



Proposed Great Wolf Lodge, Chesterton, Bicester
Draft Operational Management Plan
November 2019



Great Wolf Lodge - Overview

- At Great Wolf Lodge, family is at the centre of everything we do. Our Brand Promise is “Bringing Joy to Families”. We live this promise by delivering amazing guest care at every opportunity and by ensuring that our visiting families have an amazing, memorable time together
- The centerpiece attraction at every Great Wolf Lodge is the indoor water park. We designed the many water slides, pools, and play areas for families
- At each Great Wolf Lodge the focus is on families with children ages 2-12



Each Lodge Anchored by an Indoor Waterpark...

- ### Waterpark Highlights
- *Wiley's Waterpark* featuring ~ 10+ attractions, including:
 - Iconic water play structure
 - Slides & tube rides
 - Wave pools
 - Lazy rivers
 - Safe, Secure Environment
 - Weather resistant
 - Frequent winner of Aquatic Safety Award from Jeff Ellis & Associates, Inc., the recognised premiere lifeguard training program



With Family Friendly Accommodation...

A variety of room types to accommodate all family sizes.



Family Suite



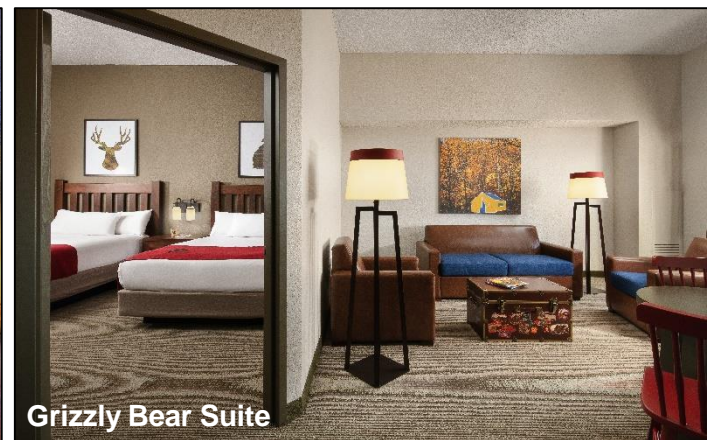
Family Suite



Kid Cabin Suite



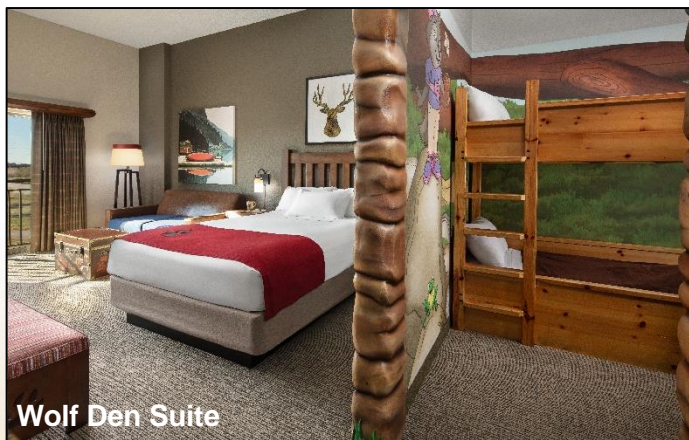
Kid Cabin Suite



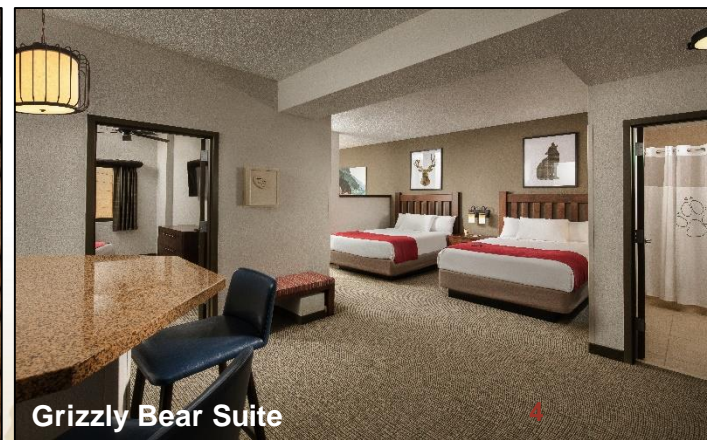
Grizzly Bear Suite



Wolf Den Suite



Wolf Den Suite



Grizzly Bear Suite

...And Dozens of On-Site Amenities and Attractions

<p>Themed Rooms</p>	<p>Northern Lights Arcade</p>	<p>Activities and Attractions</p>	<p>MagiQuest</p>	<p>Food and Beverage</p>
<p>Retail and Merchandise</p>	<p>Kid Friendly Experiences</p>	<p>Branded Characters</p>	<p>Live Shows</p>	<p>Conference and Meeting Space</p>

Great Wolf Lodge – Target Consumers

**Target young families seeking indoor leisure destination breaks –
convenient and repeatable short trips away from home**

Primary Audience

Parents with kids aged 2-12 and living within 1.5 hours of the lodge.

Our parents are desperate for leisure time and time to connect with their family. Parents are looking for a carefree escape that will meet the needs of the entire family and provides family togetherness at a greater level. The things they seek for their family align nicely with Great Wolf Lodge's value proposition:

- A family-based getaway as an escape from daily routines and life's demands
- A place where family can spend quality time together
- Fun activities that kids enjoy doing and where parents can join in
- A location that is an easy drive and not too far away
- Everything is well planned and organised for the guest.

Great Wolf Lodge – Operational Management Plan



“Indicative sketch of entrance to the Proposed Development”

Introduction

- This Operational Management Plan (OMP) has been prepared to detail the strategy for the operational management of the proposed hotel and wider resort at the Great Wolf Lodge, Chesterton, Bicester site located on Land to the east of M40 and south of A4095, Chesterton, Bicester. Its purpose is to set out the guiding principles for the ongoing operation of the development and to demonstrate the management philosophy. It outlines the policies that would be adopted to ensure effective operation of the hotel while respecting the local community and neighbouring residents.
- This OMP has been prepared considering industry best practices, aligning with similar statements submitted within other recent planning applications for new hotels elsewhere in and around Cherwell and issues raised by local residents, businesses and stakeholders as part of the pre-application engagement undertaken to date. It should be read alongside the other technical reports submitted in support of this planning application, providing insight to the operations of a destination resort such as the Great Wolf Lodge, in comparison to a more traditional hotel format.
- We envisage that the OMP will provide a basis for any operational planning conditions that may be applied should planning permission be granted, as well as a more detailed OMP (including details on opening hours, capacities and entrance and exit arrangements) which will be adopted by Great Wolf Lodge as the operator of the building, and secured by way of a S106 legal agreement.

Great Wolf Lodge

- Great Wolf Lodge provides an easy and unforgettable escape for families. Our lodges each feature a unique design. Extraordinary attractions and entertainment options sit side-by-side under one roof. Family time is easy with carefully crafted experiences.
- There's excitement outside of the water park, too. Get your wands at the ready with MagiQuest. The exclusive mystical interactive adventure game soars as one of our most popular activities. Discover many other engaging attractions. These include a ropes course, family bowling, arcade games, and more.
- Each night's stay in our oversized family-friendly suites, grants two days of unlimited access to the water park. A host of daily complimentary family events augments our exceptional value. Take the fun and creative class, Yoga Tails. Curl up for Story Time by the fireplace and engage in a high-energy dance party. The Great Wolf Kids characters meet and greet guests throughout the day.



Operation of The Resort

Since 1997, Great Wolf Resorts has offered families a dynamic and unrivaled entertainment experience, with each moment designed for maximum fun. We have grown to become North America's largest operator of waterpark resorts, and an icon in the hospitality industry by offering everything under one roof – restaurants, adventure games, attractions, family bonding experiences, arcades, retail and more.

The proposed development is anticipated to have a total area of a little under 48,000 sqm GIA, including a hotel, indoor waterpark and Family Entertainment Center (FEC) as well as extensive public and resort guest landscaped areas.

The hotel offers 498 rooms with the following mix of rooms:

- 48% Family Suites,
- 21% Wolf Den Suites,
- 20% Kids Cabin Suites,
- and 11% Grizzly Suites.

Each room can accommodate 6 to 8 guests depending on its category and ranges in size from 35 sqm to 75 sqm. 10% of the rooms are accessible for guests with disabilities.

Whilst the hotel will be open 24 hours a day, seven days a week, the operation of the other facilities within the building will be subject to timing restrictions to allow enjoyment of the facilities by all.

Staffing

- Given the nature of our offering and the extensive entertainment that we offer Great Wolf Lodge tends to have more intensive employment levels.
- We are working on the basis that there will be circa 0.9 Full Time Employees per bedroom equating to approximately 460 FTEs consisting of full time and part time employees
- Typically our existing US Lodges have the following positions which we also expect in the UK Lodge, however, additional research will take place to ensure the most effective organizational design for the UK Lodge.

Senior Management	Operations Management & Staff	Operations – Activities & Retail - Management & Staff	Administration Management & Staff
General Manager	Guest Services	Water Park	Finance & Accounting
Asst. General Manager	Housekeeping	Retail	Sales
Director of Food & Beverage	Laundry	Attractions	IT
Executive Chef	Food & Beverage	Kids Experiences/ Activities	
Director of Sales and Marketing	Banquets		
Director of Guest Services	Engineering		
Director of Engineering	Security		
Director of Aquatics			

Proposed Opening Hours

The Lodge is open to guests 24 hours, operating hours of the various amenities within the resort vary and may flex in order to meet the needs of our guests.

Guest Services: 24 hours

Water Park: 0900 to 2100hrs (guests)

Water Park: 1000 to 2100hrs (Day visitors)

Food & Beverage: Multiple restaurants and bars available through the day and evening, with one grab'n'go location available 24 hours

Gift shop and merchandising: Multiple shops available through the day and evening

Attractions: Available throughout the day and evening

Kids Experiences & Entertainment: Available throughout the day and evening



Kids Experiences/Activities at Great Wolf Lodge

Kids Experiences and activities are an integral part of the guest experience, our mission is to engage guests through a uniquely branded experience, bringing joy to families, all together.

Programming

SIGNATURE EVENTS	ACTIVITIES	CHARACTER	SEASONAL
<ul style="list-style-type: none"> • YogaTails • Storytime • Dance Party • Northwoods Friends Show 	<ul style="list-style-type: none"> • Arts & Crafts • Competitions 	<ul style="list-style-type: none"> • Breakfast • Events • Appearances 	<ul style="list-style-type: none"> • Spring-a-Palooza • Summer Camp-In • Howl-o-ween • Snowland



Signature Events

Yoga Tail



The Northwoods Friends Show



Story Time



Dance Party



Conference Facilities

CONFERENCE FACILITIES:

- Main access to the conference centre is from the main entrance
- ~550 sqm of flexible conference space comprised of:
 - One banquet room divisible into 3 smaller meeting rooms each c. 48 sqm
 - One Conference room divisible into 5 smaller meeting rooms each c. 80 sqm
- Facilities with natural light and access to an outdoor terrace.



'Conference Centre Concept Finish'

- The high-level aim of the security design for the proposed Great Wolf Lodge project is to provide both appropriate and proportionate security risk mitigation measures that allow guests, staff and public users to not only be, but feel, safe and secure.
- A formal security needs assessment (SNA) has been undertaken to determine security recommendations across the development in order to identify the security risks posed to the site or assets and subsequent recommendations for treatment.
- The following measures are examples of recommendations that will be implemented:
 - Surveillance to monitor access to all points of ingress and egress to / from the building.
 - A physical barrier at the plot boundary with adjacent residences.
 - A vehicle barrier to restrict vehicular flow from guest car parks and service roads to exterior BOH and staff car park.
 - Robust policies and procedures to manage vehicular movement around the site.
 - Ensure security zones are established that support strategic security layering / defence in depth, particularly, but not limited to, the hotel entrance and staff entrance.
 - Surveillance to monitor activity within the reception, restaurants / food stands and retail outlets including coverage of the relevant points of sale.
 - Surveillance to monitor activity within hotel circulation and hotel lifts.

Deliveries & Servicing

- Servicing and deliveries, including refuse collection, associated with the development will be undertaken from a dedicated service yard on site
- It is anticipated that the majority of deliveries will be made by small and medium sized vans with some deliveries being made by larger vehicles. The service yard has been designed to accommodate these larger vehicles
- Guests and pedestrians will not be able to access the service yard area
- A dedicated access to the waterpark bunker is provided in the rear of the waterpark for maintenance and deliveries
- It is proposed that the majority of deliveries/ servicing would take place during the hours of 0700 and 1900 hrs
- Drivers will be required to switch off engines when loading and unloading
- A Framework Servicing and Delivery Management Plan is submitted with the planning application and will be secured through S106 agreement.

- Vehicle access to the resort will be gained via a new priority junction access, with right turn ghost island, from the A4095
- As part of the Development Proposals it is proposed to provide a shuttle bus service between the resort and Bicester. The shuttle bus service will be available for guests and staff to use, free of charge. It is also intended that the shuttle bus will be available to residents of Chesterton, also free of charge
- For guests to the resort the shuttle bus service will connect the resort with local trains stations; both Bicester Village and Bicester North
- It is proposed that a total of 902 car parking spaces will be provided on site for use by guests and staff including 56 disabled accessible parking bays
- Charging facilities for electric vehicles will be provided in accordance with BREEAM guidance, with 10% of car parking spaces including electric charging facilities. As such a total of 90 car parking spaces with electric vehicle charging facilities will be provided
- The Proposed Development will provide a total of 40 staff cycle parking spaces in a secure covered cycle store, close to the staff entrance to the building. A further 40 uncovered visitor cycle parking spaces will be provided at the front of the building, close to the main guest entrance.

Storage and waste management

Initially waste will be stored in temporary storage containers within each unit. Each unit will provide the appropriate storage for the separation of refuse from recyclables, glass and food waste. Waste containers will be clearly labelled to ensure cross contamination of all waste streams is minimised.

The Facilities Management team will be responsible for transporting refuse, recycling, glass and food waste from the respective unit to the appropriate waste store or compactor, depending on the waste type.

Food waste, glass bottles, cardboard & paper and dry mixed recycling (DMR) will all be segregated from refuse.

All waste storage areas will be clearly labelled to ensure cross contamination of refuse and recycling is minimised. All waste storage areas will be built to British Standards 5906:2006- Waste Management in buildings- Code of Practice. In summary the facilities will include the following:

- A suitable water point in close proximity to all waste stores for washing down;
- All surfaces sealed with a suitable wash proof finish (vinyl, tiles, etc.);
- All surfaces easy to clean;
- Suitable floor drainage; and
- Suitable lighting and ventilation.

Upkeep & Cleaning

Annual Maintenance

- We typically temporarily close our Lodges once a year in order to conduct detailed annual maintenance
- Temporary closures tend to last for 4-5 days and will be during a non-peak period
- Activities during this temporary closure include in-house equipment maintenance, preventative maintenance, painting, cleaning and cosmetic repairs
- Other work will also take place during this time period, including inspections, pool and floor resurfacing, slide gel coating, attraction and slide maintenance and room refurbishments.

Code of Conduct

- The Great Wolf Lodge will operate with a General Manager and a full management team, ensuring leadership coverage 24 hours a day, 7 days a week. This will ensure that any onsite issues are managed at all times.
- The operating departments have fully standardised procedures and staff are extensively trained to ensure high levels of hospitality, cleanliness, friendliness and security. Behavior of guests on and off the property will have minimum impact or disruption to local residents and the hotel will have the appropriate level of security to supervise guests both within and vacating the hotel late at night.
- There will always be a Duty Manager 24 hours a day should any issues arise as a result of the operation of the hotel at any time at all.
- We have a proven track record with delivering and operating our Lodges and are always dedicated to listening to the needs and concerns of our neighbours.

