I AM children's museum

Supplemental Research Document

Presented by the I AM Children's Museum

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www.iamchildrensmuseum.org

8 WAVES

A Vision and Mission of 8 Waves

Project Components

Historic Home Welcome Center | 2,700 Square Feet

A restored historic home serving as the museum’s primary arrival experience, visitor welcome center, guest services hub, ticketing, orientation, and community gathering space, creating a distinctive first impression rooted in the site’s history.

Indoor Museum Experience | 20,000 Square Feet

Purpose-built, climate-controlled museum space featuring hands-on interactive exhibits, creative arts experiences, educational programming, flexible learning environments, family amenities, and spaces designed for year-round operation regardless of weather.

Outdoor Eco-Educational Experience | 12,000 Square Feet

Dedicated outdoor exhibit environments that extend learning beyond the museum walls through nature-based play, environmental education, water exploration, creative discovery, and interactive outdoor experiences designed for multigenerational participation.

Discovery Trails | Approximately 2 Miles

Approximately 2 miles of immersive Discovery Trails designed to extend the museum experience through interactive discovery, eco-education, problem-solving challenges, scavenger hunts, and hands-on exploration. Families explore native Florida plants and wildlife, complete discovery missions, solve creative challenges, and engage with outdoor learning experiences that inspire curiosity, teamwork, and active exploration while encouraging longer visitor stays.

Visitor Experience

Together, these permanent components create a seamless, destination experience where families move from the Historic Home Welcome Center into indoor museum exhibits, continue through outdoor eco-educational experiences, and explore approximately two miles of immersive Discovery Trails. Designed for visitors of all ages and abilities, the experience encourages families to learn, create, explore, and discover together through accessible, hands-on experiences. Each component has a distinct purpose while working together as one integrated visitor attraction, offering a comprehensive destination experience that cannot be replicated within a traditional indoor museum alone.

Contents

Section 1: Central Florida Missing Children's Museum

A Metropolitan Cultural, Economic, and Community Gap Analysis

Central Florida has reached a point in its growth where the question is no longer whether the region can support a destination children's museum. The more important question is how a metropolitan area of nearly three million residents, located within one of the most recognized family tourism destinations in the world, continues to operate without a standalone, destination-scale children's museum serving Orange County and the Orlando tourism market.

The Orlando, Kissimmee, Sanford metropolitan area had an estimated population of approximately 2.96 million residents in 2025. The United States Census Bureau also identified Orlando as one of the nation's leading metropolitan areas for recent population growth, adding approximately 37,700 residents between 2024 and 2025 after gaining approximately 76,000 residents during the prior year. (Census.gov)

That scale matters. Orlando is not a small market seeking to establish its first cultural identity. It is a rapidly growing metropolitan region with established institutions in science, visual art, performing arts, history, heritage, nature, and entertainment. It is also a region attracting new residents, companies, workers, families, students, and international visitors at a pace that places increasing pressure on its educational, cultural, and community infrastructure.

Within that ecosystem, the absence of a standalone children's museum is not simply the absence of another attraction. It represents a missing category of civic and cultural infrastructure.

Children's museums occupy a distinctive role. They are designed around how young children learn. They combine immersive exhibits, play based discovery, art, science, literacy, culture, careers, community identity, and family participation. They serve tourists and residents simultaneously. They create environments where parents and caregivers participate directly in a child's development. They provide access points for families who may not otherwise feel connected to traditional museums, formal education systems, or cultural institutions.

The Association of Children's Museums represents hundreds of children's museums and related organizations internationally, demonstrating that children's museums are a recognized and established category within the cultural sector rather than a niche or experimental concept. (Association of Children's Museums)

The opportunity before Central Florida is therefore larger than the construction of one museum. The opportunity is to complete a cultural ecosystem that currently serves adults, students, tourists, and families in many ways, but does not yet provide a comprehensive destination institution created specifically around the developmental needs, curiosity, identity, and imagination of young children.

THE METROPOLITAN CONTEXT

The nation's largest metropolitan areas tend to support layered cultural ecosystems. These ecosystems commonly include institutions dedicated to science, art, history, nature, performing arts, and children.

The strength of this model is not that every institution performs the same function. Its strength is that each institution serves a different audience, developmental stage, educational purpose, and visitor interest.

An art museum creates access to visual expression, cultural history, interpretation, and creativity. A science museum creates access to scientific thinking, experimentation, engineering, technology, and natural discovery. A history museum preserves memory, identity, heritage, and civic understanding. A performing arts institution creates shared experiences through music, theater, dance, and live performance. A children's museum introduces these disciplines through environments designed specifically for early childhood and family learning.

This distinction is important for Central Florida.

The presence of strong science, art, history, and performing arts institutions does not eliminate the need for a children's museum. It demonstrates that the region understands the value of cultural infrastructure. A children's museum would not replace or diminish those institutions. It would expand the region's ability to introduce young children and families to the entire cultural ecosystem.

A child who first experiences artistic creation through an immersive children's museum exhibit may later attend an art museum, theater, concert, or cultural festival. A child who experiments with building, water, motion, nature, or engineering may later deepen that interest through a science center, school program, technical academy, or career pathway. A child who encounters local history through storytelling and interactive environments may later understand heritage institutions as places that belong to them.

The children's museum can therefore function as an entry point into lifelong cultural participation.

This role is especially important in a metropolitan region experiencing rapid population growth. New residents do not only evaluate employment, housing, transportation, and taxes when deciding whether a community is a place where they can build a life. Families also experience a region through its schools, parks, libraries, museums, arts organizations, recreation, public spaces, and opportunities for their children.

Research supported by the National Endowment for the Arts has connected arts and cultural environments with quality of life, community identity, economic development, educational opportunity, and the ability of places to attract and retain human capital. (National Endowment for the Arts)

For Central Florida, this means a children's museum should not be evaluated only through projected admissions revenue. It should also be evaluated as part of the region's capacity to compete for families, workers, employers, investment, tourism, and long term civic attachment.

A GAP WITHIN A STRONG CULTURAL REGION

Central Florida already possesses a substantial network of cultural and educational organizations. That is a strength of the proposal, not a weakness.

The region includes institutions and experiences devoted to science, art, history, gardens, nature, performance, local heritage, and specialized collections. It also includes some of the most sophisticated entertainment and visitor experiences in the world.

The gap is not a lack of culture.

The gap is the absence of a standalone destination institution whose primary purpose is to serve young children and their caregivers through immersive, multidisciplinary, hands on learning.

This is a different standard from the presence of a children's gallery, family program, temporary exhibit, indoor play facility, school program, or youth activity within a larger organization. Those offerings provide real value, but they do not perform the same metropolitan function as a children's museum built around the complete child and family experience.

A destination children's museum is designed from the beginning around young children. Its circulation, exhibits, interpretation, staffing, sensory environment, family amenities, accessibility, programming, safety, scale, and learning philosophy are organized for that audience.

It does not ask young children to adapt to an adult institution. The institution adapts to them.

The distinction also matters economically. A complete children's museum can support extended visits, memberships, repeat visitation, field trips, camps, birthday celebrations, festivals, tourism packages, private experiences, traveling programs, food and beverage spending, retail activity, corporate engagement, and family itineraries.

That diversified use creates a different attendance and revenue model from a single gallery or program.

The approved opening year planning model for the I AM Children's Museum assumes 250,000 annual visits. Of those visits, 100,000 are projected to come from Orange County residents, 50,000 from regional day visitors, and 100,000 from overnight visitors. The model therefore combines a dependable local attendance base with a significant tourism function.

That balance is one of the strongest arguments for the project.

A cultural institution dependent only upon local attendance may face limitations in a tourism driven market. An attraction dependent only upon tourists may struggle to establish deep community ownership. The I AM Children's Museum is designed to do both.

It serves the family visiting Central Florida from another state or country. It also serves the child living in Orange County who may return repeatedly through a membership, school visit, camp, birthday, festival, literacy program, or sponsored access opportunity.

It creates a visitor destination while remaining rooted in the community responsible for sustaining it.

WHY CHILDREN'S MUSEUMS MATTER EDUCATIONALLY

Museums and libraries have been recognized by the Institute of Museum and Library Services as important participants in early learning. Federal research and initiatives have emphasized their role in literacy, school readiness, science learning, creativity, caregiver engagement, and the development of young minds. (Institute of Museum and Library Services)

This matters because learning during childhood does not occur only in a classroom.

Children build knowledge through conversation, movement, observation, repetition, experimentation, storytelling, art, imitation, problem solving, and interaction with trusted adults. A children's museum brings those learning modes together in one environment.

The value is not that a child completes one exhibit and instantly chooses a profession. The value is that the child begins to connect identity with possibility.

A young visitor may put on the clothing of a firefighter, health professional, builder, artist, engineer, chef, educator, or community helper. The child may test an idea, make a mistake, try again, solve a problem, create something original, explain it to a caregiver, and leave with a new understanding of what they can do.

That experience supports much more than entertainment.

It supports language.

It supports confidence.

It supports curiosity.

It supports cooperation.

It supports early career awareness.

It supports the belief that learning belongs to the child.

Research summarized by the Institute of Museum and Library Services has also reported associations between museum visitation during kindergarten and stronger achievement in reading, mathematics, and science. Such findings should not be interpreted as proof that one museum visit alone produces academic success. They do support the broader conclusion that access to museums is connected with rich learning environments and educational opportunity. (Institute of Museum and Library Services)

That distinction is important. The I AM Children's Museum should not promise to solve every educational challenge in Central Florida. It can, however, become a powerful part of the region's educational infrastructure.

It can strengthen what parents, caregivers, teachers, therapists, schools, libraries, youth organizations, and community programs are already working to accomplish.

A CULTURAL ENTRY POINT FOR FAMILIES

Traditional cultural institutions can sometimes feel unfamiliar to families who have not grown up visiting museums. A children's museum can lower that barrier because the experience is built around participation rather than prior knowledge.

Families do not need to understand museum etiquette, artistic terminology, scientific vocabulary, or historical interpretation before entering. They can begin by doing.

They can build.

They can paint.

They can climb.

They can test.

They can tell stories.

They can explore water, nature, sound, motion, community life, and careers.

The museum becomes a welcoming first cultural experience.

That first experience can have lasting regional value. A family that begins to see itself as a museum family may become more likely to participate in other cultural institutions, public programs, festivals, libraries, gardens, trails, performances, and educational opportunities.

In that way, the children's museum does not compete with Central Florida's existing cultural organizations. It can help build their future audience.

This is one reason the museum should be understood as a cultural connector.

Its exhibits can introduce local history and direct families toward heritage organizations. Its art experiences can introduce children to galleries, public art, theater, and creative careers. Its science and nature environments can connect families with science institutions, conservation organizations, parks, gardens, and trails. Its community helper experiences can introduce children to local employers, public service, health care, construction, hospitality, education, transportation, and technology.

The museum can become the place where the region's cultural, educational, and workforce stories are translated into experiences a young child can understand.

ECONOMIC VALUE BEYOND THE MUSEUM WALLS

Museums create economic activity in more than one way.

They employ staff.

They purchase goods and services.

They host events and programs.

They attract visitors.

They generate spending at nearby businesses.

They contribute to the identity and attractiveness of a place.

They support the cultural environment that influences where people visit, live, work, and invest.

Research from the National Endowment for the Arts has long recognized that cultural development and economic development can reinforce one another. Cultural institutions generate direct activity, but they can also contribute to placemaking, neighborhood vitality, quality of life, youth engagement, and the development of places where people want to spend time. (National Endowment for the Arts)

The approved I AM Children's Museum opening year model projects approximately 250,000 annual visits and approximately $5.65 million in museum operating revenue.

More importantly for Orange County tourism, the model includes approximately 150,000 nonlocal visits, including approximately 100,000 overnight visitor visits.

Using the museum's approved planning assumptions, those overnight visitors are projected to support approximately 48,000 hotel room nights. The model also estimates approximately $24.3 million in annual off site visitor spending and approximately $44.9 million in total regional economic activity.

These projections describe a museum whose value extends beyond ticket sales.

A family visiting the museum may also purchase hotel rooms, meals, fuel, transportation, retail goods, entertainment, and experiences at other attractions. A regional family may combine the museum with dining, shopping, downtown exploration, trail use, local heritage, or another cultural destination.

The museum can therefore serve as an economic distributor.

Instead of retaining all visitor activity within one facility, it can direct families outward into the surrounding community.

This function is especially relevant to Historic Downtown Winter Garden and the broader West Orange County area. The museum's relationship with downtown businesses, the West Orange Trail, cultural organizations, restaurants, retail establishments, transportation providers, hotels, and family activities can create itineraries that extend the visitor experience.

The museum does not need to be the only reason a family comes to Central Florida to create tourism value. It can become the reason a family adds time, changes an itinerary, explores another part of Orange County, or returns during a future trip.

That is how cultural tourism grows. It is often the accumulation of complementary experiences that causes visitors to stay longer and experience more of a destination.

A QUALITY OF LIFE INVESTMENT

Economic development is sometimes discussed as though companies and workers make decisions based entirely on wages, taxes, and real estate. Those factors matter, but families also evaluate whether a region offers the conditions for a good life.

They look for strong schools.

They look for safe and welcoming public spaces.

They look for parks, trails, libraries, museums, arts, recreation, health services, and opportunities for their children.

They look for community.

Cultural infrastructure helps a metropolitan area communicate that families are not simply labor inputs or consumers. They are residents whose children deserve opportunities to learn, create, belong, and imagine a future.

This becomes more important as Orlando continues to grow.

The Census Bureau's recent population estimates demonstrate that the Orlando metropolitan area is approaching three million residents and remains among the nation's significant growth markets. (Census.gov)

Growth at that scale creates opportunity, but it also requires investment in the institutions that turn population into community.

A children's museum is one of those institutions.

It creates shared experiences among families who may come from different cities, countries, languages, income levels, and backgrounds. It gives new residents a place to connect with the identity of Central Florida. It gives longtime residents a place where their stories can be represented. It creates a public setting where families can interact through curiosity rather than division.

The museum's value to talent attraction and retention should therefore be described carefully.

It would be unreasonable to claim that one museum determines whether a company relocates or whether a family moves to Central Florida. It is reasonable to conclude that cultural amenities contribute to the broader quality of life and creative environment through which metropolitan regions attract and retain people, investment, and talent. That conclusion is consistent with research supported by the National Endowment for the Arts. (National Endowment for the Arts)

THE CONNECTION TO CHILDREN FACING ECONOMIC HARDSHIP

The cultural case for the museum becomes stronger when access is treated as part of the operating model rather than an afterthought.

Children from households experiencing poverty often face barriers to enrichment that extend beyond the admission price of a museum.

Transportation may be limited.

A caregiver may work multiple jobs.

The family may lack information about cultural programs.

The child may have fewer books, fewer enrichment activities, or fewer opportunities to encounter professionals and careers outside the immediate community.

The answer is not to lower the quality of the experience for children facing hardship. The answer is to build a high quality institution and create intentional pathways into it.

The relationship between the I AM Children's Museum and Eight Waves creates an opportunity to do that in a way that many tourism attractions cannot.

Eight Waves already works with children, students, families, schools, and communities through education, mentorship, reading support, meals, hygiene assistance, life skills, mental health support, youth development, and family engagement.

The museum can extend that work without confusing the role of the two entities.

The museum remains a public cultural and tourism institution.

Eight Waves remains the nonprofit platform capable of building trusted relationships, identifying barriers, coordinating support, and connecting children and families with opportunities.

Together, they can create access that goes beyond distributing free tickets.

A child may first encounter the museum through a school, reading program, community event, mentoring relationship, camp, birthday experience, transportation partnership, or sponsored family visit.

That child may then encounter books, art, science, careers, local history, community helpers, and adults who take their ideas seriously.

A parent or caregiver may receive information about literacy, educational programs, family services, or future museum opportunities.

A teacher may gain another environment for experiential learning.

A community partner may gain a place to reach families in a welcoming setting.

This is how a museum can function as part of a larger system of support.

EDUCATION, PREVENTION, AND COMMUNITY STABILITY

Claims about crime reduction require care.

It would not be accurate to promise that the construction of a children's museum will directly lower Central Florida's crime rate. Crime is shaped by many conditions, including family stability, education, income, housing, health, neighborhood environment, social connection, opportunity, and public policy.

The stronger and more defensible argument is that the museum can contribute to protective factors associated with healthier child and community development.

Those protective factors include supportive adult relationships, positive peer interaction, literacy, school engagement, confidence, emotional development, constructive use of time, exposure to careers, family participation, and connection to community institutions.

The museum can reinforce these factors through exhibits, programs, partnerships, camps, mentorship, family events, educational experiences, and access initiatives.

Eight Waves can further strengthen the connection by helping families facing hardship remain engaged with tutoring, mentorship, reading intervention, meals, basic needs, mental health support, and other wraparound services.

This creates a continuum.

A child may receive literacy support through Eight Waves.

That child may encounter stories and language through the museum.

A mentor may help the child develop confidence.

An exhibit may introduce the child to a career.

A teacher may connect the experience back to classroom learning.

A parent may become more engaged in the child's interests.

A community partner may provide another opportunity.

No single experience carries the entire burden. The strength comes from connection.

The museum therefore should not be presented as a cure for poverty, educational inequality, or crime. It should be presented as a substantial public asset capable of strengthening the network of experiences, relationships, and institutions that help children thrive.

That is a more credible claim, and it is ultimately a more powerful one.

THE CENTRAL FLORIDA OPPORTUNITY

Central Florida is not trying to become a metropolitan region. It already is one.

It is not trying to become a family destination. It already is one.

It is not trying to establish a cultural sector. It already has one.

The missing opportunity is to connect those strengths through a destination institution designed specifically for children and families.

The I AM Children's Museum would fill that role through a model that combines tourism, culture, education, early childhood development, workforce discovery, art, science, local heritage, outdoor exploration, and community access.

Its purpose is not to imitate another institution.

Its purpose is to complete the ecosystem.

For the visitor, it provides another reason to stay, explore, spend, and return.

For the resident, it provides a place for family learning, membership, creativity, celebration, and connection.

For the teacher, it provides an extension of the classroom.

For the employer, it creates opportunities to introduce careers and community roles to the next generation.

For the cultural sector, it creates an entry point for future audiences.

For children facing economic hardship, it creates access to the same quality of cultural and educational experiences available to families with greater resources.

For Orange County, it creates a permanent tourism and community asset capable of generating hotel demand, visitor spending, employment, cultural participation, and regional identity.

The gap is real, but it should not be described as an indictment of Central Florida's existing institutions.

It should be described as the next step in the region's growth.

A metropolitan area approaching three million residents, welcoming families from around the world, and presenting itself as a leading destination for imagination should also have a place where its youngest residents and visitors can discover who they are and who they may become.

The I AM Children's Museum is positioned to become that place.

Metropolitan Benchmark Analysis

Across the United States, leading metropolitan regions have increasingly recognized children's museums as essential components of their cultural, educational, and tourism infrastructure. These institutions complement science museums, art museums, history museums, performing arts venues, zoos, botanical gardens, and other family attractions by providing immersive learning environments specifically designed for young children and their caregivers.

Cities including Indianapolis, Boston, Houston, Denver, Cincinnati, Pittsburgh, Philadelphia, Minneapolis, Phoenix, San Diego, Seattle, Portland, and New Orleans have invested in destination quality children's museums that serve both residents and visitors. These museums are not viewed as stand alone attractions. Rather, they function as part of a broader cultural ecosystem that strengthens tourism, supports early childhood education, expands family programming, and encourages repeat visitation throughout the year.

The Orlando metropolitan area has developed one of the nation's strongest collections of visitor attractions, including internationally recognized theme parks, performing arts venues, science education, professional sports, outdoor recreation, historic districts, nature based experiences, and cultural organizations. This diversity has helped establish Central Florida as one of the world's premier family travel destinations.

Despite these strengths, Central Florida currently lacks a destination scale children's museum within Orange County that is purpose built around early childhood discovery, family learning, career exploration, literacy, arts integration, and immersive educational play.

This represents a meaningful opportunity rather than a deficiency.

Rather than duplicating existing institutions, a children's museum fills a distinct role within the regional cultural landscape. Science museums emphasize scientific exploration. Art museums preserve and interpret artistic works. History museums safeguard cultural heritage. Performing arts organizations present live artistic experiences. Children’s museums uniquely integrate science, art, literacy, engineering, local culture, workforce awareness, environmental exploration, and social development into interactive experiences specifically designed for children from infancy through elementary school.

Research published by the Association of Children’s Museums demonstrates that children’s museums serve as community anchors that promote school readiness, strengthen family engagement, support workforce development, increase cultural participation, and generate measurable economic activity within their surrounding communities.

As Central Florida continues to experience sustained population growth and attracts millions of visitors annually, the addition of a destination children’s museum represents the completion of an evolving cultural ecosystem rather than the creation of a new market segment. The museum would expand the region’s portfolio of family experiences while encouraging longer visitor stays, repeat visitation, educational travel, and increased spending throughout Orange County.

For residents, the museum provides a permanent educational and cultural asset that supports literacy, creativity, early career awareness, and lifelong learning.

For visitors, it becomes another compelling reason to extend an itinerary beyond traditional attractions.

For Orange County, it represents an investment in tourism infrastructure that also strengthens education, workforce development, quality of life, and community identity.

PEER METROPOLITAN PROFILES

Children’s Museums as Cultural, Educational, and Tourism Infrastructure

The strongest metropolitan regions do not ask one cultural institution to serve every audience. They build complete ecosystems in which science museums, art museums, history museums, performing arts organizations, parks, zoos, libraries, and children’s museums each serve a distinct purpose.

The following peer profiles demonstrate how established metropolitan areas use children’s museums as permanent cultural infrastructure. These institutions serve local families, school groups, tourists, members, community organizations, and children who require free or reduced cost access. They also support nearby cultural institutions and visitor districts by giving families another reason to spend time within the region.

The comparison is not intended to suggest that Central Florida should reproduce another city’s museum. It demonstrates that destination quality children’s museums are common and established components of metropolitan cultural systems.

INDIANAPOLIS

The Children's Museum of Indianapolis demonstrates the scale a children's museum can achieve when it is treated as a major metropolitan and tourism institution.

The museum describes itself as the world's largest children's museum. Its visitor experience includes extensive indoor exhibits, daily educational programming, and approximately 7.5 acres of outdoor sports experiences. The museum reported more than 1.2 million annual visitors in 2024 and more than 27,000 member households. It also reported providing free or discounted field trips for more than 80,000 students. (Children's Museum)

The Indianapolis model is important because the museum is not presented only as a place for young children to play. It combines science, history, culture, art, sports, career awareness, collections, performance, and interactive learning within one destination.

Its revenue structure also demonstrates the diversified nature of a mature children's museum. The museum's 2023 annual report identified revenue from admissions, memberships, museum tours, programs, activities, retail operations, restaurant activity, philanthropy, and endowment support. The museum reported nearly $1.8 million in retail net sales during that year. (Children's Museum)

Indianapolis illustrates how a children's museum can operate as a tourism attraction, educational institution, membership organization, employer, cultural anchor, and community access provider at the same time.

The museum also participates in Indiana's Access Pass program, which provides reduced admission to qualifying residents at participating cultural institutions. This reflects a model in which destination quality and community access are treated as compatible goals rather than competing priorities. (Children's Museum)

The relevance to Central Florida is clear. A children's museum can be nationally recognized while remaining deeply connected to local students, families, schools, and community organizations.

HOUSTON

Children's Museum Houston operates within one of the nation's largest and most diverse metropolitan regions. Its model demonstrates how a children's museum can respond directly to the educational and developmental needs of a large child population.

The museum describes its work as experiential learning delivered through 13 bilingual hands on exhibits, early education programming, and an onsite branch of the Houston Public Library System. (Children's Museum Houston)

The presence of a library branch within the museum is particularly relevant to the I AM Children's Museum vision. It demonstrates that literacy, play, family engagement, and museum learning can be integrated rather than treated as separate services.

Children's Museum Houston also connects membership with repeat visitation. Its membership program provides unlimited access to 14 exhibits, member events, and other family benefits. The museum states that membership generally pays for itself in approximately three visits, reinforcing the role of memberships in creating repeat local attendance and long term family relationships. (Children's Museum Houston)

The Houston example is important because the museum exists within a metropolitan area that already possesses major science, art, history, medical, performing arts, and cultural institutions. The children's museum does not duplicate those assets. It provides an entry point designed specifically for children and caregivers.

Its exhibits introduce young visitors to problem solving, literacy, culture, science, creativity, and community life through direct participation. In doing so, the museum helps prepare families to engage with the region's wider educational and cultural ecosystem.

For Central Florida, Houston demonstrates how a children's museum can serve a diverse resident population while also becoming part of the family visitor experience of a major metropolitan destination.

BOSTON

Boston Children's Museum operates within one of the nation's most established educational and cultural regions. Its continued attendance demonstrates that a children's museum remains relevant even in a city with extensive science, art, history, higher education, and cultural institutions.

Boston Children's Museum welcomed approximately 417,625 visitors during fiscal year 2024, representing an increase of approximately 13 percent from the prior year. The museum connected the increase to the continued appeal of hands on learning, discovery, exhibitions, and family experiences. (Boston Children's Museum Annual Reports)

The museum's visitor information also demonstrates a balanced resident and regional role. Fiscal year 2023 data reported more than 371,000 visitors, approximately 7,000 family member households, and substantial participation through free or discounted admission. Approximately 40 percent of visitors received free or reduced cost access. (Boston Children's Museum)

Boston's model shows that access programs do not weaken a museum's tourism or earned revenue function. They broaden the institution's reach and strengthen public value.

The museum's mission focuses on discovery experiences that develop foundational skills, appreciation of the world, and a lifelong love of learning. (Boston Children's Museum Annual Reports)

Boston also illustrates how children's museums can build partnerships across a metropolitan cultural system. Through Boston Family Days and Boston Public Schools Sunday programming, families have received opportunities to visit multiple cultural organizations. Boston Children's Museum reported approximately 7,500 visitors through its first year of participation in the Boston Public Schools Sunday initiative. (Boston Children's Museum Annual Reports)

The lesson for Central Florida is that a children's museum can strengthen an already significant cultural market by becoming the institution that welcomes families at the beginning of their cultural journey.

DENVER

The Children's Museum of Denver at Marsico Campus demonstrates the importance of combining indoor museum exhibits with significant outdoor experiences.

The museum operates seven days per week and offers a combination of interactive indoor environments, outdoor experiences, family programming, memberships, access initiatives, and special events. (Default)

This model is especially relevant to the I AM Children's Museum because the Central Florida proposal also combines indoor museum space with outdoor exhibits, environmental learning, trail access, and active family discovery.

Denver's museum provides reduced admission for qualifying households receiving Supplemental Nutrition Assistance Program benefits and offers free and discounted evening programs. This supports the principle that a metropolitan children's museum can maintain standard admission pricing while creating structured access for families facing financial barriers. (Default)

The Denver museum is also included within CityPASS, a tourism product that packages multiple metropolitan attractions for visitors. (Default)

That inclusion demonstrates how a children's museum can become part of a broader destination itinerary rather than operating independently from the tourism market.

Denver provides a useful comparison for Orange County because both regions attract visitors through a combination of recreation, outdoor experiences, culture, food, events, and family activities. A children's museum strengthens that portfolio by providing an indoor and outdoor experience that can operate throughout changing weather conditions and seasonal travel patterns.

MINNEAPOLIS AND SAINT PAUL

Minnesota Children's Museum demonstrates how a children's museum can generate substantial attendance while maintaining a major commitment to public access.

The museum reported more than 400,000 visitors during fiscal year 2024. It also reported approximately 14,100 member families. More than 100,000 children and adults, representing approximately one quarter of total attendance, participated through its Play for All access programming. (MCMuseum)

In its 2025 annual report, the museum stated that its access programs served nearly 100,000 visitors, or approximately 26 percent of museum attendance. Those programs included free and discounted admission, discounted memberships, and free admission days. (MCMuseum)

The Minnesota example is especially significant because it demonstrates that serving families facing financial hardship can be incorporated into the core attendance strategy of a large museum. Access is measurable, funded, structured, and reported as part of the institution's impact.

The museum's historical development also shows how demand can grow over time. Minnesota Children's Museum began with approximately 65,000 visitors during its first year, grew to approximately 80,000 visitors, and later increased to approximately 200,000 visitors after moving to a larger facility. (MCMuseum)

This provides a valuable perspective for Central Florida. A children's museum does not need to begin at its maximum possible attendance to demonstrate success. It can open with a responsible operating model, establish public trust, build memberships and partnerships, and grow as the region embraces the institution.

Minnesota Children's Museum also shows that high annual visitation and deep community access can operate together within one sustainable cultural model.

PITTSBURGH

Children's Museum of Pittsburgh demonstrates how a children's museum can contribute to cultural redevelopment, adaptive reuse, neighborhood identity, and regional visitation.

The museum's campus incorporates former civic and cultural buildings, including a former post office, planetarium, and library. The institution reports that these facilities now welcome more than 275,000 children and caregivers annually. (Children's Museum of Pittsburgh)

This model is relevant to the I AM Children's Museum because the Central Florida project also includes the preservation and reuse of a historic home as part of the visitor arrival experience.

Pittsburgh demonstrates that historic preservation and children's learning do not need to be separated. A historic structure can become part of a forward looking cultural campus that connects community identity with childhood discovery.

The museum defines its mission around innovative and inclusive experiences that inspire creativity, curiosity, kindness, and connection. It has also emphasized collaboration with artists and community partners. (Children's Museum of Pittsburgh)

Earlier attendance reports show sustained regional demand. The museum welcomed approximately 267,000 visitors during fiscal year 2013 after several consecutive years of attendance growth. (Children's Museum of Pittsburgh)

Pittsburgh is also an important example of a museum that reaches beyond its physical walls. Historical reporting documented extensive outreach through schools, libraries, festivals, and community programs in addition to on site visitation. (Children's Museum of Pittsburgh)

The Pittsburgh model supports the I AM Children's Museum strategy of combining the permanent museum with educational partnerships, outreach programs, traveling experiences, and community relationships.

PHILADELPHIA

Please Touch Museum demonstrates how a children's museum can operate as both a major family attraction and a steward of historic civic architecture.

The museum is located within Memorial Hall, a National Historic Landmark constructed for the 1876 Centennial Exhibition. The building contains approximately 157,000 square feet of museum space, including interactive exhibit zones, experiences for toddlers, creative arts programming, a children's theater, and a restored historic carousel. (Visit Philadelphia)

Philadelphia's official tourism organization presents Please Touch Museum as one of the region's major family attractions and includes it within broader visitor itineraries alongside the city's science institutions, zoo, history destinations, parks, and cultural attractions. (Visit Philadelphia)

The Philadelphia model is relevant because it demonstrates that a children's museum can strengthen tourism while preserving and activating an important historic property.

It also demonstrates the value of intentionally creating a cultural institution for young children within a city that already possesses extensive museums and attractions.

Philadelphia's tourism organization has specifically described Please Touch Museum as filling a gap within the city's cultural scene. Other institutions offered children's sections and family activities, but the children's museum created an entire environment where young children could explore art, history, community life, transportation, theater, nature, and imaginative play. (Visit Philadelphia)

This distinction closely reflects the Central Florida opportunity.

Central Florida already has institutions that welcome children. The gap is the absence of a destination institution built entirely around children and their caregivers.

PEER MARKET FINDINGS

The peer metropolitan profiles reveal several consistent findings.

Children's museums operate successfully within regions that already have major science, art, history, cultural, and tourism institutions.

They do not replace those institutions.

They introduce children and families to the wider cultural ecosystem.

They serve both tourists and residents.

They rely on diversified revenue models that may include admissions, memberships, programs, camps, events, retail, food service, sponsorships, philanthropy, and private experiences.

They create repeat visitation through memberships and changing experiences.

They support educational access through field trips, free admission, reduced admission, sponsored memberships, and community programs.

They can incorporate historic preservation, outdoor exhibits, libraries, art, science, literacy, careers, cultural storytelling, and neighborhood revitalization.

They frequently become part of official destination marketing and family travel itineraries.

They can welcome hundreds of thousands of visitors annually while reserving a substantial portion of attendance for families receiving free or discounted access.

CENTRAL FLORIDA BENCHMARK CONCLUSION

Central Florida's gap is not that the region lacks family entertainment, science education, art, history, outdoor recreation, or cultural programming.

Its gap is that these assets are not yet connected through a standalone destination children's museum designed around the developmental needs of young children and the shared experience of families.

The peer metropolitan examples demonstrate that a children's museum is not a replacement for an art museum, science center, history museum, library, park, theater, or school.

It is the institution capable of introducing children to all of them.

The I AM Children's Museum would provide Central Florida with an entry point into art, science, literacy, culture, community history, nature, careers, and civic life.

It would support the visitor who is building a family itinerary.

It would support the resident seeking a trusted place for repeat learning and discovery.

It would support the school seeking experiential education.

It would support the employer seeking to introduce children to future careers.

It would support the cultural institution seeking its next generation of visitors.

It would support families facing financial barriers through intentional access partnerships.

The benchmark evidence supports a direct conclusion.

A destination children's museum is a familiar and proven component of a complete metropolitan cultural ecosystem.

Central Florida has the population, tourism market, family audience, educational need, cultural partnerships, and regional growth necessary to support that institution.

The I AM Children's Museum is positioned to fill that role.

Section 2: Attendance & Revenue Forecast Model

Revenue Assumptions and Five-Year Revenue Drivers

A. Approved Assumptions

1. Paid Admissions

Opening-year paid individual and tourism admissions are fixed at **90,000 visits**, representing 36% of total opening-year attendance.

The published general admission price remains **$22.50 per person**, with children under age two admitted free.

The paid-admission mix will be:

Paid-Admission Product	Share of Paid Admissions	Year-One Admissions	Realized Price
Full-price general admission	45%	40,500	$22.50
Family Four Pack	20%	18,000	$20.00 per admission
Hotel and tourism packages	12%	10,800	$19.00
Group admissions	8%	7,200	$18.00
Convention admissions	5%	4,500	$17.50
Community partner admissions	5%	4,500	$16.00

Promotional admissions	5%	4,500	$15.00
Total	**100%**	**90,000**	—

The resulting opening-year blended realized admission price is **$20.27 per paid admission**.

This represents an approximately 9.9% reduction from the $22.50 published admission rate.

The assumption is conservative relative to current museum pricing. Glazer Children's Museum currently publishes general admission of $24.95 and a Florida-resident rate of $19.95, while Minnesota Children's Museum publishes admission beginning at $17.95. Current peer museums also use resident discounts, income-qualified access pricing, group offers, and other differentiated pricing rather than collecting one universal ticket price. (Glazer Children's Museum)

2. Memberships

The museum will sell **3,000 membership households in Year One**.

Membership pricing remains:

Membership Tier	Price	Share of Memberships	Year-One Memberships
Explorer	$165	20%	600
Family	$225	55%	1,650
Grand Family	$275	20%	600
Founders Circle	$500	5%	150

Total	—	**100%**	**3,000**

The weighted average membership price is **$236.75**.

Membership capacity and usage assumptions are:

Membership Tier	Named-Guest Capacity per Visit	Estimated Average Household Usage
Explorer	Up to 3 people	3 people
Family	Up to 5 people	4 people
Grand Family	Up to 6 people	5 people
Founders Circle	Up to 8 people	6 people

Peer children's museums commonly structure memberships around three- to eight-person visiting groups. Pittsburgh Children's Museum currently offers membership capacities ranging from three people to eight people at annual prices ranging from $165 to $365, supporting the reasonableness of the proposed I AM membership structure. (Children's Museum of Pittsburgh)

The model assumes:

- Average membership household size used per visit: **4 people**
- Average museum visits per membership household annually: **5 visits**
- Average annual member admissions per membership household: **20**
- Total membership visits: **60,000**

Membership renewal and growth assumptions are:

Year	Renewal Rate	Total Memberships	Growth in Membership Households
Year One	Not applicable	3,000	Opening year
Year Two	65%	3,240	8.0%
Year Three	68%	3,467	7.0%
Year Four	70%	3,675	6.0%
Year Five	72%	3,859	5.0%

New memberships sold annually will equal the number required to replace nonrenewing memberships and achieve the approved total membership level for that year.

3. Educational Field Trips

The model includes **18,000 paid educational visitors annually in Year One**.

All students, teachers, chaperones, scholarship participants, and sponsor-supported participants are valued at the same approved rate of **$16.50 per person**.

When a sponsor pays for a participant, the revenue remains field trip revenue rather than complimentary admission revenue.

Opening-year field trip revenue is **$297,000**.

4. Preschool Programming

The preschool program will operate as:

- 30 annual enrollment spaces
- Two cohorts of 15 students

- 36 instructional weeks annually
- Equivalent annual tuition of $1,800 per enrollment
- Equivalent tuition of $50 per instructional week
- Opening-year revenue of $54,000

5. Homeschool Programming

The homeschool program will operate as:

- 60 annual enrollments
- Two cohorts of 30 students
- 20 instructional sessions annually
- Annual tuition of $1,000 per enrollment
- Equivalent fee of $50 per session
- Opening-year revenue of $60,000

6. Workshops

The workshop model includes:

- 48 workshops annually
- Four workshops per month
- Average of 50 paid participants per workshop
- Average fee of $40 per participant
- Opening-year revenue of $96,000

7. Traveling Museum

The traveling museum model includes:

- 60 contracted programs annually
- Average contract fee of $2,000
- Opening-year revenue of $120,000

Traveling museum participants are tracked as off-site program reach and are not included within the 250,000 on-site museum attendance total.

8. Camps

Camp participation will be tracked in two ways:

- **Unique children served**
- **Paid program registrations**

The attendance model will retain **2,000 unique camp participants** as the primary annual attendance category.

The revenue model may include more than 2,000 registrations because a child may enroll in more than one camp without being counted twice as a unique child.

Summer Camps

- 2,000 paid participant-week registrations
- Average tuition of $200 per registration
- Opening-year revenue of $400,000

Teacher Workday Camps

- 500 registrations
- Average tuition of $120
- Opening-year revenue of $60,000

Spring Break Camp

- 100 registrations
- Average tuition of $400
- Opening-year revenue of $40,000

Winter Break Camp

- 150 registrations
- Average tuition of $400
- Opening-year revenue of $60,000

Thanksgiving Camp

- 60 registrations
- Average tuition of $300
- Opening-year revenue of $18,000

Total opening-year camp registrations equal **2,810**, while the attendance schedule counts **2,000 unique children**. Repeat enrollments are included in program registrations but do not create duplicate unique-participant counts.

Total opening-year camp revenue is **$578,000**.

9. Birthday Parties

The museum will host:

- 700 birthday parties annually

- 18,000 annual birthday guests
- Approximately 25.7 guests per party
- Base package price beginning at $350
- Average package upgrades of $150
- Average realized party revenue of $500
- Opening-year birthday revenue of $350,000

Birthday guests are included only within the birthday-party attendance category and are not also counted as general admissions.

10. Corporate, Convention, and Private Rentals

Corporate and Convention Experiences

- 30 experiences annually
- Average revenue of $8,000 per experience
- Opening-year revenue of $240,000
- Associated attendance included within the 5,000 corporate and convention visits

Private Rentals

- 36 rentals annually
- Three rentals per month
- Average revenue of $1,000 per rental
- Opening-year revenue of $36,000

11. Community Events

The museum will host **12 community-access events annually**.

Community events will be free to attendees.

The financial model assumes:

- Six sponsor-supported community events
- Average sponsorship of $5,000
- Total community-event sponsorship of $30,000
- No separate admission revenue
- Sponsorship revenue included within the annual corporate sponsorship line

Community events therefore produce **no separate earned-revenue line**, preventing duplication between community access, festivals, and sponsorships.

12. Festivals and Signature Events

The model includes:

- Four signature festivals annually
- Average attendance of 6,250 per festival
- Total annual festival attendance of 25,000
- Gross festival-associated revenue of $192,000

The revenue composition is:

Festival Revenue Source	Opening-Year Revenue
Tickets, activities, and program fees	$100,000
Vendor and exhibitor fees	$60,000
Festival-designated sponsorships	$32,000
Gross festival-associated revenue	**$192,000**

For financial statement presentation:

- **$160,000** is reported as festival earned revenue.
- **$32,000** is included within the museum's $150,000 corporate sponsorship line.

The $32,000 must not be recorded twice.

13. Food and Beverage

All 250,000 annual visitors are included in the potential café customer base.

The café assumptions are:

- Visitor capture rate: 25%
- Annual café transactions: 62,500
- Average transaction: $6.00
- Opening-year café revenue: $375,000
- Capture rate remains constant through Year Five
- Average transaction increases 2.5% annually
- Transaction volume grows with annual attendance

14. Retail and Marketplace

The retail assumptions are:

- Visitor capture rate: 12.5%
- Annual retail transactions: 31,250
- Average purchase: $8.00
- Opening-year retail revenue: $250,000
- Capture rate remains constant through Year Five
- Average purchase increases 2.5% annually
- Transaction volume grows with annual attendance

15. Parking

The planning model assumes:

- Approximately 250 on-site or contractually controlled shared parking spaces
- Approximately 2.5 vehicle turnovers on peak days
- Approximately 625 vehicle movements supported on peak days
- Complimentary parking for members
- Complimentary or validated parking for school buses, program vehicles, sponsors, and approved community-access participants
- Paid public parking price of $5 per vehicle before applicable tax
- 15,000 paid parking transactions in Year One
- Opening-year parking revenue of $75,000

The model assumes that approximately 30,000 vehicles are generated from the 90,000 paid admissions, based on an average party size of three people. Approximately 50% of those vehicles generate a paid parking transaction.

Florida continues to treat charges for parking spaces separately from the repeal of sales tax on general commercial rentals, so parking tax treatment must remain subject to final Florida tax review. (Florida Dept. of Revenue)

16. Corporate Sponsorships

Opening-year corporate sponsorship revenue is fixed at **$150,000**.

This includes:

- $32,000 in festival sponsorship
- $30,000 in community-event sponsorship
- $88,000 in annual exhibit, program, education, access, and institutional sponsorships

Payments providing only sponsor acknowledgment will be treated as qualified sponsorship support when applicable. Agreements providing advertising, promotional messages, exclusive commercial benefits, tickets, hospitality, or other substantial benefits must be separately evaluated for earned-income and unrelated-business-income treatment. The IRS distinguishes qualified sponsor acknowledgment from advertising services. (IRS)

17. Naming Rights

The operating model includes:

- One or more naming-rights agreements
- Aggregate contract value of $750,000
- Ten-year agreement period
- Planning-model revenue of $75,000 annually

If cash is collected in advance, the financial statements will follow the recognition treatment approved by the museum's accountant rather than automatically recognizing the entire payment as Year-One operating revenue.

18. Grants and Philanthropy

Grants

- Opening-year grant revenue: $100,000
- Annual growth: 2%

Annual and Major Giving

The existing $100,000 opening-year individual-giving assumption is allocated as:

Giving Category	Opening-Year Revenue
Annual campaign	$45,000
Recurring and general individual giving	$30,000
Major gifts for annual operations	$25,000

Total	**$100,000**

Annual and major giving grows 3% annually.

Endowment

- Endowment principal contributions are excluded from unrestricted operating revenue.
- Restricted endowment gifts are recorded according to donor restrictions.
- No endowment distribution is assumed during Years One through Five.
- Any future operating distribution requires a funded endowment, board-approved spending policy, and accounting review.

A charitable payment is generally a contribution only to the extent that the donor does not receive goods or services of equal value. Written disclosure obligations may apply when donors receive benefits in connection with a payment. (IRS)

19. Sales Tax Treatment

The pro forma will present revenue excluding sales tax.

The approved 6.5% assumption will be used as a planning placeholder only for revenue categories determined to be taxable.

The following treatment will apply:

Revenue Category	Pro Forma Treatment
General and discounted admissions	Presented net of tax; final taxability pending
Memberships	Presented net of tax; benefit allocation pending
Field trips and education programs	Presented net of tax; final taxability pending

Camps and workshops	Presented net of tax; final taxability pending
Birthday and rental packages	Taxable and nontaxable components to be separated
Café sales	Tax treatment based on food-and-beverage rules
Retail merchandise	Assumed taxable unless specifically exempt
Parking	Assumed taxable pending confirmation
Qualified charitable contributions	Not treated as retail sales
Qualified sponsorships	Classified according to agreement benefits
Naming rights	Classified according to agreement terms

Florida's general state sales-tax rate is 6%, with applicable county discretionary surtax added to taxable transactions. Florida nonprofit organizations must obtain a Consumer's Certificate of Exemption to receive qualifying purchase exemptions, but nonprofit status does not by itself establish the tax treatment of every revenue transaction. (Florida Dept. of Revenue)

B. Calculation Schedule

Paid Admissions

Full-price admission:

40,500 × $22.50 = **$911,250**

Family Four Pack admissions:

18,000 × $20.00 = **$360,000**

Hotel-package admissions:

10,800 × $19.00 = **$205,200**

Group admissions:

7,200 × $18.00 = **$129,600**

Convention admissions:

4,500 × $17.50 = **$78,750**

Community partner admissions:

4,500 × $16.00 = **$72,000**

Promotional admissions:

4,500 × $15.00 = **$67,500**

Total paid admission revenue:

$911,250

- $360,000
- $205,200
- $129,600
- $78,750
- $72,000
- $67,500
  = **$1,824,300**

Blended realized ticket price:

$1,824,300 ÷ 90,000 = **$20.27**

Memberships

Explorer:

600 × $165 = **$99,000**

Family:

1,650 × $225 = **$371,250**

Grand Family:

600 × $275 = **$165,000**

Founders Circle:

150 × $500 = **$75,000**

Total membership revenue:

$99,000

- $371,250
- $165,000
- $75,000
  = **$710,250**

Weighted average membership price:

$710,250 ÷ 3,000 = **$236.75**

Membership visits:

3,000 households
× 5 annual household visits
× 4 people per visit
= **60,000 membership visits**

Educational Field Trips

18,000 paid participants × $16.50 = **$297,000**

Preschool

30 enrollments × $1,800 = **$54,000**

Homeschool

60 enrollments × $1,000 = **$60,000**

Workshops

48 workshops × 50 participants × $40 = **$96,000**

Traveling Museum

60 programs × $2,000 = **$120,000**

Summer Camps

2,000 registrations × $200 = **$400,000**

Teacher Workday Camps

500 registrations × $120 = **$60,000**

Spring Break Camp

100 registrations × $400 = **$40,000**

Winter Break Camp

150 registrations × $400 = **$60,000**

Thanksgiving Camp

60 registrations × $300 = **$18,000**

Birthday Parties

18,000 guests ÷ 700 parties = **25.71 guests per party**

700 parties × $500 = **$350,000**

Corporate and Convention Experiences

30 experiences × $8,000 = **$240,000**

Private Rentals

36 rentals × $1,000 = **$36,000**

Festivals

25,000 attendees ÷ 4 festivals = **6,250 attendees per festival**

$100,000 ticket and activity revenue

- $60,000 vendor fees
- $32,000 sponsorships

  = **$192,000 gross festival-associated revenue**

Financial-statement festival earned revenue:

$192,000 − $32,000 sponsorship revenue = **$160,000**

Café

250,000 visitors × 25% capture = **62,500 transactions**

62,500 × $6.00 = **$375,000**

Retail

250,000 visitors × 12.5% capture = **31,250 transactions**

31,250 × $8.00 = **$250,000**

Parking

90,000 paid visitors ÷ 3 visitors per vehicle = **30,000 vehicles**

30,000 × 50% paid-parking capture = **15,000 paid vehicles**

15,000 × $5 = **$75,000**

Opening-Year Sponsorship Composition

Festival sponsorships: $32,000
Community-event sponsorships: $30,000
Other annual corporate sponsorships: $88,000

Total: **$150,000**

Individual Giving

Annual campaign: $45,000
Recurring and general individual giving: $30,000
Major operating gifts: $25,000

Total: **$100,000**

C. Five-Year Pro Forma Inputs

Growth Drivers

Driver	Year Two	Year Three	Year Four	Year Five
Total attendance	4.0%	3.0%	3.0%	2.5%
Admission prices	2.5%	2.5%	2.5%	2.5%
Membership households	8.0%	7.0%	6.0%	5.0%
Membership prices	2.5%	2.5%	2.5%	2.5%
Field trip participation	2.0%	2.0%	2.0%	2.0%
Education-program participation	2.0%	2.0%	2.0%	2.0%
Camp participation	3.0%	3.0%	3.0%	3.0%
Birthday-party volume	3.0%	3.0%	3.0%	3.0%

Rentals and corporate events	3.0%	3.0%	3.0%	3.0%
Café and retail capture rates	No change	No change	No change	No change
Café and retail transaction value	2.5%	2.5%	2.5%	2.5%
Corporate sponsorships	3.0%	3.0%	3.0%	3.0%
Grants	2.0%	2.0%	2.0%	2.0%
Annual and major giving	3.0%	3.0%	3.0%	3.0%
Naming rights	No change	No change	No change	No change

Total Attendance

Year	Annual Attendance
Year One	250,000

Year Two	260,000
Year Three	267,800
Year Four	275,834
Year Five	282,730

Revenue Projection

Revenue Line	Year One	Year Two	Year Three	Year Four	Year Five
Paid admissions	$1,824,300	$1,944,704	$2,053,121	$2,167,583	$2,277,318
Memberships	$710,250	$786,247	$862,366	$936,955	$1,008,464
Field trips	$297,000	$310,514	$324,642	$339,413	$354,856
Preschool	$54,000	$56,457	$59,026	$61,711	$64,519
Homeschool	$60,000	$62,730	$65,584	$68,568	$71,688
Workshops	$96,000	$100,368	$104,935	$109,709	$114,701

Traveling museum	$120,000	$126,690	$133,753	$141,210	$149,082
Summer camps	$400,000	$422,300	$445,843	$470,699	$496,940
School-break camps	$178,000	$187,923	$198,400	$209,461	$221,139
Birthday parties	$350,000	$369,512	$390,113	$411,862	$434,823
Corporate and convention experiences	$240,000	$253,380	$267,506	$282,419	$298,164
Private rentals	$36,000	$38,007	$40,126	$42,363	$44,725
Festival earned revenue	$160,000	$168,920	$178,337	$188,280	$198,776
Café	$375,000	$399,750	$422,036	$445,565	$468,122
Retail	$250,000	$266,500	$281,357	$297,043	$312,081
Parking	$75,000	$79,950	$84,407	$89,113	$93,624
Corporate sponsorships	$150,000	$154,500	$159,135	$163,909	$168,826

Grants	$100,000	$102,000	$104,040	$106,121	$108,243
Annual and major giving	$100,000	$103,000	$106,090	$109,273	$112,551
Naming rights	$75,000	$75,000	$75,000	$75,000	$75,000
Total Revenue	**$5,650,550**	**$6,008,452**	**$6,355,818**	**$6,716,256**	**$7,073,642**

Figures are rounded to the nearest dollar. Calculations should retain full precision within the working spreadsheet.

D. Reconciliation Check

Attendance Reconciliation

Paid individual and tourism admissions: 90,000
Membership visits: 60,000
Educational visits: 18,000
Unique camp participants: 2,000
Birthday guests: 18,000
Corporate and convention visits: 5,000
Festival visits: 25,000
Community access and complimentary visits: 32,000

Total: 250,000

Paid Admissions

All paid-admission categories total:

40,500

- 18,000
- 10,800
- 7,200

- 4,500
- 4,500
- 4,500

  = **90,000**

Paid-admission percentages total exactly **100%**.

Memberships

Membership levels total:

600

- 1,650
- 600
- 150

  = **3,000 memberships**

Membership mix totals exactly **100%**.

Membership visitation reconciles:

3,000 households × 5 visits × 4 people = **60,000 visits**

Camps

Camp revenue is calculated from **2,810 paid registrations**.

Attendance is calculated from **2,000 unique children**.

Repeat camp registration generates additional program revenue but does not duplicate unique annual camp participation in the primary attendance schedule.

Festivals and Sponsorships

Gross festival-associated revenue is $192,000.

The $32,000 festival sponsorship component is included within the $150,000 corporate sponsorship line.

Only $160,000 is recorded as festival earned revenue.

No festival sponsorship is double counted.

Community Events

Community-event sponsorship of $30,000 is included within corporate sponsorship revenue.

No separate community-event earned revenue is recorded.

Endowment

No endowment principal or operating distribution is included in the five-year revenue projection.

Total Revenue

All revenue lines total:

- Year One: $5,650,550
- Year Two: $6,008,452
- Year Three: $6,355,818
- Year Four: $6,716,256
- Year Five: $7,073,642

E. Pro Forma Language

The I AM Children's Museum will operate through a diversified revenue model combining admissions, memberships, education, camps, private experiences, ancillary spending, corporate participation, and philanthropy.

Opening-year paid attendance includes 90,000 individual, family, tourism, group, convention, partner, and promotional admissions. Published general admission is $22.50 before applicable sales tax. After accounting for the approved ticket-product mix, the model produces a blended realized admission price of $20.27 and opening-year admission revenue of approximately $1.82 million.

The membership model assumes 3,000 opening-year membership households distributed among Explorer, Family, Grand Family, and Founders Circle levels. The weighted average membership price is $236.75, generating approximately $710,250 in opening-year membership revenue. An average of five household visits with four people per visit produces 60,000 annual membership visits.

Educational revenue includes 18,000 paid field trip participants at $16.50 per person, generating $297,000. Teachers, chaperones, scholarship participants, and sponsor-supported participants are valued at the same rate. Additional education revenue is generated through preschool, homeschool, workshops, and traveling museum programs.

Camp revenue is calculated from paid registrations, while camp attendance is tracked through unique children served. The opening-year model includes 2,000 summer participant-week registrations and 810 school-break registrations, producing $578,000 in total camp revenue. The annual attendance schedule counts 2,000 unique camp participants to prevent repeat registrations from inflating attendance.

The museum will host approximately 700 birthday parties, 30 corporate and convention experiences, 36 private rentals, 12 community-access events, and four signature festivals annually. Sponsorship associated with festivals and community events is included within the corporate sponsorship line and is not duplicated as earned event revenue.

Café revenue assumes that 25% of annual visitors complete a purchase at an average transaction of $6. Retail revenue assumes a 12.5% capture rate and an average purchase of $8. Parking revenue assumes 15,000 annual paid parking transactions at $5, with complimentary parking provided to members and approved program users.

Opening-year contributed and partnership revenue includes $150,000 in corporate sponsorships, $100,000 in grants, $100,000 in annual and major giving, and $75,000 in annual naming-rights support. Endowment principal and investment distributions are excluded from operating revenue during the five-year forecast.

The resulting revenue projection grows from approximately $5.65 million in Year One to approximately $7.07 million in Year Five. Growth is driven by separately documented changes in attendance, pricing, participation, membership acquisition, ancillary spending, sponsorship, and philanthropy rather than by applying one universal growth rate.

ATTENDANCE, REVENUE, TOURISM, AND ECONOMIC IMPACT FORECAST MODEL

This section presents the I AM Children's Museum's approved opening-year operating model together with conservative and long-term growth scenarios. The approved opening-year model assumes 250,000 annual visits beginning in 2030.

The additional attendance scenarios are financial sensitivity models used to evaluate operating performance, tourism demand, hotel activity, visitor spending, and regional economic impact at different levels of attendance. They do not replace the approved 250,000-visit opening-year operating model.

A. ATTENDANCE PLANNING SCENARIOS

Scenario	Annual Attendance	Orange County Residents	Regional Day Visitors	Overnight Visitors	Total Nonlocal Tourism
Conservative Scenario	200,000	45%	20%	35%	55%
Approved Opening-Year Model	250,000	40%	20%	40%	60%
Near-Term Growth Scenario	350,000	38%	20%	42%	62%
Long-Term Growth Scenario	500,000	35%	20%	45%	65%

High-Growth Scenario	650,000	32%	20%	48%	68%
Transformational Scenario	800,000	30%	20%	50%	70%

The 250,000-visit model represents the approved opening-year assumption used within the museum’s five-year operating pro forma.

The 350,000-visit scenario represents a near-term growth model that may be achieved as awareness, memberships, regional visitation, school participation, tourism partnerships, and repeat visitation expand.

The 500,000-visit scenario represents the museum’s principal long-term destination-growth model.

The 650,000-visit and 800,000-visit scenarios represent higher levels of destination maturity and are included for long-range capacity and economic-impact planning.

B. ATTENDANCE VOLUME BY VISITOR ORIGIN

Visitor Origin	200,000	250,000 Opening Year	350,000	500,000 Long Term	650,000	800,000
Orange County residents	90,000	100,000	133,000	175,000	208,000	240,000
Regional day visitors	40,000	50,000	70,000	100,000	130,000	160,000
Overnight visitors	70,000	100,000	147,000	225,000	312,000	400,000
Total nonlocal tourism visits	110,000	150,000	217,000	325,000	442,000	560,000
Total attendance	200,000	250,000	350,000	500,000	650,000	800,000

Orange County residents are guests whose primary residence is located within Orange County.

Regional day visitors are guests traveling from outside Orange County who visit without generating an overnight stay attributable to the museum.

Overnight visitors are domestic or international visitors whose trip includes an overnight stay and whose museum visit forms part of their Central Florida itinerary.

Nonlocal tourism visitation consists of regional day visitors and overnight visitors. Nonlocal visitation is not treated as synonymous with overnight visitation.

C. ATTENDANCE AND FACILITY OPERATING ASSUMPTIONS

Operating Assumption	Approved Opening-Year Model
Indoor museum facility	Approximately 20,000 square feet
Outdoor eco-educational experience	Approximately 12,000 square feet
Combined indoor and outdoor exhibit space	Approximately 32,000 square feet
Planned opening year	2030
Planned groundbreaking year	2028
Annual operating days	360 days

Annual closure days	Approximately five days
Opening-year attendance	250,000 visits
Average monthly attendance	20,833 visits
Average daily attendance	Approximately 694 visits
Peak-day visitation	1,500 or more visits

The approximately 32,000 square feet represents the combined 20,000-square-foot indoor museum facility and 12,000-square-foot outdoor eco-educational experience. It does not include the Historic Home Welcome Center or the approximately two miles of Discovery Trails.

The 1,500-guest peak assumption represents anticipated visitation supported throughout an operating day. It does not represent confirmed fire-code occupancy or the number of guests expected to be inside the building simultaneously.

Annual attendance represents visits rather than unique individuals. A member or repeat guest may visit more than once during the year, with each museum entry counted as one visit.

D. ANNUAL REVENUE SENSITIVITY MODEL

The revenue sensitivity model is anchored to the approved 250,000-visit opening-year operating pro forma.

Attendance-driven revenue lines increase or decrease according to annual attendance. Membership revenue is adjusted according to the number of Orange County resident visits. Capacity-constrained programs and events increase at a more moderate rate than general attendance. Grants, annual giving, and naming-rights support remain at the approved opening-year level within the scenario analysis.

Revenue Source	200,000	250,000 Opening Year	350,000	500,000 Long Term	650,000	800,000
Paid admissions	$1,459,440	$1,824,300	$2,554,020	$3,648,600	$4,743,180	$5,837,760
Memberships	$639,225	$710,250	$944,632	$1,242,938	$1,477,320	$1,704,600
Field trips	$261,360	$297,000	$368,280	$475,200	$582,120	$689,040
Preschool programs	$47,520	$54,000	$66,960	$86,400	$105,840	$125,280
Homeschool programs	$52,800	$60,000	$74,400	$96,000	$117,600	$139,200
Workshops	$84,480	$96,000	$119,040	$153,600	$188,160	$222,720
Traveling museum	$108,000	$120,000	$144,000	$180,000	$216,000	$252,000
Summer camps	$360,000	$400,000	$480,000	$600,000	$720,000	$840,000
School-break camps	$160,200	$178,000	$213,600	$267,000	$320,400	$373,800
Birthday parties	$315,000	$350,000	$420,000	$525,000	$630,000	$735,000
Corporate and convention experiences	$211,200	$240,000	$297,600	$384,000	$470,400	$556,800
Private rentals	$32,400	$36,000	$43,200	$54,000	$64,800	$75,600
Festival earned revenue	$144,000	$160,000	$192,000	$240,000	$288,000	$336,000
Café	$300,000	$375,000	$525,000	$750,000	$975,000	$1,200,000

Retail marketplace	$200,000	$250,000	$350,000	$500,000	$650,000	$800,000
Parking	$60,000	$75,000	$105,000	$150,000	$195,000	$240,000
Corporate sponsorships	$142,500	$150,000	$165,000	$187,500	$210,000	$232,500
Grants	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Annual and major giving	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Naming rights	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000
Total Annual Revenue	$4,853,125	$5,650,550	$7,337,732	$9,815,238	$12,228,820	$14,635,300

E. APPROVED FIVE-YEAR ATTENDANCE FORECAST

Year	Annual Attendance	Annual Growth	Average Monthly Attendance	Average Daily Attendance
Year One	250,000	Opening year	20,833	694
Year Two	260,000	4.0%	21,667	722
Year Three	267,800	3.0%	22,317	744
Year Four	275,834	3.0%	22,986	766
Year Five	282,730	2.5%	23,561	785

Average monthly attendance is calculated by dividing annual attendance by 12 months.

Average daily attendance is calculated by dividing annual attendance by 360 operating days.

F. APPROVED FIVE-YEAR REVENUE FORECAST

Revenue Line	Year One	Year Two	Year Three	Year Four	Year Five
Paid admissions	$1,824,300	$1,944,704	$2,053,121	$2,167,583	$2,277,318
Memberships	$710,250	$786,247	$862,366	$936,955	$1,008,464
Field trips	$297,000	$310,514	$324,642	$339,413	$354,856
Preschool	$54,000	$56,457	$59,026	$61,711	$64,519
Homeschool	$60,000	$62,730	$65,584	$68,568	$71,688
Workshops	$96,000	$100,368	$104,935	$109,709	$114,701
Traveling museum	$120,000	$126,690	$133,753	$141,210	$149,082
Summer camps	$400,000	$422,300	$445,843	$470,699	$496,940
School-break camps	$178,000	$187,923	$198,400	$209,461	$221,139
Birthday parties	$350,000	$369,512	$390,113	$411,862	$434,823
Corporate and convention experiences	$240,000	$253,380	$267,506	$282,419	$298,164
Private rentals	$36,000	$38,007	$40,126	$42,363	$44,725
Festival earned revenue	$160,000	$168,920	$178,337	$188,280	$198,776
Café	$375,000	$399,750	$422,036	$445,565	$468,122
Retail	$250,000	$266,500	$281,357	$297,043	$312,081
Parking	$75,000	$79,950	$84,407	$89,113	$93,624
Corporate sponsorships	$150,000	$154,500	$159,135	$163,909	$168,826
Grants	$100,000	$102,000	$104,040	$106,121	$108,243
Annual and major giving	$100,000	$103,000	$106,090	$109,273	$112,551

Naming rights	$75,000	$75,000	$75,000	$75,000	$75,000
Total Revenue	$5,650,550	$6,008,452	$6,355,818	$6,716,256	$7,073,642

Figures are rounded to the nearest dollar. Calculations retain full precision within the working financial model.

G. FIVE-YEAR REVENUE DRIVERS

Revenue Driver	Year Two	Year Three	Year Four	Year Five
Total attendance	4.0%	3.0%	3.0%	2.5%
Admission prices	2.5%	2.5%	2.5%	2.5%
Membership households	8.0%	7.0%	6.0%	5.0%
Membership prices	2.5%	2.5%	2.5%	2.5%
Field-trip participation	2.0%	2.0%	2.0%	2.0%
Education-program participation	2.0%	2.0%	2.0%	2.0%
Camp participation	3.0%	3.0%	3.0%	3.0%
Birthday-party volume	3.0%	3.0%	3.0%	3.0%
Rentals and corporate events	3.0%	3.0%	3.0%	3.0%
Café and retail capture rates	No change	No change	No change	No change
Café and retail transaction value	2.5%	2.5%	2.5%	2.5%
Corporate sponsorships	3.0%	3.0%	3.0%	3.0%
Grants	2.0%	2.0%	2.0%	2.0%
Annual and major giving	3.0%	3.0%	3.0%	3.0%
Naming rights	No change	No change	No change	No change

H. OPENING-YEAR REVENUE COMPOSITION

Revenue Classification	Opening-Year Revenue
Admissions	$1,824,300
Memberships	$710,250
Education and traveling programs	$627,000
Camps	$578,000
Birthday parties	$350,000
Corporate, convention, and private rentals	$276,000
Festival earned revenue	$160,000
Café	$375,000
Retail	$250,000
Parking	$75,000
Corporate sponsorships	$150,000
Grants	$100,000
Annual and major giving	$100,000
Naming rights	$75,000
Total Opening-Year Revenue	$5,650,550

Education and traveling programs consist of:

Field trips: $297,000
Preschool: $54,000
Homeschool: $60,000
Workshops: $96,000
Traveling museum: $120,000

Total education and traveling-program revenue: $627,000

Camp revenue consists of:

Summer camps: $400,000
Teacher workday camps: $60,000
Spring Break camp: $40,000
Winter Break camp: $60,000
Thanksgiving camp: $18,000

Total camp revenue: $578,000

I. OPENING-YEAR ATTENDANCE RECONCILIATION

Attendance Category	Opening-Year Visits
Paid individual and tourism admissions	90,000
Membership visits	60,000
Educational visits	18,000
Unique camp participants	2,000
Birthday guests	18,000
Corporate and convention visits	5,000
Festival visits	25,000
Community-access and complimentary visits	32,000
Total Annual Attendance	250,000

Camp revenue is calculated from 2,810 paid program registrations. Attendance is calculated from 2,000 unique children. A child participating in more than one camp may generate multiple paid registrations but is not counted more than once within the unique camp-participant attendance category.

Birthday guests are included within the birthday-party attendance category and are not also included within paid general admissions.

Festival attendees are included within the festival attendance category and are not also counted within paid general admissions.

Community-access and complimentary visits complete the annual attendance reconciliation and include approved access initiatives, sponsor-supported participation, community events, invited guests, and other non-ticketed museum attendance.

J. HOTEL DEMAND FORECAST

Hotel-room-night estimates begin only with the overnight visitor category. Orange County resident visits and regional day visits are not included in the hotel-room-night calculation.

The opening-year model assumes that 100,000 overnight visitor visits support approximately 48,000 hotel room nights. This relationship reflects shared family rooms, multigenerational travel parties, museum visitation occurring during an existing itinerary, and the portion of visitor stays that may reasonably be associated with the museum.

Attendance Scenario	Overnight Visitors	Estimated Hotel Room Nights
200,000 Conservative	70,000	33,600
250,000 Opening Year	100,000	48,000
350,000 Near-Term Growth	147,000	70,560
500,000 Long-Term Growth	225,000	108,000
650,000 High Growth	312,000	149,760
800,000 Transformational	400,000	192,000

Hotel room nights are calculated at approximately 0.48 room nights for each overnight visitor visit.

Formula:

Overnight visitor visits × 0.48 = estimated hotel room nights

Opening-year calculation:

100,000 overnight visitor visits × 0.48 = 48,000 hotel room nights

K. ESTIMATED HOTEL REVENUE

Attendance Scenario	Hotel Room Nights	Planning ADR	Estimated Hotel Revenue
200,000 Conservative	33,600	$240	$8,064,000
250,000 Opening Year	48,000	$245	$11,760,000
350,000 Near-Term Growth	70,560	$250	$17,640,000
500,000 Long-Term Growth	108,000	$260	$28,080,000
650,000 High Growth	149,760	$270	$40,435,200
800,000 Transformational	192,000	$280	$53,760,000

Estimated hotel revenue is calculated as:

Hotel room nights × planning average daily rate = estimated hotel revenue

The hotel revenue figures represent gross lodging revenue associated with projected room-night demand. They do not represent museum operating revenue.

L. VISITOR-SPENDING ASSUMPTIONS

Visitor Classification	Estimated Average Off-Site Spending per Visit
Orange County resident	$35
Regional day visitor	$85
Overnight visitor	$165

Orange County resident spending includes dining, retail, transportation, and other purchases outside the museum.

Regional day-visitor spending includes dining, retail, fuel, transportation, entertainment, and other purchases associated with travel into Orange County.

Overnight-visitor spending includes lodging, dining, retail, local transportation, entertainment, and other off-site expenditures attributable to the visitor's Central Florida itinerary.

Museum admissions, memberships, café purchases, retail purchases, parking, camps, and other on-site museum revenue are excluded from the off-site visitor-spending calculation to prevent duplication with museum operating revenue.

M. OFF-SITE VISITOR-SPENDING FORECAST

Attendance Scenario	Resident Spending	Regional Day Spending	Overnight Visitor Spending	Total Off-Site Visitor Spending
200,000 Conservative	$3,150,000	$3,400,000	$11,550,000	$18,100,000
250,000 Opening Year	$3,500,000	$4,250,000	$16,500,000	$24,250,000
350,000 Near-Term Growth	$4,655,000	$5,950,000	$24,255,000	$34,860,000
500,000 Long-Term Growth	$6,125,000	$8,500,000	$37,125,000	$51,750,000
650,000 High Growth	$7,280,000	$11,050,000	$51,480,000	$69,810,000
800,000 Transformational	$8,400,000	$13,600,000	$66,000,000	$88,000,000

Opening-year resident spending:

100,000 resident visits × $35 = $3,500,000

Opening-year regional day-visitor spending:

50,000 regional day visits × $85 = $4,250,000

Opening-year overnight-visitor spending:

100,000 overnight visitor visits × $165 = $16,500,000

Total opening-year off-site visitor spending:

$3,500,000

- $4,250,000

- $16,500,000
  = $24,250,000

Rounded planning figure: Approximately $24.3 million in annual off-site visitor spending

N. REGIONAL ECONOMIC ACTIVITY

The regional economic-activity model applies a planning multiplier of 1.85 to direct off-site visitor spending. The multiplier reflects the additional economic activity generated as visitor expenditures circulate through regional businesses, employee compensation, vendor purchases, and supporting industries.

Attendance Scenario	Direct Off-Site Visitor Spending	Regional Economic Activity
200,000 Conservative	$18,100,000	$33,485,000
250,000 Opening Year	$24,250,000	$44,862,500
350,000 Near-Term Growth	$34,860,000	$64,491,000
500,000 Long-Term Growth	$51,750,000	$95,737,500
650,000 High Growth	$69,810,000	$129,148,500
800,000 Transformational	$88,000,000	$162,800,000

Opening-year calculation:

$24,250,000 in direct off-site visitor spending × 1.85 = $44,862,500 in regional economic activity

Rounded opening-year planning figure: Approximately $44.9 million in annual regional economic activity

The regional economic-activity figure is broader than direct visitor spending. It includes direct, indirect, and induced economic activity associated with visitor expenditures.

O. FIVE-YEAR FORECAST HIGHLIGHTS

The approved five-year operating model begins with 250,000 annual visits and approximately $5.65 million in operating revenue.

Attendance is projected to increase from 250,000 visits in Year One to approximately 282,730 visits in Year Five.

Annual revenue is projected to increase from approximately $5.65 million in Year One to approximately $7.07 million in Year Five.

The revenue model does not rely solely upon admissions. Operating revenue is diversified among admissions, memberships, education, camps, birthday parties, private experiences, food and beverage, retail, parking, corporate participation, philanthropy, and naming-rights support.

Paid admissions represent 90,000 opening-year visits, or 36% of total attendance. Membership participation represents 60,000 annual visits. The remaining attendance is distributed among education, camps, birthday parties, corporate and convention experiences, festivals, community access, and complimentary visitation.

The approved opening-year visitor-origin model includes 100,000 Orange County resident visits, 50,000 regional day visits, and 100,000 overnight visitor visits.

Nonlocal visitors account for 150,000 visits, or 60% of opening-year attendance. Overnight visitors account for 100,000 visits, or 40% of opening-year attendance.

The opening-year model supports approximately 48,000 hotel room nights, approximately $11.76 million in gross hotel revenue, approximately $24.3 million in off-site visitor spending, and approximately $44.9 million in regional economic activity.

The 500,000-visit long-term growth scenario supports approximately $9.82 million in annual museum revenue, approximately 108,000 hotel room nights, approximately $28.08 million in gross hotel revenue, approximately $51.75 million in direct off-site visitor spending, and approximately $95.74 million in regional economic activity.

The higher-growth scenarios illustrate the museum’s long-term tourism and economic potential while preserving the approved 250,000-visit model as the official opening-year operating assumption.

P. RECONCILIATION CHECK

Opening-Year Attendance

Orange County residents: 100,000
Regional day visitors: 50,000
Overnight visitors: 100,000

Total attendance: 250,000

Visitor-Origin Percentages

Orange County residents: 40%
Regional day visitors: 20%
Overnight visitors: 40%

Total: 100%

Local and Tourism Classification

Local Orange County visitation: 100,000
Nonlocal tourism visitation: 150,000

Total attendance: 250,000

Local Orange County share: 40%
Nonlocal tourism share: 60%

Total: 100%

Overnight Classification

Nonovernight visitation: 150,000
Overnight visitation: 100,000

Total attendance: 250,000

Average Daily Attendance

250,000 annual visits ÷ 360 operating days = 694.44 average daily visits

Rounded planning figure: Approximately 694 visits per operating day

Average Monthly Attendance

250,000 annual visits ÷ 12 months = 20,833.33 average monthly visits

Rounded planning figure: Approximately 20,833 visits per month

Opening-Year Revenue

All opening-year revenue lines total $5,650,550.

Year-Two Revenue

All Year-Two revenue lines total $6,008,452.

Year-Three Revenue

All Year-Three revenue lines total $6,355,818.

Year-Four Revenue

All Year-Four revenue lines total $6,716,256.

Year-Five Revenue

All Year-Five revenue lines total $7,073,642.

Hotel Demand

100,000 overnight visitor visits × 0.48 room nights per overnight visitor visit = 48,000 hotel room nights

Hotel Revenue

48,000 hotel room nights × $245 planning ADR = $11,760,000 in estimated gross hotel revenue

Opening-Year Off-Site Visitor Spending

$3,500,000 in Orange County resident spending

- $4,250,000 in regional day-visitor spending
- $16,500,000 in overnight-visitor spending
  = $24,250,000 in total direct off-site visitor spending

Opening-Year Regional Economic Activity

$24,250,000 × 1.85 = $44,862,500

Rounded planning figure: Approximately $44.9 million

Primary Visitor Markets

Orange County Residents

The museum serves Orange County families through memberships, repeat visitation, educational programming, camps, birthday celebrations, seasonal events, and year-round exhibits. Local participation establishes a stable attendance base that supports operational sustainability while strengthening quality of life for residents.

Regional Day Visitors

Families traveling from Central Florida and surrounding Florida markets represent an important source of year-round visitation. These visitors contribute to museum attendance while generating additional spending at restaurants, retail establishments, and entertainment venues throughout Orange County during day trips.

Overnight Leisure Travelers

The museum is designed to complement Orlando's tourism portfolio by providing a family-focused educational attraction that encourages visitors to extend their stay beyond traditional theme park experiences. The museum offers an additional full-day experience that supports increased hotel occupancy, visitor spending, and longer average lengths of stay.

International Visitors

As one of the world's leading tourism destinations, Orlando attracts millions of international travelers each year. The museum provides an indoor, multigenerational cultural attraction that appeals to families seeking educational, creative, and authentic local experiences as part of their Central Florida itinerary.

Convention and Business Travelers

Orange County's convention industry creates opportunities for family travel before, during, and after business events. The museum provides corporate experiences, family programming, educational workshops, and private events that enhance the visitor experience for convention attendees traveling with spouses and children.

Educational Visitors

School field trips, homeschool families, preschool programs, youth organizations, and educational partnerships provide consistent weekday visitation while advancing early childhood learning and educational outcomes.

Seasonal Attendance Distribution

Attendance is expected to remain balanced throughout the year through a combination of tourism demand, school programming, memberships, camps, conventions, festivals, and community events.

Season	Estimated Share of Annual Attendance
Winter (January-March)	24%
Spring (April-June)	27%
Summer (July-August)	30%
Fall (September-December)	19%

Summer is anticipated to generate the strongest sustained attendance due to school vacations, tourism demand, camps, and family travel. Additional peaks are expected during spring break, winter holidays, Thanksgiving week, convention activity, and signature museum events. Weekday visitation during the traditional school year is expected to be supported through educational programming, memberships, and organized group visits.

Convention and Group Travel

Orange County is home to one of the nation's largest meetings and convention destinations. The I AM Children's Museum expands the family experiences available to convention attendees by providing educational programming, private experiences, after-hours events, and family-friendly activities beyond the traditional tourism corridor.

The museum creates opportunities for convention attendees to extend their stay before or after scheduled business events while providing meaningful experiences for accompanying spouses, children, and multigenerational travel groups. Corporate rentals, educational workshops, networking events, and private museum experiences further strengthen the museum's value to Orange County's meetings and convention industry.

Hotel Demand Highlights

The museum is designed to complement Orange County's tourism ecosystem by encouraging longer visitor stays and increasing opportunities for overnight visitation.

Key planning assumptions include:

• The approved opening-year operating model includes approximately 100,000 overnight visitor visits.

• Those overnight visitors are projected to support approximately 48,000 annual hotel room nights.

• Hotel demand is expected to increase as destination awareness, tourism partnerships, convention programming, and repeat visitation continue to expand.

• The museum provides an additional full-day family attraction that encourages visitors to extend their Central Florida itinerary beyond traditional theme park experiences.

• Growth in overnight visitation strengthens Tourism Development Tax collections while supporting Orange County hotels, restaurants, retail businesses, and local attractions.

Regional Economic Benefits

Museum-related visitor spending supports a broad network of Orange County businesses and employers.

Industries benefiting from visitor expenditures include:

• Hotels and resorts

• Restaurants and food service establishments

• Retail shopping districts

• Local transportation providers

• Entertainment venues

• Cultural attractions

• Small businesses and local entrepreneurs

Visitor spending circulates throughout the regional economy by supporting payroll, supplier purchases, local services, and additional business activity beyond the museum itself. This diversified economic impact distributes tourism dollars across multiple industries rather than concentrating benefits within a single attraction.

Strategic Tourism Position

The I AM Children's Museum is designed to serve both Orange County residents and visitors while strengthening the County's tourism economy through year-round family experiences.

The approved opening-year operating model assumes 250,000 annual visits, including approximately 150,000 nonlocal visitors and 100,000 overnight visitor visits. This balanced visitor mix supports increased hotel occupancy, longer visitor stays, expanded spending throughout Orange County, and greater participation in local restaurants, retail establishments, cultural attractions, and entertainment venues.

Unlike attractions that primarily serve local audiences, the museum is intentionally positioned as a destination experience that complements Orlando's existing tourism assets while introducing families to Historic Downtown Winter Garden, the West Orange Trail, surrounding businesses, and additional cultural destinations throughout the region.

As destination awareness expands through tourism marketing, hotel partnerships, convention programming, travel trade relationships, and repeat visitation, the museum is positioned to become an increasingly important contributor to Orange County's visitor economy while maintaining its mission of serving local children and families.

Five-Year Forecast Highlights

The approved five-year operating model demonstrates a diversified and financially sustainable revenue strategy built upon balanced attendance growth, multiple earned revenue sources, and continued tourism expansion.

Key planning highlights include:

• Opening-year attendance of approximately 250,000 annual visits.

• Attendance growth to approximately 282,730 annual visits by Year Five.

• Revenue growth from approximately $5.65 million in Year One to approximately $7.07 million by Year Five.

• Earned revenue remains the primary source of annual operating income through admissions, memberships, educational programming, camps, private experiences, food and beverage, retail, rentals, and special events.

• Membership growth, repeat visitation, convention partnerships, sponsorships, and expanded tourism marketing provide long-term financial stability.

• The museum's diversified operating model reduces reliance on any single revenue source while supporting continued investment in educational experiences, visitor services, and destination programming.

• As attendance increases beyond the approved opening-year operating model, additional growth scenarios demonstrate the museum's long-term potential to expand tourism, strengthen hotel demand, increase visitor spending, and generate broader regional economic activity throughout Orange County.

Section 3: Economic Impact & Return on Investment Analysis

The proposed I AM Children's Museum is envisioned as a destination-quality cultural and educational attraction that will strengthen Orange County's family-tourism offerings while generating measurable economic benefits for residents, businesses, and visitors.

The museum's approved opening-year operating model assumes **250,000 annual visits**, including:

- 100,000 Orange County resident visits
- 50,000 regional day visits
- 100,000 overnight visitor visits

Under this visitor-origin model, 60% of annual visitation is expected to come from outside Orange County, including regional day visitors and overnight travelers.

At 250,000 annual visits, the museum is estimated to generate approximately:

- $45 million in annual regional economic activity
- 48,000 attributable hotel room nights
- $12.48 million in attributable hotel revenue

- Approximately $748,800 in annual Tourism Development Tax revenue
- Approximately 113 permanent direct, indirect, and induced jobs
- Approximately $7.2 million in annual payroll supported

Under the museum's long-term growth scenario of 500,000 annual visits, the project is estimated to generate approximately:

- $90 million in annual regional economic activity
- 96,000 attributable hotel room nights
- $24.9 million in attributable hotel revenue
- Approximately $1.5 million in annual Tourism Development Tax revenue
- Approximately 225 permanent direct, indirect, and induced jobs
- Approximately $14.5 million in annual payroll supported

These projections demonstrate the museum's ability to generate recurring tourism activity, strengthen Orange County's family-destination portfolio, support local employment, and create sustained economic value from a one-time public capital investment.

Approved Attendance and Visitor-Origin Model

Opening-Year Operating Scenario

The museum's approved opening-year attendance assumption is 250,000 annual visits.

Annual attendance represents museum entries rather than unique individuals. Members and repeat guests may visit more than once during the year, with each museum entry recorded as one visit.

Visitor Origin	Approved Share	Annual Visits
Orange County residents	40%	100,000
Regional day visitors	20%	50,000
Overnight visitors	40%	100,000

Total Annual Visitation	**100%**	**250,000**

Tourism Classification

Classification	Approved Share	Annual Visits
Local Orange County visitation	40%	100,000
Nonlocal tourism visitation	60%	150,000
Total Annual Visitation	**100%**	**250,000**

The 150,000 nonlocal visits consist of:

- 50,000 regional day visits
- 100,000 overnight visitor visits

Nonlocal visitation is not synonymous with overnight visitation. Only the 100,000 overnight visitor visits are used as the starting point for hotel-room-demand calculations.

Potential Overnight Visitor Segments

Overnight visitation may include:

- Families already vacationing in Central Florida
- Convention attendees traveling with or extending stays for family
- Youth and amateur sports families
- Domestic leisure travelers
- International visitors
- Families visiting relatives in Central Florida
- Resort guests seeking additional family experiences

- Visitors incorporating Winter Garden into a broader regional itinerary

Regional Economic Impact

Economic-Impact Planning Methodology

For planning purposes, the model applies an estimated total regional economic impact of approximately $180 per museum visit.

This planning factor includes:

- Direct visitor spending
- Business-to-business activity generated through local purchasing
- Household spending supported through employee wages

The same methodology is applied consistently across every attendance scenario.

Economic Impact by Attendance Scenario

Annual Attendance	Estimated Annual Regional Economic Impact
150,000 visits — Adverse Scenario	Approximately $27 Million
200,000 visits	Approximately $36 Million
250,000 visits — Approved Opening-Year Model	**Approximately $45 Million**
350,000 visits	Approximately $63 Million
500,000 visits — Long-Term Growth Scenario	**Approximately $90 Million**

650,000 visits	Approximately $117 Million
800,000 visits	Approximately $144 Million

Direct Visitor Spending

Direct visitor spending represents estimated expenditures made by museum visitors in Orange County.

Spending categories include:

- Lodging
- Restaurants and food service
- Retail shopping
- Transportation and parking
- Entertainment and other attractions

Museum operating revenue is addressed separately within the Five-Year Financial Pro Forma and should not be added to these visitor-spending estimates unless a third-party economic model specifically requires that treatment.

Estimated Annual Visitor Spending

Visitor Spending Category	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Lodging and resorts	$12.4 Million	$24.9 Million
Restaurants and food service	$8 Million	$16 Million
Retail shopping	$4.5 Million	$9 Million

Transportation and parking	$2.1 Million	$4.3 Million
Entertainment and other attractions	$1.6 Million	$3.3 Million
Total Direct Visitor Spending	**Approximately $28.7 Million**	**Approximately $57.5 Million**

These estimates represent regional visitor expenditures associated with the attendance model. They are separate from the museum's projected operating revenue of approximately $5.6 million in the approved 250,000-visit opening-year financial pro forma.

Direct, Indirect, and Induced Economic Activity

Direct Visitor Spending

Direct impact represents purchases made by museum visitors at hotels, restaurants, retailers, transportation providers, parking facilities, attractions, and other local businesses.

Business-to-Business Activity

Indirect impact represents spending generated when the museum and visitor-serving businesses purchase goods and services from other regional businesses.

Examples may include:

- Facility maintenance
- Utilities
- Food and beverage suppliers
- Insurance
- Technology
- Marketing
- Professional services
- Printing
- Security
- Transportation
- Operational vendors

Household Spending

Induced impact represents economic activity created when museum employees and employees of supported businesses spend their wages within the local economy.

Examples may include:

- Housing
- Groceries
- Healthcare
- Childcare
- Transportation
- Retail
- Dining
- Entertainment

Annual Regional Economic Impact

Economic Impact Component	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Direct visitor spending	$28.7 Million	$57.5 Million
Business-to-business activity	$8.3 Million	$16.7 Million
Household spending	$7.8 Million	$15.6 Million
Total Annual Regional Economic Impact	**Approximately $45 Million**	**Approximately $90 Million**

The same proportional methodology is applied to both scenarios to prevent inconsistent multipliers or assumptions between attendance levels.

Employment Impact

Construction-Phase Employment

The proposed museum capital project is expected to support approximately 500 construction-related jobs throughout planning, design, site preparation, construction, exhibit installation, and project delivery.

Employment Category	Estimated Jobs Supported
Direct construction and project employment	300
Indirect supplier and contractor employment	140
Induced employment	60
Total Construction Employment Supported	**Approximately 500 jobs**

Construction employment represents temporary jobs supported during the development period and should not be combined with annual permanent employment.

Final construction employment should be validated against the approved project budget, construction schedule, contractor estimates, and economic-impact methodology.

Permanent Annual Employment Supported

Employment Metric	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario

Direct, indirect, and induced jobs supported	Approximately 113	Approximately 225

Permanent employment includes direct museum employment and estimated jobs supported through visitor spending, vendors, suppliers, and household economic activity.

The museum's direct staffing plan remains separately documented within the operating pro forma and should not be represented as 113 direct museum employees.

Annual Payroll Supported

The museum is expected to support annual payroll through direct museum employment and the broader business activity generated throughout Orange County.

Payroll Category	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Museum operations payroll supported	$2.9 Million	$5.8 Million
Payroll supported through regional economic activity	$4.3 Million	$8.7 Million
Total Annual Payroll Impact	**Approximately $7.2 Million**	**Approximately $14.5 Million**

Final museum payroll must reconcile directly to the approved staffing schedule, salaries, benefits, payroll taxes, and contracted personnel included in the operating expense pro forma.

Hotel Demand and Tourism Development Tax

Hotel-Demand Methodology

The hotel calculation uses the following approved planning assumptions:

- 40% of museum attendance consists of overnight visitor visits.
- The average overnight travel party includes 2.5 museum visitors.
- Each overnight travel party generates an average of 1.2 attributable hotel room nights.
- The average daily hotel rate is $260.
- Tourism Development Tax is calculated at 6% of attributable hotel revenue.

The 1.2-night assumption represents the portion of hotel demand attributed to the museum for planning purposes. It does not represent the traveler's total Central Florida stay.

The current Orange County Tourism Development Tax rate is 6%. Because the museum is planned to open in 2030, the applicable rate must be reconfirmed before final implementation.

Hotel Activity Calculation

250,000 Visit Opening-Year Model

100,000 overnight visitor visits
÷ 2.5 visitors per travel party
= 40,000 overnight travel parties

40,000 travel parties
× 1.2 attributable hotel nights
= 48,000 hotel room nights

48,000 hotel room nights
× $260 average daily rate
= $12,480,000 in attributable hotel revenue

$12,480,000
× 6% Tourism Development Tax
= $748,800 in annual TDT revenue

500,000 Visit Long-Term Scenario

200,000 overnight visitor visits
÷ 2.5 visitors per travel party
= 80,000 overnight travel parties

80,000 travel parties
× 1.2 attributable hotel nights
= 96,000 hotel room nights

96,000 hotel room nights
× $260 average daily rate
= $24,960,000 in attributable hotel revenue

$24,960,000
× 6% Tourism Development Tax
= $1,497,600 in annual TDT revenue

Annual Hotel and TDT Activity

Hotel Activity Metric	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Total annual museum attendance	250,000	500,000
Orange County resident visits — 40%	100,000	200,000
Regional day visits — 20%	50,000	100,000
Overnight visitor visits — 40%	100,000	200,000
Average overnight travel party	2.5 visitors	2.5 visitors
Estimated overnight travel parties	40,000	80,000

Attributable hotel stay	1.2 nights	1.2 nights
Estimated hotel room nights	48,000	96,000
Average daily hotel rate	$260	$260
Estimated hotel revenue	$12.4 Million	$24.9 Million
Estimated annual TDT revenue	**$748,800**	**$1,497,600**

Hotel Activity Metric	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Total annual museum attendance	250,000	500,000
Orange County resident visits — 40%	100,000	200,000
Regional day visits — 20%	50,000	100,000
Overnight visitor visits — 40%	100,000	200,000

Average overnight travel party	2.5 visitors	2.5 visitors
Estimated overnight travel parties	40,000	80,000
Attributable hotel stay	1.2 nights	1.2 nights
Estimated hotel room nights	48,000	96,000
Average daily hotel rate	$260	$260
Estimated hotel revenue	$12.4 Million	$24.9 Million
Estimated annual TDT revenue	**$748,800**	**$1,497,600**

Return Metric	**250,000 Visits — Opening-Year Model**	**500,000 Visits — Long-Term Scenario**
Estimated annual TDT revenue	$748,800	$1,497,600
10-year cumulative TDT revenue	$7.4 Million	$14.9 Million

20-year cumulative TDT revenue	$14.9 Million	$29.9 Million
30-year cumulative TDT revenue	$22.4 Million	$44.9 Million

These estimates assume constant attendance, visitor mix, attributable hotel nights, average daily hotel rate, and TDT rate.

They do not include:

- Inflation
- Increases in hotel rates
- Attendance growth
- Changes in visitor mix
- Additional hotel nights
- Changes in tax policy
- Investment earnings
- Other local or state tax revenue

Public Investment Comparison

Investment Metric	250,000 Visits — Opening-Year Model	500,000 Visits — Long-Term Scenario
Requested TDT investment	$25 Million	$25 Million
Annual regional economic impact	Approximately $45 Million	Approximately $90 Million
30-year regional economic impact	Approximately $1.3 Billion	Approximately $2.7 Billion

Annual TDT revenue generated	Approximately $748,800	Approximately $1.5 Million
30-year TDT revenue generated	Approximately $22.4 Million	Approximately $44.9 Million

The regional economic-impact totals represent economic activity rather than direct revenue received by Orange County.

TDT revenue represents the model's estimated direct recurring hotel-tax return. Additional fiscal benefits may include sales taxes, property-related revenues, business activity, employment income, and other public revenues, but those benefits are not quantified within this analysis.

Long-Term Community and Tourism Benefits

Beyond the quantified economic returns, the museum is expected to provide long-term public value through:

- Expansion of Orange County's family-focused cultural tourism offerings
- Increased year-round visitation
- Additional spending at hotels, restaurants, retailers, and local attractions
- Support for permanent and construction-related employment
- Educational access for children, families, schools, and community organizations
- Increased appeal for convention attendees traveling with family members
- Additional experiences for youth-sports families and multigenerational travelers
- Activation of Winter Garden and the West Orange Trail corridor
- Partnerships with hotels, resorts, transportation providers, colleges, attractions, and tourism organizations
- Internship, volunteer, career-exploration, and workforce-development opportunities
- Continued investment in Orange County's cultural, educational, and tourism infrastructure

Conclusion

The I AM Children's Museum is designed to serve both Orange County residents and the families who travel to Central Florida each year.

Under the approved opening-year model of 250,000 annual visits, the museum is estimated to generate approximately $45 million in annual regional economic activity, support approximately 113 permanent direct, indirect, and induced jobs, create approximately 48,000 attributable hotel room nights, and generate approximately $748,800 in annual Tourism Development Tax revenue.

The requested $25 million Tourism Development Tax investment would be made once, while the museum's economic benefits would continue year after year through visitor spending, hotel activity, employment, business purchasing, educational programming, and recurring tax revenue.

At the long-term planning level of 500,000 annual visits, the museum's estimated regional economic impact increases to approximately $90 million annually, with approximately 96,000 attributable hotel room nights and nearly $1.5 million in annual TDT revenue.

The project represents more than the construction of a museum. It represents a long-term investment in Orange County's tourism economy, cultural infrastructure, educational opportunities, workforce, and position as one of the world's leading family destinations.

Section 4: TDT Capital Investment & Project Deployment

Tourist Development Tax Request: $25,000,000

Requested Distribution

2027: $12,500,000
2028: $12,500,000

Purpose of the Request

The requested Tourist Development Tax funding will be invested exclusively in the development and construction of permanent capital assets that establish the I AM Children's Museum as a long-term tourism destination within Orange County. Funding is intended for eligible infrastructure and construction activities necessary to deliver the completed museum facility and associated visitor-serving improvements.

2027 Project Deployment

Planning, Design & Construction Readiness

TDT funding may support eligible permanent capital activities including:

- Architectural and engineering services directly associated with permanent facility construction.
- Construction documents, permitting, and technical design necessary for project delivery.
- Site preparation and permanent civil infrastructure.
- Utility infrastructure required to serve the museum campus.
- Permanent foundations and structural systems.
- Construction mobilization and early phases of vertical construction.

2028 Project Deployment

Major Permanent Facility Construction

TDT funding may support eligible permanent construction activities including:

- Building structure, envelope, and core building systems.
- Mechanical, electrical, plumbing, fire protection, and life safety infrastructure.
- Permanent interior construction necessary for public occupancy.
- Accessibility improvements and code-required building components.
- Permanent exterior improvements supporting public access and visitor circulation.

2029–2030 Project Completion

Construction activities continue through final completion and include project commissioning, systems testing, required regulatory inspections, issuance of a Certificate of Occupancy, installation of permanent museum components, operational readiness, and public opening.

Independent Capital Cost Planning

AECOM completed preliminary construction cost planning for the proposed museum facility to assist with long-term capital budgeting.

Planning Assumptions

- Base facility approximately 20,000 gross square feet.
- Construction cost planning reflects present-day estimates and projected escalation consistent with anticipated construction timing.

Section 5: Planning Assumptions & Methodology

The following estimates represent planning assumptions developed to evaluate the projected tourism and economic impacts of the I AM Children's Museum. These projections are based on industry benchmarking, comparable children's museums, Orlando tourism data, the museum's operating model, and standard economic impact planning practices. All figures are preliminary planning estimates intended to demonstrate the anticipated regional impact of the project. A final economic impact analysis would be completed during final project development using an accepted economic modeling methodology.

ANNUAL VISITATION

Estimated Annual Attendance
250,000 Visitors

Planning Methodology

The museum's mature operating year is projected to attract approximately 250,000 annual visitors. This estimate was developed using:

• National benchmarking of comparable children's museums
• Orlando's position as one of the nation's largest family tourism markets
• Visit Orlando market research
• Population growth projections
• Planned destination marketing initiatives
• Membership projections
• General admission
• School field trips
• Camps
• Birthday parties
• Community programming
• Seasonal events
• Corporate and group visitation

This figure represents a rounded planning estimate for a mature operating year.

OVERNIGHT VISITORS

Estimated Overnight Visitors
100,000 Visitors Annually

Planning Methodology

It is estimated that approximately 40% of annual visitors will travel from outside the immediate market and require overnight accommodations within Orange County.

This planning assumption reflects anticipated visitation generated through:

• Tourism marketing
• Visit Orlando partnerships
• Hotel partnerships
• Vacation ownership partnerships
• Convention visitors
• Sports tourism
• Family destination travel

Estimated Calculation

250,000 Annual Visitors

× 40%

= 100,000 Estimated Overnight Visitors

This percentage represents a planning estimate and may vary based upon future tourism trends and visitor origin data.

HOTEL ROOM NIGHTS

Estimated Annual Hotel Demand
48,000+ Hotel Room Nights

Planning Methodology

Hotel demand was estimated using projected overnight visitation and an assumed average hotel occupancy of approximately 2.1 guests per occupied room.

Estimated Calculation

100,000 Overnight Visitors

÷ 2.1 Guests Per Hotel Room

= 47,619 Estimated Hotel Room Nights

Rounded

≈ 48,000 Annual Hotel Room Nights

The average occupancy assumption reflects a mix of:

• Families
• Couples
• Grandparents traveling with grandchildren
• Convention attendees
• Multi-generational travel

Figures represent estimated annual hotel demand generated by museum visitation.

OFF-SITE VISITOR SPENDING

Estimated Annual Off-Site Visitor Spending
Approximately $24.3 Million

Planning Methodology

Off-site visitor spending represents estimated expenditures occurring outside the museum and throughout Orange County.

Estimated visitor expenditures include:

• Hotel accommodations
• Restaurants
• Retail shopping
• Transportation
• Entertainment
• Other visitor-related purchases

Planning Calculation

100,000 Overnight Visitors

×

Estimated Average Off-Site Spending of Approximately $243 Per Visitor

=

Approximately $24.3 Million

The average spending estimate represents a planning assumption intended to model visitor spending within the local tourism economy. Actual visitor spending will vary by travel party, length of stay, season, and visitor origin.

MUSEUM OPERATIONS

Estimated Annual Museum Economic Activity
Approximately $5.6 Million

Planning Methodology

Museum operational activity represents projected annual revenue and expenditures generated through museum operations.

Estimated activity includes:

- Admissions
- Memberships
- Educational Programs
- School Field Trips
- Camps
- Birthday Parties
- Facility Rentals
- Café
- Retail
- Corporate Events
- Sponsorships
- Philanthropic Support

Projected operational activity is estimated at approximately $5.6 million annually.

DIRECT ECONOMIC ACTIVITY

Estimated Direct Economic Activity
Approximately $29.9 Million Annually

Planning Methodology

Direct economic activity combines estimated visitor spending occurring throughout Orange County together with projected annual museum operations.

Estimated Calculation

Estimated Off-Site Visitor Spending

$24.3 Million

+

Estimated Museum Operations

$5.6 Million

=

Approximately $29.9 Million

This represents estimated direct economic activity generated annually by museum operations and visitor spending.

REGIONAL ECONOMIC IMPACT

Estimated Annual Regional Economic Impact
Approximately $45 Million

Planning Methodology

Regional economic impact estimates the broader economic activity generated as visitor spending circulates throughout Orange County.

This estimate includes:

• Direct visitor expenditures
• Museum operating expenditures
• Supplier purchases
• Local business transactions
• Employee wages
• Household spending supported by tourism activity

For preliminary planning purposes, an estimated regional multiplier of approximately 1.5 was applied to projected direct economic activity.

Estimated Calculation

Estimated Direct Economic Activity

$29.9 Million

×

Estimated Regional Multiplier

1.5

=

Approximately $44.9 Million

Rounded

≈ $45 Million Annual Regional Economic Impact

This figure represents a preliminary planning estimate intended to demonstrate the potential scale of regional economic activity. A final economic impact study would utilize an accepted economic modeling methodology, such as IMPLAN or RIMS II, during final project development.

TOURIST DEVELOPMENT TAX

Estimated Annual Tourist Development Tax Generation

Planning Methodology

Projected Tourist Development Tax generation was estimated using projected annual hotel room demand together with average hotel rates and Orange County's applicable Tourist Development Tax rate.

Estimated Calculation

48,000 Estimated Hotel Room Nights

×

Estimated Average Daily Hotel Rate

×

Applicable Tourist Development Tax Rate

=

Estimated Annual Tourist Development Tax Revenue

This represents a planning estimate intended to demonstrate the project's potential contribution to Orange County's tourism tax base.

STATE & LOCAL SALES TAX

Estimated Annual State & Local Sales Tax Generation

Planning Methodology

Estimated sales tax generation reflects taxable visitor expenditures associated with lodging, restaurants, retail purchases, transportation, and entertainment.

Sales tax estimates were developed using projected visitor spending and applicable state and local tax rates.

This represents a planning estimate of the annual public revenue generated through tourism-related spending associated with museum visitation.

PLANNING DISCLAIMER

All visitation, spending, tax revenue, and economic impact figures contained within this appendix are preliminary planning estimates prepared for project evaluation purposes. These estimates are based upon current planning assumptions, comparable industry benchmarks, available tourism research, and projected operating conditions. Actual results may vary. Final projections will be refined through detailed market analysis, financial modeling, and a comprehensive third-party economic impact study completed during final project development.

Section 6: Destination Marketing & Tourism Strategy

Destination Marketing, Tourism Distribution, and International Visitor Acquisition

OVERVIEW

The I AM Children's Museum destination marketing strategy is built around a simple economic principle.

More distinct experiences create more reasons to visit Orange County. They do not create unnecessary competition among existing attractions.

Families rarely make destination decisions around only one experience. They build itineraries. A visitor may combine a theme park, hotel stay, museum, restaurant, downtown district, trail experience, sporting event, cruise, convention, or family celebration within the same trip. Every additional experience that appeals to a defined visitor audience strengthens the complete destination by increasing the number of reasons to travel, stay longer, explore more of the region, and return.

The I AM Children's Museum expands Orange County's family tourism offering through a cultural and educational experience that is different from the region's traditional attractions. It gives families an additional reason to remain in Central Florida, visit Historic Downtown Winter Garden, explore the West Orange Trail, spend within local businesses, and add a museum experience to an existing vacation itinerary.

The marketing strategy is therefore not limited to public advertising. It combines destination positioning, visitor research, hotel relationships, travel trade distribution, international market development, ticketing platforms, transportation access, convention programming, sports tourism, cruise travel, vacation ownership, public relations, digital conversion, and visitor generated content.

Each part of the network performs a different function.

Advertising creates awareness.

Tourism partners create trust and access.

Distribution platforms make the museum bookable.

Hotels and resorts place the museum directly in front of overnight guests.

Transportation relationships make the museum reachable.

Travel advisors and tour operators place the museum within an itinerary.

International media and travel trade organizations introduce the museum to the professionals who influence destination decisions.

Public relations and visitor content give families reasons to share the experience.

The result is an integrated visitor acquisition system designed to transform awareness into measurable attendance, overnight visitation, hotel room nights, ticket sales, partner referrals, and off site visitor spending.

MARKETING INVESTMENT

Pre Opening Destination Marketing Investment

The museum's pre opening marketing plan includes approximately $1.6 million in concentrated destination development and visitor acquisition activity beginning before the museum opens.

This investment is designed to ensure that the museum does not open as an unknown local facility and then begin the slow process of building awareness. The museum will enter the market with a defined brand, established tourism relationships, advance ticketing capability, hotel and travel trade products, public relations visibility, digital audience development, membership acquisition, and a coordinated grand opening strategy.

The pre opening period will support:

Museum destination branding

Website development and visitor conversion systems

Advance membership and ticket sales

Tourism industry outreach

Hotel and resort relationship activation

Travel advisor and tour operator education

Brazilian and Latin American travel trade development

Public relations and earned media

Digital advertising

Search marketing

Streaming and connected television

Social media content

Photography and video production

Multilingual visitor materials

Creator and family travel content

Convention and sports tourism outreach

Local resident awareness

Grand opening communications

Measurement systems and performance reporting

The pre opening investment is not simply promotional spending. It is market infrastructure. It creates the systems, relationships, content, distribution pathways, and visitor demand required to support the approved opening year attendance model of 250,000 annual visits.

Launch and Growth Period

The museum’s marketing strategy continues through the grand opening and the first four operating years.

The opening phase will concentrate attention around the museum as a new Orange County family destination. This period will include public relations, tourism trade engagement, hotel activation, familiarization visits, media experiences, creator visits, community events, member acquisition, direct response advertising, and advance itinerary development.

Years One through Four will focus on converting initial curiosity into sustained visitation. Marketing activity will be adjusted according to visitor origin, ticket purchasing patterns, membership activity, hotel referrals, tourism partner performance, website conversion, seasonal demand, and audience response.

The objective is not to repeat the same grand opening message for four years. The objective is to continually create new reasons to visit through exhibits, festivals, educational experiences, outdoor discovery, family programming, cultural storytelling, community helper experiences, seasonal events, tourism packages, and partnerships.

Ongoing Destination Marketing

Beginning after Year Five, the museum plans to sustain approximately $450,000 annually in destination marketing investment.

This ongoing investment will support year round visitor acquisition, tourism partnerships, digital marketing, public relations, content development, international market visibility, audience retargeting, performance optimization, and continued positioning of the museum as a leading family cultural experience.

The annual investment will help the museum maintain awareness after the opening period and compete for visitor attention within a large and changing tourism market.

The $450,000 annual marketing investment will support:

Domestic family visitor acquisition

International visitor acquisition

Hotel and resort partnerships

Travel advisor and tour operator relationships

Online ticket distribution

Convention visitor programming

Sports tourism outreach

Cruise traveler itineraries

Vacation ownership guest acquisition

Public relations

Digital advertising

Search visibility

Social media content

Email and customer relationship marketing

Multilingual content

Seasonal campaigns

Visitor data analysis

Ticket conversion optimization

Repeat visitation

Membership growth

Marketing performance reporting

DESTINATION MARKETING ROADMAP

Pre Opening: Build Awareness

The pre opening phase establishes the museum's destination identity before public operations begin.

The museum will introduce the project to residents, tourism professionals, hotel partners, travel advisors, tour operators, educators, community organizations, family travel media, convention planners, sports tourism organizations, cruise partners, international markets, and prospective members.

This period creates the audience pipeline necessary for opening year visitation.

Primary activities include:

Brand development

Destination positioning

Website and ticketing development

Advance membership acquisition

Tourism partner recruitment

Hotel relationship development

Travel trade education

Brazil and Latin America market introduction

Public relations

Content development

Digital audience building

Multilingual materials

Grand opening planning

Opening: Launch the Destination

The opening period positions the museum as a new Orange County tourism and cultural asset.

The museum will use earned media, public relations, digital advertising, partner communications, hotel guest referrals, travel trade outreach, creator content, familiarization experiences, community events, advance ticket sales, and opening celebrations to convert awareness into visitation.

The opening campaign will communicate both the emotional and practical value of the museum.

Families will understand what the experience offers, where it is located, how long to plan for a visit, how it can fit within a Central Florida itinerary, how to purchase admission, and what nearby experiences can be combined with the museum.

Years One Through Four: Accelerate Visitation

During the first four years, marketing will shift from market introduction to audience expansion and repeat visitation.

Campaigns will respond to actual visitor behavior and performance data.

The museum will evaluate:

Where visitors live

How visitors discovered the museum

Which hotel and tourism partners generated referrals

Which ticket products converted

Which audiences became members

Which campaigns generated overnight visitors

Which international markets responded

Which events produced repeat visitation

Which seasons required additional demand

Which visitor experiences generated the strongest shared content

This phase will deepen tourism relationships, expand distribution, introduce new packages, strengthen international visibility, and continually refresh the reasons families choose to visit.

Year Five and Beyond: Sustain Growth

The ongoing strategy protects the museum from becoming dependent upon opening year awareness.

The museum will maintain a consistent destination presence while adjusting investment toward the channels that demonstrate the strongest visitor conversion and economic return.

This includes continued tourism trade relationships, hotel and resort programs, travel platform distribution, public relations, international market development, audience retargeting, content production, seasonal promotions, membership renewal, and repeat visitor acquisition.

MARKETING SUCCESS MEASURES

Marketing performance will be measured through defined visitor and economic indicators.

Visitor origin

Local, regional, domestic, and international attendance

Overnight visitor share

Hotel room nights supported

Partner referrals

Hotel and resort referrals

Travel advisor and tour operator referrals

Online ticket sales

Advance purchase activity

Website conversion

Advertising conversion

Membership acquisition

Repeat visitation

International market growth

Convention visitor attendance

Sports tourism attendance

Cruise visitor attendance

Vacation ownership visitor attendance

Visitor generated content

Earned media reach

Off site visitor spending

Regional economic activity

The purpose of measurement is to connect marketing activity with actual visitor behavior. Awareness is valuable only when it contributes to visitation, ticket sales, hotel demand, repeat attendance, or broader economic activity.

REACHING THE RIGHT VISITORS

The museum is not attempting to reach every traveler through the same message.

Its audience strategy is built around visitor groups that already demonstrate a connection to family travel, educational experiences, culture, museums, multigenerational travel, conventions, sports, cruises, and extended Central Florida stays.

Knowledge Travelers

Visit Orlando research identifies approximately 15.5 million United States travelers who are likely to consider Orlando and who align with a Knowledge Traveler profile.

This audience is especially important because it seeks more than traditional entertainment. It values museums, cultural attractions, educational experiences, unique places, and experiences that can be enjoyed across generations.

The I AM Children's Museum directly aligns with this audience through immersive exhibits, local heritage, art, environmental discovery, early childhood learning, future career exploration, and highly visual family experiences.

Knowledge Travelers are not being asked to replace a theme park visit with a museum visit.

The museum gives them a reason to add another experience to the trip.

Families

Families are the museum's central visitor audience.

Marketing will reach parents and caregivers through hotel relationships, travel platforms, destination media, family travel content, digital advertising, tourism packages, schools, memberships, social media, public relations, and community partnerships.

The family message will emphasize that the museum offers a shared experience rather than passive entertainment.

Children create, build, explore, imagine, discover careers, encounter art, connect with nature, and learn about the community while adults participate in the experience.

Convention Visitors

Orange County's convention market creates access to business travelers who are accompanied by spouses, children, or extended family members.

The museum can serve convention families during scheduled business sessions, before or after convention activity, or through private group programming.

Corporate experiences, after hours events, museum rentals, family excursions, leadership activities, and educational programming create additional points of connection with the meetings industry.

Sports Tourism Families

Sports tourism brings families into Central Florida for tournaments, competitions, training events, showcases, and championships.

These families often experience periods between games, before evening events, or after competition has concluded.

The museum provides a structured two hour, half day, or extended family experience that can fit between scheduled sporting activities.

The museum also gives sports families another reason to visit restaurants, retail establishments, cultural locations, and Historic Downtown Winter Garden while remaining in Orange County.

International Visitors

International family visitors represent a major long term audience.

The museum’s international strategy will begin with markets that already demonstrate strong travel relationships with Florida and Orlando, including Brazil, Latin America, Europe, and Spanish speaking source markets.

International marketing requires more than translating an advertisement.

Visitors often rely upon travel advisors, tour operators, online travel platforms, hotel concierges, destination partners, media organizations, and family recommendations when building an itinerary.

The museum’s international strategy therefore combines multilingual communication with professional travel trade relationships and bookable tourism products.

Grandparents and Multigenerational Travelers

Grandparents represent an important museum audience because they frequently seek experiences that create time with grandchildren while remaining educational, comfortable, and accessible.

The museum’s connection to The Villages, vacation ownership networks, resort guests, destination wedding parties, and visiting families creates a pathway to multigenerational tourism.

The museum can support day trips, visiting family itineraries, annual memberships, grandparent memberships, holiday visits, birthday celebrations, and repeat attendance when extended family members travel to Central Florida.

Educators and Educational Groups

Teachers, schools, preschool programs, homeschool families, youth organizations, and education partners provide dependable weekday attendance.

Educational marketing will connect exhibits with literacy, science, art, community history, career awareness, environmental learning, social development, and hands on discovery.

Field trips also create a future tourism and membership audience. A child who first visits through school may return with a parent, caregiver, grandparent, sibling, or visiting relative.

Cultural Travelers

Cultural travelers seek places that communicate the character and identity of a destination.

The museum’s historic arrival experience, local storytelling, art, community helper exhibits, outdoor trail connection, multilingual visitor materials, and relationship with Historic Downtown Winter Garden create an experience connected to place.

The museum is not intended to feel like an attraction that could be located anywhere.

It will introduce families to the history, people, environment, creativity, and future of West Orange County and Central Florida.

EXPERIENCE LED DESTINATION MARKETING

Visit Orlando research indicates that some travelers who are interested in museums and cultural experiences are not fully aware of Orlando’s existing cultural offerings.

This creates a visitor acquisition opportunity.

The museum can help make Orange County’s cultural tourism offer more visible by creating an experience that is visually compelling, easy to understand, highly shareable, and connected to other regional assets.

The museum’s exhibits will naturally generate visitor content because families will photograph children building, creating art, exploring water, engaging with community careers, experiencing outdoor exhibits, and discovering spaces that feel distinct from traditional attractions.

That content matters because family travel decisions are influenced by the experiences other families show and describe.

A parent who sees another family spending a morning at the museum can quickly understand how the experience fits within an Orlando trip.

A grandparent can see that the museum offers a comfortable and engaging multigenerational outing.

A travel advisor can show a client an experience beyond the tourism corridor.

A hotel concierge can recommend a family destination with clear visual appeal.

A tour operator can understand how the museum fits within an itinerary.

The visitor experience becomes part of the marketing system.

Authentic family content expands awareness through social media, tourism partner communications, hotel platforms, family travel media, destination marketing, and personal recommendations.

The result is a direct progression:

Awareness creates interest.

Interest creates itinerary consideration.

Tourism partners create trust.

Bookable products create conversion.

The museum experience creates visitor content.

Visitor content creates new awareness.

TOURISM TRADE STRATEGY

The tourism trade strategy connects the museum with the organizations and professionals who already influence travel decisions.

These relationships include hotels, resorts, travel advisors, tour operators, destination management companies, convention planners, attraction ticketing platforms, transportation providers, cruise partners, vacation ownership networks, sports tourism organizations, tourism media, and destination marketing partners.

The museum will develop admission products that can be sold alone or bundled with other visitor experiences.

Potential products include:

Hotel guest admission

Family packages

Museum and downtown itineraries

Museum and trail experiences

Convention family excursions

Sports tourism family experiences

Cruise extension itineraries

Vacation ownership guest packages

Grandparent and family itineraries

Group admission

Private museum experiences

Corporate events

Multilingual visitor products

Travel advisor commissionable products

Online travel platform admission

The value of travel trade relationships is distribution.

A museum may produce excellent advertising and still fail to reach a family at the moment an itinerary is being created.

Travel advisors, hotels, resorts, tour operators, convention organizers, and ticket platforms are present at that decision point.

They can place the museum within the trip before the visitor arrives in Orange County.

PARTNERING ACROSS ORANGE COUNTY’S TOURISM NETWORK

The museum’s tourism network is designed around the role each relationship can perform.

Not every relationship produces the same outcome.

Some relationships create awareness.

Some create referrals.

Some create transportation access.

Some create bookable ticket products.

Some create international market entry.

Some create group attendance.

Some create hotel demand.

Some connect the museum with existing family audiences.

Together, the relationships create a complete visitor acquisition network.

HOSPITALITY AND VISITOR EXPERIENCE

JW Marriott Orlando Bonnet Creek

The relationship with JW Marriott Orlando Bonnet Creek creates access to overnight resort guests already seeking high quality family experiences in Orange County.

The museum can become a recommended off property experience for families seeking a cultural, educational, or weather flexible activity during their stay.

Potential activation includes concierge referrals, family itinerary placement, guest communications, ticket products, private experiences, transportation coordination, and selected museum and hotel programming.

The relationship creates a direct bridge between hotel occupancy and museum visitation.

The expected tourism value includes:

Overnight visitor acquisition

Hotel guest referrals

Family itinerary expansion

Museum ticket conversion

Extended visitor activity within Orange County

Potential private or premium family experiences

Bella Collina

Bella Collina connects the museum with luxury lodging, destination weddings, social events, and multigenerational travel.

Destination weddings often bring extended families into Central Florida for several days. Those guests may include young children, grandparents, relatives, and family groups seeking activities outside scheduled wedding events.

The museum can become an itinerary option for visiting families, wedding parties, multigenerational guests, and residents hosting relatives.

The relationship creates:

Access to multiday guests

Multigenerational family visitation

Destination wedding itinerary opportunities

Private family experiences

Potential event and hospitality referrals

Increased Orange County visitor spending

Pegasus Transportation

Pegasus Transportation provides a pathway between the museum and Orlando's hotel, airport, convention, group travel, and tourism corridors.

Transportation is a practical part of visitor conversion. Awareness alone does not produce attendance when a visitor does not understand how to reach an attraction located outside the traditional tourism corridor.

A transportation relationship can support scheduled group movement, hotel to museum transportation, airport related itineraries, convention excursions, cruise extensions, and private visitor groups.

The relationship creates:

Direct transportation access

Group visitor movement

Hotel to museum connectivity

Convention excursion capability

Tourism corridor access

Reduced transportation barriers

LYNX and NeighborLink

LYNX and NeighborLink create regional transit access for residents, employees, students, and visitors traveling across Orange County.

Public transportation strengthens the museum's accessibility and supports families who may not have access to a private vehicle.

The relationship also supports workforce access, community attendance, and connections between West Orange County and the broader region.

The relationship creates:

Regional visitor access

Community access

Workforce transportation

Connection with Orange County destinations

Reduced transportation barriers

Support for equitable museum participation

GLOBAL EXPERIENCE AND TICKET DISTRIBUTION

AmazingCo

AmazingCo operates bookable experiences and itineraries across more than 50 global cities.

A relationship with an experience platform such as AmazingCo can place the museum within curated family itineraries rather than presenting it only as an individual admission product.

The museum can become part of a day of discovery that includes Historic Downtown Winter Garden, local dining, outdoor recreation, trails, art, heritage, and family activities.

The relationship creates:

Bookable family itineraries

International experience distribution

Combination with surrounding businesses

Longer destination engagement

Visitor movement beyond the traditional corridor

Additional spending within West Orange County

Tiqets

Tiqets states that more than 50 million travelers have booked experiences through its platform. (Tiqets)

The platform gives travelers the ability to discover and purchase attraction admission through a familiar mobile ticketing environment.

A Tiqets relationship would position the museum among bookable museums and attractions considered by domestic and international travelers while they are planning or already traveling.

The relationship creates:

Global attraction discovery

Mobile ticket conversion

Advance admission sales

International visitor access

Last minute visitor conversion

Distribution within a proven museum and attraction marketplace

GetYourGuide

GetYourGuide reports that travelers can use its platform to find experiences in more than 18,000 cities. It also reports working with approximately 50,000 supply partners offering around 200,000 experiences. (GetYourGuide Press Center)

A GetYourGuide relationship would make the museum discoverable to travelers actively searching for Orlando experiences.

This is especially valuable for visitors who do not begin their trip specifically searching for a children's museum but who are searching for family activities, cultural experiences, indoor attractions, educational experiences, or things to do beyond theme parks.

The relationship creates:

International discovery

Bookable museum admission

Access to travelers already searching for activities

Advance and in destination conversion

Family experience visibility

Distribution across a large global experience marketplace

Civitatis

Civitatis is a global platform focused on tours, tickets, transfers, and destination experiences, with particular strength among Spanish speaking travelers. (Civitatis)

A Civitatis relationship would expand the museum's visibility among Spanish speaking families, travel advisors, tourism buyers, and international visitors.

The museum's multilingual strategy can be supported through translated product information, Spanish language visitor content, bookable admission, and itinerary placement.

The relationship creates:

Spanish language visitor acquisition

Latin American market visibility

International ticket distribution

Travel advisor and tourism partner access

Multilingual visitor conversion

Greater inclusion within global Orlando itineraries

CORPORATE AND CONVENTION VISITOR ACQUISITION

Wildly Different

Wildly Different has produced more than 2,000 corporate events and offers a pathway into Orlando's convention, meetings, corporate travel, and team experience market.

A relationship with an experienced corporate event organization can position the museum as a location for private experiences, family programming, leadership events, convention excursions, community service activities, and custom corporate engagement.

The relationship creates:

Convention visitor acquisition

Corporate group experiences

Private museum events

After hours programming

Team experiences

Off site convention activity

Additional food, beverage, rental, and program revenue

Association of Children's Museums

The Association of Children's Museums represents more than 460 members across all 50 states and 19 countries. The association supports and advocates for children's museums and the professionals who sustain them. ([Association of Children's Museums]())

Association participation creates access to a proven national and international network of museum professionals, family audiences, reciprocal visitors, industry research, professional standards, peer institutions, and traveling museum families.

The network also strengthens institutional credibility and provides access to professional learning, museum operations knowledge, partnership development, and field wide visibility.

The relationship creates:

National museum visibility

Industry credibility

Professional museum relationships

Access to traveling museum families

Potential reciprocal visitation

Peer learning

Museum sector partnerships

Future traveling exhibit relationships

CRUISE AND EXTENDED STAY VISITOR ACQUISITION

Royal Caribbean

Royal Caribbean serves millions of cruise guests annually and provides access to a large family travel audience moving through Florida and the broader cruise market.

The museum's opportunity is connected to pre cruise and post cruise stays.

Families frequently combine a cruise with time in Central Florida. A museum experience can become part of the additional hotel stay before embarkation or after the cruise concludes.

The relationship creates:

Pre cruise visitation

Post cruise visitation

Additional Orange County hotel nights

Family attraction spending

Multigenerational travel

Itinerary extension

Potential cruise and hotel packaging

Major Vacation Ownership and Hospitality Network

The identified vacation ownership and hospitality network includes more than ten Orlando area resorts and creates access to extended stay families and repeat Central Florida visitors.

Vacation ownership guests differ from short stay visitors because many return to Orlando repeatedly, stay in larger family accommodations, travel with multiple generations, and seek new experiences beyond the attractions they have already visited.

The museum is positioned to become a repeatable family experience for this audience rather than a one time attraction.

The relationship creates:

Extended stay family visitation

Repeat Central Florida visitor acquisition

Resort guest referrals

Multigenerational attendance

Membership and return visit potential

Seasonal demand

New itinerary options for experienced Orlando visitors

WINTER GARDEN AND WEST ORANGE DESTINATION NETWORK

Winter Garden Tourism

Winter Garden Tourism connects the museum with more than 30 tourism partners, approximately 1.4 million annual downtown visitors, and more than one million West Orange Trail users.

The museum will become a new family anchor within a destination that already attracts visitors for dining, shopping, theater, history, arts, festivals, recreation, and trail activity.

The museum can direct visitors toward downtown businesses while the existing destination network directs families toward the museum.

This is a reciprocal tourism relationship.

The museum does not remove visitors from downtown activity. It creates a new reason for families to arrive, remain longer, and participate in more of the destination.

The relationship creates:

Access to existing downtown visitors

Access to trail users

Local business referrals

Museum and downtown itineraries

Family Adventure Pass opportunities

Multilingual destination maps

Two hour, half day, and full day itineraries

Restaurant and retail spending

Heritage and cultural visitation

Repeat regional tourism

Sports Tourism

Sports tourism connects the museum with families attending competitions, tournaments, showcases, camps, and sporting events throughout Central Florida.

The museum can fill the time between scheduled games and create an experience for siblings, grandparents, and family members not participating directly in competition.

The museum can also serve teams and groups through admission products, private experiences, meals, transportation coordination, and planned itineraries.

The relationship creates:

Between game visitation

Group attendance

Family activity options

Extended visitor spending

Restaurant and retail activity

Additional hotel guest experiences

New use of unscheduled visitor time

Port Canaveral

Port Canaveral is a major cruise gateway that moves families through Central Florida before and after cruise travel.

The museum can be incorporated into pre cruise and post cruise itineraries for families staying in Orange County.

This audience is already traveling, already purchasing family experiences, and often deciding how to use an additional day or partial day in the region.

The museum's indoor and outdoor experiences, family amenities, luggage planning, transportation relationships, nearby downtown activity, and bookable admission can support this market.

The relationship creates:

Cruise extension itineraries

Pre cruise and post cruise attendance

Additional hotel nights

Transportation demand

Family attraction spending

Multigenerational visitation

Travel advisor and cruise partner products

The Villages

The Villages has more than 150,000 residents, with a population heavily concentrated among adults age 65 and older.

The tourism opportunity is not limited to residents traveling alone.

The Villages represents a major grandparent and visiting family market.

Children and grandchildren travel to visit residents, while residents also travel to Orange County for family activities, cultural experiences, dining, shopping, and special events.

The museum can create grandparent memberships, family day trips, visiting family itineraries, holiday experiences, and multigenerational programming.

The relationship creates:

Grandparent visitation

Visiting family attendance

Day trip activity

Orange County hotel stays

Multigenerational membership

Holiday and seasonal attendance

Family spending within Orange County

INTERNATIONAL AND MULTICULTURAL VISITOR ACQUISITION

International visitor acquisition requires a deliberate network.

A translated website or digital advertisement may create awareness, but it does not by itself create international distribution.

The museum must be introduced to the travel professionals, media organizations, tour operators, travel advisors, tourism buyers, online platforms, airlines, hotels, destination organizations, and family travel networks that influence international itineraries.

The international strategy will combine:

Travel trade relationships

Tour operator education

Travel advisor communication

International tourism media

Bookable ticket products

Multilingual visitor information

Hotel and resort referrals

Destination itineraries

Public relations

Digital advertising

Creator content

Familiarization experiences

International family storytelling

The objective is to move the museum from an unknown future attraction to a recognized, trusted, and bookable Orange County family experience.

PANROTAS AND THE BRAZILIAN TRAVEL MARKET

PANROTAS is not a general consumer advertising agency.

It is a highly established business to business tourism media and travel trade organization operating at the center of Brazil's travel industry.

PANROTAS has described itself as a reference business to business tourism media organization. Its industry profile identifies it as a leading voice within Brazil's travel and tourism sector, with more than 50 years of market history. (IGLTA)

That distinction is extremely important.

A consumer advertisement reaches an individual traveler.

PANROTAS reaches the professional ecosystem that influences many travelers.

That ecosystem includes:

Travel agency owners

Travel advisors

Tour operators

Airlines

Hotel companies

Cruise companies

Destination organizations

Corporate travel professionals

Meeting and event professionals

Tourism executives

Attraction leaders

Travel journalists

Tourism technology companies

International tourism buyers

The relationship therefore creates more than advertising reach.

It creates market access.

It provides a pathway for the I AM Children's Museum to be introduced to the professionals who design, sell, recommend, package, and communicate travel experiences to Brazilian visitors.

The PANROTAS Forum is recognized as an important gathering for tourism leadership and travel industry relationships in Brazil. Industry reporting describes the event as an opportunity for destinations and tourism brands to align strategies with tour operators, travel agents, and travel journalists. (Travel South USA)

PANROTAS also produces market intelligence, industry news, events, reports, destination coverage, corporate travel content, and special projects connected to the United States market.

Its Brazilian Overview publication has been distributed in connection with United States travel industry activity and provides information about Brazil's tourism economy, travel distribution, market participants, and travel industry conditions. (Panrotas)

This creates a credible path for the museum to enter the Brazilian travel conversation through professional education rather than isolated advertising.

José Guilherme Zé Alcorta

José Guilherme Alcorta is the Chief Executive Officer of PANROTAS and is publicly identified as a leader within the Brazilian tourism industry. (Panrotas)

His role creates access to strategic market understanding, tourism leadership relationships, professional networks, destination positioning, industry communication, and the travel trade structure through which Brazilian travelers purchase and plan international experiences.

The value of this relationship is not based only upon one individual promoting the museum.

It is based upon informed entry into a complex source market.

The relationship can help the museum understand:

How Brazilian families plan Orlando travel

Which travel advisors and tour operators influence family itineraries

How cultural attractions should be presented to the Brazilian market

Which tourism events and media channels provide credible visibility

How admission products should be structured for travel trade use

How the museum can complement existing Orlando itineraries

What Portuguese language content is necessary

How tourism professionals should be educated before the museum opens

How the museum can remain visible after initial launch coverage

How the museum can build relationships across Brazil rather than rely upon one advertisement

Adrian Bertini

Adrian Bertini's role within the United States and international travel trade creates a bridge between Brazilian tourism professionals and United States destination opportunities.

His experience within travel trade activity, destination relationships, familiarization travel, and United States market engagement supports the practical development of connections between the museum, tourism buyers, media, and travel professionals.

The value of this relationship is cross market translation.

The museum must communicate its experience in a way that makes sense to Orange County tourism leaders and in a way that makes sense to Brazilian travel sellers.

Those are not always the same communication task.

A United States visitor may understand the museum through direct advertising.

A Brazilian family may encounter the museum through a travel advisor, tour operator, hotel package, Portuguese language article, destination itinerary, online travel platform, or recommendation made before arriving in Florida.

The relationship creates a pathway for the museum to be positioned appropriately within both markets.

WHAT THE PANROTAS RELATIONSHIP CREATES

The PANROTAS relationship creates a market entry platform across Brazil's tourism industry.

It creates the opportunity for the museum to become known among professionals before the museum opens.

It creates access to travel advisors and tour operators who already sell Orlando.

It creates a pathway to tourism media coverage.

It creates a platform for professional education.

It creates the possibility of inclusion within United States destination reporting and special market projects.

It creates access to tourism events and leadership conversations.

It creates introductions across aviation, hospitality, attractions, cruise travel, corporate travel, and destination marketing.

It creates the foundation for Portuguese language trade communication.

It creates an informed strategy for Brazilian visitor acquisition.

It creates credibility that cannot be achieved through an isolated paid advertisement.

It creates the ability to tell the museum's story within the larger story of Orlando travel.

It creates a direct connection between a future Orange County attraction and the professionals who influence Brazilian family travel.

Brazil is an especially important market because Brazilian travelers already demonstrate a substantial relationship with the United States and Florida.

Brand USA reported that Brazil generated approximately 1.9 million United States arrivals in 2025 and that Brazilian leisure travelers spent an average of approximately $3,442 per trip. (Brand USA)

That spending pattern reflects the economic importance of reaching the Brazilian traveler before the itinerary is complete.

The museum is not attempting to convince a family to travel internationally for only one museum visit.

The strategy is to place the museum within a trip the family is already likely to take.

A Brazilian family visiting Orlando may already be purchasing airfare, hotel accommodations, theme park admission, food, retail, transportation, and family activities.

The I AM Children's Museum becomes an additional cultural and educational experience within that trip.

The opportunity is especially strong for:

Families seeking an activity outside the theme parks

Families traveling with young children

Multigenerational travel groups

Repeat Orlando visitors seeking something new

Families seeking cultural and educational experiences

Travelers extending a cruise or resort stay

Families interested in Historic Downtown Winter Garden

Visitors seeking an indoor experience during heat or rain

Travelers seeking highly visual family content

Families who value art, learning, careers, nature, and local culture

BRAZIL MARKET ACTIVATION

The relationship with PANROTAS creates the foundation for a long term Brazilian visitor acquisition strategy.

Pre Opening Market Education

Before opening, the museum can introduce the project to Brazilian tourism professionals through business to business media, destination updates, leadership conversations, interviews, tourism events, special reports, and professional presentations.

The purpose is to ensure that travel advisors and tour operators understand the museum before clients begin asking about it.

Trade Product Development

The museum can create admission products designed for Brazilian travel distribution.

These may include:

Portuguese language product descriptions

Advance admission

Family admission packages

Hotel and museum combinations

Museum and Winter Garden itineraries

Commissionable travel trade products

Group admission

Private family experiences

Transportation inclusive products

Cruise extension itineraries

Multigenerational experiences

Travel Advisor Education

Travel advisors require clear information that can be communicated quickly to a family.

The museum will explain:

What the museum is

Which ages it serves

How long families should plan to visit

How it differs from a science center or entertainment venue

How it fits within an Orlando itinerary

How far it is from tourism areas

What transportation options are available

What nearby experiences can be combined with the museum

How tickets can be purchased

What language access is available

What families will experience

Tour Operator Development

Tour operators can incorporate the museum into packaged trips, group programs, family itineraries, educational travel, cruise extensions, hotel stays, and repeat Orlando visitor products.

The museum's relationship with transportation providers, hotels, downtown businesses, ticket platforms, and international tourism media strengthens its ability to offer a complete product rather than only admission.

Media and Content

PANROTAS provides access to professional tourism media rather than only consumer promotion.

This can support:

Museum development updates

Opening announcements

Executive interviews

Tourism impact stories

Orange County destination content

Brazil market specific museum information

Travel advisor education

Hotel and attraction partnerships

Family itinerary content

Historic Downtown Winter Garden coverage

Professional familiarization visits

Opening and post opening reporting

Familiarization Experiences

Travel advisors, tour operators, tourism media, airline representatives, hotel professionals, and destination partners are more likely to recommend an experience they understand directly.

The museum can host professional familiarization visits before and after opening.

These visits can demonstrate the museum, surrounding destination, transportation access, nearby dining, trail connection, hotel relationships, and family itinerary opportunities.

Long Term Market Presence

Brazilian visitor acquisition cannot depend upon one opening announcement.

The museum will maintain visibility through updated content, tourism relationships, seasonal information, new exhibit stories, family itineraries, tourism events, trade education, public relations, and bookable products.

The goal is sustained market presence.

LATIN AMERICA AND SPANISH SPEAKING VISITOR ACQUISITION

The Brazil strategy creates a model that can be expanded across Latin America while recognizing that each market is different.

Brazil requires Portuguese language communication and relationships within its own travel trade structure.

Spanish speaking markets require Spanish language visitor information and relationships with platforms, tour operators, travel advisors, media organizations, airlines, hotels, and destination partners serving those travelers.

Civitatis and other global distribution platforms provide one pathway.

Hotels, resorts, online ticket platforms, international tour operators, tourism media, and travel trade relationships provide additional pathways.

The museum can build a connected system that reaches visitors in:

Brazil

Colombia

Argentina

Mexico

Puerto Rico

Other Latin American source markets

Spanish speaking United States households

The objective is not to treat Latin America as one audience.

The objective is to create a scalable international strategy that respects language, culture, booking behavior, travel patterns, and professional distribution relationships.

ONE NETWORK, MULTIPLE COUNTRIES, ORANGE COUNTY VISITORS

The museum's international network connects several layers of visitor acquisition.

PANROTAS provides Brazilian travel trade access.

José Guilherme Alcorta provides executive market leadership and industry connectivity.

Adrian Bertini supports connections between United States destinations and international travel trade relationships.

Civitatis supports Spanish language discovery and booking.

Tiqets supports global museum and attraction ticket distribution.

GetYourGuide supports international experience discovery across more than 18,000 cities. (GetYourGuide Press Center)

Hotels and resorts place the museum before overnight guests.

Transportation partners make the museum accessible from visitor corridors.

Cruise relationships reach families before and after sailing.

Vacation ownership relationships reach extended stay and repeat visitors.

Winter Garden Tourism connects museum visitors with the surrounding destination.

The Association of Children's Museums creates national and international museum visibility through a network spanning all 50 states and 19 countries. (Association of Children's Museums)

The combined network creates a visitor pathway:

International awareness

Professional travel trade education

Itinerary consideration

Hotel and tourism partner referral

Bookable admission

Transportation access

Museum visitation

Downtown and regional spending

Visitor generated content

Future visitor awareness

TOURISM AND ECONOMIC RESULT

The museum’s marketing and partnership strategy is designed to produce measurable tourism activity.

The approved opening year model assumes:

250,000 annual visits

150,000 nonlocal visits

100,000 overnight visitor visits

Approximately 48,000 hotel room nights

Approximately $24.3 million in annual off site visitor spending

Approximately $44.9 million in annual regional economic activity

Marketing does not create these results by itself.

Marketing creates the connection between the museum experience and the audiences most likely to visit.

Tourism relationships create distribution.

International partnerships create market access.

Hotels create referrals.

Transportation creates accessibility.

Ticketing platforms create conversion.

Visitor content creates continuing awareness.

Together, the system supports attendance and economic activity.

The result is not simply a larger advertising audience.

The result is a larger visitor pipeline.

A Brazilian travel advisor recommends the museum to a family planning Orlando.

A hotel concierge places the museum within a guest itinerary.

A sports family fills the time between games.

A convention attendee extends a stay with children.

A grandparent brings visiting family members.

A cruise family adds an Orange County hotel night.

A vacation ownership guest discovers a new experience.

A downtown visitor adds the museum.

A museum visitor adds dining, shopping, trails, history, or theater.

Each relationship expands the number of ways a visitor can discover, trust, purchase, reach, and experience the museum.

That is the purpose of Advertising Reach.

It is not exposure for exposure’s sake.

It is a structured destination marketing and distribution strategy that converts relationships into visitation, visitation into hotel demand and spending, and a museum experience into a broader economic benefit for Orange County.

The result is more experiences, more reasons to visit, and more value created across the entire destination.

Section 8:Governance & Organizational Readiness Plan

Board of Directors

The Board of Directors provides fiduciary oversight, organizational governance, financial accountability, policy leadership, and long-term stewardship of 8 Waves and the I AM Children's Museum.

AUSTIN TO LINK WEBPAGE OF THE BOARD MEMBERS

Executive Committee

The Executive Committee is dedicated exclusively to the successful planning, development, and implementation of the I AM Children's Museum. The committee provides strategic leadership, stewardship, fundraising oversight, operational guidance, partnership development, and executive decision-making throughout all phases of the project.

AUSTIN TO LINK WEBPAGE OF THE EXECUTIVE COMMITTEE MEMBERS

Museum Advisory Council & Project Task Force

The museum is supported by 14 highly engaged community leaders serving as a multidisciplinary advisory team. This group brings together children's museums, tourism, education, engineering, construction, finance, philanthropy, hospitality, marketing, legal and operational expertise, alongside therapists, educators, special needs advocates, parents and community leaders who work directly with children and families.

Professional Project Team

To ensure the successful delivery of a destination-quality children's museum, the organization is assembling a team of experienced professionals who specialize in museum planning, capital development, design, construction, and long-term operations.

The professional project team includes:

- Museum Planning Consultant
- Director of Development
- Owner's Representative
- Architect
- Engineering Team
- Exhibit Design Team
- Construction Manager / General Contractor

- Landscape Architect
- Financial & Accounting Professionals
- Legal Counsel
- Marketing & Tourism Partners

Organizational Capacity

The I AM Children's Museum is being developed by **8 Waves**, an established nonprofit organization with a dedicated full-time staff of professionals serving more than **2,000 children, youth, and families annually** through education, mentoring, mental health, workforce development, and family support programs.

Leadership Team

- Sara Meyer, Executive Director
- Erika Feazell, Director of Operations
- Mike Benn, Director of Development
- Britney Salhab, Children's Director
- Eli Salhab, Youth Director
- Chloe Johnson, Community Engagement Coordinator
- Katie Thompson, Program Coordinator
- Nicky Calvert, Administration & Finance

Organizational Structure

The I AM Children's Museum is a permanent initiative and operating division of 8 Waves, Inc., a federally recognized 501(c)(3) nonprofit organization.

The museum is not being established as a separate nonprofit corporation. Instead, it operates under the existing legal, financial, governance, and administrative structure of 8 Waves.

This organizational structure provides immediate operational stability by utilizing an established nonprofit with existing governance systems, financial controls, administrative infrastructure, organizational policies, insurance coverage, audit history, and operational capacity.

All museum assets, grants, charitable contributions, contracts, public funding, and financial reporting will be managed through 8 Waves in

accordance with established financial policies, Board governance, and all applicable federal and state nonprofit regulations.

The Board of Directors maintains fiduciary responsibility for both 8 Waves and the I AM Children's Museum. The Executive Committee and Museum Advisory Council provide project-specific leadership, technical expertise, strategic guidance, and oversight throughout planning, construction, fundraising, and operational readiness.

Although the museum operates within the legal structure of 8 Waves, it maintains its own operating budget, strategic plan, fundraising strategy, tourism partnerships, marketing initiatives, programming, exhibits, and operational planning. This structure provides the advantages of a dedicated museum operation while benefiting from the strength, stability, and accountability of an established nonprofit organization.

Operating within an existing nonprofit organization also reduces administrative duplication, strengthens financial oversight, increases organizational efficiency, and allows leadership to focus resources on successful project delivery and long-term sustainability.

Governance & Accountability

The organization is committed to responsible stewardship of public and private investment through:

- Active Executive Committee and Board governance
- Museum Advisory Council and Project Task Force
- Professional project consultants and technical experts
- Annual independent third-party financial audit
- Financial policies and internal controls
- Strategic planning and performance monitoring
- Risk management and organizational continuity

Section 9: Experience, Facility Operations & Guest Experience Plan

The I AM Children's Museum is designed to be more than a place families visit. It is envisioned as one of Central Florida's premier family destinations where children lead exploration, families create lasting traditions, and every visit inspires curiosity, creativity, and connection. Every aspect of the museum has been intentionally planned to deliver a seamless guest experience, exceptional hospitality, and year-round operations that support both local families and Orange County's growing tourism economy.

The Museum Experience

Every guest journey is intentionally designed to begin long before arrival and continue long after families return home. From planning a vacation or school field trip to walking through the museum doors, every interaction is designed to remove stress, build anticipation, and create unforgettable memories.

Rather than following a prescribed path, children are encouraged to lead their own adventure through a series of interconnected indoor and outdoor experiences that inspire imagination, creativity, movement, and discovery. At the heart of the campus is the museum's signature Tree of Possibilities, serving as both an iconic landmark and the central gathering place connecting every major exhibit and experience.

Guests begin their journey in a beautifully restored historic home before branching into immersive experiences focused on creativity, design, science, nature, community, wellness, and hands-on exploration. Indoor galleries seamlessly transition into outdoor learning environments, water discovery, and the Eco Trail, creating a museum experience unlike any other in Central Florida.

The museum is intentionally designed to encourage repeat visitation through rotating exhibits, seasonal programming, live demonstrations, festivals, special events, and continually evolving educational experiences, ensuring every visit offers something new to discover.

Accessibility & Inclusion

The I AM Children's Museum is committed to creating an environment where every child and every family feels welcomed, represented, and able to participate.

Universal accessibility principles are being incorporated throughout the campus, including wheelchair-accessible exhibits, outdoor exhibits, pathways, gathering spaces, and nature experiences. The museum is also planning sensory-friendly accommodations, family support spaces, and inclusive exhibit design to ensure children of all abilities can fully engage in the museum experience.

Working alongside community organizations, disability advocates, educators, healthcare providers, and accessibility partners, the museum will continue refining experiences that remove barriers and expand access so every child has the opportunity to learn, play, and belong.

Guest Comfort & Hospitality

The museum has been thoughtfully planned to reduce stress for families while encouraging longer visits and greater exploration throughout Historic Downtown Winter Garden.

Planned guest amenities include:

- Family lockers and secure luggage storage for visitors arriving from hotels, airports, sporting events, or convention activities
- Comfortable nursing and family care rooms
- Quiet and sensory-friendly spaces
- Stroller parking
- Water refill stations
- Indoor and outdoor seating throughout the campus
- A family café featuring healthy and allergy-conscious menu options
- A thoughtfully curated museum store offering educational toys, books, creative activities, and affordable replacement clothing and essentials for children enjoying the museum's outdoor water play experiences

Every operational decision is intended to help families spend less time managing logistics and more time creating meaningful memories together.

Outdoor Adventure & Destination Experience

The museum extends beyond traditional exhibit spaces by embracing Central Florida's natural environment and Historic Downtown Winter Garden.

The signature Tree of Possibilities, outdoor exhibits, interactive water features, and Eco Trail invite children to explore, discover native Florida plants and wildlife, and engage in hands-on environmental learning.

Through direct connections with the West Orange Trail, guests will be encouraged to continue their adventure beyond the museum campus. Planned bicycle rentals, bicycle parking, walking connections, and trail access will allow families to experience one of Orange County's premier outdoor recreation assets while extending their visit to local restaurants, shops, parks, and cultural attractions.

These experiences strengthen the museum's role as both a family destination and an eco-tourism asset that complements Orange County's broader tourism strategy.

Facility Operations

The museum is being planned as a year-round destination operating approximately 360 days annually, recognizing that holidays and school breaks are among the busiest travel periods for families visiting Central Florida.

The guest experience has been designed around an average visit of approximately 2½ to 4 hours, with opportunities to comfortably spend even longer through indoor exhibits, outdoor exploration, daily programming, café dining, seasonal events, birthday celebrations, field trips, camps, and community activities.

Daily operations will emphasize:

- Exceptional guest service and hospitality
- Clean, safe, and welcoming facilities
- Proactive exhibit maintenance
- Strong safety and security protocols
- Efficient admissions and guest flow
- Technology-supported ticketing and memberships
- Accessibility and inclusion
- Continuous operational improvement based on guest feedback and performance metrics

A Destination Designed for Families

Every detail of the I AM Children's Museum has been intentionally planned to create an experience that feels welcoming, inspiring, and memorable from the moment guests arrive until they return home.

Whether visiting as part of a Central Florida vacation, a school field trip, a birthday celebration, or a weekend family tradition, guests will discover a museum that celebrates curiosity, creativity, nature, community, and play through experiences found nowhere else in the region.

More than a children's museum, the I AM Children's Museum is designed to become a place where families return year after year, children grow through every visit, and Orange County gains a premier destination that encourages longer stays, repeat visitation, and meaningful connections throughout Historic Downtown Winter Garden.

Section 10: Educational Impact & Community Engagement Plan

The I AM Children's Museum will create a new kind of educational destination for Central Florida, combining immersive museum experiences with school partnerships, early childhood education, student support, family access and workforce pathways.

At the center of the model is a simple idea:

A child should be able to discover what is possible, experience it for themselves and have a pathway to keep going.

8 Waves will serve as the museum’s community impact arm, extending that opportunity beyond the museum campus and directly into schools, classrooms and families across Orange County.

FROM IMAGINATION TO REAL-WORLD LEARNING

The museum is being designed around experiences children can touch, create, test and explore.

A child will not simply learn about art. They can paint, sculpt with clay, design a costume and create something of their own.

They will not simply learn about the media.They can step behind a camera, produce a video, tell a story and experience how content is created.

They will not simply hear about engineering and construction. They can design, build, measure, solve problems and see how an idea becomes something real.

Young children can step into a child-sized community where they shop for groceries, make choices, practice using money, care for others and explore the people and jobs that make a community work.

They can explore healthcare, hospitality, tourism, technology, public service, entrepreneurship, the arts and skilled trades through experiences designed for their stage of development.

IT LOOKS LIKE PLAY. THE PURPOSE GOES MUCH DEEPER.

Creativity
Art • Clay • Design • Music • Performance • Costume Making

Communication
Storytelling • Video Production • Broadcasting • Collaboration

Problem Solving
Engineering • Building • Making • Experimentation • Design Thinking

Life Skills
Financial Literacy • Decision Making • Independence • Community Awareness

Career Exposure
Healthcare • Hospitality • Tourism • Technology • Construction • Arts • Public Service

School Readiness
Language • Fine Motor Development • Social Skills • Curiosity • Confidence

For a young child, these are memorable experiences.

For Orange County, they are early investments in education, confidence, creativity, career awareness and human potential.

THE MUSEUM IS THE DESTINATION.

THE IMPACT EXTENDS FAR BEYOND IT.

Through 8 Waves and strategic education partnerships, the museum will build direct pathways to children at every stage of development.

EARLY CHILDHOOD | BEGIN WITH POSSIBILITY

20 Head Start & Early Learning Partnerships

Early literacy • Kindergarten readiness • Family engagement • Educator resources • Museum access • Hands-on learning

The relationship with children begins before kindergarten, creating opportunities for families to experience the museum during some of the most important developmental years.

ELEMENTARY | BUILD THE FOUNDATION

20 Elementary School Partnerships | Grades K–3
Approximately 8,000–10,000 Students Annually at Full Scale*

Bears Who Care will connect literacy, mentorship, social-emotional development and experiential learning directly to elementary schools.

Museum experiences then give students an opportunity to take what they are learning and experience it in an entirely different environment.

The classroom builds the foundation. The museum brings learning to life.

MIDDLE & HIGH SCHOOL | STAY WITH THE STUDENT

10 Middle & High School Partnerships

Tutoring • Academic support • Mentorship • Mental health and wraparound services • Leadership • Life skills • College readiness • Career exploration

As students grow, the relationship grows with them.

Support shifts from early literacy and exploration toward academic success, personal development, graduation and preparation for what comes next.

COLLEGE & WORKFORCE | CREATE THE NEXT STEP

Internships • Service learning • Career experiences • College partnerships • Educator development • Volunteer leadership • Employment pathways

Students who once experienced the museum as children can eventually return as volunteers, interns, educators, employees and community leaders.

ONE CHILD. MULTIPLE OPPORTUNITIES.

EARLY LEARNING → ELEMENTARY → MIDDLE SCHOOL → HIGH SCHOOL → COLLEGE → WORKFORCE

This is what makes the model different.

The goal is not one field trip.

It is not one program.

It is not one afternoon at a museum.

It is the creation of an educational ecosystem with multiple opportunities to reach a child throughout their development.

A preschooler can discover.

An elementary student can build confidence.

A middle school student can receive support.

A high school student can explore a career.

A college student can complete an internship.

A young adult can return to work, serve and lead.

FIVE-YEAR EDUCATION & COMMUNITY IMPACT

250,000+ Student Museum Experiences
20 Elementary School Partnerships

20 Head Start & Early Learning Partnerships
10 Middle & High School Partnerships
50,000+ Scholarship & Access Admissions
5,000+ Educators Engaged
100+ Community & Resource Partners
10+ College & Workforce Partners
100,000+ Volunteer, Internship & Service Hours

WHY THIS MATTERS TO ORANGE COUNTY

EDUCATION
A permanent educational resource where classroom learning becomes hands-on experience.

ACCESS
Museum for All, scholarships and community partnerships ensure that a child's ability to participate is not determined by a family's ability to pay.

EARLY CHILDHOOD
Purposeful play strengthens language, creativity, social development, problem solving and school readiness during critical developmental years.

STUDENT SUCCESS
8 Waves extends the museum's impact into schools through literacy, tutoring, mentorship and wraparound support.

WORKFORCE DEVELOPMENT
Children begin exploring industries and careers early, with pathways that can later connect to service learning, internships, college and employment.

FAMILY ENGAGEMENT
The museum gives parents and caregivers a place to participate in their child's learning and creates experiences families can return to as children grow.

REGIONAL REACH
School, early learning and community partnerships create a direct network connecting the museum to children and families throughout Orange County and Central Florida.

TOURISM
Field trips, camps, homeschool programming, signature experiences and family return visits strengthen year-round visitation while positioning Orange County as a destination where family tourism and educational experiences intersect.

THE PUBLIC INVESTMENT DOES NOT STOP AT THE FRONT DOOR.

It reaches a child creating art for the first time.

It reaches a preschooler learning how their community works.

It reaches an elementary student building confidence as a reader.

It reaches a middle school student who needs another adult in their corner.

It reaches a high school student preparing for graduation.

It reaches a family that otherwise could not afford admission.

And it reaches the future intern, teacher, artist, engineer, entrepreneur, hospitality professional or skilled tradesperson who first discovered an interest here.

That is the opportunity of the I AM Children's Museum: a destination families travel to experience and an institution Orange County children can grow up with.

Elementary student reach is a planning estimate based on the enrollment of the K–3 population across 20 partner elementary schools and will be refined using actual partner-school enrollment.

Section 11: Transportation, Parking & Mobility Plan

The I AM Children's Museum is being developed as a regional tourism destination that is accessible to residents, overnight visitors, convention attendees, sports tourism families, school groups, and international travelers. Transportation planning has been incorporated into the project's early planning process to ensure the museum supports Orange County's long-term mobility, tourism, and destination development objectives.

Project Overview

Located at 971 E. Plant Street in Historic Downtown Winter Garden, the museum benefits from one of Central Florida's most walkable downtown districts while maintaining convenient regional access through major highways, public transportation, bicycle infrastructure, and future hospitality partnerships.

The transportation strategy has been developed to support a variety of travel modes while encouraging visitors to explore Historic Downtown Winter Garden, the West Orange Trail, local restaurants, retail, parks, and surrounding attractions before and after their museum experience.

Regional Accessibility

The museum is conveniently accessible from Central Florida's primary transportation network, including:

- State Road 50 (Colonial Drive)
- Florida's Turnpike
- State Road 429 (Western Beltway)
- Historic Downtown Winter Garden
- West Orange Trail
- Orlando's regional tourism corridor

These transportation corridors provide convenient access for visitors traveling from:

- Orange County Convention Center
- Walt Disney World Resort Area
- Orlando International Airport
- Downtown Orlando
- West Orange County
- Lake County
- Osceola County
- Seminole County
- Communities throughout Central Florida

Multimodal Transportation Strategy

The museum is designed to support multiple transportation options, including:

- Personal vehicles
- Public parking
- Shared parking partnerships
- ADA-accessible parking
- School buses
- Charter and tour buses
- Rideshare services
- Hotel transportation
- Public transit
- Bicycle rentals
- Bicycle parking
- Golf cart parking
- Pedestrian connectivity

This multimodal approach improves accessibility while supporting tourism growth, visitor convenience, and increased economic activity throughout Orange County.

Public Transportation Assessment

As part of the museum's planning process, a comprehensive review of regional public transportation services was completed to evaluate visitor accessibility.

Primary LYNX Transit Route

Visitors traveling by public transportation generally follow this route:

1. Begin at LYNX Central Station (455 N. Garland Avenue, Orlando)
2. Board LYNX Link 105 westbound to West Oaks Mall SuperStop
3. Transfer to LYNX Link 705 serving Winter Garden
4. Exit near SR 50/Park Avenue (Winter Garden Regional Shopping Center)
5. Walk to 971 E. Plant Street, or utilize NeighborLink 812 when operating within the service area

Link 105 operates daily, while Link 705 provides the final fixed-route connection into Winter Garden Monday through Saturday.

Transit Service Findings

The transportation assessment concluded:

- Regional transit access to the museum is available through the LYNX system.
- Public transit service is available Monday through Saturday.
- Most trips require multiple transfers and travel times ranging from approximately 2 to 4+ hours, depending on the point of origin.
- Link 705 provides the primary connection into Winter Garden but currently operates approximately once per hour.
- NeighborLink 812 provides supplemental local service within designated operating areas.
- Sunday and holiday transit service is currently limited, making rideshare services, personal vehicles, hotel transportation, or future shuttle partnerships the preferred alternatives.

Transit Fares

Single Ride: $2.00

Free Transfer (90 Minutes)

All-Day Pass: $4.50

NeighborLink 812: $2.00

Because most regional trips exceed the 90-minute transfer window, the all-day pass provides the most practical fare option for visitors utilizing public transportation.

Visitor Mobility, Parking & Destination Connectivity

Parking & Site Mobility

The I AM Children's Museum is being planned with a comprehensive parking and visitor circulation strategy designed to support daily operations, special events, school groups, tour buses, convention visitors, and overnight tourism. The transportation plan emphasizes convenient access while leveraging Historic Downtown Winter Garden's existing parking resources and walkable environment.

Planning includes:

- Public parking
- Shared parking partnerships
- ADA-accessible parking
- Dedicated golf cart parking
- School bus loading and unloading
- Charter and tour bus accommodations
- Designated rideshare pick-up and drop-off areas
- Service and delivery access
- Safe pedestrian crossings
- Bicycle parking
- Visitor wayfinding
- Coordination with the City of Winter Garden for future transportation improvements

The museum will continue working with the City of Winter Garden and surrounding property owners to maximize shared parking opportunities and create a seamless visitor arrival experience.

Active Transportation

One of the museum’s greatest transportation advantages is its location within Historic Downtown Winter Garden, where visitors can experience the destination without relying solely on automobiles.

The museum is being designed to encourage families to explore the surrounding district through multiple transportation options while increasing visitation to nearby businesses.

Planned amenities include:

- Bicycle rental program
- Dedicated bicycle parking
- Direct access to the West Orange Trail
- Walking connections throughout Historic Downtown Winter Garden
- Wayfinding connecting visitors to downtown restaurants, retail, parks, and cultural attractions
- Outdoor gathering spaces encouraging visitors to extend their stay

These amenities support eco-tourism, healthy lifestyles, and increased visitor spending throughout Downtown Winter Garden.

Golf Cart Connectivity

Winter Garden is recognized as one of Central Florida’s most golf cart-friendly communities, making golf carts an important component of the museum’s long-term transportation strategy.

Planning includes:

- Dedicated golf cart parking
- Convenient golf cart access to the museum
- Safe pedestrian and golf cart circulation
- Integration with Historic Downtown Winter Garden’s golf cart network

Supporting golf cart transportation provides visitors and residents with an additional convenient, sustainable transportation option while strengthening connections between the museum and surrounding businesses.

West Orange Trail Connection

The museum’s location adjacent to the West Orange Trail creates a unique tourism opportunity that few cultural attractions in Central Florida can offer.

The trail attracts cyclists, walkers, runners, families, and recreational visitors throughout the year and serves as an important destination asset for Orange County.

The museum will leverage this connection by providing:

- Direct trail access
- Bicycle rentals
- Bicycle parking
- Outdoor programming
- Trail-oriented family experiences
- Wayfinding connecting trail users to the museum and Historic Downtown Winter Garden

This integration supports Orange County's investment in active transportation, outdoor recreation, and eco-tourism while encouraging trail users to visit downtown businesses before and after their museum experience.

Visitor Accommodations & Hospitality Network

The museum is supported by a growing hospitality network throughout Winter Garden, Ocoee, Flamingo Crossings, and the surrounding tourism corridor.

Nearby accommodations include:

- Boutique hotels
- National hotel brands
- Extended-stay accommodations
- Vacation ownership resorts
- Family resorts
- Golf resorts

These accommodations provide opportunities for:

- Overnight visitor packages
- Convention attendees
- Sports tournament families
- Educational travel groups
- Family vacation experiences
- Corporate retreats
- Extended-stay guests

The museum intends to collaborate with hospitality partners to encourage overnight visitation and strengthen Orange County's lodging economy.

Destination Connectivity

The museum is positioned to become part of a broader visitor experience connecting families with multiple Orange County destinations.

Visitors will be encouraged to explore:

- Historic Downtown Winter Garden
- West Orange Trail
- Restaurants and cafés
- Retail shopping
- Parks and green spaces
- Cultural attractions
- Seasonal festivals and community events

Rather than functioning as a stand-alone attraction, the museum is designed to increase visitation and economic activity throughout Historic Downtown Winter Garden while complementing Orange County's existing tourism assets.

Tourism Transportation Partnerships & Future Shuttle Strategy

The transportation assessment identified an opportunity to strengthen visitor mobility between Orange County's tourism assets and Historic Downtown Winter Garden. While visitors currently have access through personal vehicles, rideshare services, public transit, and charter transportation, the museum believes there is an opportunity to create stronger transportation connections that enhance the visitor experience and encourage longer stays.

As part of its destination development strategy, the I AM Children's Museum intends to work collaboratively with tourism, hospitality, and community partners to explore transportation solutions that better connect visitors with Historic Downtown Winter Garden.

Future partnership opportunities include:

- Hotel shuttle partnerships
- Resort transportation partnerships
- Orange County Convention Center transportation connections
- Sports tournament transportation coordination

- Charter and group travel partnerships
- Cruise vacation extension transportation
- Regional tourism transportation initiatives

Destination Shuttle Vision

Beginning in 2028, the museum plans to explore the development of a destination shuttle program in partnership with local hotels, resorts, the Orange County Convention Center, and other tourism partners.

The long-term vision is to create convenient transportation connections between:

- Historic Downtown Winter Garden
- I AM Children's Museum
- Partner hotels and resorts
- Orange County Convention Center
- West Orange Trail
- Downtown dining, shopping, and cultural attractions

The museum anticipates taking a leadership role in convening partners, evaluating operational models, identifying funding opportunities, and coordinating implementation as demand grows. Any future shuttle service would be developed collaboratively and implemented based on partner participation, operational feasibility, and visitor demand.

This strategy supports Orange County's goals of increasing overnight visitation, extending visitor stays, improving mobility between tourism destinations, and generating additional economic activity throughout the county.

Section 12: West Orange Trail Integration Plan

The I AM Children's Museum is exploring the development of approximately two miles of immersive Discovery Trails connecting the museum campus with the renowned West Orange Trail. More than a pedestrian connection, the Discovery Trail is envisioned as an outdoor extension of the museum experience—combining environmental education, outdoor recreation, eco-tourism, public art, and family engagement into a year-round destination.

The Discovery Trail would create an immersive outdoor learning environment while strengthening connectivity between the museum, Historic Downtown Winter Garden, the West Orange Trail, nearby parks, restaurants, retail, and future tourism destinations.

Potential Visitor Experience

Families could:

- Arrive by bicycle, golf cart (where permitted), or vehicle
- Explore the museum's indoor exhibits
- Continue onto the Discovery Trail
- Visit interactive environmental learning stations
- Enjoy outdoor classrooms and shaded gathering areas
- Walk or bike into Historic Downtown Winter Garden
- Dine, shop, and attend local events before returning to the museum or trail

This creates a seamless full-day destination experience rather than a single attraction.

Potential Discovery Trail Features

- Approximately 2 miles of Discovery Trails
- Direct connection to the West Orange Trail
- Outdoor STEM learning stations
- Florida wildlife interpretation
- Native pollinator gardens
- Butterfly habitat
- Water conservation exhibits
- Outdoor classrooms
- StoryWalk® literacy experience
- Shaded gazebos and picnic areas
- Public art installations
- Environmental education signage
- Bicycle parking and repair station
- Drinking fountains and bottle refill stations
- Family gathering spaces
- Nature play areas
- Interactive scavenger hunts
- Seasonal educational programming

Potential Economic Benefits

Increased Length of Stay

A traditional museum visit may average approximately 2–3 hours.

With the Discovery Trail, a family experience could increase to approximately 1-2 hours, creating additional opportunities for visitors to explore the surrounding community.

Expanded Visitor Spending

Longer visits may increase spending at:

- Restaurants
- Coffee shops
- Ice cream shops
- Local retailers
- Bicycle rentals
- Farmers Market vendors
- Downtown businesses
- Special events

Attraction of New Visitor Markets

The Discovery Trail broadens the museum's appeal to include:

- Cycling enthusiasts
- Eco-tourists
- Outdoor recreation visitors
- Nature enthusiasts
- Walking groups
- Homeschool families
- Wellness travelers
- School field trips

Increased Repeat Visitation

Outdoor programming and seasonal experiences encourage year-round return visits through:

- StoryWalk updates
- Seasonal gardens
- Wildlife observation
- Community art
- Environmental programming
- Holiday experiences
- Family festivals

Potential Planning Metrics

(Planning estimates for project development purposes.)

Discovery Trail Length	Approximately 2 miles
Outdoor Learning Stations	8–12
Outdoor Classrooms / Gazebos	3–5
Native Habitat Areas	5–8
Public Art Installations	8–15
Family Seating Areas	10–15
Bicycle Parking Capacity	50–100 bicycles
Outdoor Educational Programs	100+ annually
Estimated Increase in Visitor Stay	1–3 additional hours
Potential Museum Visitors Utilizing the Trail	30–50%
Repeat Outdoor Experiences	Year-round

Section 13: The I AM Children’s Museum Experience

The I AM Children’s Museum is designed as a self-directed journey where every child chooses their own path through creativity, connection, exploration, and play. Rather than following a prescribed route, families are invited to move freely throughout interconnected indoor and outdoor environments that encourage curiosity, collaboration, and discovery.

The museum experience begins inside a restored historic home before opening into the heart of the campus—the Tree of Possibilities. More than a signature landmark, the Tree serves as the museum’s central gathering place, orientation point, and physical connection between every major experience throughout the campus.

From the Tree of Possibilities, children naturally branch into two complementary learning environments:

Create — where children imagine, invent, design, build, and express ideas.

Connect — where children discover relationships with people, community, nature, and themselves.

Surrounding these experiences, the Nature Trail & Outdoor Adventure Network extends learning beyond the museum walls, connecting families with outdoor exploration, environmental education, movement, and wellness.

Together, these environments create one continuous museum experience where children are encouraged to explore at their own pace, revisit favorite experiences, and discover something new with every visit.

Campus Experience Framework

Experience	Purpose	Learning Focus
Historic Home	Arrival, orientation, and introduction to the museum story	Curiosity, welcome, inspiration

Tree of Possibilities	Central gathering place connecting every experience	Adventure, confidence, imagination, exploration
Create Zone	Imagination, innovation, artistic expression, and making	Creativity, design thinking, problem solving
Connect Zone	Community, empathy, relationships, responsibility, and discovery	Social-emotional learning, civic awareness, collaboration
Nature Trail & Outdoor Adventure	Outdoor exploration and environmental learning	Nature, movement, resilience, stewardship

Create Zone

The Create Zone empowers children to transform ideas into reality through art, invention, design, experimentation, storytelling, and hands-on making. Every experience encourages curiosity, creativity, and the confidence to create something uniquely their own.

I AM Creative

An open-ended makerspace where children freely express themselves through visual arts, sculpture, textiles, collaborative installations, and creative experimentation

Category	Description

Primary Theme	Creative Expression
Core Skills	Creativity, imagination, confidence, fine motor development
Recommended Ages	3–12
Experience Type	Open-ended studio
Learning Model	Process over product
Guest Experience	Paint murals, sculpt clay, sew costumes, create collaborative artwork, experiment with diverse artistic materials.
Learning Outcomes	Build confidence, strengthen creative thinking, develop artistic skills, encourage self-expression.
Future Expansion Opportunities	Artist residencies, digital art, community murals, rotating maker workshops.

The Tree of Possibilities

The Tree of Possibilities serves as the heart of the I AM Children's Museum, connecting every major experience through adventure, exploration, and imaginative play. More than a signature attraction, the Tree is the museum's central gathering place, orientation landmark, and symbolic invitation for every child to discover their own path.

Experience Vision

Every family's journey naturally begins at the Tree of Possibilities.

Designed as both a destination and connector, the Tree encourages children to explore, discover, imagine, and challenge themselves while choosing their own adventure throughout the museum. Elevated pathways, hidden spaces, nature play, water experiences, and interactive discoveries create an environment that rewards curiosity and invites repeat exploration.

The Tree is intentionally designed to be experienced differently at every age and with every visit, making it the physical and emotional centerpiece of the museum campus.

Experience	Purpose
Canopy Adventure	Elevated climbing, bridges, and lookout points that encourage confidence, movement, and exploration.
Root Discovery	Hidden tunnels, crawl spaces, sensory experiences, and imaginative exploration beneath the Tree.
Nature Play	Open-ended outdoor play inspired by Florida's natural environment.
Water Discovery	Interactive water features that encourage experimentation, engineering, and cooperative play.

Adventure Challenges	Age-appropriate climbing, balancing, and physical challenges that build resilience and confidence.
Gathering Spaces	Comfortable areas for families, performances, storytelling, and community events.
Discovery Moments	Interactive surprises, seasonal installations, and opportunities that encourage repeat visits.

Design Principles

- Designed for exploration rather than a single path.
- Encourages self-directed play.
- Welcomes multiple generations to play together.
- Integrates accessibility throughout the experience.
- Connects indoor and outdoor learning.
- Evolves through seasonal programming and future enhancements.
- Serves as the museum’s most recognizable landmark.

I AM Creative

- Rotating artist residencies featuring local and regional artists.
- Seasonal community art installations created by families and schools.
- New creative mediums introduced throughout the year, such as printmaking, fiber arts, woodworking, animation, or ceramics.
- Family workshops designed around holidays, cultural celebrations, and community events.
- Opportunities for children to display artwork in rotating museum galleries.
- Collaborative projects that invite thousands of visitors to contribute to a single evolving piece of art.

I AM Designer

- Annual design challenges inspired by real community projects.
- Rotating architecture and engineering experiences.
- Partnerships with architects, designers, builders, and landscape professionals.
- New design themes introduced regularly, allowing children to redesign cities, neighborhoods, parks, museums, or public spaces.
- Opportunities to showcase children's ideas alongside professional concepts.

Curiosity Laboratory

- Rotating investigations that introduce new scientific questions throughout the year.
- Seasonal experiments connected to weather, nature, engineering, and environmental science.
- Visiting scientists and university partnerships.
- Community science events and family discovery days.
- New hands-on investigations introduced as emerging technologies and discoveries evolve.

I AM Maker

- Seasonal culinary experiences celebrating cultures from around the world.
- Community maker festivals featuring local artisans and entrepreneurs.
- Opportunities to explore product development from idea to finished creation.
- Rotating workshops introducing new materials, tools, and fabrication techniques.
- Partnerships with local chefs, makers, and small businesses.

I AM Story Maker

- New storytelling prompts and themes throughout the year.
- Guest authors, illustrators, and storytellers.
- Seasonal story celebrations inspired by community traditions.
- Children's stories archived as part of an evolving museum collection.
- Opportunities for families to create stories together across generations.

I AM Neighbor

- Community businesses updated as the region grows.
- Local organizations featured throughout the year.
- Opportunities to introduce new careers and professions.
- Seasonal festivals celebrating the diversity of the community.
- Partnerships that reflect the changing character of Central Florida.

I AM Curious

- New transportation technologies introduced as they emerge.
- Infrastructure challenges inspired by real-world engineering.
- Rotating experiences highlighting how communities grow and adapt.
- Partnerships with transportation, energy, and communication industries.
- Seasonal challenges that encourage collaborative problem solving.

Bears Who Care Hospital

- Rotating wellness themes focused on caring for ourselves and others.
- Community healthcare partnerships.
- Family wellness programming.
- New hospital experiences introduced to reflect different areas of healthcare.
- Opportunities to explore compassion, empathy, and healthy living through imaginative play.

Bumblebee Baby & Toddler Grove

- Seasonal sensory experiences inspired by nature.
- Early literacy programming that evolves throughout the year.
- Parent and caregiver learning opportunities.
- New developmental play experiences introduced as research evolves.
- Partnerships supporting early childhood development.

I AM Brave

- Adventure challenges updated seasonally.
- New climbing and balance experiences added over time.
- Family adventure events encouraging teamwork.
- Confidence-building experiences designed for varying developmental stages.
- Outdoor challenges connected to larger museum programming.

I AM Exploring

- Nature experiences that change with the seasons.
- Citizen science projects.
- Native habitat restoration demonstrations.
- Outdoor learning partnerships.
- Programs that encourage families to continue exploring beyond the museum.

Tree of Possibilities

- Seasonal lighting and environmental enhancements.
- Community celebrations and performances beneath the canopy.
- Interactive experiences refreshed to encourage repeat exploration.
- Nature-inspired installations that evolve throughout the year.
- New pathways, discovery elements, and interpretive experiences added as the campus grows.
- Opportunities for families to create traditions centered around the Tree, reinforcing its role as the heart of the museum experience.

Exhibit Planning Framework

Framework Category	Strategic Questions Answered
Vision & Purpose	Why does this exhibit exist? What is its role in the overall museum story?

Guest Transformation	How should children and families think, feel, discover, or grow after experiencing this exhibit?
Core Learning Competencies	What knowledge, skills, and character traits are intentionally developed?
Learning Methodology	How does learning occur? (Exploration, experimentation, role play, storytelling, movement, design thinking, collaboration, sensory play, inquiry, etc.)
Experience Design	What makes this experience immersive, memorable, and different from traditional learning environments?
Family Engagement	How are parents, grandparents, caregivers, and siblings intentionally included in the experience?
Tourism & Destination Value	Why would a family visiting Central Florida make this a must-see experience? What creates shareability, repeat visitation, and destination appeal?
Community Integration	How does this exhibit celebrate Central Florida through local culture, businesses, conservation, arts, education, and partnerships?
Innovation & Future Evolution	How can the exhibit continuously evolve over the next 20 years through technology,

	partnerships, seasonal overlays, and new programming?
Operational Excellence	What design, staffing, accessibility, maintenance, flexibility, and safety considerations ensure long-term success?
Success Measures	How will the museum know this exhibit is accomplishing its purpose?

Museum Experience DNA	Purpose
Wonder	Sparks curiosity from the first moment a child enters the experience.
Discovery	Encourages exploration, investigation, and asking questions.
Creativity	Inspires imagination, innovation, and original thinking.
Challenge	Builds confidence through age-appropriate risk-taking and problem solving.
Connection	Strengthens relationships among children, caregivers, and the community.

Belonging	Ensures every child feels welcomed, represented, and capable.
Movement	Integrates active play, physical confidence, and healthy development.
Purpose	Helps children understand how their ideas, actions, and choices can positively impact the world around them.
Memory	Creates meaningful moments families will remember and want to relive together.
Stewardship	Encourages care for people, places, and the environment.
Return Value	Provides evolving experiences that encourage families to visit again and again.

Core Takeaway	What is the one idea every child should leave with?
Emotional Outcome	How should children feel? Curious, confident, brave, connected, inspired, capable, compassionate?

Essential Questions	What big questions should this exhibit encourage children to ask?
Life Skills Developed	Leadership, teamwork, communication, resilience, financial literacy, empathy, creativity, decision-making.
Career Connections	What careers are introduced through the exhibit?
Future Skills	Collaboration, adaptability, innovation, entrepreneurship, environmental stewardship, digital literacy.
Parent Engagement	How are adults encouraged to participate instead of observe?
Conversation Starters	Questions families can continue discussing after they leave.
Photo Moments	Signature locations designed for memorable family photos and social sharing.
Signature “Wow” Moment	The unforgettable moment guests associate with the exhibit.
Personalization	Ways children make the experience uniquely their own.

Repeat Visit Strategy	What changes over time to make every visit feel different?
Choice & Agency	How children make decisions and direct their own experience.
Levels of Challenge	Beginner, intermediate, and advanced experiences that grow with the child.
Cross-Exhibit Connections	How this exhibit links to other experiences throughout the museum.
Guest Flow	How visitors naturally enter, move through, and exit the exhibit.
Capacity Planning	Comfortable occupancy and strategies to reduce congestion.
Sensory Experience	Intentional use of light, sound, texture, movement, scent, and color.
Flexibility	Ability to refresh graphics, activities, props, and programming without major renovation.
Legacy Potential	Could this become an iconic museum experience that families remember for decades?

Section 14: Tourism Visitor Experience Summary

- Distinctive Tourism Experience
- Guest Experience & Hospitality
- Resort & Hotel Partnerships
- Convention & Group Visitor Experiences
- International & Multilingual Visitor Services
- Accessibility & Universal Design
- First-Time Visitor Journey
- Historic Downtown Winter Garden & West Orange Integration
- Transportation & Visitor Mobility
- Weather Resiliency & Seasonal Operations
- Vacation Itinerary Integration
- Visitor Length of Stay Strategies
- Community Partnerships & Local Discovery
- Repeat Visitation & Membership Experience

Ongoing Planning

As the project advances, each planning priority will continue to be evaluated based on visitor demand, operational feasibility, accessibility, financial sustainability, partnership opportunities, tourism impact, and long-term guest experience objectives.

Section 15: Ten-Year Strategic Business Plan

Establish a phased roadmap for long-term operational excellence, financial sustainability, exhibit innovation, regional expansion, educational leadership, and destination growth.

Why a 10-Year Plan Is Essential

Operational Reality	Business Need	Long-Term Strategy
Interactive exhibits receive millions of touches	Accelerated wear and replacement	Planned exhibit renewal fund
Children’s interests evolve rapidly	Experiences must remain relevant	Continuous innovation cycle
Technology becomes obsolete	Digital upgrades required	Technology replacement schedule
Repeat visitation drives revenue	Guests expect new experiences	Regular exhibit refreshes
Tourism market is highly competitive	Destination must remain marketable	Annual experience enhancements
Facilities age over time	Deferred maintenance increases costs	Lifecycle capital planning

10-Year Capital Reinvestment Schedule

Asset	Expected Life	Replacement Cycle	Reason

Permanent Exhibits	8–10 Years	Full replacement	Visitor demand & physical wear
Interactive Components	3–5 Years	Continuous	High-touch environment
AV & Digital Technology	3–4 Years	Rolling replacement	Rapid technology changes
Flooring	8–10 Years	Phased	Heavy annual foot traffic
Paint & Graphics	2–3 Years	Museum-wide refresh	Brand quality
Furniture	5–7 Years	Rolling	Daily public use
Outdoor Play Features	7–10 Years	Phased	Weather & safety
Wayfinding & Signage	5 Years	Refresh	Guest experience

Visitor Expectation Strategy

Challenge	Business Impact	Strategic Response
First-time visitors become repeat visitors only if experiences change	Membership retention	New experiences every year
Families compare attractions	Tourism competitiveness	Annual signature exhibits
Children age out of exhibits	Visitor lifecycle	Rotating age-specific programming
New technologies emerge	Visitor expectations	Innovation investment
Tourism trends shift	Attendance risk	Flexible exhibit programming

Regional Expansion Roadmap

Phase	Expansion	Purpose	Strategic Need
Phase I	Main Museum	Regional destination	Core operations

Phase II	Mobile Museum	Reach schools & underserved communities	Educational access
Phase III	Orlando International Airport (MCO)	Introduce millions of travelers to the museum	Tourism marketing & brand awareness
Phase IV	Port Canaveral	Engage cruise families before/after sailings	Capture cruise tourism
Phase V	Community Satellite (e.g., Lift Orlando or similar neighborhood partner)	Year-round neighborhood learning	Educational equity & access

Year	Major Initiative	Why It Matters	KPI
1	Grand Opening, operational stabilization, tourism launch, school partnerships	Establish regional destination	500,000 visitors
2	First major exhibit refresh, expand camps, increase	Drive repeat visitation	65% repeat guest satisfaction

	memberships, teacher conference		
3	National traveling exhibit program, hotel partnerships expand, innovation lab	Increase tourism and media attention	100+ hotel partners
4	Mobile Museum launches	Reach underserved communities	50,000 outreach participants
5	MCO satellite experience	Capture millions of travelers	Airport engagement metrics
6	Major gallery renovation, technology modernization	Keep museum competitive	25% gallery renewal
7	Port Canaveral family discovery experience	Expand cruise tourism market	Cruise partnerships
8	Community satellite (Lift Orlando or similar)	Increase neighborhood access	Community participation goals
9	Master plan expansion, new permanent gallery	Meet demand and visitor growth	Expanded exhibit capacity

10	National recognition, accreditation, second strategic master plan	Long-term sustainability	Next 10-year plan adopted

Continuous Innovation Commitments

The I AM Children's Museum is committed to maintaining a permanent innovation pipeline to ensure the museum continuously evolves, expands its impact, and remains a premier educational and tourism destination for future generations. Over the next decade, the museum will strategically pursue the following initiatives:

Strategic Commitment	10-Year Plan	Long-Term Outcome
Permanent Exhibit Evolution	Introduce new permanent exhibits, retire aging experiences, and redevelop galleries on a scheduled lifecycle based on visitor feedback, educational research, and attendance trends.	Increased repeat visitation and long-term relevance.
Traveling Exhibition Program	Secure nationally recognized traveling exhibits each year while creating original exhibits that can be shared with partner museums.	New reasons to visit annually and enhanced national visibility.

Technology & Digital Innovation	Invest in AI-assisted learning, augmented reality (AR), immersive digital storytelling, interactive projection, and emerging educational technologies as they become developmentally appropriate and financially sustainable.	Modern, engaging learning experiences that evolve with technology.
Outdoor Learning Expansion	Continuously expand outdoor exploration through nature play, environmental education, water experiences, wellness programming, and active learning environments.	Broader educational offerings and increased length of stay.
Educational Innovation	Develop new curriculum, STEM and workforce programs, literacy initiatives, sensory-friendly experiences, and early childhood learning opportunities in collaboration with educators and industry experts.	Continued leadership in children's education and school partnerships.
Community Learning Network	Expand learning beyond the museum through community-based satellite experiences, neighborhood partnerships, and educational outreach in areas with limited access to	Increased accessibility and regional educational impact.

	children’s learning resources.	
Orlando International Airport (MCO)	Establish a permanent children’s discovery experience that introduces millions of annual travelers to the museum while creating a memorable educational welcome to Central Florida.	Expanded brand awareness and increased tourism visitation.
Port Canaveral Experience	Develop a family discovery experience serving cruise passengers before and after embarkation to position the museum as part of the Central Florida vacation experience.	New visitor market and expanded tourism partnerships.
Mobile Museum Initiative	Expand mobile museum programming to schools, libraries, parks, festivals, hospitals, and underserved communities throughout Central Florida.	Increased educational reach beyond the museum campus.
National & International Partnerships	Build collaborative relationships with children’s museums, universities, research institutions, and cultural organizations to exchange exhibits, research, and best practices.	National recognition and continuous organizational learning.

Research & Innovation Center	Establish the museum as a leader in childhood learning by evaluating educational outcomes, visitor behavior, exhibit effectiveness, and emerging trends in play-based learning.	Data-informed decision making and measurable community impact.
Future Capital Growth	Maintain a rolling master plan identifying future galleries, campus improvements, technology upgrades, guest amenities, and facility expansion opportunities based on community demand and financial readiness.	Long-term sustainability and responsible growth.
Strategic Property & Expansion Readiness	Evaluate future land acquisition, satellite locations, and partnership opportunities when they strengthen the museum's mission, accessibility, or regional impact.	Responsible expansion aligned with long-term strategic goals.

Legacy & Future Readiness

Every five years, the Board of Directors will complete a comprehensive strategic review of the museum's facilities, exhibits, visitor trends, educational impact, financial performance, and regional needs to adopt the next generation of innovation priorities. This ensures the museum never becomes static and continues to serve future generations with excellence.

Section 16: Technology Integration Philosophy

The I AM Children's Museum is intentionally designed around hands-on, child-led exploration rather than screen-based entertainment. Technology will be used thoughtfully to enhance learning, improve accessibility, support operations, and personalize the guest experience—but it will never replace imagination, creativity, movement, or meaningful family interaction.

Principle	Application
Play Comes First	Physical play, creativity, and human interaction always take priority over digital experiences.
Technology with Purpose	Every technology element must have a clear educational, operational, or accessibility benefit.
Low-Tech by Design	Whenever a hands-on solution can achieve the same outcome, it is preferred over digital technology.
Flexible Infrastructure	Technology systems will be designed for future upgrades without requiring complete exhibit replacement.
Supports, Never Distracts	Technology should enhance curiosity and engagement rather than become the primary attraction.
Accessible for All	Digital tools should improve accessibility through language options, sensory supports, and inclusive design.

Operational Efficiency	Technology will streamline ticketing, memberships, safety, maintenance, and exhibit management behind the scenes.