

"Living in a place as neat as Bikini Bottom, I know a thing or two about luxury, but this place takes the cake. Rising over 1,000 feet tall – THAT'S ABOVE SEA LEVEL! – I fell over backwards, but inside everything is so nice – I had a chocolate sundae for breakfast every morning and the rooms were so beautiful it made me smile even when I was sleeping. I'm ready. I'm ready. I'm READY to go back to Burj Al Arab." –SpongeBob in Dubai, UAE

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TRAVEL+LEISURE

DUBAI - GOING BEYOND ORLANDO | WORLD'S BEST THEME PARK: DUBAI GATES OF ADVENTURE | THE HERO'S JOURNEY

SPECIAL EDITION FAMILY DESTINATION RESORTS

# TRAVEL + LEISURE

JANUARY 2019

## DUBAI- GOING BEYOND ORLANDO

**WORLD'S BEST  
NEW THEME PARK**  
Dubai Gates of Adventure

**+  
THE HERO'S JOURNEY**  
New Tech Takes You  
Inside the Experience

JANUARY 2012





“IF YOU BUILD IT, THEY WILL COME”

~ PHIL ALDEN ROBINSON



Cardmember ..... Peter Parker (Spider Man) .....

Member Since ..... 2005 .....

Occupation ..... Student / Photographer (superhero) .....

Proudest accomplishment ..... Keeping the city safe from bad guys .....

Perfect Day ..... An afternoon swing through the city / Stopping a crime in progress / Seeing one of my photos on the cover of the Daily Bugle.

Most unusual purchase ..... Ultra Implant supports for my web-shooters

Recent impulse buy ..... A Really cool dress for Mary Jane


Retail therapy ..... I don't really like shopping

Can't shop without ..... trouble?

My Card ..... Doesn't take up too much room! - Important when you're a guy who spends most of his day wearing tights!

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Thanks also to Jack Wolff for posing for the front cover.

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A WORLD OF HEROES

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Here’s an overall snapshot of Dubai Gates of Adventure’s timeline to success.



# DUBAI

## GATES *of* ADVENTURE

"A WORLD OF HEROES"

THE *pearl* OF THE MIDDLE EAST—DUBAI—IS STAKING CLAIM  
AS THE *ultimate* GLOBAL FAMILY VACATION DESTINATION  
BY GIVING BIRTH TO THE NEXT GENERATION OF THEME PARKS.

THE LATEST ADDITION—"WORLD OF HEROES"—IS BY FAR  
THE MOST *spectacular* AND *innovative*.

As a senior correspondent for the premier international travel and entertainment magazine, doing a cover story on the latest theme park in Dubai was a coveted assignment. My mind went back to an article I wrote on that city several years ago...

"Exotic. Ancient. Spectacular. Breathtaking. One-of-a-Kind. Visionary. World-Class. Unparalleled. Futuristic. Historic. Imaginative. Original. Incomparable." These are but a few of the superlatives people use to describe Dubai, a city with its feet anchored in the sands of the past and its eyes fixed on the horizons of the future. That's how my story began and I thought to myself, "How do I top that?"

Over dinner I told my wife, Eve, and our three children, Tim, thirteen, Julie, eleven and Robin, six, about the assignment. Well, actually, all I could get out was, "There's this new theme park in Dubai called..."

"GATES OF ADVENTURE... it's a WORLD OF HEROES!!!" All three kids chimed in unison. "It's like the coolest place in the world, Dad." (Talk about being out of the loop!) Apparently, for some time now there has been a lot of excitement over the place that's been generated on the web, through video clips, blogs, word-of-mouth, things like that. Anyway, in about 10 seconds, the 'unanimous' decision was made that this would be a family vacation.

Fortunately, the timing was perfect: spring break was just around the corner. In less than two weeks, all of us were aboard a fabulous new Emirates Airbus Super Jumbo Jet bound for Dubai.







#### FROM THE AIR

It was around eleven o'clock at night when we started our descent into Dubai. My wife and kids were on my right and fast asleep. I had the window seat and was looking out as we began our broad, graceful sweeps over the warm gulf waters. A full moon domed the sky, challenging even the brightest starlight. In the distance shimmering like a blanket of gems, in the dry desert air, was Dubai. What a sight—a necklace of man-made islands off the coast, the layered lights of the world's tallest collection of skyscrapers and the velvet blue ribbon of waterways that bisect the city. Suddenly, a burst of fireworks caught my attention. I cranked my neck to look back and down. That's when I first saw the reason I brought my family halfway around the world.

Glimpses of the park came into view: The silvery moonlight sparkled across a marvelous lake, casting shadows on some of the most spectacular, other-worldly rock formations on the face of the earth and, strings of lights defining roller-coaster tracks. I thought about waking up the kids to have a look but I knew they'd never sleep through the night if they saw this. The anticipation over what awaits all of us in the morning would be too much.

#### THE NEXT MORNING

Needless to say, we were all up bright and early on our first day in Dubai. Eve packed a small daypack with the 'necessities'—sunglasses, sun block, a digital camera and all the odds-and-ends that only a mother can anticipate. After a hearty buffet breakfast, we boarded the hotel's courtesy shuttle, along with several other eager families, and were driven in air-conditioned comfort to our destination. I was looking forward to this as one does when traveling to somewhere new. But as I was about to discover, this wasn't just a new place, or another land - but another world—a world within Dubai that is just as... Exotic. Ancient. Exciting. Spectacular. Breathtaking. One-of-a-Kind. Visionary. World-Class. Unparalleled. Futuristic. Historic. Imaginative; as original and incomparable as the city itself.

#### Dubai Gates of Adventure

Spectacular 21st century theme park featuring twenty attractions set within 21 hectares—with an additional 7 hectares set aside for future expansion.





“We followed the entry promenade to the park’s main gate... built under the partially excavated remains of two mammoth circular stones... colorfully emblazoned with graphics of Marvel and Nickelodeon Characters.”

**Gateway to Adventure**  
3.5 million guests are expected to pass through the front gate of DGA in the first year, 2012.

## AT THE ENTRY PLAZA

Exiting the shuttle, it felt good to step into the warm, dry, temperate (at this time of year, anyway) desert air. People were converging from all directions, arriving by train, motor coach, taxi and private automobile. With Eve and the kids in tow we joined the many other early morning guests and made our way towards the Entry Plaza.

Moving past groups of congregating school children and other specialty tour outings, we followed the entry promenade to the park’s main gate. The ticketing booths were built under the partially excavated remains of two mammoth circular stones that rise up from the earth at sixty-degree angles—colorfully emblazoned with graphics of Marvel and Nickelodeon characters. As I got closer, I could see that carved into the stones were numerous symbols, astrological figures, patterns of constellations, representations of the four seasons, and

other shapes I didn’t recognize—or couldn’t decipher. A sign in both English and Arabic explained that, “Upon this site the Hero was born on Earth.” I reflected upon that declaration and its significance as I led my family through the entryway.

Handed our tickets, together with invitations to receive our “Keys to the Park” (more on that later), we passed through electronic turn-styles and into a courtyard marked with decorative shade trees and eye-pleasing water fountains that misted the breezy desert air. Transitioning from there, we came to a promenade and the beginning of what would become an unforgettable experience in Dubai Gates of Adventure!

### HALL OF HEROES

The soaring roof line of the **HALL OF HEROES** shields this site. Obviously, this was once an active archeological dig that unearthed the remnants of a mythical ancient civilization of Heroes, but has

now been turned into a kinetic, vibrant celebration of pop-culture superheroes and animated characters.

Stretching before us was a colonnade of giant earthen ruins—timeworn columns sculpted into forms suggesting a pantheon of mythical characters. Here, the Marvel Universe of characters—both familiar and new—were represented including; Spider Man, The Hulk, Iron Man and many others. Charmingly, characters from the Nickelodeon world—SpongeBob and Dora the Explorer—were also characterized as mythical Heroes with connections to the past.

Mixed amongst the statuary were colorful frescoes playfully rendered in the broad pictorial language of comic books and cartoon graphics—and in some instances, intriguingly brought to life by projected animated overlays. Other artifacts were literally under your feet! Stepping onto a broad, thick, glass footbridge, we looked down into a dugout area the size of a large living room.

Cleared from the dirt was a portion of the skeletal remains of something. Sticking out from among the creature’s bones was a huge metal spear that was clearly too big and heavy for any human to have carried. Next to the animal’s skeleton was the fractured statuary of an ancient warrior...or was he ‘ancient’? There was something odd about the armor and helmet that seemed to be more futuristic than archaic. But one thing was very clear: This site honored a warrior—a *HERO*—who had long ago slain the beast. The kids stood mesmerized over the dig for several minutes, imagining the life and death battle that took place right under their feet ages ago! (I must admit most adults did too, including yours truly!)

The overall message is clear: *The story of the Hero, the role of the Hero, in fact all Heroic figures—real and imagined—have always been and will always be the stuff of legends, fantasies and great story-telling!*



# VIRTUAL WORLD WITHIN A WORLD

We arrived at a station that provided us with our “KEYS” to the Park. (This aspect of the Park is a revolutionary technological concept providing guests with real-time access to a virtual “layer” database through electronic “tags” that track the location of each and every visitor. A more complete description of this concept can be found in the Masterplan Volume.)



“Here’s your Key to the World of Heroes,” said a charming Uniformed Attendant as she handed Tim, Julie and Robin an iPod-like device.

“Everything you need to know to make your park experience easier and more enjoyable is accessible through this device. In addition to helping you navigate your way through the park, you’ll find up-to-the-minute wait times for all the shows and attractions just by touching the picture icons on the Park Map. You can even make restaurant reservations. And by pressing the call button, you can instantly contact other member in your party.”

Turning towards Tim, Julie and Robin, she added, “And, you can have the Hero of your choice be your personal guide for the day. They’ll identify games you can play while you’re waiting in line at any of the attractions, or (with a wink to the kids) while you’re waiting for your parents.” Spider Man, Hulk and Jimmy Neutron were instantly called out and programmed to each of the kid’s devices. Looking at all of us, she added, “And these virtual Guides

can help you discover a whole virtual story hidden within the park that’s revealed to you by your Key. You don’t have to do anything except walk around—your Key will simply tell you where to look.”

Since I had my cell phone with me, the Attendant turned it into a Key by downloading an application that immediately brought up a graphical icon-driven map of the Park on to my screen. A blinking icon on my phone’s touch-screen caught my attention. Pressing it, a short animated video began to play explaining the park’s history. It told me the story of how many millennia ago a massive meteor exploded into the earth, burrowing deeply into this spot in the desert and releasing a gusher of underground water creating a lake. The impact thrust massive rock shards to the surface, forming what is now one of the Park’s four lands—Marvel’s Mythic Mountain. The extreme heat changed the mineral content of the soil affording seeds of rare and exotic plants to take root in the area known as Oasis of Magic. The force of the collision ruptured an underground aquifer, sending founts of water bubbling to the surface in what is now called, Nick Neighborhood. The land called City of Super Heroes



grew out of the ruins of a ceremonial site built by an ancient race. It’s believed that there was an alien life form on that meteor—a spore or shadow life form—that survived the impact and evolved into the prototypical warrior/hero. All this made me smile. What better place than this to build a theme park celebrating heroes of all kinds?

After going over The Key’s basic features with my family members, we all pocketed our devices and made our way to the end of the promenade where there stood a statuary hone from the most extraordinary block of rock shard I have ever seen. The substance of the rock seemed to seamlessly transform—to morph—from black granite at its base to a polished metallic grey at the top. Carved into the granite portion of the shard was the ‘realistic’ torso and armored breastplate of an ancient warrior, but the head, the upper, metallic portion of the statue—turned and looking back towards the park— belonged to some warrior, some hero from the future. That’s when it became obvious to me that we had left the ordinary world behind us and entered the extraordinary world. Dubai Gates of Adventure... a World of Heroes now lay before us!





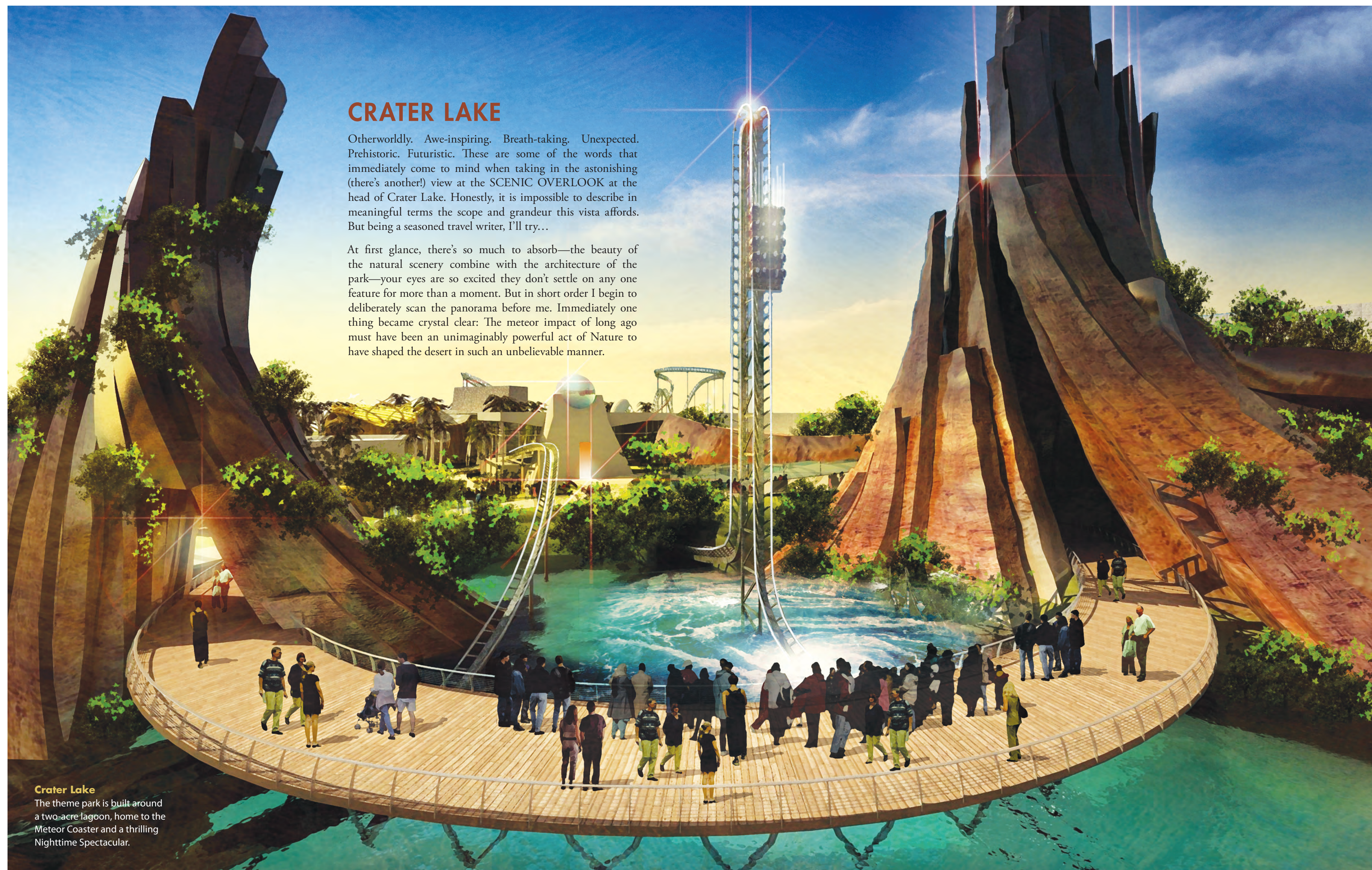
## CRATER LAKE

Otherworldly. Awe-inspiring. Breath-taking. Unexpected. Prehistoric. Futuristic. These are some of the words that immediately come to mind when taking in the astonishing (there's another!) view at the SCENIC OVERLOOK at the head of Crater Lake. Honestly, it is impossible to describe in meaningful terms the scope and grandeur this vista affords. But being a seasoned travel writer, I'll try...

At first glance, there's so much to absorb—the beauty of the natural scenery combine with the architecture of the park—your eyes are so excited they don't settle on any one feature for more than a moment. But in short order I begin to deliberately scan the panorama before me. Immediately one thing became crystal clear: The meteor impact of long ago must have been an unimaginably powerful act of Nature to have shaped the desert in such an unbelievable manner.

### Crater Lake

The theme park is built around a two-acre lagoon, home to the Meteor Coaster and a thrilling Nighttime Spectacular.





I stared at the massive monolithic shards; twisted, sculpted and polished by the elements over eons to where they joined into a solitary mountain-like natural wonder.

From around and behind the shard mountain appeared the twisting, turning steel rails of a mammoth roller-coaster track that immediately—and steeply—climbs towards the sky, then abruptly—and precipitously—drops back to earth, where the tracks suddenly disappear into the waters of Crater Lake! Figure that one out!

Everywhere along the shoreline of Crater Lake, the rock and soil is inculcated with crystalline substances that glisten like jewels in the sunlight. Tracing the headwaters of Crater Lake back through a series of islets you are immediately struck by the panoply of rare and exotic vegetation that blankets the surface across what appears to be an oasis.

We stood there for some time just studying—and photographing each other against that amazing setting (the look of which would shift dramatically when the nighttime lighting took effect), until my son, Tim, declared, “That’s MARVEL’S MYTHIC MOUNTAIN across the lake.”

I looked down at the relief map in front of us, then over at my son. He was using the Key’s GPS driven virtual map to orientate himself. “How about if we start over there (pointing to his left without taking his eyes off the Key’s screen), at CITY OF SUPER HEROES?”

“I want to go here!” my youngest daughter, Robin, announced, pointing to the colorful area on the relief map marked, NICK NEIGHBORHOOD.

“OASIS OF MAGIC sounds like fun to me,” Julie, my eleven year old proclaimed “There’s FOUR LANDS, honey,” my wife Eve, explained as if I didn’t get it yet. “I know. Thank you,” I replied. After a moment or two of negotiating on which land to visit first, the four of us went to...

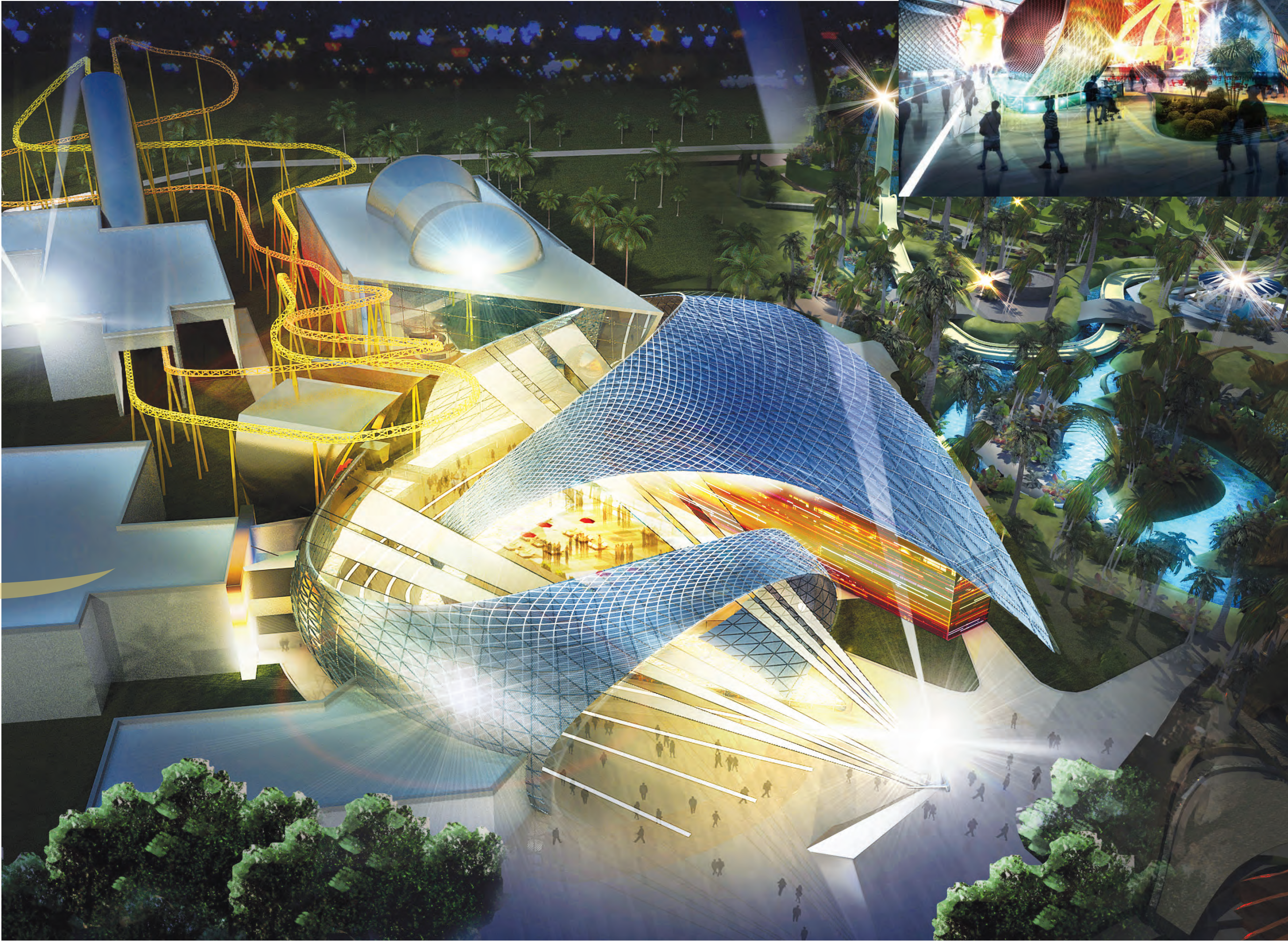
“Welcome to City of Super Heroes, a gleaming, steel and concrete neon metropolis that looks like it’s on loan from the future.”

## CITY OF SUPER HEROES

Imagine the world’s greatest super heroes all living in one place; now imagine what that place, that city, would look like. Welcome to City of Super Heroes, a gleaming, steel and concrete neon metropolis dressed in technology that looks like it’s on loan from the future. And that’s from the outside!

### Not Your Usual Theme Park

Each of DGA's four lands has a unique and compelling design, blending architecture and graphics in a fresh and evocative manner.





# FANTASTIC 4



## A Roller Coaster First

The Fantasticar is one of DGA's signature attractions, a break-apart and come-together roller coaster that is the only one of its kind in the entire world.



“We board the roller coaster as test pilots tasked with taking the latest version of the Fantastic Four’s amazing Fantasticar on a test drive.”

Tim and Julie took one look at the *FANTASTICAR* attraction and ran for the queue line. I glanced back at Eve, who gave me an understanding smile and I raced off to join them. Eve and Robin would wait for us in front of Voyage of The Silver Surfer.

It is not possible to describe the Fantasticar attraction without giving away the big surprise, so as they say, don't blame the messenger. We board the roller coaster as test pilots tasked with taking the latest version of the Fantastic Four's amazing Fantasticar on a test drive. Imagine our, well, amazed reaction when each coaster car separated into FOUR individual vehicles... only to rejoin at the end of a whirlwind 'barnstorming' session!



# IRON MAN



Walking across City of Super Heroes, my son, Tim, says “Looks like they have an attraction based on that Iron Man movie you liked so much.” He looked at his sister, Julie, who looked at my wife, Eve, who looked at me. “Try to keep-up, Honey,” she whispered in an affable tone. By the time she finished her sentence, the kids had already bolted for ***IRON MAN’S VIRTUAL CHALLENGE***, an interactive ride game.

There was a bit of a line to get in so Tim and Julie used the time to play with their KEY devices and learn some unusual facts about Tony Stark, the *Iron Man* and the history of Stark Industries.

The *Iron Man’s Virtual Challenge* experience is truly immersive. We all felt like we were inside a mammoth video game, participating actively in it by having control of *Iron Man’s* powers! And boy, did we come face-to-face with some of Iron Man’s most ornery adversary.

## The Immersion Factor

(Left) Iron Man puts you inside the action; (Below) The Silver Surfer transports 1500 guests per hour on a grand tour of Earth.

“We all felt like we were in a mammoth video game, participating actively in it by having control of Iron Man’s Powers!”

**VOYAGE OF THE SILVER SURFER** left us all speechless. The experience, the way the theatre transformed so that each and every one of us felt as if we were soaring, riding along, right there with the Silver Surfer himself; the incredible visuals that celebrated the earth and the multitude of life on it. Going a small step beyond the usual theme park thrill, we all felt a newfound appreciation for just how wondrous our planet really is.

We spent another thirty minutes just browsing at some to the gift shops. All three kids picked out something that would be a perennial reminder of their time in *City of Super Heroes*.



# SILVER SURFER



## OASIS OF MAGIC

We left City of Super Heroes and began walking towards the land called *Oasis of Magic*. A breeze, cooled by the waters of Crater Lake, swept through the air. Along the walkway, the scenery and mood suddenly shifted dramatically—we now found ourselves in an outdoor landscape that can only be described as “enchanted.” The vegetation, self-assembled, impossibly formed and balanced, seemed to have been fashioned by the hand of some unseen magician. And then there was the feeling that forest creatures were peering out at us from dens, hollows, alcoves and tiny hobbit homes hidden within the landscape—certainly you could hear them; from the giggles, whistles, hoots, chirps, barks and catcalls, they seemed to be hiding everywhere.

The kids stopped to use their Key devices to “unlock” some virtual puzzle built into this Land; uncovering information about the “supernatural world” we’d entered. I used my device to learn that the time for the next live show, **RAMAYAN: A MUSICAL EXTRAVAGANZA**, was in a little while, so we headed in the direction the

kids were pulling us—towards a large water slide filled with boatloads of laughing guests.

Honestly, you have got to know you are being set-up for some wild fun when you board a boat and float into a place called **GREMLIN GROTTO SPLASH!** We entered a fantasy world of tiny merry pranksters featuring some of the *Oasis of Magic’s* many mythical inhabitants, who have a bit of mischievous but harmless fun at our

### Otherworldly Oasis

A Land inhabited by whimsical gnomes, fairies, gremlins and other mythical creatures.

expense, hauling our boat up to the top of their garden grotto and then shoving us out and down a water slide for a good soaking.

If you like practical jokes, you’ll love hanging out with the Gremlins.

And while you are drying off, do as we did and take a walk through this whimsical and fantastical land. Along the way you just might encounter a walking tree or moving piece of topiary. Ask nicely and they’ll even let you take their picture... proof to show the non-believers back home!



“WE ENTERED A *fantasy* WORLD OF TINY MERRY PRANKSTERS, FEATURING SOME OF THE OASIS OF MAGIC’S MANY *mythical* INHABITANTS...”



### Little Tricksters

Gremlin Grotto Splash combines themed scenes, animated figures, special effects and a 20-meter drop in Oasis of Magic’s anchor attraction.



Soon you'll come to a place called **THE SECRET GARDEN MAZE**, and right next to it is a sister attraction called **OASIS STORY BOATS**. Take your time walking through **The Secret Garden**. It's a magical maze of fanciful environments; you'll discover things that will make you recall the story of the park—and that suggest that maybe this fanciful place was seeded—in spirit and in flesh—by forces outside the human realm.

After our leisurely stroll, we continued to unwind with a gentle, relaxing ride on the **Oasis Story Boats**, where we delighted in the absolutely spell-binding topiary garden sculptures, waterfalls, and intricate landscaping that told a charming and whimsical story that stirred the hero in us all.



**Extraordinary Landscapes**  
(Left/Below) The Secret Garden Maze provides over half an acre of interactive play and exploration, accommodating over 600 guests per hour.



“We delighted in the absolutely spell-binding topiary garden, sculptures, waterfalls, and intricate landscaping...”

**Keeping Cool**

Cooled shade structures are provided throughout the park through the use of integrated theme and architectural elements, in this case, the organic twisted “vegetation” found within the Secret Garden Maze.





#### Broadway in the Desert

Live entertainment is an important part of DGA's overall program, including a 1500 seat theatre where guests find *Ramayan: A Musical Extravaganza*.

My Key device alerted me that the next show for *RAMAYAN: A MUSICAL EXTRAVAGANZA*, was about to begin. And what a show; a Broadway-style spectacular with evocative music, imaginative costumes and all the pomp and pageantry of an ancient royal court. *Ramayan: A Musical Extravaganza*, tells the story of the archetypal reluctant hero whose personal journey is an

inspiration to us all. Set in a fantasy world with phantasmagorical creatures and evildoers, it was a compelling mix of a recognizable story with an exotic look and form. Truly something to see.

It was time to head over to that edifice that dominates the landscape—the symbol of the Park itself—*Marvel's Mythic Mountain*.

“...A BROADWAY-STYLE *spectacular* WITH EVOCATIVE MUSIC, IMAGINATIVE COSTUMES AND ALL THE *pomp* AND *pageantry* OF AN ANCIENT ROYAL COURT.”

“...A CAROUSEL MADE OF *ice* AND *crystal* AND *snow* ALL RIGHT HERE IN THE MIDDLE OF THE *desert!*”



#### Novel Twist on a Familiar Theme

At DGA even the most familiar rides and attractions are presented in unique ways, including *The Enchanted Carousel*, a delightful centerpiece within the *Oasis of Magic*.

Then, in a landscape where the unexpected is the norm, we came upon something genuinely astonishing: **THE ENCHANTED CAROUSEL**. Yes, a carousel made out of ice, and crystal and snow all right here in the middle of the desert! We returned to this Land at night just to see this attraction—joining the enthralled crowd to watch the unicorns fly around in the snow.



# MARVEL'S MYTHIC MOUNTAIN

First, imagine a mountain formed by gigantic shards thrust from the earth by a mammoth meteor impact—its surface embellished with carvings and pictograms and chiseled *semi-human* faces. Now imagine going INSIDE this mountain and discovering that it's HOLLOW! Words like 'strength', 'valor', 'bravery', and 'justice' come to mind, the towering steel and stone presence of the statuary, figures and effigies that literally form the mountain's inner shell.







Now, every theme park has its “star” attractions—and **FLYING WITH SPIDEY** is clearly one of several at this park. We all know from the *Spider-Man* movies that Daily Bugle publisher J. Jonah Jameson never met a dollar he didn’t like, nor would he ever pass up on a chance to meet more. Well, his greed puts us right in the clutches of some fantastic super villains, and thankfully, the web of Spider-Man himself. The attraction combines never-before-seen

motion technology with the thrills of a free-fall ride. The result is a spectacular show/ride experience that puts you right in the middle of a battle between Spider-Man and the bad guys and ends with Spider-Man rewarding us with an exhilarating, soaring thrill ride through the skyscraper corridors of his home town! It was like *being IN* a Spider-Man movie *instead of watching it!*

**Riding Inside A Living Movie**  
Novel ride technology thrusts you into the world of Spider Man - you feel like you’re actually flying.





#### Scary Fun

The Vault is an indoor dark ride where guests ride moving motion bases through a series of scenes featuring state-of-the-art robotics, special format projections and physical effects.

“...the ultra-high-tech containment facility built to house the worst-of-the-worst evildoers in Marvel’s universe of super baddies.”

If you want a first-hand experience in appreciating the role of the Hero, *the need for the Hero*, then take a ride through the never-ever-want-to-be-here-land of MAJOR BAD GUY territory, **THE VAULT**. This is an ultra-high-tech containment facility built to house the worst-of-the-worst evildoers in Marvel’s universe of super baddies. You’ll be treated to an experience that’s part dark ride, part horror maze and part special effects. Now there’s a combo-plate! Just remember going in... *these criminals have one purpose in life: TO GET OUT!* And for a few hair-raising moments, you’ll have that in common with them. Good-luck.

# THE VAULT

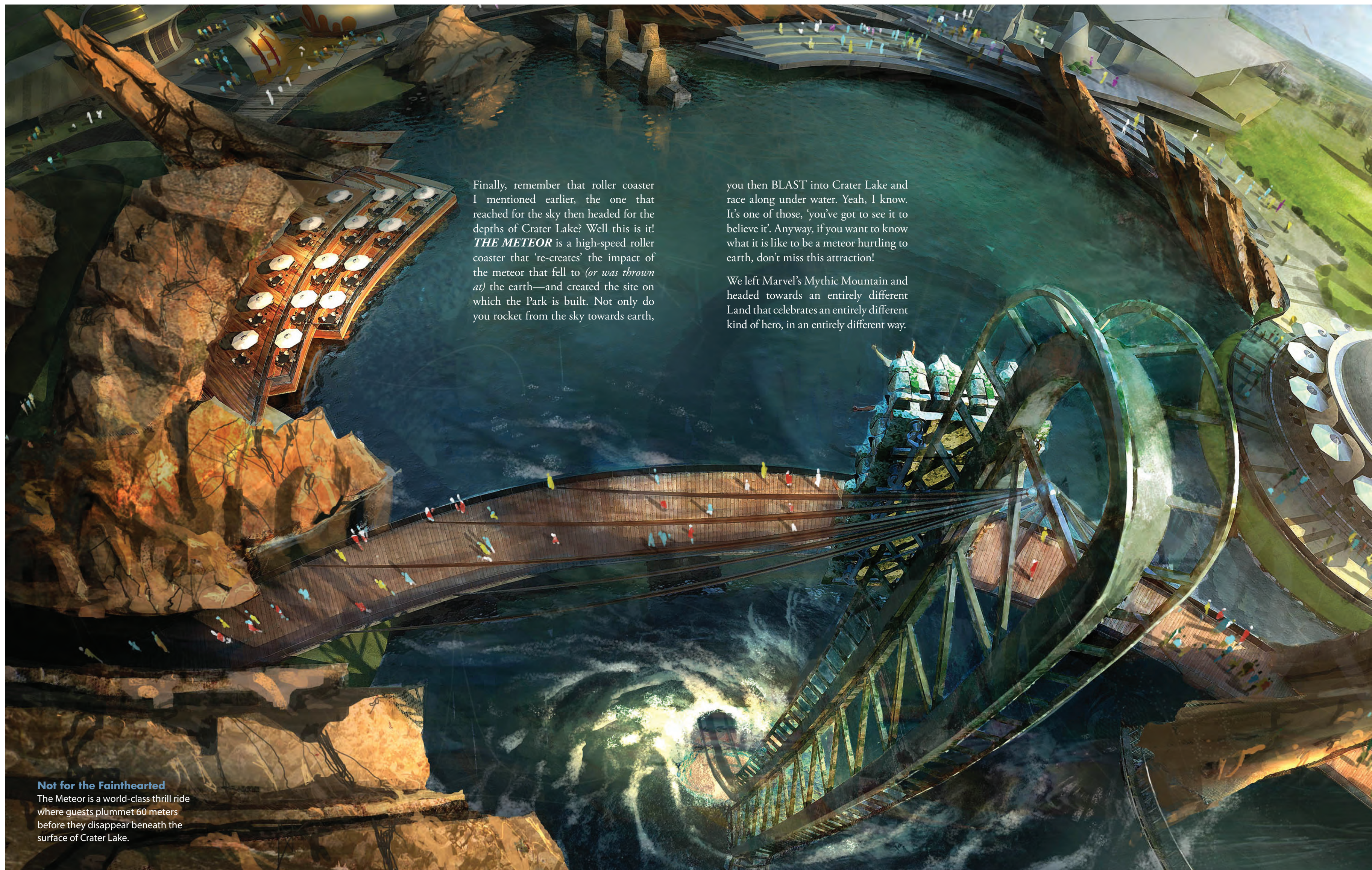




**A Contest of Champions**  
4-D attraction that combines animated stereoscopic media with live, in-theatre special effects so that the audience is totally immersed in the off-screen action.

For a spectacular, in-your-face, four-dimensional display of Super Powers (and Super Egos), don't miss, **CONTEST OF CHAMPIONS—FEATURING THE HULK**. In a loving nod to the original form that gave birth to Marvel's universe of Super Heroes—the comic book—we literally enter life-sized comic book pages that come alive in a 3-D theatrical movie experience where superheroes give a demonstration of their superpowers that almost brings down the house! The show also brought back many wonderful memories from my childhood, and from the looks on their faces *The Incredible Hulk*, *Thor*, *Mr. Fantastic* and others are now an indelible part of Tim, Julie and Robin's childhood as well.





Finally, remember that roller coaster I mentioned earlier, the one that reached for the sky then headed for the depths of Crater Lake? Well this is it! **THE METEOR** is a high-speed roller coaster that 're-creates' the impact of the meteor that fell to *(or was thrown at)* the earth—and created the site on which the Park is built. Not only do you rocket from the sky towards earth,

you then **BLAST** into Crater Lake and race along under water. Yeah, I know. It's one of those, 'you've got to see it to believe it'. Anyway, if you want to know what it is like to be a meteor hurtling to earth, don't miss this attraction!

We left Marvel's Mythic Mountain and headed towards an entirely different Land that celebrates an entirely different kind of hero, in an entirely different way.

**Not for the Fainthearted**

The Meteor is a world-class thrill ride where guests plummet 60 meters before they disappear beneath the surface of Crater Lake.



## NICK NEIGHBORHOOD

According to the story of the Park, *NICK NEIGHBORHOOD* was built on the site where people long ago celebrated the qualities of the child within us all: curiosity, wonder, innocence, a free spirit and of course, a joy for life. Evidence is in the archeological artifacts found near the entrance to this Land: water fountains sculpted in the images of laughing children. These fountains march through the gates of the Land, and morph into video sculptures—broadcasting the images of Park Guests!

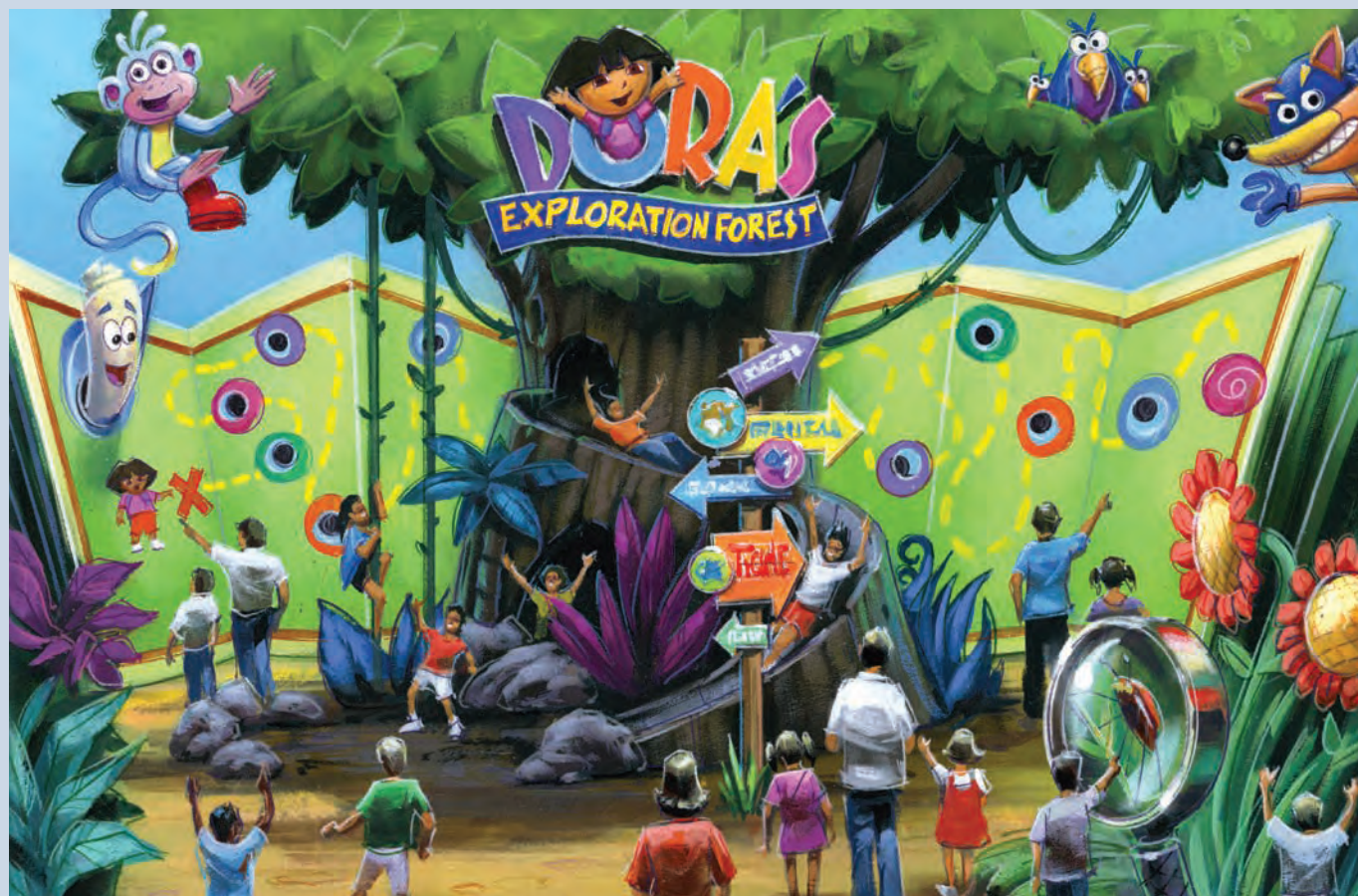
At the urging of my youngest daughter, Robin, we decided to immerse ourselves immediately in the world of Nickelodeon by making a beeline for the *NICKELODEON BLOCK PARTY*. And what a party it was! This show took us house-to-house (riding on a sofa no less!) inside a neighborhood where many of the Nick TV show characters lived. We even got a 'how-not-to' driving lesson from SpongeBob. It was really a witty and zany experience my whole family enjoyed.

### Nickelodeon Wonderland

Nick Neighborhood offers 7 unique and original rides and attractions in a family friendly land that covers nearly 5 hectares.







"FROM ALL THE *interactive* PLAYScape ACTIVITIES OFFERED AT DORA'S EXPLORATION FOREST, I'D CALL IT A CHILDREN'S *exploratorium* OF INTERACTIVE DISCOVERY AND FUN."



#### Something Wild

Children and their families enjoy an enchanting ride through a series of themed scenes featuring dozens of animals, all animated with simple movement.

Next stop was **DORA'S EXPLORATION FOREST**, an indoor playground that really allowed Robin to feel as if she went *inside* and became *part of* Dora's world. From all the interactive playscape activities offered, I'd call it a children's exploratorium of interactive discovery and fun.

Just outside of Dora's play land we immediately got behind the wheel of one

of Diego's Rescue Trucks in **DIEGO'S OFF-ROAD SAFARI**. Here, we drove through three themed environments: Jungle, Desert and Lake on an interactive field trip looking for all the cartoon animal wildlife on Diego's check list. The little ones had a blast!

Tim checked his Key device for attraction descriptions in *Nick Neighborhood* and

discovered that he could experience what it is like to ride *Aang's* glider—one of his favorite shows—complete with limited speed control; so he ran-off to try his hand at flying solo on the **AVATAR'S WINDRIDER**. This attraction is almost as fun to watch as it is to ride as it lets Guests soar over the Nickelodeon landscape.



#### High-Flying Fun

Riders on Avatar's Windrider (based on the hit Nickelodeon show, *Avatar*) get to "pilot" their own ride vehicles by using limited on-board speed controllers.

"My son ran-off to try his hand at flying solo on the Avatar's Windrider which took him on a tour of the Nickelodeon landscape..."



“...Robin wanted to see if she could do something SpongeBob has never done: Pass a Driver’s Test!”



#### Ahoy Mateys!

At Mrs. Puff's Boating School, riders steer their own boats as they spin through an obstacle course of water cannon explosions activated by Guests watching the ride from the shoreline.

Eve took Robin for a boat ride at *MRS. PUFF'S BOATING SCHOOL*. Mrs. Puff teaches Driver's Education and Robin wanted to see if she could do something SpongeBob has never done: Pass class! (She did, but SpongeBob still hasn't!) Robin couldn't stop talking about how much fun she had.



#### Water, Water Everywhere

SpongeBob's Bikini Bottom sets the backdrop for an interactive aquatic fun zone contained within half an acre of hard and softscape.

Before parting, we all agreed to meet-up at the *BIKINI BOTTOM WATER PLAY* area. Tim, Robin and Eve were already there, wildly enjoying themselves by the time Julie and I arrived. I have to say, seeing my wife, Eve, romp and play, dashing among randomly erupting water spouts, holding hands with the kids in a circle dance around the character fountains—well, that moment will live forever in my heart and for years in the home videos I took. Who wouldn't fly halfway around the world to provide for—and share in—moments like that with your family?



Julie and I are both big fans of Jimmy Neutron so we decided to head over to *JIMMY NEUTRON'S GYRO ROCKET*. Let me quickly add that I've never seen a failed Jimmy Neutron invention that didn't deliver more fun than if it had succeeded, and this 'gyro' of a roller coaster ride is no exception.





#### A Nighttime Marvel

At night, Crater Lake comes alive with a spectacular presentation, entertaining thousands of guests with lights, lasers, projections and live performers.

## MARVEL'S WATER SPECTACULAR

As the sun dipped below the horizon the sky turned a wonderful magenta and the landscape and architecture of World of Heroes came alive in an extraordinary palette of animated colors. This dramatic shift convinced me that the Park was designed as much for nighttime as well as day.

As the air cooled and the moon took over the night all of us suddenly 'realized' how very hungry we were. There were a lot of restaurants to choose from, the only challenge was getting everyone to agree on which one. In the end, speed, not cuisine, was the determining factor; we wanted to get to the nighttime spectacular early enough to get great seats.

It was a good thing we went early, as throngs of hundreds grew into a crowd of a thousand guests, all congregating in the seating area along Crater Lake. This was World of Heroes signature nighttime attraction, and like everything else about the park, it was done on a scale that leaves one breathless.

In a stunning spectacle of pageantry, music, ceremony, theater, costumes, stunts, special effects and pyrotechnics, suddenly the entire world within the Crater Lake was suddenly transformed into the pages of a living Marvel comic book. It seemed as if all of Dubai was reverberating from this thunderous, dazzling act of showmanship, put on in celebration of Marvel's universe of Super Heroes. Throughout the show, gasps, laughs and hearty applause punctuated way too many breathtaking, thrilling moments to list. It is truly something not-to-be-missed!

As we headed towards the exit gates my youngest daughter, Robin, asked me to carry her. In less than a minute – with her head on my shoulder – she was fast asleep. Julie and Tim skipped on a few feet ahead of us, arguing the merits – and powers – of their respective favorite Marvel Super Heroes.

A couple from England asked my wife if she would take a picture of them with their camera. "Of course," she said. Then they offered to take one of us with our camera. I hesitated, what with Robin in my arms, but the woman reached out like only a mother can and offered to hold her. I stood slightly behind Eve, wrapped her in my arms and kissed her on the cheek. I looked over at Tim and Julie, who were looking back at us, and smiling like I haven't seen them smile before.

# DUBAI

## GATES of ADVENTURE



#### WHEN TO GO

Dubai has a sub-tropical dry climate. Daily mean temperature in January is 75° F rising to 105° F in July.

#### GETTING THERE

Emirates operates daily direct non-stops from most major metropolitan airports and codeshares with Continental, JAL, Korean, South African and United Airlines.

#### GETTING AROUND

DGA theme park is located within the Bawadi leisure district, serviced by the recently opened Dubai Metro System. Dubai Metro connects Bawadi with all attractions within the Dubailand entertainment zone as well as the downtown core and financial district.

#### WHERE TO STAY

##### Marvel Hotel

103 Spider-Man Boulevard  
971-50-775-HERO  
[www.marvel.com/dga](http://www.marvel.com/dga)

##### Nickelodeon Hotel Dubai

434 SpongeBob Way  
971-50-546-NICK  
[www.nick.com/dubai](http://www.nick.com/dubai)

#### WHERE TO EAT

The DGA theme park has twenty different varieties of food and snacks to satisfy every family's taste palette. This includes a rainbow variety of hot and cold snack foods, and sit-down table service featuring Mediterranean cuisine and traditional Middle Eastern fare.



# A NEW ENTERTAINMENT VISION

## INTRODUCTION

His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai has established a vision for Dubai. This strategic agenda defines direction and targets for Dubai in five key areas of the economic spectrum: social life, infrastructure, security, justice, and government excellence. This integrated vision has been established to ensure Dubai's continuing prospects as a vibrant sustainable economy. Dubai's impressive growth has been led by significant government efforts to invest in the economic infrastructure and heavy promotion of the Emirate.

This vision includes Dubailand, an entertainment precinct expected to be the prime driver of Dubai's goal to attract 15 million tourists to the Emirate by 2015. Dubailand will be built on a 3 billion square foot (278 km<sup>2</sup>/107 mile<sup>2</sup>) site and will include 45 mega projects and 200 sub projects. It will be twice the size of the Disneyland Resort in California and the Walt Disney World Resort in Florida put together, and if fully built-out would represent the largest collection of amusement parks in the world.



Underpinning this vision, Al Ahli Group (AAG) has secured the pan-Arabian intellectual property rights to execute a theme park utilizing properties from Marvel Entertainment, Nickelodeon and Virgin Animation. The theme park project, Dubai Gates of Adventure (DGA, as its working title), and its concept design development, with a direct investment of over \$1 billion USD, is the subject of this document and the work undertaken by Chimera Design during the period of May 2007 through January 2008.





# OBJECTIVE + PURPOSE

<b>Volume I</b>	Executive Summary	<b>Volume IIIe</b>	Land & Attractions: Technical Narratives
<b>Volume II</b>	Master Plan	<b>Volume IV</b>	Operations
<b>Volume IIIa</b>	Land & Attractions: Mythic Mountain	<b>Volume V</b>	Food & Beverage / Retail
<b>Volume IIIb</b>	Land & Attractions: City of SuperHeroes	<b>Volume VI</b>	Market & Feasibility Study
<b>Volume IIIc</b>	Land & Attractions: Oasis of Magic	<b>Volume VII</b>	Cost Plan
<b>Volume IIId</b>	Land & Attractions: Nick Neighborhood	<b>Volume VIII</b>	Project Implementation Plan

## WORLD CLASS THEME PARK • RESORT HOTEL DEVELOPMENTS • RETAIL DINING & ENTERTAINMENT DEVELOPMENT

The Concept Design Phase for Dubai Gates of Adventure was initiated in May 2007 and concluded in January 2008. Al Ahli Group, in partnership with Tatweer, a member of Dubai Holding, retained Chimera Design to undertake this effort. The project aspiration is to imagine, design and realize a theme park like no other, to introduce a paradigm shift in the entertainment guest experience in line with the Dubai Vision as set forth by HH Sheikh Mohammed Bin Rashid Al Maktoum, to create a world-class entertainment tourist destination. This project has ambitions to be a theme park designed for a generation that has yet to be born, with unparalleled attraction types utilizing breakthrough innovative technology.

The resort site has been identified as a 20 million square foot (459 acre or 186 hectare) parcel within Bawadi, which is being planned as the largest hospitality and leisure development in the region. Bawadi is located on the western side of Dubailand. The project site will be developed as a world class, integrated, destination resort.

The following components are being considered for inclusion within the integrated resort:

- World Class Destination Theme Park
- Resort Hotel Developments
- Retail Dining & Entertainment Development (RDE)

This phase is focused upon the World Class Destination theme park only. The assessment of other attraction elements, Hotel, RDE and other uses on the site outside the integrated resort is currently excluded from the scope. The study of these elements will take place in subsequent phases.

To that end, the objectives that were established during this phase include the development of a masterplan and attraction concepts, program and guest experience definition, market, technology and cost feasibility, and future phases implementation strategy.

This summary document is the first of eight volumes that represent the completed work-product. These eight volumes contain concept development and process documentation, in the form of creative intent packages for masterplan, land stylings and attractions comprised of written treatments, storyboards, key art, plans, sections, technical & ride narratives, feasibility investigations with market studies, owner's financial model and cost plans, operational strategies for food service, merchandising along with staffing and pre-operations budgets for Dubai Gates of Adventure.





# THE PEOPLE BEHIND THE DREAM

This concept design phase had two principal clients: Al Ahli Group and Tatweer and two strategic brand partners: Marvel Entertainment and Nickelodeon.

The Al Ahli Group has committed to bring the region's first truly global "Dubai branded" theme park with the world's top intellectual properties to the region. AAG's vision for the project calls for new technologies and an unparalleled level of guest experiences with the aim of creating a one of a kind family-oriented venue on a scale never before seen outside of North America.

Marvel and Nickelodeon, two unrivalled brands with global family appeal, joined forces with AAG to bring life to this vision. Tatweer joined the project in October, bringing with it, the understanding and strategic organization of the Dubai land portfolio of entertainment and hospitality projects.

AAG entered into a long-term partnership in March 2007, with Marvel Entertainment, headed up by its Chairman, David Maisel. With its world-wide fan base and unique intellectual properties, Marvel character-based attractions will comprise 50% of the park attractions. In May 2007, AAG secured the rights to use the family-friendly Nickelodeon-branded characters within DGA. Nickelodeon, led by its Executive Vice President of Strategy & Operations, Sarah Kirshbaum Levy; Senior Vice President, Howard Smith and Creative Director, John Paul Guerts, makes up 20% of the park attraction capacity.

These two entertainment giants provide a rich palette of characters to draw from in the creation of the theme park.

## AL AHLI GROUP (AAG)

The Al Ahli Group established in the late 1960's, is under the founding and continued

leadership of its Chairman, Nasser Ali Khammas and driven by the unwavering commitment and creative dedication of the group's Chief Executive Officer, Mohammed Khammas.

Throughout its 40 years of operation, AAG has become one of the regions most dynamic, innovative and multi-disciplined business entities. The Al Ahli Group has been instrumental in steering the cement industry throughout the region to unprecedented levels of production and sales, thereby playing a vital role in feeding the development engine of the Emirates. Other industries and services that the Al Ahli Group is involved in span 17 divisions including and not limited to: the largest plastic film manufacturing factory in the region, printing and publishing houses, an extensive transportation division, turnkey construction, engineering products and factories.

## TATWEER

Launched in December 2005, Tatweer is the strategic and operational driver of a selected group of Dubai Holding entities that will develop new markets to serve the development of Dubai. Tatweer, led by Saeed Al Muntafiq, Executive Chairman, and Christian Perdrier, Leisure & Entertainment Senior Vice President, will continuously strive for world-class performance implementing leadership development to drive and sustain business excellence, quality and high performance. Its portfolio is divided into Energy & Healthcare, Tourism & Entertainment, Industry, Knowledge & Real Estate, and includes forthcoming projects that will help elevate Dubai as a world-class enterprise as envisioned by its leaders.

Its market-leading entities are: The Tiger Woods Dubai, Dubai Healthcare City, Dubai Energy, Dubailand, Bawadi, Global Village,

Dubai Industrial City, Mizin, Bawadi, Moutamarat and the Dubai Mercantile Exchange.

## MARVEL ENTERTAINMENT, INC. (MVL)

With a library of over 5,000 characters, Marvel Entertainment, Inc. is one of the world's most prominent character-based entertainment companies. Marvel's operations are focused on utilizing its character franchises in licensing, entertainment, publishing and toys. Areas of emphasis include feature films, DVD/home video, consumer products, video games, action figures and role-playing toys, television and promotions. Rooted in the creative success of over sixty years of comic book publishing, Marvel's strategy is to leverage its character franchises in a growing array of opportunities around the world. Highlights of library include *Spiderman*, *Hulk*, *Ironman* and *Silver Surfer*.

## NICKELODEON

Nickelodeon, the only network that puts kids first, was launched in 1979 and has grown to become the most-watched television network by kids in the United States and basic cable's number-one network overall. Nickelodeon's "kids first" philosophy is the key element to its business successes, which in addition to television now includes feature films, consumer products, records, online, recreation and publishing featuring *SpongeBob*, *Dora*, *Diego*, *Jimmy Neutron* and other kid favorites. Nickelodeon television programming is seen in more than 471 million households globally in 161 territories via channels, branded program blocks and international program sales.

Nickelodeon Recreation began in 1990 and since has grown to include a diverse range of complex and specialized business segments including hotel resorts, touring family theatricals

and theme park attractions. The many Nickelodeon Recreation experiences entertain over 20 million guests with a wide variety of locations around the world.

## CHIMERA DESIGN

Chimera, a specially formed partnership between Storywerks Entertainment and Dedic Group, is spearheading the turnkey creative development and project management of Dubai Gates of Adventure. Chimera is made up of a specially formed consortium of well-known creative designers, storytellers and technologists from throughout the theme park, motion picture and theater industries specifically brought together for a series of major entertainment project developments for AAG. Combined team experience includes projects for Warner Bros., Fox, PBS, Disney, Universal, Paramount, LEGO, Six Flags, Coca-Cola, Cartoon Network and countless entertainment destination resorts and theme parks. Chimera is led by Martin Zurauskas and Allen Yamashita and is based out of Los Angeles, California.

Chimera directed and managed the following collaborative firms in their respective specialty disciplines:

**Rabben Herman Design Office** – Masterplanning

**McGillivray Consulting Group** – Cost Estimating

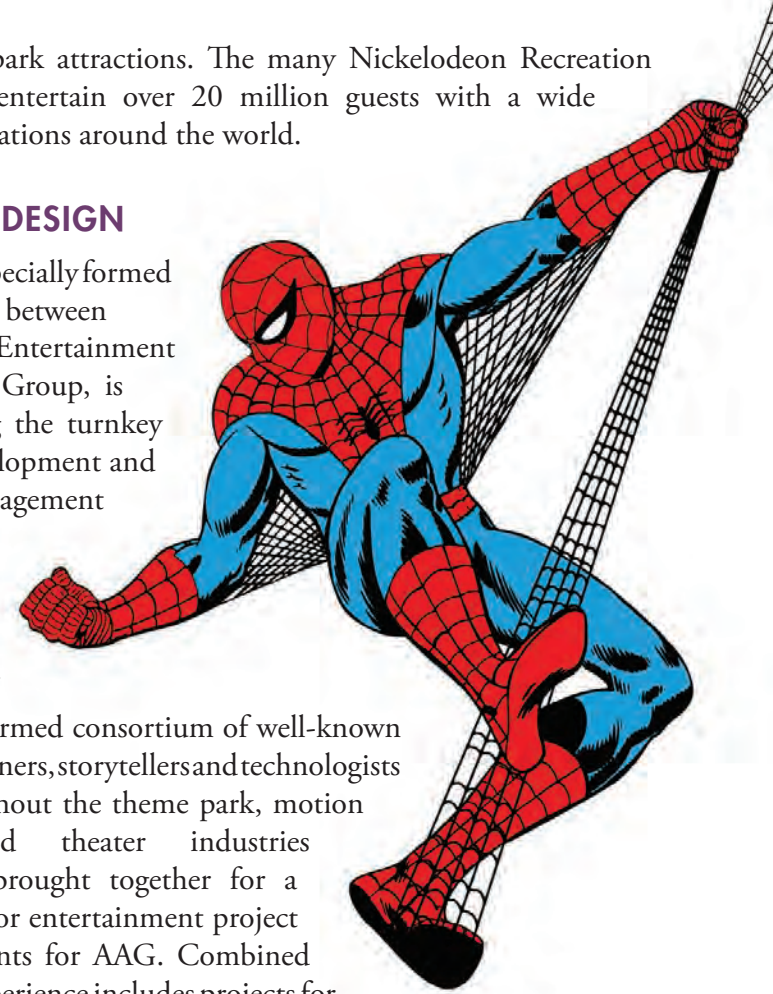
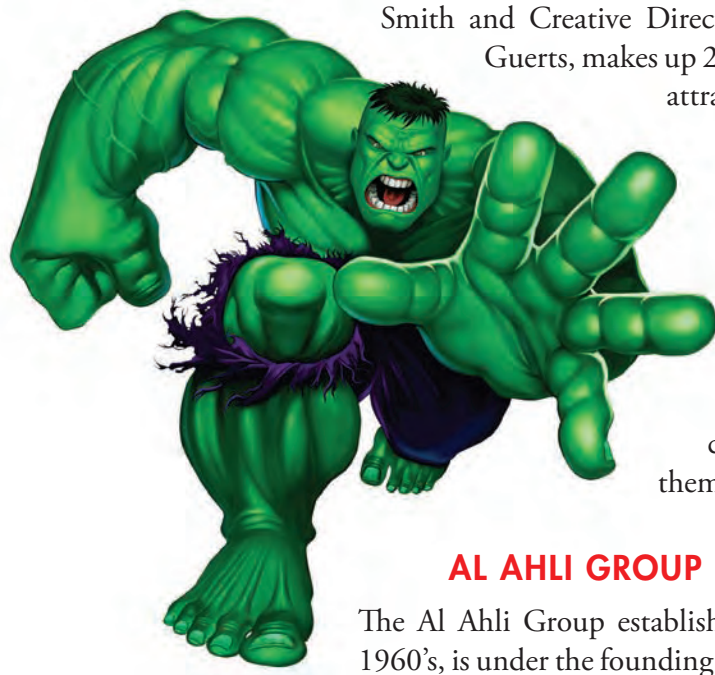
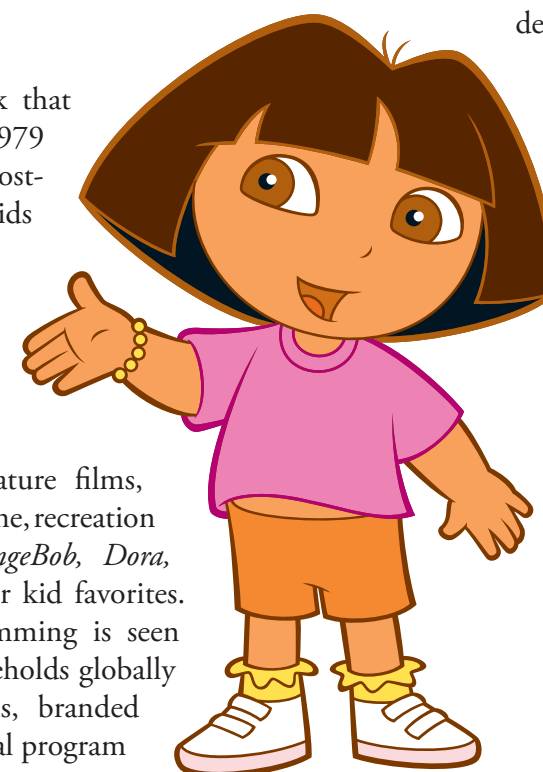
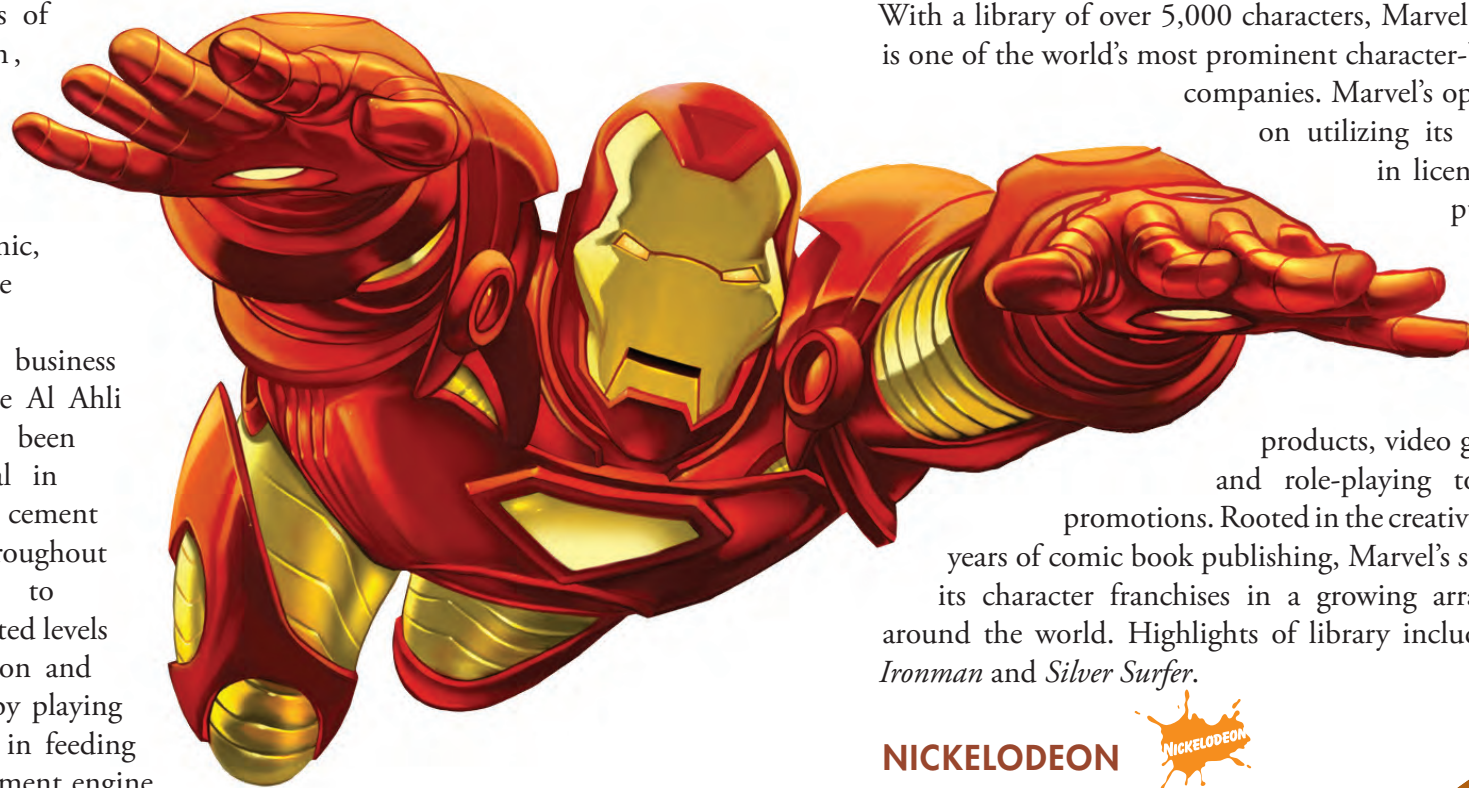
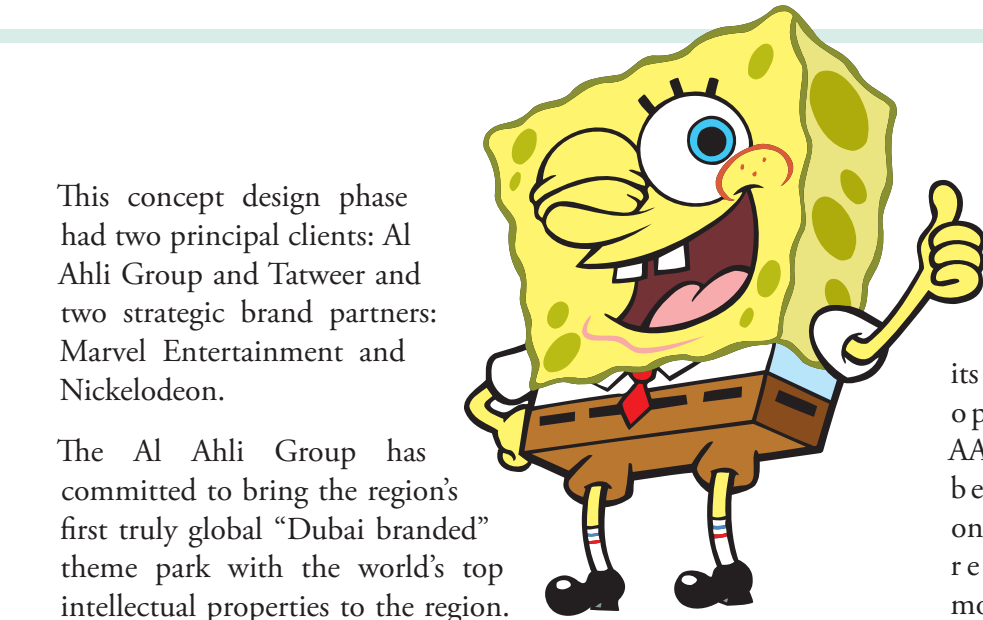
**Electrosonic Design Consulting** – Audio, Visual Technology

**It's Alive Co.** – Special Effects and Show Action Equipment

**The Wheel Thing** – Ride Systems

**Baker Leisure Group** – Operations & Retail

**Fessel International** – Food Service Programming





# DESTINATION: BAWADI

The masterplanning effort commenced in May 2007 with the first proposed site along the eastern edge of Dubailand bound by Al Ain Road and the new Outer Ring Road for the DGA theme park and the resort precinct. 100 million square feet, 2,296 acre or 929 hectares was allotted for the resort precinct.

This entertainment precinct is expected to be the prime driver of Dubai's goal to attract 15 million tourists to the Emirate by 2015. Various developers are participating in the development of Dubailand to create a tourism, entertainment and leisure destination to attract visitors from the region, as well as Europe and Asia.

Due to the unconfirmed nature of the site, the decision was made to pause resort precinct masterplanning and move ahead with theme park masterplanning in isolation, with the understanding that once site is finalized, there may need to be perimeter adjustments around the theme park for front gate, back of house and ring roads.

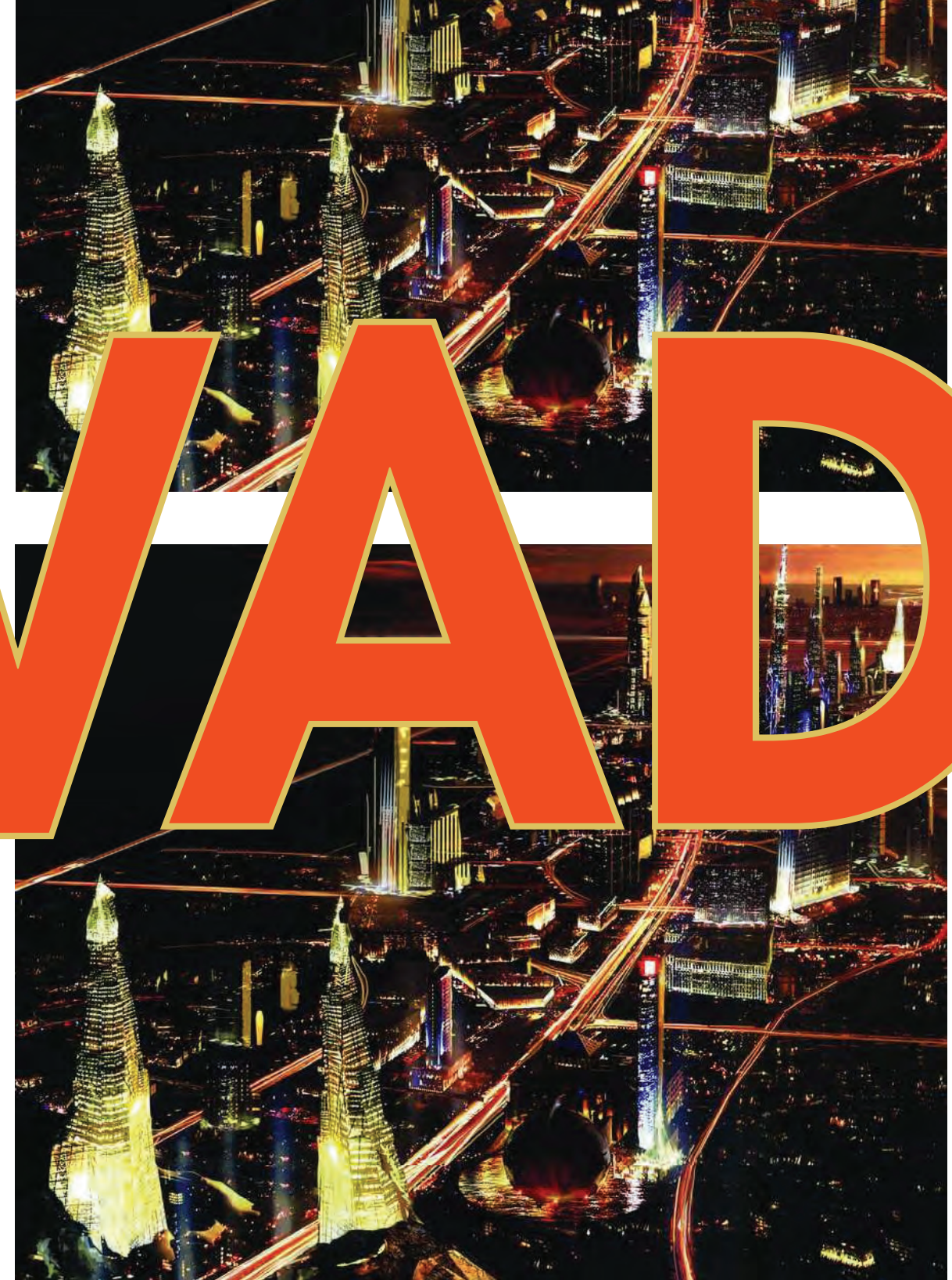
In late October, it was announced that the site would be in Bawadi. Bawadi was launched by His Highness Sheikh

Mohammed bin Rashid Al Maktoum in May 2006. Bawadi will be built on a 2,081-hectare site. Earlier this year, Bawadi, a member of Tatweer, announced that the initial investment would be doubled to AED 200 billion. This follows another recent announcement launching the world's largest shopping area of over 40 million square feet of gross leaseable area within Bawadi.

Several sites are being considered along the Bawadi strip. One of which has a front-door connection to Boulevard

Bawadi, the central spine of the 10-kilometer Bawadi development. The site is located nearest to the Desert End Gate entrance to Bawadi. In determining the final site location, transportation convenience considerations are being weighed against additional infrastructure and capital cost investments.

Once the final site is selected, resort precinct masterplanning will resume, outlining hotels, RDE and parking strategies. All investigative studies relative to site will also commence at that time to understand implications of access/egress, traffic flow, geotechnical conditions and off-site views.





# ORIGIN OF A THEME PARK

The creative mandate for this project was to develop a theme capable of incorporating a diverse program of intellectual property, some which had been identified – Marvel and Nickelodeon – and others that would come on line later in the process. It was determined that the over-arching theme should reflect an idea common to the *characters and stories*, rather than reflecting the specific values of any one brand. The universal element common to each and every one of these characters, no matter the mask they wear, or the form they take, is they all have at their core the characteristics of the archetypal *hero*.

This unifying thread suggested a *place* that celebrated the Heroic Character - so the Park was given a “history” – a unique back-story that informs how it has come to be and why its location is the perfect setting for a contemporary theme park celebrating heroes.

## THE MYSTERY AND THE MAGIC

For thousands of years, traders traveling the Silk Road across the Arabian Desert heard stories of how the Bedouin, a tribe of nomadic people, had discovered a unique place of extraordinary beauty, an oasis imbued with special powers. But the Bedouin, master navigators who survived for centuries roaming the desert without a compass or map, never revealed the land’s location and kept no written record of how to find it.

Sometime in the late 1700’s, a group of Bedouin came across a lost and dying expedition of European explorers. Using their skills with herbal medicine, they nursed the survivors to health as they traveled through the desert. Before long these survivors were led to the Bedouin’s fabled site. Eventually the Europeans went home and told stories of this fantastical land - so spectacular were their accounts of the place that most people dismissed their stories as mirages, “the hallucinations of men dying of thirst”.

In modern times, scientists and archeologists thoroughly explored the site and found to their astonishment these tales were not only true but actually failed to adequately describe the otherworldly landscape, a site that the Bedouin called, A WORLD OF HEROES, a name said to have come from those they only knew as Ancient Ones. According to their legend, a meteor fell to earth and impacted with such force that it drove deep into the bowels of the planet, and thrust to the surface superheated magma that when cooled, left



behind a spectacular ring of twisted rock shards. The impact exposed a network of subterranean aquifers that turned the impact crater into a beautiful lake, and enabled an extraordinary oasis to flower in the harsh desert land. To this strange and beautiful landscape came the Ancient Ones, but who they were and why they left is a mystery....

From the scant archeological artifacts left behind, these ancient settlers were adept in science, astronomy, mathematics and architecture – some believe to an unusually advanced degree. Stories extracted from the broken hieroglyphics carvings and paintings tell of men with super powers far beyond those of mortal men; of sentient spores who rode aboard that colossal meteor; of otherworldly mythical creatures; and how upon this site titanic battles were fought and the first Hero on Earth was born.

Whatever the story, the one thing that’s clear is that this incomparable landscape was used as a place of celebration of the Heroic spirit and character - evident in the site’s four distinct lands – each having metaphorical significance and representing different qualities of the Hero’s Journey through life.

Recently, the site was deemed so special and unique that the *World of Heroes* site was declared a Global Heritage Park – the world’s first



amusement park dedicated to celebrate the Hero past and present, real and imagine.

Now, a visionary developer, *Tatweer*, has identified this site as the perfect place to build the amusement park of the future honoring the popular heroes – *super and otherwise* - of today. Tatweer has invited the Marvel and Nickelodeon characters to join the fun. In 2012, guests will be invited to explore four extraordinary Lands – each host a pantheon of fantastical Heroes!

## MARVEL’S MYTHIC MOUNTAIN

Literally a pillar of strength, Marvel’s Mythic Mountain stands in testimony to the qualities of character at the core of the Hero: Strength, honor and sacrifice. From its otherworldly texture and surface – embellished by carvings, pictograms and chiseled *semi-human* faces, to its towering steel and stone hollow inner sanctum, just seeing and entering the site stirs feelings of and respect for things like ‘valor’, ‘bravery’, ‘justice’ and ‘might’.

## CITY OF SUPER HEROES

Built on the site of an ancient citadel where warrior/monks lived and trained, honing their skills and practicing various disciplines, City of Super Heroes continues this tradition today; appealing to our sense of adventure; and testing our limits of courage, challenging us to answer, “What are we made of?”

## OASIS OF MAGIC

An enchanted landscape where both setting and *feeling* combine to awaken something inside all of us that recognizes and celebrates the

great *unseen* powers in life. It is a place that symbolizes trust in the unknown, and honors the fantastical characters and supernatural aid afforded Heroes in legends, stories, fairy tales and movies throughout the ages.

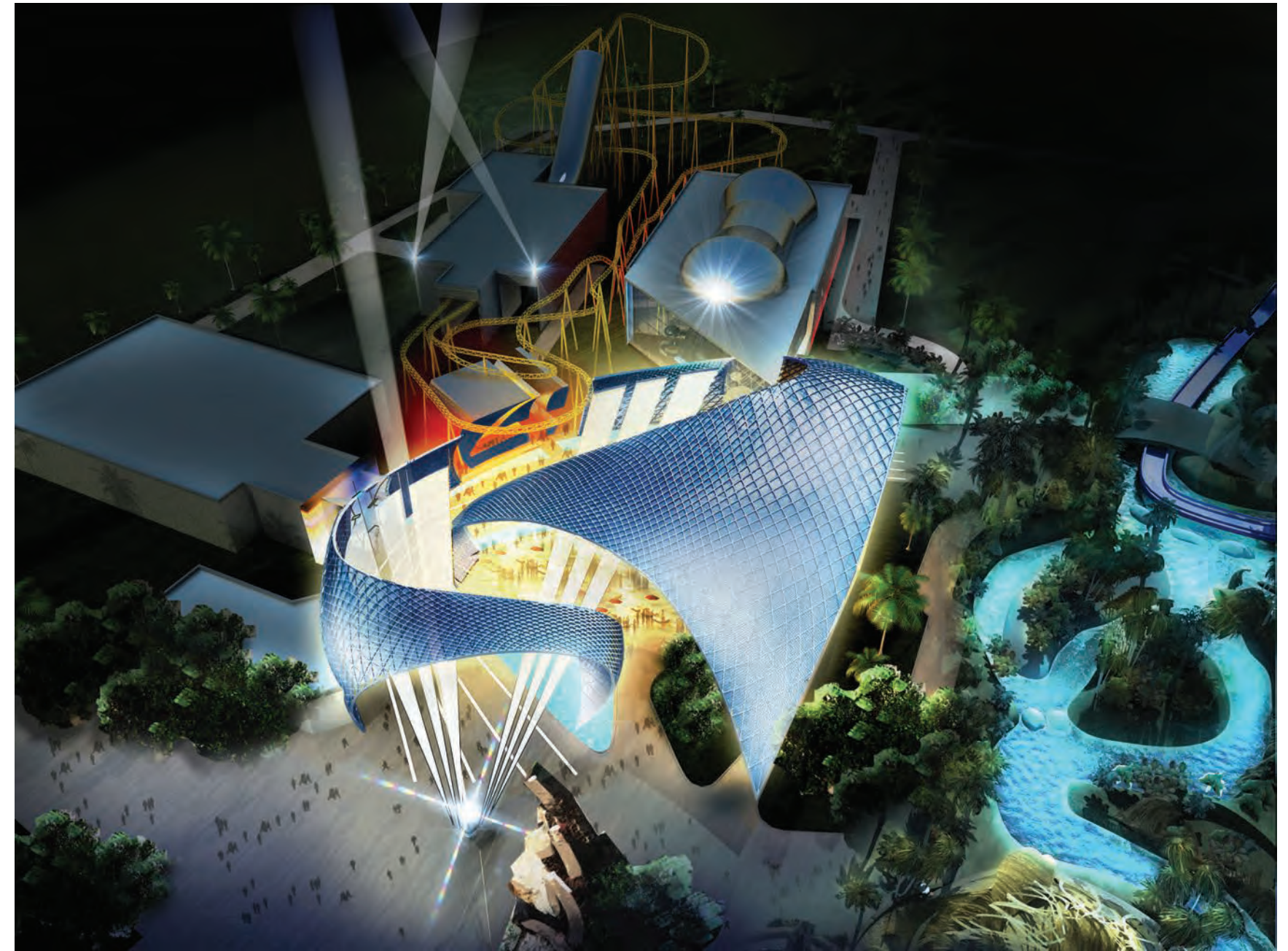
## NICK NEIGHBORHOOD

The ancient ones saw the child as representing joy, renewal, laughter, and ultimately, the reason in life one endeavors to walk the difficult path to develop the qualities of a Hero. Here, they left behind evidence of a whimsical water play area, and today that celebration of innocence and laughter continues as in a land that rejoices in the child in us all.





**Original Style**  
DGA pushes form, texture and color to create four distinctive environments



**Provocative Placemaking**  
Architectural pushes forms excite the eye and stir emotions



# MASTER PLAN

The Master Planning for the theme park followed a sequential process that included (1) projections of annual, peak day and design day attendance estimates, (2) development of “Blue Sky” concepts, (3) selection and refinement of the preferred concept, (4) facility and attraction development, (5) land styling, and (6) area development concept design.

The development of Blue Sky masterplan concepts was completed in parallel with the development of the “park story”, which provided a conceptual design basis for the park.

The refinement of the concept was developed in parallel with the land stylings. Each land developed a distinctive form that provided a framework to organize the attractions programmed for each land.

Lands were located to provide optimum attraction distribution and guest circulation. Development of the attractions provided opportunities to allow park guest to interact with guest riding on attractions thus creating exciting opportunities for both. Food and retail sites were selected and reviewed with operations personnel. Areas were set aside for future expansion and service and the final plan emerged.





The Design Day planning criteria for DGA is outlined in the following table:

OVERALL THEME PARK SPACE AND CAPACITY REQUIREMENTS	DESIGN FACTORS	OPENING YEAR
Theme Park Attendance		3,500,000
Peak Month - % of Annual Attendance	12.00%	420,000
Peak Week	4.43%	94,808
Peak Day - % of Peak Week	25%	23,702
Design Day - % of Peak Week	20%	18,962
Peak in Park - % of Design Day	75%	14,221

THEME PARK LAND USE REQUIREMENTS	HECTARES	ACRES	SQUARE FEET
Theme Park	20.5	50.7	2,206,602
Expansion	6.5	16.1	699,654
BOH/Administration	3.0	7.4	322,917
Total Parking	6.5	16.1	699,654
Park Entry Roads	3.0	7.4	322,917
Parking Expansion	1.5	3.7	161,459
Buffers	4.0	9.9	430,556
TOTAL LAND AREA REQUIREMENTS	45.0	111.2	4,843,759

The park is organized into four lands: *Marvel’s Mythic Mountain*, *City of Super Heroes*, *Oasis of Magic*, and *Nick Neighborhood*.

Each land is themed to immerse the guest in the land’s distinct character and organized to provide rides and attractions, shows, food and retail opportunities. A fifth area, the Front Gate, provides access to the park, Guest Services, retail and food opportunities. The lands and Front Gate area are arranged around a central lagoon, Crater Lake, measuring approximately 100 meters in diameter. *Marvel’s Mythic Mountain* is considered to have the attractions that will have the highest guest interest. Therefore it was located opposite the entry to encourage guest to walk through the other lands in order to reach the most desired attractions. *Nick Neighborhood* should have the greatest appeal to families with small children. For this reason it was located adjacent to the front gate to make access easy. The other major factor in guiding the arrangement of the lands was the overall character of each land. *Nick Neighborhood* and *Oasis of Magic* achieve their character through intensive use of landscape planting. *Marvel’s Mythic Mountain* and *City of Super Heroes* achieve their character through architectural treatments.

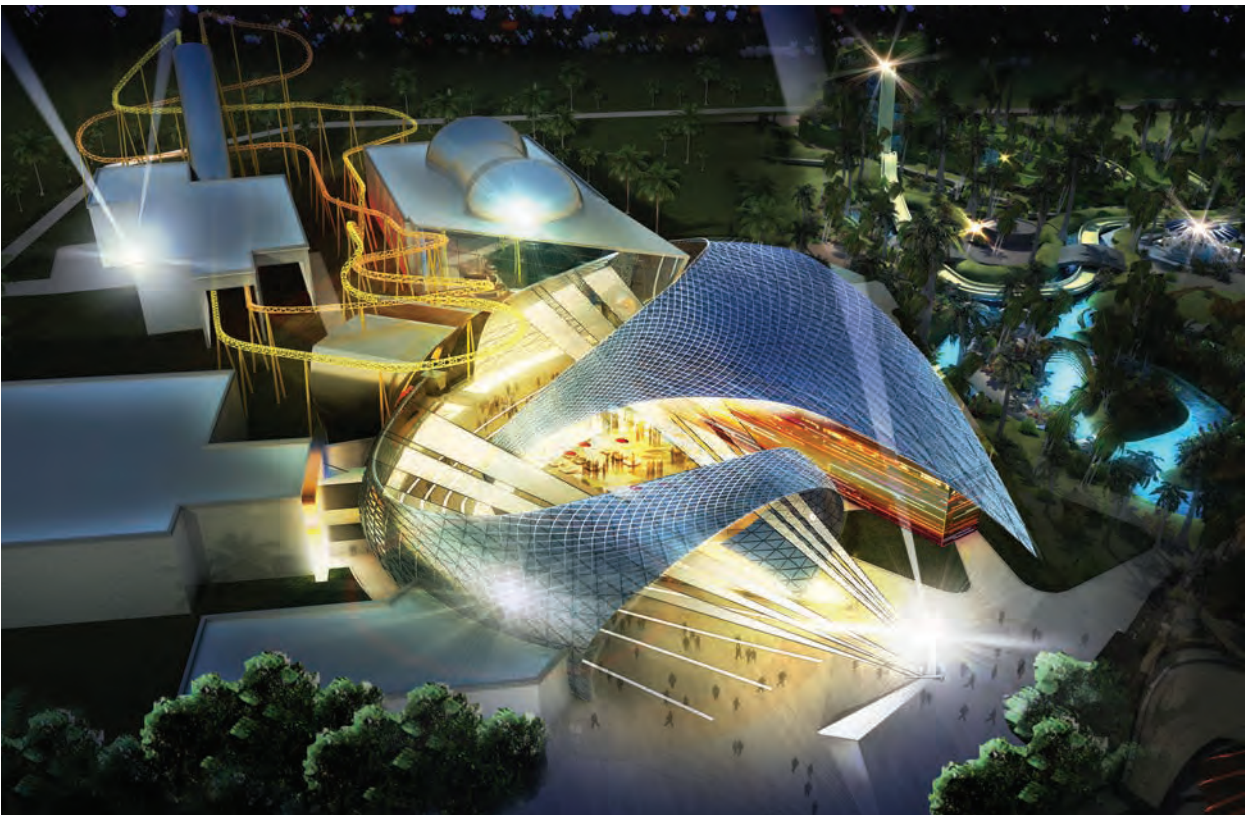
To create an unforgettable experience for guest of all ages, each land contains a mix of rides and attractions that capitalize on world-recognized intellectual property and themes. The plan distributes



the rides and attractions to encourage guest traffic through all areas of the park. Care was taken to distribute the capacity and the major attractions as evenly as possible.

All guests will enter the park through the Entry Gate passing through an enclosed retail building and exiting overlooking the central lagoon. Mythic Mountain’s sixty-meter tall shards will tower over guests and create an instantly recognizable icon for the park. A primary pedestrian circulation loop connects all four lands to the Front Gate. Secondary pedestrian routes are provided as short cuts for guests interested in bypassing lands to go directly to the major attractions. Retail stores and restaurants are located in high visibility locations along the primary circulation loop. Restaurants are often located nearby major attractions where guest traffic should always be heavy. Attractions are also located along the primary loop, but may be set back in certain locations to allow for heavy pedestrian loads during entering/exiting, or to set up circulation for future expansion.

A total of 17 ride and attractions, 3 shows, 10 restaurants, and 5 retail stores have been included in the masterplan.





# THE MATRIX

Dubai Gates of Adventure, with its ambition to be a world-class theme park like one’s never seen before, took on the challenge of developing attractions from the ground up. Within the four lands of DGA, there are 20 attractions, including the nighttime spectacular. The below matrix delineates the attractions by land, the attraction formats, intended audience, hourly capacity and the experience duration.

Attraction Name	Experience Type	Primary Audience	Hourly Capacity	Length of Experience
Marvel's Mythic Mountain				
Flyingwith Spidey	Motion Simulator on Dynamic Arm with 3-D Digital Projection	Thrill	1200	5 minutes
The Vault	Indoor Moving Motion Base Thrill Ride	Thrill	2160	4 minutes
Contest of Champions Featuring the Hulk!	Indoor 4-D Film Show	Everyone	2000	10 minutes
Meteor	Outdoor Thrill Roller Coaster	Thrill	1440	3 minutes
Oasis of Magic				
Gremlin Grotto Splash!	Indoor/Outdoor Flume Ride	Everyone	1404	6 minutes
Oasis Story Boats	Outdoor Tow-Boat Ride	Kids	480	10 minutes
The Enchanted Carousel	Outdoor Carousel	Kids	816	3 minutes
The Secret Garden Maze	Outdoor Maze	Everyone	600	10 minutes
Ramayan: A Musical Extravaganza	Indoor Musical Show	Everyone	1050	30 minutes
City of Super Heroes				
Fantasticar	Outdoor Thrill Roller Coaster	Thrill	1440	3 minutes
Voyage of the Silver Surfer	Simulation Ride with Large Format Media	Everyone	1440	4 minutes
Iron Man's Virtual Challenge	Omni-Mover Dark Ride Shooting Gallery	Everyone	1925	4 minutes
Nick Neighborhood				
Nickelodeon Block Party	Indoor Dark Ride	Everyone	1200	4 minutes
Bikini Bottom Water Play	Outdoor Water Play Area	Kids	650	20 minutes
Diego's Off-Road Safari	Outdoor Jeep Ride	Kids	720	2 minutes
Mrs. Puff's Boating School	Outdoor Jet Ski Ride	Kids	540	2 minutes
Jimmy Neutron's Gyro Rocket	Outdoor Spinning Roller Coaster	Everyone	993	2 minutes
Dora's Exploration Forest	Indoor Playground	Kids	750	20 minutes
Avatar's Windrider	Outdoor Wie Flyer	Kids	800	2 minutes
Overall				
Marvel Crater Water Spectacular	Outdoor Lagoon Show	Everyone	1200	20 minutes

Entertainment capacity was derived from the design day and peak in park analysis. Measured in activities per hour for guests during the peak hours of operation, the proposed entertainment capacity for

Theme Park Capacity Requirements		
Design Day		18,962
Peak in Park Design Day		14,221
Practical Capacity Required Activities per Hour	1.20	17,065
Theoretical Capacity Required @ 120% of Practical	1.25	21,332
Practical Rides Capacity Required	50%	8,533
Practical Attractions Capacity Required	20%	3,413
Practical Show Capacity Required	30%	5,120

Dubai Gates of Adventure is as follows:

The slate of attractions was explored on multiple levels of brand intellectual properties. Breakthrough ride and technology systems and capacity-related issues were addressed to support the projected annual attendance while balancing the necessary mix of coasters and show distribution across the lands. Comprehensive research was conducted within the Marvel and Nickelodeon libraries to tease out the essence of each character, i.e. curiosity, inventiveness, mischief, use and misuse of power. These characters were then used to craft and weave storylines that translate into consumer guest experiences.

Initially, a variety of ride and show systems were assessed to achieve the optimal mix for the demographics of the park guests. These attraction categories include thrill (typically more strenuous ride systems), family (a combination of more moderate rides and show/theater experiences), and children (simpler rides, shows and exhibit).



**Ground Breaking**  
Attractions marry unique creative concepts and novel technological forms







Rides and shows were initially selected based upon creative intent, matching the IP, a particular Marvel or Nickelodeon character, or a desired experience with the type of ride/show system best able to deliver to that intent or emotion. Some attractions were selected based on readily available and proven equipment, others on more prototypical experiences.

Chimera engaged in discussions with ride manufacturers and vendors to prospect next-generation ride technologies and to investigate proposed ride system capabilities. Based on this assessment and information provided by the vendors/consultants, concept work on the attractions were integrated into the facility layouts, master plan, capacity and cost estimates. This became an iterative process with milestones established every month to evaluate the entire attraction matrix, both park-wide, as well as land-specific. This approach was critical to maintaining the creative balance within the park, as well as between and within lands. The overall goal was the appropriate mix of unique, complex and simple experiences and attractions, one that met creative, capacity and budget targets. There were more than 12 attraction programs reviewed and considered during the concept phase.

While many of the selected rides and shows utilize proven technology and ride systems, DGA's attraction offerings also include two unique "never been done before" attractions—Flying with Spidey and the Fantastic Four Coaster—and three state of the art, uniquely customized attractions—Flight of the Silver Surfer, Nick Block Party, and The Vault. (Spidey, F4, Postcard, Nick Block Party and Vault key frames/art with ride system/vehicle shown)

The concept design phase was broken into 30% 60% and 90% interim stages. Thirty percent was the "blue-sky" period, spanning 4 months of ideation, and brainstorming sessions including "charrettes." Continual explorations of attraction concepts against the program, budget and design day requirements for capacity were ongoing. Interim presentations were made to both strategic partners, Marvel and Nickelodeon, during the 30, 60 and 90% phases to ensure their buy-in to overall masterplan and proposed land stylings along with the intellectual properties proposed as attraction contents for rides, shows and walk-through environments.

#### **Nick Mash-up**

Nick Block Party attraction immerses visitors on a zany adventure through the world of Nickelodeon.



# THE HUMAN FACTOR

## OPERATIONS OVERVIEW

A proven veteran operating team, which has successfully developed, launched and operated the most highly acclaimed destination entertainment brands in the world, has been assembled for Dubai Gates of Adventure. From standalone theme parks to resort entertainment destinations, this team has worked in all corners of the world, and collectively brings expertise in all functional areas including: Human Resources, Leadership Training, Sales, Marketing, Consumer Insights, Park Operations, Security, Technical Services, Food & Beverage, Retail, Guest Services, and Finance. Through their collective experience and integration with Chimera and the design and development process, this team will ensure a successful pre-opening and launch of Dubai Gates of Adventure and lay the foundation for successful operations for years to come. Key areas of the pre-opening and operating approach are summarized below.

## SALES & MARKETING – LAUNCHING THE BRAND

Dubai Gates of Adventure will be launched world wide through an integrated Sales & Marketing program designed to establish Dubai Gates of Adventure as a must-see world-class destination theme park brand and experience, which will play a signature role in defining and building the Dubai tourism experience.

The Dubai Gates of Adventure Brand Positioning will be developed utilizing proprietary consumer research and will be integral in building the foundation for all marketing communications and experiential branding guidelines. Positioning will integrate the three

strategic brand partners, Marvel Entertainment, Nickelodeon and Virgin Animation, as well as the unique storied attractions into the overall Dubai Gates of Adventure theme park brand, reinforcing the unparalleled product and guest experience.

Corporate Sponsorship and Partnership programs will provide marketing support and generate significant awareness and interest for Dubai Gates of Adventure. Sponsor categories will be targeted to provide support in technology, travel, service, product/supplies and other appropriate categories ensuring a compatible brand fit with the Dubai Gates of Adventure brand.

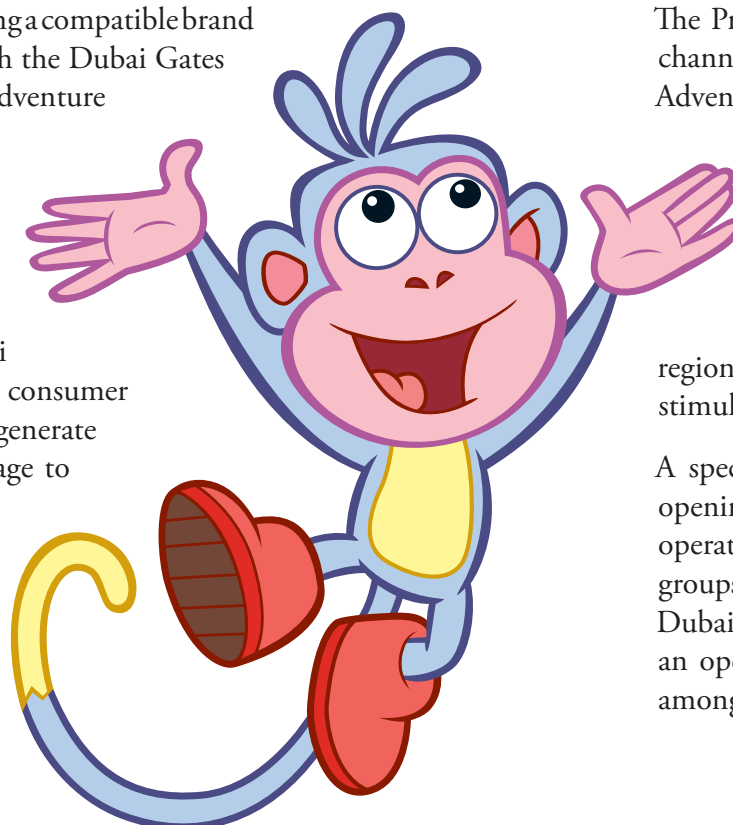
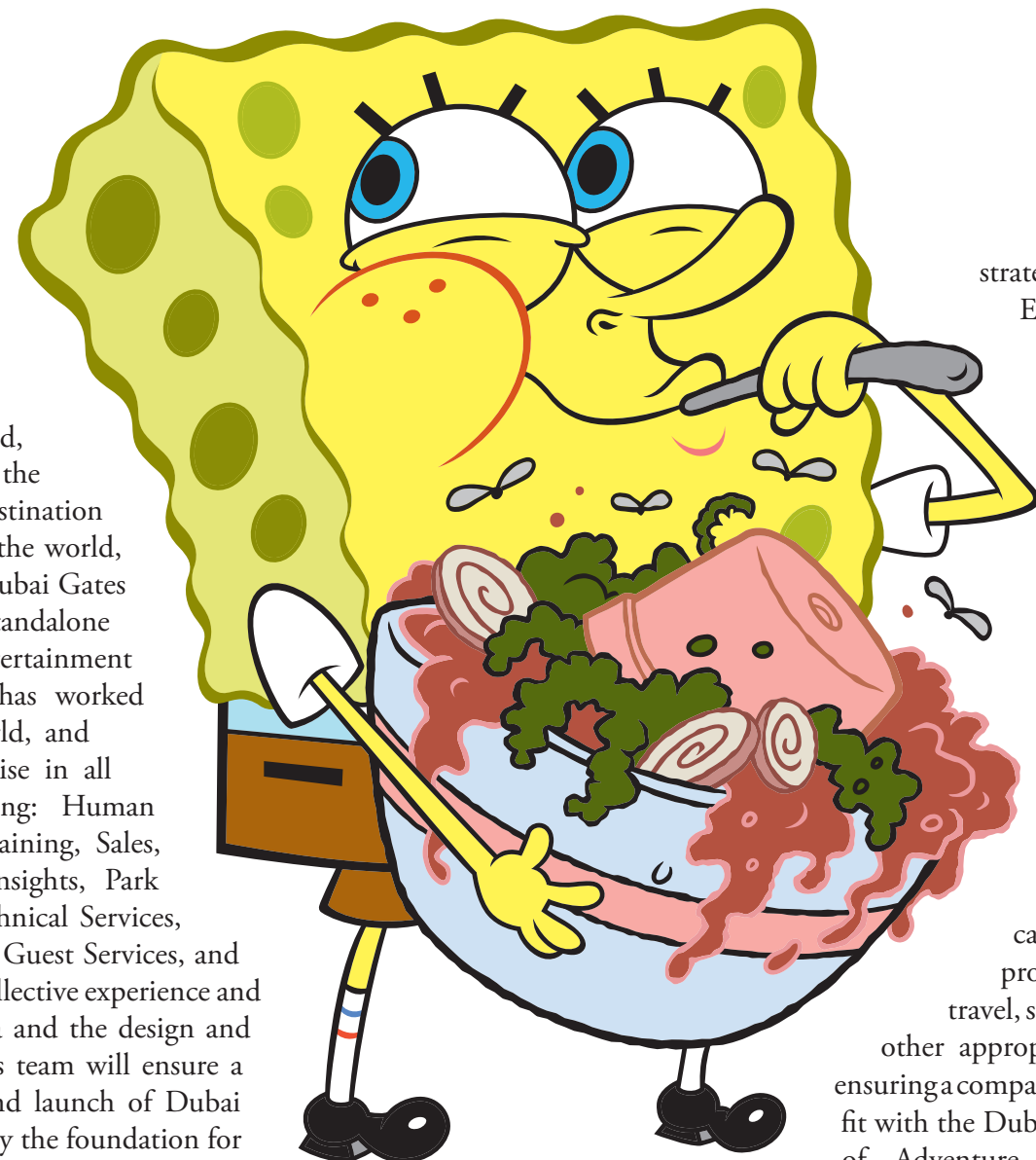
The Integrated Pre-Opening Marketing Plan will utilize both traditional and non-traditional marketing disciplines to position Dubai Gates of Adventure and build consumer awareness and ultimately generate attendance. With strong linkage to the storied content, publicity, corporate partner support, interactive, Travel Trade partnership programs, collateral and in-market teaser campaigns will

deliver the majority of the pre-opening awareness ramp-up. In addition, four major programs including a state-of-the-art Preview Center, Interactive Road Show in key origin markets, bold Publicity Stunting and strategically placed TV Features will provide a strong platform for press, trade and consumer targets all building towards opening. Dedicated Dubai Gates of Adventure local and outer market advertising and promotions will be strategically timed to impact travel planning and purchase. And, importantly, a strong cooperative marketing relationship will be established with the Government of Dubai Department of Tourism and Commerce Marketing to secure premium exposure for Dubai Gates of Adventure in Dubai's destination marketing campaigns.

The Pre-Opening Sales Plan will focus on travel trade sales channels in key origin markets to ensure Dubai Gates of Adventure is positioned as a key reason to visit Dubai and a “must do” for every visitor to Dubai. Sales strategies and tactics will be designed to generate pre-sale or pre-commitment prior to arrival in Dubai through travel package inclusion, travel agent sales programs, on-line ticket sales, group sales, special events, and other target segments. Specific ticket products and programs will be developed for the resident and regional markets and will be designed to generate multiple visits and stimulate visitation during non-peak periods.

A specific Soft-Opening Sales and Marketing Plan in advance of opening will provide a “test run” of the park in preparation for full operation. Employees, hospitality workers and specifically targeted groups will be offered an opportunity for a “sneak preview” of Dubai Gates of Adventure. This period will not only provide for an operational shake out period but also will help to build “buzz” among the locals.

Pre-opening marketing efforts will culminate during a multi-layered press preview and grand opening ceremonies, designed to garner world-wide publicity for the UAE, Dubai, Dubai Gates of Adventure and its partners. A series of grand opening activities will be geared to business-to-business targets including Travel Trade and trade press, international print and broadcast media outlets and promotional partners.







The Grand Opening Event will include celebrities, dignitaries, partners, VIP's, and world-wide press, and will culminate in a "moment in time" spectacle that will signify the official opening of Dubai Gates of Adventure and generate world-wide publicity.

Transitioning from launch to full operation will be seamless through the strategic development and execution of an integrated Sales and Marketing calendar of activities. Long lead sales efforts/missions will continue to ensure that Dubai Gates of Adventure is front and center in key travel trade collateral, travel agent sales programs and packaging efforts. Ongoing source market advertising, interactive and promotional activities will include flighted campaigns timed to lead key travel periods. Local programs will include linkage to existing Dubai events, newly-created Dubai Gates of Adventure events as well as an annual pass program to encourage repeat visitation among locals. And, an in-market tourist campaign will be visible year round to "intercept" tourists as they arrive and experience the Dubai destination. Publicity activities will be developed to provide an ongoing pipeline of stories and content to be covered by the media that will reinforce the positioning of Dubai Gates of Adventure as the premiere theme park destination.

## HUMAN RESOURCES & TRAINING – LIVING THE BRAND

To become a world-class theme park that creates remarkable memories for life, the Dubai Gates of Adventure brand must live in the hearts and minds of every "hero" (employee), from the front line to the executive suite. Brands that thrive and stand the test of time do so because each individual is emotionally committed to the brand.

Employees who are passionate about being heroes and empowered to deliver remarkable experiences will consistently give discretionary effort—taking on more work, offering to assist others,



and going the extra mile to deliver results, all without having to be asked. Emotionally committed heroes become the face of the brand by creating remarkable moments—exceptional and authentic service experiences that build emotional bonds with customers.

The employee's role in the Dubai Gates of Adventure will not only be to perform a job function but equally important, he or she will bring the stories and attractions to life for the millions of guests who experience the park. This will be accomplished through coaching and training employees to achieve their brilliance through a "branded employee experience" integrally tied to the park stories and experiential branding guidelines. This will mandate a seamless approach from development of recruiting materials, to hiring activities, to training, to hero coaching programs.

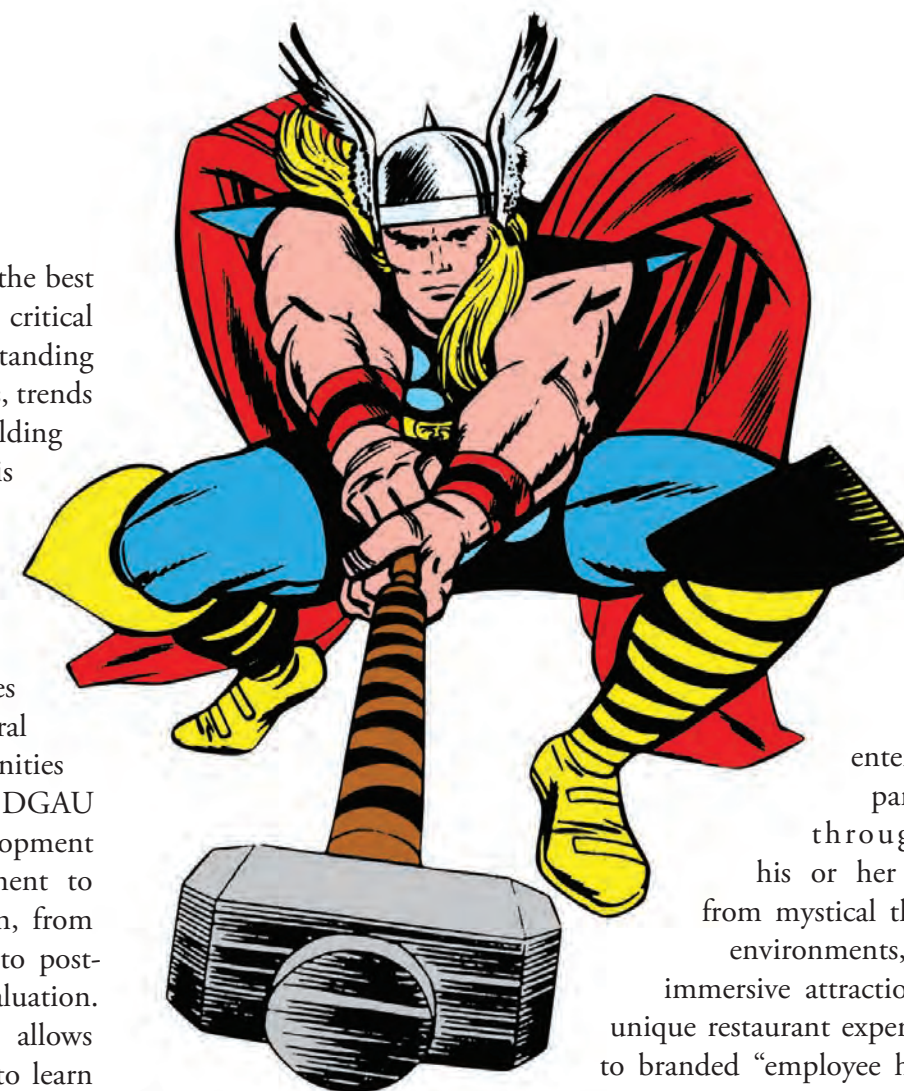
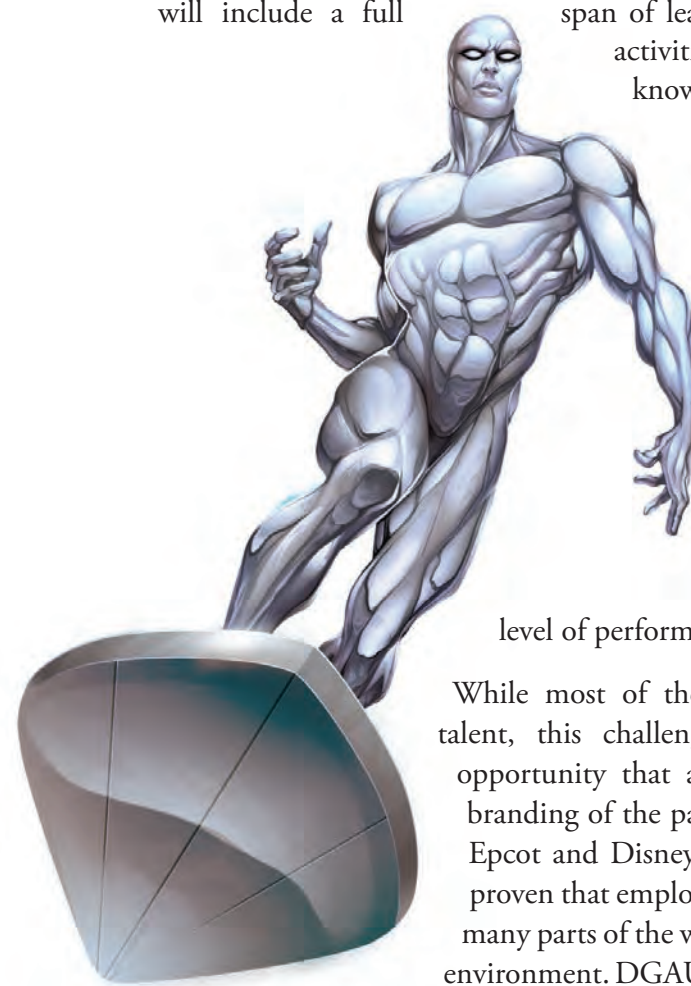
Branding the employee experience can be a competitive advantage to a theme park. But that alone will not ensure success. Equally important is the need for a great employee experience that makes the best and the brightest want to be a part of Dubai Gates of Adventure, taking into account employee living conditions, recreational activities, recognition of great performance, break areas, etc. The goal of this plan is to

offer an employee experience that is focused on "providing the best and expecting the best." A thorough study of the market is critical to ensure that the right program is developed (e.g., understanding current and future trends in employment, employment bases, trends in pay, housing, etc.) for the hospitality industry and building the foundation based on those current and future trends. This learning will be incorporated into HR planning at every level to ensure the employee experience is built upon strong foundational principles that are compliant with Dubai labor laws.

The vehicle for delivering these programs will be the Dubai Gates of Adventure University (DGAU), which will be the central point of contact for all employees to access learning opportunities and the "heart" of the HR and training operation. DGAU will include a full

span of learning and development activities from assessment to knowledge acquisition, from skills training to post-training evaluation. This process allows the heroes to learn as they contribute to the business growth of Dubai Gates of Adventure. This full-circle approach will ensure that right-fit, competent talent is hired and trained to perform at the highest level of performance possible.

While most of the heroes will be ex-pat talent, this challenge can in fact be an opportunity that adds to the experiential branding of the park. Past experience with Epcot and Disney's Animal Kingdom has proven that employees can be sourced from many parts of the world into a well-branded environment. DGAU will coach and train this diverse group of employee heroes to deliver top box guest service, and to do so with a branding overlay. The result will be an unparalleled guest experience from the moment the guest



enters the park and throughout his or her day—from mystical themed environments, to immersive attractions, to unique restaurant experiences, to branded "employee heroics" in guest interactions.

## PARK OPERATIONS – DELIVERING THE BRAND

The in-park operating program that is being designed and developed will allow the Dubai Gates of Adventure team to operate with optimal efficiency, safety and cleanliness—all key drivers of a successful theme park operation. This will enable our heroes to become part of the story throughout the park by performing their respective tasks in an entertaining and fun manner. This is a critical piece of the overall entertainment experience and will result in an overall memorable guest experience.

The operating calendar will be designed to maximize in-park attendance yet will adjust based upon the season and climate. During summer months, the park will adopt an afternoon opening and operate later into the night. During the more moderate seasons, the operating schedule will follow a more traditional schedule with a morning opening. This scheduling plan will be better defined with consumer input through planned research. Other events and holidays will drive specific park operating hours to ensure optimal attendance and a positive guest experience.



# LIFE IS A FEAST

## FOOD & BEVERAGE – EXPERIENTIAL DINING

The Food and Beverage program for Dubai Gates of Adventure is designed to be unique and better-differentiated among theme park food and beverage experiences.

Strategies adopted include providing food and beverage facilities that are highly integrated into DGA’s intellectual properties and cultural experiences. Profiles of targeted guests, facility, menu, designs and hours of service were adapted to the local climate. Additionally, provision for a mix of table service, free flow and fast food restaurants were designed for added comfort and regional nuances.

In order to align the food offerings with the theme park experience, intellectual properties from Marvel and Nickelodeon were used where appropriate and other food “show” was incorporated wherever possible for a truly interactive guest experience.

In developing the food and beverage program for Dubai Gates of Adventure, key planning assumptions of Design Day of 18,962,

THEME PARK CAPACITY REQUIREMENTS		
DESIGN DAY		18,962
PEAK IN PARK DESIGN DAY		14,221
Practical Capacity Required Activities per Hour	1.20	17,065
Theoretical Capacity Required @ 120% of Practical	1.25	21,332
Practical Rides Capacity Required	50%	8,533
Practical Attractions Capacity Required	20%	3,413
Practical Show Capacity Required	30%	5,120

## DISTRIBUTION OF CAPACITY BY SERVICE STYLE

HOURLY MEAL CAPACITY	%	GUESTS
Table Service	12.3	526
Free Flow	12.4	530
Major Fast Food	66.5	2,835
Minor Fast Food	8.8	375
TOTAL HMC	100%	4,266
HOURLY SNACK CAPACITY		
Snacks/Kiosks	50	711
Carts	50	711
TOTAL SNACK CAPACITY	100%	1,422
TOTAL BEVERAGE CAPACITY	37% of Design Day	5,266
TOTAL HMC Meals/Snacks/Beverage	100%	10,914

Peak in Park attendance of 14,221 and a length of stay of 7-8 hours were utilized.

To achieve a high level of guest experience, the belief is that all major food facilities need to be covered to shield from harsh weather conditions. Food focus will reflect a guest origin mix of 50% Middle Eastern and 50% European (with focus on UK and German visitors).

With DGA’s stated quality and distinction of differentiation, planning assumptions have allocated a higher level of table service dining than at any other theme park except Epcot and accommodations for VIP dining. As well, reduced wait times by 50% of theme park norms by providing greater area for serving capacity with a target to serve 90% of Design Day guests in a three-hour



period. Dining times have been extended by 25% to allow for longer dining periods, typical in Dubai.

## RETAIL – BRING MEMORABLE EXPERIENCES HOME

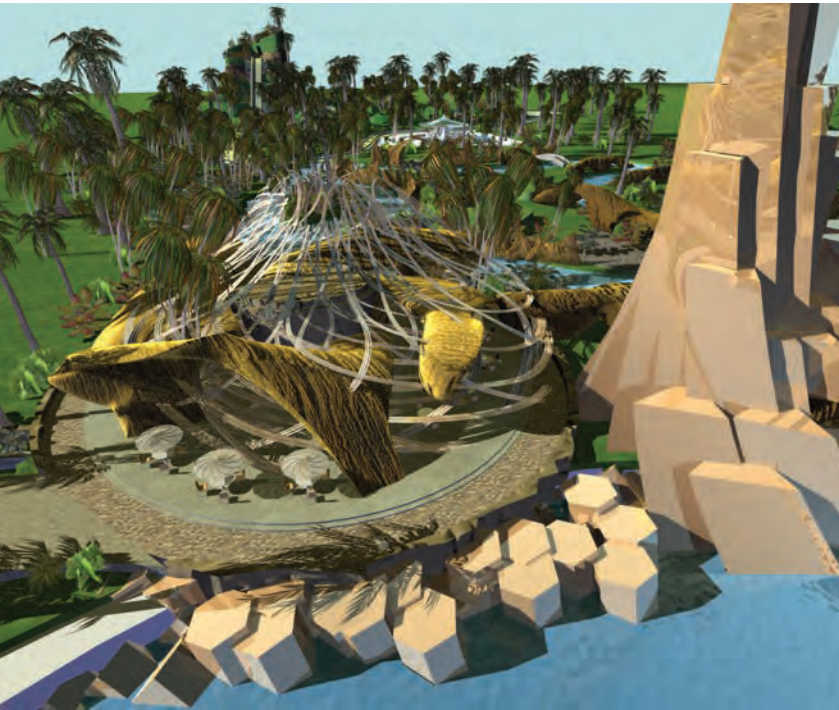
The Retail Experience at Dubai Gates of Adventure will be developed as a more interactive experience than traditional theme parks. The Dubai shopping experience is legendary, and therefore the park retail experience and merchandise mix must be exceptional. To deliver on that goal, the Marvel and Nickelodeon intellectual properties will be fully leveraged providing a strong platform for uniquely themed retail experiences and merchandise.

Stores will be well stocked, organized and merchandized to optimize the shopping experience. The product mix in store will include an array of traditional theme park souvenirs as well as more exclusive items. The overriding concept is to wrap each retail experience with an entertainment overlay to make shopping “an experience” all its own, thus driving shopping interest and ultimately merchandise per caps.

Because a family vacation is all about making memories, photo capture will be integrated throughout the park rides and attractions. Using the latest technology of the day, the goal will be to not only provide souvenir photos but also the ability to generate guest-driven, real-time viral marketing via Internet e-cards to friends back home.

Drawing from the legends and myths of the heroes of all time, artisans will be sprinkled into the merchandise mix providing another level of entertainment as they craft one-of-a-kind pieces.

The final element of the retail experience is the service element. Service will not stop once the transaction is complete; the retail operation will include a package delivery service to the front entrance (or hotel rooms for Dubailand guests) to encourage shopping throughout the day and to make it convenient for the guest.

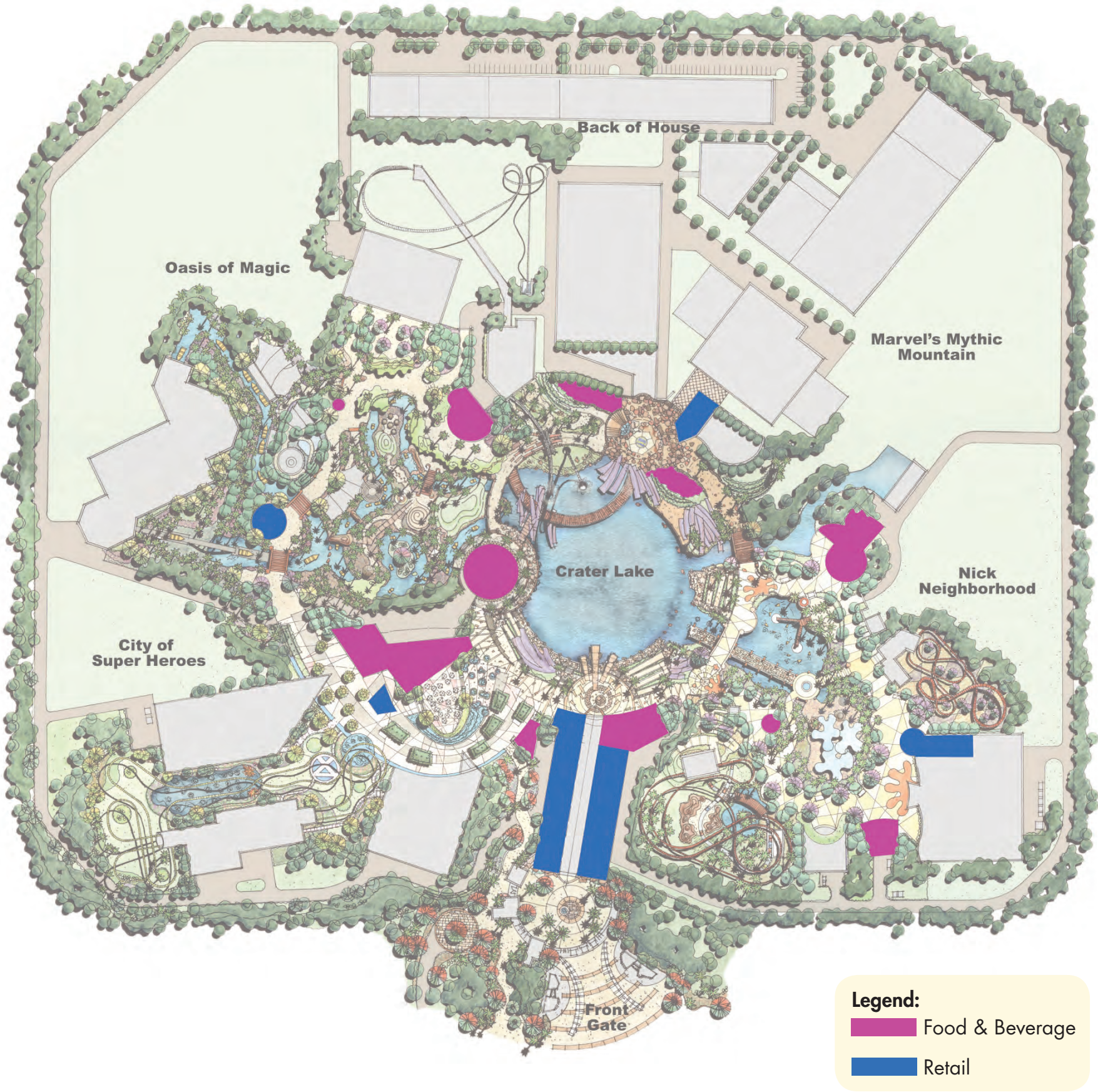


**A Cornucopia**  
Diverse Retail and Food and Beverage program is woven into the four distinct landscapes



# FOOD & BEVERAGE AND RETAIL

FACILITY	HOURLY MEAL COUNTS	SEATS	FACILITY AREA
Front Gate			
Table Service-VIP	--	125	400
Free Flow	200	160	474
Retail	--	--	2250m <sup>2</sup>
City of Superheroes			
Free Flow	330	250	740
Major Fast Food	700	350	931
Minor Fast Food	125	50	121
Snack Kiosk	--	50	9
Snack Kiosk	--	50	9
Retail Including Meet & Greet	--	--	600m <sup>2</sup>
Oasis of Magic			
Table Service	236	302	876
Major Fast Food	500	250	665
Snack Kiosk	--	50	9
Snack Kiosk	--	50	9
Retail	--	--	285m <sup>2</sup>
Marvel's Mythic Mountain			
Table Service-VIP	290	362	1050
Major Fast Food	700	500	931
Minor Fast Food	125	50	121
Snack Kiosk	--	50	9
Snack Kiosk	--	50	9
Retail Including Meet & Greet	--	--	625m <sup>2</sup>
Nick Neighborhood			
Major Fast Food	500	250	665
Major Fast Food	435	217	523
Minor Fast Food	125	50	125
Snack Kiosk	--	50	9
Snack Kiosk	--	50	9
Retail Including Meet & Greet	--	--	975m <sup>2</sup>
TOTAL: Food & Beverage			8,971m <sup>2</sup>
TOTAL: Retail			4,735m <sup>2</sup>





# THE BOTTOM LINE

The revenue forecast is comprised of several assumptions and factors. The following table summarizes key metrics used in the base case scenario of the DGA Financial Model. Below are expressed in opening year 2012 currency terms, which is 2012:

REVENUE & OPERATING COST ASSUMPTIONS	
Headline Price	\$67
Per Capita Revenue <i>(Admissions, Food, Merchandise &amp; Other)</i>	\$88
Opening Year Attendance	\$3.5 million
Theme Park Revenue	\$307 million
Total Opening Year Revenue <i>(Including Sponsorships)</i>	\$319 million

## PROJECT FEASIBILITY

The project analysis has been run on a pre-tax and pre-financing basis. Based on a 10-year outlook of operations, the financial results are as follows:

PROJECT FEASIBILITY	
Current Year	2008
Opening Year	2012
Inflation Rate	4%
Capex	\$1 billion <i>(in nominal dollars)</i>
IRR	5.9%
Total Opening Year Revenue	\$319 million
Net Operating Income	\$108 million
Year One Free Cash Flow	\$ 93 million

The detailed cash flow shows that in the first full calendar year of operations in 2012, the project generates revenues of \$319 million with a net operating income, after licensing fees, of \$108 million. Within a 10-year outlook, the IRR is 5.9%. After recurring capital is incorporated at approximately \$15 million a year, Free Cash Flow in year one is forecasted at \$93 million. This cash flow grows to \$174 million by 2021 (year 10) based on year 10 revenues of \$626 million.

While current investors evaluate this investment using a very short time period, the nature of the theme park business extends well beyond 10 years (as Disneyland in California, considered the very first “theme park” is close to its 55th year in operation.) As we evaluate Dubai Gates of Adventure on a longer-term basis and using a more industry standard valuation method, this project proves to be a very feasible endeavor exceeding hurdle rates above 10%-12%. Over its life, substantial positive cash flows are generated for its investors and provide high value rewards, outweighing the known risks and unknowns.

CAPITAL INVESTMENT	
R&D	3%
Hard Cost	68%
Soft Cost	19%
Contingency	10%

PER CAPITA REVENUE (2008\$)	
Admissions	\$43
Food	\$15
Merchandise	\$15
Other	\$2

## WARRANTED INVESTMENT AND CAPITAL EXPENDITURE

In the latest round of feasibility work carried out between Chimera and Tatweer / AAG, the warranted investment has been targeted at \$1 billion (nominal dollars). As a result of aligning the DGA project within the portfolio of other parks in Dubai, the capital investment level has been revised downward from \$1.2 billion.

The design and development of a brand new theme park is an iterative process involving a constant evaluation and re-evaluation of revenue, expense and capital inputs. From the capital side, Chimera’s efforts have involved a series of deliverables to define overall program and quality followed by cost planning work to benchmark against the warranted investment. With a project such as this, where the vision is to create new never-been-seen-before attractions, it is normal for the estimated costs to exceed the target budget during the concept phase. With each iterative step, the design team has been focused on bridging the gap between estimated and warranted investment and this effort will continue into the next phase such that prior to the start of Schematic Design, program, quality and budget are aligned.

The current estimated capital cost of the project assuming the full build out of the scope and program presented in these deliverables is around 10% higher than the warranted investment target Chimera were previously working to. If the project scope is to be maintained in broadly in its current form, Chimera is confident that the overall project could be delivered at the \$1.2 billion level.

Looking forward, Chimera has commenced studies concerning how the new target of \$1 billion would be formulated in terms of program. Further specifics will be prepared for discussion at the February workshop.

Relative to the overall project the Estimated spend by category is as follows:

HARD COST	
Infrastructure	12%
Facilities	15%
Attractions	70%
FF&E	3%

In a project of this type and scope, contingency is a significant factor. The overall level of contingency is higher than other projects reflecting the increased risk and prototypical nature of the park. It is important that the use of contingency is judiciously applied to the execution of project scope, and not for adding program to the project. It will also need to be employed for over-time and acceleration during the latter stages of the construction of the project.

The development of the project budget will continue to be refined in the Pre-Schematic / Concept Refinement stage between February and April of 2008. There are a number of project costs related to escalation, local cost burdens and the Developer’s requirements that must be appropriately captured in the final budget to be set prior to the commencement of Schematic Design. Of these, the issue of cost escalation in the Dubai market is the greatest risk.



COUNTDOWN

BEGINS

Dubai Gates of Adventure theme park will open December end 2011. The theme park has the longest and most complex development time out of all the components in the resort precinct, i.e. hotels and RDE. As concept is completed in January 2008, this work product will inform relationships with other aspects of the resort. It is therefore anticipated that detailed study of other resort components can commence once final site selection is made. The current milestone schedule for the project is as follows:

- Milestone 1: Masterplan / Creative Definition Complete

January 31, 2008
- Milestone 2: Building Codes Approved

December 31, 2008
- Milestone 3: Site Work Start

January 1, 2009
- Milestone 4: Park Grand Opening

December 31, 2011

The design process will be primarily based out of the US through to the end of Design Development. This end point varies depending on parts of the project; however, a mid-2010 finish for attractions and the end of 2008 for facilities and area development is the current thinking.

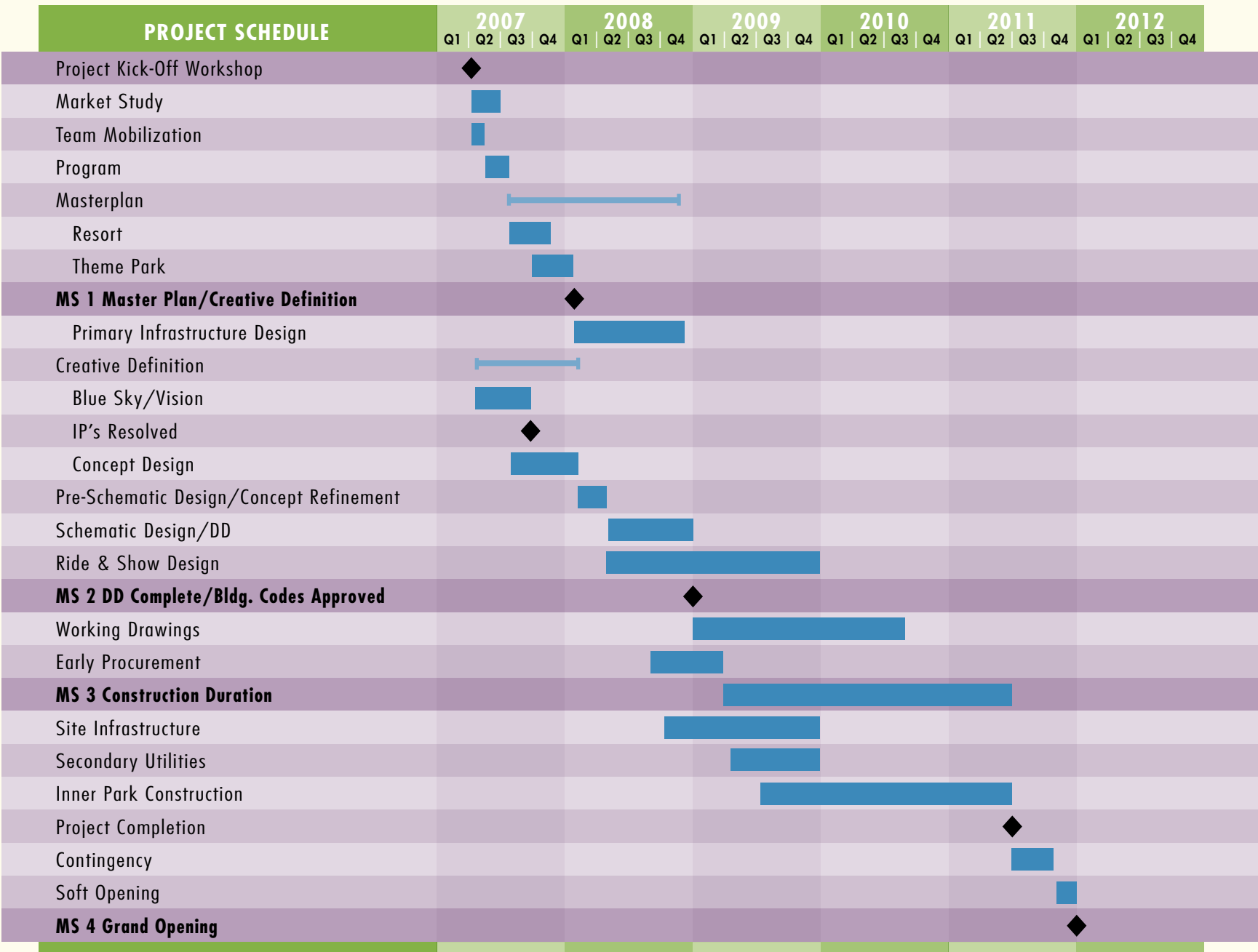
Architectural and engineering design will reside fully with local resources or at least firms with local partner offices by the commencement of Construction Documents. In the case of Civil Engineering and infrastructure, these are anticipated to be with a local Dubai-based firm from the outset of design.

Given the breadth and scope of the park, the inclination is to adopt a strategy of utilizing a staggered sequence of design and construction. This added measure of control will ensure successful management and adequate resources are in place throughout the life of the project.

With the prototypical ride and technology systems, as well as specialty attraction disciplines, a procurement philosophy of design/build packages will be the likelihood to establish early involvement of specialty vendors and manufacturers. Their industry-related expertise will produce R&D, engineering drawings, necessary mock-ups and proof of concepts to feasibly manifest creative intent.

The goal is to complete infrastructure design of the project to enable the procurement of this work to be undertaken with a start on site made at the end of 2008, in accordance with Milestone 3. This principle may be more challenging with the change of project site to Bawadi as status of that land is currently not understood. Schedule is currently showing site preparation and works through second quarter of 2009 with inner park construction having a duration of 24 months: mid 2009 through mid 2011. Once general construction and attraction installation are complete, programming, test and adjust, training, pre-operations are scheduled for six months leading to a grand opening date of December 31, 2011.

In the short term, due to the change of project site, an amendment to the original schedule has been made to include a short bridging period, which is just prior to Schematic Design. This Concept Refinement / Pre-Schematic phase will commence in the beginning of February 2008 and run through the end of April 2008. It is intended that during this time issues associated with the new project site are finally resolved and the overall concept is reviewed and adjusted so that major programmatic and cost decisions can be aligned prior to the commencement of Schematic Design.





# THE WAY FORWARD



## CONCLUSION AND NEXT STEPS

The Concept Definition Phase has established that the Dubai Gates of Adventure project can be configured to meet the quality and vision set by AAG and that in principle, conforming this product to the feasibility metrics set by Tatweer is achievable.

Although final brand partner approvals are still to be finalized, Chimera has worked in collaboration with Marvel and Nickelodeon throughout this phase to develop attraction concepts that represent the highest deployment of those properties and a unique landmark attraction in the Dubai landscape.

In summary, the integrated work product that was produced in this phase has provided ample evidence to the project stakeholders, that Dubai Gates of Adventure is a well-conceived, well-positioned, and high-value deployment of the intellectual properties and other resources necessary to deliver the project.

In the months ahead it will be important for the project team to actively address a number of key issues. These include the continuing efforts to conform the product to the warranted investment; completion of team mobilization activities including arrangements for operations of the park; finalization of the site; and further studies to establish the overall “branding” of the park and that the project should move forward to Design Development and Implementation forthwith in order to meet the targeted opening date of December 31st, 2011.