

## **SCOPE OF THE ASSIGNMENT**

Hotel & Leisure Advisors, LLC has been retained by Mr. Michael Robinson with MAR Holdings, Incorporated and Mr. Renee Van Schaack with Greene County Industrial Development Agency to estimate the potential market feasibility of the development of a hotel with indoor waterpark on the southeast side of New Baltimore.

We made a number of independent investigations and analyses in performing this study. We evaluated the subject site and its relationship to potential demand generators as well as its attributes relative to the lodging and waterpark competitors. We interviewed representatives of the Convention and Visitors Bureau and Chamber of Commerce, as well as city officials, county officials, and economic development officials to collect information concerning the proposed site and region. We interviewed managers or owners of existing and proposed competitive hotel or resort properties. We interviewed representatives of various hotel chains to determine performance of area hotels and proposed new supply additions. We interviewed managers of indoor waterpark resorts across the country. We interviewed representatives of area attractions to determine usage and new supply additions. We have conducted demand interviews with various potential users of the proposed facility.

In conducting our investigation and analysis, we relied on data retained in our office, which is updated regularly for use in all assignments. Various agencies and databases, including the Site to Do Business database, were contacted for demographic data, land use policies and trends, growth estimates, and employment data.

Neighborhood data was supplemented by a physical inspection of the subject property and the area. Mr. Michael Robinson provided the subject property data for our analysis. In addition to the subject's specific information, we have considered relevant market data in determining the projections used in our cash flow analysis.

We based the financial analysis primarily upon the probable operating experience of the property relative to gross operating revenues, typical expense levels, and resultant net cash flow. We estimated operating revenues utilizing market data relative to industry standards and comparable properties in the subject area. We estimated expense levels based upon industry standards and operating histories of similar properties. We have estimated the financial projections for the subject facility for the year beginning January 1, 2014 for 11 years.

We have completed our study assuming the subject property opens with 400 rooms in 2014. We have also shown financial projections assuming the property adds 200 additional rooms, and related expansions of the waterpark and other hotel spaces in 2018.

**EXECUTIVE SUMMARY**

The following chart profiles our recommendations for the proposed resort hotel in New Baltimore, Greene County, New York.

<b>Proposed Great Wolf Lodge - New Baltimore Recommended Facility</b>			
<b>Number of Units</b>		<b>400</b>	
<b>Room Mix</b>	<b>Units</b>	<b>Room Breakdown %</b>	<b>Size (S.F.)</b>
Double-Queen	250	63%	400-450
Kings	50	13%	400-450
Suites	100	25%	500-700
<b>Franchise Recommendations</b>			
Great Wolf Lodge			
<b>Meeting Rooms</b>		<b>Square Feet</b>	
Ballroom (Divisible Into 6 Rooms)		8,000	
Junior Ballroom (Divisible Into 3 Rooms)		4,000	
Meeting Rooms (divisible into 4)		3,000	
Pre-Function Area		<u>3,000</u>	
<b>Total</b>		<b>18,000</b>	
<b>Food and Beverage Outlets</b>			
Three-meal Restaurant			
Bar with Limited Food Offerings			
Dunkin' Donuts			
Pizza Hut			
Bear Paw Sweet and Eats			
Waterpark Snack Bar			
<b>Waterpark Features</b>		<b>Sizing</b>	
Indoor Square Footage (Net)		80,000	
Outdoor Pool Area Square Footage		20,000	
# of Lockers		300	
Cabanas		10	
<b>Potential Themes</b>			
Northwoods			
<b>Additional Revenue Centers</b>		<b>Square Feet</b>	
Arcade		8,000	
Gift Shops		3,000	
Spa		5,000	
<b>Amenities and Additional Activities</b>			
Cub Club			
Magiquest			
Fitness Room			
Animatronic Stories by the Clock Tower			
gr8 space Teen Center			
Business Center			
Complimentary Parking			
Basketball Court			
Tennis			
Bike Rental			
Volleyball Courts			
Miniature Golf			
Source: Hotel & Leisure Advisors			

**Subject Hotel Projections**

The following table indicates our projections of financial performance for the proposed hotel for the first six years of the analysis.

<b>Proposed Great Wolf Lodge - New Baltimore Summary of Performance</b>						
	Base Year	Base +1	Base +2	Base +3	Base +4	Base +5
Year	2014	2015	2016	2017	2018	2019
# Rooms	400	400	400	400	400	400
Occupancy	65.8%	69.3%	72.1%	72.1%	72.1%	72.1%
Average Rate	\$330.00	\$346.50	\$360.36	\$371.17	\$382.31	\$393.78
RevPAR	\$217.25	\$240.13	\$259.83	\$267.63	\$275.66	\$283.93
Rooms Occupied	96,116	101,182	105,271	105,271	105,271	105,271
Rooms Revenue	\$31,718,280	\$35,059,563	\$37,935,458	\$39,073,521	\$40,245,727	\$41,453,099
Total Revenue	\$46,949,000	\$51,355,000	\$55,253,000	\$56,910,000	\$58,618,000	\$60,376,220
Net Income	\$13,705,000	\$15,785,470	\$17,371,804	\$17,880,998	\$18,403,048	\$18,868,170
Note: Average rate includes indoor waterpark premium						
The analysis assumes the property opens in January, 2014						
Source: Hotel & Leisure Advisors						

Our analysis indicates that the development of the proposed 400-key indoor waterpark resort with approximately 80,000 square feet of waterpark area produces a positive return. The market area surrounding the subject site contains few indoor waterpark resorts, which have proven to be very popular with families for short vacations and getaways. We have analyzed the discounted cash flow result for the resort utilizing a 13.00% discount rate and a 10.50% terminal capitalization rate. The discounted cash flow as completed indicates a conclusion of \$154,400,000 or \$386,000 per available hotel room (400 rooms) for the development. The discounted cash flow as stabilized indicates a conclusion of \$164,800,000 or \$412,000 per available hotel room for the development. We note that the value conclusions are not meant to be market value because there are still many unknowns concerning the subject project but rather are presented as an analysis of value utilizing typical parameters performed in the income capitalization approach for an appraisal.

According to the developer, development costs for the proposed subject property should range between \$275,000 and \$300,000 per available hotel room inclusive of the hotel and indoor waterpark. The subject will receive municipal incentives from the Greene County IDA in the form of a reduced land price, infrastructure improvements and reduced real estate taxes for 30 years.

**Site Attributes**

The subject site is located within the Kalkberg Commerce Park, New Baltimore, Greene County, New York. It is located in the southeast quadrant of I-87 and U.S. Route 9W off exit 21B of the New York State Thruway. The developers have an option to purchase 20 usable acres in the Kalkberg Commerce Park. The 20 acres are part of the northern project area in the Kalkberg Commerce Park that designates 126 total acres for destination retail, outlet retail and the proposed subject development.

The developer will have an option to purchase additional land of 10 acres. The entrance into the subject site is through the Kalkberg Commerce Park that includes the recent

development of Serta Mattress and Empire Merchants North distributors. The remainder of the site is currently agricultural and natural land. The development is proposed to have a 200,000 to 300,000 square foot outlet center and a 100,000 to 200,000 square foot Bass Pro Shops type retail store adjacent to the proposed indoor waterpark resort. We project the retail components will open within one year of the subject's opening.

**Area Review**

The neighborhood surrounding the subject site contains a variety of uses, which are primarily related to industrial, commercial, agricultural and hospitality. The subject site has excellent visibility from both north and south bound I-87, the New York State Thruway, and U.S. Route 9W. The site is located 30 miles northeast from the Catskill ski resorts of Hunter Mountain and Windham Mountain. The subject site is approximately 20 miles south of downtown Albany, the capital of New York. The subject site is 120 miles north of New York City (Penn Station / Madison Square Garden).

**Competitive Hotel Market**

The proposed indoor waterpark resort is planned to be a Great Wolf Lodge. With its wide range of amenities including indoor waterpark, restaurants, arcade, MagiQuest, spa, miniature golf and other amenities, it will be a destination resort facility within the market. We have analyzed a grouping of competitive resorts, including indoor waterpark resorts, family resorts and full-service hotels located in the region. The following table provides their operating performance.

<b>Proposed Great Wolf Lodge - New Baltimore</b>			
<b>Historical Performance of Competitive Set</b>			
<b>Total Market Demand Segment</b>	<b>Historical</b>		
	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Commercial</b>	42,770	40,506	42,204
<b>Group</b>	79,753	74,979	78,754
<b>Leisure</b>	316,397	302,122	310,913
<b>Total Room Night Demand</b>	<b>438,919</b>	<b>417,607</b>	<b>431,870</b>
Total Room Demand Growth	-	-4.9%	3.4%
Total Room Nights Available	675,250	675,250	675,250
Total Room Supply Growth	-	0.0%	0.0%
Adjusted Market Occupancy	65.0%	61.8%	64.0%
ADR	\$259.93	\$245.49	\$245.97
ADR Growth	-	-5.6%	0.2%
RevPAR	\$168.96	\$151.83	\$157.31
RevPAR Growth	-	-10.1%	3.6%
Source: Hotel & Leisure Advisors			

As shown in the following table, the existing competitive supply is primarily focused on leisure demand and to a smaller extent group demand. The market achieves its highest occupancy levels in the summer months.

Total Accommodated Demand Output			
Segment		2010 Rm Nights	Segment Percent
1	Commercial	42,204	10%
2	Group	78,754	18%
3	Leisure	310,913	72%
<b>TOTAL</b>		<b>431,870</b>	<b>100%</b>
<b>Market Occupancy</b>		64.0%	
<b>Market ADR</b>		\$ 245.97	
Source: Hotel & Leisure Advisors			

### Indoor Waterpark Attendance

We have analyzed the potential demand for an 80,000 square foot indoor waterpark facility to be included within a Great Wolf Lodge Resort. The following table indicates our projections of attendance and indoor waterpark revenue. We project the vast majority of revenue will occur through a high average daily rate (ADR), which will include four passes per room to use in waterpark.

Projected Attendance and Indoor Waterpark Revenue Proposed Great Wolf Lodge - New Baltimore 80,000 square feet					
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b><u>Proposed Great Wolf Lodge - New Baltimore</u></b>					
Subject property occupied rooms	96,116	101,182	105,271	105,271	105,271
Waterpark package occupied rooms	94,588	99,573	103,597	103,597	103,597
Segment property attendance	378,351	398,290	414,389	414,389	414,389
<b><u>Local Daily Attendance</u></b>					
Attendees	13,432	12,211	12,211	12,211	12,211
Waterpark admission average	\$27.00	\$27.81	\$28.64	\$29.50	\$30.39
Projected revenue	\$362,664	\$339,586	\$349,773	\$360,266	\$371,074
<b><u>Total</u></b>					
Subject property attendance	391,783	410,501	426,600	426,600	426,600
Available capacity (1,125/day)	730,000	730,000	730,000	730,000	730,000
Usage percentage	<b>54%</b>	<b>56%</b>	<b>58%</b>	<b>58%</b>	<b>58%</b>
Total ticket revenue (rounded)	\$363,000	\$340,000	\$350,000	\$360,000	\$371,000
<b><u>Cabanas and Locker Rentals Revenue</u></b>					
	\$358,000	\$369,000	\$380,000	\$391,000	\$403,000
<b><u>Total Revenue</u></b>					
	\$721,000	\$709,000	\$730,000	\$751,000	\$774,000
<b><u>Statistical information</u></b>					
Projected attendance per square foot	4.9	5.1	5.3	5.3	5.3
<b><u>Demand segmentation:</u></b>					
Subject property occupied rooms	97%	97%	97%	97%	97%
Local Daily Attendance	3%	3%	3%	3%	3%
Source: Hotel & Leisure Advisors					

The local daily attendance figure assumes the current development limitation which prohibits day passes from Memorial Day Weekend through Labor Day Weekend, with three specific exceptions listed in the business term sheet (see addenda). Non-summer birthday parties and non-summer day pass users are included in the local daily attendance

### Subject Development Outlook

Overall, our study has revealed that the proposed subject hotel development has strong likelihood of being viable. The subject's location within the Catskills region and its close proximity to Albany are its strongest attributes. The subject has very good visibility from

I-87, the New York State Thruway, and is 120 miles north of New York City. The subject with its 80,000 square foot indoor waterpark and 400 rooms, will be a large and convenient resort for leisure travelers from throughout the New York, New Jersey, Pennsylvania, Connecticut and Massachusetts region. The proposed hotel is projected to earn a positive rate of return and out penetrate the local competitive set of hotels.

### **Recommendations for Resort**

We recommend the subject offer all of the standard Great Wolf Lodge amenities to create a true resort destination. The subject is projected to duplicate the success of the Great Wolf Lodge Poconos. The following bullets highlight the plans for the resort and our recommendations.

- We recommend the subject offer 400 guest rooms with a mixture of double queens, king rooms, and suites. All rooms are recommended to include a sleeper sofa or bunk beds and a half wall to allow families to utilize them as studio suites. We recommend a mixture of room types similar to existing Great Wolf Lodge properties, including themed rooms with kid's bunk beds and separate kid's areas. This will provide flexibility for guests. We recommend these rooms be larger than typical guest rooms with an average of between 400 and 450 square feet and suites offering approximately 600 square feet.
- We recommend the subject offer two restaurants, which should share the same kitchen. We recommend one of the restaurants be a family oriented facility that has three meal service with a buffet style option. We recommend one of the restaurants be a lounge area with a limited menu and entertainment offered during busy time periods. We project a waterpark snack bar will be located in the indoor waterpark area. We also recommend a Pizza Hut with take-out and room service capabilities. We recommend a Dunkin' Donuts for the lobby area with coffee and donuts. We recommend Bear Paw Sweets and Eats, which will offer snacks, ice cream, baked goods and candy. We recommend that food and beverage options and the entire hotel are smoke-free.
- We recommend the subject offer a meeting and conference center with approximately 18,000 square feet including an 8,000 square foot divisible ballroom, junior ballroom, and various meeting rooms. We recommend a larger conference center to allow the subject to focus on midweek groups. The conference space should be located on the opposite end of the building from the indoor waterpark to allow separation between two different types of users.
- We recommend the subject offer 1,000 to 1,500 square feet of multiple birthday party rooms adjacent to the indoor waterpark for birthday parties to assemble when they are not in the waterpark. This room can be utilized as an overflow breakout room or for waterpark snack bar seating when there are no birthday parties. The birthday party rooms would be used by non-resort guests outside the summer months.
- We recommend amenities for business travelers including a small business center and availability of wireless Internet access.
- We further recommend a large indoor waterpark, arcade, fitness center, gift shop, and themed lobby.

- We recommend the development include the popular MagiQuest, a live action adventure game for families.
- We recommend outdoor amenities including an outdoor pool area, miniature golf, and walking/bike path.
- We recommend the facility be constructed with a plan to add the second phase expansion of 200 additional hotel rooms and a larger indoor waterpark. Planning for an expansion in the initial drawings will lower the cost later on.
- We recommend the subject develop the indoor waterpark at the center of the proposed hotel structure. We recommend development of an indoor waterpark of approximately 80,000 square feet of waterpark area excluding the mechanical rooms. We project a gross building square footage of approximately 100,000 square feet for the waterpark structure.
- We recommend the subject try to obtain LEED certification as a "green" structure, which would allow for reduced energy costs and positive eco-friendly publicity. We recommend the developers analyze the various point systems for certification and balance the potentially higher costs with energy and environmental savings. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED gives building owners and operators the tools they need to have an immediate and measurable impact on their buildings' performance. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. The article "The Greening of Real Estate Appraisal" published in the second quarter 2007 issue of *Valuation* indicated that green buildings on average save 30% of energy costs, 35% of carbon costs, 30% to 50% on water use costs, and 50% to 90% of waste costs. The article "Energy Star Buildings Outperform Peers" published in March 2008 by the COSTAR Group indicated that "green" buildings outperform their peer non-green assets in key areas such as occupancy, sale price, and rental rates, sometimes by wide margins.

We have reviewed the business term sheet between the developer, Greene County Industrial Development Agency, and Greene County. We have the following recommendations.

- We recognize the prohibition of any outdoor waterpark facility at the subject. We believe that due to the nature of the two attractions, and distance between them, Zoom Flume will benefit from the increased tourist traffic into Greene County, the subject development will generate. We recommend in future years this prohibition be reconsidered as we believe Greene County can sustain more than one outdoor waterpark.
- We recommend the neighborhood surrounding the subject site be improved as part of the development of the subject. Emphasis must be placed on the entrance into the commerce park to make it more appealing to the traveling public. The entrance into the subject site when completed must be more in line with a tourist

destination. The Serta Mattress factory should be encouraged to open a retail store in their factory. The Empire Merchants North Beverage Distribution Center should consider opening a retail beverage center and wine tasting room. It is our opinion that consideration should be given to changing the name of the commerce park to make it more tourist friendly. The developer, Greene County and Greene County IDA, as outlined in point number 19 of the agreement, should review the entrance into the subject site.

- We recommend the subject resort site be shifted towards I-87 to allow for good visibility for both resort hotel and the retail development.

### **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. No responsibility is assumed for the legal description or any matters which are legal in nature. Title to the property is assumed to be good and marketable and the property is assumed to be free and clear of all liens unless otherwise stated. No survey of the property was performed. Sketches, maps, photos, or other graphic aids included in the reports are intended to assist the reader in ready identification and visualization of the property and are not intended for technical purposes.
4. 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.

5. 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.
6. H&LA has not considered the presence of potentially hazardous materials and contaminants such as asbestos, urea formaldehyde foam insulation, toxic waste, PCBs, pesticides, mold, lead-based paints, or other materials. The appraisers and consultants are not qualified to detect or report on hazardous material contamination and H&LA urges the client to retain an expert in this field if desired.
7. Unless noted, H&LA assumes there are no encroachments, zoning violations, or building violations encumbering the subject property. It is assumed that the property will not be operated in violation of any applicable government regulations, zoning, codes, ordinances, or statutes. No responsibility is assumed for architectural design and building codes. The analysis and concept drawings included in the report are not intended for technical purposes.
8. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
9. 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.
10. 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.
11. 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.

12. 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.
13. The subject property is valued assuming all items of furniture, fixtures, equipment, working capital, and inventory are in place. Should items essential in the operation of the hotel prove to be missing, we reserve the right to amend the opinion of value expressed in an appraisal report.
14. 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.
15. 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.
16. 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.
17. 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.
18. The report does not address the project's compliance with the federal statute commonly known as the Americans with Disabilities Act as well as regulations and accessibility guidelines promulgated there under.
19. 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.

## **EXTRAORDINARY ASSUMPTIONS AND HYPOTHETICAL CONDITIONS**

It is assumed that qualified professional hospitality management (Great Wolf Lodge) with demonstrated expertise in management of hotels and indoor waterparks will operate the subject property. It is assumed that adequate funds will be available for upkeep and repair of the facility.

The location and amenities of the proposed hotel with indoor waterpark, and the details concerning its structure are still in the idea stage and the financial projections shown in this report may change depending upon the type of facility and amenities utilized in the proposed project. As these plans are determined, they could have a material impact on this study.

Our study assumes the adjacent retail development will be developed within one year of the opening of the subject resort.

No responsibility is assumed for any environmental conditions, or for any expertise or engineering knowledge required to discover them. The appraiser's descriptions and resulting comments are the result of routine observations made during the appraisal process.

## **COMPETENCY OF THE CONSULTANTS**

Hotel & Leisure Advisors, LLC is a national hospitality consulting firm specializing in appraisals, feasibility studies, economic impact studies, and impact analyses for hotels, outdoor and indoor waterparks, resorts, ski 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 more than 1,000 hotel studies since 1987 at various firms. Mr. David J. Sangree, MAI, CPA, ISHC has written articles concerning hotels, resorts, and waterparks for *Hotel/Motel Management*, *Lodging Hospitality*, *World Waterpark Magazine*, *Midwest Real Estate News*, *Aquatics Magazine*, *Hotel Online*, and *Cornell Hotel and Restaurant Administration Quarterly* and is a national expert on these types of properties. He has appeared on Good Morning America and CNBC concerning shows on resorts and waterparks. He has inspected most of the open indoor waterpark resorts in the United States and Canada. We maintain databases and files concerning various types of hospitality properties. Therefore, we possess the knowledge and experience to conduct the inspection, analysis, and reasoning necessary to estimate the feasibility of the subject.