



500 West Big Beaver
Troy, MI 48084
troymi.gov

CITY COUNCIL AGENDA REPORT

Date: July 22, 2024

To: Robert J. Bruner, Acting City Manager

From: Megan E. Schubert, Assistant City Manager
Brian Goul, Recreation Director

Subject: Aquatic Center Report Presentation (Backup Information)

The Recreation Director, Recreation Supervisor of Aquatics, and Deputy DPW Director attended the World Waterpark Symposium last October. This conference was very beneficial to staff with new ideas and opportunities for the Troy Family Aquatic Center. At the conference, we were introduced to Ken Handler, President of Global Management Amusement Professionals.

Global Management Amusement Professionals prepared a proposal to visit the facility and review management and operating policies. They visited in January 2024 and spent two days with Recreation staff. The attached report outlines their recommendations and assessment of the facility and offers a more thorough introduction of their company.

Global Management Amusement Professionals believe that the success of waterparks hinge on their ability to continually evolve, remain at the forefront of development, and adapt to changing times. Global Management also believes there is significant untapped potential for revenue at the Aquatic Center. The Recreation Department has begun to adapt our management and operational practices to include recommendations given in this report.

Admissions and Hours

The Recreation Department is looking at the recommendations and plan on implementing pricing changes before the 2025 season with advertising the new rates in August of this year. New daily rates recommended for 2025 will be \$24/non-resident, \$15/resident.

Global Management believes it is essential that season passes are perceived as a discount on the gate fee rather than a membership. The new season pass rates will be a decrease in price compared to the past. A three-tier season pass system was recommended by Global Management and the tiered system that is being recommended for 2025 is below (names of passes TBD).

| Memorial Day – Labor Day | Resident | Non-resident |
|---------------------------------|------------------------|------------------------|
| <i>Basic Pass</i> | <i>\$49.99/person</i> | <i>\$79.99/person</i> |
| <i>Upgraded Pass</i> | <i>\$69.99/person</i> | <i>\$99.99/person</i> |
| <i>All-Inclusive Pass</i> | <i>\$129.99/person</i> | <i>\$159.99/person</i> |

The Basic Pass would be admission only with no guaranteed entry if at capacity.



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The Upgraded Pass would include guaranteed entry if at capacity, entry into park a half hour before open swim, discounts on concessions and cabana rental, and entry into special events.

The All-Inclusive Pass will include everything in the Upgraded Pass and use of the Community Center fitness area, pool, and gym.

Recreation has started offering buy one get one and half off specials on cooler days this season to attempt at increasing attendance on those days. Special events have been added on Friday nights throughout the summer.

Global Management recommended the hours be changed to 10am-5pm on weekdays and 10am-6pm on weekends to allow for special events and rentals in the evenings. The season started with hours of 10am-6pm and after receiving feedback the hours were extended Monday – Thursday until 7pm. The earlier opening time has been requested by many pass holders and allows us to be a field trip location for more camps and groups.

Food and Beverage

The report also focuses on food and beverage sales at the concession stand. The stand is very limited on how much can be offered in a timely manner due to space constraints. Additional equipment has been purchased to assist with a quicker order time and additional staff hired to assist in delivering food this season. It is extremely important that the concession stand future is considered to ensure maximization of usage and profitability.

Staff has changed to a new pizza vendor that is willing to promote us and will be looking at other partnerships to be created in the future.

Lockers

It was recommended that rental lockers are available outside of the locker rooms for safety issues and dispose of the current quarter lockers at the facility. Staff will be looking into this for the 2025 season.

Cabanas

The report also indicates that offering cabana rentals is a great way to increase revenues. It was hoped that we would be able to have these available this year, but due to necessary requirements by the Building Department and budget availability there will be three installed next spring.

The area between the slides and main pool is currently available for rental and food is able to be consumed in that area if rented, as will be allowed in cabanas as well. A staff person will be assigned to assist with orders and deliveries in the future.

Camps and Programs

The City currently offers numerous day camps at our facilities. The Recreation staff will be looking at the possibilities of offering some additional camps at the Aquatic Center and the Rink at Stine Community Park next summer that may also incorporate Huber Park into the plan.



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Additional special events have been planned for this season and additional events will be planned going forward. Birthday Parties returned this year and are booking quickly.

Retail

Global management recommended offering souvenirs, merchandise, and convenience items. The Harvey the Octopus theme can be enhanced as a branding opportunity and allow guests to take a piece of the waterpark home with them, reinforcing their connection to the park. Possibilities will be reviewed for the 2025 season.

Organizational Chart

Global Management has found during park reviews, that individuals within cities have too much on their plates to effectively lead the charge for the park. This results in a lack of motivation to formulate a strategy beyond meeting basic needs.

The Aquatics staff now has three full time positions (one currently vacant) and the Recreation Department has split the responsibilities up between these positions. These positions will be able to function more efficiently and create a presence for the facility throughout the year.

SWOT Analysis

While visiting the facility Global Management conducted a SWOT analysis for strategic planning for staff to set goals and devise strategies by understanding strengths, weaknesses, opportunities, and threats to the facility. Recreation staff and Marketing staff were included in this analysis. The results that were identified are in the report.

Marketing, Promotions, Social Media

Marketing and social media were emphasized during the review of the facility. Our marketing team at Recreation does their best at keeping social media and promotional material updated. They advertise the facility as time is available. Marketing staff is responsible for advertising the entire Department not just the Aquatic Center.

It is hoped that marketing can increase in the future with the new Communication Director creating a Department. The current team is looking at options to update the website during the off season. They also have started a TFAC e-newsletter and purchased some giveaways.

Theming and Story line

Although the Troy Family Aquatic Center has had a mascot named Harvey the Octopus it was suggested in the report that theming and story line is a critical element for any park. It creates an avenue for guests to actively participate and engage in a unique experience.

Recreation staff has enhanced the theming and story line by naming all amenities and areas at the Aquatic Center this season based around the mascot. An octopus is ordered and will greet patrons as they enter the park at the new entrance at the gate between the main building and concession stand. The report also recommends updating the name of the facility to match the theme that is used. The Recreation team looks forward to working with City Management and City Council to determine whether



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a name change is to be considered for future years. The intent is to continue to expand the theme and story line in future seasons.

Development and Future Planning

It is important for the facility to remain appealing in the face of evolving customer preference and changing times. It is important to adopt a growth-oriented mindset, which includes continually expanding the park.

Adding additional slides and adding a play structure to replace the sand area would create a new experience to the facility. Replacing the locker rooms and concession buildings is necessary to meet the modern needs. Phase 1 would use the current blueprint and look to expand the blueprint in Phase 2.

Conclusion

Global management Amusement Professionals believes the Aquatic Center has the potential to become a remarkable attraction for the community with some straightforward park improvements that can enhance profitability and encourage a dynamic approach to operations. They look forward to assisting the City with any needs in the future.

The Recreation Department looks forward to working with City Management and City Council to plan the future of this facility. Tours are currently scheduled with City Council members to create awareness of changes that have been made and challenges that need to be addressed in the future.



ROAD MAP TO SUCCESS

INTRODUCTION

Dear Friends,

Thank you for your interest in Global Management Amusement Professionals. We invite you to take a close look at our services and operations.

GMAP is the industry's most successful specialist in starting companies, taking your vision to reality, not because of the size of our team, but because of the way we listen to our clients and work to meet their needs. While we are proud of our success in the start-up of parks and rehabilitations, we are most proud of the reputation we have earned and sustained over many decades.

GMAP is made up of the finest leaders who have been operating parks for the past few decades. We love what we do and that is why our clients continue to work with us over many years.

We have evolved continually, investing in our partners, facilities and technology and making calculated decisions directly related to our client's needs. It is important for us to work toward exceeding our client's expectations. GMAP today has worked with 100's of facilities. We are extremely honored and happy that our clients and partners continue to succeed.

As global demand continues for our services, our map of success is helping owners by putting their visions together and seeing those visions come to life on opening day. As President of GMAP, I am extremely proud of our teams success.

We look forward to working with you and helping your vision become a reality.

With Best Regards,

Ken Handler

President

Global Management Amusement Professionals, Inc.



BACKGROUND

- Leaders in providing a complete package from design, support, branding implementation and operations start on all levels. We are your "dream" start-up team.
- Our team offers over **150** years of combined true hands-on experience in successful park operations.
- Waterparks, theme parks, resorts, adventure parks and family entertainment centers.
- Our management team understands the challenges and hurdles of the entertainment and resort industry. GMAP has a proven track record of supporting our client's, assisting them, and achieving their objectives.
- Specialists in supporting design and actively building your operations, therefore a seamless approach to all projects with all divisions working together.



DESIGN

Feasibility Studies: All Projects start with a market study. We can provide and assist with assessing the project's relevant factors that include a study of the market and demographics. The findings from this become the benchmark for all business planning and design.

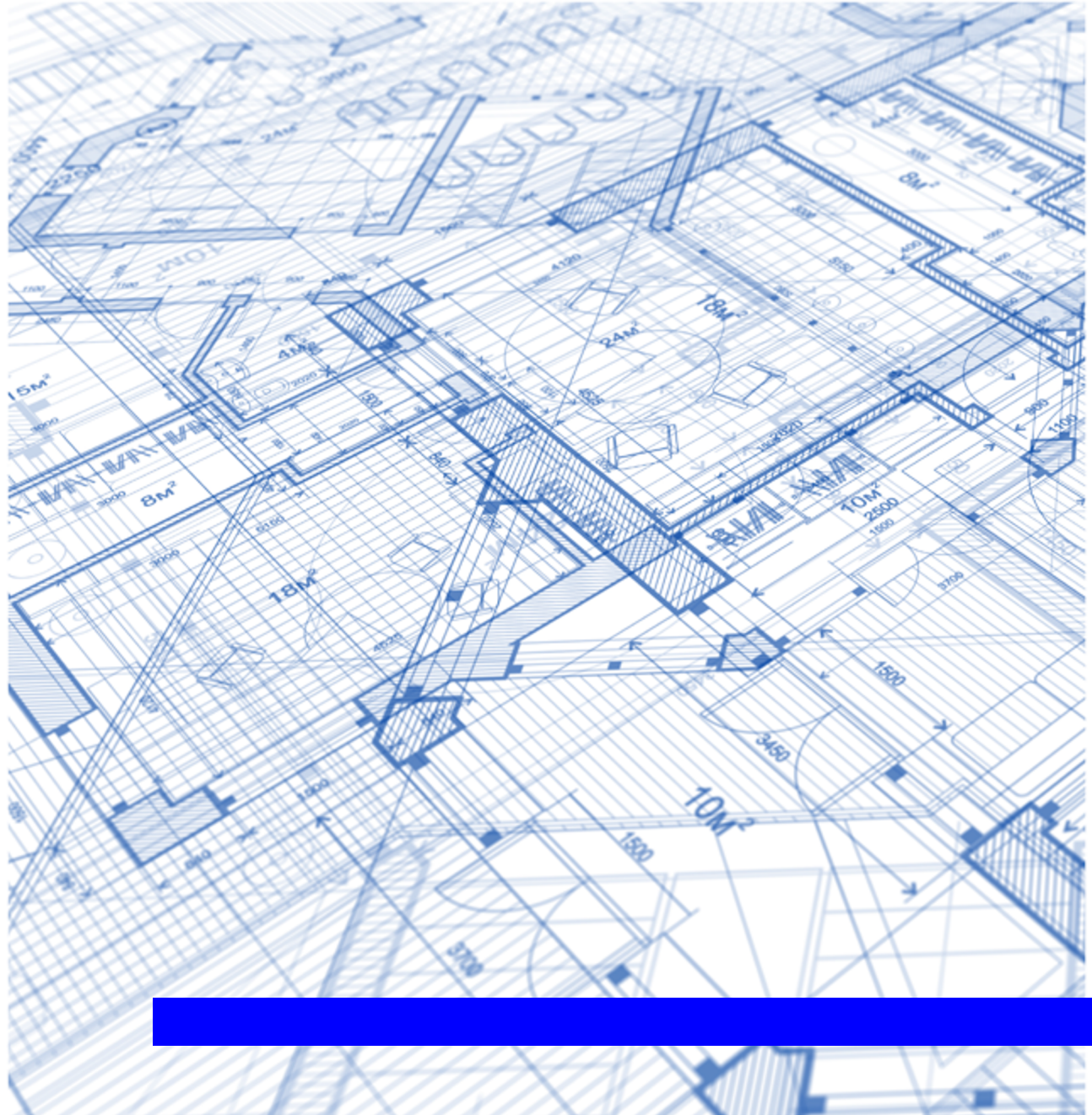
Conceptual work with designers and our team of master planners in the early phase of the design process is critical to articulate the interactions, revenue, flow, and operations of any plan.

Brand Creation, Planning, and Implementation are as critical as the park design. Our specialists are very effective developers and resources to a statically design our clients' business objectives that drives a brand closer to delivering on a valuable future vision.

Forecasting and Budget Business plans are our process of looking into the future and planning a course of action for our partners. We utilize our industry knowledge to predict the an organization's performance both present and future.

We get into the details that includes capital expenditures, payroll operating costs , and design work which occurs for all projects in house while consulting with a) local consultants to ensure all design is to code b) equipment suppliers c) operational efficient and d) maximize the bottom line.

We represent our clients throughout the process to ensure their vision is realized on opening day.



ROAD MAP TO SUCCESS

TEAM INTRODUCTIONS



Ken Handler
President
San Diego, California



Mark Moore
Operations Management & Maintenance Specialist
Hotel & Resort Specialist
Gulfport, Mississippi



Kevin Kopeny
Universal Theme Park Operations Director
LA, California



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TEAM INTRODUCTIONS



Matt EMMA

Construction Superintendent and
Real Estate Project Manager
Rockville Centre, New York



Jimmy Holmes

Global and Regional Marketing Expert
Valdosta, Georgia



Stephanie Tassone

Digital Creative Marketing Professional
Phoenix, Arizona



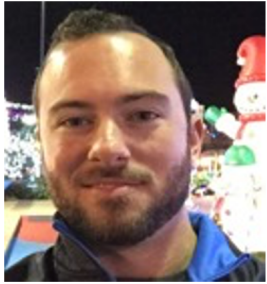
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TEAM INTRODUCTIONS



Richard Perryman

Project and Operations Management Specialist
Sandy, Utah



Matt Massey

Operations and Safety Specialist
Red Cross IT
Fresno, California



Mike Ross

Accounting and Payroll Expert
Bakersfield, California



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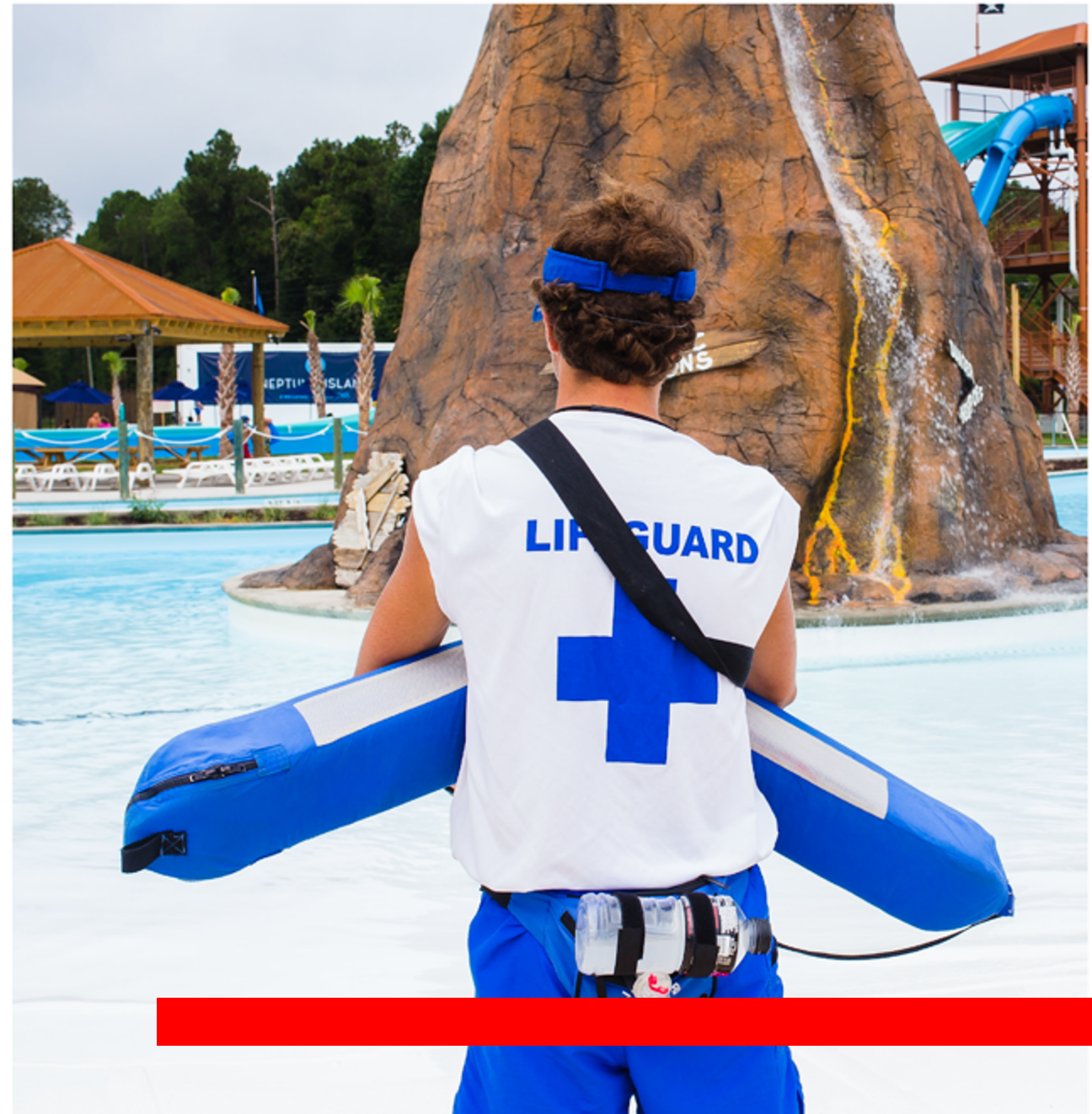
PROJECT MANAGEMENT

- Project Management is where we really initiate our plan, execution and controls working close with all teams to achieve precise goals and meet specific success criteria.
- Vendor Selection and Management is key to our process knowing we must make sure appropriate measures for controlling cost, reducing risk and ensuring excellent service is delivered.
- We are versatile, from kitchen design concepts and remodels to large scale complete park development, GMAP has all your needs covered.



PARK START UPS, OPERATIONS & MANAGEMENT

- GMAP has worked with some of the largest parks in the United States.
- Our team is involved from day one throughout of the project starting in initial concept, construction and leading into operations.
- Critical involved in the development of team scope, recruitment, training and operating facility.
- Instructors on the team from aquatics, OSHA to Serve Safe Management protocols.
- Key team members will be on the ground at crucial times throughout the development, opening month and weeks beyond.
- Opportunities for management contracts once project in operation with GMAP can offer 3, 5 and 10 year contracts.



PORTFOLIO

Adventure Park, TX
American Sports Center, CA
Aquatic Design Group, CA
Avondale Sports Center, AZ
Bay City Recreation Area State Park, MI
Bear Mountain- Big Bear, CA
Bellaboos, Lake Station, IN
Belle Isle, MI
Big Air, CA
Blue Mountain, PA
BREC- East Baton Rouge Parish Beaver Creek Golf Course, LA
BREC- East Baton Rouge Parish Liberty Lagoon Waterpark, LA
BREC- East Baton Rouge Parish Santa Maria Golf Course, LA
Champaign Park District –Sholem Aquatic Center, IL
Chesapeake Waterpark, MD
City of Dublin, CA
City of Fremont- Aqua Adventure Waterpark, CA
City of Fullerton, CA
City of Garland- Surf and Swim Waterpark,
City of Grand Prairie, TX
City of Hartsville, SC
City of Henderson, NV
City of Idaho Falls, ID
City of Keller- Keller Pointe Aquatic Complex, TX
City of La Mirada- Splash Waterpark, CA
City of Morgan Hill- Aquatic Complex, CA
City of Muskogee- River Country, OK
City of Muskogee- Sports Complex, OK
City of Palmdale- DryTown Waterpark, CA
City of Perris- Morgan Park, CA
City of Plano- Multiple Facilities, TX
City of Pomona, CA
City of Rancho Cucamonga, CA
City of Santa Maria- Sports park and Aquatic Center, CA
City of Tracy, CA

City of Vista –Wave Waterpark, CA
Country Place Resort, NY
County of Bloomington, MN
Deep River Waterpark, IA
Department of Natural Resources, MI
Desert Recreation District, CA
Flow House, NJ
Frozen Ropes, NY
Golfand Sunsplash Rossville, CA
Graceland, TN
Grand Haven State Park, MI
Groveland Campground, MI
Gulf Island Waterpark, MS
H2OBX, NC
Holly Recreation Area State Park, MI
Hyland Hill, CO
Island Recreation Area State Park, MI
Island Waterpark, CA
Kartrite Hotel and Indoor Waterpark, NY
Lake County Park District
Lost Island Waterpark, IA
Magic Springs and Crystal Falls Theme Park, AR
Moeller Design, CA
Neptune Island Waterpark
NRH2O Waterpark, TX
Oakland County Recreation Department, MI
Palatine Park District- Birchwood Pool, IL
Palatine Park District- Family Aquatic Center, IL
Point Mallard Waterpark, AL
Pontiac Recreation Area State Park, MI
Public Health Law Center William Mitchell College of Law, MN
Red Oaks Waterpark, MI
Riverside County- Cove Waterpark, CA
Riverside County-Drop Zone Waterpark, CA
RJM Design Group, CA
Roaring Springs Waterpark, ID

Rockford Park District- Sports Core I and II, IL
Saint. Paul Ramsey County Health Department, MN
Seven Peaks, UT
Snow Summit Ski Resort- Big Bear, CA
South Higgins Recreation Area State Park, MI
South Pasadena- Arryo Secco Golf Course, CA
South Pasadena- Senior Center, CA
South Pasadena- War Memorial, CA
Splash City Adventures
Splash Kingdom, CA
SplashTown Houston, TX
SplashTown San Antonio, TX
SplashZone Waterpark, NJ
Sports Facilities Advisor- Branchburg Sports Center, NJ
Sports Facilities Advisor- Legends Houston, TX
State of MI Recreation, MN
Sun Splash, FL
Tautphaus Zoo, ID
Valley Wide Park District- Diamond Valley Sports Complex, CA
Vernon Hills Park District- Family Aquatic Center, IL
Wahooz's and Pinz's Family Entertainment Center
Warren Dunes State Park, M
Wata Land Waterpark, Jamaica
Water World Waterpark, CO
Waterford Waterpark, MI
Wave Waterpark- Dublin, CA
West Chicago Park District- Turtle Splash Waterpark, IL
West Eastern County Recreation District- Multi Facilities, CO
Wet N Wild, Las Vegas
Wild River Country, AK
Wild Rivers, CA
Wild Waters Adventure, CA
William Sterling Recreation Area State Park, MI
Wings and Waves Waterpark
Zoom Flume Waterpark, NY

PORTFOLIO- Resume Includes



Owner and Operations
Raging Rivers Waterpark



Operations
Six Flags Hurricane Harbor



Director of Operations
Universal Studios Hollywood



Gulf Island Waterpark
General Manager and Operations



Owner and Operations
Pirate Island Theme Park
Under Construction



Owner and Operations
Mavericks Surf House
Under Construction



PORTFOLIO- Matt Emma

RAL Development Services- Senior Project Manager
Suffolk Construction- Superintendent
Hunter Roberts Construction Group- Superintendent
Hunter Roberts Construction Group
BuildingConnected, Inc.
Turner Construction Company

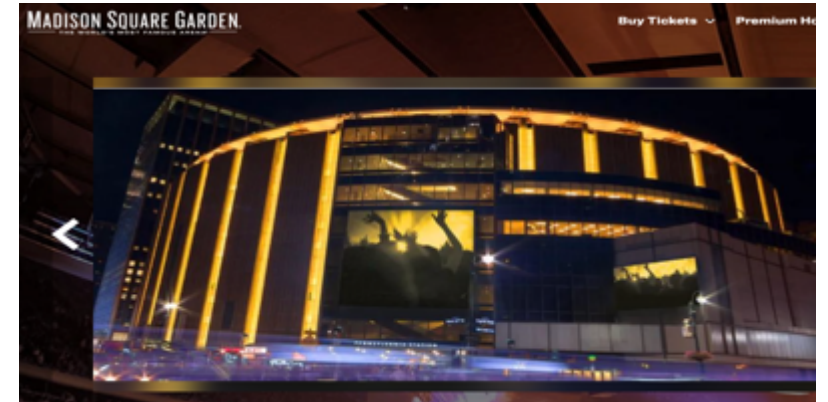
| | |
|------------------------------|---|
| Four Seasons Cayo Largo | https://fourseasonpr.com |
| Kartrite Hotel and Waterpark | https://www.thekartrite.com/ |
| Pier 6 Brooklyn Bridge Park | https://quaytowerbk.cm/ |
| 28 Liberty | http://28liberty.com/ |
| Manhattan West SW Tower | http://manhattanwestnyc.com/ |
| EOS | http://www.eosnomad.com/ |
| The Oosten | http://theoosten.com/ |
| The Greenwich Lane | http://www.thegreenwichlane.com/ |
| Madison Square Garden V | http://www.thegarden.com/ |
| East River Plaza | http://www.eastriverplaza.com/ |
| The Lucida | http://www.extelldev.com/extell_residential_lucida.html |
| The SkyHouse | http://www.claret.com/ |



Four Seasons Cayo Largo <https://fourseasonpr.com>



Kartrite Hotel and Waterpark <https://www.thekartrite.com/>



Madison Square Garden V <http://www.thegarden.com/>

City of Troy

Park Revenue Review

Waterpark



By: Ken Handler

President

Global Management Amusement Professionals

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Introduction:

The success of waterparks hinge on their ability to continually evolve, remain at the forefront of development, and adapt to changing times. Development encompasses various aspects, and unfortunately, many parks built three decades ago lack a clear 5–10-year plan to stay relevant, competitive, and self-sustaining. Often, we witness over-designed parks aimed solely at receiving approval, leaving municipalities puzzled after a few years when they fail to generate revenue or sustain their facilities. The City of Troy finds itself at this crossroads.

The issues at hand encompass design considerations, the need for experienced operators who view waterparks as more than just pools, and the imperative to explore revenue maximization opportunities across numerous facets, including cabanas, admissions, birthdays, group sales, lockers, retail, food, rentals, parking, and more.

Throughout this report, we will present various methods to boost the bottom line, focusing on Admissions, Food and Beverage, Retail, Cabanas, and more. Additionally, we recognize significant untapped potential in Marketing and Promotions, proposing a comprehensive rebranding effort that positions the park as a summer haven for kids and enjoyment. As we embark on the Harvey the Octopus adventure (The City of Troy Kids Book linked to the waterpark), we aim to transform the park from a mere pool into a full-fledged waterpark. By following these suggestions, the City can unlock an annual revenue potential of \$500,000 and more that currently remains untapped and within reach.

We would like to thank the City of Troy Parks and Recreation Team for allowing us to Participate in their review of the Waterpark.

Best Regards,

Ken Handler

President

Global Management Amusement Professionals



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Admissions:

Municipally owned waterparks often grapple with determining the right pricing approach for front gate admissions. Addressing admission pricing is crucial as it allows the team to strike a balance between the park's financial sustainability and community favor. The challenge often lies in accommodating both residents and non-residents.

To navigate this, we propose the following changes:

- Amend resident rates with a 20% discount approach, requiring identification to be presented at the gate or entered through online ticketing.
- Designate specific days for non-residents to receive a discount.
- Introduce special family nights in the evening, offering reduced rates to accommodate those on tighter budgets. The objective is to make it more accessible for individuals in this economic bracket without compromising the revenue needed for full-day operations.

Maintaining a consistent ticket price range of \$20-\$24 enables the team to implement various promotions, including Twilight tickets, Buy One Get One offers, \$5-off promotions, and partnerships with media agencies, enhancing the value of the tickets offered in trade for their services.

Regarding operating hours, we recommend shifting them from 10 am to 5 pm on weekdays and 10 am to 6 pm on weekends. This schedule offers several advantages:

- Opening at 10 am allows guests to settle in, start enjoying the park, and build up an appetite for lunch.
- Camps and groups seeking field trip locations prefer longer stays, creating opportunities for additional spending by these groups.
- Guest spending typically peaks at opening, followed by lunch, and gradually tapers off during the final hours.
- Reducing operational hours by one hour daily will lead to estimated labor cost savings of \$19,200 over the season.

It's essential to remember that season passes should be perceived as a discount on the gate fee rather than a membership. This approach balances affordability for guests with the park's



financial sustainability. Since it is only a discount they should not have rights of guaranteed admissions, thus I do not recommend holding admissions back based on a discount. We must allow our team to maximize the bottom line whenever possible.

| Patrons | Current Pricing | Recommendation | 30,000 average annual attendance | Current expenses \$600,000 (average)- Netting |
|---------|-----------------|---------------------------|----------------------------------|--|
| | \$12 | \$20 | | |
| 30,000 | \$20 | \$24 (average \$20) | \$600,000 | Break Even |
| 40,000 | | \$20 average | \$800,000 | +\$200,000 |
| 50,000 | | \$20 average | \$1,000,000 | +\$400,000 |

Note: This does not include the improvements on other revenue areas.

Season Pass Price Recommendations – 2 or 3 tiers (Example at end of report)

| | |
|-------------|--------------------|
| Basic Pass | \$49.99 per person |
| Silver Pass | \$69.99 per person |
| Gold Pass | \$89.99 per person |

Include additional benefits to higher price passes: % off food sales, cabana rental discounts, early entry, free parking, special event entry, etc....



Food and Beverage:

Three key items related to food and beverage in a park or similar venue are:

- **Menu Variety and Quality:** Offering a diverse menu with high-quality food and beverages is essential. This includes catering to different tastes and dietary preferences to ensure a positive dining experience for all visitors.
- **Efficient Operations:** Efficient and well-organized food and beverage operations are crucial to minimize wait times, improve guest satisfaction, and optimize revenue. This includes streamlining order processing, payment methods, and food preparation.
- **Profitability Management:** Managing profitability is crucial to the success of food and beverage operations. It involves cost control, pricing strategies, and revenue optimization to ensure that the food and beverage offerings contribute positively to the park's overall financial performance.

We identify opportunities to enhance profitability through menu optimization and straightforward adjustments to our pricing structure.

Our concessions require a redesign to align with industry trends, with a focus on popular items. Critical improvements include the installation of a grill, fryers, and the implementation of proper storage solutions. The current layout, already tight, necessitates quick reconfiguration to facilitate faster service.

During staff interviews, long wait times were consistently reported. We recommend comprehensive staff training, covering concession operation, line management, and menu development. This education can later extend to include training for birthdays, catering services, and kiosk development.

Our staff is currently achieving a commendable per capita revenue of \$4 to \$5, which is a solid foundation to build upon. With strategic menu engineering, we anticipate boosting this figure by an additional \$1 per capita, translating to an extra \$25,000 to \$30,000 in added revenue to the bottom line.

It's important to emphasize that we manage our operations and are in control of menu development and pricing decisions. Additionally, the incorporation of additional service



windows can significantly enhance efficiency. Relocating the entry gate could enhance the visibility and aroma of our food offerings, creating more sales opportunities.

Furthermore, aiming to decrease the Cost of Goods Sold (COGS) to a respectable 30% would yield savings of \$10,000.

Lockers:

Lockers may appear small but can provide a steady stream of income for any park. The current lockers at TFAC have been operating on a quarter-based system for over 30 years. In general, parks charge a minimum of \$5 to \$10 for all-day locker usage, depending on the size. If we were to sell an average of 1000 lockers per season at \$0.25 each, our revenue would be a mere \$250. However, even if we opted for the lower end and charged \$5, our income would see a substantial increase, reaching a respectable \$5,000.

Discussions surrounding third-party partnerships have been ongoing, whether considering ownership or profit-sharing arrangements. Using the example of renting 1000 lockers:

- A third party would manage and maintain the lockers year-round, taking half of the revenue.
- If we owned our own lockers, we would retain 100% of the gross income but would be responsible for locker maintenance.

GMAP recommends placing lockers outside to enhance their visibility and accessibility to customers, reducing security risks associated with lockers being out of sight and out of mind. We can also consider converting the current lockers into key rentals, allowing customers to rent keys from the concession stand or lifeguard office for added convenience.

Furthermore, when we introduce cabanas, we can explore the possibility of cabana safes – lockers exclusively for individual users of each cabana location, enhancing security and convenience.





Cabanas:

TFAC is currently overlooking a robust revenue opportunity. After a thorough park assessment, it's evident that there are approximately 20-30 strategic locations where we can strategically place cabanas to maximize their potential.

Our priorities for cabana placement include:

Priority 1: Locations around the flat pool area, starting from the beach and extending to both the left and right sides of the pool.

Priority 2: Implementation within the children's area.

Cabanas not only offer the park a chance to enhance guest experience with cabana service but also have the added benefit of alleviating lines at concessions. Furthermore, cabana patrons tend to spend twice as much on food compared to customers with general admission tickets, making this initiative a promising avenue for revenue growth.

| Number of Cabanas | 80 days of rental | \$150 average rental 100% Yield | Average parks get 75% on peak pricing and 50% yield |
|--------------------------|--------------------------|--|--|
| 10 | 800 | \$120,000 | \$45,000 |
| 20 | 1600 | \$240,000 | \$90,000 |
| 30 | 2400 | \$360,000 | \$135,000 |

An investment of \$10,000 in four to five cabanas and furniture would yield a return on investment (ROI) within the first year, excluding food costs. Additionally, cabanas can serve as a vibrant source of inspiration and color for the park, especially when carefully chosen. It's worth noting that many parks color code them according to their specific park locations.



The examples provided would cost less than \$1,600 apiece.





Camps and Programs:

Municipalities excel at hosting camps, so let's leverage this expertise and introduce an Adventure Camp and Junior Guard program at the park. The Junior Guard program is self-explanatory, and aside from their inherent benefits, these paying customers can provide valuable support for the park. With our current average of \$250 per person and a weekly booking of 50 kids, this could result in a substantial profit for the park, with a potential weekly gross of \$12,500 and a total of \$100,000 over eight weeks. Furthermore, this initiative also serves as a feeder system for future lifeguards, creating a seamless transition for them to join our workforce.

The Adventure Camp is designed for younger community members aged 7 to 10, offering similar potential with an additional \$100,000 in revenue. We have the advantage of neighboring parks and trails that the park can capitalize on. Therefore, it's crucial to expand our perspective beyond just the pool and consider the entire property's potential for maximum utilization and benefit.

Programs that should be considered in the next two years:

Adventure Camp

Mini Guards

Junior Guards

School Educational Program (With Harvey) To promote Swim lessons and camps.

Water aerobics before and after hours

Weekly DJ

Family Nights

Scuba classes

Dog Days

Off season events- Egg Hunt, Pumpkin Floats, Snow Hill/Sledding



Retail:

Retail is crucial to a waterpark's success for several reasons. Firstly, it provides an additional stream of revenue beyond admission tickets and concessions. Secondly, it enhances the overall guest experience by offering souvenirs, merchandise, and convenience items. Retail also serves as a branding opportunity, allowing guests to take a piece of the waterpark experience home with them, reinforcing their connection to the park. Ultimately, a well-executed retail strategy can contribute significantly to a waterpark's profitability while adding value to the visitor's journey.

Depending on the park's offerings, retail sales can generate revenue ranging from \$0.50 to \$5 per person. Currently, TFAC does not have any retail offerings for our customers, and we suggest starting with a straightforward approach until we expand. As we continue to theme the park around Harvey, we recommend the following items for sale:

Harvey theme items (plush toys, shirts, slippers)

Swim Diapers

Waterproof phone cases

Bottle Drinks

Sun block

Towels

Branded product

Souvenir cups

Goggles

Water toys

Arm floaties theme (coast guard approved)

Fake glitter tattoos



Sweat treats- ice cream cups and bars

We would move in small with a theme hut that can be secured. Attached is a list of items at a park that does 55,000 guests a year and makes over \$110,000 gross in retail.

| Item | Company | Sale Average | Profit Average |
|----------------------------|----------------------|--------------|----------------|
| Water Blasters | Strand | \$13.00 | \$9.00 |
| Googles | Strand | \$10.00 | \$6.50 |
| Swim Diapers | Amazon | \$10.00 | \$5.00 |
| Puddle Jumpers | Strand | \$30.00 | \$22.00 |
| Flip Flops Boys | Norty | \$11.00 | \$5.50 |
| Flip Flops Girls | Norty | \$11.00 | \$5.50 |
| Adult Flip Flops | Norty | \$11.00 | \$5.50 |
| Cotton Candy | Chocolate Story Book | \$5.50 | \$2.78 |
| Jelly Beans | Jelly Belly | \$4.00 | \$2.50 |
| Sun Glasses | Cliff Wiel | \$15.00 | \$12.00 |
| Kids Sun Glasses | Logo It | \$3.00 | \$1.75 |
| Stuffed Animals | First & Main | \$11.00 | \$5.50 |
| Jewelry | Cruz | \$8.00 | \$5.00 |
| Sum Bum | Sum Bum | \$18.50 | \$9.25 |
| Infant Swim Suits | Swim Suit Station | \$25.00 | \$18.00 |
| Toddler Swim Suits | Swim Suit Station | \$25.00 | \$18.00 |
| Girls Swim Suits | Swim Suit Station | \$20.00 | \$13.00 |
| Ladies Swim Suits | Swim Suit Station | \$25.00 | \$11.00 |
| Womens Swim Suits | Swim Suit Station | \$30.00 | \$15.00 |
| Infant Trunks | Swim Suit Station | \$16.00 | \$10.00 |
| Toddler Trunks | Swim Suit Station | \$25.00 | \$18.00 |
| Boys Trunks | Swim Suit Station | \$20.00 | \$12.00 |
| Mens Trunks | Swim Suit Station | \$25.00 | \$18.00 |
| Mens XL Trunks | Swim Suit Station | \$25.00 | \$18.00 |
| Ladies Swim Shorts | Swim Suit Station | \$20.00 | \$12.00 |
| Waterproof Phone Cases | Amazon | \$13.00 | \$11.00 |
| Swim Caps | Strand | \$8.00 | \$5.00 |
| Beach Bags | Del Sol | \$16.00 | \$9.50 |
| Swim Suit Cover Ups | Swim Suit Station | \$20.00 | \$10.00 |
| Kids Bucket Hats | Logo It | | |
| Ladies Hats | Logo It | | |
| Mens Hats | Logo It | \$32.00 | \$17.00 |
| Sun Dresses | Swim Suit Station | | |
| Magnets | Logo It | | |
| Visors | Logo It | \$15.00 | \$11.00 |
| Crop Tops | Logo It | \$25.00 | \$14.00 |
| Tank Tops (Mens) | Logo It | \$25.00 | \$12.00 |
| Nose Plugs | Strand | \$3.00 | \$2.00 |
| Color Changing Hair Clips | Del Sol | \$5.00 | \$2.50 |
| Color Changing Nail Polish | Del Sol | \$10.00 | \$5.00 |
| Color Changing Adult Shirt | Del Sol | \$25.00 | \$15.00 |
| Color Changing Youth Shirt | Del Sol | \$22.00 | \$14.00 |
| Rash Guard Shirts Adult | Swim Suit Station | \$25.00 | \$15.00 |
| Rash Guard Shirts Kids | Swim Suit Station | \$25.00 | \$15.00 |
| Towels | Logo It | \$26.00 | \$12.50 |
| infant Water Shoes | Norty | \$10.00 | \$5.25 |
| kids water shoes | Norty | \$14.00 | \$9.52 |
| Womens water shoes | Norty | \$16.00 | \$11.00 |
| mens water shoes | Norty | \$16.00 | \$11.00 |
| Freeze Dried Candy | SJT Enterprizes | \$10.00 | N/A |
| Hoodies | Logo It | | N/A |
| Silicone Cups | Sillipint | \$18.00 | N/A |
| Ripped Shirts (Ladies) | Ripped Rags | \$25.00 | N/A |
| Toddler Sandles | Norty | \$11.00 | \$6.25 |
| Hershey's Icecream | Hershey's | \$5.50 | \$2.85 |
| Youth Shirts | Logo It | \$16.00 | \$10.50 |
| Meat Sticks | Iowa Smoke House | \$2.50 | N/A |
| | | | |
| | | | |

Here are some photos of some pop-up retail stations for your consideration before we move into a more established location for customers to shop and enjoy.



We would anticipate a \$1.00 per person as we start out for the first year. Very easy to operate.



Organizational Chart:

Upon reviewing the organizational chart, we recommend placing the waterpark manager in a position of authority over the location. When executed correctly and with the right individual who possesses a strong commitment to the park's success, we can readily elevate the park to the next level of profitability. Sometimes, when one person juggles multiple responsibilities, it can divert focus. Given that waterparks promotion and preparation is year-round, it's crucial to have a dedicated leader.

Our parks hold weekly meetings to track tasks and progress, a critical practice to ensure the park stays on the right course. While we share some ideas and overarching objectives, there are approximately 100 tasks that must be executed to drive the park's success.

During park reviews, we become concerned when we find that individuals within cities have too much on their plates to effectively lead the charge for the park. This can result in a lack of motivation to formulate a strategy beyond simply meeting basic needs. It's imperative that the job description and expectations encompass the task of excelling and continuously growing the park, emphasizing the importance of this role.

| Month | Notes for the Month | Additional notes |
|-------|---|---|
| Jan | Promoting season passes, school educational program, staff recruitment. Promoting to schools and non-profits Safety Schools | Social media posts and advertising Our new camp programs |
| Feb | Groups and School bookings Staff recruitment | Social media posts and advertising |
| March | Corporate Campaign | Social media posts and advertising |

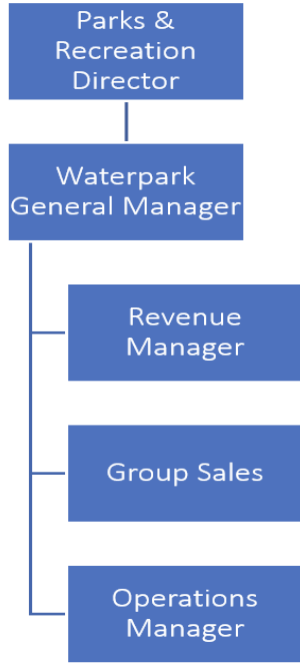
| | | |
|-------|---|---|
| | <p>Programing of online POS updates</p> <p>Staff recruitment</p> | <p>Register for the camps</p> |
| April | <p>Final push for season passes, increase in pricing.</p> <p>Staff recruitment</p> <p>Training of leadership</p> | <p>Possible Easter event by the park to promote location and season passes.</p> <p>Social media/advertising increases</p> |
| May | <p>Start selling online tickets and cabanas, Staff Orientation, final preparations to opening, special school days and opening days</p> | <p>Social media/advertising doubles</p> <p>Register for the camps</p> |
| June | <p>Park Operating</p> | <p>Mix of special events with partnerships</p> <p>Advertising and Promotions</p> |
| July | <p>Park Operating</p> | <p>Outline needs for 2025.</p> <p>Mix of special events w/ partnerships</p> <p>Advertising and Promotions</p> |



| | | |
|-----------|---|---|
| August | Park Operating | Projects being associated with construction/project management. Advertising and Promotions |
| September | Park Operating, end of season buyouts and Winterization | Budgets for 2025 |
| October | Trade show and education, end of season report | Budgets for 2025 |
| November | Trade show and education, Season pass sale at lowest price | Planning, Advertising and Promotions |
| December | Holiday special season pass | Advertising and Promotions |

There are several key roles at a waterpark that make them successful. The roles go beyond just being a lifeguard and cashier. Every employee makes an impression.

Listed are some examples of Job descriptions of these key roles and what they are responsible for at a waterpark.



Under the Revenue Manager would be supervisor or leads for food and beverage, admissions, retail, rentals and cabana service.

Under the Group Sales leader would be birthdays, groups, and events.



Job Title: General Manager

Reports To: Parks and Recreation Director

Job Description:

Directs and coordinates activities of TFAC in accordance with identified company goals to obtain optimum efficiency, economy of operations, and maximize profits by performing the following duties personally or through managers.

Duties & Responsibilities:

| |
|---|
| Plans, develops & implements TFAC policies & goals. |
| Promotes organization in community and trade organizations. |
| Analyzes budget requests to identify areas in which reductions can be made and allocates operating budget. |
| Confers with administrative personnel and reviews activity, operating & sales reports to determine changes in programs or operations required. |
| Facilitates monthly meetings with Controller/Bookkeeper to evaluate profitability of different parks and areas. |
| Reviews activity reports & financial statements to determine progress & status in attaining objectives, and revises objectives & plans in accordance with current conditions. |
| Maintains a commitment to the company vision and the “spirit” of the company. |
| Presides over all companywide employee meetings and formal meetings of managers. |
| Reviews & Evaluates Key personnel. Holding Key personnel accountable for their job descriptions; providing accountability procedures and follow-up. |
| Provides guidance, counseling, and direction to all key individuals in the company. |
| Ensures that all legal and financial obligations of the company are met and to act, as necessary, to ensure the company’s continued, controlled & profitable growth. |
| Oversees the evaluation process for all company employees. |
| Oversees the employee training and the company safety program. |



Builds a sense of teamwork within the various departments of the company, to get everyone working together to achieve common goals.

Maintains a positive company image and relationship in the surrounding business community.

Communicates clearly and directly with employees concerning performance expectations, productivity, and accountability.

Develops employees for future advancement when possible.

Develops specific plans to accommodate the strategic objectives of the CEO with the CEO. Interfaces with CEO to revise objectives & plans in accordance with current conditions.

Monitors, supervises, and evaluates all departments within the organization

Other Job Functions

Performs other job functions as required.

Preferred Prerequisites / Qualifications:

Personal Attributes:

Ability to supervise and assume responsibility for the overall management of TFAC.

Self Motivated

Great Customer Service including conflict resolution and the ability to remain calm

Integrity and Trustworthiness

Personable, Fun and Friendly

Optimistic Attitude

Team Player who is committed to building a team that functions in unison to reach their goals.

Skills:

Proven leadership/management skills and experience, preferably in the entertainment industry.

Excellent Communication skills & Conflict Management skills.



Ability to effectively present information and respond to questions from groups of managers, clients, customers and the general public.

Ability to read, analyze, and interpret general business reports & periodicals, professional journals, technical procedures or governmental regulations. Ability to write reports, business correspondence and procedure manuals.

Ability to solve practical problems, define problems, collect data, establish facts, and draw valid conclusions.

Physical Requirements:

Must be able to work inside and outside with constant sitting, standing, walking, vision, hearing, and talking and fine motor skills.

Must be able to reach forward and above shoulder height, bending, twisting, kneeling, and crouching.

Must be able to lift, push, and pull a maximum of 25 pounds.

Climb stairs.

Environmental Factors:

In these environments the employee will be exposed to dirt and dust, extreme temperatures, noise and vibration, and occasional wetness and humidity.



Job Title: Group Sales Manager

Department: Sales

Reports To: General Manager

Job Summary:

The position is responsible for booking groups, corporate events, buyouts, birthday parties and driving customers to the waterpark. Act as a liaison to organizations, economic groups, and associations. It is important for the position to analyze marketing trends, create marketing programs for groups, assisting in reviewing sales budgets, and researching product information to advance sales and bookings. Position will work in partnership with the park marketing team, consultants and senior management staff. Additionally, they will supervise clerical staff. The selected candidate will receive limited technical supervision and serve as a point of contact for customers.

Supervision Exercised:

Assist in supervising in seasonal admissions, clerical and at times act as manager on duty.

Essential Job Functions:

Sales

- Promotes and sales to groups and corporate potential organizations.
- The position will cold call business, non-profit organizations, churches and other groups to book events at facilities.
- Develop and implement marketing campaigns relating to group sales.
- Attend conferences and trade shows to promote Parks and Recreation activities.

Promotions:

- Creates promotions that generate traffic to the parks, especially during slower times, to provide value for our guests, and improve our bottom line.
- Works with promotional partners.



Communications:

- Keeps the content of all three websites fresh, accurate and up to date. Implements new website features to enhance our guests' online experience, facilitate online purchases, and drive business to our parks.
- Assist in designs and prints informative and compelling collateral materials including brochures, group sales materials, menus and posters.
- Utilizes all opportunities for in-park advertising, including video screens, posters, fliers and signage.
- Communicates and coordinates all promotions, special events and media coverage with co-managers to ensure successful execution.

Special Events:

- Creates special events to drive traffic to the park, to enhance our guests' experience, and to build a positive image in our community.
- Carefully plans the details of each event, communicates and delegates responsibilities to co-managers, and is present to ensure each event is successfully executed.

Social Media:

- Maintains an engaging and informative conversation with our fans on Facebook.
- Continues with efforts to build our fan base.
- Creates effective Facebook ad campaigns.
- Posts videos to YouTube and maintains our channel.
- Oversees our search engine optimization efforts, including Google Ad Words, to maximize traffic to our websites.
- Creates and sends fun and informative e-newsletters to our subscribers.
- Continues to build our database of email subscribers.
- Stays on top of new social media trends and implements those that make sense for our parks.

Other:

- Maintains relationships and contracts with the parks' Corporate Sponsors. Find new sponsors as opportunities arise.



- Gathers and compiles facts, statistics, and develops estimates and projections to evaluate effectiveness of program results; recommends revisions in program direction because of statistical evaluation.
- Prepare or review program grant and funding requests; provides technical assistance to contract providers in the development of grant proposals; evaluates performance of contract providers from an administrative viewpoint; identifies potential sources for grant funds to augment County funding of specific programs.
- Assists in the preparation and maintenance of a program budget and the establishment of fiscal control; represents a program or its director relative to fiscal or budgetary matters in meetings with members of ownership; prepares budgetary, fiscal and administrative reports.
- Prepares proposals for Federal or State funding or County programs and complies with necessary supportive data.
- Studies existing status and proposed legislation to determine their effect on program operation and cost.
- Confers with department supervisors to devise more efficient office procedures.

NON-ESSENTIAL JOB FUNCTIONS

N/A

Essential Physical and Mental requirements:

Ability to sit for extended periods, stand while waiting on guest and performing custodial duties, walking to conduct regular review of facilities, climbing ladders to perform custodial duties, balancing to prevent falling and running in emergency situations. Duties also require kneeling, twisting, exerting, lifting, pulling, pushing, grasping, reaching, crawling, squatting and crouching. Speaking, writing, listening and ability to perform numerical computations.

Working conditions:

Frequent exposure to noise, heat, cold, crowds, smells, heights, confined spaces, objects that could cause injuries, dangerous/violent people-exposure that could cause harm or injury, Driving-operating motorized vehicles (golf carts) on roadways or in areas where accidents causing physical injury could occur. Transportation- being a passenger in an automobile, bus, or van



where accidents causing physical injury could occur. (Performing for up activities on a bus or van, may assist supervisor in a parks vehicle.)

IMPORTANT NOTE: The primary purpose of this job description is to set a fair and equitable salary range for this job classification. Generally, only those key duties necessary for proper job evaluation and/or labor market analysis have been included. Other duties and responsibilities will be assigned by the supervisor.

EXPERIENCE, TRAINING, KNOWLEDGE, SKILLS & ABILITIES

A. Required minimum qualifications:

1. Pass the employment physical established for this classification.
2. Must have refined skills in public relations.
3. Must have Typing skills, Windows XP, Word, Excel, Outlook.
4. Additional: Stock Control System; POS System
5. At least five years in sales or marketing industry.
6. Must be aware of Management functions and can communicate with all levels of personnel and guests.
7. Must be able to check cost control reports and be fully aware of the internal organization of catering and sales department.
8. Always maintain a professional appearance.



Job Title: Director of Revenue

Reports To: General Manager

Job Description:

Oversees and maintains the Revenue operation(s); including all outlets, restaurants, retail, lockers, tube rentals, parking, admissions, cabanas, vending shacks, caterings and birthday parties.

Duties & Responsibilities:

- Maintains a courteous, cooperative, fun yet professional environment for patrons, co-workers, and general public.
- Reviews with supervisors/managers to resolve customer complaints regarding food sale errors, long ticket times or general unhappiness regarding food or beverage issues.
- Develops, implements and administers policies and procedures to operate the various food and beverage operations using daily checklists and continuous training.
- Ensures staffing levels to expedite line speed, while trimming back labor as much as possible.
- Completes and submits repair and maintenance work orders in a timely manner to assure long term equipment life.
- Ensures positive supervisor/management communication through use of communication log, as well as one on one walk-throughs of all food areas.
- Works with supervisors/Managers on Site Inspection list/task list and creates a monthly plan.
- Maintains equipment and trains employees to their proper use; ensures staff accountability through safety checklists.
- Responds to various calls over the radio system, thereby fostering positive communication.
- Coordinates the Manager/supervisor schedules to ensure that adequately staffed by qualified employees at all levels of operation, while maintaining labor goals.
- Works with management teams to organize and implement the processes and presentations associated locations, including movie outings, holiday parties, pizza after hour parties, etc.



- Oversees cleanliness and organization of all areas.
- Oversees food safety aspects of all F&B areas.
- Implements inventory controls for all food service areas, to include ordering, receiving, staff training, invoice coding, small-ware purchases, etc.
- Maintains food cost goals by monitoring ordering, pars, waste, and recipes as well as instructs supervisors/managers to follow through with training of lead staff to ensure these needs are met.
- Retail and Menu development placement for food, beverage and other assigned products; works to fine tune the products in different locations to achieve higher per caps, sales and efficiency with lower costs.
- Maintain and review COGS of all areas.
- Maintaining month end inventories
- Works with managers/supervisors to ensure all staff provide a consistent and quality product.
- Works with/communicates to other departments to ensure all details are met and all related events run smoothly.
- Completes Payroll for entire park.
- Programs point of sales system to work as needed for F&B, Retail, Sales, and Park.
- Helps with package development, continuity and pricing between Park, groups, birthdays, and F&B.

Other Job Functions

- Performs other job functions as required.

Preferred Prerequisites / Qualifications:

Personal Attributes:

- Self Motivated
- Integrity and Trustworthiness
- Personable and Friendly
- Detail Oriented
- Optimistic Attitude
- Team Player who is committed to building a team that functions in unison to reach their goals.



Skills:

- Proven management ability
- Be able to function successfully in stressful situations
- Time Management
- Decision Making
- Problem Solving
- Communication and conflict management skills
- Multi tasking of many varied food and beverage areas
- Flexible and able to work successfully with many management styles

Physical Requirements:

- Must be able to work inside and outside with constant sitting, standing, walking, vision, hearing, and talking and fine motor skills.
- Must be able to reach forward and above shoulder height, bending, twisting, kneeling, and crouching.
- Must be able to lift, push, and pull at least 50 pounds with the assistance of other team members.
- Must be able to move furniture, park benches and alto shams as needed.

Environmental Factors:

- The primary work location for this job is in an indoor environment as well as outdoor and in the office environment.
- In these environments the employee will be exposed to dirt and dust, extreme temperatures, noise and vibration, and occasional wetness and humidity.



SWOT Analysis

Conducting a SWOT analysis is particularly beneficial in a range of scenarios, notably in strategic planning to set goals and devise strategies by understanding strengths, weaknesses, opportunities, and threats. It's invaluable for making significant decisions, such as entering new markets or launching products, and is a key tool for problem-solving and competitive analysis. A SWOT analysis is also crucial before starting new and current facilities, as it can highlight potential risks and opportunities for a more informed approach. Additionally, during periods of organizational change, like mergers or leadership shifts, it provides clarity and direction. It's equally useful for effective resource allocation, pinpointing areas for investment and improvement.

Global Management Amusement Professionals

Strength:

- Staff desire to expand upon the current location.
- 30 plus years operations.
- We have additional land to grow into.
- Minimal expenses to run the park.
- Size of bathrooms.
- Slides are in great condition.
- Ropes blocking areas.
- Umbrellas & Shade.
- Tables.
- Solid google review and score- Complements/reviews.
- Maintenance / pump house up keep.
- 1.5 million possible patrons within 50 miles.
- 120k household income in City of Troy.
- Leadership looking for solutions to expand upon the park abilities knowledge and physical attributes.
- Getting 25k-35k without marketing and promotions.
- Vegetation throughout the park.
- Safety programs.

**Weakness:**

- Name of the waterpark.
- Marketing and promotions- need the tools to succeed.
- Website.
- No growth plans.
- No 5-to-10-year plan.
- Park has no story line/theme.
- Pricing matrix- to expensive for season pass and to cheap at admission.
- Minimal amount of funds to support the park.
- Kitchen design.
- Food and Beverage wait time to order and get food.
- Current front entrance through bathrooms.
- Park signage.
- No Cabanas.
- No Retail.
- Old lockers.
- Running in a municipal philosophy and not a waterpark operation.
- Sand and playgrounds creating mud.
- Point of sales system.
- Staff experience in Waterpark strategies.
- Staffing of park.
- Parking for customers and staffing.
- Lack of portfolio.
- Staff onsite hiding in offices.
- Stopped doing birthdays.
- Outside food station directly in front of the park.
- Desire to remove landscaping.
- Matrix and stats on special events.
- No formal Pepsi or Coke Contract.

Opportunities:

- Expand the park.
- Develop current sections with the park (volleyball court, kids' area and playground) into waterpark attractions.



- Add Cabanas.
- New lockers.
- New pricing structures to yield a better return per customer.
- Sensible weather- to protect the park and customer when weather becomes a challenge.
- Online ticket purchasing.
- Camp hosted on property @ \$250 a week (matching current pricing).
- Develop a retail store.
- Third party ticketing partnerships (EBG, Big box stores).
- Souvenir cup program.
- Formal Coke and Pepsi contract.
- In Park Sponsorship/advertising opportunities.
- Parks Rec- partnership with Tennis and new ice skating and roller rink.
- Development of the kitchen equipment/design to provide great product and speed of service.
- Relocate main entrance to gate by concessions.
- Theme the park.
- Develop the waterpark on social media.

Threats:

- Weather.
- Third party waterpark being built.
- Funds.

Department Staff SWOT

Strengths

- Location – near I-75, solid 5-mile radius.
- Not too big – capacity limits keep the crowd size comfortable compared to other parks.
- Longevity – Long time residents who grew up with it are now taking their kids.
- Everything you need on site, concessions, showers, etc.
- Space for play and exercise with lap lanes.
- Maintaining chemicals and filters for the pool.
- Training lifeguards, pool managers, cashiers, and concession staff.



- Making do with a not perfect environment.
- Following state guidelines in concessions.
- Customer service.
- Cleanliness.
- Highly trained lifeguards.
- Family features-small for small kid's attractions for the little bit older.
- Skills: we are a safe park.
- Operational (inside/background)- chemicals, mechanical, inventory.
- Creative-find ways to stay open and operate.
- Partnership with parks department.
- Community/Council Support* they want the park and approve what's needed

Weaknesses

- Not affordable for low-income families.
- Capped features due to size.
- Low staffing affects hours and feature availability.
- Confusion between TFAC and TCC pools, patrons don't understand fees are separate.
- Haven't brought back recurring events, not much incentivize for middle of the week visits.
- Recruiting lifeguards.
- Communication between staff and upper management.
- Swim lesson offerings.
- Communication between concessions and pool staff.
- Getting the word out.
- Managing rainy/stormy days better.
- Improve the appearance of the structure of the facility.
- Facility layout-bottle.
- Location-hidden in a back corner.
- Limited resources-funding, staffing.
- ON-boarding.
- Limited Programs.
- Community/Council Support*They focus on more what they want and not what's feasible (want it to be free).



Opportunities

- Community Nights to attract residents.
- Partnerships with hotels/businesses along Big Beaver.
- More passive events with low impact to staff – themed days with giveaways, games, etc.
- Connect with schools again to create new generations of return patrons.
- Take advantage of low patron days — calm music, sensory friendly mornings, senior mornings, etc.
- Expand theming of facility.
- Additional funding to rebuild or renovate.
- Expand programming.
- More rentals and events in the evenings.
- Reach out to other communities and businesses.
- Have a better use for our sand area.
- Have a better use for our sun hill area.
- Utilize the front area of the park
- New funding structure.
- New full-time staff people.
- Community Outreach event sponsorships.
- Rebranding.
- New Pavilion Opening nearby (draw more people to area)

Threats

- Hidden within Civic Center, poor way finding.
- Pricing hasn't been raised for so long; it always feels like a big jump for pass holders.
- With so much of a reach to walk up patrons, regular rules and regulations aren't easily communicated, leading to poor reviews.
- No splash pad, the latest trend for families.
- Not having the funds to continue to maintain the facility as needed.
- Pipes under pools are breaking.
- Two locker rooms open us up for transgender issues.
- Decreased attendance with nothing new.
- Recession decreased staffing.
- Continuing increase of costs for wages and supplies.
- Finding staff to staff the pool



- Nearby business-County Parks (public), swim schools (staff)
- Open green space/limited shelter
- Natural threats: normal aquatic threats and outdoor weather
- Animals- damages to facility, patron complaints (bees)
- Google: Misinformation



Marketing and Promotions

Marketing and promotions encompass numerous vital components. When discussing these aspects with the team, they express that they are constrained by time and unable to implement their desired improvements. The City of Troy is failing to effectively convey its existence to potential guests in an enticing manner, thus missing out on crucial elements of promotion.

Here are five critical elements of marketing along with brief descriptions:

- **Target Audience:** Identifying and understanding your ideal customers or clients is fundamental. This involves defining demographics, preferences, and behaviors to tailor your marketing efforts effectively.
- **Value Proposition:** Your unique value proposition (UVP) outlines what sets your product or service apart from competitors. It should clearly communicate the benefits and solutions you offer to your target audience.
- **Channels and Distribution:** Choosing the right marketing channels to reach your audience is crucial. Whether it's digital, social media, email, print, or in-person, selecting the appropriate distribution channels is essential for success.
- **Content and Messaging:** Crafting compelling and consistent content is essential. Your messaging should resonate with your audience and align with your brand's identity to convey your value effectively.
- **Measurement and Analytics:** Monitoring and analyzing your marketing efforts is vital for making data-driven decisions and improving your strategies. Metrics such as ROI, conversion rates, and customer engagement provide insights for optimization.

In 2024, we have a fantastic opportunity to launch a structured campaign aimed at attracting more visitors to our park, going beyond the usual "Now Open" sign. We possess various tools at our disposal, including MailChimp. However, it is essential to establish a distinct and marketable brand identity for the park.

We need to Rebrand! New Name! Rebranding a waterpark is essential to revitalize its image, stay competitive, and attract a broader audience. It helps in shedding any outdated perceptions, fostering excitement, and aligning with current market trends and customer preferences. A successful rebranding can breathe new life into the park, enabling it to better connect with visitors, convey a fresh identity, and ultimately drive increased attendance and revenue. Additionally, rebranding allows the park to position itself as a vibrant and appealing



destination while setting the stage for continued growth and profitability in an ever-evolving industry.

A website is critically important for several reasons:

- **Online Presence:** In the digital age, having an online presence is non-negotiable. A website serves as your virtual storefront and is often the first point of contact between your business and potential customers. It ensures that you are discoverable by people searching for your products, services, or information online.
- **Credibility and Trust:** A well-designed and professional website lends credibility to your business. It establishes trust with your audience, as it conveys that you are a legitimate and reliable entity. The lack of a website or a poorly designed one can deter potential customers.
- **24/7 Accessibility:** Unlike physical stores with opening and closing hours, a website is available 24/7, allowing customers to access information, make inquiries, and even purchase products or services at their convenience. This accessibility can lead to increased sales and customer satisfaction.
- **Marketing and Branding:** Your website serves as a central hub for your marketing efforts. It enables you to showcase your brand, tell your story, and convey your unique value proposition. Through various digital marketing strategies, you can reach a broader audience and engage with them effectively.
- **Information Hub:** Websites provide a platform to share essential information about your business, such as product details, pricing, contact information, and customer reviews. This helps potential customers make informed decisions and reduces the need for them to seek information elsewhere.
- **Global Reach:** With a website, your business can potentially reach a global audience. This expanded reach opens opportunities for growth and expansion beyond your local or regional market.
- **Data and Analytics:** Websites offer valuable insights into customer behavior and preferences through tools like Google Analytics. This data can inform your marketing strategies, allowing you to tailor your efforts to better serve your audience.
- **Customer Engagement:** Websites provide interactive features such as contact forms, chat support, and newsletters, enabling direct communication with customers. Engaging with your audience can foster loyalty and repeat business.



- **Cost-Effective:** Compared to traditional advertising methods, maintaining a website is cost-effective. It offers a platform for marketing and customer engagement without the high expenses associated with print media or physical storefronts.

In summary, a website is essential because it not only enhances your online presence and credibility but also serves as a versatile tool for marketing, customer engagement, and providing valuable information to your audience. It is a cornerstone of modern business strategy.

Let's Get Started on Building Our Website-

We should develop a dedicated website for the waterpark, featuring a unique design and a captivating landing page. This website will engage customers even before their visit by showcasing the park's theme, storyline, and the excitement it offers.

Key elements to include on the website:

- **Engagement:** Provide visitors with an immersive experience that captures the essence of the waterpark, building anticipation for their visit.
- **Online Purchases:** Allow customers to conveniently purchase tickets, cabanas, and other essential amenities directly through the website.
- **Group and Event Promotion:** Highlight options for hosting group events, birthdays, and parties at the park, offering enticing packages and information.
- **FAQ Section:** Create a comprehensive FAQ section to address common questions and provide guidance on what visitors should and shouldn't bring to ensure a successful park experience.
- **Information Page:** Include a map, rules for attractions, and the operating schedule to help visitors plan their day effectively.
- **Attraction Details:** Provide detailed information about each attraction, including descriptions and any restrictions.
- **Food Options:** Showcase the park's food offerings with clear explanations of available choices and dining locations.
- **Video Content:** Feature a captivating video on the homepage, showcasing smiling participants having a fantastic time at the park.
- **Events Page:** Promote special events, discounts, and secondary ticketing opportunities to encourage repeat visits and participation.



- **Contact Information:** Include a dedicated contact page to establish a connection with the park for additional information and inquiries.

By implementing these elements, the website will serve as a powerful tool for marketing and enhancing the overall guest experience at the waterpark.

Here are some pages that show case solid websites.

Municipal Waterparks Examples:

NRH2O- <https://www.nrh2o.com> (profitable park)

Waterworld CO- <https://www.waterworldcolorado.com> (profitable park)

Private Park Examples:

Raging Rivers Waterpark- <https://www.ragingrivers.com>

OC Waterpark NJ- <https://ocwaterpark.com>

Gulf island Waterpark- <https://www.gulfislandswaterpark.com>

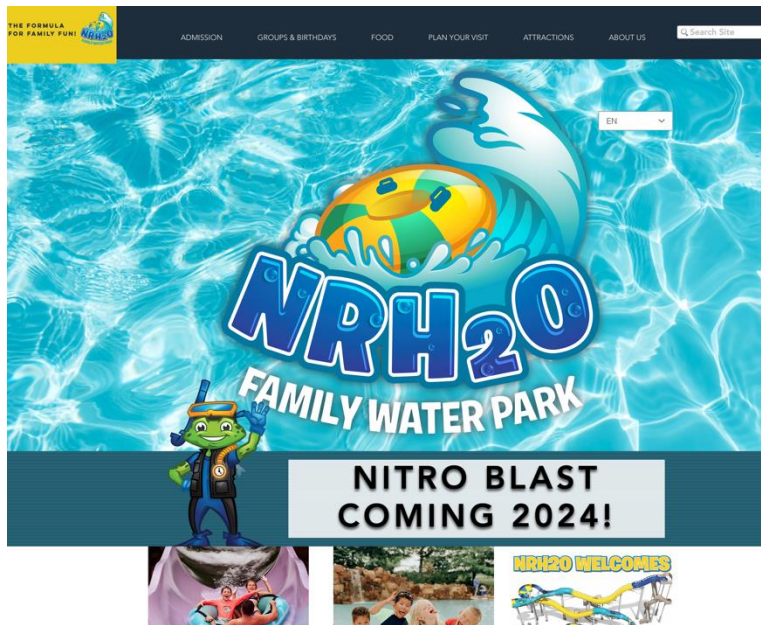
Wild Island: <https://wildisland.com>

Competition- Nothing to be excited about either.

Red Oaks Waterpark- <https://www.oakgov.com/community/oakland-county-parks/parks-trails/red-oaks/red-oaks-waterpark>

Waterford Oaks Waterpark- <https://www.oakgov.com/community/oakland-county-parks/parks-trails/waterford-oaks/waterford-oaks-wave-pool>

The key to the success of the website is staying on top of the information weekly to assure we keep our patrons better informed. Plus, excited to visit us!





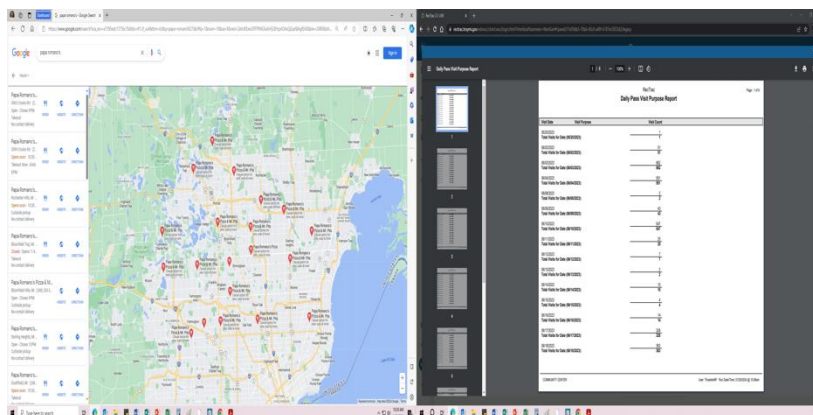
Partnerships:

Marketing partnerships are vital because they enable businesses to leverage the strengths and reach of each other to achieve mutual goals. By collaborating with another brand or organization, companies can tap into new customer bases, enhance credibility through association, and share marketing costs and resources. These partnerships foster innovation, creativity, and the opportunity to access previously untapped markets, all while reducing risks and diversifying marketing efforts. In an increasingly competitive business landscape, marketing partnerships provide a strategic advantage, allowing companies to expand their reach, drive growth, and create meaningful connections with customers more effectively.

Some readily available opportunities for the waterpark include collaborations with camps in neighboring cities, partnerships with local non-profit and for-profit camps, cooperation with third-party services affiliated with the City, Chamber, Economic Redevelopment Organization, and various other potential avenues.

Two Key Partnerships that we need to attach quickly before the season are:

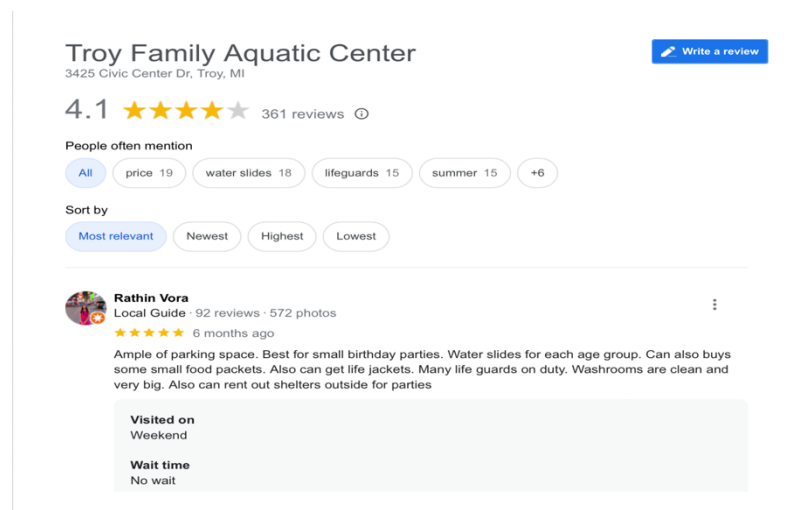
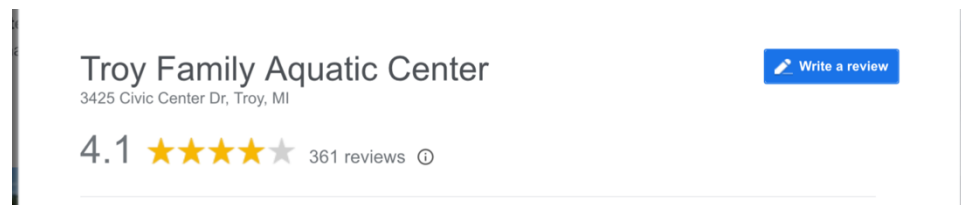
1. The fountain service of Coca Cola versus Pepsi. There are thousands upon tens of thousands of dollars that are very attainable.
2. Our current pizza provider Papa Romano's. They have close to two dozen stores around the County and Metro Detroit. If we negotiate the right deal, we could have TV, Radio and/or at a minimum a box topper going out promoting our park.
3. School District- Staff, Marketing and Programs.




Social Media:

Social media is of paramount importance in today's digital age due to its unparalleled ability to connect businesses with a vast and diverse audience. With billions of users worldwide, it offers an expansive reach, enabling brands to increase visibility, engage directly with customers, and gather valuable insights. Social media is a cost-effective marketing tool, providing opportunities for real-time updates, content distribution, and community building. It not only enhances brand recognition but also serves as a platform for customer support, partnerships, and influencer marketing. In essence, social media is a cornerstone of modern marketing, playing a pivotal role in establishing brand presence, fostering customer loyalty, and staying competitive in the ever-evolving digital landscape.


When examining our Google reviews, there are many reasons to celebrate. The industry standard aims for a rating of over 4.0, but our target should consistently be higher, aiming for above 4.5. Furthermore, we should actively promote these positive reviews on our new website, showcasing the outstanding experiences customers have had. While we may encounter a few challenging reviews, as is common with all parks, our investigation indicates that none of the reviews raise significant concerns.






Troy Family Aquatic Center

3425 Civic Center Dr, Troy, MI

4.1  361 reviews ⓘ

[Write a review](#)






love kings 680


Local Guide · 15 reviews · 3 photos

★★★★★ a year ago

I absolutely LOVE going here in the summer!! I love how the pool is walk in because you can just sit on the shore area and little kids can play. When my daughter was a kid she was obsessed with the small waterslide in the kid's area. Two fun waterslides... One with an intertube and one without. A nice concession stand that is very reasonably priced. It has a much better atmosphere then some of the bigger water parks and always seems super clean!

 4



Carolyn Peterson

5 reviews · 1 photo

★★★☆☆ 5 months ago


\$20 a person for water so cold the kids took a while to want to get all the way in, only like 5 tubes for the water slide so people were hoarding them, not enough chairs for even half the people there, and a lot smaller than they make it look on the website

Visited on
Weekend

Wait time
Up to 10 min

Reservation recommended
No

Price for adult entry
\$16–20

 Like

Here a couple of fantastic social media sites:

Zoom Flume Waterpark: <https://www.facebook.com/zoomflumewaterpark/>

Island Waterpark: <https://www.facebook.com/IslandWaterpark>



Wild Island Waterpark: <https://www.facebook.com/RoaringSprings/>



Our goal is to continually boost our impressions and clicks to our recently launched website, closely monitoring the outcomes. These outcomes, driven by a robust marketing campaign, should ultimately translate into increased foot traffic and guest visits to our facility.

Theming and Story Line:

Theming and storyline are pivotal elements for any park, as they immerse customers in the action and make them feel like they are living an exciting adventure. This is crucial because it creates an avenue for our guests to actively participate and engage in a unique experience. Harvey serves as an excellent starting point for a park concept. An underwater theme featuring coral reefs, which aligns with the existing waterpark, along with mermaid grottos and themed decorations throughout would captivate visitors. Simple enhancements can add tremendous excitement for our young users as they embark on adventures within the park. This cohesive storyline also provides us with a valuable foundation for developing our website, school educational programs, and effective marketing campaigns, ensuring a seamless and engaging experience for our guests.

Theming is the heartbeat of attractions like Blizzard Beach, Typhoon Lagoon, Volcano Bay, and many others. However, it doesn't require a massive budget; all it takes is a creative touch in the right spots. Here are some rapid examples that could aid in generating excitement and buzz for our park.



Posting Harvey on top of our gate as customers walk in welcoming them. Kids will be excited as the story begins.



On top of our rock work and slide tower, Harvey sits and watches the action of the park's guests having a great time.



All the items we found online would be less than \$5,000. Easy to put up and winterize as needed. There is a lot throughout the park that can use the exciting touch. Must include coral reefs and other underwater spectacles throughout the park as well.

Development and Future Planning:

Every park across the nation grapples with the challenge of remaining appealing in the face of evolving customer preferences and changing times. Private parks often address this by constantly innovating, introducing new attractions, and expanding their entertainment offerings. When we examine our community and demographics, it's evident that Oakland County is in high demand for a waterpark that can adequately meet its needs. The existing parks are not aligned with these requirements and are, in fact, moving in the opposite direction. We must adopt a growth-oriented mindset, which includes continually expanding our park. Whether we explore indoor options or continue to operate outdoors, we have the potential to create an extraordinary experience for our community.

We took a few steps on mapping out some critical pieces to help guide the City with a few directions:



Phase 1 focuses on enhancing our existing infrastructure while expanding within the park. Key elements of this phase involve the creation of two distinct children's areas catering to different age groups (2-7 and 7-12). We will maximize the potential of the large slide tower deck by adding additional slides, enhance visibility with a prominent freeway billboard, provide more seating options, cabanas, lockers, establish a new customer entry point, design an entry sign that reflects the park's theme, and lay the groundwork for future expansion. As attendance increases, we will also address the need for additional parking facilities.

Phase 2, our focus shifts towards expanding the park's footprint and introducing new attractions that will significantly elevate its appeal. The introduction of a river and the possibility of a wave pool will undoubtedly make our park a prominent destination. This expansion will not only include additional seating and cabana options, but also new concessions stand, upgraded restroom facilities, enhanced slide towers, and more. With already experienced sold-out days, our goal is to maintain this momentum and keep drawing visitors to the park.

Example of a new kid's zone:



Replacing the Volleyball Court with an amazing play structure:



As we grow so does our revenue. Increase attendance equals a jump in admissions, food, rentals, cabanas and more.



Summary:

The City of Troy has an exciting opportunity to transform its original concept into a remarkable attraction for the community while achieving self-sustaining operations. We've explored straightforward park improvements that can enhance profitability and encourage a more dynamic approach to operations beyond the conventional "just open the doors" mindset. Managing waterparks requires dedicated attention, as reflected in the development of the organizational chart, and it opens opportunities for expansion beyond our current boundaries. Although not without its challenges, this decision is feasible, considering the success of numerous municipal waterparks nationwide. We aspire to be among them.

Global Management Amusement Professionals expresses gratitude to the City Staff for their collaboration, interviews, and idea-sharing. We firmly believe that the waterpark has the potential to achieve more than it does today, and our team eagerly anticipates exploring how we can contribute to its ongoing success and growth.