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Washington Park Lakehouse

Reuse Study



/ ACKNOWLEDGEMENTS

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The Lakehouse is the picturesque heart of Washington Park. It is largely underutilized, so this reuse study explores possibilities for renovating the Lakehouse to make it an even greater asset for the community.

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1 / EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Washington Park Lakehouse was constructed by the City of Albany to fulfill the need for a large-scale public facility in Albany's magnificent Washington Park. Located at one of the lowest points in the Park on the north shore of the Washington Park Lake, it presents a picturesque composition of sylvan landscape, water feature and building. Its location near the Madison and New Scotland Avenue entrance to the Park make it highly visible and an immediately recognizable feature of the Park. Sufficiently set back from this entrance and casting its reflection in the shimmering waters of the Lake, the Lakehouse invites one into the Park to escape the City and enjoy its unique setting and varied activities.

Although the Lakehouse is used intermittently throughout the year for various events and purposes, there is general agreement that it is underutilized, and could become a much more vital asset and activity center for the community. The purpose of this study is to identify uses for the structure that will make it a positive activity center, a magnet for nearby residents and visitors alike, and a year round destination for a variety of uses.

The Lakehouse, listed on the National Register of Historic Places, has survived largely as originally constructed and, as such, represents one of the Park's most significant intact historic resources. Any reuse recommendation needs to consider, as its core mission, the careful conservation, restoration and sensitive adaptation of the existing historic architecture and building fabric of the Lakehouse.

This study has three major component parts that seek to capture the hard and dedicated work of the Committee and the valuable input from the open community meetings. First, it describes and analyzes the existing use patterns and physical conditions of the Lakehouse and the immediately surrounding Park area; second, it discusses the wide range of use options and related issues that ultimately framed the conclusions of the task force committee; and finally, it lays out series of recommendations for the reuse and physical enhancements and adaptive changes necessary to support the reuse program.

In developing a reuse strategy for the Lakehouse a balance between the public good and Park patron access and use of the building had to be struck with those of the highly marketable and potentially profitable interests of private and scheduled uses. On the public side; development of meeting room facilities, an interpretive center for the Park and the Park Conservancy, and readily accessible toilet rooms for Park users is recommended. On the private and revenue generating side; food service facilities consisting of a Lakefront table-service restaurant, snack bar / light fare casual dining area, and banquet hall would be a tremendous boon to the use and exposure of the building and highly prized for its unique location and physical assets. Additionally, the rental of recreation equipment such as rowboats, skates, bicycles, cross-country skis, etc. would enhance the Lakehouse's role as the focus of Park patron activity. As an entertainment venue, the Lakehouse already serves the Park Playhouse and a



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variety of City-sponsored concert events – the goal in this regard would be to devise a way to continue to support and enhance these uses while allowing simultaneous public / private uses of the building to take place. This is a threshold issue for the City, the continued use of the Lakehouse by Park Playhouse. If Park Playhouse remains, significant operational changes will be necessary so the Playhouse can co-exist with a year round café/restaurant/banquet facility that would occupy and control all of the interior Lakehouse spaces.

First and foremost, the enhancement of the immediate surroundings will improve the setting and external image of the Lakehouse and more fully integrate it into the life and activity patterns of the Park. Implementation of the recommended site improvements will position the Lakehouse more successfully into the surrounding historic landscape making it a focal point of Park events and casual use by bringing new uses and resources to this public place.

For the building itself, to support the proposed uses described for the Lakehouse and its immediate surroundings, minor reconfiguration and change in use of existing spaces within the building is required coupled with the enclosure of existing external spaces and the creation of new space to the west of the existing garage. Additionally, to free-up valuable space within the Lakehouse for necessary programmatic uses, a new home for the Park maintenance staff and equipment must be found.

The Lakehouse is ideally suited for the occupancies and uses described, and it readily lends itself to the task with modest renovation and alteration requirements. The existing historic fabric of the building is in good condition, needing only moderate repair and conservation of its internal and external building fabric. Conversely, the engineering systems serving the building are generally old and barely adequate to their present task. They will require near complete replacement to serve the proposed new uses and increased demands placed upon them by the building's reuse program.

From a Code standpoint, the building is suitable for the proposed public assembly uses and it is already configured with adequate grade-level exits. With minor modifications, the building can be made fully handicapped accessible. The major new building element recommended as a result of the analysis of the building and its more intense public assembly use as it relates to the newly adopted International Building Code will be the installation of a sprinkler system throughout.

In terms of developing a phasing plan and implementation strategy for the Washington Park Lakehouse the following was discovered. In the development of this study and in the meetings with the Committee, City officials and the public review meetings the consistent sentiment was that this project be pursued as one phase of work and not be approached piecemeal or incrementally. The reality is that this is an ambitious project with a potential full development cost of between 4.5 and 6.5 million dollars. There are several optional implementation strategies that could be pursued:



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- The City could undertake and fund the entire project and lease the facilities to an operating contractor under renewable short-term leases.
- The City could issue a Request for Development Proposals that would define the entire project and require the proposer to fund the complete project in return for a long-term lease.
- Approach the project as a public/private partnership wherein the City would tender a Request for Development Proposals that would define the limits of publicly funded work and seek a commitment from the private sector (restaurant operator) to fund a portion of the improvements and thus, be awarded a 5 year or longer lease and operating agreement for the facility.

The last approach would appear to offer the greatest potential of feasibility and success. The nature and extent of the publicly funded work and the requirements for private commitment needs to be analyzed and defined during the preparation of the RFP. One suggested formula would be for the City to undertake all the site improvements, utility and infrastructure upgrades, building shell construction and improvements including the systems installations. The vendor would then be responsible for all the interior renovations and fit-up work including the commercial kitchen. The line between the public and private components of work scope may be drawn at any point that effectively matches the financial resources and talents of the participating entities.

The next step in the process is to evaluate the recommended reuse strategy, modify and/or adopt the project parameters and goals, and establish a steering group to draft a plan of action to develop an RFP to fully assess the level of commitment that the private sector is willing to make to this exciting venture.

The potential has been demonstrated and the interest is keen for the Lakehouse and its surroundings to become a major generator of Park activity and realize its destiny as the shining star of Washington Park.



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2 / MISSION & METHODOLOGY



MISSION

The City of Albany and Washington Park Conservancy have been working together closely in recent years on projects to enhance the use, enjoyment and accessibility of Washington Park. Pedestrian access improvements, the Mall renovation, and new ornamental lighting fixtures are among the recent projects that have been completed to enhance the Park. In discussing other possible Park enhancements, there was general agreement that the Lakehouse has great potential for more intensive use and public enjoyment throughout the year.

The City and Conservancy teamed up once more in 2001 and submitted a grant request to the New York State Council on the Arts for funding to conduct an adaptive reuse study for the Washington Park Lakehouse.

Although the Lakehouse is used intermittently throughout the year for various events and purposes, there was general agreement that it is underutilized and could become a much more vital asset and activity center for the community. The purpose of the study is to identify uses for the structure that will make it a positive activity center, a magnet for nearby residents and visitors alike, and a year-round destination for a variety of uses.

METHODOLOGY

The NYSCA grant was approved and the study was commenced in 2002. An architect was retained to coordinate the process and offer design and reuse options and plans. Mayor Jennings formed a Steering Committee that included City representatives, Conservancy representatives, Historic Albany Foundation, several design professionals, and residents from the Washington Park area (see Appendix 1 for Committee membership). Interviews were held with existing Lakehouse user groups and the City of Albany Special Events Office. Two public workshops were held to solicit public input. A workshop was also held for restaurateurs to provide input on the potential for a year-round restaurant operation. Information was gathered on the use and success of other Lakehouses such as the Loeb Boathouse in Central Park and the historic Casino in Delaware Park in Buffalo.

The project architect/preservation consultant took all of the information gathered and, through numerous discussions with the Steering Committee, molded it into a series of proposals and recommendations for future use of the Lakehouse.



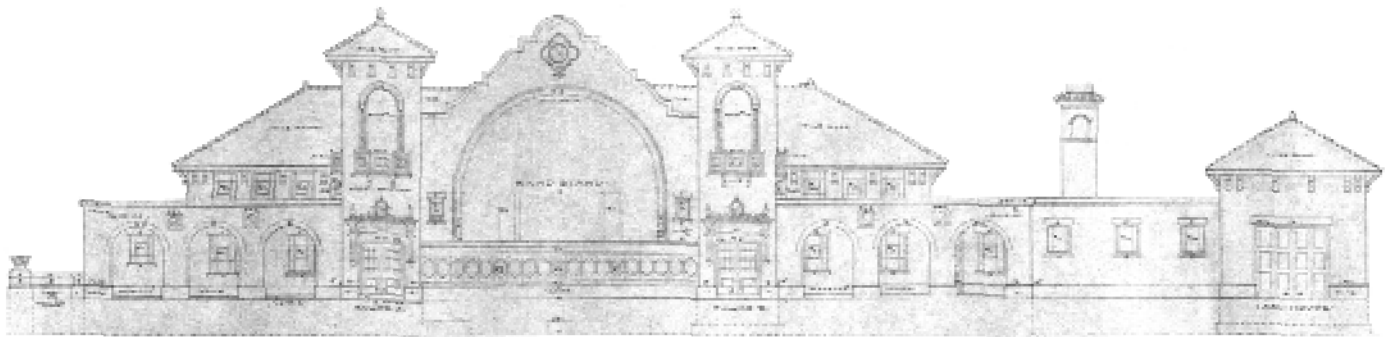
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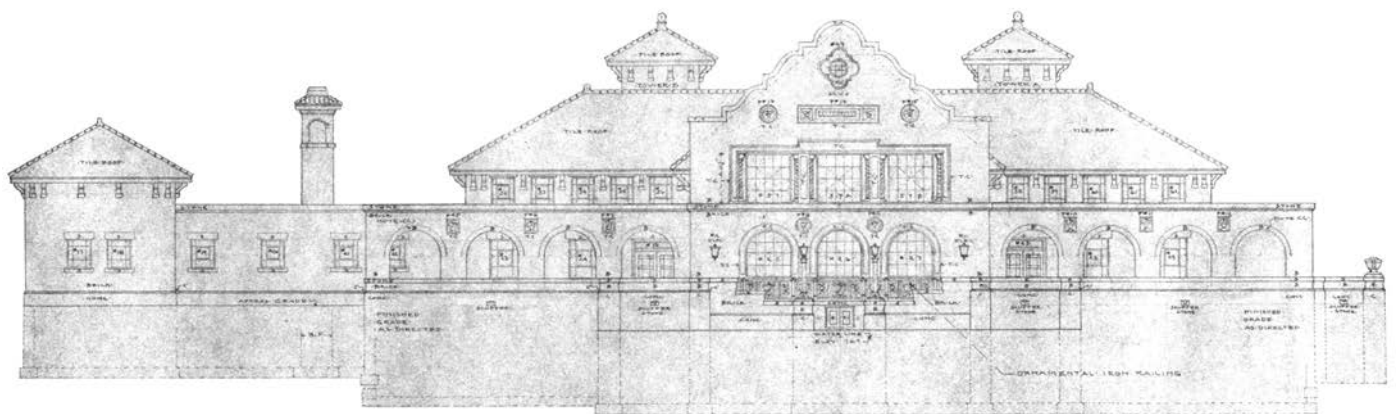
3 / BRIEF HISTORY & PARK CONTEXT

The Lakehouse, designed by J. Russell White in 1929 in a Spanish Revival mode, is a prominent visual feature of Washington Park. The building is listed on the National Register of Historic Places, and retains a high degree of architectural integrity due to limited alterations over time. Save for a few modifications to the interior bathrooms and service areas, the building exhibits its original features and finishes. On the exterior, a second story-vaulted stage on the north façade possesses limited performance use because of the size and acoustics. Stepped seating has been constructed into the adjacent hill to accommodate the audience in the summer months.

The following drawings are excerpts of J. Russell White's original construction documents scanned from the microfilm archives.



PARK SIDE ELEVATION (NORTH)



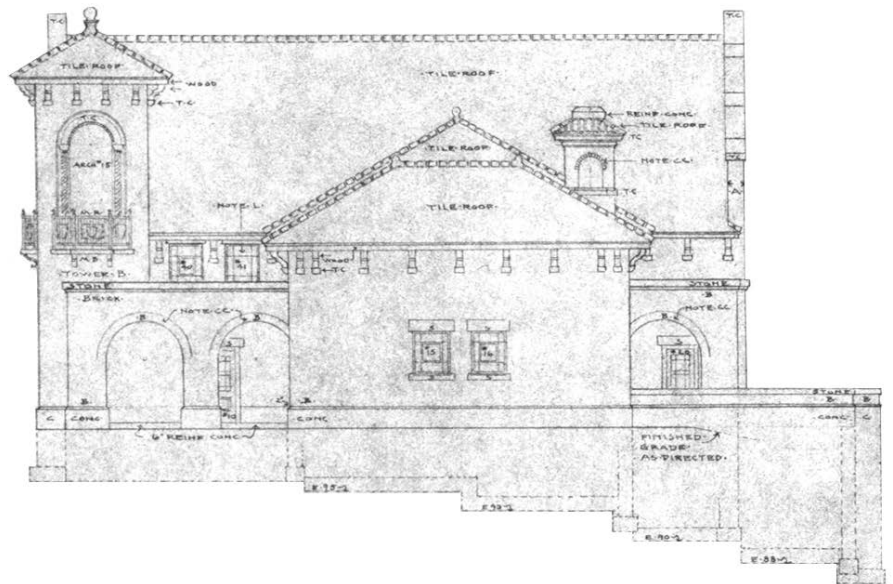
LAKE SIDE ELEVATION (SOUTH)



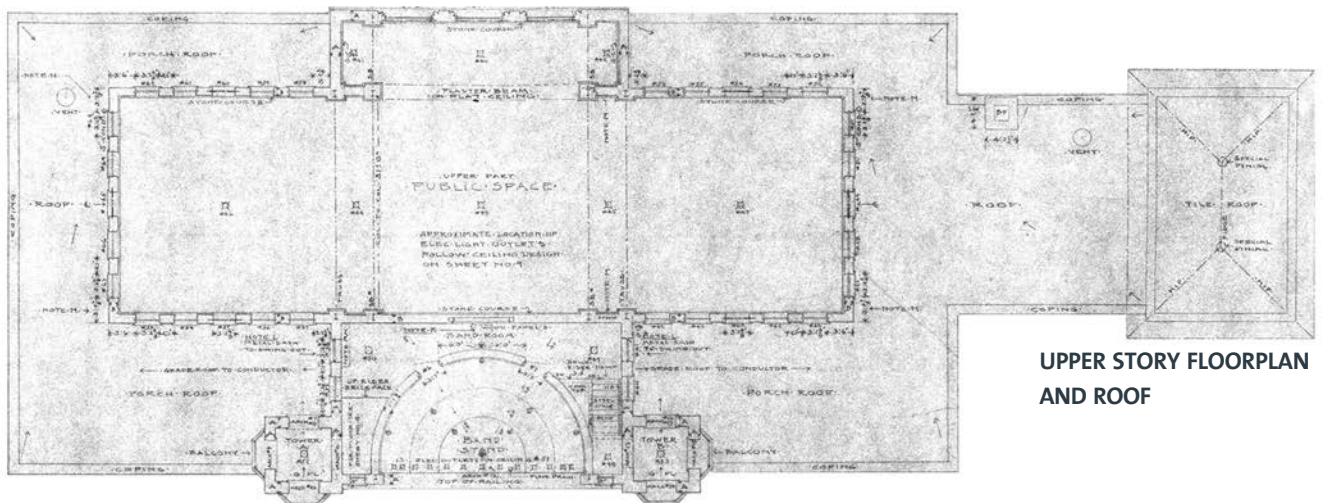
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3 / BRIEF HISTORY & PARK CONTEXT



SIDE ELEVATION (WEST)



UPPER STORY FLOORPLAN
AND ROOF



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3 / BRIEF HISTORY & PARK CONTEXT



Washington Park was originally designed as a varied and diverse landscape; with specific scenic compositions and specific uses. Historically, the Park's different 'sectors' had individual destinations or focal points to draw visitors. These were defined by topography, vegetation, circulation systems and physical structures like the Lakehouse.

The Lakehouse is a major contributing feature to the picturesque quality of the lake and the landscape. The traditional nineteenth century elements of serene water, adjacent groves and wooded slopes compose the view. Historically, the lake was visually framed by dense plantings on the northwest, edges and slopes. Focal and coniferous trees were planted in a sloping lawn, with flowering shrubs as contrasting elements.

The Lake sector topography is still defined by gentle hills on the north, south and west edges of the park. While much of the original plantings have been lost and both the lake edge and path systems have deteriorated, and vehicular traffic intrudes along the roadways, the Lakehouse still acts as the focal point for the lake and the Park.



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4 / EXISTING USES & CONDITIONS



INTRODUCTION

The Lakehouse was constructed by the City of Albany to fulfill the need for a large-scale public facility in Albany's magnificent Washington Park. Located at one of the lowest points in the Park on the north shore of the Washington Park Lake, it presents a picturesque composition of sylvan landscape, water feature and building. Its location near the Madison and New Scotland Avenue entrance to the Park make it a highly visible and immediately recognizable feature of the Park. Sufficiently set back from this entrance and casting its reflection in the shimmering waters of the Lake, the Lakehouse invites one into the Park to escape the City and enjoy its unique setting and varied activities. The image and promise of the Lakehouse versus the reality of its present uses and role in the life of the Park dictates a need to assess its condition and patterns of use and to fully explore its great potential.

USE PATTERNS AND DISCUSSION

Although the Lakehouse is used intermittently during the year for such varied uses as the Park Playhouse in the summer and Capital Holiday Lights in the Park during the winter, it is generally acknowledged that the Lakehouse is seriously underutilized and could become a much more vital asset and generator of activities serving the Park, neighborhood and the City throughout the year.

The following is a listing of the major scheduled activities that are held in the Park that make some use of the Lakehouse:

1. Tulip Festival (Mother's Day Weekend) - approximately 70,000 attendees for the three-day period of the festival - varied activities throughout the Park with the Lakehouse used for toilet room facilities, rain site for small events, coronation of Tulip Queen and entertainment venue for two-days.
2. Park Playhouse (6 week performance run in July and August 6 nights a week; however, Park Playhouse occupies the Lakehouse 3 full months from June 1 - August 31) - approximately 60,000 attendees - large outdoor stage set-up immediately in front of the Lakehouse with the interior space fully occupied for dressing/changing rooms and toilet room facilities for the performers and limited general public use - closed Monday nights. Food concessionaires set up in tents along adjacent Park roadways.
3. Washington Park Concert Series (Monday nights on Park Playhouse stage during Park Playhouse run) - approximately 15,000 to 20,000 attendees enjoying eclectic musical programs - Lakehouse closed to public due to Park Playhouse occupancy.
4. Lobster Festival (Father's Day) - approximately 10,000 to 12,000 attendees for Rotary event held on Parade Grounds with food, entertainment and vendors in tents with the Lakehouse used for toilet room facilities.



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5. Latin Festival (last Saturday in August)- approximately 6,000 attendees – celebration of Latin cuisine and culture on Parade Grounds with the Lakehouse used for toilet room facilities.
6. Columbus Parade & Italian Festival (Sunday of Columbus Day weekend, 1:00 to 6:00 pm) – approximately 6,000 attendees – event starts with a parade ending at the Park with food and entertainment on a stage set-up in front of the Lakehouse with the Lakehouse used for displays, vendors and toilet room facilities.
7. Capital Holiday Lights in the Park (Thanksgiving through weekend after New Year) – attendance figures unknown – drive-thru Park light display with seasonal lighting of Lakehouse – Lakehouse used for "Santa's Workshop", crafts for sale, small food items and toilet room facilities.
8. First Night Albany "Last Run" (December 31st) – approximately 700 runners – 5K run starts in downtown Albany and goes through Washington Park – no impact on Lakehouse.

In years past, the Lakehouse has been the site of the following activities:

- Skate rentals for ice-skating on the Lake – stored in the space beneath the band shell and dispensed through the roll-up window in the Main Hall
- Paddle-boat rentals on the Lake – stored on the northeast shore of the Lake and launched from the Lakehouse dock
- Snack bar in the Lakehouse – snack food was stored and prepared in the alcove space on the south side of the Main Hall and sold to the public over the existing counter that separates the Main Hall from the south alcove

The above activities / vendor operations have been discontinued in recent years for a variety of reasons, including competition with Park Playhouse concessionaires.

Although the Park and secondarily, the Lakehouse appear to have many scheduled activities and major events in every season of the year, they are intermittent and widely spaced with long periods of relative inactivity. The one event that brings the greatest sustained activity to the Park and the Lakehouse itself is Park Playhouse. The difficulty with this use, in its present arrangement, is the near total domination of the Lakehouse for performance support spaces inside and the immediate proximity of the outdoor stage to the north wall of the building. This intense use has the effect of excluding the general public from any use of the interior of the building during the heart of the summer season. This issue will need to be addressed in the RFP process. If Park Playhouse remains, they will need to make significant operational changes to work around a year round restaurant tenant. Exterior spaces also will need to be redesigned so that performances do not cut off access to the building for café/restaurant patrons. The other cited uses are more incidental to the building and do not preclude, by their nature, other concurrent activities to take place.



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The other principal use for the building is that it serves as the home base for the Park's security personnel and maintenance and grounds crew as well as providing garage space for all the grounds keeping equipment. The toilet room, storage and office spaces, as well as the garage, at the west end of the building, are used for this purpose.

ARCHITECTURE & HISTORIC FABRIC

As an historic building listed on the National Register of Historic Places, the Lakehouse enjoys a level of protection and status that necessitates careful conservation and stewardship of its fabric and extreme care in the design and development of any alterations or additions. The building is largely original, having undergone minimal changes since its construction seventy-four years ago. The re-construction of the women's toilet room at the east end of the building and the men's room at the west end were pursued in 1984. Other minor masonry repair and resurfacing of the exterior paving at the lakeside porches was performed in 1986-87, as were minor updates of equipment and basic mechanical systems and services. The heating boiler was replaced and exposed piping reinsulated in 1983.

Considering the minimal alteration that the building has endured, J. Russel White's original design survives largely intact. It was originally constructed of durable, well chosen materials and it has been well maintained over the years.

BUILDING DESCRIPTION

The building is, for the most part, a single-story brick masonry structure with a gross building area of enclosed spaces and covered porticos and porches totaling 9,700 square feet plus 1,290 square feet for the lakeside open terrace. It is dominated by a main central, double-story height space with a shallow alcove projected to the south toward the Lake. The total net area of this space is 3,357 square feet and it serves as the main gathering/function space within the building. Public toilet rooms are located in lower single-story construction at the east (women's room) and west (men's room) ends of this space. The alcove to the south (lakeside) formerly served as a food concession, snack bar facility with minimal cooking and storage capabilities and a masonry serving counter separating it from the main space. A band of clerestory windows above the surrounding porch and portico roof areas provide the space with a generous flood of daylight. Two tiers of windows at the south side alcove supplement the clerestory daylighting as well as provide glimpses of Washington Park Lake. Flanking the central space on the lakeside at the southeast and southwest quadrants are shallow, brick-arch, arcaded, single-story porticos that open out onto a narrow lakeside terrace. At the center of this terrace are two flights of steps that descend to a small fixed dock located approximately 2 feet above the mean water elevation. On the parkside, at the northeast and northwest quadrants, are larger brick-arch arcaded single-story porches of 680 square feet each.



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Centered on the main space on the north side (parkside), opposite the snack bar alcove is a two-level volume dominated by the park facing semi-circular bandshell with storage areas below it on the ground level and around it on the upper level. The lower level storage area formerly served as a skate rental concession with a slide-up window opening directly into the main space.

The main mass of the building is topped by a north-south oriented Spanish-tiled gable roof with intersecting hipped roofs to the east and west. The surrounding porches, porticos and single-story sections consist of flat, internally drained, stone-surfaced membrane roofs with low stone copings defining their outboard edges. Two hip-roofed tower elements (approximately 2½ stories in height) occur on the north side of the building immediately to the east and west of the north facing gable and band shell and serve to frame or bracket the performance stage and celebrate the double-door building entries at the bases of these towers.

Extending to the west of this central mass of the building is a flat roofed single-story wing that contains utility rooms, offices and storage rooms. This wing ends in a tile-covered, hip roofed, single-bay garage space of 540 square feet. This wing of the building, along with the garage, is currently occupied by the Park maintenance personnel, Park gardener and their respective snow removal, lawn-care and gardening equipment.

The existing spaces may be defined as follows:

(Note: The areas listed below represent net areas and do not include enclosing walls or partitions, thus the sum of these net areas do not match the gross area cited previously.)

| Space | Net Sq. Ft. |
|-------------------------------|--------------|
| Main Hall | 3,015 |
| Concession Alcove | 342 |
| Building Entries & Vestibules | 352 |
| Women's Room | 350 |
| Men's Room / Lockers | 201 |
| Beneath Band Shell Storage | 756 |
| Behind Band Shell Storage | 354 |
| Utility Spaces | 210 |
| Offices, Storage & Passage | 624 |
| Garage Bay | 540 |
| South Porticos (2 at 430 ea.) | 860 |
| North Porches (2 at 663 ea.) | 1,326 |
| Total net useable area | 8,930 |

BUILDING EXTERIOR

General

The Lakehouse is characterized by its picturesque, rather fanciful massing and elaborate detailing executed in a Spanish-inspired "Mission Style." The dominant



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gabled roof form that runs in a north-south orientation bisects the building and presents a windowed gable end wall to the south, facing the lake, and a largely voided gable end to the north, facing the Park. It is this Park-facing gable that provides the setting for the quarter-sphere band shell. The north gable is flanked by two hip roofed towers that each define the Park side grade-level entrances to the building and above the entrances the towers are punctured by three tall arched openings with mock balcony projections at two of the openings. The east-west hip roofed forms that define the double-story height Main Hall within, is subservient to the north-south gable and lies equally to the east and west side of the gable. The single-story, arch opening dominated, porches and porticoes fill out the four corners of the symmetrically intersecting roof forms resulting in a largely rectangular floor plate for the main part of the building. Extending to the west of this symmetrical plan is a single-story, flat roofed arm ending in a hip roofed garage at its westernmost end. Extending along the entire southern edge of the main portion of the building is an open terrace projecting into the Lake interrupting the continuity of the Lake's shoreline. The terrace is defined on three sides by a low brick wall topped by a cast-stone coping.

The masonry exterior consists of a cement plaster parged concrete base/foundation wall with a chamfered watertable top rising to an average height of 2 feet above grade. Immediately atop the base/foundation is a four-wythe thick, buff-colored brick wall that is set back from the face of the base/foundation wall approximately 2 inches. The brick is laid in a common running bond with a full header course every sixth course. The brick is quite uniform, with little variation in color. The brick arches at the porches and porticoes are semi-circular in form and the fanned soldier course that traces the arch is executed in a contrasting red brick.

The decorative trim elements of the Lakehouse, consisting of cast stone and glazed terra cotta, are employed extensively to cap walls; define door, window and major wall openings; and, provide a playful polychrome relief to the buff-colored brick walls. The single-story walls of the porches and porticoes and the gable end walls are capped with a simple profiled cast-stone coping. The gable end walls rise well above the rake of the roof behind them and alternate steps and ogees to give a distinctive profile to these prominent walls. Cast-stone copings are also used to cap the low walls surrounding the lakeside terrace.

The treatment of the trim at the door and window openings varies considerably depending upon prominence and location. Generally, the rectangular window openings at the ground floor level and clerestory of the Main Hall are trimmed with a simple lugged sill and flush lintel composed of cast stone. At the south gable end wall, the ground floor arched openings and clerestory level rectangular openings are trimmed all around with a profiled cast stone and accented with highly decorative polychrome-glazed terra cotta trim elements of floral bands, garlands and twisted columns. The main entry doors facing the Park are trimmed at the jambs and feature a highly decorative pediment treatment. The cast-stone jamb blocks and pediment that frame the doors are intermixed with polychrome terra cotta pieces as jamb impost blocks, pilaster capitals and bas relief wall decoration above the pediment. Above the entry doors are the arched openings at the exposed faces of the towers. These openings are trimmed in a profiled cast stone with twisted polychrome



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terra cotta columns engaged at each jamb topped by a decorative capital at the springline of the arch.

The monumental gable end wall opening at the Park-facing band shell is trimmed with a polychrome terra cotta rope moulding executed in a floral motif. The concave band shell is finished in a Guastovino inspired glazed terra cotta tile with radial and circumferential bands of red-brown earth tones decorating the light buff colored tile field. Immediately behind the wall opening are 11 recessed lighting fixtures to illuminate the interior of the band shell. The stepped concrete floor provides three risers for band seating. The bottom of the band shell opening and its lowest riser is elevated approximately eight feet above the grade on the Park side. The section of wall below the band shell is a highly decorative band of recessed panels and bas-relief tiles, again in the familiar polychrome terra cotta and cast-stone trim elements.

The tiled hip roofs overhang their supporting walls and the overhanging portion is supported by scrolled solid wood brackets resting on projecting polychrome terra cotta blocks built into the masonry walls. A wood cornice and soffit assembly, defining the edge of the roof, rises from the brackets providing a two-foot wide overhang at these roof areas. This feature results in a strong shadow below the roofs providing further relief and drama to the overall building composition.

BUILDING ENVELOPE CONDITIONS AND RECOMMENDATIONS:

Walls



The load bearing brick walls are fully bonded solid walls with no cavity or internal insulation and they form both the interior and exterior finish. The walls are generally in very good condition with no evidence of cracking, displacement or structural distress. Selective repointing was performed in the mid-eighties at the arched openings of the porticoes and porches and at the parapet walls surrounding the flat roof areas. Although sound, this repointing does not exactly match the surrounding masonry and presents a non-uniform appearance. The mismatched mortar and other failed mortar joints should be raked out and the building selectively repointed with a mortar matching the original to fully restore the exterior walls.

By contrast, the low walls surrounding the terrace on the Lake side and east end of the building are only in fair condition, exhibiting moderate cracking and widespread erosion of their mortar joints. The cast-stone copings at these walls and the low roof areas show minor displacement and failure of their abutting joints. The coping stones themselves, however, are intact and in good condition. They should be removed; flashing installed; and, reset with their abutting joints pointed, raked-back and caulked with a high-performance sealant.

The seasonal lighting of the building has also required the installation of a variety of devices to support the lighting strings. Most notable are glued-on plastic studs that the lights are clipped to, and some lighting strings are left in place all year. The issue of building lighting and suitable attachment devices needs further investigation to



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arrive at a means that is both benign and relatively invisible so that it does not detract from the building's appearance.

Doors

The doors are wood rail and stile exterior doors with divided light glazing in their upper halves and appear to be original. The wood doors and wood frames are generally in good repair requiring minor selective repairs, repainting and installation of perimeter weather stripping. The garage door opening has a relatively new insulated metal sectional overhead door that appears to be in excellent condition. It is equipped with an automatic garage door opener.



Windows

The windows are single glazed, divided light industrial style steel sash. The large center panel of the windows consists of either fixed or operable sash, depending upon location, with the operable sash being a top-hinged outswinging awning unit. The security grilles that used to cover the ground level windows have been removed resulting in a dramatic improvement in the external appearance and interior day-lighting of the building. The windows are original and in sound condition with their operable sections still functional. Their paint finish is weathered and they have begun to show mild rusting. To preserve their integrity and continued life, they should be: thoroughly cleaned, scraped and painted; and, have the interior putty glazing repaired as necessary. The single glazed windows are poor performers where energy conservation is concerned, thus improvements need to be made. The windows are a significant character-defining feature of this historic building, so effective means of improving their performance while retaining them needs to be pursued. Interior storm sash with linked operating sections, where required, is one approach that would satisfy both energy conservation and historic preservation criteria.



Roof

The flat roof areas were renewed in the mid-eighties and appear to remain serviceable; no leaks have been reported. The hip roofed portions of the building are covered in a barrel Spanish tile with hip and ridge rolled tile mortared in place. Terra cotta finials accent the peaks and ridge ends. The flashings are copper and the tile roof assemblies generally appear to be in good repair with a only a few tile missing or cracked. A routine of annual inspections should be instituted to pinpoint necessary repairs and assure the continued long-term service of these roofs.

The painted wood cornice and brackets at the tile roof overhangs appear to be in sound condition and in fairly good repair, requiring minor repairs and a thorough scraping and painting. Birds tend to roost behind the brackets resulting in an accumulation of bird droppings soiling the woodwork and surrounding masonry. The nests should be removed and means to thwart bird roosting explored and implemented.



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Reuse Study

4 / EXISTING USES & CONDITIONS

Terrace Areas

The covered porch areas are paved with a pink terrazzo tile that appears to be original and in good condition. The open terraces have an exposed aggregate concrete topping that is in good condition and appears to be more recent replacement of the original tiled surface.

BUILDING INTERIOR

General



The Lakehouse's interior is dominated by its principal interior space, the Main Hall and Concession Alcove, which occupy the double-story height volume of the building. The Main Hall is oriented east - west and is roughly divided into thirds. The center third lies beneath the main north-south gable, which dominates the building's exterior form and looks toward the Lake through the double tier of south-facing windows. This section has a high flat plaster ceiling and is defined by paired dropped wood-clad girders on the east and west edges of this volume. These girders are supported on pilasters built into the enclosing brick walls and are topped with decorative polychrome terra cotta capitals.

To either side of the center section lie the slightly lower ceiling eastern and western thirds with the upper halves of their enclosing walls dominated by the clerestory windows. The ceilings of these wings consist of flat plaster sections that are defined by four dropped wood-clad beams running north-south, which are supported on the piers between the clerestory windows.

The three principal volumes of the Main Hall each have matching, large two-tier chain-hung wrought-iron chandeliers with incandescent lamps in frosted glass globes. Between the paired girders at each side of the center volume are 5-lamp surface mounted fixtures, also with incandescent lights in frosted glass globes. These five fixtures represent the only artificial lighting in this huge space. They are original and significant architectural features of this space, but they provide insufficient illumination. Discrete supplementary lighting and dimming controls will be required to provide proper lighting levels and control.

The concession alcove lies at the southern or Lake end of the center section and is a continuation of that section, being defined by a masonry knee wall and counter surmounted by an ornamental iron fence.

Altogether, this is a monumental space measuring roughly 100 feet in length by 30 feet in width that is ideally suited for a wide range of activities. Passage into the space from the Park is gained through the main entry doors and their respective vestibules on the north side of the building. Access to the Lake side is gained via two doors that lead directly to the porches on the south side. At the east end of the space is the entry to the women's toilet room that is located in the single story mass at the east end of the building. This toilet room was refurbished during the 1986-87 renovation project.



Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS

At the western end of the main space are two doors, one leading directly into a passage open to the adjacent men's toilet / staff locker room and the other, into the Park manager's office. Continuing west through the men's room passage one passes the boiler room on the south side and a park office and storage room on the north side and then into the Park equipment garage. The spaces described above, located between the main hall and the garage are housed in a single story mass similar to the one at the east end of the building. The garage is a story and a half height space with a storage loft. It is characterized by its hip roof.

Beneath the band shell to the north of the Main Hall is a storage room that is accessed from the entry vestibule passages. It is connected to the Main Hall by an upward acting door / window closing down onto a transaction counter. This space was formerly used for a skate storage and concession facility. A stair, located on the west side of this storage area, rises to a small second floor area that provides internal access to the band shell. The residual space behind the band shell is used for additional storage space.

Finishes

The Lakehouse is finished throughout with durable hard surfaces that are, for the most part, original and have stood up quite well to their years of use. The finishes of the Main hall consist of a pink terrazzo tile floor with a green terrazzo border and integral base that runs around the entire perimeter of the room. The wall surfaces are exposed buff colored brick matching that of the exterior. The walls rise to a simple cast stone band that wraps the room and is located at the sill of the clerestory windows. The sills and lintels of the individual windows as well as the lintels of the doors are all composed of a simple smooth-faced cast stone trim element. The ceilings, described previously, consist of white painted flat plaster with dropped girders and beams and profiled trim in a dark stained oak. The finishes are in good condition and well maintained requiring only mild cleaning and touching up of the applied coatings at the ceilings and wood trim. All the surfaces in this space are quite hard and acoustically highly reflective. Some measure of sound attenuation to reduce reflected sound would enhance the usability and comfort of the space for large group functions and aid in speech intelligibility.

The women's toilet room, refurbished more recently, is finished with ceramic tile for the floor and wainscot with the upper portions of the wall and ceiling of painted plaster. The finishes, fixtures and accessories are in good condition and serviceable.

The balance of the interior spaces of the Lakehouse are quite utilitarian in function and finish treatment consisting primarily of painted concrete floors, painted exposed brick walls and painted flat plaster ceilings. The exception is the garage and its immediate accessory spaces, which are basically unfinished masonry surfaces with the ceiling being the underside of the trussed roof structure above. The spaces and their surfaces are durable and in good physical condition but the finish treatment is in need of renewal and complete refinishing.



Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS

ENGINEERING SYSTEMS

Structural Systems



The Lakehouse is a load-bearing masonry structure with exposed brick as the dominant finish material both inside and out. The pitched roof areas are supported by a steel truss framing system with a "pyrobar" fireproof gypsum roof plank system topped by a barrel-shaped Spanish tile exterior finish. The flat roof areas and the limited area of elevated second floor slab are a composite steel frame and concrete slab construction. The structure is founded on spread footings taken to a depth somewhat below that of the adjacent lake bottom. Below the main floor level on the Lakeside is a small basement utility space that connects to an under floor pipe tunnel system that rings the Main Hall above. For the most part, however, the main floor level of the building consists of ground supported concrete slabs.

The steel truss framing system above the Main Hall and garage bay is not fireproofed due to its height above the floor immediately below but its structural deck system consists of a fire proof cement-gypsum plank supported on bulbed tees that was in wide use at the time of the building's construction. This system is left exposed in the garage and it is concealed above the Main Hall's beamed and plastered ceiling. The composite steel framed and concrete roof and floor systems found elsewhere fully conceal the steel members in concrete and may be considered fireproof construction. Lateral restraint of the building to resist wind loading appears to be achieved through the diaphragm capacity of the enclosing brick walls. The walls are fairly massive and un-reinforced and anchorage of structural framing components were designed to resist gravity and wind loads, thus compliance with current seismic design criteria is not assured.



The building's support systems appear to be in good condition and there is no evidence of structural distress or deterioration.

Mechanical Systems

The Lakehouse's mechanical systems consist of a hot water heating system extended to all the interior spaces and selective exhaust fans providing mechanical ventilation of toilet rooms and mechanical / utility spaces. The general ventilation of the building is achieved by use of the operable windows. This is particularly effective in the Main Hall where the clerestory windows may be opened in conjunction with the lower windows to provide an effective gravity flow through the space. This works well in the warm months to vent the space but, during the heating season, the combination of a very high ceiling and single glazed upper windows results in significant banking of heat at the ceiling and loss through the uninsulated windows. Ceiling fans have been installed in the Main Hall in an attempt to bring the heated air at the ceiling back down to the occupied zone at the floor, but it is marginally effective and the building is often uncomfortable chilly on the coldest days of the winter.



Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS

The heating system consists of a gas fired HB Smith sectional cast iron boiler located in the mechanical room. This unit was replaced in 1983 and appears to be in good condition. The heated water is piped via the under-floor piping tunnels to the fan powered hot water convectors located around the perimeter of the Main Hall and via under slab and exposed piping to convector cabinets or unit heaters in all the other interior spaces of the building. The exposed piping in the mechanical room and elsewhere in the building has been re-insulated in recent years with fiberglass pipe insulation. The concealed piping in the pipe tunnels and in the small basement utility chamber was not inspected, however it is believed that its original asbestos insulation is still in place. The condition of the piping was not determined, but it is largely original and still serves the building adequately. No leaks were reported.

There is no air conditioning in the building and the ventilation needs of specific spaces such as toilet rooms and mechanical rooms are provided by through wall or window mounted, manually controlled exhaust fans.

The existing systems are barely adequate to serve the present uses of the building. Any proposal to change the use or occupancy of the building or enclose or create new enclosed space as well as increase the summertime usage will require a complete redesign and replacement of the mechanical systems. To serve year round use and large group functions, a fully functional, zoned heating, ventilating and air conditioning system will be required. The building envelope's thermal performance will also require a thorough evaluation and upgrade to support a complete new HVAC system.

Plumbing & Fire Protection Systems

The plumbing systems that serve the Lakehouse are simple and very basic. Two toilet rooms serve both the public and staff needs of the facility. The women's toilet room at the east end, refurbished in the mid-eighties, is in relatively good condition and serviceable. The men's toilet room serves two purposes; first, as a public toilet; and secondarily, as the changing room for the men on the Park's grounds keeping staff. This toilet / locker room is largely original and in need of complete refurbishment. If the building is going to become more heavily used by the general public, a proper dedicated men's public toilet separate and apart from a staff toilet facility needs to be provided.

The piping that serves the toilet rooms is a mix of original and replacement piping with the drainage piping largely located below slab and in the piping tunnels below the Main Hall. Supply piping also runs in these tunnels and then rises exposed in the toilet rooms to their fixture connections. Hot water is provided by a gas-fired water heater located in the mechanical room. The 2" water service would appear adequate for the limited domestic needs of the building as it is presently used, however it has been reported that the overall service to the Park is seriously undersized and, from time to time, there have been instances of inadequate supply and pressure at the Lakehouse.



4 / EXISTING USES & CONDITIONS

The 5" clay pipe sanitary sewer, like the water service, is adequate for its present load but any upgrade to the building involving greater public usage would require a replacement of the sanitary connection to the municipal system.

There is no fire protection system in the Lakehouse. Its protection is afforded by a nearby fire hydrant in the Park. Any change in use or more intensive public use of the building will necessitate that an automatic fire suppression system be installed thus, a new water service will be required.

Electrical Systems

The electrical service to the building saw a significant upgrade when the Park Playhouse amphitheater was constructed in 1990. An 800 Amp, 3-phase service was brought into the building underground entering from the paved area on the Park side into the storage room beneath the band shell. From there it is subdivided with a panel for the building loads and a 200 Amp sub-feed to the exterior amphitheater seating area. Much of this service is dedicated to the needs of the events programming of the building, particularly the operation of Park Playhouse with its extensive lighting and theatrical support loads.

The actual domestic electrical loads of the building, apart from the performance support activities, are quite low. The building is served by a basic lighting system consisting of the Main Hall's incandescent chandeliers described previously with newer fluorescent fixtures having been installed in the majority of the accessory spaces and utility / storage rooms. The majority of the branch circuit wiring is run in conduit, which is built into the original masonry construction in the finished spaces and largely surface mounted in the storage and utility spaces. The branch circuit wiring and devices are of varying ages with some equipment appearing to date from the building's original construction. The system is functional and is in good repair, however many areas of the building are seriously underserved.

General exterior lighting is handled by building mounted HID wall packs and the spill from post-mounted ornamental Park lighting. Additionally, the building's architectural features are outlined with strings of miniature individual lamps during the seasonal decoration of the building. More use of the typical ornamental Park lighting fixtures around the building; more sensitive permanent architectural lighting of the Lakehouse; and, more benign attachment devices for the seasonal lighting is recommended.

The service will require further study and evaluation to determine its adequacy to support more intensive public use and a change in use of the building. The installation of a building wide air conditioning system along with other high wattage loads will likely require that the service be upgraded. Additionally, complete rewiring, provision of additional outlets, and enhanced lighting systems with sophisticated lighting controls and energy efficient light sources are recommended.

The communications system serving the building consists of telephone service only.



4 / EXISTING USES & CONDITIONS

Upgrading the phone service to support data transmission and possibly adding cable service to the building will enhance its connectivity and open up the potential for wider entertainment offerings.

Site Utilities and Services

The Washington Park Lakehouse is served by the following public utilities:

Water – 2" water service derived from the Washington Park system, which enters the Park via the New Scotland Avenue entrance fed from a water main located in Madison Avenue.

Gas – 2" gas service enters the building on the north side from a dedicated line that enters the Park via the New Scotland Avenue entrance and is connected to a 6" NMPC gas main located in Madison Avenue.

Sanitary Sewer – a 5" clay soil pipe exits the east end of the building through a house trap and from there is connected to the City combined sewer.

Storm and Site Drainage – a 10" clay combined sewer is located in the roadway in front of the building (north side) and sweeps around the Park roadway toward the New Scotland Avenue entrance connecting to a 36" circular brick sewer near the Lake overflow.

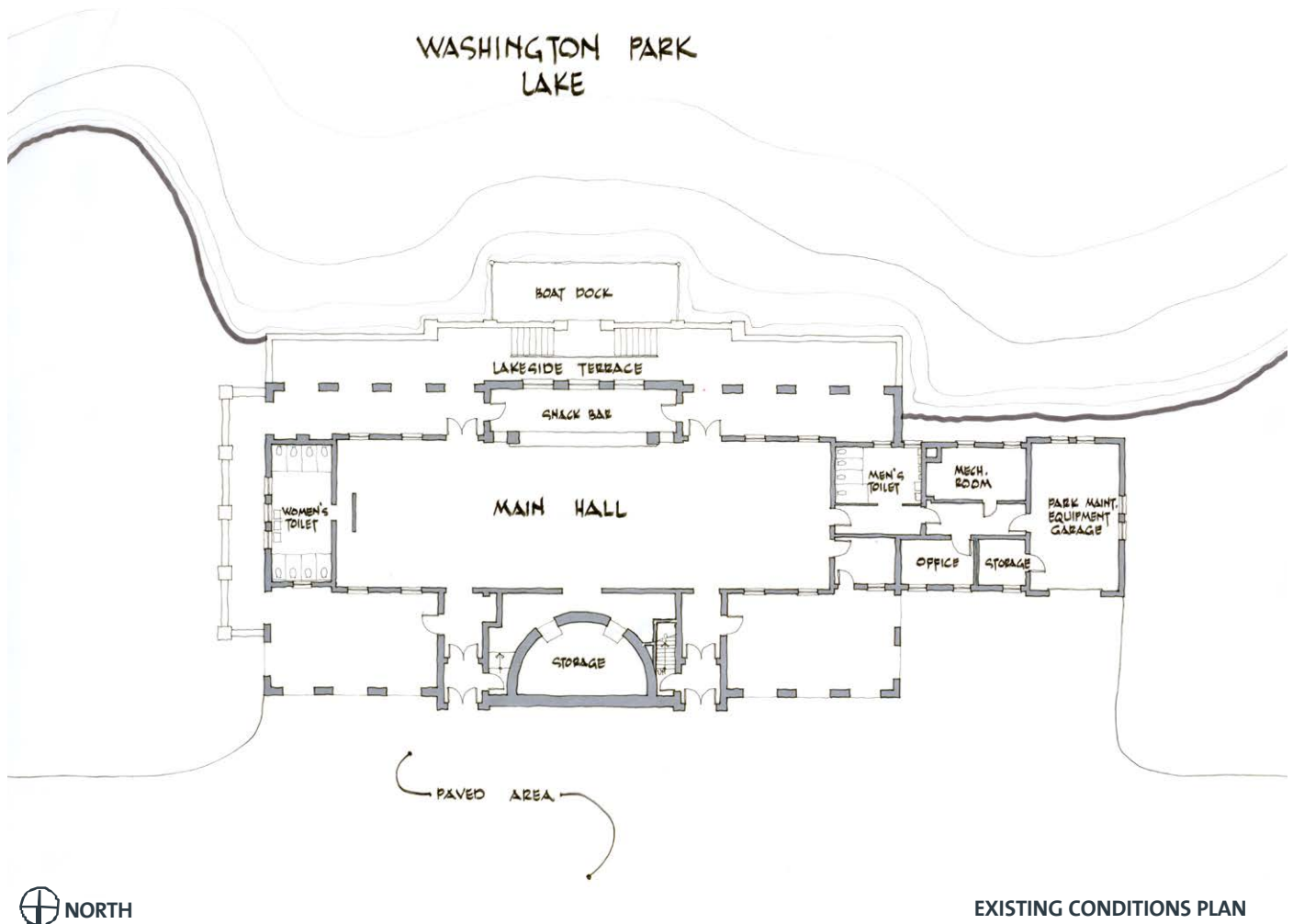
Electrical – the building is served by a 3 Phase, 800 Amp service, 200 Amps of which is dedicated to the exterior amphitheater seating area. The electrical service is routed underground to the building from a NMPC medium-voltage line in Madison Avenue.



Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS

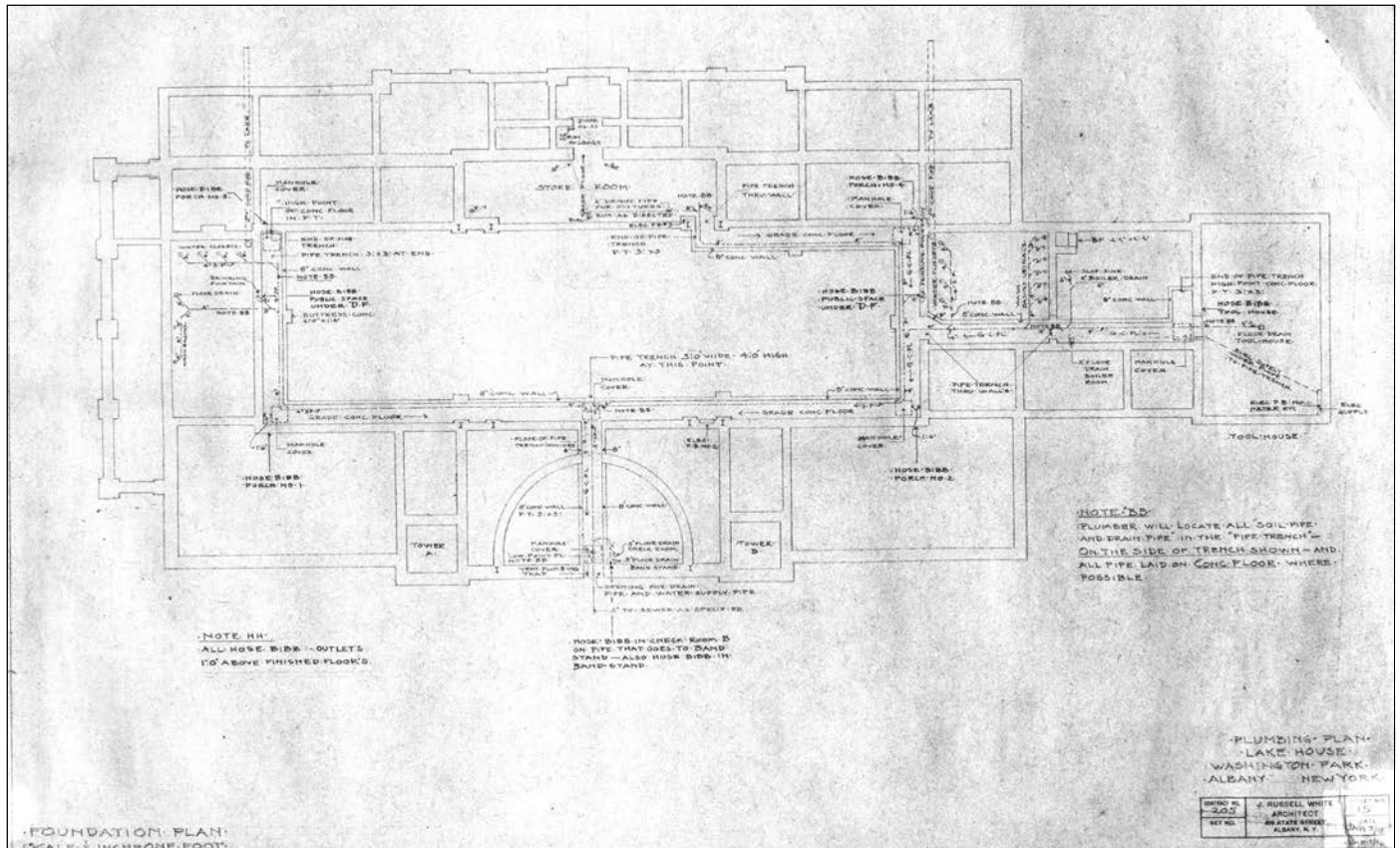






Washington Park Lakehouse Reuse Study

4 / EXISTING USES & CONDITIONS

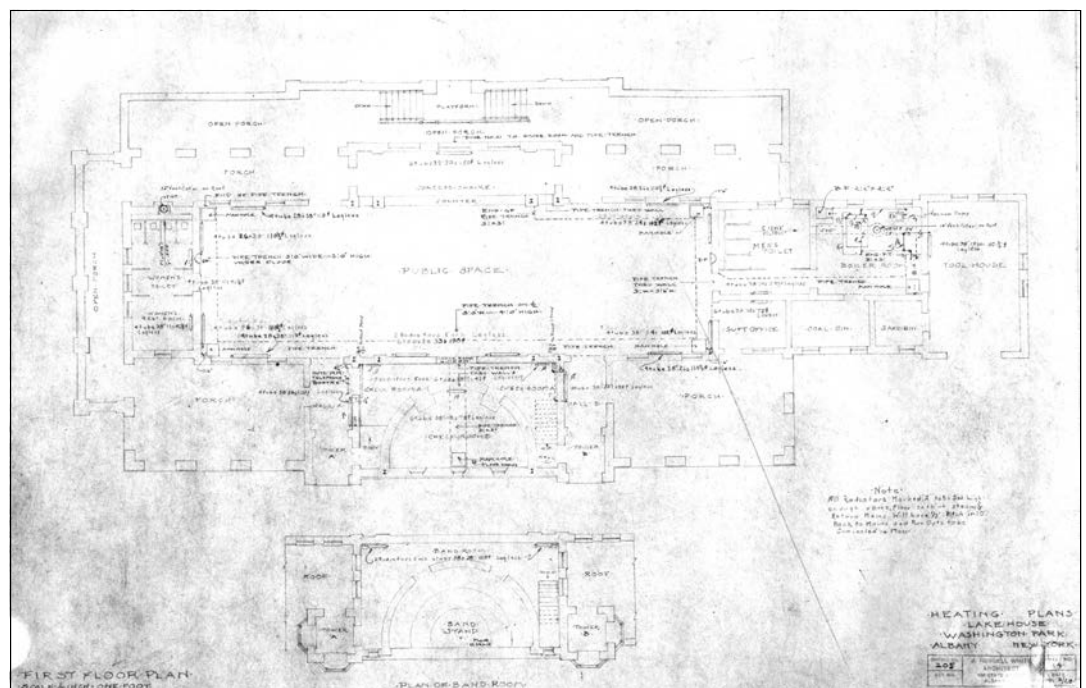
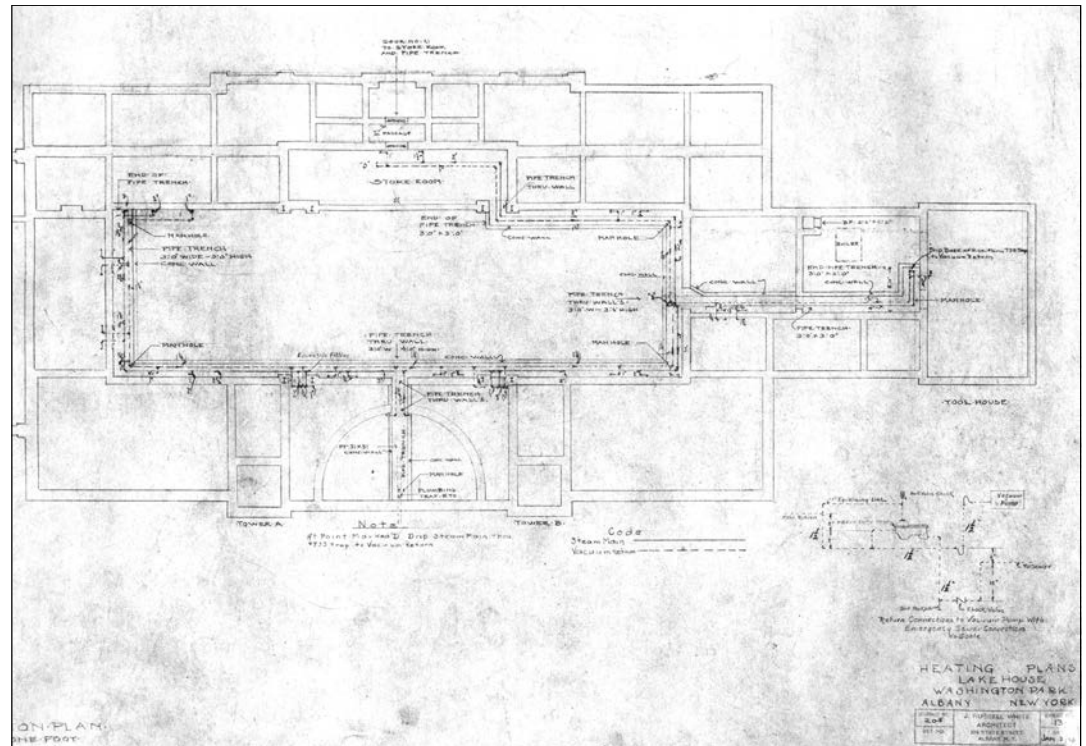




Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS

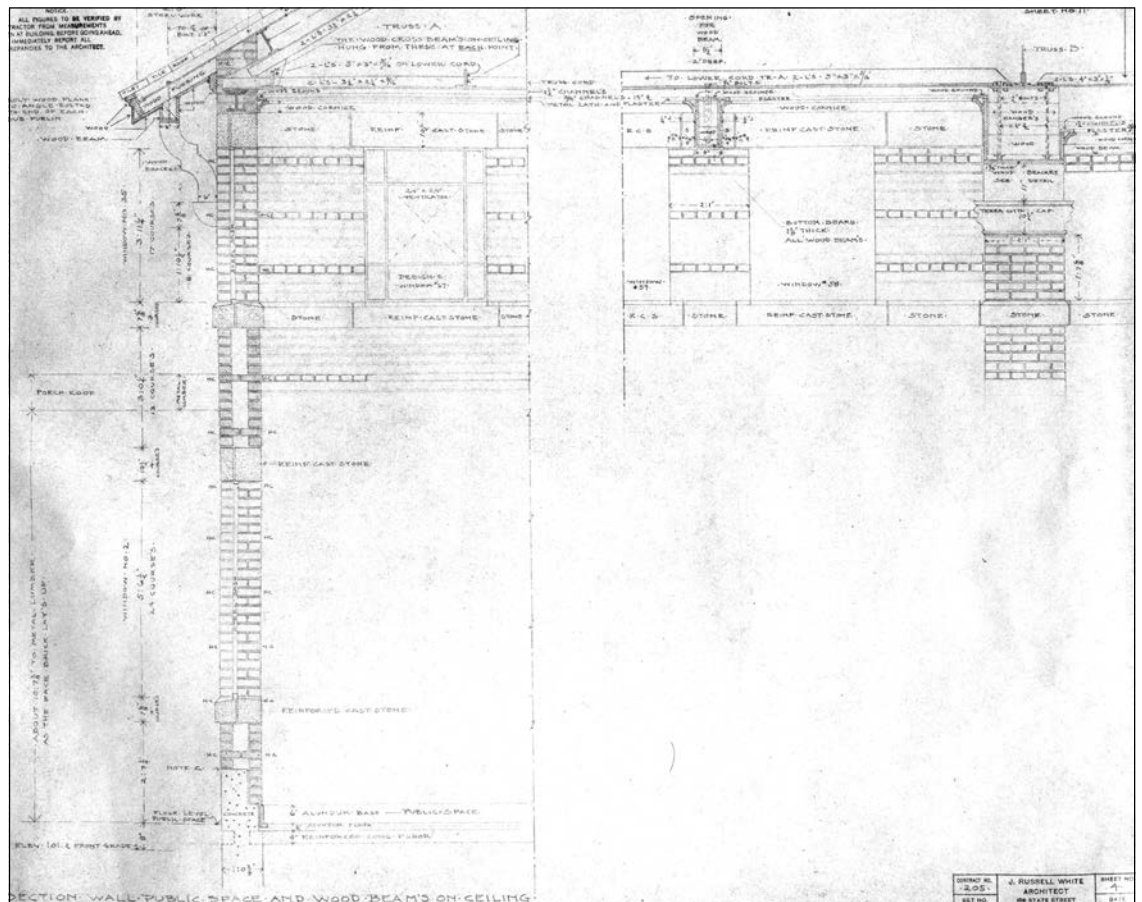
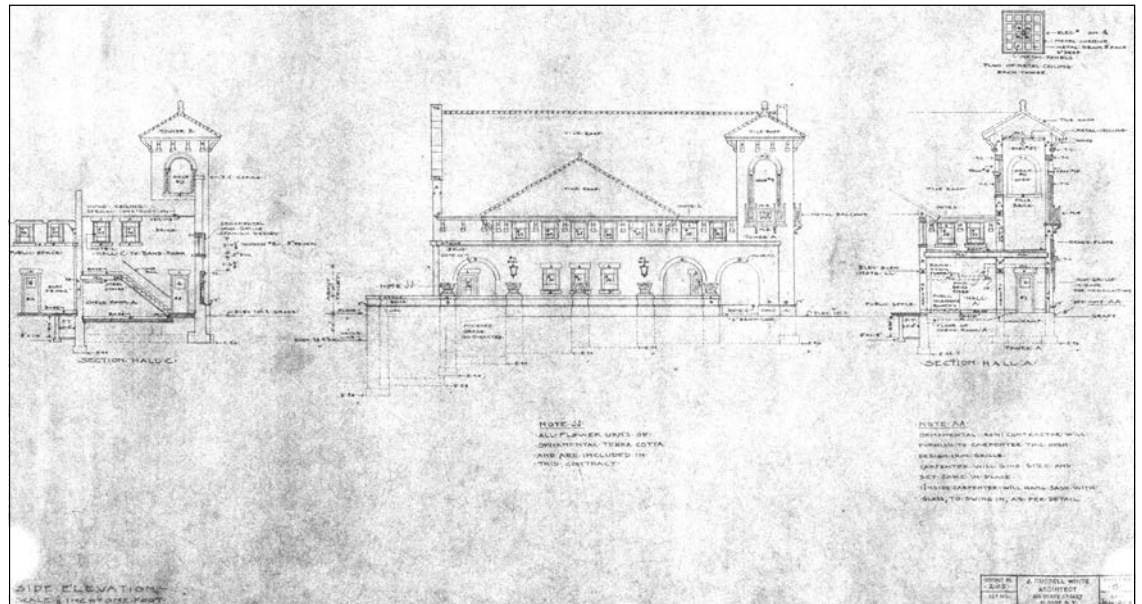




Washington Park Lakehouse

Reuse Study

4 / EXISTING USES & CONDITIONS





Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES



The new use of the Lakehouse should complement the public's enjoyment of Washington Park, rather than distract from it. Residents within walking distance of the Lakehouse represent a broad range of income levels and backgrounds; the reuse should benefit all local residents and become a place where they come together.

The new use should also make the most of the physical structure of the Lakehouse, working with, rather than against, its assets. Some examples:

- Turning the Lakehouse into a public sports facility would require too many changes to the structure and to Park usage.
- Using the Lakehouse as office space for the City would make the building inaccessible to the public.
- The bandshell suggests possible use as a dedicated public performance venue, but the acoustics and size of the bandshell will not support this use well.
- Adapting the Lakehouse as a public museum or visitor center would not be profitable enough to remunerate the cost of renovations.

The most practical options involve public/private partnerships. The Lakehouse has a prime location and attractive setting, which offers a clear alternative to other urban businesses in the area. A private investor could introduce to the Lakehouse a business that contributes tax revenue, while serving the community. In such a scenario, private investment can be utilized to help offset the cost of renovation. The private investor would also be responsible for the cost of operating the facility.

Similar lakeside structures located in New York City and Buffalo have incorporated public/private uses into their revitalization quite successfully.



5 / REUSE OPTIONS & ISSUES

NEW YORK CITY'S LOEB BOATHOUSE

New York City's Loeb Boathouse in Central Park has a banquet room, fine dining spaces, informal snacks on the terrace, an outdoor bar, boat rentals, bicycle rentals, and rides in a Venetian gondola. All are operated by a private concessionaire. Most of the facilities, with the exception of the banquet hall, which requires advance reservations, are open and available to the casual, public visitor looking for a meal, a snack, a drink, or an outdoor activity. By providing these amenities, the Boathouse helps to increase public use and enjoyment of Central Park.





5 / REUSE OPTIONS & ISSUES

BUFFALO'S DELAWARE PARK CASINO

The Delaware Park Casino in Buffalo, built in 1900, was largely underutilized until it was adapted in 1992 to serve as a banquet facility for a private concessionaire. The Casino (the use of the word in this case means “gathering space”) is available for holiday parties, meetings, weddings, corporate affairs, anniversaries, and other special occasions. As a banquet facility requiring advance reservations, the building attracts mostly formal events.





Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

THE FOOD, GATHERING AND ACTIVITY RENTAL OPTION



To explore the implications of using the Lakehouse as a food, gathering and activity rental center, a workshop was held with potential concessionaires. These investors showed enthusiasm for the idea and confirmed that it is economically realistic.

One of the primary attractions to food/restaurant concessionaires is that the Lakehouse is an attractive size for banquets. It would be one of the few historic buildings in the area that can accommodate banquets with up to 200 patrons. The Lakehouse has the added advantage of a scenic setting. As a banquet facility like Buffalo's Delaware Park Casino, it could be used for weddings, corporate affairs, anniversaries, holiday parties, public meetings, and other events.

Banquets would likely be the most profitable function of the Lakehouse for an investor, but that function alone will not benefit casual visitors to the Park and residents of all income levels. The Casino in Buffalo's Delaware Park brought new life to an underutilized structure, but the function clearly does not benefit casual park users. Nor is it accessible, with a 150-person banquet costing upwards of \$10,000.

Fortunately, the Lakehouse is big enough to accommodate more than just the banquet function. For example, it could handle casual diners and banquets simultaneously. A restaurant near the Lake has great potential for success. Like the many restaurants on Lark Street and in the area, the restaurant would be located in a dense residential environment. With its beautiful views and historic character, the restaurant would be an ideal place to go for a romantic dinner, a gathering of friends, a business meeting, or just to enjoy the scenery on a sunny day.

Along with a banquet function and a restaurant, the Lakehouse could support a snack concession and activity rentals. Both have been attempted in the past but discontinued because of inconsistent patronage and demonstrated revenue potential. They would likely be more successful when combined with the increased exposure and traffic of this mix of uses. In addition, the snack facilities and activity rentals could be operated by restaurant and banquet staff already on the premises. Along with all of these uses, there would be space for a multi-purpose meeting room that could be used by community groups and for smaller banquets.

The public would benefit from an interpretative center in which the Washington Park Conservancy could create an informational center for Park visitors. The public would also benefit if the contract with the concessionaire also included provisions for maintaining the public spaces, such as restrooms and picnic areas.

FUNDING

Restoring, adapting, and expanding the Lakehouse will require a substantial investment. The funding for the adaptive reuse of the Lakehouse could be shared by public and private sources. For example, most of the renovation costs of the Loeb

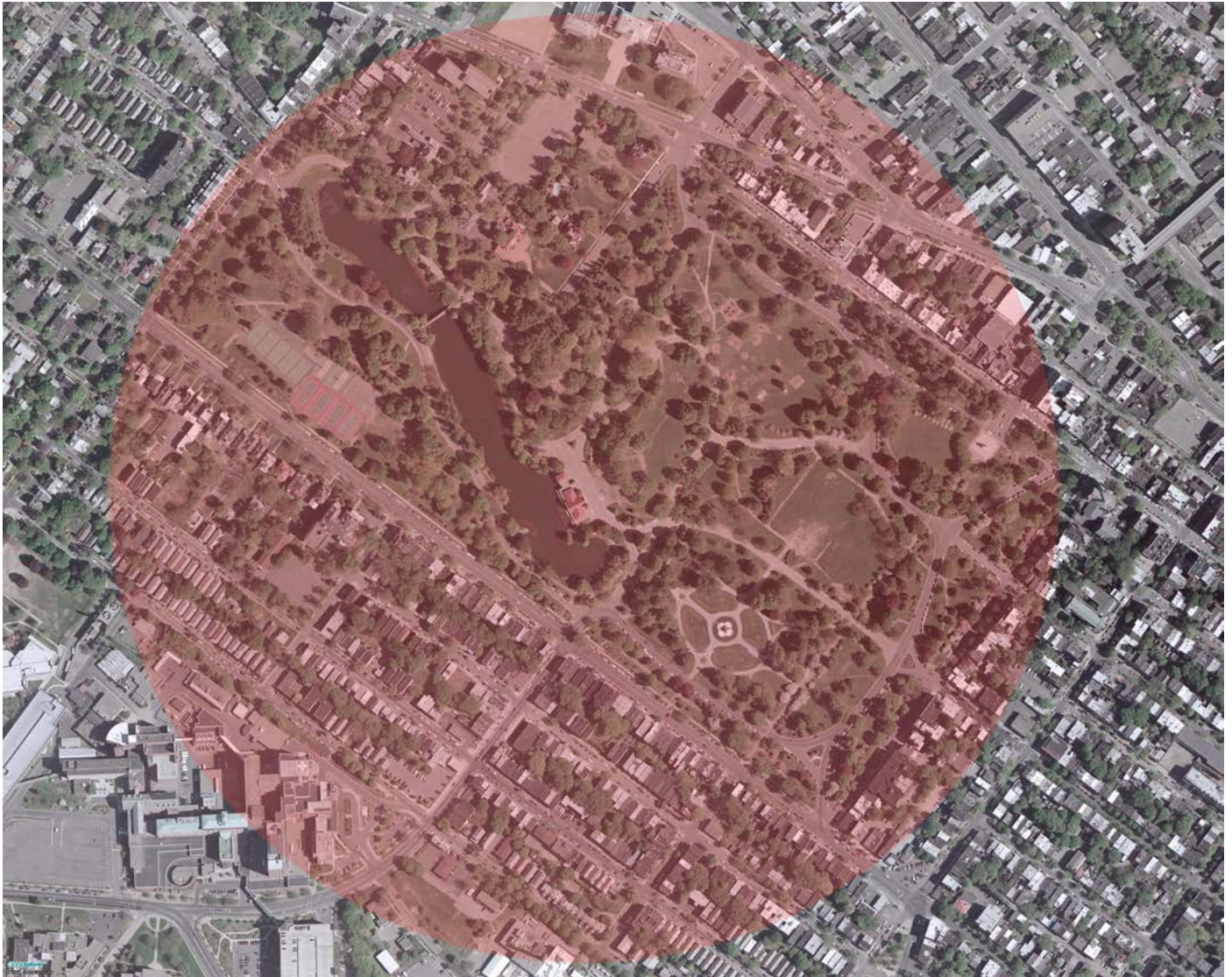


Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

FIVE-MINUTE WALKING DISTANCE





Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

NEARBY FOOD ESTABLISHMENTS



- | | | |
|--------------------------|--------------------------------|--------------------------|
| 1. Ralph's on the Park | 11. El Loco Mexican Café | 21. Soho Pizza |
| 2. Quintessence | 12. Lark Tavern | 22. Amazing Wok |
| 3. I Love New York Pizza | 13. Dunkin Donuts | 23. Bomber's Burrito Bar |
| 4. Deli 2000 | 14. Tandoor Palace | 24. Sukothai Thai Food |
| 5. China House | 15. Justin's | 25. Ben & Jerry's |
| 6. Sushi House | 16. Oh Bar | 26. Sam's Home Cooking |
| 7. Magnolias on the Park | 17. Ramona's Café | 27. Hot Dog Heaven |
| 8. Debbie's Kitchen | 18. Café Hollywood | 28. Elda's on Lark |
| 9. Lionheart | 19. De John's Restaurant & Pub | 29. Clayton's Caribbean |
| 10. Romanza | 20. KD's Deli | |



Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

Boathouse in Central Park were paid for by the restaurateur who submitted the most competitive proposal; bidders submitted financial proformas and renovation plans. The winner implemented the renovations.

To protect the historic integrity of the Lakehouse, the City of Albany and Washington Park Conservancy could retain control over changes to the shell and infrastructure. In this scenario, the public sector would preserve the building, make the site improvements, and build the addition, providing basic shell space. The private investor would pay for the fit out, provide the furniture and decorations, equip the kitchen, and perhaps contribute to the City's up front expenses.

Other sources of funding may come from various public grants. For example, the Empire State Development Corporation (ESDC) provides grants for historic preservation projects. An ESDC grant helped to pay for the restoration of Albany's Palace Theatre. Also, New York State Energy Research and Development Authority (NYSERDA) provides grants for projects that maximize energy efficiency. These and other grants can help to offset the overall cost.

PHASING

The reuse of the Lakehouse could be accomplished in phases to spread the cost of the initial renovation out over time, but that approach might discourage private investors from putting a significant stake in the building.

On the other hand, an unphased approach would give the City and community organizations significant leverage in making decisions on the adaptive reuse of the Lakehouse and the preservation of its historic character. Negotiations with the restaurant investor could occur from a strong position that markets the full potential of the Lakehouse.

The renovation of the Loeb Boathouse in New York City's Central Park began with a simple snack bar, before it had to be renovated a second time to provide full-service dining and banquets. Buffalo's Casino introduced a banquet function years ago, which is successful enough for the operators, and has not taken risks on any new facilities that would more benefit casual public usage and lower income users.

HISTORIC PRESERVATION

Designed in 1929, the Lakehouse is a historic structure listed on the National Register of Historic Places. Under the stewardship of the City of Albany, its preservation for future generations is a high priority.

Any adaptive reuse of the Lakehouse will begin with careful preservation of the building's fabric. An architectural and engineering examination of the building has determined that the building has been well maintained and will require only limited repairs. Reuse of the building as a will require some modifications and perhaps a



Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES



small expansion. To the extent that these changes are undertaken to make the Lakehouse a functionally active facility, they will ensure its the long-term viability.

Renovations to the Lakehouse should introduce systems and amenities required by a new use, while leaving as few fingerprints as possible on the historic fabric and aesthetic spirit of the structure. New architectural elements should blend harmoniously, but not mimic, the existing historic parts. New engineering systems should be carefully threaded into the building. Existing windows should be replaced by new windows of a similar appearance, but greater energy efficiency.

The design for an addition should be compatible with the existing architecture and materials. It could be interpreted as a modern structure, however a strong contemporary design would disrupt the serene and pastoral setting of the Lakehouse as a retreat from the urban core. An addition should be respectful to the existing structure, designed with similar materials and motifs, without appearing falsely historical. All alterations and additions to the building should be reviewed and approved by the City of Albany's Historic Resources Commission.

To best ensure the careful preservation and adaptation of the Lakehouse, the City of Albany's contract with a concessionaire should not relinquish control over design responsibilities. As steward of the building, the City of Albany has a responsibility to oversee its adaptive reuse. At the same time, the concessionaire should be consulted to provide programmatic information about their needs and to help guide the process so that the renovation and expansion makes best use of their investment.

PARKING PROVISIONS

Vehicle parking immediately adjacent to the Lakehouse is limited but there is abundant parking nearby on City streets and Park roads. Most is within easy walking distance. There is much more convenient parking around the Lakehouse than there is for restaurants and stores located along nearby Lark Street.

During business hours and during large events, there is a large influx of people from beyond the immediate neighborhood, parking is more difficult to locate. Parking on City Streets during these times is usually at maximum capacity. During business hours, parking in the Park is limited to 90 minutes to prohibit use by commuter vehicles. Because of this time limit, there is usually sufficient short-term parking available nearby. However, the parking restrictions might not provide enough time for a long lunch or a meeting.

To help with this, a concessionaire could provide valet parking. Attendants could park the vehicles in service lots, such as those located a block away on Robin Street, or simply tag the car with a temporary permit, recognized by the Albany Police Department.



Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES



If visitors to the Lakehouse choose to park their own vehicles at night in the Park, additional lighting on Park streets would be helpful to improve visibility and security. The City is currently in the process of improving lighting and public safety within Washington Park. Additional lamp posts and police patrols of the immediate area of the Lakehouse would make the Park safer at night.

PARK PLAYHOUSE AND OTHER PERFORMANCE VENUES

The Park Playhouse presents live musical theater on a large outdoor stage situated between the Lakehouse and a nearby amphitheater. The stage is set up immediately next to the north wall of the Lakehouse, cutting off the circulation path around the Lake and the Lakehouse itself. The interior of the Lakehouse is dedicated to dressing rooms and other backstage uses during the six weeks of the Park Playhouse's productions. During this time, the Lakehouse cannot be used for other public activities.

The Lakehouse is important to the Park Playhouse productions, but its continued use as a backstage area keeps it out of the spotlight for the thirteen to fourteen weeks it is used and largely underutilized for the remaining 39 weeks of the year. In future years, the Lakehouse may even be outgrown by the Park Playhouse, in which case, the building would be left even more underutilized.

Other locations, such as the Parade Grounds or Waterfront, should be evaluated as an alternative location for Park Playhouse. If, however, Park Playhouse remains, the design and renovation plans will have to consider their performance needs in a way that allows the successful year round operation of a Lakehouse restaurant, along with improved public access, especially on the Lake side, even during performances.

Transforming the Lakehouse into a multi-use facility would provide benefits to the Park Playhouse, but require some practical changes in the way the building is used for performances. The Park Playhouse would have to develop backstage support spaces outside the Lakehouse for their dressing rooms and stage equipment. Access routes to and around the Lakehouse would have to be redefined to allow the building and the Lake to remain accessible during scheduled performances. As a benefit to the Park Playhouse, the amphitheater could be renovated to accommodate increased audiences. The amphitheater could also be reoriented to put it on axis with the bandshell of the Lakehouse, which would provide better sightlines for the audience.

With renovation, the Lakehouse could become a draw for the Park Playhouse and other performance venues. The availability of dining next to the lake would be an added attraction to audiences. Concessionaires would benefit from scheduled performances drawing potential customers to the Lakehouse.

Other performance venues would benefit and grow as well. In addition to the Park Playhouse, the Lakehouse is currently used for the Washington Park Concert Series, which uses the Park Playhouse stage; Jazz in the Park, which occurs during the Tulip Festival; and the Latin Festival in late August. A restaurateur would benefit from constant use of the Lakehouse for performances, and possibly even help sponsor additional performances to keep the crowds constant.






Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

PARKING



-  Garages & Surface Lots
-  Washington Park Parking
-  Street Parking



Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES



PARK MAINTENANCE FACILITIES

The only continuous use of the Lakehouse has been to serve as a home base for the Park's maintenance and grounds crew and house landscape maintenance equipment. These functions are located on the west end of the building where there are office, storage, toilet, and garage facilities.

Serving as a maintenance shed is not a worthwhile use of this historic building at a prime Albany location. To help the Lakehouse realize its full potential, the Albany Department of General Services (DGS) has agreed to relocate its maintenance and groundskeeping facilities to another structure. Their plan for relocation may involve using a building on the periphery of the Park, constructing a new structure in the Park, or transporting maintenance equipment to the Park on a trailer from an existing DGS garage.



NEIGHBORHOOD REVITALIZATION

The development of the Lakehouse and its more active role in the Albany community will be reinforced by the Park South redevelopment efforts. Washington Park and Madison Avenue form the northern border of the Park South neighborhood, which will be revitalized through improvements to housing, public safety, commercial activity, and streetscapes.

The Park South Redevelopment Plan focuses private sector commercial and retail development along New Scotland Avenue. The Lakehouse is located near the terminus of New Scotland Avenue, where it intersects with Madison Avenue. Both the Lakehouse and New Scotland Avenue retail and commercial activity will mutually benefit from their close proximity. Streetscape improvements to New Scotland Avenue's junction with Madison Avenue could make New Scotland Avenue more inviting to people at the Lakehouse. People visiting businesses along New Scotland Avenue will be drawn to the pleasant setting and activity of the Lakehouse.







Washington Park Lakehouse

Reuse Study

5 / REUSE OPTIONS & ISSUES

LOCAL LANDUSE



-  Mostly Residential
-  Mixed Commercial/Residential
-  Mostly Institutional
-  Park South Redevelopment Area

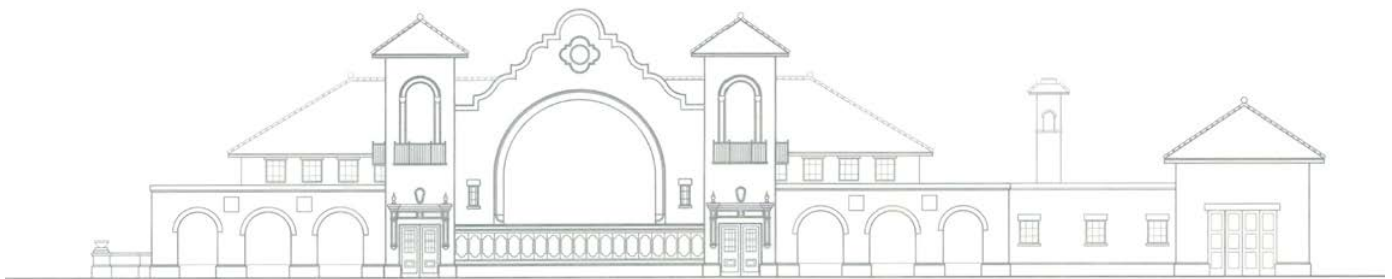


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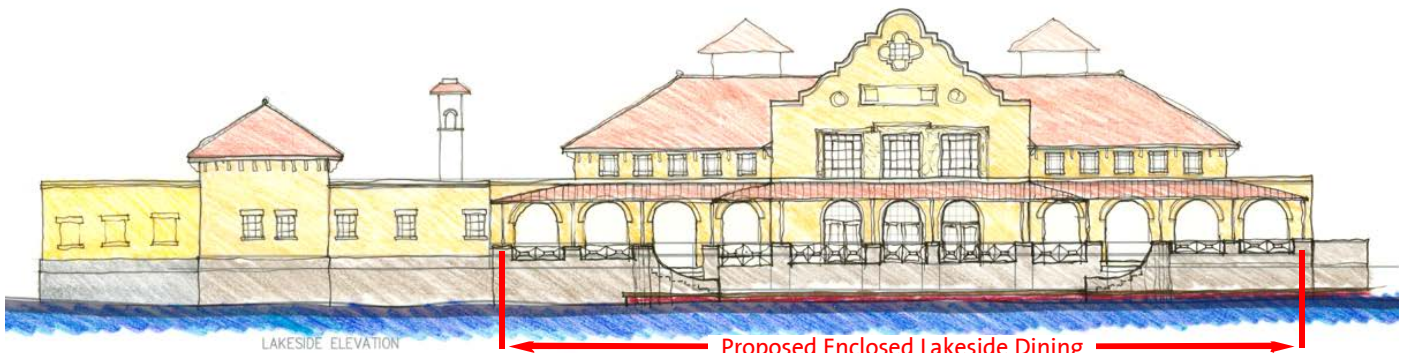
Reuse Study

6 / RECOMMENDATIONS

As established in the previous sections of this report, the Lakehouse represents an underutilized resource that presents an enormous opportunity for the development of a wide variety of public / private uses for the building and the surrounding Park. The Park, in recent years, has seen a tremendous increase in its use through programmed activities and the involvement of community groups and the surrounding neighborhood in its beautification and casual use. Through these efforts and actions, the Park is emerging from being an attractive neighborhood and City asset to that of a dynamic regional resource and entertainment venue. The thoughtful conservation and restoration of the Lakehouse's historic fabric and setting, coupled with the enhancement of its facilities and ability to support expanded uses will allow the building to assume its destined position as the crown jewel of the Park.



PARK SIDE ELEVATION (NORTH)



LAKE SIDE ELEVATION (SOUTH)



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OBSERVATIONS

Through a thorough review of the building's existing conditions and its setting in the surrounding Park, the following observations have been made:

- The building is an historic structure that is extraordinarily picturesque and very attractive and well suited to its Park environment
- The setting of the building in the Park is seriously compromised by the expanse of pavement that extends from the amphitheater seating risers to the building's entire north elevation
- The Lakeside terrace and small connected dock creates a somewhat formidable wall to the Lake and interrupts the continuity of the path around the Lake
- The continuity and spaciousness of the Lakeside terrace is diminished by the present location of the fixed stairs leading down to the floating dock limiting its use and impeding pedestrian circulation
- The dock is too small and the access to it is limited by its connection the building making its use difficult and integration into the Park's path system torturous – additionally, it is not accessible to the physically challenged
- There are no toilet facilities that are directly accessible from the Park for public use – all toilet facilities must be accessed through the Lakehouse
- The Park side covered porches, facing north, tend to be cool poorly lighted spaces that are little used and largely serve only as passage space
- The Park side facing band shell is an attractive and distinctive architectural feature of the building, however, its height above grade makes it awkward to use and its focused reflective acoustics make it impossible for performers

Inside the building the following observations are offered:

- The Main Hall is a large, attractive space whose finishes, although handsome and durable, are hard and acoustically reflective making the space very lively and difficult to use for large group gatherings where speech intelligibility is needed or music is performed
- In the Main Hall of the Lakehouse, the views and sense of connection to its greatest asset, the Lake, is largely blocked by the former snack bar and the limitations imposed by the doors and windows looking toward the Lake
- As the principal space and only publicly useful interior space, the Main Hall is suitable for large gatherings but is too large for small groups and is not readily sub-divisible – more enclosed spaces of a wider variety of sizes to facilitate more diverse uses of the building is desirable



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- The snack bar counter and equipment is poorly located from a service and serving standpoint and it is totally inadequate for any medium to large scale food preparation / service / or catering needs
- The existing men's toilet needs to be upgraded and separation of staff locker room use from the public use is needed
- The existing women's toilet was refurbished approximately 20 years ago and remains serviceable, but the partial height screen wall blocking the view to the entry is of a red brick that is jarring and incompatible with the predominant buff colored brick of the Main Hall interior
- The building environmental systems, consisting of heating and passive/mechanical ventilation, are barely adequate, largely original, and nearing the end of their useful service life
- While the electrical service to the building and amphitheater was upgraded in the last 15 years, the distribution in the Lakehouse itself is barely adequate, largely original, and nearing the end of its useful service life

From the standpoint of present uses and building configuration, the following has been observed:

- Park Playhouse's use of the facilities, as presently arranged, nearly completely supplants any casual use or alternative uses of the building during the performance season – the building is largely off-limits or inaccessible during the height of the summer season
- Most of the events scheduled in the Park make limited use of the Lakehouse, but is generally peripheral to or plays a supporting role rather than a central role or focus of the activity or event – the Holiday Lights in the Park is the exception, with the decorative lighting of the building and its role as the exhibit hall for the craft vendors and focus of refreshments sales
- The Lakehouse, for the majority of the year and between scheduled events, is largely unused and generally not available to the public or casual Park users, except as a restroom facility
- The Park maintenance operations, located in the western end of the building and garage, occupy valuable space and are somewhat incompatible with the development of a higher and more publicly active use of the facility



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RECOMMENDATIONS

Taking into account the foregoing observations and analysis coupled with the work of the Reuse Study Committee, the City of Albany and public meetings, a series of recommendations for both physical changes and programmatic changes to the Lakehouse and its environs emerged. Please refer to the drawings at the end of this section for a graphic representation of the following recommendations.

Reuse

In developing a reuse strategy for the Lakehouse a balance between the public good and Park patron access and use of the building had to be struck with those of the highly marketable and potentially profitable interests of private and scheduled uses. On the public side; development of meeting room facilities, an interpretive center for the Park and the Park Conservancy, and readily accessible toilet rooms for Park users is recommended. On the private and revenue generating side; food service facilities consisting of a Lakefront table-service restaurant, snack bar / light fare casual dining area, and banquet hall would be a tremendous boon to the use and exposure of the building and highly prized for its unique location and physical assets. In a series of meetings with local restaurateurs, great interest and support for this use was expressed. The Main Hall is also large enough to function as a modest sized exhibition / convention hall if the need presents itself. Additionally, recreation equipment rentals for rowboats, skates, bicycles, cross-country skis, etc. would enhance the Lakehouse's role as the focus of Park patron activity. As an entertainment venue, the Lakehouse already serves the Park Playhouse and a variety of City-sponsored concert events – the goal in this regard would be to devise a way to continue to support and enhance these uses while allowing simultaneous public / private uses of the building to take place.

As the City proceeds with an RFP process to solicit reuse proposals, it will be critical to consider how these events can be accommodated with a year round tenant/facility occupying the Lakehouse, and with enhanced public use of the facilities such as paddle boats and casual dining. Ultimately, it may be up to the restaurateur to propose a design and operating plan that will allow them to successfully operate year round, and also co-exist with Park Playhouse from June through August. This will also be true for the other festivals and events that currently operate out of, or around, the Lakehouse. The Mayor should consider an Oversight Committee for the RFP review process that includes representatives from the Lakehouse Re-use Steering Committee, Washington Park Conservancy, and City staff from the Special Events Office. These space utilization and design issues will need to be negotiated and worked out with the chosen vendor.

To facilitate the cited uses, a diversity of spaces within and around the building is needed to supplement the existing Main Hall. The 3000 square foot Main Hall is ideally suited for the large gatherings, exhibitions and banquet (200 to 250 people) functions envisioned, but smaller, more intimately scaled spaces are preferable for the other proposed uses. Fortunately, within the footprint of the building, the porches and terrace areas offer opportunities for the sensitive development of the needed spaces and facilities.



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To support the proposed reuse of the Lakehouse, the Park maintenance operation, currently housed in the western third of the building, will need to be relocated, either to a new facility built in the Park, or to a suitable building on one of the side streets bordering the Park. A third alternative would have the Park maintenance equipment and staff transported to the site from the DGS garage on Connors Boulevard. The relocation of these operations is desired to recapture the spaces that they occupy within the building for support uses directly related to the recommended uses and activities for the Lakehouse.

Historic Preservation

The Lakehouse, listed on the National Register of Historic Places, has survived largely as originally constructed and, as such, represents one of the Park's most significant intact historic resources. The building serves as a focal point at the New Scotland Avenue entry to the Park and provides scale and a highly picturesque backdrop for the Washington Park Lake viewed from Madison Avenue. Any reuse recommendation needs to consider, as its core mission, the careful conservation, restoration and sensitive adaptation of the existing historic architecture and building fabric of the Lakehouse. Alterations and/or additions to the building should skillfully incorporate the materials and details of the existing in a manner that will blend it into the overall architectural expression while maintaining enough of a distinction to allow clear interpretation of the original Lakehouse. The alterations also need to be detailed in a manner that makes them reversible and clearly not damage or permanently alter the original building fabric.

The building recommendations that follow describe in further detail the proposed design approach and detail elements that will guide the renovation and alterations of the Lakehouse.

Site and Setting

First and foremost, the enhancement of the immediate surroundings, as described in the site plan, will improve the setting and external image of the Lakehouse and more fully integrate it into the life and activity patterns of the Park. Implementation of the recommendations will position the Lakehouse more successfully into the surrounding historic landscape making it a focal point of Park events and casual use by bringing new uses and resources to this public place.

On the north side of the building the goal of restoring the Park setting and creating a more sympathetic relationship between the building and its performance support capabilities may be achieved by the following:

1. Reconfigure the pavement in front of the building to pull it away from the north wall and establish a zone of landscape/hardscape that is more pedestrian friendly and supports more appropriate Park access to the building.
2. Establish an oval or plaza of pavers immediately in front of, and centered on, the



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building, extending toward the first riser of the amphitheater and to within 17 feet of the Lakehouse – the roadway entering and exiting this plaza area should be centered on the plaza and be reduced to the normal Park two-lane road width.

3. Establish terrace areas and walkways to either side of the building's central band shell from the plaza to the building entries and north side porches
4. Develop a zone of lawn and landscaping between the terraces and roadway consisting of; hedges to define the terrace areas, and a tree line to the east and west of the oval to reinforce a visual separation between the roadway and the building – The break in the tree line at the building center also provides a location for the set-up of a stage on the plaza area on axis with the amphitheater while providing continuity to the stage's "back wall" permitting simultaneous public use of the building and pursuit of performances.
5. As a longer range project, reconfigure the amphitheater risers somewhat to be concave and follow the radius of the oval plaza and be on axis with the building's band shell.
6. Establish a defined service entry to the "garage" wing of the building and create a suitable area to the west of the plaza to allow the set-up of trailers to serve the backstage and dressing room needs of the performance venue.

On the south side of the building the goal of exploiting the Lake as the building's greatest and most unique asset while reinforcing its Park connection may be achieved by the following:

1. Significantly enlarge the Lakeside dock area and extend it along the entire south elevation of the Lakehouse "seawall" connecting it at both ends to the Park path system and particularly the path that circumnavigates the Lake – This will facilitate handicapped access to the dock from the paths and make the Lakehouse an integral feature and destination in the Lake path rather than an impediment.
2. Establish a rental kiosk on the enlarged dock for Lake and Park recreational activities.
3. Enlarge the useable area of the Lakeside terrace by removing the stairs to the dock level to the outside of the terrace area and replace the terrace parapet wall with piers and a railing to permit better views and connection to the Lake.
4. Enclose the Lakeside porches and enlarged terrace area with light steel and glass construction to provide the necessary space for a dining room that overlooks the dock and Lake – the center section of this enclosure should be equipped with full-glass storefront doors that may be opened to allow open air dining when weather permits and closed during cooler periods facilitating year-round use.
5. On the east end of the building, where the women's toilet room is currently located, reconfigure the room to provide small men's and women's toilet rooms



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directly accessed from the Park without having to enter the building.

Building

To support the proposed uses described for the Lakehouse and its immediate surroundings, minor reconfiguration and change in use of existing spaces within the building is required coupled with the enclosure of existing external spaces and the creation of new space. The following description and attached plans illustrate the recommended changes:

1. The Main Hall would remain largely intact and serve as the primary exhibition / banquet hall – physical alterations would include: removal of the old snack bar counter and equipment, opening up that area as an alcove for café / lounge type uses with a fireplace and full glass doors leading out to the Lakeside terrace; creation of a service bar directly opposite the café / lounge alcove to serve large group functions in the Main Hall; and, reconfiguration of the toilet facilities, as described previously, to allow direct access from the exterior as well as serving both the Main Hall and dining terrace.
2. The existing finishes in the Main Hall would remain largely as they are with the addition of acoustic treatment of the ceiling and possibly upper walls to improve the native acoustics in the space.
3. The existing window and door openings to the Lake from the Main Hall would be altered and re-glazed to provide better visibility of the Lake from within.
4. The Lakeside dining terrace would be enclosed as described above to provide the primary seating area for the table-service dining function, providing approximately 125 seats.
5. The existing open porches at the northwest and northeast corners of the building would be enclosed with compatible multi-light windows and doors set deep within the brick arched openings to provide additional program space for use as appropriately scaled meeting rooms and interpretive displays for the Park.
6. The west end of the building would be vacated by the Park maintenance operation and be reconfigured and expanded to accommodate the primary kitchen and service core for the building. New construction of approximately 1700 square feet would wrap around the west and south sides of the existing garage and would be single-story, flat roof construction mimicking the predominant detailing and materials of the Lakehouse.
7. The thermal performance of the building would be improved with the installation of new mechanical systems and the building envelope would be tightened up with the installation of secondary glazing, creation of vestibule entries, and insulation of the attic spaces.

As far as the building is concerned, it is ideally suited for the occupancies and uses described, and readily lends itself to the task with modest renovation and alteration



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requirements. The existing historic fabric of the building is in good condition, needing only modest re-pointing of masonry, resetting and caulking of exterior copings and trim elements, minor repair and repainting of wood and metal features, and selective roof repairs.

From a Code standpoint, the building is suitable for the proposed public assembly uses and it is already configured with adequate grade-level exits. With minor modifications, the building can be made fully handicapped accessible. The major new building element recommended, as a result of the analysis of the building and its proposed more intensive public assembly use as it relates to the newly adopted International Building Code, will be the installation of a sprinkler system throughout.

Engineering Systems

The engineering systems serving the building are generally old and adequate to their present task, but would have to be completely replaced to serve the proposed new uses and increased demands placed upon them by the building's reuse program.

The heating system should be replaced with a modern HVAC system to provide appropriate indoor environmental comfort to serve the proposed uses. Heating would have to be extended to all the newly created and/or enclosed spaces and air conditioning throughout the all the occupied spaces of the building is required. The attic space above the Main Hall ceiling provides an ideal opportunity for the location of air handling equipment and air intake and exhaust facilities could be discretely integrated into the north side tower elements of the building. The boiler room may need to be expanded to accommodate additional equipment needs and an appropriate on-grade location needs to be provided for the chillers serving the air conditioning system – this could be accommodated to the west end of the building and coordinated with the kitchen expansion to provide appropriate screening of this equipment.

The plumbing systems, like the heating, are old and barely adequate for their present tasks. The toilet rooms need to be completely upgraded and reconfigured to serve the proposed programmatic uses and the water and sanitary piping systems will require replacement to serve the expanded uses, particularly related to the demands of a commercial kitchen. The addition of a full sprinkler system will require the installation of a new water service completed with double check valves and backflow preventers. The storage space beneath the band shell may be a suitable location for this service entrance and related equipment.

The building currently has a 2" gas service and it would appear adequate for the heating needs of the enlarged facility as well as serving the cooking needs and hot water needs of the proposed commercial kitchen.

The 5" clay pipe sanitary sewer, like the water service, is adequate for its present load but the proposed upgrade to the building involving greater public usage will require replacement of the sanitary connection to the municipal system.

The electrical service, which was upgraded when the amphitheater was constructed, will require further study and evaluation to determine its adequacy to support more



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intensive public use and a change in use of the building. The installation of a building wide air conditioning system along with other high wattage loads will likely require that the service be upgraded. Additionally, complete rewiring, provision of additional outlets, and enhanced lighting systems with sophisticated lighting controls and energy efficient light sources are recommended.

The communications system serving the building consists of telephone service only. Upgrading the phone service to support data transmission and possibly adding cable service to the building will enhance its connectivity and open up the potential for wider entertainment offerings.

The building currently has a 2" gas service and it would appear adequate for the heating needs of the enlarged facility as well as serving the cooking needs and hot water needs of the proposed commercial kitchen.

Phasing and Implementation Strategy

In the development of this study and in the meetings with the Committee, City officials and the public review meetings the consistent sentiment was that this project be pursued as one phase of work and not be approached piecemeal or incrementally. The reality is that this is an ambitious project with a potential full development cost of between 4.5 and 6.5 million dollars. There are several optional implementation strategies that could be pursued:

1. The City could undertake and fund the entire project and lease the facilities to an operating contractor under renewable short-term leases. This requires a substantial commitment of public funds up front and could appear to be a significant public expenditure largely benefiting a private entity.
2. The City could issue a Request for Development Proposals that would define the entire project and require the proposer to fund the complete project in return for a long-term lease. First, this commits the City to a long-term relationship with one operator and second, the likelihood of finding a private entity with the resources to undertake a project of this size is remote – particularly since they could have no ownership rights to the finished project.
3. A third alternative could mirror what was done in the Loeb Boathouse project in New York's Central Park. Basically, this project may be approached as a public/private partnership wherein the City would tender a Request for Development Proposals that would define the limits of publicly funded work and seek a commitment from the private sector (restaurant operator) to fund a portion of the improvements and thus, be awarded a 5 year or longer lease and operating agreement for the restaurant and banquet facilities. Balancing public versus private expenditure would be more feasible and effectively use public funds to leverage private commitment to the project serving both the public good and profitability for the operator.

The last approach would appear to offer the greatest potential of feasibility and success. The nature and extent of the publicly funded work and the requirements for



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private commitment needs to be analyzed and further developed during the preparation of the RFP. One suggested formula would be for the City to undertake all the site improvements, utility and infrastructure upgrades, building shell construction and improvements including the systems installations. The vendor would then be responsible for all the interior renovations and fit-up work including the commercial kitchen. The vendor would also be responsible for all the furnishings and the building's operational maintenance. The line between the public and private components of work scope may be drawn at any point that effectively matches the resources and talents of the participating entities.

If, on the other hand, phasing the project is necessary, the following two-step approach could be pursued:

1. Make the site work improvements and building envelope upgrades and operate the facility with the Main Hall only and use it primarily for banquets, special events, and light fare food offerings utilizing an off-site kitchen for food preparation and establish a modest warming and serving kitchen on-premises.
2. Once the demand and visibility of the Lakehouse becomes well established, construct the full commercial kitchen and enclose the Lakeside dining terrace and expand the operation of the food service and the public uses of the facility as described in this report.

The next step in the process is to evaluate these recommendations, modify and/or adopt the project parameters and goals, and establish a steering group to draft a plan of action and develop an RFP to fully assess the level of commitment that the private sector is willing to make to this exciting venture. The steering group should include members of the re-use study committee (see appendix) and the Washington Park Conservancy and representatives from the city's special events office. The potential has been demonstrated and the interest is keen for the Lakehouse and its surroundings to become a major generator of Park activity and realize its destiny as the shining star of Washington Park.

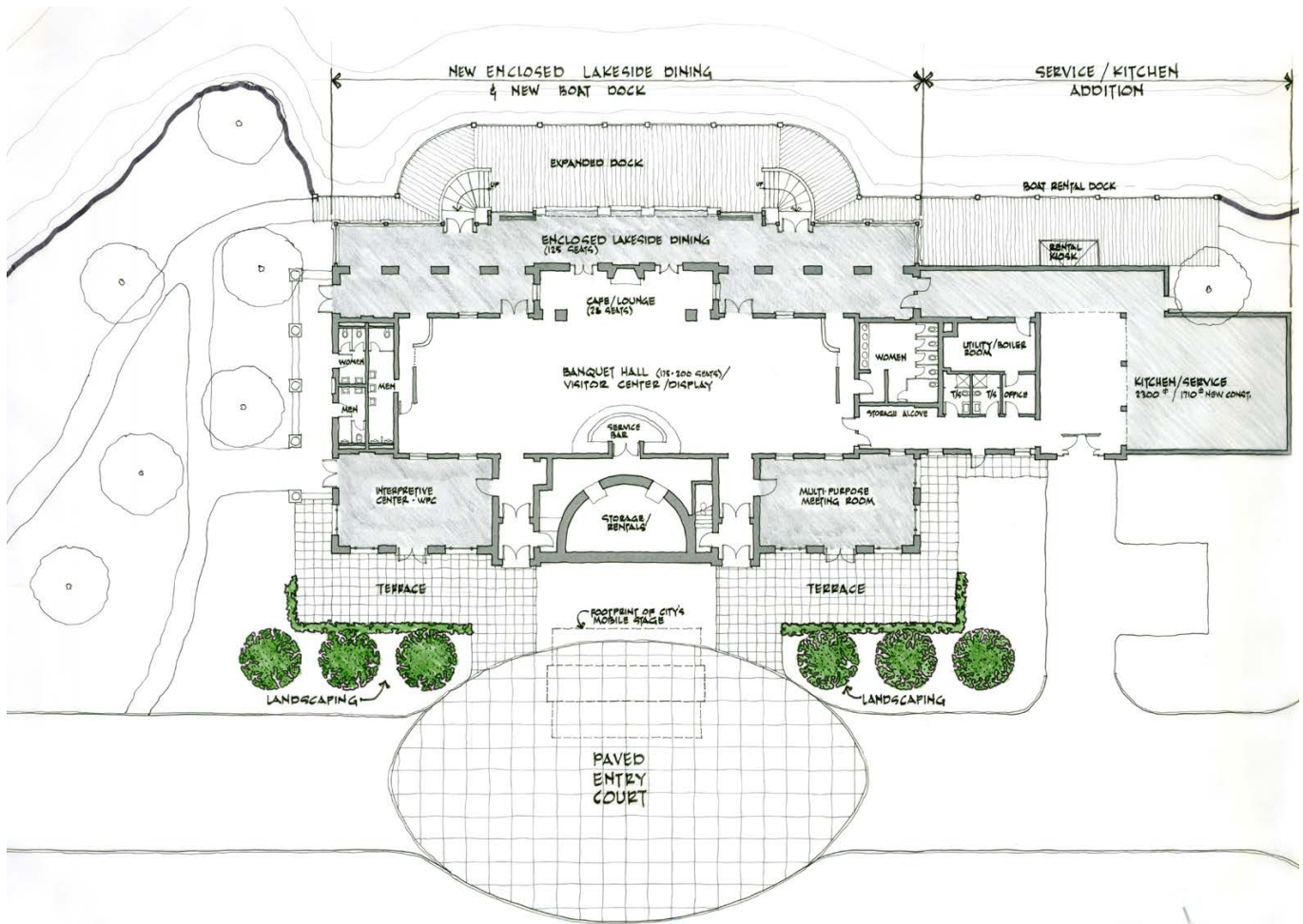




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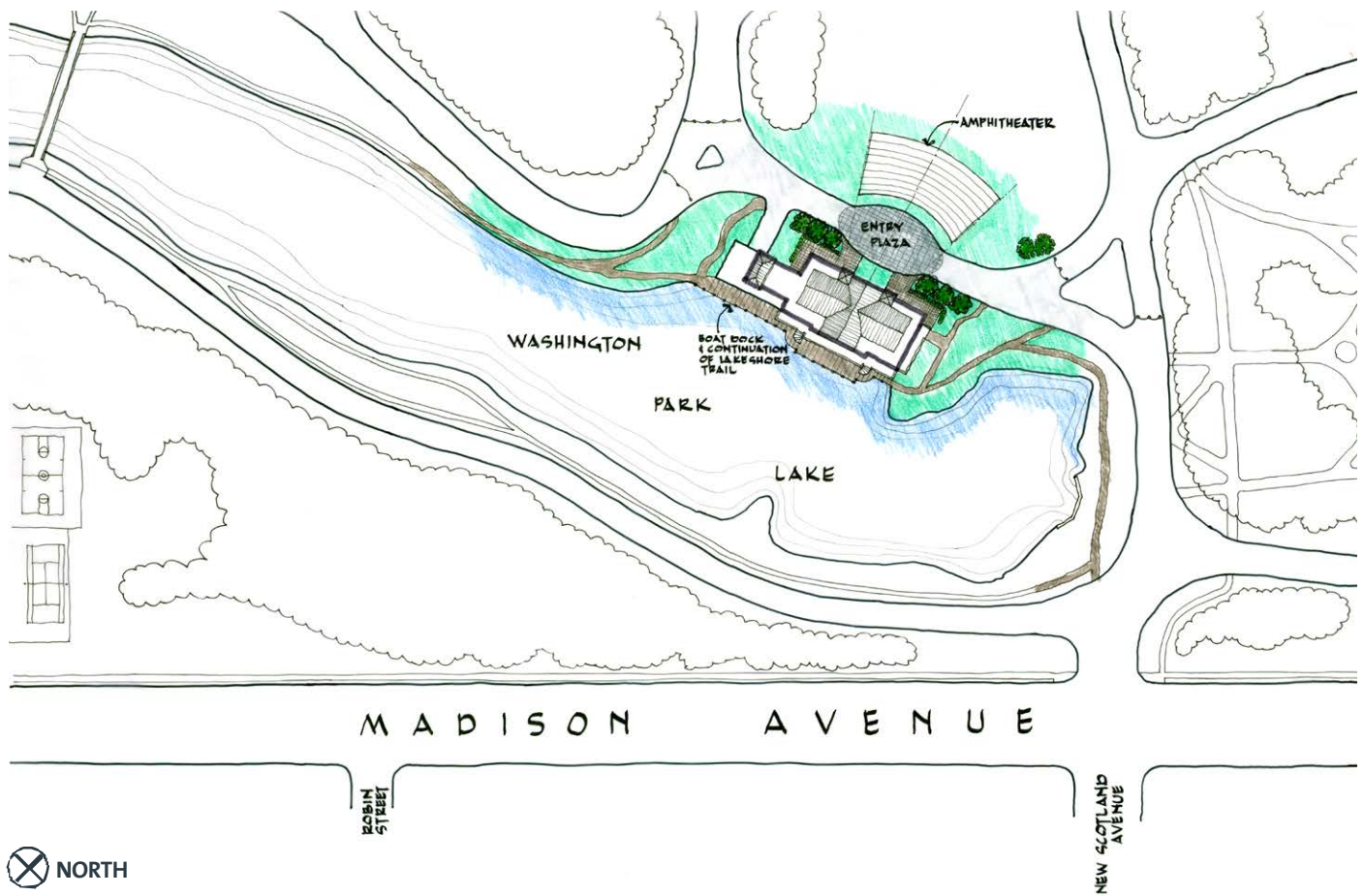
PROPOSED PLAN



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SITE PLAN



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WASHINGTON PARK LAKE HOUSE STEERING COMMITTEE

Elizabeth Griffin, Historic Albany Foundation Representative
399 Hamilton Street
Albany, New York 12210

Sandra Baptie, Washington Park Conservancy Member
60 Willett Street
Albany, New York 12210

Dr. & Mrs. Thomas Older, Washington Park Neighborhood Residents
7 Englewood Place
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William Pettit, Washington Park Conservancy Member
369 ½ State Street
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165 Henry Johnson Blvd.
Albany, New York 12210

John Myers, Project Architect, Einhorn, Yaffee & Prescott, P.C.
245 South Main Avenue
Albany, New York 12208



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OPEN COMMUNITY MEETING / DESIGN CHARRETTE - 6 NOVEMBER 2002

NOTES FROM FLIPCHART: (ADDED NOTES IN PARENTHESES)

- Develop porticos as entrances or provide for future expansion at these locations (seasonal vs. permanent enclosure)
- Further develop site design to be compatible and complementary with uses and setting / develop path along the entire waterfront exposure
- Improve acoustics of main space (sound absorptive panels at ceiling – possibly upper walls)
- Explore two food venues – permanent & snack bar type – retain public access and use as a visitor center as well as food service
- Develop spaces for reception and meeting uses – possibly porticos or temporary sub-division of main space
- Possible use for antique shows and other similar program activities
- Use mobile vendors or free-standing kiosks for skis, skates, rollerblade rentals
- Discussion of types of restaurant / food service operations and features desirable:
 - Coffee
 - Light fare / bistro type
 - Reasonably priced to facilitate higher frequency of use and access by a wider cross-section of the resident population (\$10 - \$15 range)
 - Sunday brunch
- Is parking necessary or an issue?
- Remove larger sections of the existing asphalt and explore the use of alternative paving materials more compatible with park setting
- Review examples of similar facilities in smaller cities:
 - Buffalo
 - Brooklyn's Prospect Park
 - Burlington, Vermont
- Provide a fireplace / community hearth for seasonal use and warming
- Consider safety concerns / need for greater level of activity in Park
 - Public bathrooms and security
 - Better lighting on Madison Avenue
 - Improve wayfinding in Park particularly from the Madison portal and across Park from State Street (lighting and signage and emergency call boxes)

CONSOLIDATED NOTES / REFLECTIONS ON COMMUNITY MEETING

BILL BRUCE & SANDRA BAPTIE

Ideas/issues that should be explored / considered for possible incorporation into concept plans:

- [Bill Bruce] More ambitious landscaping and hardscaping on the park side of the building, especially if the Park Playhouse will be gone. [Sandra Baptie] Also pedestrian lighting to Madison Avenue and to wherever parking ends up. Also, connect the dock around to the west side of lakeshore to make a loop. I think a complete site



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plan was not in the scope, but it would great if John could suggest and extend the site design as far as possible.

- [Bill Bruce] Incorporate the 2 arched “porch” areas on the front of the building into active use, for seating, bike/rollerblade rental/ revised entry configurations, etc. [Sandra Baptie] I think it could also be enclosed for meeting space, once that need were established. If the amphitheater side is landscaped, the porch rooms would have a nice view. I think if we want bike and rollerskate rentals, we really have to make a flat safe roadway nearby – the south lake road should be closed so you can skate/bike that loop. Then you need to address parking and how it interfaces with pedestrian activity.
- [Bill Bruce] Focus on a price and menu range (good quality Bistro) that would allow people to frequent the place as a regular meal stop, not a high end “Twice a year” restaurant, but a few notches up from a hamburger/deli. (John to prepare the menu) [Sandra Baptie] I also heard good coffee and breakfast/brunch place. (To take advantage of daylight hours).
- [Bill Bruce] Fireplace
- [Bill Bruce] Be sure to keep the main lobby available for banquet, not-for-profit fundraiser, reception type gatherings, with sound attenuation. This would, incidentally, allow PAL to continue to use it for X-mas craft vendors, and the concessionaire would get the food/drink revenue.
- [Bill Bruce] A specific Committee recommendation on Park Playhouse, and statement about the kind of events that could occur with the band shell if PP found a new home at Parade grounds or Riverfront. [Sandra Baptie] I started speaking about this last night, with the idea of a ‘staircase’ risers connecting the bandshell to the ground. I think we all agree the whole amphitheater area should be renovated to improve its appearance, and maybe create a permanent performance space (rather than temporary stage) based on the bandshell.
- [Bill Bruce] It didn't come up last night, but I think it could be incorporated, even in phase 1, the office are next to the Mens room (it was behind John as he spoke) into the plan. It could be food/storage/prep/ , a visitors center component, or tied into use of the arched porch adjacent to it. [Sandra Baptie] If the Conservancy had a room that size, we may even be able to man it at times with volunteers, to sell gifts. Our long-term goal should be to have an educational component for visitors to learn about the park, gardening etc. As a start, I think we could put together an exhibit of photos and drawings that explain the history of the park.
- [Bill Bruce] Skate rental to stimulate more winter activity (I think this could be done with a small seasonal shed/booth, right out on the main dock area, if it seems feasible).



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MEETING SUMMARY NOTES FROM RESTAURANT OPERATORS SITE MEETING & DESIGN PRESENTATION – 28 JANUARY 2003

ATTENDEES

Washington Park Lake House Reuse Committee Members
John Myers, Einhorn Yaffee Prescott
Roger Martel, Martel's Restaurant
Don Wade, Restaurant Solutions
Donna Purnomo, Yono's Restaurant
Yono Purnomo, Yono's Restaurant
Daniel, Nicole's Bistro
Brian Palazzolo, Classe Catering

MEETING PURPOSE

This meeting was held to review the conceptual plan of the Washington Park Lake House with local restaurateurs to solicit feedback regarding the feasibility of reusing the Lake House building as restaurant with meeting rooms and a banquet room facility. Mr. Myers reviewed the conceptual plans prepared by EYP with the restaurant and catering company owners.

MEETING SUMMARY

- Generally, all restaurateurs were positive about the concept plan and considered the Washington Park Lake House to be a viable location for a restaurant business.
- Comments obtained from Roger Martel:
 - Biggest issue at the site is parking. It was suggested that parking may be available near Thurlow Terrace (SUNY Albany lot, law office parking lots, etc.) and the interior park roads. Valet/shuttle service to the remote park sites. Mr. Martel considered the drop-off point for valet/shuttle service would have to be immediately adjacent to the building not to the south-east as proposed by EYP.
 - Mr. Martel considered the final phase plan (with full kitchen) to be more viable than the initial phase plan.
 - The meeting room and banquet spaces are a big benefit.
 - Mr. Martel felt that the Park Playhouse would have to be at the Lake House to ensure the initial success of the restaurant.
 - Mr. Martel expressed some concerns about the use of the facilities by patrons seeking light fare. Mr. Martel was concerned about profitability if the restaurant owner was required to “tie up tables for people to read the paper and buy a cup of coffee.”
 - Saturday and Sunday brunches would be profitable. Outdoor service kiosks and tented facilities to the south of the building would allow for expansion of services.



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- Mr. Martel considered that the agreement between the City and restaurant operator would need to be lucrative for the restaurant operator given the risk. In addition, the terms of the agreement (i.e., limitations on hours of operation, maintenance responsibilities, insurance requirements, rent, performance payment requirements, etc.) would need to be clear.
- Kitchen size could be larger.
- Consider redesigning the bathroom entrances such that restaurant patrons wouldn't have to go through the banquet area to access the bathrooms.

■ Comments from Don Wade:

- Mr. Wade considered that having the kitchen at the end of the building may be problematic due to the distance between the kitchen and restaurant seating.
- A pass-through between the kitchen and the west deck areas would provide excellent walk-up service for light fare.
- Business owners would want to understand plans for development in the area of the Washington Park and any long-range planning or development programming being completed by the City Department of Development and Planning.
- Major concerns were parking, site lighting, and public safety. Parking and public perceptions of safety in the park will be controlling factors in the success of a restaurant in the Lake House.
- Valet parking is a possibility, but, valet service and associated insurance policies are very expensive.

■ Comments from Donna and Yono Purnomo:

- Mr. and Mrs. Purnomo were concerned that the local demographic may not support another quality restaurant. From their experience, they consider the local market to be saturated with restaurants. They both consider the Lake House to be a more viable site for a banquet facility.
- The Purnomo's expressed concern about potential conflicts if the building was used as a restaurant and banquet hall. How do control restaurant patrons from entering the banquet area when the restroom facilities are in the banquet hall area, etc.
- The Purnomo's have catered events using the space proposed as the kitchen area in the first phase. They considered this space small and awkward during the previous catered events.
- Concerned about the limited available parking and that any available parking is not in close proximity to the building.
- Kids are big business. May want to consider catering part of the business venture towards children.



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- Comments from Nicole's Bistro:
 - Provisions in the lease agreement should clearly identify the division of responsibilities for maintenance of the building and exterior grounds.
 - Similar to the Purnomo's, Nicole's Bistro was concerned about parking and controlling access to building spaces (i.e., keeping the public out of private banquets/wedding receptions, etc.).
 - Nicole's considered two types of fare to be viable: during the day provide lighter fare catered toward children and during the evening provide bistro-style fare.
- Comments from Brian Palazzolo:
 - Mr. Palazzolo was very positive about the potential meeting room spaces.
 - Primary concerns were the availability and proximity of parking for the restaurant.
 - Mr. Palazzolo questioned whether there would be any limitations placed on the hours of operation. Placing limitations on hours of operation or forcing the restaurant to be open at certain times could result in lost revenue.
 - The City should provide some storage areas for tables, chairs, etc. in the design plans.



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WASHINGTON PARK EVENTS 2003

IMPACT ON WASHINGTON PARK AND LAKEHOUSE

- Tulip Festival (Mother's Day Weekend)
 - Approximate attendance 70 thousand for 3 days.
 - Lakehouse used for bathroom facilities, rain site for small events, coronation, entertainment for 2 days.
- Playhouse (2nd week in July thru 3rd Week in August 6 Nights a Week)
 - Approximate attendance 60 thousand.
 - Lakehouse used to stage productions outside and changing rooms, dressing rooms and bathroom facilities inside. Closed on Monday nights.
- Washington Park Concert Series (Second Wind Productions)
Monday nights on Park Playhouse Stage
 - Approximate attendance 15-20 thousand.
 - Eclectic musical programs.
- Lobster Festival Father's Day
 - Approximate attendance 10-12 thousand
 - Rotary event held on the Parade Grounds. Food, entertainment, vendors. Lakehouse used for bathroom facilities.
- Latin Festival – Last Saturday in August
 - Approximate attendance 6 thousand.
 - Celebration of Latin cuisine and culture on Parade Grounds.
- Columbus Parade & Italian Festival Sunday of Columbus Day
Weekend at the Lakehouse
 - Approximate attendance 6 thousand.
 - Hours are 1:00 – 6:00 pm.
 - Starts with a parade.
 - Lakehouse used for display and bathroom facilities. Stage with entertainment in front.
- Capital Holiday Lights in the Park
 - Approximate attendance
 - Drive thru light display. Open end of November thru end of December.
 - Lakehouse has "Santa's Workshop", crafts for sale, small food items.
- First Night Albany “Last Run”
 - Approximate attendance 700 runners.
 - 5K run starts in downtown Albany and goes thru Washington Park.



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SAMPLE RFP DOCUMENT FROM LOEB MEMORIAL BOATHOUSE



REQUEST FOR PROPOSALS

**FOR THE RENOVATION AND OPERATION OF A
RESTAURANT,
SNACK BAR AND
ROW BOAT AND BICYCLE RENTAL AT THE**

**LOEB MEMORIAL BOATHOUSE
IN CENTRAL PARK, MANHATTAN**

SOLICITATION M10-(14)-BR, SB, R

Issue Date: July 26, 1999

**Rudolph W. Giuliani
Henry J. Stern
Joanne G. Imohiosen
Adrian Benepe**

**Mayor
Parks Commissioner
Assistant Commissioner
Borough Commissioner**



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Request for Proposals
Loeb Boathouse, Central Park
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Request for Proposals

For the Renovation and Operation of a Restaurant, Snack Bar and Row Boat and Bicycle Rental at the Loeb Boathouse in Central Park

NYC Parks & Recreation requests proposals for the operation of a restaurant of extremely high quality, snack bar, and row boat and bicycle rentals at the Loeb Boathouse located at 72nd Street in Central Park, Manhattan. Parks will entertain proposals which include catering, but proposers should be aware that a restaurant should be the main component of all proposals. Proposers should be able to demonstrate both financial capability and extensive experience in the restaurant industry. Proposers should note that there is an existing contract for the operation of this concession, which will expire on June 30, 2000.

A license term of fifteen (15) years is being offered.

Project Managers

The Parks & Recreation Project Managers for this concession are Rebecca DeMarinis and Richard Sedlisky. Please call them at (212)360-1397 if you have any questions regarding this RFP or this concession, or fax your questions to them at (212)360-3428. If you have a hearing impairment, please call (800)281-5722 and leave a message on the Telecommunications Device for the Deaf (TDD).

Request For Proposals Timetable

The following schedule has been established for the Request for Proposals for the Loeb Boathouse in Central Park. This schedule is subject to change as circumstances warrant.

| | |
|--|--|
| RFP Release Date: | Monday, July 26, 1999 |
| Proposer Meeting & Site Tour: | Thursday, September 9, 1999, at 11:00 a.m. |
| Proposals Due: | Friday, October 15, 1999, at 3:00 p.m. |



Note: If you have a disability which would prevent you from delivering your proposal to the Arsenal and/or attending the proposer meeting & site tour, please contact the project managers at least 48 hours prior to the due date and/or meeting date so that special arrangements can be made to accommodate you.



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Project Background

Located on the eastern shore of the 72nd Street Lake in Central Park, the Loeb Memorial Boathouse was built in 1952. The facility offers lakeside dining, a snack bar, indoor and outdoor seating for the public, an outdoor bar, and row boat and bicycle rentals. Visitors to this concession enjoy the view of an urban, lagoon-like pond. Bethesda Fountain and Terrace, just southwest along the shore, and Manhattan's west side skyline above the trees of Central Park are the backdrop for a truly unique dining and recreation experience.

The Boathouse has become a destination point for fine dining enthusiasts, as well as a popular casual food service and resting spot for park users.

Public Access

Currently, there are seating areas adjacent to the snack bar, and outside in the flagpole area which are available to non-restaurant patrons. The concessionaire will be required to preserve this space as well as the snack bar which provides affordable food for casual park users. No reduction in the space currently allotted for non-restaurant patrons will be considered. Any proposal to expand or enhance the public areas, including increasing public access to the lakeside decks, will be looked upon favorably.

Proposers should note that the Boathouse is a favorite gathering place for bird-watchers in New York City. "The Bird Register," a notebook which is displayed on a small table in the reception area of the facility, is a public journal of bird sightings in New York City and Central Park in particular. The concessionaire will be required to provide a conspicuous place for this notebook, and will not be permitted to restrict its usage or availability in anyway.

Shuttle Service

Currently, a shuttle service facilitates access to the Boathouse from Fifth Avenue and Central Park West. The concessionaire will be required to provide and improve this service. In their submissions, proposers must outline an operational plan for the shuttle, including, but not limited to, schedules, routes, and a description of the vehicle(s) to be used.

Capital Improvements

Existing Conditions

The original structure, in red brick with white limestone trim and a metal roof, was designed in keeping with the style of the other buildings in the park. The building itself is a landmarked structure, and therefore all improvements are subject to approval by the New York City Art Commission and the Landmarks Commission. Proposers should note that no air conditioning is currently installed in this building. In order to provide air conditioning, a new electrical service



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will be required. Increases in power usage, including the installation of new equipment, will also require additional electrical service to the facility.

Row boats are rented from a kiosk situated on the south side of the outdoor bar. Bicycles are available from trailers located in the parking lot north of the restaurant, along the East Drive.

The building plans may be inspected, and a copy of available plans for the building may be obtained for a nominal fee. Please contact the project managers if you would like to arrange an appointment to inspect the plans. Parks makes no representation that these plans are complete or wholly accurate.

Required Capital Improvements

Parks will consider proposals to reconstruct and rehabilitate the kitchen, food preparation and storage areas, in such a way as to minimize building expansion while assuring that these areas are attractive from the outside and compliant with applicable Building and Health codes. Additional bathrooms for restaurant patrons use are required, as well as the renovation and expansion of public restrooms. The addition of restrooms for use by the public will be looked upon favorably. Construction of new railings along the lake side terraces is required. Proposers must investigate and submit options to improve the electrical system.

Proposers are required to redesign the bicycle rental area; specifically, the trailers currently in use should be replaced, or an alternative operation and storage plan should be proposed. Also, the successful concessionaire will have to replace the rental row boats with new models. At least one hundred (100) new boats are required. All designs and equipment are subject to Parks' approval.

The existing Weir valve to drain the lake in order to avoid flooding is in need of replacement. The existing piping into the lake must be extended or replaced to a point beyond the deck to provide adequate access for cleaning and maintenance. Additional miscellaneous landscaping and fence work to be performed includes, but is not limited to, the replacement of hex block pavers on the east side of building, the replacement of chain link fence fabric, the design and installation of new signage for the restaurant (subject to Parks' approval) and the relocation of the row boat rental entrance area.

All improvements must be paid for by the concessionaire. Proposers should note that Parks & Recreation will weigh capital investment and design heavily in its evaluation process. In their submissions, proposers must describe all intended capital work and provide cost estimates for this capital work.

Design Review Fee

A percentage of the total cost of all capital improvements will be charged to the concessionaire for the review of the design documents by Parks Personnel. The total cost will be determined by



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the total capital improvement proposal or by the actual construction costs, whichever is greater. The fee structure is one percent(1%) of total cost. The schedule for payments of the Design Review Fee is as follows:

Upon Execution: Upon signing the license agreement, the successful proposer will pay the design review fee, based on the capital investment to which the proposer/licensee is committed in the license agreement.

Upon Completion: Upon completion of construction, the licensee will make a supplementary payment based on the amount of capital investment stipulated in the license agreement.

All expansion proposals will be subject to approval from Parks, the City's Art Commission and will also require the approval of the Landmarks Commission. The concessionaire will be responsible for obtaining all approvals and permits from the agencies having jurisdiction. All construction and reconstruction work is to be documented in as-built drawings and shall be submitted to Parks' Capital Projects Division for documentation.

Current Rates, Fees and Reported Gross

1. Rates charged by the current concessionaire for row boat and bicycle rentals:

| | | |
|-------------------|---|------------------|
| Row Boats: | \$10.00 per hour; \$30.00 cash deposit required | |
| Bicycles: | 3-speed | \$8.00 per hour |
| | 8-speed | \$10.00 per hour |
| | Tandem | \$14.00 per hour |

2. Reported gross, by category, and fees paid for the previous nine years:

| Fiscal Year | Reported Gross on Food Sales | Reported Gross on Rentals | Fees Remitted to Parks |
|-------------|------------------------------|---------------------------|------------------------|
| 1998 | \$6,353,664.71 | \$382,419.95 | \$895,636.98 |
| 1997 | \$5,515,749.71 | \$372,682.38 | \$717,798.32 |
| 1996 | \$5,190,652.56 | \$297,834.16 | \$667,553.45 |
| 1995 | \$4,529,667.36 | \$302,721.14 | \$585,941.04 |
| 1994 | \$4,448,458.34 | \$278,335.31 | \$528,297.36 |
| 1993 | \$3,828,517.79 | \$253,367.57 | \$454,074.74 |
| 1992 | \$3,085,525.12 | \$183,023.84 | \$363,200.86 |
| 1991 | \$2,810,882.19 | \$173,522.44 | \$301,910.91 |



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| | | | |
|------|----------------|--------------|--------------|
| 1990 | \$2,435,203.02 | \$176,557.45 | \$264,707.20 |
|------|----------------|--------------|--------------|

The Term

The term for this concession will be fifteen (15) years. No longer term will be considered. This concession will be operated pursuant to a license agreement; no leasehold or other proprietary right is offered. This concession will become available upon the expiration of the City's contract with the current concessionaire; this contract will expire on June 30, 2000.

Requirements During The Term of The License

1. The successful proposer must obtain any and all necessary permits and licenses for the construction and lawful operation of this concession.
2. The concessionaire must remove all rubbish generated by this concession, according to a plan approved by Parks. The concessionaire will be responsible for cleaning the licensed premises and the area within 50 feet of the licensed premises. The concessionaire must provide garbage cans approved by Parks. In addition, the concessionaire must keep all signs and structures free of graffiti. The concessionaire must comply with all City, state, and federal regulations regarding recycling. Proposers must submit a detailed plan for removal of rubbish generated by the concession.
3. The concessionaire will be responsible for any and all utility costs connected with the operation of this concession. This may include but is not limited to installing all necessary utilities, service lines, conduits, water meters, pipes, etc. The concessionaire will be required to remove any unsuitable existing materials as required. Parks & Recreation makes no representations that there are adequate utilities currently in place at the site.
4. The concessionaire must supply all equipment and materials necessary for the operation of this concession. All fixed equipment becomes the property of Parks upon installation, at Parks' option. Should Parks choose not to exercise this option, it will be the responsibility of the concessionaire to remove fixed equipment and return the licensed premises to Parks in a condition as good as or better than its condition at the commencement of the license term.
5. The selling and/or advertisement of cigarettes, cigars, or any other tobacco products is strictly prohibited. It is the concessionaire's responsibility to adhere to and enforce this policy.
6. The concessionaire must comply with all City, state and federal laws relating to access for people with disabilities.
7. The concessionaire will not be permitted to cut down or remove any trees on the permitted



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premises without prior written approval from Parks. Any attachments to the trees, such as lights, will not be permitted.

8. The concessionaire will be responsible for maintaining security within the licensed premises and the area immediately surrounding the licensed premises.
9. The concessionaire will be required to make all necessary repairs during the term of license.
10. The concessionaire will be required to provide a full time bathroom attendant to maintain the public restrooms.
11. All prices, fees, and increases for any and all proposed services offered at the concession must be approved by Parks & Recreation. Proposers must submit their proposed rates for row boat and bicycle rentals, as well as menus and price lists for the proposed food service.
12. The concessionaire must maintain the parking area at all times. The concessionaire's responsibilities with respect to the parking area include snow removal and pavement repairs. No revenue-generating activities will be allowed without prior written approval from Parks.
13. The concessionaire must submit monthly reports of gross receipts, in a format approved by Parks, broken down into categories of income. At the end of each operating year, the concessionaire will be required to submit a detailed income and expense statement for the past year's operation.
14. The concessionaire must, as part of their capital improvement plan, provide electricity to the site beyond that which already exists. If accepted and approved by Parks, the concessionaire will be responsible for carrying out his or her proposed rehabilitation and augmentation of electrical services to the facility.
15. The concessionaire will be required to carry at least \$1,000,000.00 in general/personal liability insurance coverage, \$1,000,000.00 in property damage liability and replacement value in fire and casualty coverage with the NYC Parks & Recreation named as Additional Insured.
16. A security deposit of at least 25% of the highest year's guaranteed minimum license fee must be posted before or upon signing.
17. The concessionaire will be required to retain a professional engineer or registered architect for design and filings of proposed capital work and to oversee the entire construction project. This supervising architect or engineer will be responsible for ensuring that all construction conforms to the plans approved by Parks' Design Division. Proposers must submit this engineer's or architect's qualifications to Parks for approval. The supervising



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engineer or architect will be responsible for ensuring that all construction conforms to the plans approved by Parks' Design Division. Proposers must submit the qualifications of this engineer or architect to Parks for its approval.

18. The successful proposer must provide Parks with as-built drawings upon completion of the construction or renovation project.
19. The concessionaire must pay all taxes applicable to the operation of the concession. With the exception of the Combined State and New York City Sales Tax on Food, no such applicable taxes, including but not limited to the Commercial Rent Tax, may be deducted from gross receipts or from license fees.
20. A construction security deposit, in an amount and format approved by Parks & Recreation, will be held to ensure that all renovation work is completed. This security deposit must be in place before any construction or renovation commences.

The Request for Proposals Process/Proposal Procedure

A. Proposal Submission Instructions

All proposals must meet the requirements listed below in the "Proposal Submission Requirements" section, and should comply with the guidelines listed in the "Proposal Submission Guidelines" section.

Proposals should be printed or typed on 8 1/2 x 11" paper. There is no page limit for proposals. The proposal submission and the proposal deposit should be submitted in a sealed envelope with the following information written on the outside:

- ☐ Your name and address
- ☐ Solicitation # M10-(14)-BR, SB, R
- ☐ Loeb Boathouse, Central Park
- ☐ Return Date: Friday, October 15, 1999, 3:00 PM

No proposals should be submitted in plastic sleeves or spiral binders. Illustrations may be included. All plans are subject to Parks' approval. Oversized drawings may be submitted, but must be accompanied by 8 1/2 x 11" sectionals or reductions to 8 1/2 x 11". No telegraphic or facsimile proposals will be accepted.

Please submit six (6) copies of your proposal submission. As part of this submission, you should include completed copies of Parks business questionnaires (Business, Business Entity, Principal, and Personal questionnaires) and VENDEX business questionnaires (Business Entity and Principal Questionnaires), which you can obtain by contacting the project managers.



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Parks & Recreation will hold an on-site inspection meeting on Thursday, September 9, 1999, at 11:00 a.m. at the Boathouse. We will meet in front of the main entrance to the restaurant, in Central Park. If you are considering responding to this RFP, please make every effort to attend this meeting.

B. Proposal Submission Requirements

Each proposal submitted must meet the following requirements. Failure to comply will result in the automatic disqualification of a submission from further consideration.

1. Proposers must submit a proposal which includes a fee offer.
2. All proposals must be received in the office of the Assistant Commissioner, Revenue Division, City of New York Parks & Recreation, The Arsenal, 830 Fifth Avenue, Room 407, New York, NY 10021 **no later than 3:00 pm, Friday, October 15, 1999.** Hand delivery to Room 407 before the deadline is recommended to ensure consideration of your proposal.

All proposals must be submitted in sealed envelopes. Proposals received after the time and date listed above will be returned to the proposer unopened and will not be considered for award.

3. Proposers must submit as a proposal deposit a certified check or money order in the amount of \$20,000 with the proposal (payable to NYC Parks & Recreation). The check of the successful proposer will be retained as liquidated damages in the event the proposer fails to enter into an agreement with Parks & Recreation. All other checks will be returned.

C. Proposal Submission Guidelines

1. The fee offer should state the highest sum proposer is prepared to pay as a license fee, expressed as guaranteed minimum fee for each year of the license term versus a percentage of gross receipts.
2. Proposers should submit a detailed timetable for all design and capital work. This timetable should clearly outline all intended improvements, the projected cost of these improvements, and the anticipated commencement and completion dates of these improvements. Please do not exaggerate intended capital investment. In the successful proposer's license agreement, the cost estimates provided in his or her proposal submission will become a minimum required expenditure, and the time frame proposed will become a required construction schedule. Therefore, please be realistic or even conservative in the capital investment you offer.



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3. **Proposers should submit a detailed operational plan for the facility, including intended uses for the facility, hours of operation, any and all prices and fees, menu items, and other related information. Please be aware that Parks is requesting proposals in which a restaurant is the main component. Any proposed operations as a catering facility must be in addition and secondary to the proposed restaurant.**
4. **Proposers should submit drawings showing the proposed layout and appearance of the facility and the concession site. The successful proposer's designs must be approved by Parks & Recreation, the City's Art Commission, the Landmarks Commission and other pertinent agencies before construction and/or renovation can commence.**
5. **Proposers should submit a resume or detailed description of relevant professional qualifications, demonstrating extensive experience in the industry, including work with City agencies, or access to individuals and/or firms with such expertise. Include the names and addresses of all corporate officers of the entity submitting the proposal.**
6. **Proposers should include a detailed, well thought-out pro-forma income and expense projection for each year of operation. This pro-forma projection should include explanations for all the assumptions used in its formulation.**
7. **Proposers should include a financial statement or statements prepared in accordance with standard accounting procedures.**
8. **Proposers should submit an estimated number of full-time and seasonal employees respectively, the positions these employees will fill, and the percentage of these employees that they expect to hire from the surrounding community. Parks will view favorably proposals that will employ members of the surrounding community.**
9. **Parks & Recreation is charged with improving customer satisfaction with the services provided at facilities on parkland. Therefore, Parks would like proposers to explain in their submissions the mechanisms they would use to measure customer satisfaction with the services offered by this concession. Such mechanisms might include customer evaluations or survey forms. Further, Parks & Recreation would like proposers to explain how they would improve the quality of services offered if the above mechanisms indicate a need to do so.**
10. **Proposers should outline in detail how they would handle the transition period between the commencement of the successful proposer's operations and the expiration of the current concessionaire's license. In particular, proposers should describe how and when they will begin taking reservations for catered affairs in light of their intended construction schedule.**



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D. Evaluation and Selection Procedures

Proposals will be evaluated by a selection committee composed of Parks & Recreation employees, in accordance with procedures established by the Franchise and Concession Review Committee, based on the criteria listed below. The concession will be awarded to the proposer whose submission the selection committee judges best overall based on these criteria.

1. Proposal Evaluation Criteria

In evaluating proposals, Parks & Recreation will use the following criteria:

- ☐ Fee offer
- ☐ Planned operations, including intended use of the facility; quality and affordability of products and services offered; and plans for handling the initial transition period
- ☐ Operating experience in the field, including experience as a City concessionaire, if applicable, and experience operating a first class restaurant offering high-quality food
- ☐ Capital improvement and designs submitted
- ☐ Financial capability

2. Evaluation Procedures

Parks & Recreation will only consider proposals that meet satisfactory levels of the above criteria. The City is not required to accept the proposal that includes the highest fee offer. Parks' acceptance of a proposal does not imply that every element of that proposal has been accepted.

Parks & Recreation cannot consider any proposal which does not comply with the "Submission Requirements" section of this RFP. Proposals which do not meet these requirements will not be evaluated.

When feasible, employees of Parks & Recreation will visit facilities operated by proposers.

E. Other General RFP Requirements and Conditions

NYC Parks & Recreation reserves the right to postpone or cancel this RFP or reject all proposals, if in its judgement it deems it to be in the best interest of the City of New York to do so.

Proposers are advised that Parks & Recreation has the option of selecting the proposer without conducting negotiations. Therefore, proposers should submit their best proposals initially, since negotiations may not take place.

All Requests for Proposals submission materials become the property of the City of New York and Parks & Recreation. Proposal submission material will generally be made available for inspection and copying by interested parties upon written request, except when exempted from disclosure under



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the New York State Freedom of Information Law.

NYC Parks & Recreation is subject to the New York State Freedom of Information Law, which governs the process for the public disclosure of certain records maintained by Parks. (*See Public Officers Law, Sections 87 and 89.*) Individuals or firms that submit proposals to Parks may request that Parks except all or part of such a proposal from public disclosure, on the grounds that the proposal contains trade secrets, proprietary information, or that the information, if disclosed, would cause substantial injury to the competitive position of the individual or firm submitting the information. Such exception may extend to information contained in the request itself, if public disclosure would defeat the purpose for which the exception is sought. The request for such an exception must be in writing and state, in detail, the specific reasons for the requested exception. It must also specify the proposal or portions thereof for which the exception is requested.

If Parks grants the request for exception from disclosure, Parks shall keep such proposal or portions thereof in secure facilities.

NYC Parks & Recreation shall not be liable for any costs incurred by proposers in the preparation of proposals or for any work performed in connection therein.

Proposers should be aware that this concession will be developed and operated pursuant to a license agreement issued by Parks. In the event this agreement is terminated, Parks will not consider proposals for reimbursement of licensee's unamortized capital improvement costs as of the date of termination.

A proposer may submit a modified proposal to replace all or any portion of a proposal submitted up until the proposal submission deadline. The project manager will only consider the latest version of the proposal. Late proposals and late modifications will not be considered for evaluation. Proposers may withdraw their proposals from consideration at any time before the proposal deadline. To withdraw a proposal, the proposer must provide Parks with written notification.

Technical addenda issued by NYC Parks & Recreation will be the only authorized method for communicating clarificatory information to all potential proposers. Proposers should contact the agency before submitting a proposal to verify that they have received any addenda issued. Proposers should acknowledge the receipt of any addenda in their proposal submissions.

The Office of the Comptroller of the City of New York is charged with the audit of concession agreements. Any person or entity who believes that there has been unfairness, favoritism or impropriety in the proposal process should inform the Comptroller's Office of Contract Administration, 1 Centre Street, Room 835, New York, New York 10007. This office may be reached at (212) 669-3000.

Henry J. Stern
Commissioner