

A person is seen from behind, paddling a red kayak on a calm river. The river is surrounded by a dense forest of tall trees, including palm trees, with sunlight filtering through the canopy. The water is clear, reflecting the surrounding greenery. In the foreground, a wooden sign is superimposed over the water.

SPRINGS  
×  ×  
PROVISION  
COMPANY

# About Iconic Attractions Group



# About Iconic Attractions Group

CEO and Founder John Dunlap



John Dunlap is the founder and CEO of Iconic Attractions Group, a Miami-based firm that collaboratively creates and manages culturally significant attractions. Among Iconic Attractions Group's projects is overseeing the operations and management of Jungle Island, a beloved 82-year-old institution in Miami, Florida, along with the implementation of a master plan to transform the attraction into a premier eco-adventure park and events destination.

Before establishing Iconic Attractions Group, Dunlap was the youngest-ever Director of the San Diego Zoo, leading a team of thousands at the largest and most respected conservation organization on earth. During over five years at the helm of the zoo, Dunlap drove growth in membership and visitation achieving record program revenue by focusing on guest experience.

The guest focus began on the tables of the zoo's fourteen restaurants, which Dunlap overhauled to great acclaim. Farm to table and eco conscious practices emerged at full service Albert's and at new casual concepts like SDZ Sandwich Company. He also set the bar high for animal exhibits: opening Elephant Odyssey, the largest exhibit in the zoo's history.

Dunlap's fresh and energetic approach electrified the animal conservation community and his expertise and advice was



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sought globally. Dunlap lent his transformative expertise to clients like the Al Ain Zoo in Abu Dhabi, UAE and the City and County of Los Angeles.

Prior to joining San Diego Zoo, Dunlap honed his skills at Starwood Hotels and Resorts, as Director of Six Sigma, tasked with increasing the global organization's financial performance by improving the quality and consistency of the guests' experience. He capped his property leadership at the landmark Westin St. Francis in San Francisco, where he led the 1200 room National Register listed property to a AAA four diamond rating in just under a year.

Dunlap earned a bachelor's degree in Latin American studies from the University of Virginia, master's degree from the Kellogg School of Management at Northwestern University, and certificates in executive leadership, financial management and food service management from Cornell University.

## About Iconic Attractions Group

Senior Vice President Christopher Gould



Christopher Gould is Senior Vice President of Operations and is based in Miami. Mr. Gould is responsible for the leading the operations of company assets that include Iconic Parks, Iconic Aquatics, restaurants, and Jungle Island.

Mr. Gould joined Iconic in 2014 as Managing Director of Jungle Island a zoo, botanical garden theme park and conference center in Miami. Gould led all day-to-day operations as Iconic began Jungle Island's strategic transformation into a world class eco-adventure park, securing millions in new financing and winning a referendum protecting the parks place in the heart of Miami into the next century.

Prior to joining Iconic Attractions Group, Mr. Gould served as a top executive at Gould & Associates, an award-winning real estate development company specializing in public - private partnerships. In that role, he secured over \$67 million to rehabilitate National Register historic properties under a National Park Service program. Mr. Gould led other successful projects that were awarded Community Development Block Grants overseen by HUD.

Gould also is celebrated for turning around The Atlantic Hotel & Spa in Fort Lauderdale in the role of managing director. Under his leadership, the distressed oceanfront luxury property achieved its greatest year-over-year revenue growth and earned numerous national awards including Top Ten Beach Hotels in the



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Continental US, AAA Four Diamond Award and Orbitz #1 Hotel in the USA for LGBT travelers.

As an executive with other luxury properties, he worked with heads of state, royalty and diplomats. As a catering and conference executive, he hosted most of the sitting US Governors for an Educational Symposium and countless weddings and corporate events over the years.

Mr. Gould is a sought-after speaker and expert on tourism and hospitality, guest lecturing at institutions such as the University of North Carolina at Chapel Hill, East Carolina University and Florida Atlantic University.

He serves on the Board of Directors for the Florida Restaurant & Lodging Association and the Academy of Hospitality and Tourism. Gould formerly served on the boards of The Florida Attractions Association, Governors of The Greater Miami Chamber of Commerce and the Beach Council of the Greater Fort Lauderdale Chamber of Commerce. He lives outside Fort Lauderdale with his family where he pursues his hobby of researching and writing about history.

# Resume of Related Business Experience

## Iconic Attractions Group

### Jungle Island

Miami, Florida

Iconic's Involvement:

2013 – present

Role: Management; minority owner; investor.

Annual Visitation: 550,000.

Annual Revenue: \$18.1M

Jungle Island (formerly Parrot Jungle) is a theme park, zoo, botanical garden and conference center located on an island between Miami Beach and downtown Miami. Its heritage dates back to the mid 1930s as a classic Florida attraction and one of the five founding members of the Florida Attractions Association.

Jungle Island struggled financially after relocating to its current location in 2004. The owner, seeking a new strategy to find success and preserve this beloved attraction, turned to John Dunlap and Iconic Attractions Group for the solution. Iconic came to Jungle Island in 2013 as manager of the park and minority owner.

Iconic rapidly implemented best practices, turning around the business while developing a plan for the future to spark future investment and growth of the park as a business and economic engine for the community. Iconic selected Wildlife Trading Company to operate all retail at Jungle Island, a partnership central to their story of success.

Iconic developed a plan to reinvent Jungle Island as an eco-adventure park. This plan was warmly received by government stakeholders and private investors by preserving conservation protections while leveraging the strategic location in the heart of the region to drive tourism and inspire locals while creating jobs.

# Resume of Related Business Experience

## Iconic Attractions Group

### Jungle Island

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In 2017, Iconic brought in \$60M in new investment for Jungle Island with a commitment of over \$100M more from new owners. Dunlap, Gould and team had to win the approval of City, County, State and Federal government in addition to the private equity market to launch the plan. After weathering the challenge of Hurricane Irma, Iconic led the successful effort to extend Jungle Island's lease and its protections into the twenty-first century by winning a referendum of Miami voters.

Today, Jungle Island is embarked on a multi-year construction project creating new attractions and amenities for visitors and locals to enjoy. This year It will host over 60,000 children for educational camps and field trips; cater more than 700 events in the ballroom and meeting spaces of the park; and boost attendance by over 200,000 visitors by hosting *Luminosa the Festival of Lights* in partnership with the Zigong Lantern Company of Zigong, China this fall.

# Resume of Related Business Experience

## Iconic Attractions Group

### San Diego Zoo

San Diego, California

2013 Attendance: 4.05M

2012 Revenue: \$ 149.1M

Iconic Involvement: John Dunlap served as Director 2008 – 2013.

The most respected zoo in the world, the San Diego Zoo hosts over four million annual visitors and leads the world in wildlife conservation through species survival plans (SSPs). The zoo, established in 1916, is San Diego's most visited attraction and is located on city property in Balboa Park.

Boasting fourteen restaurants, more than 3,500 animals, extensive tour operations and a significant arboretum, the zoo must effectively meet and exceed the goals of the nonprofit Zoological Society of San Diego and its myriad corporate and government stakeholders. With that in mind, the board of directors sought to bring transformational leadership from the world of business when the Zoo's longtime Director announced his retirement in 2007. A global search for a new Director in that mold selected John Dunlap, ushering in five years of growth and improvement.

Pleased with the results of this leadership strategy, when the entrepreneurial Dunlap departed to start his own company, the ZSF board selected a new Director with experience with the Walt Disney Company and a seasoned hotel executive to be Director of San Diego Zoo Safari Park.

# Resume of Related Business Experience

## Iconic Attractions Group

### Westin St. Francis Hotel

San Francisco, California

Rooms: 1206

Restaurants: 5

2008 Revenue: \$ 127M

Iconic Involvement: John Dunlap  
served as Hotel Manager 2006 -  
2008.

This landmark hotel has stood at the center of San Francisco's civic life since 1904. Occupying a commanding location on the west side of Union Square. The historic building houses more than 600 rooms, while the modern tower annex houses another 600 rooms and impressive catering spaces, making the St. Francis one of the city's largest hotels.

# Resume of Related Business Experience

## Iconic Attractions Group

### The Atlantic Hotel & Spa

Fort Lauderdale, Florida

Rooms: 124

Condominiums: 130

Restaurants: 2

2013 Revenue: \$ 20.4M

Iconic Involvement: Christopher

Gould served as General

Manager 2012 - 2014.

An independent luxury hotel overlooking Fort Lauderdale Beach, the Atlantic boasts the largest rooms in market, averaging over 1000 square feet each. Indeed, four penthouse suites exceeded 2400 square feet and attracted an exclusive clientele including former President Bill Clinton and entertainer Tony Bennett.

In 2012 the hotel, distressed from prior mismanagement and the economic downturn, was acquired by new investors who had selected Gould as their advisor prior to their purchase of the property. As General Manager, Gould overhauled the service culture, instilling pride in the demoralized staff and winning national accolades.

Strength of product, service and a new strategic approach to revenue management resulting in stunning improvements in business results, including a 39% increase in RevPAR year-over-year. In 2013, Gould partnered with SoLita Restaurant Group to open Beauty and the Feast, replacing the hotel's tired main restaurant. Critics celebrated that decision, naming it to the *Eater* "Heatmap" and best new restaurants in the South Florida *Sun-Sentinel*.

# Resume of Related Business Experience

## Iconic Attractions Group

### Jekyll & Hyde

Jekyll & Hyde Taphouse & Grill  
Jekyll & Hyde Brewing Company  
Charlotte, North Carolina Area  
Iconic's Involvement: 2018 –  
present  
Role: Management; owner.  
Annual Revenue: \$2.2M, second  
location and brewery opening  
September 2019

Jekyll & Hyde's Taphouse & Grill was established in the Charlotte suburb of Matthews in 2014 and boasts an intimate dining room offering a traditional English Pub feel with a touch of steampunk decor. The kitchen serves traditional (and not so traditional) English / Irish / American plates such as Shepherd's pie, fish and chips and our homemade bread pudding. Some of our other traditional and signature dishes include center cut steaks, hand pattied burgers and flatbreads. All our dishes are made from scratch with only the freshest ingredients.

Hyde's bar brings the steampunk design a step further with reclaimed wood and metal art including a collection of steampunk guitars. The drinks focus on local craft beer featuring over fifty on tap. Craft cocktails share the spotlight with wine selections paired to the chef's offerings.

To grow, we acquired an historic building in the National Register Historic District of nearby Belmont, North Carolina. There, we will offer a larger dining room, the largest catering venue in downtown, and most exciting of all – our own craft beer, brewed on site.