Lake Mary, Orlando North	Lake Mary, FL	252	91980
Opal Hotel & Suites	Altamonte Springs, FL	262	95630
Embassy Suites by Hilton Orlando North	Altamonte Springs, FL	277	101105
Marriott Orlando Lake Mary	Lake Mary, FL	307	112055
Hilton Orlando Altamonte Springs	Altamonte Springs, FL	309	112785

BASIC DIFFERENCES BETWEEN CHARTER AND NON-CHARTER COUNTIES

March 2008

NON-CHARTER

- ❖ Structure of county government specified in State Constitution and State Statutes. Only amending the State Constitution or State law can change structure.
- ❖ Counties have powers of self-government as prescribed by the State Legislature.
- ❖ State Statutes do not provide for initiative or referendum, or recall of county officers.
- ❖ State Statutes do not require an Administrative Code.
- ❖ County cannot levy a utility tax in the unincorporated area.

CHARTER

- ❖ Structure of county government specified in Charter as approved by the electorate. Structure can be tailored by the local electorate to meet the needs of the county.
- ❖ Counties have all powers of self-government unless they are inconsistent with the Constitution or State law.
- ❖ County charter may provide for initiative, referendum and recall at the county level.
- ❖ County Charter can require an Administrative Code detailing all regulations, policies and procedures.
- ❖ County Charter can provide that a "municipal utility tax" is levied in the unincorporated area.



Seminole County Sports Facility Feasibility & Pro Forma Study

Condensed Presentation

■ April 2023





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2. Local Market Demand
3. Regional Sports Facilities Analysis
4. Sports Tournaments & Opportunity Analysis
5. Benchmark Facilities
6. Demand & Financial Projections
7. Economic, Fiscal & Employment Impact Analysis

Appendix

01

Executive Summary



Key Questions

- Is there an opportunity for a new sports facility to improve sports tourism in Seminole County? If so, what components are recommended?
- Given the Moore's Station site, what is the recommended sports complex programming? Would indoor or outdoor be the most successful based on market conditions?
- What is the current situation as it pertains to sports in Seminole County and the greater Orlando market?
- What is the viability of the Project to regularly compete for and host regional, sub-regional, or national tournaments and other events that will bring visitors to Seminole County?
- What does the current local hotel supply look like? Is there a future need for additional hotel development near the Project?
- What are the financial projections for the Project? What is the estimated cost of development?
- What is the economic impact that the Project will generate?



SWOT Analysis

The following SWOT analysis details the strength, weaknesses, opportunities and threats related to the proposed youth sports facility in Seminole County, Florida.

STRENGTHS



- Growing population and strong local/regional market
- Central location in Florida and 35 miles from downtown Orlando
- No major competitive indoor facilities within Seminole County
- Proven success with Boombah Sports Complex

OPPORTUNITIES



- Tournament-grade indoor sports facility
- Unobstructed function space that could serve as an emergency shelter or space for graduations for the County
- Private sector partnerships with tournament operators
- Additional commercial development surrounding the airport and sport complexes

WEAKNESSES



- Limited full-service hotels in the County and no hotels within 5 miles of the Project site
- Lack of development around the proposed Project
- Losing tourism dollars to Orange County and the Orlando market

THREATS



- Other proposed, competing facilities within the Florida market
- Private indoor facilities in neighboring counties and similar destination cities
- Competing interests between club and recreational usage given the rapid residential growth

How to Capitalize on Strengths & Mitigate Weaknesses



The following key headlines outline ways Seminole County can both leverage their strengths and mitigate some of their weaknesses with the proposed youth sports complex.

Strong Local/Regional Demand

Youth sports continue to grow in the area as the residential population continues to increase. Indoor clubs and tournament operators have expressed that the lack available court supply has restricted growth of their programs and limits tournament sizes. Seminole County and the greater Orlando market have a strong demand base that can fill court space throughout the week within a large sports complex and draw tournaments on the weekends.

Weak Supply Within Florida

A high-quality indoor facility with ample court space for tournaments is in need for Central Florida. The majority of the large tournaments are held at the Convention Center with the remainder split between a handful of facilities. The local and regional supply is extremely limited for the demand and population of the state. A regional facility in Seminole County would recapture demand that currently leaves the market for tournaments and induce tournament visitation from all over the country.

Destination Appeal

Seminole County has the ability to leverage its geographical location between the biggest theme parks found in Orlando and beaches on the east coastline. A new indoor sports facility will add to the youth sports destination that Boombah has started and give Seminole County a competitive advantage when appealing to tournament operators. A youth sports destination that is also close to well-known family entertainment will enhance its attractiveness for larger regional and national tournaments.

Headlines – Seminole County Youth Sports

The following bullets summarize the key findings and headlines. In order to assess the viability of any project and make informed recommendations, there are key elements that must be considered.

- **Facility and Site Needs.** General site parameters for a successful youth sports facility include availability of land for current and potential future development, accessibility, proximity to hotel/restaurant nodes and flat topography. Roughly 15-20 acres are typically needed for an indoor facility, depending on future expansion and parking. In order to appeal to tournament operators, it is ideal that an indoor facility has onsite amenities that can accommodate spectators and teams in their down time.
- **Support Amenities.** Nearby hotel and restaurant nodes not only help the local area but also serve as a selling point for larger tournaments that will ultimately attract overnight visitors. The industry is driving spending and overnight stays for all types of municipalities around the country. While many industries that fall under the tourism umbrella were hurt by the COVID-19 pandemic, the youth sports industry has stayed consistent in terms of driving economic impact for municipalities.
- **The Supply & Demand.** There is significant demand for indoor space in the greater Orlando area. Currently all major tournaments are being held at a select few facilities aside from the Orange County Convention Center. However, given the Convention Center's popularity among conventions and meetings on a national basis, there is a limited number of weekends available for youth sports tournaments. Local facilities claim that a lot of their major tournaments come from turned away business from the Convention Center and ESPN, which still can not be fully accommodated with the current local supply.
- **Case Studies.** Flexibility is a major ingredient to the success of youth sports developments. The ability to host a diverse mix of sporting events, and potentially non-sporting events will enhance the chances of a facility's success. Key on-site amenities that complement a major youth sports complex include food and beverage offerings, lounge/play areas for participants and fans, community space and physical therapy/sports performance space.

Recommendations Overview

Proposed Site

Seminole County
Site Overview



Moore's Station
Fields

Recommendations

	Proposed	Recommendations	Notes
Hardwood Floors Full-Sized	12 – 15 full-sized basketball courts	Minimum of 9 full-sized basketball courts	Strong Opportunity: ability to convert to 18 volleyball courts for significant tournament visitation, crucial for the Project to not overbuild – recommendation based on market demand
Other Uses	<ul style="list-style-type: none"> Full-sized synthetic soccer field, Temporary stage for events, Mezzanine/perimeter track elevated above volume floor 	<ul style="list-style-type: none"> Stage for events, Performance / physical therapy area 	Limited Opportunity: for tournaments and generating out of town visitation
Capacity	5,000 – 6,000 retractable seating	Minimum of 900 permanent seating – approx. 1,900 retractable seating on the championship style court and capacity for 6,000 total temporary seating on the flat-floor court areas	Strong: open floor plan allows for maximum capacity with temporary seating for larger events such as graduations
Amenities	<ul style="list-style-type: none"> A full-service concession space with indoor/outdoor eating area, 8 – 9 flexible meeting room spaces, Offices, first aid station, locker rooms, maintenance/storage, restrooms, parking 	<ul style="list-style-type: none"> A full-service concession space and restaurant on mezzanine level that overlooks main court space, Play area and lounge space, Flexible meeting room spaces, Offices, first aid station, locker rooms, maintenance/storage, restrooms, ample parking 	Moderate: amenities create additional tournament appeal, more amenities increase total construction costs

Recommendations

The adjacent table details the recommended programming for the Project. Based on the analysis of the youth sports market in the greater Orlando area, the region and interviews with market experts, tournament organizers and other stakeholders, HSP recommends a minimum of 9 hardwood basketball courts with the ability to configure into 18 volleyball courts for this specific site at Moore’s Station. An indoor sports facility is optimal for this site with its proximity to Boombah Sports Complex.

Included in the nine-court recommendation is a championship style court that has retractable seating for spectators. The championship court would be separated from the remaining courts to enhance the exclusivity factor. This would be a unique asset that is not currently found in the local supply and would help to attract national tournaments of a higher caliber. Estimated square footage is approximately 139,000 with the minimum court recommendation. There could be a potential opportunity for additional courts, however, HSP believes the recommendation has the highest chance of success for the longevity based on market conditions and comparable venues analyzed in this study.

Onsite amenities are the key to success for the longevity of this facility to become an established tournament destination. This will also help the facility’s ability to host non-sports related events when needed.

Seminole County Indoor Sports Facility Recommendations

Feature	Unit	Unit Size
Recommendation (Minimum)	SF	~139,000
Indoor Courts (Hardwood)	Courts	
Basketball	Courts	9
Volleyball	Courts	18
Seating		900
Minimum Parking		900
<i>Other Key Amenities:</i>		
Concession/Food Service Area		
Restaurant/Café		
Stage		
Play Area/Lounge Space		
Performance/Physical Therapy Area		
Meeting Rooms		
Lobby Space		
<i>Building Needs:</i>		
Team/Changing Rooms		
Ample Parking		
Offices		
Public Restrooms		
Storage		
First Aid Station		

Source: HSP, Convergence Design

LEGEND:

- 1 Development Site
- 2 Overflow Parking
- 3 Parking
- 4 Play
- 5 Indoor Sports Facility
- 6 Detention



Concept Site Plan



Seminole County Indoor Sports Facility





East Lake Mary Blvd





CONVERGENCE
DESIGN 83

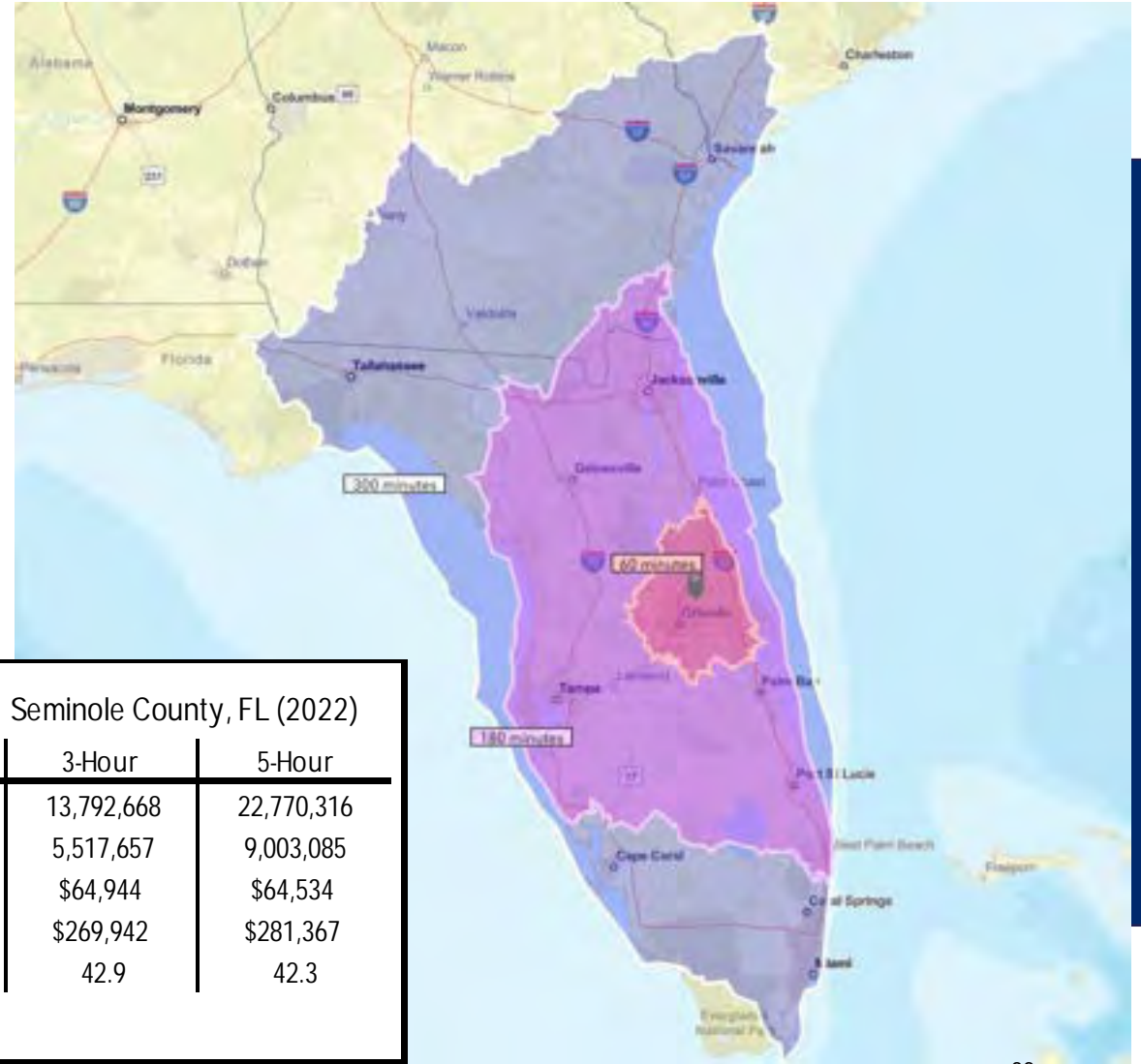




Market Demand

Drive Time Market Analysis

Economic and demographic attributes are evaluated within a one-, three- and five-hour drive time to gauge the capturable market for a youth sports facility. Seminole County is located in central Florida, which gives the Project a strong geographical potential to attract visitation throughout the state from major markets such as Miami, Tampa, Jacksonville and Tallahassee. Within a one-hour drive time, the population reaches more than 3.2 million. When expanded to a three-hour drive time, the population reaches nearly 13.8 million, which provides significant potential for a regional tournament facility. Within a five-hour drive time, the population reaches 22.7 million and extends to markets such as Savannah, Georgia.



Estimated Drive-Time Statistics from Seminole County, FL (2022)

	1-Hour	3-Hour	5-Hour
Population	3,258,529	13,792,668	22,770,316
Households	1,234,766	5,517,657	9,003,085
Median Household Income	\$66,170	\$64,944	\$64,534
Median Home Value	\$284,343	\$269,942	\$281,367
Median Age	38.9	42.9	42.3

Source: ESRI

Tourism Overview

Attractions serve as support amenities to sports facilities for their ability to keep teams and families entertained throughout tournaments. A city or county's tourism offerings can increase its tournament capturing abilities. This is demonstrated in nearby places such as Disney's Wide World of Sports as well as Las Vegas which hosts several premier national youth sports tournaments each year. However, suburban markets such as Seminole County that are near family attractions ultimately enhances the appeal for regional and national youth sports trips.

The attraction offerings in Seminole County will likely be visited by teams and families who will be looking for entertainment options in the surrounding area during down times. The greater Orlando market appeal is equally as important given the likelihood of a family's preference to extend a youth sports trip and turn it into a family vacation. HSP analyzed Seminole County's offerings and the greater Orlando market as a tourist destination to understand the destination appeal of a potential added sports facility.



Local Facility Supply



The local supply for indoor sports facilities is spread out among the greater Orlando market. Game Point Event Center and The Big House are the main facilities that consistently host large regional tournaments drawing over 30 percent of their visitation from people who live more than 75 miles away, respectively.

Due to the lack of sizeable indoor facilities in Seminole County, there are not currently major tournaments driving sports tourism for the area.



Local Market Implications

- In the local market, there is a shortage of indoor multi-court facilities. **Only two facilities in Central Florida consistently host tournaments aside from the major convention centers.**
- Several volleyball and basketball organizations have developed their own small indoor facilities to control court time and build the clubs' presence. Most of these facilities were designed to be training facilities and accommodate local weekday usage.
- **Local clubs have expressed strong interest in being anchor tenants in a new facility.**
- Tournament operators indicated that facilities across Central Florida are not built to standards, causing them look elsewhere for tournament venues.
- In the past, facilities only focused on court space. Today, tournaments require many more amenities.
- Important amenities mentioned include the following: an ample service room, proper ceiling height, a spectator area, sufficient benches and more.
- ESPN Wide World of Sports was built to be ideal for large national tournaments, but extremely high fees and the structure of the tournaments deter operators from using the venue.





| Regional Analysis

Regional Sports Facility Map

The supply of tournament facilities are spread throughout the state, with a strong distribution along Interstate 75 between Gainesville and Tampa.

The Project Site has strong accessibility located in the middle of the state, along Interstate 4 and near Interstate 95. As a central hub within the state, the Project is well-positioned to become a regional hub within Florida.

The two under construction and proposed facilities are slated to be competitive to the Project. These facilities are found in the northern part of the state in Gainesville and Panama City Beach.



Alachua County Sports Complex at Celebration Pointe

Location: Gainesville, FL

Opened: January 2023

Owner/Operator: Alachua County/ RADDSports (Private)

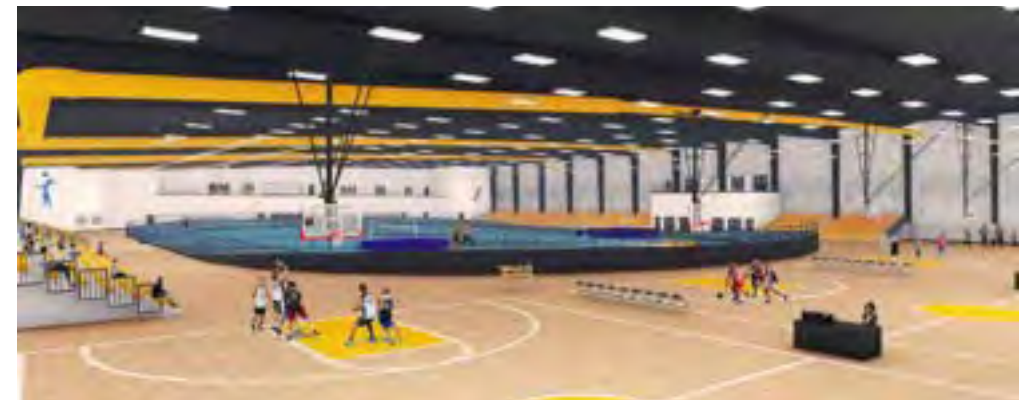
Reported Cost: \$38 million

Sports Features:

- 130,000 square feet of total space (97,000 square feet of court space)
- 13 basketball courts
- 18 volleyball courts
- 21 pickleball courts
- Indoor track and field
- Cheer and dance facility

Funding:

The project was funded with \$30 million of Tourism Development Tax (paid by Alachua County), \$5.7 million of private investment, and \$2.3 million from the state of Florida.



Panama City Beach Sports Complex

Location: Panama City Beach, FL

Opening: N/A

Owner/Operator: Panama City/Sports Facilities Companies

Projected Cost: \$41 million

Features:

- 100,000 square feet of total space
- 17,000 square feet of office, meeting and event space
- 8 basketball courts
- 16 volleyball courts
- 24 pickleball courts

Notes & Funding:

The facility is anticipated to be used as Panama City Beach's emergency operations center, and as a result, the Federal Emergency Management Agency has contributed \$7.7 million towards the project for Bay County. The Bay County Commission approved the hiring of a design firm for the facility in September 2022.



Regional Market Implications

- There is a weak supply of regional indoor facilities in Florida. The current regional competition attracts visitation from the greater Orlando market and other major markets within Florida. Visitation data shows that people pass through Seminole County and the greater Orlando area or travel further distances than Seminole County for tournament play. This creates an opportunity for the project to recapture this tournament demand, generate room nights and increase spending overall spending in Seminole County.
- The competitive regional facilities do not attract high volumes of visitation outside of Florida. The Project is centrally located within the state allowing for ease of accessibility from other major markets.





**Sports Tournament and
Opportunity**

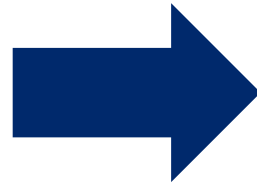
Capturing Tournament Demand

Factors Driving Tournament Demand & Activity:

There are several factors that impact a city's ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
- Accessibility, by Air and by Car

Cities with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments which bring in teams from surrounding states and across the country.



Opportunities in Central Florida:

- 9 basketball and 18 volleyball courts would be one of the largest facilities in the Orlando market, giving Seminole County the opportunity to host regional/national indoor tournaments.
- A new indoor tournament facility in the market could help attract a higher caliber of tournaments that would not have to rely on the Orange County Convention Center for ample tournament space. There is currently two other facilities in the market that would be potentially competitive for tournaments, however, large enough tournaments could utilize multiple facilities for one weekend.

Tournament Opportunity Implications & Recommendations

HSP analyzed the local and regional youth sports facility market to understand where any potential gaps exist for the potential development of a large indoor recreational & tournament facility in Seminole County. HSP interviewed numerous tournament operators to understand the current tournament landscape for indoor sports and the potential for additional tournament opportunities in the region. The following implications were drawn:

- The local supply of facilities is not meeting the current demand for court space in Seminole County and the greater Orlando market. The introduction of a new large indoor facility would cater to both local use as well as drive tournament demand on the weekends. An opportunity exists for indoor multi-purpose space utilized for basketball, volleyball and other flat-floor sports and activities.
- Currently, **Florida is a challenging state to host tournaments because of the lack of quality with facilities.** Tournaments require different facilities with at least 6 courts that can host about 80 teams per tournament for basketball. **There is a huge need for additional tournament facilities in order to diversify the tournament offerings and competition levels.**
- **An ideal facility would have a minimum of eight basketball courts and 16+ volleyball courts to be utilized year-round. There is opportunity to build a larger facility, however, that adds to the construction cost and reoccurring expenses to maintain a facility of a larger size.**



Benchmark Facilities

Case Study Facilities

HSP analyzed several facilities to help form implications and recommendations for Seminole County.

Through interviews and past projects, HSP evaluated various facilities across the country for performance history, programming, costs, funding and key takeaways for the Project. The following facilities are analyzed in the following chapter.

- Rock Hill Sports and Event Center
- LakePoint Champion Center
- Wintrust Sports Park
- UW Health Sports Factory
- Round Rock Sports Center



Rock Hill Sports & Event Center

Location: Rock Hill, South Carolina

Opened: 2019

Owner/Operator: City of Rock Hill

Cost: \$25 Million

Features:

- 170,000 square feet
- 8 basketball courts (16 volleyball courts)
- 1 Championship Court (1,200 seats or convertible into 2 additional courts)

Notes:

Rock Hill Sports and Events Center is located within a mixed-use district that connects Winthrop University and Downtown Rock Hill. According to VisitRockHill, the facility hosts leagues, tournaments, conferences and conventions, concerts and community events.

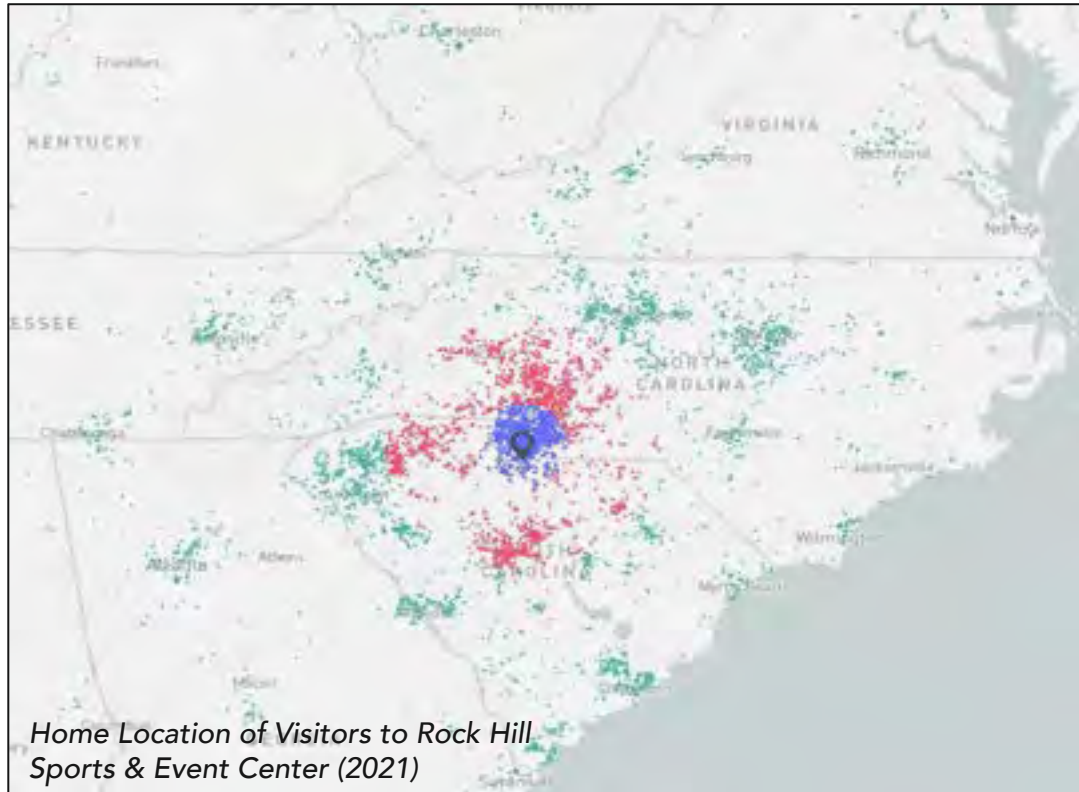
Funding:

The City of Rock Hill issued a \$20.8 million tax-exempt bond and a \$485,000 taxable bond to fund the project.



Rock Hill Sports & Event Center Visitation

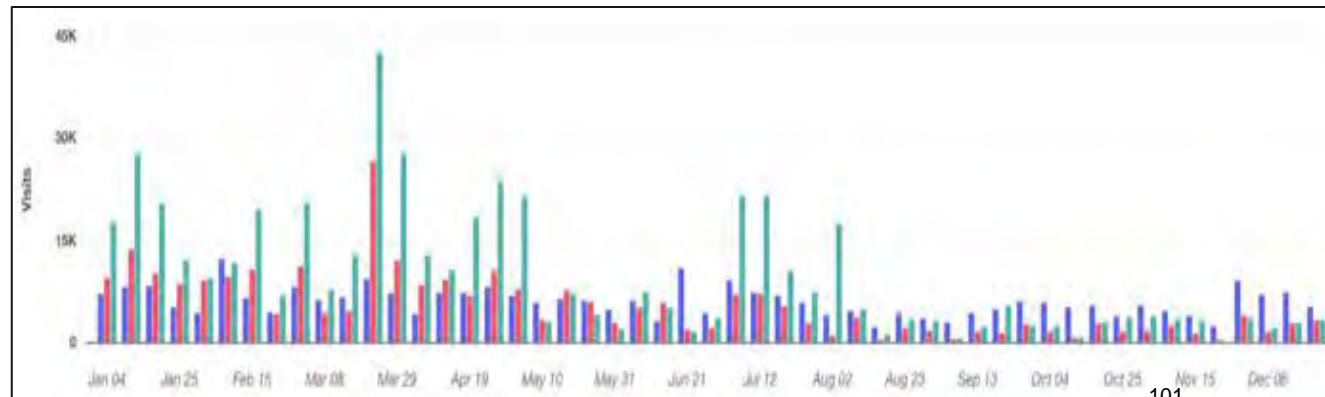
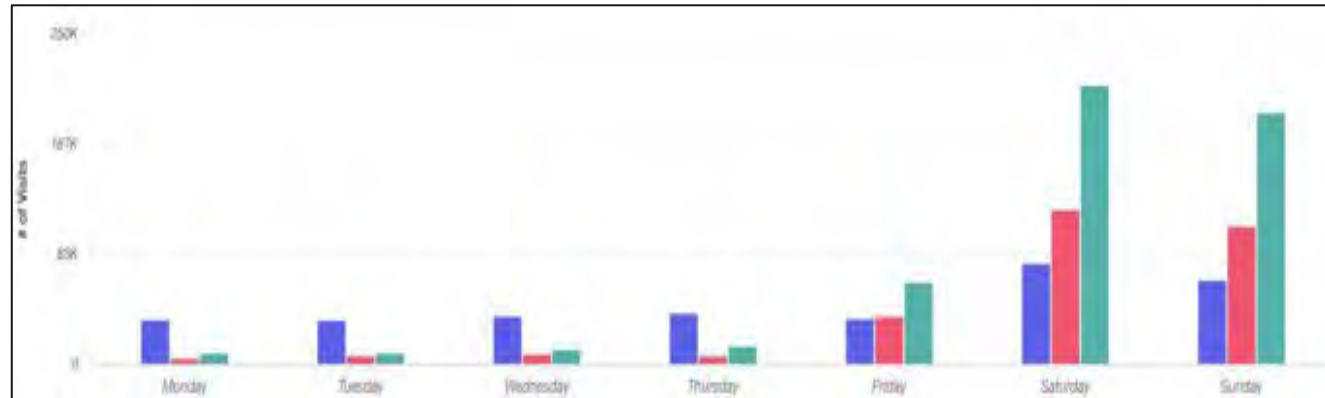
Rock Hill Sports & Event Center has been successful since its opening due to the variety of events the facility is able to host. The number of courts and the championship court has allowed the facility to host high-profile national tournaments and showcases. Nearly 50 percent of the facility's visitation came from beyond 75 miles in 2021.



Rock Hill Sports & Event Center - Rock Hill, SC
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	314,800	29%	70,700	25%	4.45
Regional Distance - Between 25 and 75 miles	280,600	26%	71,700	26%	3.91
Long Distance only - Over 75 miles	502,800	46%	138,400	49%	3.63
Total Visits	1,098,200	100%	280,800	100%	3.91

Source: Placer.ai



LakePoint Champion Center

Location: Emerson, Georgia

Opened: 2016

Owner/Operator: Private

Cost: \$32 Million

Features:

- 170,000 square feet
- 12 basketball courts (24 volleyball courts)

Notes:

The LakePoint Champion Center is located on the 1,300-acre LakePoint Sports campus in Emerson, GA. The campus features on-site hotels, restaurants, retail, a waterpark and other entertainment.

HSP spoke with tournament operators that schedule events in Florida and Georgia. Operators conveyed that within a calendar year, there are not many tournaments that require twelve courts, and the size of the facility often feels overbuilt.

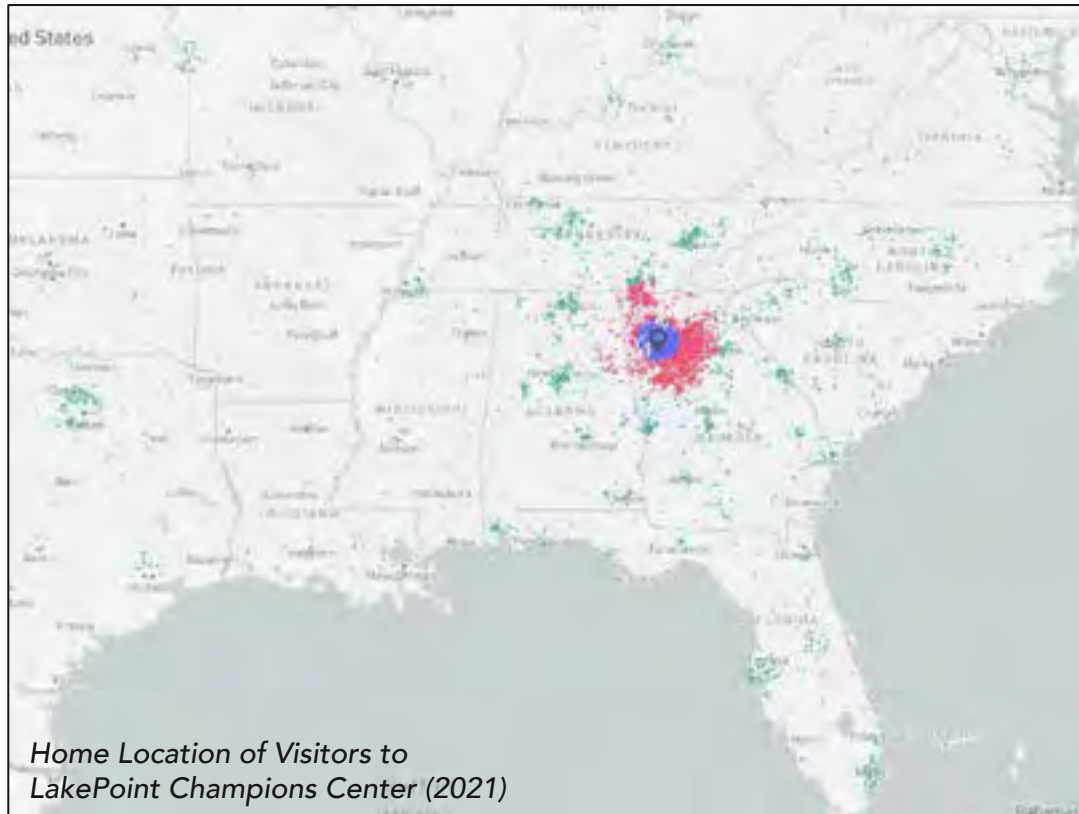
Funding:

LakePoint's indoor facility was built in a second phase and received a \$32 million bond from Bartow County.



LakePoint Champion Center Visitation

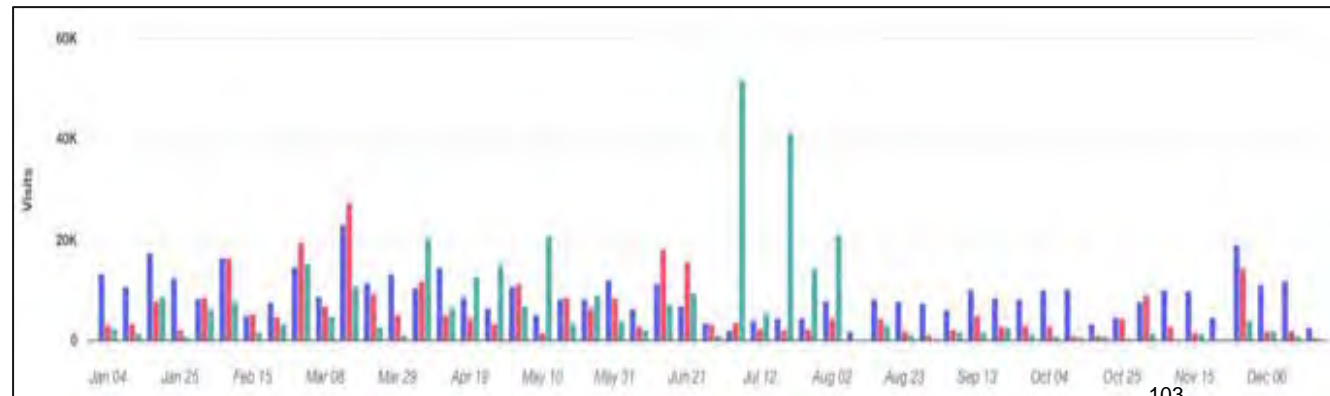
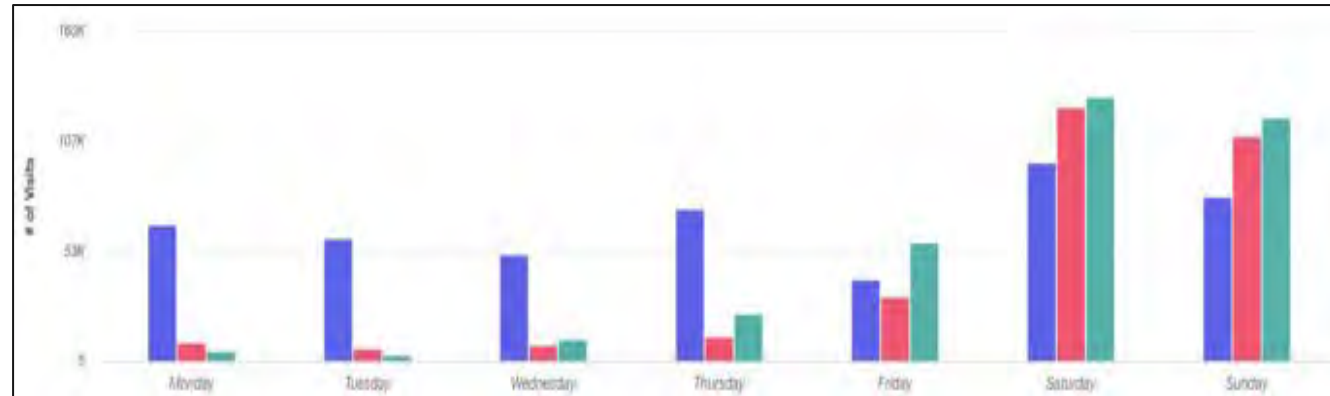
LakePoint Sports is one of the largest youth sports development sin the country, but visitation data was solely analyzed on the indoor component of the project. In 2021, the facility attracted over 1.1 million visitors, primarily from neighboring states, but had a major presence in the southern half of the country as a result of hosting basketball, volleyball, futsal, pickleball and other indoor tournaments.



LakePoint Champions Center - Emerson, GA
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	464,300	42%	126,000	31%	3.68
Regional Distance - Between 25 and 75 miles	296,000	27%	128,400	32%	2.31
Long Distance only - Over 75 miles	343,100	31%	149,300	37%	2.30
Total Visits	1,103,400	100%	403,700	100%	2.73

Source: Placer.ai





Demand & Financial Projections

Event Projections

Seminole County - Sports Complex Projection & Proforma

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Events by Type												
Basketball Tournaments	10	12	14	15	16	16	16	16	16	16	16	16
Volleyball Tournaments	12	14	16	18	20	20	20	20	20	20	20	20
Wrestling Meets	--	--	1	1	1	1	1	1	1	1	1	1
Cheer/Dance	1	1	2	2	2	2	2	2	2	2	2	2
Pickle Ball	4	6	8	8	8	8	8	8	8	8	8	8
Graduations	2	2	4	4	4	4	4	4	4	4	4	4
Banquets/Special Events	3	4	6	8	8	8	8	8	8	8	8	8
Total	32	39	51	56	59	59	59	59	59	59	59	59
Event Days by Type												
	Days/Event											
Basketball Tournaments	2.5	25	30	35	38	40	40	40	40	40	40	40
Volleyball Tournaments	2.5	30	35	40	45	50	50	50	50	50	50	50
Wrestling Meets	2.0	--	--	2	2	2	2	2	2	2	2	2
Cheer/Dance	2.0	2	2	4	4	4	4	4	4	4	4	4
Pickle Ball	1.5	6	9	12	12	12	12	12	12	12	12	12
Graduations	1.0	2	2	4	4	4	4	4	4	4	4	4
Banquets/Special Events	1.0	2	2	4	4	4	4	4	4	4	4	4
Total		67	80	101	109	116	116	116	116	116	116	116

Source: Hunden Strategic Partners

The Project is projected to host various indoor events upon opening. The indoor sports complex is expected to host 32 events in Year 1 and reach nearly 60 events upon stabilization. The facility is projected to be utilized between 67 and 116 days per year for tournament and event activity. Given the local and regional demand, basketball and volleyball tournaments are expected to host the greatest number of tournaments at the facility, which are typically multi-day events.

Attendance Projections

Rental hours during the week will play a key role in generating revenue for the facility. HSP projected the number of total rentable hours by surface type during weekdays and projected the total hours that the indoor court space will be used.

At stabilization, HSP projects the rental utilization rate to be 60 percent for the court space given the local demand. Court utilization has the opportunity to be greater during the week with an anchor tenant regularly using the facility.

Daily rentals account for the majority of attendance projections throughout the year, followed by volleyball tournaments. Once the indoor facility is stabilized in Year 5, HSP projects more than 318,000 annual visitors. Projected tournament attendance is calculated based on industry averages show in the top chart. Attendance projections are compared to successful indoor facilities in the regional area.

Event	Teams per Tournament	Participants per Team	Total Participants	Spectator per Participant	Total Spectators	Total Attendance
Basketball Tournaments	75	12	900	1.5	1,350	2,250
Volleyball Tournaments	100	12	1,200	1.5	1,800	3,000
Wrestling Meets	40	15	600	1.2	720	1,320
Cheer/Dance	25	25	625	1.7	1,063	1,688
Pickle Ball	50	2	100	0.5	50	150

Source: Hunden Strategic Partners

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
Utilization Projections								
Indoor Court Total Rentable Hours	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Indoor Court Utilization	50.0%	53.0%	55.0%	58.0%	60.0%	60.0%	60.0%	60.0%
Indoor Court Rental Hours	11,250	11,925	12,375	13,050	13,500	13,500	13,500	13,500
Average Attendance by Event Type								
Basketball Tournaments	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Volleyball Tournaments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Wrestling Meets	1,320	1,320	1,320	1,320	1,320	1,320	1,320	1,320
Cheer/Dance	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688
Pickle Ball	150	150	150	150	150	150	150	150
Graduations	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Banquets/Special Events	250	250	250	250	250	250	250	250
Total Attendance by Event Type								
Daily Rentals	168,750	178,875	185,625	195,750	202,500	202,500	202,500	202,500
Basketball Tournaments	22,500	27,000	31,500	33,750	36,000	36,000	36,000	36,000
Volleyball Tournaments	36,000	42,000	48,000	54,000	60,000	60,000	60,000	60,000
Wrestling Meets	--	--	1,320	1,320	1,320	1,320	1,320	1,320
Cheer/Dance	1,688	1,688	3,375	3,375	3,375	3,375	3,375	3,375
Pickle Ball	600	900	1,200	1,200	1,200	1,200	1,200	1,200
Graduations	6,000	6,000	12,000	12,000	12,000	12,000	12,000	12,000
Banquets/Special Events	750	1,000	1,500	2,000	2,000	2,000	2,000	2,000
Total	236,288	257,463	284,520	303,395	318,395	318,395	318,395	318,395

Source: Hunden Strategic Partners

Proforma

Seminole County - Sports Complex Projection & Proforma												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Revenue (000s)												
Rental Revenue	\$ 586	\$ 662	\$ 766	\$ 839	\$ 906	\$ 933	\$ 961	\$ 990	\$ 1,020	\$ 1,050	\$ 1,412	\$ 1,897
Net Concessions/Catering	\$ 156	\$ 181	\$ 218	\$ 244	\$ 267	\$ 273	\$ 279	\$ 286	\$ 293	\$ 300	\$ 382	\$ 492
Advertising & Sponsorship (net)	\$ 125	\$ 129	\$ 133	\$ 137	\$ 141	\$ 145	\$ 149	\$ 154	\$ 158	\$ 163	\$ 219	\$ 295
Lease Revenue	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60	\$ 61	\$ 63	\$ 65	\$ 88	\$ 118
Other	\$ 26	\$ 29	\$ 34	\$ 37	\$ 39	\$ 41	\$ 42	\$ 43	\$ 44	\$ 45	\$ 60	\$ 81
Total	\$ 943	\$ 1,053	\$ 1,204	\$ 1,311	\$ 1,409	\$ 1,450	\$ 1,491	\$ 1,534	\$ 1,578	\$ 1,624	\$ 2,161	\$ 2,882
Expenses (000s)												
Salaries, Wages & Benefits	\$ 710	\$ 732	\$ 754	\$ 776	\$ 800	\$ 824	\$ 848	\$ 874	\$ 900	\$ 927	\$ 1,246	\$ 1,674
General & Admin	\$ 65	\$ 67	\$ 69	\$ 71	\$ 73	\$ 75	\$ 78	\$ 80	\$ 82	\$ 85	\$ 114	\$ 153
Utilities	\$ 210	\$ 216	\$ 223	\$ 229	\$ 236	\$ 243	\$ 251	\$ 258	\$ 266	\$ 274	\$ 368	\$ 495
Sales & Marketing	\$ 28	\$ 32	\$ 36	\$ 39	\$ 42	\$ 43	\$ 45	\$ 46	\$ 47	\$ 49	\$ 65	\$ 86
Repairs & Maintenance	\$ 105	\$ 108	\$ 111	\$ 115	\$ 118	\$ 122	\$ 125	\$ 129	\$ 133	\$ 137	\$ 184	\$ 247
Insurance	\$ 18	\$ 20	\$ 23	\$ 25	\$ 27	\$ 28	\$ 29	\$ 30	\$ 31	\$ 32	\$ 42	\$ 57
Advertising & Other	\$ 72	\$ 74	\$ 76	\$ 79	\$ 81	\$ 83	\$ 86	\$ 89	\$ 91	\$ 94	\$ 126	\$ 170
Reserves	\$ 47	\$ 53	\$ 60	\$ 66	\$ 70	\$ 72	\$ 75	\$ 77	\$ 79	\$ 81	\$ 108	\$ 144
Total	\$ 1,255	\$ 1,301	\$ 1,353	\$ 1,400	\$ 1,448	\$ 1,492	\$ 1,536	\$ 1,582	\$ 1,629	\$ 1,678	\$ 2,254	\$ 3,027
Net Operating Income	\$ (313)	\$ (248)	\$ (149)	\$ (89)	\$ (39)	\$ (42)	\$ (45)	\$ (48)	\$ (51)	\$ (54)	\$ (93)	\$ (145)
Estimated Economic Impact												
Total Room Nights Generated	17,148	20,008	24,524	26,894	29,238	29,238	29,238	29,238	29,238	29,238	29,238	29,238
Net New Spending (000s)	\$ 11,864	\$ 14,300	\$ 17,901	\$ 20,193	\$ 22,569	\$ 23,246	\$ 23,943	\$ 24,661	\$ 25,401	\$ 26,163	\$ 35,161	\$ 47,254

Source: Hunden Strategic Partners

HSP projects that the Indoor Complex is expected to operate initially at 75% cost recovery and continuing to improve to about 98% cost recovery after the first five years. Over time, sports complexes develop a consistent and stable tournament model, which leads to increasing operating margins. Rental revenue is expected to generate the most revenue, followed by net concessions/catering. Lease revenue is generated through the onsite restaurant and physical therapy spaces that will have the opportunity to lease out space. The Project is expected to be a huge economic impact driver for the community accommodating significant demand with limited existing supply within the area.



**Economic, Fiscal &
Employment Impact**

Economic Impact – Room Nights

Impact Inputs & Projections												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Total Room Nights Generated												
Basketball Tournaments	4,688	5,625	6,563	7,031	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Volleyball Tournaments	11,250	13,125	15,000	16,875	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750
Wrestling Meets	--	--	540	540	540	540	540	540	540	540	540	540
Cheer/Dance	422	422	844	844	844	844	844	844	844	844	844	844
Pickle Ball	68	101	135	135	135	135	135	135	135	135	135	135
Graduations	682	682	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364
Banquets/Special Events	39	53	79	105	105	105	105	105	105	105	105	105
Total	17,148	20,008	24,524	26,894	29,238	29,238	29,238	29,238	29,238	29,238	29,238	29,238
Source: Hunden Strategic Partners												

In Year 1, HSP expects the Project to generate over 17,000 room nights. Upon stabilization in Year 5, the Project is projected to generate nearly 30,000 annual room nights. Upon stabilization, the majority of room nights are projected to be generated by volleyball tournaments and basketball tournaments. Other sporting events such as wrestling meets, cheer/dance, and pickleball are expected to be more localized and not generate as many hotel room nights as the larger-scale regional and national tournaments.

Economic Impact – Net New Spending

As a result of the Project, the area will experience new visitors for tournaments and practices that would not have visited the market otherwise. These net new visitors will spend money in Seminole County, supporting the local economy. HSP classifies spending in five categories: food & beverage, lodging, retail, transportation and other. HSP projects direct net new spending will total nearly \$1 billion over the 30-year time frame. As net new direct spending trickles through the local economy, it generates induced and indirect spending. Combined total net new spending is expected to surpass \$1.49 billion over 30 years.

Direct Net New/Recaptured Spending to Seminole County (000s) - Indoor Sports Complex													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Year 30	Total
Food & Beverage	\$ 3,611	\$ 4,353	\$ 5,444	\$ 6,141	\$ 6,862	\$ 7,068	\$ 7,280	\$ 7,499	\$ 7,723	\$ 7,955	\$ 10,691	\$ 14,368	\$ 284,107
Lodging	\$ 1,458	\$ 1,752	\$ 2,211	\$ 2,498	\$ 2,797	\$ 2,881	\$ 2,967	\$ 3,056	\$ 3,148	\$ 3,243	\$ 4,358	\$ 5,857	\$ 115,756
Retail	\$ 1,982	\$ 2,390	\$ 2,989	\$ 3,372	\$ 3,768	\$ 3,881	\$ 3,998	\$ 4,118	\$ 4,241	\$ 4,369	\$ 5,871	\$ 7,890	\$ 156,017
Transportation	\$ 3,036	\$ 3,662	\$ 4,576	\$ 5,160	\$ 5,764	\$ 5,937	\$ 6,115	\$ 6,299	\$ 6,488	\$ 6,682	\$ 8,981	\$ 12,069	\$ 238,667
Other	\$ 1,777	\$ 2,144	\$ 2,680	\$ 3,022	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 5,261	\$ 7,070	\$ 139,800
Total	\$ 11,864	\$ 14,300	\$ 17,901	\$ 20,193	\$ 22,569	\$ 23,246	\$ 23,943	\$ 24,661	\$ 25,401	\$ 26,163	\$ 35,161	\$ 47,254	\$ 934,348

Source: Hunden Strategic Partners

Direct, Indirect & Induced Spending to Seminole County (000s) - Indoor Sports Complex													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Year 30	Total
Direct	\$ 11,864	\$ 14,300	\$ 17,901	\$ 20,193	\$ 22,569	\$ 23,246	\$ 23,943	\$ 24,661	\$ 25,401	\$ 26,163	\$ 35,161	\$ 47,254	\$ 934,348
Indirect	\$ 4,601	\$ 5,545	\$ 6,942	\$ 7,831	\$ 8,752	\$ 9,015	\$ 9,285	\$ 9,564	\$ 9,851	\$ 10,146	\$ 13,636	\$ 18,325	\$ 362,341
Induced	\$ 2,511	\$ 3,027	\$ 3,788	\$ 4,273	\$ 4,775	\$ 4,918	\$ 5,066	\$ 5,218	\$ 5,374	\$ 5,535	\$ 7,439	\$ 9,998	\$ 197,686
Total	\$ 18,975	\$ 22,872	\$ 28,632	\$ 32,296	\$ 36,096	\$ 37,179	\$ 38,294	\$ 39,443	\$ 40,626	\$ 41,845	\$ 56,236	\$ 75,576	\$ 1,494,375

Source: Hunden Strategic Partners

Economic Impact Summary

Over 30 years, the Project is expected to generate more than \$1.4 billion in net new spending, \$649 million in net new earnings and 382 net new full-time equivalent jobs.

Over 30 years, Seminole County is expected to experience \$15.1 million in sales tax and tourism development tax. The State of Florida is expected to see a total of nearly \$2.1 million from sales tax generated by the Project's onsite spending only.

HSP assumed that 20 percent of the Project's total labor and materials would be sourced from within the county. The one-time construction impacts are shown with the projected construction cost of approximately \$61.1 million that would generate \$293,000 in state sales tax and approximately \$49,000 in county sales tax.

Construction Impacts - Indoor Sports Complex	
Development Cost	(000s)
Labor (60%)	\$36,660
Materials (40%)	\$24,440
Total	\$61,100
% Labor in Seminole County	20%
% Materials in Seminole County	20%
Taxes Generated (000s)	
Sales Tax - State (6.0%)	\$293
Sales Tax - County (1.0%)	\$49
Jobs From Construction	101

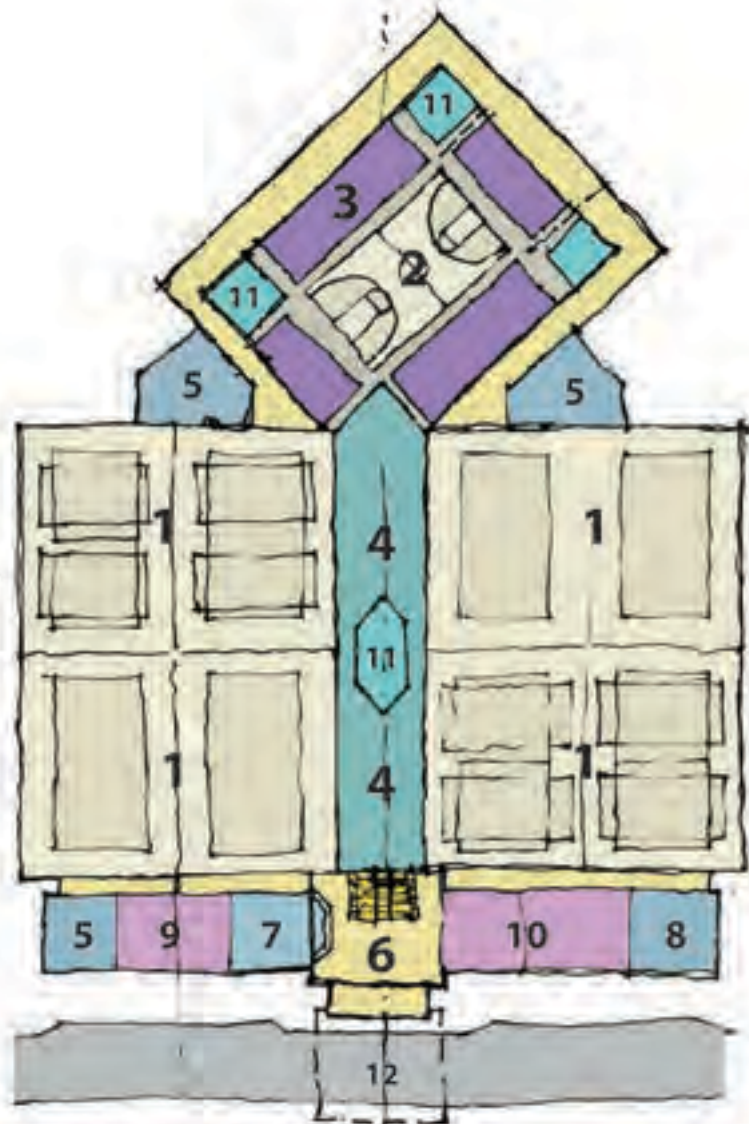
Source: Hunden Strategic Partners

30-Yr. Summary of Impacts - Indoor Sports Complex	
Net New Spending	(millions)
Direct	\$934
Indirect	\$362
Induced	\$198
Total	\$1,494
Net New Earnings	(millions)
From Direct	\$433
From Indirect	\$132
From Induced	\$84
Total	\$649
Net New FTE Jobs	Actual
From Direct	235
From Indirect	95
From Induced	52
Total	382
Capturable State Taxes (Onsite)	(millions)
Sales Tax - State (6.0%)	\$2.1
Capturable Local Taxes	
Sales Tax - County (1.0%)	\$9.3
Tourism Development Tax - County (5.0%)	\$5.8
Total	\$17.2

Source: Hunden Strategic Partners

LEGEND:

- 1 Tournament Courts
- 2 Championship Court
- 3 Seating
- 4 Dining Above/Dressing Below
- 5 Mech./Storage
- 6 Lobby
- 7 Admin/Retail
- 8 Childcare
- 9 Sports Medicine
- 10 Meeting Rooms
- 11 Concession/Restroom
- 12 Drop Off Drive



Concept Plan

JAN 2023

Cost Estimates - Seminole County Indoor Sports Facility

Building	Construction Cost	Soft Cost	Project Cost
Upper Level	\$3,200,000	\$800,000	\$4,000,000
Main Level	\$44,600,000	\$11,200,000	\$55,800,000
Total Building	\$47,800,000	\$12,000,000	\$59,700,000
Sitework	Construction Cost	Soft Cost	Project Cost
Parking	\$1,400,000	\$400,000	\$1,800,000
Landscaping	\$900,000	\$300,000	\$1,100,000
Other Sitework	\$300,000	\$100,000	\$400,000
Total Sitework	\$2,500,000	\$300,000	\$1,400,000
Total Building & Site	\$50,300,000	\$12,300,000	\$61,100,000


Source: Convergence Design


Soft Costs

Fees, Testing	9%
Fixtures, Furnishings	6%
Contingency	10%
Total Soft Costs	25%

Note: The Project's estimated construction costs account for rising costs based on the market realities. Convergence Design consulted with Florida contractors to confirm the estimated construction costs given the magnitude.



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Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, San Diego, Indianapolis and Minneapolis, HSP provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 20 years, with more than \$5.5 billion in built, successful projects.

Appendix



Project Profile

Situational Overview

Seminole County (County or Client) engaged the Hunden Strategic Partners Team (HSP or Team) to conduct a financial feasibility and pro forma study for a new indoor sports complex (Project) in Seminole County, Florida. The Hunden Strategic Partners Team, which includes architects at Convergence Design, aims to determine the market demand for sports and events, programming options, similar case studies, construction and operational cost projections, and funding options as they relate to the proposed Project.

The following chapter analyzes the proposed Complex concept, including the nearby Boombah Sports Complex that opened in May of 2016.



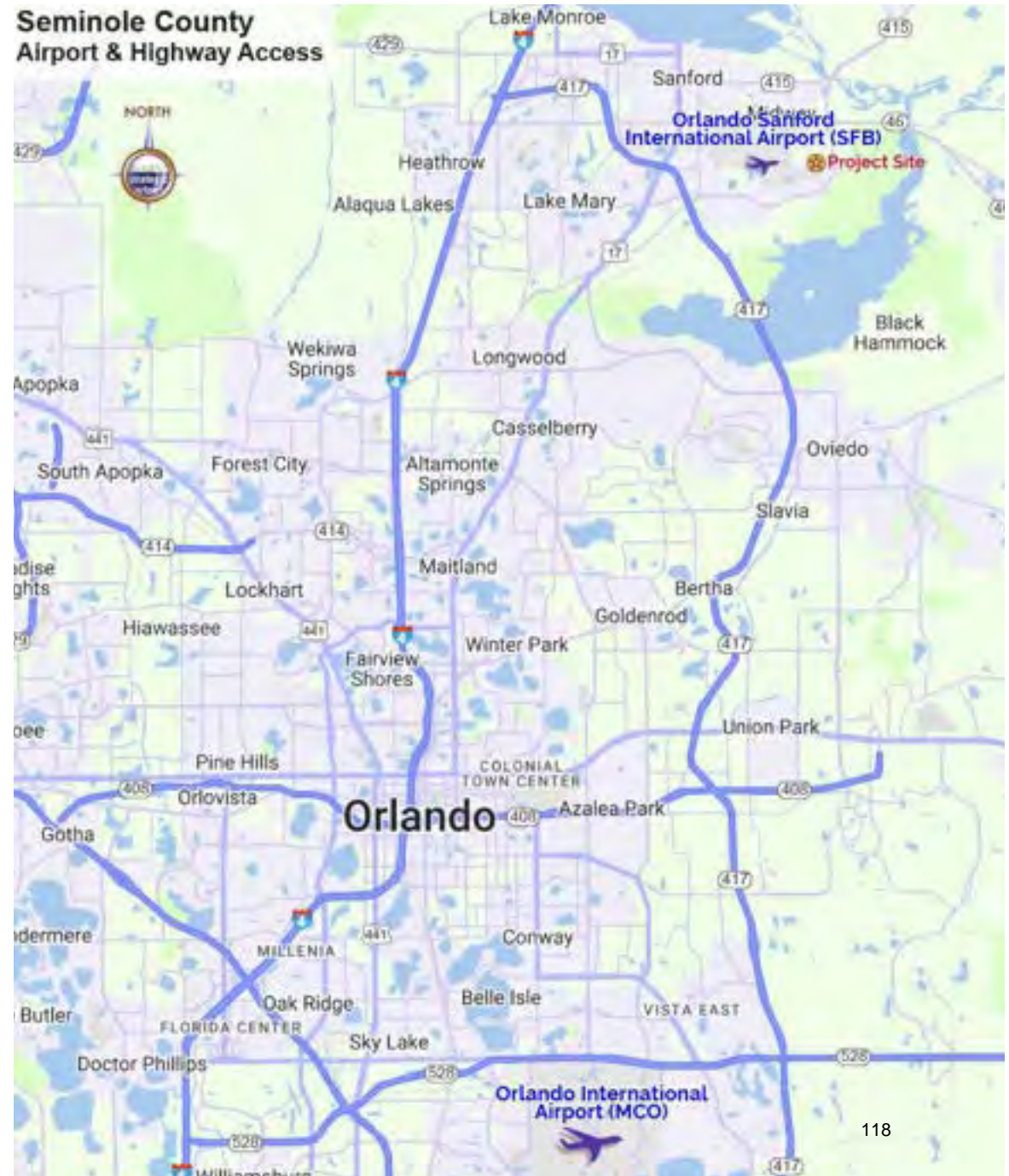
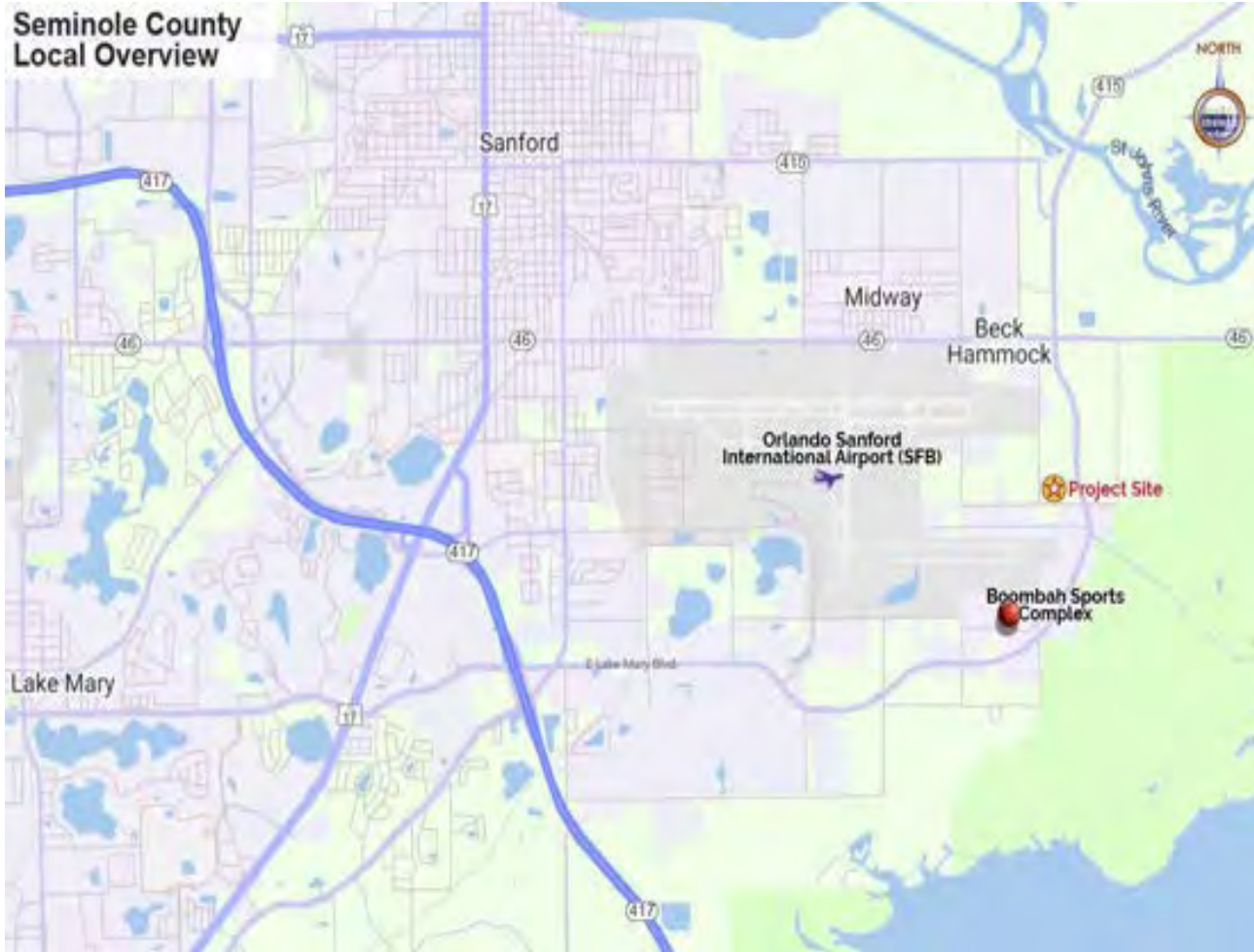
Proposed Elements

Seminole County conceptualized a Project of approximately 180,000 square feet for a new multi-purpose sports complex in Central Florida. The Project proposes to include the following elements and amenities:

- 12 – 15 full-sized basketball courts,
- Full-sized synthetic soccer field,
- Temporary stage for events,
- Mezzanine/perimeter track elevated above volume floor,
- A full-service concession space with indoor/outdoor eating area,
- 8 – 9 flexible meeting room spaces,
- 5,000 – 6,000 capacity retractable seating,
- Offices, first aid station, locker rooms, maintenance/storage, restrooms, parking and other amenities deemed appropriate.



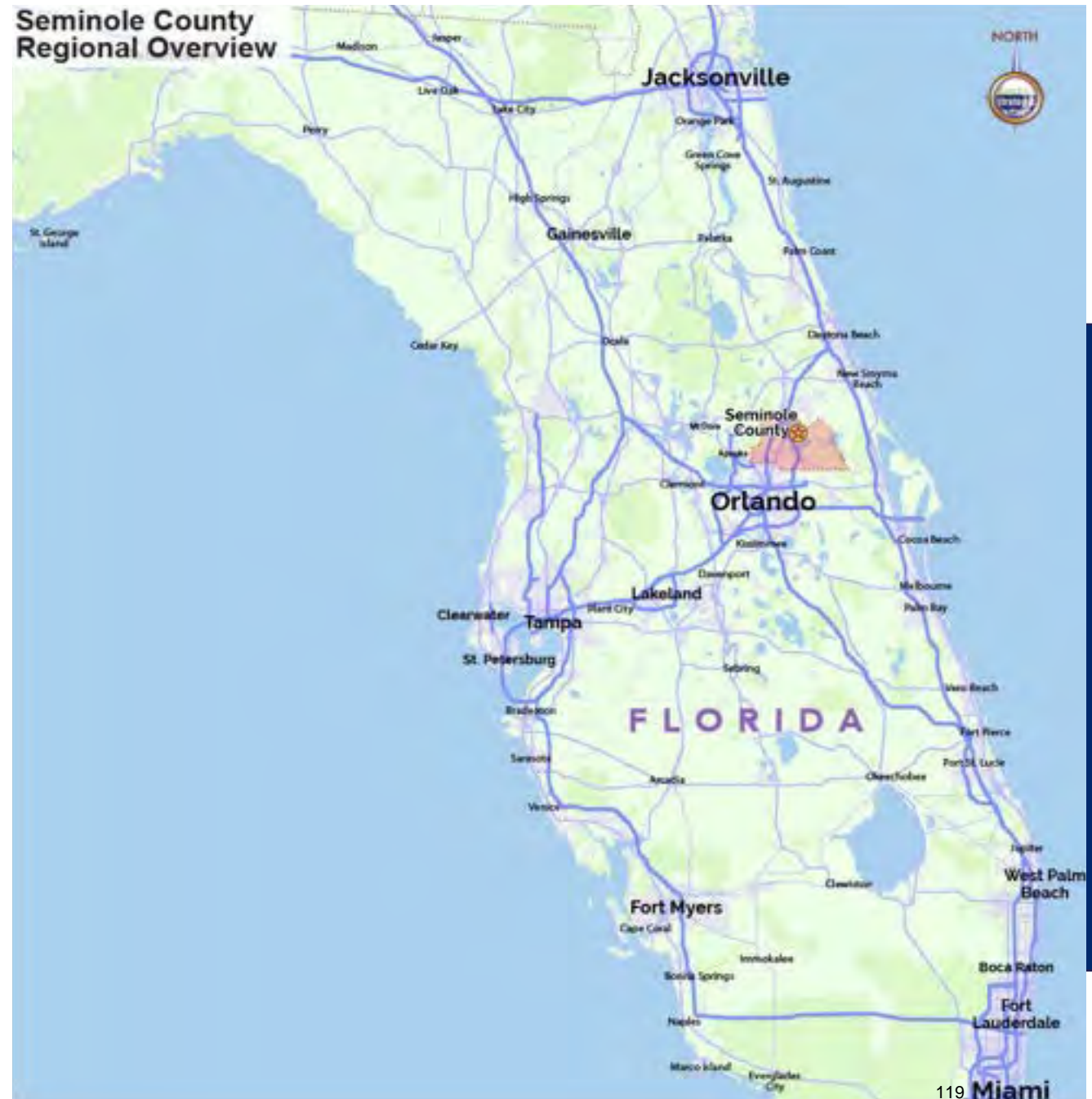
Local Overview



Regional Overview

Seminole County is located in Central Florida and is directly accessible by I-4, SR-417 and SR-429. It is approximately a 30-minute drive to downtown Orlando and 45 minutes from the biggest theme parks in the world.

Seminole County is centrally located within Florida and serves as a midpoint between Miami, Tampa and Jacksonville. The Project's location provides strong potential to become a regional hub for youth sports activity.



Proposed Site

Seminole County Site Overview



Boombah Sports Complex

Location: Sanford, FL

Owner/Operator: Seminole County, Orlando North Sports

Sports Features:

- 15 baseball/softball multi-purpose fields
 - 9 synthetic and 6 natural turf fields

Notes:

Located on 102 acres, the \$27 million tournament sports complex opened in May 2016 and has hosted significant tournaments and events ever since. The complex partners with Perfect Game USA to operate tournaments year-round. The 15 fields are located in four different hubs with concessions and public restrooms at each. There is a centrally located administration building with offices and a meeting room with the capacity to fit 120 people. The Complex also features a large central pavilion, playground, walking paths, designated areas to accommodate food truck services, central picnic area, batting cages, bullpens and spectator bleachers with shade cover at each field. The facility's fields also have the ability to accommodate soccer, football and lacrosse.



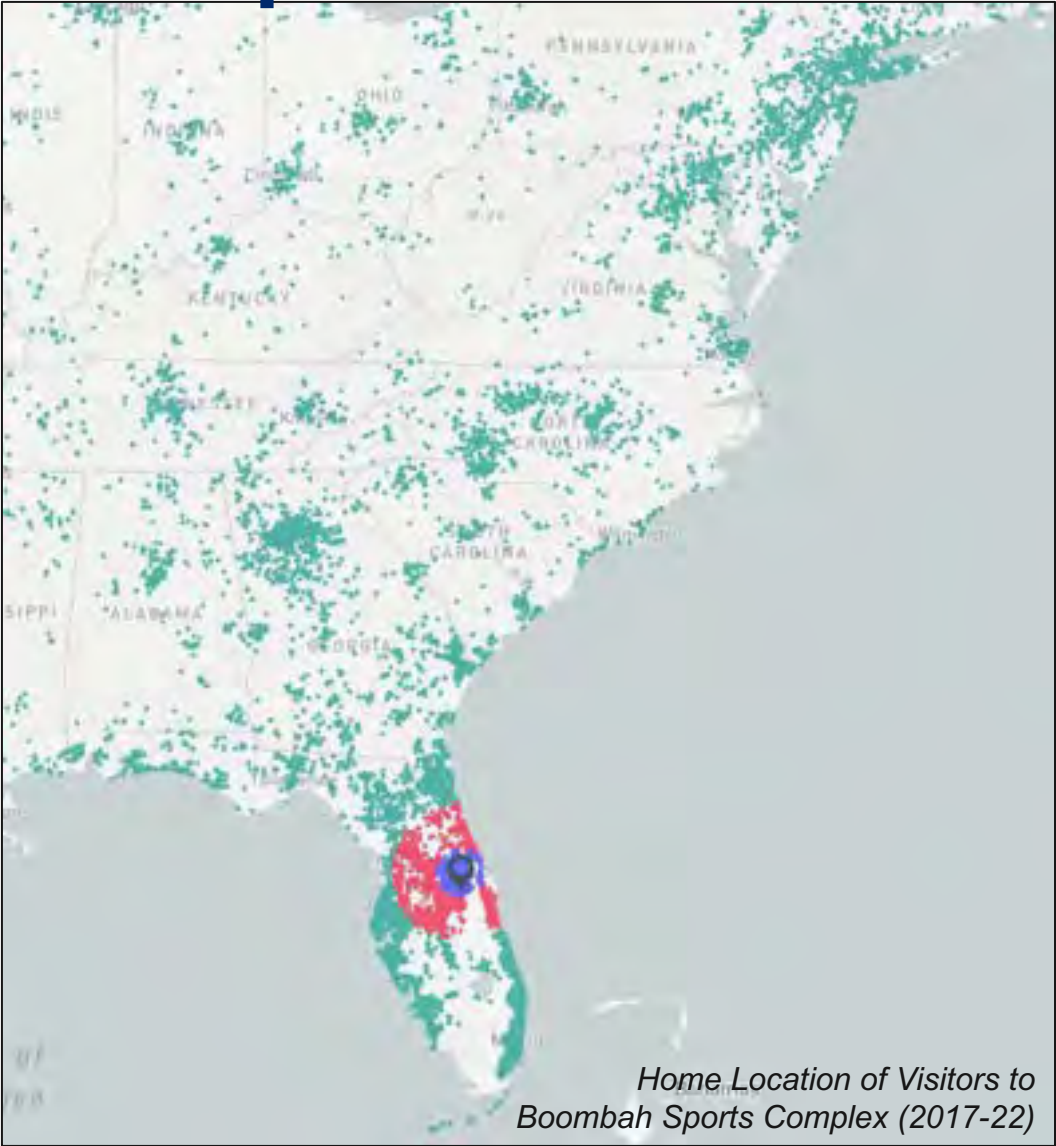
Boombah Sports Complex

Fiscal Year	Number of Events	Teams	Visitors	Tracked Room Nights	Estimated Economic Impact	Percent Change (Events)
2015/16	27	1,523	74,458	6,437	\$13,174,148	--
2016/17	55	3,493	132,021	11,570	\$18,900,000	103.7%
2017/18	64	3,086	146,019	17,093	\$21,820,116	16.4%
2018/19	57	3,149	147,854	23,670	\$25,349,765	-10.9%
2019/20	43	1,811	82,658	17,329	\$16,046,471	-24.6%
2020/21	45	3,304	125,485	27,160	\$31,145,048	4.7%
Total	291	16,366	708,495	103,259	\$126,435,548	

Source: Seminole County Economic Development and Tourism

Since opening in 2016, Boombah Sports Complex has seen a significant number of events that draw visitation from all over the country with more than 103,000 total room nights translating to more than \$126 million in total estimated economic impact for Seminole County. Prior to COVID-19 pandemic, Boombah was hosting upwards of 55 events per year which proves that the facility is utilized year-round with simultaneous events occurring on some occasions. The facility has started to recover from the pandemic with 45 events in 2020/21 and events that drive more room nights and therefore more economic impact for the area.

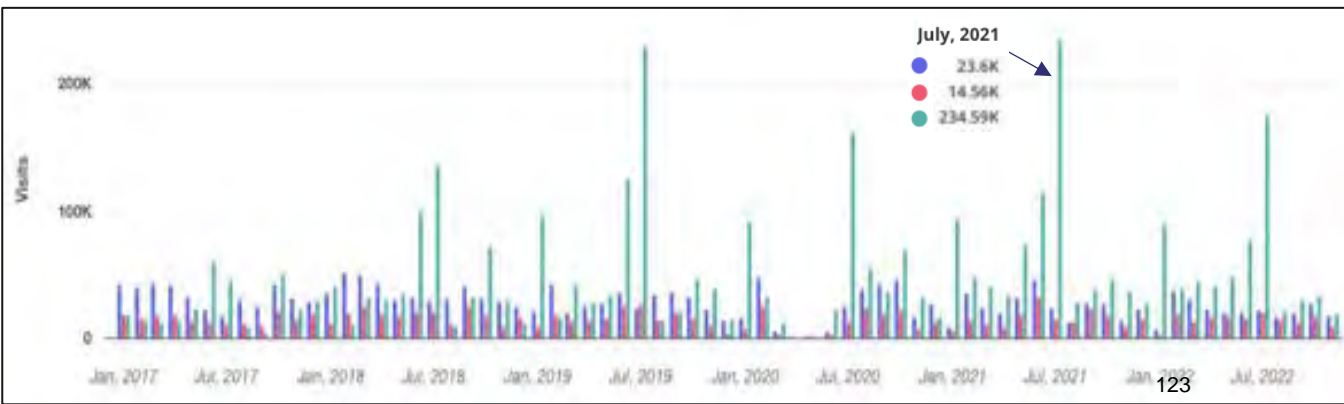
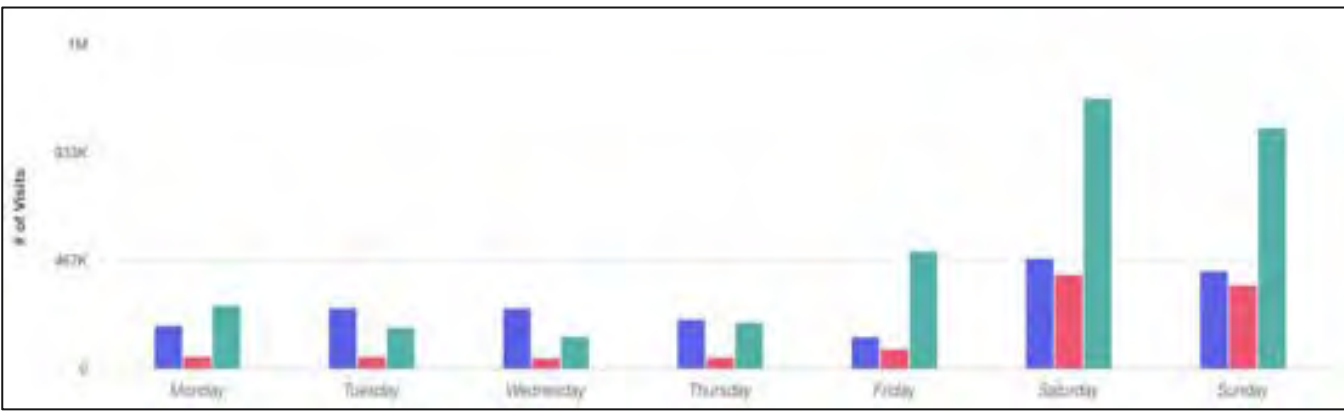
Boombah Sports Complex Visitation



Boombah Sports Complex - Total Visitation
January 1st, 2017 - November 30th, 2022

Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	1,900,000	29.2%	63,100	16.0%	30.11
Regional Distance - Over 25 miles & Less Than 75 miles	1,100,000	16.9%	58,900	14.9%	18.68
Long Distance only - Over 75+ miles	3,500,000	53.8%	272,000	69.0%	12.87
Total Visits	6,500,000	100.0%	394,000	100.0%	16.50

Source: Placer.ai



Boombah Sports Complex Visitation

The top graphic shows prior and post visitation from visitors to Boombah Sports Complex. Although the majority of visitation comes from long distance (over 75 miles), 45 percent of visitors come from home to Boombah and 35 percent return home thereafter. This could be due to limited hotel supply in the local area as well as the caliber of tournaments currently held at the sports complex. In order to maximize sports tourism in Seminole County, the Project must develop additional facilities to attract visitors from the region that would require more overnight stays and generate hotel room nights.

For the visitors that are staying in hotels, people often return to their hotels after leaving. Demographics show that these visitors have high average incomes with disposable income to spend within Seminole County. Supporting commercial assets around the Complex provides dining and entertainment options that would improve the economic impact of sports tourism within the area that is not currently captured.

The majority of visitors visit Boombah on the weekends during the day due to the outdoor accommodations currently offered. In additional sports facility that focused on indoor sports has the ability to support the current operations at Boombah and induce new sports tourism to the area.

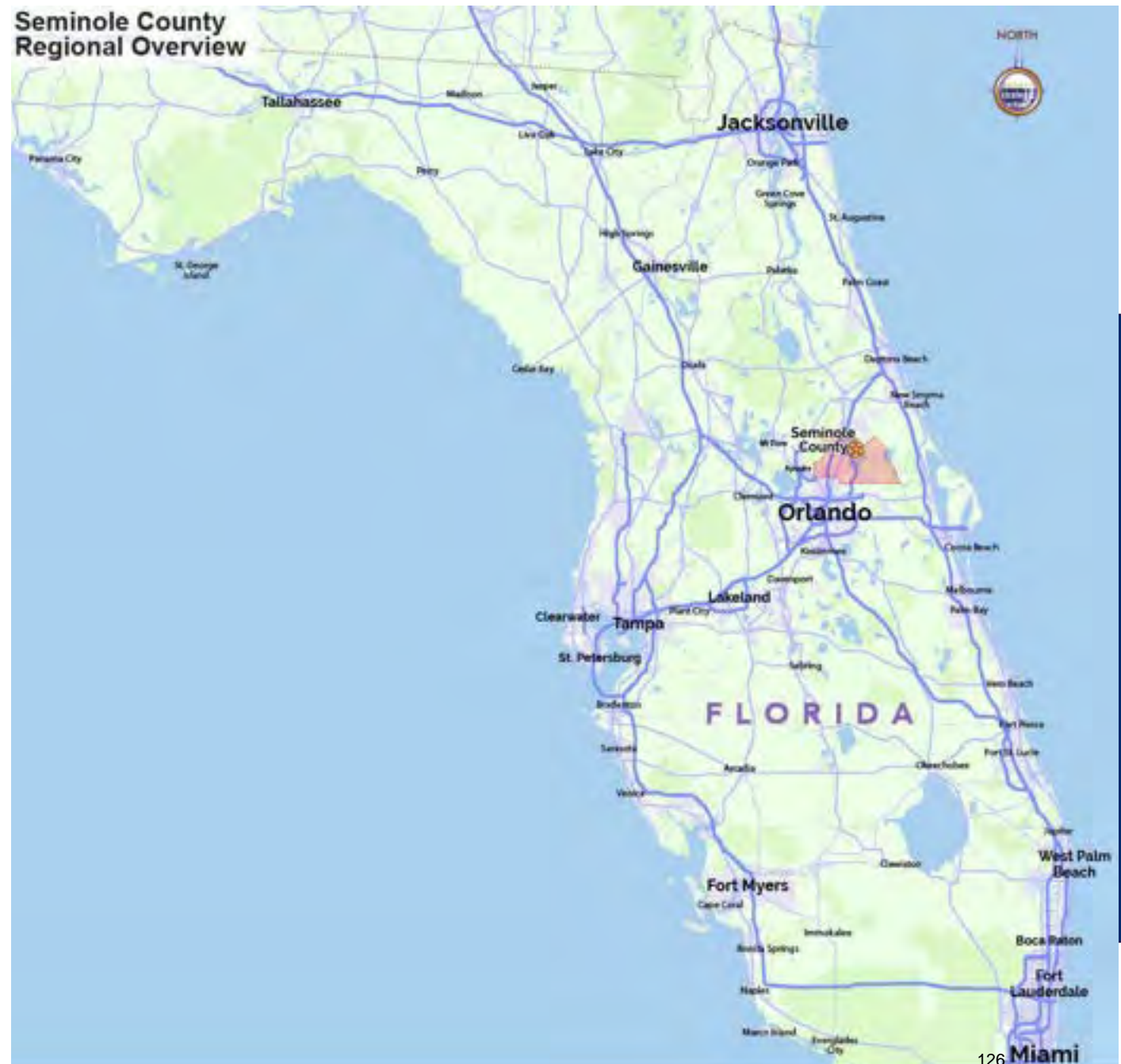


Economic, Demographic & Tourism Analysis

Regional Overview

Seminole County is located in Central Florida just 30 minutes outside of downtown Orlando. The greater Orlando area has experienced a significant amount of growth in the past decade and Seminole County's central location has made it one of Florida's fastest-growing counties. Seminole County is expected to experience continuous economic and population growth as the Orlando urban core continues to approach build-out.

The area is served by major highways such as I-4, SR-417 and SR-429. Seminole County is served by two commercial airports, Orlando Sanford International Airport (SFB) within Seminole County and Orlando International Airport (MCO) 30 miles away. Major markets within the State of Florida include Orlando, Tampa, Fort Myers, Fort Lauderdale, Miami and Jacksonville.



Accessibility

The Orlando Sanford International Airport (SFB) is adjacent to the Project. The airport has non-stop passenger flights scheduled to 80 destinations in the U.S. and Canada and is a base for Allegiant Air. Prior to the COVID-19 pandemic, the SFB airport serviced more than 3.2 million passengers in 2019 and is beginning to recover to pre-pandemic levels.

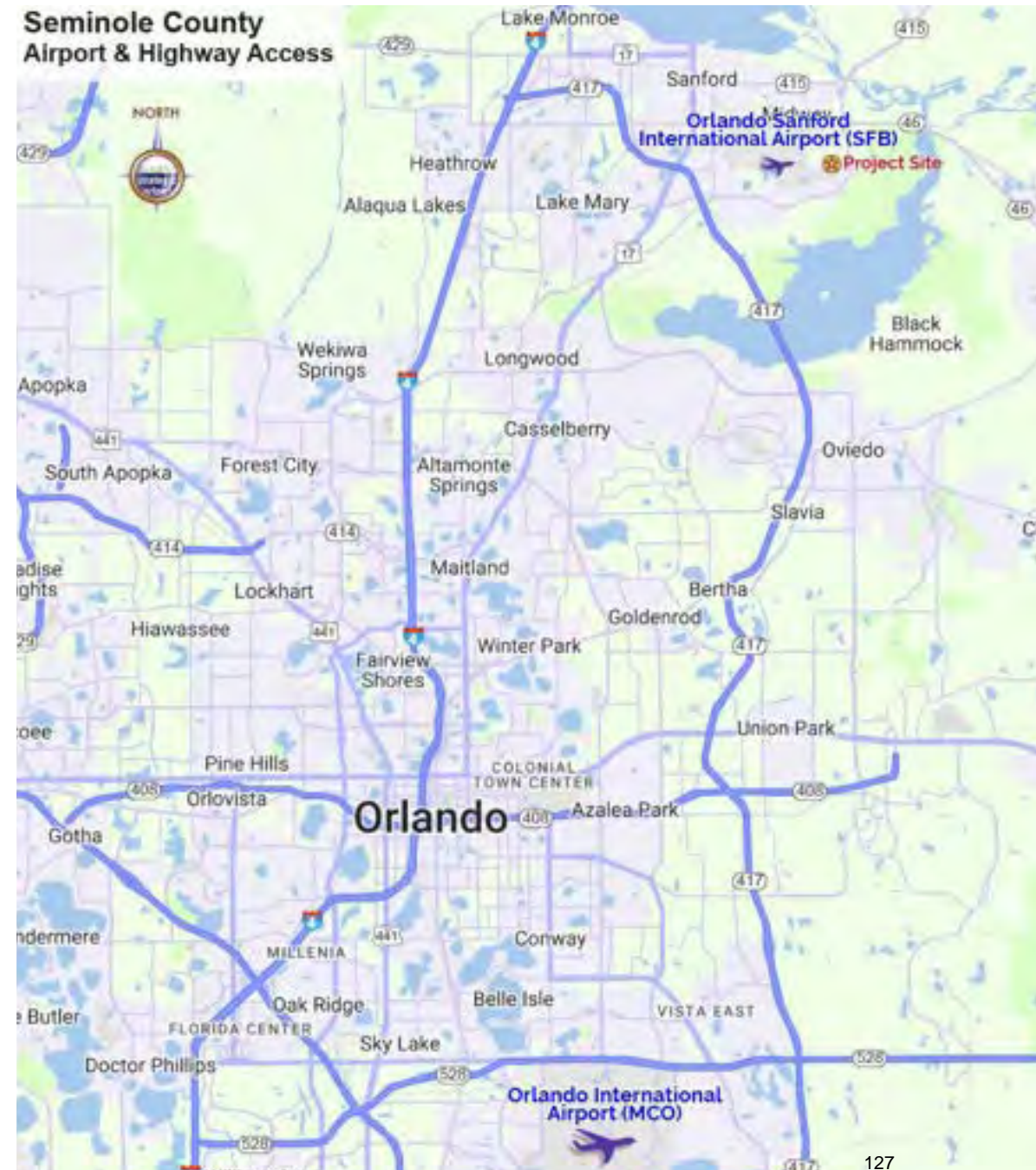
The Orlando International Airports (MCO) is approximately 36 miles from the Project. The Orlando Airport has non-stop passenger flights scheduled to 144 destination in 25 countries, with about 93 domestic flights from Orlando. MCO is one of the busiest airports in the country, servicing more than 41 million passengers annually on average.

Orlando International Airport (MCO)		
Year	Total Passengers	Percent Change
2017	44,611,265	-
2018	47,696,627	6.9%
2019	50,613,072	6.1%
2020	21,248,838	-58.0%
2021	41,900,000	97.2%
Average	41,213,960	

Source: Orlando Sanford International Airport, TSA

Orlando Sanford International Airport (SFB)		
Year	Total Passengers	Percent Change
2017	2,922,446	--
2018	3,094,487	5.9%
2019	3,291,112	6.4%
2020	1,545,041	-53.1%
2021	2,396,108	55.1%
Average	2,649,839	

Source: Orlando Sanford International Airport, TSA



Key Demographic Statistics

Seminole County's population increased more than 11 percent from 2010 to 2020 and is projected to continue to do so through 2027. Between 2010 and 2020, the Orlando MSA saw substantial growth at more than 25 percent. Florida is growing exponentially especially since the COVID-19 pandemic. As population continues to increase, additional community assets in the area will need to be introduced to support demand for youth sports participation.

Seminole County's median household income is the highest compared to the MSA, state and national averages. High median household incomes suggests that within the county, residents are more likely to have disposable income to spend on youth sports and recreational activities.

	2010	2020	2022	2027 Projected	Percent Change 2010 - 2020
United States	308,745,538	331,449,281	335,707,897	339,902,796	7.4%
Florida	18,801,310	21,538,187	22,114,754	22,794,570	14.6%
Orlando-Kissimmee-Sanford, FL MSA	2,134,411	2,673,376	2,799,598	2,940,654	25.3%
Seminole County	422,718	470,856	480,695	490,093	11.4%

Source: U.S. Census Bureau

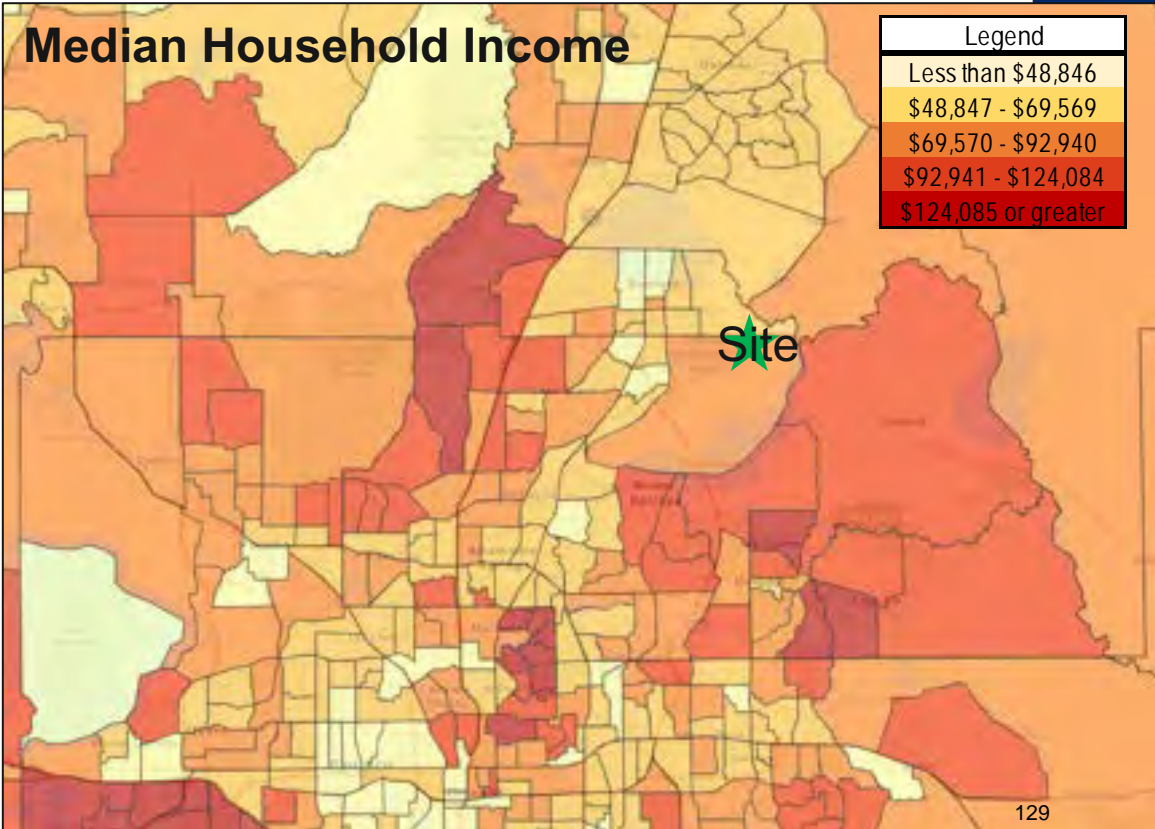
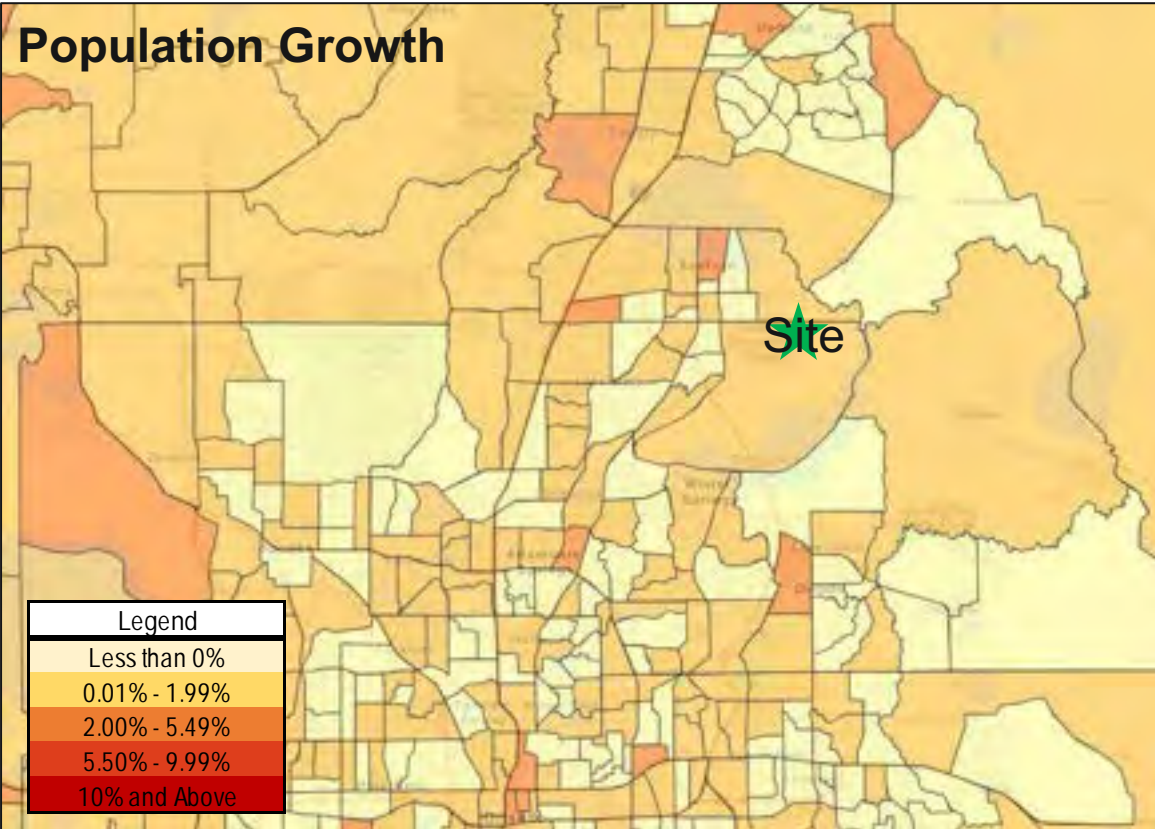
Category	United States	Florida	Orlando MSA	Seminole County
Homeownership rate, 2021	64.6%	66.5%	63.0%	66.0%
Median value of owner-occupied housing units, 2017-21	\$244,900	\$248,700	\$303,300	\$280,100
Persons per household, 2017-21	2.60	2.57	2.70	2.56
Median household income, 2017-21	\$69,021	\$61,777	\$64,936	\$73,002
Persons below poverty level, percent	11.6%	13.1%	12.9%	9.4%
Total employment, 2020	134,163,349	9,084,079	--	188,461
Total employment, percent change, 2019-2020	0.9%	2.5%	--	1.7%

Source: U.S. Census Bureau

Market Area & Growth Trends



The maps below illustrate the projected annual population growth rate from 2022 to 2027 and the 2022 median household income in the Seminole County area. Seminole County's growth is increasing at a steady rate, however, there are pockets of minimal growth near the Project site. Seminole County and other areas surrounding the Orlando metropolitan area have high median household incomes, indicating the ability to support high fees associated with competitive youth sports programs.



Education

The educational attainment data among the population in Seminole County shows that the area is above the national average for higher-education. There are 19 colleges and universities in the Seminole County area. Within 50 miles of the Project, there is a total of nearly 200,000 students in the area.

Youth sports facilities are often supported by college students through refereeing, affordable coaching roles and volunteering efforts. With a strong collegiate presence in the surrounding area, Seminole County has a strong base of potential employees for the Project.

Educational Attainment - 2021			
Population Age 25+	United States	Florida	Seminole County
Did Not Complete High School	10.6%	10.2%	7.0%
Completed High School	26.3%	27.7%	21.4%
Some College	19.3%	18.9%	17.3%
Completed Associate Degree	8.8%	10.0%	10.9%
Completed Bachelor Degree	21.2%	20.6%	28.4%
Completed Graduate Degree	13.8%	12.6%	15.0%

Source: U.S. Census Bureau

Seminole County Colleges & Universities (Within 50 miles)				
Institution	Location	Distance from 32773	Highest Degree Offered	Enrollment
Seminole State College of Florida	Sanford	0.0 miles	Bachelor	15,315
City College-Altamonte Springs	Altamonte Springs	10.7 miles	Associate	218
Herzing University-Orlando	Winter Park	10.8 miles	Master	732
University of Central Florida	Orlando	11.9 miles	Doctorate	70,310
Rollins College	Winter Park	12.5 miles	Doctorate	3,057
AdventHealth University	Orlando	15.1 miles	Doctorate	1,667
The Continents States University	Orlando	16.6 miles	Master	0
Stetson University	DeLand	17.1 miles	Doctorate	4,257
Polytechnic University of Puerto Rico-Orlando	Orlando	17.2 miles	Master	149
Ana G. Mendez University	Orlando	18.2 miles	Doctorate	5,150
Valencia College	Orlando	21.4 miles	Bachelor	43,599
Lake-Sumter State College	Leesburg	31.1 miles	Associate	4,342
Bethune-Cookman University	Daytona Beach	33.2 miles	Master	2,624
Daytona State College	Daytona Beach	33.2 miles	Associate	11,613
Embry-Riddle Aeronautical University-Daytona Beach	Daytona Beach	33.2 miles	Doctorate	9,593
Embry-Riddle Aeronautical University-Worldwide	Daytona Beach	33.2 miles	Doctorate	12,720
Johnson University Florida	Kissimmee	33.8 miles	Bachelor	149
Beacon College	Leesburg	37.0 miles	Bachelor	460
Eastern Florida State College	Cocoa	42.4 miles	Bachelor	12,677
Total				198,632

Source: National Center for Education Statistics

Employment

Seminole County has a limited, yet growing employment base that spans across several different industries.

- The top industries by employment in Seminole County are retail trade, professional, scientific, and technical services and finance and insurance.
- Lake Mary offers a high-tech corridor that is growing within Seminole County that is home to major companies in the professional services and finance industries.

A strong employment base provides options for potential corporate events and smaller meeting types in addition to potential sponsorship opportunities. An established workforce enhances the overall quality of life in an area.

Seminole County Employment by Industry - 2021

Description	Employees	Percentage of Total
Total employment (number of jobs)	299,981	100%
By type		
Wage and salary employment	219,404	73.14%
Proprietors employment	80,577	26.86%
By industry		
Nonfarm employment	299,650	99.89%
Farm employment	331	0.11%
Private nonfarm employment	282,272	94.10%
Retail trade	33,592	11.20%
Professional, scientific, and technical services	30,458	10.15%
Finance and insurance	28,187	9.40%
Construction	27,672	9.22%
Administrative and support and waste management and remediation services	27,150	9.05%
Health care and social assistance	26,853	8.95%
Accommodation and food services	18,995	6.33%
Other services (except government and government enterprises)	17,896	5.97%
Real estate and rental and leasing	17,885	5.96%
Transportation and warehousing	11,404	3.80%
Manufacturing	8,772	2.92%
Wholesale trade	8,734	2.91%
Information	7,656	2.55%
Arts, entertainment, and recreation	5,840	1.95%
Educational services	5,503	1.83%
Management of companies and enterprises	4,438	1.48%
Utilities	842	0.28%
Forestry, fishing, and related activities	238	0.08%
Mining, quarrying, and oil and gas extraction	157	0.05%
State and local	15,491	5.16%
Local government	13,092	4.36%
State government	2,399	0.80%
Military	838	0.28%

Source: Bureau of Economic Analysis

Top Employers

As of 2021, the top three employers in Seminole County are Concentrix CVG Corporation (Convergys), JP Morgan Chase Bankcard Services, and Deloitte Consulting.

- The top 15 employers in the area employ nearly 16,900 total employees. As Central Florida continues to grow, employment is expected to increase in the area.
- Seminole County is growing with an increased interest in technology and financial services as Orlando continues to build out its urban core and activate suburban markets.

Ranking	Company Name	Industry	Employee Range
1	Concentrix CVG Corporation (Convergys)	Information Management	1,900
2	JP Morgan Chase Bankcard Services	Financial Services	1,900
3	Deloitte Consulting	Consulting	1,850
4	Seminole State College of Florida	Education	1,300
5	Verizon Corporate Resources Group	Telecommunications	1,300
6	Liberty Mutual Insurance	Insurance	1,070
7	Veritas Technologies	Software	932
8	Central Florida Regional Hospital (HCA)	Healthcare	925
9	The American Automobile Association (AAA)	Automotive	900
10	Orlando Health (South Seminole Hospital)	Healthcare	900
11	Employee Leasing Solutions	Employment Agency	889
12	Paylocity Holding Corporation	Software	888
13	Universal American Corp	Insurance	800
14	Honeywell International Inc	Conglomerate	673
15	Agro Power Development, Inc (Village Farms)	Agriculture	650

Source: Seminole County

Tapestry Segmentation

HSP performed a tapestry segmentation analysis which classifies neighborhoods using 67 unique segments based not only on demographics but also on socioeconomic characteristics.



- The top five segments in Seminole County are Home Improvement, Workday Drive, Bright Young Professionals, Metro Fusion and Savvy Suburbanites.
- Understanding the segmentation profile of the area helps to better understand how this project can impact various types of residents.

Rank	Segment	Median Age	Median Household Income	Percentage
1	Home Improvement	37.7	\$72,100	13.2%
2	Workday Drive	37.0	\$90,500	9.4%
3	Bright Young Professionals	33.0	\$54,000	8.8%
4	Metro Fusion	29.3	\$35,700	7.4%
5	Savvy Suburbanites	45.1	\$108,700	5.9%
	Average / Total	36.4	\$72,200	44.7%

Source: ESRI

Tapestry Segmentations

The Home Improvement segment is the largest, making up more than 13 percent of the Seminole County market.

- The average household size of this segment is 2.88, indicating families with children. A high population of this segment is important for potential youth sports developments, providing a strong potential local user base.
- This segment is comprised of households where more than half consists of married-couple families and another 12 percent include single-parent families.
- Median household income is approximately \$72,000 with spending heavily on eating out, at both fast-food and family restaurants.

LifeMode Group: Family Landscapes

Home Improvement

4B

Households: 2,114,500
Average Household Size: 2.88
Median Age: 37.7
Median Household Income: \$72,100

WHO ARE WE?

Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are single-family homes that are owner occupied, with only one-fifth of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.

OUR NEIGHBORHOOD

- These are low-density suburban neighborhoods.
- Eight of every 10 homes are traditional single-family dwellings, owner occupied.
- Majority of the homes were built between 1970 and 2000.
- More than half of the households consist of married-couple families; another 12% include single-parent families.

SOCIOECONOMIC TRAITS

- Higher participation in the labor force; most households have 2+ workers.
- Cautious consumers that do their research before buying; they protect their investments.
- Typically spend 4-7 hours per week commuting, and, therefore, spend significant amounts on car maintenance (performed at a department store or auto repair chain store).
- They are paying off student loans and home mortgages.
- They spend heavily on eating out, at both fast-food and family restaurants.
- They like to work from home, when possible.

TAPESTRY SEGMENTATION

134

Tapestry Segmentations

The Workday Drive segment makes up nearly 9.5 percent of the Seminole County market.

- This segment is an affluent, family-oriented market with a median household income of more than \$90,000.
- The average household size is about 2.97, which indicates families with children.
- Outdoor activities and sports are characteristics of life in the suburban periphery. This segment not only attends sporting events but will regularly participate in sporting activities as well as daily activities such as bicycling, jogging, golfing and boating.



LifeMode Group: Family Landscapes

Workday Drive

4A



Households: 3,541,300

Average Household Size: 2.97

Median Age: 37.0

Median Household Income: \$90,500

WHO ARE WE?

Workday Drive is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

OUR NEIGHBORHOOD

- Workday Drive residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 34% built in the 1990s (Index 234), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 68% (Index 164) and low rate vacancy at 4%.
- Median home value is \$257,400.
- Most households are married couples with children; average household size is 2.97.
- Most households have two or three vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 132).

SOCIOECONOMIC TRAITS

- Education: 40.5% college graduates; more than 72% with some college education.
- High labor force participation rate at 71%; two out of three households include two plus workers (Index 124).
- Connected, with a host of wireless devices—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 149) and second mortgages (Index 154) and auto loans (Index 149).



TAPESTRY SEGMENTATION

Tapestry Segmentations

The Bright Young Professionals segment makes up nearly nine percent of the Seminole County market.

- This segment is a large market that is primarily located in urban outskirts of large metropolitan areas.
- Median household income, median home value and average rent are close to the US values. Labor force participation is high with diversity across employment opportunities.
- This segment is typically made up of households that are primarily couples (married or unmarried) with above average concentrations of both single-parent and single-person households.

LifeMode Group: Middle Ground

Bright Young Professionals 8C

Households: 2,750,200

Average Household Size: 2.41

Median Age: 33.0

Median Household Income: \$54,000

WHO ARE WE?
Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 57% of the households rent; 43% own their homes.
- Household type is primarily couples, married (or unmarried), with above-average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multiunit buildings or row housing make up 56% of the housing stock (row housing [Index 178], buildings with 5-19 units [Index 275]); 43% built 1980-99.
- Average rent mirrors the US [Index 100].
- Lower vacancy rate is at 8.2%.

SOCIOECONOMIC TRAITS

- Education completed: 35% with some college or an associate's degree, 33% with a bachelor's degree or higher.
- Labor force participation rate of 72% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the internet.
- Concern about the environment impacts their purchasing decisions.

TAPESTRY SEGMENTATION
www.lifemode.com/tapestry



Tourism & Attractions

Tourism Overview

Attractions serve as support amenities to sports facilities for their ability to keep teams and families entertained throughout tournaments. A city or county's tourism offerings can increase its tournament capturing abilities. This is demonstrated in nearby places such as Disney's Wide World of Sports as well as Las Vegas which hosts several premier national youth sports tournaments each year. However, suburban markets such as Seminole County that are near family attractions ultimately enhances the appeal for regional and national youth sports trips.

The attraction offerings in Seminole County will likely be visited by teams and families who will be looking for entertainment options in the surrounding area during down times. The greater Orlando market appeal is equally as important given the likelihood of a family's preference to extend a youth sports trip and turn it into a family vacation. The following slides will analyze Seminole County's offerings and the greater Orlando market as a tourist destination.



Local Tourism Overview

Seminole County Most Visited Attractions - 2021 (Sorted by total unique visitors)

Rank	Name	Attraction Type	2021 Visitors	2021 Visitation	Vists More Than 50 mi	Visits More Than 100 mi	% Visits Over 50 Miles	% Visits Over 100 Miles	Avg. Visits Per Customer
1	Central Florida Zoo & Botanical Gardens	Zoo	305,100	388,200	134,900	116,700	34.75%	30.06%	1.27
2	Boombah Sports Complex	Sports Complex	275,200	1,300,000	190,600	680,900	14.66%	52.38%	4.72
3	The Charles Hosmer Morse Museum of American Art	Museum	90,400	134,200	36,000	31,100	26.83%	23.17%	1.48
4	Boombah Soldiers Creek Park	Park	86,600	383,300	198,900	136,000	51.89%	35.48%	4.43
5	Planet Obstacle	Indoor Recreation	37,700	51,100	6,400	5,300	12.52%	10.37%	1.36
6	Cranes Roost Park	Park	37,400	62,900	8,900	7,500	14.15%	11.92%	1.68
7	Harry P Leu Gardens	Park	21,000	27,900	7,100	5,400	25.45%	19.35%	1.33
8	Winter Park Golf Course	Golf Course	15,300	54,200	6,300	5,000	11.62%	9.23%	3.54
9	Enzian Theater	Theater	7,300	10,800	-	-	-	-	-
10	Gallery on First	Art Gallery	7,000	10,300	-	-	-	-	-

Visitation numbers are estimates based off of geo-fencing data

Source: Placer.ai, Orlando North, Various

Seminole County is home to numerous tourism attractions that range from wildlife preserves and nature parks to shopping and nightlife options. The top attraction in Seminole County is the Central Florida Zoo & Botanical Gardens which had more than 305,000 unique visitors in 2021 with over 30 percent of visitation coming from over 100 miles. Other top attractions in the area include Boombah Sports Complex, The Charles Hosmer Morse Museum of American Art and Boombah Soldiers Creek Park.

Orlando Tourism

Orlando is the Theme Park Capital of the World and is the top U.S. destination for meetings and events.

- Orlando is the Theme Park Capital of the World home to Walt Disney World® Resort, Universal Orlando Resort, SeaWorld® Orlando and LEGOLAND® Florida Resort.
- Orlando ranks as the top destination for meetings and events in the United States according to Simpleview. In 2022, Orlando hosted the largest number of the Top 250 conventions followed by Chicago, San Diego and Las Vegas.
- Orlando ranks second in convention function space with Orange County Convention Center (OCCC) offering 2.5 million square feet.
- Visit Orlando tourism data for 2021 shows nearly 1 million attendees for the OCCC events and 129,292 total number of hotel rooms.



Walt Disney World®



Universal Orlando Resort



SeaWorld®



LEGOLAND®

Orlando Tourism

Visitor Volume to Orlando, Florida (2017 - 2021)						
Segment	2017	2018	2019	2020	2021	Percent Change (2020 - 2021)
Domestic	65,855,000	68,555,000	69,296,000	33,626,000	57,227,000	70.2%
Leisure	54,980,000	57,265,000	58,119,000	28,722,000	49,684,000	73.0%
Business	10,875,000	11,290,000	11,177,000	4,904,000	7,543,000	53.8%
International	6,153,000	6,488,000	6,498,000	1,651,000	2,075,000	25.7%
Overseas	4,644,000	4,895,000	4,905,000	1,154,000	1,584,000	37.3%
Canada	1,172,000	1,211,000	1,223,000	368,000	168,000	-54.3%
Mexico	337,000	382,000	370,000	129,000	323,000	150.4%
Total	72,008,000	75,043,000	75,794,000	35,277,000	59,302,000	68.1%

Source: Visit Orlando

Visit Orlando reports Metro Orlando area defined as a tri-county region consisting of Orange, Osceola and Seminole Counties. The Orlando tri-county area consists of 2,538 square miles with more than 2 million residents. Tourism is a huge factor in Orlando's economy and is measured by segment and visitor origin. Historically, leisure travel is significantly higher than business travel among domestic visitors. Prior to the COVID-19 pandemic, the area reached more than 75 million visitors in 2019 with nearly 70 million due to domestic travel and 6.5 million international travelers.

Implications

- Accessibility is important for a youth sports facility and its ability to draw regional and national tournaments. Seminole County is situated in Central Florida with access to major highways and two commercial airports.
- Seminole County, the greater Orlando MSA and the state of Florida have seen rapid population growth over the past decade. With that population growth, youth sports continue to grow and gain popularity, especially within the indoor sports. Higher median household incomes and larger household sizes in the area suggests higher disposable income for recreational uses and entertainment.
- Situated between the biggest theme parks and popular beaches on the eastern coastline, Seminole County has a lot to offer as a destination. Seminole County has the opportunity to capitalize on Boombah Sports Complex's success by becoming a youth sports tournament destination.





Local Sports Analysis

Facility Trends and Standards

Youth sports facilities have become dynamic assets that need to meet the following criteria to maximize revenues, utilization and efficiency.

Multi-purpose

Whether it be an indoor or outdoor facility, multi-purpose usage is becoming a necessity at all facilities. It is important for facility developers and cities to listen and understand all potential user groups to capture as much usage out of a potential facility as possible.

It is common to see facilities with easily changeable lines, overlapping fields, side training areas, peripheral dynamic spaces, and other small features that can elevate a facility to the next level.

Strong Amenities

On-site

Facilities have continued to up their game with creative on-site amenities for both players and spectators: comfortable viewing areas, higher-end concessions or restaurants, play areas for children, training spaces, skate parks, entertainment spaces, and much more.

Off-site

A strong mix of off-site amenities including food and beverage, grocery stores, restaurants, hotels and entertainment attractions is critical to the viability of youth sports venues.

Playing Surfaces

Tournament caliber facilities across the country are continually elevating the standard when it comes to playing surfaces. Whether it be a mixture of artificial turf and grass, fully artificial or the introduction of one championship artificial field, these options increase the tournament pull to a facility while benefiting the local residents.

The same can be said for indoor facilities which must have adequately sized courts, enough space between courts for viewers, and contain surrounding warm up spaces for teams and players.

Other Sports & Play Areas

Facilities have begun introducing new spaces for non-traditional sports such as Pickleball, Cricket, Cornhole, and many others to increase versatility and cater to resident desires.

These spaces can be multi-purpose spaces and accommodate a variety of uses, however being able to offer these both to tournament visitors and local residents is important.

Some facilities have begun to offer e-sports area, or high-end children's play structures to entertain the brothers and sisters of players.

Local Sports Facility Analysis

Central Florida has a limited offering of indoor court sports facilities that are also tournament capable. The grey cells in the following table highlight the facilities within the local supply that regularly host tournaments and will be profiled in greater detail in this section. Game Point Event Center and The Big House are the main facilities that consistently host large regional tournaments drawing over 30 percent of their visitation from people who live more than 75 miles away, respectively. The other indoor court sport facilities are small in comparison and attract mainly local visitors. Central Florida’s growing population, previous success with other facilities, growing interest in youth sports, and lack of multi-court space demonstrate the gap in the market and the need for an additional indoor tournament capable facility.

Local Facility Supply								
Facility Name	Location	Distance from Site	Volleyball Courts	Basketball Courts	Indoor Turf Fields	2021 Visitation	% of Total Visits within 25 Miles	% of Total Visits from 75+ Miles
Seminole Sports Academy	Longwood, FL	8.4	2	2	--	42,600	90.85%	--
RDV Sportsplex Athletic Club	Orlando, FL	23.1	4	2	--	1,200,000	76.88%	15.37%
XL Soccer World Lake Nona	Orlando, FL	32.2	--	2	2	72,000	84.86%	7.92%
The Well Activity Center	Apopka, FL	32.8	6	3	--	215,000	83.49%	9.44%
DME Academy	Daytona Beach, FL	33.1	7	7	--	283,400	60.02%	24.35%
Lake Nona Performance Club *	Orlando, FL	34.4	4	2	1	282,400	82.08%	15.76%
Game Point Event Center	Orlando, FL	37.3	12	6	1	526,200	57.09%	30.48%
The Big House	Tavares, FL	40.8	16	9	1	272,600	35.44%	30.74%
ESPN Wide World of Sports Complex	Orlando, FL	46.7	32	20	--	1,900,000	10.23%	84.21%
Totals/Average			87	55	5	2,299,050	67.30%	27.28%

*Opened in 2021 (Shows Trailing Year Visitation)
 Source: Hunden Strategic Partners, Various Facilities

Local Facility Supply



The local supply for indoor sports facilities is spread out among the greater Orlando market with only two facilities that regularly host tournaments.

Due to the lack of sizeable indoor facilities in Seminole County, there are not currently major tournaments driving sports tourism for the area.

The following sections include an analysis of the most relevant local indoor facilities.





Indoor Facilities

Game Point Event Center

Location: Orlando, FL

Owner/Operator: Game Point Events

Sports Features:

- 6 basketball courts
- 12 volleyball courts
- 1 indoor turf
- 6 outdoor sand volleyball courts

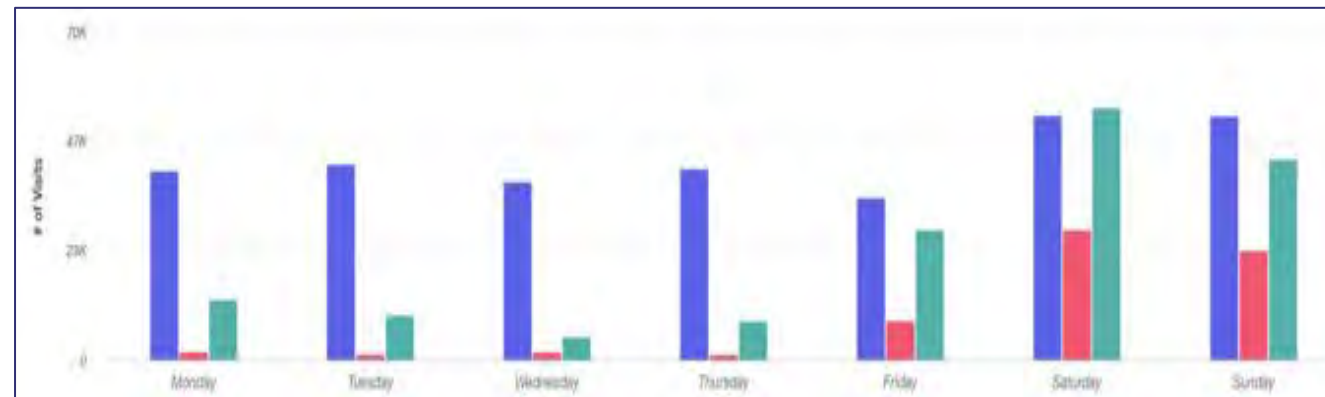
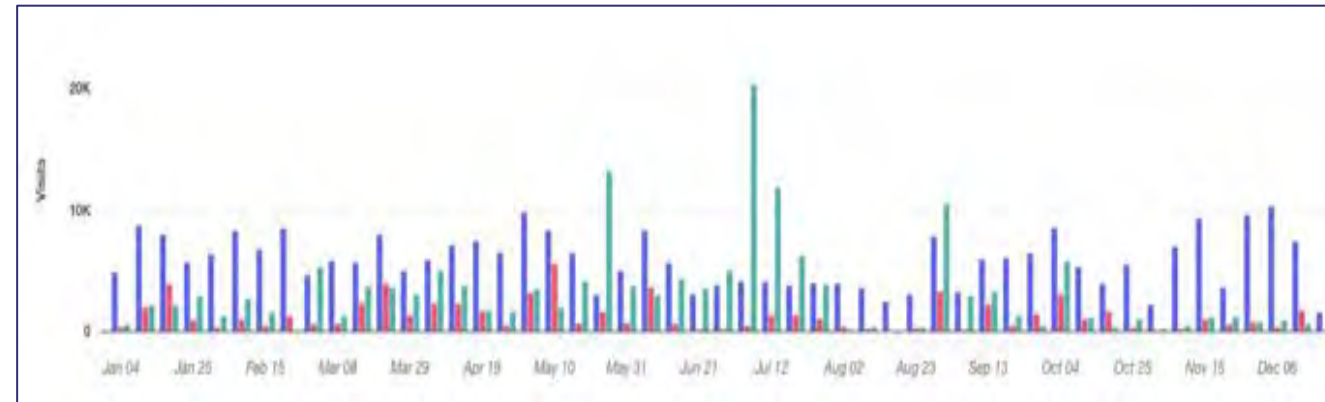
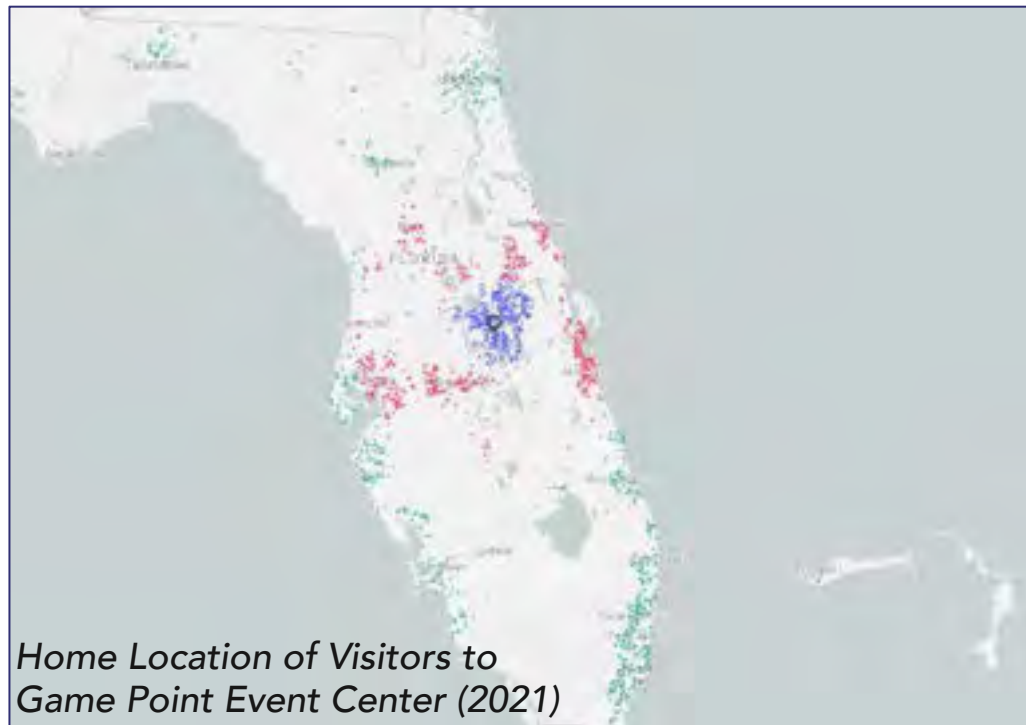
Notes:

The Game Point Event Center is a 92,000 square foot sports complex that is home to Game Point Volleyball. Game Point Volleyball offers youth club volleyball and hosts other sports such as 352 Elite Boys Volleyball, AAU Basketball, pickleball, and aerial arts. Onsite amenities also include an outdoor sand volleyball courts, performance training facility, meeting rooms & conference space, retail and concessions. Game Point is one of the only facilities in the area that can host tournaments. Due to the lack of local supply, they are operating an average of 50 events per year and have to turn teams away.



Game Point Event Center Visitation

The Game Point Event Center is one of the main tournament venues in Central Florida and attracts visitors from across the country. The strong weekend visitation and spikes in long distance visitors throughout 2021 demonstrates the strength of the facility's tournament opportunities. The facility regularly works with major organizations such as USA Volleyball and AAU to accommodate volleyball and basketball tournaments that cater to the regional and national competitive level.



Game Point Event Center - Orlando, FL					
January 2021 - December 2021					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	300,400	57.1%	33,100	25.5%	9.08
Regional Distance - Over 25 miles & Less Than 75 miles	65,600	12.5%	25,600	19.7%	2.56
Long Distance only - Over 75+ miles	160,400	30.5%	71,100	54.8%	2.26
Total Visits	526,400	100.0%	129,800	100.0%	4.06

Source: Placer.ai

The Big House

Location: Tavares, FL

Owner: Private (Chet Lemon)

Operator: Private (Chet Lemon & Gigi Lemon)

Sports Features:

- 9 basketball courts
- 16 volleyball courts
- 14 outdoor sand volleyball courts
- Indoor turf field

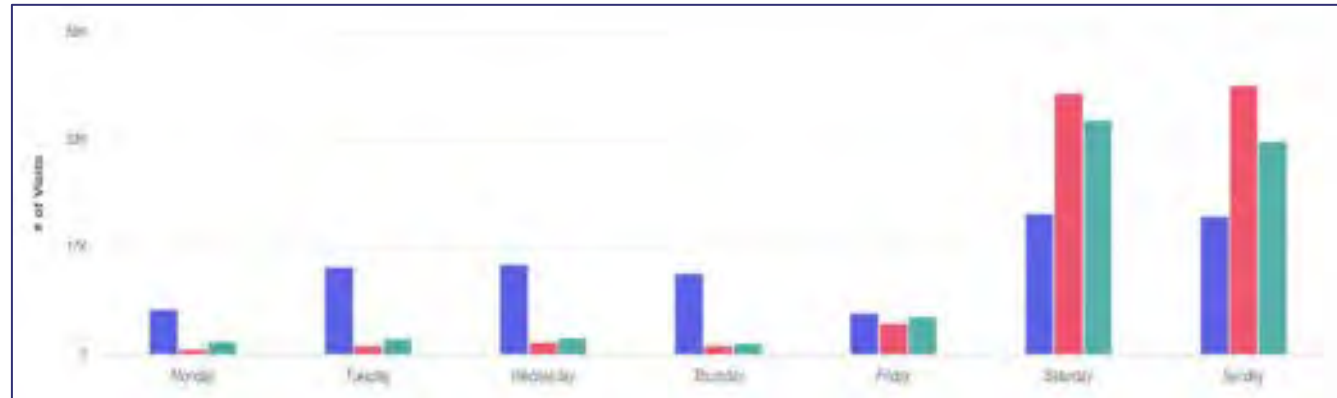
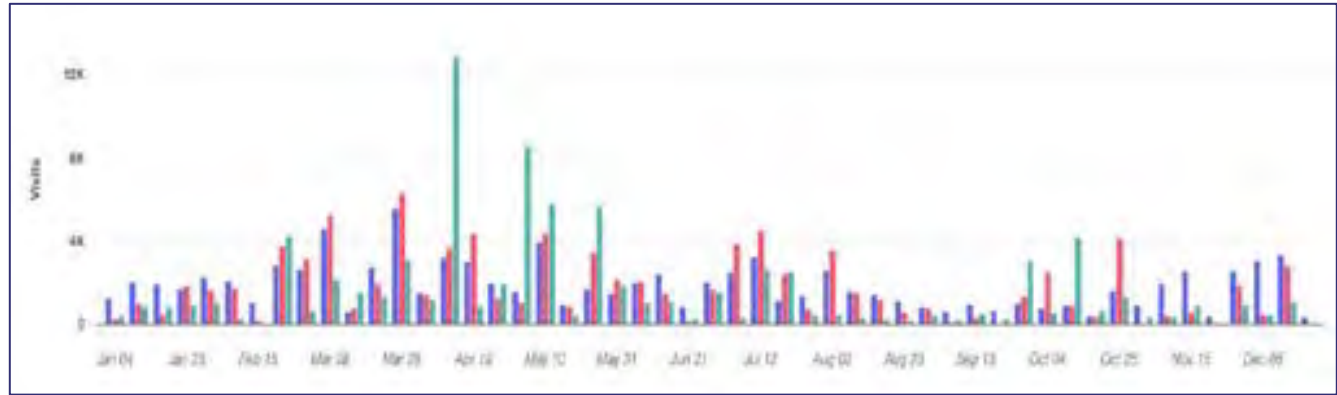
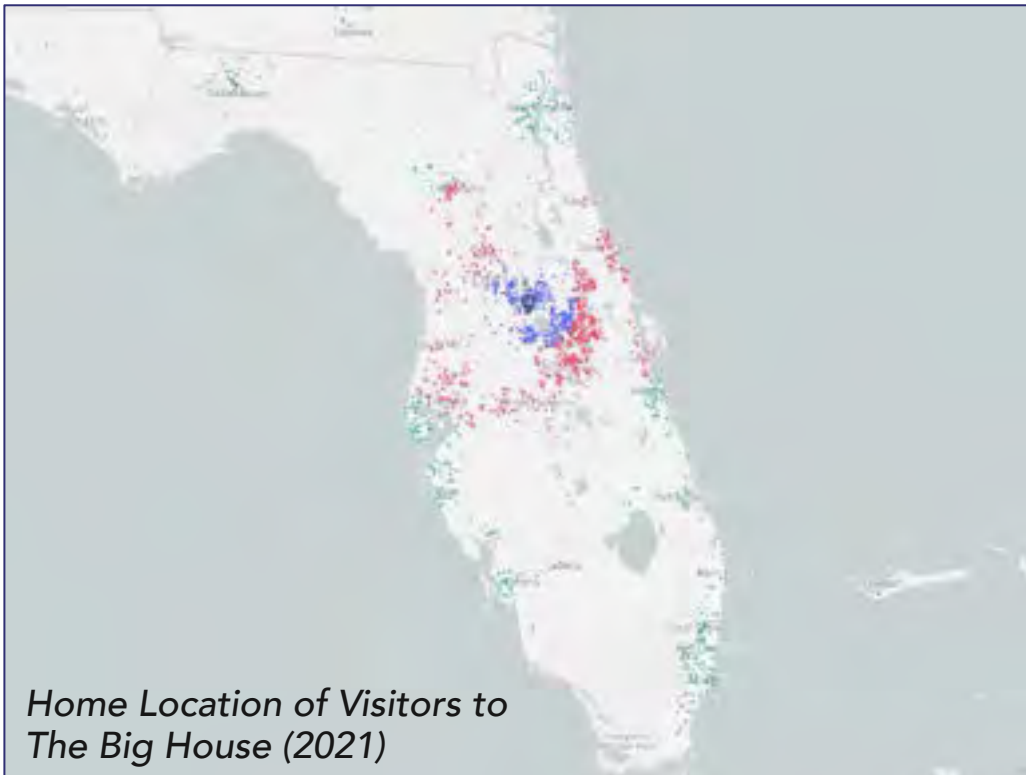
Notes:

The Big House is a 162,000 square foot facility that includes 14 outdoor sand volleyball courts, an indoor turf field, health and wellness center, concession teaching kitchen, pro shop, and auditorium. The complex hosts a variety of local and regional sports tournaments, leagues, local community events, camps, and clinics. The Big House is the most popular tournament facility for youth basketball programs in the area.



The Big House Visitation

As one of the only tournament facilities, visitation across local, regional, and long-distance visitors was evenly split in 2021. Strong weekend visitation from regional and long-distance visitors indicate the facility's dominant tournament presence. There is also significant visitation from the Seminole County area which shows demand for the proposed Project.

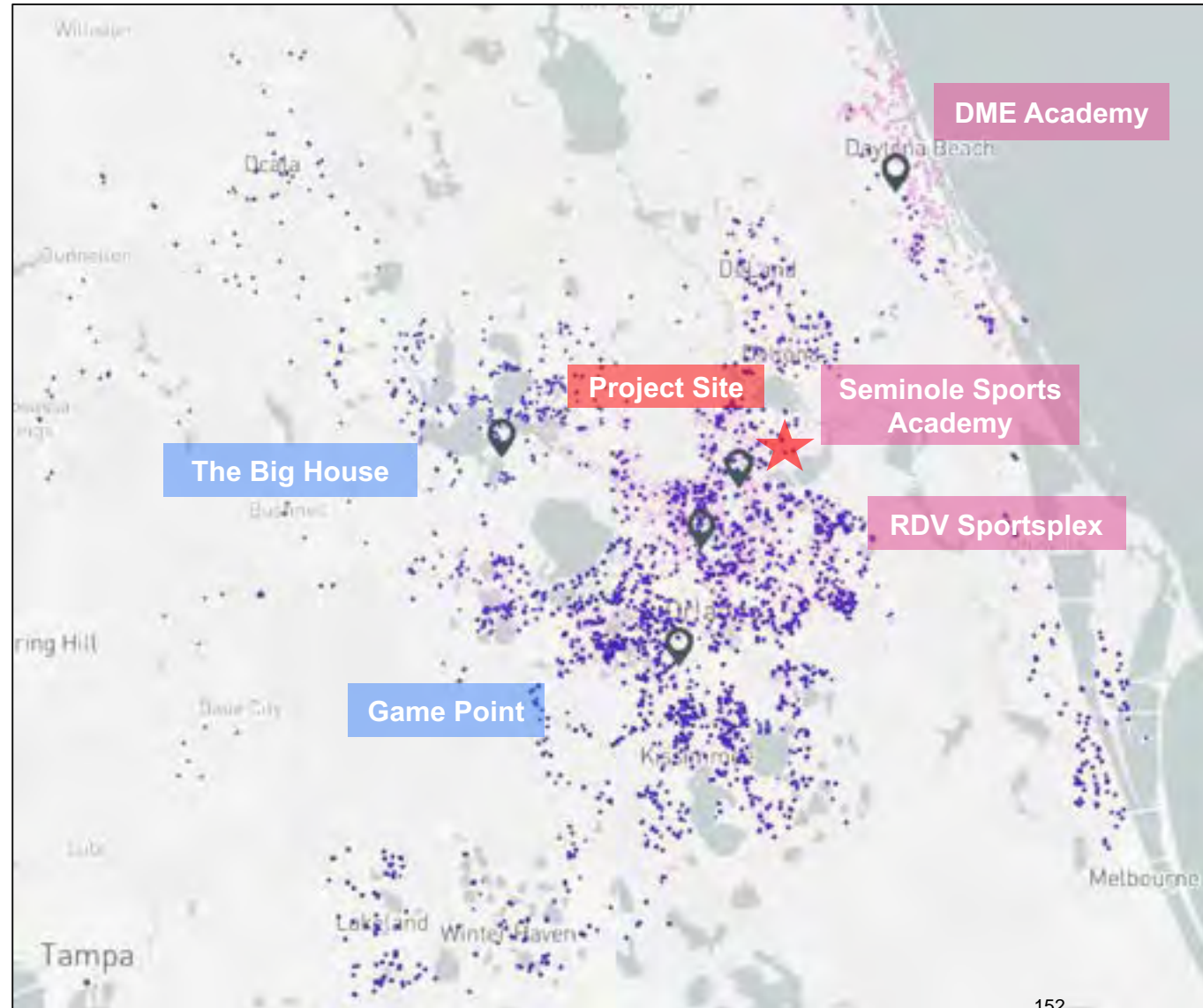


The Big House - Tavares, FL January 2021 - December 2021					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	96,600	35.4%	18,800	20.5%	5.14
Regional Distance - Over 25 miles & Less Than 75 miles	92,200	33.8%	34,900	38.1%	2.64
Long Distance only - Over 75+ miles	83,800	30.7%	37,900	41.4%	2.21
Total Visits	272,600	100.0%	91,600	100.0%	2.98

Source: Placer.ai

Central Florida Tournament Facilities

The adjacent map displays the visitation difference between main tournament facilities in Central Florida. Both tournament facilities and the smaller indoor court facilities draw a large amount of visitation from Seminole County. Game Point Event Center and The Big House have a substantially larger local and regional presence throughout Central Florida. This demonstrates that weekly demand is strong. As mentioned in prior slides, both facilities also see significant long-distance visitation during tournament weekends.



ESPN Wide World of Sports Complex

Location: Orlando, FL

Owner/Operator: Disney

Sports Features:

- 32 Volleyball Courts
- 20 Basketball Courts

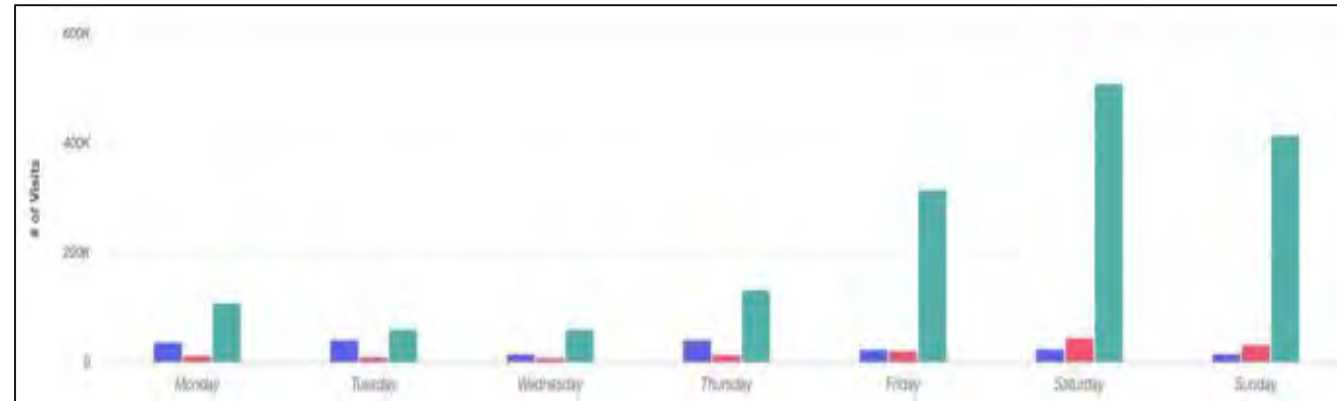
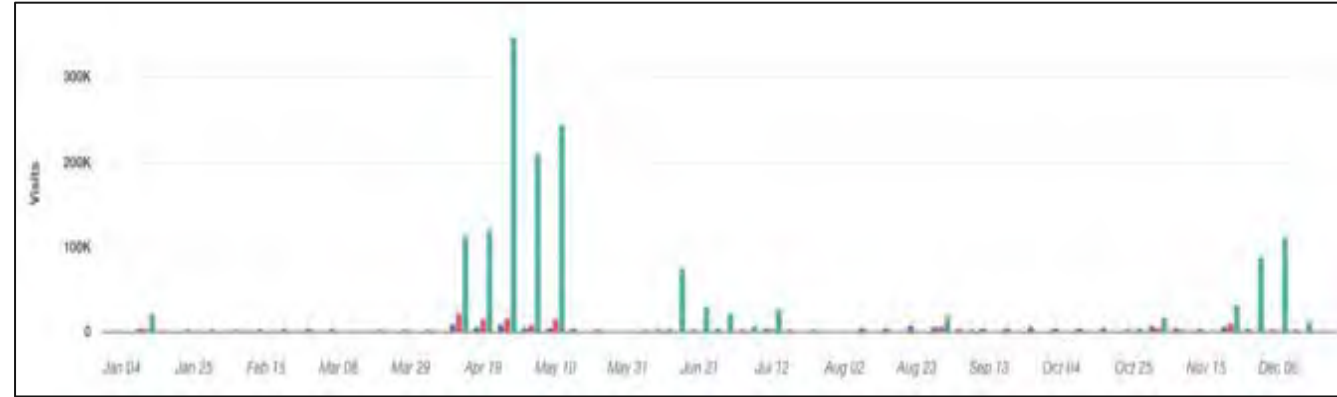
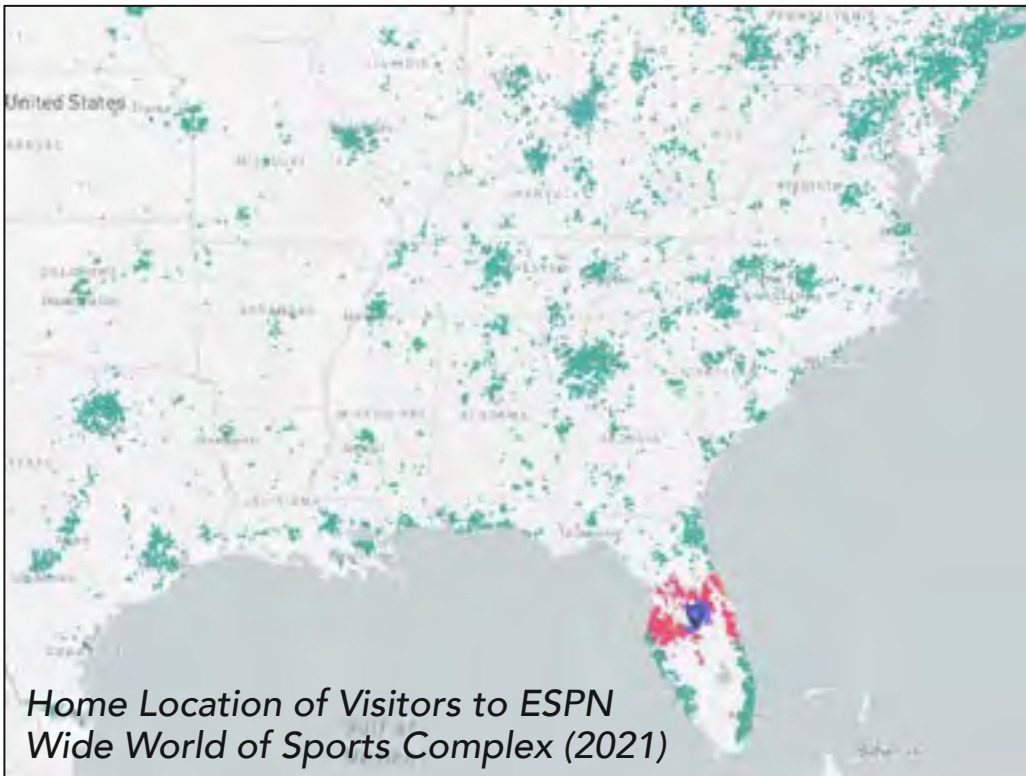
Notes:

Opened in 1997, the ESPN Wide World of Sports Complex, is a 220-acre multi-purpose youth sports mecca that boasts top of the line facilities for a variety of sports, excluding hockey. The complex is primarily used for AAU tournaments and college showcases. However, many prominent professional sporting events have taken place at ESPN including the 2020 NBA Bubble, MLS is Back Tournament, and Pro Bowl Skills Showdown. The complex was the spring training facility for the Atlanta Braves from 1997 to 2019. In addition, the complex hosted the 2022 Special USA Olympic Games. Given the caliber of tournaments and events, this facility is not competitive with the local supply due to a multitude of factors such as its pricing structure and accommodations.



ESPN Wide World of Sports Complex Visitation

In 2021, the complex received over 1.9 million visits, 83 percent of which were from long-distance visitors. The facility relies on major youth sports tournaments, national events, and professional games to attract visitation to the facility.



ESPN Wide World of Sports Complex - Orlando, FL
January 2021 - December 2021

Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	194,400	10.1%	26,600	3.3%	7.31
Regional Distance - Over 25 miles & Less Than 75 miles	139,300	7.2%	54,700	6.8%	2.55
Long Distance only - Over 75+ miles	1,600,000	82.7%	723,000	89.9%	2.21
Total Visits	1,933,700	100.0%	804,300	100.0%	2.40

Source: Placer.ai

Interview: ESPN Wide World of Sports Complex

HSP interviewed management at Disney's ESPN Wide World of Sports Complex to understand the operations and tournament schedule for the facility to understand the current landscape in the greater Orlando market. The following are key takeaways from our interview:

- ESPN Wide World of Sports indoor sports facilities feature three fieldhouses with the recently constructed 7,000-seat Advent Arena that cost approximately \$30 million to build.
- ESPN Wide World of Sports tournament supply mainly consists of one AAU tournament per year and college showcases. Tournaments are based on room nights and have to meet specific criteria set by Disney. The incremental value has gone down significantly because of the requirements set in place.
 - Management receives a lot of inquiries to utilize the facilities (on average minimally 2-3 calls per month) however, they have to turn away a lot of business when there is no direct value (room nights, etc.).
 - When ESPN turns away business, they look at local facilities to fulfill the needs and refer business. During conversations about a potential new indoor tournament facility in Seminole County, management did not see this as direct competition given the caliber Disney operates and was interested in working together on a referral basis to help facilitate tournament needs they cannot accommodate.

Seminole Sports Academy

Location: Longwood, FL

Owner/Operator: Private

Sports Features:

- 2 basketball courts
- 2 volleyball courts

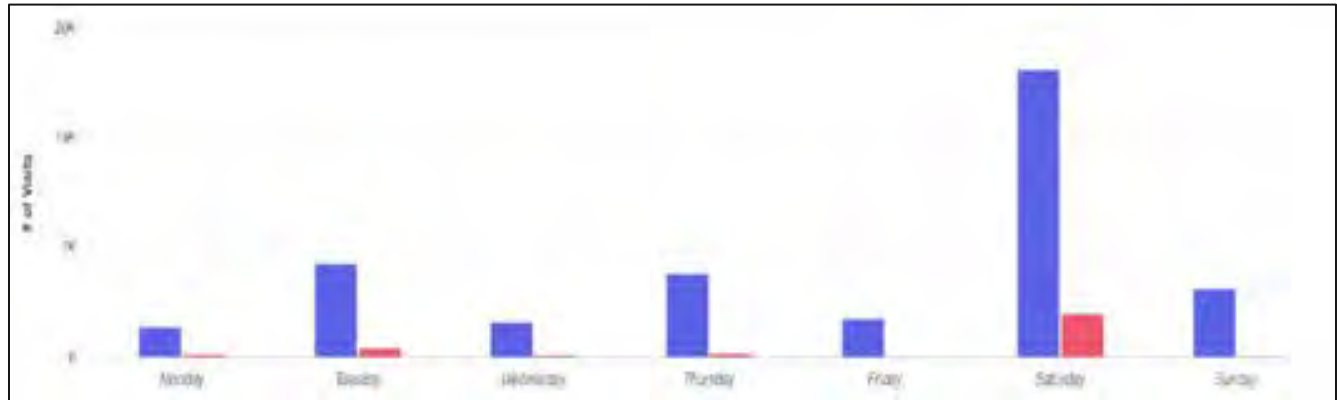
Notes:

Seminole Sports Academy hosts local youth basketball and volleyball leagues as well as a variety of camps and clinics. The Seminole Sports Academy is operated on a membership basis model which means that each membership is dedicated to basketball, volleyball, or overall fitness. This is the only indoor facility in the local area that regularly hosts tournaments and leagues. However, the limited supply of courts at the facility limits the tournament capacity even with significant demand.

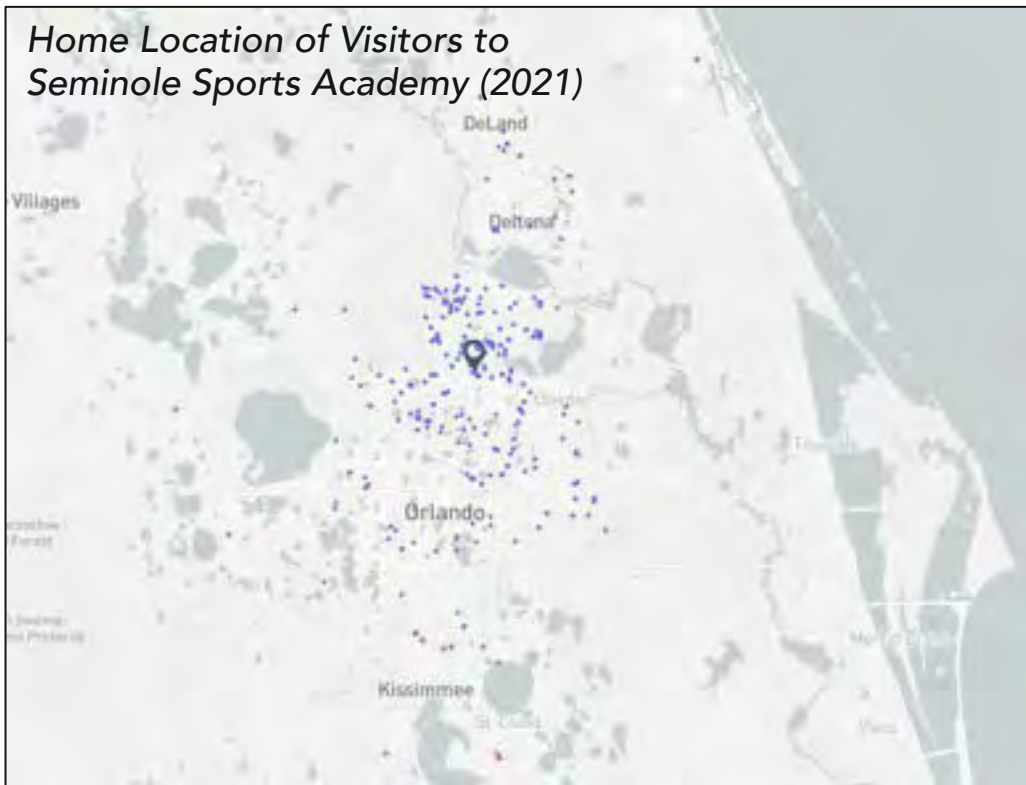


Seminole Sports Academy Visitation

In 2021, the facility received over 42,600 visits from 8,500 visitors (an average of 5 visits per person). Since the complex is home to volleyball and basketball club teams and hosts camps and clinics, the facility attracted mainly local visitors in 2021. Lack of ample court space discourages regional visitation.



Home Location of Visitors to Seminole Sports Academy (2021)



Seminole Sports Academy - Longwood, FL					
January 2021 - December 2022					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	38,700	90.8%	6,900	81.2%	5.61
Regional & Long Distance - Over 25 miles	3,900	9.2%	1,600	18.8%	2.44
Total Visits	42,600	100.0%	8,500	100.0%	5.01

Source: Placer.ai

RDV Sportsplex

Location: Orlando, FL

Owner/Operator: Genesis Health Clubs

Sports Features:

- 2 basketball courts
- 4 volleyball courts

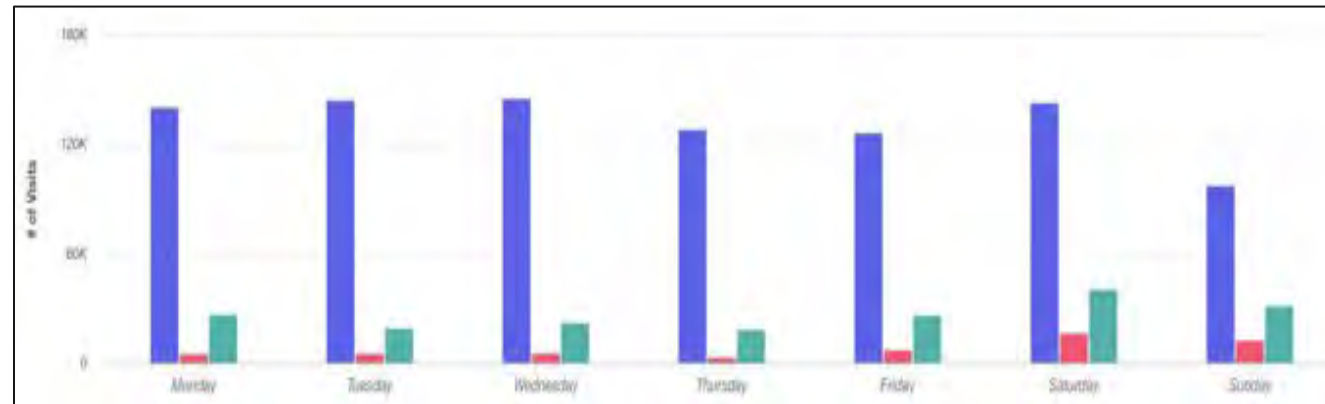
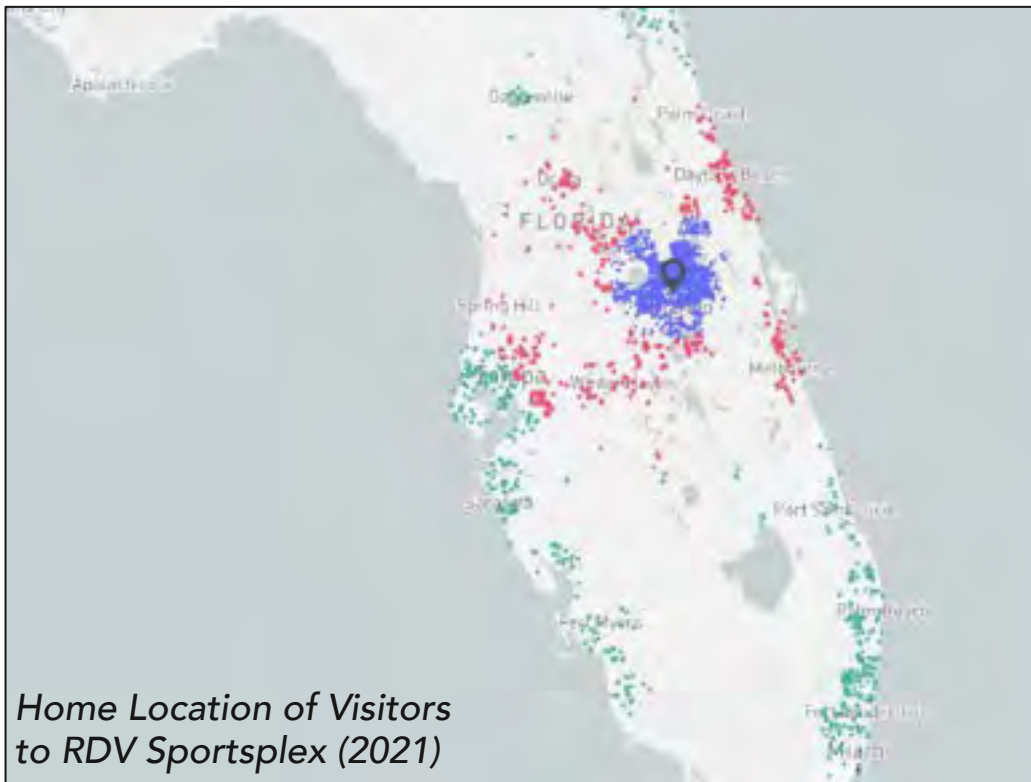
Notes:

The RDV Sportsplex is a 365,000 square foot facility that cost \$60 million to build in 1998. The former training facility of the Orlando Magic offers both Olympic and regular sized ice rinks, an indoor/outdoor pool, fitness center, tennis courts, and pickleball courts. The RDV Sportsplex has recently been purchased by Genesis Health Clubs increasing the Genesis portfolio to three Florida locations and over 60 locations throughout the Midwest.



RDV Sportsplex Visitation

In 2021, nearly 80 percent of facility visitation came from people living within a 25-mile radius of RDV. As an indoor training facility, RDV does not attract large visitation numbers from outside the local market. Visitation throughout 2021 demonstrates some long distance visitation spikes as athletes will travel for specific tournament and event offerings.



RDV Sportsplex - Orlando, FL January 2021 - December 2021					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	922,800	79.4%	91,400	60.9%	10.10
Regional Distance - Over 25 miles & Less Than 75 miles	55,200	4.7%	16,900	11.3%	3.27
Long Distance only - Over 75+ miles	184,400	15.9%	41,700	27.8%	4.42
Total Visits	1,162,400	100.0%	150,000	100.0%	7.75

Source: Placer.ai

DME Academy

Location: Daytona Beach, FL

Owner/Operator: DME Academy

Sports Features:

- 2 NBA basketball courts
- 5 youth basketball courts
- 7 volleyball courts

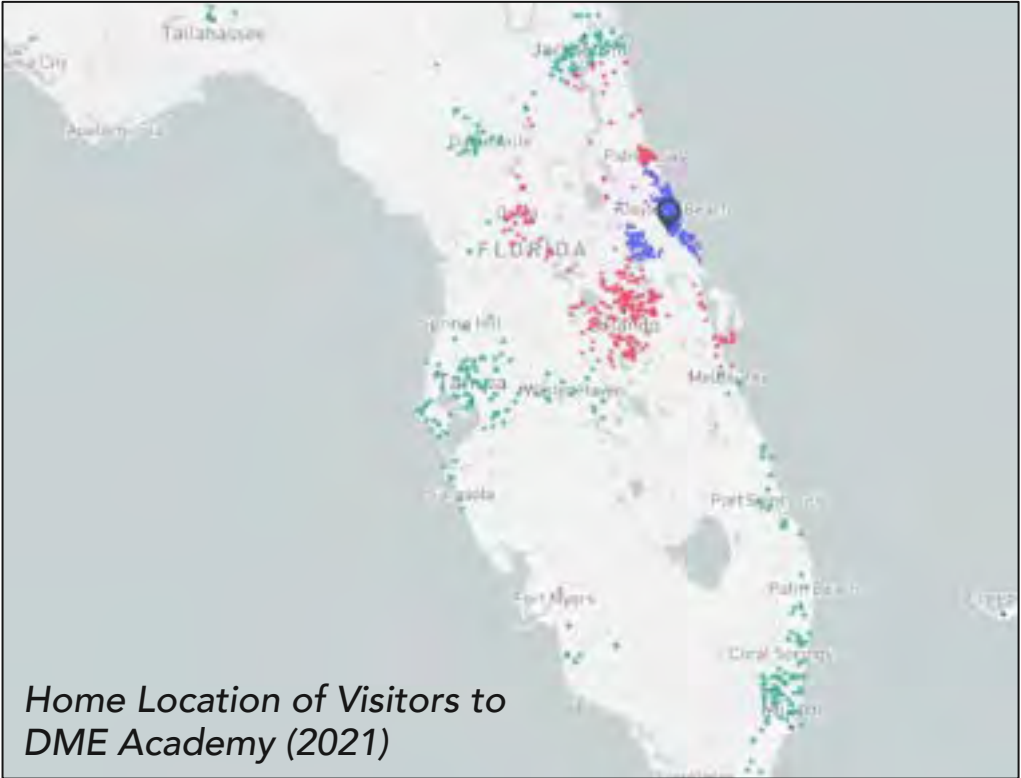
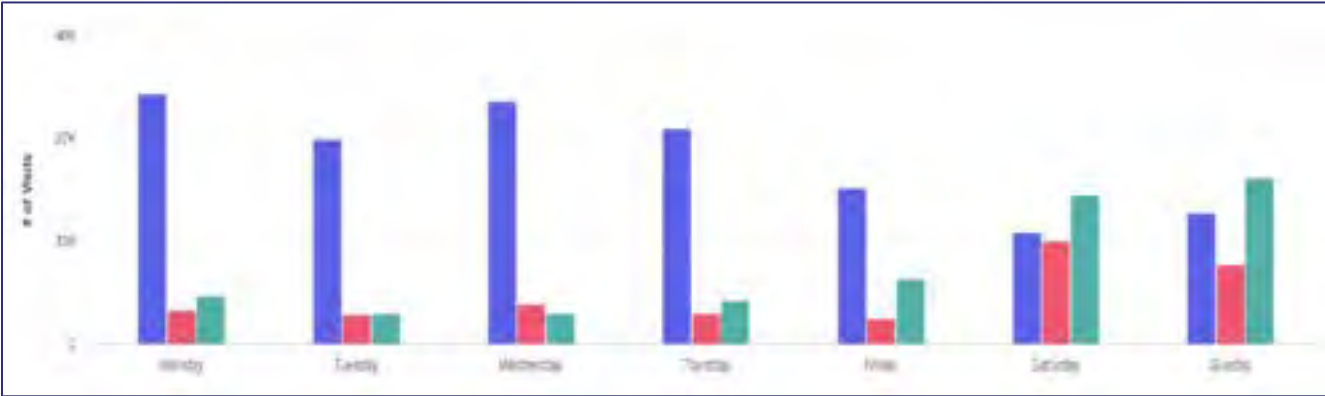
Notes:

The DME Academy Campus is comprised of a field house, outdoor grounds, dormitory, and ice arena. The 47,000 square foot field house includes a performance center, athletic training rooms, a spa, basketball courts, and volleyball courts. The Outdoor Grounds consist of four sand/beach volleyball courts, a turf field, and an outdoor performance training area. The DME Academy Dormitory spans 18,000 square feet. It includes and includes an 80-bed dormitory with a fully equipped commercial kitchen, cafeteria, conference room, learning center, and outdoor court. The USTA Tennis Center and LPGA Daytona Golf Course are partner facilities which expand the Academy's athletic offerings.



DME Academy Visitation

In 2021, DME Academy received 283,400 visits from 48,300 visitors (an average of about 6 visits per person). The facility receives a majority of visitation from the local population. Strong weekend visitation from regional and long-distance visitors along with the spikes in long distance visitation throughout 2021 implies that the facility has a strong tournament presence.



DME Academy - Daytona Beach, FL January 2021 - December 2021					
Visitor Origins by Distance from Site Colors correspond to charts & maps	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	170,100	60.0%	12,000	24.8%	14.18
Regional Distance - Over 25 miles & Less Than 75 miles	44,300	15.6%	12,200	25.3%	3.63
Long Distance only - Over 75+ miles	69,000	24.3%	24,100	49.9%	2.86
Total Visits	283,400	100.0%	48,300	100.0%	5.87

Source: Placer.ai

Local Market Implications

- In the local market, there is a shortage of indoor multi-court facilities. **Only two facilities in Central Florida consistently host tournaments aside from the major convention centers.**
- Several volleyball and basketball organizations have developed their own small indoor facilities to control court time and build the clubs' presence. Most of these facilities were designed to be training facilities and accommodate local weekday usage.
- **Local clubs have expressed strong interest in being anchor tenants in a new facility.**
- Tournament operators indicated that facilities across Central Florida are not built to standards, causing them look elsewhere for tournament venues.
- In the past, facilities only focused on court space. Today, tournaments require many more amenities.
- Important amenities mentioned include the following: an ample service room, proper ceiling height, a spectator area, sufficient benches and more.
- ESPN Wide World of Sports was built to be ideal for large national tournaments, but extremely high fees and the structure of the tournaments deter operators from using the venue.





**Regional Sports Facility
Analysis**

Regional Sports Facility Analysis

Relevant Comparable Competitive Facility Supply								
Facility Name	Location	Distance from Site (miles)	Volleyball Courts	Basketball Courts	2021 Visitation	2021 Visitors	% of Total Visits within 25 Miles	% of Total Visits from 75+ Miles
AdventHealth Fieldhouse	Winter Haven, FL	76.9	12	6	260,100	105,600	32%	35%
Sports Edge	Jacksonville, FL	114.0	11	3	403,400	83,300	66%	23%
Wiregrass Sports Campus	Wesley Chapel, FL	124.0	16	8	364,500	95,300	53%	25%
Pick A Ball Sports Complex	Deerfield Beach, FL	207.0	8	6	611,900	111,100	70%	9%
<i>Totals/Average</i>			47	23	<i>409,975</i>	<i>98,825</i>	<i>55%</i>	<i>23%</i>

Source: Hunden Strategic Partners, Various Facilities

HSP analyzed the regional market for comparable and competitive facilities to the proposed Project to compile the supply for tournament facilities. After speaking with local organizations, regional tournament operators and market research, the relevant supply was determined to include four facilities. There are additional tournament facilities within the state that are not directly competitive with the project and multiple facilities that are proposed and under construction. Although these facilities are not directly competitive and not yet operational, HSP provided profiles within this chapter and included them within the regional facility map.

Regional Sports Facility Map

The supply of tournament facilities are spread throughout the state, with a strong distribution along Interstate 75 between Gainesville and Tampa.

The Project Site has strong accessibility located in the middle of the state, along Interstate 4 and near Interstate 95. As a central hub within the state, the Project is well-positioned to become a regional hub within Florida.

The two under construction and proposed facilities are slated to be competitive to the Project. These facilities are found in the northern part of the state in Gainesville and Panama City Beach.



AdventHealth Fieldhouse

Location: Winter Haven, FL

Opened: 2020

Owner/Operator: City of Winter Haven/Polk County Tourism and Sports Marketing

Sports Features:

- 6 basketball courts
- 12 volleyball courts

Notes:

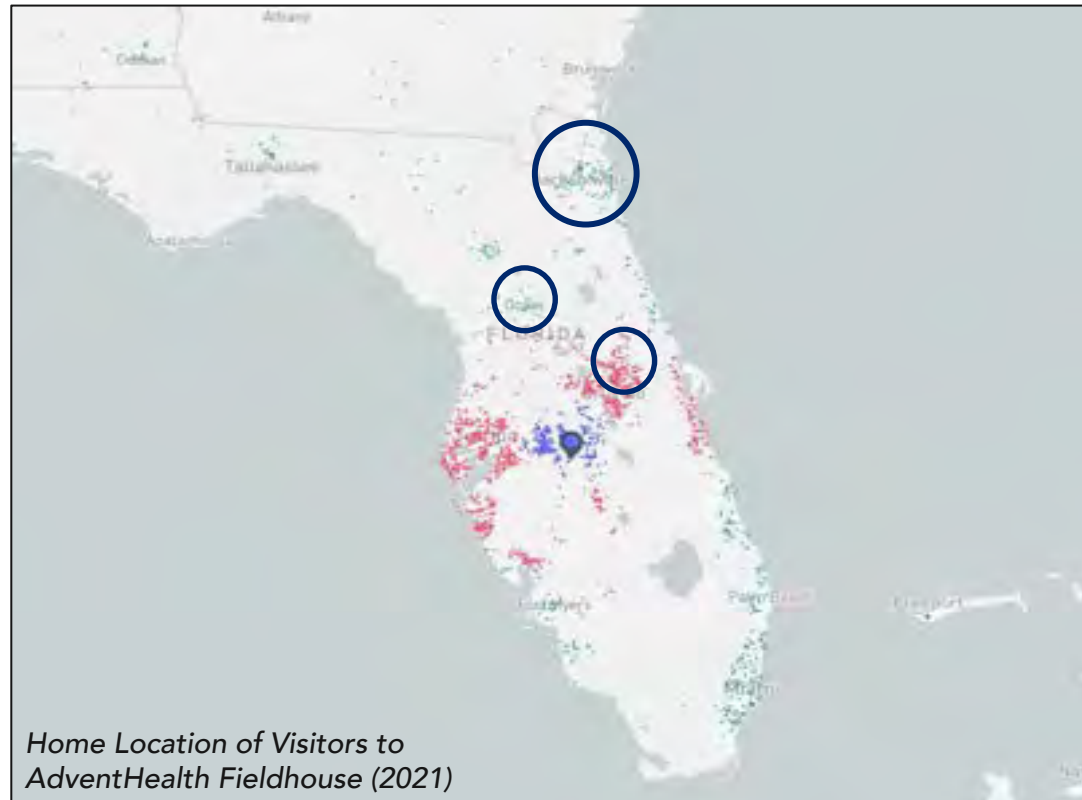
The AdventHealth Fieldhouse and Conference Center is a multipurpose building totaling 58,400 square feet. The facility features a second-floor observation area, a blackbox theater, classrooms, meeting rooms, locker rooms and a fitness center.

The facility was built in partnership with the Lakeland Magic organization to serve as the team’s basketball training and practice facility. The facility also hosts tournaments throughout the year to spur tourism within the county.



AdventHealth Fieldhouse Visitation

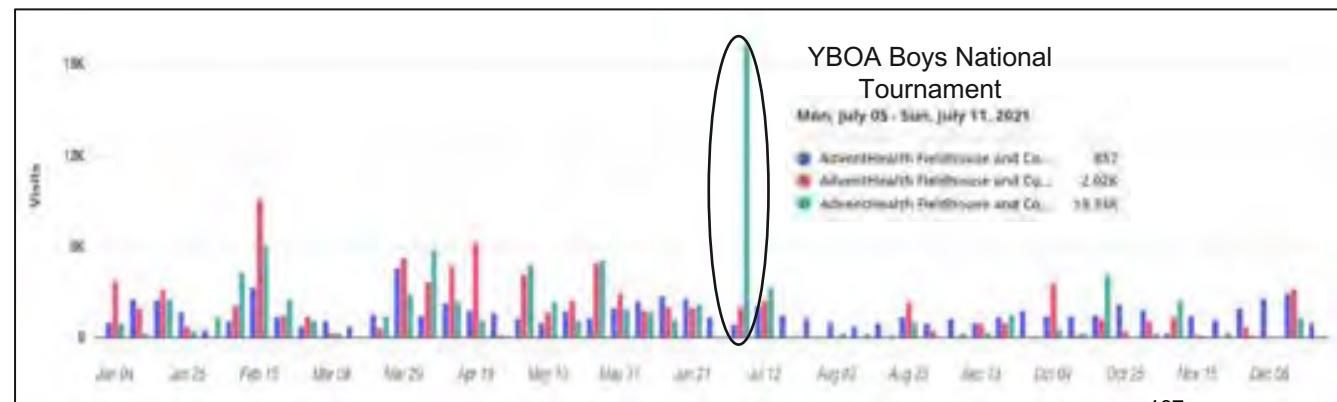
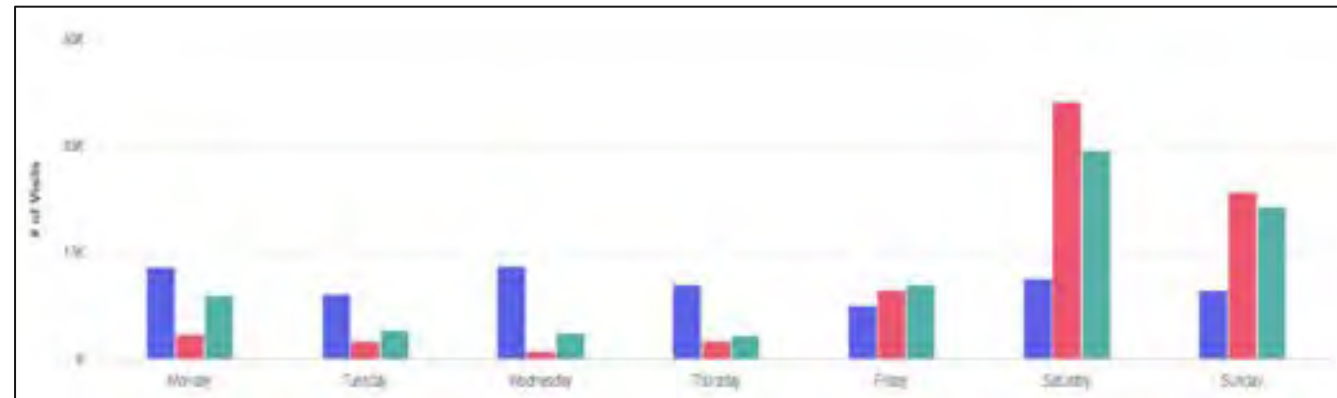
The AdventHealth Fieldhouse is located between Orlando and Tampa, giving the facility the locational advantage of attracting visitation from both markets. Visitation by day shows that on Saturday and Sunday, visitation from within these markets provides the facility with the highest volume of participation for tournaments.



AdventHealth Fieldhouse - Winter Haven, FL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	82,300	32%	21,400	20%	3.85
Regional Distance - Between 25 and 75 miles	87,600	34%	43,500	41%	2.01
Long Distance only - Over 75 miles	90,200	35%	40,700	39%	2.22
Total Visits	260,100	100%	105,600	100%	2.46

Source: Placer.ai



Sports Edge

Location: Jacksonville, FL

Opened: 2016

Owner/Operator: Sports Edge

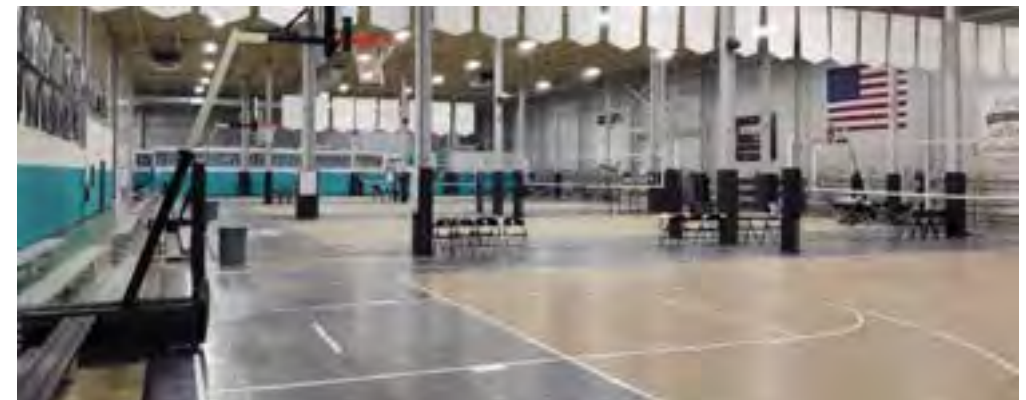
Sports Features:

- 3 basketball courts
- 11 volleyball courts

Notes:

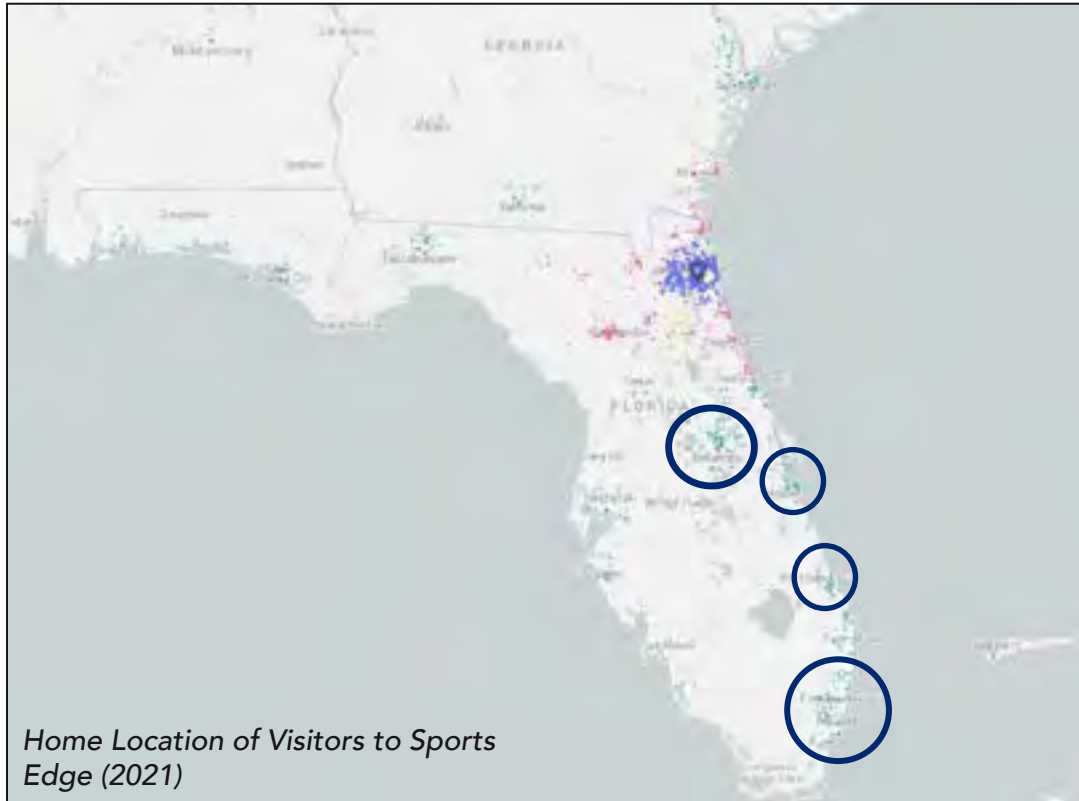
Sports Edge is a 75,000 square foot indoor facility that is home to Jacksonville Juniors Volleyball Association (JJVA) and Sports Edge in-house baseball and basketball. The facility also features a 4,000 square foot training center, an 800 square foot party room and 1,500 square feet of meeting and conference space.

Sports Edge has announced a second, indoor facility is planned in St. John's County. The facility will be included in two phases, with phase one including ten beach volleyball courts and phase two including eight volleyball courts, four basketball courts, two multipurpose turf fields and a fitness center.



Sports Edge Visitation

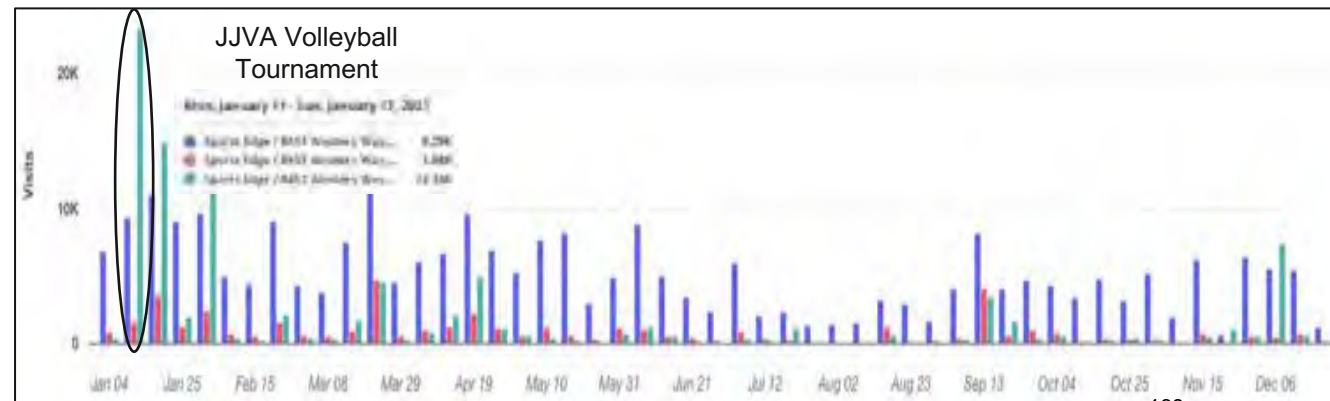
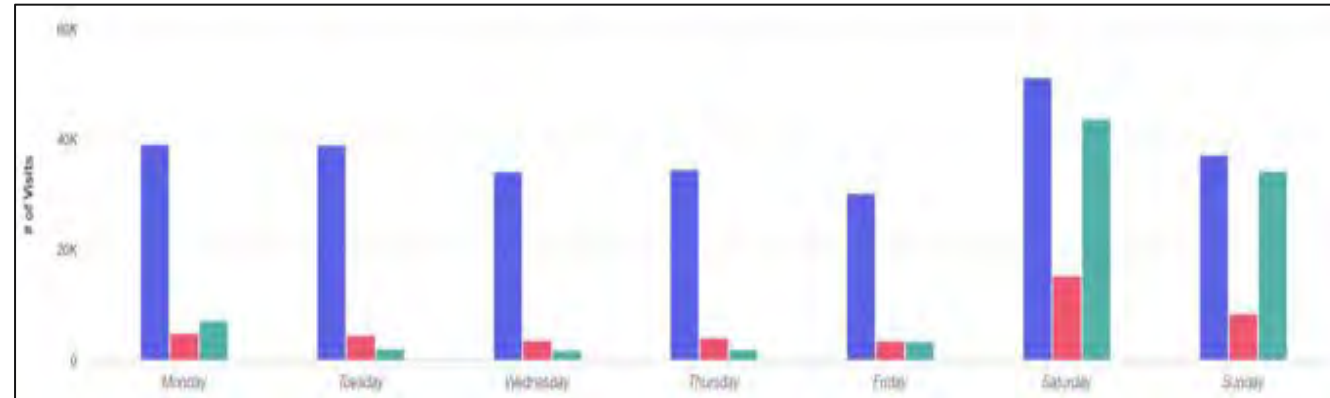
Despite Sports Edge's location in northern Florida, the majority of the facility's visitation comes from in-state. Visitation data shows visitors to the facility leaving the Orlando market or passing by the MSA to travel a further distance north. This presents an opportunity for the Project to take advantage of its central location within the state and to take business from other competitive markets.



Sports Edge - Jacksonville, FL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	265,600	66%	33,900	41%	7.83
Regional Distance - Between 25 and 75 miles	43,800	11%	9,100	11%	4.81
Long Distance only - Over 75 miles	94,000	23%	40,300	48%	2.33
Total Visits	403,400	100%	83,300	100%	4.84

Source: Placer.ai



Wiregrass Sports Campus

Location: Wesley Chapel, FL

Opened: 2020

Owner/Operator: Pasco County DMO, Experience Florida's Sports Coast and RADDSports

Sports Features:

- 8 basketball courts
- 16 volleyball courts

Notes:

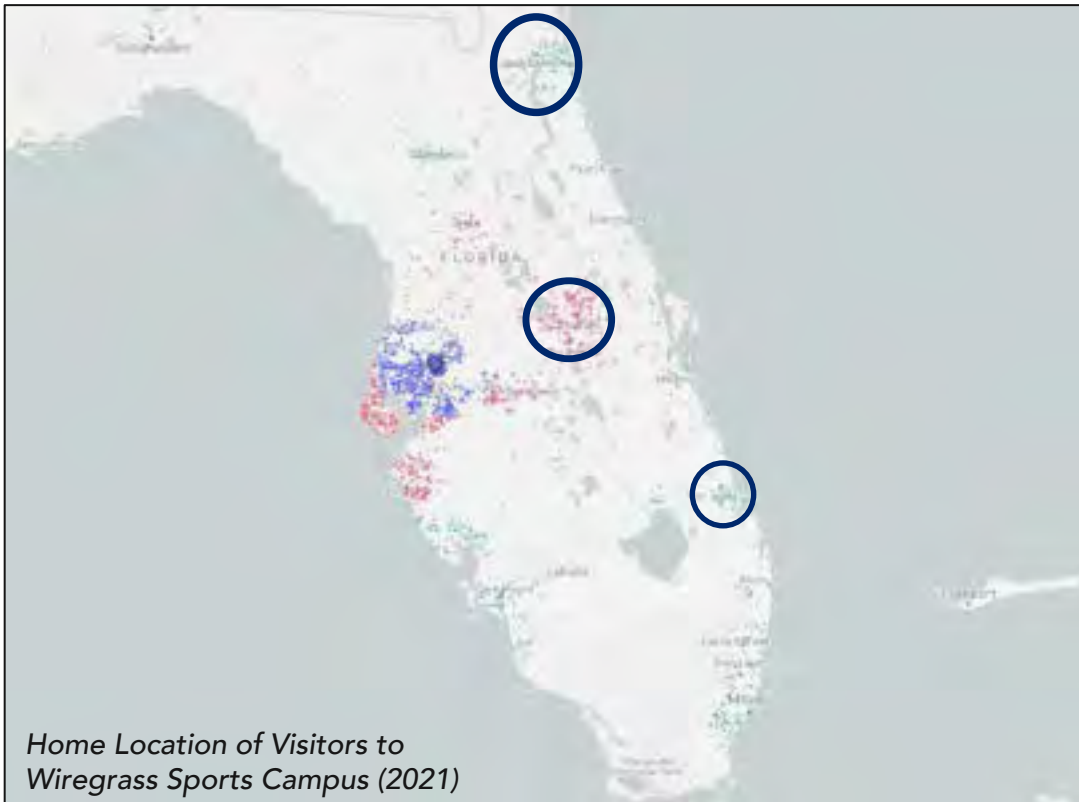
The Wiregrass Sports Campus is a 98,000-square foot facility with 70,000 square feet of hardwood court space. The facility opens at 3 PM Monday through Thursday and is closed for private events and tournaments between Friday and Sunday to provided sports tourism opportunities within the county.

The facility was funded through Tourism Development Tax and cost a total of \$29 million.



Wiregrass Sports Campus Visitation

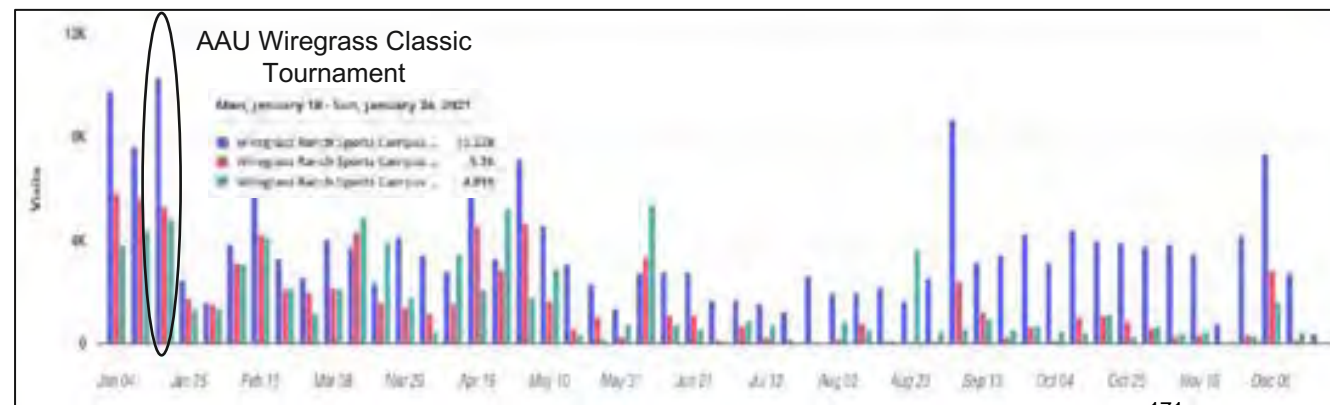
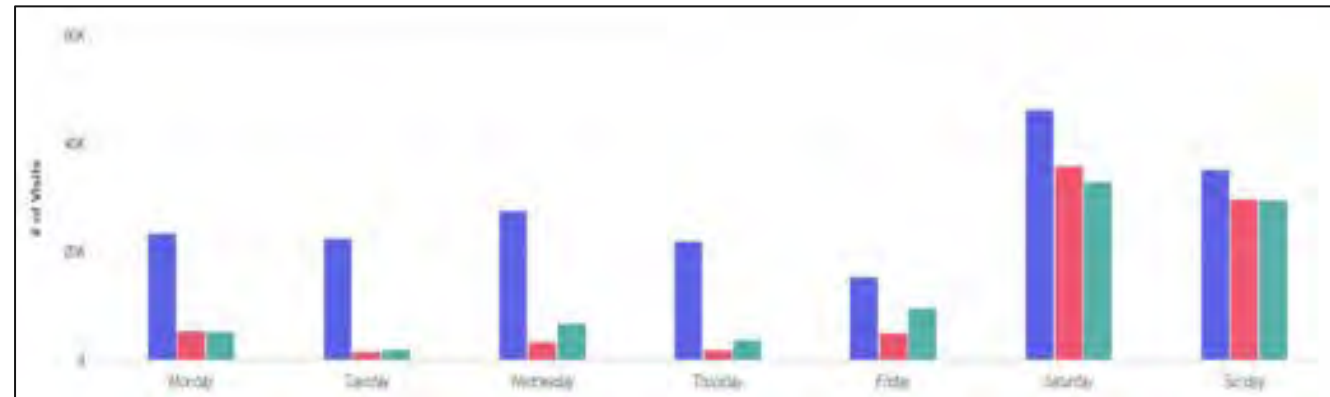
Over 50 percent of Wiregrass Sports' visitation come from within the Tampa-St. Petersburg MSA, but visitation data shows a strong presence of visitors from the Orlando MSA. The facility's data shows consistent spikes in weekly visitation, which aligns with the operating model of remaining reserved for tournament play on the weekends throughout the year.



Wiregrass Sports Campus - Wesley Chapel, FL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	192,200	53%	33,800	35%	5.69
Regional Distance - Between 25 and 75 miles	82,600	23%	28,200	30%	2.93
Long Distance only - Over 75 miles	89,700	25%	33,300	35%	2.69
Total Visits	364,500	100%	95,300	100%	3.82

Source: Placer.ai



Pick A Ball Sports Complex

Location: Deerfield Beach, FL

Opened: 1998

Owner/Operator: Private

Sports Features:

- 6 basketball courts
- 8 volleyball courts

Notes:

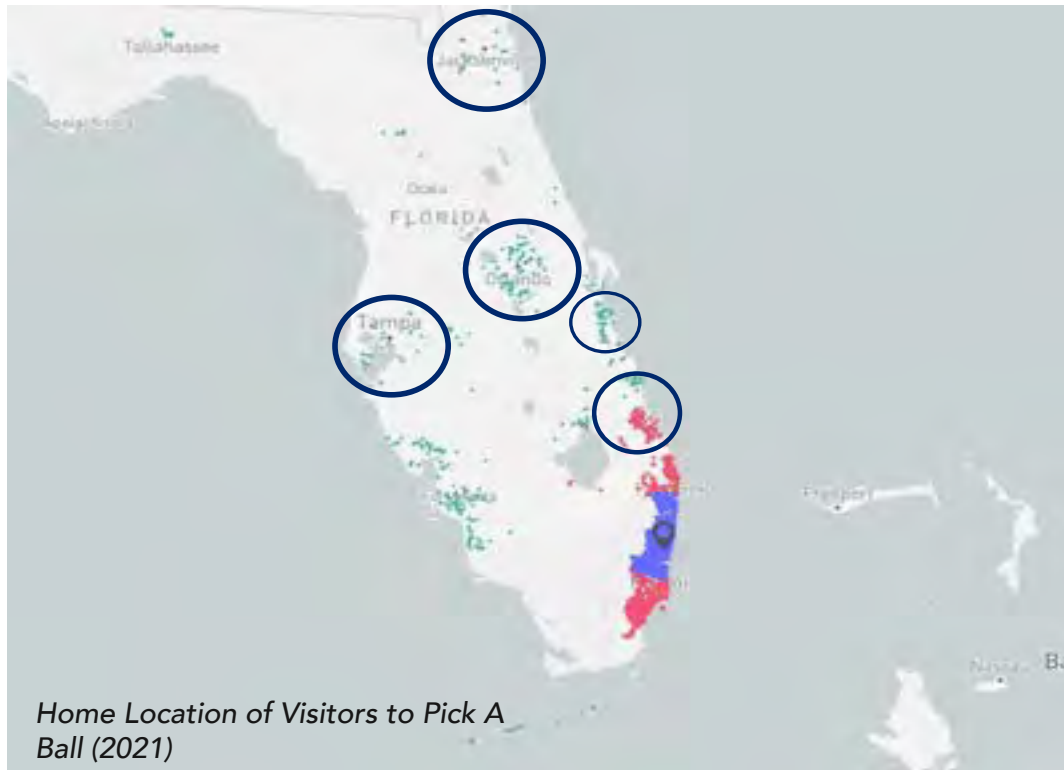
The Pick A Ball Sports Complex is a multipurpose building totaling 74,000 square feet that hosts volleyball, basketball, pickleball, futsal, birthday parties and Esports.

The facility is open to the public to rent for practices, games and camps and hosts indoor tournaments on the weekends for volleyball, basketball, cheer and dance and wrestling.



Pick A Ball Sports Complex Visitation

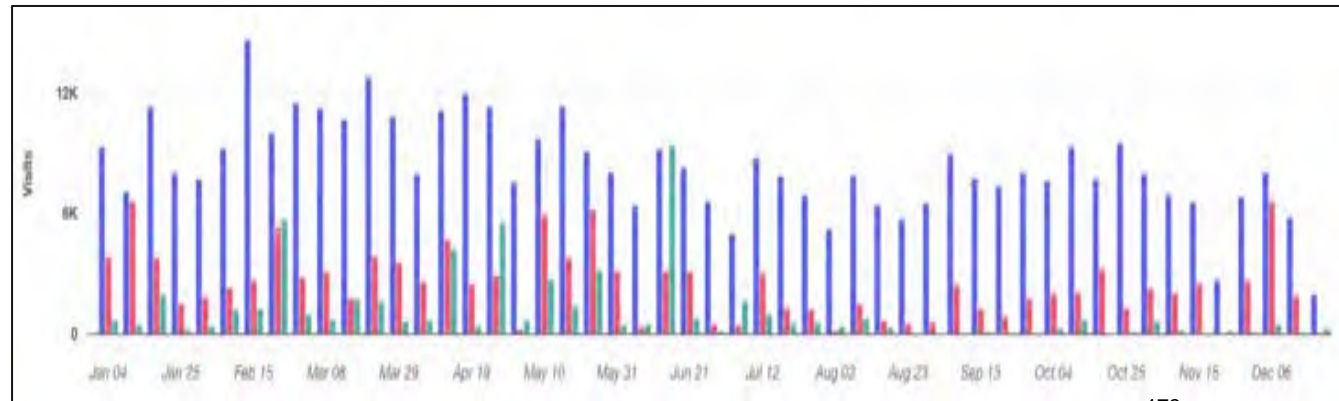
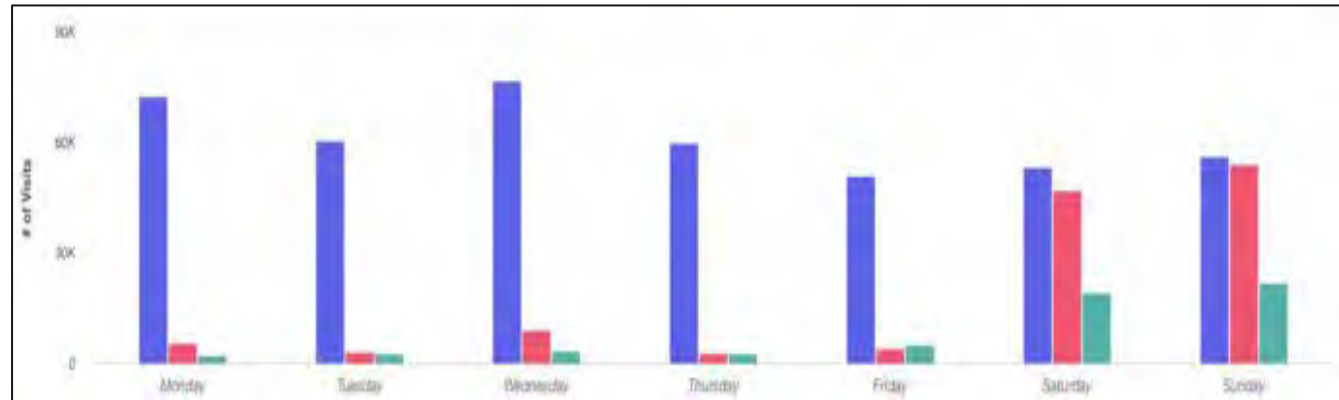
Visitation data shows that Pick A Ball Sports Complex attracted 70 percent of its visitation within 25 miles in 2021, showing that the facility is highly attended throughout the weekdays. The complex caters to its local users and presents an opportunity for the Project to capture existing demand in other markets with high quality tournament offerings.



Pick A Ball Sports Complex - Deerfield Beach, FL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	429,800	70%	53,000	48%	8.11
Regional Distance - Between 25 and 75 miles	125,400	20%	34,500	31%	3.63
Long Distance only - Over 75 miles	56,700	9%	23,600	21%	2.40
Total Visits	611,900	100%	111,100	100%	5.51

Source: Placer.ai





Other Facilities

IMG Academy

Location: Bradenton, FL

Opened: 2021

Owner/Operator: Private

Notes:

The IMG Academy boarding school is a developmental and college preparatory facility focused on training and sports education for young athletes. In 2021, IMG opened a new basketball and tennis facility in 2021 that includes three hardwood training courts and one showcase court (seating for 1,300).

IMG hosts national high school basketball tournaments for the nations top programs and showcases for highly-recruited prospects. **Since the programming of the facility revolves around the boarding school's operations, the facility is not directly competitive with the project, but is a notable facility within the Florida market.**



Ocala World Equestrian Center

Location: Ocala, FL

Opened: 2021

Owner/Operator: Private

Notes:

The Ocala World Equestrian Center offers a multipurpose indoor arena and outdoor arena. While the facility mainly hosts equine and canine events, the indoor arena hosts conventions, tradeshow, court sport tournaments, weddings.

The indoor arena offers 132,000 square feet of floor space capable of hosting basketball, volleyball, cheer and dance, wrestling, martial arts and roller sports tournaments. Interviews with regional tournament operators revealed that the facility host several court sport tournaments throughout the year, but due to the concert flooring, sports courts are needed, which has proven to be a less favorable setting for high-level tournament play.



Southwest Recreation Center & Sports Complex

Location: Gainesville, FL

Opened: 1994

Owner/Operator: University of Florida

Sports Features:

- 6 basketball courts
- 6 volleyball courts

Notes:

The Southwest Recreation Center and Sports Complex is located on the University of Florida's campus and is primarily reserved student, alumni and faculty use. The facility is does host tournaments, but university use takes priority over third-party scheduling. **As a result, the facility is not directly competitive with the Project.**





Under Construction/Planned

Alachua County Sports Complex at Celebration Pointe

Location: Gainesville, FL

Opened: January 2023

Owner/Operator: Alachua County/ RADDSports (Private)

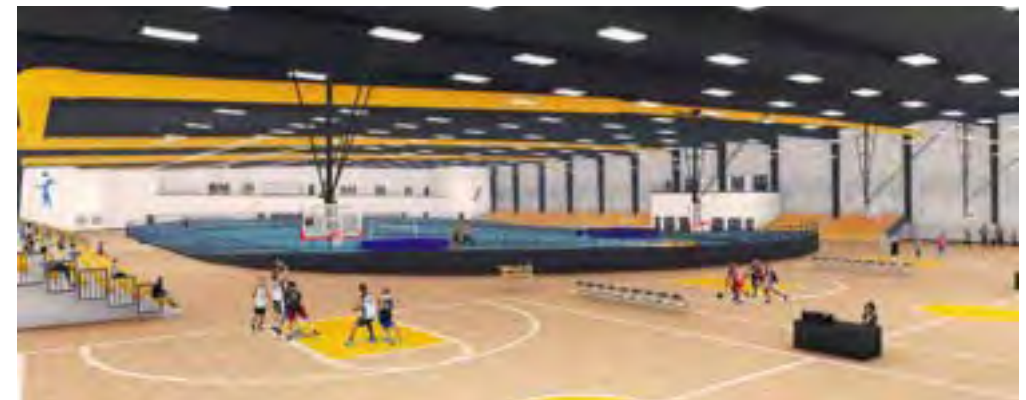
Reported Cost: \$38 million

Sports Features:

- 130,000 square feet of total space (97,000 square feet of court space)
- 13 basketball courts
- 18 volleyball courts
- 21 pickleball courts
- Indoor track and field
- Cheer and dance facility

Funding:

The project was funded with \$30 million of Tourism Development Tax (paid by Alachua County), \$5.7 million of private investment, and \$2.3 million from the state of Florida.



Panama City Beach Sports Complex

Location: Panama City Beach, FL

Opening: N/A

Owner/Operator: Panama City/Sports Facilities Companies

Projected Cost: \$41 million

Features:

- 100,000 square feet of total space
- 17,000 square feet of office, meeting and event space
- 8 basketball courts
- 16 volleyball courts
- 24 pickleball courts

Notes & Funding:

The facility is anticipated to be used as Panama City Beach's emergency operations center, and as a result, the Federal Emergency Management Agency has contributed \$7.7 million towards the project for Bay County. The Bay County Commission approved the hiring of a design firm for the facility in September 2022.



Regional Market Implications

- There is a weak supply of regional indoor facilities in Florida. The current regional competition attracts visitation from the greater Orlando market and other major markets within Florida. Visitation data shows that people pass through Seminole County and the greater Orlando area or travel further distances than Seminole County for tournament play. This creates an opportunity for the project to recapture this tournament demand, generate room nights and increase spending overall spending in Seminole County.
- The competitive regional facilities do not attract high volumes of visitation outside of Florida. The Project is centrally located within the state allowing for ease of accessibility from other major markets.





Competitive Destination Facilities

Foley Sports Complex

Location: Foley, AL

Opened: 2009

Owner/Operator: City of Foley

Sports Features:

- 10 baseball fields
- 16 grass fields
 - 1 championship field included (seating for up to 1,000)
- 90,000-square-foot indoor events center

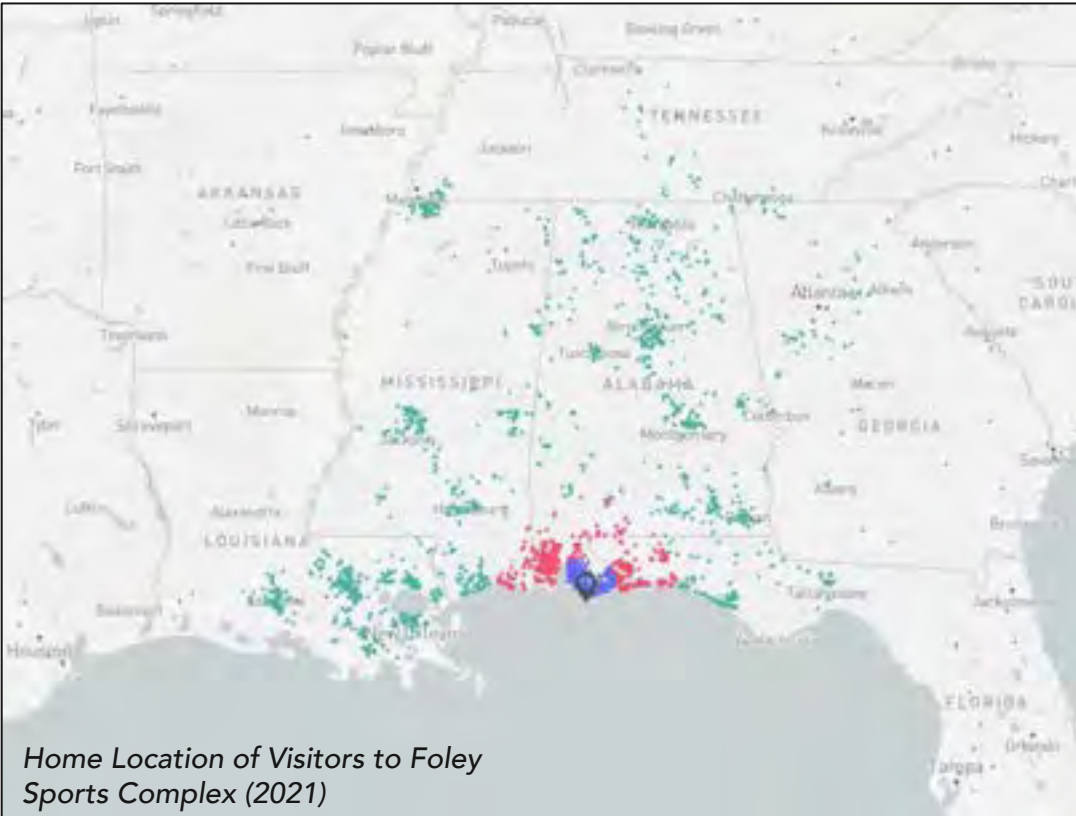
Notes:

The 100-acre Foley Sports Tourism Complex features 16 multi-purpose grass fields, which includes a championship stadium, along with 90,000 square feet of event center space that accommodates volleyball, basketball and events. The complex is located at OWA, which is a 520-acre family entertainment destination 10 minutes from the beaches in Gulf Shores, Alabama. The sports complex hosts local recreation teams and is a hub for regional competitive tournaments such as the USSSA Baseball World Series and the Alabama Soccer Festival.



Foley Sports Complex Visitation

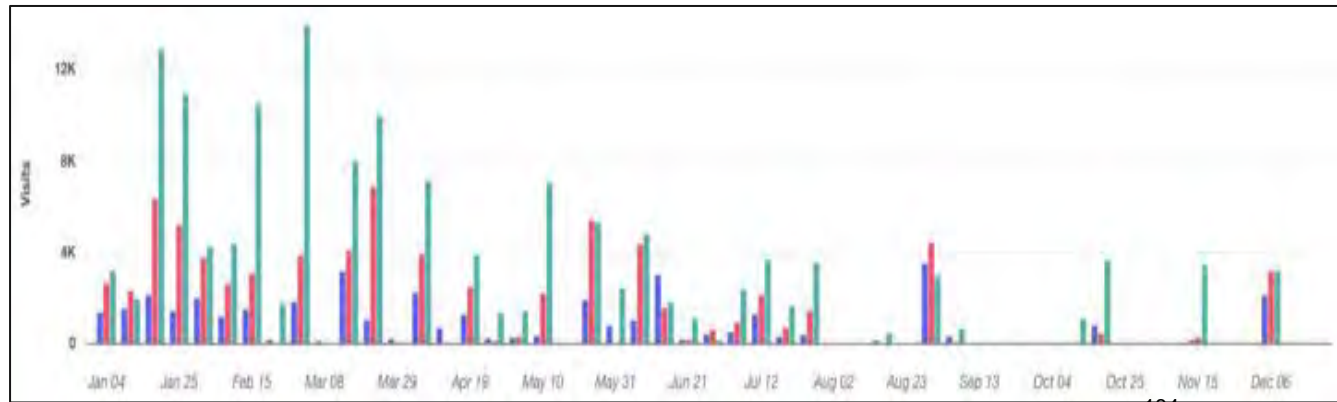
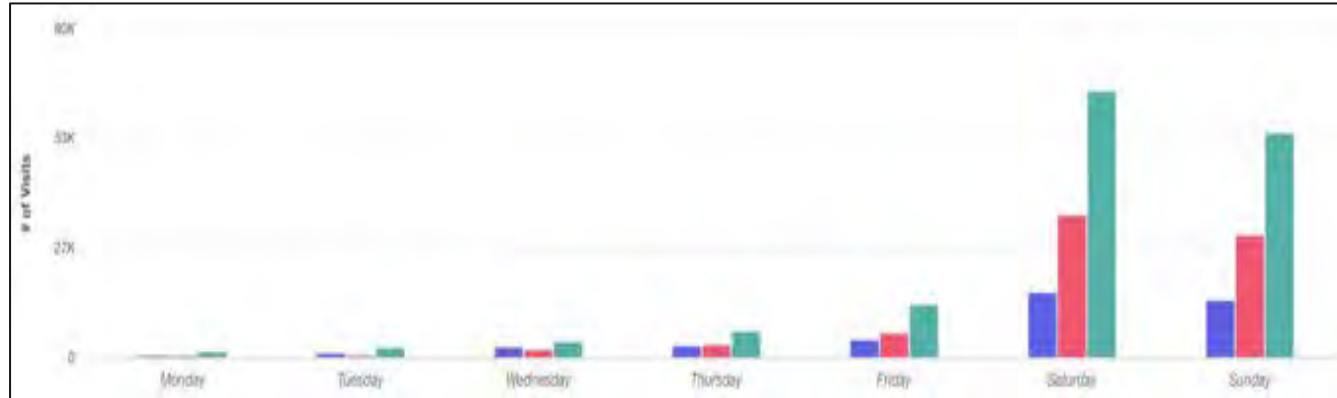
Visitation data reflects visitors to the Foley Sports Complex's indoor event center. Visitors from beyond 75 miles make up the largest segment of visitors to the complex, and visitation throughout the week shows the facility's emphasis on sports tourism and tournament activity.



Foley Sports Complex - Foley, AL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	41,000	16%	14,700	13%	2.79
Regional Distance - Between 25 and 75 miles	76,300	29%	29,300	26%	2.60
Long Distance only - Over 75 miles	146,300	56%	67,600	61%	2.16
Total Visits	263,600	100%	111,600	100%	2.36

Source: Placer.ai



Myrtle Beach Sports Center

Location: Myrtle Beach, SC

Opened: 2015

Operator: Sports Facility Management (SFC)

Sports Features:

- 8 basketball courts
- 16 volleyball courts

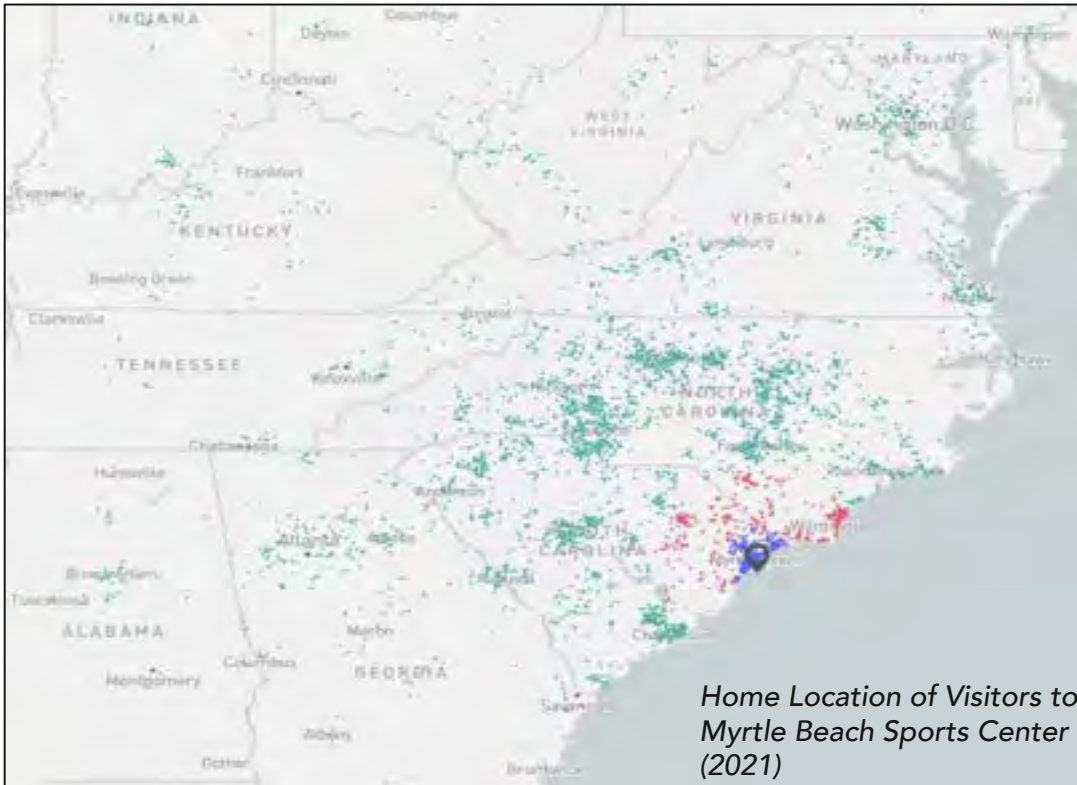
Notes:

The \$12.4 million sports facility opened in March 2015 adjacent to the Myrtle Beach Convention Center in central Myrtle Beach. The complex includes 8 basketball courts, 16 volleyball courts, a large multi-screen video wall and can seat up to 2,000 spectators on telescopic bleachers. The 100,000-square-foot sports facility host court sports as well as gymnastics, pickleball and table tennis. The venue also hosts trade shows. Onsite amenities include team rooms, an elevated mezzanine, and an indoor/outdoor café.



Myrtle Beach Sports Center Visitation

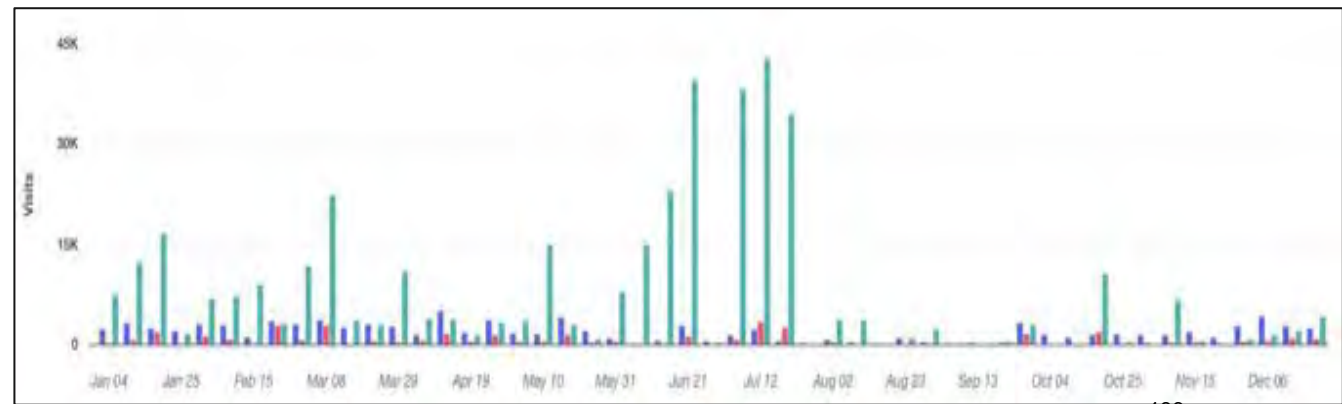
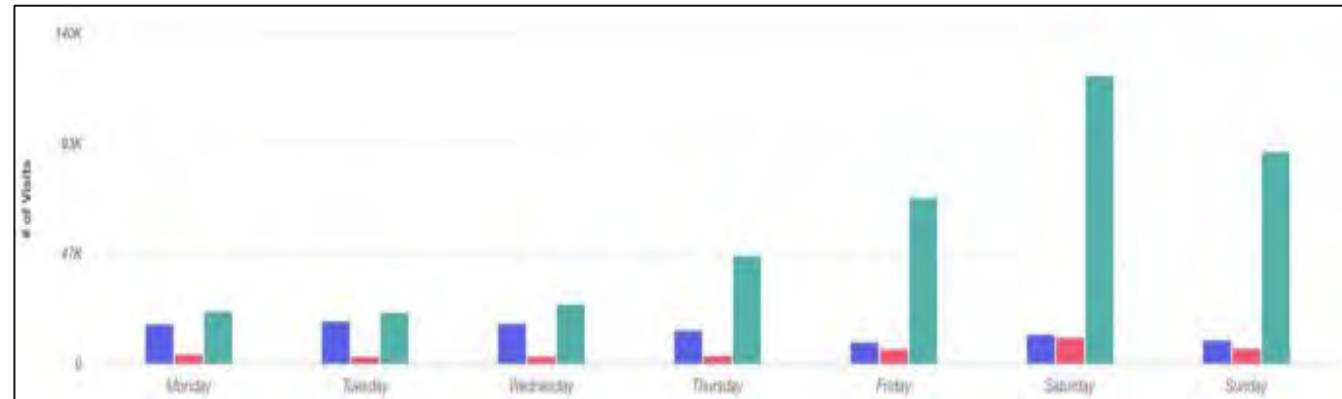
The Myrtle Beach Sports Center targets large regional tournaments, with 75 percent of total visitation coming from beyond 75 miles. Myrtle Beach has combined its leisure tourism draw, restaurants and hotel supply with sports tourism to develop a desirable tournament destination, especially in the summer months.



Myrtle Beach Sports Center - Myrtle Beach, SC
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	97,800	18%	21,700	10%	4.51
Regional Distance - Between 25 and 75 miles	37,500	7%	15,700	7%	2.39
Long Distance only - Over 75 miles	397,800	75%	189,200	83%	2.10
Total Visits	533,100	100%	226,600	100%	2.35

Source: Placer.ai



Virginia Beach Sports Center

Location: Virginia Beach, VA

Owner: City of Virginia Beach

Operator: Eastern Sports Management

Opened: 2020

Cost: \$74.3 Million

Sports Features:

- 12 basketball Courts
- 24 volleyball Courts
- Indoor track and field facility

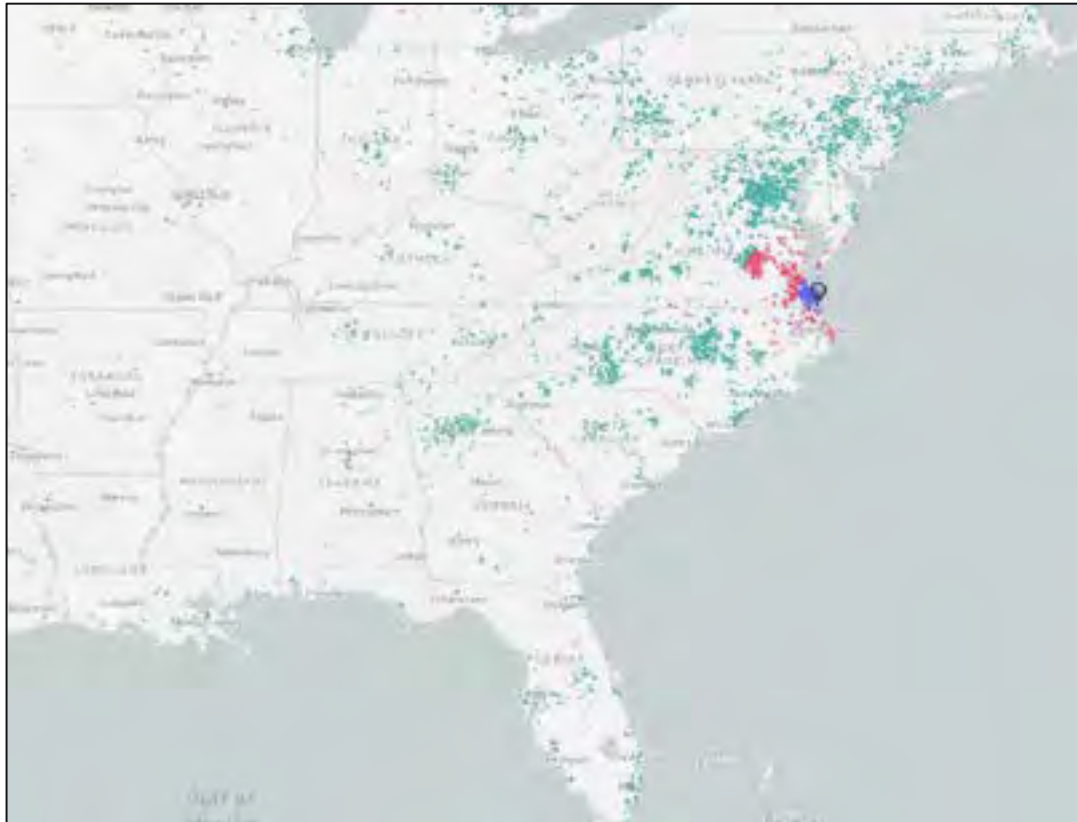
Notes:

The Virginia Beach Sports Center is located across the street from the Virginia Beach Convention Center. The facility features two wings, one covered in hardwood courts and the other as a track and field surface. Sport courts can be laid over the track and field surface to add six additional basketball courts and 12 additional volleyball courts.



Virginia Beach Sports Center

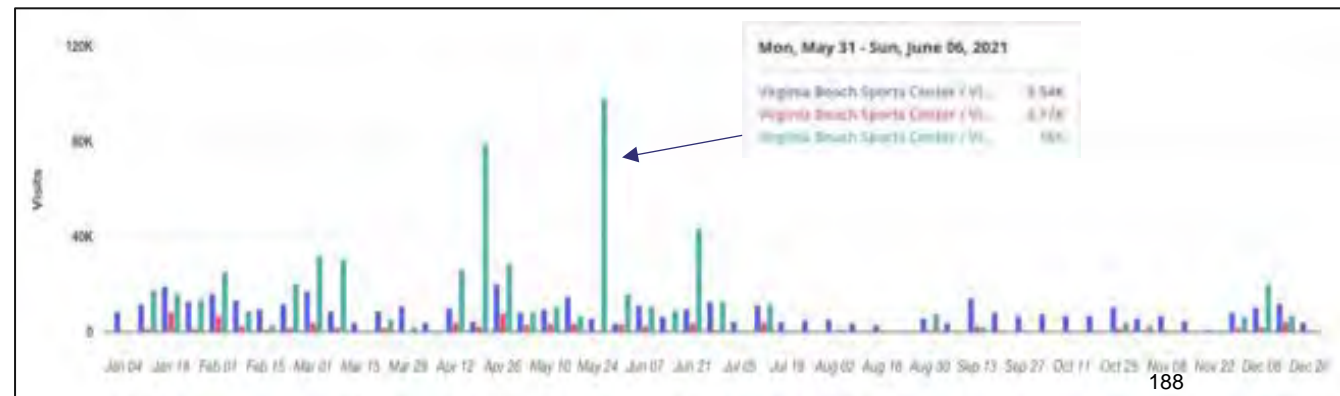
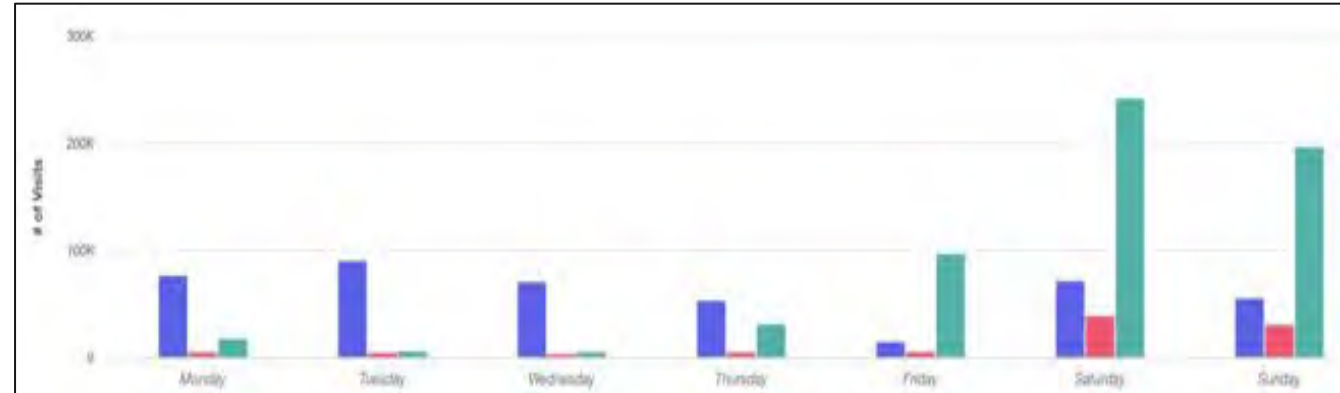
The Virginia Beach Sports Center has rapidly become a popular tournament destination on the east coast. Over 50 percent of the facilities total visitation in 2021 has come from over 100 miles away. Interviews with Eastern Sports Management revealed that the facility has gained popularity because of its synergy with downtown Virginia Beach, which offers strong amenities during tournament down time.



Virginia Beach Sports Center - Virginia Beach, VA
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	432,700	39%	58,000	20%	7.46
Regional Distance - Between 25 and 100 miles	92,900	8%	28,500	10%	3.26
Long Distance only - Over 100 miles	595,200	53%	209,000	71%	2.85
Total Visits	1,120,800	100%	295,500	100%	3.79

Source: Placer.ai



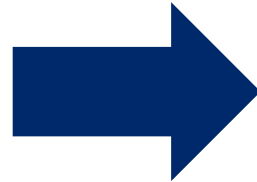
Sports Tournament and Opportunity Analysis

Capturing Tournament Demand

Factors Driving Tournament Demand & Activity:

There are several factors that impact a city's ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
- Accessibility, by Air and by Car



Cities with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments which bring in teams from surrounding states and across the country.

Opportunities in Central Florida:

- 9 basketball and 18 volleyball courts would be one of the largest facilities in the Orlando market, giving Seminole County the opportunity to host regional/national indoor tournaments.
- A new indoor tournament facility in the market could help attract a higher caliber of tournaments that would not have to rely on the Orange County Convention Center for ample tournament space. There is currently two other facilities in the market that would be potentially competitive for tournaments, however, large enough tournaments could utilize multiple facilities for one weekend.

Tournament Operators

HSP spoke with several tournament organizations that operate in the area across several indoor sports.

Basketball and volleyball tournaments are typically run by local clubs or facility owners, however, there are a few large governing bodies that run tournaments as well. One of these organizations includes the Amateur Athletic Union (AAU), which has several members within Central Florida basketball and volleyball. USA Volleyball operates all over the country and has a dedicated Florida region that has a substantial tournament presence in the state.

The following section provides summaries of interviews with these organizations and various local organizations within the greater Orlando market.



USA*Volleyball*

3STEP
SPORTS



Alternative Sport Opportunities

HSP has identified other sports and functions that are growing significantly that can utilize indoor space to fill times and keep the facility efficient.



Pickleball

- Pickleball is a fast-growing sport that has gained significant popularity recently. The sport can be played on hard courts surfaces or tennis courts. The indoor courts can be utilized for pickleball during the morning and afternoon hours when youth programs are slow. This optimizes facility usage and mitigates down time.

Futsal

- Futsal is a very popular sport that is typically played on hard court space and fits within a basketball court. Futsal tournaments at the facility can fill in slow seasons where basketball and volleyball slow up.

Expos & Events

- A multi-purpose indoor event space can accommodate more than just sports when need be. With unobstructed event space, the indoor sports complex could accommodate local community events such as graduations or be used as an emergency relief center when need be.

Interview: USA Volleyball

HSP interviewed USA Volleyball to understand the current tournament landscape for volleyball and the potential for additional tournament opportunities in the region. The interview indicated the following:

- USA Volleyball registration has been growing rapidly. They are currently 153 clubs or approximately 13,000 teams. With more than 17,000 players in Florida, **USA Volleyball was able to sanction approximately 50 events in the past year. Volleyball has become the largest high school team sport in the state and continues to grow.**
- USA Volleyball not only includes indoor volleyball, but also beach and grass volleyball for youth leagues and adult amateur leagues given the growing interest within the state.
- In the Orlando market, **USA Volleyball primarily uses Game Point Event Center and The Big House for sanctioned tournaments.** USA Volleyball noted difficulties when working with The Big House and structural issues when working with Game Point. **USA Volleyball sanctioned events throughout Florida range from 8 court facilities to national tournaments requiring 110 courts.**
 - Bigger tournaments and events held throughout the state will be held at either Orange County Convention Center, Tampa Convention Center, Daytona Beach Convention Center or the Fort Lauderdale Convention Center.
- **Facility design is incredibly important when looking to attract national tournaments and events.** If a facility does not have ample service room or sufficient space for parents and players, tournament operators will not use a facility.

Interview: TNBA (AAU)

HSP interviewed TNBA to understand the potential for additional tournament opportunities in the region and to gain a deeper understanding of the overall market. The interview indicated the following:

- TNBA is one of the larger tournament operators in Central Florida. The organization runs roughly 30 tournaments nationally on an annual basis. They also run youth programs that are affiliated with the NBA.
 - Within the Florida region, **TNBA will put on approximately 16 tournaments per year** and mainly utilize the Big House, Game Point Event Center and Pick A Ball Sports Complex in Deerfield Beach.
 - **Tournaments require different facilities with at least 6 courts that can host about 80 teams per tournament. There is a huge need for additional tournament facilities in order to diversify the tournament offerings and competition levels.**
- Another facility is needed in the area for several reasons. **These include lack of tournament capable court facilities, a growing interest in basketball, facility fee structures, court layout, and management difficulties.**
 - Hourly court rentals can range from \$40 per court to \$150 per court because of the limited supply. Rates also depend on the ability to conduct tournaments through the public versus private sector.
- Popular tournament facilities in the southeast and throughout the country include Lake Point in Georgia, a new facility outside of Virginia Beach, Drive Nation in Irving, Texas (which are all 10+ courts).
- In addition to TNBA, there are about two to three main basketball tournament operators in the Orlando area competing for court space.

Interview: 3Step Sports

HSP spoke with upper-level management at 3Step Sports to understand the current tournament operations and potential opportunities for the organization in the region. The interview indicated the following:

- 3Step Sports organization has grown immensely over the years. Currently, the organization runs over 800 events in 43 states across 8 different sports. The largest sports for the organization is basketball followed by soccer and volleyball.
- **Florida is a challenging state to host tournaments because of the lack of quality with facilities.** The organization noted that it has been difficult to do business with Disney and therefore won't host tournaments at ESPN Wide World of Sports. The need for indoor facilities is huge in the area.
 - **An ideal indoor facility would have 8 to 10 basketball courts and 16+ volleyball courts to be full year-round.**
 - **3Step would be interested in conducting tournaments in the market and potentially explore the idea of having a master lease with a set amount of dates for events.** The facility should serve as a hub for tournaments where if extra court space is needed they could utilize local high schools or smaller facilities in the area as secondary sites.

Support Amenities: Hotel & Restaurant Analysis



Hotel Market Analysis

Local Lodging Summary

HSP, using data from Smith Travel Research, identified the 50 closest hotels within a 15-mile radius of the Project site.

The local lodging supply mainly consists of Upper Midscale, Upper Upscale and Upscale properties at 28, 22 and 21 percent, respectively.

This supply includes 50 hotel properties that total nearly 6,000 rooms. The average age of the hotel supply is 21 years with recent developments continuing to focus on Upper Midscale and Upscale properties.

Lodging Summary - Seminole County (Within a 15-mile radius)						
Chainscale	Rooms	% of Total Rooms	Hotels	Rooms per Hotel	Avg Year Open / Renovated	Avg Age (Years)
Upper Upscale	1,324	22%	5	265	2017	5
Upscale	1,237	21%	10	124	2004	19
Upper Midscale	1,694	28%	15	113	2006	16
Midscale	367	6%	3	122	2007	15
Economy	923	15%	8	115	1997	25
Independent	443	7%	9	49	1980	42
Total/Average	5,988	100%	50	131	2002	20

Source: Smith Travel Research, CoStar, Hotel websites, Hunden Strategic Partners

Local Hotel Supply Analysis

HSP identified the hotel competitive set in Seminole County by conducting market research and interviewing local hoteliers. HSP believes that the competitive set in the table below best reflects the sports lodging market in the area and its performance. There are 11 hotels in the competitive set that range from Upper Midscale to Upscale with 83 rooms to 309 rooms. The majority of hotels in the local supply are approximately eight miles from the Project site.

Property Name	City	Miles from Site	Rooms	Year Built / Renovated	Hotel Class
SpringHill Suites Orlando North/Sanford	Sanford, FL	7.8	105	2000	Upscale
Comfort Inn & Suites Orlando North Sanford	Sanford, FL	7.9	107	2002	Upper Midscale
Residence Inn By Marriott Orlando Lake Mary	Lake Mary, FL	8.4	119	2009	Upscale
Marriott Orlando Lake Mary	Lake Mary, FL	8.4	307	2018	Upper Upscale
Hampton Inn & Suites Lake Mary At Colonial Townpark	Lake Mary, FL	8.4	130	2016	Upper Midscale
Hilton Garden Inn Orlando North Lake Mary	Lake Mary, FL	8.6	123	2013	Upscale
Westin Lake Mary, Orlando North	Lake Mary, FL	8.7	252	2016	Upper Upscale
Courtyard Orlando Lake Mary North	Lake Mary, FL	9.0	83	2011	Upscale
Hyatt Place Lake Mary/Orlando-North	Lake Mary, FL	9.0	128	2016	Upscale
Embassy Suites by Hilton Orlando North	Altamonte Springs, FL	12.2	277	2012	Upper Upscale
Hilton Orlando Altamonte Springs	Altamonte Springs, FL	13.4	309	2018	Upper Upscale
Total / Average	11 hotels		1,940	2012	

Source: CoStar, Smith Travel Research

Local Hotel Supply Map

The adjacent map details the local hotel supply within 15 miles from the Project.

In order to accomplish tournament functionality, it is important for major youth sports developments, such as the Project, to have an adequate supply of nearby hotel rooms. Adequate hotel clusters help facilitate the site selection process for tournaments that span across multiple days.

The largest clusters of relevant hotel properties are located off of I-4 in Lake Mary and offer a mix of hotel options that range from Upper Midscale to Upper Upscale.

The following section details the hotel performance within the competitive set.



Competitive Set Performance

HSP pulled data from Smith Travel Research (STR) to understand the performance of the competitive set from January 2014 through October 2022. The local competitive set generally has been performing well over the eight-year period. From 2014 to 2019, ADR had been steadily increasing occupancy levels varying but overall stable. However, there has been minimal additional supply introduced to the market since 2014. The market began to recover in 2021 and 2022 with the highest ADR levels seen in 2022, but the overall performance has yet to fully recover to pre-pandemic levels.

Historical Supply, Demand, Occupancy, ADR, and RevPar for Competitive Hotels Seminole County, FL											
Year	Annual Avg. Available Rooms	Available Room Nights	% Change	Room Nights Sold	% Change	% Occupancy	% Change	ADR	% Change	RevPar	% Change
2014	1,939	707,735	--	511,984	--	72.3	--	\$99.87	--	\$72.25	--
2015	1,939	707,735	0.0%	528,370	3.2%	74.7	3.2%	\$106.65	6.8%	\$79.62	10.2%
2016	1,939	707,735	0.0%	533,741	1.0%	75.4	1.0%	\$113.28	6.2%	\$85.43	7.3%
2017	1,939	707,735	0.0%	560,703	5.1%	79.2	5.1%	\$118.20	4.3%	\$93.65	9.6%
2018	1,937	707,005	-0.1%	548,665	-2.1%	77.6	-2.0%	\$124.56	5.4%	\$96.66	3.2%
2019	1,940	708,100	0.2%	544,434	-0.8%	76.9	-0.9%	\$127.31	2.2%	\$97.89	1.3%
2020	1,914	698,583	-1.3%	277,133	-49.1%	39.7	-48.4%	\$118.13	-7.2%	\$46.86	-52.1%
2021	1,940	708,100	1.4%	409,825	47.9%	57.9	45.9%	\$113.29	-4.1%	\$65.57	39.9%
2022 YTD (Oct.)	1,940	589,760	0.0%	406,634	21.6%	68.9	21.6%	\$131.69	17.3%	\$81.70	42.5%

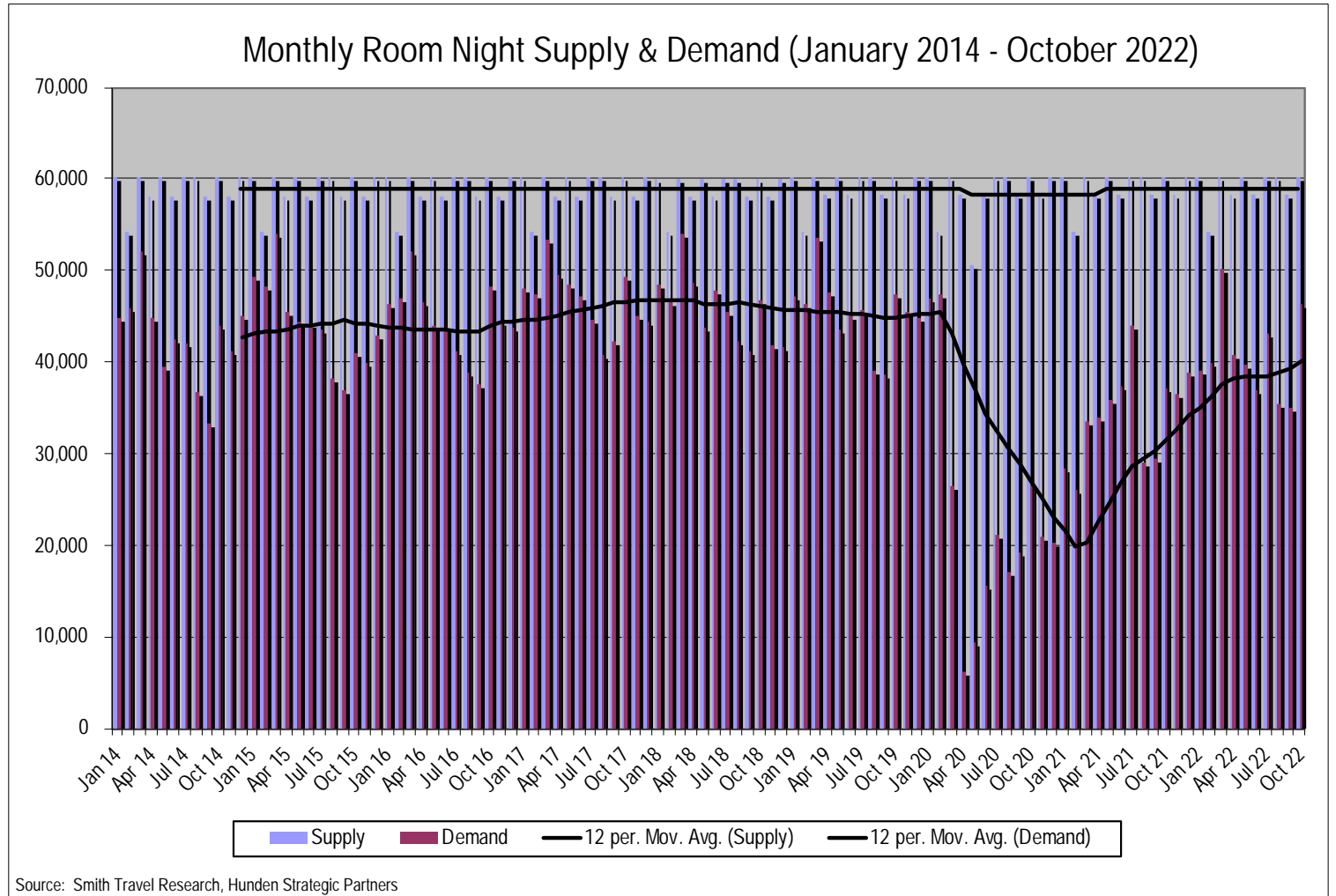
Source: Smith Travel Research, Hunden Strategic Partners

Supply & Demand

The supply of room nights in the local competitive set has remained constant leading up to the COVID-19 pandemic due to the lack of new product. Once the pandemic occurred in March 2020, hotels began to shut down, which shows the decrease in available supply.

Hotel room demand shows slight seasonal trends with late summer months such as July and August experiencing significantly lower demand than the rest of the year given the extreme heat. Florida's seasonality differs given the climate.

Demand followed a pattern until 2020 and has remained steady with supply, however, the lack of additional supply in the local area suggests a challenged market. Demand has begun to recover but has not quite reached pre-pandemic levels.



Seasonality

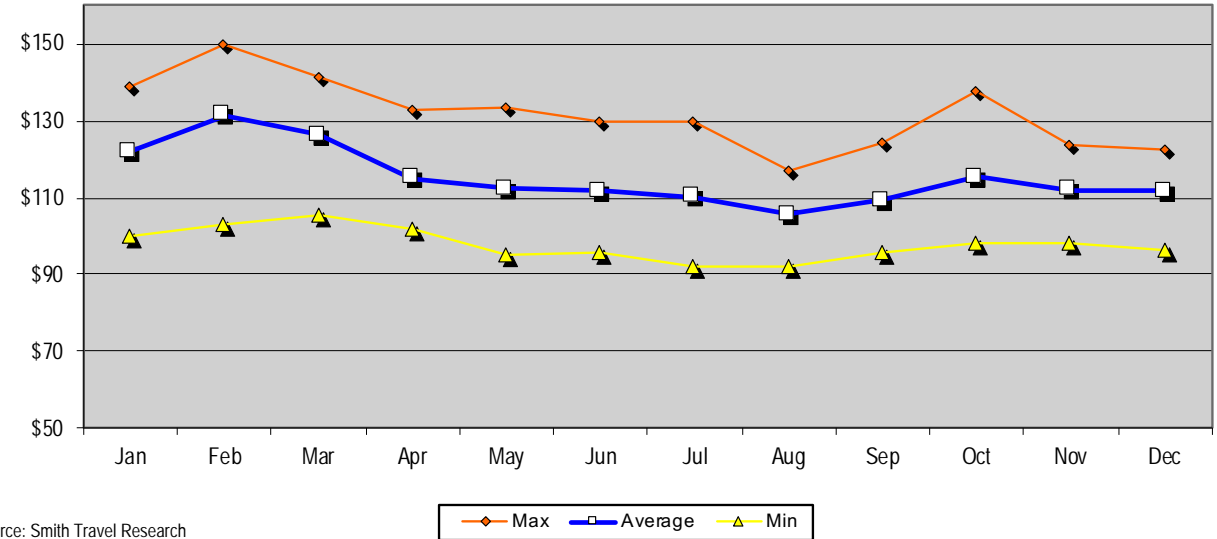
ADR & Occupancy

The adjacent tables detail the seasonal performance of the local competitive set since 2014.

As shown, the competitive set experiences its highest rates during the fall and winter months due to the climate and increased visitation from colder markets. In this case, the late summer months are more affordable given the extreme heat, demanding the lowest average historical rates, which is unusual in most markets.

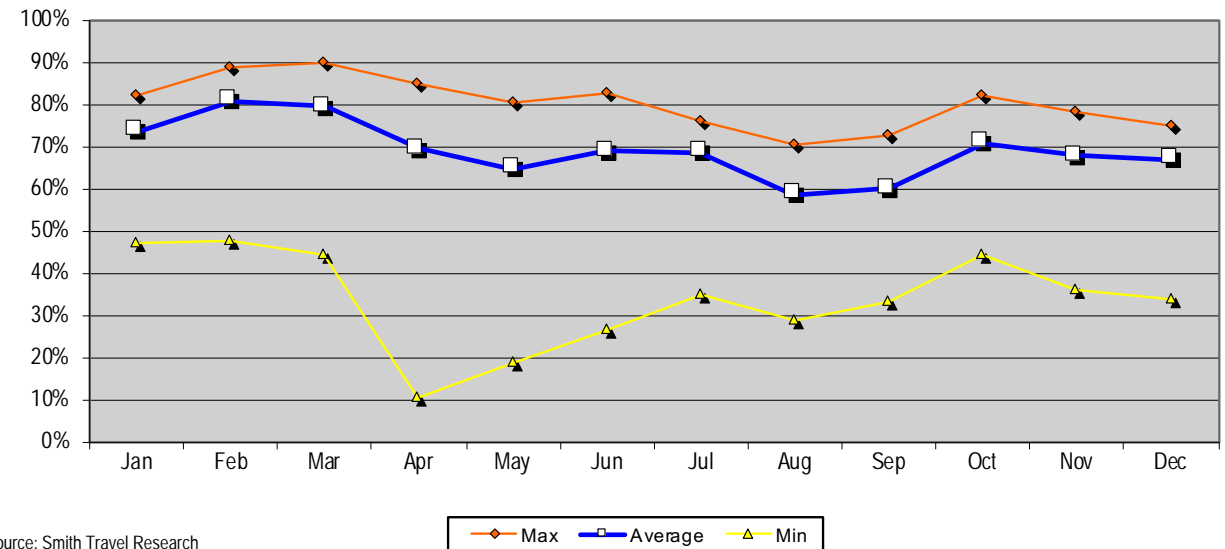
Occupancy trends follow a similar pattern as rates, with the shoulder season months being the highest demand periods.

Seasonality of Rate (January 2014 - October 2022)



Source: Smith Travel Research

Seasonality of Occupancy (January 2014 - October 2022)



Source: Smith Travel Research

Day of Week

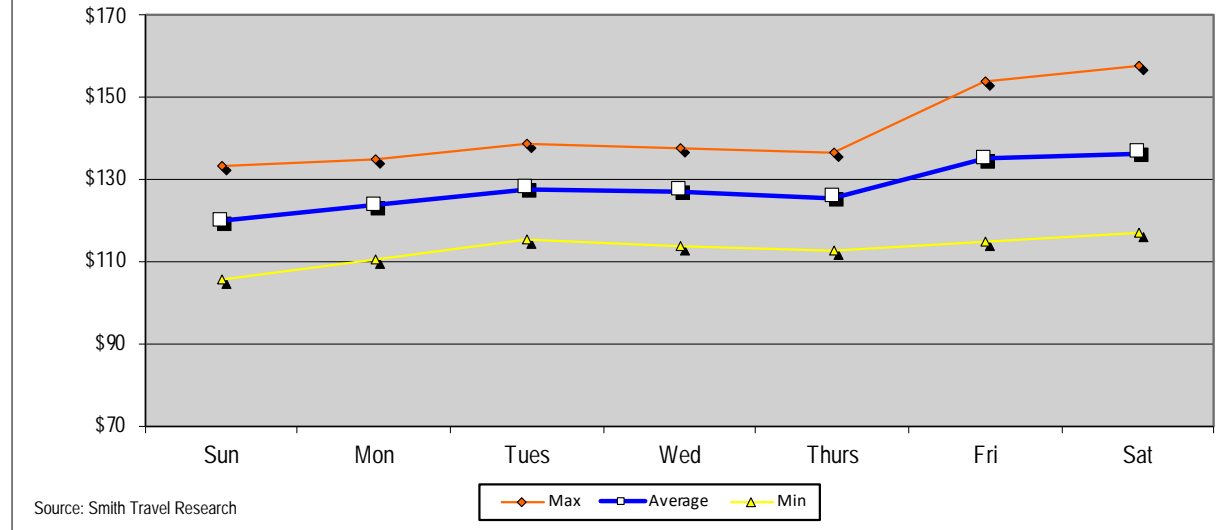
ADR & Occupancy

The adjacent tables detail the weekly performance of the local competitive set from November 2021 through October 2022.

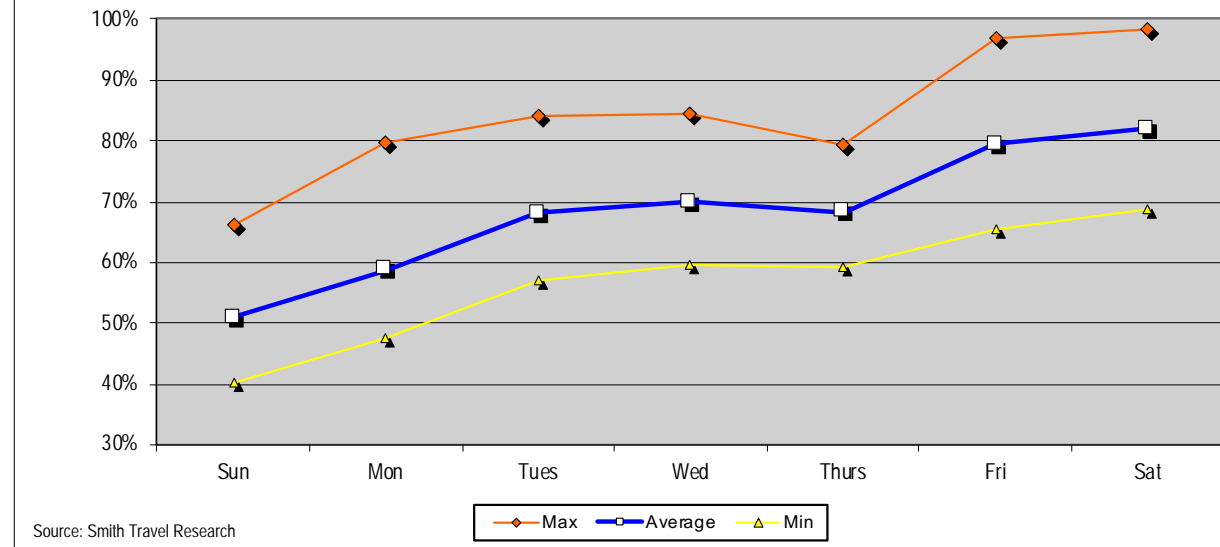
Typically, group and corporate travel occurs from Sunday through Thursday, while leisure travel occupies Friday and Saturday. The highest rates in the competitive set are on weekends although they are not that much higher than the weekdays.

On average, occupancy is greatest on Fridays and Saturdays, leading to a conclusion that leisure drives performance in the competitive set. Prior to the pandemic, corporate travel was a substantial demand driver during weekdays. However, corporate travel has not yet returned to the area in the same capacity where demand was stronger throughout the week prior the COVID-19 pandemic and restricted travel. A new trend called bleisure travel has grown in popularity all over the country, which is a hybrid of business and leisure travel that has induced more room nights during the week that will lead into the weekend on some occasions.

Average Daily Rate by Day of Week (November 2021 - October 2022)



Occupancy by Day of Week (November 2021 - October 2022)



Heat Chart

ADR & Occupancy

The adjacent tables detail the weekly performance of the local competitive set by month from November 2021 through October 2022.

As shown, both rate and occupancy increase towards the weekends and shoulder season months, both times where leisure travelers tend to go on vacation in the area. Throughout the year, Fridays and Saturdays consistently recorded the highest average daily rate and strongest occupancy levels. However, during peak months, weekdays recorded strong occupancy with competitive ADR levels. In 2022, March proved to be the most successful month for the competitive supply which is also a time that meetings and events pick up in the area in addition to spring break travelers.

ADR by Day of Week by Month - November 2021 - October 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Nov - 21	\$106	\$111	\$115	\$114	\$116	\$129	\$129	\$119
Dec - 21	\$106	\$111	\$117	\$117	\$113	\$123	\$123	\$117
Jan - 22	\$121	\$117	\$124	\$123	\$131	\$138	\$137	\$128
Feb - 22	\$133	\$124	\$128	\$129	\$131	\$148	\$151	\$136
Mar - 22	\$127	\$135	\$137	\$138	\$136	\$154	\$158	\$141
Apr - 22	\$121	\$126	\$131	\$131	\$125	\$138	\$145	\$133
May - 22	\$124	\$131	\$131	\$132	\$128	\$140	\$144	\$133
Jun - 22	\$122	\$130	\$133	\$129	\$126	\$134	\$133	\$130
Jul - 22	\$124	\$128	\$133	\$133	\$129	\$129	\$130	\$130
Aug - 22	\$112	\$117	\$120	\$118	\$115	\$115	\$117	\$117
Sep - 22	\$116	\$120	\$126	\$126	\$126	\$129	\$123	\$124
Oct - 22	\$126	\$131	\$139	\$137	\$132	\$145	\$149	\$138
Average	\$120	\$124	\$128	\$127	\$126	\$135	\$137	

Sources: Smith Travel Research

Occupancy Percent by Day of Week by Month - November 2021 - October 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Nov - 21	42.4%	49.7%	57.0%	59.5%	67.7%	84.9%	82.2%	62.7%
Dec - 21	48.4%	57.5%	60.7%	61.4%	61.9%	77.8%	82.3%	64.5%
Jan - 22	51.7%	49.0%	58.2%	61.6%	72.8%	83.4%	81.5%	65.0%
Feb - 22	61.5%	62.0%	72.5%	75.1%	73.2%	83.7%	86.5%	73.5%
Mar - 22	66.2%	79.6%	82.3%	83.1%	79.2%	96.7%	98.3%	83.4%
Apr - 22	44.9%	60.7%	72.8%	73.5%	64.5%	80.8%	86.1%	70.0%
May - 22	49.4%	56.5%	65.1%	72.4%	63.4%	74.3%	86.9%	65.9%
Jun - 22	47.8%	58.1%	67.4%	62.1%	59.8%	74.5%	76.7%	63.6%
Jul - 22	59.5%	63.7%	75.7%	80.3%	77.0%	73.0%	75.6%	71.8%
Aug - 22	40.3%	54.0%	61.2%	61.3%	60.6%	65.5%	68.9%	58.8%
Sep - 22	43.1%	47.5%	61.0%	65.2%	59.3%	72.3%	70.8%	60.3%
Oct - 22	55.2%	68.1%	83.9%	84.6%	79.1%	86.3%	87.7%	77.1%
Average	51.1%	58.5%	68.0%	69.8%	68.0%	79.2%	82.0%	

Sources: Smith Travel Research

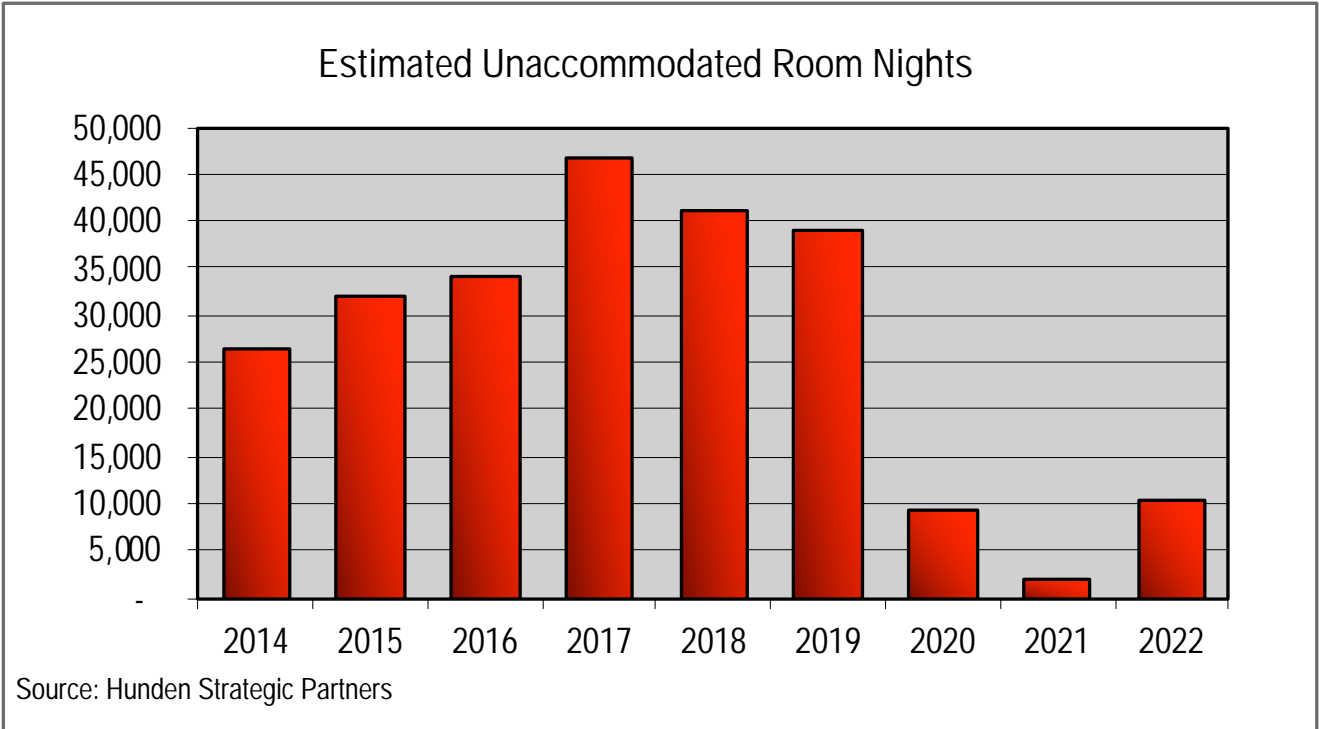
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Unaccommodated Room Nights

Unaccommodated room nights are described as excess demand for hotel room nights produced by lodgers who are displaced because they are unable to book a room in the hotel of their choice due to it being sold out.

The adjacent tables detail the annual estimated unaccommodated room nights.

2017 and 2018 had the greatest amount of excess demand that could not be accommodated at more than 45,000 and 40,000 room nights, respectively.



Interviews & Feedback

Hoteliers



HSP interviewed upper-level management at full-service hotels within the Seminole County hospitality market to better understand demand drivers and overall performance within the market. The following key implications were drawn:

- Corporate travel is nowhere near what it was prior to COVID-19. Most of the full-service hotels in the area are located near the high-tech corridor in Lake Mary where major Fortune 500 companies are located such as Deloitte, Wells Fargo and Verizon. However, since the pandemic and work from home culture there is way less corporate travel.
- Currently youth sports drives business during the spring, summer and fall months mainly. Given the climate in Central Florida, slower months include July and August given the extreme heat. However, youth sports operates on a year-round basis that helps fill the void.
 - Double queen rooms are the most popular for youth sports and many of these rooms are sold out on the weekends because of tournaments at Boombah Sports Complex.
- Meeting space is limited across hotels in the area with the Marriott having the largest single-room meeting space with an 8,400-square-foot ballroom and a junior ballroom of 1,500 square feet.
- Overall, the hospitality market in Seminole County needs to grow and help attract new business. Youth sports has been great for hotels in the area especially during the off-season and a potential new indoor sports facility could help facilitate future growth.

Hotel Market Implications

HSP analyzed the current hospitality market conditions in the area and how a potential sports facility development would perform and complement the hotel market. Key takeaways are as follows:

- There is currently an adequate supply of hotel rooms to meet current demand, however, most of the hotel supply that visitors stay at are more than five miles from the Project. There is a limited amount of full-service hotels in the area with no new supply additions delivered in recent years.
- Youth sports has been a big demand driver in the spring, summer and fall months. Leisure travel is also at its highest in the spring months.
- Youth sports teams look for properties with significant double queen rooms at an affordable price.
- An indoor sports component would help increase occupancy in the slower months and would generate greater economic impact for the area. Additional hotel developments surrounding the Project would be ideal for attracting national tournaments.





Retail & Restaurant Market Analysis

Retail & Restaurant Supply



The major restaurant and retail clusters closest to the Project are located in downtown Sanford, Lake Mary and along Highway 17-92.

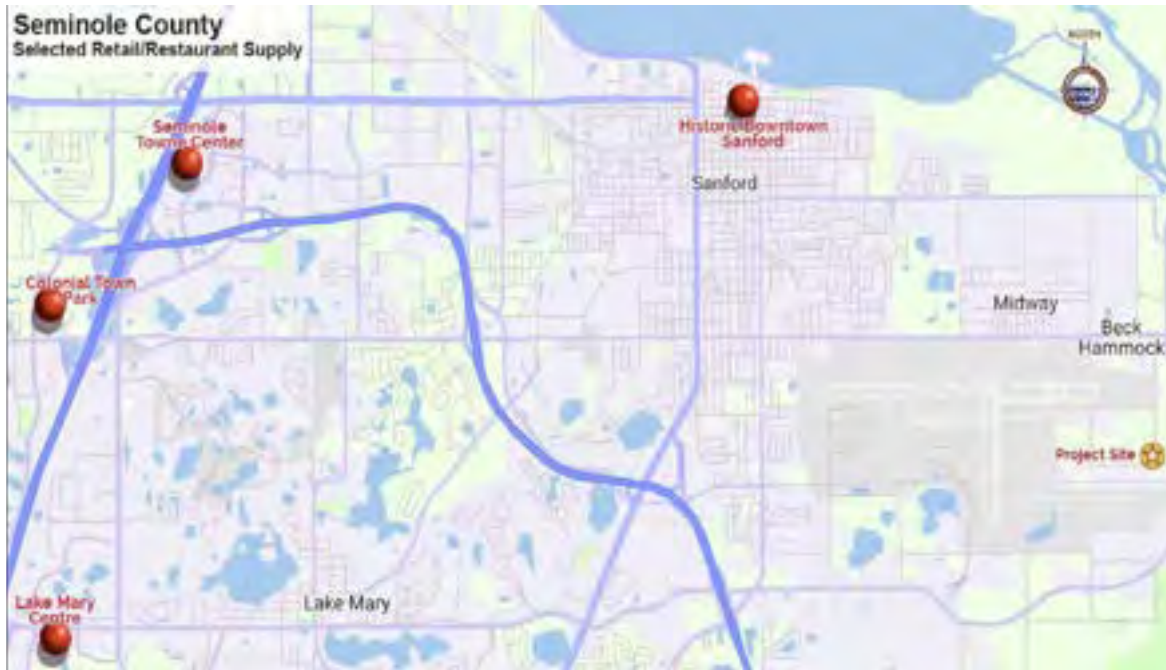
With the airport proximity, most food establishments near the Project are fast food offerings. Near the local hotel clusters, there is more of a variety of food offerings that accommodate larger groups. Retail & restaurant nodes are an important factor for sports as they provide youth sports participants and attendees with an array of offerings before and after sports practices and tournaments.

Seminole County promotes an extensive list of retail and restaurant options such as the Lake Mary Centre near the central business district. However, there is limited offerings for retail and restaurant within a five-mile radius of the Project. In order to support a large caliber of tournaments and attendees, additional support amenities should be introduced to the immediate area.



Restaurant & Retail Supply

HSP selected a few retail & restaurant offerings to highlight as they are group-friendly and supportive of the Project.



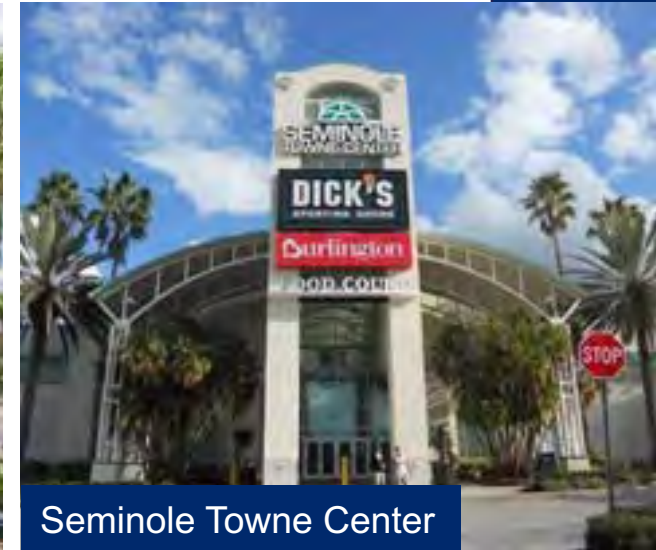
Historic Downtown Sanford



Lake Mary Centre



Colonial Town Park



Seminole Towne Center

Retail & Restaurant Market Implications

The following implications were drawn from HSP's retail and restaurant analysis:

- A cluster of retailers and restaurants creates critical mass, which makes a location more favorable to live and play.
- Retail & restaurant nodes are an important factor for sports as they provide youth sports participants and attendees with an array of offerings before and after sports practices and tournaments.
- Seminole County has some clusters of restaurant and retail, however, there is no significant commercial development surrounding the Project.
- A major youth sports development will facilitate future growth in retail and restaurant offerings closer to the Project. Currently, there is a limited supply that is catered toward group-friendly business, however, increased visitation to the area provided by the Project would result in higher demand for commercial development near the site.





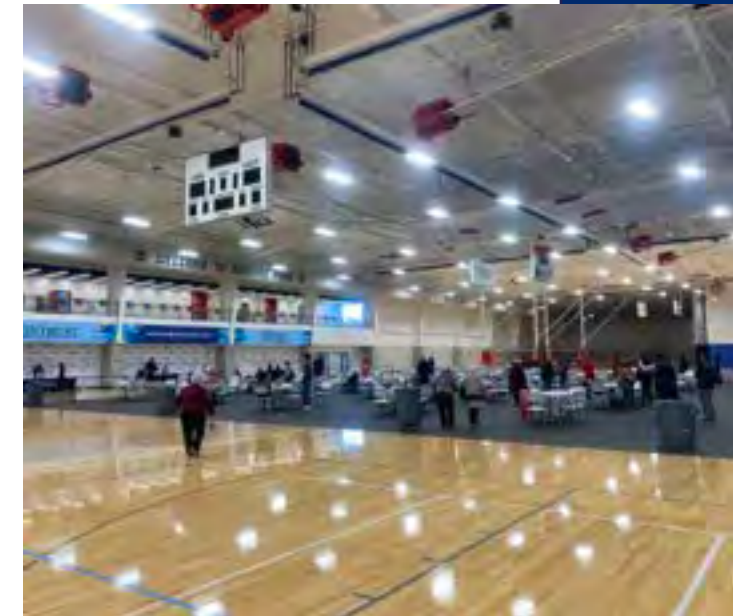
| **Benchmark Facilities**

Case Study Facilities

HSP analyzed several facilities to help form implications and recommendations for Seminole County.

Through interviews and past projects, HSP evaluated various facilities across the country for performance history, programming, costs, funding and key takeaways for the Project. The following facilities are analyzed in the following chapter.

- Rock Hill Sports and Event Center
- LakePoint Champion Center
- Wintrust Sports Park
- UW Health Sports Factory
- Round Rock Sports Center



Rock Hill Sports & Event Center

Location: Rock Hill, South Carolina

Opened: 2019

Owner/Operator: City of Rock Hill

Cost: \$25 Million

Features:

- 170,000 square feet
- 8 basketball courts (16 volleyball courts)
- 1 Championship Court (1,200 seats or convertible into 2 additional courts)

Notes:

Rock Hill Sports and Events Center is located within a mixed-use district that connects Winthrop University and Downtown Rock Hill. According to VisitRockHill, the facility hosts leagues, tournaments, conferences and conventions, concerts and community events.

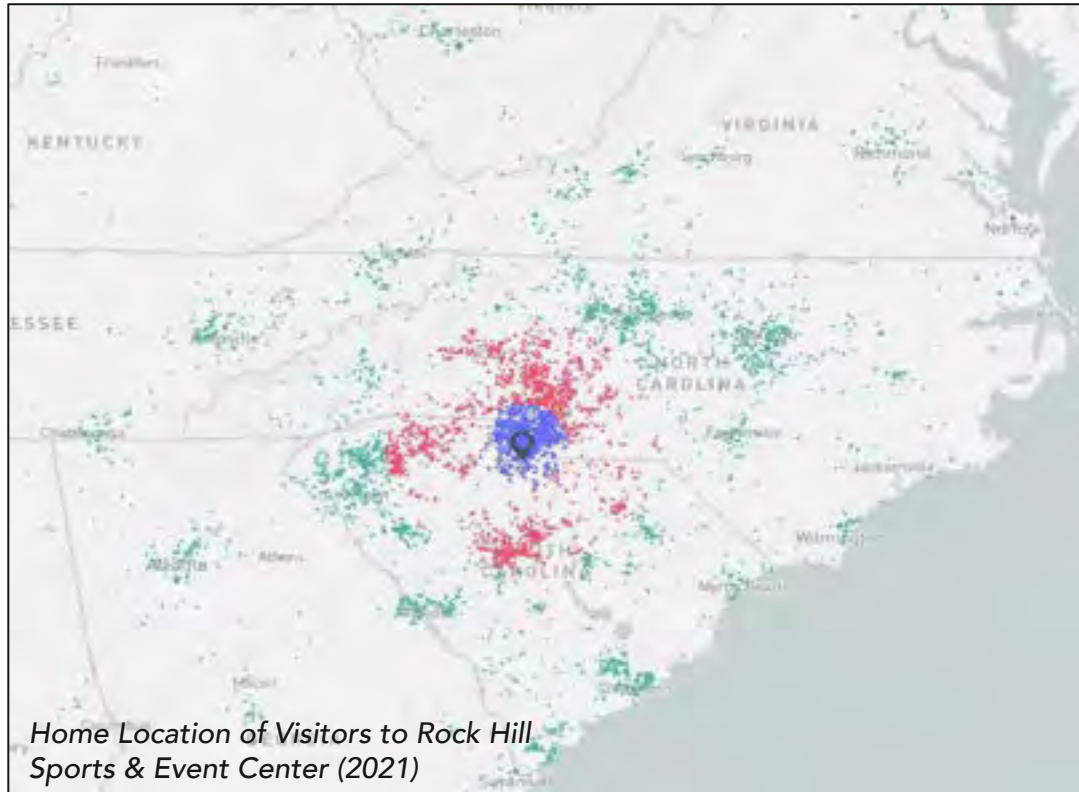
Funding:

The City of Rock Hill issued a \$20.8 million tax-exempt bond and a \$485,000 taxable bond to fund the project.



Rock Hill Sports & Event Center Visitation

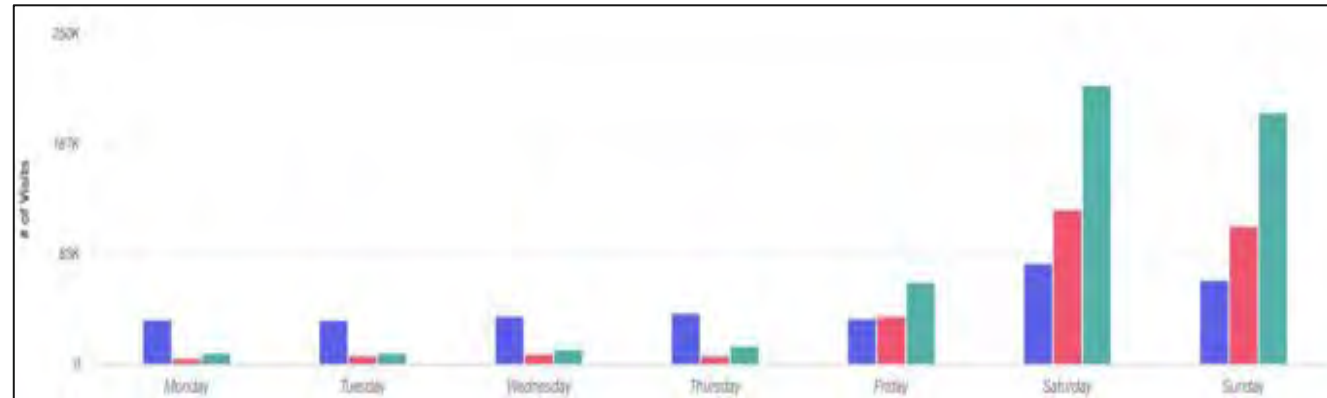
Rock Hill Sports & Event Center has been successful since its opening due to the variety of events the facility is able to host. The number of courts and the championship court has allowed the facility to host high-profile national tournaments and showcases. Nearly 50 percent of the facility's visitation came from beyond 75 miles in 2021.



Rock Hill Sports & Event Center - Rock Hill, SC
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	314,800	29%	70,700	25%	4.45
Regional Distance - Between 25 and 75 miles	280,600	26%	71,700	26%	3.91
Long Distance only - Over 75 miles	502,800	46%	138,400	49%	3.63
Total Visits	1,098,200	100%	280,800	100%	3.91

Source: Placer.ai



LakePoint Champion Center

Location: Emerson, Georgia

Opened: 2016

Owner/Operator: Private

Cost: \$32 Million

Features:

- 170,000 square feet
- 12 basketball courts (24 volleyball courts)

Notes:

The LakePoint Champion Center is located on the 1,300-acre LakePoint Sports campus in Emerson, GA. The campus features on-site hotels, restaurants, retail, a waterpark and other entertainment.

HSP spoke with tournament operators that schedule events in Florida and Georgia. Operators conveyed that within a calendar year, there are not many tournaments that require twelve courts, and the size of the facility often feels overbuilt.

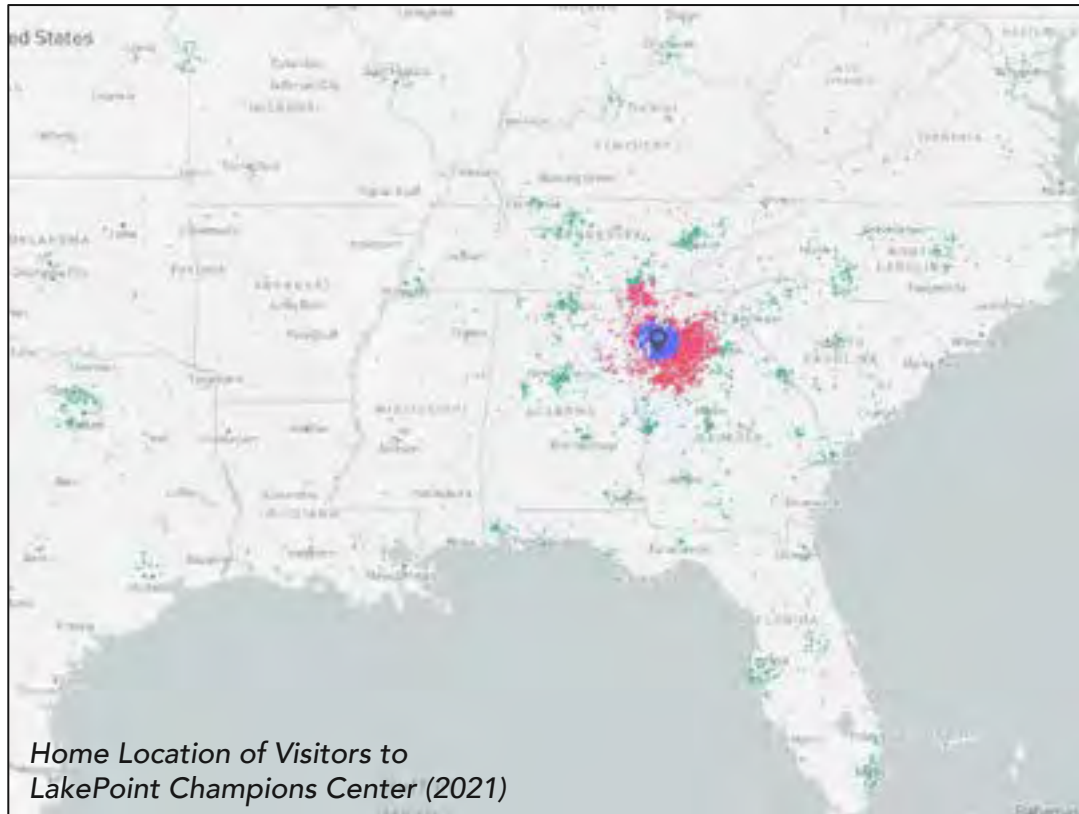
Funding:

LakePoint's indoor facility was built in a second phase and received a \$32 million bond from Bartow County.



LakePoint Champion Center Visitation

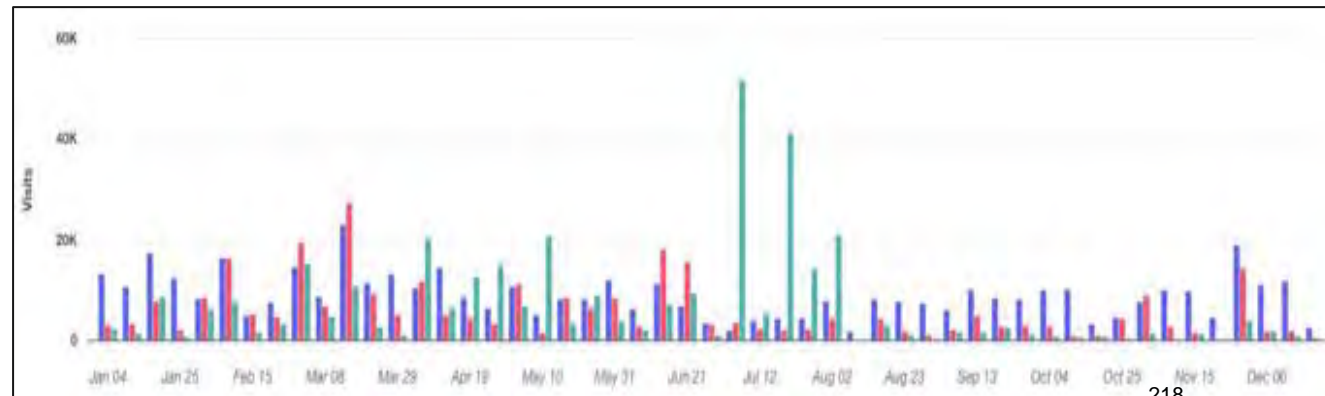
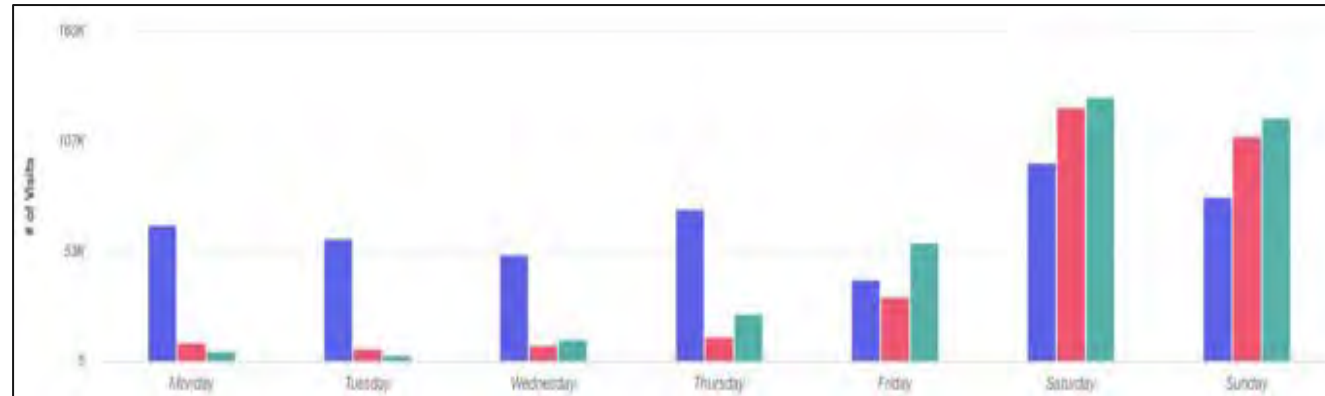
LakePoint Sports is one of the largest youth sports development sin the country, but visitation data was solely analyzed on the indoor component of the project. In 2021, the facility attracted over 1.1 million visitors, primarily from neighboring states, but had a major presence in the southern half of the country as a result of hosting basketball, volleyball, futsal, pickleball and other indoor tournaments.



LakePoint Champions Center - Emerson, GA
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	464,300	42%	126,000	31%	3.68
Regional Distance - Between 25 and 75 miles	296,000	27%	128,400	32%	2.31
Long Distance only - Over 75 miles	343,100	31%	149,300	37%	2.30
Total Visits	1,103,400	100%	403,700	100%	2.73

Source: Placer.ai



Wintrust Sports Park

Location: Bedford Park, Illinois

Opened: 2021

Owner: Village of Bedford Park

Operator: Sports Facilities Companies

Cost: \$32 Million

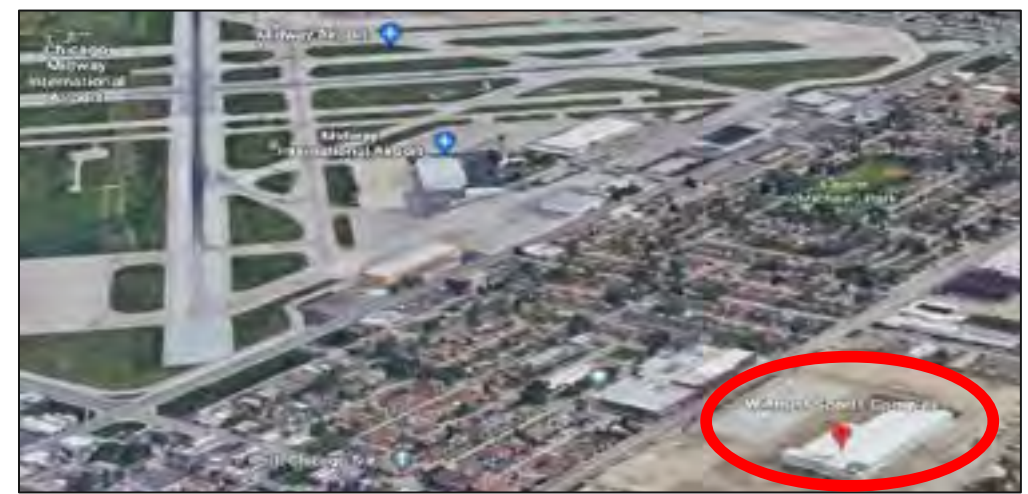
Features:

- 116,000 square feet
- 8 basketball courts (16 volleyball courts)
- 1 Championship Court
- Arcade, Laser Tag, E-Sports Gaming Room
- Meeting & Event Space
- Bar and Lounge with Full Kitchen

Notes:

Wintrust Sports Park is Chicago's newest youth sports facility. Wintrust is strictly an indoor facility equipped with ample court space and amenities for large scale tournaments as well as an e-sports room to host competitive matches.

The facility is located less than a mile from Chicago Midway International Airport.



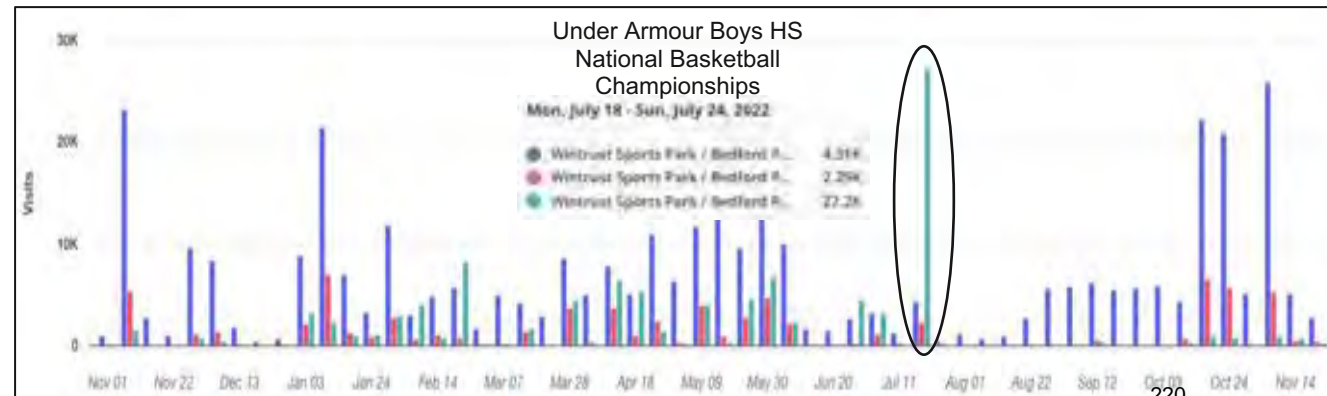
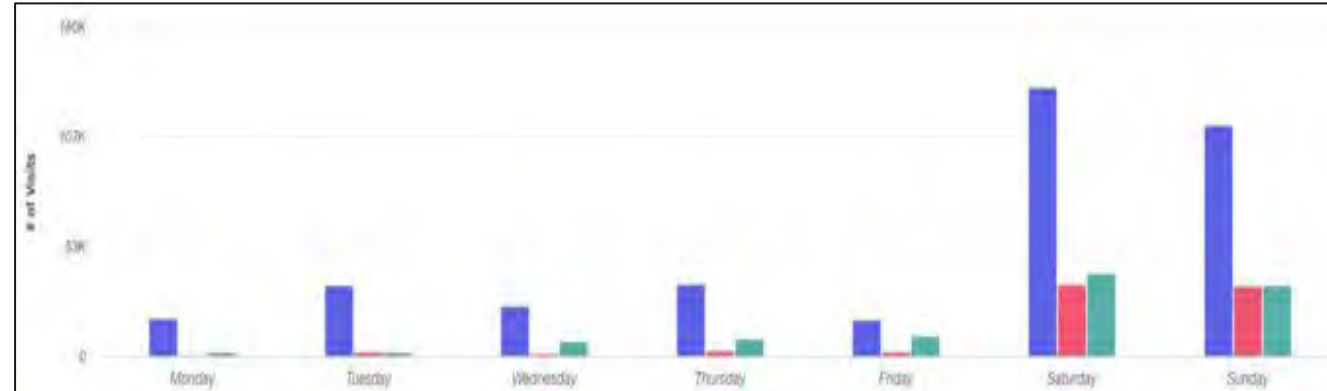
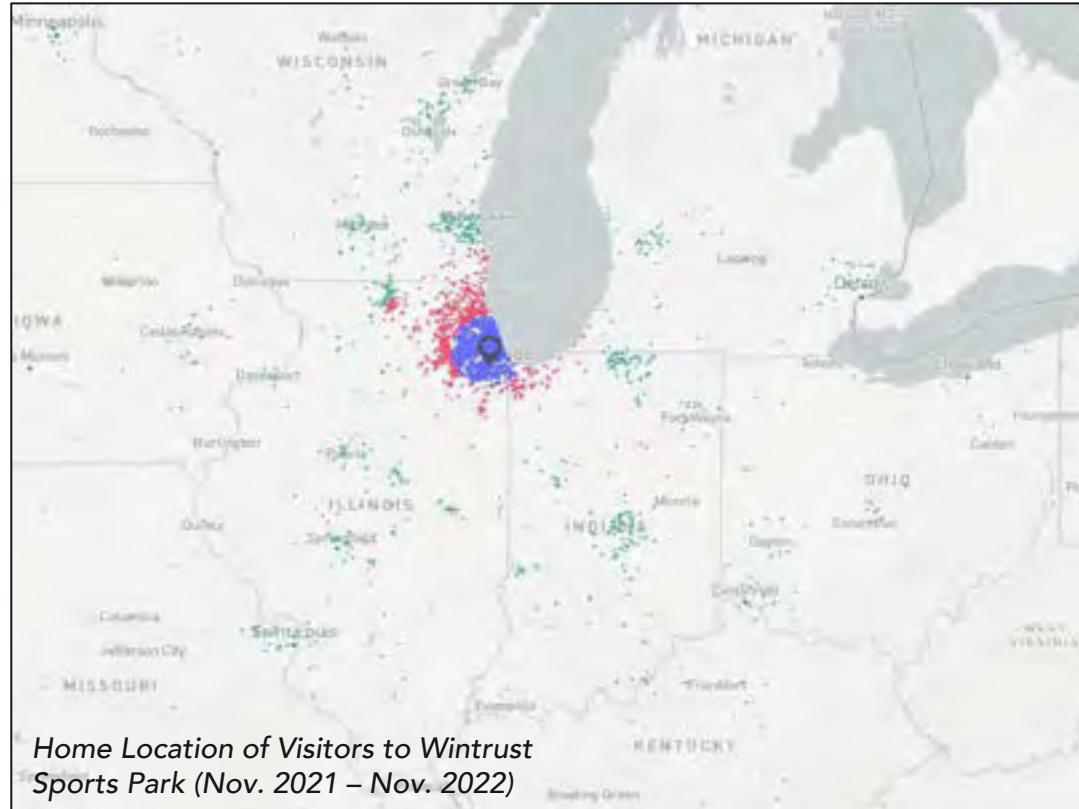
Wintrust Sports Park Visitation

Since opening in September 2021, Wintrust Sports Park has emerged as a hotspot within the Chicago MSA for hosting regional and national tournaments. SFC works with multiple tournament operators to host events throughout the year at the facility.

Wintrust Sports Park - Bedford Park, IL
November 2021 - November 2022

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	372,500	67%	132,000	62%	2.82
Regional Distance - Between 25 and 75 miles	77,500	14%	34,100	16%	2.27
Long Distance only - Over 75 miles	103,800	19%	47,500	22%	2.19
Total Visits	553,800	100%	213,600	100%	2.59

Source: Placer.ai



UW Health Sports Factory

Location: Rockford, IL

Opened: 2016

Cost: \$24.4 million

Owner: City of Rockford

Operator: Rockford Park District

Sports Features:

- 96,000 square feet
- 8 basketball courts (16 volleyball courts)
- Seating for up to 3,700 spectators

Additional Amenities:

- Events plaza
- Restaurant/bar
- Five meeting rooms

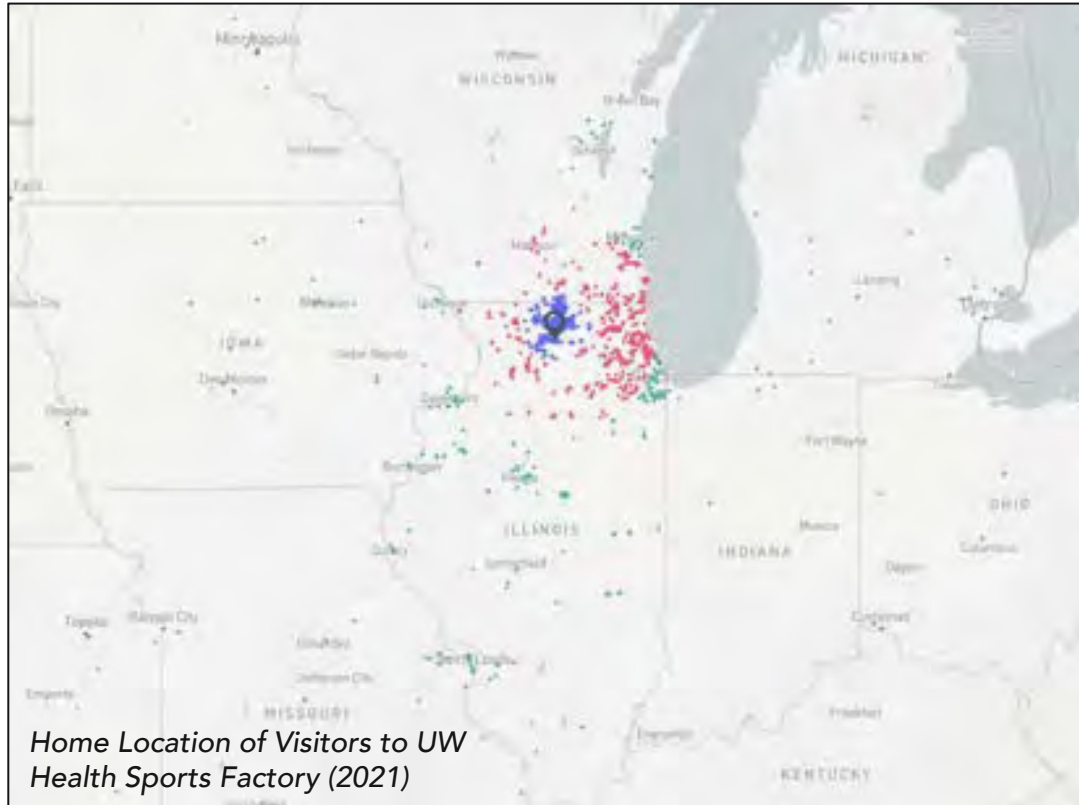
Funding:

The facility was funded by the City of Rockford, the Rockford Park District, multiple grants and a two percent increase to the countywide hotel tax.



UW Health Sports Factory Visitation

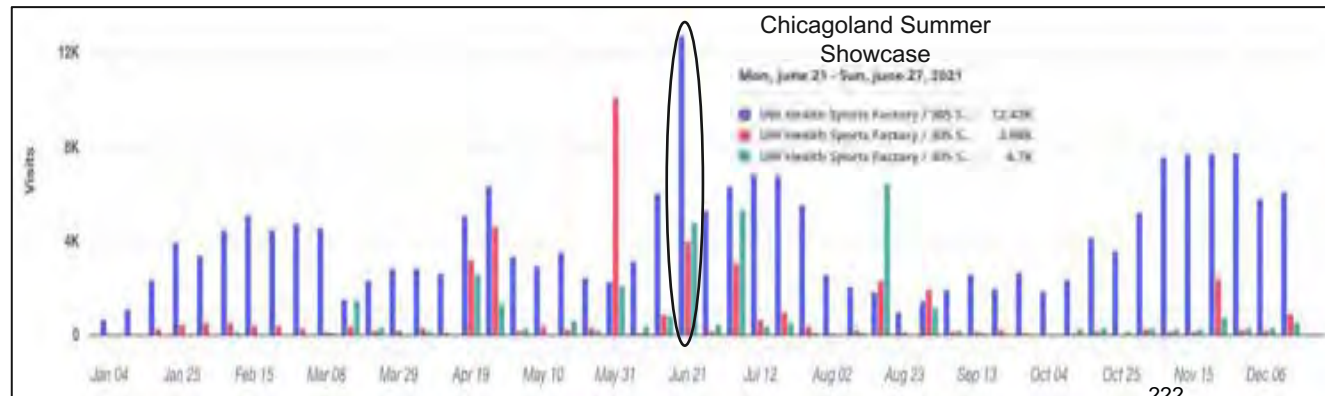
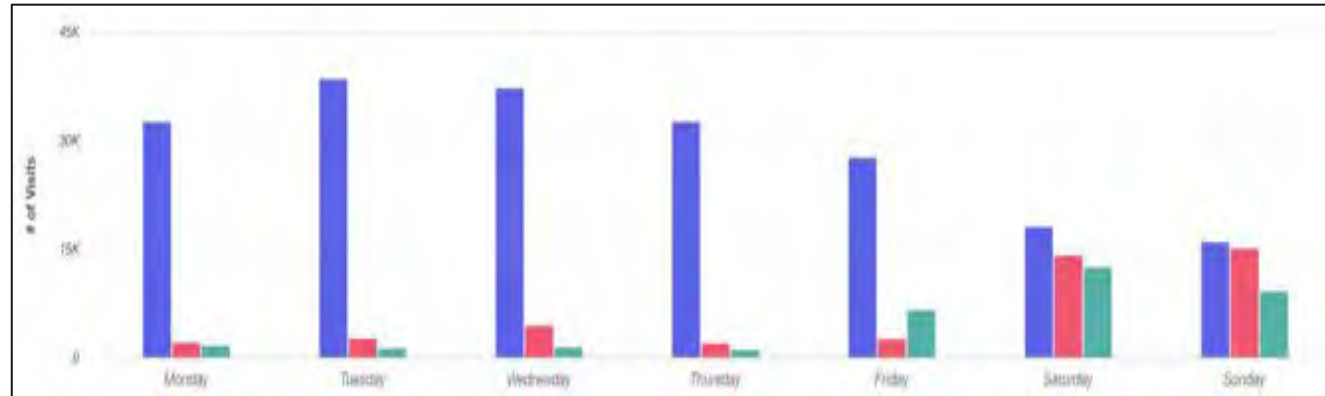
UW Health Sports Factory sees highly localized visitation, with the average visitor making over five trips to the facility throughout 2021. The facility is centrally located between Milwaukee, Madison, Chicago and other cities in Illinois and Iowa, making it a popular regional tournament destination.



UW Health Sports Factory - Rockford, IL
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	202,900	72%	38,300	50%	5.30
Regional Distance - Between 25 and 75 miles	43,100	15%	21,300	28%	2.02
Long Distance only - Over 75 miles	33,900	12%	16,400	22%	2.07
Total Visits	279,900	100%	76,000	100%	3.68

Source: Placer.ai



Interview: UW Health Sports Park

HSP interviewed representatives of UW Health Sports Park in Rockford, IL to understand the dynamic of their facility, the demand for space, and their regional draw for indoor tournaments. This interview indicated the following:

- The facility opened in 2016 with 8 full-sized basketball courts, which can accommodate 16 volleyball courts.
- The facility added pickleball lines on 4 courts, allowing for a maximum of 12 pickleball games being played at a time.
- It took the facility awhile to foster and build a strong base of tournament demand.
- There is a dead season at the end of July and into August where there is not a lot of basketball and volleyball demand.
- For the larger basketball/volleyball tournaments, the facility collaborates with the local schools and parks district.
- Basketball prime-time rental rates are \$60/hr, while non-prime-time is \$40/hr. or even \$20/hr.
- The rental rate for volleyball is typically \$30/hr.
- If they were to change one thing it would be to get a confirmed commitment from an anchor basketball and volleyball program before opening.
- The key is to stay flexible, with a diversity of activities going on to keep the facility filled and continual cash flows coming in.

Round Rock Sports Center

Location: Round Rock, Texas

Owner: City of Round Rock

Operator: City of Round Rock, Sports Facilities Companies

The City of Round Rock has two premier sports complexes which are outlined below. Each of the facilities is within a 10-minute drive of one another:

- **Round Rock Sports Center:** 6 basketball/12 volleyball
- **Round Rock Multipurpose Complex & Old Settlers Park:** 10 soccer, 5 artificial (1 championship), 5 grass (1 championship), 25 diamonds (20 baseball, 5 softball)

Funding: In 2008, the City of Round Rock funded a \$18.2 million renovation and expansion of Old Settlers Park, which sparked the city's campaign as the "Sports Capital of Texas."

In 2012, The City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase to the city's Hotel Occupancy Tax and the remaining cost of the facility was covered by the city's general fund.

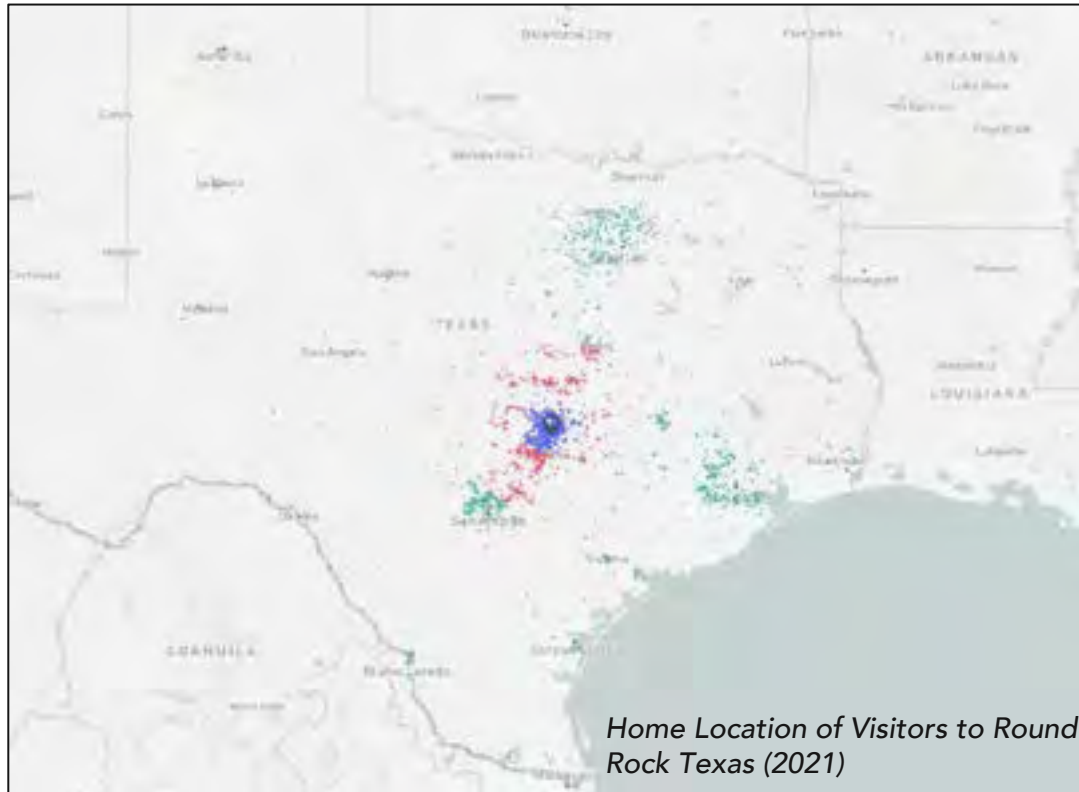
In 2017, Old Settlers Park underwent a 6-acre, \$27 million expansion project that added the Round Rock Multipurpose Complex.



Round Rock Texas

Visitation

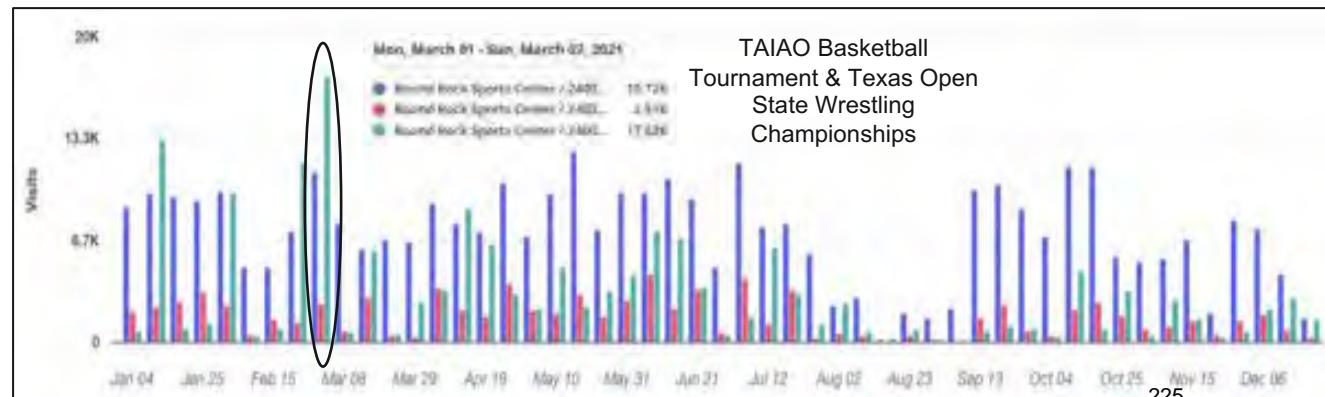
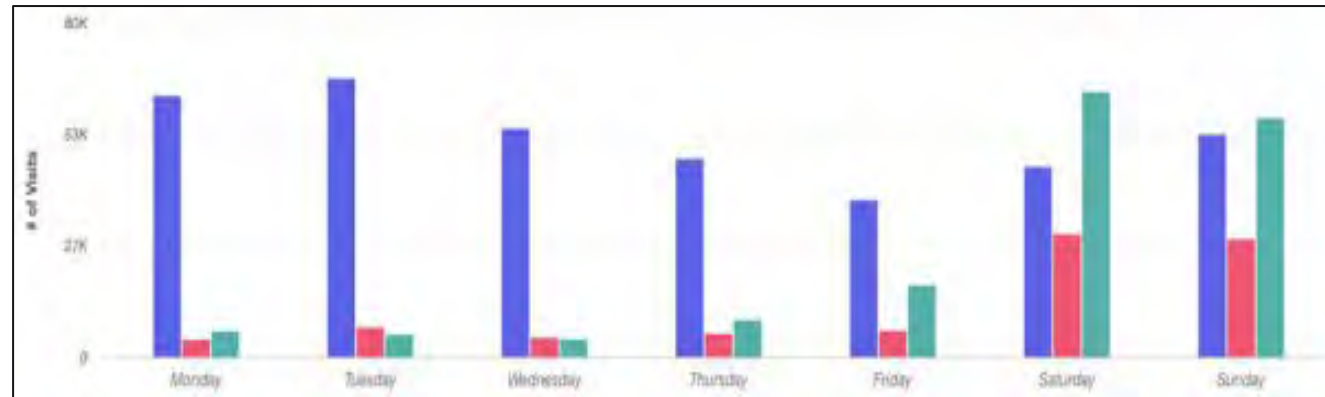
In 2021, Round Rock is located between many of Texas' major cities including Austin, Dallas, San Antonio and Houston and induced strong visitation across the state. The Sports Center is the city's indoor complex shows that a facility of the recommended size of the Project induces strong visitation for tournaments throughout the weekends during the year.



Round Rock Sports Center - Round Rock, TX
January 2021 - December 2021

Visitor Origins by Distance from Site	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 25 miles	368,900	60%	58,100	41%	6.35
Regional Distance - Between 25 and 75 miles	86,700	14%	23,700	17%	3.66
Long Distance only - Over 75 miles	163,600	26%	60,800	43%	2.69
Total Visits	619,200	100%	142,600	100%	4.34

Source: Placer.ai



Interview: City of Round Rock

HSP interviewed management at Round Rock Sports Center to better understand the demand for sports in the area, the local supply of facilities and any potential gaps in the market. The interview indicated the following:

- Volleyball and basketball are the two major sports that occupy indoor court space for tournaments, practices and league games. Falling behind this is cheer, dance and other indoor sports such as futsal.
- A number of new facilities are in the planning stages in the greater Austin/San Antonio area due to the growth witnessed in the region in the past several years. It is important to build the facility or space to suit what the needs will be five or ten years into the future. Focusing on the uses of the facility rather than the space is a must.
- How the facility is managed is critical to its success. The Round Rock Sports Center is managed by the city and rented out to major tournament operators and teams in the area.

Implications

- Major youth sports complexes primarily draw visitation from within their regions, but when they are programmed correctly, they attract attention from nation tournament operators.
- Interviews with tournament organizers and 2021 visitation data for Rock Hill and LakePoint reveal that with the 4 additional courts at LakePoint, there is no direct correlation with increased visitation.
- It is critical to form partnerships with organizations to keep the facility rented out consistently and receive a stable stream of cash flows.
- The feasibility and success of these complexes hinges on the organizational structure, whether it be privately funded, city owned and operated, or set up as a non-profit organization.
- Indoor facilities must be flexible, be open to a variety of event types and uses, and always be creative with branding and exposure.
- Support amenities for the families that are travelling to watch their children play are crucial, including food and beverage, entertainment, and hotels and accommodations.



| Implications & Recommendations

SWOT Analysis

The following SWOT analysis details the strength, weaknesses, opportunities and threats related to the proposed youth sports facility in Seminole County, Florida.

STRENGTHS



- Growing population and strong local/regional market.
- Central location in Florida and 35 miles from downtown Orlando.
- No major competitive indoor facilities within Seminole County.
- Proven success with Boombah Sports Complex.

OPPORTUNITIES



- Tournament-grade indoor sports facility.
- Unobstructed function space that could serve as an emergency shelter for the County.
- Private sector partnerships with tournament operators.
- Additional commercial development surrounding the airport and sport complexes.

WEAKNESSES



- Limited full-service hotels in the County and no hotels within 5 miles of the Project site.
- Lack of development around the proposed Project.
- Losing tourism dollars to Orange County and the Orlando market.

THREATS



- Other proposed, competing facilities within the Florida market.
- Private indoor facilities in neighboring counties and similar destination cities.
- Competing interests between club and recreational usage given the rapid residential growth.

How to Capitalize on Strengths & Mitigate Weaknesses



The following key headlines outline ways Seminole County can both leverage their strengths and mitigate some of their weaknesses with the proposed youth sports complex.

Strong Local/Regional Demand

Youth sports continue to grow in the area as the residential population continues to increase. Indoor clubs and tournament operators have expressed that the lack available court supply has restricted growth of their programs and limits tournament sizes. Seminole County and the greater Orlando market have a strong demand base that can fill court space throughout the week within a large sports complex and draw tournaments on the weekends.

Weak Supply Within Florida

A high-quality indoor facility with ample court space for tournaments is in need for Central Florida. The majority of the large tournaments are held at the Convention Center with the remainder split between a handful of facilities. The local and regional supply is extremely limited for the demand and population of the state. A regional facility in Seminole County would recapture demand that currently leaves the market for tournaments and induce tournament visitation from all over the country.

Destination Appeal

Seminole County has the ability to leverage its geographical location between the biggest theme parks found in Orlando and beaches on the east coastline. A new indoor sports facility will add to the youth sports destination that Boombah has started and give Seminole County a competitive advantage when appealing to tournament operators. A youth sports destination that is also close to well-known family entertainment will enhance its attractiveness for larger regional and national tournaments.

Headlines – Seminole County Youth Sports

The following bullets summarize the key findings and headlines. In order to assess the viability of any project and make informed recommendations, there are key elements that must be considered.

- **Facility and Site Needs.** General site parameters for a successful youth sports facility include availability of land for current and potential future development, accessibility, proximity to hotel/restaurant nodes and flat topography. Roughly 15-20 acres are typically needed for an indoor facility, depending on future expansion and parking. In order to appeal to tournament operators, it is ideal that an indoor facility has onsite amenities that can accommodate spectators and teams in their down time.
- **Support Amenities.** Nearby hotel and restaurant nodes not only help the local area but also serve as a selling point for larger tournaments that will ultimately attract overnight visitors. The industry is driving spending and overnight stays for all types of municipalities around the country. While many industries that fall under the tourism umbrella were hurt by the COVID-19 pandemic, the youth sports industry has stayed consistent in terms of driving economic impact for municipalities.
- **The Supply & Demand.** There is significant demand for indoor space in the greater Orlando area. Currently all major tournaments are being held at a select few facilities aside from the Orange County Convention Center. However, given the Convention Center's popularity among conventions and meetings on a national basis, there is a limited number of weekends available for youth sports tournaments. Local facilities claim that a lot of their major tournaments come from turned away business from the Convention Center and ESPN, which still can not be fully accommodated with the current local supply.
- **Case Studies.** Flexibility is a major ingredient to the success of youth sports developments. The ability to host a diverse mix of sporting events, and potentially non-sporting events will enhance the chances of a facility's success. Key on-site amenities that complement a major youth sports complex include food and beverage offerings, lounge/play areas for participants and fans, community space and physical therapy/sports performance space.

Recommendations

The adjacent table details the recommended programming for the Project. Based on the analysis of the youth sports market in the greater Orlando area, the region and interviews with market experts, tournament organizers and other stakeholders, HSP recommends a minimum of 9 hardwood basketball courts with the ability to configure into 18 volleyball courts for this specific site at Moore’s Station. An indoor sports facility is optimal for this site with its proximity to Boombah Sports Complex.

Included in the nine-court recommendation is a championship style court that has retractable seating for spectators. The championship court would be separated from the remaining courts to enhance the exclusivity factor. This would be a unique asset that is not currently found in the local supply and would help to attract national tournaments of a higher caliber. Estimated square footage is approximately 139,000 with the minimum court recommendation. There could be a potential opportunity for additional courts, however, HSP believes the recommendation has the highest chance of success for the longevity based on market conditions and comparable venues analyzed in this study.

Onsite amenities are the key to success for the longevity of this facility to become an established tournament destination. This will also help the facility’s ability to host non-sports related events when needed.

Seminole County Indoor Sports Facility Recommendations

Feature	Unit	Unit Size
Recommendation (Minimum)	SF	~139,000
Indoor Courts (Hardwood)	Courts	
Basketball	Courts	9
Volleyball	Courts	18
Seating		900

Minimum Parking 900

Other Key Amenities:

- Concession/Food Service Area
- Restaurant/Café
- Stage
- Play Area/Lounge Space
- Performance/Physical Therapy Area
- Meeting Rooms
- Lobby Space

Building Needs:

- Team/Changing Rooms
- Ample Parking
- Offices
- Public Restrooms
- Storage
- First Aid Station

Source: HSP, Convergence Design

LEGEND:

- 1 Development Site
- 2 Overflow Parking
- 3 Parking
- 4 Play
- 5 Indoor Sports Facility
- 6 Detention



Concept Site Plan



Seminole County Indoor Sports Facility







East Lake Mary Blvd

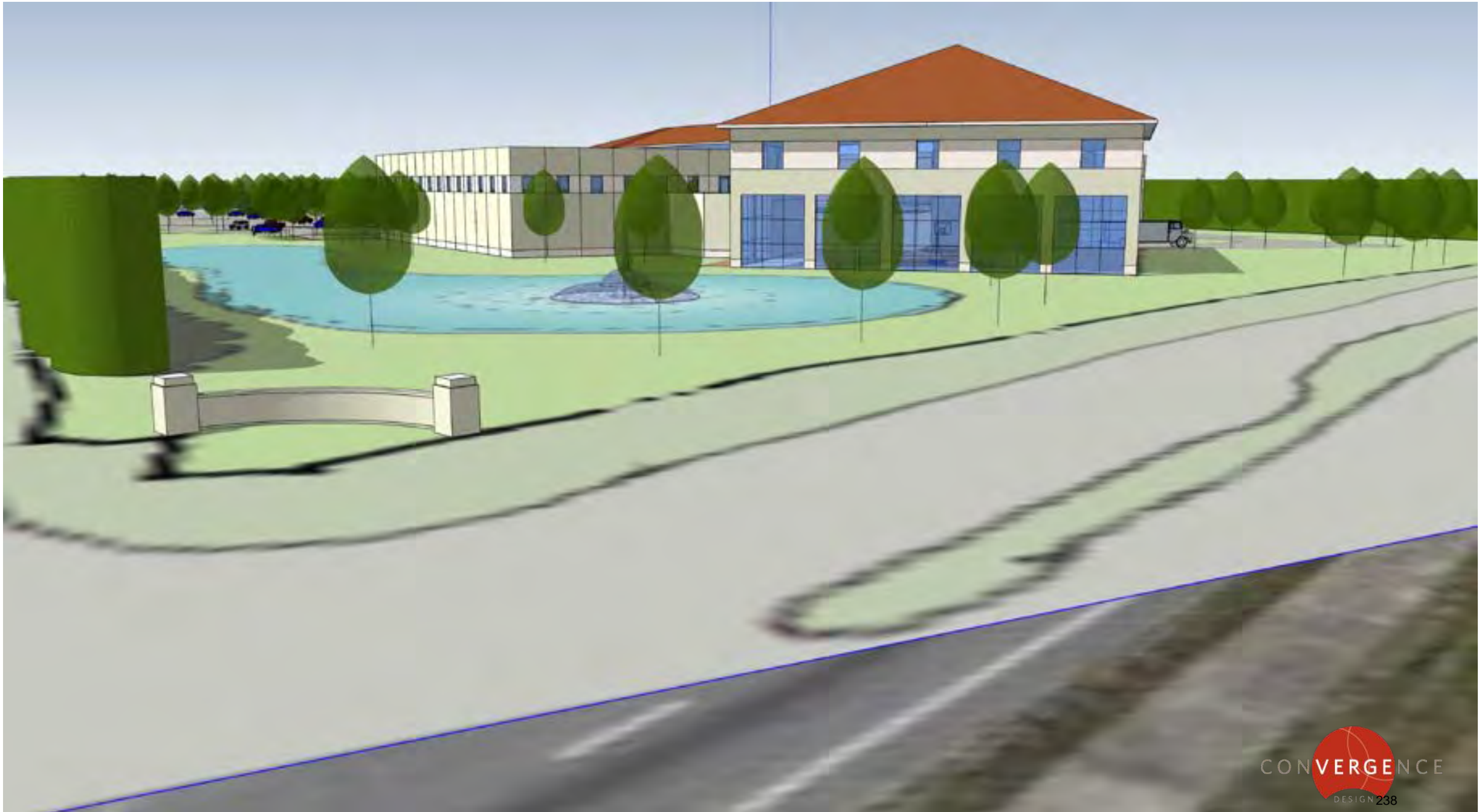
East Lake Mary Blvd





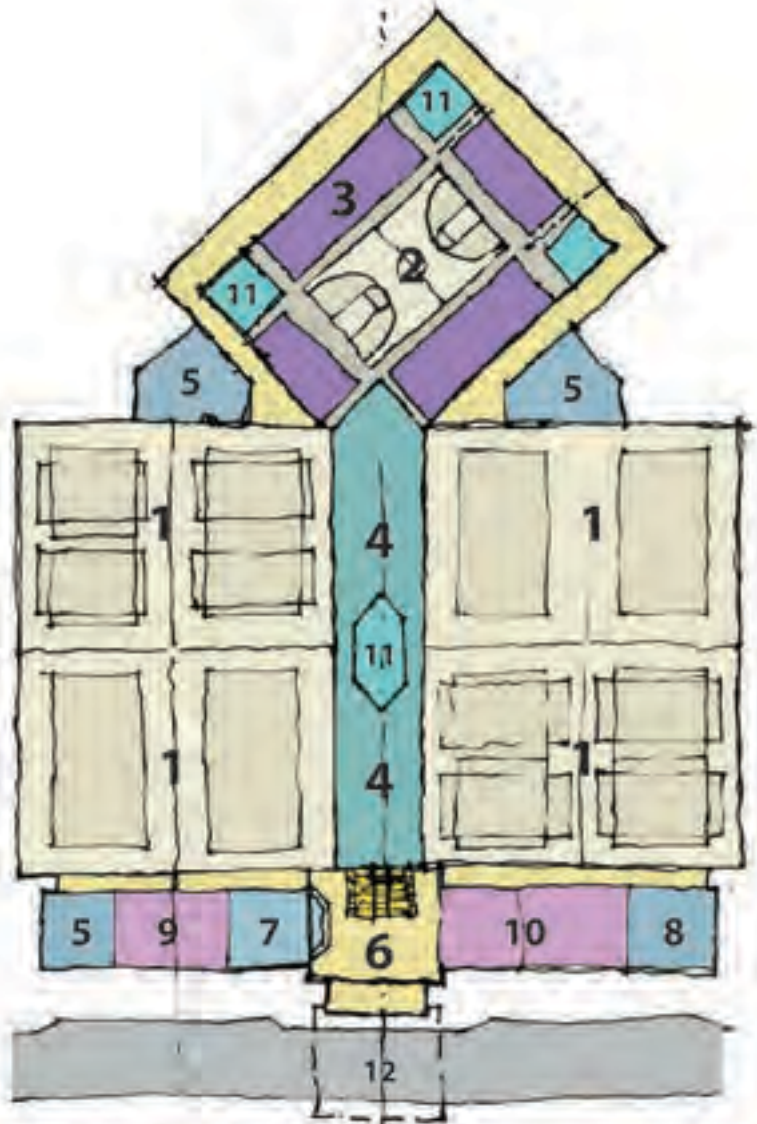
East Lake Mary Blvd











- LEGEND:**
- 1 Tournament Courts
 - 2 Championship Court
 - 3 Seating
 - 4 Dining Above/Dressing Below
 - 5 Mech./Storage
 - 6 Lobby
 - 7 Admin/Retail
 - 8 Childcare
 - 9 Sports Medicine
 - 10 Meeting Rooms
 - 11 Concession/Restroom
 - 12 Drop Off Drive

Concept Plan

Cost Estimates - Seminole County Indoor Sports Facility

Building	Construction Cost	Soft Cost	Project Cost
Upper Level	\$3,200,000	\$800,000	\$4,000,000
Main Level	\$44,600,000	\$11,200,000	\$55,800,000
Total Building	\$47,800,000	\$12,000,000	\$59,700,000
Sitework	Construction Cost	Soft Cost	Project Cost
Parking	\$1,400,000	\$400,000	\$1,800,000
Landscaping	\$900,000	\$300,000	\$1,100,000
Other Sitework	\$300,000	\$100,000	\$400,000
Total Sitework	\$2,500,000	\$300,000	\$1,400,000
Total Building & Site	\$50,300,000	\$12,300,000	\$61,100,000

Source: Convergence Design

Soft Costs	
Fees, Testing	9%
Fixtures, Furnishings	6%
Contingency	10%
Total Soft Costs	25%

Note: The Project's estimated construction costs account for rising costs based on the market realities. Convergence Design consulted with Florida contractors to confirm the estimated construction costs given the magnitude.



Demand & Financial Projections

Tournament Projections

Seminole County - Sports Complex Projection & Proforma												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Events by Type												
Basketball Tournaments	10	12	14	15	16	16	16	16	16	16	16	16
Volleyball Tournaments	12	14	16	18	20	20	20	20	20	20	20	20
Wrestling Meets	--	--	1	1	1	1	1	1	1	1	1	1
Cheer/Dance	1	1	2	2	2	2	2	2	2	2	2	2
Pickle Ball	4	6	8	8	8	8	8	8	8	8	8	8
Graduations	2	2	4	4	4	4	4	4	4	4	4	4
Banquets/Special Events	3	4	6	8	8	8	8	8	8	8	8	8
Total	32	39	51	56	59	59	59	59	59	59	59	59
Event Days by Type												
	Days/Event											
Basketball Tournaments	2.5	25	30	35	38	40	40	40	40	40	40	40
Volleyball Tournaments	2.5	30	35	40	45	50	50	50	50	50	50	50
Wrestling Meets	2.0	--	--	2	2	2	2	2	2	2	2	2
Cheer/Dance	2.0	2	2	4	4	4	4	4	4	4	4	4
Pickle Ball	1.5	6	9	12	12	12	12	12	12	12	12	12
Graduations	1.0	2	2	4	4	4	4	4	4	4	4	4
Banquets/Special Events	1.0	2	2	4	4	4	4	4	4	4	4	4
Total		67	80	101	109	116	116	116	116	116	116	116

Source: Hunden Strategic Partners

The Project is projected to host various indoor events upon opening. The indoor sports complex is expected to host 32 events in Year 1 and reach nearly 60 events upon stabilization. The facility is projected to be utilized between 67 and 116 days per year for tournament and event activity. Given the local and regional demand, basketball and volleyball tournaments are expected to host the greatest amount of tournaments at the facility, which are typically multi-day events.

Attendance Projections

Rental hours during the week will play a key role in generating revenue for the facility. HSP projected the number of total rentable hours by surface type during weekdays and projected the total hours that the indoor court space will be used.

At stabilization, HSP projects the rental utilization rate to be 60 percent for the court space given the local demand. Court utilization has the opportunity to be greater during the week with an anchor tenant regularly using the facility.

Daily rentals account for the majority of attendance projections throughout the year, followed by volleyball tournaments. Once the indoor facility is stabilized in Year 5, HSP projects more than 318,000 annual visitors. Projected tournament attendance is calculated based on industry averages show in the top chart. Attendance projections are compared to successful indoor facilities in the regional area.

Event	Teams per Tournament	Participants per Team	Total Participants	Spectator per Participant	Total Spectators	Total Attendance
Basketball Tournaments	75	12	900	1.5	1,350	2,250
Volleyball Tournaments	100	12	1,200	1.5	1,800	3,000
Wrestling Meets	40	15	600	1.2	720	1,320
Cheer/Dance	25	25	625	1.7	1,063	1,688
Pickle Ball	50	2	100	0.5	50	150

Source: Hunden Strategic Partners

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Yr 20	Yr 30
Utilization Projections								
Indoor Court Total Rentable Hours	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Indoor Court Utilization	50.0%	53.0%	55.0%	58.0%	60.0%	60.0%	60.0%	60.0%
Indoor Court Rental Hours	11,250	11,925	12,375	13,050	13,500	13,500	13,500	13,500
Average Attendance by Event Type								
Basketball Tournaments	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
Volleyball Tournaments	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Wrestling Meets	1,320	1,320	1,320	1,320	1,320	1,320	1,320	1,320
Cheer/Dance	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688
Pickle Ball	150	150	150	150	150	150	150	150
Graduations	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Banquets/Special Events	250	250	250	250	250	250	250	250
Total Attendance by Event Type								
Daily Rentals	168,750	178,875	185,625	195,750	202,500	202,500	202,500	202,500
Basketball Tournaments	22,500	27,000	31,500	33,750	36,000	36,000	36,000	36,000
Volleyball Tournaments	36,000	42,000	48,000	54,000	60,000	60,000	60,000	60,000
Wrestling Meets	--	--	1,320	1,320	1,320	1,320	1,320	1,320
Cheer/Dance	1,688	1,688	3,375	3,375	3,375	3,375	3,375	3,375
Pickle Ball	600	900	1,200	1,200	1,200	1,200	1,200	1,200
Graduations	6,000	6,000	12,000	12,000	12,000	12,000	12,000	12,000
Banquets/Special Events	750	1,000	1,500	2,000	2,000	2,000	2,000	2,000
Total	236,288	257,463	284,520	303,395	318,395	318,395	318,395	318,395

Source: Hunden Strategic Partners

Projected Rental Rates

Projected rental rates for the indoor sports complex are based off market demand and the local market conditions. HSP analyzed the rental rates for venues in the area that regularly host tournaments and aim to fill court space during the week with local events.

Since the Project will be owned by Seminole County, it is expected that the venue will serve as a community asset. With that, rental rates are lower than what is currently offered in the market when compared to private facilities that aim to operate at a profit versus driving economic impact for the area.

Event	Average Rent Per Hour	Average Rent Per Day
Court Sport Hourly Rentals	\$35	--
Basketball Tournaments	\$40	\$2,880
Volleyball Tournaments	\$20	\$2,880
Wrestling Meets	\$40	\$2,880
Cheer/Dance	\$40	\$2,880
Graduations	--	\$5,000
Banquets/Special Events	--	\$4,500

Source: Hunden Strategic Partners

Proforma

Seminole County - Sports Complex Projection & Proforma													
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30	
Revenue (000s)													
Rental Revenue	\$ 586	\$ 662	\$ 766	\$ 839	\$ 906	\$ 933	\$ 961	\$ 990	\$ 1,020	\$ 1,050	\$ 1,412	\$ 1,897	
Net Concessions/Catering	\$ 156	\$ 181	\$ 218	\$ 244	\$ 267	\$ 273	\$ 279	\$ 286	\$ 293	\$ 300	\$ 382	\$ 492	
Advertising & Sponsorship (net)	\$ 125	\$ 129	\$ 133	\$ 137	\$ 141	\$ 145	\$ 149	\$ 154	\$ 158	\$ 163	\$ 219	\$ 295	
Lease Revenue	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60	\$ 61	\$ 63	\$ 65	\$ 88	\$ 118	
Other	\$ 26	\$ 29	\$ 34	\$ 37	\$ 39	\$ 41	\$ 42	\$ 43	\$ 44	\$ 45	\$ 60	\$ 81	
Total	\$ 943	\$ 1,053	\$ 1,204	\$ 1,311	\$ 1,409	\$ 1,450	\$ 1,491	\$ 1,534	\$ 1,578	\$ 1,624	\$ 2,161	\$ 2,882	
Expenses (000s)													
Salaries, Wages & Benefits	\$ 710	\$ 732	\$ 754	\$ 776	\$ 800	\$ 824	\$ 848	\$ 874	\$ 900	\$ 927	\$ 1,246	\$ 1,674	
General & Admin	\$ 65	\$ 67	\$ 69	\$ 71	\$ 73	\$ 75	\$ 78	\$ 80	\$ 82	\$ 85	\$ 114	\$ 153	
Utilities	\$ 210	\$ 216	\$ 223	\$ 229	\$ 236	\$ 243	\$ 251	\$ 258	\$ 266	\$ 274	\$ 368	\$ 495	
Sales & Marketing	\$ 28	\$ 32	\$ 36	\$ 39	\$ 42	\$ 43	\$ 45	\$ 46	\$ 47	\$ 49	\$ 65	\$ 86	
Repairs & Maintenance	\$ 105	\$ 108	\$ 111	\$ 115	\$ 118	\$ 122	\$ 125	\$ 129	\$ 133	\$ 137	\$ 184	\$ 247	
Insurance	\$ 18	\$ 20	\$ 23	\$ 25	\$ 27	\$ 28	\$ 29	\$ 30	\$ 31	\$ 32	\$ 42	\$ 57	
Advertising & Other	\$ 72	\$ 74	\$ 76	\$ 79	\$ 81	\$ 83	\$ 86	\$ 89	\$ 91	\$ 94	\$ 126	\$ 170	
Reserves	\$ 47	\$ 53	\$ 60	\$ 66	\$ 70	\$ 72	\$ 75	\$ 77	\$ 79	\$ 81	\$ 108	\$ 144	
Total	\$ 1,255	\$ 1,301	\$ 1,353	\$ 1,400	\$ 1,448	\$ 1,492	\$ 1,536	\$ 1,582	\$ 1,629	\$ 1,678	\$ 2,254	\$ 3,027	
Net Operating Income	\$ (313)	\$ (248)	\$ (149)	\$ (89)	\$ (39)	\$ (42)	\$ (45)	\$ (48)	\$ (51)	\$ (54)	\$ (93)	\$ (145)	

Source: Hunden Strategic Partners

HSP projects that the Project is expected to operate at a loss overall but will prove to be a successful community asset that generates significant economic impact for the local area. Over time, sports complexes develop a consistent and stable tournament model, which leads to increasing operating margins. Rental revenue is expected to generate the most revenue, followed by net concessions/catering. Lease revenue is generated through the onsite restaurant and physical therapy spaces that will have the opportunity to lease out space. Expenses are adjusted accordingly for inflation over the next 30 years, where at stabilization in Year 5 the Project is expected to operate at a loss of approximately 40,000.

Staffing Summary

The adjacent table outlines the projected potential staffing summary for the Project and the estimated payroll cost with the recommended indoor functions. The table uses actual staffing rates provided by Seminole County.

There will likely be additional staffing needs of general staff, program coordinators and support staff.

Facility Staffing Summary		
Position	Salary	Benefits
Indoor Sports Complex Manager	\$62,744	\$25,097
Asst. Recreation Facility Manager - Operations	\$42,883	\$17,153
Asst. Recreation Facility Manager - Maintenance	\$42,883	\$17,153
Sports Specialist - FT	\$37,044	\$14,818
Sports Specialist - FT	\$37,044	\$14,818
Sports Specialist - FT	\$37,044	\$14,818
Recreation Specialist - PT	\$18,522	\$3,704
Recreation Specialist - PT	\$18,522	\$3,704
Recreation Specialist - PT	\$18,522	\$3,704
Maintenance Worker II - FT	\$38,896	\$15,558
Maintenance Worker II - FT	\$38,896	\$15,558
Maintenance Worker I - FT	\$33,600	\$13,440
Maintenance Worker I - FT	\$33,600	\$13,440
Maintenance Worker I - FT	\$33,600	\$13,440
Maintenance Worker I - PT	\$16,800	\$3,360
Maintenance Worker I - PT	\$8,400	\$1,680
Janitorial - Outsourced	--	--
Concessionaire - Outsourced	--	--
Total	\$519,000	\$191,447
Combined Total		\$710,447
Source: Orlando North Seminole County Sports		

Daytrips & Overnights

Impact Inputs & Projections												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
% and # Daytrips												
Daily Rental												
Basketball Tournaments	45,000	54,000	63,000	67,500	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Volleyball Tournaments	63,000	73,500	84,000	94,500	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Wrestling Meets	--	--	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452
Cheer/Dance	2,363	2,363	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725
Pickle Ball	792	1,188	1,584	1,584	1,584	1,584	1,584	1,584	1,584	1,584	1,584	1,584
Graduations	4,500	4,500	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Banquets/Special Events	675	900	1,350	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Total	116,330	136,451	165,111	180,561	195,561	195,561	195,561	195,561	195,561	195,561	195,561	195,561
% and # Overnights												
Daily Rental	-	-	-	-	-	-	-	-	-	-	-	-
Basketball Tournaments	11,250	13,500	15,750	16,875	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Volleyball Tournaments	27,000	31,500	36,000	40,500	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Wrestling Meets	--	--	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188
Cheer/Dance	1,013	1,013	2,025	2,025	2,025	2,025	2,025	2,025	2,025	2,025	2,025	2,025
Pickle Ball	108	162	216	216	216	216	216	216	216	216	216	216
Graduations	1,500	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Banquets/Special Events	75	100	150	200	200	200	200	200	200	200	200	200
Total	40,946	47,775	58,329	64,004	69,629	69,629	69,629	69,629	69,629	69,629	69,629	69,629
Source: Hunden Strategic Partners												

HSP projects that the sports complex will induce daytrips and overnight stays through its events. Daytrips are projected to increase from approximately 116,000 in Year 1 to over 195,000 in Year 5 with daily rentals, basketball tournaments and volleyball tournaments generating the most visitation. Overnight trips are expected to total approximately 41,000 in Year 1 to over 69,000 in Year 5, generating significant economic impact for the area.

Room Nights

Impact Inputs & Projections												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Total Room Nights Generated												
Basketball Tournaments	4,688	5,625	6,563	7,031	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Volleyball Tournaments	11,250	13,125	15,000	16,875	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750
Wrestling Meets	--	--	540	540	540	540	540	540	540	540	540	540
Cheer/Dance	422	422	844	844	844	844	844	844	844	844	844	844
Pickle Ball	68	101	135	135	135	135	135	135	135	135	135	135
Graduations	682	682	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364
Banquets/Special Events	39	53	79	105	105	105	105	105	105	105	105	105
Total	17,148	20,008	24,524	26,894	29,238	29,238	29,238	29,238	29,238	29,238	29,238	29,238
Source: Hunden Strategic Partners												

In Year 1, HSP expects the Project to generate over 17,000 room nights. Upon stabilization in Year 5, the Project is projected to generate nearly 30,000 annual room nights. Upon stabilization, the majority of room nights are projected to be generated by volleyball tournaments and basketball tournaments. Other sporting events such as wrestling meets, cheer/dance, and pickleball are expected to be more localized and not generate as many hotel room nights as the larger-scale regional and national tournaments.



Economic, Fiscal and Employment Impact

Introduction to Impacts

HSP uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the local economy due to additional inputs. For example, for every dollar of direct new spending in Seminole County, the IMPLAN model provides multipliers for the indirect and induced spending that will result.

The net new and recaptured direct spending discussed earlier in the chapter is considered to be the **Direct Impact**.

From the direct spending figures, further impact analyses will be completed.

Indirect Impacts are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.

Induced Impacts embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the induced customer's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.

Fiscal Impacts represent the incremental tax revenue collected by Seminole County and the state of Florida due to the net new economic activity. The fiscal impact represents the government's share of total economic benefit. The most relevant tax streams that flows directly to the Seminole County include sales tax and tourism development tax on lodging accommodations.

Employment Impacts include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. HSP will show the number of ongoing jobs supported by the project and provide the resulting income generated.

Direct, Indirect & Induced Net New Spending

As a result of the Project, the area will experience new visitors for tournaments and practices that would not have visited the market otherwise. These net new visitors will spend money in Seminole County, supporting the local economy. HSP classifies spending in five categories: food & beverage, lodging, retail, transportation and other. HSP projects direct net new spending will total nearly \$1 billion over the 30-year time frame. As net new direct spending trickles through the local economy, it generates induced and indirect spending. Combined total net new spending is expected to surpass \$1.49 billion over 30 years.

Direct Net New/Recaptured Spending to Seminole County (000s) - Indoor Sports Complex													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Year 30	Total
Food & Beverage	\$ 3,611	\$ 4,353	\$ 5,444	\$ 6,141	\$ 6,862	\$ 7,068	\$ 7,280	\$ 7,499	\$ 7,723	\$ 7,955	\$ 10,691	\$ 14,368	\$ 284,107
Lodging	\$ 1,458	\$ 1,752	\$ 2,211	\$ 2,498	\$ 2,797	\$ 2,881	\$ 2,967	\$ 3,056	\$ 3,148	\$ 3,243	\$ 4,358	\$ 5,857	\$ 115,756
Retail	\$ 1,982	\$ 2,390	\$ 2,989	\$ 3,372	\$ 3,768	\$ 3,881	\$ 3,998	\$ 4,118	\$ 4,241	\$ 4,369	\$ 5,871	\$ 7,890	\$ 156,017
Transportation	\$ 3,036	\$ 3,662	\$ 4,576	\$ 5,160	\$ 5,764	\$ 5,937	\$ 6,115	\$ 6,299	\$ 6,488	\$ 6,682	\$ 8,981	\$ 12,069	\$ 238,667
Other	\$ 1,777	\$ 2,144	\$ 2,680	\$ 3,022	\$ 3,377	\$ 3,478	\$ 3,582	\$ 3,690	\$ 3,800	\$ 3,914	\$ 5,261	\$ 7,070	\$ 139,800
Total	\$ 11,864	\$ 14,300	\$ 17,901	\$ 20,193	\$ 22,569	\$ 23,246	\$ 23,943	\$ 24,661	\$ 25,401	\$ 26,163	\$ 35,161	\$ 47,254	\$ 934,348

Source: Hunden Strategic Partners

Direct, Indirect & Induced Spending to Seminole County (000s) - Indoor Sports Complex													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Year 30	Total
Direct	\$ 11,864	\$ 14,300	\$ 17,901	\$ 20,193	\$ 22,569	\$ 23,246	\$ 23,943	\$ 24,661	\$ 25,401	\$ 26,163	\$ 35,161	\$ 47,254	\$ 934,348
Indirect	\$ 4,601	\$ 5,545	\$ 6,942	\$ 7,831	\$ 8,752	\$ 9,015	\$ 9,285	\$ 9,564	\$ 9,851	\$ 10,146	\$ 13,636	\$ 18,325	\$ 362,341
Induced	\$ 2,511	\$ 3,027	\$ 3,788	\$ 4,273	\$ 4,775	\$ 4,918	\$ 5,066	\$ 5,218	\$ 5,374	\$ 5,535	\$ 7,439	\$ 9,998	\$ 197,686
Total	\$ 18,975	\$ 22,872	\$ 28,632	\$ 32,296	\$ 36,096	\$ 37,179	\$ 38,294	\$ 39,443	\$ 40,626	\$ 41,845	\$ 56,236	\$ 75,576	\$ 1,494,375

Source: Hunden Strategic Partners

Net New Earnings & Full-Time Equivalent Jobs

Jobs will be created onsite as well as offsite from the direct, indirect and induced spending generated from the Project. Over a 30-year time frame, net new earnings within Seminole County is expected total nearly \$650 million. Net new full-time equivalent jobs are expected to be created directly within the Project, as well as direct, indirect and induced jobs from earnings. During the 30-year period, the Project is expected to support an average of 370 jobs.

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (000s) - Indoor Sports Complex													
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 20	Year 30	Total
Net New Earnings													
From Direct	\$ 5,504	\$ 6,634	\$ 8,303	\$ 9,365	\$ 10,467	\$ 10,781	\$ 11,104	\$ 11,437	\$ 11,780	\$ 12,134	\$ 16,307	\$ 21,915	\$ 433,333
From Indirect	\$ 1,669	\$ 2,011	\$ 2,520	\$ 2,843	\$ 3,178	\$ 3,274	\$ 3,372	\$ 3,473	\$ 3,577	\$ 3,685	\$ 4,952	\$ 6,655	\$ 131,584
From Induced	\$ 1,072	\$ 1,292	\$ 1,617	\$ 1,824	\$ 2,039	\$ 2,100	\$ 2,163	\$ 2,228	\$ 2,295	\$ 2,364	\$ 3,176	\$ 4,269	\$ 84,409
Total	\$ 8,244	\$ 9,937	\$ 12,440	\$ 14,033	\$ 15,684	\$ 16,155	\$ 16,639	\$ 17,138	\$ 17,653	\$ 18,182	\$ 24,435	\$ 32,839	\$ 649,325
Net New FTE Jobs													Average
From Direct	139	163	198	217	235	235	235	235	235	235	235	235	228
From Indirect	56	66	80	88	95	95	95	95	95	95	95	95	92
From Induced	31	36	43	48	52	52	52	52	52	52	52	52	50
Total	226	265	321	352	382	382	382	382	382	382	382	382	370

Source: Hunden Strategic Partners

Economic Impact Summary

Over 30 years, the Project is expected to generate more than \$1.4 billion in net new spending, \$649 million in net new earnings and 382 net new full-time equivalent jobs.

Over 30 years, Seminole County is expected to experience \$15.1 million in sales tax and tourism development tax. The State of Florida is expected to see a total of nearly \$2.1 million from sales tax generated by the Project’s onsite spending only.

HSP assumed that 20 percent of the Project’s total labor and materials would be sourced from within the county. The one-time construction impacts are shown with the projected construction cost of approximately \$61.1 million that would generate \$293,000 in state sales tax and approximately \$49,000 in county sales tax.


Construction Impacts - Indoor Sports Complex	
Development Cost	(000s)
Labor (60%)	\$36,660
Materials (40%)	\$24,440
Total	\$61,100
% Labor in Seminole County	20%
% Materials in Seminole County	20%
Taxes Generated (000s)	
Sales Tax - State (6.0%)	\$293
Sales Tax - County (1.0%)	\$49
Jobs From Construction	101


Source: Hunden Strategic Partners

30-Yr. Summary of Impacts - Indoor Sports Complex	
Net New Spending	(millions)
Direct	\$934
Indirect	\$362
Induced	\$198
Total	\$1,494
Net New Earnings	(millions)
From Direct	\$433
From Indirect	\$132
From Induced	\$84
Total	\$649
Net New FTE Jobs	Actual
From Direct	235
From Indirect	95
From Induced	52
Total	382
Capturable State Taxes (Onsite)	(millions)
Sales Tax - State (6.0%)	\$2.1
Capturable Local Taxes	
Sales Tax - County (1.0%)	\$9.3
Tourism Development Tax - County (5.0%)	\$5.8
Total	\$17.2

Source: Hunden Strategic Partners



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 WWW.HUNDENPARTNERS.COM

Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, San Diego, Indianapolis and Minneapolis, HSP provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 20 years, with more than \$5.5 billion in built, successful projects.

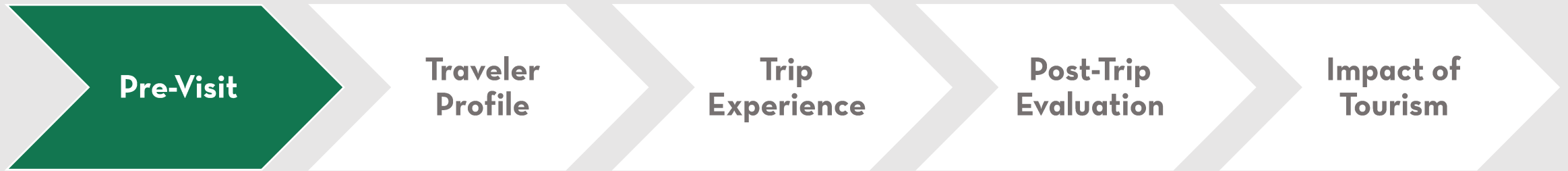
ORLANDO NORTH, SEMINOLE COUNTY

Visitor Tracking Report

January – March 2023



TRIP PLANNING CYCLE: PRE-VISIT

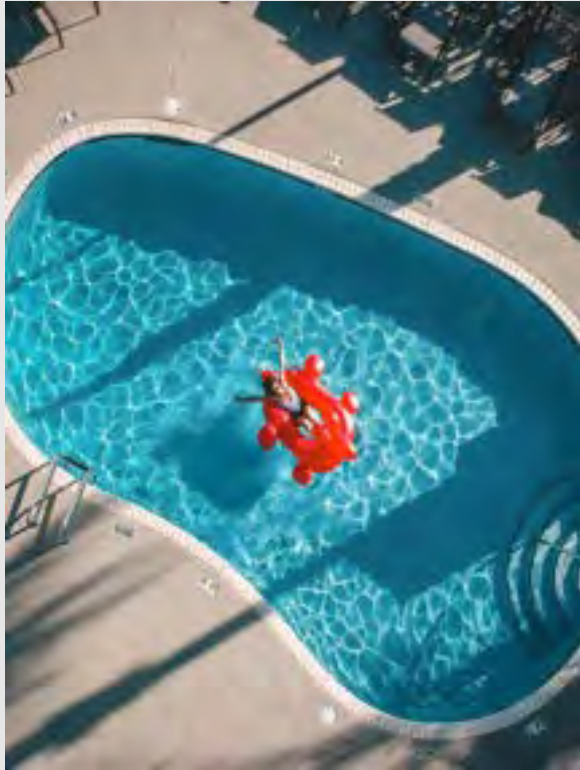


TRIP PLANNING CYCLE

- ▶ Visitors to Orlando North, Seminole County continue to have short trip planning windows, as the average visitor took **46 days** to plan their trip
- ▶ About **3 in 5** visitors planned their trip to the Orlando North, Seminole County area **less than one month in advance**



TOP TRIP PLANNING SOURCES*



Hotel websites/apps

38%



Friends/family

37%



Personal social media

20%



Online travel reviews

14%

TOP REASONS FOR VISITING*



Visit friends/relatives

54%



Vacation/leisure trip

25%



Sporting event

24%



Special occasion/event

14%

*Multiple responses permitted.

PRE-TRIP EXPOSURE TO ADVERTISING

- ▶ Over **1 in 4** visitors noticed advertising about the Orlando North, Seminole County area prior to their trip
- ▶ **19%** of all visitors were influenced by this information to come to the area



SOURCES OF ADVERTISING EXPOSURE*

Base: 27% of visitors who noticed advertising



ONSC Social Media

32%



DoOrlandoNorth.com

30%



Personal social media

30%

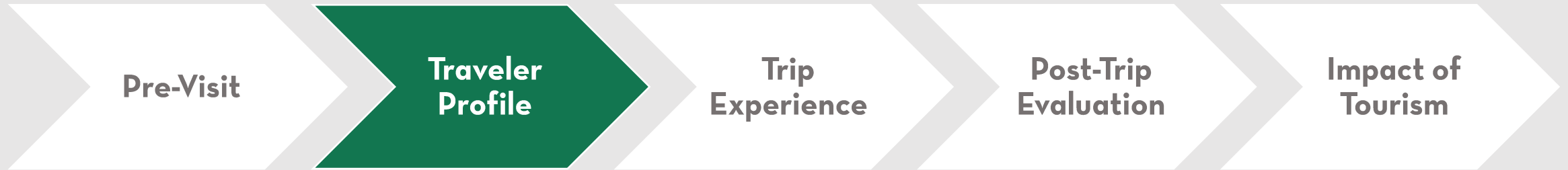


PlayOrlandoNorth.com

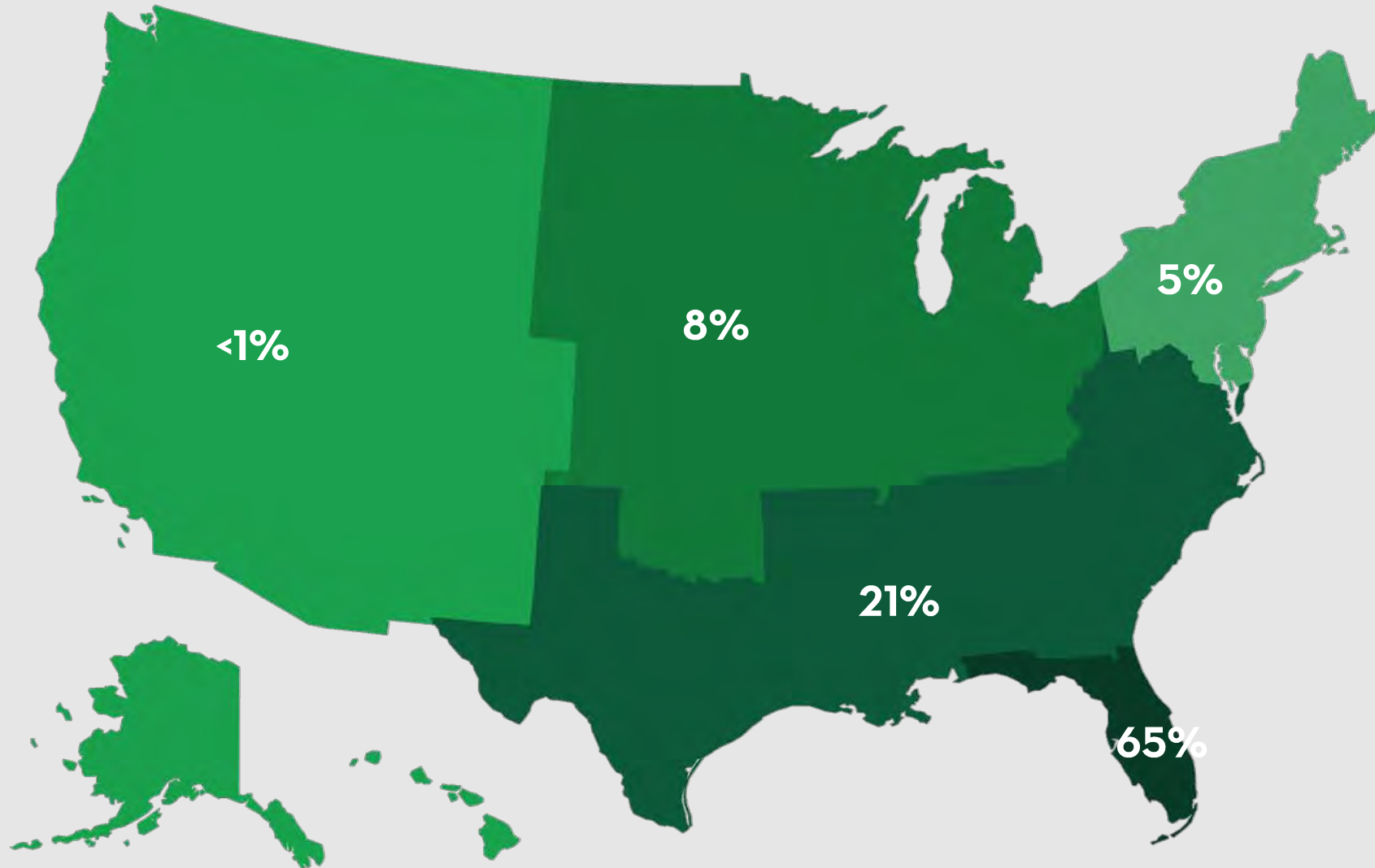
25%

*Multiple responses permitted.

TRIP PLANNING CYCLE: TRAVELER PROFILE

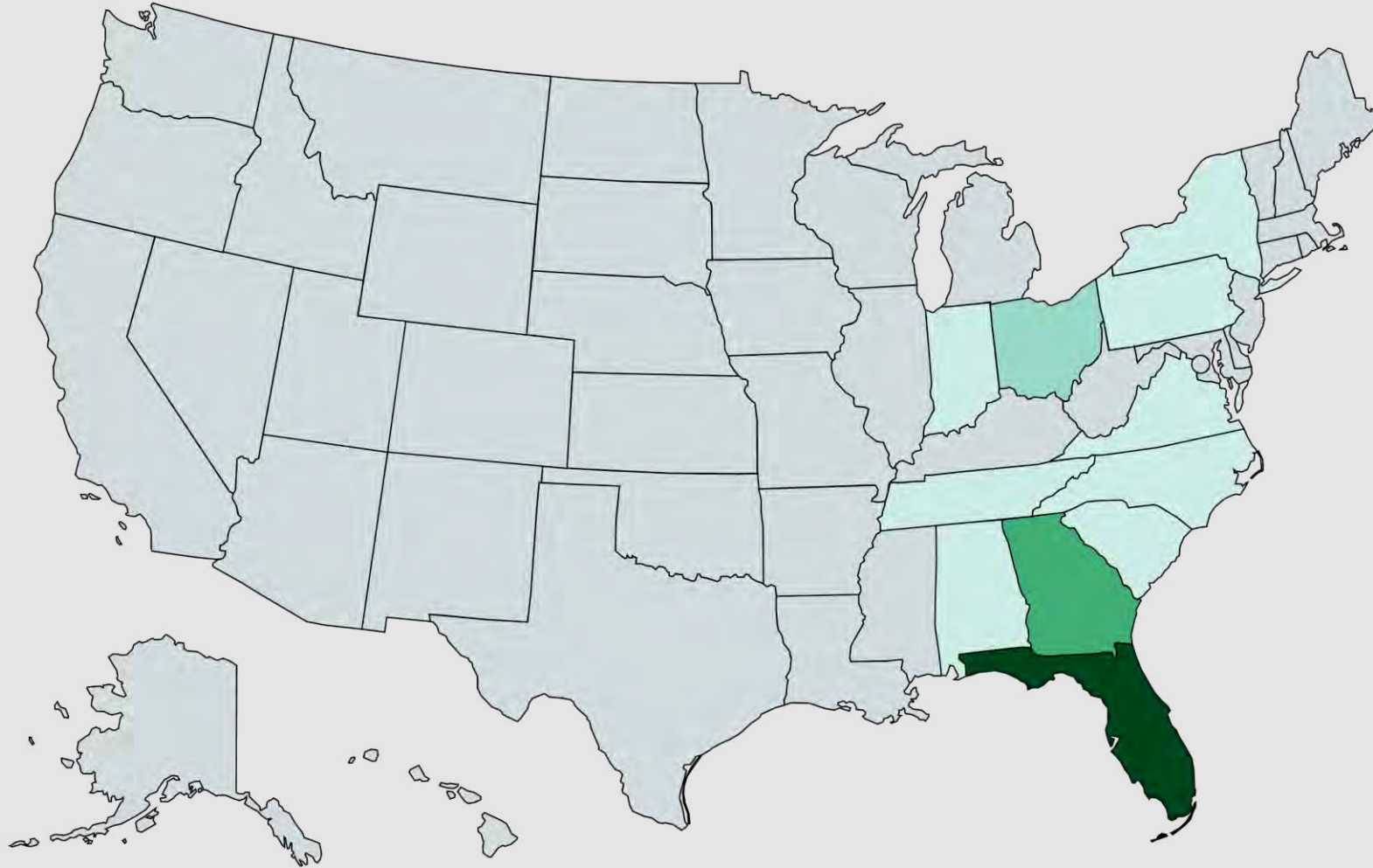


REGIONS OF ORIGIN



1% of visitors traveled to Orlando North, Seminole County from outside of the U.S.

TOP STATES OF ORIGIN



65%	Florida
8%	Georgia
3%	Ohio
2%	Alabama
2%	Indiana
2%	New York
2%	North Carolina
2%	Pennsylvania
2%	South Carolina
2%	Tennessee
2%	Virginia

TOP MARKETS OF ORIGIN



**Orlando - Daytona Beach
- Melbourne**

21%



Tampa - St. Petersburg

16%



Atlanta

5%



Miami - Fort Lauderdale

5%

TRAVEL PARTIES

- ▶ The typical visitor traveled in a party composed of **2.0** people
- ▶ About **1 in 4** visitors traveled with at least one person under the age of 20
- ▶ About **1 in 2** visitors traveled **by themselves** and **21%** of visitors traveled as a **couple**



VISITOR PROFILE

- The typical Orlando North, Seminole County visitor:
 - Is **48** years old
 - Has a household income of **\$90,700** per year
 - Is **female**¹ (60%)
 - **Married** (56%)



¹May be influenced by visitor's willingness to complete a survey.

NEW & RETURNING VISITORS

- Over **1 in 3** visitors were first time visitors to Orlando North, Seminole County
- **8%** of visitors were loyalists, having visited over 10 times



SPORTS VISITORS

Compared to all other visitors, **Sports Visitors** to Orlando North, Seminole County this quarter were more likely to:

- Plan their trip by using **hotel websites/apps**, **trip planning websites/apps**, or by talking to their **friends/family**
- Live in Florida
- Be a **first-time visitor**
- Have a larger travel party
- Stay in a **hotel/motel/resort**
- Spend more in the area on **accommodations** and **restaurants**, but less on **shopping**
- **Notice advertising** about the area, specifically on PlayOrlandoNorth.com

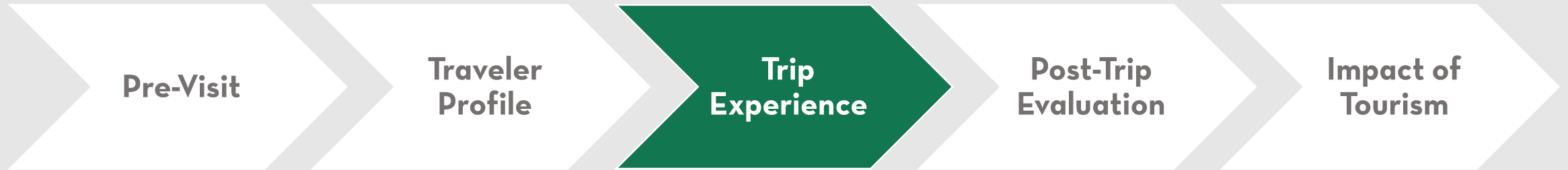


SPORTS SLIPPAGE

- Visitors coming to Orlando North, Seminole County for a sporting event this quarter primarily stayed in a **hotel/motel/resort** within Seminole County
- **10%** chose to stay in accommodations outside of Seminole County



TRIP PLANNING CYCLE: TRIP EXPERIENCE



TRANSPORTATION

- **92%** of visitors drove to the Orlando North, Seminole County area
- **4%** of visitors used the Orlando Sanford International Airport
- **4%** of visitors flew to Orlando North, Seminole County through the Orlando International Airport



OVERNIGHT VISITORS

- ▶ About **4 in 5** visitors stayed one or more nights in Orlando North, Seminole County on their trip
- ▶ Typical visitors stayed **2.3** nights in Orlando North, Seminole County area



TOP ACCOMMODATIONS



Friends/relatives

40%



Hotel/motel/resort

34%



Did not spend the night

21%

TOP ACTIVITIES*



Visit friends/relatives

54%



Restaurants

44%



Relax/unwind

38%

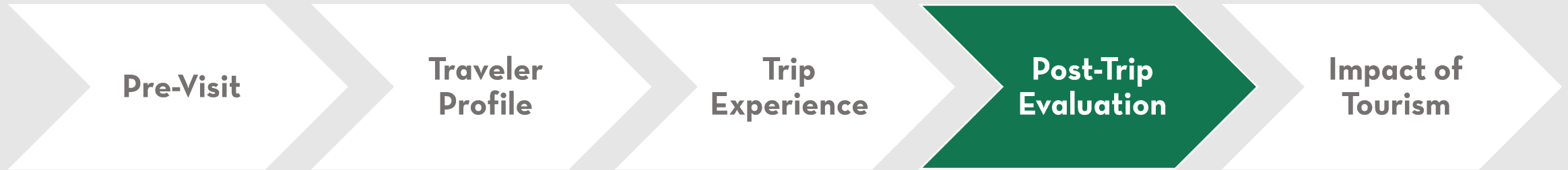
*Multiple responses permitted.

TRAVEL PARTY SPENDING

- ▶ Travel parties spent **\$304** per day and **\$702** during their trip



TRIP PLANNING CYCLE: POST TRIP EVALUATION



VISITOR SATISFACTION

- **76%** of visitors were either satisfied or very satisfied with their trip to Orlando North, Seminole County (**23%** were very satisfied with their trip)



LIKLIHOOD OF RETURNING

- **92%** of visitors would **return** to the Orlando North, Seminole County area, and nearly **1 in 4** visitors would **definitely return**
- Nearly **4 in 5** visitors would **recommend** visiting the Orlando North, Seminole County area, and over **1 in 5** visitors would **definitely recommend** it



DESTINATION ADDITIONS*

- When asked what additions would make their return more desirable, about **3 in 5** visitors said **no additions were needed**
- In contrast, about **3 in 10** visitors said they would like **more family-friendly activities**



*Multiple responses permitted.

AREA DESCRIPTIONS*

Enjoyed local restaurants:

“The family met at Giovanni’s Italian Restaurant, and we enjoyed ourselves. We customized our large pizza and they seemed accustomed to doing it. I particularly liked the sauces. They also have a great selection of desserts to choose from.”



Nature, parks, and scenic views:

“We went to Wekiva Island for a nature hike. A lot of nice walks with some exotic animals present. We did see this huge turtle walking to its burrow. The hiking trails are well-maintained and they offer camping sites with restrooms and showers.”

Something for the whole family:

“We walked to Reiter Park. Mom goes there on the weekend for the farmer’s market. This place has something for everyone: picnic pavilion, walking paths, basketball and tennis, and a playground for the kids.”





Visitor Tracking Study

- ▶ Interviews were completed in person with 516 visitors at local hotels, the airport, downtown, and sporting events between January 1, 2023 and March 31, 2023

ORLANDO NORTH, SEMINOLE COUNTY

Visitor Tracking Report

January – March 2023

Downs & St. Germain Research
contact@dsg-research.com
850-906-3111 | www.dsg-research.com



evok Reporting

IDEAS
WORKS
RESULTS

Seminole CVB
February 2023

Executive Summary

The data reflected in this report is based on February 1st to February 28th, 2023.

(DON) Search Engine Optimization (SEO)

Keyword Volume increased by 6.88% MoM.

This metric is the number of keywords bringing users to the website via Google's top 100 organic search results.

Search Volume decreased by 4.76% MoM.

This metric is the number of potential searches for ranking keywords.

New Backlinks 276,778.

This metric is the total number of new links leading to your website.

New Referring Domains 565.

This metric is the total number of new websites with at least one link pointing to your website.

Organic Website Sessions decreased 20.6% MoM and 14.4% YoY.

Website sessions are any user that interacted with the website and stayed on the page for longer than 10 seconds.

New Organic Website Sessions decreased 23.6% MoM and 19.2% YoY.

New Sessions are users that have not previously visited the website within the past 90 days.

Top 5 Non-Branded Search Terms by Volume

- red hot and boom 2022
- westmont park
- asian lantern festival orlando
- aiguille rock climbing center
- oviedo mall carnival 2022

Top 5 Non-Branded Search Terms by Growth

- luxmore (+37)
- wekiva island cabana rental (+17)
- sanford dinner cruise (+13)
- arcade monsters orlando (+12)
- orlando zoo hours (+11)

● Keywords volume increase MoM, with local business and activity keywords increasing up to 1st-page SERPs. Local activities, upcoming events, and local businesses continue to trend as different keyword terms increase MoM, and March already shows an increase in Keyword volume compared to February. We suggest focusing new content on [restaurants orlando] and local attractions like [arcade monsters] and [central florida zoo]. These high-volume keywords are at the top of the 2nd & 3rd-page SERPs. New content will help push it toward the first page.

Recommendation:

Focusing upcoming content on [upcoming events], and [orlando restaurants] will help maintain keyword volume-increasing trends. These are high-volume keywords with an increase in search queries. Focusing content on these will help push these closer to the 2nd page SERPs and can have a significant impact in increasing keyword & search volume, as well as increase organic web sessions.

(PON) Search Engine Optimization (SEO)

Keyword Volume increased by 0.06% MoM.

This metric is the number of keywords bringing users to the website via Google's top 100 organic search results.

Search Volume increased by 3.11% MoM.

This metric is the number of potential searches for ranking keywords.

New Backlinks 331,297.

This metric is the total number of new links leading to your website.

New Referring Domains 653.

This metric is the total number of new websites with at least one link pointing to your website.

Organic Website Sessions decreased by 24.5% MoM and 9.5% YoY.

Website sessions are any user that interacted with the website and stayed on the page for longer than 10 seconds.

New Organic Website Sessions decreased by 22.5% MoM and 6.6% YoY.

New Sessions are users that have not previously visited the website within the past 90 days.

Top 5 Non-Branded Search Terms by Volume

- boombah
- red bug lake park
- central winds park
- sanlando park
- sylvan lake park

Top 5 Non-Branded Search Terms by Growth

- soccer sports complex (+32)
- lake monroe sanford florida (+22)
- lake monroe fl fishing (+4)
- complex near me (+4)
- lake mary high school (+3)

● Keyword volume increased MoM but the growth seems lower compared to DON's. We recommend focusing content on the sports complex/sports center, as well as softball and baseball fields, to match people's search queries. Creating content or updated article with upcoming events is recommended, as many people continue to search for different sports complexes or events in the area. This type of content would benefit from these search trends.

Recommendations:

The ratio difference between new backlinks vs. referring domains is larger than in February, indicating a potentially high amount of spam pages. We continue researching ways to block it from the development end, but as recommended last month, the quickest way to fix it would be to migrate to the WordPress versions of the sites.

Executive Summary

The data reflected in this report is based on February 1st to February 28th, 2023.

Pay-Per-Click (PPC)

Search PPC overall is down 6.22% in impressions MoM and down 3.80% in clicks MoM. The clicks were down MoM because CPCs increased 6.35% overall MoM as keywords were more competitive.

The Leisure(Do) campaign is down 5.75% in impressions MoM from 55,314 in January to 52,136 in February and down 5.66% in clicks MoM, from 5,605 in January to 5,288 in February. The CTR increased 0.10% MoM from a 10.13% CTR in January to a 10.14% CTR in February.

The Parks and Food Ad Groups in the Leisure campaign have the most clicks, with 2,946 clicks for Parks and 1,563 for Food. There were 5,288 clicks in all of the Leisure campaign ad groups.

The Leisure(Do) Skippable CPV Youtube campaign had 15,940 impressions, down 20.49% MoM, and 8,832 views, down 28.24% MoM. The view rate is 55.41%, above the industry avg. of 15%. The Leisure(Do) Non-Skippable CPM Youtube campaign had 17,054 impressions/views, down 14.05% MoM.

The Sports(Play) campaign is down 7.91% in impressions MoM to 14,102 impressions and up 1.54% in clicks MoM to 1,976 clicks. The CTR was up 10.27% MoM with a 14.01% CTR and the CPC decreased 0.23% MoM to \$0.74 Avg. CPC. The Sports, Soccer, Baseball, and Football Ad Groups had the most clicks for the Sports(Play) campaign, with 1,976 total clicks in February.

The Sports(Play) Skippable CPV Youtube campaign had 29,546 impressions, down 15.09% MoM, 15,426 views, down 25.93% MoM. The view rate is 52.21%, above the industry avg. of 15%. The Sports(Play) Non-Skippable CPM Youtube campaign had 39,599 impressions/views, down, 5.51% MoM, and 22 clicks.

Top keywords include "parks in Orlando", "orlando restaurants", and "orlando hiking trails" for the Leisure campaign, and "sports event", "Baseball event" and "Baseball Tournament" for the Sports(Play) campaign.

Recommendation:

Metrics are at or above industry standards, so none at this time, but we will continue to monitor trends and make any tactical adjustments as necessary.

Paid Media

In mid-February we launched our pre-roll video campaign with Visit Florida. These videos will re-target visitors from the Visit Florida website in select markets east of the Mississippi, including Atlanta, Boston, Chicago, New York, Philadelphia, Washington DC

Social Media

Do Orlando North Facebook and Instagram

In February we continued running the **Website traffic campaign** with the Influencers' creatives and the **Booking campaign**. For the Booking campaign, link clicks decreased by 14.75%, due to CPM increasing by 11.80%. There was an increase of advertisers on the platform during major events like the Super Bowl and Valentine's Day. We recommend updating the creative with new videos and reels, as we have been running the same creative for more than 5 months.

For the Website Traffic campaign, link clicks increased by 1.45% due to adding new ad sets with new influencers' videos as the creative. Videos perform better than static images which is why CTR increased by 14.07%. We ran a total of 5 ads: 4 videos and a carousel. Taryn's video is the ad with the most link clicks with 2,174 link clicks. Devon and Mitch's video ad is the ad with the least link clicks with 268 link clicks. Our overall CPC is still below the average industry CPC of \$0.63, with a \$0.21 CPC. Our overall CTR is above the average industry CTR of 0.90%, with 3.13% CTR.

Pinterest

In February, the Leisure campaign had a total of 3,635 link clicks, a 94.5% increase from the previous month. CTR increased by 74.9%. This is due to updating the creative during month and optimizing the target audience. According to third party reports, the average CPC on Pinterest is \$1.5. Our CPC is still below that with a \$0.12 CPC.

Recommendation

We recommend updating the Booking campaign's creatives with new videos highlighting seasonal events.

Play Orlando North

In February, our overall link clicks decreased by 17.24% due to CPM increasing by 15.67%. There were more advertisers on the platform this month due to major events. According to third-party reporting, the average industry CPC for the fitness industry is \$1.90, and the CTR is 1.01%. Our CPC is below the average with a \$0.28 CPC. Our CTR is still above average, with a 4.59% CTR.

Pinterest

In February the Sport campaign had a 360 link clicks, a decreased of 20.2% This is due to CPM increasing by 19.8%. According to third party reports, the average CPC on Pinterest is \$1.5. Our CPC is still below the average with a \$0.93 CPC.

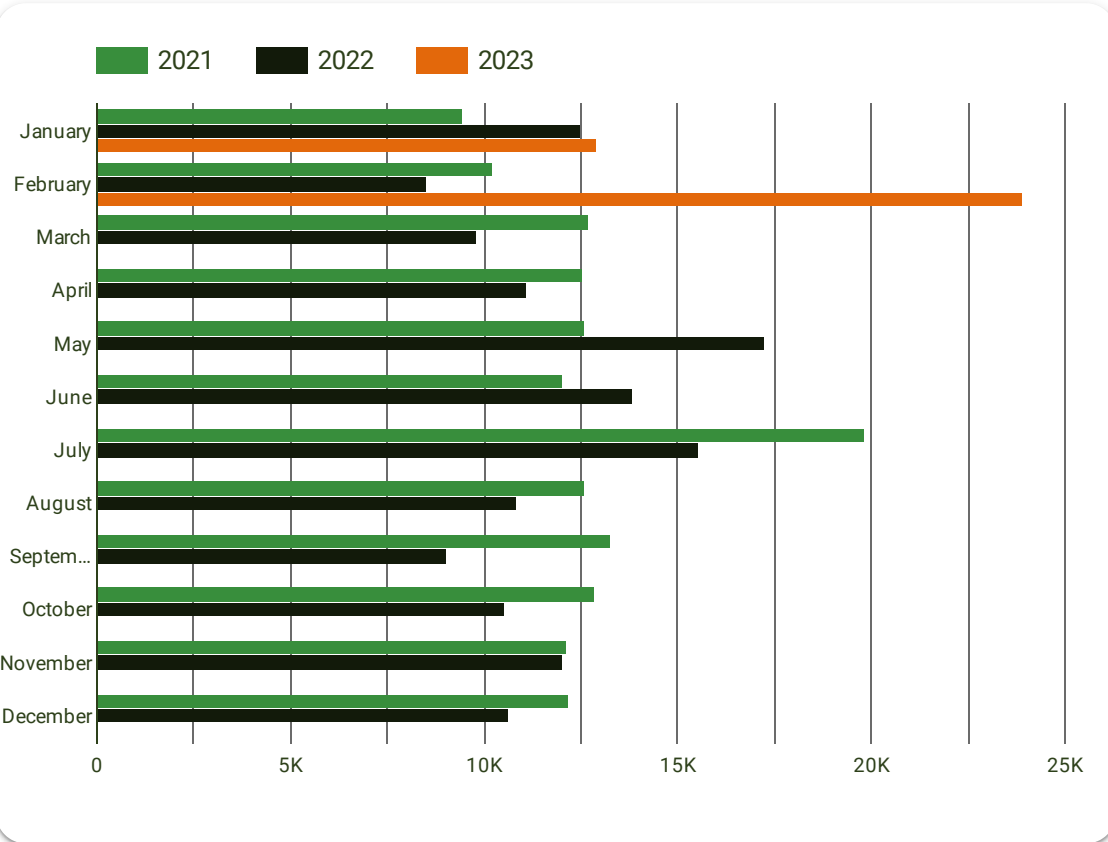
TikTok

The campaign reached a total of 91,003 users. It received a total of 1,608 link clicks. It had a CPC of \$0.37. It has a CTR of 1.01%. It has a CPM of \$3.77. We have a total of 2,504 engagements and 881 likes and 12 comments.

According to third party reporting, the Travel campaigns on TikTok have an average CPC of \$0.80 to \$1.19. The average CPM is between \$6.35 to \$9.53 and the average CTR is between 0.78% to 1.01%. Our CPM is below the average industry. Our CTR is within the average industry range. Our CPC is below the average industry

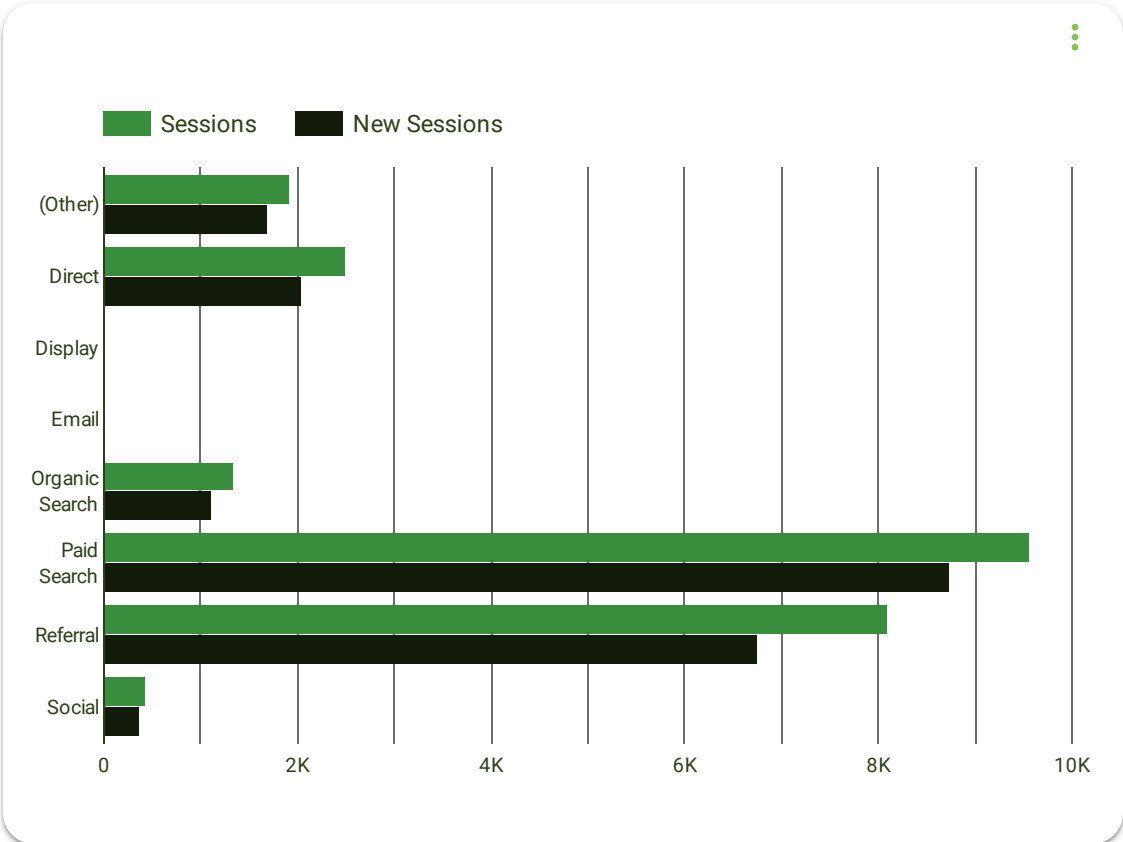
Traffic Trends: Total Sessions

Objective: Increase New Sessions YoY



Traffic by Channel: Sessions & New Sessions

Objective: Comparison of Sessions and New Sessions by Channel



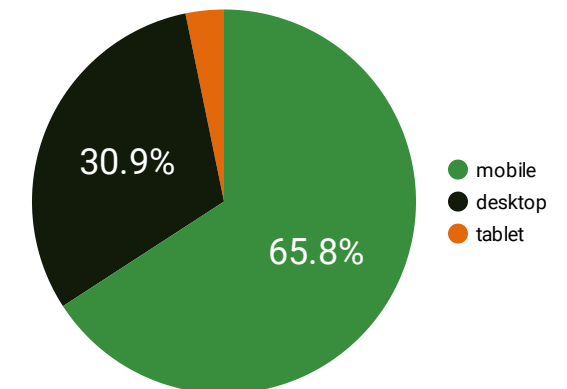
Traffic by Source: Sessions and Engagement Metrics

Objective: Comparison YoY of New Sessions, Sessions and Engagement by Traffic Source

Source / Medium	New Sessions	% Δ	Sessions	Bounce Rate	Avg. Session
1. google / cpc	4,890	7.9% ↑	5,333	80.71%	00:00:29
2. facebook / cpc	3,204	964.5% ↑	3,543	90.21%	00:00:10
3. (direct) / (none)	2,042	225.7% ↑	2,507	41.72%	00:01:15
4. sweepstakesfanatics.com / r...	1,992	-	2,291	18.64%	00:01:15
5. Adgenuity / Video	1,698	-	1,924	93.97%	00:00:17

Traffic by Device: Total Sessions

Objective: Comparison of Traffic by Device



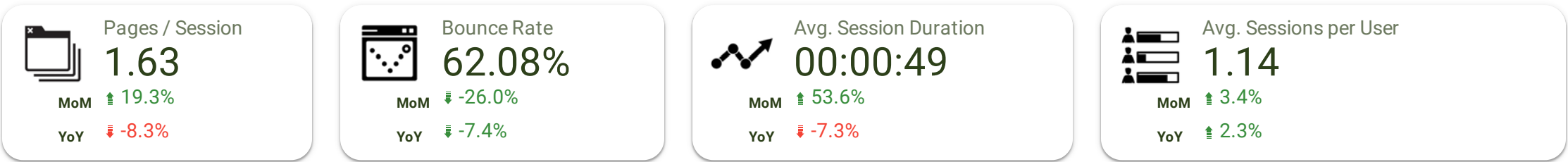
Website Score Cards: Site Traffic Metrics

Objective: Increase Traffic Metrics to gain more visitors to website



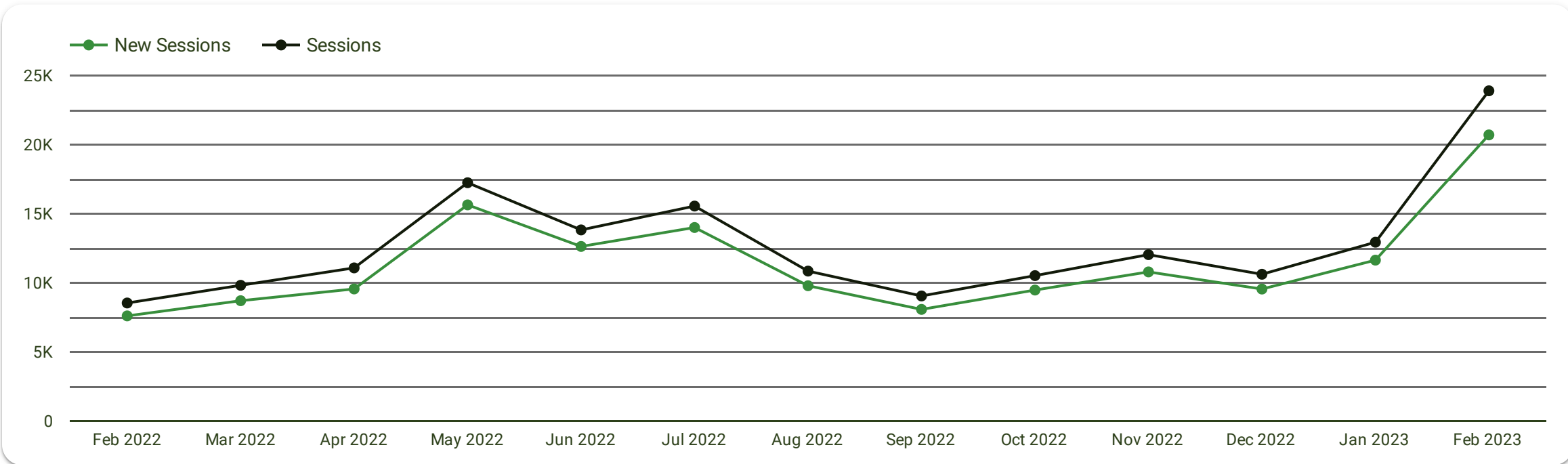
Website Score Cards: Site Engagement Metrics

Objective: Increase Engagement Metrics to deliver a better user experience to website visitors



Top Traffic Metrics: 12-Month Running Trend

Objective: Shows Yearly Growth Trend of New Sessions & Total Sessions



Top Landing Pages: Traffic and Engagement Metrics

Objective: Increase Sessions, Pages/Session and Session Duration while lowering Bounce Rates

Landing Page	New Users	% Δ	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
/promo/orlando-north-vacation-giveaway	7,407	-	8,960	26.75%	2.04	00:01:23
/things-to-do/nature-and-outdoors/default.aspx	2,702	402.2% ↑	2,927	76.36%	1.45	00:00:37
/default.aspx	2,345	284.4% ↑	2,697	85.35%	1.44	00:00:33
/things-to-do/restaurants/default.aspx	1,426	72.4% ↑	1,504	84.51%	1.33	00:00:20
/itineraries/default.aspx	1,255	-	1,338	88.04%	1.22	00:00:14
/blog/post/3-top-hidden-nature-trails-in-orlando-north/default.aspx	325	-53.4% ↓	363	94.21%	1.08	00:00:13
/blog/post/most-haunted-places-orlando-north-seminole-county/default.aspx	217	-31.1% ↓	234	95.3%	1.05	00:00:15
/blog/post/orlando-north-seminole-county-has-everything-you-need-for-a-perfect-vacation/default.aspx	192	269.2% ↑	208	94.23%	1.08	00:00:19
/blog/post/take-a-charming-trip-on-an-authentic-paddlewheel-cruise/default.aspx	106	158.5% ↑	111	90.99%	1.35	00:00:21
/things-to-do/hotels	94	30.6% ↑	111	58.56%	2.05	00:01:45

1 - 10 / 3991 < >

Geographical Breakdown of Audience: Region & City based on Geolocation IP

Objective: Increase demographic insights of future visitors to the website

Region	City	New Users	% Δ	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
Georgia	Atlanta	875	741.3% ↑	985	78.78%	1.37	00:00:35
Florida	Orlando	838	-17.8% ↓	937	80.36%	1.44	00:00:33
(not set)	(not set)	367	156.6% ↑	381	89.5%	1.14	00:00:10
New York	New York	355	688.9% ↑	407	55.28%	1.6	00:00:48
Florida	Sanford	329	93.5% ↑	463	74.08%	1.95	00:01:18

1 - 5 / 4779 < >

Feb 1, 2023 - Feb 28, 2023

Google Search Console: Organic Traffic Queries Compared MoM

Objective: Show Organic Search Traffic by Search Query

Organic Search Term	Impressions	% Δ	Clicks ▾	% Δ	Site CTR	% Δ	Average Position
1. lake mary community center	512	-2.5% ↓	18	0.0%	3.52%	2.5% ↑	4.55
2. do orlando north	32	3.2% ↑	17	-5.6% ↓	53.13%	-8.5% ↓	1
3. orlando north	207	-10.4% ↓	16	-15.8% ↓	7.73%	-6.0% ↓	1.8
4. oviedo mall carnival	3,342	1,328.2% ↑	15	-	0.45%	-	7.97
5. haunted places near me	99	-17.5% ↓	12	33.3% ↑	12.12%	61.6% ↑	30.02
6. st johns rivership co tours	396	38.9% ↑	10	100.0% ↑	2.53%	43.9% ↑	7.08
7. haunted places in orlando	93	-16.2% ↓	10	-47.4% ↓	10.75%	-37.2% ↓	2.94
8. haunted orlando	71	4.4% ↑	9	12.5% ↑	12.68%	7.7% ↑	3.18
9. north orlando	325	-15.8% ↓	8	-46.7% ↓	2.46%	-36.7% ↓	2.58
10. haunted places in orlando florida	39	14.7% ↑	8	166.7% ↑	20.51%	132.5% ↑	3.46

1 - 10 / 10635 < >

Google Search Console: Organic Traffic Queries Compared YoY

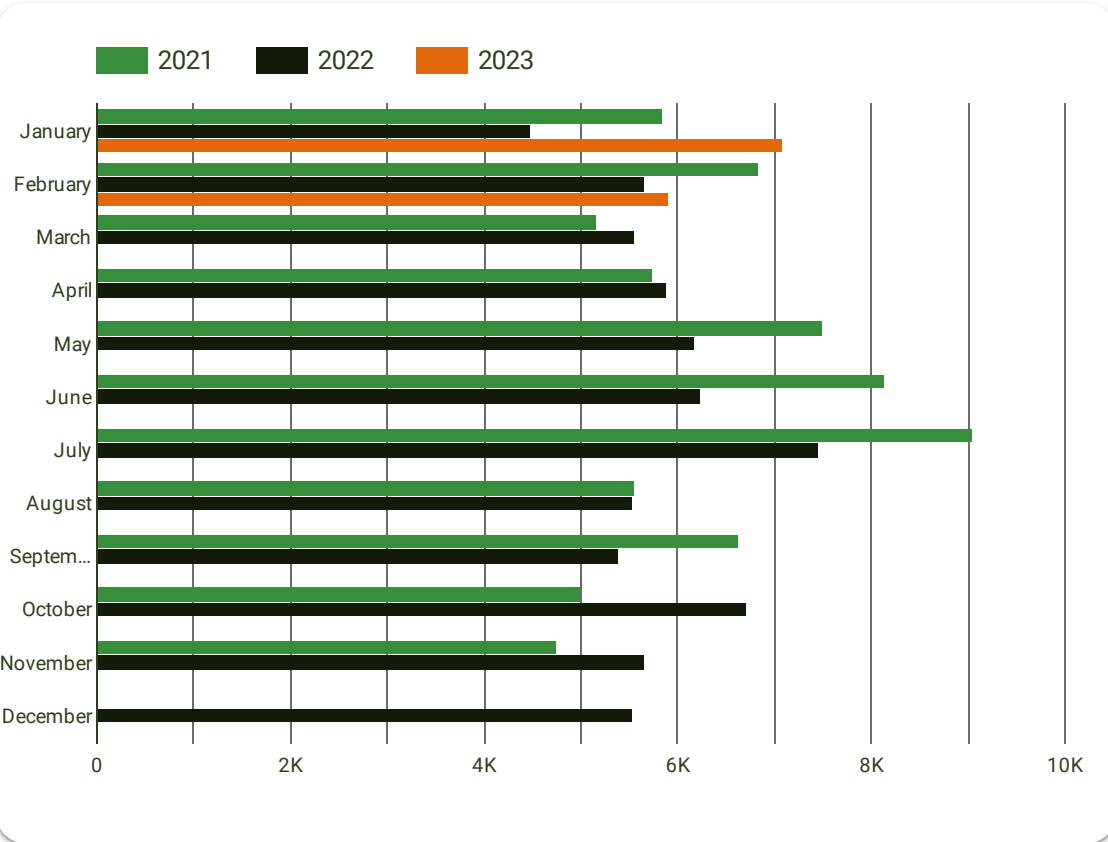
Objective: Show Organic Search Traffic by Search Query

Organic Search Term	Impressions	% Δ	Clicks ▾	% Δ	Site CTR	% Δ	Average Position
1. lake mary community center	512	40.7% ↑	18	200.0% ↑	3.52%	113.3% ↑	4.55
2. do orlando north	32	14.3% ↑	17	70.0% ↑	53.13%	48.8% ↑	1
3. orlando north	207	-1.0% ↓	16	23.1% ↑	7.73%	24.3% ↑	1.8
4. oviedo mall carnival	3,342	-	15	-	0.45%	-	7.97
5. haunted places near me	99	30.3% ↑	12	9.1% ↑	12.12%	-16.3% ↓	30.02
6. st johns rivership co tours	396	-	10	-	2.53%	-	7.08
7. haunted places in orlando	93	-12.3% ↓	10	-75.0% ↓	10.75%	-71.5% ↓	2.94
8. haunted orlando	71	-28.3% ↓	9	-30.8% ↓	12.68%	-3.5% ↓	3.18
9. north orlando	325	3.5% ↑	8	-20.0% ↓	2.46%	-22.7% ↓	2.58
10. haunted places in orlando florida	39	-22.0% ↓	8	-38.5% ↓	20.51%	-21.1% ↓	3.46

1 - 10 / 10635
291 < >

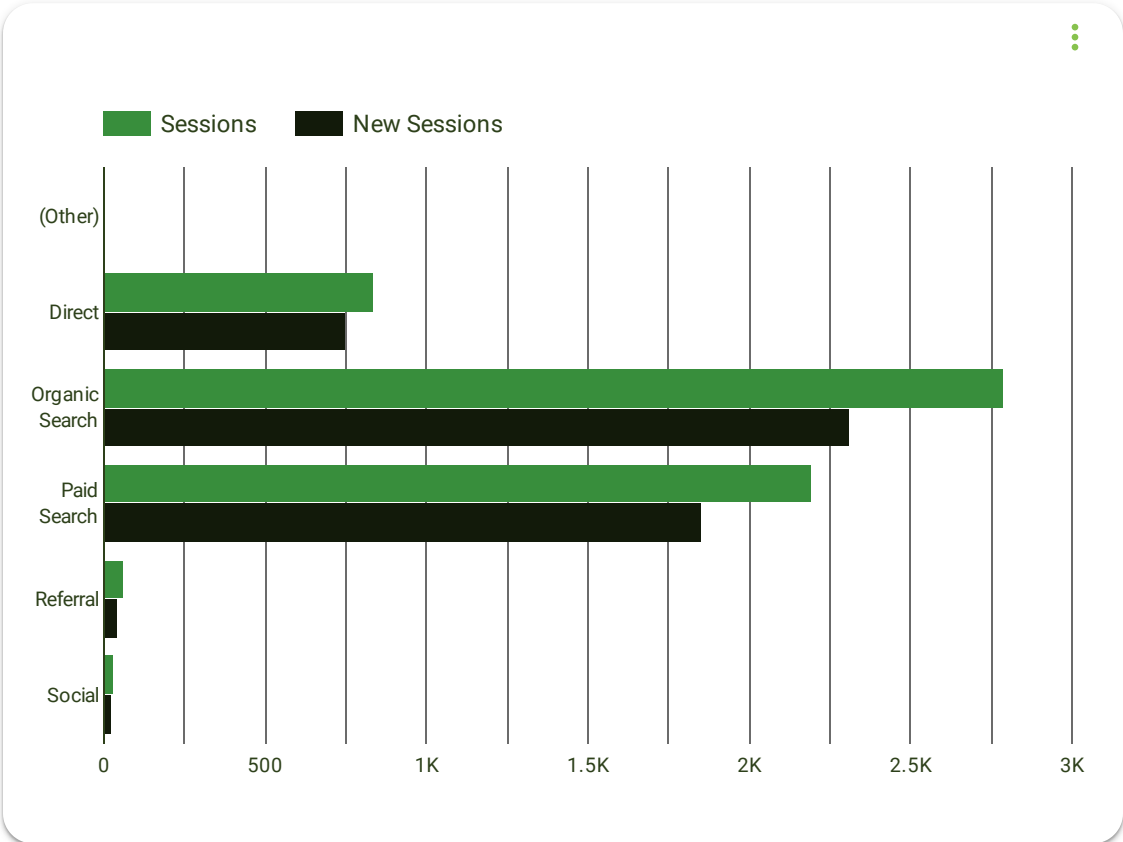
Traffic Trends: Total Sessions

Objective: Increase New Sessions YoY



Traffic by Channel: Sessions & New Sessions

Objective: Comparison of Sessions and New Sessions by Channel



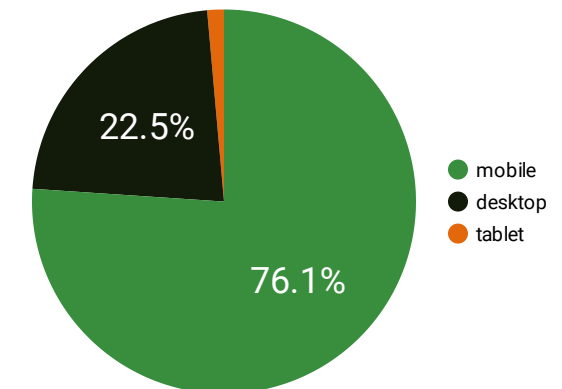
Traffic by Source: Sessions and Engagement Metrics

Objective: Comparison of New Sessions, Sessions and Engagement by Traffic Source

	Source / Medium	New Sessions	% Δ	Sessions	Bounce Rate	Avg. Session
1.	google / organic	2,114	-6.0% ↓	2,560	57.62%	00:01:21
2.	google / cpc	1,586	29.2% ↑	1,870	79.95%	00:00:15
3.	(direct) / (none)	748	58.5% ↑	838	79.12%	00:00:50
4.	facebook / cpc	238	-52.7% ↓	292	96.58%	00:00:01
5.	bing / organic	105	-13.9% ↓	123	47.15%	00:01:29

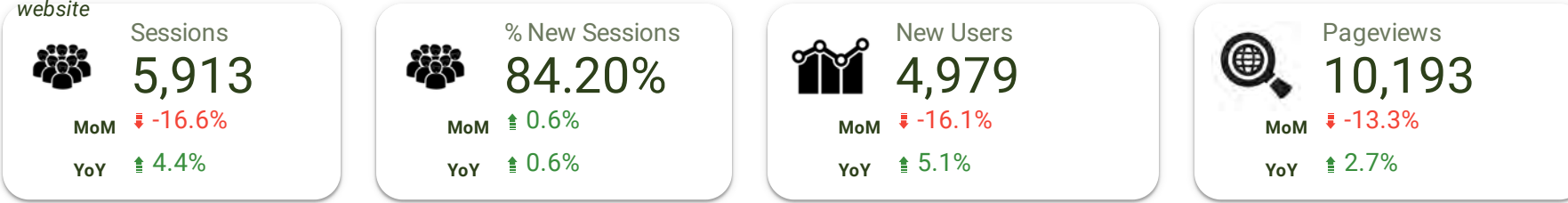
Traffic by Device: New Sessions

Objective: Comparison of Traffic by Device



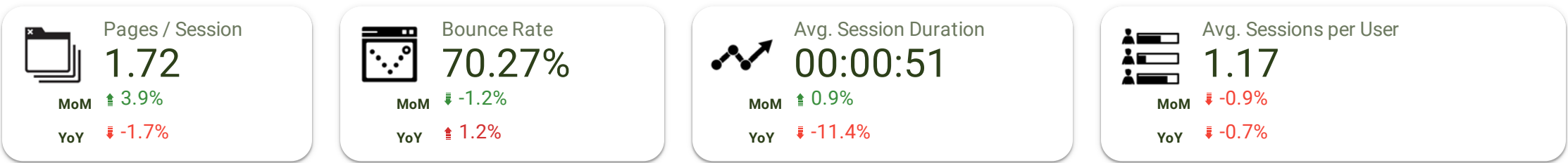
Website Score Cards: Site Traffic Metrics

Objective: Increase Traffic Metrics to gain more visitors to website



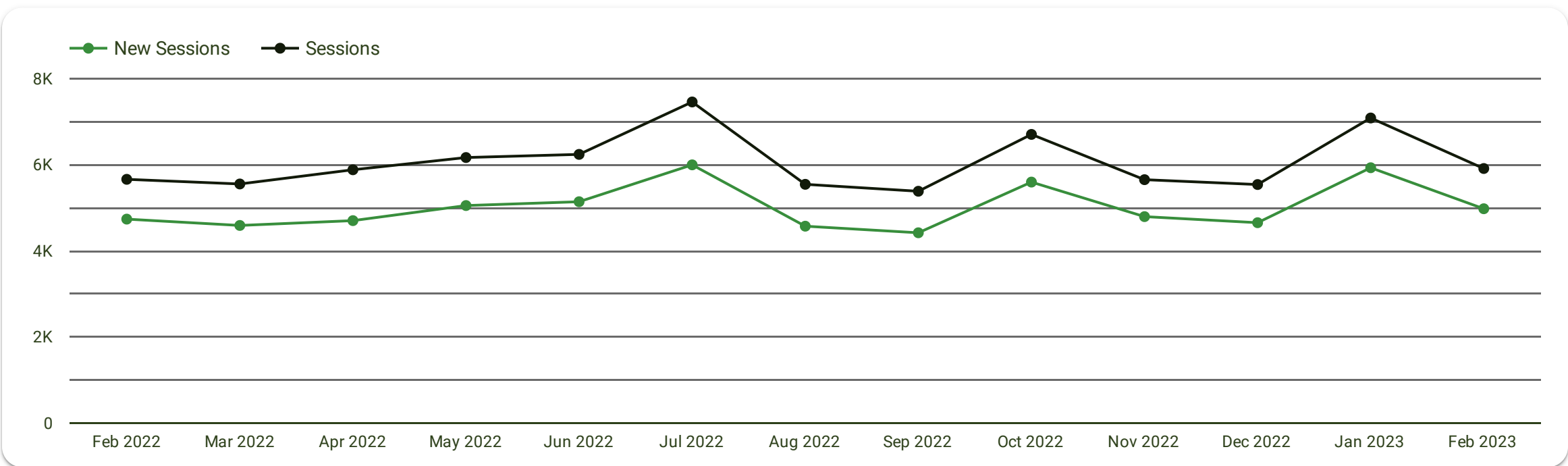
Website Score Cards: Site Engagement Metrics

Objective: Increase Engagement Metrics to deliver a better user experience to website visitors



Top Traffic Metrics: 12-Month Running Trend

Objective: Shows Yearly Growth Trend of New Sessions & Total Sessions



Top Landing Pages: Traffic and Engagement Metrics

Objective: Increase Sessions, Pages/Session and Session Duration while lowering Bounce Rates

Landing Page	New Users	% Δ	Sessions	% Δ	Bounce Rate	% Δ	Pages / Session	% Δ	Avg. Session Duration	% Δ
/facilities/details/boo...	1,743	-12.8% ↓	2,088	-13.6% ↓	55.17%	-3.3% ↓	2.12	4.5% ↑	00:01:25	-1.6% ↓
/facilities	1,269	0.1% ↑	1,406	2.3% ↑	89.12%	0.9% ↑	1.21	-5.2% ↓	00:00:17	-25.0% ↓
/events	405	14.7% ↑	520	16.9% ↑	53.27%	-2.4% ↓	1.78	-3.0% ↓	00:00:40	14.1% ↑
/	219	-3.5% ↓	286	3.2% ↑	80.42%	2.7% ↑	1.52	-0.6% ↓	00:00:48	7.1% ↑
/facilities/details/boo...	108	35.0% ↑	128	34.7% ↑	51.56%	-23.5% ↓	2.25	26.5% ↑	00:01:07	18.5% ↑
/facilities/details/sem...	80	-87.4% ↓	87	-88.4% ↓	78.16%	22.5% ↑	1.55	-12.8% ↓	00:00:44	-28.2% ↓
/sports	71	57.8% ↑	114	50.0% ↑	42.98%	-14.0% ↓	2.07	6.3% ↑	00:00:16	-2.7% ↓
/facilities/details/sem...	66	46.7% ↑	71	31.5% ↑	78.87%	-5.4% ↓	1.37	6.9% ↑	00:00:20	-13.9% ↓
/facilities/details/lake...	64	39.1% ↑	70	42.9% ↑	82.86%	1.5% ↑	1.41	-3.7% ↓	00:00:30	-31.4% ↓
/facilities/details/sanl...	59	13.5% ↑	67	13.6% ↑	82.09%	-3.1% ↓	1.31	3.3% ↑	00:01:23	191.7% ↑

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Geographical Breakdown of Audience: Region & City based on Geolocation IP

Objective: Increase demographic insights of future visitors to the website

Region	City	New Users	% Δ	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
Georgia	Atlanta	452	-26.6% ↓	531	73.07%	1.69	00:00:54
Florida	Orlando	265	-14.0% ↓	322	71.74%	1.59	00:00:47
(not set)	(not set)	176	-16.2% ↓	180	96.11%	1.04	00:00:01
England	London	117	20.6% ↑	143	70.63%	1.49	00:00:19
Florida	Tampa	103	47.1% ↑	137	65.69%	1.66	00:00:56

1 - 5 / 1581

Amount spent
\$1,497.98
↓ -0.1%

Impressions
225,383
↓ -11.0%

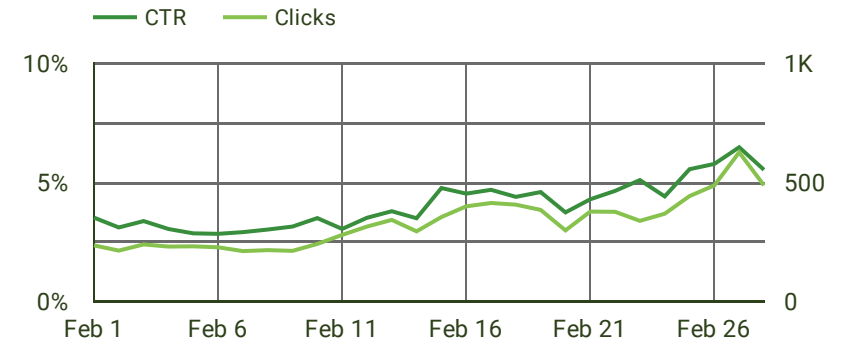
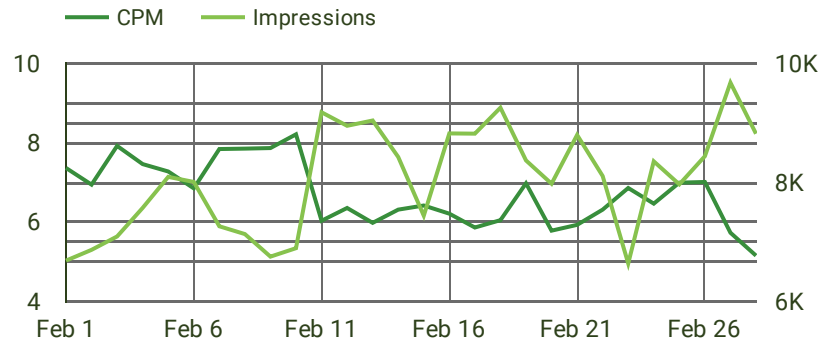
CPM
\$6.65
↑ 12.3%

Link clicks
7,057
↓ -1.7%

CPC
\$0.21
↑ 1.6%

CTR (link click-through rate)
3.13%
↑ 10.5%

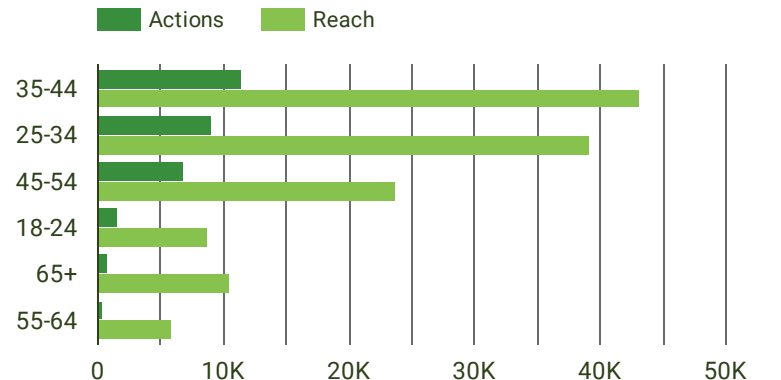
Reach
131,204
↓ -5.6%



Top Campaigns

Ads: by Age - (Actions and Reach)

Campaign na...	Cost	CPC (link)	Reach	Imp. ▾	CTR (link clic...	Link clicks
2023 - Website Traffic - Influencers	\$1.2K	0.2	112.9K	196.2K	2.99%	5.9K
2023 - Hotel Booking LC	\$299.28	0.3	19.5K	29.2K	4.06%	1.2K





Amount spent
\$500.00
0.0%

Impressions
39,114
↓ -13.5%

CPM
\$12.78
↑ 15.7%

Link clicks
1,796
↓ -17.2%

CPC
\$0.28
↑ 20.8%

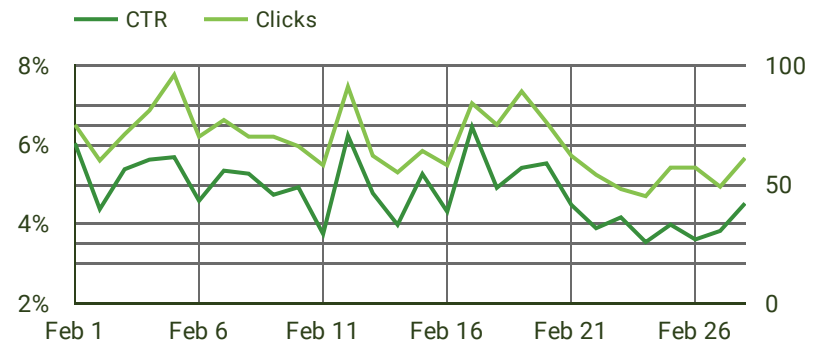
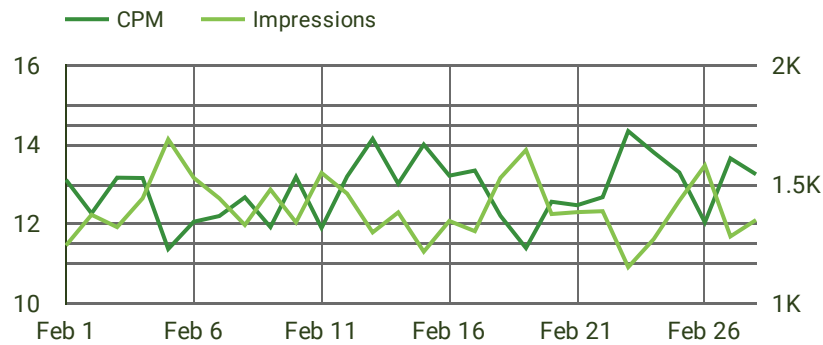
CTR (link click-through rate)
4.59%
↓ -4.3%



Impressions
39,114
↓ -13.5%



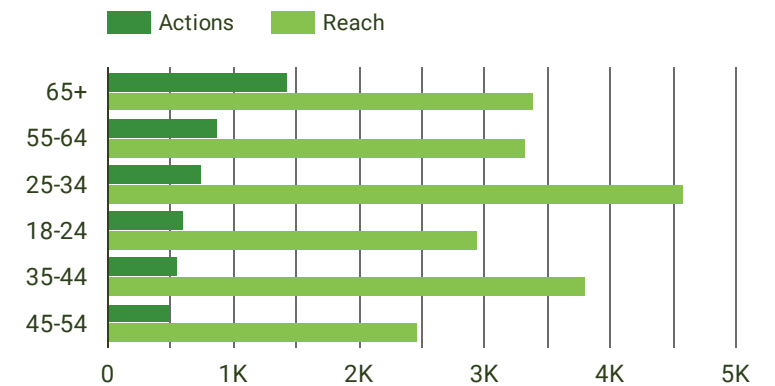
Reach
20,530
↓ -12.1%



Top Campaigns

Ads: by Age - (Actions and Reach)

Campaign na...	Cost	CPC (link)	Reach	Imp. ▾	CTR (link clic...	Link clicks
2023 - Website Traffic	\$500	0.3	20.5K	39.1K	4.59%	1.8K



Campaign Name	Media Type	Ad Type	Impressions	Clicks	CTR	CPC	CPM	CPR
1. Web Traffic Sports February	Pinterest	Digital	92,539	360	0.39%	\$0.93	\$3.62	\$0.93
2. Web Traffic Leisure February (Videos)	Pinterest	Digital	113,566	3,635	3.2%	\$0.12	\$3.76	\$0.12

Grand total 206,105 3,995 1.94% \$0.19 \$3.7 \$0.19

Google AdWords: Monthly Summary of All PPC Metrics

Objective: Increase Impressions, Clicks and CTR. Lower Cost and CPC.

Impressions
66,238
↓ -6.22%



Clicks
7,264
↓ -3.80%



CTR
10.97%
↑ 2.57%



Cost
\$3,064.80
↑ 2.31%



CPC
\$0.42
↑ 6.35%



Google AdWords: Summary of Search Campaigns this Month

Objective: Increase Impressions, Clicks and CTR.

Campaign	Impressions	Clicks	CTR
1. Do Orlando - Leisure	52,136	5,288	10.14%
2. Play Orlando - Sports	14,102	1,976	14.01%

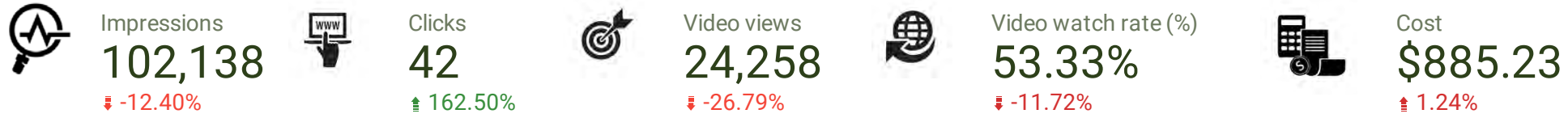
Google AdWords: Summary of Search Campaigns this Month

Objective: Summarize Impressions, Clicks and CTR by Ad Group

Ad type	Campaign name	Ad group name	Impressions	Clicks	CTR
1. Responsive search ad	Do Orlando - Leisure	Parks	25,388	2,946	11.6%
2. Responsive search ad	Do Orlando - Leisure	FOOD	18,988	1,563	8.23%
3. Responsive search ad	Play Orlando - Sports	Sports	4,534	692	15.26%
4. Responsive search ad	Play Orlando - Sports	Baseball	4,044	631	15.6%
5. Responsive search ad	Play Orlando - Sports	Soccer	2,559	342	13.36%
6. Responsive search ad	Do Orlando - Leisure	Nature Trails	1,996	331	16.58%
7. Responsive search ad	Play Orlando - Sports	Football	2,114	239	11.31%
8. Responsive search ad	Do Orlando - Leisure	Things to Do/Planning MS	3,006	236	7.85%
9. Responsive search ad	Do Orlando - Leisure	Family	2,658	208	7.83%
10. Responsive search ad	Play Orlando - Sports	Tennis	486	48	9.88%

Google Ads: Summary of All Youtube Metrics

Objective: Increase Impressions, Clicks and CTR. Lower Cost and CPC.



Google Ads: Summary of Do Orlando North Youtube Campaigns

Objective: Increase Impressions, Clicks and CTR.

Campaign	Impressions	Clicks	CTR	Video views	Video watch rate (%)
1. Do 15 Sec Non-Skippable CPM - Youtube	17,054	6	0.04%	0	
2. Do 30 Sec Skippable CPV - Youtube	15,940	9	0.06%	8,832	55.41%
Grand total	32,994	15	0.05%	8,832	55.41%

Google Ads: Summary of Play Orlando North Youtube Campaigns

Objective: Increase Impressions, Clicks and CTR.

Campaign	Impressions	Clicks	CTR	Video views	Video watch rate (%)
1. Play 15 Sec Non-Skippable CPM - Youtube	39,599	22	0.06%	0	
2. Play 30 Sec Skippable CPV - Youtube	29,545	5	0.02%	15,426	52.21%
Grand total	69,144	27	0.04%	15,426	52.21%

Google AdWords: Summary of Search Keyword Performance

Objective: Summarize Impressions, Clicks and CTR by Keyword

	Campaign name	Ad group name	Keyword text	Clicks ▾	Impressions	CTR
1.	Do Orlando - Leisure	Parks	parks in Orlando	1,506	16,287	9.25%
2.	Do Orlando - Leisure	FOOD	orlando restaurants	1,268	15,751	8.05%
3.	Do Orlando - Leisure	Parks	Orlando hiking trails	795	4,008	19.84%
4.	Play Orlando - Sports	Sports	Sports Event	389	2,199	17.69%
5.	Play Orlando - Sports	Baseball	Baseball Event	305	1,596	19.11%
6.	Do Orlando - Leisure	Parks	Orlando natural springs	281	1,594	17.63%
7.	Do Orlando - Leisure	Parks	parks in central Florida	176	1,869	9.42%
8.	Do Orlando - Leisure	FOOD	best food in Orlando	171	1,392	12.28%
9.	Play Orlando - Sports	Baseball	Baseball Tournament	160	1,221	13.1%
10.	Do Orlando - Leisure	Nature Trails	orlando hiking trails	153	466	32.83%
11.	Play Orlando - Sports	Football	Football Event	152	1,279	11.88%
12.	Play Orlando - Sports	Soccer	Soccer Event	129	785	16.43%
13.	Play Orlando - Sports	Soccer	Soccer Tournament	123	892	13.79%
14.	Do Orlando - Leisure	Family	orlando family fun	121	1,471	8.23%
15.	Do Orlando - Leisure	Nature Trails	florida hiking trails	114	948	12.03%
16.	Play Orlando - Sports	Baseball	Baseball Field	112	732	15.3%
17.	Play Orlando - Sports	Sports	Sports Arena	107	667	16.04%
18.	Play Orlando - Sports	Sports	Sports Tournament	102	799	12.77%
19.	Do Orlando - Leisure	FOOD	orlando takeout	79	1,110	7.12%
20.	Do Orlando - Leisure	Parks	nature parks in Orlando	78	609	12.81%


Paid Media: Summary of Campaigns


Objective: Summarize Impressions, Clicks and CTR by Keyword


Campaign Name ▾	Media Type	Ad Type	Impressions	Clicks	CTR
No data					
Grand total			0	0	0

Digital Banner Ads: YTD

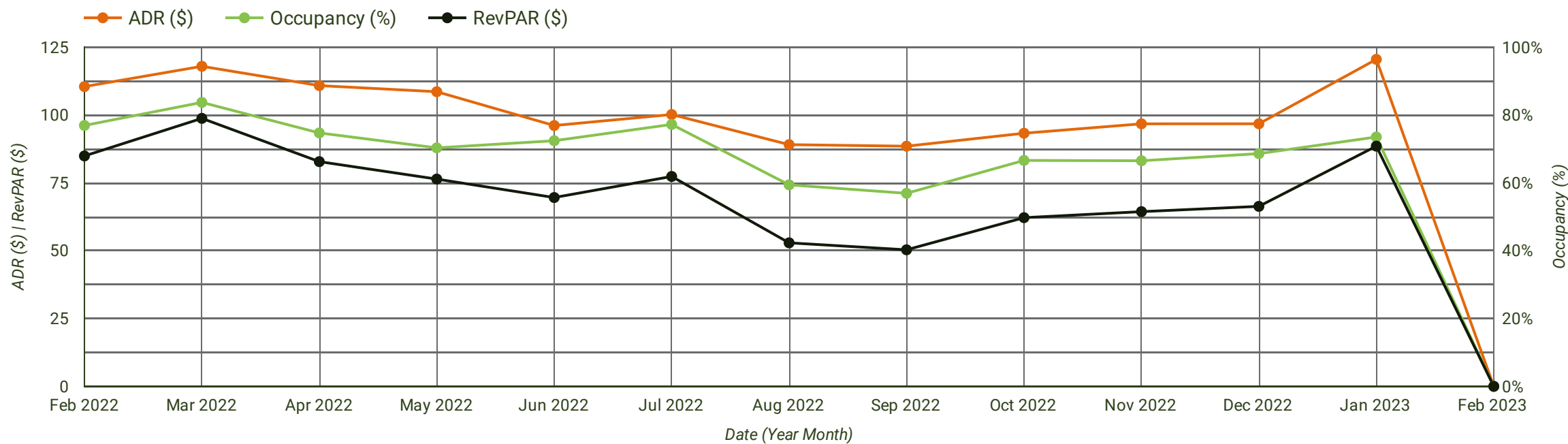
Objective: Increase Impressions, Clicks and CTR.

 Impressions
2,529,018

 Clicks
2,845

 CTR
0.11%

STR Report



Traffic Metrics

Sessions
4,316

New Sessions
3,937

% New Sessions
91.22%

Pageviews
5,314

Engagement Metrics

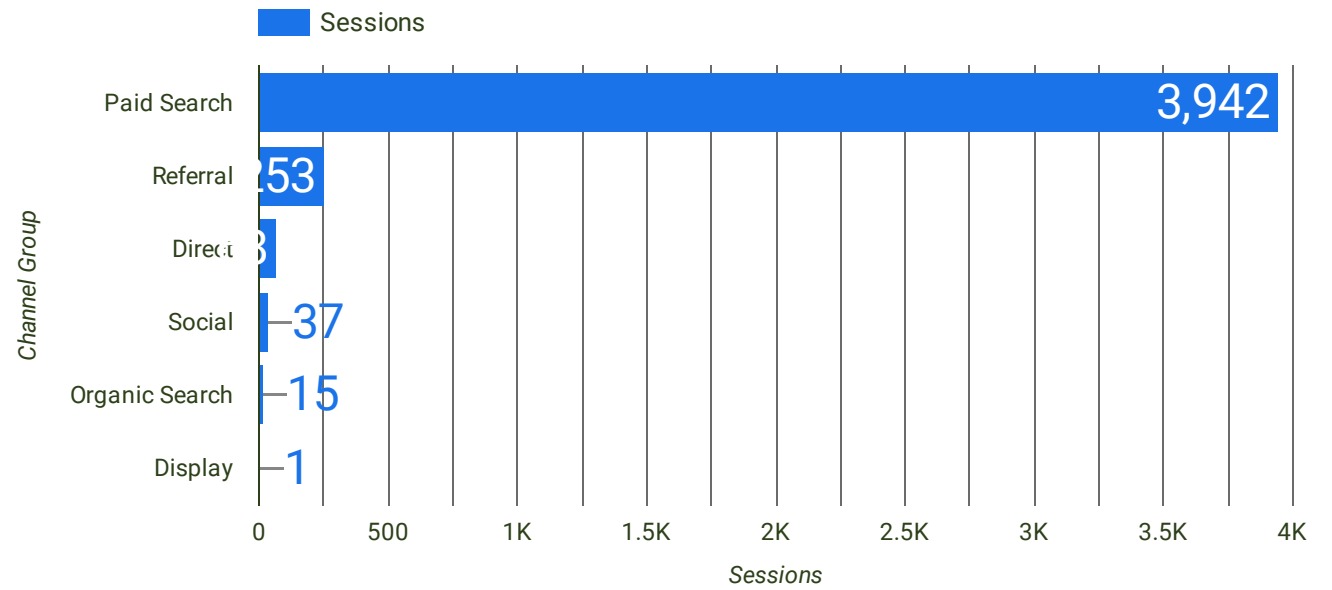
Pages / Session
1.23

Bounce Rate
88.14%

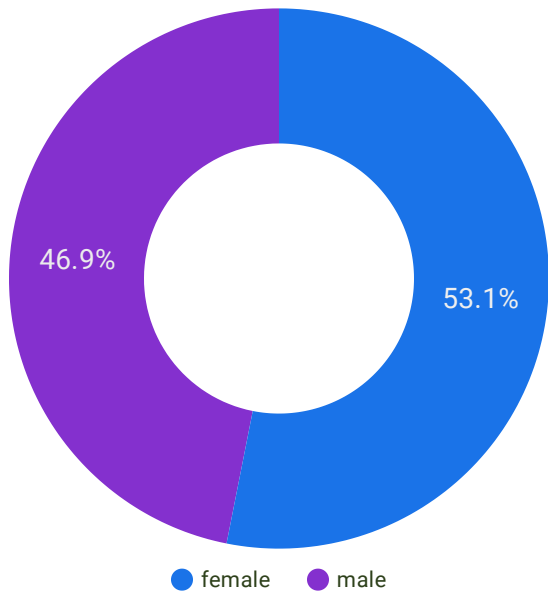
Avg. Session Duration
00:00:17

Avg. Sessions per User
1.07

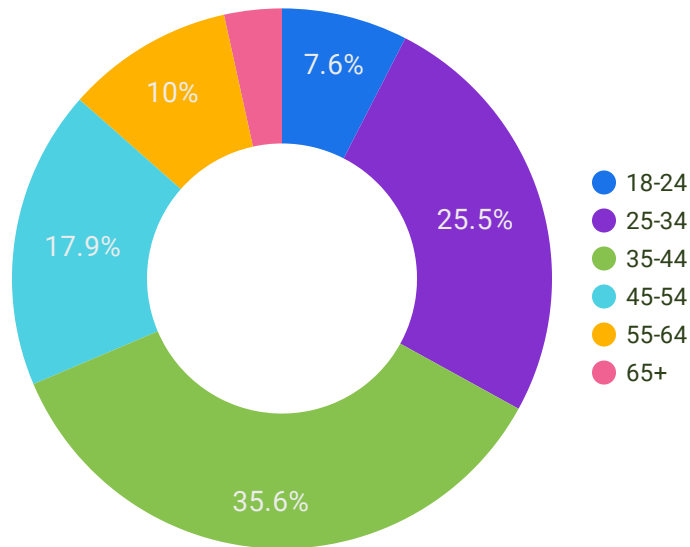
Traffic Source Visualization



Gender Demographics



Age Demographics



Device Demographics

