

World Hotel Waterpark Construction Report

19 Hotel Waterpark Resorts Open in USA in 2010

Twenty-Five More Launch Outside North America

By Jeff Coy, ISHC

June 6, 2011 --- While 2010 was a year of slow recovery for the hospitality-leisure industry, 19 hotel waterpark resorts opened in the USA, including 12 that were installed on cruise ships --- making 2010 a slightly better year compared to the 18 that opened in 2009. Another 39 US hotel waterparks are expected to open in 2011.

Twelve cruise ships added waterslides, rides and even branded Aqua Parks that boosted the totals to 15,819 rooms attached to 570,000 square feet of outdoor waterparks and 58,000 square feet of indoor waterpark space that opened in 2010. The average cruise ship has 1100 rooms or cabins, compared to the average 300-room hotel waterpark --- boosting the totals and making a slow year look good.

Here is a list of hotel waterpark resorts that opened in 2010, along with room counts, size of waterpark and the opening dates.

USA Hotel Waterpark Resorts Opened in 2010						
Name	Location		Rooms	OWP SqFt	IWP SqFt.	Open Date
JW Marriott Hill Country Resort & Outdoor Waterpark	San Antonio	TX	1,002	261,360		201003
Coco Key Hotel & Water Resort (Former Legacy Grand)	Orlando	FL	391	70,000		201005
Legoland Outdoor Waterpark & Phase 2 Hotel UD	Carlsbad	CA	0	239,580		201006
Radisson Hotel Albuquerque	Albuquerque	NM	280		37,000	201006
Comfort Inn, Indoor Waterpark & Family Fun Center	Plattsburgh	NY	96		1,000	201006
Costa Cruise Ship Atlantica Add Waterslide	Miami	FL	1,057			201007
Norwegian's Jewel Add Slides	Miami	FL	1,197			201007
Norwegian's Pearl Add Slides	New York	NY	1,197			201007
Norwegian's Gem Add Slides	New York	NY	1,197			201007
Norwegian's Epic Cruise Aqua Park Plunge & Super Bowl	Miami	FL	2,114			201007
Sportscom Indoor Waterpark	Murfreesboro	TN	0			201007
Carnival's Inspiration Add Water Works & Twister Slide	Long Beach	CA	1,026			201012
Carnival's Sensation Add Water Works & Twister Slide	Port Canaveral	FL	1,026			201012
Carnival's Imagination Add Water Works & Twister Slide	Miami	FL	1,026			201012
Carnival's Fascination Add Water Works & Twister Slide	Jacksonville	FL	1,026			201012
Carnival's Paradise Add Water Works & Twister Slide	Tampa	FL	1,026			201012
Carnival's Fantasy Add Water Works & Twister Slide	Charleston	SC	1,028			201012
Carnival's Ecstasy Add Water Works & Twister Slide	Port Canaveral	FL	1,028			201012
Best Western (former Super 8) Splash Park Inn	Ludington	MI	102		20,000	201012
Opened in 2010		19	15,819	570,940	58,000	

Source: Jeff Coy, JLC Hospitality Consulting, 480-488-3382

JW Marriott Hill Country Resort in San Antonio TX opened its River Bluff Water Experience in March 2010 which offers 6 acres of pools, fountains, waterfalls and rivers. Guests enjoy a 262,000 gallon leisure pool from zero to 4-feet in depth. Grab a tube and



float the 1200-foot lazy river through the cabana area. Ascend the Water Tower to find two 35-foot high tube slides that run 275 feet. The Rapids River runs 350 feet in length and provides many areas of water interaction. Guests on deck are aiming at targets that activate water sprays and detonate water blasts along the river's edge. The children's pool features a zero depth beach entry pool with

two kiddie slides and multiple sprays. Guests of the JW Marriott Resort enjoy exclusive access to the River Bluff Water Experience. The resort has 1002 guest rooms and 140,000 square feet of meeting space. It caters to a mix of leisure guests and conference attendees. Miller Global Properties LLC is the owner of the resort. Art Coloumbe is general manager. Telephone is 210-276-2500. Website is www.jwsanantonio.com.

CoCo Key Hotel & Water Resort on International Drive in Orlando FL opened in May 2010 with 390 rooms and 70,000 sf of outdoor park. The water resort has 8 slides and 5 pools and a 1500 sf arcade. Other features include a jungle gym with slides for younger children, zero depth entry pool, water cannons, 400-gallon tipping bucket, a teen activity pool and 2 large adventure slides. CNL Lifestyle Properties of Orlando paid \$19 million for the former Legacy Grand in 2008 and leased it to Wave Development Inc of Milwaukee WI to upgrade and rebrand as a waterpark resort. Sage Hospitality Resources of Denver CO manages the property. Frank Fry is general manager. Telephone is 877-875-4681. For more, go to www.cocokeywaterresort.com.



Legoland California Resort opened in June the first and only Legoland Waterpark in Carlsbad CA. The outdoor waterpark covers 239,580 square feet and features 3 waterslides and 5 bodies of water. The centerpiece is a 45-foot-tall tower designed to immerse children in the creative world of LEGO. The waterpark also features more than 20 models including giant friends who splash or spray water on guests, two sandy beach wading areas, retail shops and snack carts.



Features include: (1) Build a Raft River, where kids customize their own raft made of soft LEGO bricks before floating down a lazy river; (2) Splash Safari, a toddler play area with 3 small slides and interactive DUPLO characters modeled after actual pieces found in LEGO sets -- an alligator, polar bear and elephant; (3) Imagination Station, two interactive tables, where kids can build bridges, dams and cities out of DUPLO bricks, control the flow of water and create their own water symphony; (4) Joker Soaker,

a wading pool where kids can aim water cannons at each other and 350 gallons of water pour down upon them; (5) Kid Creek, a lazy river; (6) Orange Rush, a family tube slide where up to four people can ride together down a 312-foot-long curving track on an 11-foot in diameter half pipe; (7) Splash Out, an open body slide that invites guests to slide 240 feet and “splash out” into the water below; and (8) Twin Chasers, two side-by-side enclosed red tube slides that stretch nearly 130 feet and pour into a wading area below. Day passes for Legoland and the Waterpark range from \$71 to \$81. A hotel is scheduled in Phase 2. Peter Ronchetti heads Legoland California. For more, call 760-918-5346 or go to www.california.legoland.com.

Radisson Hotel Albuquerque NM opened a 37,000 sf indoor waterpark in June 2010.

Features include 2 slides, 5 pools, hot tub, lazy river and a simulator surf rider. The 280-room hotel also has a 2,500 sf family entertainment center. Telephone is 505-888-3311. For details, go to www.waterparknewmexico.com.



Comfort Inn & Waterpark in Plattsburgh NY reopened in June 2010 with 96 rooms and a new indoor waterpark --- after a fire consumed the hotel in November 2008 causing millions of dollars in damage. The fire had engulfed the indoor pool area, sauna, gym, sports bar and restaurant. Owner Terry Meron said he knew he would rebuild from day one, but it's

been very stressful. Today, after nearly two years and \$11 million, his hotel and restaurant are back in business. His small but new indoor waterpark has 2 waterslides and a children's 6-station water play area. His new family entertainment center has arcade games and glow in the dark miniature golf. To reach Terry Meron, dial 518-562-2730 or visit his website, www.plattsburghcomfortinn.com.

Costa Cruise Ships in July 2010 added waterslides to 7 of its ships --- Fortuna, Magica, Concordia, Serena, Pacifica, Mediterranea, and Atlantica. On Costa Atlantica, there are two outdoor swimming pools, but one can be used during foul weather because it is covered by an airtight macrodome which has a retractable roof. The children's pool has a 2-story winding slide. Costa ships are known for artwork pasta and gelato. They sail Europe and the Caribbean with activities for kids. Costa Cruises is an Italian company that has been a subsidiary of Carnival Corporation since 2000. For more, go to www.costacruise.com.

Norwegian Cruise Lines added waterslides to 4 of its ships in July 2010 --- Jewel, Jade, Pearl and Gem. The company added a complete Aqua Park to its 2000-room Norwegian Epic based in Miami. The Aqua Park features the Plunge family raft slide, Super Bowl, 4 pools, rock climbing wall, rope rappelling, batting cages, bowling and basketball. Norwegian Cruise Lines is a private company, half owned by Apollo Management LP, a private equity firm, and half owned by Genting Hong Kong, which is publicly traded on the Hong Kong stock exchange. Genting's portfolio includes land-based resorts, cruise ships, casinos and entertainment venues. NCL's ceo is Kevin Sheehan. For more, go to www.ncl.com.



SportsCom Waterpark in Murfreesboro TN features a gymnasium, 1/16 mile track, aerobics area, fitness equipment, game room, meeting room, 25-yard indoor pool and 50-meter outdoor pool and four sand volleyball courts. Its an indoor-outdoor waterpark that combines exercise, therapy and leisure. The indoor pool offers 8 lap lanes and water therapy while the outdoor waterpark, opened in July 2010, is renamed Boro Beach and features two waterslides. The Water Worx indoor waterpark at nearby Patterson Park in Murfreesboro offers fun in the water for all ages. The all-shallow pool sports a zero-depth entry that gradually slopes to a depth of two feet with an Interactive Water Play System. A triple-loop slide empties into a four-foot depth and the four-lane lap area varies from a three to four feet. For adults, it provides water exercises for abs, gluts, arthritis, upping heart rate and burning off calories. For pre-schoolers, it offers a great learning environment for their preschool swim program for ages 6 months - 4 years. In addition, there's water aerobics and water polo. For more, call 615-893-5210.



Carnival Cruise Ships got in on the waterpark craze when it added 4 waterslides on the new Carnival Dream. By the end of 2010, Carnival added its branded WaterWorks aqua park and a Twister waterslide to 7 of its cruise ships. The WaterWorks concept includes a pair of twin 80-foot long racing slides or a 104-foot long enclosed spiral slide called the Drain Pipe. The biggest thrill is the Twister, a 4-deck high corkscrew that runs 303 feet long. Waterslides and Aqua Parks are the latest must-have cruise features. With new ships that are outfitted with waterslides and rides, the cruising experience becomes more and more like a land-based resort. For more, go to www.carnival.com.

Best Western Splash Park Inn in Ludington MI opened its Splash Park in December 2010. When you visit this 102-room hotel, you'll discover why it ranks high as a favorite destination. Their indoor waterpark features the only waterslide in town. It's a 100-foot long with four thrilling curves and a terrific splash landing into the heated pool below. Overhead skylights brighten and warm the atrium. The bubbly 10-person hot tub is great for relaxing and so is the dry, cedar-lined sauna. There's a game room, fitness center and playground. The hotel is near the car ferry across Lake Michigan to Wisconsin.



Donna Knudsen is general manager. For more info, dial 231-843-2140 or go to www.bestwesternludington.com. To see a video, CTRL + click on http://www.youtube.com/watch?v=tn5gPB_rTL8&feature=player_profilepage

Canada, Mexico & Caribbean

In Canada and Mexico, there were no known hotels with waterparks that opened in 2010.

In the Caribbean, the 750-room El Conquistador Resort in Las Croabas, Puerto Rico, opened in October 2010 its Coqui Outdoor Waterpark which covers 104,544 square feet of outdoor waterpark space.

Total hotel waterpark resorts opened during 2010 in North America: 20.

Rest of World

While the great recession curtailed hotel construction worldwide, 25 hotel waterpark resorts outside North America opened in 2010. Most projects were in Asia but Costa Cruise and Norwegian Cruise Line added waterparks to 7 ships with home ports in Europe. This compares with 19 hotel waterparks outside North America that opened in 2009 and 38 that are expected to open in 2011.

Here's a list of hotel waterpark resorts outside North America that opened in 2010:

Hotel Waterpark Resorts Outside North America Opened in 2010						
Name	Location		Rooms	OWO SqFt	IWP Sq Ft	Open Date
Lotus Desaru Beach Resort (former Impiana)	Desaru	Malaysia	2000			201001
Splash Jungle Waterpark at West Sands Resort	Phuket	Thailand	447	75,000		201001
Courtyard by Marriott & Aquabasilea	Basil	Switzerland	175		139,100	201003
Aquaplay Edutainment Center at Mirdif City Centre Mall	Mirdif-Dubai	UAE	0	0	200,000	201003
Yas Island Hotel & Ferrari World & Waterpark UC	Abu Dhabi	UAE	499			201004
Ice Land OWP, Planet Earth & Kabana Resort	Ras Al Khaimah	UAE	180	1,177,000		201004
Centre Parcs Village Resort & Aqua Mundo Waterpark	Moselle	France	870		53,800	201005
Talima Adventure & Waterpark & Glamour Camp	Olanggo Island Cebu	Philippines		161,389		201005
AquaMasterPark & Future Hotel Indoor Waterpark	Doha	Qatar				201006
Gural Premier Beach Hotel & Waterpark Resort	Antalya	Turkey	538	235,400	yes	201006
Happy Magic Water Cube Conversion to IWP	Beijing	China	0		118,400	201007
Costa Cruise Ship Pacifica Add Waterslide	Port of Kiel	Germany	1,504			201007
Costa Cruise Ship Magica Add Waterslide	Hamburg	Germany	1,358			201007
Costa Cruise Ship Mediteranea Add Waterslide	Athens	Greece	1,057			201007
Costa Cruise Ship Fortuna Add Waterslide	Genova	Italy	1,358			201007
Costa Cruise Ship Concordia Add Waterslide	Savona	Italy	1,500			201007
Costa Cruise Ship Serene Add Waterslide	Savona	Italy	1,500			201007
Norwegian Cruise Line's Jade Add Slides	Civitavecchia	Italy	1,197			201007
Khan Shatyr Indoor Water & Amusement Park	Astana	Kazakhstan			1,498,000	201007
Tervise Paradiis Spa Hotel & Indoor Waterpark	Parmu	Estonia	122		28,000	201012
Hard Rock Hotel & Waterpark	Bali	Indonesia	418			201012
Pecatu Indah Resort Add New Kuta OWP - Badung	Bali	Indonesia	278			201012
InterContinental Alpensia Resort & Ocean 700 IWP	Pyeong Chang	South Korea	238			201012
Jozankei Hotel & IWP Add of Aquadek	Sapporo City	Japan	14			201012
Sunway Lagoons's Addition of ScreamPark Museum	Selangor	Malaysia	0			201012
Total Open Year End 2010		25	15,253	1,648,789	2,037,300	
Source: Jeff Coy, JLC Hospitality Consulting, 480-488-3382						

Details of numerous hotel waterpark resorts that opened in the first half of 2010 were provided in our World Hotel Waterpark Construction Report, dated July 22, 2010. To get a copy, go to www.jeffcoy.com and click on Media Center>Articles. Therefore, we present a brief list followed by details and photos of the properties that opened in the second half of 2010.

- Lotus Desaru Beach Resort opened its 2000-room hotel and waterpark in Desaru, Malaysia in January 2010.
- Splash Jungle Waterpark at West Sands Resort opened 447 rooms and 75,000 sf outdoor waterpark in Phuket, Thailand in January 2010.
- Courtyard by Marriott & Aquabasilea opened 175 rooms and 139,100 sf indoor waterpark in Basil, Switzerland in March 2010.

- Aquaplay Edutainment Center at Mirdif City Centre opened in March 2010.
- Yas Island Hotel opened 499 rooms and Ferrari World in April 2010. A waterpark is under construction, opening in 2012.
- Ice Land Outdoor Waterpark, Planet Earth & Kabana Resort opened in April 2010 with 180 hotel rooms and 1,177,000 sf of outdoor waterpark in Ras Al Khaimah, UAE.
- Centre Parcs Village Resort & Aqua Mundo Waterpark opened 180 lodging units and 53,000 sf of indoor waterpark in Moselle, France during May 2010.
- Talima Adventure & Waterpark & Glamour Camp opened on Olango Island in Cebu, Philippines in May 2010.
- AquaMasterPark in Doha, Qatar opened in 2010 as the country's first waterpark with 235,400 sf of surface water. The waterpark is just the first phase of a large missed used resort destination project. A 360-room hotel and 128,400 sf indoor waterpark is planned.

Gural Premier Beach Hotel & Waterpark Resort with 583 rooms and 235,400 sf outdoor waterpark opened June 2010 in the Tekirova district in Antalya, Turkey, along the Mediterranean coast. The surrounding area is heavenly --- the Olympos Mountains and 3 island. The massive waterpark has 26 slides designed, built and installed by Polin

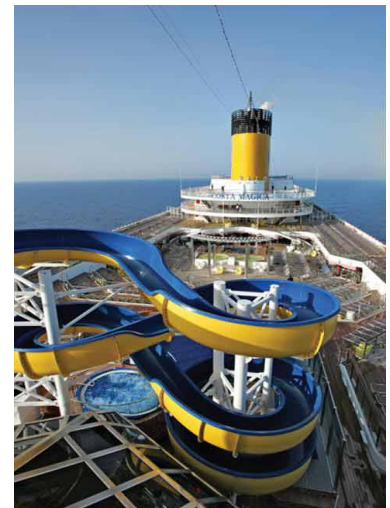


Waterparks & Pool Systems of Turkey. Three slides are in the extreme category -- - Space Boat, Family Rafting and Uphill Flying Boats. The total length of the rides in the waterpark is over 1000 meters or 10,700 feet. There is also a pirate-themed multi-level play structure for younger children. For adults, the spa has 23 therapy rooms. Total resort project cost was US\$110 million. Owner is the Gural Group, which has a 20 year history in tourism. For more, go to www.alibeypremier.com.

Beijing Water Cube Reopened as Happy Magic Water Park in August 2010. After the 2008 Summer Olympics, the cube was renovated as a massive indoor waterpark. The water cube was originally designed by PTW Architects with help from Arup. It won awards for its energy efficiency and daylighting. The ETFE pillow exterior still plays a role at night when interior lights shine out to illuminate the surrounding area. Its renovation was led by Forrec of Toronto. There are about 10 different rides including a wave pool, tube slides, speed slides and a lazy river. The Olympic pool is still used for swimming matches, but now the rest of the cube can be used for family entertainment. Happy Magic Waterpark is now the second most visited tourist attraction in China --- after the Great Wall.



Costa Cruises added a waterslide to each of 7 ships in July 2010 --- one in the USA and 6 in Europe. Costa Pacific has 1504 rooms with home in the Port of Kiel, Germany. Coasta Magica has 1358 rooms with home port in Hamburg, Germany. The Mediterranea features 1057 cabins based in Athens, Greece. The Fortuna offers 1358 and home port is Genova, Italy. The Concordia and Serene ships both have 1500 rooms and are based in Savona, Italy. Costa Cruises offers less thrilling waterslides than some cruise ships but they also realize the value of the family market. Coast ships, known for artwork, pasta and gelato, sail Europe and the Caribbean with activities for kids. Costa Cruises is an Italian company that has been a subsidiary of Carnival Corporation since 2000. For more go to www.costacruise.com.



Norwegian Cruise Line launched its 2000-room Norwegian Epic in July 2010 with an amazing new feature called the Aqua Park, which is the ship's expansive deck-top water play area. The family-friendly zone includes a tube slide and large bowl slide. The tube slide twists and turns down three stories. The Epic Plunge is a family raft ride that goes down a slide, spins around the inside of a bowl and then drops 200 feet into a splashdown area. A third waterslide, designed for younger children, zips straight through the rock climbing wall. The Aqua Park has two main pools with arching water effects that illuminate at night, 5 hot tubs, a wading pool and a kid's pool with play toys, water toys and a small slide. The Epic also features batting cages, rock

climbing wall, rope rappelling, bowling lanes and a basketball court. For more, go to www.ncl.com.



Khan Shatyr is a giant Indoor Water & Amusement Park in Astana, Kazakhstan that opened in July 2010. The giant indoor park is capable of holding 10,000 people who live, work and play there. The idea was to provide Astana's 700,000 residents with an escape from the city's -40C degree winters, when the tent-like, cable-net structure will provide comfortable temperatures as soon as you walk into the huge central atrium of 1.5 million square feet. If you enter a second ETFE layer into the tropical zone, it will provide temperatures of up to 75F degree (24C), so visitors can strip off their clothes for the waterslides, wave machine and beach. The different levels within the structure form undulating terraces, the uppermost level forming an indoor waterpark. The tent has its own monorail with several stations, a running track that circles the upper layers and the Cosmodrome amusement park with dodgers, human pinball, log flume ride and a death-defying 121-foot (37m) drop tower. Khan Shatyr, which means Royal Marquee, was designed by David Nelson of Foster & Partners and cost US\$260 million to build. Turkish construction firm Sembol was the builder. The Khan Shatyr opening coincided with President Nazarbayev's birthday, an international economic forum and an international film festival. Seven heads of state and Italian tenor Andre Bocelli attended the event.



Tervise Paradiis Spa Hotel & Indoor Waterpark opened near the beach in Pärnu, Estonia. The 4-star hotel has 122 rooms. The spa offers healing and relaxing treatments such as movement therapy, electrotherapy, magnetotherapy, hydrotherapy, inhalation and massages. The indoor waterpark is the largest in the country at 28,000 sf. The two floors of waterpark accommodate 700 visitors at a time. It has tube slides, a mountain river and climbing wall that provide a good shot of adrenaline. There are also pools, hot tubs, waterfalls and saunas, the Aqua bar, an outdoor heated pool and a summer terrace and a bar waiting for you in the waterpark. The attractions are designed for everyone --- from the toddler to the elderly. A 36-foot high tower launches 4 tube slides, the longest being 278 feet. A black slide is equipped with visual effects for more excitement. Also, there is bowling, a casino, fitness center, solarium, arcade, beauty salon, sports hall, table tennis and bike hire. Telephone is 372-447-9219. Contact Liina Schon at liina.schon@spa.ee.



Hard Rock Hotel & Waterpark opened at Kuta Beach in Bali, Indonesia during 2010 with 418 rooms, 2 pools and 3 waterslides. There are also 2 kiddie slides, a 16-foot rock climbing wall and 7 acres of beachfront. For more, go to www.hardrockhotels.com.

Pecatu Indah Resort in Badung, Bali, Indonesia opened in December 2010 with 278 rooms and New Kuta Green Park with its own supply of desalinated seawater. The 7.4-acre outdoor waterpark consists of wild water and a lazy river. It is one of several projects that will eventually make up part of the nearly 1000-acre integrated residential resort owned by



Hutomo “Tommy” Mandala Putra, the youngest son of former president Suharto. The desalination plant for the newly-opened waterpark also serves other facilities in the resort. The desalination plant can produce up to 3,000 cubic meters of fresh water every day. It is

located 300 meters from the water’s edge. It works by filtering the seawater twice. The result is water that is technically clean enough to drink, with all of the solid particles and 99 percent of the salt removed. The development comprises a series of golf, cultural and boutique hotels. Design architect is Mark de Reus of Hawaii. For more, go to www.dereusarch.com.

InterContinental Alpensia Resort & Indoor Waterpark in Pyeong Chang, South Korea opened with 238 guest rooms, 13 meeting rooms covering 28,930 sf of meeting space. The indoor waterpark, called Ocean 700, is Korea’s newest waterpark in an alpine-style village with Olympic-class ski slopes and three spectacular golf courses. For info, contact Eric Cho, concierge, at 82-33-339-0000 or email alpensia.enquiries@ihg.com.



Jozankei Hotel in Sapporo City, Japan installed an Aquadek, which is an indoor spray pad or wet deck with dripping mushroom and water play toys for toddlers. The Aquadek by Anteo of California covers an estimated 10,000 sf of space. The hotel

is one of the oldest hot spring hotels in Jozankei. There is a free shuttle from downtown Sapporo City Center to the resort. For more, go to <http://anteo.ca/pdf/recentinstallations.pdf>.

Scream Park opened in 2010 at Sunway Lagoon in Petaling Jaya, Selangor, about 15 minutes from Kuala Lumpur in Malaysia. Scream Park is one of 5 separate parks inside Sunway Lagoon, an 80-acre world-class, integrated water theme park. Sunway Lagoon hosted 1.4 million visitors in 2010 and won its fourth consecutive award as Asia's Best Attraction plus its first Best Waterpark Award from IAAPA --- International Association of Amusement Parks & Attractions. For more, go to www.sunway.com.my.

In Ekaterinburg, Russia, we have not been able to confirm the 2010 opening or even the construction of a New Palace of Water Sports with attached hotel downtown on the banks of the Iset River. Of the 5 hotels that reportedly opened in Ekaterinburg in 2010 --- DIVS, Transhotel, The Lotte, Novotel and Angelo --- none appear to offer any water features. Of course, the Atlantic Hotel & Indoor Aqua Park Limpopo opened in 2006. Please send any news to jeffcoy@jeffcoy.com.

Grand Canal Water Resort by JW Marriott in Abu Dhabi, UEA, previously expected to open by year end 2010, is rescheduled to open in late 2011, according to Abu Dhabi National Hotels' chairman. Also, the name changed to Ritz-Carlton, another Marriot brand, and the room count changed from 595 to 532.

So what's happening with **Jumeirah Desert Pearl Hotel & Aqua Dunya Water Park in Dubailand, Dubai, UAE?** Aqua Dunya is only one part of the 5 part Dubailand to be developed --- the other four involving Dubai Wheel, HIT Entertainment, Dreamworks and Six Flags. What's happening with Dubailand? Nothing! No apparent construction for two years, and the Dubailand website has not been updated for two years. Check into www.alsharqinvestments.com and www.dubailand.ae.

In sum, those are the hotel waterpark resorts that opened in North America and the Rest of the World in 2010. Feel free to email any corrections or news that you may have.

Stay positive, work smart and do the right thing.



Jeff Coy, ISHC, is president of JLC Hospitality Consulting based in Phoenix-Cave Creek AZ. He is certified by the International Society of Hospitality Consultants. Amanda McDaniel is director of research. For more about market research, economic feasibility and design-development services for all kinds of resorts, waterparks, adventure parks and sports facilities, call 480-488-3382 or email jeffcoy@jeffcoy.com or go to www.jeffcoy.com.