



Global Analysis of the Impact of Water Park Equipment on Hotels & Resorts



HOTEL & LEISURE ADVISORS



WHITEWATER®

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EXECUTIVE SUMMARY

Over the past few decades, there has been a growing trend of hotels and resorts adding water park attractions. By interviewing and surveying 34 properties around the world, we found correlation that by adding aquatic amenities, hotels can subsequently increase RevPAR rates. The following summarizes key findings from our research.

STR Performance Data

We obtained occupancy, ADR, and RevPAR data from STR for five groupings of hotels and resorts located in North America and one grouping of hotels and resorts located in Asia and the Middle East. RevPAR is defined as revenue per available room and equals the multiplication of occupancy times ADR. All hotels selected were properties that had installed WhiteWater equipment and participated with STR. We then compared this data to other wider market statistics. The following are key highlights for 2019 data:

- Overall, all hotels and resorts in North America (Group Americas) that have installed WhiteWater equipment had RevPAR levels 20.4% to 78.1% higher compared to the overall average of resorts and all hotels in the United States.
- Hotel and resorts with an outdoor water park in Florida and the Caribbean (Group A) that installed WhiteWater equipment had RevPAR levels 21.9% to 80.3% higher compared to the overall average of resorts and all hotels in the United States.
- Hotel and resorts with an outdoor water park in the United States, excluding Florida and Caribbean, (Group B) that installed WhiteWater equipment had RevPAR levels 48.6% to 119.8% higher compared to the overall average of resorts and all hotels in the United States.
- Hotel and resorts with large indoor water parks in United States (Group C) that installed WhiteWater equipment had RevPAR levels 13% to 67.2% higher compared to the overall average of resorts and all hotels in the United States.
- Hotel and resorts with small indoor water parks in North America (Group D) that installed WhiteWater equipment had RevPAR levels 0.3% higher compared to the overall average of midscale hotels in the United States. RevPAR levels were lower by 9.4% compared to all hotels in the United States.
- Hotels and resorts with indoor and/or outdoor water parks in Asia and the Middle East (Group E) that installed WhiteWater equipment had RevPAR levels 119.6% higher than the average of the three respective countries' data.

2019 Comparison of Select Waterpark Resorts with Hotel Segment Performance					
Occ	ADR	RevPAR	Market Category	RevPAR	% Difference
Group Americas			Comparison		
71.7%	\$215.53	\$154.46	All U.S. Resorts	\$128.25	↑ 20.4%
			All U.S. Hotels	\$86.73	↑ 78.1%
Group A - Florida and Caribbean Resorts					
72.3%	\$216.21	\$156.37	All U.S. Resorts	\$128.25	↑ 21.9%
			All U.S. Hotels	\$86.73	↑ 80.3%
Group B - All hotels in United States excluding Florida and Caribbean					
78.3%	\$243.47	\$190.63	All U.S. Resorts	\$128.25	↑ 48.6%
			All U.S. Hotels	\$86.73	↑ 119.8%
Group C - Large Indoor Waterpark Resorts in United States					
68.5%	\$211.53	\$144.98	All U.S. Resorts	\$128.25	↑ 13.0%
			All U.S. Hotels	\$86.73	↑ 67.2%
Group D - U.S. Hotels with Smaller Indoor Waterparks					
59.5%	\$132.06	\$78.58	All U.S. Upper Midscale Hotels	\$78.37	↑ 0.3%
			All U.S. Hotels	\$86.73	↓ -9.4%
Group E - Asia and Middle East					
70.6%	\$258.59	\$182.66	Average of 3 Countries	\$83.17	↑ 119.6%

Source: STR and Hotel & Leisure Advisors

Case Studies and Interviews

We profiled 14 properties and compared their performance levels with regional and local market data. The 14 properties profiled represent a mix of properties offering indoor and outdoor water park features and amenities of varying sizes from a single slide at an urban hotel to a large convention center resort. Properties profiled are located in a variety of markets, including large urban markets and tourist destinations. Some properties are located near or along beaches while some are in mountainous regions.

Our analysis showed that lodging properties with water parks and/or water park equipment had RevPAR levels ranging from -17% lower to +145% higher when compared to the local/state level market data and -23% lower to 144% higher when compared to national data. The addition of amenities helps the hotel attract more family guests during the weekends and on holidays, and in many cases, allows the hotel to charge a higher room rate than other comparable hotels.

During our interviews, hotels such as the Hilton Salwa Beach Resort in Qatar commented that the resort achieved a competitive advantage over other resorts in the wider market area because of the water park amenity. Paradise Resort Gold Coast in Australia cited an increase in length of stay and higher food and beverage spending. Resorts such as the Great Wolf Lodge and Kalahari Resorts in the United States mentioned achieving higher occupancy, ADR, and guest spending levels compared to other resorts in the market. Resorts such as the JW Marriott Hill Country and Gaylord Texan in Texas reported attracting more families to the resort after the water park addition.

Online Survey

We prepared an online survey that was sent via SurveyMonkey to over 100 previous WhiteWater customers that installed water park equipment as part of a lodging development. The survey was completed by 26 respondents. The goal of the survey was to quantify the impact of waterpark equipment and amenities on key performance metrics. The following highlight some key findings.

- 100% of the respondents from properties that opened with water park equipment believe that having these amenities gives them a competitive advantage over hotels without them.
- Among hotels that added a water park or aquatic feature after opening, 89% saw an increase in occupancy.
- Hotels that added a water park or aquatic feature after opening all saw an increase in ADR, with 66% reporting ADR increases of 11% or more.
- Properties received positive customer reviews and ratings after opening with water park equipment.
- Waterpark operators are likely to recommend WhiteWater products to a colleague.

Aquatic Entertainment Improved Hotel ADR and Occupancy

The data obtained from STR, profiles of select properties, and the online survey indicate that hotels and resorts benefit from having a water park or aquatic feature. Furthermore, Hotel & Leisure Advisors has completed over 3,000 studies for hotels, resorts, water parks, and leisure properties across North America and internationally. Our experience within the industry has shown that resorts that offer water parks or aquatic features tend to outperform hotels without water park equipment.

Developers, investors, management companies, and property owners should engage qualified consultants during the initial phases to identify proper sizing, industry trends, and recommendations, and conduct a comprehensive financial feasibility study before proceeding with water park type projects.

METHODOLOGY

WhiteWater retained Hotel & Leisure Advisors to analyze the impact of water park equipment such as water slides, interactive multi-level water play structures, splash pads, lazy rivers, and wave pools on hotel performance. In identifying the properties, we selected from a global list of WhiteWater clients that have added WhiteWater equipment at their lodging properties. The focus of the study was on both lodging properties that added water park equipment after opening and hotels that opened with water park equipment. Please note that the hotels included in our research may also have equipment from other water park equipment manufacturers.

The purpose of the study is to quantify the impact that water park features and attractions have on hotels and resorts.

Our research and findings included:

- **STR performance data and comparison** – We obtained historical performance data from STR regarding multiple groupings of hotels and resorts. We then compared this performance to local, regional and national data of hotels.
- **Case Studies and Interviews** – We conducted interviews of several properties that installed WhiteWater equipment and profiled 14 properties in detail as case studies highlighting their performance levels and comparing that with the local, regional and national data.
- **Online survey** – We prepared and sent an online survey to over 100 previous WhiteWater customers that installed water park equipment in the last 10 years to obtain feedback on the impact of the water park on the hotel and resort.

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STR PERFORMANCE DATA

STR, Inc. is a division of CoStar Group that provides market data on the hotel industry worldwide, including supply and demand and market share data. The company tracks over 67,000 hotels with over 8 million rooms in 180 countries. We obtained 2019 and 2018 performance data for select hotel groups from STR. All hotels selected were previous clients of WhiteWater and participate with STR. The following are the groups:

Americas	NORTH AMERICA
Group A	FLORIDA AND THE CARIBBEAN
Group B	UNITED STATES WITH OUTDOOR WATER PARKS
Group C	UNITED STATES WITH LARGE INDOOR WATER PARKS
Group D	UNITED STATES WITH SMALL INDOOR WATER PARKS
Group E	RESORT OUTDOOR WATER PARKS IN ASIA AND THE MIDDLE EAST

The data highlights:

- occupancy and ADR levels
- seasonality
- comparison with wider regional data

United States Lodging Performance Data: We have compared the performance of the grouping of hotels in North America (Americas and Groups A, B, C, and D) with the performance of various market segments of hotels. The following table highlights historical performance data for all hotels by segment (chain scale) in the United States as obtained from STR.

2019	OCCUPANCY	ADR	REVPAR
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
RESORTS	70.1%	\$182.96	\$128.25
UPPER UPSCALE HOTELS	73.9%	\$189.74	\$140.22
UPSCALE	72.6%	\$142.58	\$103.51
UPPER MIDSCALE	67.6%	\$113.03	\$76.41
MIDSCALE	58.2%	\$86.56	\$50.38

2018	OCCUPANCY	ADR	REVPAR
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
RESORTS	70.2%	\$178.81	\$125.52
UPPER UPSCALE HOTELS	74.2%	\$187.10	\$138.83
UPSCALE	73.2%	\$142.14	\$104.05
UPPER MIDSCALE	67.9%	\$112.72	\$76.54
MIDSCALE	58.6%	\$86.94	\$50.95

North America

This group includes all hotels and resorts in North America that participate with STR and have installed WhiteWater equipment and features. All hotels in the data set include access to the water park as part of the room rate. The following tables list all the properties in the set and performance data.

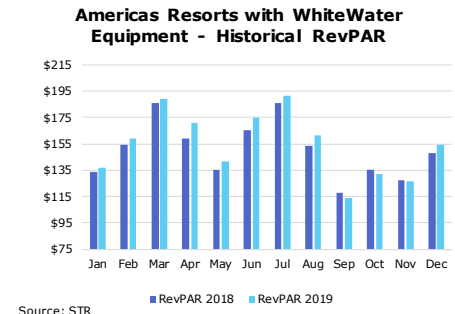
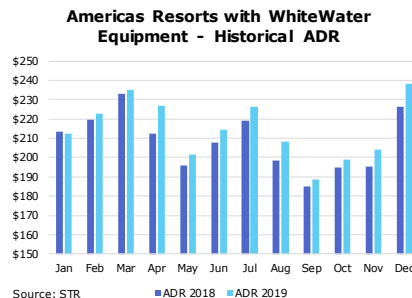
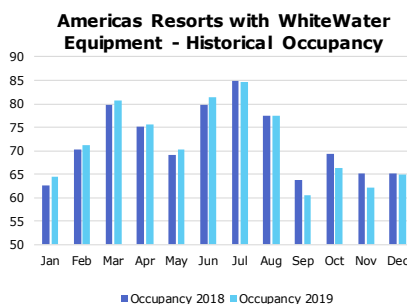
2019

	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	71.7%	\$215.53	\$154.46
RESORTS IN UNITED STATES	70.1%	\$182.96	\$128.25
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
% DIFFERENCE (AMERICAS X RESORTS IN US)	2.2%	17.8%	20.4%
% DIFFERENCE (AMERICAS X ALL HOTELS IN US)	8.4%	64.3%	78.1%

2018

	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	71.9%	\$208.77	\$150.06
RESORTS IN UNITED STATES	70.2%	\$178.81	\$125.52
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
% DIFFERENCE (AMERICAS X RESORTS IN US)	2.4%	16.8%	19.5%
% DIFFERENCE (AMERICAS X ALL HOTELS IN US)	8.7%	60.6%	74.7%

The data highlights that hotels and resorts in North America with water park equipment perform better than the average of all resorts in the United States and all hotels in the United States in terms of occupancy, ADR, and RevPAR.



In 2019, occupancy levels at resorts in the Americas with WhiteWater equipment were highest in July, with ADR peaking in December. RevPAR levels are highest in March and July and lowest in September, generally following school vacation schedules.

Florida and the Caribbean

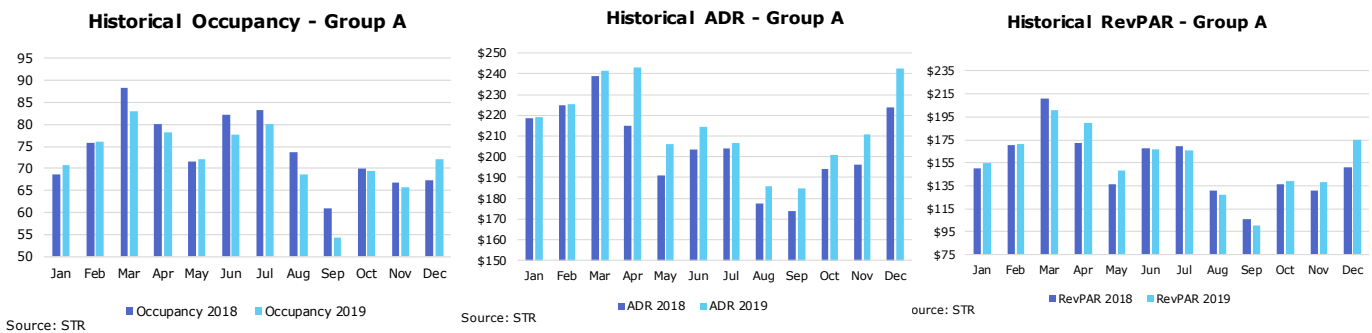
Group A includes the following hotels and resorts in Florida and the Caribbean.

This market area has warmer weather year-round, which allows a long water park season, with some water parks open on a year-round basis. The following table highlights their historical performance.

2019	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	72.3%	\$216.21	\$156.37
RESORTS IN UNITED STATES	70.1%	\$182.96	\$128.25
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
% DIFFERENCE (GROUP A X RESORTS IN US)	3.2%	18.2%	21.9%
% DIFFERENCE (GROUP A X ALL HOTELS IN US)	9.4%	64.8%	80.3%

2018	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	74.1%	\$206.03	\$152.57
RESORTS IN UNITED STATES	70.2%	\$178.81	\$125.52
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
% DIFFERENCE (GROUP A X RESORTS IN US)	5.5%	15.2%	21.5%
% DIFFERENCE (GROUP A X ALL HOTELS IN US)	12%	58.5%	77.6%

The data highlights that hotels and resorts in Florida and the Caribbean with outdoor water park equipment perform better than the average of all resorts and all hotels in the United States both in terms of occupancy and ADR.



In 2019, occupancy levels in Group A hotels were highest in March, with ADR peaking in April. This grouping of properties achieves its strongest performance in the winter months of February through April as travelers from the northern part of the United States and Canada travel to Florida and the Caribbean to escape the cold weather.

United States with Outdoor Water Parks

Group B includes hotels and resorts in the United States (excluding Florida and Caribbean resorts) that offer an outdoor water park as shown in the following table. Water parks at these properties tend to be open seasonally primarily between May and September. The following charts highlight their historical performance.

2019

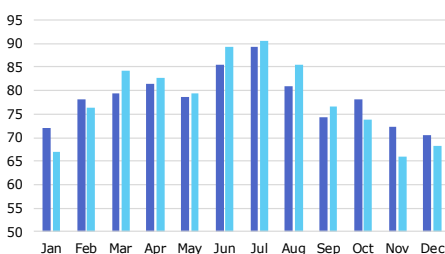
	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	78.3%	\$243.47	\$190.63
RESORTS IN UNITED STATES	70.1%	\$182.96	\$128.25
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
% DIFFERENCE (GROUP B X RESORTS IN US)	11.7%	33.1%	48.6%
% DIFFERENCE (GROUP B X ALL HOTELS IN US)	18.5%	85.6%	119.8%

2018

	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	78.4%	\$236.81	\$185.66
RESORTS IN UNITED STATES	70.2%	\$178.81	\$125.52
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
% DIFFERENCE (AMERICAS X RESORTS IN US)	11.7%	32.4%	47.9%
% DIFFERENCE (AMERICAS X ALL HOTELS IN US)	18.6%	82.2%	116.1%

The data highlights that hotels and resorts in the United States (excluding Florida and Caribbean properties) with outdoor water park equipment perform better than the overall average of resorts and all hotels in the United States both in terms of occupancy and ADR.

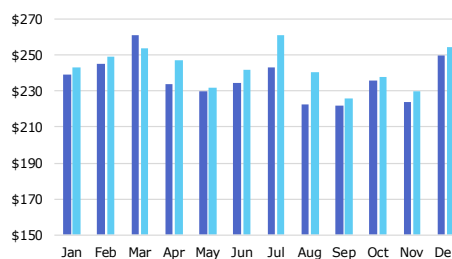
Historical Occupancy - Group B



Source: STR

■ Occupancy 2018 ■ Occupancy 2019

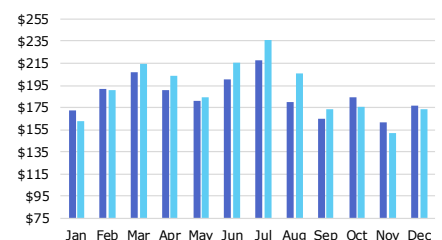
Historical ADR - Group B



Source: STR

■ ADR 2018 ■ ADR 2019

Historical RevPAR - Group B



Source: STR

■ RevPAR 2018 ■ RevPAR 2019

In 2019, occupancy, ADR, and RevPAR levels in Group B hotels were highest in July. As noted earlier, water parks at Group B properties are open seasonally. The stronger performance during the summer months and spring break corresponds with school vacation schedules.

United States with Large Indoor Water Parks

Group C includes hotels and resorts in United States that offer larger indoor water parks with over 50,000 square feet.

These hotels and resorts offer water parks that are open on a year-round basis. Indoor water parks have been gaining popularity over the past 20 years as the water park operations do not get impacted by weather conditions. The following table highlights their historical performance. We have also presented the historical performance of all Great Wolf Lodge properties as obtained from published financial filings. Great Wolf Lodge resorts are themed resorts for families that offer indoor water parks, a family entertainment center, multiple food and beverage outlets, an adventure park, and gift shops.

2019	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	68.5%	\$211.53	\$144.98
RESORTS IN UNITED STATES	70.1%	\$182.96	\$128.25
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
% DIFFERENCE (GROUP C X RESORTS IN US)	-2.2%	15.6%	13%
% DIFFERENCE (GROUP C X ALL HOTELS IN US)	3.7%	61.2%	67.2%

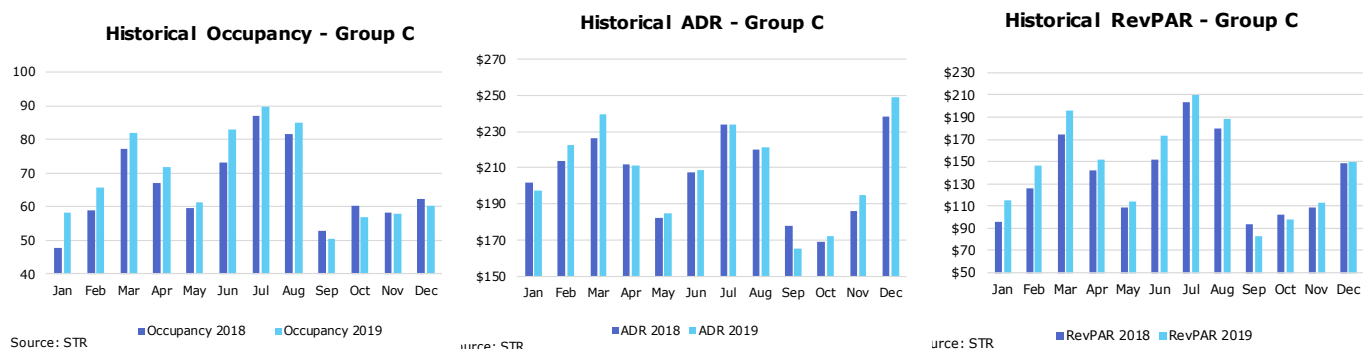
GREAT WOLF LODGE CHAIN	76.9%	\$254.53	\$195.73
% DIFFERENCE (GWL CHAIN X RESORTS IN US)	9.7%	39.1%	52.6%

2018	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	65.7%	\$208.09	\$136.75
RESORTS IN UNITED STATES	70.2%	\$178.81	\$125.52
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
% DIFFERENCE (GROUP C X RESORTS IN US)	-6.4%	16.4%	8.9%
% DIFFERENCE (GROUP C X ALL HOTELS IN US)	-0.6%	60.1%	59.2%

GREAT WOLF LODGE CHAIN	73.8%	\$255.45	\$188.52
% DIFFERENCE (GWL CHAIN X RESORTS IN US)	5.1%	42.9%	50.2%

The data highlights that Group C hotels and resorts achieved lower occupancy levels in 2019 compared to the overall average of resorts, but similar to all hotels in the United States. They achieved higher ADR levels compared to the overall average of resorts and all hotels in the United States.

The Great Wolf Lodge chain performed significantly higher compared to the average of all resorts in the United States in terms of RevPAR.



In 2019, occupancy levels in Group C hotels were highest in July while ADR was highest in December. As noted earlier, indoor water parks at Group C properties are open on a year-round basis. RevPAR levels were strongest during the spring break month of March and the summer months.

United States with Small Indoor Water Parks

Group D includes hotels and resorts in North America that offer indoor water parks with less than 40,000 square feet.

These hotels and resorts offer water park equipment and are open on a year-round basis. Most of the hotels in this list offer smaller water parks with one or two waterslides and range from midscale to upscale quality-level properties. The following table highlights their historical performance.

2019	OCCUPANCY	ADR	REVPAR
HOTELS WITH WHITEWATER EQUIPMENT	59.5%	\$132.06	\$78.58
UPPER MIDSCALE HOTELS IN UNITED STATES	67.6%	\$115.93	\$78.37
ALL HOTELS IN UNITED STATES	66.1%	\$131.21	\$86.73
% DIFFERENCE (GROUP D X UPPER.. IN US)	-12%	13.9%	0.3%
% DIFFERENCE (GROUP D X ALL HOTELS IN US)	-10%	0.6%	-9.4%

2018

OCCUPANCY

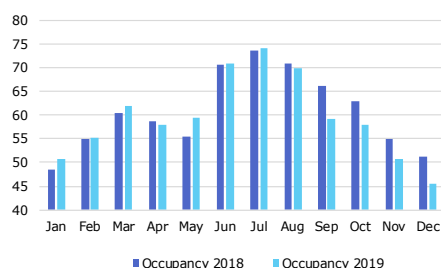
ADR

REVPAR

HOTELS WITH WHITEWATER EQUIPMENT	60.7%	\$128.40	\$77.98
UPPER MIDSCALE HOTELS IN UNITED STATES	67.8%	\$115.40	\$78.24
ALL HOTELS IN UNITED STATES	66.1%	\$129.97	\$85.91
% DIFFERENCE (GROUP D X UPPER.. IN US)	-10.4%	11.3%	-0.3%
% DIFFERENCE (GROUP D X ALL HOTELS IN US)	-8.1%	-1.2%	-9.2%

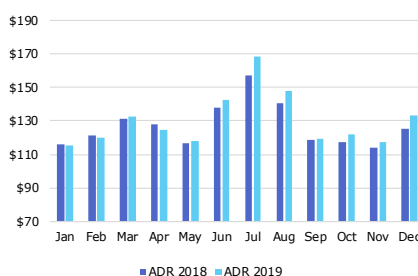
The data highlights that hotels in Group D achieved lower occupancy levels compared to the average of upper midscale hotels and all hotels in the United States but achieved higher ADR levels. The Group D hotels achieved similar ADR levels when compared to the average of all hotels in the United States. The occupancy and ADR premiums are smaller or negative compared to the other groupings as the water park elements are more modest.

Historical Occupancy - Group D



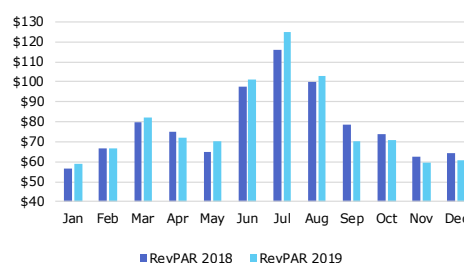
Source: STR

Historical ADR - Group D



Source: STR

Historical RevPAR - Group D



Source: STR

In 2019, occupancy, ADR, and RevPAR levels in Group D hotels were highest in July.

Resort Outdoor Water Parks in Asia and the Middle East

Group E include hotels and resorts in Asia and the Middle East that participate with STR and have installed WhiteWater equipment as shown in the following table.

The following table highlights their historical performance. We have also profiled performance figures for the Center Parcs group of properties located in the United Kingdom and Ireland. Most of the properties include indoor water parks, outdoor nature activities, adventure parks, spas, food and beverage outlets, and retail stores. Data for Center Parcs is obtained from their annual financial report.

The occupancy levels of the hotels in Group E are within the range of average occupancy levels in Thailand, Qatar, and UAE, while ADR levels are significantly higher. The Center Parcs Resorts achieved much higher occupancy and ADR levels compared to hotels in the United Kingdom.

2019

OCCUPANCY

ADR

REVPAR

HOTELS WITH WHITEWATER EQUIPMENT	70.6%	\$258.59	\$182.66
THAILAND PERFORMANCE	72.8%	\$113.85	\$82.88
QATAR PERFORMANCE	66.4%	\$102.27	\$67.91
UAE PERFORMANCE	73%	\$136.64	\$99.75
AVERAGE PERFORMANCE	70.7%	\$117.59	\$83.17
% DIFFERENCE (GROUP E X AVERAGE)	-0.1%	119.9%	119.6%
CENTER PARCS RESORTS, UK (FY MARCH 2020)	88%	\$270	\$237.60
ALL HOTELS IN UK	76%	\$100.65	\$76.49
% DIFFERENCE (CENTER PARCS X ALL HOTELS IN UK)	15.8%	168.3%	210.6%

Source: STR, PWC, CENTER PARCS

2018

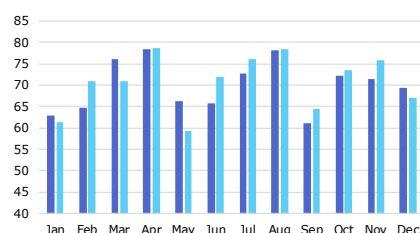
OCCUPANCY

ADR

REVPAR

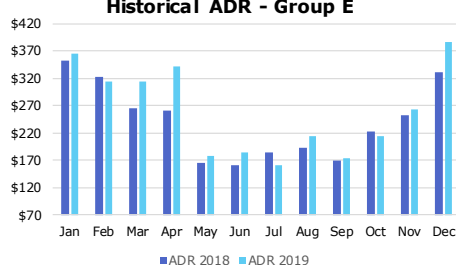
HOTELS WITH WHITEWATER EQUIPMENT	69.9%	\$239.13	\$167.27
CENTER PARCS RESORTS, UK (FY MARCH 2019)	97.1%	\$266	\$258.29
ALL HOTELS IN UK	76%	\$99.27	\$75.45
% DIFFERENCE (CENTER PARCS X ALL HOTELS IN UK)	27.8%	168%	242.3%

Historical Occupancy - Group E



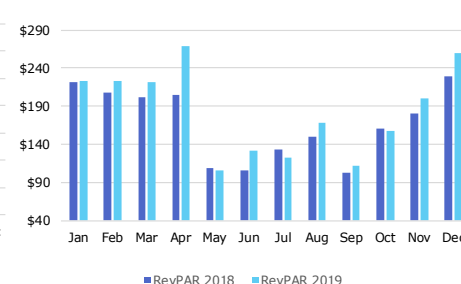
Source: STR

Historical ADR - Group E



Source: STR

Historical RevPAR - Group E



Source: STR

In 2019, occupancy levels in Group D hotels were highest in April and August while ADR was highest in December. RevPAR levels were highest in April and December.

The background is a solid teal color. It features several thick, curved lines in a lighter shade of teal. One large curve starts from the top right, loops around, and extends towards the bottom right. Another similar curve is positioned below it. In the bottom right corner, there are more partial curved lines.

CASE STUDIES AND INTERVIEWS

As part of our case studies and interviews, we conducted interviews with properties that offer a waterpark or water play feature and analyzed and compared the performance of a select grouping of hotels that have WhiteWater water park equipment with their regional and local market. Please note that we have presented performance figures for the properties profiled as a range, so as not to provide confidential information about individual hotels. Local and regional market data has been obtained from STR and tourism reports. Information and data for these properties were obtained through interviews with the properties, market participants, and data maintained by Hotel & Leisure Advisors.

Interviews

We conducted interviews of hotels and resorts by contacting general managers, sales teams or aquatics/activity managers to better understand and get feedback as to how the water park amenity at the property has helped the hotel or resort and the challenges faced by the property. Some of the key themes of the interviews included:

FAMILY DEMAND

Our interviews with properties such as the **JW Marriott Hill Country in San Antonio, Texas** and **Gaylord Texan in Grapevine, Texas**, noted that:

- *the addition of the water park has helped attract more families to the resort*
- *increased occupancy levels during the summer months.*



RainFortress 6 (Gaylord Texan Resort - Grapevine, USA)

Smaller hotels such as the **Bayview Hotel in British Columbia, Canada** noted that the waterslide at the hotel is very popular with families.

The Four Seasons Hotel in Hampshire, United Kingdom offers a splash pad and waterslide. Although it is hard for the property to quantify the overall impact to occupancy and ADR; guests' feedback has been positive and has helped bring more family demand to the property.

The Four Seasons Hotel Bahrain Bay in Bahrain commented on how the addition of the water park helped bring a greater number of family and leisure travelers and acts as a complement to its beachfront amenities.



AquaPlay 750 (The Four Seasons Hotel Bahrain Bay - Bahrain)

"The water park has been a fantastic addition to the property and has attracted a greater number of family and leisure travelers, both internationally and domestically. The Dhow gives multi-generational families the opportunity to connect and bond and serves as a great complement to our beach and pool facilities."

CLARE BROMILOW, Director of Public Relations and Communications at Four Seasons Hotel Bahrain Bay

COMPETITIVE ADVANTAGE

Properties such as the **Hilton Salwa Beach Resort and Holiday Inn Vana Nava Hua Hin** noted that the water park amenities gave the hotel a competitive advantage over other hotels in the market that do not offer such amenities. **Hilton Salwa Beach Resort** noted that due to travel restrictions related to COVID-19, the water park amenity has been very popular with the local Qatar population. The resort has been able to maintain higher occupancy levels compared to other resorts in the larger region due to the water park amenity. Although the resort is a beachfront property, the water park amenity has been very popular with families. Properties such as the **Courtyard in Anaheim, California** which is located near Disneyland Park, opened with the water park because the property wanted to offer something exciting and additional for families to do after their day at the theme park.



AquaPlay 750 with Life Floor (Courtyard Anaheim Theme Park - Anaheim, USA)

HIGHER OCCUPANCY, ADR AND FOOD & BEVERAGE SPENDING

Properties interviewed noted that the water park amenity has allowed the hotel to increase room rates due to the additional amenity. Properties such as the **Great Wolf Lodge and Kalahari Resorts** noted that the resorts were designed to be destination resorts for families and opened along with an indoor water park. As access to the water park is included in the room rate, the hotel is able to charge a higher room rate. With families staying more on site, the hotels have been able to achieve higher spending levels per occupied room.

The North Star Holiday Resort in New South Wales, Australia commented that with the addition of the water park, the hotel has seen an increase in occupancy levels and higher guests satisfaction levels.



AquaPlay 550 (Photo Credit: North Star Holiday Resort - Hastings Point, Australia)

"We absolutely saw a difference with the addition of the water slides. People were so excited for the slides to be put in, it really increased our occupancy."

BEN BEADEL, Ground and Facilities Manager at North Star Resort

The Paradise Resort Gold Coast in Queensland, Australia commented that the addition of the water park extended the length of stay which resulted in higher food and beverage spending at the resort.

"Adding the water slides gave us a different market than everyone else. The biggest impact it has had for our property has been to keep guests onsite longer during the day. Before the slides most guests would stay with us but go to the theme parks. Now they stay on site longer, giving us a lot more RevPAR as their on site spend also has increased with food and beverage. Although we have been a family resort for 20 years, putting in the water park gave us a chance to market ourselves more towards the family and gave us as a point of differentiation. Now 99.9% of guests who stay here are families."

MATHEW MAY, Operations Manager at Paradise Resort Gold Coast:



AquaPlay 1050 (The Paradise Resort Gold Coast - Queensland, Australia)

CHALLENGES

Our interviews with hotels and resorts with water parks also noted some challenges. Hotels with water parks require having lifeguards on duty when open, and this is a major cost consideration. As part of guest safety, hotels need lifeguards on duty all the times while the water park is open, regardless of the number of guests staying at the hotel and in most cases even during bad weather days. In addition to lifeguards, some properties also need additional maintenance staff to make sure the pools and water park equipment are maintained. Hotels also cited guest safety including children playing in and near the pool areas as a concern. Getting quick and prompt support from equipment manufacturers was also a key concern. Any breakdown of water park equipment needs to be fixed promptly without inconveniencing the guests who in some cases have paid a premium to stay at the property.



(Photo Credit: Camelback Lodge and Indoor Waterpark)

Case Studies

We profiled 14 lodging properties representing a mix of indoor and outdoor water park features and amenities of varying sizes from a single slide at an urban hotel to a large convention center resort. Properties shown are located in a variety of markets, including urban markets and tourist destinations. Some properties profiled are located near or along beaches while some are in mountainous regions. Some properties are near a major attraction such as a theme park while some are the attraction in the market.

The profiled properties show that lodging properties with water parks and/or water park equipment tend to perform better than the local and regional market. The addition of amenities helps the hotel attract more family guests during the weekends and on holidays, and in many cases allows the hotel to charge a higher room rate than other comparable hotels due to the inclusion of indoor water park usage in the room rate. All pictures shown in this section were taken from publicly available sources on the internet including individual property websites and other travel websites.

JW MARRIOTT TURNBERRY RESORT & SPA Florida, United States



PROPERTY DATA

Region	Americas	Number of Rooms	685
Water Park Type	Outdoor	Year Hotel Open	1989
Aquatic Investment	\$5 - \$10m	Year Water Park Open	2019
Size	5 acres	Water Park Day Pass Rates	\$65 - \$250
Primary Segments	Group and Leisure	Room Rates	\$220 - \$643

AQUATIC FEATURES: Large Outdoor Pool, Kids Pool, Water Slides (7), Lazy River, FlowRider® Triple, Treehouse structure with kid slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
JW MARRIOTT TURNBERRY RESORT & SPA	50-60%	\$260-310	\$130-186
MIAMI/HIALEAH, FL	78%	\$254	\$199
UNITED STATES - RESORTS	70%	\$183	\$128

The hotel recorded lower occupancy compared to its local market and overall resorts in the United States. It recorded a higher ADR compared to both market groupings. The hotel recorded a lower occupancy in 2019 due to an increase in room count and completion of major renovation in mid-2019.

COMMENTS

The property formerly known as the Turnberry Isle Miami underwent a massive \$150 million renovation starting in 2017 that included increasing room count from 398 to 685. The property rebranded to a JW Marriott after the renovation. The property offers an 18-hole golf course, 62,204 square feet of indoor and outdoor event space, full-service spa and 6 food and beverage outlets.

GAYLORD TEXAN RESORT & CONVENTION CENTER

Texas, United States



PROPERTY DATA

Region	Americas	Number of Rooms	1,814
Water Park Type	Outdoor	Year Hotel Open	2004
Aquatic Investment	\$5 - \$10m	Year Water Park Open	2016
Size	5 acres	Water Park Day Pass Rates	N/A
Primary Segments	Group and Leisure	Room Rates	\$231 - \$446

AQUATIC FEATURES: Large Outdoor Pool, Kids Pool, Water Slide (1), Lazy River, Treehouse structure with kid slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
GAYLORD TEXAN RESORT & CONVENTION CENTER	70-80%	\$170-220	\$119-176
DALLAS MSA	68%	\$109	\$74
UNITED STATES - RESORTS	70%	\$183	\$128

The hotel recorded a higher occupancy and ADR compared to its local market and resorts in the United States.

COMMENTS

The property is a large convention center hotel and offers 490,132 square feet of event space. The resort offers 7 food and beverage outlets, retail stores, fitness center, 25,000-square-foot spa, live music (on select days), and events and activities for families throughout the year. The outdoor water park is open seasonally, generally between May and September. The water park has helped the hotel attract more leisure guests during the summer months, which tends to be a slower time period for the hotel as there are fewer conventions and conferences taking place.

WILDERNESS AT THE SMOKIES WATERPARK RESORT Tennessee, United States



PROPERTY DATA

Region	Americas
Water Park type	Indoor/Outdoor
Aquatic Investment	\$10 - \$50m
Size	Indoor: 60,000f ² Outdoor: 5 acres
Primary Segments	Group and Leisure

Number of Rooms	713
Year Hotel Open	2008
Year Water Park Open	2008
Water Park Day Pass Rates	\$24 - \$49
Room Rates	\$125 - \$286

AQUATIC FEATURES: Indoor and outdoor activity pool, indoor and outdoor hot tub, Lazy River, Wave Pool, Water Slides (14), FlowRider®, treehouse structure with kid slides, Kids pool.

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
WILDERNESS AT THE SMOKIES WATERPARK RESORT	60-70%	\$140-190	\$84-133
STATE OF TENNESSEE	66%	\$118	\$77
UNITED STATES - RESORTS	70%	\$183	\$128

The hotel occupancy was below the regional market and resorts in the United States. The hotel achieved higher ADR than the regional market and lower ADR than the overall resorts in the United States.

COMMENTS

The resort is one of the largest in the area and is connected to a large city-owned convention center. The property is located in a tourist destination with numerous hotels, resorts, and vacation rental units. The hotel market is seasonal with high occupancy during the summer season. The property offers 11 food and beverage outlets, three retail outlets, and a large family entertainment center including ropes course, arcade, and laser tag.

HYATT PLACE SAN JUAN CITY CENTER Puerto Rico, United States



Photo credit: Hyatt Place San Juan City Center

PROPERTY DATA

Region	Caribbean	Number of Rooms	149
Water Park type	Outdoor	Year Hotel Open	2016
Aquatic Investment	< \$1m	Year Water Park Open	2016
Size	< 10,000f ²	Water Park Day Pass Rates	N/A
Primary Segments	Corporate and Leisure	Room Rates	\$192 - \$334

AQUATIC FEATURES: Outdoor pool, treehouse structure with kid slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
HYATT PLACE SAN JUAN CITY CENTER	70-80%	\$170-220	\$119-176
SAN JUAN MSA	67%	\$160	\$107
CARIBBEAN	64%	\$219	\$139

The hotel occupancy levels are above the local San Juan and Caribbean market areas. Average daily rates are above the local market area and below the Caribbean market. Overall RevPAR is above both San Juan and Caribbean market areas. The hotel records above market occupancy levels with its urban location.

COMMENTS

The hotel is in downtown San Juan on the Caribbean island of Puerto Rico. The hotel is near the Puerto Rico Convention Center. The hotel offers 3,100 square feet of meeting space, fitness room, 1 food and beverage outlet and a gift shop.

HOLIDAY INN EXPRESS & SUITES ABERDEEN

South Dakota, United States



Photo credit: Holiday Inn Express & Suites Aberdeen

PROPERTY DATA

Region	Americas	Number of Rooms	68
Water Park type	Indoor	Year Hotel Open	2002
Aquatic Investment	< \$1m	Year Water Park Open	2014
Size	< 10,000f ²	Water Park Day Pass Rates	N/A
Primary Segments	Corporate and Leisure	Room Rates	\$113 - \$171

AQUATIC FEATURES: Indoor Pool, Kids Pool, Kids Waterslide, Waterslide (1)

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
HOLIDAY INN EXPRESS & SUITES ABERDEEN	80-90%	\$100-150	\$80-135
STATE OF SOUTH DAKOTA	57%	\$93	\$53
UNITED STATES - UPPER MIDSCALE	68%	\$116	\$78

The hotel occupancy levels are above the local market and upper midscale hotels in the United States. Average daily rates are above the local market area and upper midscale hotels in the United States.

COMMENTS

The hotel is in a small city with a population of less than 50,000 people. The market area has 12 hotels, including 9 franchised hotels. The Holiday Inn Express & Suites Aberdeen is the only hotel with a water park slide. The hotel along with the adjacent Hampton Inn is connected to the Dakota Event Center.

RENAISSANCE ORLANDO SEAWORLD Florida, United States



PROPERTY DATA

Region	Americas	Number of Rooms	781
Water Park type	Outdoor	Year Hotel Open	1985
Aquatic Investment	\$1m-\$5m	Year Water Park Open	2011
Size	1.5 acres	Water Park Day Pass Rates	N/A
Primary Segments	Group and Leisure	Room Rates	\$153 - \$363

AQUATIC FEATURES: Large Outdoor, Pool Kids Pool, Splash Pad with jets, Waterslides (2), Treehouse structure with kid slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
RENAISSANCE ORLANDO SEAWORLD	70-80%	\$140-190	\$98-152
ORLANDO MSA	76%	\$127	\$97
UNITED STATES - RESORTS	70%	\$183	\$128

The hotel recorded higher occupancy and ADR levels compared to its local market and hotels in the state of Florida in the United States.

COMMENTS

The resort is located across from SeaWorld Orlando theme park. The theme park also offers its own large water park, Aquatica. The resort offers 161,000 square feet of event space. The resort offers 6 food and beverage outlets, gift shop, fitness center, spa, and activities for families.

JW MARRIOTT HILL COUNTRY RESORT Texas, United States



Photo credits: JW Marriott Hill Country Resort

PROPERTY DATA

Region	Americas	Number of Rooms	1,002
Water Park type	Outdoor	Year Hotel Open	2010
Aquatic Investment	\$5m-\$10m	Year Water Park Open	2016
Size	6 acres	Water Park Day Pass Rates	N/A
Primary Segments	Group and Leisure	Room Rates	\$252 - \$568

AQUATIC FEATURES: Large Outdoor Pool, Kids Pool with waterslides, Waterslides (4), Lazy River

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
JW MARRIOTT HILL COUNTRY RESORT	70-80%	\$220-270	\$154-216
SAN ANTONIO	64%	\$109	\$70
UNITED STATES - RESORTS	70%	\$183	\$128

The resort recorded a higher occupancy and ADR compared to its local market and resorts in the United States.

COMMENTS

The property is a large convention center hotel and offers 267,823 square feet of event space. The resort offers 7 food and beverage outlets, retail stores, 18-hole golf course, tennis courts, fitness center, full-service spa, events and activities for families. The water park is open seasonally, generally between March and October depending on weather. The water park has helped the hotel attract more leisure guests during the summer months, which tends to be a slower time period for the hotel as there are fewer conventions and conferences taking place.

SHERATON CARLSBAD RESORT & SPA California, United States



Photo credit: Sheraton Carlsbad Resort & Spa

PROPERTY DATA

Region	Americas	Number of Rooms	169
Water Park type	Outdoor	Year Hotel Open	2008
Aquatic Investment	< \$1m	Year Water Park Open	2018
Size	2 acres	Water Park Day Pass Rates	N/A
Primary Segments	Group and Leisure	Room Rates	\$195 - \$337

AQUATIC FEATURES: Large Outdoor Pool, Water Slide (1)

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
SHERATON CARLSBAD RESORT & SPA	70-80%	\$160-210	\$112-168
SAN DIEGO MSA	77%	\$167	\$128
UNITED STATES - RESORTS	70%	\$183	\$128

The hotel recorded similar occupancy levels and higher ADR levels compared to its local market. It recorded similar performance levels to all resorts in the United States.

COMMENTS

The property offers 71,404 square feet of event space. The resort offers 2 food and beverage outlets, fitness center, full-service spa, and an 18-hole golf course (adjacent to the property).

GREAT WOLF LODGE (PORTFOLIO OF 17 PROPERTIES) Multiple, United States



PROPERTY DATA

Region	Americas	Number of Rooms	271 to 605
Water Park type	Indoor	Year Hotels Open	1997-2019
Aquatic Investment	\$10m+	Water Park Day Pass Rates	\$50 - \$100
Size	33,000 to 90,000 f ²	Room Rates	\$199 - \$800
Primary Segments	Leisure		

AQUATIC FEATURES: Activity Pool, Waterslides, Lazy River, Wave Pool, FlowRider®, Kids pool, Treehouse structure with kid slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
GREAT WOLF LODGE (PORTFOLIO OF 17 PROPERTIES)	70-80%	\$230-280	\$161-224
UNITED STATES - RESORTS	70%	\$183	\$128

The Great Wolf Lodge chain of hotels recorded higher occupancy and ADR levels compared to all resort hotels in the United States.

COMMENTS

The portfolio included 17 themed resorts located in North America that offer large indoor water parks. The hotels primarily cater to the leisure segment with smaller amounts of group demand. Room rates at the hotels include access to the water park. In addition to the indoor water park, the resorts offer an arcade, multiple food and beverage dining options, gift shops, mini-golf, and family activities. Some properties offer a small outdoor water park and an indoor adventure park with ropes course. The indoor water parks are open on a year-round basis.

KALAHARI RESORT & CONVENTION CENTER POCONOS Pennsylvania, United States



PROPERTY DATA

Region	Americas	Number of Rooms	977
Water Park type	Indoor	Year Hotel Open	2015
Aquatic Investment	\$50m+	Year Water Park Open	2015
Size	220,000 f ²	Water Park Day Pass Rates	\$80 - \$120
Primary Segments	Group and Leisure	Room Rates	\$248 - \$541

AQUATIC FEATURES: Indoor and outdoor pools, Indoor and outdoor hot tub, Lazy rivers, Wave pool, Waterslides (18), FlowRider®, Treehouse structure with kid slides, Kids pool with slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
KALAHARI RESORT & CONVENTION CENTER POCONOS	70-80%	\$290-340	\$203-272
STATE OF PENNSYLVANIA	74%	\$190	\$140
UNITED STATES - RESORTS	70%	\$183	\$128

The resort recorded higher occupancy and ADR levels compared to the regional hotel market and resorts in the United States.

COMMENTS

The Kalahari Resort Poconos is two hours from New York City. The water park offers the second largest indoor water park in the United States. The property offers 205,000 square feet of meeting space, a full-service spa, 12 food and beverage outlets, three retail outlets, and a large family entertainment center including arcade, ropes course, mini-bowling, escape room, 7-D theater, and mini-golf.

HOLIDAY INN EXPRESS WEST VALLEY CITY Utah, United States



PROPERTY DATA

Region	Americas	Number of Rooms	94
Water Park type	Indoor	Year Hotel Open	2009
Aquatic Investment	< \$1m	Year Water Park Open	2009
Size	< 10,000 f ²	Water Park Day Pass Rates	N/A
Primary Segments	Corporate and Leisure	Room Rates	\$92 - \$164

AQUATIC FEATURES: Indoor Pool, Kids Pool, Kids Waterslide, waterslide (1)

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
HOLIDAY INN EXPRESS WEST VALLEY CITY	70-80%	\$80-130	\$56-104
SALT LAKE CITY MSA	71%	\$109	\$77
UNITED STATES - UPPER MIDSCALE	68%	\$116	\$78

The hotel occupancy levels are above the local market and the state of Utah. Average daily rates are above the local market area and lower than the state of Utah.

COMMENTS

The hotel is in the Salt Lake City metropolitan area, an urban market. The hotel offers complimentary breakfast, 1,000 square feet of meeting space, and a fitness room.

HOLIDAY INN RESORT VANA NAVA HUA HIN

Hua Hin, Thailand



PROPERTY DATA

Region	Asia	Number of Rooms	300
Water Park type	Outdoor	Year Hotel Open	2017
Aquatic Investment	\$10-\$50m	Year Water Park Open	2017
Size	5 acres	Water Park Day Pass Rates	\$28
Primary Segments	Group and Leisure	Room Rates	\$95 - \$158

AQUATIC FEATURES: Wave Pool, Kids Pool with slides, Lazy River, Waterslides (8), Treehouse structure with slides

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
HOLIDAY INN RESORT VANA NAVA HUA HIN	60-70%	\$70-120	\$42-84
THAILAND - SOUTH REGION	71%	\$70	\$50
THAILAND	73%	\$114	\$83

The hotel's occupancy levels are lower than the regional market and country of Thailand. The ADR levels are higher than the regional market but lower than the country of Thailand.

COMMENTS

The property is located in a seaside resort community near the Gulf of Thailand. The resort offers 16,000 square feet of meeting space, 4 food and beverage outlets in the hotel plus multiple food and beverage outlets in the water park, a spa and fitness room.

COURTYARD ANAHEIM THEME PARK ENTRANCE California, United States



PROPERTY DATA

Region	Americas	Number of Rooms	221
Water Park type	Outdoor	Year Hotel Open	2015
Aquatic Investment	\$1m-\$5m	Year Water Park Open	2015
Size	<20,000 f ²	Water Park Day Pass Rates	N/A
Primary Segments	Leisure	Room Rates	\$268 - \$467

AQUATIC FEATURES: Outdoor Pool, Treehouse structure with slides, Waterslide (2), Splashpad

ESTIMATED 2019 PERFORMANCE AND IMPACT

	OCCUPANCY	ADR	REVPAR
COURTYARD ANAHEIM THEME PARK ENTRANCE	90-100%	\$250-300	\$225-300
ANAHEIM/SANTA ANA MSA	78%	\$166	\$130
UNITED STATES - UPSCALE	73%	\$143	\$104

The hotel occupancy and ADR levels are above the local market and national upscale hotels.

COMMENTS

The hotel is near the entrance of Disneyland Park Anaheim, Disney California Adventure Park and Downtown Disney District. The market area has numerous hotels catering to tourists coming to the area to visit the theme parks. The hotel is one of only a few hotels in the market to offer a waterslide. The hotel offers one food and beverage outlet, fitness center, and a business center.

HILTON SALWA BEACH RESORT
Abu Samra, Qatar



PROPERTY DATA

Region	Middle East
Water Park type	Outdoor
Aquatic Investment	\$10-\$50m
Size	8 acres
Primary Segments	Leisure

Number of Rooms	361
Year Hotel Open	2021
Year Water Park Open	2021
Water Park Day Pass Rates	\$41 - \$52
Room Rates	\$300 - \$600

AQUATIC FEATURES: Wave Pool, Kids Pool with slides, Lazy River, Waterslides (11), Treehouse structure with slides, Outdoor Pool

IMPACT SINCE OPENING

The resort delayed its opening due to the COVID-19 pandemic and opened in 2021. Since opening, the management cited that the water park has attracted families to the resort. Due to the collapse of the international tourist market, the majority of the guests at the hotel in 2021 are from Qatar. The water park has helped the hotel increase occupancy levels during the weekdays and weekends and has helped it gain an advantage over other resorts in the region that do not offer such aquatic amenities. Management reported that the hotel has recorded the highest occupancy and ADR of resorts in Qatar in 2021.

COMMENTS

The resort offers a private beach area along the Gulf of Bahrain. The property is the only resort in the area and offers 7 food and beverage outlets, 38,000 square feet of event space, a full-service spa, an adventure park, canyoneering (under construction), tennis courts, a soccer field, beach volleyball, basketball, fitness center, and water sports activities.

More WhiteWater Hotel & Resort projects

The following highlights select WhiteWater projects in various regions of the world that involved hotels and resorts. Pictures utilized in this section were obtained from WhiteWater.

AMERICAS

Wailea Beach Resort

In 2017, the 547-room Wailea Beach Resort in Maui, Hawaii went through a \$100 million transformation, inspired by its oceanfront location. The renovation included a reimagined arrival experience, new dining options, three new distinct pool environments, redesigned rooms and suites, and the modernization of all indoor/outdoor meeting and event spaces, fitness center, and spa. In addition to the water park, the resort offers six food and beverage outlets, 29,880 square feet of event space, a spa, fitness room, and three 18-hole golf courses.

The centerpiece of the two-acre NALU Adventure Pool is four water slides, with one slide dropping five and a half stories and measuring as the longest water slide of any resort in Hawaii. The resort added a new interactive splash zone, with water guns, spraying sea mammal sculptures, and bubblers.

The Reservoir at Ritz-Carlton Golf Resort

The 295-room resort is in Naples, Florida and offers 4 food and beverage outlets, 16,500 square feet of event space, spa, fitness room, and an 18-hole golf course. The resort added the water park in 2021, which features three water slides; a 600-foot lazy river; a dedicated splash and play area for children; and cabanas.



The Reservoir at Ritz-Carlton Golf Resort

Jungala Aqua Experience at Vidanta Riviera Maya

Near Playa del Carmen in Mexico the hotel offers 2,465 rooms at 5 hotels, one mile of beach area, 40 food and beverage outlets, 50,000 square feet of event space, retail stores, three 18-hole golf courses, and two full-service spas. The water park opened in 2019 and offers the longest lazy river in Latin America, a wave pool, multi-story AquaPlay structure, and waterslides.



Multi-Level AquaPlay Structure at Jungala Aqua Experience at Vidanta Riviera Maya, Mexico

Treasure Cove Water Park at Westgate Lakes Resort & Spa

This resort in Orlando, Florida offers approximately 2,000 timeshare units. The water park at the resort opened in 2021 and includes waterslides, a lazy river, children's splash and water play area, and a wave pool. In addition to the water park, the resort offers five food and beverage outlets, basketball courts, spa, marina, tennis courts, mini-golf, paddle boat and kayaks, and multiple outdoor pools.

Massanutten Resort Outdoor Waterpark

The resort is in Massanutten, Virginia, and offers over 1,100 timeshare units and a 185-room hotel. The resort offers mountain skiing, 25,000 square feet of event space, two 18-hole golf courses, five food and beverage outlets, indoor and outdoor water parks, a basketball court, mountain biking, and an adventure park. The resort added additional outdoor aquatic attractions in 2020 including Boomerango, Constrictor, Open Flume, and an activity pool.

Arizona Biltmore, A Waldorf Astoria Resort

The 707-room resort is in Phoenix, Arizona. The resort upgraded its pool area and added three water slides in 2021. The pool area also includes a splash pad area for younger children and a swim-up pool bar. The resort offers three food and beverage outlets, 100,000 square feet of event space, a full-service spa, retail stores, two 18-hole golf courses, and multiple outdoor pools.

Aqua Nick at Nickelodeon Hotels & Resorts Riviera Maya

The 280-room resort in Cancun, Mexico spans nine acres and includes kids' clubs, six restaurants, three bars, beach access, and daytime activities for guests of all ages. The all-inclusive property brings Nickelodeon characters to life with meet-and-greet opportunities and one of the biggest themed water parks in the region. The hotel's water park, Aqua Nick, opened in 2021 and is the largest theming project that WhiteWater has ever created incorporating the intellectual property of Nickelodeon across 11 water slides.



Multi-Level aqua play structure at Nickelodeon Hotels & Resorts Riviera Maya, Mexico

MIDDLE EAST AND INDIA

Sheraton Soma Bay Resort

The 326-room Sheraton Soma Bay Resort is a beachfront hotel inspired by Luxor's Karnak Temple Complex. The resort offers unique outdoor venues for beach weddings, indoor meeting rooms, and outdoor venues. The resort's water park opened in 2017. The resort offers 7,000 square feet of event space, beach access, water sports on the Red Sea, four food and beverage outlets, and a full-service spa.



Multi-level Aqua Play Structure at Sheraton Soma Bay Resort, Egypt

Shankus

Constructed on 200 acres of land, Shankus Waterpark and Resort features a large water park and 71 hotel rooms. The resort opened in the 1990s in Ahmedabad, India, and is home to the largest wave pool in the region. The property expanded in 2018, quadrupling in size to give guests of all ages a better experience. The hotel offers indoor and outdoor event space for social events, two food and beverage outlets, an outdoor pool, and a fitness center.

Desert Falls Water and Adventure Park at Hilton Salwa Dahab Mountain Resort

With over 100 new hotels vying for attention leading up to the FIFA World Cup Qatar 2022, Hilton Salwa Beach Resort and Villas stands out with the opening of its Desert Falls Water and Adventure Park in 2021. The Desert Falls Water and Adventure Park is home to the largest water park in Qatar — the Sea Caves Waterpark. Of the water park's 18 attractions and 56 rides and slides, one of them is a unique ride: the Spinning Rapids Ride. This attraction is a key addition to the ride mix for the park as the entire family can enjoy it, no matter the dress. The characteristic makes the ride culturally inclusive—an important factor in this region. The resort offers a private beach area along the Gulf of Bahrain. The property is the only resort in the area and offers seven food and beverage outlets, 38,000 square feet of event space, a full-service spa, adventure park, canyoneering (under construction), tennis courts, soccer field, beach volleyball, basketball, fitness center, and water sports activities.

Jungle Bay

Looking for ways to differentiate themselves from other properties in the region, the 292-room Westin Dubai and 220-room Le Méridien Mina Seyahi Beach Resort planned to convert an existing pool into a splash pad. However, the property decided to go big and increased its onsite water park equipment by adding an entire water park in 2021. In addition to the water park, the resort offers seven food and beverage outlets, 47,000 square feet of meeting space, a full-service spa, retail store, private beach area, and multiple outdoor pools.



Jungle Bay at Westin/Le Méridien Mina Seyahi Dubai, UAE

Four Seasons Bahrain Bay

The Dhow at the Four Seasons Hotel in Bahrain features a state-of-the-art multi-level play structure with seven slides, a 265-gallon tipping bucket and 70 play features. The resort also offers a private beach area with amenities. The 273-room resort offers seven food and beverage outlets, 40,000 square feet of meeting space, a full-service spa, retail store, private beach area, and multiple outdoor pools.

ASIA PACIFIC (APAC)

Studio City Waterpark

The 1,598-room Studio City in Macau is transforming itself from a gambling resort to becoming an entertainment hub. The outdoor water park, which opened in 2021, will be complemented by an indoor water park. It is part of phase two of Studio City's expansion, which will include an additional 900 luxury rooms, restaurants, and event space. The resort offers 43,000 square feet of meeting space, 25 food and beverage outlets, a casino, night club, family entertainment center, 5,000-seat event center, and retail stores.

The water park's look and feel aligns with Studio City's theme of glitz and glam. Two of the slides, Storm Chaser Gold and Storm Chaser Silver, have proprietary metallic paint finishes on the fiberglass exterior, in addition to translucent sections. The metallic finish is a very unique attribute that involved a challenging manufacturing process by WhiteWater.



Studio City Waterpark

The Parisian Macao

Inspired by the magic and wonder of the famed City of Light, The Parisian Macao prominently features a half-scale authentic recreation of the Eiffel Tower. The property's full array of integrated resort facilities includes 2,333 guestrooms and suites, convention and meeting space, international restaurants, a spa, kids' club, health club, pool deck with themed water park, and a 1,200-seat theatre. The Aqua World Waterpark opened in 2016 and offers a large waterslide and a multi-level aqua play structure.

Crowne Plaza Hunter Valley

The 414-room property added a new water park in 2021 in New South Wales, Australia. The water park offers water slides, water cannons, and jets. In addition to the water park, the property offers a mini-train, carousel, a converted tugboat, the Water Dragons kids club, pony rides, and the new Hunter Valley Kids Cottage, designed specifically with children in mind. The hotel offers 50,000 square feet of event space, four food and beverage outlets, an 18-hole golf course, a full-service spa, and an on-site brewery.

North Star Holiday Resort

The resort is in New South Wales, Australia, and offers 40 lodging units and an RV park. The property is surrounded by national parkland. The property's water park, Sammy's Adventure Lagoon, opened in 2018 and features a multi-level play structure, various water slides, and a colorful maze of water cannons. The resort offers a small event space, spa, outdoor pool, and one food and beverage outlet.



Photo credit: North Star Holiday Resort, Hastings Point, Australia

Pacific Islands Club Saipan

The 307-room resort is located in Saipan, which is part of the Northern Mariana Islands in the Pacific Ocean. The resort added three slides to its existing pool in 2018 to offer more amenities to families with children. The resort offers six food and beverage outlets, 20,000 square feet of meeting space, water sports and activities, tennis courts, and fitness center.

Nesta Resort Kobe

The 173-room Nesta Resort Kobe, located in Miki City, Hyogo Prefecture, was created as Japan's first adventure theme park resort. The resort offers 30 activities and a theme park with more than 60 attractions condensed into a single day pass. One of the resort's highlights is the water park featuring Japan's only uphill water coaster. The water park added more attractions in 2017, including a multi-level play structure offering various jets and a tipping bucket to the larger water slides; the Pool Sider, Rattler, and Master Blaster. The resort offers 11 food and beverage outlets, tennis courts, an adventure park, arcade, petting zoo, full-service spa, and natural hot springs.



Waterslide at Nesta Resort Kobe

Nagashima Resort

The 95-room Nagashima Resort is located just outside of Nagoya, Japan. It is comprised of five main leisure facilities: the Nagashima Spaland amusement park, water park, a hot spring complex, an outlet shopping mall, and a flower park named Nabana no Sato. The resort is located on a long piece of land that is surrounded by rivers and the sea. Within the Nagashima Spaland grounds is a full-featured water park, named Joyful Waterpark. The water park opened in 2013 and offers multiple water slides and pools. In addition, the resort offers two food and beverage outlets, a spa and a gift shop.

EUROPE, RUSSIA, AND AFRICA (ERA)

Sheksna Hotel

The 382-room Sheksna Hotel is near Sochi, Russia. The resort sits on a hillside with a magnificent view of the Black Sea as well as the northern Sochi Mountain Range. The resort added two indoor water slides to its pool area in 2013. The hotel offers 5,000 square feet of meeting space, a spa, two food and beverage outlets, and a beach area.

Four Seasons Hotel Hampshire

The 134-room resort is in Hampshire, United Kingdom, and offers Sharkie's Reef, the hotel's indoor aquatics area, which opened in 2018. The family adventure pool includes a ramp slide, rotating umbrella fountain, and bubble jets. An essential aquatic attraction, the Ramp Slide, is in the kids' area of a water park due to its high capacity. The resort offers 7,000 square feet of meeting space, four food and beverage outlets, horseback riding, and an adventure park.

Sun City Resort

The 1,296-room Sun City Resort by Sun International in South Africa was one of the world's first WhiteWater Surf Wave Pools in the early 1990s. This Surf Wave Pool is the main attraction of the water park spanning 70,000 square feet and generating waves nearly 6.5 feet, every 90 seconds. Almost 25 years after the installation of the Surf Wave Pool, the Valley of Waves water park expanded with two slides: a Boomerango and an AquaLoop. The water park is open to non-hotel guests. The resort offers two 18-hole golf courses, a family entertainment center, 34 food and beverage outlets, a casino, adventure park, wildlife safari, retail stores, a full-service spa, hiking and biking trails, and tennis courts.



Wave Pool at Sun City Resort



ONLINE SURVEY

Hotel & Leisure Advisors prepared an online survey that was sent via SurveyMonkey to over 100 previous WhiteWater customers that installed water park equipment as part of a lodging development. The survey was completed by 26 respondents. The goal of the survey was to quantify the impact of water park equipment and amenities on key performance metrics. The following highlight some key findings.

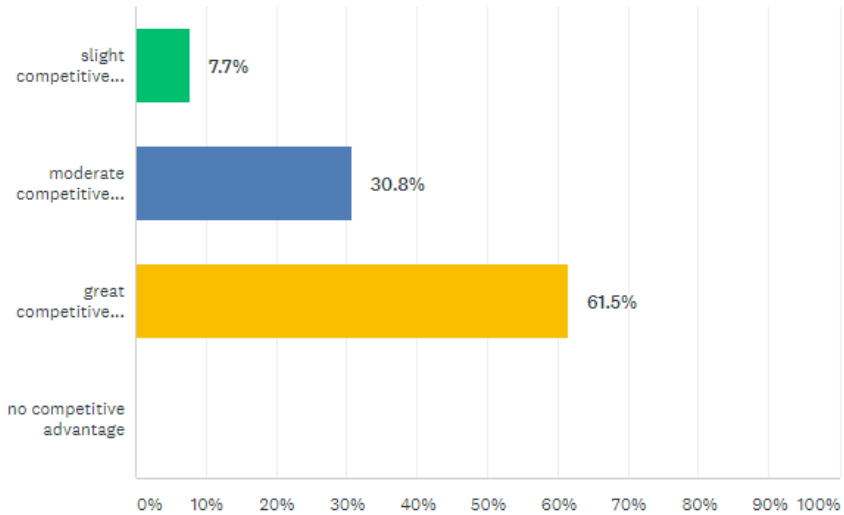
- 100% of the respondents from properties that opened with water park equipment believe that having these amenities gives them a competitive advantage over hotels without them.
- Among hotels that added a water park or aquatic feature after opening, 90% saw an increase in occupancy.
- Hotels that added a water park or aquatic feature after opening all saw an increase in ADR, with more than half reporting ADR increases of 11% or more.
- Properties received positive customer reviews and ratings after opening with water park equipment.
- Water park operators are likely to recommend WhiteWater products to a colleague.

Geographically, the respondents hail from eight countries and one U.S. territory, with 73% of the properties located in North America. Among the reporting properties, 54% have indoor aquatic installations, 35% have outdoor aquatic installations, 8% have both indoor and outdoor aquatic installations, and 3% have FlowRider only. Property types were nearly split between those that opened their water park/aquatic feature at the same time as the hotel (44%) vs properties where the aquatic features were added later (55%).

Hotels That Opened with Water Park/Water Park equipment

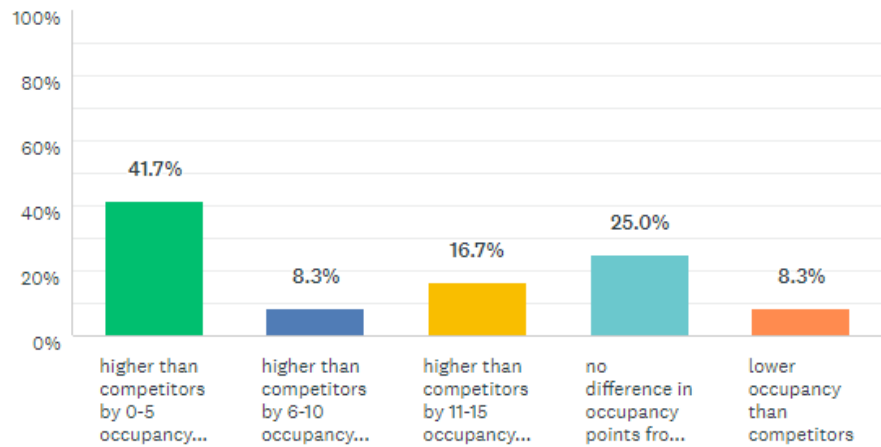
Survey respondents who indicated that the aquatic feature opened along the hotel were asked about any differences or advantages aquatic features have given their hotels over comparable hotels without a water park/aquatic feature. These properties were all in agreement that having a water park/aquatic feature gives them a competitive advantage over hotels without such amenities, with the majority 61.5% calling it a “great competitive advantage.”

DO YOU FEEL THAT HAVING A WATER PARK/AQUATIC FEATURE GIVES YOU COMPETITIVE ADVANTAGE OVER OTHER HOTELS WITHOUT ONE?



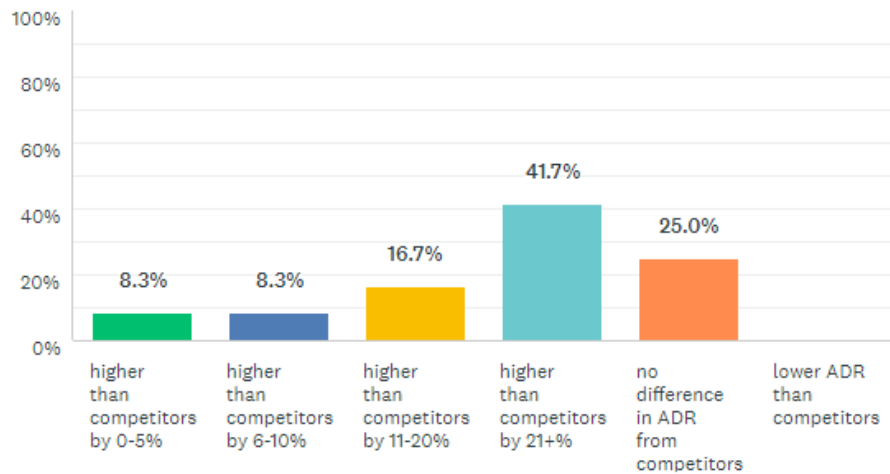
Specifically, two-thirds of respondents said their properties reported higher occupancy levels than non-water park comparable hotels. A quarter of respondents said those differences were between 6 and 15 points higher.

IN 2019, WHAT WAS THE DIFFERENCE IN OCCUPANCY POINT BETWEEN YOUR HOTEL AND COMPARABLE HOTELS IN THE MARKET WITHOUT A WATER PARK/AQUATIC FEATURE?



Equally important, most survey respondents (75%) said their properties enjoy higher average daily rates (ADR) than comparable hotels in the market without a water park/aquatic feature. At 41.7% of the properties, ADR was more than 21% higher.

IN 2019, WHAT WAS THE PERCENTAGE DIFFERENCE IN AVERAGE DAILY RATE (ADR) BETWEEN YOUR HOTEL AND COMPARABLE HOTELS IN THE MARKET WITHOUT A WATER PARK/ AQUATIC FEATURE?

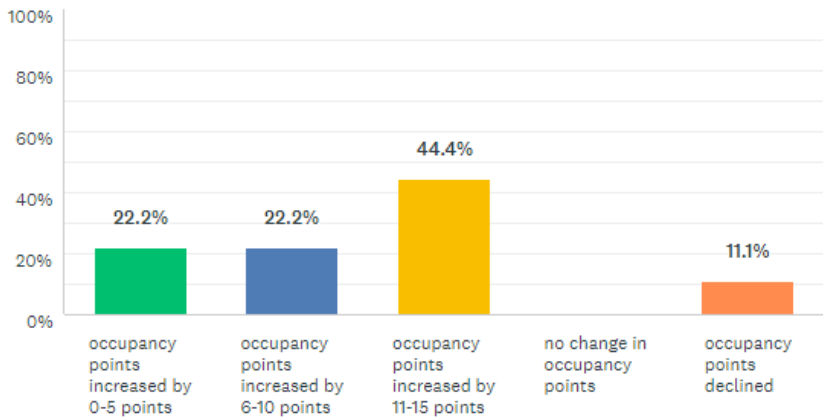


Water Park/Aquatic Feature Opened after Hotel

Survey respondents who indicated that the aquatic feature opened after the hotel opened were asked about differences or advantages to their property following the opening of the water park/aquatic feature.

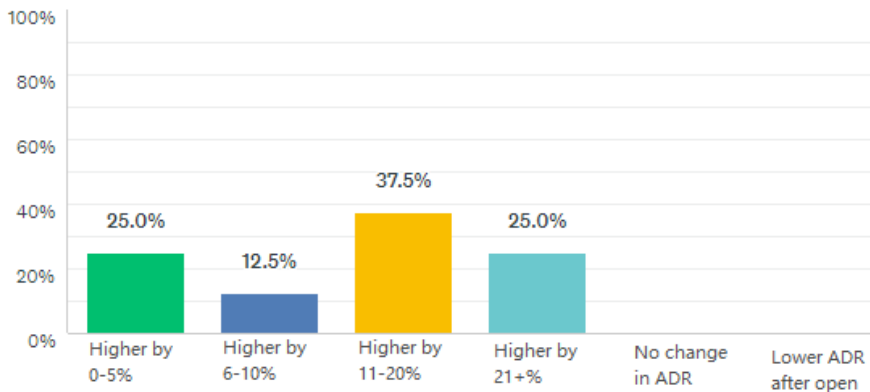
After adding a water park or waterplay features, these properties saw an overall increase in occupancy, with half of all respondents indicating occupancy points increased by at least 11-15 points.

WHAT WAS THE DIFFERENCE IN OCCUPANCY POINTS AFTER THE OPENING OF THE WATER PARK/ AQUATIC FEATURE?



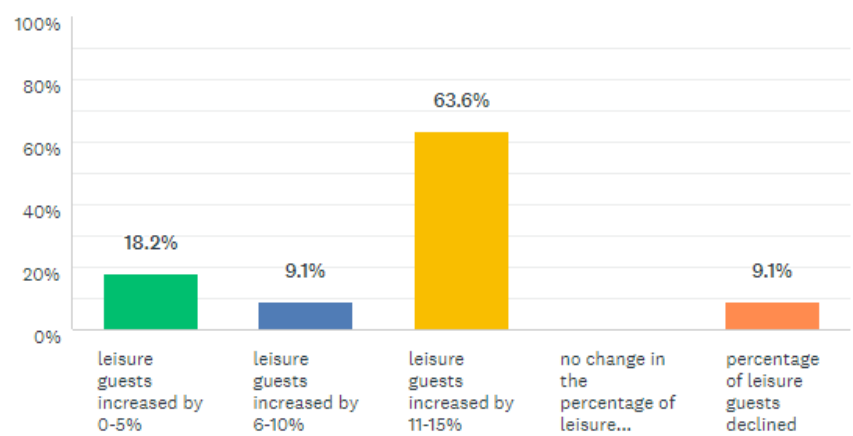
These properties all reported increases in Average Daily Rate (ADR) after adding an aquatic feature, with increases varying between 0-5% and 21% and higher.

WHAT WAS THE PERCENTAGE DIFFERENCE IN AVERAGE DAILY RATE (ADR) AFTER THE OPENING OF THE WATER PARK/ AQUATIC FEATURE?



Not surprisingly, properties that added an aquatic feature also reported stronger leisure demand. More than 90% of respondents said leisure guests increased, with 63.6% indicating the increase grew by 11% or more. Among all properties, the percentage of hotel guests that are leisure guests averaged 75%.

WHAT WAS THE PERCENTAGE DIFFERENCE IN THE NUMBER OF LEISURE GUESTS STAYING AT THE HOTEL AFTER THE OPENING OF THE WATER PARK/ AQUATIC FEATURE?



Similarly, 78% of these properties saw an uptick in food & beverage revenue after opening a water park/aquatic feature, with 33% reporting revenue increases of 16% or higher.

Clear benefits, including online reviews, from adding aquatic entertainment

Given the fact that leisure demand continues to drive the recovery of the hotel industry in the 2021 post-COVID-19 era, these survey results bode well for expanding water park development at established properties.

Finally, survey respondents appear to confirm another important advantage they have over competitors without aquatic facilities: favorable online reviews. More than three-fourths of respondents said they noticed measurable positive improvements in comments, scores, and ratings given to their property on customer review websites like Tripadvisor in comparison to those given to comparable hotels without a water park/aquatic feature in their market.

RESEARCH CONCLUSIONS

Over the past few decades, there has been a growing trend globally of hotels and resorts adding water park attractions and features, with some properties adding one or two slides while others building a substantial water park attached to the resort. Hotel & Leisure Advisors has completed over 3,000 studies for hotels, resorts, water parks, and leisure properties across North America and internationally. Our experience within the industry has shown that resorts that offer water parks or aquatic features tend to outperform hotels without water park equipment.

There are many reasons for this premium performance, including the following:

- Wide appeal of water-based recreation
- Target families with children
- Increasing demand for short drive-to getaway vacations
- Themes with varying levels of appeal
- Location proximate to customer base
- Location within established family vacation markets
- Lack of other activities or things to do for families with young children

Globally, consumers' shopping habits are changing, especially among the millennial generation. Millennials increasingly prefer spending on experiences rather than merchandise, expressing a preference for "doing" over "owning." Hotels and resorts have always focused on providing a good experience for their guests, be it corporate guests or families on vacation. However, experiences have to be dynamic and not static. Hotels and resorts need to offer unique experiences that other hotels in the market do not offer.

Age is an important factor in water park attendance. Visiting water parks is often considered a family activity, as the attendance demographics indicate. The 2019 IAAPA Waterpark Benchmark Report indicated that children ages 0-17 account for 42% of water park visits, while ages 25 to 49 account for 30%, up from 27% the previous year. The percentage is much lower in the 18- to 24-year-old range (16%), and adults older than 50 represent the lowest percentage of water park visitors (7%).



The data obtained from STR, profiles of select properties, and our online survey indicates that most hotels and resorts have benefited from having a water park or aquatic feature. Our research indicated a myriad of reasons why hotels and resorts consider adding water park equipment and features. The following are the most common reasons:

- Increase in occupancy and/or average daily rate
- Increase in food and beverage revenues
- Increase in leisure segment demand
- Increase in customer satisfaction and improvement in ratings and scores on various social media platforms.
- To remain competitive with other hotels and resorts in the market
- To gain competitive advantage over other hotels and resorts in the market
- Increase in revenue per occupied room (RevPOR)
- Extend length of stay at the property

“It is difficult to quantify how the addition of the splash pad and Ramp Slide have affected business, but I can say that family business has shot off. Having the water equipment has been worth every penny of the investment.”

**ANDREW HARRISON, General Manager at
the Four Seasons Hotel Hampshire**

“The recreation facility is a huge advantage. We are known as the hotel in town with the water slide which has made us the family choice in town.”

**GRANT SMITH, General Manager and Director
of Operations at Bayview Hotel Group**

Hotels and resorts are expanding their reach as leisure destinations for families looking for a convenient weekend getaway or vacation. Historically, larger resort properties in tourist destinations considered adding such water park equipment; however, today growth continues across a multitude of market types. Hotels and resorts have discovered that in order to attract families to their facilities and keep their repeat guests coming back for more, they need to continually work to add new components and keep the concept “fresh.”





COMPANY PROFILES

WHITEWATER COMPANY OVERVIEW

WhiteWater, known as the “original” water parks and attractions company, was established in 1980 in Richmond, British Columbia, Canada. The company manufactures a wide variety of products for water parks including water slides, water play areas, wave pools, and surf pools. WhiteWater started as a water park operator that began making its own slides and within five years of operation they had acquired a fiberglass manufacturing plant and a local engineering firm. The company has grown to become the world’s largest designer of water parks, completing more than 5,000 projects worldwide across theme parks, cruise ships, water parks, and hotels and resorts.

The company has 600 employees around the world. In addition to its headquarters in Vancouver, British Columbia, WhiteWater has regional offices in Barcelona, Dubai, and Shanghai, and manufacturing operations in Turkey, the Philippines, and Canada. WhiteWater has three subsidiary companies: FlowRider, which produces a line of surf simulators; Vantage, which provides a guest experience platform; and Endless Surf, a newly introduced company that provides powerful wave technology for inland surf parks.

Over the years, WhiteWater has won countless industry awards, including nearly 40 IAAPA Brass Rings Awards for products, clients’ parks, and booths. The company has also received 39 Golden Ticket Awards with partner parks and 34 Leading Edge Awards from the World Waterpark Association (WWA). In 2015 and 2016, WhiteWater was recognized by Deloitte as one of Canada’s Best Managed Companies, a designation given to leading Canadian businesses for excellence in business performance.

From water slides and water rides to water play and surf, WhiteWater has the most comprehensive product portfolio in the industry. All products are designed to meet the recognized local and international standards as well as WhiteWater’s own strict internal design guidelines. The company has developed proprietary software to simulate and test ride paths at the design stage and follow a thorough internal review process as the ride is engineered and constructed.

The following is a summary of WhiteWater products by category:

Water Slides

As one of the earliest innovators in water slide design and production, WhiteWater is probably best known for its expansive line of water slide products. The company offers 50 distinct slide designs that range from crowd-pleasing icon attractions, uphill blasters, and bowl slides to classic water park standards, such as inner tube slides, family raft rides, and mat racers. WhiteWater also features Fusion Water Slides, which can combine two, three, or more elements in one slide path, giving water park developers the chance to create their own “world’s first” attraction. In 2019, the company announced a deal with Wiegand-Maelzer to acquire exclusive rights to the award-winning SlideWheel, the world’s first rotating water slide that combines the rotation of a Ferris wheel with the water-fueled propulsion of a water slide.

Interactive Water Play

A fundamental anchor attraction for any sized water park, WhiteWater’s multi-level interactive play structures and spray parks are custom engineered to meet local requirements, conditions, and geography. WhiteWater offers six collections of multi-level play structures, nine splash pad collections with themed elements, and numerous water play elements that can be added around a play structure. The wide range of water play products means that developers can choose options to fit every age group and need – from an accessible splash pad for kids of differing abilities to a challenging ropes course for teens. These products also allow parks to increase capacity without increasing land use. Capacities range from approximately 62 people on an AquaPlay 50 splash pad to over 1,600 on a FusionFortress 17, a mini water park that requires only 22,500 square feet of play space.

Water Rides

Through acquisitions and product development, WhiteWater has revitalized theme park favorites to offer high-capacity family water entertainment. These water rides provide experiences that range from centrifugal spins to backward turns and surprising rapids and even the relaxing river float journey. The company currently offers seven water rides, including the classic log flume and Shoot the Chute rides. Water ride capacities range between four and 20 riders, allowing families to ride them together.

Wave Systems

WhiteWater has been building waves for over 30 years, and has installed over 400 wave pools, wave rivers, and stationary surf simulators throughout the world. The company's wave products that support surfing include FlowRiders that simulate surfing; surf wave pools that create huge swells that carry people, boards, and tubes; and Endless Surf, a next-generation surf pool technology launched in 2020 to support the rapidly growing surf park industry. Endless Surf creates powerful and customizable waves for all abilities. WhiteWater also offers high-capacity dual wave pools that combine a family wave pool and a surf wave pool, gentler family and children wave pools, and two river systems that range from lazy and wavy to high thrill and extreme.

Safety and Technology Solutions

Over the years, WhiteWater has created innovative technologies – and sometimes partnered with industry experts – to help ensure that rides and parks are more engaging, efficient, and safe. Its Vantage software provides operators with data and metrics on customer activity and operations, and it allows guests to customize their own experiences. For slides, WhiteWater has created visual effects and finishes that include bursts of color and light, translucent fiberglass, and patterned veils to complement a park's brand or theme. Products designed for safety include Life Floor, a foam-rubber flooring system, the patented SilkTek fiberglass technology, Smart Start dispatch control system, and Mobaro, a partner software solution that manages a park's safety, maintenance, and security procedures.

In April 2021, WhiteWater announced that it has installations scheduled in more than 25 countries across the globe, and several projects will introduce new products to the market. Below are some of the new installations, grouped by region and type:

Asia Pacific

WhiteWater is working with Kaisa Group to create a new water park in Golden Bay near eastern Shenzhen in China. Part of a larger resort including a theme park, hotel, sports center, and theatre, the water park will feature the first Abyss with light effects in the country. This water slide will reach almost 30 meters high and has the largest funnel slide with coordinated light effects. Also, in this region is the new Aqean Bay Boracay Waterpark, a seven-hectare site located on Boracay Island in the Philippines. WhiteWater will provide ten water slides, six Kids' Slides, a Splash Pad, Wave Pool, Extreme River, FlowRider Double, and RainFortress 5.

North America

WhiteWater is working on a new attraction at Hurricane Harbor Chicago that is set to break world records. This Master Blaster, named Tsunami Surge, will be the tallest water coaster in the world at over 85 feet high. Thanks to Smart Blast technology, this saves power and reduces mechanical wear and tear by only building up motor speed when it needs to drive riders uphill. The first Tailspin water slide in the Midwest will be arriving at Hurricane Harbor Rockford. Named Tidal Wave, this ride includes three high-speed turns and will launch guests into a dark enclosed tube before opening up to reveal an angled downward curve.

Middle East and India

WhiteWater has partnered with Qetaifan Projects to build a 40-acre water park at Qetaifan Island North in Qatar. The park will be home to 36 water slides, including one that will break the record as the world's highest water slide at 262 feet.

Europe

The first LEGOLAND water park in Europe opened at Gardaland in Italy in June 2021. WhiteWater worked with Merlin Entertainments to complete three water slides, hand-carved Duplo aquatic animals, and one of the largest AquaPlay structures in Italy. This was the seventh time the company has collaborated with Merlin Entertainments, an equally long relationship is with Centre Parc and currently in development is a water slide addition to their Domaine est les Landes de Gascogne Resort.

Cruise Ships

WhiteWater will celebrate the opening of the new Pirate's Cove Aquapark on the MSC Seashore cruise ship in 2021. The installation will cover multiple stories and include an AquaTube, Pool Sider, Slideboarding, Adventure Trail, and a custom-themed AquaPlay 150 by WhiteWater's Architecture team. The company will also be installing water rides at one of Vietnam's most exciting new theme parks, Vinpearl Land.



HOTEL & LEISURE ADVISORS OVERVIEW

HOTEL & LEISURE ADVISORS

Hotel & Leisure Advisors, LLC is an international hospitality consulting firm specializing in appraisals, feasibility studies, and impact analysis for hotels, outdoor and indoor water parks, resorts, golf courses, restaurants, conference and convention centers, and other leisure real estate.

We work exclusively in the hospitality industry and concentrate our efforts on in-depth understanding of the trends and factors related to this industry. Our participation in industry associations and trade groups keeps us abreast of developments affecting our clients and gives us access to rich sources of data. We follow news and transactions occurring in the hospitality industry on a daily basis.

The consultants of the firm have performed over 3,000 hotel and water park studies since 1987 at various firms. We have analyzed an extensive range of property types with a particular emphasis on hotels and water parks. We have completed studies in almost every major market in North America with a variety of client types including:

- Developers and investors
- Major hotel franchise companies
- Operators and management companies
- Banks and other lending institutions
- Attorneys
- Government
- Native American Tribes

Mr. David J. Sangree, MAI, CPA, ISHC is the President of Hotel & Leisure Advisors. David's expertise is in the feasibility analysis, appraisal, and valuation of hotels, resorts, indoor water park resorts, water parks, amusement parks, conference centers, ski resorts, casinos, land, and golf courses. He has completed studies on more than 3,000 existing and proposed properties in 49 states and internationally.

David is a nationally recognized expert in the water park industry, having completed over 700 studies of various water park resorts since 1999 and visiting most of the open water park properties in the United States and Canada. Recognizing David as an industry leader, Aquatics International named him to their "Power People" list of the most influential people in the aquatics industry in 2019 and the World Waterpark Association honored him with their Executive Board Award in 2016. These awards signified David's commitment to the water park industry and identified him as helping to shape some of the latest trends. He has appeared on Good Morning America, CNBC, and Fox8 News in segments concerning hotels, resorts and water parks. In addition, he is a regular contributor to many industry publications, offering his expertise on various hospitality industry segments.

Nuresh Maredia, CHIA is the Director of Appraisal and Consulting Services. Nuresh's expertise is in the evaluation of leisure properties, including hotels, water parks, amusement parks, surf parks, and other leisure real estate. He has completed a variety of assignment including appraisals, market feasibility studies, economic impact studies, and impact studies for a wide variety of leisure and hospitality-oriented property types. He has been a hospitality consultant since 2006. In addition, he has written articles for several industry publications.

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APPENDIX



HOTELS REFERENCE TABLES - STR PERFORMANCE DATA

NORTH AMERICA

HOTEL NAME	STATE/PROVINCE	ROOMS
Best Western Cranbrook	BC	94
Bridge Bay Resort	IA	212
Camelback Lodge and Indoor Waterpark	PA	453
Chula Vista Resort	WI	617
Clarion Hotel Convention Center Minot	ND	172
CoCo Key Hotel and Water Resort	FL	391
Comfort Suites Kelowna	BC	83
Courtyard Anaheim Theme Park	CA	221
Delta Hotels By Marriott Saskatoon Downtown	BC	290
Gaylord Palms Resort & Convention Center	FL	1,718
Gaylord Texan Resort & Convention Center	TX	1,814
Great Wolf Lodge - Chicago	IL	414
Great Wolf Lodge - Grapevine	TX	605
Great Wolf Lodge - Minneapolis	MN	404
Great Wolf Lodge - Traverse City	MI	281
Great Wolf Lodge - New England	MA	406
Hammock Beach Golf Resort & Spa	FL	288
Holiday Inn Express & Suites Aberdeen	SD	68
Holiday Inn Express Brookings	SD	62
Holiday Inn Express West Valley City	SD	94
Holiday Inn Resort Orlando Suites - Waterpark	FL	777
Holiday Inn St. Johns	ON	252
Howard Johnson Anaheim Hotel and Water Playground	CA	296
Hyatt Place San Juan City Center	Puerto Rico	149
Hyatt Regency Maui Resort & Spa on Kaanapali Beach	HI	810
JW Marriot Hill Country San Antonio	TX	1,002
JW Turnberry Resort	FL	685
Hard Rock Hotel at Universal Orlando	FL	650
Nickelodeon Hotels & Resorts - Punta Cana	Punta Cana	208
Park Hyatt Aviara Resort, Golf Club & Spa	CA	327
Prince Albert Inn	SK	111
Renaissance Orlando at SeaWorld	FL	781
Reunion Resort Water park	FL	270
Sheraton Carlsbad Resort	CA	169
The Resort at Governors Crossing	TN	222
Wilderness Lodge at the Smokies	WI	713

Source: Hotel & Leisure Advisors

FLORIDA AND THE CARIBBEAN

HOTEL NAME	STATE/PROVINCE	ROOMS
CoCo Key Hotel and Water Resort	FL	391
Gaylord Palms Resort & Convention Center	FL	1,718
Hammock Beach Golf Resort & Spa	FL	288
Hard Rock Hotel at Universal Orlando	FL	650
Holiday Inn Resort Orlando Suites - Waterpark	FL	777
Hyatt Place San Juan City Center	Puerto Rico	149
JW Turnberry Resort	FL	685
Nickelodeon Hotels & Resorts - Punta Cana	Punta Cana	208
Renaissance Orlando at SeaWorld	FL	781
Reunion Resort Water park	FL	270

Source: Hotel & Leisure Advisors

UNITED STATES WITH OUTDOOR WATER PARKS

HOTEL NAME	STATE/PROVINCE	ROOMS
Courtyard Anaheim Theme Park	CA	221
Gaylord Texan Resort & Convention Center	TX	1,814
Howard Johnson Anaheim Hotel and Water Playground	CA	296
Hyatt Regency Maui Resort & Spa on Kaanapali Beach	HI	810
JW Marriot Hill Country San Antonio	TX	1,002
Park Hyatt Aviara Resort, Golf Club & Spa	CA	327
Sheraton Carlsbad Resort	CA	169

Source: Hotel & Leisure Advisors

UNITED STATES WITH LARGE INDOOR WATER PARKS

HOTEL NAME	STATE/PROVINCE	ROOMS
Camelback Lodge and Indoor Waterpark	PA	453
Chula Vista Resort	WI	617
Great Wolf Lodge - Chicago	IL	414
Great Wolf Lodge - Grapevine	TX	605
Great Wolf Lodge - Minneapolis/Bloomington	MN	404
Great Wolf Lodge - New England	MA	406
Wilderness Lodge at the Smokies	WI	713

Source: Hotel & Leisure Advisors

UNITED STATES WITH SMALL INDOOR WATER PARKS

HOTEL NAME	STATE/PROVINCE	ROOMS
Best Western Cranbrook	BC	94
Bridge Bay Resort	IA	212
Clarion Hotel Convention Center Minot	ND	172
Comfort Suites Kelowna	BC	83
Delta Hotels By Marriott Saskatoon Downtown	BC	290
Great Wolf Lodge - Traverse City	MI	281
Holiday Inn Express & Suites Aberdeen	SD	68
Holiday Inn Express Brookings	SD	62
Holiday Inn Express West Valley City	SD	94
Holiday Inn St. Johns	ON	252
Prince Albert Inn	SK	111
The Resort at Governors Crossing	TN	222

Source: Hotel & Leisure Advisors

RESORT OUTDOOR WATER PARKS IN ASIA AND THE MIDDLE EAST

HOTEL NAME	COUNTRY	ROOMS
Centara Grand West Sands Resort & Villas Phuket	Thailand	262
Cheval Blanc Randheli	Maldives	46
Four Seasons Bahrain Bay	Bahrain	273
Holiday Inn Vana Nava	Thailand	300
Sheraton Soma Bay Resort	Egypt	326
Steigenberger Aldau Resort	Egypt	400
Zaya Nurai Island	UAE	48

Source: Hotel & Leisure Advisors

STANDARD CONDITIONS:

The following Standard Conditions apply to real estate consulting engagements and appraisals by Hotel & Leisure Advisors, LLC (H&LA). Extraordinary Assumptions are added as required.

1. The report is to be used in whole and not in part. The report, engagement letter and these standard conditions constitute the entire understanding and agreement between the parties with respect to the subject matter hereof and supersedes any and all prior or current agreements or understandings between the parties, whether in writing or orally. The report and engagement letter may not be amended except in writing signed by the parties hereto. These standard conditions shall survive the completion of the assignment.
2. Publication of the report or engagement letter without the prior written consent of H&LA is prohibited unless otherwise stated in the letter of engagement. Neither the report nor engagement letter may be used by any person other than the party to whom they are addressed nor may they be used for purposes other than that for which they were prepared. Neither the engagement letter, nor the report, nor their contents, nor any reference to the appraisers or H&LA or any reference to the Appraisal Institute, International Society of Hospitality Consultants, American Institute of Certified Public Accountants, or the American Institute of Architects, (or the MAI, ISHC, CPA or AIA designations) may be included or quoted in any offering circular or registration statement, prospectus, sales brochure, other appraisal, loan, or other agreement or document without H&LA's prior written permission, in its sole discretion. Moreover, "H&LA" is a registered trademark of Hotel & Leisure Advisors, LLC. The client agrees that in event of a breach of this Section 2, in addition to any other rights and remedies of H&LA, and hereby consents to injunctive relief.
3. The information contained in the assignment is based upon data gathered from sources the consultant or appraiser assumes to be reliable and accurate. Some of this information may have been provided by the owner of the property. Neither the consultants nor H&LA shall be responsible for the accuracy or completeness of such information including the correctness of public records or filings, estimates, opinions, dimensions, sketches, exhibits, and other factual matters.
4. The report may contain prospective financial information, estimates, or opinions that represent the consultants' or appraisers' view of reasonable expectations at a particular point in time. Such information, estimates, or opinions are not offered as predictions or as assurances that a particular level of income or profit will be achieved, that events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by H&LA's prospective financial analyses will vary from those described in the report, and the variations may be material. The financial projections stated in the report and any opinions of value are as of the date stated in the report. Changes since that date in external and market factors or in the property itself can significantly affect property value or performance.
5. Real estate consulting engagements and appraisal assignments are accepted with the understanding that there is no obligation to furnish services after completion of the original assignment. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and the client will be obligated to pay in advance for the standard per diem fees and travel costs.
6. No significant change is assumed in the supply and demand patterns indicated in the report. The appraisal or consulting engagement assumes market conditions as observed as of the current date of the market research stated in the letter of transmittal. These market conditions are believed to be correct; however, H&LA or the consultants assume no liability should market conditions materially change because of unusual or unforeseen circumstances.
7. The quality of a lodging facility or other leisure property's management has a direct effect on the property's economic viability. It should be specifically noted by any prospective reader that the engagement assumes that the property will be competently managed, leased, and maintained by financially sound owners over the expected period of ownership. H&LA is not responsible for future marketing efforts and other management or ownership actions upon which actual results will depend.
8. The forecast of income and expenses are not predictions of the future. Rather, they are the consultants' best estimates of current market thinking on future income and expenses. We do not warrant that the estimates will be obtained, but that they have been prepared in a conscientious manner on the basis of information obtained during the course of this study.
9. H&LA does not, as part of this consulting report or appraisal, perform an audit, review, or examination (as defined by the

American Institute of Certified Public Accountants) of any of the historical or prospective financial information used and therefore, does not express any opinion with regard to it.

10. The consulting engagement or appraisal report has been prepared in accordance with the Uniform Standards of Professional Appraisal Practice and the Code of Ethics of the Appraisal Institute. No other code, ordinance, rule or regulation of any kind or nature whatsoever shall apply.
11. It is agreed that the maximum damages recoverable from H&LA or its affiliates or their respective employees relative to this engagement shall be the amount of the money actually collected by H&LA or its affiliates for work performed pursuant to the engagement letter. The client acknowledges that H&LA cannot and does not guarantee and makes no representations as to the success of the project. H&LA shall not be liable for any incidental, breach of warranty, consequential or punitive damages, expenses, costs or losses whatsoever directly or indirectly arising out of the services performed hereunder (including negligence and/or gross negligence). In addition, there is no accountability or liability to any third party.
12. The client hereby releases and discharges H&LA, its directors, officers, and employees, from and against any and all claims and demands of any nature or kind whatsoever arising as a result of the design, development, operations, and performance of the proposed or existing project. The client furthermore agrees to indemnify, defend and hold harmless H&LA and its directors, officers and employees, from any and all claims of any nature whatsoever, including attorney fees, expenses and costs.
13. The provisions of the report, the engagement letter and these standard conditions shall be severable, and if a court of competent jurisdiction holds any provisions of the report, engagement letter and these standard conditions invalid, illegal or unenforceable, the remaining provisions shall nevertheless remain in full force and effect as written.

CERTIFICATION

A certification has been signed by the authors and is included in the original study prepared for the client.

