Tourism Product Analysis & Destination Development

Tampa, Florida

February 2024

JLL | TAMPA BAY FLORIDA

Why we're here
Hospitality/Destination/Tourism Product study

1. Scope components: Research and recommend

2. Make product and experiential recommendations that would further Hillsborough County's competitive positioning to drive increased demand.

3. Determine steps needed to strategically advance Hillsborough County's appeal as a tourism destination of choice.

4. Set the stage and focus for more in-depth master planning. Serve as a first step in a more in-depth master plan.

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Agenda

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Project Overview

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Project Overview

Research

Market/Data analysis and stakeholder feedback

- Individual interviews with key Hillsborough County Stakeholders.
- Reviewed hotel performance data, industry trends, competitve market data, case studies.
- Reviewed Hillsborough County demographic, economic, and other travel trends.
- Reviewed key sites in reference to potential new investment.

Event and demand driver strategy

- Reviewed annual calendar of events
  - Analyzed 14 higher profile events
- Reviewed 60+ Hillsborough County demand drivers
 - Analyzed 30 higher profile assets

Recommend

Product and placemaking recommendations

- Outlined key themes and considerations from interviews and integrated primary research to develop recommendations.
- Integrated input and research to create baseline.

Site analysis and market insight

- Worked with local JLL office to identify potential site locations, next steps and gain market insight including office and retail indicators.
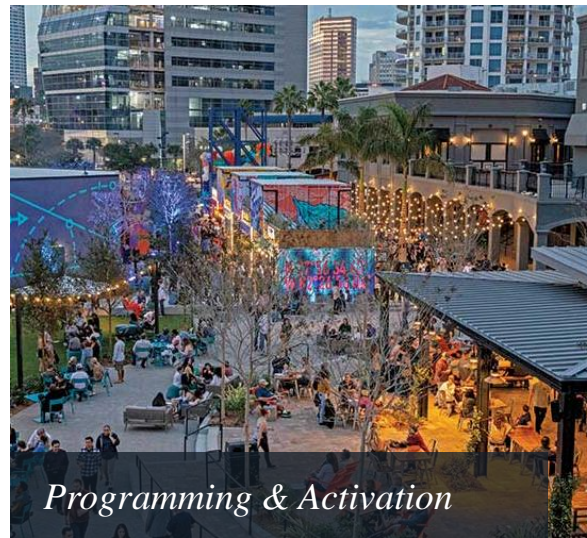
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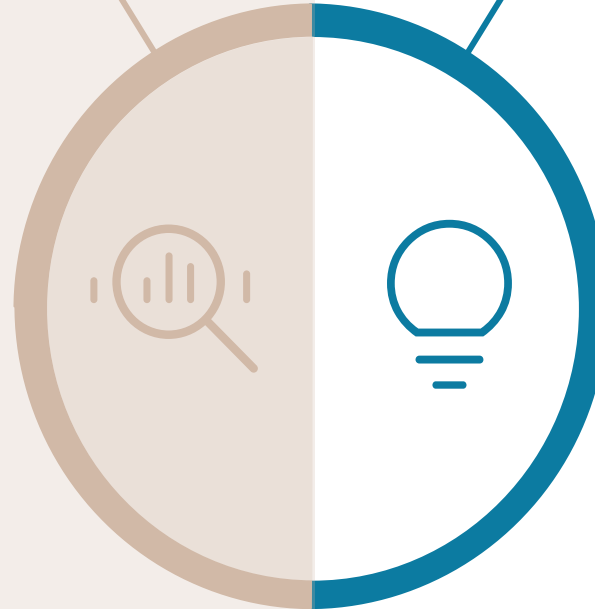
Recommendation Summary

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Elevate product across all categories to continue competing as a destination of choice

The next chapter in Hillsborough County should include an enhanced visitor experience with new assets, unique events and activations, celebrated arts and culture and the infrastructure network to support industry growth.

New asset and district development

Elevate Riverwalk

Travel-worthy events

Programming & Activation

Arts & Culture incorporation

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Industry and Community Stakeholder Engagement

The insight and enthusiasm of the broad base of stakeholders was enlightening and inspiring

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Organizational and Individual Engagement

Representative individual interviews completed with Hillsborough County stakeholders noted below

Name	Affiliation
Ann Kulig	Westshore Alliance
Bemetra Simmons	Tampa Bay Partnership
Bob Morrison	Hillsborough County Hotel And Motel Association
Bob Rohrlack	Greater Tampa Chamber of Commerce
Chris & Lou Plasencia	The Plasencia Group, Inc.
Craig Richard	Tampa Bay Economic Development Council
Eric Hart	Tampa Sports Authority
Greg Horwedel	Hillsborough County Board of County Commissioners
Lee Bell	Ybor City Chamber of Commerce
Lynda Remund	Tampa Downtown Partnership
Michael Maurino	Westshore Alliance
Rob Higgins	Tampa Bay Sports Commission
Tyler Martinolich	Film Tampa Bay
Abbey Ahern	Dohring Ahern - Commercial Real Estate Development
Ruby Jackson and Connie Hicks	Tampa Bay Black Heritage Festival
Roger Germann	Florida Aquarium
Nicole Travis	Tampa Bay Economic Development
Darryl Shaw	Ybor City Development
Monica Varner	Gasparilla International Film Festival
Jolie Gonzalez-Padilla	Latino & Hispanic Heritage Festival / Cuban Sandwich Festival
Troy Manthey and M. Williams	Waterfront Development / Friends of Riverwalk
Greg Holland	Straz Center
Chris Minner / Patricia Julian	Tampa International Airport
David Ingram / Robin Franco	Tampa Convention Center
David Cox	Gasparilla Music Festival
Cheryl Fulford Flood	Fairgrounds / India Festival Tampa Bay
Michael Tomor	Tampa Museum of Art

*Does not include all participants

Stakeholder Input Framing

SWOT Highlights:
Additional stakeholder input outlined in more detail in appendix

Strengths:	Weaknesses:
• Great place to live • Great airport and accessibility • Significant opportunity for continued organic growth • Diverse attractions • Corporate business • Sports and entertainment • Airport / accessibility • Waterfront city • Cruise and port	• Transportation Infrastructure • Overall hotel supply & meeting space • Iconic assets • Downtown parking infrastructure • Walkability • Increased cost of living • Affordable housing • Convention Center Size
Opportunities:	Threats:
• Arts and culture • Waterfront city activations • Diversity of business mix • Digital and Innovation • Regional connectivity • Transportation infrastructure • Perception of safety and security • Retail development • Cruise and port growth	• Natural disasters • Perception of safety and security (primarily in Ybor City during evening) • Competing destinations • Cost of doing nothing

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Market Research

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Hillsborough County Economic / Demographic Trends

3.2% Unemployment rate (US avg. 3.9%)

38.7% hold bachelors or graduate degree

37 Median age (MSA median age: 43.)

1,521,410 Current population

$337,092 Median home value

19% 2010-2020 population growth (US avg. 7.4%, more than 2x US average)

$69,968 Median household income (Hillsborough County: 55,000)

Hillsborough County is experiencing positive economic and demographic growth, with a thriving business environment, increasing job opportunities, and a growing population. Age demographics, population growth and unemployment rate correlate strongly with recommendations.

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Location and Access Opportunity

Highlights:

- Future transportation and increased accessibility both regionally and nationally creates opportunity to gain higher market share and increase awareness.

- Tampa International Airport is an anchor of the Southeast for visitors.

- 250+ daily flights offering nonstop service to 84 destinations.

Key Takeaways:

- Regionally: Leverage Tampa's central location between world-class beaches and renowned theme parks, particularly considering **Brightline connection**.

- Nationally: Phase 3 of airport master plan (Airside D) will add a fifth terminal allowing for the airport to serve an **additional 13 million passengers by 2037**, with 16 new gates.

TAMPA (TPA)

Airport

Tampa International Airport recently revealed plans for a

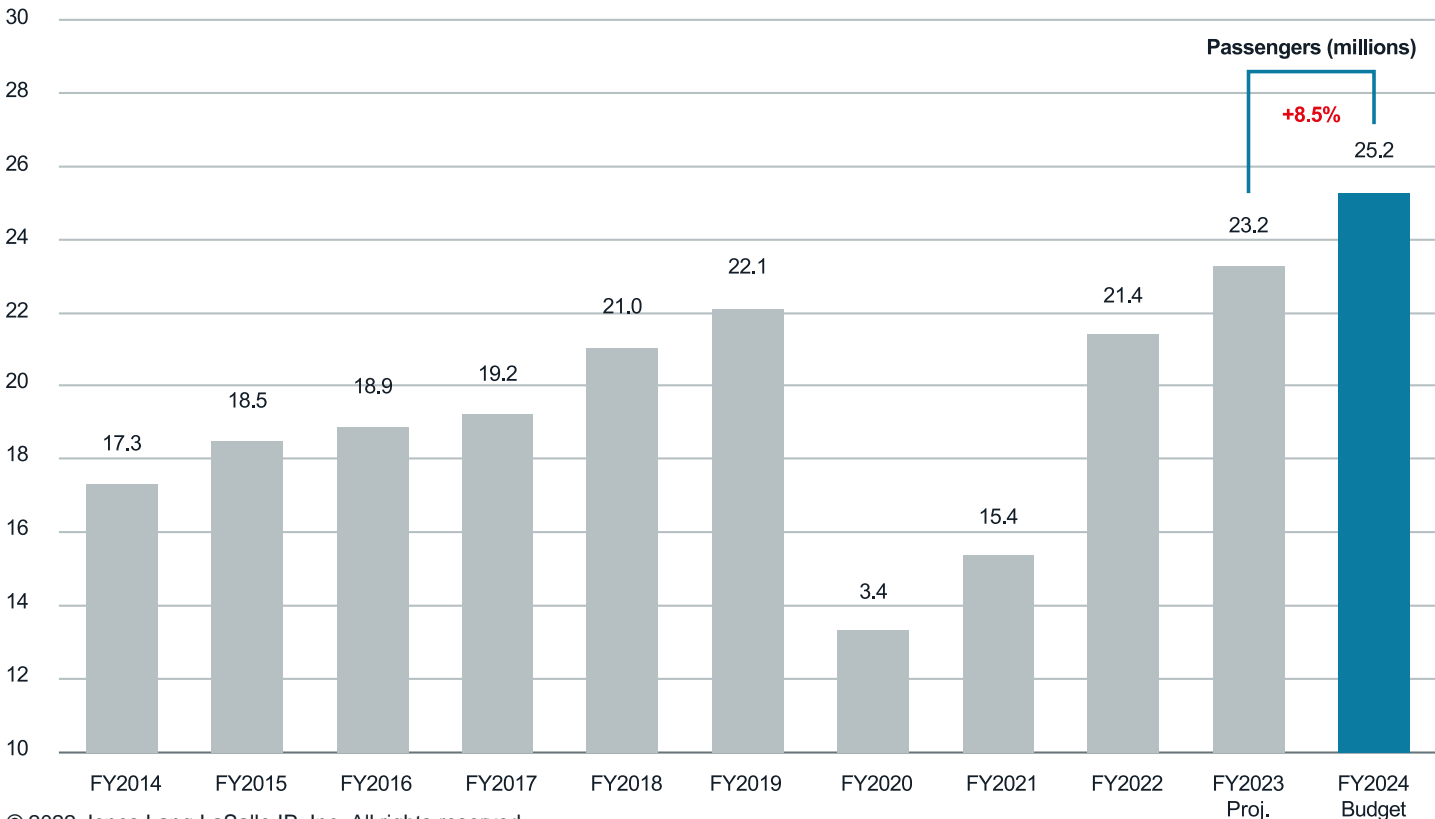*$787 million*

Renovation (Airside D)

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Tampa International Airport

Tampa International is experiencing continuous growth, investing in infrastructure and is consistently ranked one of the best airports. Continue to capture increased share of visitors through airport to Hillsborough County.

FY2024 Passenger projection

Tampa International Airport is projected to handle 25,207,407 passenger during FY2024, an 8.5% increase versus FY2023

Passengers (millions)

FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 Proj.	FY2024 Budget
17.3	18.5	18.9	19.2	21.0	22.1	3.4	15.4	21.4	23.2	25.2

+8.5%

Annual passengers
23,448,336
Daily average
64,242 (Projected for FY23)

3 General Aviation Airports
Peter O. Knight, Plant City, Tampa Executive

Highest traffic month
March
2,252,769

Lowest traffic month
September
1,336,353

Accolades

#1
Medium-Size Airport in U.S. (Wall Street Journal)

#1
Large Airport in North America (J.D. Power)

#2
Best Large Airport (USA Today)

#3
Best Airport in U.S. (Travel and Leisure)

Top 3 Airports in North America & Top 5 Airports in the World
Airports Council International

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High Praise for Hillsborough County

"Sports Presence"
growth to become a nationally recognized sports town

Tampa Bay Buccaneers
2020 Super Bowl Champions

Tampa Bay Lightning
2019-2020 & 2021-2022 Stanley Cup Champions

Corporate Bragging Rights
5,000 employees and over

WellCare · TechData · JABIL · RoPeR Roper Technologies

RAYMOND JAMES · Mosaic · BLOOMIN' BRANDS INC

TGH Tampa General Hospital · BayCare · MOFFITT CANCER CENTER

Moving or expanding in Hillsborough County

MANTA · RAPID7 · avanade

CrossBorder Solutions · INVO bioscience · Tesla

Public Relations

TIME
Money
Forbes
USA TODAY
CONDÉ NAST

TIME Magazine: World's Greatest Places 2023.

Money Magazine of Best Places to Travel in 2023.

Forbes: Best Place to Live in Florida.

USATODAY: 10Best

Conde Nast "Florida's IT City"

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What's in the Works?

Shaping the future of Hillsborough County

- Brightline extension
- Tampa International Airport master plan
- Tampa Convention Center expansion
- TECO Line Streetcar
- ZooTampa expansion
- Straz expansion
- Florida Aquarium expansion
- Tampa Museum of Art expansion
- Riverwalk extension
- Multi-use Sports Complex study
- Fairgrounds Sports Complex redevelopment
- Gasworx
- Ybor Harbor
- Westshore mall redevelopment
- Hotel Pipeline[1]

Projects referenced and outlined further throughout presentation and appendix

1 20 hotels, 2,433 rooms in planning stages or in construction as of Jan 2024. Represents Hillsborough County; however, 18/20 are slated for City of Tampa.
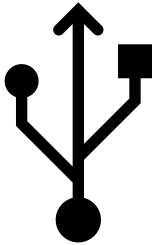
Not a comprehensive list of all projects in Hillsborough County.

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Travel Trends Overview

Travel trend highlights correlate strongly with recommendations and future vision of destination.

Technology on the rise

Increased shift in consumer behavior towards preferring digital-first interactions, and the desire for convenience and personalization.

As an example, implementing smart parking solutions that guide tourists to available parking spaces, deploy smart kiosks that offer interactive maps and information, or provide free Wi-Fi hotspots in tourist areas.
Share of AI-influenced revenue in the travel industry is predicted to rise to 32 percent by 2024.
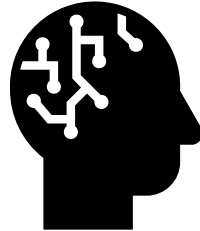
Experiential travel

Travelers are seeking immersive experiences that allow them to connect with local cultures, try new activities, and create lasting memories.

The 2019 Virtuoso Luxe Report, found that experiential travel was the top trend among their clients.
72% of millennials surveyed would rather spend their money on experiences rather than material possessions.

Blended travel gaining momentum

As a result of greater flexibility around work, the blending of leisure and business travel has become more paramount.

Forecasts shows that the global spending by travelers combining business and leisure will more than double by 2027 as compared to 2021.

Future of travel skews younger

In the United States, more than half of Gen Z and millennial consumers take three or more leisure trips annually.

97% of millennials post on social media while traveling.
46% of Millennials travel to explore a place they've seen on Instagram

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Sample Case Studies

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Case Study Takeaways

Nashville 10-year highlights:

Tech:
- Employment in the technology industry grew by approximately 38%
- **52% increase in the number of tech startups from 2015 to 2020**
- Certain tech sectors have flourished in Nashville. Health technology, music technology, and healthcare analytics.

Art and Culture
- **21% increase in the number of arts organizations.**
- Employment in creative industries grew by 44%.
- In 2019, the creative industries generated an estimated $2.2 billion in economic impact
- The development of arts districts has been a notable trend in Nashville. Areas like Wedgewood-Houston and East Nashville have seen a surge in galleries, studios, and creative spaces.

Other highlights:
- The number of construction permits issued in Nashville has more than doubled since 2010.
- **The number of visitors to Nashville grew to over 15 million in 2019, a 73% increase from 2010.**
- The median home price in Nashville increased by approximately 74%.
- From 2010 to 2020, the number of hotel rooms in grew by approximately 67%
- Added over 166,000 new jobs from 2010 to 2020,

Austin 10-year highlights:

Tech:
- Has become home to several major tech companies and established a reputation as a technology hub.
- **Metro area added approximately 50,000 jobs, representing a growth rate of over 41% in tech employment.**

Art and Culture / Signature Events:
- **The number of arts-related nonprofits increased by 68% between 2010 and 2019**.
- Creative industries generated nearly $4.35 billion in total economic activity in 2019, supporting 55,000 jobs.
- **SXSW has expanded its program offerings over time, encompassing various programs and events. The conference now includes Interactive, Tech, Music, Film, Comedy, Gaming, catering to a wide range of interests and industries.**
- In 2019, SXSW reported an estimated attendance of over 417,000 participants. In 2007, the conference reported an estimated attendance of around 44,500.

Other highlights:
- Median home price increased by approximately 86% from 2010 to 2020. This has presented challenges for affordability and housing accessibility.
- **Highest net migration for millennials among major U.S. cities from 2014 to 2018, indicating its appeal to the younger generation.**
- Data from STR shows that there were over 200 hotel projects either under construction or in the planning stage in the Austin area in 2020.

Key components to success
- Economic Diversification
- Signature events
- Green Spaces and Outdoor Lifestyle
- Population Growth and Urban Development
- Arts and Culture
- Technological Hub
- Music and Entertainment

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Demand Driver Scorecard and Event Matrix

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Demand Driver Scorecard
Summary

Process:
- **30** attractions scored
- **0** qualified as iconic attractors

Key Takeaways:
- Executive directors confirmed that their asset isn't the sole reason that visitors are choosing to come to Hillsborough County, but rather an addition to a collection of activities.
- The lack of anchor attractions limits brand awareness and the reason to choose Hillsborough County as an overnight leisure destination of choice.
- No iconic global attractions.
- Top rated assets align with Zarticos highest percentage share of visitors to residents, however **zero attractions in Hillsborough County received majority visitor to resident visitation annually.**

Tampa Demand Drivers
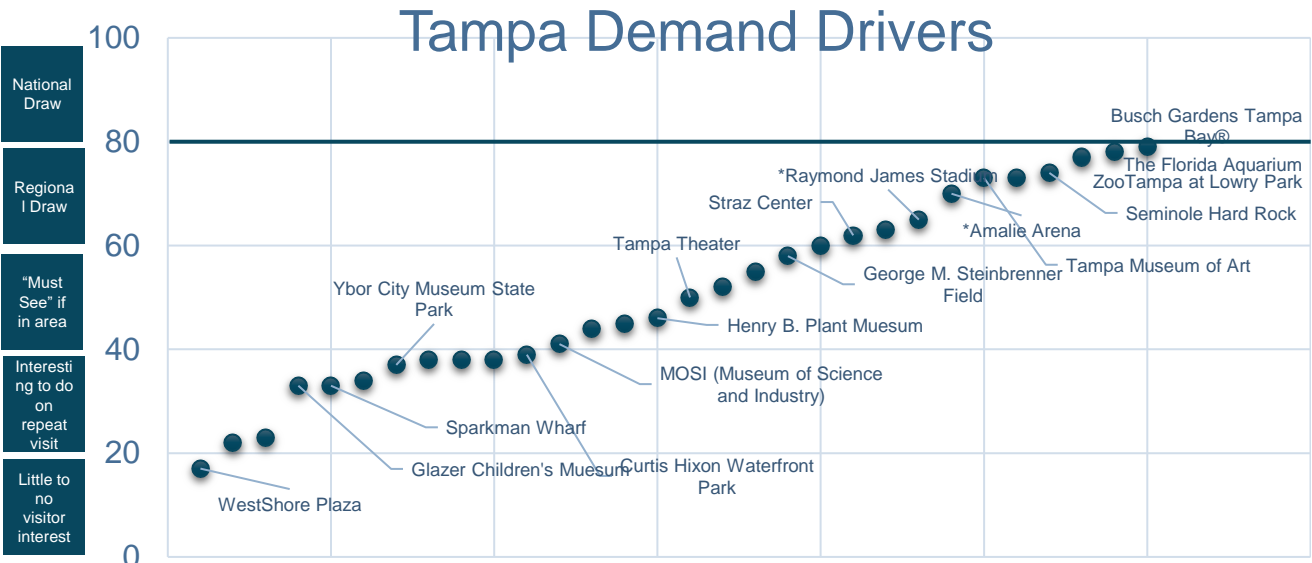
Demand Driver Scorecard Results (full scoring outlined in appendix)				
Little to no visitor interest	Interesting to do on repeat visit	"Must See" if in area	Regional Draw	National Draw
1	10	9	10	0

See more detail in appendix

*indicates potential to cause national visitation when programmed accordingly

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Event Landscape
Annual Calendar

Determined need months
- June-September

Scored events by impact on community, region, nation and analyzed potential for growth
- 40+ events reviewed
- 15 events scored and 5+ event organizer meetings

Identify current events that could qualify for support, investment, and advocacy to increase scale, awareness, and room night generation and determine new events that can be added.

Other considerations
- History of event
- Number of days
- Attendance
- Ticket pricing

Calendar Year 2023			
January	February	March	April
5	7	7	2
May	June	July	August
5	0	1	1
September	October	November	December
0	6	5	3

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Event / Activation
Summary

Process:
- **14** events scored
- **2** event identified with overnight appeal from national attendees

Key Takeaways:
- Majority of events serve a local audience and add to community benefit but do not generate significant overnight impact.
- Event organizers validated that their event doesn't cause a significant overnight.
- Opportunity to increase and enhance activation strategy.

Other insights:
- Destination lacks regional and national events during need months.
- Events that celebrate arts and culture are all local community events and have limited overnight visitors.
- Limited events that appeal to more affluent audience.
- Opportunity for an event that relates to the technology, innovation, robotics, coding, or other related growing industries.
- Opportunity for multi-day event that connects districts and experiences.

Hillsborough County Annual Events reviewed by JLL.

- Winter Village
- Fiesta Day (Ybor City)
- Riverfest
- FORD Taste of Latino & Hispanic Heritage
- Cuban Sandwich Festival
- Sant' Yago Knight Parade
- India Festival Tampa Bay

- Florida Strawberry Festival
- Tampa Bay Caribbean Carnival
- Tampa Bay Black Heritage Festival
- Gasparilla Music Festival
- Gasparilla Pirate Festival
- Gasparilla

- International Film Festival
- Boom by the Bay

Future additions:
- Florida State Fair
- Run Gasparilla

Demand Driver Scorecard Results (scoring outlined in appendix)		
Primarily Local Audience & Community Event	Regional Draw	National Draw
11	1	2

See more detail in appendix

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Research Summary

Map – Tourism Assets
Current Assets

Key
- 🔴 Arts and Culture Attraction
- 🔴 Attraction
- 🟢 Developments
- 🟢 Green Space
- 🔵 Luxury Hotel
- 🟠 Other
- 🔵 Pipeline
- 🔵 Shopping
- 🟡 Sports and Entertainment
- 🟣 Upper Midscale and below
- 🟡 Upper Upscale Hotel
- 🟣 Upscale Hotel
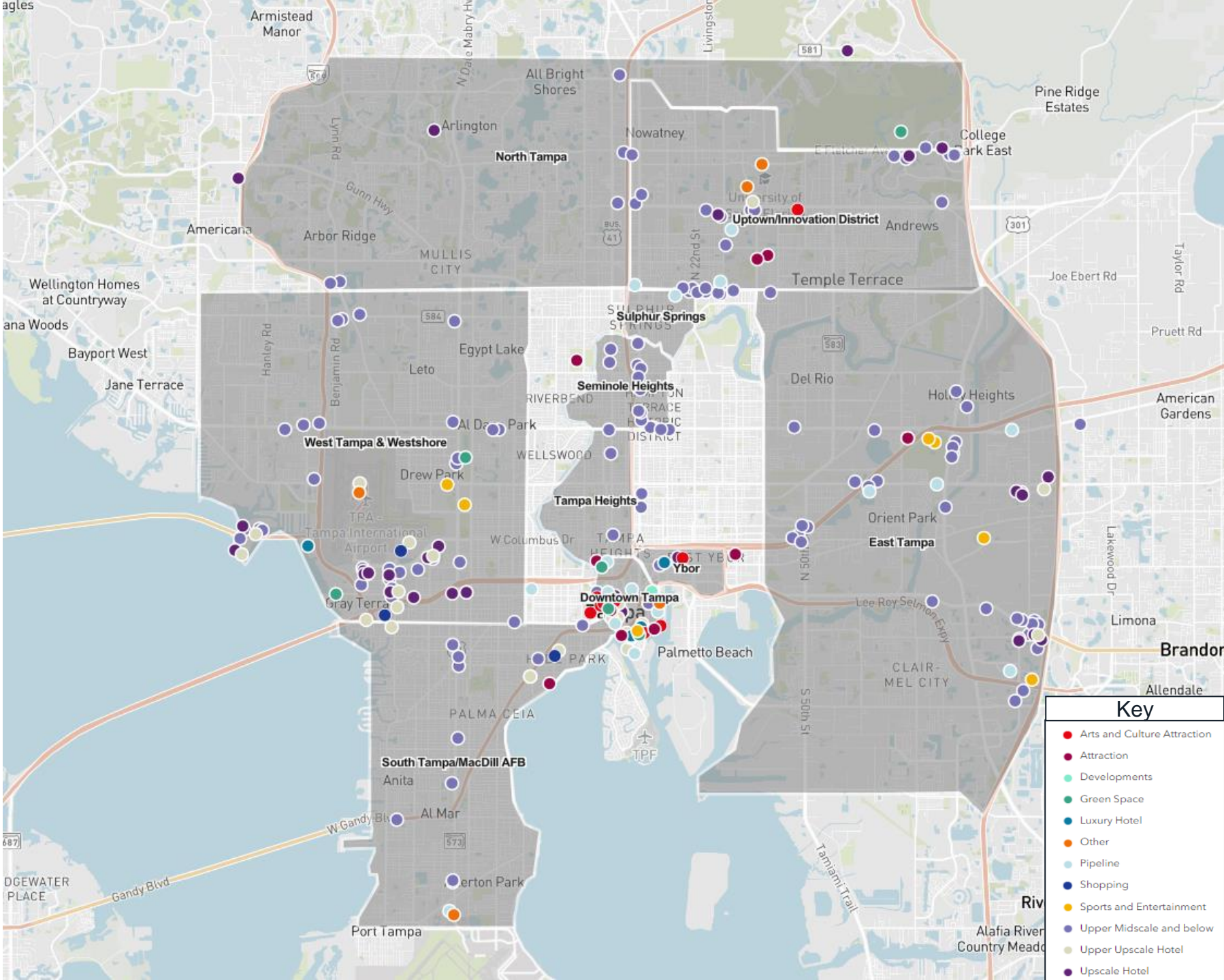
Map – Tourism Assets
Hotel Pipeline

Key
- Arts and Culture Attraction
- Attraction
- Developments
- Green Space
- Luxury Hotel
- Other
- Pipeline
- Shopping
- Sports and Entertainment
- Upper Midscale and below
- Upper Upscale Hotel
- Upscale Hotel
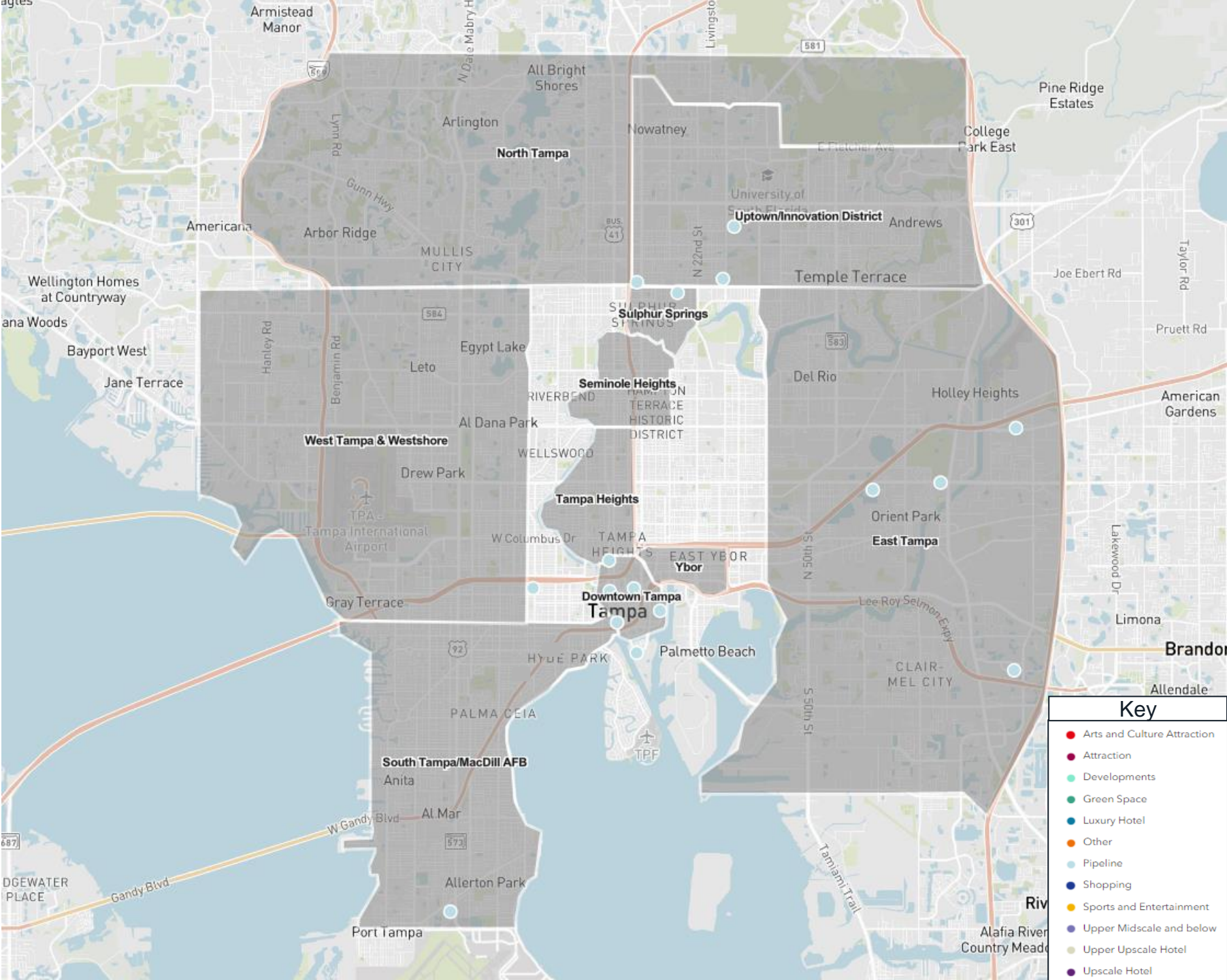
Map – Tourism Assets
Hotel Inventory + Pipeline

Key

- ● Arts and Culture Attraction
- ● Attraction
- ● Developments
- ● Green Space
- ● Luxury Hotel
- ● Other
- ● Pipeline
- ● Shopping
- ● Sports and Entertainment
- ● Upper Midscale and below
- ● Upper Upscale Hotel
- ● Upscale Hotel

Recent openings:
Epicurean Hotel, Autograph Collection opened, 188 rooms, Upper upscale
Pailhouse Hyde Park Village, 36 rooms, boutique
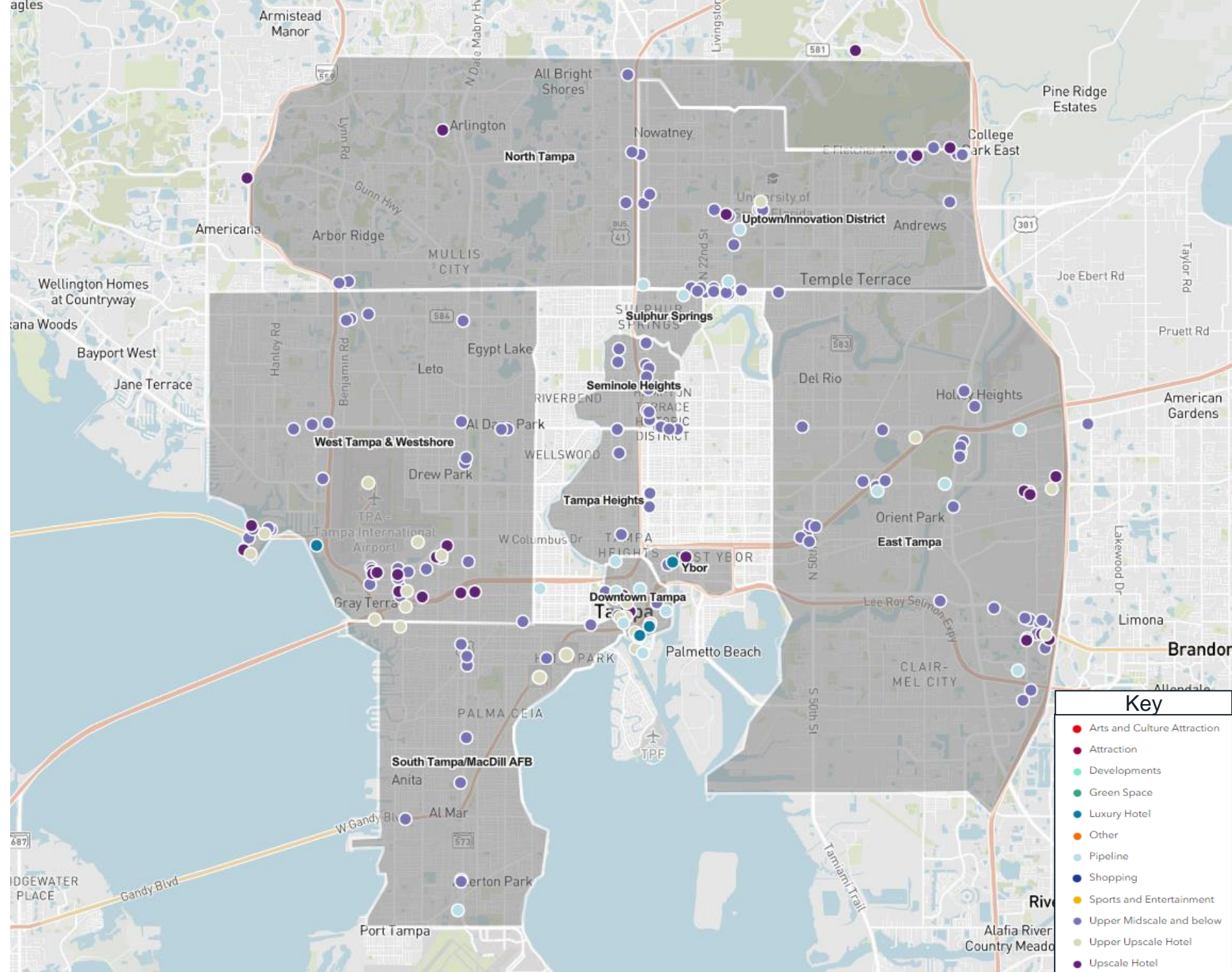
Research Key Takeaways

Destination on the rise
1. Stakeholder themes portray positive sentiment about the future opportunity of Hillsborough County as a destination. They see significant opportunity to enhance districts, connect experiences, add new assets and enhance the unique cultural aspects, local traditions, and historical heritage.
2. Several of the factors driving greater Hillsborough County's positive demographic statistics and population growth include investments in infrastructure development, sports & entertainment, corporate job opportunities, and airlift accessibility.
3. The Hillsborough County community is making significant investments throughout the city related to asset development, transportation infrastructure, and much more, however, is still considered an emerging market related to travel and tourism.

Competitive markets
1. Travel trends show a preference for more enhanced/memorable experiences, digital integrations and instagramable moments.
2. Competitive market case studies have proven that increased investment in the community, elevating arts and cultural experiences, targeting a niche in the technology sector, and continuing to reinvest into multiple districts with walkable amenities and attractions can change the landscape of a destination

Current leisure positioning
1. Lack of anchor attractions / iconic assets that cause overnight visitation limits brand awareness and the reason to choose Hillsborough County as your overnight leisure destination of choice.
2. Current event landscape has significant seasonality and limited events that cause visitation nationally. Events that celebrate arts and culture are all local community events and have limited overnight visitors

Destination landscape
1. Breadth of attractions and cultural assets are concentrated downtown and along the waterfront with little dispersal among other districts
2. Hotel inventory pipeline shows majority of new development surrounding downtown with additions to the east and North but not the west.
3. Overall destination landscape allows for increased opportunities to enhance experience, connect assets and further develop product by district.

Additional research and analysis related to convention center square footage, room block package, hotel performance, Hillsborough County visitor vs resident movement, retail considerations and more outlined further in appendix.

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Recommendations

Elevate quality and offerings of existing and new:

- Fixed Assets
- Placemaking

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A dynamic recognized destination that is "on the brink"

"

This is only the fifth U.S. location of Marriott's ultra-glam EDITION brand, and the hotel **giant's leap of faith on a destination that's still very much <u>on the brink </u>of big things to come** bodes well for Tampa's future growth as a destination for tastemakers. – *Conde Nast*

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Recommendation Overview

JLL has outlined 16 recommendations that may further Hillsborough County's competitive positioning and ability to compete as a destination of choice. Recommendations fall under two categories: Placemaking & Fixed Assets.

Placemaking

Creating and transforming spaces into vibrant, inclusive, and meaningful environments that attract people, foster a sense of community, and generate economic activity.

Technology & Innovation
Arts & Culture (Installation Sample)
Waterfront Activation
Riverwalk
Port Tampa Bay
Channel District
Evolution of Neighborhoods
(*5 key districts identified*)
Future Event Sample

Fixed Assets

Iconic design related to all built space and enhanced design considerations.

Indoor Sports Complex
Multi-Use Venue – Fairgrounds
Convention Center Expansion
Convention Center Headquarter Hotel
County-wide Hotel Development
Hillsborough County Luxury Hotel Development
Riverfront Venue / Activation
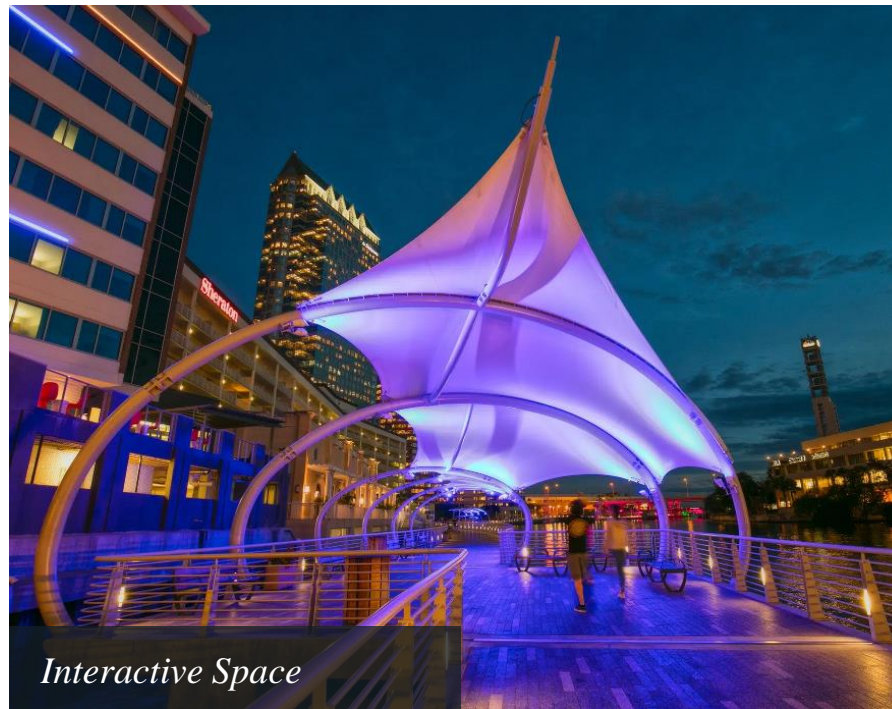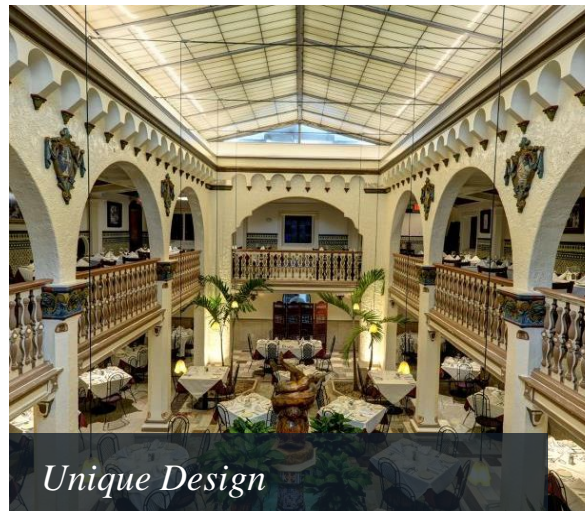High-End Event Capability Infrastructure

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Placemaking

Create and transform existing spaces and districts into vibrant, inclusive, and meaningful environments that attract **visitors**, foster a sense of community, and generate economic activity.

Programming and activation recommendations included:

- Technology and Digital
- Arts and Culture
- Art Installation sample
- Waterfront Activation and Riverwalk
- Channel District
- Neighborhood Evolution
- Event sample

Interactive Space

Inclusive culture and heritage

Arts & Culture

Creating desirable place to live

Unique Design

Public Art

Technology & Digital


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Technology & Innovation

Current state: Hillsborough County alone makes up **25% of Florida's tech jobs** and recently saw an increase of over 2,000 new tech jobs last year, with a further increase of 1,700 predicted for 2023. In August 2022, Forbes named Tampa the **#1 emerging tech city in the US**.

Recommendation: Capitalize on continued recognition as a thriving hub for technology and innovation and being a forward-thinking community. Through providing a supportive business environment, **hosting unique activations and events**, and advocating for continued growth of incubators/accelerators Hillsborough County can position itself as a **primary destination for technology innovation**. The growth of University of South Tampa's **Innovation District** and University of Tampa's has potential to change the perception of North Tampa into a thriving tech hub mixed with film and entrepreneurship. Continue to define what Tampa's niche in technology is considering the potential to become a leader in maritime technology.
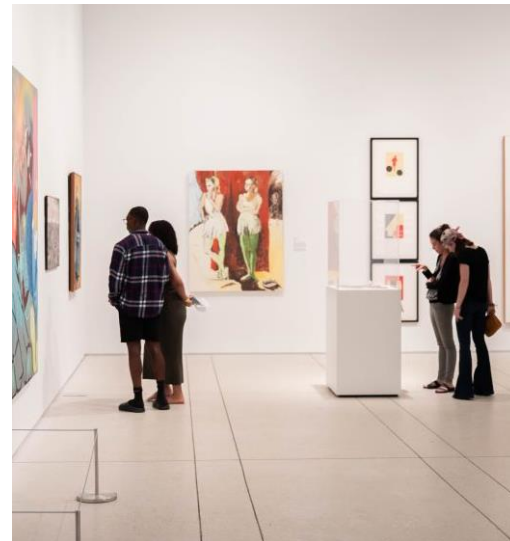
Potential opportunities:
- Tampa DAIS (sample signature event)
- Maritime / port technology lab
- Digital public art installations
- Digital retail activations

Partnerships: USFSPs innovation lane, Florida Funders, Tampa Bay Wave, Tampa Bay Tech, Embarc Collective, Tampa Innovation Partnership, Tampa Bay Innovation Center

Arts and Culture

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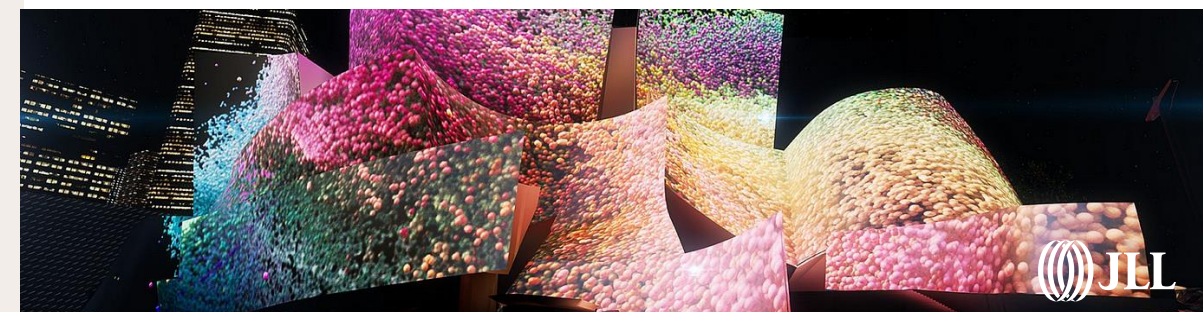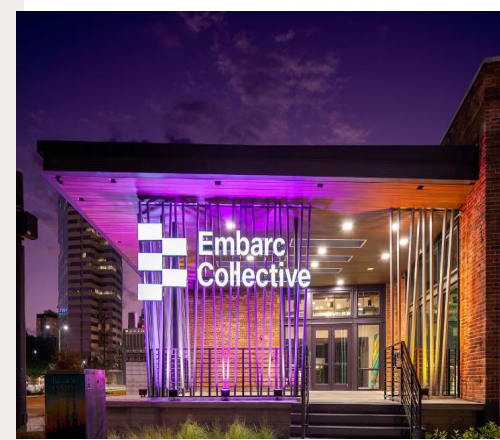
Arts and Culture

Current state: Hillsborough County has many venues that support arts and culture activity; however, the city lacks a recognizable and notable history of enhanced experiences. All major art intuitions agreed with the sentiment that **their asset does not drive the reason for a visit** to Hillsborough County. The absence of a strong arts and culture identity is a missing link to attracting cultural visitors. Historical focus on other industries, limited funding, and resources have contributed to this gap.

Recommendation: Consider **iconic installation** that would become an attraction itself, represent local culture, history, or themes can help define the destination's identity and create a sense of place. Enhance and celebrate existing current cultural assets by playing role as **centralized source** for programming collaboration and capital advocacy. Actively invest in the development of a thriving arts scene by increasing funding and support for arts organizations, **elevating cultural events** to attract visitors and establish the region as a cultural destination, **fostering collaboration** and networking among artists and community stakeholders, enhancing arts education in schools, **utilizing public spaces** for artistic expression, promoting cultural diversity and inclusion, and implementing targeted marketing and promotion strategies.

Partnerships: Hillsborough Arts Council, Tampa Arts Alliance, etc.

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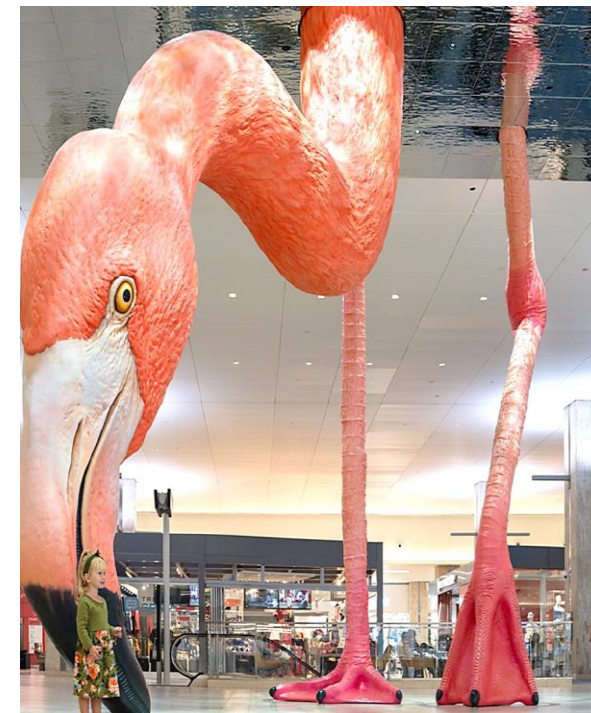
Riverwalk and Waterfront Activation

Riverwalk

Current State: Primarily used for community benefit, the Tampa Riverwalk has its limitations when attracting a broader and more consistent audience. The Riverwalk has a limited physical reach, making it less accessible for residents outside of the downtown area. Connectivity challenges and gaps in the pathway can hinder seamless navigation. **Lack of shade, retail, dining and 24/7 vibrancy often deters visitors from spending significant time here.**

Recommendation: Support 5-mile expansion of riverwalk to connect more neighborhoods and assets, including West Tampa, Tampa Heights, Bayshore Boulevard, Hyde Park, Riverside Heights, North Franklin Street, and Bowman Heights by 2027. Add increased programming, density, dining, retail and entertainment surrounding waterfront as Riverwalk continues extension. Opportunities include unique waterfront bars, light displays, drone shows, increased shading / climate control, street vendors and much more.

Next steps: Conduct a comprehensive analysis of the existing zoning regulations and land use policies that affect the Riverwalk area, engaging with urban planning experts and solicit public input to revise or develop new zoning guidelines and master plans that align with the future vision of the Riverwalk.

Riverwalk reviews

"

"Enjoyed walking this 2.5mile Riverwalk along the Hillsborough River on a warm February evening. I was under the **misconception that this was a "loop",** it is NOT, which I found out after walking 2.2 miles, which turned into 4.4 miles by the time I got back to my hotel. Path is well lit the entire way with many benches and other places to stop and rest/relax along the way"

"Unless you are visiting one of the museums or performance venues the riverwalk itself is disappointing. Unlike the riverwalk in San Antonio, TX **there are not shops and restaurants all along the walk"**

"I was expecting so much more for this walk after reading reviews. Maybe I'm comparing it to walks like San Antonio's River Walk and it wasn't even close. It's just a walk with nothing else to do"

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Waterfront Activation

Current State: Although a few access points exist, there are limited opportunities to directly interact with the waterfront for kayaking, paddleboarding, and other activities.

Recommendation: Increase specific areas along the waterfront for leisure activities. Clearly marking these areas and providing related facilities like **access points, watercraft rentals and bike rentals** can encourage public engagement and enjoyable use of the waterfront. **Host regular events and activities that encourage leisure and recreation** along the waterfront. This could include outdoor concerts, pop-up marina village, light displays, art festivals, guided nature walks, kayaking tours, paddleboarding, etc. Consider introducing increased floating docks or platforms that allow people to access the water more easily for swimming, sunbathing, or launching watercraft.

Next Steps: Work with partners like Port Authority, Friends of the Riverwalk, Bay Breeze Paddle Adventures, Sharkey Watersports and Tampa Riverwalk rentals to increase visibility, awareness, and future visitor opportunities.

Channel District

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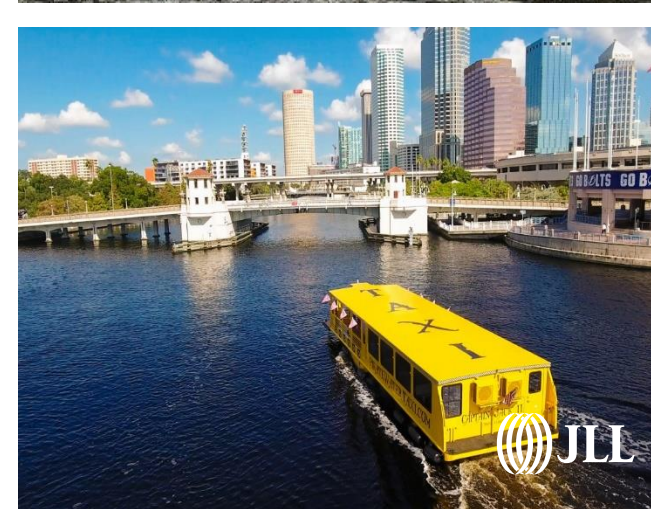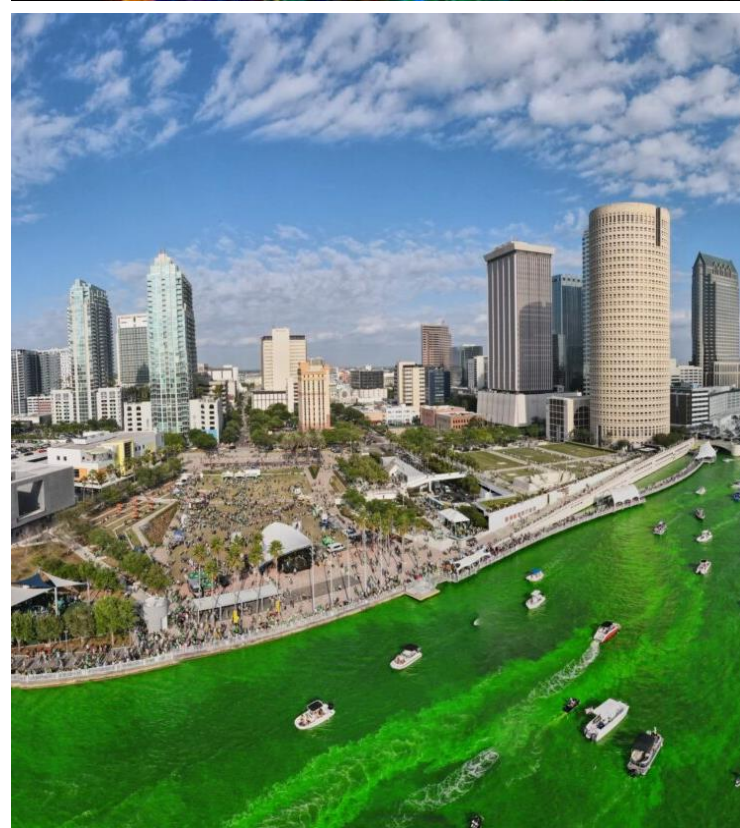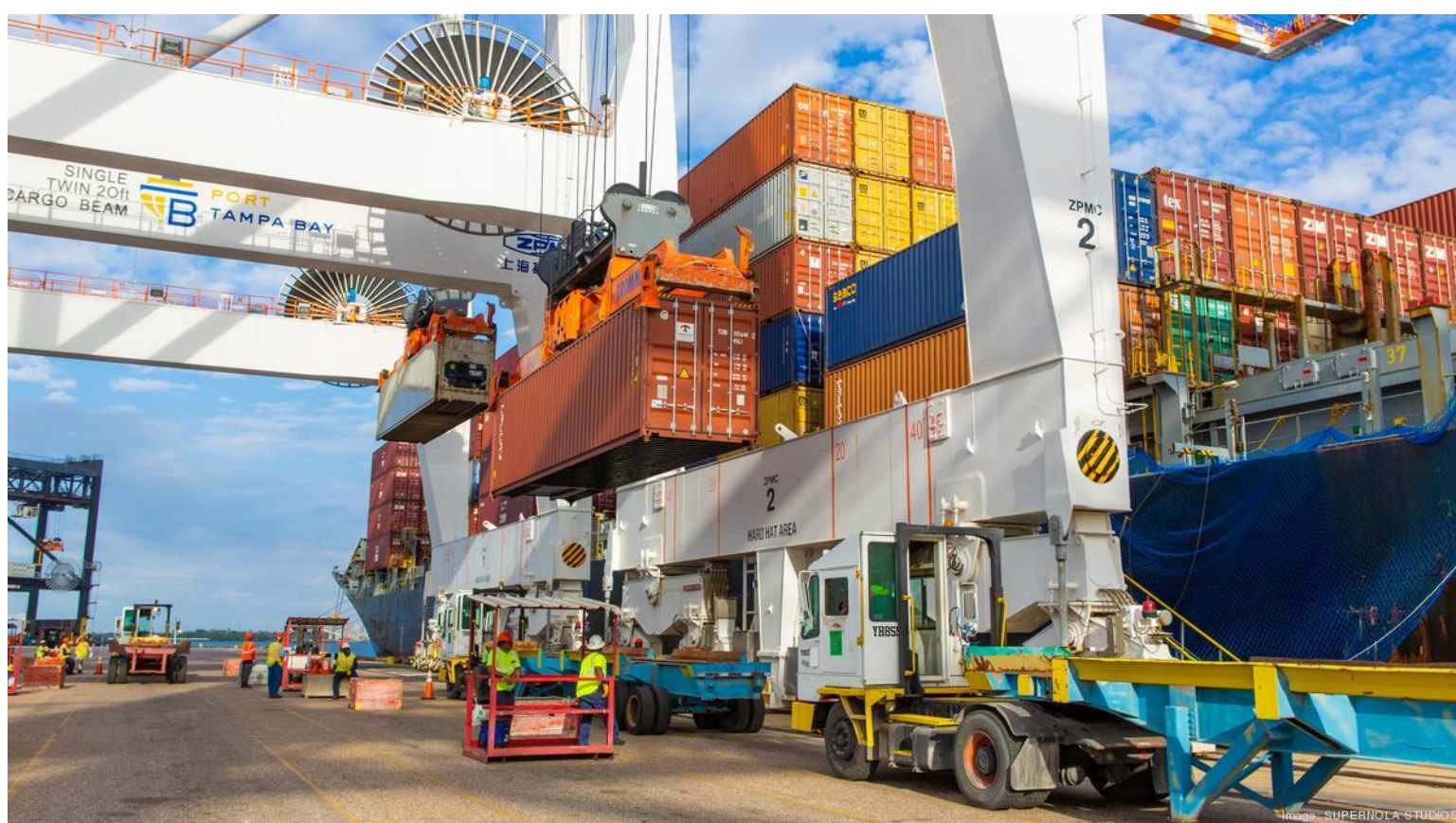
Channel District

Current State: Port offers a wide range of cargo handling facilities while also serving as a cruise port to over 1.2 million visitors in 2022. Many cruise ships homeport in the city, including vessels from Carnival Cruise Line, Norwegian Cruise Line, Royal Caribbean International, Margaritaville at Sea, and Celebrity Cruises. Port offers great proximity for passengers accessing downtown but has not historically been a destination for non-cruise visitors.

Recommendation: Continue to elevate port experience for non-cruise visitors while simultaneously improving surrounding infrastructure and connectivity to Tampa districts for cruise passengers. Potential activations could include **designated public viewing areas** that allow visitors to observe the port activities, visitor centers, **maritime events and festivals**, shuttle services, bike-sharing programs, pedestrian-friendly pathways, and convenient access to public transit. As the Port continues to evolve be sure to integrate technological advancements and build reputation for being a hub of port innovation and maritime technology through hosting annual DAIS summit.

Next Steps: Work closely with Port authority, Ybor Harbor developers, cruise partners, and others to collaborate on activation opportunities.

PORT TAMPA BAY

Neighborhoods Snapshot

Westshore

Current State: Westshore has a distinct advantage for development due to its location. Proximity to major transportation routes and the airport make it easily accessible for visitors. Westshore has also shown substantial residential growth and has potential for continued additions within office space, hotels, attractions, residences and sports arena district development. The district would benefit from the addition of increased upscale hotel supply in conjunction with airport expansion and influx of development. Lastly, emphasis should be placed on creating walkable and connected spaces throughout the entire district to enhance its appeal.

Recommendation: Elevate connectivity to Ybor City. Continue to capitalize on location by repurpose class B and B- office space, especially that have waterfront views. Hotel development will be critical in conjunction of airport master plan expansion. Consider creating an anchor attraction or destination hotel to build district awareness and visitation. Work in conjunction with The Westshore alliance as they work on developing a strategic plan to guide future of district.

Other considerations:
- Transportation – interdistrict transit and countywide connectivity
- Prioritize light rail connecting TPA, Westshore, and Downtown
- Westshore mall, Rocky Point Golf Course and Jefferson HS are not highest and best use for future considerations
- Potential destination hotel (Great Wolf Lodge, Margaritaville)
- Indoor sports complex
- Future of Raymond James and Steinbrenner Field
- Westshore Marina District
- City owned utility site for affordable housing

North Tampa

Current State: Home to several higher education institutions, making it an educational hub. In addition, the district has renowned hospitals (Moffitt), the Museum of Science and Industry, and Busch Gardens. However, in terms of commercial infrastructure, there are many outdated retail centers and commercial properties in the area that could benefit from revitalization efforts. One challenge that the district faces is a considerable lack of transit options, which can impact connectivity and accessibility. There is a need for more diverse and abundant options for lodging and dining to cater to residents, visitors, and students alike.

Recommendation: Work on building partnerships to beautify route from Downtown to North Tampa. Create a more attractive, vibrant, and safe district around Busch Gardens Tampa Bay® through adding **mixed-use, hotel development and transportation improvements. Facilitate P3 deals for land acquisition, product development and placemaking opportunities.** Utilize partnerships with innovation center and existing university technology programs to create a brand image around technology and innovation.

Other key considerations:
- Hospital relationships and medical travel
- Future of MOSI
- Rapid bus expansion to USF
- Potential for Disney Springs concept
- Collaboration with SeaWorld
- Hotel development – youthful brands that represent future of district
- Redevelopment of Sulphur Springs

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Downtown

Current State: Home to a variety of cultural and entertainment venues, which host concerts, conventions, theater performances, art exhibitions, and other events. Downtown has historically been a place to work so lacks retail, dining and 24/7 vibrancy. Claritas retail data show a significant oversupply of limited service to full-service restaurants and retail shows within the district. Data shows a opportunity gap of 6 million related to full-service restaurant opportunity. Parking can be a significant challenge, especially during peak business hours or major events. Public transportation options in downtown Tampa are not as comprehensive or efficient as in some other major cities and often deter large corporate relocations from relocating.

Recommendation: Continue downtown development through creating a more vibrant pedestrian-friendly environment, additional parking, enhanced outdoor spaces, improved transit, new retail/dining and residential development. Create new opportunities for connectivity to Westshore and support of the riverwalk and water street expansions. Reimagining the cityscape. Balancing the demand for parking with the growing needs of residents, employees, and visitors.

Other considerations:
- Digital arts annual installations
- Future of the Riverwalk
- Residential growth
- Transportation improvements
- Convention center of the future

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Ybor City

Current State: Designated National Historic Landmark often associated with cigars, diverse culture and nightlife in the evening. Concerns surround the evolution of safety, empty storefronts, and the diversity of businesses. District offers limited activity besides walking down 7th street. Majority of development is happening between Channel side and Ybor.

Recommendation: Elevate existing brand perception by emphasizing and celebrating unique mix of culture and traditions. Celebrate diversity of residents, rich cigar culture, and cultural clubs history to tell story about how Ybor City has evolved and where it is going. Integrate old with new by leading cutting-edge advancements in the cultivation industry and integrating technology into cigar experience. Regulate business tenants closely to evolve Ybor City businesses mix to match desired target markets during both day and night. Work closely with surrounding developments like Water Street, Ybor Harbor and Gasworx to evolve accessibility, mixed-use environment with residential, retail, corporate and office space.

Other considerations:
- Single developer environment
- Increased opportunity for corporate growth
- Drive engagement though residential, office and retail growth initially
- Boutique hotel development

East Tampa

Current state: Not typically a place for visitation unless attending an event at the Florida State Fairgrounds or Tournament Sportsplex. Key district advantages include available land for development, parking availability for large scale events and proximity to major transportation route such interstate 4 and 75. While nothing is official, early information shows plans to build the Brightline tracks to Tampa down the I-4 corridor which will increase access and visibility of the district along with I-4 extension. Fairgrounds has very few weekends available annually but displays a need more weekday business. Existing meeting and exhibit space currently being studied to better understand feasibility.

Recommendation: Utilize proximity and enhanced accessibility to revitalize district for visitors. In conjunction with growth of Fairgrounds, sportsplex, and future asset development increase density surrounding anchor assets with elevated hotel flags, infrastructure improvements, mixed-use projects, and initiatives to enhance employment opportunities. Future asset additions could include indoor sports complex, climate-controlled agriculture facility, multi-use entertainment complex. Additions would enhance competitiveness and add the ability to compete for national ag shows and sports tournaments.

Other considerations: Further study how transportation improvements will affect visitor movement and accessible markets. Study hotel inventory in conjunction with existing event calendars. Study the potential impacts of multi-use entertainment complex and climate-controlled agriculture facility.

Event Sample

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Tampa DAIS
Digital Arts & Innovation Summit

Location: USF + !p / Convention Center / Waterfront / Ark Innovation Center

Overview:
By leveraging the existing ecosystem partners around Hillsborough County, the Digital & Arts Innovation Summit can continue to transform the local area into a hub of innovation and artistic expression. Our vision is to connect key locations within the destination, to create a multi-location festival - introducing the Tampa Innovation Triangle.

Details include:
- Showcase for USF Research & Innovation lab to exhibit work
- Hackathon, Design Sprint & Maker events
- FPO - Additional Event/Activity
- Yearly announced commission & unveiling of city owned digital artworks

Existing ecosystem potential partners include:
- Other innovation labs to show their current and future work
- Collaboration with Lights on Tampa
- Driving increased engagement of the VC and incubator startup community
- Florida Funders to bring sponsorship and further community partners
- Embarc Collective has knowledge and relationships with major tech success stories that could prove beneficial for Tampa DAIS
- Tampa Bay Wave to bring diversity and their well-established Tampa presence in innovation and technology
- !p: POTENTIAL UNLEASHED The Tampa Innovation Partnership

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Tampa DAIS
Digital Arts & Innovation Summit

Our proposal is to bring a multi-layer innovation summit to the destination.
This summit can be designed with various activations, and designed to scale and expand to the wider Hillsborough County area.
Each concept can live independently, or pooled together into the larger Tampa DAIS experience.

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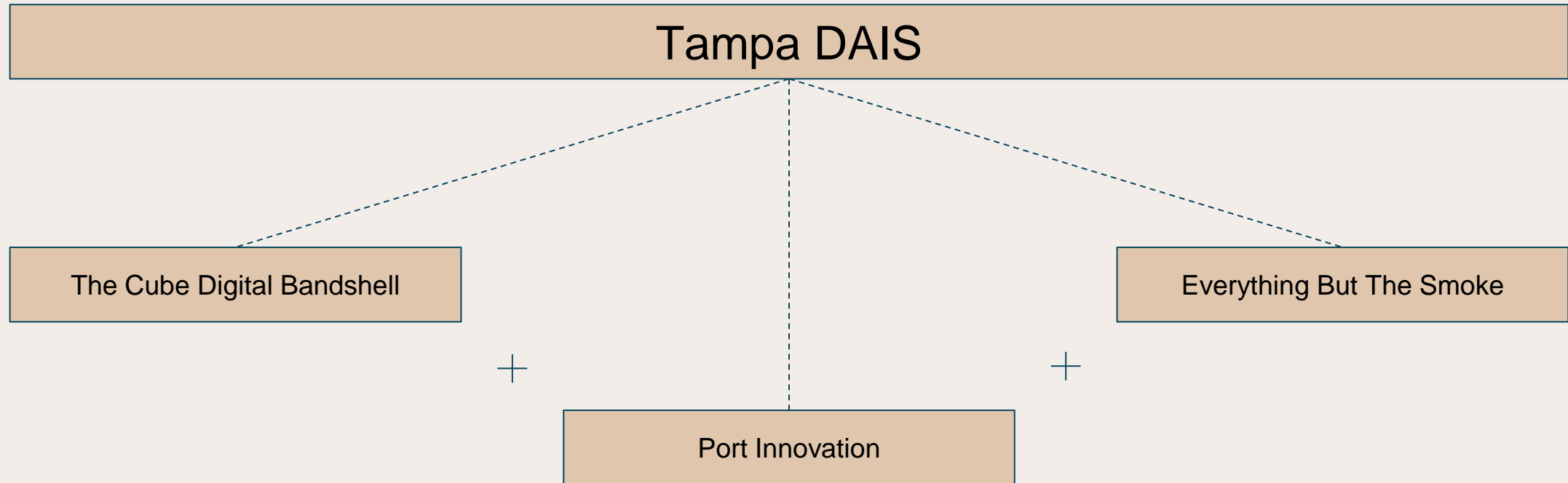
The Cube Digital Bandshell

Digital Innovation

Location: Tampa Riverwalk

Overview:
The Cube Digital Bandshell is designed to celebrate art and technology innovation in Hillsborough County by creating a substantial first-of-it's-kind digital canvas. The Cube Digital Bandshell serves as a canvas for commissioned artworks, transforming the Tampa Riverwalk into a captivating, dynamic area and drawing guests in to experience the local area.

The Cube Digital Bandshell can be used independently, or created as part of the Digital Arts & Innovation Summit

Details include:
- Nestled cantilevered LED walls within a larger kinetic glass cube
- Innovative kinetic architecture - the 2x glass walls in front of the LED cube become retractable, creating a 'bandshell formed canvas' for open air performance and presentations
- Interior LED walls are curved for a seamless effect, while exterior walls are mitered as an actual cube
- Potential for displaying commissioned artwork
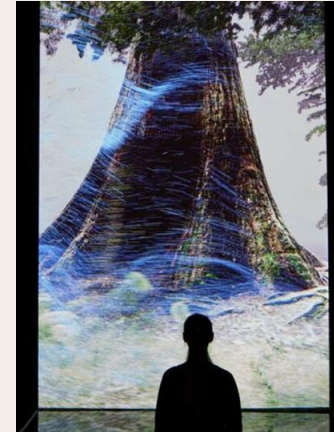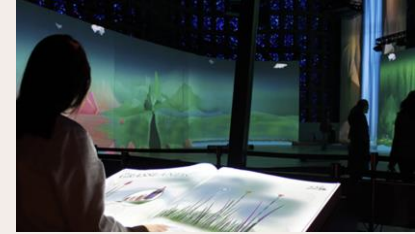
The Cube Digital Bandshell

Digital Innovation

Example of closed cube:
The grey exterior in this mockup represents the kinetic glass cube. The front two walls are retractable and can fold away to the side to reveal the digital element.
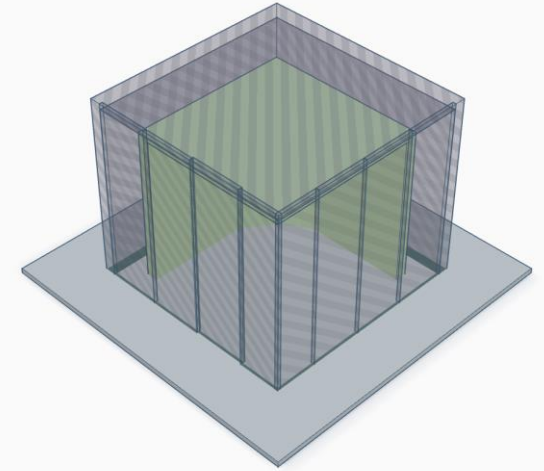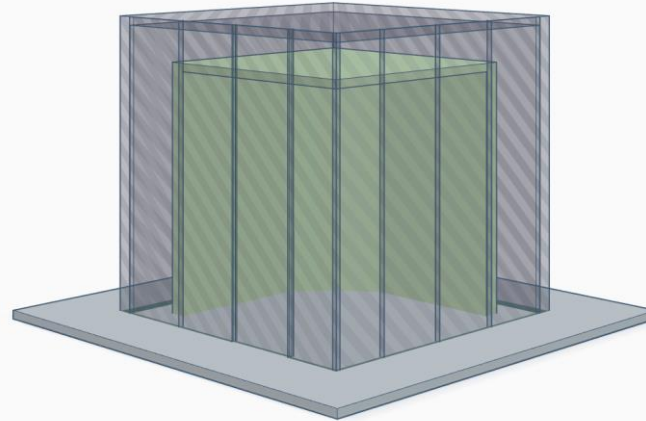
Example of cube open:
The interior green area represents the digital elements of the cube. When the kinetic glass walls are retracted, the screen becomes an "digital bandshell" experience for people to immerse guests in content.

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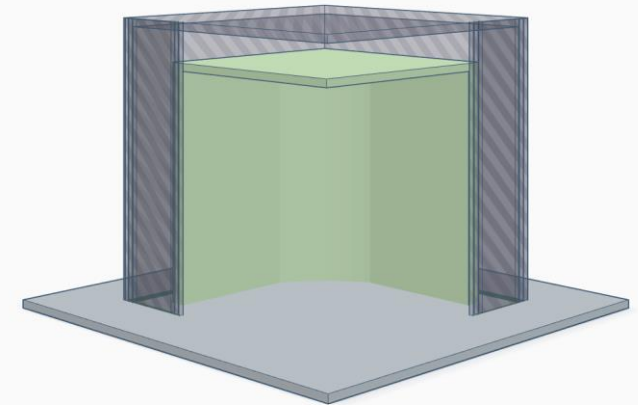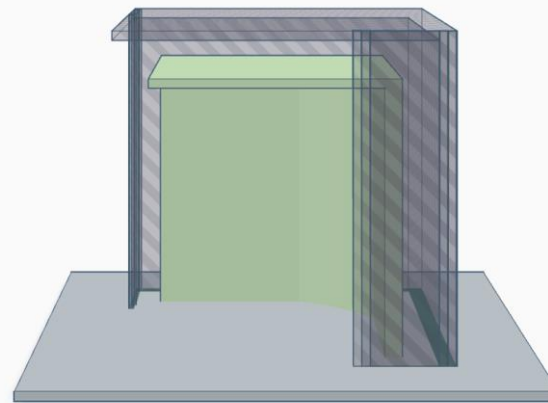
Port Innovation

The Port Research & Innovation Park

Location: Port / Waterfront

Overview:
The Port Research & Innovation Park is designed to draw in and host startups that are working on maritime technology and innovation, to create a cutting-edge maritime business center in the heart of City of Hillsborough and champion a blue economy.

A longer term, 5-year, goal for the Port Research & Innovation park would be to host a Port Technology focused Conference with the ability to provide demonstrations, trends and innovations from the maritime industry for example:

- AI & Satellite Communications
- Port Innovation Ecosystems
- Clean Energy & Emission Reduction
- Maritime Robotics live demonstrations
- Energy-Efficient Integrations

- Maritime IoT
- Blockchain
- Big Data & Analytics
- Immersive Reality
- Smart Maintenance

Details include:
- Leveraging the existing port by providing port access to all partners of the Port Research and Innovation Park
- Option to partner with or create a new industry specific incubator
- Beneficial for cross-pollination with existing commercial tenants

Existing ecosystem potential partners include:
- Karl Strauch - Port Tampa Bay, Vice President of Marketing
- Ybor Harbor considerations and proximity to Sparkman Wharf

The closest comp for this is Oceanology International, hosted in London every two years This event brings together maritime technology leaders however lacks the extensive Port access and audience that is available at Tampa Bay Port.

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The water features of Paris (the Seine river) made me realize: the San Francisco Bay Area entirely FAILS to capture the value of being on a bay. If people do not congregate together on your community's waterfront then you're doing something really wrong.

Everything but the Smoke

Ybor City Cigar Culture Festival

Location: Ybor City

Overview:
Step into the realm of sensory delight with the Ybor City Cigar Culture Festival, designed to celebrate the cigars cultural significance, and deeply rooted in Hillsborough County local history.

A longer term, 5-year, goal for the the Ybor City Cigar Culture Festival would be for this to become the global gather place for Cigar technology, culture and creating. Ultimately driving further group and individual leisure travel to the Hillsborough County area.

Details include:
- Exposition of modern technologies associated with cultivation, production, distribution, storage and consumption of cigars
- Broader focus on additional pillars that have parallels to the culture of cigars and tobacco:
  - Culinary innovation
  - Music inspiration
  - Art and digital artworks

Fixed Assets

Iconic design related to all built space – enhanced design considerations

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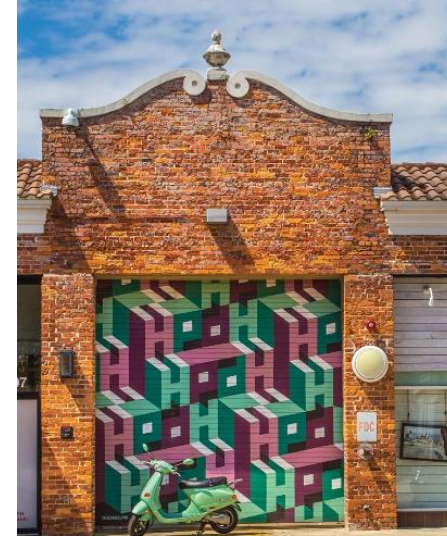
Indoor Sports Complex

Current State: Tampa Sports Authority refreshing study driven by hotel community to increase weekend business in Westshore. Lack of indoor facility in Hillsborough County that can accommodate regional indoor tournaments. Current indoor package requires 8+ facilities to accommodate 12 courts – a competitive disadvantage. Approximately 10-12 sporting events annually that utilize the convention center.

Recommendation: Create a financially stable multipurpose Sports Complex. This complex would primarily focus on driving sports tourism, economic development, room nights and enhancing Tampa's brand as a youthful, dynamic, and desirable destination. The new facility should have capacity for up to 10 basketball courts and 20 volleyball courts, which will meet minimum regional tournament requirements.

Next Steps: Align recommendation results with existing feasibility study. Validate the viability of potential sites, assessing their suitability in relation to hotel inventory and other amenities. Create Request for Information process to better determine the level of private interest, while also considering the potential expansion of the fairgrounds facility as an additional use.

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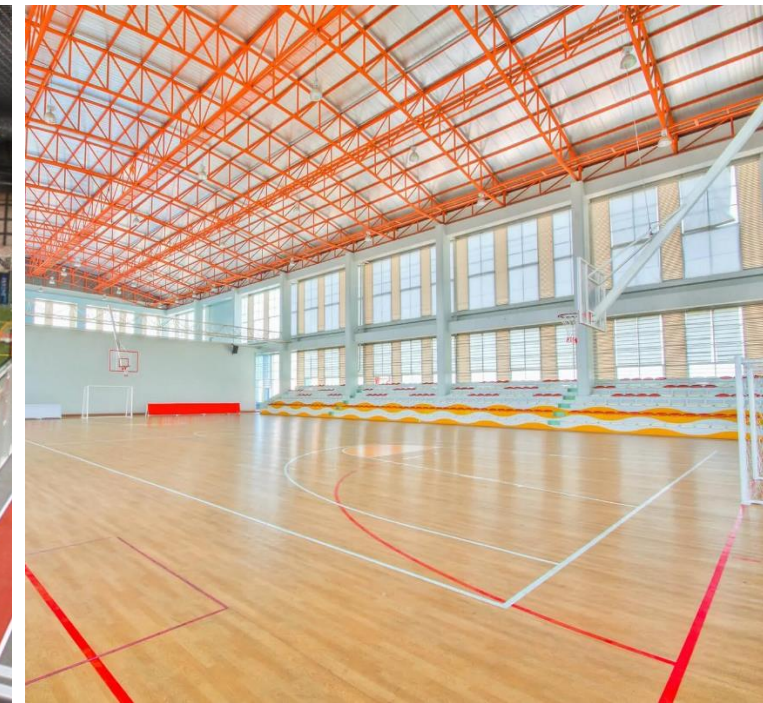
Florida State Fairgrounds

Current State: Nine venues available for rental that host over 250 events annually. Current facilities are dated and lack amenities needed for heighted competitive positioning. Increased opportunity for additional ag and equestrian programming and a climate controlled flexible venue for expos and entertainment.

Recommendation: Reinvent fairgrounds with the addition of a modern, multipurpose venue that has flexibility to fill an annual calendar of events, increase east side vibrancy, fiscally perform and be **complementary** with current convention, entertainment, and sporting event venues throughout City of Hillsborough. Utilize significant acreage and connectivity to I4 as advantage for future mixed-use development surrounding Fairgrounds. Along with entertainment, increase notoriety of Tampa as a destination for agriculture competitions, stock shows and other events. Climate controlled ag facility would allow for ability to compete for national shows.

Next Steps:
- Further study facility needs and potential including total square footage, ratio of space parking, indoor/outdoor, climate control needs and business mix.
- Work with Live Nation to further investigate potential for additional facility program.
- Conduct full feasibility to determine fiscal performance and cost to build
- Identify mixed-use opportunities for private investment.

Kitchen, Circulation

MEETING ROOMS

Flex Space / Ballroom /
Exhibit

| 1. Exhibit | 2. Entertainment | 3. Sports |

Kitchen, Circulation

Kitchen, Circulation, Artist Experience

TELESCOPING SEATING: 27 ROWS - MAX HEIGHT 22' 6"

High-end convertible seating

STAGE

Flex Space / Social Gathering

Reception /Lobby
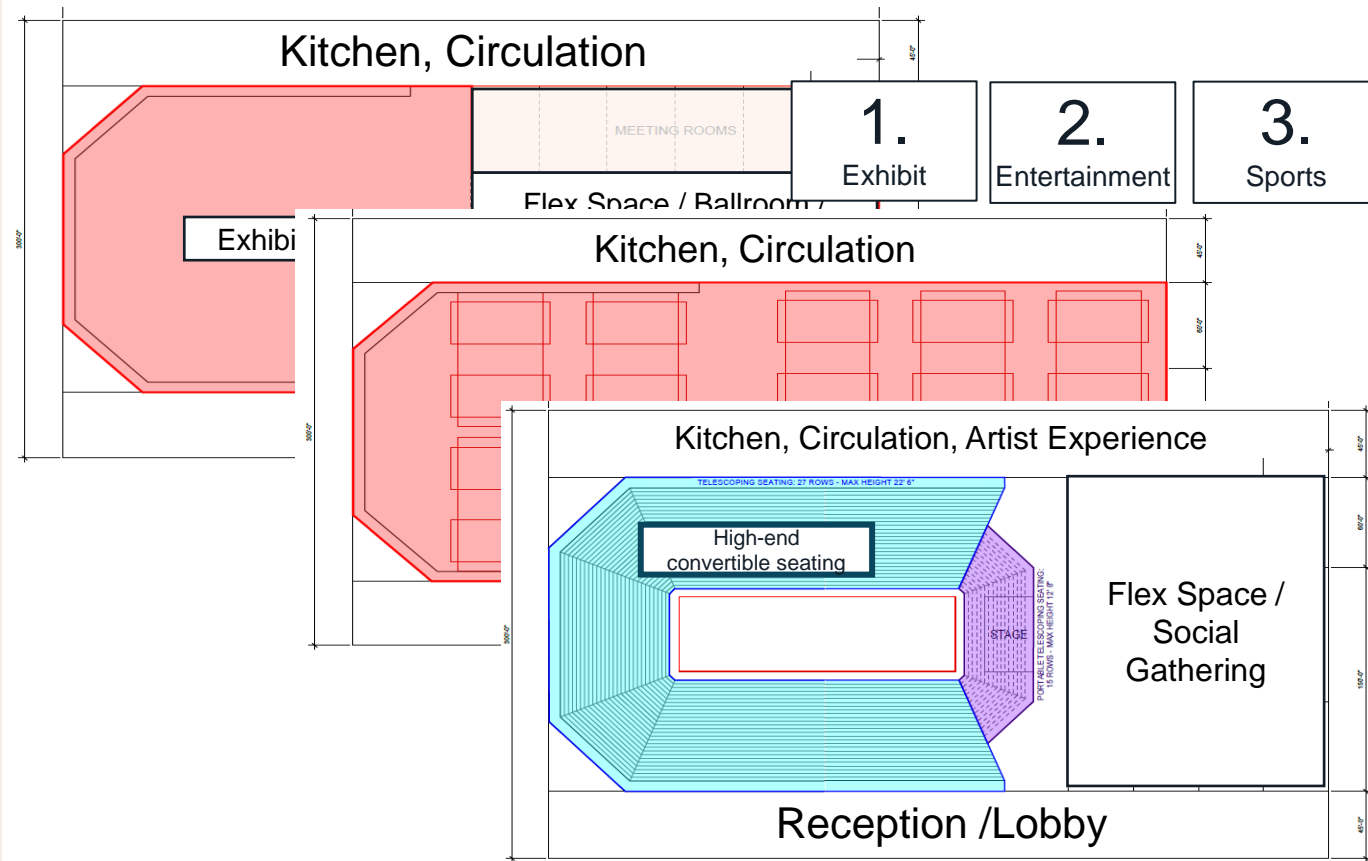
Convention Center of the Future
Convention Center Expansion

Current State: Tampa Convention Center has **46% less exhibit space** and **34% less ballroom space** when compared to competitive set. Size limitations have significantly impacted Tampa's ability to attract and retain large groups; Nearly **250,000 lost room nights** due to hotel package related or convention center space related reasons. Stakeholders also noted that the current space is outdated. Level 1 and 2 groups account for 17% of all events and 36% of all room nights 2014-2024 and 40% of all economic impact. Analysis should be studied in conjunction with results from existing convention center expansion study.

Recommendation: Transform existing spaces into state-of-the-art dynamic facilities that can cater to larger groups and multiple events concurrently. Consider **expansion option 1** (shown in image) as highest and best use for future capacity needs. To expand convention attendance and annual room nights, prioritize booking strategy on levels 1-3. Any potential expansion must be accompanied by an increase in hotel supply to meet peak room block capacity. **Shift focus towards high-rated citywide markets and consider the potential use of fairgrounds for lower rated groups.** Our overarching goal is to position Hillsborough County as a leading destination for events.

Next Steps: Align product study recommendation analysis results with existing convention center expansion study to determine, feasibility, design, and other factors. Further analyze current convention center booking guidelines and consider future strategy with additional space.

Option 1: 125,000+ sq ft

Option 2: 75,000 sq ft

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Convention Center of the Future
Headquarter Hotel

Current State: Tampa Convention Center hotel package ranks 10/11 among competitive markets for number of rooms within a ¼ mile. Tampa Convention Center has 4,479 hotel rooms within a 1-mile of the convention center; **39% less than the average of competitive set** shown below in the appendix. Walkable Hotel inventory limits access to citywide groups between 1,000 – 1,500 peak room nights during peak season, across 10 hotels. Downtown hotels identified willingness to allocate only 37% of inventory for group business during peak season and 56% during off-peak. Data analysis supports significant need for a sizeable hotel connected or within walking distance.

Recommendation: Build a 1,000 room headquarter hotel (with room block agreement) attached or adjacent to the Tampa Convention Center (detailed analysis in appendix). A 1,000 room addition would now allow for **1,250 rooms on peak across 4 hotels opposed to 10**; enabling enhance competitiveness and seamless room blocks sales process. A conservative assumption of 20% conversion of lost business related to room block and convention center size would bring an additional 50,000 room nights to Hillsborough County annually.

Next Steps: Align product study recommendation analysis results with more in-depth hotel feasibility study and convention center expansion results. Include financial analysis, operational considerations, partnership opportunities, etc.
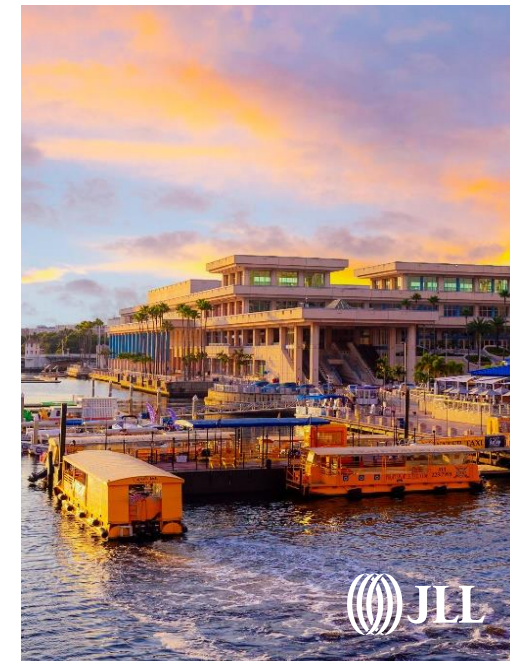
Hotel Development
Countywide

Current State: Hillsborough County is home to 25,834[1] hotel rooms, 90% of which are located within Tampa city limits – undersized compared to major leisure markets. Hotel occupancy county-wide performed exceptionally at over 70%; indicating a healthy market poised for development. **Demand growth 2012-2022 outpaced supply demand by over 500,000 room nights; ranked 3rd highest in the US when compared to 24 major market destinations**. As of September '23 Tampa has 2,314 hotel rooms in the pipeline located within Hyde Park, Downtown, East Tampa, and North of Seminole Heights.

Recommendation: Build out hotel inventory to better align with competitive markets and future demand. Strategically develop properties in parallel with the placemaking and district development recommendations.

Next Steps: Utilize map and further assess the concentration of hotels by classification within the county. Conduct county-wide feasibility to determine the opportunities for new hotel development or expansion by district. Evaluate the supply and demand dynamics, competitive landscape, and future target customer base, as well as evaluating the financial feasibility and viability of proposed hotel projects.

1 Total rooms Hillsborough County January 2024, STR
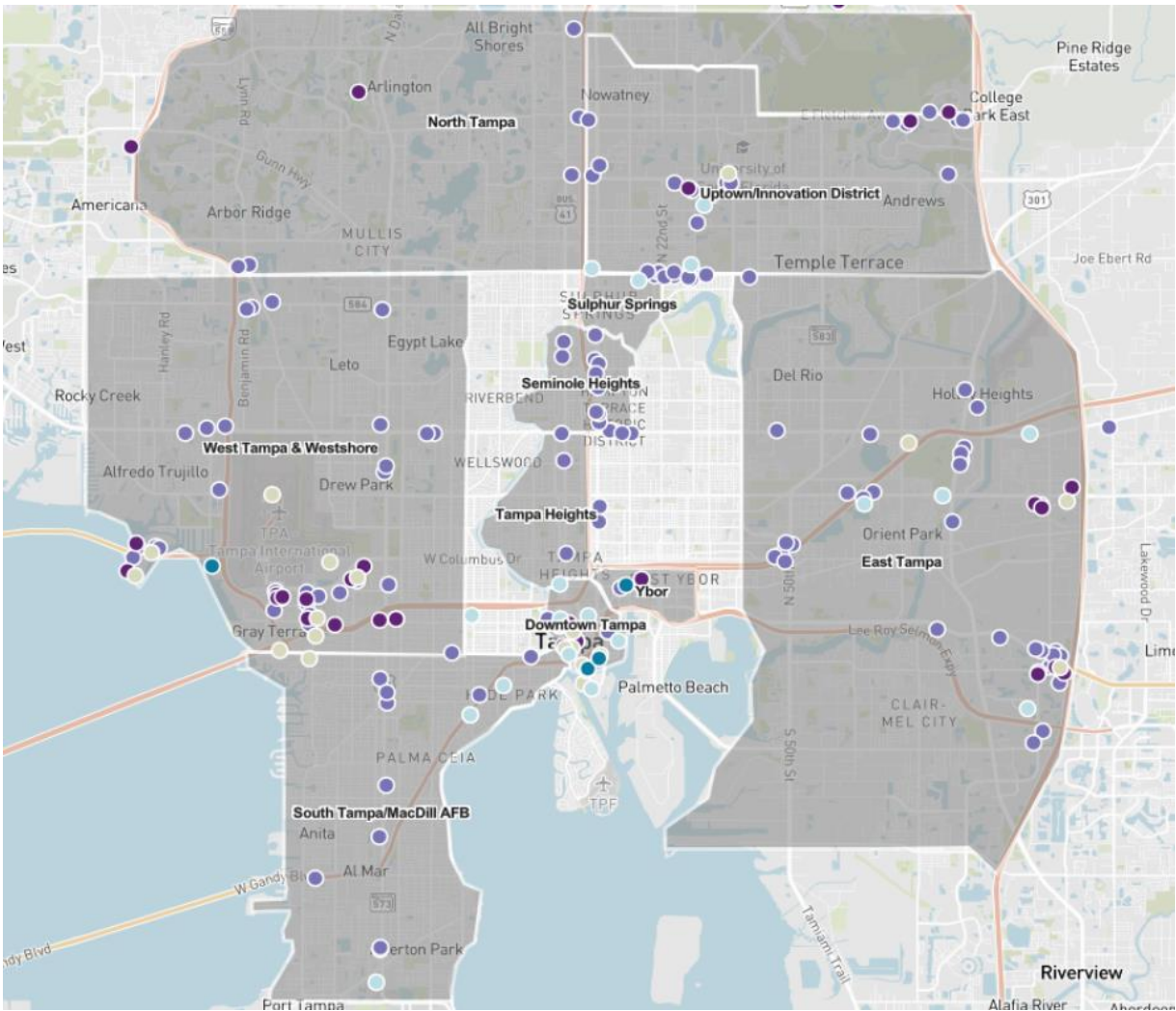
Hillsborough County Jan 2024	
Total Hotel Rooms	25,834

STR Classification	%
Economy	14%
Luxury	6%
Midscale	9%
Upper Midscale	24%
Upper Upscale	27%
Upscale	19%

Luxury Hotel Development

Current State: Hillsborough County has 4 hotels classified as luxury class. The addition of the Edition is the first true test of luxury rate performance. "This is only the fifth U.S. location of Marriott's ultra-glam EDITION brand, and the hotel giant's leap of faith on a destination that's still very much **on the brink** of big things to come bodes well for Tampa's future growth as a destination for tastemakers" – Conde Nast. See further hotel research by classification in appendix.

Recommendation: Add luxury / high-end hotel products to the destination. Work with industry partners to stimulate interest and determine potential for public involvement.

Next Steps: Engage directly with developers, investors, and industry experts to understand their investment appetite and preferences through excusive RFI process. Gauge the willingness of the public sector to be involved and identifying possible public involvement scenarios and incentives. Attracting nontraditional luxury hotel developers may require a unique and targeted Request for Information process. Closely monitor The Edition as a benchmark for 5-star hotel performance.

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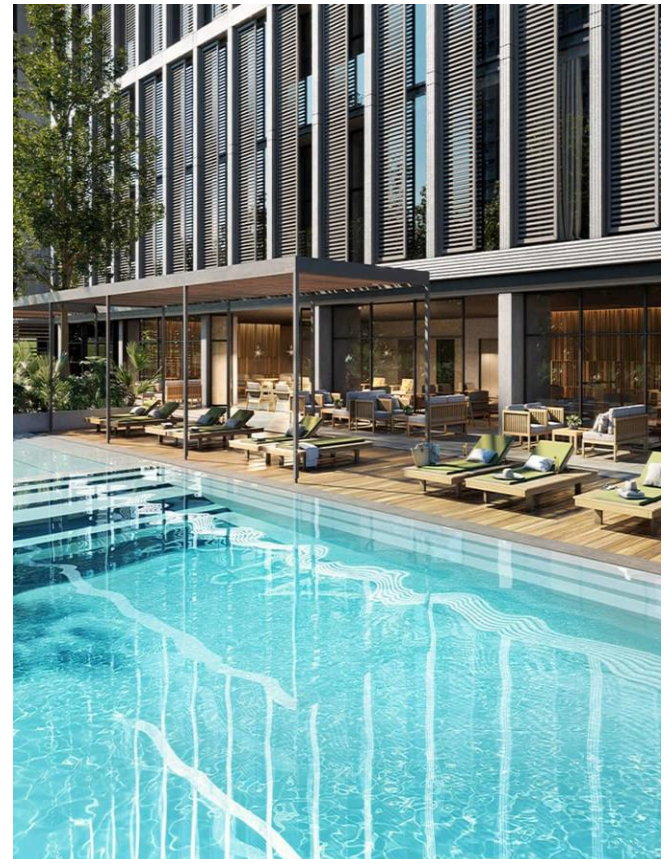
Riverfront Evolution

Current State: Riverwalk hosts a variety events throughout the year but mainly serves as an amenity for residents and lacks an anchor venue of scale.

Recommendation: Identify permanent sites along riverfront in desirable visitor locations to add an anchor venue for professional grade performances and unique activations that attract visitors and residents alike. Study existing plans such as Straz Center for Performing Arts expansion in conjunction with recommendation to ensure alignment of goals, activations and future programming.

Next Steps:
- Work with partners to determine future programing (ie. symphony, ballet, etc.).
- Determine optimal site locations.
- Identify partnerships and work with architect to incorporate unique riverfront design.

> " **this has exceeded our wildest expectations** "

Job Nelson, VP of Strategy

Port of San Diego

JLL

High-end Event Space

Current State: Existing facilities are often at capacity and have limited availability for booking. These facilities are also at a competitive disadvantage for local, high-end mid-sized events.

Recommendation: Incorporate **high-end, mid-sized event clients as a user group for future built space**. This event space would not compete for business with the Tampa Convention center but rather add a complementary space for smaller group events that are too large for existing private venues like Armature Works. Create unique environment for mid-sized high-end clientele.

Next Steps: Incorporate user group as part of feasibility study in conjunction with other asset expansion and further study this in conjunction with other venue recommendations. **Determine inclusion with other assets or possibility create a stand-alone event center**, if needed. Determine additional site options as needed. Engage with future architect on aspirational design and test design concepts with high-end planners.
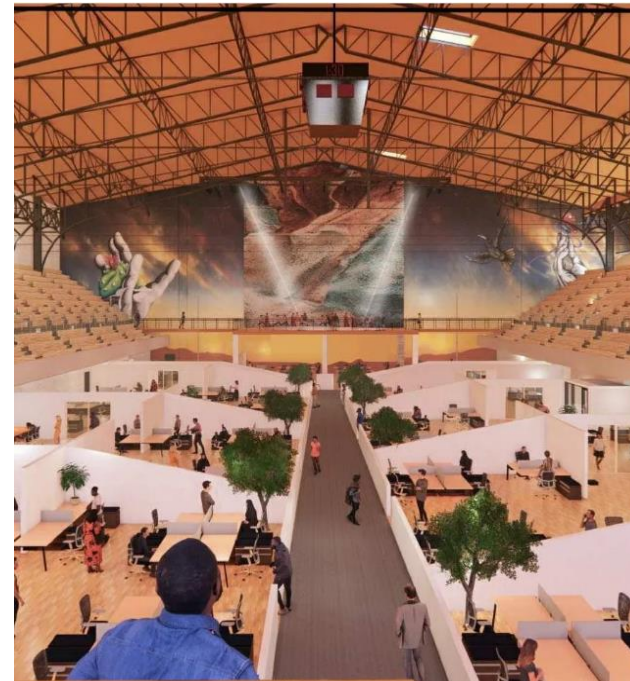
Infrastructure
Mobility/ Transit/ Parking/ Connectivity

Current State: Ongoing recognition **that further investment and enhancements are required** to provide residents and visitors with more efficient and accessible public transportation options. There is a need for connecting districts through public transit and infrastructure. Local office advised that the top reason for losing corporate relocation business is due to transportation challenges.

Recommendation: Public Transit: Enhance the accessibility between attractions, modes of public transportation and districts throughout the county. Important plans include **Brightline extension from Orlando, light rail from connecting TPA, Westshore, and Downtown, expansion of TECO Line Streetcar, increased water taxi routes, railcar extension north to Tampa Heights, rapid bus expansion to USF, connectivity across the bay, and interstate expansion** to mitigate traffic congestion across the Tampa area. While connecting districts should be prioritized, ability to get around each district should be considered.

Parking: Balance the demand for parking with the growing needs of residents, employees and visitors with uniquely designed parking garages surrounding Downtown and Ybor City.

Next Steps: Further study on travel patterns, including commuting behaviors, transportation modes, and peak travel periods, Address parking ratio needs through conducting a detailed study analyzing the current parking availability and demand. Collaborating with Hillsborough Area Regional Transit Authority (HART) is crucial to determine the appropriate next steps. Finally, consideration for needed workforce housing to support industry growth along with infrastructure investments.
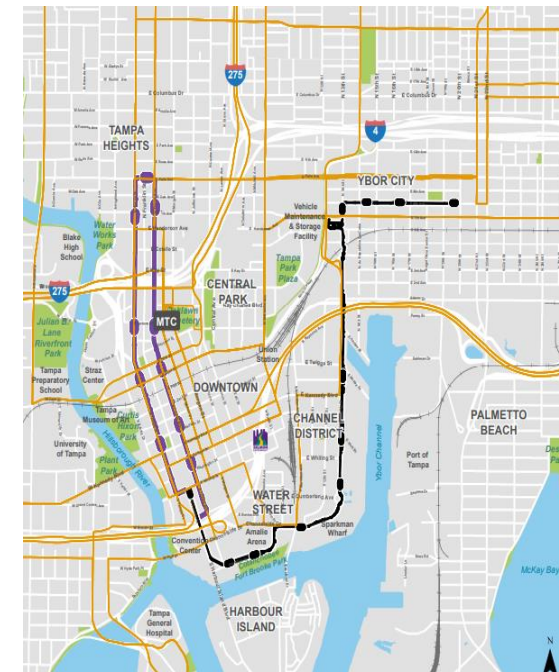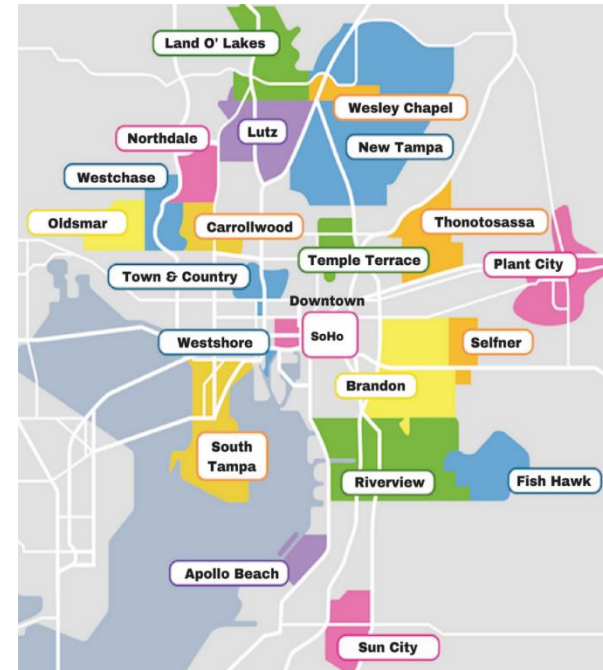
Future of Destination

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Map – Future Potential

16 recommendations will enhance brand image, increase competitiveness, create new micro destinations and experiences throughout the county.
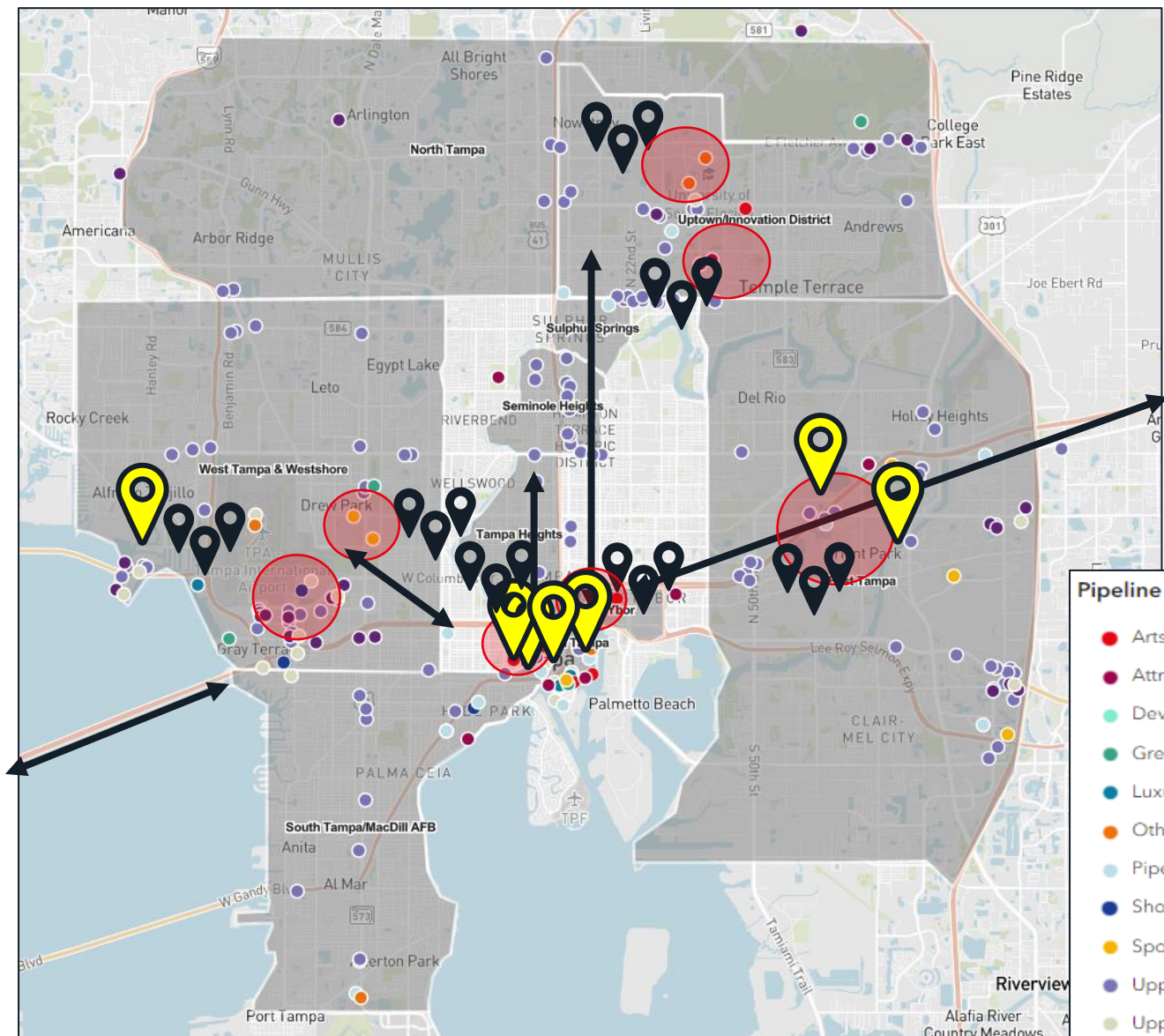
Approximate Locations

Destination Identity

Current state: Hillsborough County has a multitude of amenities, attractions, and cultural assets that make it an enticing destination for visitors. Common reasons for visitation include entertainment, arts & culture, sporting events, culinary experiences, group business, corporate business and others. Hillsborough County tourism has exhibited promising growth and momentum, yet there is still ample room for development to capture a larger market share.

Recommendation: Elevate destination throughout districts by adding unique activations, assets and attractions. **Implementation of recommendations would elevate Hillsborough County as a leading destination of choice for travel and tourism,** drive increased demand and inform decision making on the future.
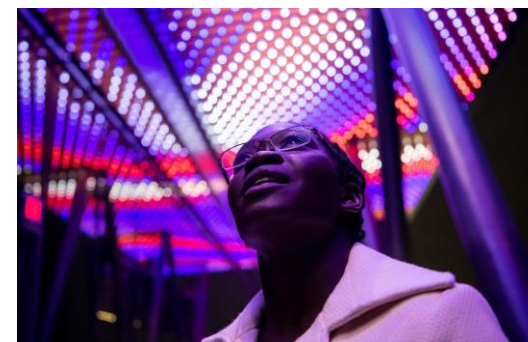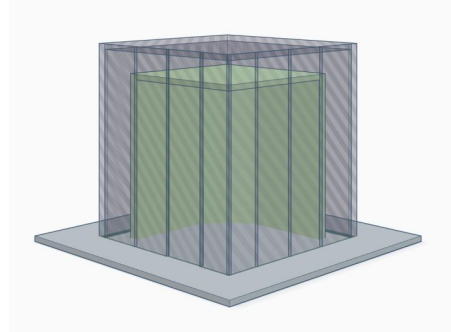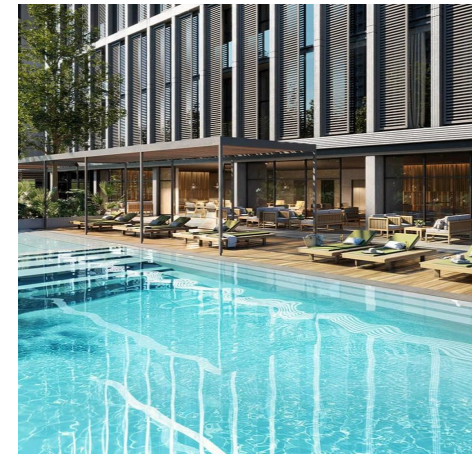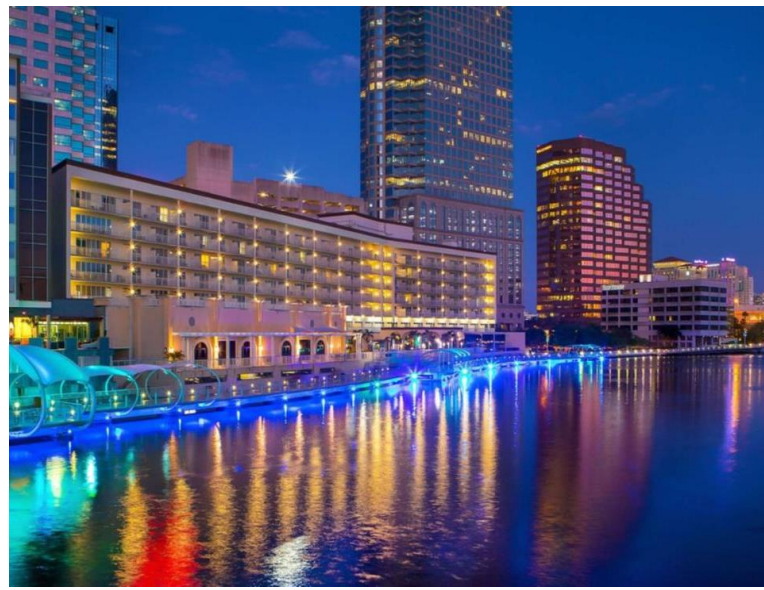
Potential Next Steps

🏢	Incorporate fixed assets and placemaking recommendations into destination development plan
🤝	Engage partners for further study and master planning efforts
🔍	Reference research and site work to accelerate next steps
👥	Engage in RFI process where possible
⛱	Engage with potential vendors and local partners for near term placemaking activations
📄	Use analysis as foundational step for destination master plan, feasibility, and investment strategy.

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Q&A

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Thank You

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Appendix

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- Convention Center hotel package
- Hotel Performance
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  - Performance by district
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  - Historical review
  - Lost business
  - Competitive space review
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- Event matrix results
- Event matrix and demand driver next steps
- Additional stakeholder insights
- Additional market research insights
- Site analysis overview
- Potential next steps – Fixed Assets

Convention Center Hotel Package

Walkable Hotel Inventory

Hillsborough County has **3,341** hotel rooms within ½ mile of the Tampa Convention Center across **10** properties.

Hotels identified within ½ mile are willing to allocate only **37%** of inventory for group business during peak season and **56%** during off-peak. (1,245 vs 1,875 peak RNs)

Walkable hotel inventory within ½ mile limits access to citywide groups **2,000+** peak room nights.

Increased supply / CC hotel considerations should be within ½ mile and paired with a **room block agreement** to ensure citywide peak room night growth.
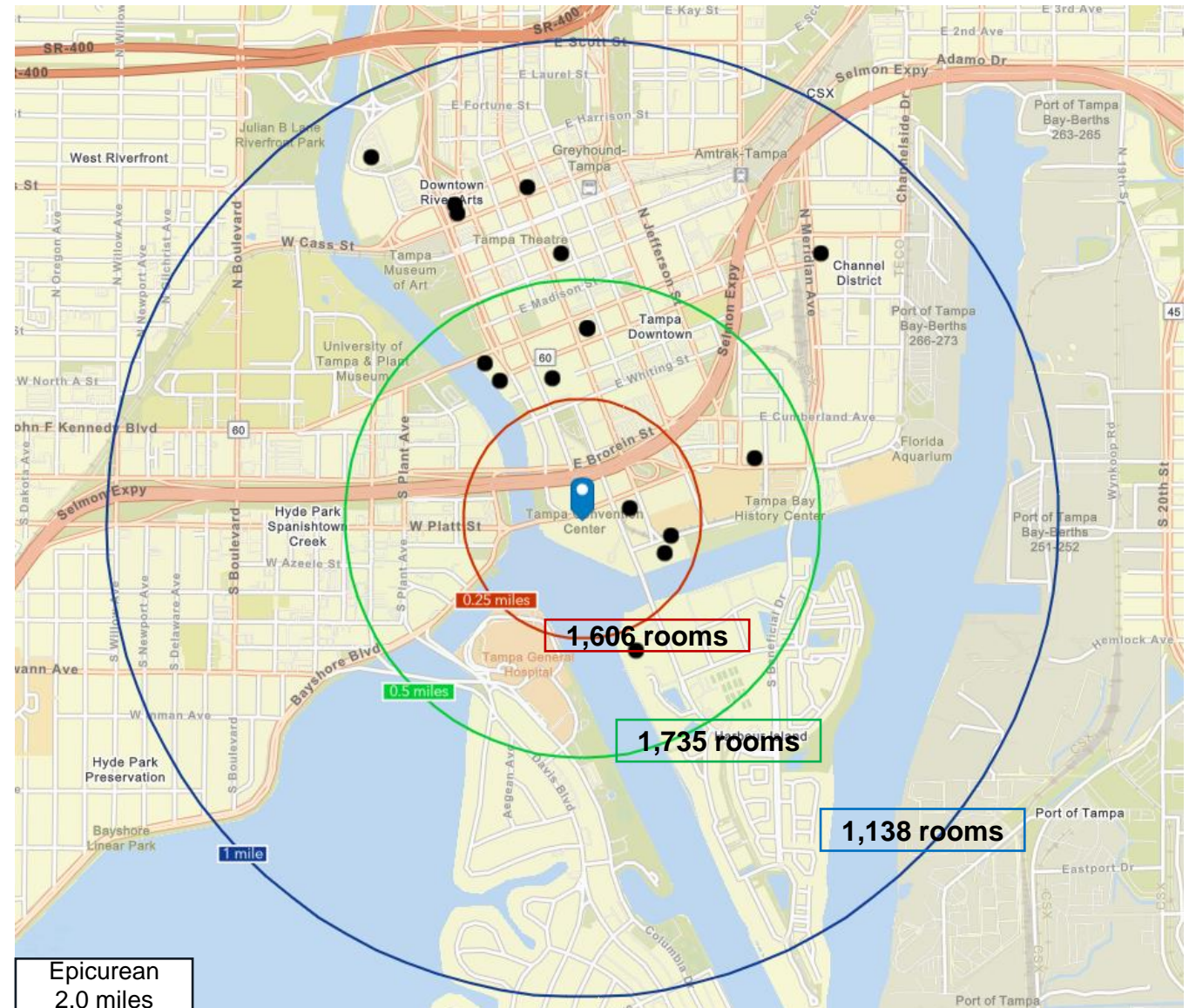
0.25 miles

1,606 rooms

0.5 miles

1,735 rooms

1,138 rooms

1 mile

Epicurean
2.0 miles

JLL

Convention Center Overview
Walkable Hotel Package – Competitive Comparison Sample

Tampa Convention Center has **4,479** hotel rooms within a 1-mile; **39%** less than the average of competitive set shown below. Tampa ranks **10/11** for number of rooms within a ¼ mile.

- **15** hotels located within 1-mile
  - **69%** of hotel inventory within 1-mile is classified as full-service (upper upscale and luxury); compared to set average of 57%.

Competitive CC Hotel Rooms
by mile radius

■ 0 - 0.25   ■ 0.25 - 0.5   ■ .50 - 1.0

# of full-service rooms (upper upscale, luxury)

Average of 7,351 rooms

	San Antonio	Orlando	Austin	Nashville	Baltimore	Louisville	Charlotte	Tampa	Milwaukee	Fort Worth	Fort Lauderdale
	6,331	4,278	7,096	4,611	4,724	2,877	3,256	3,111	2,573	2,036	1,642
■ .50 - 1.0	4,950	6,110	2,188	2,667	2,564	660	1,282	1,138	1,316	807	1,244
■ 0.25 - 0.5	4,538	2,814	4,033	2,493	3,681	2,524	2,458	1,735	940	578	195
■ 0 - 0.25	3,728	1,641	4,336	3,547	2,359	3,111	2,042	1,606	2,173	1,702	825

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Convention Center Overview
Walkable Hotel Package – Competitive Comparison Sample

Tampa Convention Center has **1,606** hotel rooms within a ¼ mile; **37%** less than the average of competitive set shown below.

Competitive CC Hotel Rooms
by mile radius

■ 0 - 0.25

Average of 2,546 rooms

	Austin	San Antonio	Nashville	Louisville	Baltimore	Milwaukee	Charlotte	Fort Worth	Orlando	Tampa	Fort Lauderdale
0 - 0.25	4,336	3,728	3,547	3,111	2,359	2,173	2,042	1,702	1,641	1,606	825
										100% full-service	**801 room Omni CC hotel 2026**
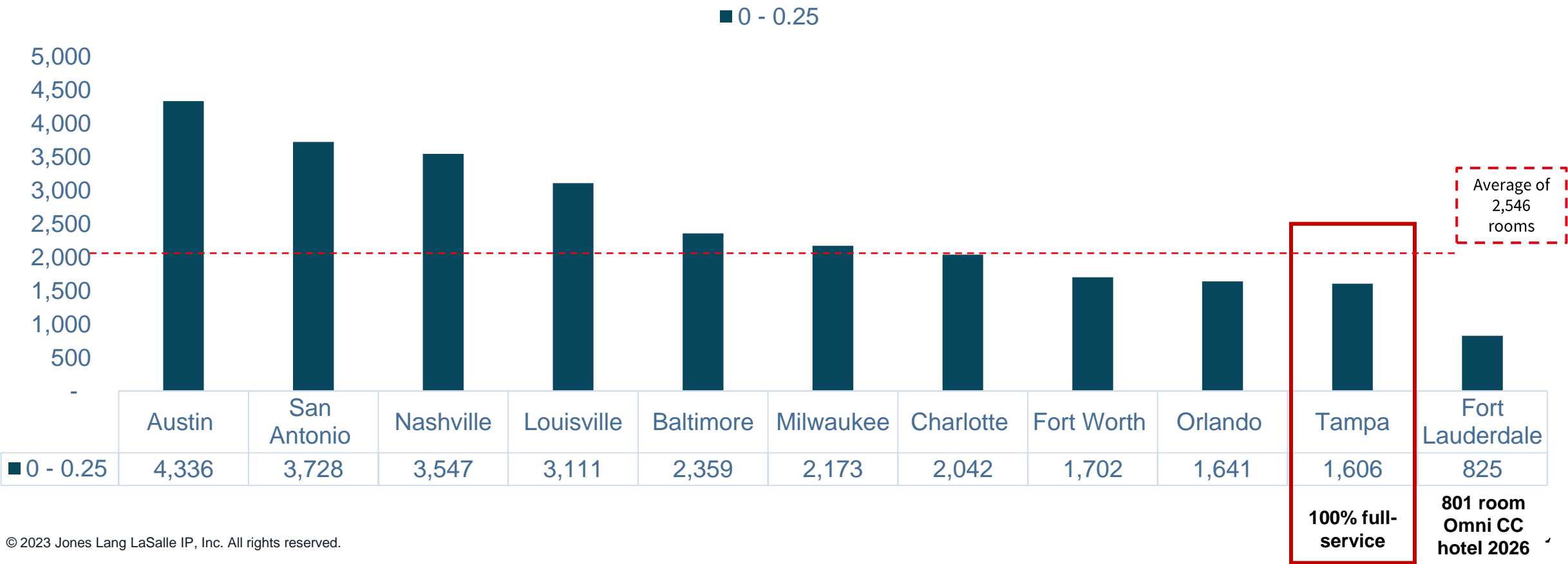
Walkable Hotel Inventory
Existing vs Potential

Addition of HQ hotel within a ¼ mile of convention center significantly increases competitive room block package.

Existing Inventory 0-.50 miles	Potential Inventory 0-.25 miles
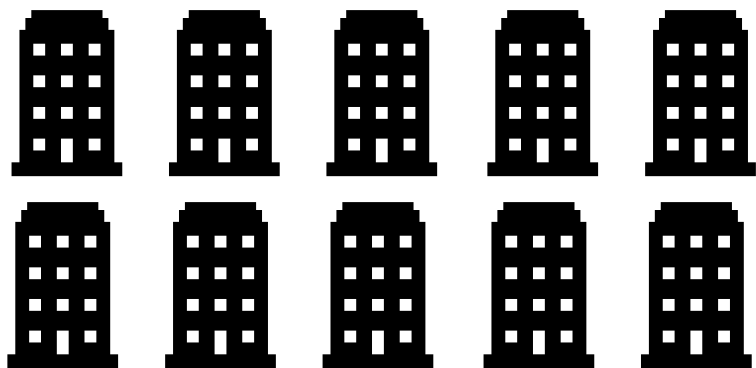
1,000 room HQ hotel

10 hotels
3,341 total rooms

1,245 rooms on peak (peak-season)
1,875 rooms on peak (off-peak)

4 hotels
2,606 total rooms

1,250 rooms on peak (peak-season)
1,675 rooms on peak (off-peak)

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Hotel Considerations

A potential convention center hotel paired with room block agreement has potential to add **151,000** new attendees annually.

Assumptions
- Hotel would run at 40% annual group occupancy
- Room block agreement would stipulate need for 60% of all rooms 18+ months and out
- Hotel economic impact projections assume 70% occupancy

Rooms	New Annual RNs		New Annual Group Rooms Needed	New Annual Group Attendees	New Citywide Peak Rn (peak)	New Citywide Peak Rn (off-peak)	Projected Economic Impact	Hotel Tax Generated
750	273,750	X 40%	109,500	113,362	**1,695** (11 hotels)	**2,325**	**$104.7M**	**$3.1 M**
1,000	365,000	X 40%	146,000	151,150	**1,845** (11 hotels)	**2,475**	**$139.7 M**	**$4.1 M**

750 room addition would allow for 1,100 on peak across 4 hotels (peak season)
1,000 room addition would allow for 1,250 on peak across 4 hotels (peaks season)

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Convention Center Overview
Walkable Hotel Package

Walkable Hotel inventory limits access to citywide groups between **1,000 – 1,500** peak room nights during peak season.
Hotels below identified willingness to allocate only **37%** of inventory for group business during peak season and **56%** during off-peak.
Increased supply / CC hotel considerations should be paired with a **room block agreement** to ensure convention center growth.
Example: 1,000 room addition at 60% inventory would add 600 additional rooms to the room block and approximately 2,000 attendees per event.

- Tampa has 3,341 hotel rooms within ½ mile of the Tampa Convention Center across **10 properties.**
- Convention center production data from 2013-2019 showed average peak room nights of **1,195** across 51 annual events.

Hotel Name	Distance from TCC	Number of Rooms	Meeting Space	Peak	Off Peak	STR Classification
Tampa Marriott Water Street	0.1	727	40,963	250	525	Upper Upscale
JW Marriott Tampa Water Street	0.2	519	89,757	150	225	Luxury
Embassy Suites by Hilton Tampa Downtown Convention Center	0.2	360	8,943	250	275	Upper Upscale
Westin Tampa Waterside	0.3	309	13,500	100	150	Upper Upscale
The Tampa EDITION	0.4	172	5,920			Luxury
Hilton Tampa Downtown	0.4	520	38,556	250	300	Upper Upscale
ROOST Tampa	0.5	97				Luxury
Hyatt Place Tampa Downtown	0.5	230	3,603	120	150	Upscale
Hotel Tampa Riverwalk	0.5	277	10,000	100	200	Upper Upscale
Aloft Tampa Downtown	0.5	130	738	25	50	Upscale
		3,341	**211,980**	**1,245**	**1,875**	
Pipeline						
Pendry	0.3	**220**	**n/a**	**n/a**	**n/a**	**n/a**
AC Hotel by Marriott Tampa Downtown	0.4	**116**	**n/a**	**n/a**	**n/a**	**n/a**

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Convention Center Overview
Downtown and Neighboring Hotel Package

Downtown and neighboring hotel inventory limits access to citywide groups between **1,800 – 2,600** peak room nights.
Downtown Tampa Bay would need to package **19 hotels** in order to meet citywide thresholds 1,800+ peak rooms.
- Transportation package and connectivity will be critical to competitiveness for hotels outside of walkable distance.

Hotel Name	Total Rooms	Peak	Off Peak	Function Space	Walkability
Tampa Marriott Water Street	727	250	525	50,000	Y
Hilton Downtown Tampa	520	250	300	30,000	Y
JW Marriott Tampa	519	150	225	100,000	Y
Embassy Suites Downtown	360	250	275	9,000	Y
Hyatt Place / Hyatt House	345	120	150	3,400	Y
Barrymore Hotel	332	125	150	7,386	N
Westin Tampa Waterside	309	100	150	18,000	Y
Sheraton Riverwalk	277	100	200	12,000	Y
Hampton / Home2 Suites	213	50	120	1,400	N
Hotel Flor	213	100	150	12,000	N
The Tampa Edition	173			8,000	Y
Courtyard	141	25	50	600	N
Aloft Tampa Downtown	130	25	50	700	Y
Le Meridien Tampa	130	25	50	4,800	N
Residence Inn	109	25	25		N
Subtotal Downtown	**4,498**	**1,595**	**2,420**	**257,286**	
Hotel Haya	176	50	50	5,434	N
Hampton Inn Ybor	138	50	50	1,195	N
Epicurean Hotel	137	75	75	5,200	N
Hilton Garden Inn	96	30	30	900	N
Ybor and South Tampa Hotels	**547**	**205**	**205**	**12,729**	
Downtown and Neighboring Combined	**5,045**	**1,800**	**2,625**	**270,015**	

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Downtown Hotel Performance

Market Segment Performance
Occupancy

Heightened transient demand limits hotel partners willingness to participate in large group blocks.

- Tampa convention/CBD hotels averaged **73%** occupancy in 2022; compared to the competitive set average of **63%**
    - Transient occupancy 14% ahead of set average. Ranked 4/11
    - Group occupancy 6% ahead of set average. Ranked 3/11

Convention CBD Performance
2022 Occupancy

■ Trans. ■ Grp. ■ Cont.
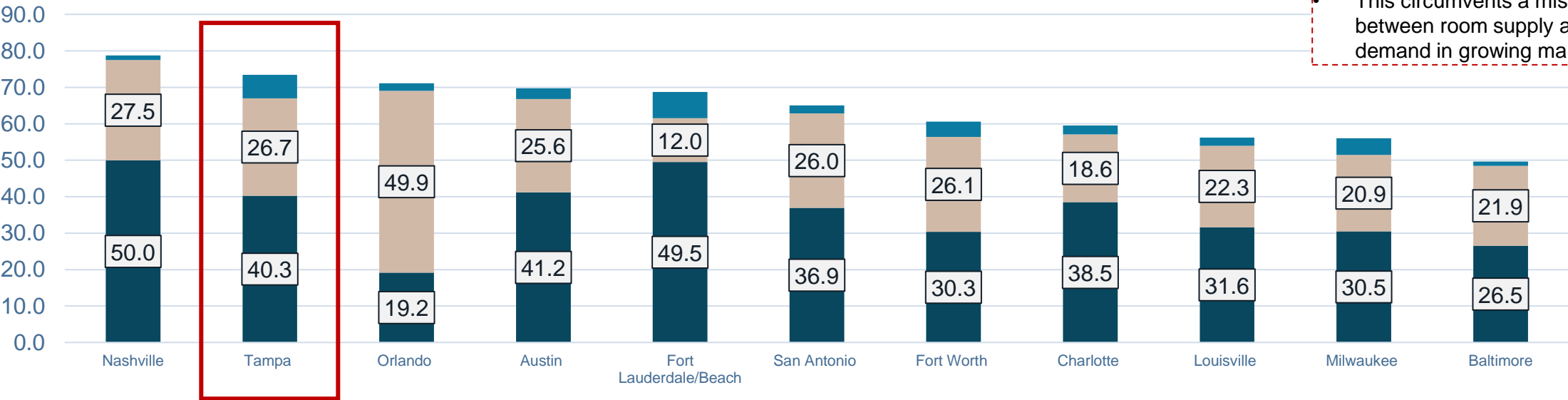
The 70% 'rule-of-thumb' for hotel occupancies

- The industry guideline is that room capacity should start increasing when occupancies reach 70%.

- This circumvents a misalignment between room supply and demand in growing markets.

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Market Segment Performance

ADR

High impact of transient travelers and leisure market increases the convention CBD market ADR and limits hotel partners willingness to provide needed roomblock for large groups blocks.
Continue to emphasize the importance of convention center quality and attendee experience with higher group rate.

- Transient rate was 16% higher than competitive set average in 2022. ($245 vs $212)
- Group rate was 7% higher than competitive set average in 2022. ($210 vs $197)

Convention CBD Performance 2022 ADR

■ Trans. ■ Grp. ■ Cont.
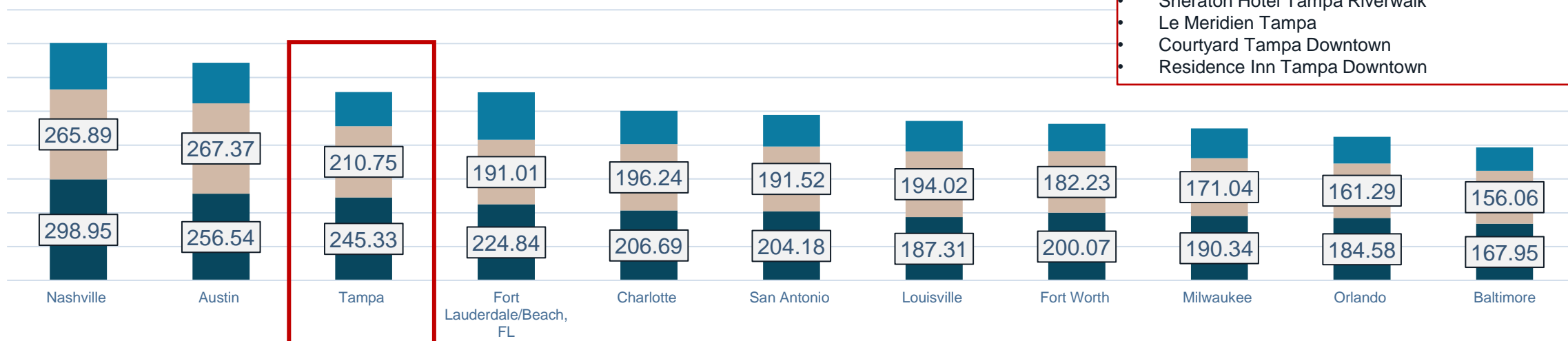
Selected Hotels included: 90% Upper Upscale Inventory
- Embassy Suites Tampa Downtown Convention Center
- Marriott Tampa Waterside Hotel & Marina
- The Westin Tampa Waterside
- Hilton Tampa Downtown
- Sheraton Hotel Tampa Riverwalk
- Le Meridien Tampa
- Courtyard Tampa Downtown
- Residence Inn Tampa Downtown

	Nashville	Austin	Tampa	Fort Lauderdale/Beach, FL	Charlotte	San Antonio	Louisville	Fort Worth	Milwaukee	Orlando	Baltimore
Grp.	265.89	267.37	210.75	191.01	196.24	191.52	194.02	182.23	171.04	161.29	156.06
Trans.	298.95	256.54	245.33	224.84	206.69	204.18	187.31	200.07	190.34	184.58	167.95

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Convention Center Overview

JLL SEE A BRIGHTER WAY

Convention Center Review
Actualized Groups 2014 – 2024 ('20 & '21 removed)

Historical convention center groups show limited growth **2014-2024 (2020 & 2021 removed).** Does not represent all convention center events booked.

Increased walkable hotel inventory and convention center space would elevate opportunity for larger groups and room blocks. Peak room night averages by month show hotels willingness to provide needed room block month to month.

Convention Center DMO Production by Month
Definite 2014-2024 ('20 & '21 removed)

■ Count of Meeting ── Average of Peak
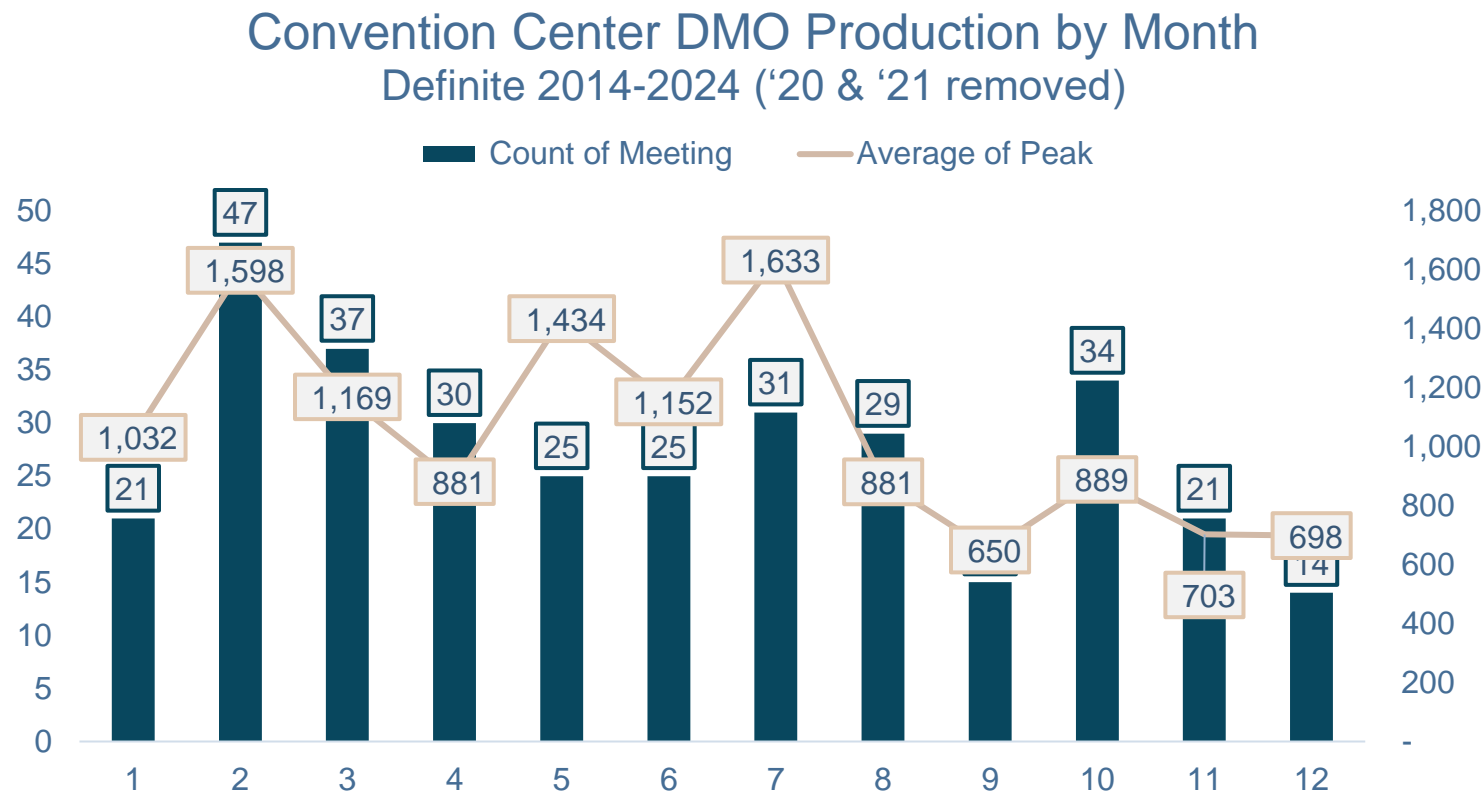
	October – March	April – September
# of Events	29	26
Average Room nights	105,954	124,115
Roomnights per Event	3,654	4,804
Peak Roomnights per Event	1,015	1,105
Annual Attendees	128,673	111,147
Attendees per Event	4,437	4,302
Economic Impact per event	$ 2,314,445	$ 2,813,556

Source: Bloomberg report, Superbowl and Wrestlemania not included

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Convention Center Review
Actualized Groups 2014 – 2024 ('20 & '21 removed)

Data organized by peak room night levels shown below.
JLL recommends focusing DMO efforts on increasing number of level 1 and 2 groups and reducing 6 and 7 annually.
Walkable and downtown hotel inventory will need to increase significantly in order to grow levels 1 and 2.

- Level 1 and 2 groups account for **17%** of all events and **36%** of all roomnights 2014-2024.
- Level 1 and 2 groups account for nearly **40%** of all economic impact 2014-2024.
- Level 6 and 7 groups account for **23%** of events and **2%** of all roomnights

Level Criteria	
Level	**Peak RNs**
1	**3,000+**
2	**1,800-2,999**
3	**1,200-1,799**
4	**800-1,199**
5	**400-799**
6	**100-399**
7	**0-99**

Convention Center DMO Events by Level
Definite 2014-2024

1 2 3 4 5 6 7

20
38
40
46
88
68
62
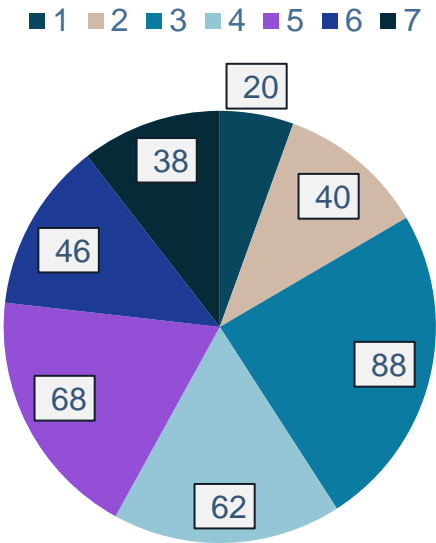
Convention Center DMO Room Nights by Level
Definite 2014-2024

1 2 3 4 5 6 7

33,273
3,467
141,586
207,452
209,075
329,583
578,453

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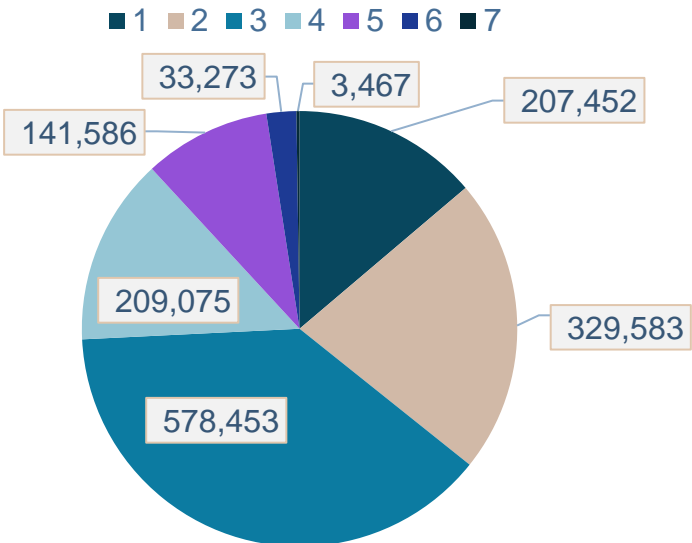
Convention Center Review
Actualized Groups 2014 – 2024 ('20 & '21 removed)

In order to grow convention attendees and annual room nights, Visit Tampa Bay should continue to focus of levels 1-3. With additional convention center square footage and increased hotel inventory, Tampa would become more appealing to larger groups and be more equip to layer groups together simultaneously.

Level Criteria		Convention Center Data by Level 2014-2024							
Level	**Peak RNs**	**Count of Meeting**	**Sum of RNs**	**Sum of EEI Value**	**Average of Peak**	**Average of Days**	**Sum of Attendees**	**RNs per Event**	**EEI Value per Event**
1	**3,000+**	18	178,677	112,736,346	3,572	5	263,278	9,927	$ 6,263,130
2	**1,800-2,999**	36	305,534	193,400,626	2,238	7	305,713	8,487	$ 5,372,240
3	**1,200-1,799**	81	548,589	288,458,619	1,532	7	371,330	6,773	$ 3,561,218
4	**800-1,199**	55	182,820	126,612,075	985	6	172,943	3,324	$ 2,302,038
5	**400-799**	63	130,555	83,811,036	594	5	185,700	2,072	$ 1,330,334
6	**100-399**	44	31,592	29,875,709	231	4	117,971	718	$ 678,993
7	**0-99**	32	2,646	3,920,348	35	2	21,984	83	$ 122,511
Total		329	1,380,413	838,814,759	1,130	6	1,438,919		

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Convention Center Review
Actualized Groups 2014 – 2024

Data organized by peak room night levels shown below.

- Level 1 and 2 groups account for **17%** of all events and **36%** of all roomnights 2014-2024.
- Level 1 and 2 groups account for nearly **40%** of all economic impact 2014-2024.
- Level 6 and 7 groups account for **23%** of events and **2%** of all roomnights
- Walkable hotel inventory will need to increase significantly in order to grow levels 1 and 2

Level Criteria		Convention Center Data by Level 2014-2024 % of total			
Level	Peak RNs	Count of Meeting	Sum of RNs	Sum of EEI Value	Sum of Attendees
1	3,000+	6%	14%	14%	18%
2	1,800-2,999	11%	22%	23%	21%
3	1,200-1,799	24%	38%	33%	26%
4	800-1,199	17%	14%	16%	13%
5	400-799	19%	9%	10%	12%
6	100-399	13%	2%	3%	8%
7	0-99	10%	0%	0%	2%
Total		362	1.50M	$911M	1.55M

Convention Center CVB Production by Fiscal Year
Definite 2014-2024

Legend: Count of Meeting, Sum of RNs

Count of Meeting values: 20, 40, 88, 62, 68, 46, 38
Sum of RNs values: 207,452; 329,583; 578,453; 209,075; 141,586; 33,273; 3,467
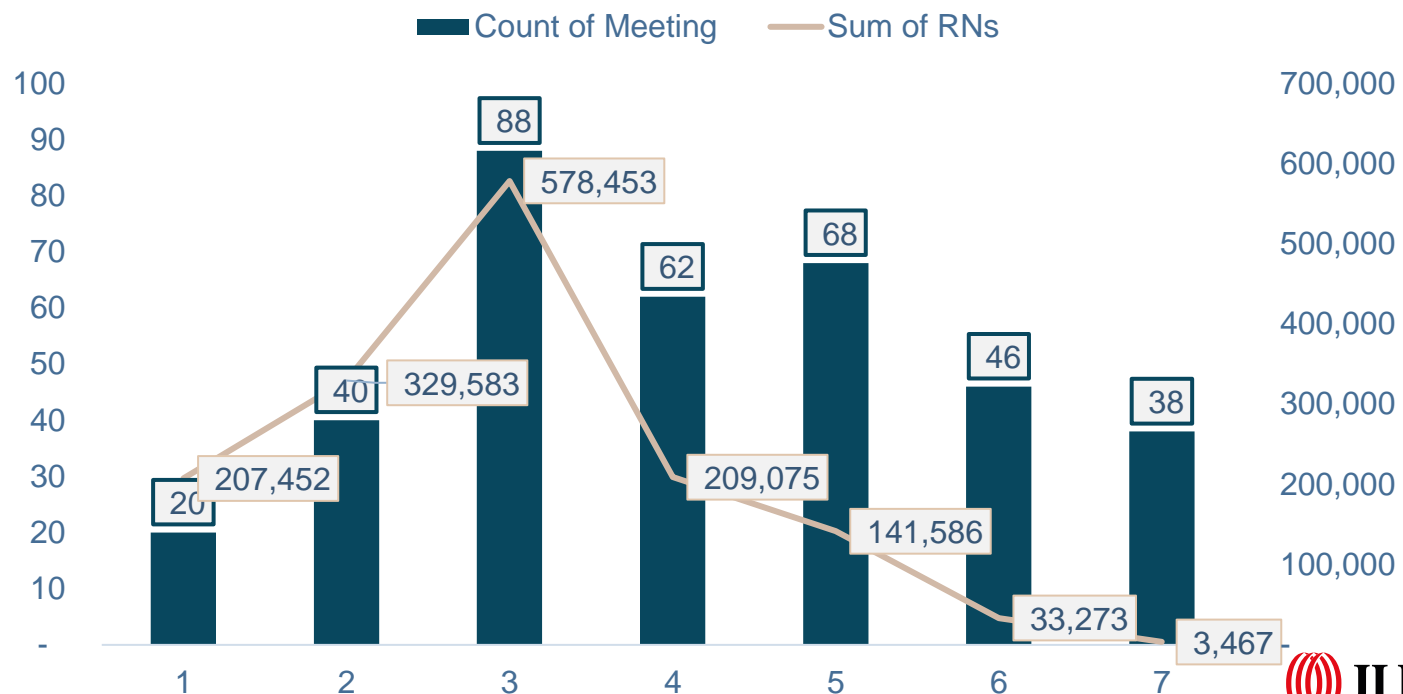
Convention Center Review
Lost Business

- 161 lost leads 2023 – 2031; 967,000+ room nights
  - 68% of all lost business comes from the same 5 market segments.
  - 52% of lost leads had over 1,200 peak room nights; average peak room night of 2,340 amongst 83 groups

Nearly **250,000** lost room nights due to hotel package related or convention center space related reasons. A conservative assumption of **20%** conversion of lost business would bring an additional **50,000 room nights** to Tampa annually.

Lost Reason	Room Nights Lost	
Too Many Hotels	105,549	
Facility Costs	49,495	
Not Enough Function Space	43,331	Includes 27 groups 1,200+ peak
Room Rates	22,506	
Event Too Large	11,890	
HQ Hotel	10,036	
Hotel(s) Declined Guidelines	5,330	
Total	**248,137**	

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Convention Center Overview
Competitive Square Footage

Tampa Convention Center has **46%** less exhibit space and **34%** less ballroom space when compared to competitive set. Potential expansion must be paired with increased hotel supply due to peak room block capacity (more info in next slides).

- 2nd smallest exhibit and ballroom square footage amongst competitive set. Ranked 10 of 11.
- Potential expansion should consider multi-use space / flexible space (sq ft and space considerations to be evaluated further)

Competitive CC Sq Ft
Ranked by Exhibit and Ballroom sq ft

■ Exhibit ■ Ballroom

- *Includes convention and expo center
- Expo center sq ft displayed in blue

355,266 average CC exhibit sq ft

City	Exhibit	Ballroom
Orlando	1,104,940	110,782
San Antonio	497,316	94,293
Nashville	353,143	57,500
Fort Lauderdale	350,000	41,765
Charlotte	280,000	75,000
Milwaukee	300,000	69,500
Baltimore	300,000	36,672
Austin	247,052	23,418
Louisville	204,169	39,690
Tampa	200,000	36,000
Fort Worth	182,613	28,160

Expansion
Exhibit: TBD
Ballroom: TBD

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Convention Center Overview
Streetcar Connectivity and Impact

Tampa Historic Streetcar Inc. is planning to modernize and extend the existing Tampa Streetcar from downtown Tampa to Tampa Heights.

Expansion would allow Downtown Tampa hotel peak room night package to grow beyond ½ mile of the convention center.

The Project is intended to fill critical gaps in the existing transit network, better serve current and projected travel demand, and provide direct, one-seat connections between employment destinations in the downtown core, mixed use districts along North Franklin Street and in Tampa Heights, new development in Water Street Tampa, and existing urban neighborhoods in the Channel District, Harbour Island, and Ybor City.

The service is planned to operate every 10 minutes during weekday peak periods, every 10 minutes during weekday off-peak periods, and every 15 minutes on weekends.

Hotel inventory along added routes should be further evaluated.

Proposed new routes

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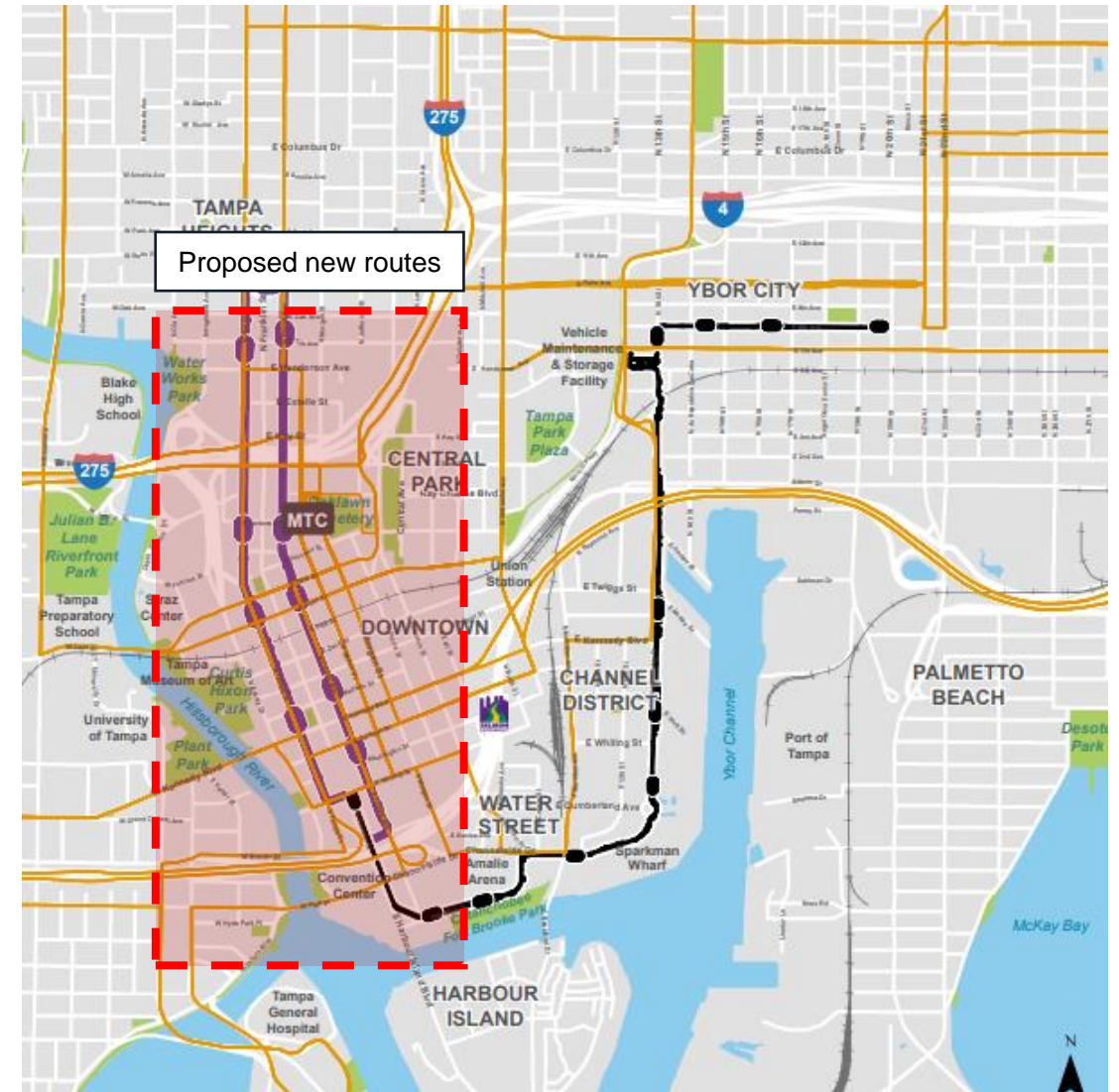
Expansion Considerations

Study expansion options in conjunction with existing expansion study.
Additional rooms will increase competitiveness for current citywide thresholds but is still limited for Level 1 and Level 2 groups.

Current State			
Space	Square Feet	Banquet Capacity	Theatre Capacity
Ballroom	36,000	**2,080**	**2,600**
Exhibit	200,000	9,660	10,300

Demand Driver Scorecard

Demand Driver Scorecard
Overview

Process - Multi-step assessment of destination assets

1. JLL reviewed 60+ tourism assets and scored 30 based off destination impact and notoriety.

   1. Utilized desktop research, Zartico and other available data to assess current demand

   2. Placed individual assets on scale based on eight criteria to score

   3. Rated anything that is a 60-70 or greater is a potential Tampa *Attractor*

   4. Utilized the outcome to identify future competitive position

   5. Recommend new investment or enhancement to grow assets on the scale

Item	Definition	Max Score
One of a Kind	Captivating content or collections that drive interest and appeal (Proximity of alternative similar offerings can be a factor in overall uniqueness)	25
Iconic Scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy- trying to capture a moment)	20
Engaging Visitor Experience	Interaction between the guest and the attraction	15
Current Visitor Demand	Current Level of visitor traffic, reviews, etc.	15
Event Opportunities	Programming temporal, catalytic events	10
Venue Capabilities	Easy transformation and adaptation to host various functions	5
Identified Target Audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5
Future Unique Development	Upcoming additions or plans that elevate potential	5

Attractor Level	Largely Local Attraction	Fairly Connected Attraction	Most Connected Attraction	Attractor	Very Compelling Attractor	Most Compelling Attractor
Visitor Level of Interest	Little to no interest	Interesting to do on repeat visit	"Must see" if in the area	Targeted regional draw	National draw	Worldwide draw
Rating	10	20-39	40-59	60-70	80-90	100

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Demand Driver Scorecard
Examples

Item	Definition	Max Score	Florida Aquarium	Straz Center	George M. Steinbrenner Field	Henry B. Plant Museum	Al Lopez Park
One of a Kind	Captivating content or collections that drive interest and appeal (Proximity of alternative similar offerings can be a factor in overall uniqueness)	25	18	13	12	14	4
Iconic Scale	Dramatic visual prompting a curiosity powerful enough to inspire a visit (Instagram worthy- trying to capture a moment)	20	16	14	14	7	5
Engaging Visitor Experience	Interaction between the guest and the attraction	15	11	11	10	4	3
Current Visitor Demand	Current Level of visitor traffic, reviews, etc.	15	12	9	8	5	4
Event Opportunities	Programming temporal, catalytic events	10	7	4	5	3	2
Venue Capabilities	Easy transformation and adaptation to host various functions	5	5	4	4	3	1
Identified Target Audience(s)	Multiple target audience and visitor types can be targeted based on overall connectivity	5	5	3	3	2	2
Future Unique Development	Upcoming additions or plans that elevate potential	5	4	4	2	3	2
		100	**78**	**62**	**58**	**41**	**23**

Attractor Level	Largely Local Attraction	Fairly Connected Attraction	Most Connected Attraction	Attractor	Very Compelling Attractor	Most Compelling Attractor
Visitor Level of Interest	Little to no interest	Interesting to do on repeat visit	"Must see" if in the area	Targeted regional draw	National draw	Worldwide draw
Rating	10	20-39	40-59	60-70	80-90	100

LL

Demand Driver Scorecard
Summary

- **30** attractions scored shown below.
- **0** attractions categorized as **national draw.** This aligns with stakeholder sentiment
- Top rated assets align with Zarticos highest percentage share of visitors to residents

Tampa Demand Drivers

National Draw

Regional Draw

"Must See" if in area

Interesting to do on repeat visit

Little to no visitor interest

Busch Gardens Tampa Bay®
The Florida Aquarium
ZooTampa at Lowry Park
Seminole Hardrock
Raymond James Stadium
Straz Center
Amalie Arena
Tampa Museum of Art
George M. Steinbrenner Field
Tampa Theater
Henry B. Plant Muesum
Ybor City Museum State Park
MOSI (Museum of Science and Industry)
Sparkman Wharf
Glazer Children's Muesum
Curtis Hixon Waterfront Park
WestShore Plaza

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Event Matrix

Event Matrix

The "matrix" is designed to create a uniform objective approach to evaluating current events and working with event organizers in supporting future enhancements.

The following matrix is an exclusive product of JLL and is to be used in conjunction with evaluating events and working with event organizers on planning for growth in the future.

JLL Event Matrix	Example
	Max Points
Program Components	
1. Tourism promotion – destination impact	5
2. Benefit to the destination brand	5
3. Innovation - uniqueness	5
4. Evidence of partnerships	5
5. Organizational structure & management capability	5
6. Economic impact (direct spending)	5
7. Suitable target market (s)	5
8. Comprehensive marketing plan/approach	5
9. Overnight stays (room nights)	5
10. Scale of project – future potential	5
Bonus Time of year – need periods	5
	50
	100%

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Event Matrix | Criteria Definitions

1. Tourism Promotion - This is the determination if the event will have an impact to the overall attractiveness of the Destination/Region. As an event has a broader "reach" in terms of overnight visitation, it will have a broader impact on the Destination/Region as a whole. This could also be demonstrated by the ability of the event to drive visitation during other times because of its notoriety.

2. Benefit to the Brand - This is a measure of the alignment of the event with the overall branding strategy for Destination/Region. For example, if there is a particular brand pillar that fits with the event, and this adds to the strength of the destinations brand. With the focus on food and agriculture, an event that supported that branding approach might rate higher.

3. Innovation | Uniqueness - This is a review of whether an event has been duplicated in many destinations or has a unique feature or experience that has the potential of driving a larger audience because it can only be experienced in Destination/Region.

4. Evidence of Partnerships - This criteria is focused on who the partners are that are involved in the event. This includes operations, programming, sponsorship and marketing. The importance of this is both the sustainability of the event and the breadth of local partners who are actively engaged in its success.

Event Matrix | Criteria Definitions

5. Organizational Structure and Management Capabilities - For this criteria the experience and qualifications of the event management team is reviewed to determine the capability to continue to grow the event and having the internal structure to support a highly successful experience. This would include reviewing organizational charts and the related experience of the event leadership.

6. Economic Impact - This criteria includes the use of the Event Impact Calculator and ensuring that all participating events input their data into the calculator. This is important to create a common platform for reporting and to also assess the broader impact on the event on the local community. For example, when assessing direct spending, it is important to consider the event's ability to drive revenue to local businesses as a measurement of success. The customization of the data inputted into EIC will create a specific output that will be evaluated.

7. Suitable Target Markets - This criteria is an outcome of the research and data gathering process where specific target audiences will be identified. This criteria looks at the viability of attracting the target audiences and whether there is a strong enough presence in drive or fly markets to build a plan to develop and grow overnight attendance in the future.

Event Matrix | Criteria Definitions

8. Comprehensive Marketing Plan - For this criteria participating event organizers will be required to develop and review a comprehensive marketing plan that has key components, including target audiences, tactics to reach the targets, resources to create sufficient awareness and "experiences" that have been developed to encourage overnight activity.

9. Overnight Visitors (Room Nights) - This criteria is designed to ensure that overnight visitation is impacted as a critical measure of success. This is the overarching metric and indication that an event is focused on approaches to produce overnight stays and collect appropriate data.

10. Scale of Project - This criteria is designed to gain an understanding of the overall scalability and potential growth of an event. This can be determined based on the type of activities, the ability to expand programming and the level of appeal that the event has and can have in the future. To clarify this further, there could be examples where an event delivers in many of the categories above but isn't scalable because of the type of activity, a narrow audience base or other factors.

Bonus. Time of Year | Need Periods - This criteria evaluates the current or proposed date of an event and whether it is planned in a timeframe that traditionally has lower demand and therefore would benefit greatly from a new "demand generator".

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Tampa Event Matrix
Other Sample Event Scores

Interviewed and scored matrix with event organizers

JLL Event Matrix	Gasparilla Pirate Festival	Gasparilla International Film Festival	Tampa Bay Black Heritage Festival	Cuban Sandwich Festival
	Event Score	Event Score	Event Score	Event Score
Program Components				
1. Tourism Promotion – Destination Impact	5	4	2	2
2. Benefit to the Destination Brand	5	4	4	2
3. Innovation - uniqueness	5	3	4	4
4. Evidence of Partnerships	5	5	2.5	3
5. Organizational Structure & Management	5	4	1	1
6. Economic Impact (Direct Spending)	5	4	2	1
7. Suitable Target Market (s)	4	4	4	3
8. Comprehensive Marketing Plan/Approach	4	4	2	1
9. Overnight Stays (Room nights)	5	4	2	1
10. Scale of Project – future potential	4	4	4	2
Bonus Time of Year – Need Periods	0	0	0	1
Score out of 50 Points	**47**	**40**	**27.5**	**21**
Final Score	**94%**	**80%**	**55%**	**42%**
	500,000+ attendees 1-day event One of largest festivals in the US	100,000+ attendees 4-day event 23 Feature Films, 50 Short Films, and over 50 filmmakers attending from around the world.	Majority local attendees 10-day event Music festival most popular component	1-day event 36-foot Cuban Sandwich made to feed the local homeless through a Charitable organization

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Event Matrix Sample

Black Heritage Festival

About event
- 24th year – 10-day event
- Largest black history event in Florida
- Collaboration with downtown partnership
- Music festival is the largest event
  - Motto is to be about more than music
- Components include technology village, free health screening, e-gaming, other
- Used to be a local event held at Al Lopez but now has bigger draw at Curtis Hixon
- Multiple satellite events annually
- Strong annual sponsors and partnerships

Potential for growth
- Increased funding for entertainment & marketing
  - Budget doesn't allow for A or B listers
- Added resource (currently volunteers only)
- Enhanced sponsorships
- Potential for packages from hotels
  - Affordability will continue to be needed
    - Core audience 30-60, lower to middle class

JLL Event Matrix	Black Heritage Festival
	Event Score
Program Components	
1. Tourism Promotion – Destination Impact	2
2. Benefit to the Destination Brand	4
3. Innovation - uniqueness	4
4. Evidence of Partnerships	2.5
5. Organizational Structure & Management	1
6. Economic Impact (Direct Spending)	2
7. Suitable Target Market (s)	4
8. Comprehensive Marketing Plan/Approach	2
9. Overnight Stays (Room nights)	2
10. Scale of Project – future potential	4
Bonus Time of Year – Need Periods	0
	27.5
	55%

Potential to be regional draw with further investment and resource

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Event Matrix Sample

Cuban Sandwich Festival

About Event

- World's Largest Cuban Sandwich
  - 36-foot Cuban Sandwich and feed the local homeless through a Charitable organization
  - International contestants in attendance
- Event history and expansion into satellite areas
  - Kissimmee, FL
  - Ybor City, FL
- Limited resource
  - Non-profit
  - No budget for staff
  - YCDC special events grant
- Other
  - Vendor spots sold and corporate partnerships could be elevated with additional resource
  - Limited research history and capabilities
  - Limited insight into economic impact (EIC)
  - Other event programming expansion – annual domino contest

JLL Event Matrix	Cuban Sandwich Festival
	Event Score
Program Components	
1. Tourism Promotion – Destination Impact	2
2. Benefit to the Destination Brand	2
3. Innovation - uniqueness	4
4. Evidence of Partnerships	3
5. Organizational Structure & Management Capability	1
6. Economic Impact (Direct Spending)	1
7. Suitable Target Market (s)	3
8. Comprehensive Marketing Plan/Approach	1
9. Overnight Stays (Room nights)	1
10. Scale of Project – future potential	2
Bonus Time of Year – Need Periods	1
	21
	42%

Potential to be increase score significantly with further investment and resource

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Tampa Event Review

- **14** events scored below
- **2** have overnight appeal from national attendees
- Destination lacks travel worthy events
- Stakeholder feedback validates results

Tampa Event Matrix Preview
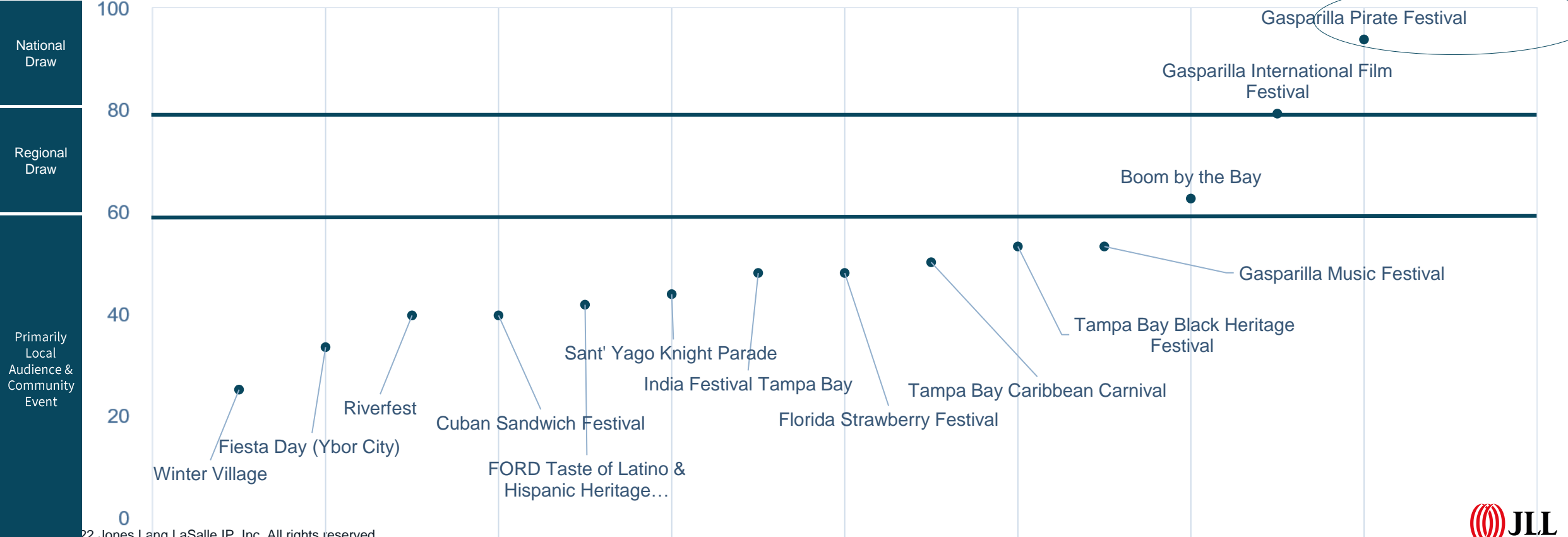
Event Matrix and Demand Driver next steps

Next Steps –
Demand Driver Scorecard

1. Finalize evaluation and scoring of relevant assets

2. Conduct one on one meetings with asset owners and operators to review criteria and outcomes of the demand driver scorecard review

3. Collaborate on long term planning per asset where relevant

4. Create individual plans with key assets

5. Prioritize on types of new asset that would be advantageous to attract

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Next Steps –
Event Matrix

1. Modify and adopt the event matrix as the evaluation tool

2. Determine internal structural shifts needed to support the events proactive direction

3. Convene with identified event organizers to review outcomes

4. Solidly partnership opportunities and resources needed for 2024

5. Conduct reviews and engage all relevant events to establish new direction with all event organizers.

   1. Resources will be focused where there is identified return (overnight visitors)

6. Develop internal calendar to strategize on new event development.

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Other Market Insights

Visitor to Resident Split by Attraction

According to Zartico, zero attractions in Tampa Bay received majority visitor to resident visitation annually.

Jan – May 2023 - Top 20 Places of Impact – Visitor and Resident Split

POI Name	Residents % of Total	Visitors % of Total
Tournament Sportsplex	52%	48%
Busch Gardens Tampa Bay®	68%	32%
Raymond James Stadium	69%	31%
MidFlorida Credit Union Amphitheater	71%	29%
Seminole Hard Rock Hotel & Casino – Tampa	74%	26%
Tampa Convention Center	75%	25%
University of Tampa East	75%	25%
Florida State Fairgrounds	75%	25%
Cotanchobee Park	76%	24%
Sparkman Wharf	77%	23%
Hillsborough River State Park	77%	23%
Armature Works	78%	22%
University of Tampa West	78%	22%
Topgolf Tampa	80%	20%
The Tampa Riverwalk	80%	20%
Amalie Arena	80%	20%
Curtis Hixon Waterfront Park	80%	20%
Water Works Park	81%	19%
ZooTampa at Lowry Park	81%	19%
International Plaza and Bay Street	83%	17%

Jun-Present 2023 - Top 20 Places of Impact – Visitor and Resident Split

POI Name	Residents % of Total	Visitors % of Total
The Florida Aquarium	67%	33%
Busch Gardens Tampa Bay®	70%	30%
Raymond James Stadium	75%	25%
Seminole Hard Rock Hotel	77%	23%
Florida State Fairgrounds	78%	22%
Tampa Convention Center	79%	21%
MidFlorida Credit Union Amphitheater	79%	21%
Adventure Island	80%	20%
Cotanchobee Park	81%	19%
Sparkman Wharf	81%	19%
University of Tampa East	81%	19%
Armature Works	81%	19%
ZooTampa	81%	19%
Hillsborough River State Park	82%	18%
Topgolf Tampa	83%	17%
Amalie Arena	83%	17%
University of Tampa West	83%	17%
Curtis Hixon Waterfront Park	84%	16%
International Plaza and Bay Street	85%	15%
University of South Florida	85%	15%
The Tampa Riverwalk	85%	15%
Water Works Park	85%	15%

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Hotels not included, Zartico

Visitor to Resident Split by Attraction

According to Zartico, zero attractions in Tampa Bay received majority visitor to resident visitation annually.

Rolling 12 Months - Top Places of Impact – Visitor and Resident Split		
POI Name	Residents % of Total	Visitors % of Total
Busch Gardens Tampa Bay®	68%	32%
Raymond James Stadium	70%	30%
MidFlorida Credit Union Amphitheater	74%	26%
Seminole Hard Rock Hotel & Casino – Tampa	75%	25%
Tampa Convention Center	76%	24%
Florida State Fairgrounds	76%	24%
Cotanchobee Park	77%	23%
University of Tampa East	78%	22%
Sparkman Wharf	78%	22%
Hillsborough River State Park	79%	21%
Armature Works	79%	21%
Adventure Island	80%	20%
University of Tampa West	80%	20%
Topgolf Tampa	81%	19%
Amalie Arena	81%	19%
ZooTampa at Lowry Park	81%	19%
Curtis Hixon Waterfront Park	81%	19%
The Tampa Riverwalk	82%	18%
Water Works Park	82%	18%
International Plaza and Bay Street	84%	16%
University of South Florida	84%	16%
Hyde Park Village	85%	15%
Westshore Plaza	85%	15%

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Retail Report Data

Food Services and Drinking Places	2023 Demand	2023 Supply	Opportunity Gap
Food services and drinking places	15,543,149	107,803,022	-92,259,873
Special food services	1,165,377	10,213,854	-9,048,477
Food service contractors	912,901	10,002,000	-9,089,100
Caterers	227,845	211,854	15,991
Mobile food services	24,631	0	24,631
Drinking places	489,133	1,788,057	-1,298,925
Restaurants and other eating places	13,888,639	95,801,110	-81,912,471
Full-service restaurants	**6,867,906**	**236,839**	**6,631,067**
Limited-service restaurants	**5,957,330**	**95,562,260**	**-89,604,931**
Cafeterias, grill buffets, and buffets	151,904	249	151,655
Snack and non-alcoholic beverage bars	911,499	1,762	909,737
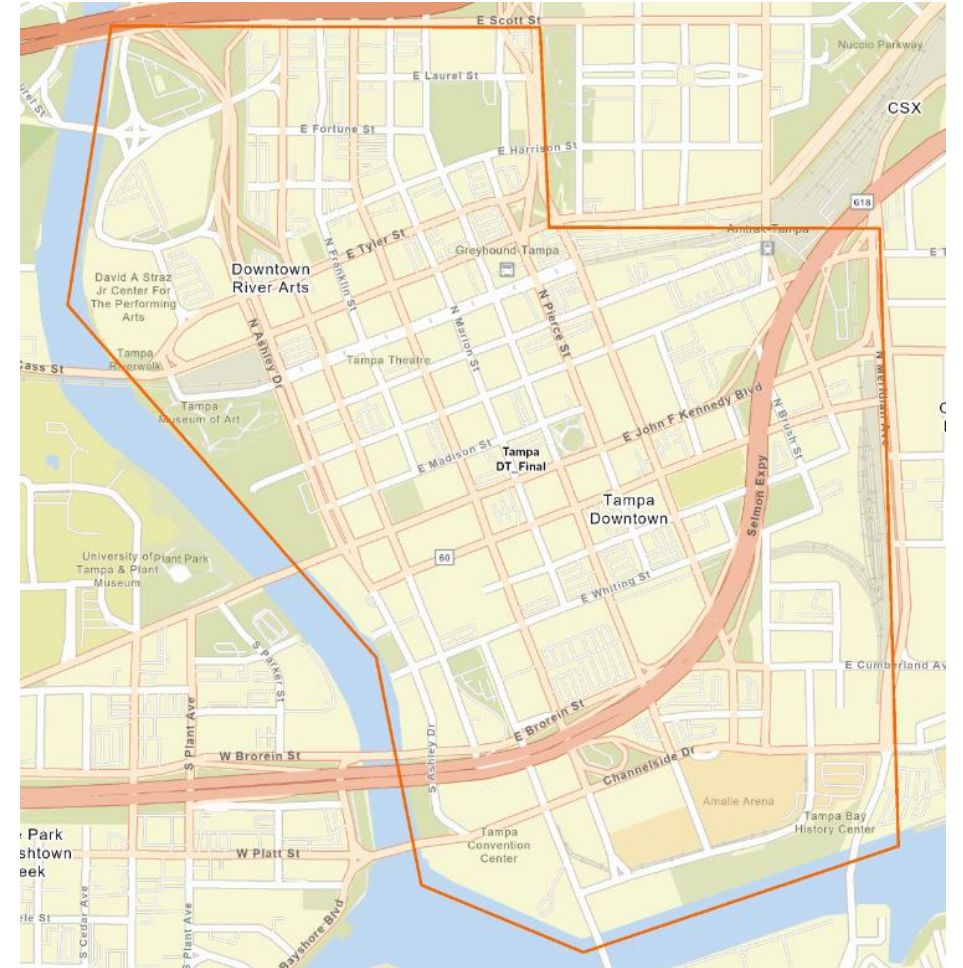
Supply and Demand Data

Demand growth 2012-2022 outpaced supply demand by over 500,000 room nights; ranked 3rd highest in the US when compared to 24 major market destinations.

Market	Supply Growth 2012-2022 (millions of room nights)	Demand Growth 2012-2022 (millions of room nights)	2012-2022 Absorbtion (Demand-Supply)	Ranking
Phoenix - AZ	2.58	4.25	1.68	1
Norfolk/Virginia Beach - VA	-0.18	0.99	1.17	2
Tampa - FL	**3.21**	**3.71**	**0.50**	**3**
Orlando - FL	6.38	6.37	(0.01)	4
San Diego - CA	2.15	2.02	(0.14)	5
Atlanta - GA	6.20	5.43	(0.76)	6
Saint Louis - MO	1.06	0.24	(0.82)	7
Orange County - CA	2.27	1.28	(0.99)	8
Oahu Island - HI	0.47	-0.64	(1.11)	9
Detroit - MI	2.05	0.72	(1.33)	10
Dallas - TX	7.28	5.94	(1.34)	11
New Orleans - LA	1.45	0.05	(1.40)	12
Seattle - WA	3.37	1.55	(1.82)	13
Denver - CO	6.39	4.51	(1.87)	14
Nashville - TN	7.37	5.46	(1.90)	15
Philadelphia - PA	2.82	0.59	(2.24)	16
Boston - MA	4.39	2.14	(2.25)	17
Miami - FL	5.96	3.51	(2.44)	18
Minneapolis - MN	3.75	0.89	(2.85)	19
Washington - DC	2.07	-0.97	(3.04)	20
Los Angeles - CA	6.11	2.82	(3.29)	21
San Francisco/San Mateo - CA	0.74	-2.58	(3.32)	22
Chicago - IL	4.63	0.66	(3.97)	23
Houston - TX	8.80	2.89	(5.91)	24
New York - NY	10.51	4.35	(6.16)	25

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Additional Stakeholder Themes

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Tampa Bay Stakeholder Insights

Key themes: Westshore

1

From a development standpoint – Westshore has a head start compared to other districts due to desired location including airport accessibility and waterfront. (Westshore mall and Jefferson HS are not highest and best use for future considerations)

2

Westshore's accessibility allows for good base of business and leisure travel – continued rail extension up 275 is opportunity to activate trolley. Not yet a walkable district

3

Westshore has historically been primarily a commercial district.

Tourism asset development discussion around a destination hotel or sports complex was a common theme for repurposing and adding new demand into Westshore.

4

Class A office performing well post covid - Opportunity for rethinking or repurposing class B and B- office product in Westshore. Best offices have views of water.

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Tampa Bay Stakeholder Insights

Key themes: Downtown

1

Lack of retail in the core walkable areas. "Retailers won't come downtown due to lack of evening business and inadequate residential population.

2

Limited foot traffic and vibrancy – Continue to elevate riverwalk and add assets along waterfront to make downtown a stonger draw for all times of day.

3

Need for continued development of residential. Determine downtown population thresholds needed to attract big box retailers.

4

Parking is a major issue. Need for development of parking garages. Stakeholder noted "one of the most successful city project was adding the largest 4 structure garage downtown".

5

Evolve transportation and accessibility for community benefit, visitor accessibility and corporate growth – Tampa loses competitiveness in the office relocation market due to transit infrastructure.

6

Future of the Tampa Convention Center will be a major consideration of enhancing downtown.

(More details throughout presentation.)

7

Arts and culture / performing arts presence exists but opportunity of investment in experience exists and there fore not celebrated as a major advantage.

Limited centralized leadership source for unifying and organizing.

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Tampa Bay Stakeholder Insights

Key themes: Ybor City

1

Continue to evolve the diversity of businesses and elevate dining experience. Limited non entertainment nighttime business is a deterrent for new businesses.

2

Create outdoor placemaking. Most development happening between Channel side and Ybor,. Proven harder to displace to the north.

3

Connecting surrounding neighborhoods and experiences. Multiple opportunities in exploration for office space development in conjunction with Gasworx.

4

Celebrate culture and history create identity and change perception of safety. Unique history of German, Italian and Spanish history that has roots in cigar industry.

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Tampa Bay Stakeholder Insights

Key themes: North & East Tampa

1

North: Need for beautification, development, redevelopment and increased connectivity - opportunity for public and private sector acquisitions.

2

North: Future opportunities include medical travel, technology industry growth, and collaboration with Seaworld and Universities.

3

East: expansive 300-acre space with easy connectivity from I-4. Indoor climate controlled facility "would bring us more business than we would know what to do with"

4

East: Significant opportunity to build out mixed use environment with hotel inventory and increased connectivity. Future hub of equestrian and youth sporting events. Parking a big advantage.

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Site Analysis

Site Considerations
Tampa Bay Centric Event Center

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Site Identification
Westshore - Tampa Bay Centric Event Center

FBI Regional HQ

Size: 7.5 acres (328,000 sq ft)

Market Value: $4.6M

Potential:
- Unique Tampa-centric event space
  - Waterfront utilization

Ownership: Westview Holdings LLC

Status: Vacant land - No proposed developments

Notes: Building directly to the right is owned independently (FAIRWAY REO CENTER LLC) of the land with the surface lot parking adjacent (owned by AG-EREP CYPRESS IV OWNER LLC).

10+ restaurants within 10-minute drive
10+ Hotels within 10-minute drive
2 full-service hotels within 5-minute drive
(Tapestry and Tribute collection)

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Site Identification
Downtown / Ybor City - Tampa Bay Centric Event Center

<u>Ybor Harbor Darryl Shaw Port Land</u>

Size: 33 acres

Market Value: Unknown

Potential
• Unique Tampa-centric event space
• Luxury Hotel
• Unique Retail

Ownership: Darryl Shaw/ The Radiant Group. Stantec is Civil Engineer, Cohen & Company, Gardner Brewer Hudson, Dark Moss

Status: Approx. a 20-building development. 2,500 residential, 375 hotel rooms, 290,000 s.f of commercial retail, 140,400 s.f. of office

Notes: Integral part connect GasWorx, Water Street, and Channelside together. Potential public private collaboration with waterfront views

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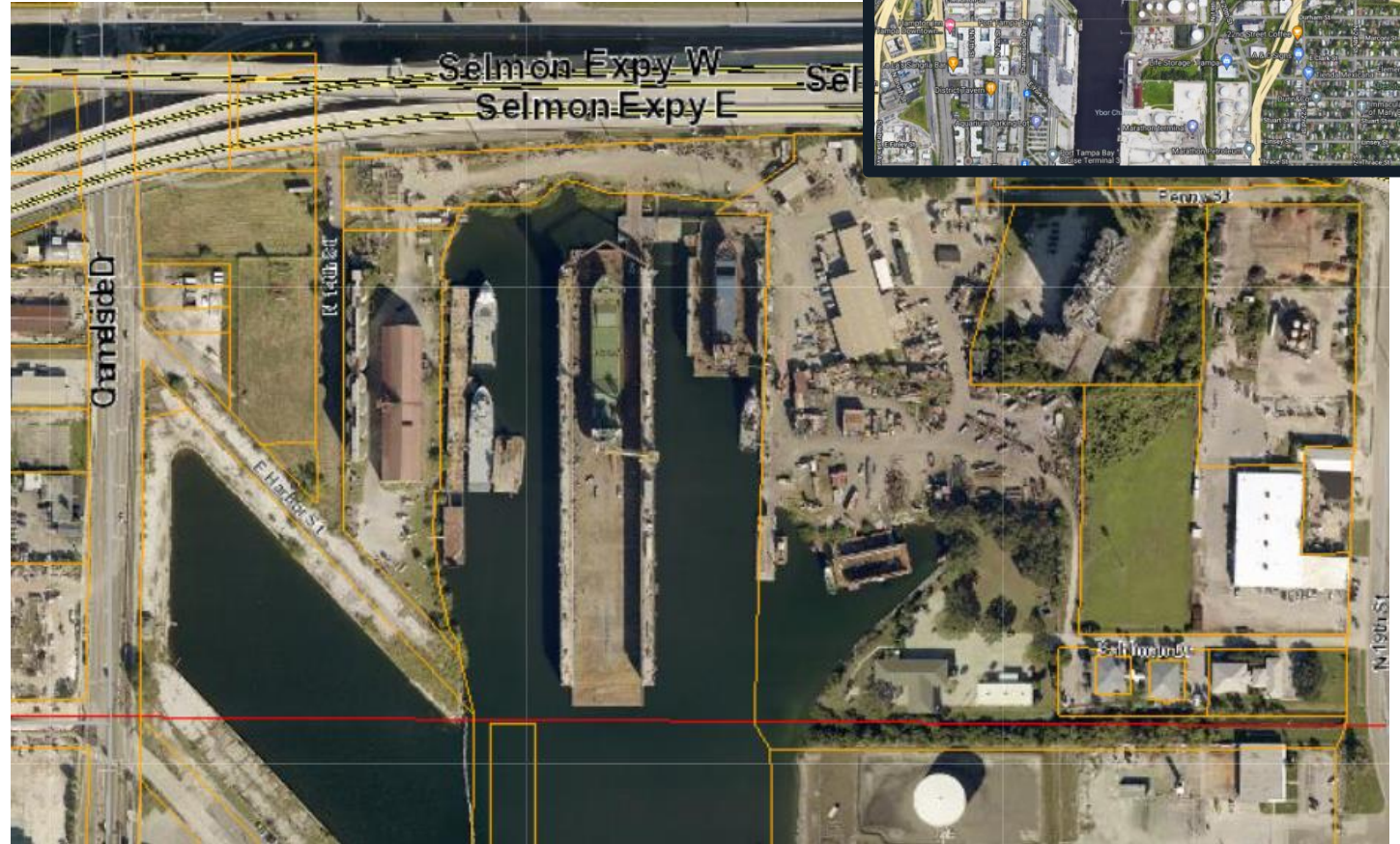
Site Considerations
Luxury Hotel Development

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Site Identification
Downtown - Luxury Hotel Development

TECO Office Building

TECO's office building. They will be leaving here to go to Midtown East once the building is ready (2025 ish)
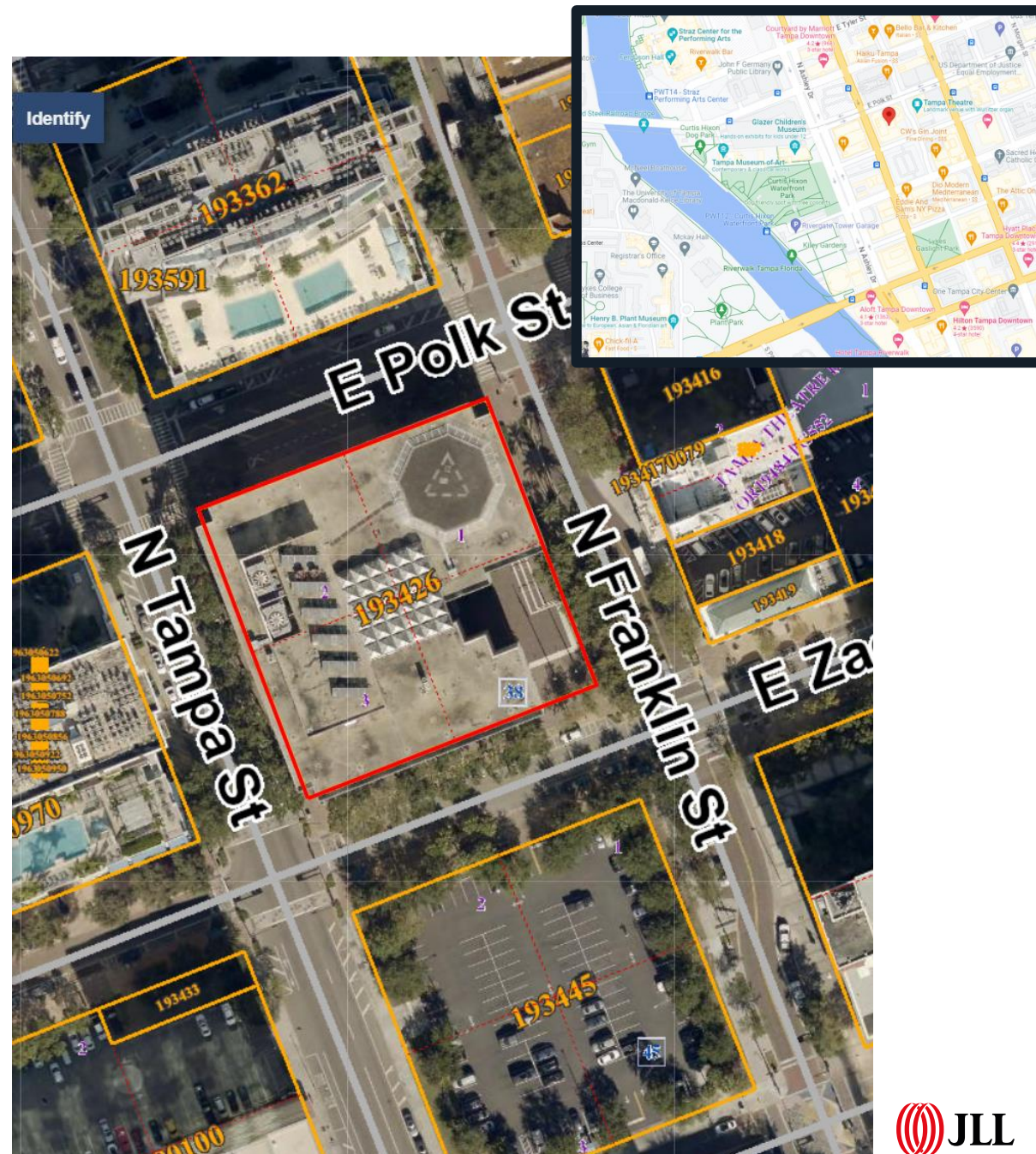
Size: 1 acre (44,000 sq ft)

Market Value: $45.6M

Potential:
- Luxury Hotel
    - Residential as a part of hotel
- Event Tampa Bay Centric Event Center
- Unique Downtown Retail

Ownership: Benderson Development

Status: No proposed development. The consensus in the CRE community is this is one of the main contenders downtown that has a chance to be redeveloped.

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Site Identification
Downtown - Luxury Hotel Development

Encore Development

Size: 1.6 acres (parcel 10, 70,000 sq ft)

Market Value: TBD

Potential:
- Luxury Hotel
  - Residential as a part of hotel
- Unique Downtown Retail

Ownership: public-private partnership between Bank of America Community Development Corporation and the Tampa Housing Authority.

Status: Vacant land - Last parcel in the development available

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Site Identification
Ybor City - Luxury Hotel Development

Old K-Force Building

Size: 6.25 acres (270,000 sq ft)

Market Value: $23.5 M

Potential:
- Boutique / Luxury Hotel
  - Residential as a part of hotel
- Unique Retail

Ownership: Palm Avenue 128 Investments LLC

Status: No proposed developments

Notes: 3 story office building with a parking structure

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Potential Next Steps

Potential Next Step – Luxury Hotel Development
Request for Information Overview

RFI Approach

Non-traditional RFI process is recommended

Highly exclusive – Delivered only to targeted developers and legacy investors

RFI Goals

Further assess the interest of Tampa Bay from the development community

Encourage developers to consider Tampa Bay for development with potential incentives

Identify additional partners/developers, their challenges, and approach to the Tampa Bay market. This type of process would leverage a public-private model with recommended sites.

For this type of property, a list of potential developers would be compiled, and each developer would be contacted individually to assess their level of interest. Potential to move directly to negotiation with preferred respondent

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Potential Next Step – Luxury Hotel Development
Request for Information Overview 2

The interactions with stakeholders uncovered a level of optimism that could be tested in an RFI process.

Collaborate	Create	Personalized Approach	Distribute	Negotiate
VTB will meet internally to discuss potential public involvement	**Create detailed RFI document**	**Develop list of potential developers for RFI outreach**	**Distribute RFI to list of targeted developers**	**Select top developer to enter exclusive negotiations**

• Determine realistic level of involvement and potential funding streams	Gain consensus on possible public involvement scenarios / incentives
	
	Includes:
	•Comprehensive outline of potential sites
	  •Further due diligence on site ownership etc.
	  •Develop site pros and cons
	  •Proximity to dining, retail, entertainment and other amenities
	  •Key data on demographics, current and future developments
	  •Acreage and SF available
	•Develop RFI
	  •Designed to be flexible and manageable for respondents
		Engage in one-on-one meetings to determine level of interest
		
		• Evaluate developers based on project experience and other specific criteria needed to succeed in Tampa Bay
		• Goal to identify 12 potential prequalified respondents
			• Individually interview each developer to outline project goals
			• Qualify level of interest and capacity
			• Determine most desirable deal structures
				• Develop Term Sheet
				• Support process through contracts, entitlements and construction
				• Ensure VTB representation during the process

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Potential Next Step – Multi-use Sports Complex
Sample RFI and Landing Page Distribution

Potential Next Steps: Create Request for Information and landing page to determine level of private interest.

- Develop Request for Interest (RFI)
  - Distribute RFI and landing page content to 100+ potential partners
  - Receive registrations through landing page
  - Narrow responses and evaluate potential partners
  - Meet with respondents to clarify specifics related to public / private financial implications and their history of being an equity partner
    - Tampa Bay Sports Commission to be heavily involved in potential outcomes and implications.

Sample RFI and Landing Page

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