

# BUSINESS PLAN

## OVERVIEW

### A PROPOSED PARTNERSHIP WITH MARTIN COUNTY, LOCAL AND NATIONAL BUSINESSES, SCHOOLS, CONSERVATION INTERESTS AND TOURISM ASSOCIATIONS

We have enjoyed our 2 decade tenure as the leading eco-tourism and waterway destinations in Palm Beach County. Our application to Martin County comes on the cusp of several key initiatives which have been in planning for years now. The opportunity to bridge Martin and Palm Beach County destinations with deeper community engagement efforts couldn't be more perfectly timed.

Our experience has pointed us to 3 key opportunities for future-facing growth:

- 1: Active engagement with local school districts to ensure every child has had the opportunity to learn to ride a bike, is comfortable with and has been introduced to watercraft safety and kayak/canoe handling and is introduced to the natural and historical wonders of their local waterways and trails.
2. Building a new and informed model for cooperative local marketing spend which allows national vendors to more actively spend marketing dollars in partnership with local venues to educate, inform and motivate recreational activities at local parks.
3. Engaging the healthcare business community through CARES-ACT provisions which allow for the integrated re-imbursement of medical benefits for certified recreational therapy, equipment purchasing or rental, and the provision of trained therapists to work directly with individuals and groups through local park and rec-center systems.



# REVENUE PROJECTIONS AND MOBILE VENDING

PARK DELIVERY, BACKGROUND CHECKS, VENDOR SELECTIONS

## PROJECTIONS, CAPITAL IMPROVEMENTS AND INVESTMENTS WHICH WE WILL BE RECOMMENDING TO MARTIN COUNTY FOR REVIEW

**Our targeted Capital Improvements to existing structure are as follows:**

Multi-tiered patio to water extending to doc ramp improving accessible access and providing seating for up-to 150.

Partial covering of patios with tiki-hut roofed structure and other rain barriers which have minimal impact on water flow.

Internal build out to existing structure will include 600 square foot kitchen, grease traps, hoods and ranges and an 8x8 walk-in cooler with an extensive counter area for services staff and customer activity.

Permeable driveways and gravel for vehicle pickup and drop-off and mobile vendor spots.

Sand and gravel improvements as a no-impact improvement to current shore access along waterway for kayak, paddle-board and canoe launch.

Improved and expanded boat dock for better and safer access to pontoons and other docking vehicles.

Showers and equipment cleaning area

## Financial Projections:

**Capital Improvements for Patio, Kitchen, and premise modifications:**

\$500k to \$700k for construction

\$65k to \$135k for equipment

**1st year daily revenue estimates:**

\$3k low-range daily sales

\$10k high range daily sales

Averaged estimate is \$5k daily between recreational spend and restaurant gross earnings

**Gross revenues estimates:**

1st year ranging from \$1.0M -

\$2.5M if restaurant is approved and installed before year-end.

If not we anticipate \$650k to \$950k

We anticipate a 10% growth rate year-by-year

**Operating expenses:**

Monthly food and beverage costs estimated at \$35 - \$70k

Food & Bev Staffing \$40k - \$70K

Park and Tours Staffing \$15K

Operating expense \$30k - \$50K



# MARKETING PLAN

## GENERAL OVERVIEW FOR COMMUNITY OUTREACH

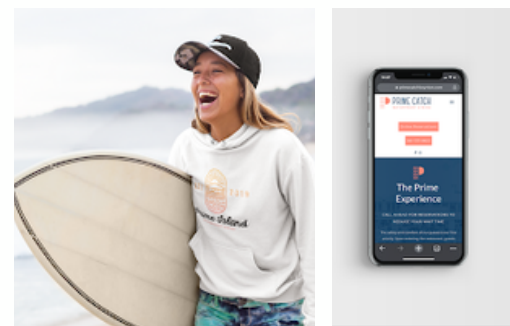
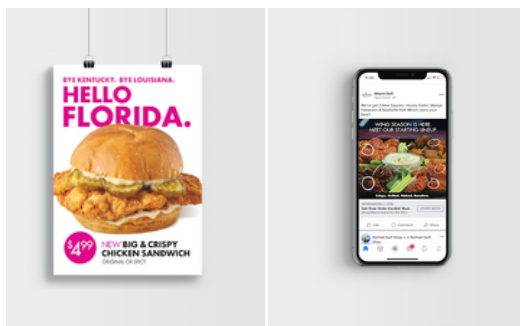
### OVERVIEW OF GENERAL WEB, PRINT, SOCIAL AND TRADITIONAL ADVERTISING AS A COORDINATED PLATFORM



#### WE ARE 2TON

JOC marketing partner 2TON, is a full-service agency that mixes the perfect balance of creativity and technical services. They will be working in concert with our organization and national association and retail partners to build out a state-of-the-art recreational omni-channel management platform focused on the following:

- ADA compliant web, social, print, merchandise, radio and tv and influencer marketing channel focused on local ad availability and user engagement
- a deeper customer engagement platform focused on alerting local and tourist to upcoming events
- Corporate engagement offering park membership as a health and fitness benefit.
- Coordinating with Martin County regarding fulfillment of all communicative regulations and guidelines.





# MARKETING PLAN

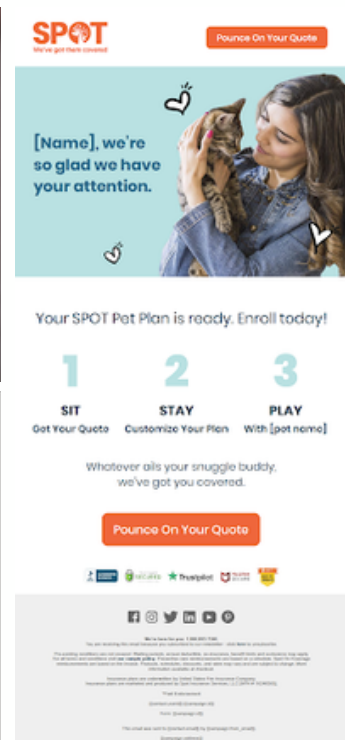
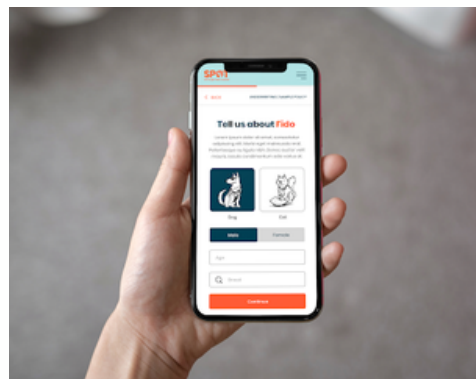
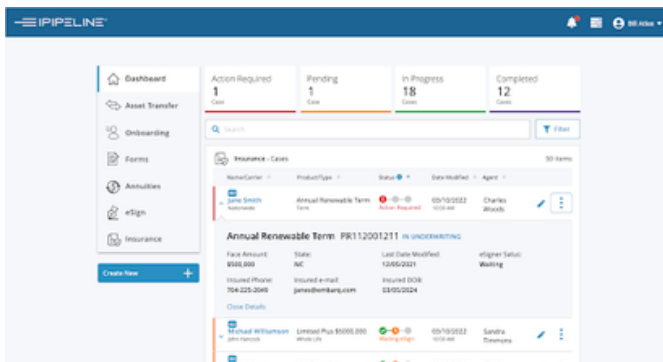
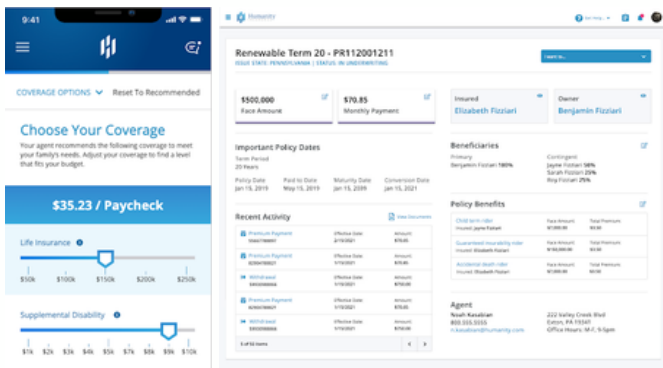
## PARTNERSHIPS WITH LOCAL AND PUBLIC ORGANIZATIONS

### OUTREACH TO LOCAL AND PUBLIC ORGANIZATIONS, CHURCHES, AFFILIATED GROUPS, NATIONAL RECREATIONAL AND SCOUTING

We are currently designing creative marketing campaigns dedicated to outreach programs and organizations in South Florida to create an easy to access private events channel which caters to non-profit organizations. Our goal is to working in conjunction with the chamber art shows and non-profit entities - (JOC currently runs these non-profit partnerships with River Center, Jupiter Inlet lighthouse, Battlefield Park, and every Wednesday, we offer free kayaking to anyone willing to pick up trash on the river) and other associations to make the park a ready-to-access resource which will fit into their annual events calendars as a premier offering.

We see church community outreach to all major denominations as a key growth are and are looking to the new Christ Fellowship campus in Martin county as a hopeful first partner. These engagements will focus on all ages, camps, leadership and special interest groups. A possible examine is a ropes course setup on site in partnership with CF and other corporate team building interests.

We provide nominal fees access for all scout related activities and are exploring potential partnership with Treasure Coast YMCA and South Florida YMCA.



# MARKETING PLAN

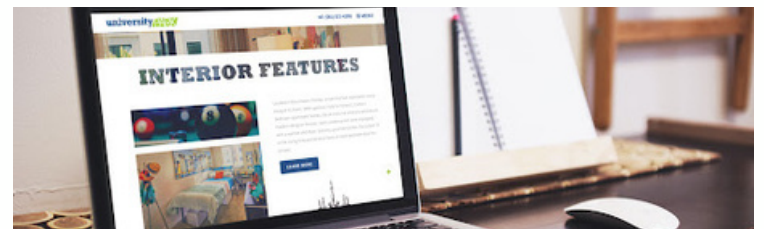
## PARTNERSHIPS WITH SCHOOLS AND UNIVERSITIES

### ENGAGING PUBLIC SCHOOLS - SPECIFICALLY MIDDLE SCHOOL, SUMMER SCHOOL AND AFTER SCHOOL ACTIVITIES AND INTERNSHIPS WITH INDIAN RIVER STATE COLLEGE

#### Providing transportation for county engagement with 2 buses and drivers available for classes up to 35

Our school based outreach plan is based on interviews with martin county outdoor and science center and IRSC coordinators. We will be developing standards based outreach and programming with and emphasis on bringing external funding to the county from federal subsidies and grants. Most critically we have been told that transportation is key.

We are looking to build out a deeper merchandising and branded product line focused on apparel and products which will appeal to students and recreational enthusiasts. T-shirts, hats, sun-glasses hoodies, riding and kayaking wear, school products, stickers and other merchandise which can combine popular brands with the park, school logos and HOC branding.



# MARKETING PLAN

PARTNERSHIPS WITH HEALTH, FITNESS AND MEDICAL

## DRIVING RECREATIONAL HEALTH ENGAGEMENT IN MARTIN COUNTY THROUGH PRIVATE PUBLIC PARTNERSHIPS

We have been working for several years now on the research and development of medical organization engagement systems. Our primary goal is to partner with medical providers at the local level to educate consumers and patients on recreational opportunities and create incentives to "get them outside". Practically this is implemented through insurance reimbursement systems with direct engagement of insurers.

We have decided to tackle medical issues related to Diabetes and Obesity as our first Proof-of-Concept and are designing the systems to engage patients with discrete clinics to provide services in ways which protect the privacy of the patient and provide ease of integration for medical providers to track patient outcomes, certifications, activity logs and patient satisfaction with the programs and activities.





# MARKETING PLAN - ROMP PLATFORM

## PARTNERSHIPS WITH LOCAL AND NATIONAL RETAIL

### DRIVING RECREATIONAL MARKETING IN MARTIN AND PALM BEACH COUNTIES

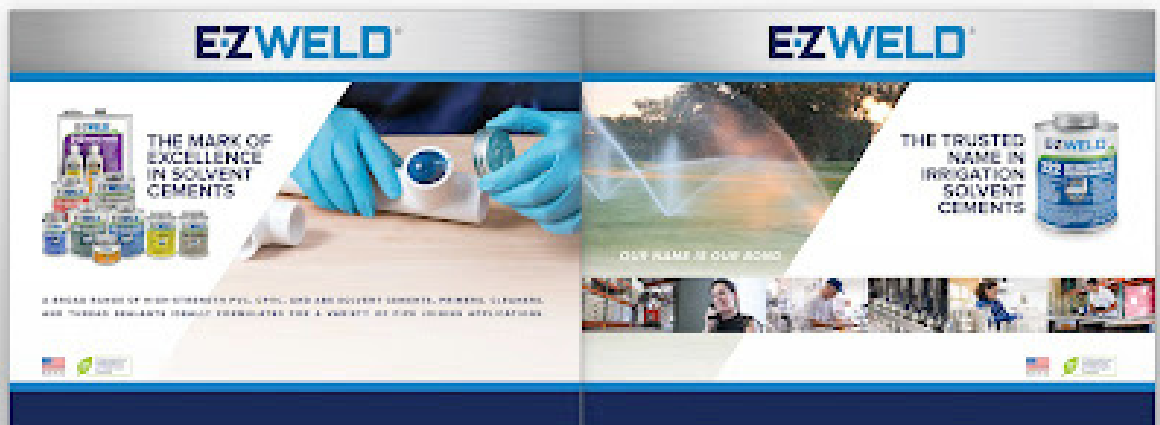
We are intent on driving retail engagement with our parks and programming. The most successful way to increase awareness of our parks to the local community is to spend money on advertisting and communications. We hope to offer Retail "Pop-ups" and kiosks on-site.

National retailers and manufacturers spend hundreds-of-million-of-dollars on wide-reaching marketing initiatives. We have found that they are exceptionally receptive to partnering with local recreational entities to funnel that spend in localized spend. This type of "Co-Op" marketing means that ads are co-branded with the product and with the local park or provider.

In order to facilitate an increase of spend in Martin and Palm Beach counties we have to show the impact and value of these ads from a return-on-investment reporting function. We are partnering with 2Ton and possibly REI to run a proof-of-concept trial in early 2023 to monitor how cooperative local advertisting can benefit both the parks-and-rec departments and the vendor. We hope to increase communication spend by \$2M to \$5M annually in year-to-come.



Curved Pop-Up Display  
Pool & Spa/Irrigation  
10 X 20 Booth



# FINANCIAL PLAN

## CURRENT AND APPLICABLE PROFIT AND LOSS FIGURES

### OVERVIEW OF CURRENT OPERATIONAL P&L AND BY CATEGORY REVENUES FOR RIVERBEND JOC

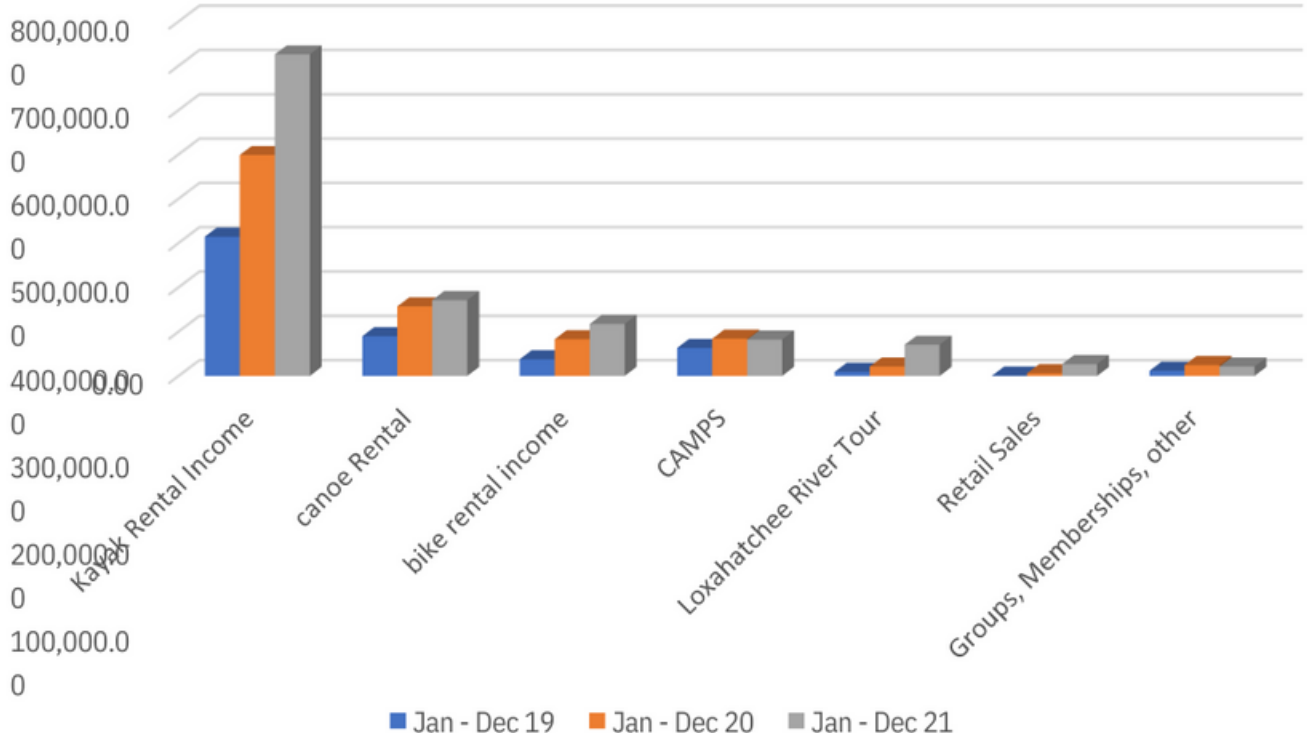
Our anticipation is that Halpatiokee will start some where between our 2019 and 2020 totals even with initial advertising. Our dedication though is to grow active county and tourism traffic to over 40,000 visitors annually.

### JUPITER OUTDOOR CENTER

#### RIVERBEND Gross Sales By Category

Categories	Jan - Dec 19	Jan - Dec 20	Jan - Dec 21
Kayak Rental Income	314,257.00	498,585.00	725,774.00
canoe Rental	89,609.13	157,005.00	171,131.00
bike rental income	37,718.00	82,792.00	117,317.00
CAMPS	63,164.00	84,050.00	82,038.00
Loxahatchee River Tour	9,172.00	21,157.00	70,258.00
Retail Sales	666.00	6,255.00	26,656.00
Groups, Memberships, other	11,658.00	24,615.00	21,174.00
Total per Year	526,244.13	874,459.00	1,214,348.00

#### Income by Category





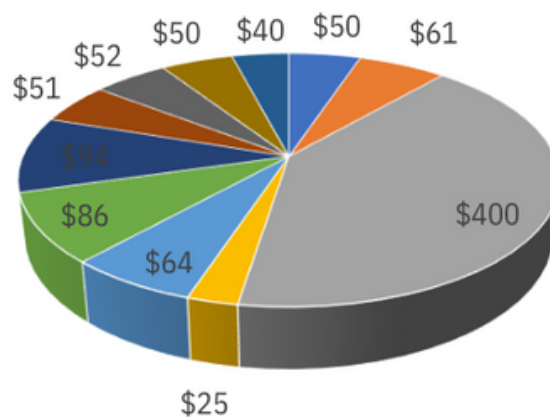
# FINANCIAL PLAN

PER CUSTOMER INCOME AVERAGE ESTIMATED 30K VISITORS

## JUPITER OUTDOOR CENTER RIVERBEND PARK

Item		Avg per person income
Kayak Income		\$50
Canoe Income		\$61
Camp Income		\$400
Bike Income		\$25
Loxahatchee Tour Income		\$64
Gift Card		\$86
Mountain Bike Rentals		\$94
Pedal & Paddle at Riverbend Park	bike	\$51
Pedal & Paddle at Riverbend Park	kayak	\$52
Pedal & Paddle at Riverbend Park	kayak tandem	\$50
Group Income		\$40

Income per person



- Kayak Income
- Canoe Income
- Camp Income
- Bike Income
- Loxahatchee Tour Income
- Gift Card
- Mountain Bike Rentals
- Pedal & Paddle at Riverbend Park
- Pedal & Paddle at Riverbend Park
- Pedal & Paddle at Riverbend Park
- Group Income

# FINANCIAL PLAN

## INSURANCE OVERVIEW

### PRICING AND COVERAGE FOR HALPATIOKEE PARK AND KAYAK RESTAURANT

We are providing cited estimates from our insurance provider. This has been figured into our overall budget and operational expenses.

**Total annual Insurance costs:**

**\$107,000.00**

**Monthly costs for insurance: \$9000.00**

**Licensed Insurance Provider/Broker:**



**GREAT HARBOR**  
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#### **Commercial General**

##### **Liability/Marine General Liability**

1 mil per occurrence / \$2mil  
aggregate - \$30,000 annual  
premium

##### **Liquor Liability** \$2mil per

occurrence / \$5mil aggregate  
(why such high aggregate limit?) -  
\$5,000

##### **Bumbershoot/Umbrella** \$5mil per

occurrence / \$5mil aggregate -  
\$20,000

##### **Commercial Auto Insurance** (4

vehicles Liability only) 100,000 per  
person / 500,000 occurrence -  
\$10,000

##### **2 Pontoon Boats** (Hull & Motors

and \$1mil P&I incl Crew) \$7,500  
per vessel - \$15,000

##### **Workers Comp & USLH** (JUA) -

\$15,000

Workers Comp U USL&H (through  
commercial market) - \$11,000

##### **Business Personal Property Limit**

\$25,000 Replacement Cost  
valuation - \$1,000

# FINANCIAL PLAN

## PROJECTIONS FROM COMPARITIVE YEARS

### OVERVIEW OF GROWTH AND BUSINESS EARNINGS

This is, however, a contested distinction as academic work on the cultures and sociology of travel has noted. Reasons for traveling include recreation, tourism or vacationing, research travel for the gathering of information, for holiday to visit people, volunteer travel for charity, migration to begin life somewhere else, religious pilgrimages and mission trips, business travel,trade, commuting, and other reasons, such as to obtain health care or waging or fleeing war or for the enjoyment of traveling.

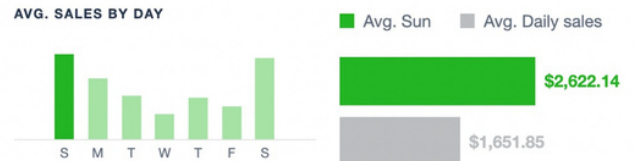
2021

AVG. SALES BY DAY



2022

AVG. SALES BY DAY



### 2021 GROSS REVENUES

	Sales					Bookings	
Item	Gross	Processing Fee	Net	Tax Paid	Payment Count	Refund Count	# of Pax
Full Moon Bike Rental (archived)	\$42.80	-\$2.00	\$40.80	\$2.80	4	0	4
Gift Card	\$3,855.14	-\$85.83	\$3,769.31	\$0.00	43	1	44
Mountain Bike Rentals	\$504.75	-\$9.89	\$494.86	\$29.75	1	0	5
Pedal & Paddle at Riverbend Park	\$1,311.98	-\$25.29	\$1,286.69	\$84.00	10	1	30
Riverbend Park Operated Full Moon Bike Rental	\$406.60	-\$14.02	\$392.58	\$26.60	23	2	43
Scouts BSA Kayaking Merit Badge Opportunity	\$107.00	-\$2.33	\$104.67	\$7.00	1	0	2
Security Deposit	\$0.00	\$0.00	\$0.00	\$0.00	1	1	5
Shuttle Service	\$1,580.75	-\$38.98	\$1,541.77	\$99.75	31	2	63
Wild & Scenic Loxahatchee Guided Tour	\$84,171.75	-\$1,177.58	\$82,994.17	\$5,306.55	586	73	1302
Wild & Scenic Private Custom Tour	\$1,894.49	-\$37.80	\$1,856.69	\$111.51	6	0	17
Yoga in the Park (archived)	\$529.65	-\$18.35	\$511.30	\$34.65	29	1	34
Full Day Rental: Riverbend	\$22,872.43	-\$454.35	\$22,418.08	\$1,360.46	211	13	306
Full Day Single Kayak, Double Kayak and SUP	\$234.28	-\$5.05	\$229.23	\$14.28	2	0	4
Group Outings: Lighthouse	\$1,186.09	-\$23.44	\$1,162.65	\$17.89	3	0	25
Group Outings: Riverbend Park	\$25,329.29	-\$458.38	\$24,870.91	\$925.40	68	2	592
Half Day Kayak Rentals: Sawfish Bay (inlet area)	\$342.86	-\$7.11	\$335.75	\$20.86	2	0	6
Half Day Rental: Riverbend	\$138,729.83	-\$2,839.43	\$135,890.40	\$8,405.17	1289	63	2327
Mangrove Mystery Tour	\$2,383.72	-\$48.59	\$2,335.13	\$143.92	11	0	21
Summer Camp: Riverbend & JILONA	\$58,936.37	-\$1,149.36	\$57,787.01	\$0.00	112	10	145
Two Hour Rental: Lighthouse Area	\$1,154.20	-\$23.86	\$1,130.34	\$74.20	7	2	22
Two Hour Rental: Riverbend	\$167,064.32	-\$3,471.53	\$163,592.79	\$10,161.44	1819	90	3648
21 items	\$512,638.30	-\$9,893.17	\$502,745.13	\$26,826.23	4259	261	8645



# FINANCIAL PLAN

## PROJECTED REVENUES YEAR 1

### OVERVIEW OF GROWTH AND ESTIMATES OF BUSINESS PROFITS

We are being conservative on our estimates of revenue but are confident that with our attention to customer experience, the foot traffic and customer availability across the larger park footprint, and outreach to corporate, public, educational and association groups that we can maximize the opportunity afforded to our firm.

#### 2021

##### Your January Sales



#### 2022

##### Your January Sales



### Financial Projections:

#### Capital Improvements for Patio, Kitchen, and premise modifications:

\$500k to \$700k for construction  
\$65k to \$335k for equipment (pontoon boats are \$75k each)  
(Buses are \$135k avg. each)  
(Electric Carts \$10K each)

#### 1st year daily revenue estimates:

\$3k low-range daily sales  
\$10k high range daily sales  
Averaged estimate is \$5k daily between recreational spend and restaurant gross earnings

#### Gross revenues estimates:

1st year ranging from \$1.0M - \$2.5M if restaurant is approved and installed before year-end. If not we anticipate \$650k to \$950k

We anticipate a 10% growth rate year-by-year

#### Operating expenses:

Monthly food and beverage costs estimated at \$35 - \$70k  
Food & Bev Staffing \$40k - \$70K  
Park and Tours Staffing \$15K  
Operating expense \$30k - \$50K  
Insurance expenses \$110K annual