



## TOURIST DEVELOPMENT COUNCIL MEETING MINUTES

July 17, 2024, 3:30 PM  
Administration Bldg, 4th Floor,  
BCC Meeting Room,  
477 Houston St,  
Green Cove Springs, FL 32043

---

### **Call to Order**

**Present:** Commissioner District 1 Mike Cella, Chairman  
Steven Kelley  
Kimberly Evans  
Deborah Beals  
Neil Porter  
David Diaz  
Kevin Robert  
See Attachment A - Sign-In Sheet

**Absent:** Randy Anderson  
Brian Knight

**Staff Present:** Howard Wanamaker, County Manager  
Charlie Latham, Assistant County Manager  
Courtney Grimm, County Attorney  
Kimberly Morgan, Director of Tourism and Film Development  
Samantha Kusters, Tourism Product Development Manager  
Stephanie Lamb, Program Manager  
Cher Malta, Tourism Marketing Manager

Chairman Mike Cella called the meeting to order at 3:32 pm.

### **Public Comments**

Chairman Mike Cella opened the floor for public comment at 3:33 pm.

Hearing no comments, Chairman Mike Cella closed public comment at 3:33 pm.

### **Presentations**

1. EDC Destination Resort Hotel & Sports Complex Feasibility Study (K. Morgan)

Presentation forthcoming.

*Feasibility Study discussion can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 1:33 and ending at 46:46. Below is a summary of the discussion.*

Kimberly Morgan - Director of Tourism and Film Development, addressed the Council to provide details for the EDC Destination Resort Hotel & Sports Complex Feasibility Study.

Crawford Powell, Clay County Economic Development Corporation, addressed the Council to provide an overview of the study and introduce the team from Hunden Partners.

Matt Avila - Project Manager, Cassidy Sutton - Analyst, and Emily Connor - Analyst from Hunden Partners, presented a PowerPoint presentation to the Council to provide an overview, details, and information for the EDC Clay County Waterpark Resort and Sports Complex feasibility study. See Attachment B.

There were comments, questions, and discussions regarding challenges for overnight stays, occupancy, and attendance, best options for improving the sports complex, cross-country track option, number of fields, water park aspect, hotels, audience being attracted, financial/economic impacts, incentives package and recommendation for next steps.

## 2. Advance Travel & Tourism Marketing Update (A. Glass)

Marketing update from the contracted advertising agency.

*Advance Travel & Tourism Update can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 46:48 and ending at 1:03:26. Below is a summary of the discussion.*

Adrienne Glass, Account Executive, presented a PowerPoint presentation - regarding the Advance Tourism and Travel update. See Attachment C. Ms. Glass also introduced the team that will take care of the account while she is on maternity leave.

### Topics of discussion:

- Executive Summary
- General Leisure Campaign
  - Targeted Display Results
  - Paid Social Results
  - Spotify Results
  - YouTube Results
  - OTT/CTV Results
  - Paid Search Results
- Hey Neighbor Campaign
  - Geofencing Display Results

- Paid Social Results
- YouTube Results
- OTT/CTV Results
- Campaign Traffic
- Updated Website - Launched May 6, 2024

Questions and discussions were about attracting individuals, engagements, the "plan your trip" option, and the information and itineraries available.

### 3. Airstream Ventures Sports Tourism Update (Airstream)

Sports tourism update.

*Airstream Ventures update can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 1:03:30 and ending at 1:20:48. Below is a summary of the discussion.*

Alan Verlander, CEO of Airstream Ventures, presented a PowerPoint presentation regarding the Airstream Ventures Report. See Attachment D.

#### Discussion items:

- Association Trips
- Event Report
- Annual Contract

There were questions and discussions regarding the challenges with the canceled event, the risk of losing other events, hosting future events at the sports complex, having site visits, and the lack of room nights generated from events.

### 4. Thrasher-Horne Center TDC Grant Renewal (R. Olson)

Thrasher-Horne Center FY24-25 TDC Grant renewal conversation.

*Grant Renewal discussion can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 1:20:53 and ending at 1:55:15. Below is a summary of the discussion.*

Before the presentation for Thrasher-Horne, the Council had more discussions regarding the expansion of the sports complex and parking and traffic issues.

Robert Olson, Executive Director - Thrasher-Horne Center, presented a PowerPoint presentation to provide details and information for the TDC grant renewal. See Attachment E. Prior to the presentation, Mr. Olson mentioned the upcoming event to celebrate John Thrasher and the 20th Anniversary of Thrasher-Horne, which will be held in October.

There were questions and discussions regarding the support provided from the beginning, the increase in funding, what funding covers, room night generation from events, group rates, challenges, and the type of events booked.

Following the discussion, Chairman Mike Cella said the Council would discuss the recommendation to the Board later in the meeting.

### **Approval of Minutes**

#### 5. Tourist Development Council Meeting Minutes May 8, 2024 TDC meeting minutes from 5.8.24

Kevin Robert made a motion for approval of the May 8, 2024, TDC minutes, seconded by Neil Porter, which carried 7-0.

### **Budget**

#### 6. Budget Review (K. Morgan) FY23-24 Budget As of July 9, 2024 FY24-25 Budget Projections

*Budget Review discussion can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 1:55:42 and ending at 1:57:10. Below is a summary of the discussion.*

Kimberly Morgan - Director of Tourism and Film Development, addressed the Council to give an overview and details regarding the budget review. There will be an update again at the next TDC meeting to give a snapshot of this fiscal year and a preview for the next fiscal year.

Chairman Mike Cella commented on the current budget being worked on and said the next fiscal year starts October 1, 2024. Also, the college and Thrasher-Horne are on the state time frame and their budget starts July 1.

#### 7. Event Marketing Grant Update (S. Lamb)

*Event Marketing Grant discussion can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 1:57:12 and ending at 1:58:26. Below is a summary of the discussion.*

Stephanie Lamb, Program Manager, addressed the council to provide information and details regarding the Event Marketing Grant update. The information discussed can be found attached to the agenda.



Topics discussed:

- FY23/24
- Completion of Events
- Receiving Reimbursable Material
- Events Booked for 24/25
- Room Nights
- Bookings for 24/25

8. Florida Rugby Classic II TDC Grant Request (K. Morgan/S. Lamb)  
Florida Rugby Classic II - October 12-13, 2024 at Thunderbolt  
Park/Plantation Sports Complex. Requesting \$

*TDC Grant Request - Rugby Classic can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 1:58:30 and ending at 2:24:05. Below is a summary of the discussion and vote.*

Dan Fletcher - First Coast Rugby Classic and Kevin Monahan - Monahan Consulting presented a PowerPoint presentation to provide details and information regarding the TDC grant request - \$17,350.00 - for the Florida Rugby Classic II. See Attachment F.

There were comments, questions, and discussions regarding the event's positive impact, the grant award, costs, relationships in other counties, expansion of the event, scoring, and funding of the goal post.

Following all discussions, Steven Kelley made a motion for approval of \$10,000.00 for the Rugby Classic, seconded by Kevin Robert, which carried 7-0.

9. Whistling Death 5k & 10k TDC Grant Request (K. Morgan/S. Lamb)  
Whistling Death 5k & 10k - October 5, 2024 at Historic Lee Field.  
Requesting \$3,938.

*TDC Grant Request - Whistling Death can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 2:24:07 and ending at 2:25:56. Below is a summary of the discussion and vote.*

Kimberly Morgan, Director of Tourism and Film Development, and Stephanie Lamb, Program Manager, addressed the Council to provide an overview and details regarding the TDC grant request - \$3,938.00 - for the Whistling Death 5k and 10k to be held in October of this year.

There were questions and discussions regarding the grant award amount.

Kevin Robert made a motion for approval of \$1,600.00 for the Whistling Death event, seconded by Neil Porter, which carried 7-0.

10. UFFL Weekend Warrior TDC Grant Request (K. Morgan/S. Lamb)  
UFFL Weekend Warrior Tournament - October 26-27, 2025 at the Clay County Sports Complex. Requesting \$17,000.

*TDC Grant Request - UFFL can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 2:26:01 and ending at 2:42:43. Below is a summary of the discussion and vote.*

Lane Teitelbaum - Airstream Ventures - Director of Sports Tourism, addressed the Council to provide an overview and details regarding the TDC grant request - \$17,000.00 - for the UFFL Weekend Warrior Tournament.

There were questions and discussions regarding the history of the event and organization, the number of attendees and participants, the algorithm and scoring, the event's growth and partnership, the time of the event, verified room nights, requirements, commitment, and budget and funding.

Steven Kelley made a motion for approval of \$17,000.00 for the UFFL Weekend Warrior Event, seconded by Deborah Beals. There were more discussions regarding hotel stays. The motion carried 7-0.

11. TDC Event Marketing Grant Subcommittee Report (S. Kelley)

*Subcommittee Report can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 2:42:48 and ending at 3:57:13. Below is a summary of the discussion.*

Steven Kelley and Kimberly Morgan, Director of Tourism and Film Development, addressed the Council to provide details and an overview regarding the TDC Grant Subcommittee Report and PowerPoint presentation regarding the TDC Grant Changes. See Attachment G.

Topics Covered:

- Special Events
- Sports Events
- Name for the TDC Support Services
- Need Period
- SET Max

During and after the presentation, the Council had lengthy conversations and discussions regarding options for each event to move forward and the impact of the changes.

### Discussion Items:

- Challenges
- Options/Format
- Room Nights
- Maximum Award
- Economic Impacts
- Brand Alignment clarification
- Amount of Funding in Categories/Components
- Qualifications
- Recommendations for options from the Commission
- Examples of Events - Impact from Events - Old vs. New Scoring Algorithm
- Grants Awarded
- Stay to Play component
- Sponsorship Option
- Merging Options
- How Events Contribute to the County - i.e., Quality of Life
- Sliding Scale
- Marketing Events
- Clarification of TDC Support Services
- TDC Services Name

Following all discussions and suggestions from the Council, there was a consensus to have the name Tourism Support Services, Special Event Option 2 - (As Rewritten), and Sports Events (As Discussed).

There was a brief discussion regarding hiring a staff consultant if there is a review of the future of the algorithm and the next steps for final approval.

### **New Business**

#### 12. Legislative Update (K. Morgan)

Legislative topics and talking points.

*Legislative update can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist%20Development%20Council/July%2017,%202024), beginning at 3:57:14 and ending at 3:59:00. Below is a summary of the discussion.*

Kimberly Morgan, Director of Tourism and Film Development, addressed the Council to provide details and information regarding the legislative update. The governor vetoed the vacation rental bill, and TNT funding will be a hot topic at the next legislative session.

Chairman Mike Cella mentioned attending the Florida Association of Counties meeting and the discussion regarding tourism dollars.

### 13. Review Meeting Schedule

September 4, 2024

November 6, 2024

*Meeting Schedule update can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 3:59:01 and ending at 3:59:15. Below is a summary of the discussion.*

Chairman Mike Cella reiterated the 2024 TDC meeting schedule as listed above. The next TDC meeting will be held on September 4, 2024.

### **Old Business**

### 14. Upcoming Events Update (S. Lamb)

Upcoming tourism events in Clay County.

*Events update can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 3:59:16 and ending at 3:59:54. Below is a summary of the discussion.*

Stephanie Lamb, Program Manager, addressed the Council to provide information for the Upcoming Event update and the website's how-to "schedule an event" option. The list of upcoming events is attached to the agenda. For more information, please visit [exploreclay.com](http://exploreclay.com).

*Discussion regarding item 1 - Feasibility Study and item 4 - Thrasher-Horne can be seen at [www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024](http://www.claycountygov.com/government/clay-county-tv-and-video-archive/Committees/Tourist Development Council/July 17, 2024), beginning at 3:59:57 and ending at 4:33:29. Below is a summary of the discussion.*

There was more discussion regarding item 1 - EDC Destination Resort Hotel and Sports Complex Feasibility Study and recommendation.

Comments, questions, and discussions were had regarding grant funding - \$500,000.00, parking lot, lighting, costs, impact, and potential value to the county and how to move forward.

Following all discussions, the Council recommended a presentation before the Board of County Commissioners and moving forward with phase 2 - four additional fields and the cross-country course not to include the diamonds.

Moving to the discussion regarding the request from Thrasher-Horne, there were questions and discussions regarding the \$125,000.00 grant and interlocal agreement, increase, room night generation, value to tourism, events held at Thrasher-Horne and revenue, support from the TDC, use of funding, the economic and quality of life impact, partnership and moving forward.

Following all discussions, Ms. Morgan stated she had taken notes and would express the recommendation as discussed to the Board when the item is brought before the BCC.

## **Adjournment**

Hearing no further business, Chairman Mike Cella adjourned the meeting at 8:06 pm.

Attest:

---

Committee Chairman

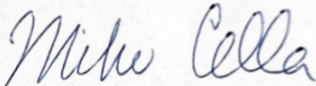
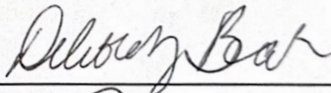
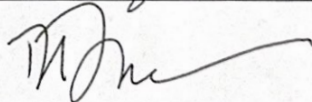
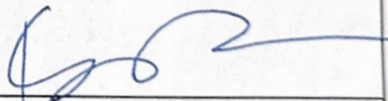
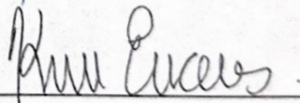
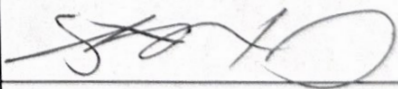
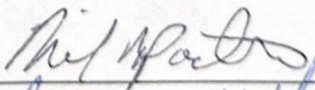
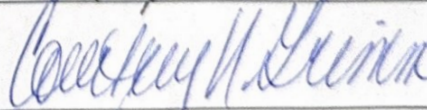
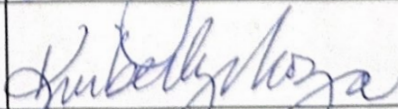
---

Recording Deputy Clerk

B

**Attachment**  
**“A”**  
**Sign-In Sheet**

Tourist Development Council  
 Wednesday, July 17, 2024  
 3:30 p.m.

NAME	REPRESENTATION	SIGNATURE
Mike Cella	Chairman	
Randy Anderson	Town of Orange Park Council (Municipal)	
Brian Knight	Pragmatic Works (Citizen)	
Debbie Beals	Keystone Heights Realtor (Citizen)	
David Diaz	Car Club Events/Accomodations (Citizen)	
Kevin J. Robeřt	Robeřt Hospitality, LLC Hampton Inn/ Hilton Garden Inn (Accommodation)	
Kimberly Evans	Aon Hospitality (Accommodation)	
Steven Kelly	City of Green Cove Springs (Municipal)	
Neil Porter	Vacation Rental Owner (Accommodation)	
Courtney Grimm	County Attorney	
Kimberly Morgan	Director of Tourism & Film Development	

# **Attachment**

## **“B”**

# **EDC Destination Resort Hotel and Sports Complex Study**



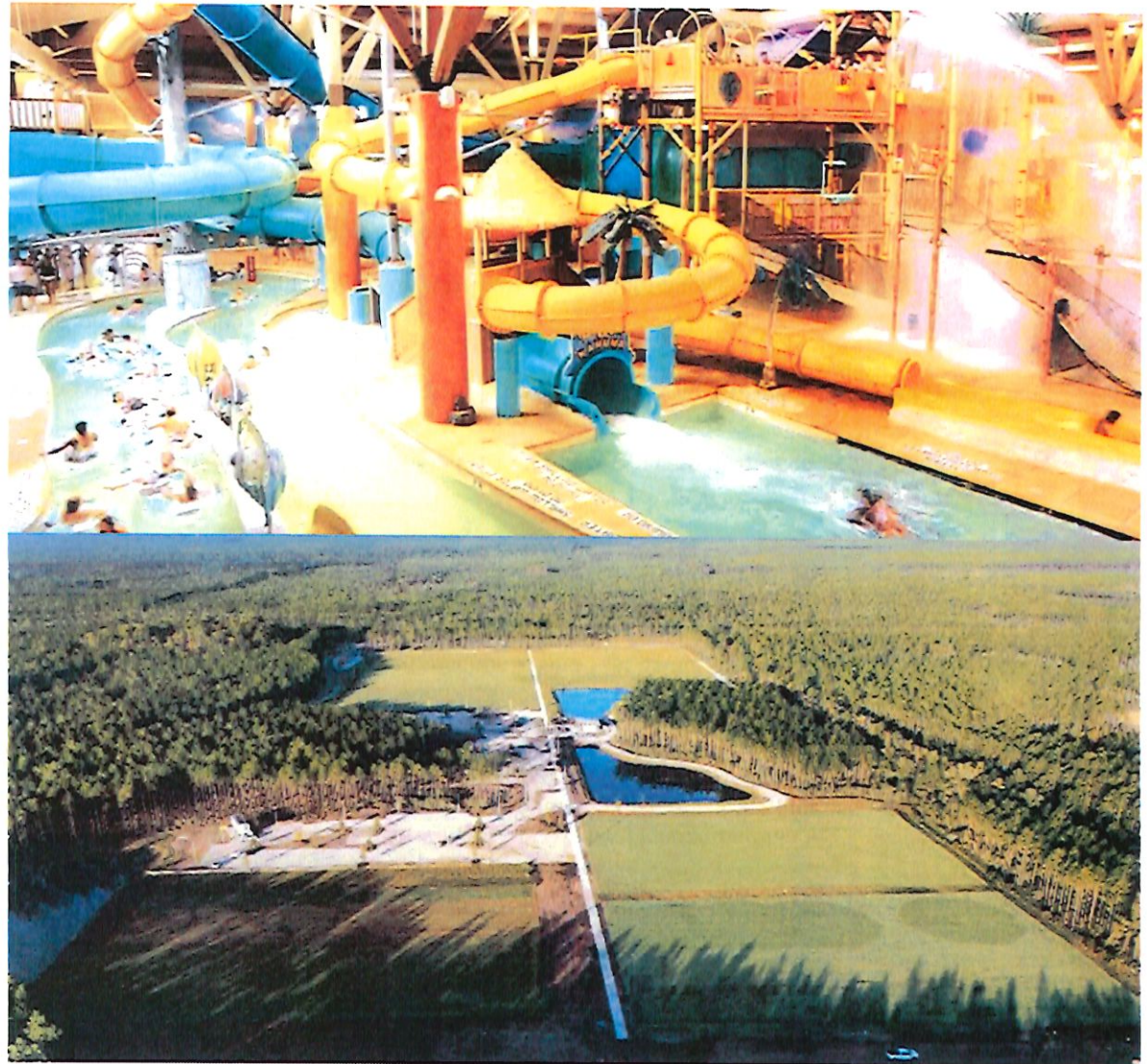
**hunden  
partners**

# Clay County Waterpark Resort & Sports Complex

Market Demand, Financial  
Feasibility & Impact Study

**FINAL REPORT**

MAY 2024





## Hunden Qualifications

Hunden Partners is a full-service global real estate development advisory practice, providing public and private sector clients with confidence and results so they can move their projects from concept through execution. With more than 28 years of experience on over 1,000 projects, Mr. Hunden and his team are relied-upon guides and advisors that provide owner's representation services, project management and strategy, and the individual components of the process: feasibility and financing studies, impact analysis, governance/management structures, deal negotiation and team-assembly — managing RFQ/P processes for developers, architects, construction, management companies and service providers.

Hunden Partners professionals have provided all the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, our professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations, and non-profit management. Over eighty percent of our clients are public entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development, and tourism activities.

## Study Assumptions & Conditions

This deliverable has been prepared under the following general assumptions and limiting conditions:

- The findings presented herein reflect analysis of primary and secondary sources of information assumed to be correct. Hunden utilized sources deemed to be reliable but cannot guarantee accuracy.
- No responsibility is taken for changes in market conditions after the date of this report and no obligation is assumed to revise this report to reflect events or conditions occurring thereafter.
- Hunden has no control over construction costs or timing of construction and opening.
- Macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of the project.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.



# Executive Summary

---



# Executive Summary

---



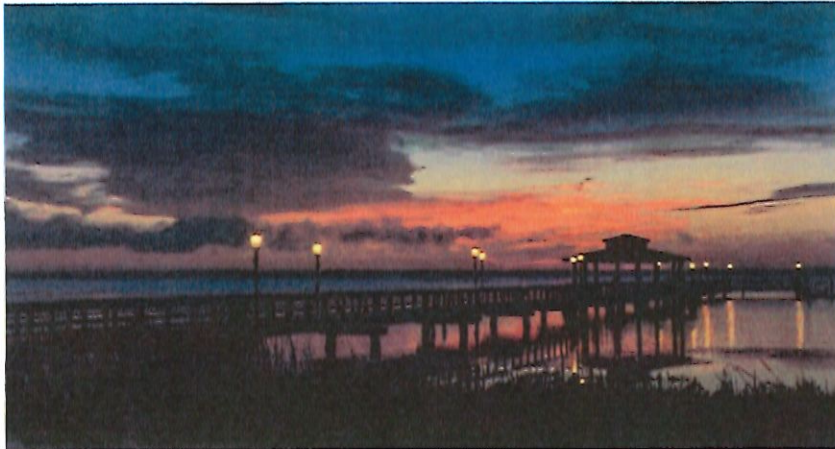
Study Methodology

Major Study Discoveries

Key Takeaways & Implications for Clay County

Recommendations

Next Steps







## Project Introduction: Water Park Resort & Sports Complex

Clay County (Client) engaged Hunden Partners to complete a market and financial feasibility study to determine the viability, financial gap and fiscal impacts of a new indoor/outdoor waterpark and resort, as well as the future expansion of the Clay County Regional Sports Complex. The foundation of the study includes a market demand, financial feasibility and economic impact study to determine the viability of a destination resort and waterpark in Clay County and an expanded regional sports complex. These efforts will determine the current and future unmet demand for each market, as well as assist the County and key stakeholders to determine the pros and cons to building these facilities adjacent to one another.

Hunden has studied similar projects in the past and brings an understanding of how similar developments have worked in other areas, the incentives provided, and deals of this nature are structured. The study outcome will provide data analytics to support the County in determining any incentives to offer, as well as provide overall support for negotiations with possible owners/operators.

# Executive Summary

## Study Methodology & Key Questions



### Current Clay County & Surrounding Market Assessment

With consideration of existing plans and county goals, Hunden analyzed the current performance of local and regional hospitality, tourism and sports assets to identify gaps in the market to be addressed by a destination resort and waterpark and an expanded Clay County Sports Complex.

### Market Opportunities Assessment & Future Recommendations

Based on local and regional market research, comparable national case studies, and stakeholder engagement, Hunden formed recommendations and implications as it relates to an expanded Clay County Sports Complex and a destination waterpark resort.

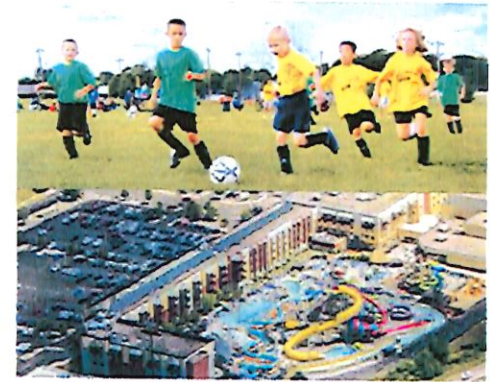
### Financial Performance, Economic & Fiscal Impact Projections

The Hunden team has prepared a financial analysis, economic and fiscal impact projections for the proposed components. Based on financial feasibility and economic/fiscal impacts, funding methods will be analyzed for Project execution.



# Local and Regional Market Engagement

In addition to meeting with local stakeholders during the in-person kickoff, Hunden interviewed several local and regional groups throughout the market research process. Interview feedback provided further understanding of the waterpark/resort, youth sports, and meeting/event industry on top of Hunden's data-driven analyses. The following groups and organizations were interviewed to help identify market opportunities.



## Local Groups

- Reinhold Corporation
- Visit Clay County
- Airstream Ventures

## Regional / National Groups

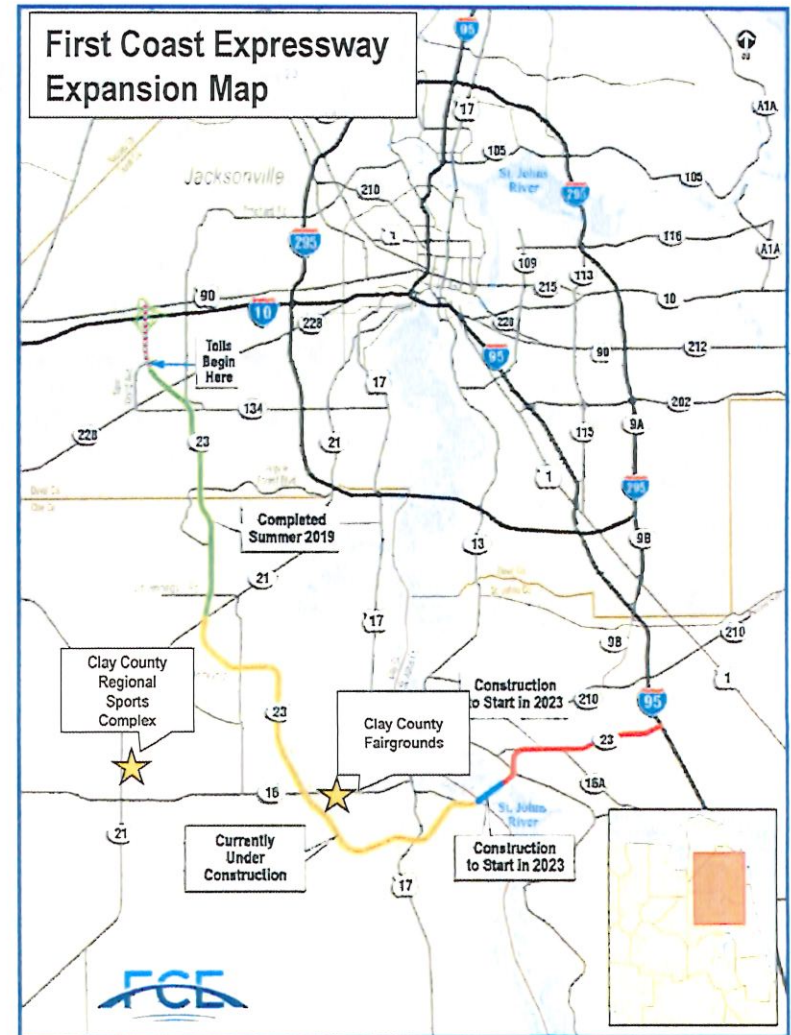
- St. Johns County VCB
- Visit Jacksonville
- Visit Gainesville
- Florida Sports Foundation
- Great Wolf Lodge
- Kalahari Resorts
- UFFL
- 3Step Sports
- Sports Facilities Companies
- Grand Park Management
- Alachua County Sports & Event Center
- ESPN Wide World of Sports Complex
- USSSA Florida
- USA Volleyball
- TNBA (AAU)

# Study Discovery: Major Market Growth & Opportunities

The First Coast Expressway expansion will create many opportunities for Clay County, especially as it relates to a potential family-oriented waterpark resort and the regional sports complex. The expansion goes through many large privately-owned land tracts, several of which are planned for residential and commercial development to capitalize on the accessibility.

From a greater Jacksonville perspective, most of the recent growth has occurred on the southern side of the MSA. The following key points highlight the southern Jacksonville MSA market as a whole:

- St. Johns County, which is directly to the east of Clay County across the St. Johns River, has experienced and continues to experience robust growth.
- Clay County has tracked slightly behind St. Johns County in terms of growth. However, in the context of the greater Jacksonville MSA, it is still one of the fastest growing areas with the most development opportunity in the future.



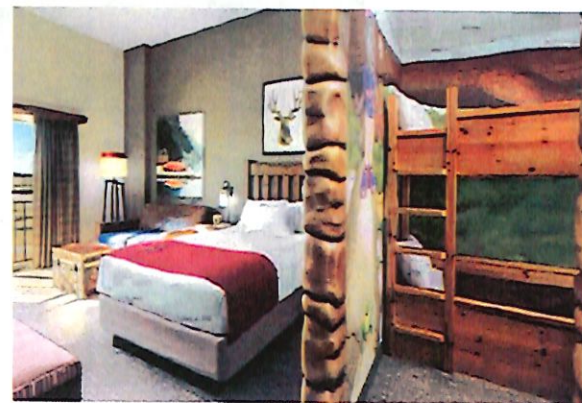


# Family / Waterpark Resort Market Analysis

In this report, Hunden examines the family/waterpark resort market. Considering the geographic nature of Florida, the region offers a robust waterpark resort market, notably from major brands like Disney World and Universal Studios. Successful waterpark resorts, especially those in Florida, typically require the support of a recognized brand to ensure profitability.

Family-oriented waterpark resorts are a highly niche market with a unique business model. Few companies inhabit this subsegment of the hospitality ecosystem, such as Great Wolf Lodge, Kalahari, and Gaylord. Great Wolf Lodge (GWL) is one of the only major companies within this subsegment with a strong national presence and many active projects. Therefore, Hunden utilized GWL as a case study framework throughout this report to assess the industry, given that it is recognized as one of the leading standalone family waterpark resorts in the US. The goal of this report is to remain brand agnostic while utilizing existing relevant projects to offer insight into the intricacies of family-oriented waterpark resorts and the incentives required to attract these types of developments.

Known for its destination experience, family/waterpark resorts include an array of on-site offerings such as an expansive indoor/outdoor waterpark, family entertainment offerings, meeting space, food and beverage and retail outlets, and a variety of accommodations all designed to serve families with children. Family waterpark resorts that are backed by a recognized brand generate stronger occupancies and rates compared to traditional hotels. These resorts also supply high paying jobs compared to the overall hotel market due to their wide spectrum of jobs offered.



# Study Discovery: Clay County Sports Complex Expansion

Hunden's analysis assessed both the indoor and outdoor sports opportunity in Clay County. Based on Hunden's thorough analysis of the local and regional market, conversations with teams, tournament operators, and national groups, the following opportunities were identified:



**Outdoor Sports Opportunity**

There is a **substantial need for outdoor soccer fields in the County and across the Jacksonville MSA**. The eight grass fields delivered in Phase I are a strong entrance to the market; however, to be a strong sports tourism driver for the county the introduction of more fields that are artificial turf and multipurpose is a must.



**Indoor Sports Opportunity**

There is a **strong demand for indoor multipurpose court space for basketball, volleyball, wrestling, dance/cheer and other niche sports**. There are several active and planned indoor sports complexes regionally that, if developed, may diminish the opportunity slightly. However, Hunden asserts the opportunity in Clay County is strong.








## Study Discovery: Market Supply and Demand Analysis

Hunden's assessment analyzed two major segments to understand the market and overall opportunity, the hotel and resort segment and the youth and amateur sports segment. Both were assessed separately, however, are intertwined and related in many ways. The table below outlines a summary of the supply and demand analysis for the segments analyzed and the resulting opportunity which served as a basis for our recommendations.

**Contingency:** One of the major factors for the waterpark & family resort market demand and opportunity level will be the opening of the Great Wolf Lodge (GWL) in Naples in Fall of 2024.

**Strong opportunity to create an outdoor sports destination supported by several hotels, including the possibility of an anchoring family-destination waterpark resort**

	Hotel	Waterpark & Resort	Conference & Meeting Space	Field Sports	Diamond Sports	Indoor Sports
Supply	Minimal	None	Minimal	Moderate	Good	Moderate - Good (Several projects in process)
Demand	Strong	Contingent Strong	Strong	Strong	Strong	Strong
Future Opportunity		Contingent				

# Recommendations: Clay County Sports Complex

Phase I of the Clay County Regional Sports Complex was completed in early 2024 and includes eight full-sized, grass soccer fields. Hunden's recommendations build on this and focus intently on sports-tourism driven assets. Community assets such as park space and tennis/pickleball courts are of less a focus within the recommendations, although improvements to these facilities can be included to elevate the overall park.

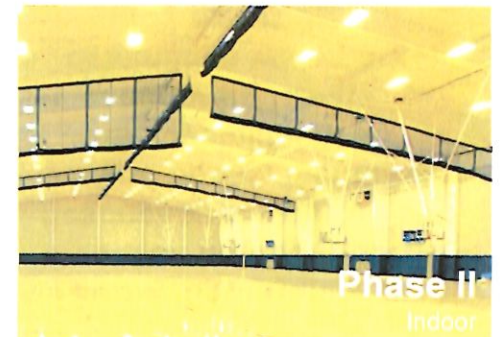
	<b>1</b> <b>Phase I</b> (Completed - 2024)	<b>2</b> <b>Phase II</b> (1-5 Years)	<b>Total</b> <b>Buildout</b>
<b>Outdoor Facilities</b>	<b>8</b> Grass Soccer Fields	<b>4</b> Multipurpose Artificial Turf Fields	<b>12 Fields</b> 8 Grass 4 Artificial Turf
<b>Field Playing Surface Detail</b>	-	4 Full-Sized Multisport/Soccer 6 Diamonds	8 Grass 4 Artificial Turf Multisport 6 Artificial Turf Diamonds
<b>Indoor Facilities</b>	-	<b>8</b> Indoor Basketball Courts (16 Volleyball)	<b>8</b> Indoor Basketball Courts (16 Volleyball)
<b>Additional Sports Assets</b>	-	Outdoor Cross-Country Course (NCAA Regulation)	-



**Phase I**



**Phase II**  
Outdoor



**Phase II**  
Indoor



# Waterpark Resort Steps Forward

1

## Cannibalization

The opportunity for a new waterpark resort development in Clay County is somewhat contingent on the captured market of the GWL Naples property that is planned to open in fall of this year, which is expected to primarily capture a 4-hour drive radius. Although a major market entrant in the industry, there will be an opportunity in Clay County for a similar waterpark resort concept. Notably, traditional hotel development will not impact the market potential of a waterpark resort.

2

## Incentive Package

The estimated incentive package for a waterpark resort project in Clay County would be approximately \$45 - \$50 million in present value dollars.



3

## Site

A waterpark resort brand does not have to be collocated with the Clay County Sports Complex. There is not a strong synergy between the two and the county should view both assets as elevating the family destination image of the county, rather than a dual complex that relies on each other.

4

## Other Destination Resorts

Alternatives to waterpark resort brands are few and far between. If a waterpark resort does not come to fruition, a strong secondary option includes a large select-service plus conference hotel given that Clay County currently lacks hotel and meeting supply.

The following factors must be considered related to attracting a destination waterpark resort brand to Clay County.

# Economic Impact

## Hunden projected the 30-Year economic, fiscal and employment impact for both the waterpark resort and an expanded Clay County Sports Complex.

Hunden estimates that the waterpark resort will generate \$7.7 billion in net new spending, \$3.8 billion in net new earnings, 1,500 FTE jobs and \$216 million in local taxes in the economy over a 30-year timespan.

Moreover, the expanded Clay County Sports Complex has the potential to generate an estimated \$2.8 billion in net new spending, \$1.2 billion in new earnings, 832 FTE jobs and \$38.4 million in local taxes.

Construction impacts for both potential projects are provided in later chapters of this report.

### 30-Yr. Summary of Impacts

	Great Wolf Lodge	Sports Complex
<b>Net New Spending</b>	<b>(millions)</b>	<b>(millions)</b>
Direct	\$4,378	\$1,750
Indirect	\$1,663	\$689
Induced	\$1,634	\$391
<b>Total</b>	<b>\$7,675</b>	<b>\$2,830</b>
<b>Net New Earnings</b>	<b>(millions)</b>	<b>(millions)</b>
From Direct	\$1,433	\$823
From Indirect	\$1,263	\$236
From Induced	\$1,086	\$156
<b>Total</b>	<b>\$3,782</b>	<b>\$1,215</b>
<b>Net New FTE Jobs</b>	<b>Actual</b>	<b>Actual</b>
From Direct	857	505
From Indirect	325	209
From Induced	318	117
<b>Total</b>	<b>1,500</b>	<b>832</b>
<b>Tax Generation</b>	<b>(millions)</b>	<b>(millions)</b>
Sales Tax - County (1.5%)	\$115.2	\$26.3
Tourism Development Tax - County (5.0%)	\$65.7	\$12.1
Property Tax	\$34.7	-
<b>Total</b>	<b>\$215.6</b>	<b>\$38.4</b>

Source: Hunden Partners



# hunden partners



213 W. INSTITUTE PLACE, SUITE 707  
CHICAGO, IL 60610



312.643.2500



[WWW.HUNDENPARTNERS.COM](http://WWW.HUNDENPARTNERS.COM)

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

**With professionals in Chicago, Dallas, New York, and Minneapolis, Hunden 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 28 years, with more than \$20 billion in built, successful projects.**

# **Attachment**

**“C”**

# **Advance Travel and Tourism Update**





**ADVANCE**  
TRAVEL & TOURISM  
*destination marketers*

BOARD REPORT  
April 2024 - May 2024



LET'S GO SOMEWHERE  
**together.**

# Executive Summary .

- Over **5.6 million impressions** were served between April 2024 and May 2024, driving more than **63,000 visitors** to Exploreclay.com!
- The Display campaign have had more than **15,993 hours** of total exposure. This is equal to more than **665 days** of your ads being seen by your target markets.
- The Social Campaigns reach of **367,973** potential travelers on Facebook and Instagram. Clicks **increased 90%** and post engagements **increased 76%** compared to the previous period. This is an additional 20,087 clicks and 8,148 post engagements from April through May.
  - The Advance campaigns accounted for over half of the total website traffic at **62%**.
- These users directly drove over **38,000 Pageviews** which is an **additional 15,874 pages** viewed compared to the previous period. They also drove **871 outbound clicks**.

# General Leisure Campaign



# Targeted Display Results.

Impressions: 2,702,120

Clicks: 15,619

CTR: 0.58%

Total Exposure Time: 15,993 Hours

New Users: 99%



Clay County, FL Tourism  Sponsored ·  

Our stories are ready to be told. From our unique roots and heritage to our continued celebration of new tales waiting to ... See more



 **We have a STORY TO TELL**

exploreclay.com  
The Perfect Setting For Your Next Adventure [Learn more](#)

Clay County, FL Tourism  Sponsored ·  

Planning a family trip to Florida? Look beyond the usual and discover Clay County! With exciting outdoor activities, ... See more



 **We have a STORY TO TELL**

exploreclay.com  
The Perfect Setting For Your Next Adventure [Learn more](#)

Clay County, FL Tourism  Sponsored ·  

Discover Clay County, a hidden gem in Florida. Unique experiences, outdoor adventures, and a chance to be part of our story ... See more



 **We have a STORY TO TELL**

exploreclay.com  
The Perfect Setting For Your Next Adventure [Learn more](#)

Clay County, FL Tourism  Sponsored ·  

Craving a Florida adventure that's anything but ordinary? Clay County surprises you with hidden gems, rich history, and ... See more



 **We have a STORY TO TELL**

exploreclay.com  
The Perfect Setting For Your Next Adventure [Learn more](#)

# Paid Social Results.

Impressions: 621,236

Reach: 246,106

Clicks: 26,110

Post Reactions: 910

Post Shares + Post Saves: 147

New Users: 100%

# Spotify Results.

Impressions: 351,945

Reach: 129,069

Clicks: 104

Completions: 347,580

Completion Rate: 98.76%

New Users: 100%





# YouTube Results.

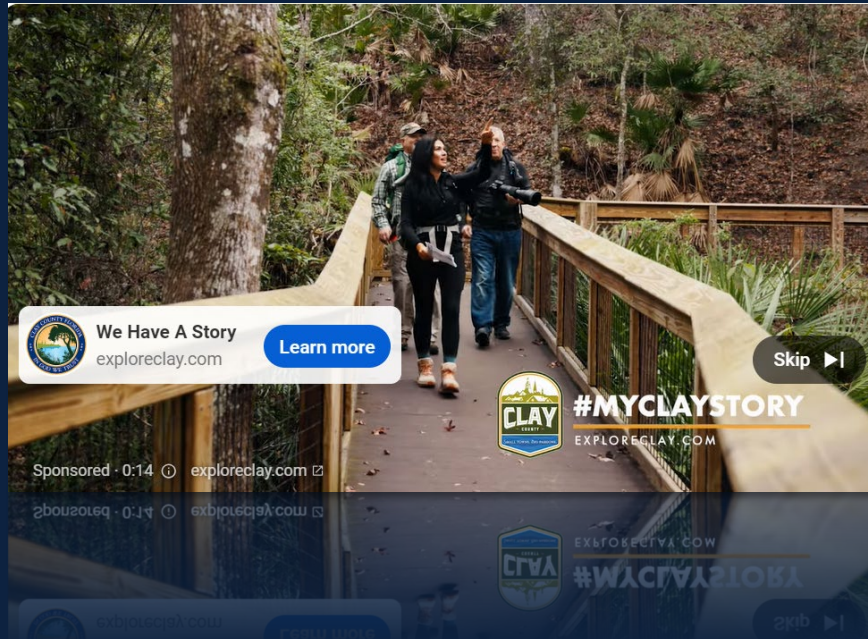
Impressions: 232,360

Clicks: 198

Completed Views: 137,371

Completion Rate: 59.12%

New Users: 100%



# OTT/CTV Results.



Impressions: 407,833

Completion Rate: 98.15%

New Users: 100%



# Paid Search Results.

Impressions: 28,323

Clicks: 2,725

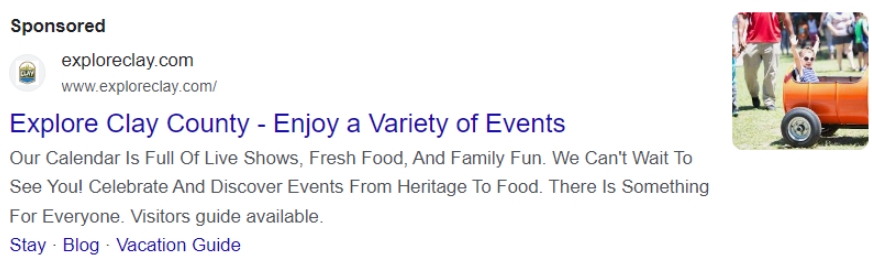
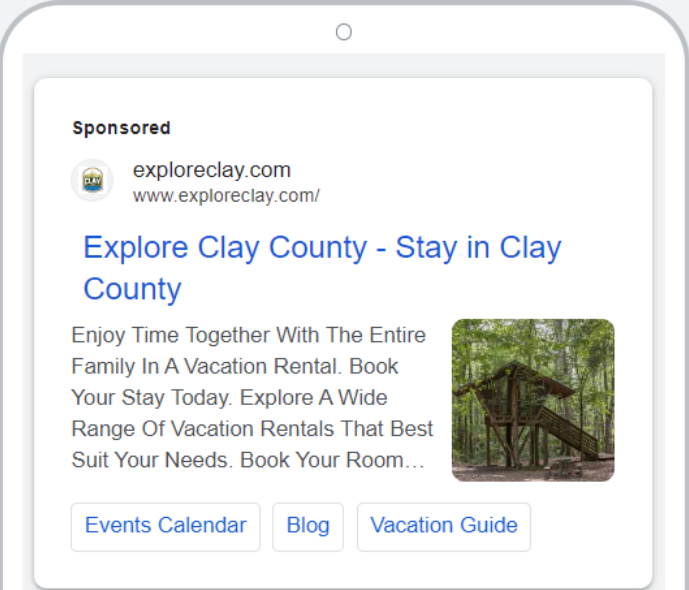
CTR: 9.62%

New Users: 97%

Engagement Rate 70%

Top Keywords:

- clay county florida events
- camping in clay county florida
- rentals in clay county florida
- things to do in clay county florida



# Hey Neighbor Campaign



## Geofencing Display Results.

Impressions: 418,968

Clicks: 2,302

CTR: 0.55%

New Users: 100%

863 devices were tracked back to Clay County from the Geofence Campaign



# Paid Social Results.

Impressions: 552,870

Reach: 127,491

Clicks: 16,296

Post Reactions: 1,035

Post Shares + Post Saves: 203

New Users: 99%

# YouTube Results.

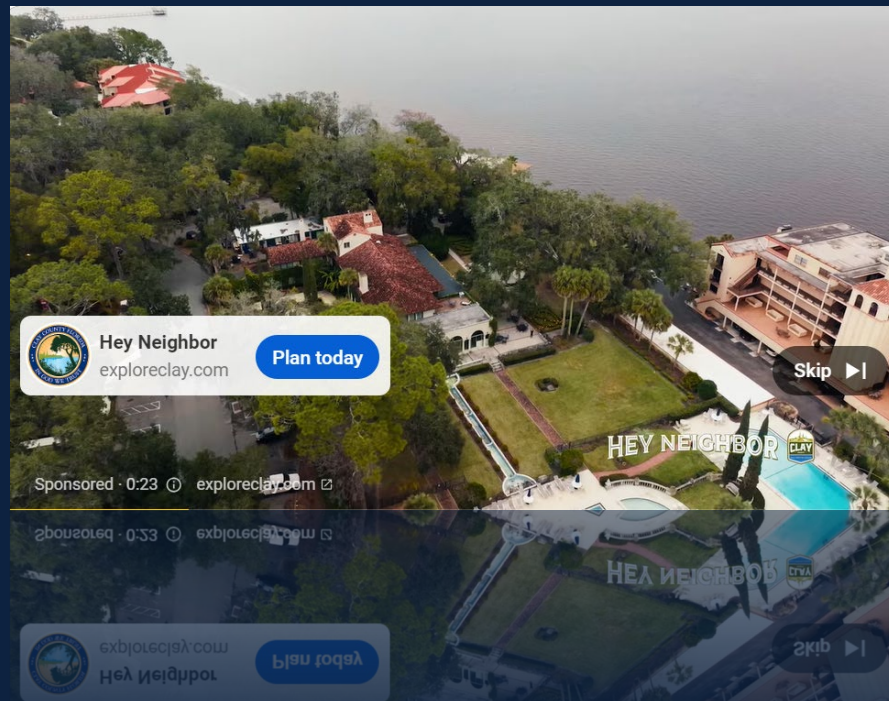
Impressions: 197,633

Clicks: 145

Completed Views: 119,706

Completion Rate: 60.57%

New Users: 100%





# OTT/CTV Results.

Impressions: 169,667

Completion Rate: 98.34%

New Users: 100%



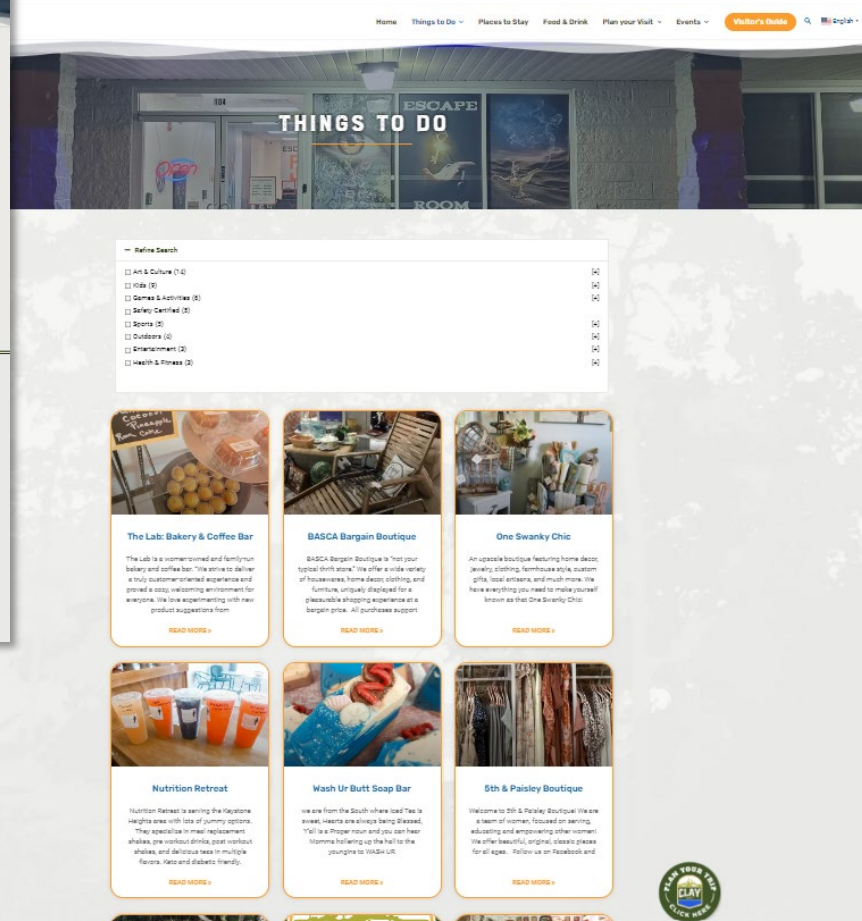
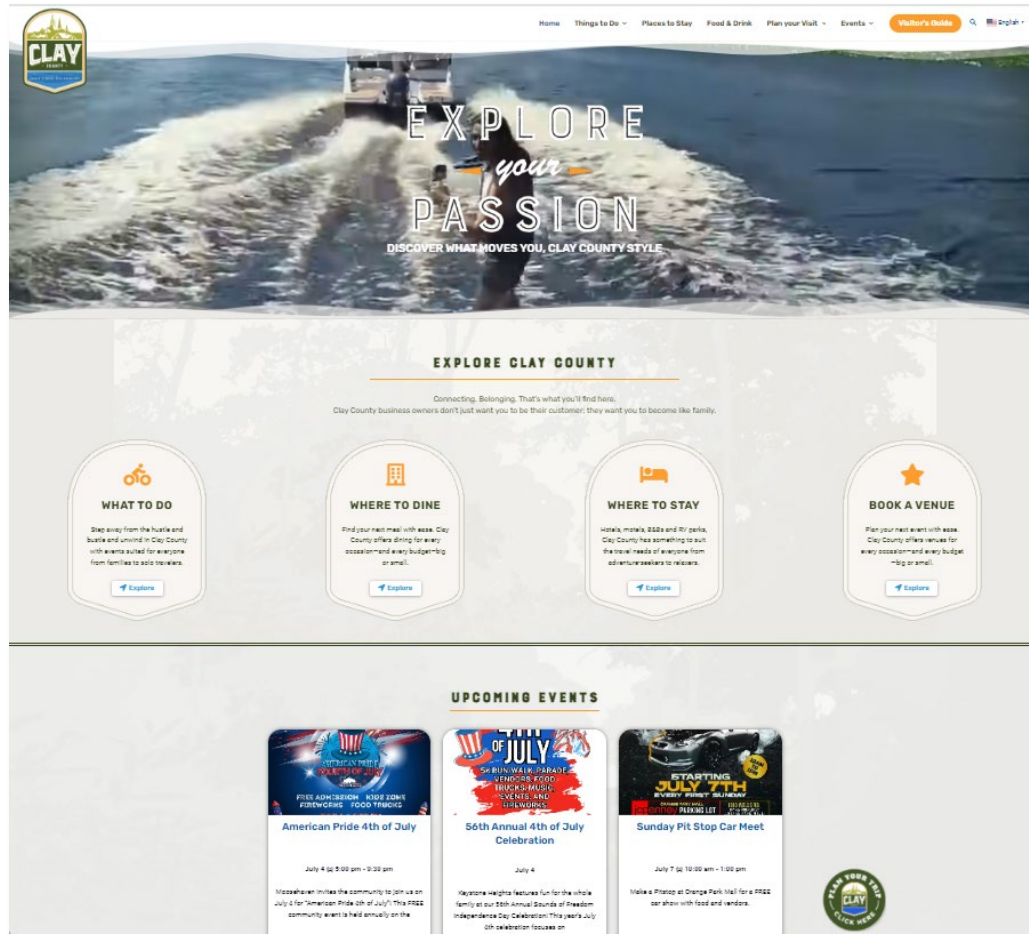
# Campaign Traffic. Top Sources

Session source / medium	↓ Users	Sessions	Engaged sessions	Average engagement time per session	Engaged sessions per user	Events per session	Engagement rate	Event count
	100% of total	100% of total	100% of total	Avg 0%	Avg 0%	Avg 0%	Avg 0%	100% of total
1 facebook / paid	12,014	13,313	5,040	16s	0.42	4.46	37.86%	59,372
2 advance / display	10,711	12,212	960	1s	0.09	2.97	7.86%	36,303
3 google / organic	6,556	7,874	5,150	41s	0.79	6.20	65.41%	48,820
4 google / cpc	5,814	7,089	2,307	16s	0.40	4.00	32.54%	28,380
5 (direct) / (none)	4,268	4,802	2,330	42s	0.55	5.53	48.52%	26,545
6 AdGenuity / Video	1,461	1,516	273	8s	0.19	3.68	18.01%	5,586
7 m.facebook.com / referral	958	984	519	10s	0.54	4.51	52.74%	4,441
8 bing / organic	504	612	445	1m 09s	0.88	7.12	72.71%	4,359
9 lm.facebook.com / referral	302	340	138	20s	0.46	4.81	40.59%	1,635
10 l.facebook.com / referral	235	286	169	59s	0.72	7.81	59.09%	2,235

Advance Campaigns drove **62% of total website traffic** and **99% of the Advance traffic were new users.**

Advance Campaigns drove **7,275 engaged sessions** and had an engagement rate of **23.16%.**

# Updated Website. Launched on 5/6



In the first month the new website was live:

- Pageviews increased 9%.
  - *This is an additional 2,769 pages viewed.*
- Page scrolls increased 17%.
  - *This is an additional 1,052 users consuming over 90% of the page.*
- Average Engagement time per session increased 33%.
- Average engagement rate increased 6%.



# Thank You