



# Sustainable Playland

A PROPOSAL TO WESTCHESTER COUNTY

MARCH 10, 2011

[www.sustainableplayland.org](http://www.sustainableplayland.org)







William M. Mooney III, Esq.  
Senior Assistant to the County Executive  
Office of the County Executive  
Michaelian Office Building  
148 Martine Avenue  
White Plains, New York 10601

Dear Mr. Mooney:

Sustainable Playland Inc. (SPI) is pleased to present this proposal to support Westchester County in reinventing Playland Park for the 21<sup>st</sup> Century. Enhancing Playland's benefits to the citizens of Westchester County and minimizing Playland's burden on County Government have been long-held interests of the members of the Sustainable Playland Board of Directors – and long-held goals of County Leadership. We are Westchester residents who have over many years, paid innumerable visits to Playland and have a deep appreciation for its nostalgic significance, but we are also experienced and successful business leaders from a broad array of industries including finance, real estate development, and law and this gives us a unique perspective. This Request for Proposals has helped us coalesce around an exciting development and stewardship framework for the future of the park, and provided the impetus for our incorporation as a not-for-profit organization in the State of New York and we are committed to being a partner to the county government in resolving the issues facing Playland Park.

We have engaged a team of industry-leading real estate, design, amusement, and parkland development and management consultants to help develop a proposal that is at once visionary and pragmatic. Our proposal includes specific program elements for Playland's redevelopment that are based on market realities and will generate sufficient revenue to reduce the County's current financial obligation – a projection supported by pro formas submitted to SPI by developer/operators who have expressed interest in teaming with SPI should we be designated as the preferred partner of the County.

However, our proposal offers more than a specific reuse program that is grounded in market realities and can substantially eliminate the County's ongoing financial obligations. Our proposed not-for-profit development and stewardship model – based on best practices for park management around the country – also provides a flexible framework for Playland redevelopment – a framework that is best positioned to withstand shifts in market supply and demand or other organizational pitfalls that may come with a for-profit developer/manager.

Ultimately, while our 501(C)3 organizational model will endow an SPI-County public-private partnership with opportunities to derive revenue from almost any program elements that could be developed at the site, our proposal – and our philosophy for the ongoing improvement of Playland – is based on three overarching goals:

- **Putting the "Play" Back in Playland** – Playland was built as the signature park of Westchester County. It was a public park endowed with quality architecture, spectacular gardens, and beachfront facilities for active recreation that were complemented by a seasonal amusement component. Over the years, it has become dominated by the amusement aspect – a development once profitable to the County that has since been proven outmoded. Meanwhile, as the County's residential population has increased and its demographics changed, its public parks no longer have the supply of active play and recreational facilities to meet this increasing demand. SPI proposes to reverse this situation, to return Playland to its former splendor and provide state-of-

Sustainable Playland, Inc.  
P.O. Box 768, Rye, New York 10580 | 914-967-1468



the-art sports and active recreation facilities, including new ballfields, a fieldhouse, revamped ice rinks, and new park areas to be complemented by an enhanced amusement zone optimized for sustainability and a top-quality dining and catering destination that takes advantage of Playland's remarkable waterfront setting

- **Ensuring Playland's Sustainability as a Park and a Business** – SPI envisions year round sustainable revenue streams generated through diverse uses of the park facilities that would mitigate the cyclical nature of the amusement park component. Moreover, under the stewardship of a not-for-profit public-private partnership, this business model will be insulated from significant shifts in real estate markets and can also leverage additional sources of revenue not available to for-profit developers, including philanthropic and government grants and sponsorships, as well as low-cost financing. Led by a board with a range of skills including concerned citizens, business executives, philanthropists, and others, this stewardship model also comes with the promise that Playland will never again be allowed to deteriorate.

**Minimizing Risk to the County** – In addition to sustained revenue streams, SPI's proposed not-for-profit management model that still brings private sector business practices to bear will help minimize risk to the County. Any alienation proceedings that may be required will be pursued under a nonprofit organization that has a core mission of maintaining Playland Park at the highest standard of care for all the public to enjoy; the tax-exempt status of the County's bonds will not be jeopardized; and the County will not be at risk of having a for-profit developer partner renege on its promises due to market difficulties.

Ultimately, we are confident that our proposal for a Sustainable Playland provides the greatest opportunity to the County to realize these goals for Playland Park for three main reasons:

- **We have performed an extensive analysis of the market potential for each of our proposed major program elements, and have received interest from quality development and management partners for each.** Our revenue assumptions were developed in collaboration with some of the best performing developer/operators for each program element, many of whom are interested in teaming with SPI should we be designated the preferred developer.
- **We have developed a business model based in best practices in the management of comparable parks that offers a significant advantage over would-be for-profit developers or operators.** With successful precedents ranging from the Central Park Conservancy to the Randall's Island Sports Foundation, the model proposed for a SPI-County public-private partnership for Playland stewardship has a proven track record. In situations most comparable to Playland, this structure has often evolved as the only tenable stewardship model that can reduce a park's operating gap while ensuring an ongoing standard of care. It is our intent to retain a professional park management company that can implement the SPI vision on a daily basis and bring to the park the best marketing, management and operating practices.

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- **We are deeply committed to providing the leadership and raising the funds required to build Sustainable Playland into a top-quality park management and stewardship organization that can endure as a responsible not-for-profit partner of the County for decades to come.** Our organization has grown quickly. We understand the amount of time and effort that will be needed to implement this plan, as well as the organizational staff resources that will be required. We are excited by this prospect. From very beginning, we knew we were in it not only to establish a flexible framework that can ensure Playland's sustainability, but also to oversee and ensure that sustainability ourselves. We have already raised hundreds of thousands of dollars to assemble this proposal, and we are confident that we will be able to raise the significant capital needed to implement our plan, as suggested in our pro forma.

We hope you find our proposal compelling, and we look forward to discussing this exciting opportunity with you at greater length. This proposal constitutes a valid, binding and continuing offer at the prices set forth in the proposal for a period of (90) days from the deadline for acceptance of proposals as set forth herein. Please feel free to call or email me with any questions you may have, (914) 527-1100 (C) (914) 967-1468 (R), naraindh@aol.com.

Sincerely,

Dhruv Narain  
President  
Sustainable Playland, Inc.

Sustainable Playland, Inc.  
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## MISSION STATEMENT

A non-profit organization, SPI's mission is to provide a Westchester community-based solution that will restore the historical and environmental integrity of Playland Park and propose a plan for its EVOLUTION into a SUSTAINABLE PARK that is fully in the public domain with increased open green spaces and access to the shoreline. To include:

- Amusement Park Components
- Educational Offerings
- Recreational and Leisure Activities
- Arts and Cultural Programs

**NOTICE  
PROPRIETARY INFORMATION**

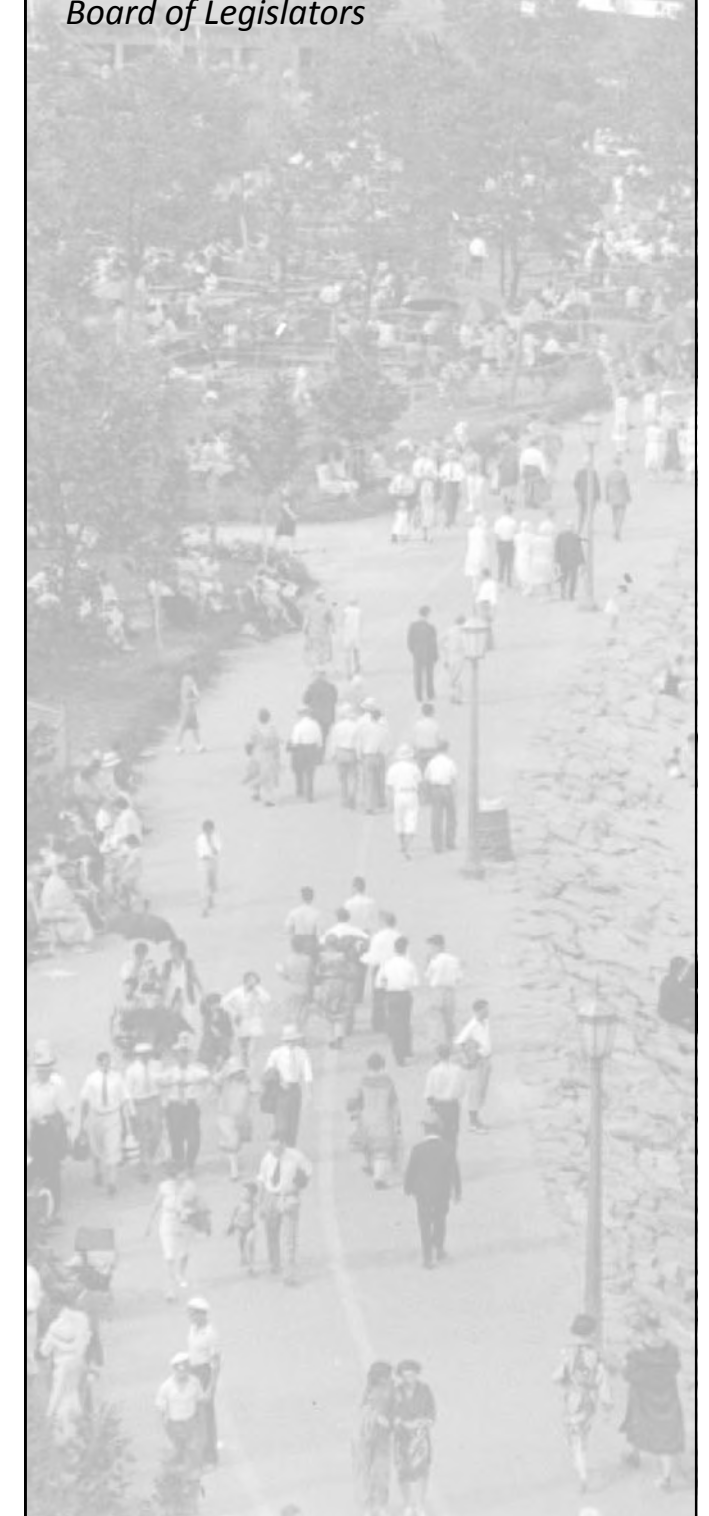
The data on pages II-15 through II-18, II-26, and III-1 through III-13 of this proposal identified by an asterisk (\*) contains technical or financial information constituting trade secrets or information the disclosure of which would result in substantial injury to the respondent’s competitive position.

The respondent requests that such information be used only for the evaluation of the proposal, but understands that any disclosure will be limited to the extent that the County considers proper under the law. If the County enters into an agreement with this respondent, the County shall have the right to use or disclose such information as provided in the agreement, unless otherwise obligated by law.”

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*“The time to act (on Playland) is now.”  
– Former County Executive Andrew P. O’Rourke, 1984 Memo to the County Board of Legislators*



## I. VISION STATEMENT

Putting the “play” back in Playland

**Our proposal seeks to restore Playland to its former glory and leverage its unique site as an unparalleled asset for the people of Westchester County.**

The 1925 report that recommended the creation of Playland aimed to achieve “the transformation of Rye Beach and Manursing Island into an unequalled seaside public park to provide clean, wholesome recreation for the people of Westchester County” (Report of the Westchester County Park Commission, April 30, 1925, pg. 25). As former County Executive Andrew J. Spano has said, “The founders (of Playland) knew they were not creating an amusement park, they wanted a park with amusements in it.” And yet, Playland has become precisely the opposite: its brand and core function is that of an amusement park, and not of the premiere public beach in the County, not of a place of democratic congregation for County residents, not of a place to enjoy a leisurely family meal, and not of a place to indulge in the nature of the Edith G. Read Wildlife Sanctuary. The SPI Plan, at its core, is focused on precisely what the founders planned – a transformation into a seaside public park to provide clean, wholesome recreation for the people – and on best practice models for 21st Century park management and operations that will make Playland sustainable environmentally and financially for the current and future residents of Westchester County and beyond.

**Playland Park will be a place for everyone.** By returning the public park elements to Playland, augmenting the number and diversity of uses, and eliminating the entrance fee, Playland will once again be a public park for everyone – not only families and teenagers who enjoy the amusements, but also senior citizens who want to enjoy a waterfront park, young couples looking to stroll on the boardwalk or row in the lake, multi-generational families from around the County who come to spend the day at Playland Park. The SPI Plan seeks maximal inclusivity – not only to help create a vibrant public park,

and strengthen community ties, but also to maximize Playland’s revenue potential.

**The Park will be transformed from a seasonal destination to a year-round value enterprise.** Northeast winters are not well suited to amusement parks. The SPI Plan complements this seasonal use with a year-round destination that includes destination indoor sports facilities, waterfront restaurants and event facilities opportunities, and winter activities in the parklands. These uses will help ensure Playland Park is a wonderful place on warm summer days and chilly winter days alike, attracting people 12-months each year to both activate the park and generate revenue to support its operations and maintenance.

**By diversifying Playland’s program and providing more public amenities, the SPI Plan makes the most of the site in terms of both civic use and revenue potential:**

- Approximately 10 acres of newly-built “Great Lawn” / open space will reconnect the site to the Long Island Sound and Manursing Lake.
- 9.5 acres of new multi-purpose athletic fields will help activate this parkland and fill a significant gap in the supply of athletic venues for the County and beyond.
- A restored Ice Casino building (partially converted into a multi-use facility), will leverage this existing revenue source while maximizing the value of its prominent location on the Sound and establishing a new year-round use while retaining the ice rink and the kiddy rink on Level 1. A full-service catering company will provide an opportunity to leverage the site for events and conferences that can offer a significant net new revenue stream to the county.
- A new 72,000 SF field house will further expand Playland as a destination for athletics, tapping into excess demand in the region and also helping establish year-round activity at Playland Park.
- A revamped Amusement Zone, complete with

modern updates to Kiddyland and restored historic rides, will continue Playland’s amusement legacy and optimize the revenues from this program element that will now be only part of a wide range of revenue sources.

- The beach area will be maintained, enhanced by its new setting within a multi-function public park – as opposed to just an amusement park.
- The Westchester County Children’s Museum, which is being advanced separately from the SPI proposal, will complement SPI’s proposed vision, creating a year-round destination for families – targeted users who will have the opportunity not only to go to the Museum, but also to spend the entire day at Playland, dining at a waterfront restaurant, playing in a waterfront park, amusement zone, or ballfields, and attending public events.
- Restaurants and cafés will be added to the Fountain Plaza Zone and Bathhouse Terrace to enliven the spaces and diversify the revenues at the park.
- Water based activities, including kayak rentals and boat moorings, will be added to the existing paddlewheel boat and pedal boat concessions.
- Playland’s expansive field of parking will be right-sized for this new, year-round destination, and will continue to provide a sustainable stream of revenue for the Park.

Ultimately, this diversity of program elements will ensure that Playland will not only be a public park suitable to the enjoyment of all, but also a financially sustainable business model that draws on proven revenue sources, program elements with demonstrated demand in the County, and year-round use.

***“I want a new Playland that reflects the past, enlivens our present, and speaks well of our future.” - Former County Executive Andrew P. O’Rourke, 1984 Memo to the County Board of Legislators***



## A SUSTAINABLE PARK STEWARDSHIP STRUCTURE

Long-term financial flexibility and sustainable stewardship of Playland Park at a high standard of quality and care are the foundation of Sustainable Playland Inc.'s proposed management structure for Playland Park. We propose a model that leverages the resources and expertise of private sector developers and asset managers, a model built on the success of not-for-profit park stewards reinventing and managing large-scale public parks over the last three decades, a model that will ensure that the public's interest always comes first at Playland Park. SPI proposes to enter into a long-term management contract with Westchester County to serve as steward of Playland's reinvention and ongoing operations. Sustainable Playland Inc. incorporated as a New York State not-for-profit on November 24, 2010 and has an application pending before the Internal Revenue Service to be granted 501(c)3 tax-exempt status under the Internal Revenue Code (which is expected to be granted shortly) and led by a board of concerned County residents and business leaders, will have three core responsibilities:

1. **SPI will establish and maintain standards of excellence in design and operations.** Playland is not only a public park, but it is also a business – a real estate development and management project that requires long-term financial and operational sustainability. As such, one of the core factors of its success will be a standard of excellence in design and operations.

Playland Park was once a place of high quality architecture, marvelous gardens, and pristine beaches and leisure grounds. Over the years, this high standard of design and care was lost – there was insufficient capital maintenance in historic structures and a desire to expand the amusement zone left little regard for its impact on either the Park's period aesthetics or environmental responsibility. Playland will only work – and will only be sustainable – as a business and a well-maintained public park if we

reestablish the standard of excellence in design and operations that was at its core from the beginning.

As the board responsible for this standard, SPI is committed to ensuring all future tenants of Playland Park offer the highest quality of services and amenities to the public – from the quality and health of the food to the quality of active recreation and amusement services to the quality of care in Playland's physical plant. We are also committed to ensuring that the public realm of Playland – its beaches, gardens, ballfields, and promenades – are both designed and maintained at this level of quality. All operational contracts and leases in Playland Park will have these guidelines for care deeply embedded, legally binding all the Park's management company and tenants to this standard of excellence. SPI will also reserve the right to approve any and all designs of new facilities, rides, and infrastructure at Playland Park to ensure our vision for consistency of quality is maintained over the long-term.

2. **SPI will select Playland's tenants and private management company.** SPI's Board of Directors will identify, select, and negotiate terms with all Playland tenants and contractors. First, upon conditional designation by the County as the preferred developer/steward of Playland Park, SPI will structure and negotiate deals with all major Playland tenants – from the amusement park operator, to the fieldhouse developer, to the catering provider. This structure will allow SPI, whose board will include County representation, to ensure the quality of all businesses within Playland – both in terms of the services they provide the public and their organizational strength.

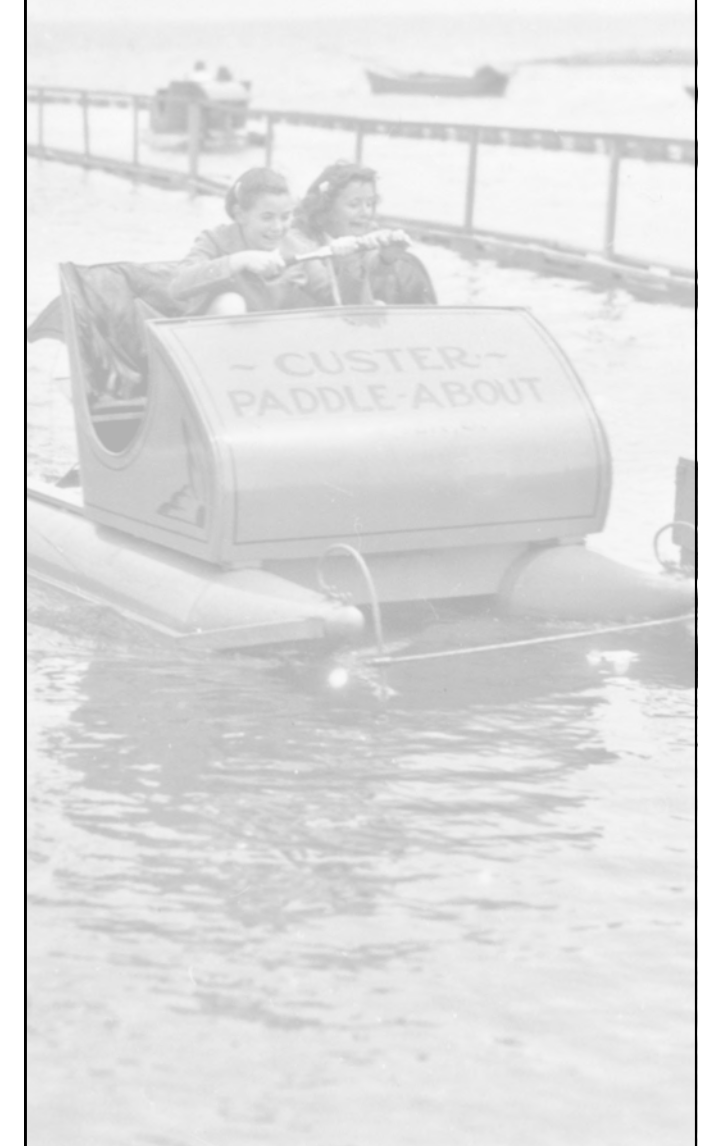
While SPI is structuring these tenant and contractor deals, the Board will also solicit proposals from asset management companies to manage the overall park. The practice of engaging private contractors to provide park maintenance and tenant services is well established. In Millennium Park, the Chicago Department of Cultural Affairs – the government agency responsible for

the park – contracts with a private asset management company, MB Real Estate, to provide all property management services. MB oversees the park's grounds maintenance, security, tenant services, and structural maintenance. The model at Bryant Park is comparable, where the Bryant Park Corporation also takes on the responsibility of programming for the park. These are but two examples of parks whose government leadership has leveraged the resources and the expertise of the private sector to manage public parks most efficiently. It is a model that works particularly well for parks like Playland where there are significant private business interests in the park. As the organization responsible to the County for Playland's sustainability, SPI will select and negotiate an operating contract with a private asset management company to operate the park under specific guidelines set to ensure operational quality.

The private asset management company will be paid a base management fee for providing its services. The company will report to the SPI Board of Directors and will have five core responsibilities:

- **Routine operations and maintenance** – the company will be required to provide all routine operations and maintenance for the asset, including grounds maintenance and sanitation.
- **Security** – the company will provide private security guards for the park to ensure its safety throughout the year.
- **Marketing and public relations** – although most of the marketing for Playland Park will come from individual tenants and operators, SPI's selected asset management company will be responsible for maintaining and promoting Playland's brand as a signature public park.
- **Events and sponsorships** – the asset management company will be required to produce, coordinate, and promote a minimum number of public events in the Park each year. These

*“The County has both a fiduciary and a stewardship responsibility to protect Playland as a public asset and a County park.” - from the 2006 Playland Master Plan*



events will be aimed at serving a diverse audience and bringing tens of thousands of people to Playland each year who would not otherwise come. The company will also be responsible for securing sponsorships related to these events and the park's physical assets to ensure a sustainable financial model for all park programming and to provide an additional source of revenue for park operations.

- **Tenant relations** – Although SPI will select all Playland tenants and contractors, negotiating lease terms directly, the asset management company will be responsible for providing all tenant services on behalf of SPI. The company will manage any disputes that may arise between tenants and ensure that provisions for quality of care and services embedded in leases and contracts are maintained.

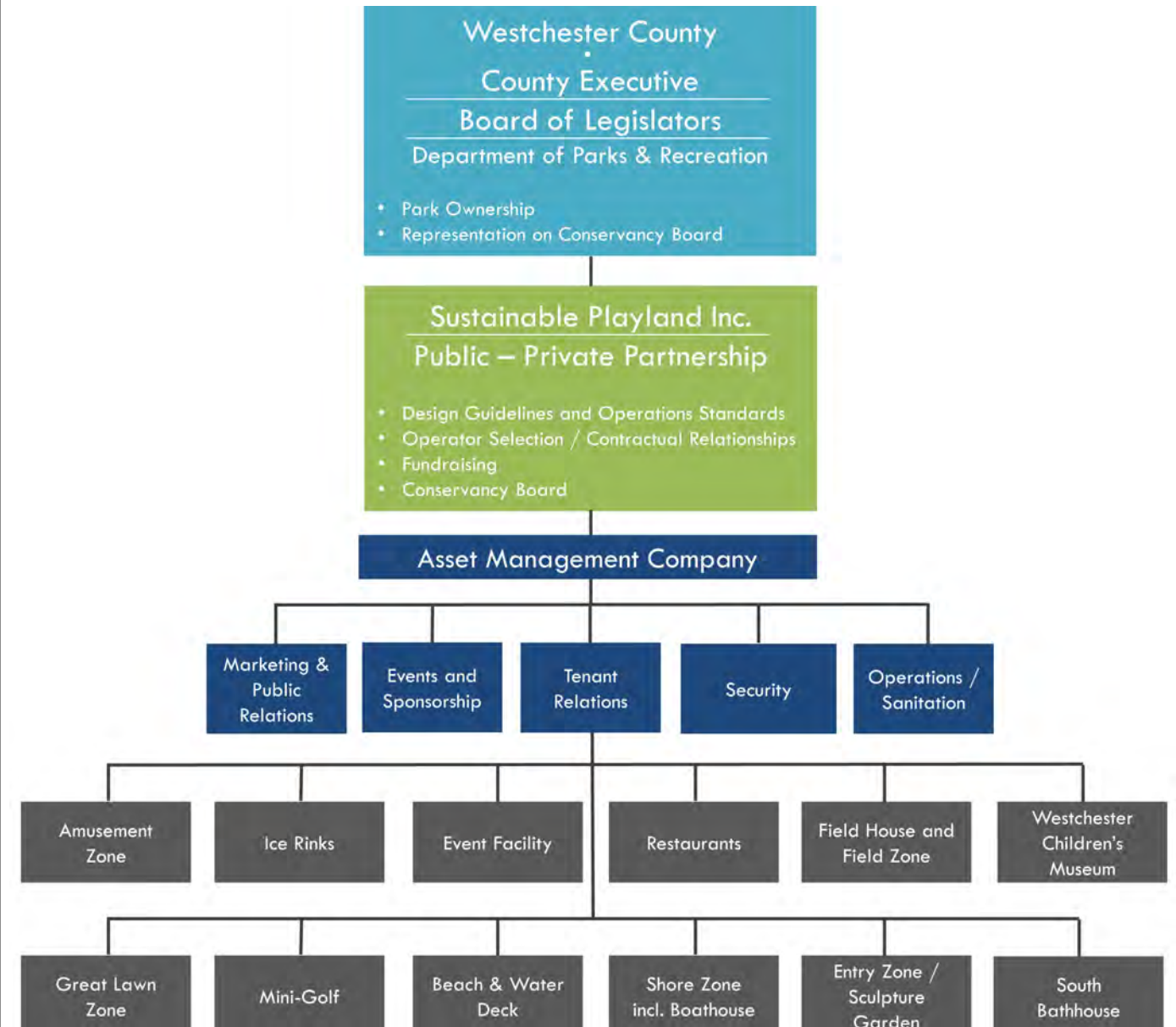
3. **SPI will raise philanthropic funds for Playland and access government grants and low-cost financing, as necessary.** A major advantage of a not-for-profit stewardship structure for Playland with 501(c)3 status is its ability to raise funds from the philanthropic community. This model has proven increasingly successful in New York and parks around the country. Over the past 30 years, the Central Park Conservancy has raised nearly \$400 million for the park's redevelopment and operations. The Friends of the High Line have raised more than \$50 million for that park. Although the pool of potential donors in the County is smaller, personal and corporate wealth is not. SPI is confident that millions of dollars in philanthropic funds can be raised in the next few years for Playland if the SPI vision is implemented, with tens of millions in donations likely to come thereafter.

However, philanthropic funds will not be the only donations and financial resources that SPI will seek from non-tenant sources. There are dozens of government grant and incentive opportunities at the local, State, and Federal levels that will be available on both competitive and discretionary bases for SPI to access. From the

New York State Energy Research and Development Authority, to the U.S. Department of Housing and Urban Development, SPI's Board will seek grants and incentives to support the development and operations of Playland Park. We are confident that several projects will qualify for existing incentive programs – including, for example, energy efficiency retrofits in the Ice Casino – and we will continue to seek grant and incentive opportunities from all levels of government. Moreover, should best-in-class operators or tenants of Playland's facilities desire to access low-cost, tax-exempt financing, they may be able to do so through SPI's not-for-profit status. While these government sources are not necessary for the viability of SPI's proposed development, they are an additional resource that can be made available to increase opportunities for public programming and signature public park design features.

This proposed organizational and stewardship model is proven, viable, and effective. It leverages the advantages of not-for-profit status at the top, and private sector management on the ground. It can ensure that the public interest always comes first at Playland, and that the County can rely upon the fact that this disposition of rights to Playland's development and operations will be its last; this is not a structure that will default on its responsibilities or renege on its promises. Nonetheless, the only way it will be proven to work at Playland – proven to be able to develop the revenue sources that will sustain Playland's development and operations – is if Sustainable Playland Inc. is designated as the preferred developer and steward for Playland, and can begin to solicit proposals from and negotiate deals with prospective tenants and operators.

## PROPOSED ORGANIZATIONAL CHART FOR A PUBLIC-PRIVATE PARTNERSHIP





## VISION PLAN CONCEPT DIAGRAM

As SPI considered new parkland uses for the site, it carefully chose ones that would fit into the existing historic park's landscape and buildings, respecting the neighbors and taking advantage of the incredible shoreline location. To that end SPI has reconceived the park into the following zones:

1. Entry Zone – Landscaped Sculpture Garden (with recommended Parkway Enhancements)
2. Amusement Zone – Kiddyland, Historic Rides, New Rides, Arcade Games, Food, etc.
3. Arts / Education Zone – Westchester Children's Museum and Arts / Education Component
4. Beach Zone—Beach, Water Deck, Cafés
5. Fountain Plaza Zone – Ice Rinks, Restaurants / Seasonal Cafés / Outdoor Dining, Events, etc.
6. Great Lawn Zone – Great Lawn along the Sound and the Promenade
7. Shore Zone – Beach, Pool / Water-deck, Moorings, Sailboat / Kayak Rental, and Boathouse
8. Field Zone – Athletic Fields, Fitness Paths



DESIGN CONSTRUCTS DIVNEY • TUNG • SCHWALBE HRA A.P. Construction Company  
Intelligent Land Use

VISION PLAN CONCEPT DIAGRAM

## PLAYLAND: YESTERYEAR VERSUS TODAY

**A** review of the existing Playland Amusement Park compared to when it was originally constructed reveals the following alarming trends:

- A. The diversity and mix of uses has been reduced since the original opening of the park, resulting in a very narrow income stream. When Playland first opened had restaurants and café dining on the fountain plaza and pool terrace, a Japanese Tea House, a playground, a schooner, a replica of Noah's Ark, a worthy miniature golf course, and a roller rink, among other attractions.
- B. The physical condition of the park is deteriorating at a fairly rapid rate due to the age of the buildings and other structures, accelerated by the harsh sound shore environment. The current state of repair and deferred maintenance threaten the National Historic Landmark structures. The lack of maintenance of seemingly minor elements – like replacing the glass in an exterior light fixture – is causing water intrusion and degradation of the exterior of structures throughout the park.
- C. Playland occupies over 10% of the County's public shoreline on the Long Island Sound, however in its current state ignores its fragility and unique qualities of this environmentally sensitive area.
- D. Many of the changes over time instituted at Playland would not have been allowed if this property had undergone the same environmental and State Historic Preservation Office review and approval processes with which the private sector must comply.
- E. Existing lease agreements are not enforced leading to encroachments / lack of caring by the vendors which degrade the public experience of the park.



Japanese Tea House



Terrace Dining



Playground



Poolside Dining



Playground

**KIDDY  
PLAYGROUND  
SUPERVISED PLAY  
FOR THE  
YOUNGSTERS**

*“Playland Park is unique with respect to its waterfront setting, structures and overall ambiance. Aside from their historic and architectural significance, the structures, landscape and general site organization create a magical themed environment not unlike that of the World’s Columbia Exposition” - from the 2006 Playland Master Plan*

# Today



Flume ride dominating over nature



Transfer Station dumpsters located at entrance to Edith Read Sanctuary



Blocked Midway View to Sound



Current Colonnade Fascia Treatment



Building deterioration due to lack of maintenance

*“New buildings and structures should respect the historic fabric of the Park yet be clearly recognizable as contemporary. These new structures should be situated to maintain the original layout of the park.” - from the 2006 Playland Master Plan*



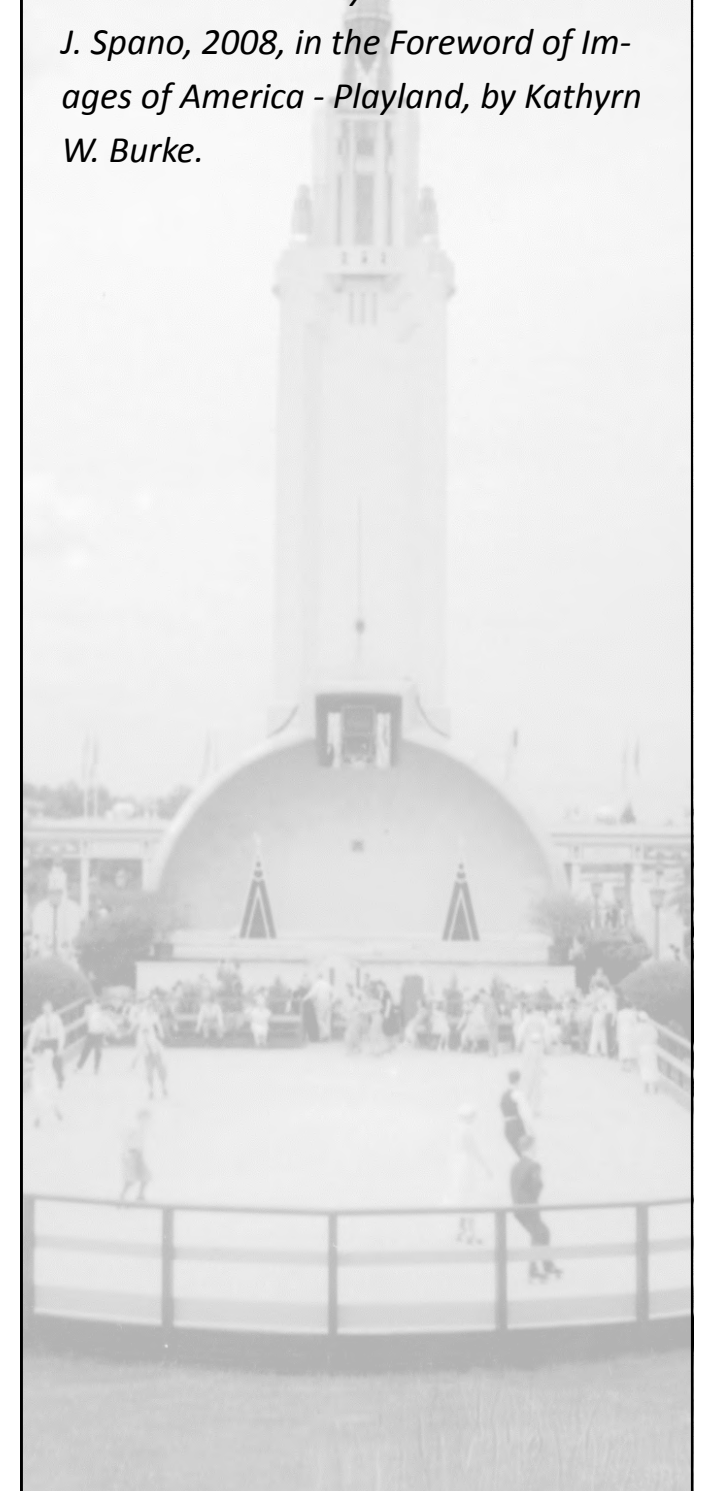
## II. PROJECT DESCRIPTION

**S**ustainable Playland, Inc. is proposing a Vision Plan to achieve SPI’s goal to return the park to be more like it was originally – a multi-faceted jewel of the Westchester County Parks System! It is important to note Playland’s original vision “for the transformation of Rye Beach and Manursing Island into an unequalled seaside public park to provide clean, wholesome recreation for the people of Westchester County” (noted in the Report of the Westchester County Park Commission, April 30, 1925, pg. 25). The Vision Plan is SPI’s strategy to bring together the best of the past, the present and the future for the benefit of Westchester County residents. A look back provided some insights into what the Vision Plan should entail.

*Amusements are very much a part of Playland in Sustainable Playland’s Vision Plan!* Based on historic documentation review, market research and extensive community outreach, SPI developed and refined a list of the uses that we believe serve the widest County constituency. In doing so, SPI looked at the existing programmatic uses at Playland and compared them to those at Central Park – and the uses envisioned at the Sustainable Playland of the future. As highlighted in the comparison chart, it is interesting to note that Sustainable Playland has all of the uses of the original Playland, plus all of the uses of Central Park – except the horse drawn carriages and zoo.

DESIGN ELEMENTS	TODAY’S PLAYLAND	CENTRAL PARK	SUSTAINABLE PLAYLAND
Nature Sanctuary	✓	✓	✓
Lake	✓	✓	✓
Ice Skating Rink	✓	✓	✓
Carousel	✓	✓	✓
Boathouse	✓	✓	✓
Historic Structures	✓	✓	✓
Fountain	✓	✓	✓
Restaurants / Cafes / Food	✓	✓	✓
Outdoor Stage	✓	✓	✓
Pool / Water Deck	P	P	WD
Pedal Boats	✓	✓	✓
“Great Lawn”		✓	✓
Sculpture Garden		✓	✓
Sports Fields		✓	✓
Bike Paths		✓	✓
Fitness Trails		✓	✓
Museum		✓	✓
Playground		✓	✓
Kiddy Rides	✓		✓
Historic Rides	✓		✓
Arcade Games	✓		✓
Boardwalk	✓		✓
Promenade	✓		✓
Beach / Shoreline Access	✓		✓
Parking	✓		✓
Paddlewheel Boat Ride	✓		✓
Sailing / Kayaking / Etc			✓
Tennis / Handball		✓	
Zoo		✓	

*“The founders knew they were not creating an amusement park, they wanted a park with amusements in it.” – Former County Executive Andrew J. Spano, 2008, in the Foreword of Images of America - Playland, by Kathryn W. Burke.*



# SPI VISION PLAN



DESIGN CONSTRUCTS DIVNEY • TUNG • SCHWALBE HRA A.P. Construction Company

VISION PLAN

## VISION PLAN ZONES: ENTRY ZONE

The impact of the re-envisioned Playland Park will be evident upon coming in through the main entrance. It will set the stage for the transformative feeling of being at a special place. With a lush garden area and a sculpture garden to bring the space alive, the somewhat barren-feeling reminiscent of the “Model-T era” will be transformed. The SPI vision is to make the entrance, welcoming, interesting and exciting!

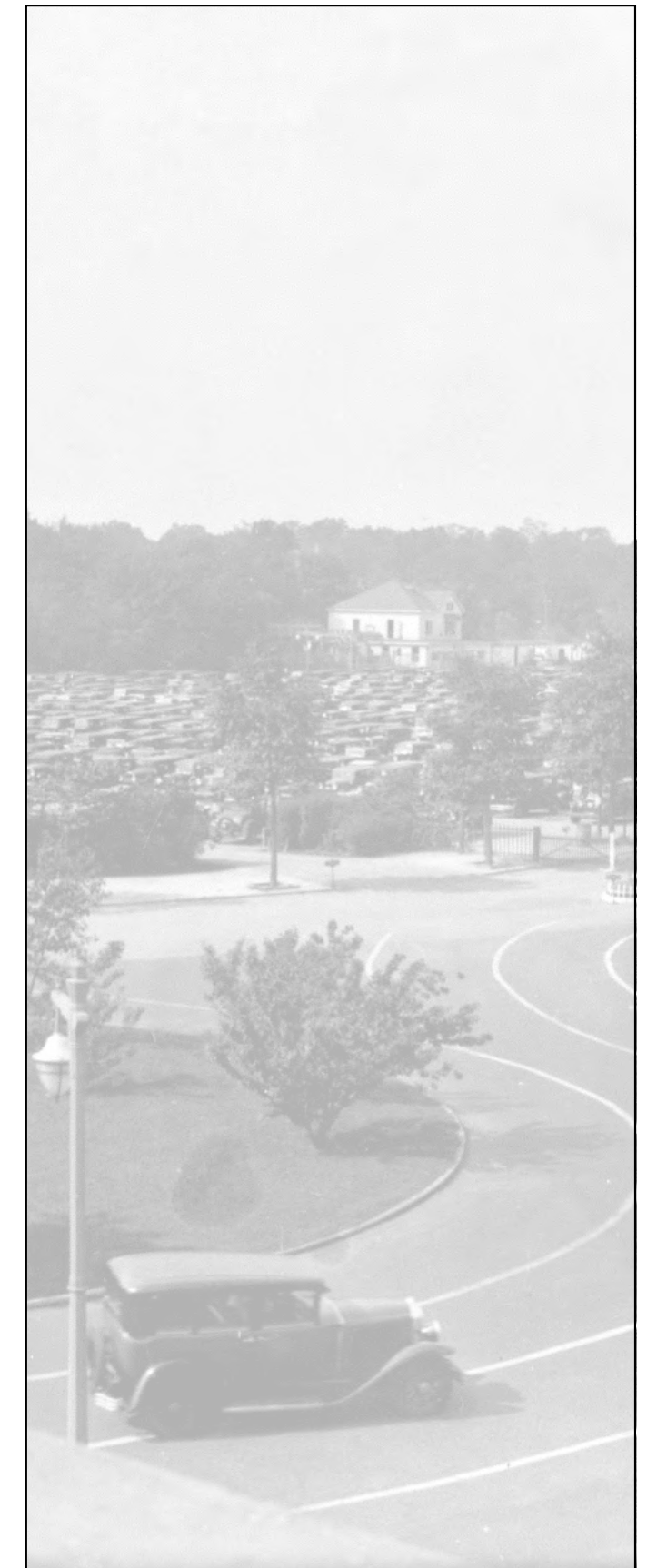
Partnering with ArtsWestchester, MOMA or other arts organizations, SPI intends to infuse the landscape areas to the north and south of the main entry with plantings and outstanding sculpture pieces to signal to the visitor that they are entering someplace wonderful. As noted in “A Super-Park in the Making” in 1928: “There will be no barren holes in Playland. Every nook will be planted to soften the lines of the buildings, freshen the ground area, and form grooves . . . between the buildings. Hedges, lawns, flowers, and trees will form a most important part of the beauty of Playland.”

In fact, even before entering the park proper, SPI proposes to work with Westchester County to improve the right-of-way along the Playland Parkway. A number of encroachments have been made and the landscape quality of this part of the historic parkway system has been compromised. Cars and boats / trailers are often illegally parked in the right of way, on County property, between Milton Road and Forest Avenue, detracting from the experience of arriving at one of the most significant open spaces in the County.

It should be noted that SPI’s Vision Plan based on market research of the proposed uses has provided appropriate and right-sized parking. SPI proposes to work with the County and the City of Rye to make improvements to ameliorate the impacts of traffic caused by Playland Parkway’s intersection with the local roads – especially on peak / holiday weekends.



Encroachment from adjoining properties



## VISION PLAN ZONES: AMUSEMENT ZONE

The vision for the Amusement Zone is that of fun family entertainment focused on families - children, parents and grandparents in all combinations - in a wonderfilled and inviting setting. Amusements as well as all of the historic rides listed in the National Landmark Designation Report are very much a part of Playland in the Sustainable Playland Vision Plan!

Playland was originally designed as a park with amusements in it. SPI proposes to make the best family-friendly amusement zone possible out of the Kiddyland and Dragon Coaster quadrants – replacing non-historic / low-quality rides and attractions with a mix of rides that will re-establish a high quality atmosphere to this portion of the overall park experience.

The two quadrants proposed as the “Amusement Zone” are the Kiddyland and Dragon Coaster areas along the existing Main Parking Lot. All of the historic rides are contained within these two quadrants, except for the Grand Carousel. (The two other quadrants which currently contain rides will be converted into the Great Lawn Zone, except that the Grand Carousel shall remain in its current location, as a jewel on the Great Lawn.)

An enhanced and whimsical Kiddyland consistent with its original design, improved food offerings, and arcade games will restore the original Playland brand.



The Kiddy Coaster



The Derby Racer



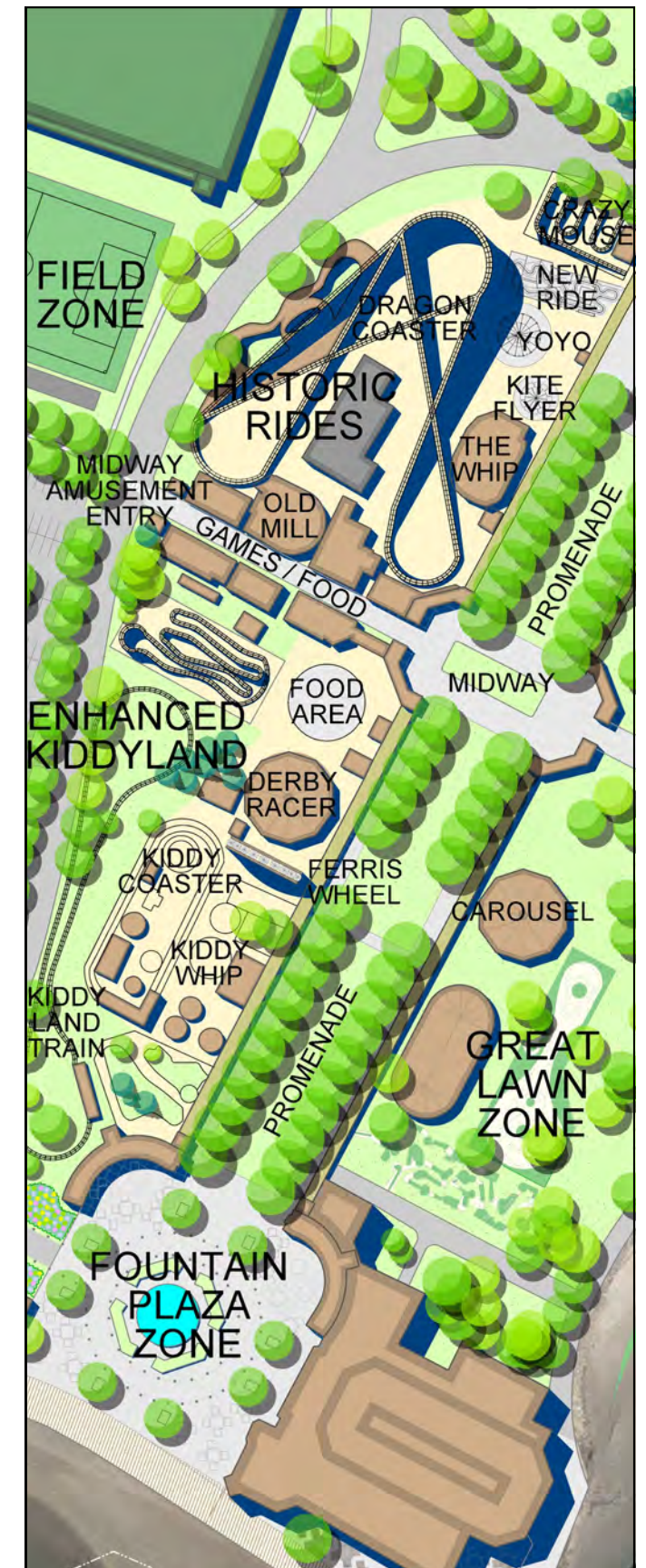
The Kiddy Carousel

### HISTORIC RIDES

1. Amusement Zone (South) – Kiddyland Quadrant
  - A. The Kiddy Coaster
  - B. The Kiddy Carousel
  - C. The Derby Racer
2. Amusement Zone (North) - Dragon Coaster Quadrant
  - A. The Dragon Coaster – undoubtedly the most iconic ride!
  - B. The Whip
  - C. Ye Old Mill
3. Great Lawn Zone
  - A. The Grand Carousel



The Dragon Coaster



## VISION PLAN ZONES: ARTS / EDUCATION ZONE

Comprised of the two original bathhouses, SPI's vision plan is to take advantage of this location for arts / educational purposes. The Westchester Children's Museum is an integral part of SPI's vision as we view it as a synergistic relationship. SPI understands that a lease is pending for this popular non-profit but for the purposes of our proposal we assume that they will be granted a lease and that for the present they will locate their enterprise in the North Bathhouse.

SPI's has had discussions with the WCM regarding the flexibility to locate the museum elsewhere on the site, should a higher and better use be found for this waterfront site, however we regard the WCM as the anchor of the Arts / Education Zone.

Consistent with that notion our proposal suggests the inclusion of another arts/education facility in the South Bathhouse to provide a clustering of activities that compliment each other.

## BEACH ZONE

SPI proposes to run the beach operation with more amenities – chair and sun umbrella rentals, and “beach food”, and beach activities (e.g water slides, floats, etc) to enhance the “day on a sound, resort feel”. The locker and service areas would be upgraded to reinforce this feeling and universal access via elevator / ramps would be provided between the beach, boardwalk and Bathhouse upper terrace levels.

Given the condition of the existing pool (and the liability associated with deep water pools) and the significant market shift in water-based recreation with the advent of active water play decks, SPI proposes a dual-purpose re-visioning of the pool area, with it becoming:

- A water splash deck by day – say 9am to 5pm –

for lots of “children of all ages” to frolick in a fun, safe, water-based activity, and

- A mini “Bellagio” style fountain by night – lit and visible from the Entry Zone as people arrive for dinner at the Terrace Cafes.

So for those who want a place to cool off during the day, but don't like swimming in the sound, the water / spray deck, with shallow water zone would be a wonderful new amenity within the Beach Zone.

In addition to the splash deck / fountain on the existing pool terrace level, SPI envisions a magnificent lighted, water feature with weekly shows in the waters just off the Beach and Fountain Plaza Zones – at the intersection of the Promenade axis and the Bathhouse Terrace axis. We believe that this – like so many great water features around the world could be a real attraction all year round, without the noise of fireworks (which we would continue, but perhaps on a less frequent basis to make them even more special). We believe that making the entertainment more water-focused is in perfect harmony with the original vision of Playland, the mission of Sustainable Playland, and Playland's incredible shoreline location.





## VISION PLAN ZONES: FOUNTAIN PLAZA ZONE

The historic fountain is the central feature in the Fountain Plaza Zone, surrounded by iconic Art Deco buildings including the Casino Building, the Administration Building, and the restored outdoor cafes.

The founders of Playland had intended for the Casino Building to be a truly multi-functional space: an ice rink, Ballroom, restaurant space and exhibit space were just some of the uses for which it had been purposed in the original. With that background, SPI is proposing to restore the original multi-functioning to the Casino Building. A signature building, it will be restored to its original grandeur while the interior will be re-purposed. It will have “ice” and a whole lot more!

The concept for the entrance to the building is to take maximum advantage of the high ceilings by bringing in light and creating a feeling of space. A grand stairway leading up to a multi-use event facility will offer breath-taking views of Long Island Sound. The main ice rink will remain in its present location, while the skate rental and the food concession on the first level will be re-oriented to the north side of the building.

The food concession attached to the ice rink would be accessible to patrons from inside the building but will also have an entrance from the Fountain Plaza.

Based on the current interest expressed by restaurateurs, SPI’s proposal envisions the Fountain Plaza being a year-round dining destination with cafes and restaurants taking the place of the present-day Burger King (originally the Dragon Deli) and Administrative Building. In the summer months the space will come alive with seating spilling out onto the Plaza and the Fountain in its full glory.

All the buildings surrounding the Fountain Plaza will be returned to their original configuration, removing the inappropriate, non-historic additions added over many years.



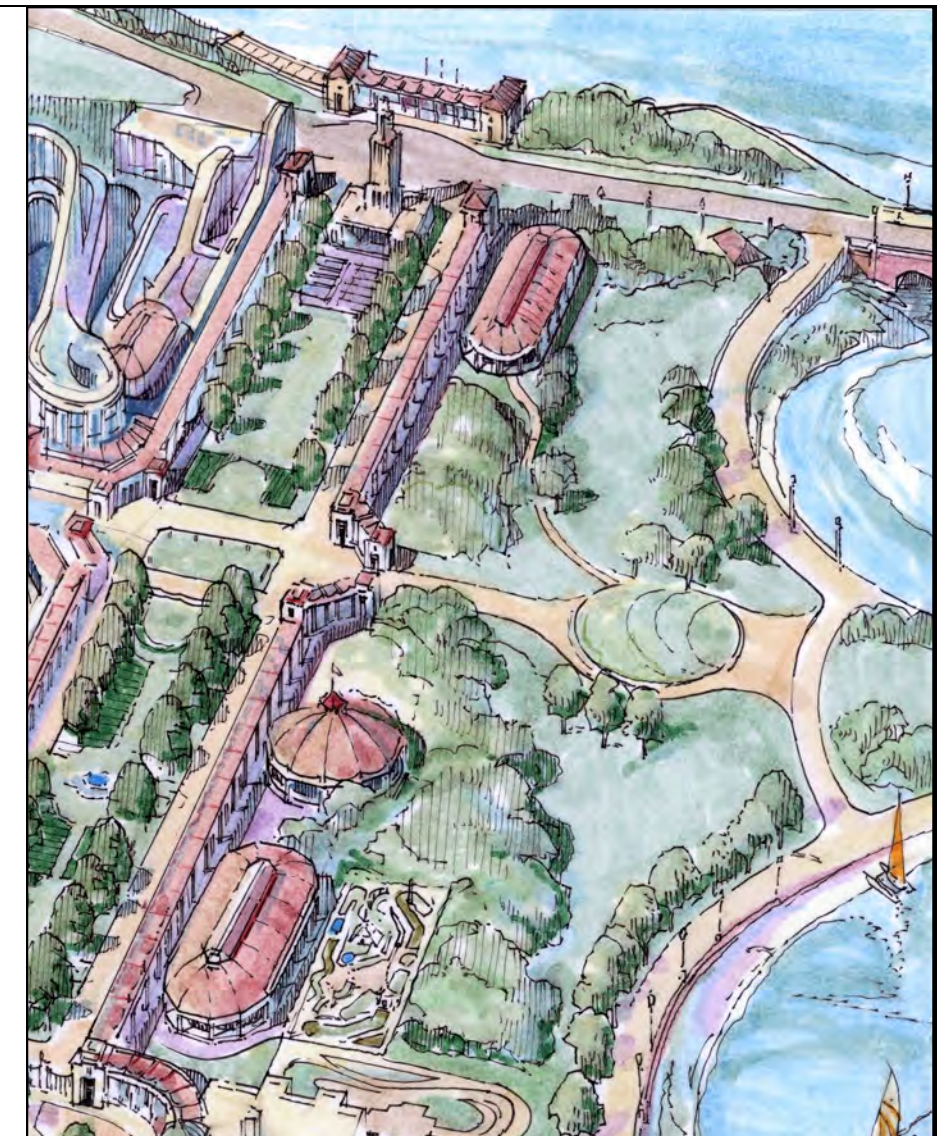
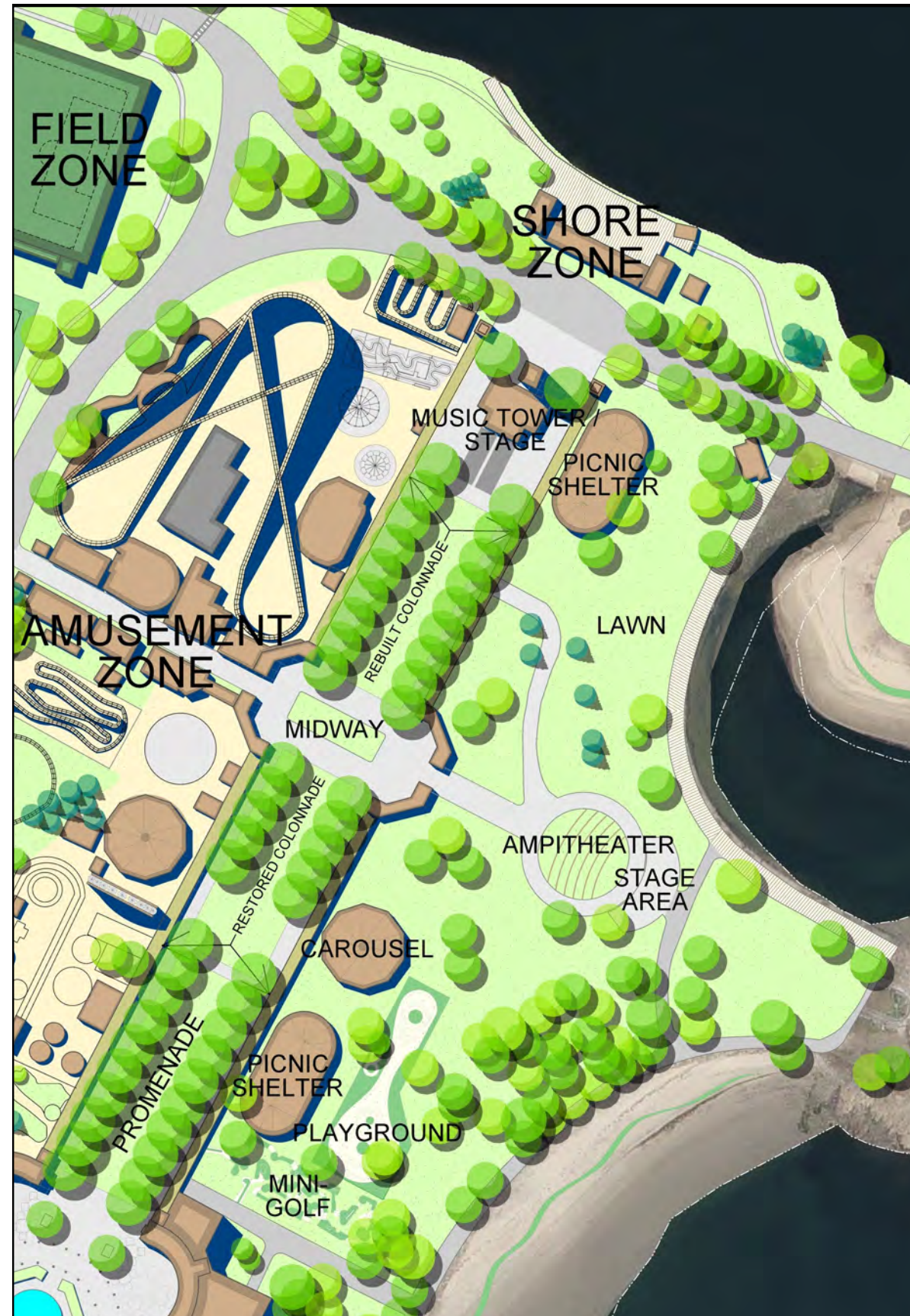
*“Recommendation #3: Restore Fountain Plaza: Restore the Fountain Plaza including relocation of the miniature golf course.” - from the 2006 Playland Master Plan*



## VISION PLAN ZONES: GREAT LAWN ZONE

One of the unique features of SPI's proposal is the concept of creating a "Great Lawn" on the Sound in keeping with the need for open space and a heightened awareness of environmental issues and the need to foster community spirit.

- Picnic shelters, Playgrounds and Mini-Golf are provided for in SPI's proposal to encourage the enjoyment of the outdoors and passive recreational activities.
- The Grand Carousel will be the jewel of the Great Lawn – continuing in its existing location it will sit majestically along the Colonnade surrounded by lawn and trees allowing for an unfettered view of it by park users and from it of Long Island Sound.
- The central Promenade is included in the Great Lawn Zone and will be open to the public year round providing a new way to circulate through and enjoy the surroundings of the park in its entirety. The Colonnades flanking the Promenade will be refreshed and rebuilt/extended to the North end.
- A stage will allow for seasonal performances, with views of the Long Island Sound in the background.
- The already restored Music Tower marks the end of the Promenade and will provide a venue for community gatherings and seasonal performances.



## VISION PLAN ZONES: SHORE ZONE

The peninsula between the Great Lawn Zone and Edith Read Wildlife Sanctuary is proposed by SPI to serve as an open program area, meadow and kayak launch. The meadow in this area is used as a nesting area for the Killdeer species of bird in the springtime, and should continue to do so, under the stewardship of the Friends of Edith Read Wildlife Sanctuary. A wide range of recreational / leisure uses can be accommodated in this area, including individual exercise and recreation.

SPI would seek grants and other funding to restore the Manursing Lake shoreline adjacent to the historic Boathouse, as the County is doing along the lake shoreline approaching Edith Read Sanctuary. The overuse of the area in the recent past has degraded the environment and needs to be reversed to enhance the overall quality of the experience of the lake and encourage the fragile shoreline to be habitat for native species of plants and animals. Instead of the use of the lake shore for picnicking, SPI proposes that the terrace of the Boathouse be used for clambakes and other group outings. Sustainability improvements to the Shore Zone would also include revising the heating system for the Boathouse building to eliminate the “add-on” boiler rooms on each end with a new eco-friendly system.

This area has been used for holiday weekend overflow parking in the past and may need to serve this use on an intermittent, holiday weekend basis in the future depending on negotiations with nearby office parks for holiday weekend parking.

While SPI would continue the existing pedal boat and paddlewheel boat concession, no intensification of the use of the lake is envisioned, as it is protected by the enabling legislation for the Edith Read Wildlife Sanctuary.



Shore Dune and Kayak Launch Areas

*“Recommendation #5: Upgrade Boat-house Plaza: The plan recommends an overall upgrade of the area surrounding the Boat House” - from the 2006 Playland Master Plan*

*“The shoreline path is now currently underutilized as a site amenity” - from the 2006 Playland Master Plan*

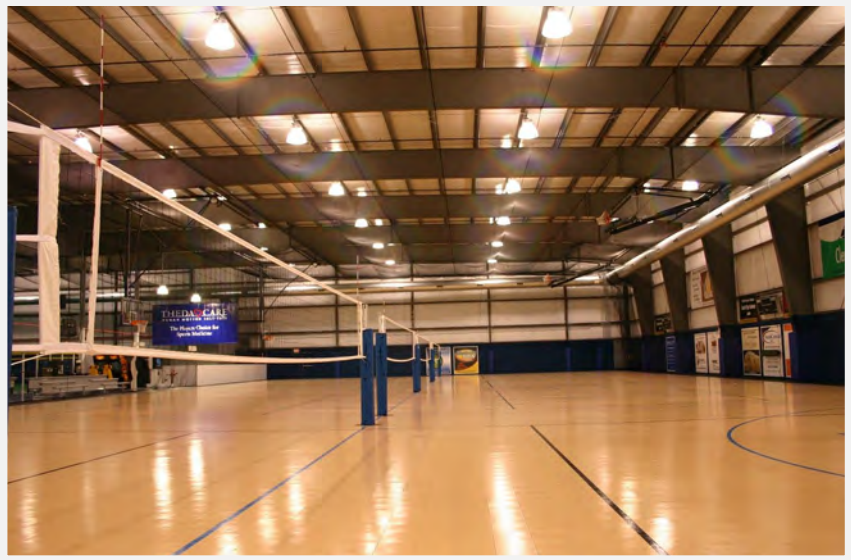
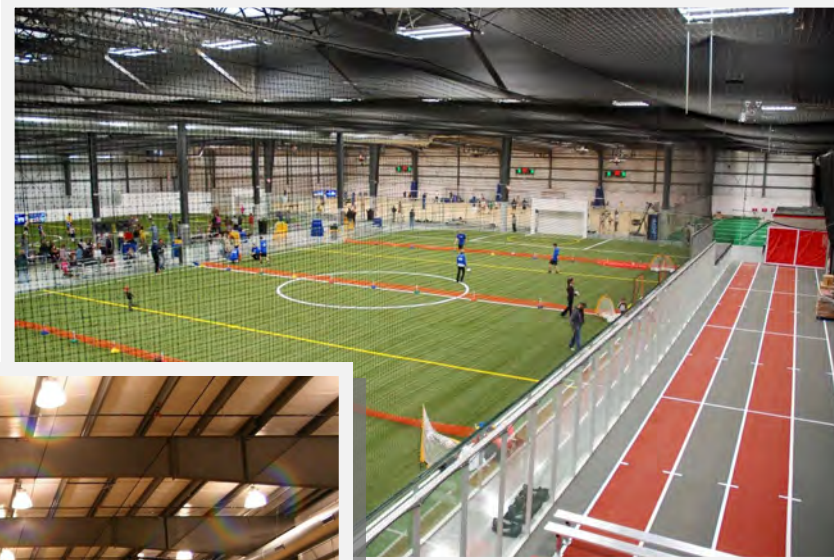
## VISION PLAN ZONES: FIELD ZONE

As the recreational needs of the County residents have evolved over the last century, pressure has been mounting for recreational field space. Soccer, lacrosse and other field sports have become extremely popular for a range of age levels and towns, villages and cities across the County are pressed to build more fields in mature suburban communities with little open space remaining. This is the thrust of SPI's proposal: The pressing need for recreational field space that has year-round availability.

SPI's Vision Plan has recreational fields in the north half of the existing main parking lot. The Plan delineates three outdoor multi-use fields (150' x 200' each) and one large, indoor multi-use field (180' x 300') inside a new fieldhouse. Artificial turf fields are proposed so as to address the need for extensive use, which natural turf fields could not withstand.

The proposed Field House has been carefully located with the abutting neighbors in mind, so as not to block any view corridors toward Playland or Long Island Sound, down any adjacent streets – including Beck, Wainwright, Horton, Rosemere, Adelaide, Sanford, Roosevelt, Beary or Heritage – all of which abut the existing main parking lot. The Field House is situated so as to be blocked by the existing maintenance buildings, which will remain. The Field House would contain the restroom / locker facilities for the entire Field Zone, as well as limited food and sporting goods concessions serving these uses. Parking is located just north of the Field House to provide easy access for drop-off and pickup.

Additionally, it is envisioned that the outdoor fields would be lighted – with state-of-the-art lighting, designed to shield the adjacent residential neighborhood while being energy efficient.



Indoor Fieldhouse Options



**SPI VISION PLAN CONCEPT DIAGRAM**



DESIGN CONSTRUCTS DIVNEY • TUNG • SCHWALBE HRA A.P. Construction Company

**VISION PLAN CONCEPT DIAGRAM**

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## CONSTRUCTION PLAN

The SPI Vision Plan is a framework which will take a few years to implement, during which period SPI proposes that the public-private partnership manage the entire park from the date of award of the contract forward. The estimated timelines for the implementation of the SPI Vision Plan improvements indicated on the Implementation Schedule take into account the following:

1. In 2012 SPI proposes to run the park essentially “as is” to allow time to develop the design and construction documents, go through the permitting process, and construct the various improvements delineated on the Implementation Schedule, as described herein.
2. Depending on the type of construction (new construction vs. renovation - or project component size – or component complexity due to location) SPI has taken into consideration the time necessary for the design, permitting and construction of the improvements, as well as the need to fundraise and seek grants to cover the cost of the improvements.
3. SPI has assumed that up to 30-year leases can be granted per the provisions of County Charter Section 104.11.5.f so that capital costs for major improvements can be amortized over time. Should “friendly” alienation be required for any uses, that additional process will need to be factored into the schedule. SPI is not proposing “privatization” of the property – as the entire park would remain in the public domain.

The Vision Plan Implementation Schedule (incorporating the RFP’s required preliminary construction schedule) shows the sequence and optimal durations anticipated for the design, permitting, and construction phases of the different projects, while other park components continue to operate in either their existing or completed forms. The Implementation Schedule’s activities (other than the con-

tinuation of existing operations) begin after the completion of any overarching SEQR process that may be required for the changeover from Playland in its current form to its future form. Once awarded the project, with input from the County, SPI will produce an Integrated Master Schedule which will serve as the guide for all future interactions on the project.

The following is provided to augment the information requested in the RFP and demonstrate the SPI team’s grasp of the broad range of project management and construction issues:

**Construction Methodology:** From the onset of this project there will be close partnering between SPI and the County, since both would be responsible for maintaining a safe park environment, allowing an open exchange of ideas and solutions to be effected seamlessly – thereby protecting the health, safety and welfare of the public.

**Site Safety:** SPI would require the Construction Manager to have comprehensive Site Safety Program and as part of the ongoing Site Safety Program, each Project Manager and Site Superintendent receives a copy of the Site Safety Manual containing government publications from the U.S. Department of Labor OSHA Site Safety & Health Standards Digest and Code of Federal Regulations.

**Value Management:** The Construction Manager has considerable opportunity to influence the SPI team in the design development phases, including value engineering to realize maximum cost savings. In addition, the Construction Manager’s input during the design stage, as a result of continual interaction with all of the trade contractors, will provide valuable input in assisting the design team to optimize the design. Input from subcontractors will greatly improve the process integrating innovations to improve the design and engineering of the improvement, and address constructability issues before they would become field issues, avoiding typical construction delay claims.

**Procurement:** SPI’s CM will work with SPI and the County to prepare detailed estimates in accordance with industry standards, as well as to procure the construction through a deliberative process of scoping, bidding, bid evaluation / “de-scoping”, and negotiation. Transparency and due diligence are necessary to procure the construction at the best value for the benefit of the County residents.

**Permitting and Grants:** Federal, state and local permits may be required for certain Vision Plan elements, including utility relocation and extensions, shoreline restoration efforts, stormwater management improvements, and new or renovated buildings. In coordination with Westchester County, SPI intends to apply for applicable grants from organizations such as the Long Island Sound Study Futures Fund (water quality, habitat quality, watershed management, stewardship) or the New York State DEC Water Quality Improvement Project program (aquatic habitat restoration). Permitting and grant application efforts will be initiated in sequence as soon as the overall program, preliminary design and project schedule have been finalized, in coordination with the overarching State Environmental Quality Review Act process for the project.

**Scheduling:** Maintaining project schedules (and controlling the costs) requires careful advanced planning, where each major area is broken down into its basic elements and the interdependencies and sequential order of major tasks and operations are identified. SPI’s integrated master schedule will identify activities from project conception to completion and focuses on overall project development by including such aspects as design team selection, conceptual and preliminary design, regulatory and permitting requirements, financing, and preconstruction tasks, as well as construction activities: by trade, as bidding and award, shop drawing preparation and fabrication, tasks, milestones, and critical paths. Supplemental schedules would be developed by trade or area component as needed to maintain the overall integrated master schedule.

The preliminary Vision Plan Implementation Schedule provided at right shows the sequence and rela-

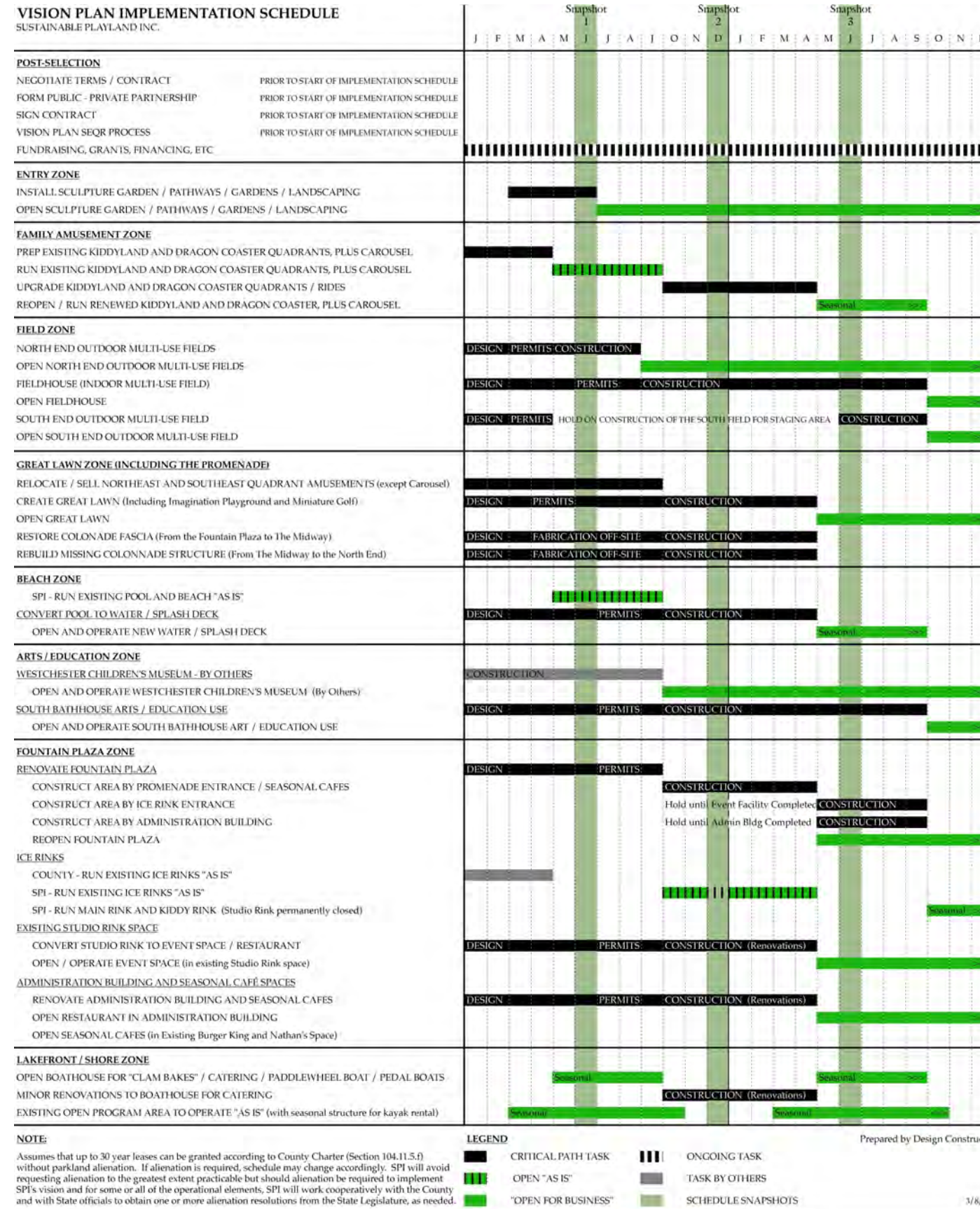
*“Playland doesn’t need drama. It needs decisions and hard work.” – Former County Executive Andrew P. O’Rourke, 1984 Memo to the County Board of Legislators*



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tionships of major activities within each of the SPI zones. For the purposes of this proposal, the Schedule starts in January to reflect considerations of seasonal park usage. Three project “snapshots” are provided following the Implementation Schedule to illustrate different stages of the transition from the existing to the future Playland under the SPI Vision Plan. Each snapshot is accompanied by a description of the major construction activities occurring at that time.

**Management and Supervision:** The SPI Team will cover the full range of design and engineering disciplines, and construction trades to successfully implement the SPI Vision Plan. The management of this effort is crucial to the process – and starts with excellent communication. Management and supervision will be implemented and maintained at every level of the design and construction team to keep the project scope, schedule and budget in control.



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## CONSTRUCTION PLAN — IMPLEMENTATION SNAPSHOTS

### SNAPSHOT 1

#### Entry Zone

The Entry Zone work consists mostly of hard and soft landscape elements and would be developed over the winter and spring of the first year. Since the last element would be the installation of plant materials, completion would be scheduled for early June. The project can be staged out of the parking lot by the south bathhouse.

#### Westchester Children's Museum

The Children's Museum is being constructed and will be operated by others in the North Bathhouse.

#### North Fields

The two northernmost fields can be constructed following the removal of existing asphalt pavement in that area, using the adjoining parking area for staging.

#### Seasonal Kayak

The construction work here is minimal and could easily be accomplished over the winter and be staged from the existing gravel parking lot.



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Intelligent Land Use

CONSTRUCTION IMPLEMENTATION—SNAPSHOT 1



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**SNAPSHOT 2**

Great Lawn & Colonnades

The Great Lawn work consists of several diverse elements. The removal of the foundations from the rides and the relocation of the picnic shelters will need to proceed before the landscaping, playground, and miniature golf can be developed. This work can be staged from the north end of the Great Lawn area with the final landscaping moving from south to north to minimize disturbances of finished areas or other activities. The renovation and extension of the colonnades and the buildings on the cross axis would be done first with the new tree plantings and other landscape elements being implemented in the spring. The work would be staged from the north end around the tower and stage.

Amusement Zone

This work consists of the removal or renovation of existing rides and the addition of new rides within the two quadrants west of the Central Promenade. It can generally be staged within the two quadrants, or during the off-season, in the adjoining parking area.

Boat House

The proposed work here is minimal and would be staged from the parking area in front of the building.

Field House & South Field

In order to avoid conflicts with the operation of the Amusement Zone and the construction further to the east, construction for the Field House will be staged on the adjoining parking area to the south that will become the South Field. The field house would be staged to be completed during the late winter so that South Field could be completed in the spring before the Family Amusements Zone opens for the season.

Seasonal Cafes

The creation of the outdoor seasonal cafes in the north part of the Fountain Plaza would occur concurrently as the south end of the Promenade are being renovated. Ideally this would happen over a winter/spring time frame.

Studio Rink Event Space

In order to minimize conflicts with the ice rink opera-

tion, the transformation of the Studio Rink to Event Space would optimally occur from spring to early fall. It would need to be staged on the Fountain Plaza, which would be closely cordoned off to avoid conflicts with pedestrian use of the boardwalk, pier and Great Lawn.

Administration Building

This work is primarily interior renovation and could be

staged from the adjacent parking lot. This work also wants to be done in the spring to early fall time frame and will need to be carefully separated from pedestrian use of the boardwalk and plaza and vehicular use of the parking lot.

Water Deck

The Water Deck can be staged from the parking lot by the South Bathhouse. Clear separations will need to

be established from the vehicular and pedestrian circulation routes for the adjoining Westchester Children's Museum.

Arts / Education

The Arts / Education use in the South Bathhouse can also be staged in the adjacent parking lot.



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**CONSTRUCTION IMPLEMENTATION—SNAPSHOT 2**

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**SNAPSHOT 3**

Field House, South Field & Parking

Landscape and stormwater improvements within and adjacent to the main parking area would occur concurrently with the completion of the South Field.

Fountain Plaza

The Fountain Plaza will be reconstructed in phases to permit continuous access to all open Playland facilities. The second phase would be the area in front of the Ice Casino, including the fountain. The last phase would be the area around the administration building, which would likely be done after that building is renovated.

Arts / Education

The renovation of the Arts / Education facility would still be ongoing at this stage.



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**CONSTRUCTION IMPLEMENTATION—SNAPSHOT 3**

## PRESERVATION PLAN

The SPI proposal includes preserving, restoring and enhancing the National Historic Landmark property, including the seven landmarked rides. As the successful proponent SPI would prepare and submit grant applications to the various organizations that fund preservation of this nation's significant cultural resources.

Historic Iconic Park – The historic and cultural significance of Playland Amusement Park is well documented in the Landmark Designation Report which led to Playland being listed as a National Historic Landmark.

The Historic Buildings – The Art Deco complex of buildings, with exception of the Spanish Revival Bathhouse, including the colonnade and Midway buildings - will serve as the centerpiece for SPI's Vision Plan.

The Historic Landscape – Like the landmarked buildings, the significant historic landscape design layout of the park is central to the SPI Vision Plan. SPI proposes to restore the lush quality of the landscape as it was when the park originally opened. Starting at the Entry Zone and weaving its way throughout the park, the landscape must be brought back to its former grandeur.

The County has done an excellent job restoring the Boathouse and the Music Tower. Its ongoing work at the Bathhouses will bring that important building back to its original splendor. It is with that same care that SPI proposes to treat the remainder of the park. It is understood by SPI that all renovations must be approved in writing by the Westchester County Parks Department

### Major Restoration Elements:

- Replace Colonnade Fascia - Replace the existing (non-historic), green and white flashing plastic panels of the Colonnade fascia with a replica of the original fascia which depicted fanciful

scenes related to the amusement park, as well as serving as signage for the rides behind the colonnade.

- Rebuild Lost Colonnade – Where the Colonnade has been lost – from the Midway to the North End of the Promenade, SPI proposes to rebuild the Colonnade fascia as a near replica – however SPI believes that since the historic fabric of the columns, fascia and roof have been lost over time, that the new colonnade should be built to reflect the new century. We propose that the columns be vertical wind turbines (funded by a NYSERDA grant) inside screened enclosures made to the shape and colors of the original columns, with the fascia and roof containing integrated photovoltaics to be a demonstration project about the implementation of site-generated energy. In this case bringing back historic can enliven the present and point us to the future!
- Casino Building – The façade of the Casino building has been made up like a “Painted Lady” over time and many of the character-defining windows and doors have been lost. SPI's vision to make this a multi-use facility once again – as it was originally – would bring back the original character of the building – a more stately and sophisticated Art Deco masterpiece.
- Fountain Plaza Buildings – The Administration Building, and two seasonal café buildings – like the Casino Building which together form the Fountain Plaza – are proposed to be brought back to their original character as well. The modern appendages and signage compromise the historic integrity of the buildings and the landscape.

SPI's vision will take the gem that was given to the County by a previous generation and mold it into a park for the next century, while respecting its past.



Historic Colonnade Image



Historic Casino Building Sketch

*“Half of the colonnade structures flanking the mall have been removed or inappropriately altered.” - from the 2006 Playland Master Plan*



## ENVIRONMENTAL SUSTAINABILITY

**A**s SPI's name indicates sustainability is key to our proposal! We view this proposal as an opportunity to significantly change the environmental footprint of the park. The "Sustainability Initiatives" listed indicate the wide range of improvements that will transform the park – and position the County to stand out as a gold standard of parks – as it was when Playland was first conceived and built. Our goal is to make the Playland buildings LEED Platinum (as designated by the USGBC™) and a Sustainable Site (as designated by SITES™) – which along with other County sustainability initiatives would hopefully position the County for other award recognition by the USGBC or SITES as an environmental leader in the parks arena.

To fund the building improvements SPI intends to apply for NYSERDA grants. There are a number of potential grant programs that SPI has identified including:

PON 1219	Existing Facilities Program
PON 1501	New Construction Program Financial Incentives (also includes Substantial Renovation Projects)
PON 1746	Flex Tech Program
PON 1772	Next Generation Emerging Technologies Program
PON 2097	Customer-site Wind Turbine Program
PON 2112	Solar PV Program Financial Incentives

- 1. IMPROVE ENERGY EFFICIENCY**, obtaining NYSERDA grants to maximize energy performance of the:
  - Existing Casino building.
  - Administration Building.
  - Boathouse.
  - Other historic buildings and site uses.

- 2. PROVIDE SITE GENERATED POWER / REDUCE GRID ELECTRICITY USE** - Utilize site generated electricity by either utilizing geo-exchange systems (utilizing Long Island Sound water) or installing photovoltaic panels on the:
  - Existing Casino Building.
  - New Fieldhouse.
  - Existing and rebuilt Colonnade.
  - Parking Canopy – for car recharging stations and other uses, e.g. powering the ferris wheel (a la Santa Monica Pier)?

- 3. REDUCE FOSSIL FUEL USE**
  - Reduce the number of vehicle trips for local / county youth sports teams to travel to Mount Vernon, SUNY Purchase and South Norwalk (CT) for multiple trips weekly to practices and games.
  - Encourage the use of carpooling (HOV incentive) and mass transit to Playland.
  - Maximize the use of the park by County residents, reducing longer-distance trips.

- 4. REUSE WHATEVER POSSIBLE**
  - Reuse "recycled" asphalt from the north end of the parking lot to resurface the south end of the parking lot and other paved areas.
  - Reuse the existing buildings (with energy performance upgrades funded by NYSERDA) to serve the future needs of the park.
  - Avoid unnecessary capital expenditures for "nice to have" improvements (e.g. moving the original traffic circle to squeeze in a new mini-golf course as per the 2006 Master Plan) – and respect the landmark status of the original plan.
  - Reuse the waste heat from the ice making process, by implementing an energy recovery system.



*"Given the uniqueness of Playland Park's site and its relation to Edith Read Sanctuary, environmental factors are to be carefully considered when designing and executing projects. The use of sustainable alternatives would be of great benefit to the area at large and serve to promote environmental awareness in Westchester County." - from the 2006 Playland Master Plan*

**5. RECYCLE ALL WASTE MATERIAL**

- a. Sell rides that have a market / resale value.
- b. Recycle content of removed thrill rides which have no resale value.
- c. Recycle all construction waste / debris.

**6. REDUCE THE HEAT ISLAND EFFECT**

- a. Decrease the amount of paving.
- b. Decrease the ride footprint (heat collectors) and attendant paving.
- c. Increase the amount of planted / green space, including green roofs.

**7. ENHANCE PUBLIC'S ENVIRONMENTAL CONNECTEDNESS**

- a. Initiate joint conservation management programs with Edith Read and Westchester Children's Museum.
- b. Partner with the County DPW and others to insure compliance with best practices for park maintenance - reducing fertilizer use (reducing pollution of the Sound), and controlling airborne particulates (improving air quality, by raking / sweeping instead of using leaf blowers).
- c. Initiate a "challenge program" with County schools, engaging the County youth in conservation, recycling and other environmental initiatives at Playland.
- d. Utilize green roofs (on North and South Bathhouse) for herb gardens as a "farm to table" initiative or other public engagement activities.
- e. Utilize native plantings (and control invasive species) and use them as a way to inform the public about sustainable planting.
- f. Maximize the use of natural / daylighting in all structures.
- g. Maximize views from inside (and outside) the buildings to the surrounding park and Long Island Sound.
- h. Decrease the impact of Playland's exterior lighting on the night sky with new state-of-the-art lighting throughout.

**8. REDUCE RUNOFF** - Increase pervious surfaces, by

- a. Replacing existing rides along the sound with green space.
- b. Decreasing the area of asphalt in Main Parking Lot and provide athletic fields.
- c. Installing pervious paving where appropriate throughout the park.
- d. Providing lightweight (extensive) green roofs on flat roofs wherever possible – e.g. North and South Bathhouse.
- e. Use pervious overflow lot for peak parking, in lieu of paved parking.

**9. IMPROVE WATER QUALITY** – which flows into neighboring water bodies.

- a. Improve stormwater drainage into Manursing Lake to comply with current best practices.
- b. Improve stormwater drainage into the Long Island Sound to comply with current best practices.
- c. Restore the wetland edge at the south end of Manursing Lake.

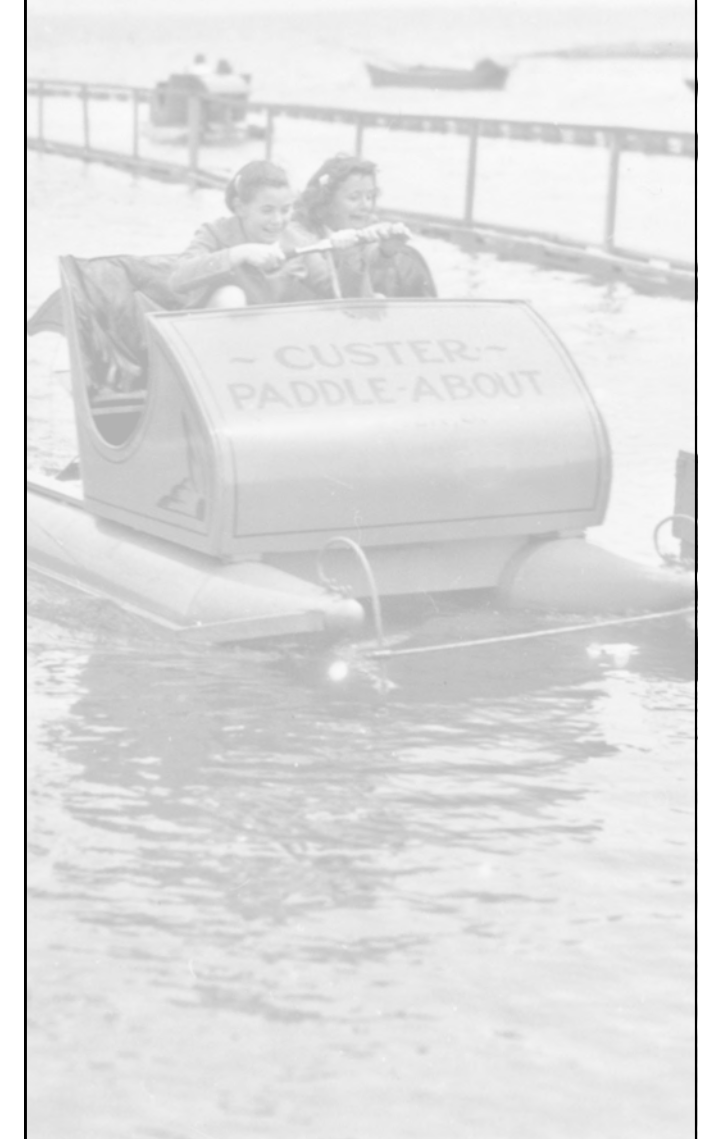
**10. STRIVE TO ACHIEVE LEED PLATINUM CERTIFICATION** for all buildings and **SUSTAINABLE SITES CERTIFICATION** for all site improvements.

- a. Maximize energy performance as the key goal to transform Playland's energy profile / carbon footprint.
- b. Balance the other criteria to make this park site a model of sustainability.
- c. Once achieved, share the success story with others.

SPI's overall sustainability goal is that the County be recognized as the "gold standard" in the parkland realm - only this time around in the leadership of environmental design and sustainability.



*"In our every deliberation, we must consider the impact of our decision-making on the next seven generations." - from the Great Law of the Iroquois Confederacy*



## MARKET OPPORTUNITY

Sustainable Playland, Inc. (“SPI”) retained HR&A Advisors, a national real estate advisory firm, to conduct a market assessment of the uses that are being proposed by SPI for Playland Park and to develop associated revenue assumptions. As part of this process, HR&A looked at market demographics, comparable parks, and best practices and conducted over seventy-five in-

### Population Summary, 2010

	Westchester	10-mile radius	15-mile radius	30-mile radius
Total Population	956,959	703,665	2,469,952	13,692,894
Total Households	345,534	262,766	894,913	4,969,569
Estimated Households with children*	125,648	88,960	335,061	1,735,091
Population under 12	17.7%	17.2%	18.5%	17.3%
Median income	\$83,123	\$85,696	\$63,031	\$63,223

Source: ESRI Business Analyst Online

\*2010 Households With Children figures represent households with related persons under 18 and have been extrapolated based on reported growth rate of family population in each geography.

interviews with operators, consultants and current/potential facility users in order to develop a program of uses that is both market supportable and financially viable over the short and long term.

For each major program element, potential operators have been identified, all of whom provided Letters of Interest and confidential pro formas which substantiate that these uses can operate profitably and make a financial contribution to SPI. Combined with standard industry parameters, this information was used as a basis to develop conservative revenue assumptions for each use.

The following summarizes the market and potential of the SPI plan. Letters of Interest from potential operators are included in this section.

### Market Overview

The concept for Playland Park, as envisioned by SPI, taps into the strong year-round family market that comprises the population of Westchester County and the surrounding areas. As shown in the following chart, close to one million people, including 345,534 households, live in the County. House-

holds with children 18 and under represent close to 40% of total households, while the 2.2 million children under 12 years old, a group that is a key demographic for Playland Park, comprise 17.7% of the total population.

With over 13.5 million people living within 30 miles of Rye, there is a strong market to support the variety of uses that have been proposed for Playland Park.

### Characteristics of Successful Parks

A review of public spaces throughout the country, as shown in the following chart, indicates that the most successful parks are those that provide a combination of uses which ensure year round ac-

tivity; maximize access to open space; provide active recreation opportunities; create activities for people of all ages; and, integrate revenue and non-revenue generating uses.

The plan for Playland Park integrates a combination of new and existing uses that are market supportable and financially feasible, and transforms Playland Park from a seasonal venue to one that is a 12-month destination for residents of Westchester County and nearby areas.

### Active Recreation

#### Indoor Recreational Facilities and Fields

**Interest in health and fitness, beginning at an early age and continuing throughout adulthood, has become a way of life for many Westchester County residents.** Whether team sports or individual endeavors, there has been an increasing demand for indoor and outdoor facilities that can accommodate this active lifestyle.

Interviews with league organizers and facility operators confirm that organized sports in Westchester



**Components of Representative Public Parks**

Park	Location	Components
Hudson River Park	New York City	Sports fields, sports & entertainment complex, floating decks
Millennium Park	Chicago	Band shell, garden, fountains, ice rink, restaurant
Don River Naturalization	Toronto	Boardwalk, wave decks, food & retail, sports fields
Burke Gilman Trail	Seattle	Bike trail, walking path
Central Park	New York City	Restaurants, zoo, tennis, ice rink, concert/event space
Golden Gate Park	San Francisco	Beach chalet, zoo, playground, museum, arboretum
Rose Kennedy Greenway	Boston	Interactive foundations, carousel, playground, sculpture garden
Lake Merritt	Oakland	Bonsai garden, boathouse/marina, garden center

County, particularly those that require field space, are growing in popularity. Soccer, with approximately 45 clubs in Westchester County (according to the Westchester Youth Soccer League), continues to be a popular sport in the area while the recent popularity of lacrosse has further increased demand for fields. However, with a lack of available facilities nearby, local residents must travel to Armonk, Brewster and Mt. Vernon for indoor fields that support lacrosse and soccer and often face waiting lists for field time. As noted in the following chart, the lack of field facilities has necessitated play that often runs until midnight for many County hockey players.

The demands of this market, particularly for year round play, will support a new multi-sport complex designed to accommodate a variety of sports and age groups. At the same time, there is a need for additional outdoor turf fields, which minimize downtime after heavy rains. It is expected that both the indoor and outdoor facilities will be used by children's day camps during holidays and the summer, and will supplement the revenue stream generated

by leagues and tournament play during other parts of the year. In addition to multi-purpose fields, elements such as batting cages, a track, golf nets, and a quality food service operation will increase the potential to attract a wider audience to the facility.

To meet this need, a facility at Playland Park will include two indoor and three outdoor turf fields, a full service pro shop, and a café and will be priced competitively with other facilities in the market. Based on information provided by potential operators, it is expected that this facility could generate approximately \$2.7 million in gross revenue and \$160,000 in rent to SPI.

**Ice Facility**

**Demand for time on the ice has been growing in the northeast, driven by the team play and hockey leagues.** Among the groups using indoor facilities are youth and adult leagues, hockey travel clubs, and hockey clinics, many of whom drive to facilities in Elmsford and Brewster for games and practice, often having to book ice time late into the evening. Additionally, competitive and recreational ice skaters, inspired by the increased visibility of sport, have created a market for daytime and weekend use of ice rinks.

Comparable facilities in the area range from one full size rink to two rinks plus a studio rink, in addition to amenities such as cafes and skate shops. When completed, the renovation of the Ice Facility will include the Main Rink, a Children's Rink, and an upgraded food facility and expanded skate shop.

The popularity of newer facilities such as the Westchester Skating Academy in Elmsford indicates



**Representative Sports Facilities**

	Hours	Facility	Square Feet	Facility components	Full Field Peak Rate	Full Field Off-Peak Rate	Camp Fee/Person
<b>Indoor<sup>1</sup></b>							
Armonk Indoor Sports Center Armonk, NY	6 am - 11 pm	Bubble 1	22,000	1 Multi-use sports field	\$550	\$295	\$350 - \$725
		Bubble 2	24,000	4 tennis courts	\$65	\$50	\$600 - \$800
Sports Underdome Mt. Vernon, NY	8 am - midnight	Bubble	72,000	1 Full size, 3 fields @ 80' x 90', 24 golf driving bays	\$675	\$575	\$300 - \$750
OnTrack Sports Center Tarrytown, NY	7 am - midnight	Permanent structure	26,000	2 multi-use fields, batting cages	\$180	\$120	\$100 - \$700
Brewster Sports Center Brewster, NY	8 am - midnight	Permanent structure	n/a	Three basketball courts, indoor turf field, fitness center	\$275	\$250	\$165- \$300
Hooperstown Mt. Vernon, NY	Open as-needed	Permanent structure	25,000	2 basketball courts, batting cages	\$125	\$125	\$120- \$275
<b>Outdoor<sup>2</sup></b>							
Tibbets Brook Park Yonkers, NY	8 am - 10 pm	Outdoor Lighted	n/a	3 Lighted fields, 2 @ 50' x 100', 1 @ 60' x 120'	\$80	\$50	N/A
Saxon Woods Park White Plains, NY	8 am - 10 pm	Outdoor Lighted	n/a	1 field - 100' x 55'	~\$65	~\$50	N/A

<sup>1</sup>Source: Venue Websites

<sup>2</sup>Source: City Parks Departments

**Representative Ice Facilities**

	Facility components	League cost per team	Café/Concession	Party Rates	Camp Fee/ person
<b>Indoor<sup>1</sup></b>					
Westchester Skating Academy Elmsford, NY	2 NHL regulation rinks	\$7,590	Yes	\$200 - \$300	\$200- \$600
Hommocks Park Ice Rink Larchmont, NY	1 Sheet, Summer conversion to sport field, community space	n/a	Yes	\$225- \$250	\$120 - \$1780
Brewster Ice Arena Brewster, NY	2 Full Size Sheets, 1 Studio Rink, Gym, Outdoor batting cages	\$775- \$900, per person – in-house league	Yes	\$15/ person, \$100 min	\$200 - \$500
Ice Hutch Ice Rink Mt. Vernon, NY	Ice Rink, Batting Cages	n/a	Yes	n/a	\$150-\$250

<sup>1</sup>Venue Websites

that a well-managed and maintained facility will be supported by the market. In addition, active and involved management is required to build strong connections to local teams and recruit expert coaching and training. To this end, upgrades and improvements to the Ice Casino, particularly to build-

**existing pool to a wet deck featuring a children's splash park and programmable water show, providing an experience that complements the Westchester Children's Museum and other program elements of Playland Park.**

ing infrastructure, will ensure that current users including the Manhattanville College men's and women's hockey teams, New York State Tier II Mariners Hockey and the Rye High School Garnets will remain a vital part of the facility.

Conversations with facility operators indicate that energy efficiency will be a key to minimizing expenses and maximizing revenue for the facility. Therefore, equipment will be upgraded to provide ongoing efficiencies in operating and energy conservation. In addition, research shows that on-site amenities are considered an important component of the overall experience and can generate substantial revenues for a skating facility.

Based on competitive positioning and pricing in the market, it is expected that by maximizing the utilization of the Main Rink and Children's Rink and improving on-site amenities, the Ice Facility will generate revenues of \$1.4 million and rent to SPI of approximately \$210,000.

**Aqua Adventure and Beach**

**SPI's plans for Playland Park include the conversion of the**

Dear Sandhya,

Our Board wanted to express to you how important we feel it is to include athletic playing fields as part of any solution that is undertaken to renovate or re-develop Playland. Field space is woefully scarce in Rye, as well as throughout the County, and including new facilities would be a long-term benefit to Rye and all of Westchester.

Our program began seven years ago and since its inception has grown very quickly. Today we have over 850 boys and girls involved playing lacrosse at various levels. This year we will field twenty-one travel teams and dozens of intramural level teams. Lacrosse is currently the fastest growing sport in the country for both girls and boys. The most difficult aspect of managing the growth of Rye Youth Lacrosse has been to find enough field space to allow the kids to practice and play games. Currently, we rent the majority of our field space outside of Rye at five different locations. The Rye Recreation Department and Sally Rogol have worked hard to try to help us in town, but there is simply not enough field space. Almost all of the youth lacrosse programs we play against in southern Westchester County are wrestling with the exact same issues. We believe that including a modern sports facility, as part of any plan to re-invent Playland is essential.

Thank you for all your hard work on this issue,

Sincerely,  
David Greenhouse  
President, Rye Youth Lacrosse



The conversion of the pool to a wet deck reflects a growing trend among public facilities to convert pools and wading pools to splash parks. Cities and towns of all sizes, including Alameda, CA, Austin, TX, Aiken County, GA, Buffalo, NY, Roytown, MO, and Eugene, OR, have done so.

There are a number of benefits that result from conversion from a pool. These facilities provide one of the safest and energy-efficient forms of water play available. They have substantially lower operational costs, including lower water volumes than traditional swimming pools, thereby reducing the horsepower required to operate and maintain the facility. Additionally, they comply more readily with health standards and the systems are easy to drain and shut down during the off-season.

Design, construction and management of the Aqua Adventure will be the responsibility of a regionally-based company that has experience in successfully running this type of facility. As with the existing pool, guests at Playland would pay a fee to use the splash deck. A lifeguard will be on-site to ensure safety and security during hours of operation. Access to the beach and current beach activities will remain unchanged, providing an opportunity for all County residents to enjoy this valuable asset.

It is expected that the Aqua Adventure will generate visitation of 75,000 during the May 15th to September 15th season and generate revenues of \$560,000, while the beach will generate visitation of 50,000 and revenues of \$230,000 during the same period. Anticipated rent to SPI will be \$160,000.

#### Miniature Golf

**Miniature golf is a popular activity that complements amusement offerings and provides a market for food venues and concessions.** Based on current utilization patterns and conversations with three mini-golf venues in southern Westchester, there is demand for this activity. Barring days when summer heat and humidity preclude golfers from playing rounds, courses are busy relative to their capacity and are a popular draw for lucrative birthday par-

ty outings arranged by local families.

There are approximately 80 miniature golf courses in New York State with average revenue per facility of \$287,802. Similarly, a survey of approximately 1,400 mini golf courses around the country as shown in "Golf 20/20 Vision for the Future": The 2005 Golf Economy Report (issued in 2008) indicated that, on average, these facilities generated \$308,000.

It is expected that a new, state-of-the art mini-golf facility at Playland Park will be able to meet these averages and will stem the loss of revenues that the current facility has experienced over the years, generating approximately \$30,000 in rent to SPI.

#### Water Uses

**Lake boats, kayaking and cruise boats have been an important part of the recreational offerings at Playland and will continue to be so in the SPI scheme.** In addition, SPI will explore the addition of moorings as a way to generate other fees and increase visitation within other parts of the park. Based on current experience it is expected that these uses will generate approximately \$30,000 in rent to SPI.

#### Entertainment

#### Amusements

**The SPI plan for the amusement component of Playland Park creates an opportunity for children and adults to enjoy the benefit of a recreation facility that is clean, safe and fun.**

A review of the amusement industry over the past few years suggests the need for a more focused approach to amusements. The recent economic downturn has realigned consumer preferences in favor of small-to-medium size parks that are closer to home and charge lower entry fees than the more distant mega-attractions. Indeed, local amusement parks similar to Playland have become the attractions of choice for "stay-cationers" who cut back on



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and sought to stretch their travel and recreational budgets.

While attendance and revenues experienced declines at large amusement parks during each of 2007, 2008 and 2009, many small-to-medium sized parks saw an increase in visitation and profitability over the same periods. According to sources at International Theme Park Services, small-to-medium sized parks saw an increase of 10% to 15% in recent

**Regional Competitive Amusement Parks**

	Luna Park Coney Island, NY	Adventureland Farmingdale, NY	Six Flags Great Adventure Jackson, NJ
Rides	19 Attractions 5 thrill rides 3 family rides 11 kiddy rides	29 attractions 7 thrill rides 9 family rides 10 kiddy rides 3 water rides	49 attractions 14 thrill rides 13 family rides 22 kiddy rides
Pricing	4-hour pass M-F: \$26 Weekend: \$30 6-hour pass M-F: \$30 Weekend: \$34 Per ride \$11/credit 3-5 credits/ride	Pay-One-Price \$29.99 Per ride \$1/ticket 3-5 tickets/ride Group rates \$16.50-19.50/person	Daily Pass \$36.99 online \$59.99 standard adult \$34.99 kids under 54" Season Pass \$89.99-\$99.99
Parking	None on site	n/a	\$15/day; \$45/season
Attendance*	405,000	600,000	2,634,000
Other components	Food Arcade games Snacks Entertainment	Bavarian village shops Sit-down restaurants Food stations Games and gifts	350-acre wildlife preserve Character meet & greets Shows 37 Food vendors

\*Estimated 2010

**Potential Attendance**

	Primary Market	Secondary Market	Tertiary Market	Est. Market Potential
Range	0-10 miles	10-15 miles	15-30 miles	
Population	703,665	1,766,287	11,229,942	
Market Penetration (Optimistic)	20%	11%	3%	
Visitation (Optimistic)	140,733	194,292	336,898	<b>671,923</b>
Market penetration (Conservative)	10%	5%	2%	
Visitation (Conservative)	70,367	88,314	224,599	<b>383,280</b>

years. However, this was not the case with Playland which has experienced declines in attendance for many years.

As shown in the chart above, there are limited op-

tions for an "amusement park" experience within a reasonable distance of Westchester County. The focus on new and existing rides that complement Kiddyland and the Carousel would address the needs of the 1.7 million households with children under 18 that live within 30 miles of Playland Park.

The SPI plan shifts the focus on amusements as the main activity at Playland Park, to amusements as one of a number of active and passive venues that County residents can enjoy.

To this end, the space allotted to this component of the Park has been significantly reduced, resulting in a reduction in the number of rides from 46 to 33. Those rides that will remain are largely targeted to smaller children, including 21 kiddy rides and 12 family/low thrill rides.

As a result, the potential market for the amusement component will be impacted. In order to estimate the attendance for a kiddy-oriented amusement area, estimates were made which compare a family/low thrill experience (with a smaller percentage of kiddy rides) with a kiddy-oriented experience such as the one planned for Playland Park. Based on these estimates, a reduced, kiddy-oriented amusement component could attract approximately 380,000 visitors a year.

In order to maximize revenues, and compensate for the loss of higher-grossing thrill rides, greater emphasis will need to be placed on other revenue-generating uses within the amusement area such as food and merchandising. To this end, SPI will consolidate management of all operations within the amusement



area under a single operator to ensure a high level of quality and services, maintain and promote a consistent theme and programming, and generate overall operational efficiencies.

It is expected that the amusement component of Playland Park will generate approximately \$8 million in revenues with a rent payment of approximately \$965,000 to SPI.

**Restaurants and Cafés**

**Successful amusements parks, public parks and cultural venues have incorporated food facilities**

**Selected Park/Waterfront Food Service Venues**

Name	Location	Food Service Type	Entrée Price Range	Estimated Gross Revenue
Boat Basin Café	Riverside Park West 79 <sup>th</sup> Street	Seasonal outdoor café and bar	\$16-24	\$3.8 Million
X2O	Yonkers	Full-service restaurant and bar	\$27-34	\$3.0 Million
Shake Shack	Madison Square Park; Upper West Side	Casual eatery with counter service	\$4.50-8.50	\$4.0 Million
Burger King at Playland	Rye	Fast food burger stand	\$4.60-7.50	\$1.1 Million
Pier Restaurant and Tiki Bar	Rye	Full-service restaurant and bar	\$12-28	\$2.0 Million

into their program options in order to generate additional revenue, extend the length of stay of the guest and improved their overall experience. These have ranged from white table cloth restaurants such as The Boathouse in Central Park, to grab-and go gourmet sandwich kiosks such as “Witchcraft” in Bryant Park to more formal dining such as The Modern at the Museum of Modern Art.

To date, the food offerings at Playland have been limited and, for the most part, confined to the amusement and beach areas of the park. Customer feedback has shown an overall dissatisfaction with the quality of the food, a fact supported in the 2006 Playland Master Plan which recommended new and improved food facilities.

With activity nodes such as the Field House and fields, Ice Casino, and enhanced walking trails, there is potential to generate revenues from year round restaurants as well as those that will be open on a seasonal basis. It is expected that the Westchester

Children’s Museum will draw approximately 250,000 people to Playland, providing an important market for a casual dining restaurant. Additionally, over 675,000 live within a ten mile radius of Playland Park, many of whom will be drawn to the park’s restaurants before or after attending other venues on the premises and as destinations in their own right.

Based on the success of waterfront restaurants such as X20 in Yonkers and “restaurant row” on the Hudson in Newburgh, it is anticipated that a casual dining restaurant will be a viable addition the local restaurant market, particularly when operated and managed by local restaurateurs who can leverage their deep knowledge of and following by Westchester County residents, as well as their marketing and advertising efforts.

In order to make Playland Park a destination for dining for those visiting the Park for other reasons, as well as for people coming to the Park solely

for dining, a clustering of restaurant options centered on both the Fountain Plaza and beach area, with outdoor dining available, has been planned. Each operator will be responsible for building its own space and, as such, rental rates will need to reflect the debt service that they will carry.

To this end, it is expected that the five restaurants at Playland Park will generate a minimum of \$5.7 million in revenues and a rent of \$342,000 to SPI. In addition, each facility will pay a negotiated percentage of gross sales in excess of the guaranteed minimum rent.

**Multi-Purpose Event Space**

**With 45,000 employees and headquarters of more than 170 businesses including a number of Fortune 500 corporations, Westchester County provides a strong customer base for event, catering and conference facilities.** Proximity to Greenwich and Stamford provides an additional corporate market while



social events benefit from a population of over 13.5 million people living within 30 miles of Playland Park.

**Representative Multi-Purpose Event Facilities**

Venue	Town	Cost per Person	Capacity	Outdoor Area	Catering On Site	Guest Rooms
Abigail Kirsch at Tappan Hill	Tarrytown	\$110+	410		x	
Antun's of Westchester	Elmsford	\$35 - \$80	250	x	x	
Beckwith Pointe	New Rochelle	\$80+	600	x	x	
Carib New York	New Rochelle	\$35 - \$100	300+		x	
Country Manor Catering at Holiday Inn	Mt. Kisco	\$50 - \$80	200		x	x
Cortlandt Colonial	Cortlandt Manor	\$55 - \$90	200	x	x	
Crystal Bay Caterers	Peekskill	\$65 - \$99	240	x	x	
Dolce Tarrytown House	Tarrytown	\$125 - \$195	400	x	x	x
The Fountainhead	New Rochelle	\$80 - \$115	500		x	
Glen Island Harbor Club	New Rochelle	\$90+	600		x	
Julianos Caterers	New Rochelle	\$40 - \$75	250		x	
The Manor House	Hastings-on-Hudson	\$60+	400	x	x	
The Riverview	Hastings-on-Hudson	\$65+	230	x	x	
Sinapi's Ceola Manor	Jefferson Valley	\$65 - \$90	250	x	x	

There are currently a wide range of facilities that serve the needs of the marketplace, including restaurants, hotels, country clubs and catering/conference facilities. These venues can accommodate groups ranging from as few as a dozen people at local restaurants to a 1,100 person reception at the Hilton Rye Town. The Glen Island Harbour Club in New Rochelle, a waterfront venue that accommodates up to 600 people for an indoor sit-down dinner, is another popular venue in the County, generating approximately \$9 million in annual revenues according to the Westchester County Parks Department.

Synergies with other uses at Playland Park, including the amusement area, fieldhouse and ice skating facilities will provide an additional market for the event space, an asset that most other venues do not have. It is expected that a significant number of corporate outings will take place in the amusement area, some of which may culminate with a dinner in the event space. Likewise, sports team dinners and events could represent potential revenue for this

facility.

Event planners that are active in the Westchester/Fairfield County area indicated that a multi-purpose event space at Playland Park would be a welcome addition to the existing inventory, given that clients (particularly those that hold annual events) often request "the newest" venue as a way to attract additional guests to their event. Most of the market demand is for space that can accommodate 40 to 50 people for a daytime corporate event to 300 people for an evening event. To this end, approximately 10,000 square feet of space has been programmed into the second floor of the Ice Casi-

no, with an entry and elevator located on the first floor.

In order to ensure the success of this venue, SPI intends to partner with a firm that has a strong marketing presence in the metropolitan New York area. As such, the venue at Playland Park will be marketed to a wide corporate, not-for-profit, and individual customer base and will benefit from cross-selling and promotions on a year-round basis. It is expected that this facility will generate \$7 million in revenue with a minimum rent of \$420,000 to SPI. In addition, the facility will pay a negotiated percentage of gross sales in excess of the guaranteed minimum rent.

**Other Revenue-Generating Uses**

**Sponsorship and Fundraising**

Sponsorship and fundraising efforts are used by many parks organizations to provide funding for on-going operations and maintenance as well as one-time capital costs. It is anticipated that Sustainable



Playland will initiate an active and on-going fundraising campaign that will be used to sponsor special events such as the Fourth of July fireworks, fall and winter holiday celebrations and other special events.

An example of revenues generated from these **Fundraising & Sponsorship Examples**

Name	Location	Amount Raised	Notes
Central Park Conservancy	Manhattan	\$8.6 Million	Represents 43.9% of O&M budget
Prospect Park Alliance	Brooklyn	\$4 Million	Represents 36.1% of O&M budget
Brooklyn Bridge Park Conservancy	Brooklyn	\$935,000	Used for programming activities
Randall's Island Sports Foundation	Manhattan	\$10 Million	One-time donation
Asphalt Green	Manhattan	\$940,000	Unrestricted funding from special events and contributions

efforts is shown in the following chart:

Based on conversations with companies that provide third-party management of public parks, there is an opportunity to develop a sponsorship and event program at Playland Park given its proximity to major corporations such as Pepsi, IBM, and Starwood Hotels among others. According to park management consultants, SPI could expect to generate approximately \$150,000 from sponsorship and events in its first few years of operation, growing significantly as the visibility and popularity of the park is further established.



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### III. BUSINESS TERMS

#### Financial Structure

Our proposed financial structure flows from the management structure: again, our aims are to ensure that the over-arching social, programmatic, design and economic goals of the County and SPI are met, while also ensuring that risk to both the County and SPI are limited to ensure a long-term sustainable operating framework for Playland as both a park and a business.

#### Capital Retrofit

As discussed elsewhere in this proposal, significant capital investment will need to be made in Playland to ensure that the vision set forth becomes reality. As detailed in the attached pro forma, SPI anticipates an initial capital investment of \$33.5 million, which breaks down as follows:

Use of Funds	\$ (M)
Open space investments	\$5.0
Revenue-generating program elements, exclusive of Ice Casino	25.1
Ice Casino	1.0
Support facilities and infrastructure	2.2
<b>Total</b>	<b>\$33.5</b>
Difference between line items and total is due to rounding	

Specific assumptions to support these costs are detailed in the pro forma.

Over the last several weeks, we have worked with our design team, consultants and individual operators to refine this budget and schedule and establish a financing structure that includes the following elements:

- Investment in open space, the administrative building from which SPI and its Asset Management Company will support Playland operations, and in core infrastructure, principally the main drive and parking area, will be made by

SPI. As shown above, initial capital investment in these elements totals \$7.3 million. In addition, the Ice Casino, the only currently profitable operation on site, will be operated by SPI to ensure a source of short term operating income, and therefore capital reinvestment in this facility will also be made by SPI. Hence total initial capital investment by SPI will be just over \$8 million.

- SPI’s portion of the capital expenditures will be funded through the sale of tax-exempt variable rate demand bonds (VRDBs) issued by an appropriate local development corporation (“VRDB financing”) coordinated with a capital campaign to be undertaken by SPI to generate funds that will be used to pay down a portion or all of the VRDB financing. The VRDB financing is assumed to have a 20 year term and a 4% interest rate. SPI has identified a number of potential sources for the capital campaign and has had initial discussions with a number of them. For purposes of this proposal, we have assumed that the capital campaign will succeed in raising funds sufficient to pay down 50% of the SPI debt shortly after bond issuance.
- The bulk of the overall required capital investment – that required to make the other, revenue-generating program elements successful – will be made by the individual operators of those program elements. Conversations with multiple potential operators have made it clear that they will fund their piece of the capital expenditures through a combination of debt and equity, estimated to be 65% and 35%, respectively. The cost of private debt financing, all in, is estimated to be approximately 7% or LIBOR (currently 30 basis points or “bps”) +669 bps (100 bps = 1%).

The financing strategy outlined above is fairly common and has been successfully implemented by non-profit organizations not only in Westchester County and New York State but throughout the United States. Regional precedents include the Jacob Burns Film Center, the Arts Council of Westchester, the

Rye YMCA, and the Music Conservatory of Westchester. Generally speaking, a local development corporation (“LDC”) that is authorized to issue tax-exempt bonds for not-for-profits is identified and becomes the VRDB issuer. One such local LDC is the one created for Dobbs Ferry in Westchester County that has extra-territorial jurisdiction. Similar issuers exist in other states, which is important, because the New York State enabling legislation for this form of financing has lapsed, but in the event it is not timely renewed, SPI has concluded that it could, and will, use an out-of-state local development corporation issuer.

The effect of use of this financing structure is to maximize the use of private debt and equity financing by individual operators and minimize the use of low cost, long-term VRDB financing. As discussed in the following section, this, in turn, lowers the rent/lease payments by the operators to SPI and yields a most conservative projection of SPI-level NOI and annual lease payments to Westchester County. Alternatively, SPI would consider – and could have shown -- the entire \$33.5 million investment being financed via VRDB financing, with the assumption that we would then negotiate with the individual operators to guarantee and pay debt service on their respective portions of the capital budget. As a result, those operators would pay significantly higher rent/lease payments because they would benefit from the lower debt service costs available to SPI as a not-for-profit entity through a tax-exempt bond financing. In turn, SPI would make higher rent payments to the County. SPI believed that such a presentation would present an unduly rosy picture of the likely outcome for the County.

The actual ultimate strategy will almost certainly be to fund the capital expenditures through a combination of equity from the individual operators, VRDB financing to largely replace private debt financing that the operators would otherwise incur, and a capital campaign undertaken by SPI. We will work with Westchester County to refine the exact percentages and details of a capital structure that will be designed to optimize financial sustainability, maximize annual payments to Westchester County,



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and ensure appropriate financial returns and incentives for private operators to ensure profitability of their operations.

**Ongoing Capital Reinvestment**

As Westchester County well knows, regular, ongoing reinvestment in the open space assets and infrastructure is necessary to guarantee the long term sustainability of Playland. We assume an annual payment by SPI into a Capital Reserve Fund set in the amount of approximately \$420,000 or 5% of SPI's initial capital investment. These funds will ensure appropriate capital maintenance of the facilities SPI intends to operate itself.

**Operating Budget**

Once the initial capital program is completed, and operating income and expenses stabilize, we anticipate total annual SPI revenues of approximately \$4.5 million and annual operating expenses of approximately \$2.7 million for total net operating income ("NOI") of approximately \$1.8 million. This will amply support SPI VRDB repayment and contribution to the Capital Reserve Fund, leaving approximately \$1.2 million as annual rent payment to Westchester County, based on an NOI-sharing formula to be negotiated. These financial assumptions are summarized in the following chart.

<b>SPI Income</b>	<b>\$ (000)</b>
Tenant Payments	\$2,623
Ice Casino NOI	274
Other SPI-Operated Programming	105
Special Events, Licensing & Sponsorship	1,500
<b>SPI Expenses</b>	
Asset Management Company	2,471
SPI Administration	250
<b>NOI (EBITDA)</b>	<b>1,780</b>
VRDB Repayment	167
Capital Reserve Contribution	419
<b>Lease Payment to Westchester County</b>	<b>1,194</b>
<small>Difference between line items and total is due to rounding</small>	

Clearly, the viability of our proposal depends upon the reasonableness of the estimates being employed for both lease payments by operators of revenue-generating program elements and the cost of the Asset Management Company. With respect to the former, we have had extensive conversations, begun negotiations and obtained letters of intent from numerous potential operators of those program elements. Summary pro formas for the operations of each of these proposed operator types are attached, all of which were prepared with the assistance of those potential operators. Of particular note is the fact that we show these entities' collective stabilized year operating income to be \$24.2 million, with offsetting operating expenses of about \$20 million. This NOI will amply support the private debt financing that we have estimated for the individual operators on the terms outlined here. The weighted average of their cash on cost return is a healthy 14%.

Likewise, our estimates of the costs to maintain the open space and other program elements to be maintained by an Asset Management Company working under contract to SPI have been extensively vetted both with one of the major local providers of

such services and by reference to the costs of similar operations at parks of national note, including Brooklyn Bridge Park, Millennium Park, and the High Line.



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**FIGURE 1: SPI Financial Summary**

Projected Income and Expense Statement  
Stabilized Year: 2013

**Revenue**

<i>Payments from Tenants</i>	
Amusement Rent	\$964,800
Beach/Acqua Adventure Rent	\$158,400
Event Facility Rent	\$420,000
Restaurant Rent	\$312,000
Field House/Fields Rent	\$150,000
Common Area Maintenance Reimbursement <sup>1</sup>	\$617,750
<i>Subtotal</i>	\$2,622,950
<i>Direct Operations</i>	
Ice Casino Net Operating Income <sup>2</sup>	\$274,000
Boathouse Private Rental	\$25,000
Miniature Golf	\$30,000
Boat and Kayak Rental	\$30,000
Vending and Souvenirs	\$20,000
<i>Subtotal</i>	\$379,000
<i>SPI Earned Income</i>	
Special Events, Licensing and Sponsorship	\$1,500,000
<i>Subtotal</i>	\$1,500,000
<b>Total Revenue</b>	<b>\$4,501,950</b>

**Expenses**

<i>Direct Operations</i>	
Open Space Management/Administration	\$350,000
Security Staff	\$462,000
Sanitation	\$397,000
Maintenance and Operations	\$612,000
Utilities	\$250,000
Marketing	\$250,000
Asset Management Company Fee	\$150,000
<i>Subtotal</i>	\$2,471,000
<i>SPI Administration</i>	
Overhead (fundraising, leasing, etc.)	\$250,000
<i>Subtotal</i>	\$250,000
<b>Total Expenses</b>	<b>\$2,721,000</b>

<b>Net Operating Income (EBITDA)</b>	<b>\$1,780,950</b>
Debt Service <sup>3</sup>	\$167,479
<b>Net Operating Income (after debt service)</b>	<b>\$1,613,471</b>

**Distribution of Net Revenues**

SPI Contribution to Capital Reserve Fund <sup>4</sup>	\$418,664
Land Lease Payment to Westchester County	\$1,194,807

**Notes:**

<sup>1</sup> Common Area Maintenance reimbursements from each of the private operator tenants support the cost of open space maintenance. 25% of the estimated open space operations and maintenance budget is distributed among the tenants proportional to the revenues generated by their concession.

<sup>2</sup> The Ice Casino will be managed by a 3rd party entity. The net revenues from operation will accrue to SPI from which they will pay a management fee to the 3rd party entity.

<sup>3</sup> Funds for SPI's capital costs will be generated through a combination of capital campaign revenues and low-cost LDC financing sources. This figure assumes that on a stabilized basis, SPI will support debt service on 50% of the capital cost at 4%.

<sup>4</sup> Capital Reserve fund is estimated at 5% of the total SPI capital investment.



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**FIGURE 2: Capital Budget**

Sources and Uses

**SPI Capital Expenditures: Sources and Uses**

<b>Sources of Funding</b>		<b>Amount</b>	<b>Uses of Funding</b>		<b>Amount</b>
Sustainable Playland Capital Campaign	\$	4,186,638	Infrastructure (main drive, parking)	\$	1,147,675
LDC Bond Financing	\$	4,186,638	Open space investments	\$	5,052,488
			Building upgrades	\$	1,134,093
			Ice Casino	\$	1,039,020
	\$	8,373,276		\$	8,373,276
				\$	-

**Private Operator Capital Expenditures: Sources and Uses**

<b>Sources of Funding</b>		<b>Amount</b>	<b>Uses of Funding</b>		<b>Amount</b>
Equity Contributions	\$	8,800,972	Beach/Acqua Adventures	\$	3,020,627
Private Debt Financing	\$	16,344,661	Multi-purpose Indoor & Outdoor Fields	\$	12,359,580
			Amusements	\$	3,191,760
			Restaurants and Event Space	\$	6,573,667
	\$	25,145,633		\$	25,145,633
				\$	-

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**FIGURE 3: Financial Summary by Use**  
Stabilized Year: 2013

<b>SPI Operated Uses</b>						
<b>SPI Operated Uses</b>	<b>A. Open Space &amp; SPI Operations</b>	<b>B. Ice Casino</b>	<b>TOTAL</b>			
<i>Program</i>						
Acreage	36					
SF		37,500				
<i>Capital</i>						
Capital Expenses	\$7,334,256	\$1,039,020				<b>\$8,373,276</b>
Equity/Capital Campaign	\$3,667,128 50%	\$519,510 50%				<b>\$4,186,638 50%</b>
Loan Amount	\$3,667,128 50%	\$519,510 50%				<b>\$4,186,638 50%</b>
Debt Service	\$146,697	\$20,782				<b>\$167,479</b>
<i>Stabilized Year Financials</i>						
Annual Revenues <sup>1</sup>	\$4,227,950	\$1,407,000				<b>\$5,634,950</b>
Annual Expenses	\$2,721,000	\$1,133,000				<b>\$3,854,000</b>
NOI	\$1,506,950	\$274,000				<b>\$1,780,950</b>
NOI after Debt Service	\$1,360,253	\$253,218				<b>\$1,613,471</b>
<b>Private Tenant Operated Uses</b>						
<b>Private Tenant Operated Uses</b>	<b>C. Amusement Zone</b>	<b>D. Beach/Acqua Adventure</b>	<b>E. Event Space</b>	<b>F. Restaurants</b>	<b>G. Multi-purpose Indoor &amp; Outdoor Fields</b>	<b>TOTAL</b>
<i>Program</i>						
Acreage	7.3	15,000			9.5	
SF			10,000	10,700		
<i>Capital</i>						
Capital Expenses	\$3,191,760	\$3,020,627	\$2,763,928	\$3,809,739	\$12,359,580	<b>\$25,145,633</b>
Equity/Capital Campaign	\$1,117,116 35%	\$1,057,219 35%	\$967,375 35%	\$1,333,409 35%	\$4,325,853 35%	<b>\$8,800,972 35%</b>
Loan Amount	\$2,074,644 65%	\$1,963,408 65%	\$1,796,553 65%	\$2,476,330 65%	\$8,033,727 65%	<b>\$16,344,661 65%</b>
Debt Service	\$145,225	\$137,439	\$125,759	\$173,343	\$562,361	<b>\$1,144,126</b>
<i>Stabilized Year Financials</i>						
Annual Revenues <sup>1</sup>	\$8,040,000	\$1,320,000	\$7,000,000	\$5,200,000	\$2,668,000	<b>\$24,228,000</b>
Annual Expenses	\$7,381,949	\$819,557	\$5,638,482	\$4,240,586	\$1,448,027	<b>\$19,528,600</b>
NOI	\$658,051	\$500,443	\$1,361,518	\$959,414	\$1,219,973	<b>\$4,699,400</b>
NOI after Debt Service	\$512,826	\$363,005	\$1,235,760	\$786,071	\$657,612	<b>\$3,555,274</b>
<i>Return</i>						
Cash on Cost <sup>2</sup>	16%	12%	45%	21%	5%	<b>14%</b>

**Notes:**

<sup>1</sup>Annual revenues for 'A. Open Space & SPI Operations' include revenue from the operation of park features, revenues from special events, licensing and sponsorship, and lease payments from tenants.

<sup>2</sup> Cash on Cost is a calculation of the ration between each use's NOI after debt service to the capital investment.

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**FIGURE 4: Capital Budget**  
Proposed Capital Investments by Use

Total Capital Costs by Use	SPI Operated Uses		Private Tenant Operated Uses					TOTAL
	A. Open Space & SPI Operations	B. Ice Casino	C. Amusement Zone	D. Beach/Acqua Adventure	E. Event Space	F. Restaurants	G. Multi-purpose Indoor & Outdoor Fields	
Construction Costs	\$5,400,000	\$765,000	\$2,350,000	\$2,224,000	\$2,035,000	\$2,805,000	\$9,100,000	<b>\$24,679,000</b>
Estimating and Design Contingency	\$540,000	\$76,500	\$235,000	\$222,400	\$203,500	\$280,500	\$910,000	<b>\$2,467,900</b>
Construction Contingency	\$270,000	\$38,250	\$117,500	\$111,200	\$101,750	\$140,250	\$455,000	<b>\$1,233,950</b>
General Conditions	\$372,600	\$52,785	\$162,150	\$153,456	\$140,415	\$193,545	\$627,900	<b>\$1,702,851</b>
Escalation	\$197,478	\$27,976	\$85,940	\$81,332	\$74,420	\$102,579	\$332,787	<b>\$902,511</b>
Building Permit	\$101,701	\$14,408	\$44,259	\$41,886	\$38,326	\$52,828	\$171,385	<b>\$464,793</b>
Fee	\$344,089	\$48,746	\$149,742	\$141,714	\$129,671	\$178,735	\$579,854	<b>\$1,572,550</b>
Liability Insurance	\$108,388	\$15,355	\$47,169	\$44,640	\$40,846	\$56,302	\$182,654	<b>\$495,353</b>
	<b>\$7,334,256</b>	<b>\$1,039,020</b>	<b>\$3,191,760</b>	<b>\$3,020,627</b>	<b>\$2,763,928</b>	<b>\$3,809,739</b>	<b>\$12,359,580</b>	<b>\$33,518,909</b>

Note: Capital estimated for the Amusement Zone, the Beach/Acqua Adventure, and the Multi-purpose Indoor & Outdoor Fields were estimated by the proposed private tenant.

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**A. Open Space**

*Projected Income and Expense Statement*

Stabilized Year: 2013

<b>Assumptions</b>	Value Units
<i>Program</i>	
Open Space	36 acres
<i>Operations</i>	
Seasonal Daytime Security	5 guards
Seasonal Overnight Security	2 guards
Off-Season Daytime Security	5 guards
Security Personnel Costs	\$20 hourly rate
Maintenance and Operations	\$17,000 per acre
Marketing	\$7,000 per acre
<i>Development</i>	
Capital Investment	\$7,334,256
Development Burden	SPI will raise funds for open space investments
Equity	50% total capital
Debt	50% total capital
Loan Type	Low-Interest
Interest Rate	4%
Loan Term	20 years

<b>Revenue</b>	
Management Contract	\$2,471,000
<b>Total Revenue</b>	<b>\$2,471,000</b>
<b>Expenses</b>	
Management/Administration	\$350,000
Security Staff	\$462,000
Sanitation	\$397,000
Maintenance and Operations	\$612,000
Utilities	\$250,000
Management Fee	\$150,000
Marketing	\$250,000
<b>Total Expenses</b>	<b>\$2,471,000</b>

<b>Net Operating Income (EBITDA)</b>	<b>\$0</b>
Debt Service	\$146,697
<b>Net Operating Income (after debt service)</b>	<b>(\$146,697)</b>

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**B. Ice Casino**

Projected Income and Expense Statement

Stabilized Year: 2013

**Assumptions** Value Units

*Program*

Skating Rinks	1.5 rinks
Facility Size	37,500 SF

*Operations*

Rink Rentals	\$375-\$440	rate per hour
Peak Time Ice Usage	1,215	hours annually
Off-Peak Time Ice Usage	739	hours annually
Public Skating Fee/Rentals	\$13	avg. \$/person
Public Skating Volume	10,000	visitors per year
Management Fee	\$75,000	flat fee

*Development*

Capital Investment	\$1,039,020	
Development Burden		SPI will raise funds for building improvements
Equity	50%	total capital
Debt	50%	total capital
Loan Type		Low-Interest
Interest Rate	4%	
Loan Term	20	years

**Revenue**

Skating School	\$52,000
Hockey	\$130,000
Main Rink Ice Rental	\$768,000
Public Skating & Equipment Rental	\$125,000
Other	\$32,000
Concession Rents	\$300,000
<b>Total Revenue</b>	<b>\$1,407,000</b>

**Expenses**

Management Fee	\$75,000
Labor	\$525,000
Utilities	\$244,000
Equipment	\$32,000
Insurance	\$95,000
Other Expenses	\$117,000
Marketing and Advertising	\$30,000
CAPEX Fund	\$15,000
<b>Total Expense</b>	<b>\$1,133,000</b>

**Net Operating Income (EBITDA)** **\$274,000**

Debt Service \$20,782

**Net Operating Income (after debt service)** **\$253,218**

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**C. Amusement Zone**

Projected Income and Expense Statement

Stabilized Year: 2013

<b>Assumptions</b>	Value	Units
<i>Program</i>		
Facility Size	7	acres
Amusements	36	rides
Existing	33	
Relocated	2	
New	1	

<i>Operations</i>		
Annual Visitors	350,000	people
Average Revenue From Rides	\$12	per visitor
Employees (full- and part-time)	65	people
Average Salary	\$40,000	per employee
Lease Payment SPI	12%	gross revenues
Annual Repair and Maintenance	\$10,000	per ride
Annual Repair and Maintenance	\$150,000	Dragon Coaster

<i>Financing</i>		
Capital Investment	\$3,191,760	
	Amusement operator will raise and finance required capital investments	
Development Burden		
Equity	35%	total capital
Debt	65%	total capital
Loan Type	Private	
Interest Rate	7%	
Loan Term	20	years

<b>Revenue</b>	
Rides	\$4,200,000
Food & Beverage	\$1,700,000
Arcade Games	\$770,000
Merchandising	\$880,000
Parking	\$490,000
<b>Total Revenue</b>	<b>\$8,040,000</b>

<b>Expenses</b>	
Labor	\$2,560,000
Purchases - Food, Merchandise, Redemption	\$870,000
Repairs and Maintenance	\$600,000
Water Service	\$100,000
Transportation	\$32,000
Telecommunications	\$60,000
Security	\$50,000
Utilities	\$700,000
Insurance	\$250,000
Advertising	\$750,000
Lease Payment SPI	\$964,800
Capital Reserves	\$115,150
Common Area Maintenance Contribution	\$204,999
Other	\$125,000
<b>Total Expenses</b>	<b>\$7,381,949</b>

<b>Net Operating Income (EBITDA)</b>	<b>\$658,051</b>
Debt Service	\$145,225
<b>Net Operating Income (after debt service)</b>	<b>\$512,826</b>

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**D. Beach/Acqua Adventure**

*Projected Income and Expense Statement*

Stabilized Year: 2013

**Assumptions** Value Units

*Program*

Acqua Adventure Facility Size	15,000	acres
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*Operations*

Beach Visitors	50,000	people
Acqua Adventure Visitors	75,000	people
Beach Admission	\$5	per visitor
Acqua Adventure admission	\$8	per visitor
Employees (full- and part-time)	27	people
Merchandise Sales	\$2	per visitor
Food & Beverage Spending	\$3	per visitor
Lease Payment SPI	12%	gross income

*Development*

Capital Investment	\$3,020,627	
	Operator will provide equity payment and SPI will cover debt service payments	
Development Burden		
Equity	35%	total capital
Debt	65%	total capital
Loan Type	Private	
Interest Rate	7%	
Loan Term	20	years

**Revenue**

Beach	\$230,000
Acqua Adventure	\$560,000
Lockers	\$30,000
Merchandise	\$230,000
Rentals	\$80,000
Parking	\$190,000
<b>Total Revenue</b>	<b>\$1,320,000</b>

**Expenses**

Labor	\$400,000
Purchases	\$50,000
Repairs and Maintenance	\$35,000
Water Service	\$7,500
Transportation	\$20,000
Telecommunications	\$2,000
Utilities	\$28,000
Insurance	\$70,000
Lease Payment SPI	\$158,400
Common Area Maintenance Contribution	\$33,657
Other	\$15,000
<b>Total Expenses</b>	<b>\$819,557</b>

**Net Operating Income (EBITDA) \$500,443**

Debt Service \$137,439

**Net Operating Income (after debt service) \$363,005**

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**E. Event Space**

*Projected Income and Expense Statement*

Stabilized Year: 2013

**Assumptions** Value Units

*Program*

Total Size	10,000 SF
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*Operations*

Lease Payment SPI	6% gross income
Cost of Goods	38%
Labor	32%
Other Direct	8%

*Development*

Capital Investment	\$2,763,928
Development Burden	Event operator will raise and finance required capital investments
Equity	35% total capital
Debt	65% total capital
Loan Type	Private
Interest Rate	7%
Loan Term	20 years

**Revenue**

Event space rental	\$7,000,000
<b>Total Revenue</b>	<b>\$7,000,000</b>

**Expenses**

General Expenses	\$5,040,000
Common Area Maintenance Contribution	\$178,482
Lease Payment SPI	\$420,000
<b>Total Expenses</b>	<b>\$5,638,482</b>

**Net Operating Income (EBITDA) \$1,361,518**

Debt Service \$125,759

**Net Operating Income (after debt service) \$1,235,760**



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**F. Restaurants**

*Projected Income and Expense Statement*

Stabilized Year: 2013

**Assumptions**

Value Units

*Program*

Admin Building (year-round)	2,500 SF
Burger King space (seasonal)	2,500 SF
Nathan's space (year-round)	2,500 SF
Pool Terrace North (year-round)	1,600 SF
Pool Terrace South (seasonal)	1,600 SF

*Operations*

Admin Building (year-round)	\$1,200 annual \$/SF
Burger King space (seasonal)	\$200 annual \$/SF
Nathan's space (year-round)	\$200 annual \$/SF
Pool Terrace North (year-round)	\$450 annual \$/SF
Pool Terrace South (seasonal)	\$300 annual \$/SF
Lease Payment SPI	6% gross income
General Expenses	
Cost of Goods	28% gross income
Labor	32% gross income
Overhead	13% gross income

*Financing*

Capital Investments	\$3,809,739
Development Burden	Restaurants will raise and finance required capital investments
Equity	35% total capital
Debt	65% total capital
Loan Type	Private
Interest Rate	7%
Loan Term	20 years

**Revenue**

Restaurants	\$5,200,000
<b>Total Revenue</b>	<b>\$5,200,000</b>

**Expenses**

General Expenses	\$3,796,000
Common Area Maintenance Contribution	\$132,586
Rent	\$312,000
<b>Total Expenses</b>	<b>\$4,240,586</b>

**Net Operating Income (EBITDA) \$959,414**

Debt Service \$173,343

**Net Operating Income (after debt service) \$786,071**

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**G. Multi-purpose Indoor & Outdoor Fields**

Projected Income and Expense Statement

Stabilized Year: 2013

Assumptions	Value	Units
<i>Program</i>		
Indoor Facilities	78,000	SF
Facility Size	10	acres
Indoor Fields	2	fields
Indoor Courts	3	courts
Outdoor Fields	3	fields
<i>Operations</i>		
Field Rentals	\$200 - \$350	\$/hour
Court Rentals	\$200 - \$250	\$/hour
Lease Payment SPI	\$150,000	
Employees (part-time)	75	employees
Employees (full-time)	7	employees
<i>Development</i>		
Capital Investment in Fields/Field House	\$12,359,580	
Development Burden	Sports Center operator will raise and finance required capital investments	
Equity	35% total capital	
Debt	65% total capital	
Loan Type	Private	
Interest Rate	7%	
Loan Term	20 years	

Revenue	
Leagues	\$1,020,000
Instructional Programs	\$50,000
Tournaments	\$40,000
Sports Camps	\$140,000
Genral Summer Camps	\$120,000
Additional Programs	\$60,000
Field Outdoor Rental	\$550,000
Indoor Court Rentals	\$88,000
Parties	\$40,000
Café	\$170,000
Games	\$10,000
Membership Fees	\$120,000
Space Lease	\$120,000
Sponsorship cash	\$140,000
<b>Total Revenue</b>	<b>\$2,668,000</b>

Expenses	
Operating Overhead	\$300,000
Lease Payment SPI	\$150,000
Common Area Maintenance contribution	\$68,027
Labor	\$930,000
<b>Total Expenses</b>	<b>\$1,448,027</b>

<b>Net Operating Income (EBITDA)</b>	<b>\$1,219,973</b>
Debt Service	\$562,361
<b>Net Operating Income (after debt service)</b>	<b>\$657,612</b>

## RESPONDENT

Sustainable Playland, Inc.  
P.O. Box 768  
Rye, NY 10580

### SPI Executive Board of Trustees

#### **Dhruv Narain - President**

Dhruv Narain is a Managing Director, Founder and Co-Head of the Restructuring/Special Situations Group at Goldman Sachs & Co in New York since 2004. Prior to joining Goldman Sachs, Dhruv was Co-Head of the Restructuring Group at DLJ/Credit Suisse. Dhruv started his career at Kidder Peabody and also worked at CIBC.

Dhruv graduated with a BA in Economics from Panjab University in India and an MBA in Finance from the William E. Simon Graduate School of Business at the University of Rochester.

#### **Peter Rukeyser - Treasurer**

Peter L. Rukeyser is a Managing Director at UBS Private Wealth Management in New York. Peter advises a select group of ultra high net worth families, foundations & endowments on their investment strategies. Prior to joining UBS, Peter was a Managing Director in Morgan Stanley's Private Wealth Management group for 15 years. He also worked for Prudential Investment's Leveraged Buyout Group in the early 1990s. Peter graduated with an A.B. degree in Economics from Harvard College and later received an M.B.A. in Finance from the University of Pennsylvania's Wharton School.

#### **Sandhya Subbarao - Secretary**

Sandhya Subbarao has lived in Rye, with her husband and two children, since 1997. She has been actively involved in several community activities and served on the Boards of the Rye Arts Center, the League of Women Voters of Rye, Rye Brook and Port Chester, and the Indo-American Arts Council in New York.

Conscious of her heritage and with a desire to give her children a sense of community, Sandhya has

designed and supported diversity initiatives at several organizations including The Rye Arts Center where she conceived, co-coordinated and managed the five-week long, "Colors of India" festival and at Rye Country Day School where she served on the Strategic Planning and Advisory Committee for Diversity.

She is a graduate of the Bombay University in India in Commerce and Accounting and holds an MBA in Finance, International Business and Public Policy from the William E. Simon Graduate School of Business Administration at the University of Rochester, NY.

#### **Joseph P. Carlucci**

Joe is a Partner at the law firm Cuddy & Feder and is responsible for the industrial development revenue bond practice. He has been involved in matters representing both large and small corporations dealing with a full range of corporate issues. In addition to Joe's wide ranging corporate and real estate practice, he is one of the county's most active counselors in connection with industrial development agency revenue bond financings, including "straight lease" transactions. Joe has previously served as an agency chair, and now represents borrowers, underwriters and issuers in transactions throughout the New York metropolitan area, as well as in a number of states throughout the country.

#### **Kim M. Morque**

Mr. Morque is President and Director of Development with Spinnaker Real Estate Partners LLC; a real estate development and management company based in Norwalk, Connecticut. Kim is responsible for all land use, zoning and pre-development planning for the company. In addition he oversees the property management and operations functions for the company.

Kim is former Chair of the Westchester Fairfield District Council of the Urban Land Institute and a member of the Responsible Property Investors Council of the ULI. He is past President of the Westchester/Fairfield Board of the National Association of Industrial and Office Parks, (NAIOP) and currently serves on the Board.



### RESPONDENT CERTIFICATION

The undersigned agrees and understands that this proposal and all attachments, additional information, etc. submitted herewith constitute merely an offer to negotiate with the County of Westchester and is NOT A BID. Submission of this proposal, attachments, and additional information shall not obligate or entitle the proposing entity to enter into a service agreement with the County of Westchester for the required services. The undersigned agrees and understands that the County of Westchester is not obligated to respond to this proposal nor is it legally bound in any manner whatsoever by the submission of same. Further, the undersigned agrees and understands that any and all proposals and negotiations shall not be binding or valid against the County of Westchester, its directors, officers, employees or agents unless an agreement is signed by a duly authorized officer of the County of Westchester and approved by the Westchester County Board of Acquisition & Contract and by the Office of the County Attorney and any other necessary legal approvals such as those described in this RFP.

It is understood and agreed that the County of Westchester reserves the right to reject consideration of any and all proposals including, but not limited to, proposals which are conditional or incomplete. It is further understood and agreed that the County of Westchester reserves all rights specified in the RFP.

It is represented and warranted by those submitting this proposal that except as disclosed in the proposal, no officer or employee of the County of Westchester is directly or indirectly a party to or in any other manner interested in this proposal or any subsequent service agreement that may be entered into.

Sustainable Playland Inc.  
Respondent Name

By: [Signature]  
Name and Title  
DHUV NARAIN  
PRESIDENT

Sworn to before me this  
8 day of March, 2010.

[Signature]  
Notary Public



Sustainable Playland, Inc.  
P.O. Box 768, Rye, New York 10580 | 914-967-1468

## AMUSEMENT OPERATOR

### Mega Funworks

Mega Funworks, based in Highland, New York, owns and operates Splash Down Beach, a family-oriented waterpark in Fishkill, New York. Designed specifically for younger children, Splash Down Beach provides a unique family entertainment venue on 17 acres in Dutchess County, New York including food facilities, arcade games and year-round events. The venue was purchased by Mega Funworks in 2004 and today operates with a seasonal staff of over 250 employees.

For the 2011 season, Splash Down Park and HIT Entertainment, a United Kingdom-based entertainment company which owns and controls over 50 internationally-renowned brands including Thomas & Friends and Barney & Friends, entered into an agreement to develop the first permanent Bob the Builder™ amusement attraction in North America.

Mega Funworks president Steve Turk has been involved in the hospitality and entertainment business for over 30 years. In 2001, he purchased Rocking Horse Ranch in Highland, New York from his family, which originated the facility over 50 years ago, and expanded its offerings to include an indoor water park in addition to horseback riding, special events and overnight accommodations. Today, Rocking Horse continually receives the prestigious AAA 3 Diamond rating as well as accolades for the property's award-winning landscaping and gardens.

Steve currently sits on the Dutchess County Tourism Council and has served on the Board of Trustees for The Community Foundation of Dutchess County.

### Dream Park International

Joining the Mega Funworks team for Playland Park will be Dream Park International, a consulting firm that focuses on the family entertainment business from initial concept to design and construction.

Founded over thirty years ago, the Dream Park team, headed by Don McCrary, has built an association with Architects, Theme Designers, Water Park Operators, Engineers and other construction professionals.

Mr. McCrary has participated in hundreds of projects designs and more than 35 completed projects both large and small. Mr. McCrary has worked on several significant projects throughout his career including Lotte World and Lotte Sky Plaza in Korea, Leofoo Village in Taiwan, Bosque Magico Theme park in Mexico including master planning for multiple theme entertainment venues in the USA such as Hershey Park, Universal Studios City walk and Six Flags Fiesta Texas just to name a few.

### Other experience includes:

#### Atlanta, Georgia

As head of all projects in located in the western hemisphere and Europe, Don manages all project procurement, management, design and client interaction. He also oversees product design and manufacture for Dreampark's line of water park attractions to be shipped to projects around the world. Current projects include the \$35 million Galveston Island Historic Pleasure pier for the Landry's Corporation the \$100 million renovation of Lotte World Magic Island in Soul Korea and portions of the Universal Studios Singapore Waterpark. .

#### 2007-2009

Development Dept. Engineering & Architecture Kalahari Resorts and Waterpark Wisconsin Dells Wisconsin and Sandusky, Ohio Mr. McCrary participated in all facets of the operation and continued upgrade of two major resorts and waterparks. Part of the team working to develop a new \$250 million resort and indoor waterpark slated for Fredericksburg Virginia slated to open in 2011. Team members included Aquatic Development Group, Pro-slide technology and several other associated architectural and engineering firms.

#### 1997-2007:

Stockholder / Associate

Bullock, Smith & Partners, Inc.  
Knoxville, Tennessee

As project manager Don completed master planning and thematic design for the firm's many theme park and entertainment center projects, including Holiday World in Indiana USA, Fantasy World in The Philippines, NASCAR Café in Las Vegas, Orlando and Pigeon Forge, and the Six Flags Fiesta Texas Five-Year Master Plan in San Antonio, Texas. He also completed master planning and concept design for a Country and Western based theme park located just outside of Sao Paulo Brazil.

#### 1985-1997:

Project Manager – Specialty Designer  
Battaglia Associates, Irvine, California

### References

Fishkill Town Government  
Joan Pagones, Fishkill Town Supervisor  
Robert LaColla Fishkill Town Councilman  
807 Route 52, Fishkill NY 12524  
Phone: 845-831-7800

Dutchess County Dept. of Health  
Michael Caldwell, MD Commissioner  
387 Main Street  
Poughkeepsie, NY 12601  
Voice (845) 486-3400

Dutchess County Tourism  
Mary Kay Vrba, Director  
3 Neptune Road, Suite Q-17  
Poughkeepsie, NY 12601-5545  
Phone: 845-463-4000 / 800-445-3131

Riverside Bank  
Barbara Malley, Executive Vice-President  
150 Main Street  
Fishkill, New York 12524  
(845) 896-9300

Dutchess County Regional Chamber Of Commerce  
Charles North, President  
One Civic Center Plaza Suite 400

Poughkeepsie, New York 12601  
(845) 451-1700  
Ulster County Government  
Michael P. Hein, Ulster County Executive  
P.O. Box 1800  
Kingston, New York 12402  
(845) 340-3636

Ulster County Chamber of Commerce  
Ward Todd, President  
214 Fair Street  
Kingston, NY 12401  
Tel: (845) 338-5100 / Fax: (845) 338-0968

Ulster County Tourism Board  
Richard Remsnyder – Director  
10 Westbrook Lane  
Kingston, New York 12401  
(845) 340-3566

Town of Plattekill  
Bruce Loertscher, Supervisor  
1915 Route 44-55 Modena  
New York 12548  
(845) 883-7331

New Paltz Regional Chamber of Commerce  
Joyce Minard, President  
257 Main St.  
New Paltz, NY 12561  
(845) 255- 0243

## RESPONDENT TEAM

### Design Constructs

35 Halsted Place  
Rye, NY 10580  
646-879-2429

### HR&A Advisors, Inc.

99 Hudson Street, 3rd Floor  
New York, NY 10013  
212-977-5597

### AP Construction Company

707 Summer Street, 3rd floor  
Stamford, CT 06901-1026  
203-359-8500

### Divney Tung Schwalbe, LLP

1 North Broadway  
White Plains, NY 10601  
914-428-0010

## FIRM DESCRIPTIONS

### Design Constructs

Design Constructs was founded by Douglas McKean in 1992 to transform the way buildings are thought of as assets and is committed to their sustainability - to make buildings carbon neutral, far exceeding current building standards and even LEED (TM) Platinum requirements! Our mantra is - in the words of the Great Law of the Iroquois Confederacy - "In our every deliberation, we must consider the impact of our decisionmaking on the next seven generations." To us, sustainability is not a 'buzz word', it is a paradigm shift.

### HR&A Advisors, Inc.

HR&A Advisors, Inc. is an industry leader in economic development, real estate and public policy consulting. Equipped with a unique understanding of the intersection of the public and private sectors,

HR&A has served a diversity of clients since 1976.

With corporate offices in New York and Los Angeles, HR&A's clients include the nation's most prominent real estate developers, corporations, financial institutions, not-for-profit organizations, universities, public and quasi-public agencies.

HR&A excels at developing economic growth and implementation strategies for mixed-use developments, affordable housing, waterfront revitalization, transportation, energy efficiency, brownfields, and parks. We provide solutions that create value for our clients by maximizing public benefit and minimizing private investment risk.

### AP Construction Company

A.P. Construction Company, based in Stamford, Connecticut, provides construction management and general contracting services for a broad range of clients. The company is experienced in all types of construction, including corporate interiors, educational facilities, healthcare and municipal facilities and selective residential properties.

A.P. Construction's skill and expertise has developed from being part of a full service national firm with experience as owners and managers of prime commercial real estate. The company's services are delivered by its dedicated professional team that is committed to providing the highest level of personal service to its clients.

By exceeding the needs of owners and architects through its team approach and attention to detail, A.P. Construction has a reputation for quality, integrity, reliability and efficiency.

To achieve each project's goals, we have established guidelines that we follow starting from the pre-construction, budgeting and conceptual phase and carrying through the final project documentation. Each step is clear, concise, direct in its goal, and produces the desired end result.

### Divney Tung Schwalbe, LLP

Founded in 1972, Divney Tung Schwalbe (DTS) is a team of land use professionals who help clients to envision and achieve successful and responsible development projects.

DTS serves a wide range of private and public clients throughout the New York Tri-State Region and beyond—from corporate headquarters and institutional facilities to residential communities, historic properties and recreational sites.

The leadership, knowledge and experience of the DTS partners have been instrumental in creating the firm's vision and guiding it to become one of the most respected and effective land use firms in the region.

## ADVISORY TEAM

### Biederman Redevelopment Ventures

Park Redevelopment, Management and Planning

### Harrison Edwards

Public Relations and Marketing

### Jonathan Rose Companies

Green Real Estate Policy, Planning, Development, Civic Development and Real Estate Investments

### Jones Lang LaSalle

Real Estate Services, Leisure Consulting and Program Management

### Rockwell Group

Playground Design, Architectural Design Collaboration

### Tupper Thomas

Park Management and Community Affairs

### Wos & Wos Development Corporation

Real Estate Development, Consulting and Management

See [www.sustainableplayland.org](http://www.sustainableplayland.org) for more detail.



## RESUMÉS OF KEY PERSONNEL

### Douglas McR. McKean, AIA, RLA, LEED AP

Doug McKean is an Architect, Landscape Architect, and LEED Accredited Professional, and the founder of Design Constructs, a sustainable design consulting firm based in Rye. His firm is the lead consultant for Sustainable Playland, Inc.'s response to Westchester County's recent Request for Proposals. Playland has fascinated McKean for more than 30 years, having completed his Master's thesis on the reinvention of Playland in 1979.

McKean's professional projects include managing the Grand Central Terminal, which won a Presidential "Award for Design Excellence" for Outstanding Achievement in Design for the Government of the USA.

Even before Playland was designated a National Historic Landmark, Doug's thesis plan respected, retained and restored the historic buildings and layout of the park - including the central Promenade, much of which had been lost to fires and was degraded with flashing plexiglass panels (an inappropriate change to the historic colonnade which remains today). Additionally, Doug's plan recognized and respected the sensitive environmental conditions of the lake and wildlife area at the north end of Playland which has since become the Edith Read Natural Park and Wildlife Sanctuary.

### Kate Coburn, Candace Damon & Danny Fuchs

Kate Coburn, HR&A Partner, has been a key player in the real estate industry for over twenty five years, specializing in the retail and restaurant arena. Her work focuses on incorporating retail and commercial uses into public and private development projects as activating components. She has a background in strategic planning, leasing and marketing of mixed-use urban complexes, downtown revitalization strategies, and retail programming of areas that attract a large number of tourists and visitors. Prior to joining HR&A in November of 2010, Kate

served as a Partner with Economics Research Associates (ERA) and later, a Partner with AECOM Economics. Kate's ability to understand the needs of the developer and tenant-- from the initial concept presentation, through site selection, lease negotiation, design development, construction -- has created significant bottom-line results for both parties. Kate's work includes providing a retail demand analysis and merchandising strategy for the redevelopment of South Street Seaport by General Growth Properties. Kate has also provided concessions planning for Fordham Plaza and Station Plaza Park in New York City. Additionally, for over ten years, she served as Vice President-Retail Leasing and Marketing for the 18-building Rockefeller Center development in New York. In that capacity she was chief strategist, responsible for planning, marketing and leasing over 800,000 square feet of retail and restaurant space in that mixed-use complex.

For more than 20 years at HR&A, Partner Candace Damon has been responsible for successful strategies for the redevelopment of urban downtowns and waterfronts in diverse locales such as New York City, Charlotte, Memphis, Philadelphia, Boulder, Tucson, San Diego and Toronto. Her specific areas of expertise include: ensuring the long term viability of urban open space; and strategizing the redevelopment of downtowns and waterfronts. Candace's previous work includes leading a development feasibility study for Pier 40, a 15 acre pier in Hudson River Park. Currently, she's working with a master planning team to recommend financing strategies for capital improvements in St. Paul's Great River Park. She is also working on behalf of the Atlanta Belt Line Corporation, to provide recommendations regarding space programming, concessions, and real estate development opportunities for the Belt Line. She is advising on operations, maintenance and funding strategies for the open spaces as well as recommending space programming, concessions, and real estate development opportunities. She is an Amherst College and Harvard Law School graduate.

Danny Fuchs brings experience in infrastructure development, waterfront revitalization strategies, public/private real estate transactions, economic and

fiscal impact analysis, and multidisciplinary project management. His recent work includes two pier redevelopment efforts in the Hudson River Park, a development framework for Newark's Passaic waterfront, a strategic plan for London's Olympic Park Legacy Corporation, and projecting the economic and fiscal impacts of nearly \$20 billion in real estate development. He holds a B.A. from Yale University with distinction in architecture and urban studies.

Kate Coburn will serve as Project Director for the duration of the project, and will be joined by HR&A Vice Chairman Candace Damon, and HR&A Senior Analyst Danny Fuchs, who will serve as Project Manager. Kate, Candace and Danny will also be supported by HR&A's analytic staff in our New York City office.

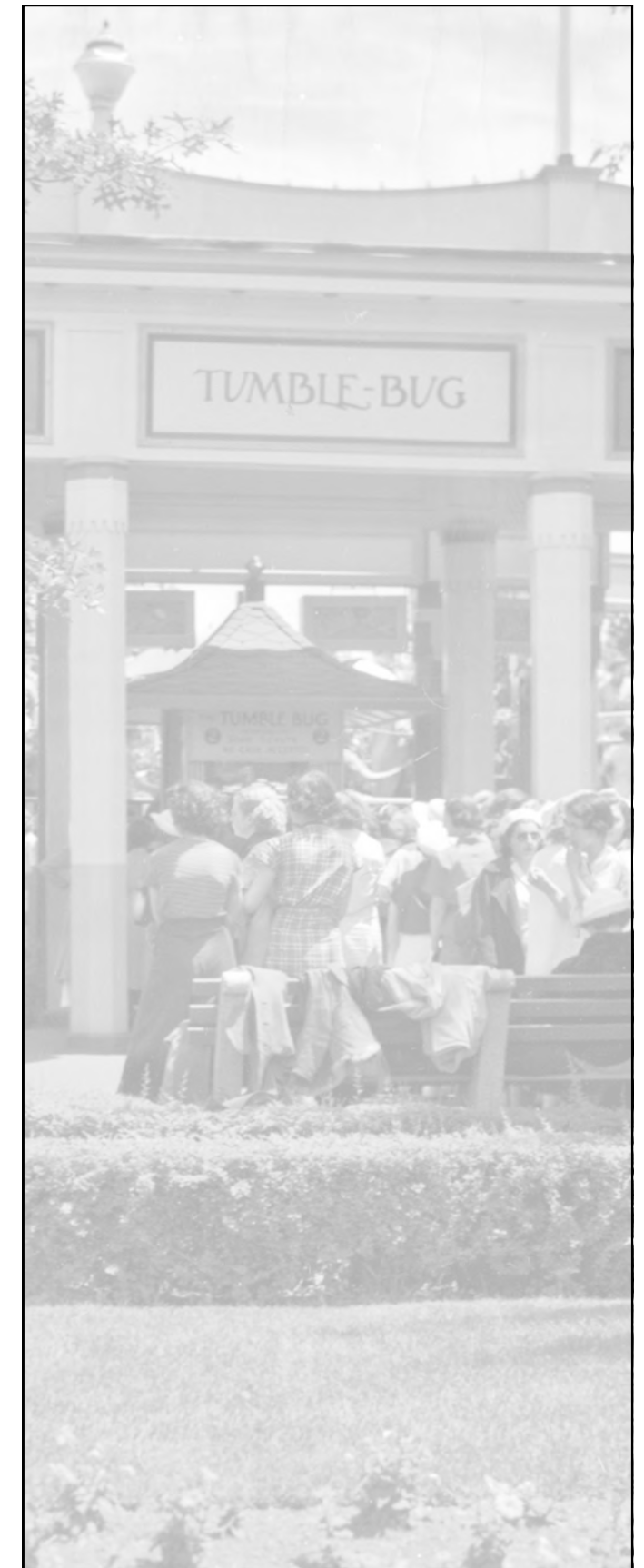
### Nick Everett

Mr. Everett is Senior Vice President and Director of Business Development for A.P. Construction Company, a division of The Ashforth Company. He is responsible for marketing investigation and strategy, client development and maintenance, and proposal formulation for the Company's Connecticut and New York offices.

Mr. Everett joined the Company in 1993 as Vice President & Director of Operations for A.P. Construction's Westchester County, NY office. His major accomplishments include the successful management of EastRidge Properties' \$50 million capital improvement program, the development of a tenant construction standards program for EastRidge Properties, and the development of a broad client base throughout Westchester County.

In 1997, Mr. Everett initiated site identification efforts with Benchmark Assisted Living for assisted living facilities in Connecticut.

Prior to joining A.P. Construction, Mr. Everett was Vice President of Planning for Lexington Development Group in Greenwich, CT. He was responsible for the successful management of construction projects including a renovation/expansion of a 100-



room hotel and restaurant, a retail building in Greenwich, and several residential developments in Westchester and Fairfield counties.

Mr. Everett was also an associate landscape architect for Peter G. Rolland & Associates in Rye, New York and a senior landscape architect for National Capital Development Commission in Canberra, Australia.

Mr. Everett is a cum laude graduate of Harvard College where he majored in US History. He received his Masters in Landscape Architecture from the Harvard Graduate School of Design and was a recipient of the Jacob Weidenman Prize, which is a traveling fellowship for research and travel in five Scandinavian countries.

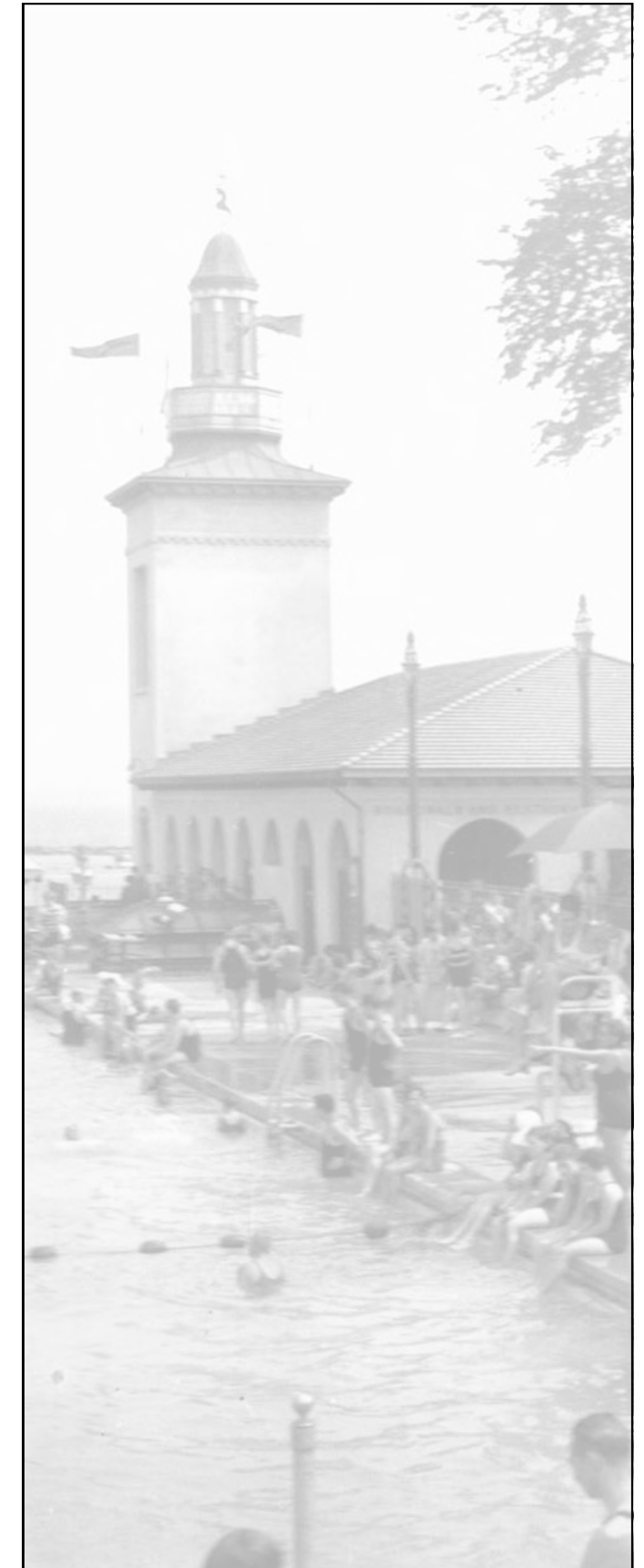
Andrew V. Tung, ASLA, Esq., LEED AP

Andrew Tung has over 30 years of experience in environmental planning, regulatory processing and project management for institutional, corporate and developer clients. He is a registered landscape architect, a lawyer, and a LEED-accredited professional. He believes that careful planning of both a project site and its approval process are critical to achieving the successful and sustainable use of land.

Andrew has recently been the principal-in-charge of the firm's services provided for the expansion of the Phelps Memorial Hospital facilities and affiliated Kendal on Hudson continuing care retirement community in Sleepy Hollow, New York; the integration of multifamily residential use into the former Reader's Digest corporate campus in Chappaqua, New York for Summit/Greenfield; and the proposed redevelopment of the former General Motors assembly plant site in Sleepy Hollow, New York. His design experience, legal training and project management expertise help our clients to formulate the integrated strategies required to obtain timely approvals for their development projects.

Prior to joining Divney Tung Schwalbe in 1985, Andrew was an associate and project landscape architect for Peter G. Rolland & Associates, for whom he

managed the firm's Australian office during the first 18 months of its commission as landscape architect for the new Parliament House. He has a Bachelor of Arts in Architecture from Yale University, a Master of Landscape Architecture from the University of Virginia, and a Juris Doctorate from Pace University School of Law. He is a licensed landscape architect in New York, Connecticut and New Jersey and was admitted to the bar in New York and Connecticut. Andrew also serves as president of the Westchester Municipal Planning Federation and is a former chairman of his village planning board.



## COUNTY'S FIVE E's FEASIBILITY SCORECARD

**Economics** - Financially viable long-term business model: **YES**

**Environment** - Appropriate to local surroundings: **YES**

**Entertainment** - Consistent with mission of a park: **YES**

**Experience** - Confidence in proposer's track record: **YES**

**Expectations** - Realistic chance of completion: **YES**

