Long-Range Master Plan
Playland Park
Rye, New York
August 14, 2006

Prepared for:
County of Westchester
Rye, New York

Prime Consultant & Theme Park Planning
Bullock, Smith & Partners
Knoxville, Tennessee

Community Outreach Consultants:
Ferrandino & Associates
Elmsford, New York

Economic and Financial Analysis Consultants:
Economics Research Associates
Washington, D.C.

Marketing and Sponsorship Planning Consultant:
Stone Communications
Hendersonville, Tennessee

Architectural Consultant:
FXFowle Architects
New York, New York

Historic Resources and Landscape Architectural Consultant:
The Saratoga Associates, P.C.
New York, New York

Transportation and Civil Engineering Consultants:
Urbitran Associates, Inc.
New York, New York
Long-Range Master Plan

Playland Park

Rye, New York

Prepared for:
County of Westchester
Rye, New York

Prime Consultant & Theme Park Planning
Bullock, Smith & Partners
Knoxville, Tennessee

Community Outreach Consultants:
Ferrandino & Associates
Elmsford, New York

Economic and Financial Analysis Consultants:
Economics Research Associates
Washington, D.C.

Marketing and Sponsorship Planning Consultant:
Stone Communications
Hendersonville, Tennessee

Architectural Consultant:
Fox & Fowle Architects
New York, New York

Historic Resources and Landscape Architectural Consultant:
The Saratoga Associates, P.C.
New York, New York

Transportation and Civil Engineering Consultants:
Urbtran Associates, Inc.
New York, New York
**Table of Contents**

TABLE OF CONTENTS ............................................................................................................3

1.0 EXECUTIVE SUMMARY .............................................................................................5

2.0 COMMUNITY OUTREACH ........................................................................................25

3.0 ECONOMIC & FINANCIAL ANALYSIS .....................................................................75

4.0 MARKETING & SPONSORSHIP PLANNING ...........................................................127

5.0 PHYSICAL MASTER PLAN .....................................................................................159

6.0 ARCHITECTURAL DESIGN GUIDELINES .............................................................187

7.0 HISTORIC RESOURCES & LANDSCAPE DESIGN GUIDELINES .............................215

8.0 TRANSPORTATION & CIVIL ENGINEERING ........................................................231
1.0 Executive Summary
1.0 Executive Summary

Master Plan Background
The County of Westchester issued a request to solicit proposals for the preparation of a long-range 10-year master plan for Playland Park that would examine the park’s attendance potential and how best to achieve that goal, while respecting the park’s important historic role in the fabric of Westchester life. In response to the solicitation, a team of planners, architects, economists, marketing and public affairs specialists led by prime consultant Bullock, Smith & Partners provided an extensive plan that focuses on the areas of community outreach, economic and financial analysis, marketing and sponsorship, physical improvements, historic resources and landscape design and transportation. This Executive Summary encapsulates the key recommendations made by the plan.

Playland History and Overview
Playland Park, designed by landscape architect Gilmore D. Clarke working with architects A. Stewart Walker and Leon N. Gillette, is the first comprehensively designed family amusement facility in the United States and one of only two amusement parks with National Historic Landmark status. From 1923 to 1925, the Westchester County Parks Commission acquired 313 acres of property along the Long Island Sound at Rye Beach (including two existing amusement areas) for the development of an “unequalled seaside public park to provide clean, wholesome recreation for the people of Westchester County.” Playland has been the County Park System’s most visited site since its opening in May 1928. The Park was designed using a site plan rooted in the Beaux Arts tradition.

The physical organization of Playland features a boardwalk along its crescent shaped main beach area lined with recreational venues including a bathhouse and its adjacent outdoor swimming pool, a Casino housing three indoor skating rinks, a pier, and a circular fountain surrounded by a plaza. The main amusement area is organized around a landscaped mall, extending from the park’s fountain plaza north to its Music Tower. The amusement area’s mall, and its cross axis, are flanked by a series of colonnade structures that serve to organize and shelter pedestrians while bringing a consistency of style to the rides and amusements clustered along the mall and cross axis. Many of Playland’s original features survive, retaining their original integrity.
The environment and components initially conceived at Playland are the core design concepts of today’s amusement and theme parks. Playland has won numerous awards and accolades, including the international Phoenix Award for preserving Art Deco structures and historical rides, the Brass Ring award for promotions and the Spirit of Excellence Award for human resources training. Playland has been named both the “Best Family Day Trip” and the “Best Family Attraction” in Westchester County.
Existing Park Features

Amusement Park Area – The amusement area consists of over 50 rides for children and adults including roller coasters, vertical thrill rides, water features and Kiddyland (featuring rides for smaller children) organized along a landscaped mall. The amusement area’s ride mix includes several historic rides. The
Dragon Coaster, the Whip, the Old Mill, the Derby Racer, the Carousel, and the Kiddyland Coaster were either original park elements or early park features. The one hundred ten-foot high Music Tower terminates the Mall at the Park’s north end and features a stage and performance area at its base. North of the Music Tower and across the Park’s main drive to Edith Read Sanctuary is the boathouse that features boat rides and activities.

**Park Access Drive, Parking, Mass Transit Facilities** – Playland is well served by the regional and local highway network, with the primary means of access to the Park via the New England Thruway (I-95) to Playland Parkway. There are 2,084 parking spaces in Playland’s main parking lot, with overflow parking of up to 600 vehicles in an unpaved lot northeast of the amusement park area. In general, parking capacity does not appear to be a problem except on busy holiday weekends. Access to Playland by mass transit includes rail service by Metro-North Railroad’s New Haven Line to the Rye Station, with a shuttle bus from the station to the park. In addition, Westchester County Bee-Line operates four routes that provide direct service to Playland.
Ice Casino – The Playland Ice Casino, which houses three rinks, offers a year-round ice skating venue that serves ice hockey teams, recreational skaters, and early age skaters. The facility and its operation were the subject of an August 2002 report by Canlan Ice Sports which contains details regarding operational models and suggested modifications for the facility.

Pool, Beach and Bathhouse – Playland’s swim facilities are the first park features one sees upon entering the park. The park’s swimming pool and bathhouse are located next to the park’s boardwalk and beach. The pool complex is scheduled for rehabilitation based upon recommendations made in the May 2003 Westchester County Parks Department Phase II Master Plan prepared by Vollmer Associates. Playland’s Bathhouse was the subject of a June 2004 study prepared by BKSK Architects in conjunction with the Westchester Children’s Museum group that is working with the County to establish a children’s museum in a portion of the Bathhouse. Both reports indicate the existing condition of these facilities and suggest options for their rehabilitation and re-use.

Edith Read Sanctuary – As an original part of Playland Park, the Edith G. Read Wildlife Sanctuary is within the National Historic Landmark designated area of Playland. The Sanctuary is located immediately north of the Playland Boathouse and consists of approximately 175 acres including Playland Lake. This ecologically sensitive area is a valuable resource and preserve for migrating waterfowl and wildlife species. Although the Sanctuary and Playland share an entrance and access roads, there is a distinct need to maintain the
individual identity of these two unique facilities. Westchester County agencies, principally the Parks Department, have developed policies, guidelines, and improvement projects for the protection of the environment at Read Sanctuary. Therefore, the management of and proposed projects for the Sanctuary are not addressed in the Playland Master Plan.

Existing Site Conditions

Park Site Plan and Landscape – The site organization and landscape character of Playland are features that contribute strongly to the visitor experience at the Park and the economic viability of the amusement area. The original design of Playland and its roads, pedestrian spaces and buildings created a framework into which individual attractions can be placed and modified while maintaining an overall organization. The general plan of Playland is intact and well preserved. The Mall still organizes the amusement area, although there have been small scale additions and subtractions that have diminished the overall intent. Half of the colonnade structures flanking the mall have been removed or inappropriately altered. In addition, the visual connection of the Cross Axis to the Mall has been blocked by ticket booths. The park’s forecourt at the entrance to the Ice Casino, park amusement area and the Boardwalk is currently constrained by the park’s Mini-Golf Facility located within this space. With the cessation of ferry arrivals at Playland, the shoreline path is now currently underused as a site amenity. Adjacent to the shoreline path, the landscaping of the group picnic requires reconstruction to improve both its appearance and its attraction as a financially-valuable visitor amenity.
Park Infrastructure and Utilities – The major initiative to upgrade the infrastructure and facilities at Playland has been underway for the last several years. These efforts have included improvements to the park’s drainage, electrical, telephone, music and communications systems. The improvements to date have also facilitated the addition of a value card system, initiated in the 2005 park season that has replaced ticket fares for rides. The value card system has also led to the reduction of park operating expenses while providing additional information on ride attendance and revenue.

Current Capital Program

Throughout Playland, the park’s infrastructure must be reconstructed, updated, replaced or expanded. Deteriorated structures must be restored / rebuilt and ample funds allotted to upgrade and maintain the theme of various rides and attractions. The Capital Program is an integral part of the existence and future success of Playland, and the continued investment of capital funding is essential to the future viability and well being of the Park. Playland’s Capital Program, like the County’s entire Capital Program, is revised on a yearly basis to prioritize project implementation and evaluate the County’s fiscal ability to fund the proposed projects.

The master plan advances four categories of capital improvements; those for (1) public safety and welfare, (2) to increase Park attendance and revenue, (3) in recognition of the Park’s historic nature and (4) infrastructure. Those which are currently in the existing capital budget are designated as “RP” and listed in the body of the master plan. Those which were developed as a result of the master plan are included as recommendations in the Executive Summary. All projects, in the current capital plan as well as those recommended in this report are strongly endorsed, and are consistent with the master plan and its objective to improve the visitor’s experience and enjoyment while keeping the Park viable.

Recent Financial Performance

In recent years, the County has invested in physical and operational improvements, including the rehabilitation of the Dragon Coaster tunnel, the restoration of the Old Mill ride, the reconstruction of the Ice Casino roof and exterior, the construction of a stage at the Music Tower, the installation of new electrical, drainage, sound and closed circuit camera systems, the introduction of the Playland Value Card ticketing system, a comprehensive ride safety study and continued evaluation of management and operational practices.
Attendance throughout the 1990s increased from about 850,000 to one million in 1999. In 2004, those numbers declined to 920,000 in part as a result of inclement weather and a soft economy, but underlying factors included lack of reinvestment in attraction content and insufficient resources to mount a proper marketing program. Attendance generated $16.5 million in annual revenues in 2003 with net revenues of about $10.5 million. The remainder being paid to ride owners and concessionaires, an arrangement that leaves Playland without resources for the park.

Seventy-seven percent of the visitors to Playland come from within 25 miles. Market penetration in Westchester (where many regard Playland as “our park”) is strong, and the Park also attracts visitors from the outer portions of the New York City market.

Per capita expenditures at the Park were $18.30, a number below the average for comparably sized parks. That is because Kiddyland rides, which constitute a large proportion of the overall ride inventory, are not as revenue rich as thrill and family rides. The Park registered above average per capita expenditures for food games and parking, but below average per capita expenditures for rides, attractions and merchandise.

Community Outreach

Outreach efforts such as interviews, focus groups, surveys, and public forums were used to engage Playland’s stakeholders (public officials, industry experts, park patrons and neighbors) to obtain the community’s vision for the future of the park. This outreach generated consensus-based desired direction and goals for Playland (indicated below) which served as guidelines for developing specific recommendations.

Marketing
Cultivate group business, i.e. increase corporate sponsorship
Improve perception/identity of park
Emphasize strong work ethic/employee friendly culture (increase supervisory staff)
Emphasize family orientation
Target recreation departments
Attract visitors with new rides/attractions and special events (during the shoulder-season)
Adjust pricing/ticketing structure, promotional offers
Operations
Improve food services
Clarify mission statement, relation to government
Increase transit options
Address elderly needs
Ensure low-intensity, year round uses/entertainment
Improve parking management (including off-site parking)
Utilize the shoreline/boardwalk year-round

Physical Development
Improve site access and circulation (reduce queues)
Expand recreation opportunities
Emphasize water activities and facilities (i.e. waterfront restaurant)
Reduce noise impact to neighboring properties
Enhance entrance/gateway to Park
Restore Park theme through removing visual clutter and obstructions
Restore physical and visual connections/linkages
Rehabilitate historic structures
Restore/maintain unifying landscape and architectural/design components
Refurbish existing facilities
Preserve “historic” aesthetic
Improve picnic area

Synopsis of Recommendations

Park Themeing – Playland is of considerable historic, cultural, economic and social importance to Westchester and the region. It is unique with respect to its waterfront setting, historic structures and overall ambiance. While other parks of similar types spend considerable sums to create such memorable environments, Playland's already exists and needs only to be protected, enhanced and expanded.

Financial / Park Operations - The County has both a fiduciary and a stewardship responsibility to protect Playland as a public asset and a County park. However, given the Park is in competition for the public’s leisure and entertainment dollars, investment is needed in new rides, attractions and overall appeal to keep it “fresh” so it can preserve and ultimately expand upon its current market position and attendance. Playland
has the potential of attracting 1.2 million visitors per year. To achieve this potential, the following must occur: additions to the Park’s attraction content, support and development of the Park’s historic theme, deploying more dollars in marketing sales and promotion, improving car traffic flow and expanding parking capacity.

The improvements range from low capital cost items that could generate an additional $2.5 million in gross revenues based on higher per capita spending to adding to the ride inventory and other enhancements that would increase gross revenues by $3.1 million annually by increasing the number of visitors and boosting per capita spending.

Marketing and Sponsorship Programs – Playland should continue to be positioned as the fun and safe place to play in Westchester and the metropolitan area. The positioning should assure that Playland maintains its existing customer base and at the same time extends it to a more distant drive-market and audience. To succeed in this goal, an enhanced and continuing marketing and sponsorship initiative, along with physical improvements to the park, will be necessary.

The plan recommends that marketing spending should be increased to at least 11 percent of gross park revenues (at $16.5 million in revenues, $1.8 million should be devoted to marketing). To support this greater role that marketing would play, the marketing staff should be expanded with the addition of qualified personnel as soon as possible. Though understaffed, the current marketing group is dedicated and very capable. Some training may be required to enhance their skills.

As part of an expansion of the marketing personnel, the marketing group should be overseen by an on-site marketing director who will interact with and report to the Director of Playland and the County Parks Director of Marketing and Public Relations. Two positions should be solely dedicated to developing and implementing group and corporate sales (there is currently one) and one person should be dedicated to creating and overseeing the sponsorship program. As part of the expansion of the staff, marketing offices and equipment should be updated.

Playland publicity should continue to be targeted using such tools as local media and the internet for sending out information to targeted groups and individuals. A new website should be developed aimed more at teen and family audiences. The use of direct mail should be expanded and e-mail and personal phone/sales calls should be utilized by corporate and group sales. Some of these initiatives are already being implemented.
The plan recommends creating more special events and concerts and involving corporate sponsors with the creation of new events. The creation of events will attract the close in market and generate new visitors.

As part of the continued marketing initiative and to reach potential customers beyond Playland’s normal customer base, the Park should be marketed as a part of a weekend experience. There is a current program for this within Westchester and it should be expanded to those visiting New York City.

The new debit card (Fun Cards and Fun Bands) has opened up a variety of promotional opportunities and tools that can and have been used by the marketing group. Careful review of demographic and spending patterns should be analyzed each season to craft the specific promotions and pricing for the park. This system offers a way of building customer loyalty and excitement through additional point programs, ride contests and use at special park events. A frequent visitor program should be developed for increased visits.

Architectural Design and Site Planning – The historic nature of the site plan, landscaping and structures at Playland is significant to the park’s historical importance as well as its theme. These unique and historic characteristics should be protected, and needed expansion of infrastructure should be done in a way that preserves the park’s historic integrity. New buildings and structures should respect the historic fabric of the Park yet be clearly recognizable as contemporary. These new structures should be situated to maintain the original layout of the park. Restorations and rehabilitations of existing structures and rides should maintain the uniqueness of the Art Deco and Spanish Revival architectural styles. Wherever possible, principals of sustainable design should be implemented in the design and construction of new park facilities, the rehabilitation of deteriorated structures and infrastructure, and in the maintenance and operation of existing structures.

Physical Improvements – The physical changes required at Playland are an important component in achieving the park’s fullest potential and should fall within at least one the following objectives:

- Enhancing the overall appeal of the Park through the addition of new rides and attractions.
- Relocating rides and attractions to improve pedestrian circulation and park flow.
- Improving traffic circulation and parking areas.
- Enhancing entrance points to the park’s amusement area.
Below are the Master Plan’s five major recommendations which should be considered for inclusion in the Playland Capital Program for future physical improvements to maximize the park’s ability to attract and maintain customers. These improvements are recommended in addition to the existing Capital Program currently in process at the Park.
**Recommendation # 1** – Restructure of Kiddyland: Remove older low performing rides or increase the available guest circulation space, allowing for greater capacity and increasing ride revenue per ride during peak hours.
Recommendation # 2 – New Entry Plaza: Create a new entry plaza from the parking lot on the short axis of the park, allowing for additional entry/exit retail as well as ticket booths and guest services.
**Recommendation # 3** – Restore Fountain Plaza: Restore the Fountain Plaza including relocation of the miniature golf course. This shall restore the area to the original design intent and provide for unobstructed views of the sound.
**Recommendation # 4** – Restore Plaza at Cross Axis: Remove and or relocate several food service structures now located in the promenade between the colonnades. These structures do not adhere to the original design intent and are not themed accordingly.
Recommendation # 5 – Upgrade Boat House Plaza: The plan recommends an overall upgrade of the area surrounding the Boat House including the addition of distinctive pavers and landscaping along with the rehabilitation of the adjacent gates and fences.
Increasing Park Access – Eighty-five percent of the visitors to Playland arrive by car mostly from I-95 and also I-287 via the Playland Parkway. About 7,800 vehicles travel on Playland Parkway daily, sometimes resulting in congestion at key times. Playland Parkway has sufficient capacity to handle a “normal” traffic level, even during a typical summer weekday when the Park’s amusement area is open. The primary transportation issue at Playland was identified as the inability of the existing parking entrance to process the volume of arriving vehicles. As a result, lines (queues) develop around the traffic circle adjacent to the Ice Casino/Administration Building and extend along the Park entrance drive and onto Playland Parkway.

The plan recommends relocation of the entrance and ticket booths near the existing exit of the parking lot and charter bus service entrance. Vehicles entering the parking lot would continue to travel around the traffic circle and then proceed northward to a new four-lane entrance to the parking lot. This option provides the greatest queuing capacity for vehicles waiting to enter the parking lot and diminishes the potential for spillback onto the access roadway and Playland Parkway. In addition, the option offers superior opportunities for reconfiguring the parking layout and increasing parking capacity. Moreover, this option offers the greatest potential for the reduction in conflicts between vehicles and pedestrians and between vehicles entering and exiting the parking lot.

Strategies should also be identified to increase the level of Playland visitors coming to the Park by mass transit. The encouragement of transit use will reduce the impact of automobiles on the Park and surrounding neighborhood. There may be additional opportunities for Playland, The Bee-Line Bus system and Metro-North Railroad to explore additional coordinated marketing efforts and transit services that can increase park attendance and maximize mass transit use. In addition, the investigation of ferry service at Playland is recommended given its location on the Sound and the Park’s existing pier.

Environmental Considerations

All of the recommendations in the Concept Plan that involve physical redevelopment are subject to environmental review. Given the uniqueness of Playland Park’s site and its relation to Edith Read Sanctuary, environmental factors are to be carefully considered when designing and executing projects. The use of sustainable alternatives would be of great benefit to the area at large and serve to promote environmental awareness in Westchester County. In order to develop a sustainable approach to project design, the Park must be seen as a single system made up of interdependent architectural and engineering components. The goal of sustainable design is to undertake projects that:
Playland Park Master Plan

The County of Westchester, New York

- Minimize pollution output from construction and operations.
- Uses resources, materials, and energy very efficiently.
- Is reliable, secure, and simple to operate and maintain.
- Has a long, useful life expectancy.
- Provides a highly functional and healthy environment for employees and patrons.

Conclusion

Playland is a historical treasure that should be preserved and its very historic nature gives it the potential to attract additional customers. Westchester County has a unique opportunity to tap into this potential by investing further resources into upgrading and enhancing the amusement park experience while also preserving and, where necessary, re-establishing Playland’s important historic roots. By following this model, Westchester County can capitalize on revenues, attract new residents and customers and lower the annual tax levy. It is a matter of building on what already exists and ensuring that the investment made at Playland translates into sustaining a higher level of business.
2.0 Community Outreach
2.0 Community Outreach

2.1 Objectives
The overall goal of public outreach is to identify ways to effectively involve community groups, public officials, stakeholders and the general public in the development of the Plan, and to establish effective means of obtaining feedback and community perspective through various means and venues. The objective of these outreach efforts is to ensure that the products of the planning process reflect and are responsive to the needs and concerns of the public. The outreach process included a variety of opportunities and strategies to solicit substantive input from the community.

2.2 Strategies
To measure the community’s vision for the future of Playland Amusement Park, a number of public outreach efforts were employed to engage as many stakeholders, public officials, industry experts and Playland patrons as possible. Throughout the public participation process, citizens expressed candid views about Playland – its present strengths and weaknesses, as well as future opportunities.

Interviews with local officials and stakeholders
Several local leaders and stakeholders from the community, including Mayor Steve Otis, and Parks Commissioner Joe Stout, were interviewed in July 2004, at the onset of the project to gain their insights on issues and views of Playland. These interview discussions at a series of meetings, as well as at other informal exchanges, helped to guide the broader data collection efforts and the formulation of public outreach strategies, and were invaluable to the plan development process.

(Interviews below)
Interview with Mayor Steve Otis

- City of Rye – 6 sq. miles, population of 15,000 (residential community) – Playland located in center of Rye
- Relationship – strike a balance between County needs, neighborhood concerns, quality of life
- County Board of Legislators not always sympathetic to funding needs
- Intense use during summer months (park patronage maximized)
- Traffic – inability of park to absorb patrons – back-up to I-95 - gridlock, public safety issues (emergency service vehicles)
- Playland has to make more money – hard to squeeze more people into park
- Playland can only be used for park uses
- Commuter ferry not legally permitted
- Pier is great asset – (1989) vendor provided recreation-oriented dinner cruises, etc.
- Volume of traffic subsumes Playland’s ability – there are days where parking maxes out
- Traffic jams – inability of toll booths to process people quickly enough \(\rightarrow\) incorporate E-Z Pass??
- Primary summer use – winter uses less intense
- Residential neighborhood concerns of park expansion, reconfiguration (buffer areas)
- Do not expand activity into new areas
- Since 1998 Playland has broken attendance records
- Children’s Museum proposal – low intensity use during summer months, compatible with Playland, community
- Redesign parking ticketing
- Noise levels – fireworks start time moved from 9:45pm to 9:15pm, lowered volume (speaker music complaints)
- Playland – mixture of benefits and burdens – passive access to pier, walking paths, no access to beach – liability reasons, dogs
- Rye maintains infrastructure (land marked property)
- Financial demands unrealistic??
- Physical changes encourage Westchester County residents to visit – training and supervision of vendors, cleaner, advertising in Westchester, improved level of service
- Family destination
- Economic effect of Playland on Rye? – Pay more for police (overtime, extra coverage); traffic impacts (side streets, gridlock at intersections, slowed travel time of emergency vehicles)
- Increase transit use?
- Marketing through coupons?
- Crime issue? Emanates from park? Perception?
- Ice rink – important to surrounding communities (schools, athletic teams, figure skating, etc)
- Pool? Local use? – many other pools nearby
- Opportunity for parallel use of Town Park – trail way link – passive recreation beach use
Interview with Joe Stout, Parks Commissioner

- Playland = 1/3 of Parks Dept. annual revenue, 1/3+ annual expenses
- Largest openly publicly accessible space on L.I. Sound (miles)
- Uniqueness in terms of access?
- Expanding season? Events? Programs? During off-season?
- $4,000/hr to operate park?
- Board walk – popular (exercise)
- Issues surveillance, security (off-season, off-hour)
- Closure on Mondays? – Private events, tradition
- Corporate outings increasing
- Colonnade-tower project? Funding? Restoration?
- Themeing, historic, boardwalk access
- Largest youth employer in County – 1,000 summer jobs at Playland; low pay
- Overstaffed?
- Complaints – expensive, access to public park amenities during season, bathroom facilities location, having to pay to park during season
- Stats on attendance by mode of arrival?? – designed for cars

2.3 Focus Groups Comprised of Targeted Groups

2.3.1 October 18, 2004 Focus Group Meetings

On October 18, 2004 at the Westchester County Center in White Plains, New York, six (6) focus group meetings were conducted by the Consultant team, with the participation of local residents, business representatives, and various civic and other interest groups as well as County representatives. A total of 30 individuals participated in these meetings, culled from a list of more than one hundred (100) originally contacted. Focus group discussions included topics such as marketing/tourism, historic preservation, capital programs/physical facilities/design issues, corporate visitors/sponsors, coaster enthusiasts, Rye City Neighbors and Westchester Residents. These venues allowed the public to express community values, priorities, concerns, desires and aspirations for Playland. In each of these meetings, the goal was to identify and understand the broad array of issues and to begin to think about potential solutions to community/county-wide concerns.

The minute of these meetings follows.
Focus Group: MARKETING/TOURISM
Leader: Ed Stone, Stone Communications

Participants:
Margo Jones, Executive Director, Westchester County Office of Tourism
Laura McNerney, President, Hospitality Resource Group, Inc.

Also Contacted:
Alon Bengurion, General Manager, Hilton Rye Town
John Agabey, General Manager, Courtyard by Marriott
Joe Crimmins, GM/President, Doral Arrowwood, Westchester County Hotel Association
Michael Daood, General Manager, Summerfield Suites

Tom Elwood, General Manager, Renaissance Westchester Hotel
Tom Grippi, General Manager, Radisson Hotel

Summary:
Margo Jones
[Total Budget = $750,000]
Includes: room tax, grants, private sector, co-op advertising -- Playland, parks, hotels, Historic
Hudson Valley, individual events, shows (hotels pay to be at booths), information center at
Bronx River Parkway (charge restaurants, hotels to place brochures) – goes into rolling trust
fund
1. Matching funds (I Love NY campaign) $1=1 match
2. Non-matching (bill board)

Similar?
Friends of Playland – sponsor dollars go into fund (501c3)

Effective dollars?
- Trade show – generate leads to give to hotels
Track – generate business - Why did we lose customers? Where did they go? From where is
business coming?
- Family trips – taken in mini-bus around to attractions
As a result, identified ½ million dollars in new business coming to County within the year, next
- Family, press, media tours – hosted by County (free tickets from attractions), writers looking for “feature stories” (Sleepy Hollow), writers
(Playland on front of I Love NY map, trade publication Destinations of NY State, 2005)
- Kykuit – attractions along Hudson River - New Stone Barns (agriculture center, Blue Hill restaurant)
- Performing Arts Center (SUNY Purchase, White Plains)
- New Golf Course – Hudson Hills (6 golf courses, all owned by the County)

**Approximate number within core market? Where are people coming from who spend $$?**
- NY State – $ (200 mile range)
- NY ADI (southern CT, northern Jersey, NYC (Manhattan)
- Northeast - $ (4-8 percent from Florida, Texas, California)

**Returning New Yorkers?? -- Visiting family, friends; celebrations, etc.**
- 37 percent of Kykuit business is overnight (Couples age 40-60+)

- Historic Hudson Valley (Rockefeller Foundation) – $ of sites in Westchester County, 1 in Putnum, 1 in Dutchess; runs Montgomery Place, Kykuit, etc.
April-November (Holiday tours, Lyndhurst, Sunnyside)

Kykuit – 180,000 – 200,000/season
Board bus at Phillipsburg Manor ($20)
50-100 hotel/motel bed and breakfast -- 300 rooms on wish list

**Laura McNerney**
Hospitality Resource Group Inc. - Parent company of three subsidiary companies (Event Solutions – special events, Alegis Communications – public relations, Solutions Training – HR consulting)
- Contract through County to provide training services to Playland staff, including customer service training (seasonal) and upper management levels

**When was the last time you went to Playland?** Depends on age of children
- June, July with kids
- 4-5 yrs ago
- Concerts draw people on frequent basis

**Overall perception of Playland?**
- Beautiful place, architectural design instills warm, nostalgic feeling, board walk, clean park. Only negative perception: a lot of older kids hanging out, not a lot of diversity (staff employees), customer service issues, unsafe, troublemakers at night. - Colored by vision of what wants it to be – does not go late at night, part of afternoon crowd (kids, grandparents), teen segment (9-10pm), free parking, well-kept, new rides, uses restrooms, eats food – all get high marks. Park is geared towards locals, not treated as tourist attraction – need to go after, cultivate group business - does not effectively do so now.

**How does Playland compare with other amusement parks?**
- Lacks marketing strategy
- Internal issues

**Where do you get info re: times, schedules? How is it distributed?**
- Website, newspaper advertising (concerts), airtime WPLJ (huge media base), some TV commercials ($300,000 May-July), Value Pak coupons – promotions distributed through direct mail – tracked

**What is your favorite activity?**
- Depends on age
- Concerts (adults)
- Kiddieland (has children between 3-12 yrs)
- Rides, social gathering place (teens)

New rides – can speak to that each year
- ½-full day trips, places to eat, board walk, beach is popular

**Companies that support Playland?**
- Fuji film, Pepsi Cola, radio stations (WPLJ)

**Is it worth the investment? What are three major companies that should be involved?**
- Master Card, IBM, Morgan Stanley, Avon, Readers Digest

**If events were upscale – draw upscale crowd? Locals? e.g. touring symphony concerts, wine and cheese tasting, arts and crafts? – not the appropriate market?**

**Hudson Valley, Westchester Magazine, May Issue – 100,000 extra copies distributed along I-87 at information centers (features opening of Playland (I Love NY $$), draw people heading south**
Music, events – go after upscale audience?
- Based upon success of concerts, crowd exists; overcome general perception (Bronx, Yonkers crowd); deal with perception issue first, then venue

How do you view Playland compared with other facilities in the region?
- Wonderful place for small kids particularly (a lot of kiddie rides), perfect for a day outing (Not inclined to take children to Great Adventure)

Would you bring visiting friends, relatives to Playland?
- Due to distance from home, no; but if asked, yes
- Yes, to walk boardwalk, bike rides

What can Playland do to make experience more enjoyable?
- Make year round use (Olympic pool complex, maintaining Art Deco) – needed by high schools within 5-10 miles range; offer memberships to Westchester County residents
- Start with parking, greeting – train parking attendants to be more pleasant
- Agrees, recruitment base (problem) – challenging to get highly qualified employees; most applicants are 16-22, high school, or elder population – not easy for them to get to the Park (do not own car); local high schools don’t want to work at Playland (wage is too low, draws kids from Bronx, Yonkers); hard to motivate, high turnover rate – challenging to raise level of service

Way to strengthen family image?
Run by government
Focus Group: HISTORIC PRESERVATION
Leader: Steve Whitehouse and Nicolette Wagoner, Saratoga Associates

Barbara Davis, Chair, HPAC
Susan Morison, Board Member, HPAC
Bruce MacDonald, Board Member, HPAC
Katherine Hite, Executive Director, Westchester County Historical Society
Jeff Williams, Historic Preservation Planner, Westchester County Planning
Stephen Tilly, Preservation Architect, Stephen Tilly Architects
Linda Turturino, Port Chester Resident, Recreation Department

Also Contacted:
Robert Burton, Architect, Westchester County Historical Society
Sal Prezioso, retired resident/former NYS Parks Commissioner
Gene McGuire, President, City of Rye Historical Society

Summary:
Essential significance of Playland? What is important to consider during the Master Planning process?
- History
- Overall design
- Components
- Style
- Layout of park, amusements plug into structure of park
- Landscape

Playland should not (and cannot) aspire to be Disneyworld or Six Flags - it has to stay as a monument to its historic amusement park roots. The National Register inventory report states that Playland is a combination, particularly in its core, of a park with amusements inserted into it. The individual elements and overall quality of Playland, as well as its arrival sequence (a vestige of its roots in the automobile age), are historically significant. Its character-defining elements are a major preservation concern.

In the late 1800s, visitors arrived by steamboat from places such as New Rochelle, Mamaroneck, New York City and Long Island. The steamboats were both means of excursion and forms of transportation at this time. Playland is now an “auto arrival” park with 83 percent of visitors
arriving by automobile. The current **arrival sequence** by auto from the parkway is important due to both the “old parkway experience” and the arrival vista of Long Island Sound framed by the Bath Houses. The second segment of the arrival sequence—from the first vista to the traffic circle—is less integral to the experience. As the project analyzes the efficiency of the entry and the causes of traffic backups in the surrounding community, an appropriate traffic solution considerate of the park’s character needs to be developed.

**Arrival place? Front entrance?**
- Preserve access; nothing should compete with colonnades (in height, etc)

The formal pedestrian entrance is at the main court on the Park’s south end; however, 75 percent of visitors enter from the parking lot into the middle of the Park rather than the larger entrance intended by design. The participants noted that pedestrian movements toward the cross-axis entrance must cross the parking lot collector road, a condition not considered safe or attractive. Once at the entrance **the cross-axis is diminished** due to non-original ticket structures that block the view through the Park.

**Character-defining elements?**
- Character formed by arrival sequence
- Character of the Playland Parkway

The connecting public spaces set the character
- Arrival by car at swimming pool and bathhouses looking toward Long Island Sound
- Main axis with its colonnades and cross-axis in the amusement park area
- Entry courtyard connecting the amusement park to the boardwalk

**Need for a Master Plan to coordinate projects**
- More informal
- Node, network design
- Traffic movement

**Does second entrance have same iconic character as first arrival entrance?**
- Cross access – “forgotten” element – changes character of space and sense of arrival – (having to cross roadway to get into Park)
HPAC is concerned about the cluttering of spaces that has occurred as the Park has grown and needs have arisen from impromptu planning. Currently, structures are put in often-inappropriate locations based on when the need for space is identified. As a result, many small structures dot the landscape; for example, a transformer is located on the mall, blighting an area that should be picturesque.

It will be important to address the restoration of connections (both physical and visual) between spaces. For example, miniature golf has been introduced in a location where it interrupts views and connections from the fountain to the boardwalk and sound. The Park’s theme is lost, and the golf is out of context in this situation. Also, the ticket building, which used to be two structures, has been joined into one. As a result, the experience of looking toward the Sound from this point is diminished. The very tall structures within the ride area also act as visual obstructions. A visitor cannot see the Sound from the ride area, except from the top of the Ferris wheel.

- Small structures dotting the landscape – colonnades, sound booth and mall (should be gardenesque)
- Into to mini-golf (center plaza) – view obstruction
- Visually clutters, theme becomes lost
- Different components of Playland – not well connected
- Long Island Sound access lost (visual obstructions)

**Is there is an effective review and oversight process for historic preservation at Playland?**

No. It is frustrating for HPAC to be involved with decisions to approve designs during the review process rather than at the beginning. The Playland decision-making process has an ad hoc nature. There is a perception that everything that is crucial that could be an historic preservation concern is decided in an emergency situation. There was a high expectation that the Master Plan would establish a rational schedule of projects to support investment in infrastructure and to establish the historic preservation context of individual actions.

Thinking about the amusement park area in terms of quadrants, 75 percent of the area is not occupied by historic rides. Within that framework, modern rides are only a problem when placed in the wrong area as some of them have been. For example, when there was a push to make the music tower stage a permanent structure, HPAC encouraged park management to wait for the Master Plan, but the Playland Splash was installed in the historic location of the concert facility on the Long Island Sound waterfront. HPAC has no objection to new rides when they are appropriately sited. When the Old Mill had to be rehabilitated, HPAC was in agreement that the project was successful and kept the feel of the original ride, which was previously totally obsolete.
Successes?
- It hasn’t been torn down!
- Management has been trying to get rid of orange and yellow 1960s “fins” (although not yet successful)
- Paint analysis and consistent use of colors
- Painting of the roller coaster (supported)
- Burger King design could have been much worse—improved through reviews

Disappointments?
- Design of colonnades – architect(s)/designers frequently chosen by park management and do not have a historic preservation background and qualifications
- Not yet successful in implementing the Secretary of Interior’s design and construction standards, which is a necessity for Playland to be true to its national landmark status.
- HPAC is supposed to review all decisions that would have impacts; however, this only happens 75 percent of the time
- Frustrating to be making decisions to approve/disapprove prior to review like this
- Developing colonnade design, etc – crucial elements, placement issues, revenue-generating done as “emergency”
- get rid of 60s fins (orange, yellow) goal
- Keeping Playland in tact from historic period (detail to be national landmark is not there – don’t have ability because County-owned; has to be revenue-generating to get County to maintain)
- rushed decisions for pivotal parts of park
- It’s a park and amusement park – convoluted number of demands on Playland (time, money) that frequently take precedence over historic preservation

Do you believe that there is an effective constituency to support the historic infrastructure at Playland? Why or why not?
Yes. When the County performed a parks survey in 1996, people chose “visiting historic sites” as the 4th most important activity. Many tourists come to Westchester to see its history; many people have made it their home for the same reason. History is important to the population, and Playland would gain more countywide support if it was more cohesive and reflected more of its history. It will be easier to draw in the audience when colonnade is put in place.
The Master Plan will be a mandate to coordinate ideas so that the County Board of legislatures is confident that they know how allocated funds are being used. Currently, they are concerned that spending is uncoordinated.

*Mandate to maintain historic nature -- opportunity -- additional audience?*

- Interpretive overlay – signage
- Connect to board walk, pool, sanctuary
- Coordinate attractions, etc to tell the story
- Link Playland to history before Playland??

*Is or can be constituency for historic significance?*

*How to get investment without spending $$?*

- Walking, cycling, historic sites
- Greater county-wide support if more cohesive

- Legislators concerned about efforts $$ spent in uncoordinated fashion – makes them feel more comfortable with where Playland is going

County legacy vs. amusement
- Reconstruction – not evolving according to its character
- Do not isolate the 2 -- amusement should reinforce character
- Identify, cultivate new audience
- Restore colonnades – most unifying factor: sets public tone for bigger spending, ties design
  into landscaped space

Funding didn’t pass because:

- went into capital with certain price tag
- Reevaluated price
- Board of Legislators hit with big ticket items – couldn’t understand the importance

Project scoping – critical – overall scope of project
- If preservation practices were maintained – would have been less expensive

Rebuilding, replicating (material change)

*Use original materials? Salvage to what extent? – Investigate!*  
*What materials can be used? Maintain original fabric? Synthetic material?*
- Maintenance (possibly cheaper)

Construction season limited
- Playland responds to the needs of management, considerate of historic preservation, but not as historic preservation architect

- Everything is looked at individually – not integrated; no overall Plan, gives mixed messages
- Building structures – Secretary of Interior standards, to reconstruct original – need design team familiar with those ideas

_status of revisions to mall design?_
90 percent complete – modified plan (rehabilitation of Towers, colonnades)
Cost estimate developed? – Work laid out, long term vision

_Connections_ – golf course
Framework – first level of compliance true to park
Set up quadrants

_How’s the most important gesture that should be performed for historic preservation?_ 
The colonnade, Playland’s most unifying factor, should be restored. The existing colonnade is out of character and has no unifying qualities. A refurbished colonnade would set the public tone of the space and tie the design back the landscaped space in the center.
Focus Group: CAPITAL PROGRAMS/PHYSICAL FACILITIES/DESIGN ISSUES
Leader: Mark Strauss, Fox & Fowle Architects

Rob Astorino, Westchester County Legislator – Mount Pleasant
Jerry Mulligan, Planning Commissioner, Westchester County Planning
David Kvinge, Director, Environmental Planning, Westchester County Planning
Patrick Natarelli, Chief Planner, Westchester County Planning
Jeff Williams, Historic Preservation Planner, Westchester County Planning
Douglas McKean, Architect, Former Rye City Councilman
Steven Otis, Mayor, City of Rye

Also Contacted:
Ralph Butler, Public Works Commissioner, Westchester County

Summary:
Besides reconfiguration, short term capital improvements?
- Traffic, crossing pedestrians
- Cascade parking booths
- EZPass
Slow parking entry – circular approach doesn’t lend itself to efficiency
- Coupons – speed up transaction time, queue spaces

Tennis courts, golf ranges? public recreation facilities to get greater year round use?
- Clean beach
- Expand ice rink hours (2 constituencies: organized teams/figure skating, general skaters)
Rink should not support costs of Playland

Legal services, County police gets billed directly to Playland, plus 35 percent surcharge
Paid for bus route

Short term issues to put on the front burner?
- Colonnades – framework – steer market to add rides
- Strengthen fabric – plug in rides
- Restore architecture structures?
Uses instead of rides to serve County needs?
- Soccer fields, expand to include healthy-lifestyle recreation

Reprogrammable areas?
Sources for funding – Friends of Playland

Underperforming rides, high maintenance – can be replaced?
- Historically designated rides should stay (Dragon Coaster, 2 Carousels – icons)
  - get original skeleton back into place

  - Capital program to re-theme rides
  - Story ticket value system – replace script with card? – better analysis from marketing perspective
  - Mini-golf – could be improved – great asset (raises revenue, functional)
Shoreline – not open while park is not operating

Revenue-generating? What else?
- Attendance highs in last few years – max-out point in terms of roads, etc
- 1/6 of public shoreline in Westchester County; being on shoreline heightens the experience
- Open shoreline on year round basis – rehab pathway, make more accessible to pedestrians, bicyclists
- Science, education center
- Signage program – provide linkage (site and surroundings)
Storm water management study (porous surface)
Beautification – goes hand in hand with attractions to visit park
Focus group: CORPORATE VISITORS/SPONSORS

Leader: Dave Forkner, Bullock Smith & Partners

Paul Vitale, Director of Government & Community Relations, Business Council of Westchester

Nina Passero, Director, Community Relations, Pepsi-Cola

Also Contacted:

Marsha Gordon, CEO, Business Council of Westchester

Judy Matson, Corporate Contributions, Community Relations, Fuji Film

Dan Tarmo, Heineken USA Inc.

Dick Schaab and Bill Mooney, Westchester County Association

Peter Wilcox, Director of Community Relation, Pepsi

Pepsi Bottling Group

Summary:

Perception?
- Good family entertainment value
- Safety not really as much an issue
- Free entrance/admission is convenient
- Too expensive
- Discount tickets (coupons) in paper
- Too crowded on weekends
- Should be able to buy a book of tickets which includes food/value meal (work something out with CulinArt, especially corporate outings)
- Should stay open through September/October

Sponsorship suggestions?
- Cell phone company
- Photo company
- IBM
- ConEd

How should sponsors be approached?
- Test, showcase products
- no head of sponsorship sales
-- CulinArt – mailing re: corporate outings
- Film company – movies filmed there
- Better entertainment acts (concerts)
- Pepsi – great volume. Market on young children (self contained audience)

Would you bring friends/family to Playland?
Depends

How to make it more marketable?
- Commercials on TV
- Bus stop
- Coupons
- Too pricey (parking, food)
- Ads/ depends on weather

Alternative places to take family?
- Six Flags
- Adventureland (smaller, carnival-like)
- Lake Compound (CT)

Utilize water?
- Boating
- Aquarium

How to strengthen image as a “family park”?
- 64 percent come as family unit (survey)
- Offer value package – more for your dollar
- “Family day” through sponsorships (one day/week)
- Entertainment focused towards kids
- Kiddie group – Sesame Street venue
- Name recognized venues
- Characters/magic show
- Involve WPLJ

Pepsi has traveling entertainment package? – sampling truck
Monthly meetings – round table (150+ people) – introduce products, services
Events, trade shows, special events, seminars
- Make business presentation – success stories for Pepsi, possibly
- Good solid program – success stories, what Playland means, demographics, PowerPoint testimonial
- list of memberships – on website
Focus Group: METRO NYC AMERICAN COASTER ENTHUSIASTS (ACE) MEMBERS
Leader: Charles Smith, Bullock Smith & Partners

Colleen Whtye, Bronx, NY  
Courtney Seith, Suffolk County, NY  
Rich Ghazarian, Suffolk County, NY

Also Contacted:
Douglas Viviani  
Alex Marcus  
Steven Mendelsohn  
Barton Dewing  
Jennifer Wuttge

Summary:
Strategies?
- Family aspect
- History
- Refurbish existing trains, Dragon Coaster — charge extra
- Orange/yellow plastic 1970s archaic design (cheapens park)
- New design to stimulate history
- Dragon Coaster seats are uncomfortable
- Repaint Dragon Coaster, preserve aesthetic
- Update carousel (classic)
- Derby Racer – 1 of 3 left in world (Playland operates best)
- Sponsor more family events
- People are not aware/forget about Playland/ unsafe perception
- Impose a better pricing structure
- Consider “pay one price” as well as tickery
- Food quality/ choices leave a lot to be desired – need good restaurant
- Bring back old rides (caterpillar ride, fliers)
- Consider year round uses
- Playland in movies/films
Public Forum: RYE CITY/NEIGHBORS

Leader: Charles Smith, Bullock Smith & Partners and Atma Sookram, Urbitran

Steven Otis, Mayor, City of Rye
William Connors, Police Commissioner, City of Rye
Leila Bright, Member, Playland Advisory Committee
Sally Wright, President, Rye Merchants Association, YMCA

Also Contacted:
Bill Walsh, Playland Advisory Committee
O. Paul Shew, City Manager, City of Rye
Christian Miller, City Planner, City of Rye
George Latimer, Westchester County Legislator

Summary:
- It’s a “city-place” – more perception than fact
- perceived as unsafe, Art Deco charming
- lingering perception from 70s, 80s -- riots on boats

Deal with overflow of Playland on July 4 – not necessary to advertise this date
Neighborhood spillover, quality of life issues

6,000 avg schedule picnic on day park is open
- Make use of off-days
- group events, maximize off-season
- County services – separate “amusement park” from year-round, non-revenue generating uses as natural park (Edith Read Sanctuary, beach, board walk)

- Allocation of costs – rationalized
Amusement costs X brings in Y – Playland held against “park” bottom line (separate)

Reasonable to expect Playland to make money?
Beach blocked off now during summer season – safety liability reasons is basis for policy
Walk from boardwalk around to picnic area – 2 mile walk
Concerned about vandalism, arson
- Video cameras to secure?
- Promoted to improve trailway

Security to structures issue
- Close pier, walkway at night
- Used by diverse crowd
- Dogs on beach problem

Playland Park management proposed swimming pool expansion to waterpark
- Price tag on it would involve turning green space surrounding pool to slides - part of existing buffer

Issues:
- Traffic
- Noise – fireworks (used to be louder), music events, rides
Construction, changes (new speakers installation – told park needed PA system, recorded music when park is open)
- Constant music on boardwalk not appropriate
Tore down bleachers on point for picnics, etc – dangerous (put in cove, point has sprouted a ride)

Expand recreation/rides?
- Children’s Museum:
  - Positive – not high-intensity, added plus for patrons of park, not noxious use, would preserve buildings
- Year round catering facility or restaurant – no objection – place where year round nexus of traffic flow (ice rink)
To measure the community’s vision for the future of Playland Amusement Park, a number of public outreach efforts were employed to involve and inform as many stakeholders, industry experts and Playland patrons as possible.

Six (6) focus group meetings were conducted by the Consultant, with the participation of local residents, business representatives, and various civic and other interest groups as well as County representatives. A total of 30 individuals participated in the focus group meetings, culled from a list of more than one-hundred (100) originally contacted. These venues allowed the public to express their concerns, desires and recommendations for Playland. In each of these meetings, the goal was to understand the broad array of issues and to begin to think about potential solutions to community/countywide concerns.

In order to achieve participation from each community segment, Ferrandino & Associates Inc. (F&A) mailed letters to the Supervisors/Mayors/Managers of each of Westchester’s 45 municipalities requesting recommendations of constituents and/or potential stakeholders for both Westchester and Playland market areas to participate in these focus groups. In addition, F&A placed calls from a list provided by Playland’s marketing staff to corporate contacts and approximately fifty (50) New York City user groups. Unfortunately, many of the NYC group leaders could not be reached or were unavailable.
Since the turnout at the October 18, 2004 focus group of Rye neighborhood participants was somewhat limited, another public meeting was hosted by Ferrandino & Associates Inc. to receive comments and ideas from Rye residents on December 6, 2004 at the Rye Free Reading Room. Press releases were distributed to all major media outlets and personal contacts were made by Ferrandino & Associates Inc. to the *Westchester County Business Journal* and the *Journal News*. Discussions at this meeting centered on public perception of Playland, the Park’s value as a cultural and recreational asset, desired improvements, promotion of activities in the shoulder season to increase revenue while minimizing impacts, and historic preservation. Approximately fifteen (15) Rye residents, including members of the Playland Neighborhood Advisory Committee, Mayor Otis, former County Legislator and recently elected Assemblyman George Latimer, and one (1) media representative from the *Rye Record*, attended this meeting.

Rye Community Focus Group Meeting, December 6, 2004.

The meeting began at 7:30 p.m.

**Welcome**
Mayor Steve Otis

**Introduction**

Vince Ferrandino, AICP
Principal
Ferrandino & Associates Inc.

Our charge is to analyze Playland from many different perspectives: operations, environmental, historical, management and theme park planning. The lead consultant is Bullock Smith & Partners of Knoxville, Tennessee. Joining us this evening are specialists on the team: John Loughran, Fox & Fowle Architects – infrastructure; Steve
Whitehouse, Saratoga Associates - historic preservation; Shakil Ahmed, Urbitran – transportation.

On October 18, 2004, the consultant team held a series of focus groups that dealt with various substantive areas of the study. One of those focus groups centered on neighborhood, in Rye, issues. Since the turnout was limited, we wanted to “come to your backyard” this evening to raise a series of open-ended questions and listen to your responses.

In the next 3-4 months, a draft report will be prepared, to be followed by a public meeting at which a draft plan will be presented for public input; the final plan will follow.

**Q: What is Playland’s value as a cultural and recreational asset?**

**R: Joan Cresap** - City of Rye resident of 35 years; lives close to Playland and is involved in The City’s Landmark Committee. She thinks that for people of her era/age group, Playland has a lot of historical value. She feels it is a tremendous asset to the community and County. She went there as a kid and takes her nieces and nephews today. For her, the Park has historical and architectural value. She never found noise or traffic to be an inconvenience. To her, the fireworks are great; they draw people come to community. As such, she believes the focus of the Plan should be to find a way to keep Playland going for the future.

**R: Doug McKean** – A long-term resident of Rye; former City Councilman. He believes the problem is that the Park turns its back against the water. Areas where people are shepherded for picnics, etc. are inhospitable. The joy is getting above the trees on the Ferris Wheel and seeing out to the Long Island Sound. Since it makes up something like 1/7 of the shoreline in Westchester County, he feels it ought to be celebrated as a recreational asset.

**R: Matt Fahey** - Would like to see more of a focus on families; especially late in the day, the crowd gets younger, less family oriented.
R: Leila Bright - Added to Doug Mckean’s comment. Not only has Playland turned its back on the water, but it has added chained fences, so we cannot even walk on the beach in winter since it is closed off. The community used to be able to enjoy the beach. She would like to be able to “take a wonderful walk on the beach”.

Q: Different people have different views, in terms of Playland’s stature. How do you think Playland can advance its stature, in terms of image, people’s perception, etc?

R: Leila Bright - It is an accounting problem. The ice rink should not be closed. The nature part of park should not have to be self-sufficient/self-supporting (the rides).

R: Matt Fahey - The issue of the ice rink was strictly a financial one. According to the consultant hired to undertake the study, it was a huge management problem. The report evaluates customer service as somewhere between poor and bad. The question is: how to improve customer satisfaction?

R: Joan Cresap - People associate Rye with Playland. It is the “coolest place.” We loved going there as a kid. It is a huge positive for both Rye and the County. It’s not a negative. The money issue is dominant, but as far as the Park itself, and its history, it is something to be proud of.

R: Bill Walsh - One focus should be to make it more welcoming (I-95 under construction e.g. looks like hell): should clean it up, keep it clean, and enforce heavy fines on littering, trash on sides of roads. Trash ends up in the Sound. Robert Moses helped build highways as parks we drive through. He would like to see a return to this, maintained.

Q: Specific improvements?

R: Doug McKeen - Things may need to change. Have recreational needs of the County changed since 1929? Concern was expressed that given the County has different recreational needs, is it trying to compete with larger parks, by adding bigger rides, in
the hopes of becoming an amusement park, when that may not be what the Park needs.

R: Bill Walsh - Agrees – it is first and foremost a park. Or is it? That is part of the problem. Is it a County recreation park? Or an amusement park? Is it the best use of County taxpayer money? Only 28 percent of patrons are County residents. Taxpayers are funding the amusement park for other people, not us. There is a huge demand on recreational facilities in the County. An open mind needs to be taken. What should be going on? What is this park? Just because it has always been, does this mean it should always stay? The stretch between the pier and Edith Read is awful, a disaster.

Q: What would you rather see the emphasis be placed on: as active recreation? passive recreation? amusement park? or a combination?

R: Leila Bright - Why not make it a park for contemplation of nature? One can’t hear birds with loud music. We should take what we have, which is beautiful architecture, well–remembered rides, and make the most of them, without trying to compete with Six Flags, and make the most of the waterfront. A ballpark is not the answer.

R: Joan Cresap - The existing park facility is in disrepair. The ice rink structure is very pleasing to people who enjoy skating. This can be utilized during off season, as there is a demand for ice time. Hockey is a very popular sport; also figure skating, etc. This may be the perfect opportunity to raise the stature of the park.

R: Bill Walsh - Even for rinks in NYC, it’s a marginal business, even when busy, in addition to staffing, there are fairly substantial energy costs. Maybe seasonal issues, accounting, mix of difference between County and non-County. We know that over the last 10 yrs, the books have been looked at, and policies established to attribute costs.

R: Steve Otis - Generally, comments are positive. For Rye, Playland is a benefit and a burden. Rye is why Playland is there; don’t want to see it leave. There are things Playland does well, and there are things it can do better. Where overflow causes problems for park and users, those things need to be remedied. Playland will always
be a multiple use recreation area. The real trick for the process we are undertaking is to find the right balance so they fit together well, and where negative components go down, not up. Things that are harmful to the Park, the community should get enhanced rather than go in the wrong direction. It’s important to find the right mix. The fear is that revenue goals drive shoving more people in the Park, which is counterproductive to a successful business model and community interaction.

**Q:** Activities promoted in shoulder season would relieve traffic congestion, impacts. Would this be favored by the community, as a way to increase revenue without worsening impacts?

**R:** Bill Walsh - Would tolerate as long as handled properly. We understand what Playland is. It is a love-hate relationship, but as long as the activities are not offensive or inconvenient.

**R:** Steve Otis - In fall, Haunted House – managed well - to the extent that Rye residents have Playland as a quiet place several months of the year, we would like to see that access enhanced, rather than reduced.

**R:** Doug McKean - It is a mixed use facility. We ought to look at the full range of uses. A change in the mix of uses, in balance. For example, does adding more active recreation reduce the amount of parking that is needed? Costs of maintenance? Electrical, etc? Because it has a lower per person per acre usage than amusement park? We have to look at changes in the mix to see if there could be a benefit financially and to Rye and Westchester County residents.

**Joan Cresap** - *How does adding Children’s Museum change future of park?*

**R:** Vince Ferrandino - We are factoring it in; there have been discussions. If it did come, it would not replace anything but would be an add-on. There are questions as to whether the Museum could afford Playland This is an example of a possible off-season use that could complement the Park. The consultant team is only looking at something that has been suggested; not looking at feasibility, per se.
**R: Matt Fahey** - Agrees, may be an appropriate use. But they are not even looking at transportation, parking plans. The Museum had no answers when a meeting was held a year ago. It was the last question in their minds. When asked about types of things we would have a problem with in off-season, the answer is “maybe, it depends”.

**R: What happened with ferry service? From Playland to Wall Street as a way of providing mass transit?**

**R: Matt Fahey** - There is misuse of emergency planning, part of network of ferry alternatives for NYC metro region, but Albany has withdrawn Playland as a hub site for ferry service since it is against parkland use rules in the State Constitution. County Parks’ position is it cannot be used for non-parkland uses.

**Joan Cresap - What happened to dinner cruise?**

**R: Steve Otis** - In 1998, 1999 it went out of business; tried, but unable to get a successful vendor with a business plan that works. Playland has made a number of efforts, but not found someone with a successful business model.

**R: Doug McKean** - Food is horrendous. Worst Burger King, it is unrecognizable! Playland tried by getting name brands, but it is not the same level of quality (Capt. Hook). This could be a way to attract a lot of people, and bring people to the waterfront; just decent food of every price range to further enhance accessibility, especially during the week.

**R: George Latimer, County Legislator and Rye neighbor** - Vince Ferrandino asked the question which is most fundamental. It is more important than the quality of the Burger King, etc. How do we make decisions on Playland? We are ruminating access to the L.I. Sound. Another thought alluded to: if we are going to spend public money on the Park, do we want it to make money? The bottom line is a marketing strategy. There was a question about what does it mean? what does it mean to immediate neighbors
who react to fireworks, parking jams and so forth? Strategies that would drive revenues and protect public interest money aside, general complaints. Question is: what do you want this park to be? passive? Read Sanctuary extension- take out rides, turn into passive? Could turn into active, tennis courts, ball fields? Or tinker with amusement park by making a better financial model, extending the season into April, October – but immediate neighbors will be upset. His opinion as a legislator is that schizophrenia is at work for every single decision. Because we don’t know what it is to be, do we want to make business decisions to drive revenue? What is the big picture? When we figure out what we want, then choices of food vendors, etc. will follow in a logical order. Aside from money, disagreement on every front? Legislators’ subjective thinking: you have a percentage of accounting, 28 percent that generally represents the poorest population of the County. For the legislator who represents that portion of county, Playland is the only thing their constituents can access like this. So that segment of elected officials wants to keep Playland in place. One legislator argues we have sewers in our district, this and that in my district; you have Rye Playland in your district. Then there are legislators who take an environmental approach completely - protect LI sound. Do not create expansion to the waterfront, preserve natural ecology, etc.

More than half don’t want to see legislators spend a lot of money. Most don’t go there - don’t care a whole lot about it – have a positive recollection, but are not active users. More alternatives, political debate. Now that your people don’t use it, my people use it. Immediate neighbors are unhappy if you add a road, etc. So we need clear direction on where the Park goes. Which path?

**R: Steve Otis** - George Latimer and I worked for 30 years navigating this; we see Playland administration pulled in different directions as George Latimer described. Up county vs. down county. Up- squeeze more money, shove more people. County is trying to navigate a minefield, opposite yanks – need one model that reconciles those differences.

**R: Vince Ferrandino** - In October, the consultant team sent letters to County mayors, supervisors: only 4 legislators attended the October public meeting. Ideally, we’d like
to increase revenue without increasing traffic. We’ve talked about different means of access, shoulder seasons, but the vision of the Park is really critical. The facility is a landmark - we cannot demolish it. National landmarks need to be addressed, enhanced, but it is expensive to do that. This is the first time there has been a long term look at the facility. Certain aspects have been looked at piecemeal, e.g. the ice rink. County Board of Legislators is looking at the whole operation before any allocation of funds, competing interests. What we’ve heard tonight was valuable; a vision has to be agreed upon by management of the facility first.

**R: Matt Fahey** - Looking for ways to increase revenues - not sure both of those things are complementary. Not sure we should intensify use. Reduction may be better. We have to look at all the range of uses. If a passive recreation park is lowest and best use of site, that may be OK. It may cost the County less money.

**R: Steve Otis** - The economic equation, very expensive parkland land acquisitions. What is investment of Playland? Playland should get benefit of County-wide investment of parks. Should get same treatment of fair share of County investment in parks, invest in historic preservation.

**R: Leila Bright** - One component of historic restoration will always have heavy dollars; there is no way for it to pay its way if paying for historic preservation. Separate that out with grant money from the Federal government or private raising of money. That’s an issue from which Playland will never surface financially.

**R: Vince Ferrandino** - We are working closely with Management, Parks and Recreation Dept - presenting alternatives.

**Q: In National Register of Historic Places, there are specific National Register designations. What are key components of Playland? Of experience? What is essential about the place?**

**R: Doug McKean** - Its natural beauty and recent attempts to link present with past and education in that regard. When one looks at Playland, one sees the beauty of land
connecting with LI Sound. Different factors, last thing mentioned was public. Recreation facility, two best months, April and October, split. But little, if any, public input is taken into account. Historic preservation should preserve natural beauty.

**R: Leila Bright** - When tearing down amphitheater, we’re told they are creating open space. Then a ride appeared, competing with trees, worsened by fence. Cut off from water. But can’t walk on beach, can’t enjoy shoreline.

**R: Joan Cresap** - Historic structures, valuable assets. Because at the time it was built, only one like it, only County-owned amusement facility in the country.

**R: Bill Walsh** - Another questionable County move - speakers installed. Pumping light and rock-and-roll music until midnight. Pool is closed at 6-7pm, music all night (added to the list of insensitive items).

**R: Matt Fahey** - Natural issues, architectural (buildings), planning (entry, access, planning concepts that delineate park in unique way, no other park planned) historic aspects are wide ranging, have been degraded significantly. Colonnades are a mere shadow of its former self. Alternating orange and yellow panels is an atrocity. Not a good replacement of original. It could be a real gem; right now pretty seedy.

**R: Joan Cresap** - Investment in historic – we have a phenomenal nationwide asset we don’t want to lose; part of the package is to sell investment into the whole picture, including historic component. Many people bemoan the fact that their childhood park no longer exists.

**Q: If had to think of your investment in Playland, how important is investing in historic infrastructure compared to upgrading rides, etc?**

**R: George Latimer** - As a neighbor, would like to see park more pristine. As a taxpayer, wants this done in a financially sound way. Opposite ends of spectrum. Fact that park loses money, rubs him wrong way; the fact that losing money means we are being failed from both points.
**R: Leila Bright** - Get rid of some rides to give it 1920s flavor. It would cost taxpayers less. Get grants for historic infrastructure. Management has to be willing to give up power, or people who own concessions, political favors. Different structure of ownership of operations, investments of operators on leases, etc.

**R: Joan Cresap** - Doesn’t agree with the number of rides, that is not the issue. Some rides don’t do well: nobody uses them, get rid of them. Wasted space and wasted money. Doesn’t agree that it is a dirty park. It’s a nice park for people of all ages. Not as simple as more rides, more money. Fireworks are important, regardless of noise, traffic issues.

**Q: How important is physical restoration? Is the look of the place characteristic of the community?**

**R: Steve Otis** - If took out rides, still wants towers, older historic rides, preserve bare bones - part of image of Rye overall.


**R: Joan Cresap** - Is classic signage preserved?

**R: Doug McKean** - Preservation issues, in addition to being expensive, one reason is because of neglect. It costs more to fix something when you have to essentially rebuild it (boat house). To foist on whole rehab effort and adjustment in plan, the total cost of neglect of park over years, a lot less money would have to be spent.

**Q: Taking into account there should be this amount of investment for this, that, ambiance, etc; as part of overall plan – do you think there is an effective constituency to support historic preservation?**

**R: Joan Cresap** - Yes, but needs to be mobilized- tremendous effort - private investment needed.
R: Leila Bright - Management doesn’t want it. They make maintenance decisions. This is a wealthy community, they raise money for everything. Money could be raised for that as well.

R: Chris Miller, Rye City Planner - Grew up outside of D.C. and watched 1920 amusement parks rot away. In 1995, got to see what art deco amusement park used to look like. Amazing resources in County. Agrees that overall vision is a fundamental issue - issue of access is bottom line, a focus with design, etc. Access to Read is not only Read’s Sanctuary problem but has a lot to do with how Playland operates. It is a long term consideration. Access to both parks, two different but related missions,

Playland operated by Parks Department, land operated by Playland. Pressing issue, developing access way, would be major disappointment if access to Read’s Sanctuary is not addressed in this master plan. Are there any plans?

R: Vince Ferrandino - There have been discussions, we are aware, and it will be addressed. Noted by colleagues who plan amusement parks, etc – struck by fact that there is almost 100 percent of park intact, all over the world people try to replicate.

R: Steve Otis - Redesigning toll booths, would like to see EZpass integrated -very few days is traffic caused because parking lot is full. Rather, it is a result of transaction time.

R: Joan Cresap - People come from train in City. Buses need to be enhanced, info channels improved. People can park at train station, bus line, Playland express bus.

R: Steve Otis - Offer healthy skepticism about mass transit increasing. County has made efforts. People would rather go in own car. Marketing efforts have been made in that direction.

R: George Latimer: Practical thing: don’t think we use media on heavy traffic days - parking lot closed, redirect. Problematic side: what happens if you have satellite
parking, you redirect parking when there is congestion in the main entrance, bring traffic to neighboring community- becomes a liability. Go to exit 20, park in downtown Rye. Get on bus (walk one block) – practical alternative would get some people upset. Would take problem in one part of community and spread it out. Has not advanced looking at alternatives for this reason. Do you want private sector solution? Political response? Private sector should operate more like a business, but efficient decisions tick off people.

**R: Vince Ferrandino** - We are looking at utilizing excess capacity for parking on peak weekends, some at schools and corporate parks, as a way of deflecting traffic immediately away from Playland.

**R: George Latimer** - When you come off exit 19, on access road, arrangements with gate side to use satellite parking on Saturday and Sunday (Con Ed), overflow parking, bus to Playland – a practical alternative.

**R: Steve Whitehouse:** It is only several days a year when no parking and traffic jams are a problem.

**R: Bill Walsh** - Would like to see the big picture, mission statement, and goals fiscally sound, family-oriented, balanced passive and active uses that primarily serve County residents with access for all.

**R: Leila Bright** - Users should be residents of Westchester County. Should not attract a lot of people. 28 percent - we do not need to serve NYC; they can come and enjoy but it should not be our focus to draw those people. We do not need millions of people.

**R: Steve Otis** - Playland has gotten cleaner. More attention to cleanliness. Westchester County resident use has increased slightly in the last few years; trend is increasing slightly. Model has changed dramatically – it is a business competing with competitors. i.e Disney Point is that if the market for this park is Westchester only, there is not the market volume that there used to be with so much competition. To
compete against other options, given demographics, will not get Westchester residents to come to this facility when they have options and money to go elsewhere.

R: Steve Otis - The other factor is that at 28 percent, this is the most visited park in Westchester County, in terms of serving residents of Westchester County.
2.3.3 December 9, 2004 Focus Group Meetings

To elicit greater participation from the NYC segment, F&A reached out to Community Boards for recommendations of families and others who use the Park. Free opening day family passes to Playland were offered to participants. The second round of focus groups was conducted on the evening of December 9, 2004. This audience was further accommodated by holding the meeting at the Eden/Gun Hill Community Center in the Bronx. A total of seventeen (17) persons attended: two (2) from Community Board No. 10 and fifteen (15) from Community Board No. 12.

Focus Group: WESTCHESTER RESIDENTS/CIVIC LEADERS; NYC RESIDENTS/GROUPS

Leader: Dave Forkner, Bullock Smith & Partners

Participants:
Rita Tomkins, Yonkers resident, mother with children
Esme Lombard, Port Chester resident, swimming enthusiast
Ken Sherman, Town of Cortlandt, Recreation Supervisor; parent
Joe Archino, Village of Irvington, Superintendent of Parks and Recreation; parent
Rosanne Saracino, Village of Mamaroneck, Superintendent of Recreation; parent

Also Contacted:
Daisy Herrera, Connecticut resident; Harlem Gems; Ridgewood Bushwick Camp; Mosholu Montefiore Community Center; Holy Trinity Baptist Church; Shaarim Day Camp; Goodwill Industries; Beth Elohim Travel Camp; AHCANPU Academy; Kips Bay Boys & Girls Club; Transitional Services for NY; Our Lady of Lourdes; Visiting Nurses Services; Hands & Heart Prep School; Pason Martial Arts Academy; Archdiocese of NY Head Start; PS 83; Directions for Our Youth; 303 Vernon Community Center; Middle School 54; Quels Start Day Care; PS 161; Brooks Day Camp; Buckley School; Good Shepard Services; PS 72; Tabernacle Day Care; DeWitt Clinton Community Center; Juliet Richmond, Farragut Community Center; Brownsville Community Baptist Church; St. Jude; Chapin School; NY Institute for Special Education; Calhoun School; SCAN-FRC; St. Matthew & Timothy Day Care; Woodycrest Center for Human Development; Columbia University Step Program; Darnell McBaye, Markham Garden Community Center; Children’s Aid Society; St. Mary’s Recreation Center; Park Slop Day Camp; St. Francis deSeles School for the Deaf; Rec 59 NYC Parks; IS 131; Petrides School
Value? Public perception?
- County has done a great job to make Playland a much cleaner, safer park – reputation has improved
- should stay focused, move in direction to make Playland a “family-first” destination, and eliminate alcohol sales from Kiddyland (promote alcohol-free); increase staff on supervisory level
- Great “old” amusement park – great for kids, full day, strong resident population base

How does it compare with commercial parks in the area?
Not too many people know about it

Suggestions:
- add eatery that is not fast food, even coffee, tea (usually brown bag lunch)
- Camp days – more time for kids in the park
- Hours are not easy – should open at 10AM for camps
- Weekends – opens at noon, could open sooner
- More hours for ice skating rink
- Improve picnic area – upgrade picnic tables, entire area needs makeover
- Send camps to use pool, then park – picnic in conjunction with park
- Offer each community “a night in the park” (Port Chester night, Yonkers night)

Playland - 3 percent advertising budget (whereas nationwide avg. is 7-10 percent)

Westchester County – has inadequate pool facilities
Olympic pool (50m x 25 yards with diving)
- maintain infrastructure, replace existing pool
- Share with local high schools
- Year-round (in-door/out-door)
- Residents could get swim passes

Get a flyer to recreation departments by April re: open early for camps?

Inefficiencies in parking/traffic
Accessibility – Rye residents don’t want traffic
Metro North – train station/ parking is empty on weekends; shuttle bus a possibility
Should Playland emphasize marketing outside County?
Tool to get $$ in budget
Bigger rides – more profitable

Playland seen as: Money-maker? Or public amenity and park?
- County doesn’t make clear its MOTIVE
History of park – different meanings- how should it position itself to serve many masters?

Off pier – boats, fishing events (Captain John sponsor) – seniors (program), more activities

Bathrooms – too small, but clean
- County should tap into Towns, Villages! Largest promoters! (built-in)
- Overpriced – food, no variety, no place to sit and eat; should email brochures to community
- Similar theme of Chelsea Piers (rides with exercise venues) – batting cages, ice skating, soccer field, year round club sports, corporate/seasonal events (lights, Halloween event, fall harvest)

Access points – Playland, Harbor Island - only 2 access points - Croton (Hudson)
Boardwalk – underutilized; Playland offers longest stretch of coastline open to all residents

Summary:
- Clarify mission statement, relation to government
- Target recreation departments!
- Expand hours, “shoulder” seasons
- Emphasize family-orientation
- Improve service (food)
- Expand recreation opportunities (activity-based)
- Elderly needs
- Emphasize water-activities (restaurant on water)
2.3.4 **December 9, 2004 Focus Group Meetings Survey Questionnaire**

Following the focus group meeting on December 6, 2004 in the Bronx, seventeen (17) participants completed survey questionnaires on potential ticket pricing at Playland.

**RYE PLAYLAND FOCUS GROUP SURVEY**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. How many times have you visited Playland this past year? ________________

2. Is this more or less than the previous years? __________________________
   - If more, why? ____________________________
   - If less, why? ____________________________

3. How many times do you think you’ll visit for the 2005 season? _________________
   - If less than previous years, why? ___________________________

4. What do you like best about the park? ____________________________
   - What do you like least about the park? __________________________

5. How many hours do you spend on average when you visit Playland? ____________

6. How much money do you spend on average when you visit the park, including parking, food, games, beach, pool, mini-golf, etc.? __________________

Questions 7-14 pertain to the following information: Playland has used ticket books to purchase rides for 76 years. For the 2005 season, new offers such as debit cards and unlimited ride wristbands may replace the ticket books.

7. On your past visits to Playland, how many ticket books did you purchase for yourself and/or others in your group? __________________

8. If you can remember, what kind of tickets did you purchase? (choose one)
   - ___ 24 Ticket Book ($21)
   - ___ 16 Ticket Book ($17)
   - ___ 8 Ticket Book ($9)

9. Did you purchase more than 1 book per person? ___ Yes ___ No

10. A 24 ticket book ($21) will provide 6-12 rides (12 Kiddyland rides or 6-8 major rides.) Is this ticket book adequate based on your past visits to Playland? ___ Yes ___ No

11. If a 4 hour unlimited ride wristband was offered, would you purchase it? ___ Yes ___ No

12. If a 6 hour unlimited ride wristband was offered, would you purchase it? ___ Yes ___ No
   - What would you feel a fair price would be? ____________________________

13. If you purchase a 4 hour unlimited ride wristband, would you be more likely to stay in the park for the length of time for the wristband? ___ Yes ___ No
   - Would you stay in the park longer than 4 hours? ___ Yes ___ No
   - If yes, how long? ____________________________
14. If you purchase a 6 hour unlimited ride wristband, would you be more likely to stay in the park for the length of time for the wristband? ___ Yes ___ No
   • Would you stay in the park longer than 6 hours? ___ Yes ___ No
   • If yes, how long? _______________________________________________

Please include any additional comments or concerns below:

Thank you for your participation.

Survey Responses

Below is a compilation of the survey responses tabulated for each question.

1. **How many times have you visited Playland this past year?**
   - Number of respondents: 17
   - Responses: 0, 2, 2, 2, 2, 2, 2, 2, 2, 2, 2.5, 3, 3, 3, 3, 3, 3, 5, 6, 7, 15
   - Range: 0 – 15
   - Average: 3.7
   - Median: 3
   - Mode: 2

2. **Is this more or less than previous years?**
   - If more, why?
     - More: 3 (23%)
     - Reasons:
       - better weather
       - children older
       - more groups going: went with family and summer camp
   - If less, why?
     - Less: 7 (54%)
     - Reasons:
       - transportation/parking
       - likes going in groups, fewer group trips
       - work obligations
       - out of town more (x2)
   - Same: 3 (23%)
     - always go on same dates: 4th of July, Labor Day

3. **How many times do you think you’ll visit for the 2005 season?**
   - Number of respondents: 17
   - Responses: 1, 1-2, 2, 2, 3, 3, 3, 3, 3, 4, 5, 5, 5+, 6, 10, 10+, 15-20
   - Range: 1 – 20
   - Average: 4.9
   - Median: 3
   - Mode: 3
If less than previous years, why?
- park not that much fun anymore

4. What do you like best about the park?
- rides (x4)
  - bumper cars
- rides, shows (x2)
- singing and dancing, entertainment (x3)
- Kiddyland, place for children
- food
- rides, pool, fireworks, concerts
- everything in park (rides, food, games, etc.) is close together and easily accessible
- fun in general
- no entrance fee
- safe and clean
- beach

What do you like least about the park?
- transportation to/from park (x2)
- long lines (x3) for tickets and rides
- paying to park
- rides not fun (any more)
- needs more rides
- ticket system
- not enough security
- too expensive (generally)
- food too expensive
- too many arcades
- prizes too cheap

5. How many hours do you spend on average when you visit Playland?

<table>
<thead>
<tr>
<th>Number of respondents:</th>
<th>16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses:</td>
<td>3, 3, 4, 5, 5, 5, 5, 5+, 5-6, 6, 6-7, 8, 8-10, 10, full day (x2)</td>
</tr>
<tr>
<td>Range:</td>
<td>3 – all day (10 hours)</td>
</tr>
<tr>
<td>Average:</td>
<td>6.25</td>
</tr>
<tr>
<td>Median:</td>
<td>5</td>
</tr>
<tr>
<td>Mode:</td>
<td>5</td>
</tr>
</tbody>
</table>

6. How much money do you spend on average when you visit the park, including parking, food, games, beach, pool, mini-golf etc?

<table>
<thead>
<tr>
<th>Number of respondents:</th>
<th>16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses:</td>
<td>$30, 50, 75+, 75-100, 80, 100, 100, 100, 100+, 120, 150, 150, 200, 200+, 200-300</td>
</tr>
<tr>
<td>Range:</td>
<td>30 – 250</td>
</tr>
<tr>
<td>Average:</td>
<td>$118.25</td>
</tr>
<tr>
<td>Median:</td>
<td>$100</td>
</tr>
</tbody>
</table>
Questions 7-14 pertain to the following information: Playland has used ticket books to purchase rides for 76 years. For the 2005 season, new offers such as debit cards and unlimited ride wristbands may replace the ticket books.

7. **On your past visits to Playland, how many ticket books did you purchase for yourself and/or others in your group?**
   - Number of respondents: 13
   - Responses: 1, 2, 2, 2, 3, 3, 4, 4, 4, 7, 10, 10+, 10-15 (for a group of kids)
   - Range: 1 – 12
   - Average: 4.9
   - Median: 4
   - Mode: 2, 4

8. **If you can remember, what kind of ticket books did you purchase? (choose one)**
   - Number of respondents: 17
   - Responses: 24 Ticket Book ($21): 15 (88%)
                 16 Ticket Book ($17): 1 (6%)
                 8 Ticket Book ($9): 1 (6%)

9. **Did you purchase more than 1 book per person?**
   - Number of respondents: 16
   - Yes: 10 (63%)
   - No: 6 (37%)

10. **A 24 ticket book ($21) will provide 6-12 rides (12 Kiddyland rides or 6-8 major rides). Is this ticket book adequate based on your past visits to Playland?**
    - Number of respondents: 13
    - Yes: 7 (54%)
    - No: 6 (46%)

11. **If a 4 hour unlimited ride wristband was offered, would you purchase it?**
    - Number of respondents: 17
    - Yes: 15 (88%)
    - No: 2 (12%)

   **What would you feel a fair price would be?**
    - Number of respondents: 10
    - Responses: $14.95, 15, 15, 16, 17, 20, 20, 21, 20-25, 24
    - Range: $14.95 -- $24
    - Average: $18.60
    - Median: $18.50
12. If a 6 hour unlimited ride wristband was offered, would you purchase it?
   Number of respondents: 16
   Yes: 15 (94%)
   No: 0
   Maybe: 1 (6%)

What would feel a fair price would be?
   Number of respondents: 13
   Range: $16.95 -- $40
   Average: $24.80
   Median: $25
   Mode: $20, $30

13. If you purchase a 4 hour unlimited ride wristband, would you be more likely to stay in the park for the
length of time for the wristband?
   Number of respondents: 17
   Yes: 14 (82%)
   No: 3 (18%)

Would you stay in the park longer than 4 hours?
   Number of respondents: 15
   Yes: 13 (87%)
   No: 2 (13%)

If yes, how long?
   Number of respondents: 12
   Original data: 2, 2-3, 3, 5-6, 6, 7, until closing¹ (x5)
   Adjusted data²: 5-6, 6, 6, 6.5, 7, 9, until closing (x5)
   Range: 5 - until closing
   Average: 8 hours
   Median: 8 hours
   Mode: until closing (10 hours)

¹ “Until closing” quantified as a 10 hour day
² Data adjusted to reflect TOTAL predicted hours in park (versus time spent past 4 hours)

14. If you purchase a 6 hour unlimited ride wristband, would you be more likely to stay in the park for the
length of time for the wristband?
   Number of respondents: 17
   Yes: 16 (94%)
   No: 1 (6%)

Would you stay in the park longer than 6 hours?
   Number of respondents: 17
Yes: 10 (59%)  
No: 7 (41%)

If yes, how long?
Number of respondents: 17  
Original data: 2-3, 7, 8, until closing¹ (x5)  
Adjusted data²: 7, 8, 8.5, until closing (x5)  
Range: 7 – until closing  
Average: 9.2 hours  
Median: until closing (10 hours)  
Mode: until closing (10 hours)

Please include any additional comments or concerns below:
- more fun rides needed
- more advertising, esp. winter events
- discount coupons for good customers (frequent users)
- always enjoys her time at Playland
- wristband is a great idea, but tickets are still needed so parents can go on some rides with their children
- enjoy hosting 4th of July picnics (35-55 people), food prices high but they always enjoy themselves
- main concern is safety
- desire for more reasonable concession stands
- more food options for those with dietary restrictions (i.e. diabetes, high blood pressure, etc.)
- have never been but always wanted to visit

Summary of Survey Results:
This summary reflects the data and opinions collected from 17 participants from New York City (the Bronx) during a focus group conducted December 6, 2004.

Visits to Playland during this past year ranged in frequency from 0 to 15. The average participant visited Playland 3.7 times, and the most common response for the group was 2 visits during last year. The majority of respondents (54%) visited less frequently this year than last, due to reasons ranging from lack of transportation and parking, work obligations, and being out of town more often. Twenty-three percent (23%) of participants reported that they will visit Playland more this season (2005) than last, due to better weather, older children (presumably who are at a better age to appreciate the Park), and more group trips (such as summer camp). The remaining 23 percent of participants judged they visited Playland the same as last year, citing the fact that they often go every year for the Fourth of July and Labor Day holidays.
Participants estimated they would visit Playland next year (2005 season) between 1 and 20 times. The average amount of projected visits for the group was 5, and the most common response was 3. The only response regarding why they are visiting the park less noted that the park was “not [much] fun anymore.” When asked what they enjoyed about Playland, respondents had many different opinions. The rides were very popular, with 6 people citing that as a favorite activity. Three participants mentioned the entertainment, specifically the singing and dancing, as being a highlight. Additional attractions included: Kiddyland (having a nice place for young children), the food, the pool, the beach and fireworks. People also commented that they like the fact that everything in the park was close together and easily accessible, it is safe and clean, and there is no entrance fee.

What participants liked least about the park was most commonly cited as long lines for rides and tickets (3 people) and transportation issues to and from the park (2 people). Paying to park, lack of [fun] rides, the ticket system, lack of security, overall expense, expensiveness of concessions, too many arcades, and cheap prizes at arcades were additional reasons cited for dissatisfaction.

The average participant in the group spent 6.25 hours when they visit Playland. Responses ranged from spending 3 hours to all day at the park. Five (5) hours was the most common response. While at the park, participants estimated they spend anywhere between $30 and $300. The most common answer was about $100 each visit, and the average for the group was $118.25.

People bought anywhere from 1 to 12 ticket books when they went to the park. The average number of ticket books was 4.9, but most people (61%) purchased between 2 and 4 books. The overwhelming majority (88%) of ticket books purchased were 24 ticket books, costing $21. Only 1 participant recalled buying a 16 ticket book, and 1 bought an 8 ticket book. Most people (63%) purchased more than one ticket book per person. Participants were divided on whether a 24 ticket book was adequate, with 54 percent feeling it was sufficient and 46 percent saying it was not.
The majority of participants (88%) expressed interest in a 4 hour unlimited wristband, and only 2 (12%) said they would not buy one. Estimates on a fair price for this wristband ranged from $14.95 to $25. The average of these responses was $18.60. An overwhelming majority of participants (94%) claimed they would be interested in a 6 hour unlimited wristband, and would be willing to pay anywhere from $16.95 to $40 for it. The most common responses were $20 or $30, and the average response for the entire group was $25.

Eighty-two percent (82%) of respondents said that if they bought a 4 hour unlimited wristband, they would be likely to stay in the park for the full 4 hours. Eighty-seven percent (87%) of respondents said they would likely stay in the park more than four hours, with the most common (5 people) response citing they would stay until closing. On average, people estimated they would spend a total of 8 hours at Playland. Ninety-four percent (94%) of participants would choose to stay in the park for the full 6 hours if they bought a 6 hour unlimited wristband. Additionally, 60 percent of those people would stay more than 6 hours, averaging a total of 9 hours in the park. Again, the most common response (5 people) cited they would stay until the park closed.

Participants made a range of additional comments on the atmosphere and services at Playland. Overall, there were many positive comments about the park. “I always enjoy myself when we go to Playland” was expressed from more than one respondent, and one woman added that she had never been there but “always wanted to go.” Suggestions included more “fun” rides, more advertising for the Park in general, and particularly winter events, discount coupons for frequent users, and more food options at concession stands for those with dietary restrictions (i.e. diabetes or high blood pressure). Complaints from the group ranged from concerns about safety and lack of security to more reasonable prices at food stands. A comment was made praising the idea of wristbands, but noting that it was important to continue ticket options so that parents could accompany their children on some rides.

2.4 Desired Outcomes
The outreach process resulted in consensus-based outcomes which represent the desired direction and achievements to be accomplished. The desired goals/ outcomes, summarized by
category below (some apply to multiple categories), served as guidelines for developing specific related recommendations.

**Marketing/Tourism**
- Cultivate group business, i.e., increase corporate sponsors
- Improve perception/identity (safety, cleanliness) of Park
- Improve services (food)
- Emphasize strong work ethic/employee-friendly culture (increase supervisory staff)
- Emphasize family orientation
- Clarify mission statement, relation to government
- Target recreation departments
- Attract visitors with new rides/attractions, special events (during shoulder season)
- Expand recreation opportunities (activity-based)
- Address elderly needs
- Emphasize water activities (e.g., restaurant)
- Adjust pricing/ticketing structure, promotion offers
- Increase transit options

**Local Neighborhood Impacts**
- Reduce noise
- Ensure low-intensity, year-round uses/entertainment
- Improve site access and circulation (reduce queues)
- Improve parking management (off-site parking)

**Capital/Facilities/Design Improvements and Historic Preservation**
- Enhance entrance/gateway to Park
• Restore theme (remove visual clutter/obstructions)
• Restore physical and visual connections/linkages
• Rehabilitate historic structures (colonnades)
• Remove the current orange and yellow plastic fascia
• Restore/maintain unifying landscape and architectural/design components (compatible building materials)
• Refurbish existing facilities (e.g. Dragon Coaster)
• Preserve “historic” aesthetic
• Utilize the shoreline/boardwalk year-round
• Improve picnic area
3.0 Economic and Financial
3.0 Market and Financial Analysis

3.1 Current Operations

This section presents ERA’s evaluation of Playland’s current operations. The evaluation first looks at Playland’s recent attendance and trends, and then compares Playland to industry standards. Attendance is the key driver for financial and operating performance for the Park. Attendance also dictates attraction capacity, parking requirements and other physical aspects of park development. The section continues with analysis of Playland’s financial performance focusing on revenue and revenue productivity of the Park’s physical resources.

3.2 Current Attendance and Trends

As shown in Table 1, Playland received 920,107 visitors in 2004. This performance represents a 2.0 percent increase over 2003. Over the past 10 years, attendance has increased at an annual average of 1.0 percent. During the first half of this 10-year period, investment in new rides and attractions helped attendance grow from roughly 850,000 to over 1.0 million visitors. During the second half of the period, a soft economy and poor weather were responsible for erasing much of the earlier growth. However, with the 2004 performance, the downward trend appears to have been reversed.
Playland Park Master Plan
The County of Westchester, New York

Table 2 shows market penetration performance of Playland based on 2003 attendance. As indicated, Playland achieves a strong local draw, with additional pull from the larger regional market. In the 0 to 5 mile and 5 to 10 mile distance bands from the Park, penetration rates are 51 percent and 23 percent respectively. As the distance is extended, market penetration declines. For the overall 0 to 25 mile distance from the Park, the penetration rate is 6.7 percent. This geographical area accounts for some 77 percent of total visitation. As shown in Figure 1, Playland does a good job of serving all of Westchester County, including the north part of the county.

Table 1

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Net Revenues 1/</th>
<th>Annual Attendance</th>
<th>Net Per Capita</th>
<th>Consumer Price Index (CPI-U)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Percent Change</td>
<td>Number</td>
<td>Percent Change</td>
</tr>
<tr>
<td>1994</td>
<td>$6,924,658</td>
<td>---</td>
<td>843,287</td>
<td>---</td>
</tr>
<tr>
<td>1995</td>
<td>$7,340,571</td>
<td>6.0%</td>
<td>916,933</td>
<td>8.7%</td>
</tr>
<tr>
<td>1996</td>
<td>$7,547,458</td>
<td>2.8%</td>
<td>858,787</td>
<td>-6.3%</td>
</tr>
<tr>
<td>1997</td>
<td>$8,138,491</td>
<td>7.8%</td>
<td>908,022</td>
<td>5.7%</td>
</tr>
<tr>
<td>1998</td>
<td>$9,515,041</td>
<td>16.9%</td>
<td>988,752</td>
<td>8.9%</td>
</tr>
<tr>
<td>1999</td>
<td>$9,722,659</td>
<td>2.2%</td>
<td>1,040,979</td>
<td>5.3%</td>
</tr>
<tr>
<td>2000</td>
<td>$9,958,331</td>
<td>2.4%</td>
<td>1,010,997</td>
<td>-2.9%</td>
</tr>
<tr>
<td>2001</td>
<td>$11,087,309</td>
<td>11.3%</td>
<td>1,007,207</td>
<td>-0.4%</td>
</tr>
<tr>
<td>2002</td>
<td>$11,507,722</td>
<td>3.8%</td>
<td>932,416</td>
<td>-7.4%</td>
</tr>
<tr>
<td>2003</td>
<td>$10,555,266</td>
<td>-8.3%</td>
<td>902,286</td>
<td>-3.2%</td>
</tr>
<tr>
<td>2004</td>
<td>$10,132,462</td>
<td>-4.0%</td>
<td>920,107</td>
<td>2.0%</td>
</tr>
<tr>
<td>Average</td>
<td>---</td>
<td>4.1%</td>
<td>---</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

1/ After payment to concessions.

Source: Playland; Department of Commerce; and Economics Research Associates.

Table 2

<table>
<thead>
<tr>
<th>Distance</th>
<th>Approximate Attendance</th>
<th>Population</th>
<th>Penetration Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5</td>
<td>78,84</td>
<td>153,72</td>
<td>51.3%</td>
</tr>
<tr>
<td>5 - 10</td>
<td>131,97</td>
<td>583,12</td>
<td>22.6%</td>
</tr>
<tr>
<td>10 - 15</td>
<td>243,38</td>
<td>1,721,61</td>
<td>14.1%</td>
</tr>
<tr>
<td>15 - 20</td>
<td>143,97</td>
<td>3,767,83</td>
<td>3.8%</td>
</tr>
<tr>
<td>20 - 25</td>
<td>99,41</td>
<td>4,175,87</td>
<td>2.4%</td>
</tr>
<tr>
<td>0 - 25</td>
<td>697,59</td>
<td>10,402,17</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Rye Playland

<table>
<thead>
<tr>
<th>Distance</th>
<th>Approximate Attendance</th>
<th>Population</th>
<th>Penetration Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 25</td>
<td>902,286</td>
<td>10,402,17</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Analyst; Playland; Economics Research Associates,
Figure 1

Rye Playland Attendance By Zip Code
3.3 **Financial Performance**

Part of the master planning process is understanding the financial performance of the Park. Playland contains three main operating units: Playland Park, The Beach, and the Ice Casino. The Park operates as a unit of the Westchester County Parks Department. Playland is unique because it is the only municipally owned amusement park in the United States. Most are private, for-profit attractions.

As a municipally owned public attraction, Playland receives an appropriated budget from Westchester County every year. The revenues generated by Playland are transferred to the County’s general fund, not retained for park operations. The appropriated budget determines the level of resources that Playland management can spend on the Park. Park management distributes the budget depending on park needs and initiatives. These include marketing, operations, labor, and services. However, in terms of capital expenditures, Playland is included in the County’s CIP.

In recent years, Playland has resorted more and more to engaging in long-term leasing and revenue sharing agreements whereby outside businesses effectively “rent” park space and return a percentage of their revenues to Playland for the opportunity. These businesses basically provide the capital for new rides and attractions because Playland does not have the financial ability to involve themselves in large capital investment outlays. This arrangement is a practical short-term solution and park management should be commended for identifying this technique to improve the visitor experience. However, in the long run, the Park is foregoing larger revenue streams that could be used to support park operations and investments.

**Revenues**

Two types of revenues are shown in this report – gross revenues and net revenues. Gross revenues refer to the amount of money spent by visitors at Playland Park. Many of the attractions are leased to concessionaires that retain a percentage of gross revenues for their ride or attraction. Net revenues are the revenues that Playland receives after the concessionaires have retained their share. Net revenues are the total revenues Playland earns each year through operations of Playland Park.
Gross Revenues

In order to compare Playland to other similar leisure attractions, it is necessary to estimate gross revenues for the Park, and therefore for its concessions. As shown in Table 3, total gross revenues for 2003 were $16.5 million, with approximately $6.0 million retained by or paid to concessionaires, resulting in about $10.5 million in net revenues to Playland.

Gross revenues are detailed in Table 3 for rides, attractions, food services, games, and merchandise concessionaires in 2003. The 56 rides at Playland earned $9,722,669. The food and beverage revenue was $3,770,420. Games accounted for $1,328,242 and merchandise $492,786. Finally, parking and other sources yielded $1,198,000 in gross revenues.

Table 3

<table>
<thead>
<tr>
<th>Source</th>
<th>Gross Revenues</th>
<th>Net Revenues to Playland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Ride Fees (ticket)</td>
<td>$8,244,064</td>
<td>$6,493,270</td>
</tr>
<tr>
<td>Attractions (non-ticket)</td>
<td>$1,411,046</td>
<td>$1,048,843</td>
</tr>
<tr>
<td>Mini Golf</td>
<td>$67,559</td>
<td>$67,559</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$9,722,669</td>
<td>$7,609,672</td>
</tr>
<tr>
<td>Food &amp; Beverage:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions</td>
<td>$3,770,420</td>
<td>$848,891</td>
</tr>
<tr>
<td>Games:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions</td>
<td>$1,328,242</td>
<td>$725,620</td>
</tr>
<tr>
<td>Merchandise:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions</td>
<td>$492,786</td>
<td>$172,661</td>
</tr>
<tr>
<td>Parking / Other:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>$1,128,000</td>
<td>$1,128,000</td>
</tr>
<tr>
<td>Rental Housing / Payroll</td>
<td>$12,392</td>
<td>$12,392</td>
</tr>
<tr>
<td>Playland Miscellaneous</td>
<td>$58,030</td>
<td>$58,030</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$1,198,422</td>
<td>$1,198,422</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$16,512,539</td>
<td>$10,555,266</td>
</tr>
</tbody>
</table>

Source: Playland; and Economics Research Associates.
### Table 4

#### PLAYLAND DETAILED REVENUES IN 2003

*(Page 1 of 2)*

<table>
<thead>
<tr>
<th>Description (see map that follows)</th>
<th>Type</th>
<th>Gross Revenues</th>
<th>Ownership</th>
<th>Retained by or Paid to</th>
<th>Net Revenues to Playland</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rides and Attractions (ticket):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auto Scooter</td>
<td>Major Rides</td>
<td>$377,962</td>
<td>Playland</td>
<td>$0</td>
<td>$377,962</td>
</tr>
<tr>
<td>Bumper Fun</td>
<td>Major Rides</td>
<td>$59,547</td>
<td>Concessionaire</td>
<td>$43,837</td>
<td>$15,710</td>
</tr>
<tr>
<td>Carousel</td>
<td>Major Rides</td>
<td>$128,016</td>
<td>Playland</td>
<td>$0</td>
<td>$128,016</td>
</tr>
<tr>
<td>Crazy Mouse</td>
<td>Major Rides</td>
<td>$253,171</td>
<td>Rev. Share</td>
<td>$145,310</td>
<td>$107,861</td>
</tr>
<tr>
<td>Derby Racer</td>
<td>Major Rides</td>
<td>$157,710</td>
<td>Playland</td>
<td>$0</td>
<td>$157,710</td>
</tr>
<tr>
<td>Double Shot</td>
<td>Major Rides</td>
<td>$259,134</td>
<td>Leased</td>
<td>$0</td>
<td>$259,134</td>
</tr>
<tr>
<td>Dragon Coaster</td>
<td>Major Rides</td>
<td>$579,485</td>
<td>Playland</td>
<td>$0</td>
<td>$579,485</td>
</tr>
<tr>
<td>Dream Machine</td>
<td>Major Rides</td>
<td>$158,102</td>
<td>Playland</td>
<td>$0</td>
<td>$158,102</td>
</tr>
<tr>
<td>Flying Witch</td>
<td>Major Rides</td>
<td>$347,373</td>
<td>Concessionaire</td>
<td>$219,372</td>
<td>$128,001</td>
</tr>
<tr>
<td>Go Karts</td>
<td>Major Rides</td>
<td>$221,610</td>
<td>Concessionaire</td>
<td>$141,945</td>
<td>$79,665</td>
</tr>
<tr>
<td>Gondola</td>
<td>Major Rides</td>
<td>$176,856</td>
<td>Playland</td>
<td>$0</td>
<td>$176,856</td>
</tr>
<tr>
<td>House of Mirrors</td>
<td>Major Rides</td>
<td>$157,574</td>
<td>Playland</td>
<td>$0</td>
<td>$157,574</td>
</tr>
<tr>
<td>Hurricane Coaster</td>
<td>Major Rides</td>
<td>$183,479</td>
<td>Playland</td>
<td>$0</td>
<td>$183,479</td>
</tr>
<tr>
<td>Inverter</td>
<td>Major Rides</td>
<td>$87,605</td>
<td>Playland</td>
<td>$0</td>
<td>$87,605</td>
</tr>
<tr>
<td>Kite Flyer</td>
<td>Major Rides</td>
<td>$104,640</td>
<td>Rev. Share</td>
<td>$67,090</td>
<td>$37,550</td>
</tr>
<tr>
<td>Log Flume</td>
<td>Major Rides</td>
<td>$510,208</td>
<td>Playland</td>
<td>$0</td>
<td>$510,208</td>
</tr>
<tr>
<td>Mind Scrambler</td>
<td>Major Rides</td>
<td>$259,848</td>
<td>Concessionaire</td>
<td>$160,918</td>
<td>$98,930</td>
</tr>
<tr>
<td>Old Mill</td>
<td>Major Rides</td>
<td>$228,464</td>
<td>Playland</td>
<td>$0</td>
<td>$228,464</td>
</tr>
<tr>
<td>Playland Plunge</td>
<td>Major Rides</td>
<td>$299,007</td>
<td>Leased</td>
<td>$0</td>
<td>$299,007</td>
</tr>
<tr>
<td>Power Surge</td>
<td>Major Rides</td>
<td>$196,220</td>
<td>Concessionaire</td>
<td>$158,478</td>
<td>$37,742</td>
</tr>
<tr>
<td>Sea Dragon</td>
<td>Major Rides</td>
<td>$142,764</td>
<td>Playland</td>
<td>$0</td>
<td>$142,764</td>
</tr>
<tr>
<td>Sky Flyer</td>
<td>Major Rides</td>
<td>$151,514</td>
<td>Concessionaire</td>
<td>$107,029</td>
<td>$44,485</td>
</tr>
<tr>
<td>Starship 2000</td>
<td>Major Rides</td>
<td>$252,244</td>
<td>Concessionaire</td>
<td>$173,786</td>
<td>$78,458</td>
</tr>
<tr>
<td>Thunderbolt</td>
<td>Major Rides</td>
<td>$420,665</td>
<td>Concessionaire</td>
<td>$261,188</td>
<td>$159,477</td>
</tr>
<tr>
<td>Whip</td>
<td>Major Rides</td>
<td>$138,555</td>
<td>Playland</td>
<td>$0</td>
<td>$138,555</td>
</tr>
<tr>
<td>Wipeout</td>
<td>Major Rides</td>
<td>$143,713</td>
<td>Playland</td>
<td>$0</td>
<td>$143,713</td>
</tr>
<tr>
<td>Zombie Castle</td>
<td>Major Rides</td>
<td>$214,561</td>
<td>Concessionaire</td>
<td>$183,107</td>
<td>$31,454</td>
</tr>
<tr>
<td>Antique Cars</td>
<td>Kiddyland</td>
<td>$52,050</td>
<td>Playland</td>
<td>$0</td>
<td>$52,050</td>
</tr>
<tr>
<td>Artic Flume / N. Pole</td>
<td>Kiddyland</td>
<td>$75,756</td>
<td>Playland</td>
<td>$0</td>
<td>$75,756</td>
</tr>
<tr>
<td>Boat Ride</td>
<td>Kiddyland</td>
<td>$69,839</td>
<td>Playland</td>
<td>$0</td>
<td>$69,839</td>
</tr>
<tr>
<td>Convoy</td>
<td>Kiddyland</td>
<td>$86,014</td>
<td>Playland</td>
<td>$0</td>
<td>$86,014</td>
</tr>
<tr>
<td>Crazy Submarine</td>
<td>Kiddyland</td>
<td>$87,380</td>
<td>Playland</td>
<td>$0</td>
<td>$87,380</td>
</tr>
<tr>
<td>Demolition Derby</td>
<td>Kiddyland</td>
<td>$116,869</td>
<td>Playland</td>
<td>$0</td>
<td>$116,869</td>
</tr>
<tr>
<td>Family Flyer</td>
<td>Kiddyland</td>
<td>$163,981</td>
<td>Playland</td>
<td>$0</td>
<td>$163,981</td>
</tr>
<tr>
<td>Flying Dragon</td>
<td>Kiddyland</td>
<td>$51,985</td>
<td>Playland</td>
<td>$0</td>
<td>$51,985</td>
</tr>
</tbody>
</table>
Net Revenues

Net revenues at Playland are also provided in Table 1, which was presented previously. The term “net revenues” is defined as gross revenues minus revenues retained by concessions, which is the typical manner that revenues are reported by Playland. Net revenues for the Park have increased at an average annual rate of 4.1 percent for the ten-year period, which is almost twice the rate of increase of inflation (2.3 percent). This level of performance should be recognized in light of attendance trends over the same period, so this performance reflects the focus of park management on the Park’s financial performance.

Per Capita Expenditures

Another way to look at theme park revenues is on a per visitor or per capita basis. When rated in terms of gross revenues, which represents actual visitor expenditures, this measure of performance permits a more appropriate comparison with other parks.
In 2003, gross revenues of $16.5 million equated to $18.30 in per capita revenues. By revenue category, rides and attractions accounted for $10.78 or almost 60 percent of the total. In order of importance, food & beverage contributed $4.18; games and rentals contributed $1.47; parking/other contributed $1.33 and merchandise contributed $0.55.

In comparison with other parks, as shown in Table 5, Rye Playland does well on food & beverage and parking, and reasonably well on games. The Park’s performance on rides, attractions and merchandise falls well below industry norms. The ride and attractions performance reflects the pay per ride policy of the Park, the mix of rides and circulation bottlenecks which impede access to rides.
### 3.4 Revenue Productivity

ERA analyzed the productivity of the attractions at Playland based on total revenue generation, and by total revenue per square foot. This revenue analysis highlights the most profitable rides and concessions on an overall basis. The revenue per square foot analysis examines Playland’s profitability of rides and concessions in relation to the physical space required to support the use.

#### Revenue Productivity - Absolute

The top revenue producing rides in absolute terms are The Dragon Coaster ($579,000), The Log Flume ($510,000), The Thunderbolt ($421,000), The Auto Scooter ($378,000) and The Flying Witch ($347,000). Three of these rides are family rides, and two are thrill rides. Generally, top producing rides can be characterized by having high capacity and providing an excellent visceral experience. Kiddy rides, relatively speaking, generate lower levels of revenue production in the low $100,000’s and below.

The thrill rides at Playland generated approximately $3.1 million in total revenue in 2003, or an average of approximately $222,000 per ride. The family rides generated approximately $3.5 million in 2003, averaging approximately $195,000 per ride, and the kiddy rides at Playland, generated approximately $1.7 million, or approximately $78,000 per ride.

#### Food Concessions

Playland’s food concessions are divided into food stands and catering operations. Multiple outlets including Nick’s, Pretzels, Beer, and Mountain Dew, had the highest food stand revenues in 2003. These accounted for $348,001 in 2003 revenue as shown in Table 5. There are two Burger King locations at Playland, which together generated $558,680.

Icee and Dippin’ Dots earned $28,216 and $23,513 respectively placing them at the bottom end of the food stand profitability range. Generally, small food stands generate high revenues per square foot.

Playland’s catering department generated $1,131,487 in 2003 revenues. Catering is offered as a service and does not reside in a physical food stand. Food stands and catering generated total revenues of $2,638,933 at Playland in 2003.
**Revenue Productivity Map**

ERA has analyzed the rides and food offerings at the Park to develop a revenue map that displays the range of revenue generated by each park attraction. The rides and attractions are divided into six categories by 2003 revenues. Rides that earned greater than $500,000 are shown in green. Rides and attractions that earned less than $25,000 in 2003 revenues are shown in pink. The legend that accompanies the map shows the color key for all categories.

The Dragon Coaster and the Log Flume earned $579,485 and $510,208 in 2003 revenues respectively. The only other attractions that grossed more than $500,000 were the catering outlets in general and the Ice Casino. These were the top four grossing rides and attractions in 2003 and the only ones that grossed more than $500,000.

The $100,000 to $250,000 blue category has more rides and attractions than the other categories on the revenue map. There are many family rides and kiddy rides in this category. Playland would benefit from focusing on these middle-tiered rides and attractions that could be enhanced to generate more revenues.

Red and Pink attractions had the lowest revenue performance in 2003. Captain Hook’s restaurant generated approximately $31,000 in 2003 revenues. Some of the kiddy rides like the Whip and the Swing Around also performed poorly on a revenue basis in 2003. The tattoo stand in between the Carousel and the Auto Scooter earned approximately $33,000 in 2003 revenues. Pink and Red attractions tend to be kiddy rides, restaurants, and stands like the tattoo parlor. These types of attractions are the least productive on a revenue basis.
**Capacity Productivity – Per Square Foot**

ERA analyzed Playland rides and attractions on a revenue per square foot basis to look at the Park’s performance on a real estate or land use basis. High revenues per square foot figures indicate that the available space is utilized to its greatest potential. Conversely, low revenues per square should cause questions about the appropriateness of the use.

**Rides**

Overall, the kiddy rides achieve the highest revenue productivity at $37.71 per square foot; followed by thrill rides at $19.36 per square foot and family rides at $12.72 per square foot. Small kiddy rides tend to earn higher revenues relative to capacity because of the small amount of space involved. Conversely, larger rides have low revenue per square foot numbers in general.

The average revenue per square foot for all rides in 2003 was $17.29. Jump N Bean was the highest producing ride at $341.54 per square foot. The Whip was the second most productive ride with $177.63 revenues per square foot. House of Mirrors, Up Up And Away, and Motorcycle Jump rounded out the top five, with $140.07, $133.47, and $116.32 in revenues per square foot, respectively. House of Mirrors ($140.07), Up Up And Way ($133.47), and Motorcycle Jump ($116.32). Of these rides, three are kiddy rides, and two are family.

**Food Stands**

Food stands typically command less park area and therefore achieve higher revenues per square foot compared to rides. The average revenue per square foot for food stands in 2003 was $122.00. The top revenue per square foot generator was Cotton Candy ($1,501.39), occupying only 64 square feet and grossing $96,089. Rounding out the top five were the multiple outlets, Nick’s, Pretzels, Beer, and Mountain Dew ($1313.21), Burger King Express ($767.42), Pizza Villagio ($503.86), and Carvel / David’s Cookies ($481.17).

There are some food stands and establishments that do not enjoy such high figures, due to the combination of relatively low revenue and significant size. Captain Hook’s measures 12,175 square feet, by far the largest food establishment at Playland. Captain Hook’s generated $30,823 in 2003 revenue, or $2.53 per square foot. The Ice Casino Snack Bar and the Beach & Pool Concessions each occupy 1,450 square feet, and generated $24.69 and $11.74 in 2003 per square foot revenues.
Revenue per Square Foot Productivity Map

ERA divided the rides and attractions into six categories by revenue per square foot. High revenue per square foot performing rides and attractions that had greater than $500 per square foot is shown in green. Low performing rides (under $25 per square foot) are shown in pink on the map.

The most productive rides and attractions in terms of capacity productivity are small food stands that use very little park space. The Cotton Candy Stand and Snack City each accounted for more than $1,000 in revenues per square foot in 2003. The yellow areas show rides and attractions that generated between $250 and $500 per square foot in 2003.

Much of the capacity productivity map is pink. This situation reflects the fact that the large major rides and attractions at Playland are not very profitable when viewed on a per square foot basis. Rides that had high 2003 revenues like the Dragon Coaster and the Log Flume score low on the revenue per square foot map.

Productivity Conclusions

A productive revenue strategy should optimize both overall revenues and revenues per square foot. It is important to have attractions, such as the Dragon Coaster, that generate high revenues and attract visitors to the Park who will contribute in other areas such as food stands.

Some of the rides and food establishments at Playland are more productive than others. Rides that are profitable on a revenue basis tend to score low on revenue per square foot basis and vice versa. It is important to consider both types of analysis before moving forward. For example, the Dragon Coaster, which earned $579,485, occupies 105,000 square feet, yielding $5.52 per square foot. The cotton candy stand has huge revenues per square foot of over $1,500 and uses very little space. The cotton candy stand feeds off of the visitors that come to the Park for rides such as the Dragon Coaster.
Revenue analysis alone cannot determine ride mix. The visitor experience needs to be figured into the equation. The Dragon Coaster is an icon for Playland that has been around for decades. It is a sentimental favorite, and it is a critical part of the historical character of the Park, which helps position the Park in the market. For the Dragon Coaster, as well as other historic elements of the Park, qualitative impacts need to be considered in addition to financial contributions.

It should be noted that in addition to their historic nature, the 7 historic rides are important to the Park’s overall revenue. In fact in 2003, they produced approximately 20% of total park ride revenue, some $1.38 million. Clearly, they are important not only from a thematic and historic perspective, but also as attractors for park attendance.
3.5 Lessons From Other Parks

As part of its research activity in support of the master planning effort, ERA evaluated trends in the theme park industry. The findings of these evaluations are summarized below and are provided to inform the thinking of the Park management and the planning team in formulating strategies for Rye Playland. Lessons from other parks cover ride mix, positioning, shows, games, extended season operations and water elements. This section is followed by a more detailed evaluation of the ride mix at Playland.

Ride Mix

The importance of larger, thrill rides like the roller coaster is integral to the success of the theme park. At the level of the destination regional park, the competitive pressure is to keep ahead of the other guys, to offer the biggest, fastest, etc. rides. This strategy is critical to marketing and attracting a strong teen/young adult customer. For smaller, more family oriented parks, these rides are important. However, these parks report that a balance between thrill, family and kiddy rides is more important.

Park Positioning

Smaller, regional parks that share markets with larger destination theme parks have been successful in positioning themselves as family oriented parks. This “theme” is carried through most aspects of park operations. These include:

- Emphasis on friendly employees
- Emphasis on cleanliness and condition of the Park
- Value pricing in the Park; for example, one park offers unlimited refills on drinks
- Ride selection which emphasizes rides that can be enjoyed by family units together and less strenuous thrill rides; for example only wooden coasters

Through emphasis on family togetherness and value pricing, smaller parks can push length of stay by getting people to stay for dinner, and promote higher levels of repeat visitation.

Shows and Non-ride Entertainment

The industry is mixed as to the importance of shows, with an overall impression that shows are less important today than they were in the mid-90’s. For some parks, guests have come to
expect a certain level of entertainment, so that a certain number and type of shows must be maintained. Shows also provide a multi-generational experience and cost effective way to provide capacity. Some parks have used shows as major additions to attraction content in much the same way as new coasters, for example. However, in order to make an impact on attendance, new shows must be spectacular (expensive). These spectaculars have included stunts, animal shows, etc. It is also noted that the impact of these shows is short-lived compared to the impact of a new, major ride.

Games
As an integral part of the theme park experience, and as a source of revenue, games are becoming more important. However, the audience for games has become highly sophisticated, and expectations have been set by arcades and other game outlets. Therefore the game business has changed considerably over the past several years. To begin, the mix of games and game inventory are critical. Some “oldies” are popular, but for the most part, the game operator has to be sensitive to the “game du jour.” Also impacting the success of games are the quality of the premiums and the quality of employees who must generate interest and spark competitive challenge among visitors.

Extended Season Operations
Many parks are extending their operating seasons by offering special events and holiday themed activities. Halloween and Christmas/Winter Holidays are the two most popular. The most successful execution of this type of event is in parks close to large population bases. The downside issues are the time and cost to prepare; staffing; additional pressure on park facilities, as well as risks associated with weather.

Water Elements (Wet/Dry Parks)
Another common trend in large and small parks is the introduction of water elements. Water attractions can be provided as a separately gated offering or incorporated into the main park (two parks for the price of one). Advantages include new marketable attractions, provision of family oriented rides, and an attraction offering that offsets the impact of hot summer weather.
Marketing
As noted in other sections of this report, the marketing resources available to Playland are inadequate. The Park spends roughly 3 percent of gross revenues on marketing. The industry average is in the range of 7 percent to 10 percent. Discussions with other operators in the industry confirmed that it would be difficult to grow, or even maintain attendance with the resources available to Rye Playland.

The lack of resources extends to staffing of the marketing department. Limited staff does not have the capacity to carry out sales calls, work with the hospitality industry to generate interest and create packages, or to work out joint promotions, to the same degree as fully funded theme parks.

- One impact of limited sales and marketing resources is a limitation on pursuing the group business. Other parks report that groups, especially corporate groups are increasing in importance in their mix of visitors.

3.6 Market and Financial Performance of Master Plan Improvements

Growth Potential For Rye Playland

Attendance Potential
Recent trends notwithstanding, ERA believes that Playland has the potential to achieve a level of attendance that exceeds peak levels of the late 1990’s. For the purpose of this master plan, ERA believes that Playland has the potential to grow attendance to some 1,200,000 visitors, a level of attendance in excess of 20 percent over the average of the past five years. It should be noted, however, that increased attendance will not come automatically. In order to realize its full potential, the Park must be provided with the resources to improve its product and product delivery, and to market more effectively in a very competitive market. Growth to the full 1.2 million visitors will also require more effective use of available guest parking.

In fact, Playland is basically “land locked” with no practical means of land expansion. Growth in attendance as related to parking will be restricted by the current amount of parking unless
increases are made in ridership per vehicle, use of public transportation and improvements to
the parking lot’s layout and operation.

**Seasonality of Attendance**
Most amusement parks experience peak visitation in July as children are home from school
and adults tend to use vacation time during the summer months. In 2004, July was the busiest
month for Playland, accounting for 37 percent of the annual visitation, and while the actual
percentage may vary from year to year, this figure represents an extremely high peaking factor
compared to industry averages. Over the past 5 years, July and August attendance at
Playland have each averaged 33 percent of annual attendance, which are still high, but not at
the level of July 2004. The implications of seasonal peaking are significant, because high
peaking puts greater demands on all park physical capacity requirements as well as staffing
requirements. To the extent that seasonality patterns can be influenced by marketing, special
events and group bookings, Playland should work to smooth out its seasonality patterns.

**Attendance-based Capacity Requirements**
Given the seasonality pattern described above and an attendance potential of 1,200,000
visitors, additional ride and entertainment capacity, parking capacity and other visitor
infrastructure capacity will be required. As shown in Table 6, ERA estimates that design day
attendance, defined as the average weekend day during the peak month, will increase to
18,300 with peak in-grounds attendance increasing to 12,800. This later number is the level of
attendance on which capacity requirements are based. At a level of 1,000,000 visitors, design
day attendance would be 15,200 and peak in-grounds attendance would be 10,700.
In order to accommodate higher levels of visitation, additional hourly ride and entertainment capacity will be needed. At 1.75 hourly ride and entertainment units per visitor, the number of units required at 1.0 million visitors would be 18,725, and at 1.2 million visitors, the requirement increases to 22,400 units. Entertainment capacity can be provided through a mix of rides and shows.

Parking requirements are shown in Table 7. As indicated for 1.0 million visitors, the number of spaces required for visitors would be 3,023 and for 1.2 million, 3,638. Translating parking spaces to land area, 1.0 million visitors would require 18 acres of parking, and 1.2 million visitors, 22 acres.

| Table 6 |
|------------------|------------------|
| **RYE PLAYLAND** | **DESIGN DAY ATTENDANCE** |
| Annual attendance | 1,000,000  | 1,200,000 |
| Planning Month | | |
| Percent | 33%  | 33% |
| Number | 330,000  | 396,000 |
| Planning Week | | |
| Percent | 23%  | 23% |
| Number | 76,212  | 91,455 |
| Peak Day | | |
| Percent | 20%  | 20% |
| Number | 15,242  | 18,291 |
| Peak In-grounds | | |
| Percent | 70%  | 70% |
| Number | 10,670  | 12,804 |

Source: Economics Research Associates
Given the land currently available for parking, the Park could accommodate 1.2 million in attendance if improvements are made in the way parking is used. Sustained attendance above this level would be difficult to achieve unless additional land is made available.

| Table 7 |
|-----------------|-----------------|-----------------|
| RYE PLAYLAND   | PARKING REQUIREMENTS |               |
| Annual Attendance | 1,000,000       | 1,200,000       |
| In-grounds Attendance | 10,670          | 12,804          |
| Arrivals by Automobile |                   |                 |
| Percent          | 85%             | 85%             |
| Number           | 9,069           | 10,883          |
| Average Party Size | 4.0              | 4.0             |
| Parking Required |                   |                 |
| Vehicles         | 2,267           | 2,721           |
| Acres            | 18              | 22              |

Source: Economics Research Associates
3.7 Financial Performance of Master Plan Improvements

Stage I: Enhance Visitor Experience

The first group of options aims at enhancing the visitor experience without significantly expanding the Park, and therefore is likely to be the least costly option to implement. The impact on attendance is expected to be minimal, because they do not significantly add attraction content but rather they do improve operational efficiency.

Therefore, potential attendance is assumed to be about 900,000 annually. Improved efficiency, however, is expected to improve the quality of the visit and this should increase visitor spending.

Relocate Kiddy Rides for Better Circulation

This is a site-specific option and would primarily involve rides in Kiddyland. Currently, there are capacity constraints on high capacity days which result in long lines. Potential users decide not to buy a ticket to the particular ride because of crowding, and this means less overall spending and less revenues to the Park.

Since theme/amusement parks generally have high fixed costs and low variable costs, once the break even level has been reached, most revenues fall to the bottom line. Loss of potential revenue therefore means loss of significant potential profit.

This particular option does not add total capacity, but rather relocates rides, primarily those in Kiddyland. The gain would be through better circulation, but should also be through better ride placement. Since all kiddy rides charge two (2) tickets per ride, reported revenues should directly relate to the number of rides given. The table below shows how individual kiddy rides compare to the average and median of the group.
There is considerable variance in individual performance. Part of this is explained by different hourly capacity limits, but much of it is likely due to relative popularity. A kiddy coaster, for example, leads the list and is typically a very popular ride due to its intensity. There is also likely an impulse aspect to individual performance. As parents are taking their children to and from a particular ride the children want to ride, they pass others that they might not have thought of before that they suddenly notice and think, “Since we’re here, let’s ride this one
too”. The classic Disney layout approach was to put the most popular ride, the “Weenie”, at the end of a corridor lined with other possibilities. This minimized “dead zones”. So by carefully clustering the less popular with the more popular, the impulse aspect should increase use of the less popular and therefore increase overall kiddy ride usage and revenues.

ERA assumes that the kiddy rides generally have about the same hourly capacity. The distribution, therefore, should naturally follow the classic Bell Curve, with clustering near the median and tapering off on both ends. If this were the case, the median and average should be very close to each other. If there were other restraints, like bad layout or circulation, the curve would be skewed to the left and the median would be less than the average. Kids would still make sure they rode the most popular kiddy rides, such as the kiddy coaster, but would not ride some of the less popular ones since it was too much trouble. The median for Playland’s kiddy rides is 6 percent less than the average. Kiddy rides within 20 percent of the average are enclosed in a box, with five (5) between 100 percent and 120 percent and only three (3) between 80 percent and 100 percent. There’s a large drop below 92 percent, with none of the kiddy rides in the 80s. This would reflect the situation discussed above. Therefore, ERA estimates a 6 percent increase in kiddy ride revenues from this option, or approximately $100,000 in 2003. The calculations involved are shown in the text table below.

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Average Kiddie Ride Revenues per Ride</td>
<td>$74,461</td>
</tr>
<tr>
<td>B</td>
<td>Median Kiddie Ride Revenues per Ride</td>
<td>$69,839</td>
</tr>
<tr>
<td>C</td>
<td>Difference (1-(A / B))</td>
<td>6%</td>
</tr>
<tr>
<td>D</td>
<td>Total 2003 Kiddie Ride Gross Revenues</td>
<td>$1,712,597</td>
</tr>
<tr>
<td>E</td>
<td>Potential Revenue Improvement (C x D)</td>
<td>$106,300</td>
</tr>
<tr>
<td>F</td>
<td>Rounded</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

Source: Economics Research Associates
Improve Operations (Provides 10% Effective Increase in Capacity)

In this option, overall capacity is improved by 10 percent through higher productivity. This is assumed to be achieved by discovering and implementing more efficient operating approaches on a component-by-component basis. Since there are days with relatively low attendance, during which this improvement would not be needed, the likely increase in admissions revenues would likely be less than 10 percent.

During 2003, a typical operating year for Playland, about 40 percent of annual attendance occurred on days with attendance equal or above ERA’s estimated design day (15,000). During these days, crowding would generally occur and the additional 10 percent capacity provided would help alleviate this crowding and likely increase revenues.

ERA therefore estimates that a 10 percent increase in overall park capacity would increase overall revenues by 4 percent (equal to 40 percent times 10 percent). When applied to total 2003 gross revenues, the potential amount is approximately $700,000. The steps involved in this calculation are shown in the text table below.

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Assumed Increase in Park Capacity</td>
<td>10%</td>
</tr>
<tr>
<td>B</td>
<td>Percent of Operating Days Above Design Day</td>
<td>40%</td>
</tr>
<tr>
<td>C</td>
<td>Estimated Percent Impact on Gross Revenues (A x B)</td>
<td>4%</td>
</tr>
<tr>
<td>D</td>
<td>2003 Gross Revenues (Table 3)</td>
<td>$16,512,539</td>
</tr>
<tr>
<td>E</td>
<td>Estimated Increase in Gross Revenues (C x D)</td>
<td>$660,502</td>
</tr>
<tr>
<td>F</td>
<td>Rounded</td>
<td>$700,000</td>
</tr>
</tbody>
</table>

Source: Economics Research Associates
Enhance Visitor Experience Through Circulation, Etc.

This option would apply better layout and circulation to the current food service, games, and merchandise outlets. ERA estimates a modest improvement (3 percent) in gross revenues from this option, half of that estimated for improving the layout of kiddy rides (6 percent).

By making the proposed changes in Kiddyland, patrons will wait less, thus give them time for more rides, food and game opportunities. Another example is the relocation of the Ferris Wheel which will increase circulation and patrons passing existing vendors. See Section 5.0 for proposed circulation changes.

When applied to total 2003 gross revenues, the potential amount is $200,000. The steps involved in this calculation are shown in the text table below. The calculations involved are shown in the table below.

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Estimated Percent Impact on Gross Revenues</td>
<td>3%</td>
</tr>
<tr>
<td>B</td>
<td>2003 Gross Non-Ride Revenues (Table 4)</td>
<td>$6,789,870</td>
</tr>
<tr>
<td>C</td>
<td>Estimated Increase in Gross Revenues (A x B)</td>
<td>$203,696</td>
</tr>
<tr>
<td>D</td>
<td>Rounded</td>
<td>$200,000</td>
</tr>
</tbody>
</table>

Source: Economics Research Associates

Significantly Increase Retail Space

In this option, retail space is significantly expanded. One area ERA has identified where Playland greatly lacks typical experience is in traditional theme park merchandise per capita
spending. In 2003, the midpoint of the typical industry range was about 4.1 times what Playland achieved.

Based on physical size data provided by Playland, the Park presently offers about 1,000 square feet of merchandising space. This amount of space generated approximately $490,000 in 2003 gross revenues or about $490 per square foot. This amount exceeds the $400 per square foot typical benchmark for theme/amusement parks, and indicates that greater potential exists for merchandising that is currently being restrained by its present size. Further improvements, therefore, are unlikely merely by changing the current retail mix.

Significant improvement in merchandise revenues can only be achieved by greatly expanding the total amount of merchandising space. Assuming this, per capita spending for merchandise could reach the midpoint of ERA’s estimated industry range ($0.80 to $3.70), which would be 4.1 times its 2003 level ($0.55). This would add approximately $1,500,000 more in gross merchandise revenues. The calculations involved are shown in the table below.

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Industry Merchandise Per Capita Spending</td>
<td>$0.80 to $3.70</td>
</tr>
<tr>
<td>B</td>
<td>Industry Midpoint</td>
<td>$2.25</td>
</tr>
<tr>
<td>C</td>
<td>Playland's 2003 Merchandise Per Capita Spending</td>
<td>$0.55</td>
</tr>
<tr>
<td>D</td>
<td>Industry Midpoint Multiple (B / C)</td>
<td>4.1</td>
</tr>
<tr>
<td>E</td>
<td>Playland's 2003 Merchandise Gross Revenues (Table 4)</td>
<td>$492,786</td>
</tr>
<tr>
<td>F</td>
<td>Potential Merchandise Revenues (D x E)</td>
<td>$2,020,424</td>
</tr>
<tr>
<td>G</td>
<td>Increase Over 2003 Merchandise Gross Revenues (F - E)</td>
<td>$1,527,638</td>
</tr>
<tr>
<td>H</td>
<td>Rounded</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>I</td>
<td>Estimated Sales per Square Foot for Additional Space</td>
<td>$400</td>
</tr>
<tr>
<td>J</td>
<td>Additional Space Needed to Achieve Increase (G / I)</td>
<td>3,800</td>
</tr>
</tbody>
</table>

Source: Economics Research Associates
Stage II: Expand and Enhance Visitor Experience

This alternative adds significant attraction content and therefore is expected to increase annual attendance to 990,000, or 10 percent above current levels. This would be done by swapping out underperforming rides and replacing them with better rides. The emphasis for the new rides would be family-oriented thrill rides. As per the master plan, this expansion would include the replacement of the Swing Ride, addition of the Sky Ride and addition of the pier with one to two rides.

A 10 percent increase in attendance would likely increase overall revenues by essentially the same amount, although there would be some additional crowding on peak days. Length of stay would likely improve slightly, since most visitors would want to ride the major new rides. Conversely, there would be a slight loss of current revenues from the underperforming rides.

Table 13
Comparison of Stage I Actions

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Action 1</th>
<th>Action 2</th>
<th>Action 3</th>
<th>Action 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Relocate Kiddie Rides</td>
<td>Improve Operations</td>
<td>Enhance Visitor Experience</td>
<td>Significantly Increase Retail Space</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>Additional Gross Revenues</td>
<td>$100,000</td>
<td>$700,000</td>
<td>$200,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>B</td>
<td>Additional O &amp; M 1/</td>
<td>$20,000</td>
<td>$560,000</td>
<td>$160,000</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>C</td>
<td>Operating Profit (A - B)</td>
<td>$80,000</td>
<td>$140,000</td>
<td>$40,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>D</td>
<td>Capitalization Multiplier</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>E</td>
<td>Capitalized Value of Profit (C x D)</td>
<td>$800,000</td>
<td>$1,400,000</td>
<td>$400,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>F</td>
<td>Capital Costs</td>
<td>$250,000</td>
<td>$350,000</td>
<td>$0</td>
<td>$800,000 2/</td>
</tr>
<tr>
<td>G</td>
<td>Return on Investment (E - F)</td>
<td>$550,000</td>
<td>$1,050,000</td>
<td>$400,000</td>
<td>$2,200,000</td>
</tr>
<tr>
<td>H</td>
<td>Ratio of Capital Costs (G / F)</td>
<td>2.20</td>
<td>3.00</td>
<td>---</td>
<td>2.75</td>
</tr>
</tbody>
</table>

1/ O & M costs computed at 20 percent for Actions 1, 3, and 4; 80 percent for Action 2.
2/ Based on $210 times 3,800 additional square feet of merchandising space.

Source: Bullock, Smith & Partners; and Economics Research Associates.
that would be removed. The overall increase in revenues totals some $3.2 million is shown in the table below.

In addition to an overall 10 percent increase in revenues, more revenues would be achieved from ticket sales to the specific new rides. This is also presented in the table below, based on the current experience of comparable Playland rides plus a premium of 15 percent for initial impact from new rides. The estimated amounts shown below are for the initial year of the expansions. Both revenue and attendance would likely drop in later years as the novelty of the new expansions fades.

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Higher Overall Gross Revenues from Increased Attendance:</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>Estimated Percent Impact on Gross Revenues</td>
<td>10%</td>
</tr>
<tr>
<td>B</td>
<td>2003 Total Gross Revenues (Table 4)</td>
<td>$16,512,539</td>
</tr>
<tr>
<td>C</td>
<td>Estimated Increase in Gross Revenues (A x B)</td>
<td>$1,651,254</td>
</tr>
<tr>
<td>D</td>
<td>Rounded</td>
<td>$1,650,000</td>
</tr>
<tr>
<td></td>
<td>Additional Ticket Revenues From New Rides:</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>From 1 to 2 Rides with 1,000 New Entertainment Units</td>
<td>$670,000</td>
</tr>
<tr>
<td>F</td>
<td>Replace Swinging Ship</td>
<td>$400,000</td>
</tr>
<tr>
<td>G</td>
<td>Add Sky Ride</td>
<td>$400,000</td>
</tr>
<tr>
<td>H</td>
<td>Subtotal (E + F + G)</td>
<td>$1,470,000</td>
</tr>
<tr>
<td></td>
<td>COMBINED TOTAL (D + H)</td>
<td>$3,120,000</td>
</tr>
<tr>
<td></td>
<td>ROUNDED</td>
<td>$3,100,000</td>
</tr>
</tbody>
</table>

Source: Economics Research Associates

Ticket revenues by ride for Playland during 2003 are presented below. These provided the foundation for the specific expansion estimates in the previous table.
### Table 15

#### Playland 2003 Gross Ride Revenues

<table>
<thead>
<tr>
<th>Type of Ride</th>
<th>Ride</th>
<th>2003 Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thrill</td>
<td>Dragon Coaster</td>
<td>$579,485</td>
</tr>
<tr>
<td>Family</td>
<td>Log Flume</td>
<td>$510,208</td>
</tr>
<tr>
<td>Thrill</td>
<td>Thunderbolt</td>
<td>$420,665</td>
</tr>
<tr>
<td>Family</td>
<td>Auto Scooter</td>
<td>$377,962</td>
</tr>
<tr>
<td>Family</td>
<td>Flying Witch</td>
<td>$347,373</td>
</tr>
<tr>
<td>Family</td>
<td>Playland Plunge</td>
<td>$299,007</td>
</tr>
<tr>
<td>Thrill</td>
<td>Mind Scrambler</td>
<td>$259,848</td>
</tr>
<tr>
<td>Thrill</td>
<td>Double Shot</td>
<td>$259,134</td>
</tr>
<tr>
<td>Thrill</td>
<td>Crazy Mouse</td>
<td>$253,171</td>
</tr>
<tr>
<td>Thrill</td>
<td>Starship 2000</td>
<td>$252,244</td>
</tr>
<tr>
<td>Family</td>
<td>Old Mill</td>
<td>$228,464</td>
</tr>
<tr>
<td>Family</td>
<td>Go Karts</td>
<td>$221,610</td>
</tr>
<tr>
<td>Family</td>
<td>Zombie Castle</td>
<td>$214,561</td>
</tr>
<tr>
<td>Thrill</td>
<td>Power Surge</td>
<td>$196,220</td>
</tr>
<tr>
<td>Thrill</td>
<td>Hurricane Coaster</td>
<td>$183,479</td>
</tr>
<tr>
<td>Family</td>
<td>Gondola</td>
<td>$176,856</td>
</tr>
<tr>
<td>Family</td>
<td>Family Flyer</td>
<td>$163,981</td>
</tr>
<tr>
<td>Thrill</td>
<td>Dream Machine</td>
<td>$158,102</td>
</tr>
<tr>
<td>Family</td>
<td>Derby Racer</td>
<td>$157,710</td>
</tr>
<tr>
<td>Family</td>
<td>House of Mirrors</td>
<td>$157,574</td>
</tr>
<tr>
<td>Thrill</td>
<td>Skyflyer</td>
<td>$151,514</td>
</tr>
<tr>
<td>Thrill</td>
<td>Wipeout</td>
<td>$143,713</td>
</tr>
<tr>
<td>Thrill</td>
<td>Sea Dragon</td>
<td>$142,764</td>
</tr>
<tr>
<td>Family</td>
<td>Whip</td>
<td>$138,555</td>
</tr>
<tr>
<td>Family</td>
<td>Carousel</td>
<td>$128,016</td>
</tr>
<tr>
<td>Family</td>
<td>Playland Express</td>
<td>$116,073</td>
</tr>
<tr>
<td>Family</td>
<td>Lake Boating &amp; Lake Cruise</td>
<td>$106,376</td>
</tr>
<tr>
<td>Thrill</td>
<td>Kite Flyer</td>
<td>$104,640</td>
</tr>
<tr>
<td>Thrill</td>
<td>Inverter</td>
<td>$87,605</td>
</tr>
<tr>
<td>Family</td>
<td>Mini Golf</td>
<td>$70,000</td>
</tr>
<tr>
<td>Family</td>
<td>Bumper Fun</td>
<td>$59,547</td>
</tr>
<tr>
<td>Family</td>
<td>Sky Skater</td>
<td>$41,386</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>$6,707,843</strong></td>
</tr>
</tbody>
</table>

3.8 Playland Governance

During the master plan process, the issue of governance of Rye Playland has been reintroduced into the discussion. This issue was the subject of a 2003 study completed by Economics Research Associates (ERA). This study was a comparative evaluation of management of Playland as a department of Westchester County government versus as a public benefit corporation. Although private sector management was not considered directly, most of the conclusions from this study apply to this form of governance.

Table 16
Summary Stage II

<table>
<thead>
<tr>
<th>#</th>
<th>Factor</th>
<th>Stage II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Expand and Enhance Visitor Experience</td>
<td></td>
</tr>
<tr>
<td>A Additional Gross Revenues</td>
<td>$3,100,000</td>
<td></td>
</tr>
<tr>
<td>B Additional Operations &amp; Maintenance (@85%)</td>
<td>$2,635,000</td>
<td></td>
</tr>
<tr>
<td>C Operating Profit (A - B)</td>
<td>$465,000</td>
<td></td>
</tr>
<tr>
<td>D Capitalization Multiplier</td>
<td>10.0</td>
<td></td>
</tr>
<tr>
<td>E Capitalized Value of Profit (C x D)</td>
<td>$4,650,000</td>
<td></td>
</tr>
<tr>
<td>F Capital Costs</td>
<td>$3,570,000</td>
<td></td>
</tr>
<tr>
<td>G Return on Investment (E - F)</td>
<td>$1,080,000</td>
<td></td>
</tr>
<tr>
<td>H Ratio of Capital Costs (G / F)</td>
<td>0.30</td>
<td></td>
</tr>
</tbody>
</table>

\(^\text{1/} \) $0.72 million to add 1-2 rides with 1,000 new entertainment units, $1.75 million to convert 3 kiddie rides to family/thrill attraction, and $1.1 million to convert hall of mirrors to dark ride

Source: Bullock, Smith & Partners; and Economics Research Associates.
ERA’s study of Playland management reached the following principal conclusions:

1. Management of Rye Playland as a unit of county government, with current policies and procedures in place, resulting in significant limitations and constraints on Playland operations that are not typical in the amusement park industry.

2. Playland management has done an admirable job operating within the limits and constraints imposed by public sector governance; however, in spite of best efforts, Playland is not performing at a level that would be possible if these limitations and constraints were removed.

3. ERA found that operation of Rye Playland on a more businesslike basis would substantially enhance the performance of the Park in all aspects of operations, strengthening the appeal of the Park and contributing to greatly improved financial performance.

Individual areas of potential improvements in performance are discussed below.

**Operating Revenue**

The first way operating revenues can be increased is to increase the number of people visiting the Park. Ultimately, the physical capacity of the Park itself and of parking resources will constrain attendance; however, ERA believes that there is room to increase attendance from the current level of 900,000 + to almost 1.0 million visitors with the current configuration and boundaries of the Park, to a number approaching 1.2 million visitors if the Park were to be reconfigured/expanded.

Playland’s ability to achieve and sustain higher attendance will require regular reinvestment in attraction content, which freshens the visitor product/experience and gives people new reasons to return to the Park. Playland’s budget for marketing, sales and advertising has also been limited, so the Park has not been successful in maintaining a high level of awareness in a very competitive market.
The second way to improve operating revenues is to increase the level of per capita expenditures, i.e., the amount spent by each individual coming to the Park. ERA’s analysis showed that Playland operates with a per capita visitor expenditure of $18 to $19, which is at the low end of the range of industry standards. The greatest shortfall is in the amount being spent on rides and attractions, which reflects the ride mix, which is tied to capital budgeting.

The third factor affecting operating revenue for the Park is the manner in which new rides are secured. Given a lack of adequate capital budget resources, the Park has been forced to attract new rides through a revenue sharing technique. Revenue sharing also applies to games and concessions. The bottom line of this arrangement is that approximately one-third of gross revenues are taken off the top and go to the revenue-share partner, with a direct impact on Playland’s bottom line.

**Expenses**

Governmental policy and procedures covering personnel, procurement and other aspects of Playland operations have a negative impact on the Park’s financial performance. The largest impact is in the personnel area, where Playland is affected in a number of ways. These include:

- Lack of ability to offer competitive wage rates to seasonal employees, which impacts turnover, training and quality of employees.

- Inability to hire an adequate number of full-time and seasonal staff. This includes sales and marketing staff, as well as operational staff.

- Job descriptions that are not appropriate for the amusement park industry and which impact hiring, retention and employee morale.

- Requirement to use other county departments to provide services, such as, security and public transportation. The net effect of this mandated use of other governmental agencies is excessively high expenditures in affected areas.
Capital Budgeting

As mentioned previously, a good part of Playland’s attendance and revenue performance can be attributed to the nature and quality of the visitor experience. Without a dependable base of capital expenditures, the Park cannot provide new attraction content on a regular basis, which is the norm for the industry. Further, ride procurement decisions are often based on the availability of willing partners rather than ride fit within the overall ride mix and quality of visitor experience.

Lastly, in the budgetary process, Playland is at a disadvantage in that a substantial portion of capital investment in the Park is actually going toward infrastructure and other elements, rather than rides. These dollars do not translate directly to the quality of the visitor experience.

Management Flexibility

In order to operate successfully as an amusement park, Playland management needs much greater autonomy and flexibility. The Park operating season is short, and the performance of the Park is determined over a few short months. The Park must be nimble enough to react to opportunities and to act to minimize the downside of any negative situation. The current structure does not provide this flexibility.

Governance Conclusion

The key to enhanced Playland performance lies in providing park management with greater operational flexibility, freedom from governmental policies and procedures that do not apply to the operations of a themed attraction, and more dependable access to operational and capital funds. The structure that provides these benefits is less important than the changes in the way Playland does business. While a public benefits corporation form of governance is perhaps the cleanest vehicle for affecting change, it is also possible that appropriate legislation can have the same impact.
<table>
<thead>
<tr>
<th>Attraction</th>
<th>Revenue Per Square Foot</th>
<th>Revenue</th>
<th>Tier</th>
<th>Tier Description &amp; Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catering dna</td>
<td>$1,131,487</td>
<td>$279,400</td>
<td>1</td>
<td>&gt; $500,000 Green</td>
</tr>
<tr>
<td>Dragon Coaster $5.52</td>
<td>$579,485</td>
<td>1</td>
<td>1</td>
<td>$250k - $500k Yellow</td>
</tr>
<tr>
<td>Log Ride $9.59</td>
<td>$510,208</td>
<td>1</td>
<td>1</td>
<td>$100k - $250k Blue</td>
</tr>
<tr>
<td>Thunderbolt $44.71</td>
<td>$420,665</td>
<td>2</td>
<td>2</td>
<td>$50k - $100k Purple</td>
</tr>
<tr>
<td>Auto Scooter $32.10</td>
<td>$377,962</td>
<td>2</td>
<td>2</td>
<td>$25k - $50k Red</td>
</tr>
<tr>
<td>Snack City $1,313.21</td>
<td>$348,001</td>
<td>2</td>
<td>2</td>
<td>&lt; $25k Pink</td>
</tr>
<tr>
<td>Flying Witch $71.30</td>
<td>$347,373</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Playland Plunge $8.25</td>
<td>$299,007</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Burger King Express $767.42</td>
<td>$279,400</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Burger King $258.65</td>
<td>$279,340</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Mind Scrambler $57.41</td>
<td>$259,848</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Double Shot $77.03</td>
<td>$259,134</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Crazzy Mouse $33.95</td>
<td>$253,171</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Starship 2000 $96.53</td>
<td>$252,244</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Old Mill $4.76</td>
<td>$228,464</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Photo Concessions $870.49</td>
<td>$221,975</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>GoKarts $15.28</td>
<td>$221,610</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Zombie Castle $50.63</td>
<td>$214,561</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Power Surge $60.38</td>
<td>$196,220</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Carvel + David's Cookies $481.17</td>
<td>$186,933</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Hurricane Coaster dna</td>
<td>$183,479</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Gondola dna</td>
<td>$176,856</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Nathan's Express $473.17</td>
<td>$172,235</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Nathan's $420.60</td>
<td>$172,235</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Nathan's Express (Beach) $210.30</td>
<td>$172,235</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Family Rye $30.60</td>
<td>$163,981</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Dream Machine $28.23</td>
<td>$158,102</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Derby Racer $16.15</td>
<td>$157,710</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>House of Mirrors $140.07</td>
<td>$157,574</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Skyflyer $91.05</td>
<td>$151,514</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Wipeout $55.79</td>
<td>$143,713</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Sea Dragon $48.39</td>
<td>$142,764</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Pizza Villaggio $503.86</td>
<td>$141,081</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Freisen's $329.11</td>
<td>$139,871</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Whip $177.63</td>
<td>$135,955</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Kiddy Coaster $8.90</td>
<td>$134,216</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Jump N Bean $341.54</td>
<td>$131,152</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Kiddy Slide $50.41</td>
<td>$129,749</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Carousel $15.24</td>
<td>$128,016</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Up Up &amp; Away $133.47</td>
<td>$124,130</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Rench 1 Chicken $277.73</td>
<td>$122,200</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Demolition Derby $83.48</td>
<td>$116,869</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Playland Express $2.43</td>
<td>$116,073</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Sweet Shop $288.34</td>
<td>$107,838</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Lake Boating &amp; Lake Cruise $14.30</td>
<td>$106,376</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Kite Rier $41.86</td>
<td>$104,640</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Carvel $220.29</td>
<td>$102,284</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Mini Himalaya $48.03</td>
<td>$99,327</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Blimpie's + Ices $236.27</td>
<td>$96,871</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Cotton Candy $1,501.39</td>
<td>$96,089</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Motorcycle Jump $116.32</td>
<td>$87,702</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Inverter dna</td>
<td>$87,605</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Crazy Submarine $115.13</td>
<td>$87,380</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Calliente $329.55</td>
<td>$87,000</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Convoy $12.36</td>
<td>$86,014</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Kiddy Carousel $115.03</td>
<td>$77,299</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Arctic Rume $24.60</td>
<td>$75,756</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Mini Golf dna</td>
<td>$70,000</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Kiddy Boat Ride $68.20</td>
<td>$69,839</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Kiddy Bumper Cars dna</td>
<td>$69,231</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Red Baron $69.52</td>
<td>$68,822</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Bumper Fun $35.79</td>
<td>$59,547</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Antique Cars $66.39</td>
<td>$52,050</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Flying Dragon dna</td>
<td>$51,985</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Sun &amp; Moon $98.63</td>
<td>$50,598</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Swing Around $41.75</td>
<td>$44,090</td>
<td>6</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Kiddy Whip $54.45</td>
<td>$42,471</td>
<td>6</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Table A-1
<table>
<thead>
<tr>
<th>Attraction</th>
<th>Revenue</th>
<th>Revenue Per Square Foot</th>
<th>Tier</th>
<th>Tier Description &amp; Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cotton Candy</td>
<td>$96,089</td>
<td>$1,501.39</td>
<td>1</td>
<td>1 = &gt; $500 Green</td>
</tr>
<tr>
<td>Snack City</td>
<td>$348,001</td>
<td>$1,313.21</td>
<td>1</td>
<td>2 = $250 - $500 Yellow</td>
</tr>
<tr>
<td>Photo Concessions</td>
<td>$221,975</td>
<td>$870.49</td>
<td>1</td>
<td>3 = $100 - 250 Purple</td>
</tr>
<tr>
<td>Burger King Express</td>
<td>$279,340</td>
<td>$767.42</td>
<td>1</td>
<td>4 = $50 - $100 Blue</td>
</tr>
<tr>
<td>Pizza Villaggio</td>
<td>$141,081</td>
<td>$503.86</td>
<td>1</td>
<td>5 = $25 - 100 Red</td>
</tr>
<tr>
<td>Carvel + David's Cookies</td>
<td>$186,933</td>
<td>$481.17</td>
<td>2</td>
<td>6 = &lt; $25 Pink</td>
</tr>
<tr>
<td>Nathan's Express</td>
<td>$172,235</td>
<td>$473.17</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Nathan's</td>
<td>$172,235</td>
<td>$420.60</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Dippin Dots</td>
<td>$23,513</td>
<td>$367.39</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Icee</td>
<td>$28,216</td>
<td>$352.70</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Jump N Bean</td>
<td>$131,152</td>
<td>$341.54</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Caliente</td>
<td>$87,000</td>
<td>$329.55</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Frenshen's</td>
<td>$139,871</td>
<td>$329.11</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sweet Shop</td>
<td>$107,838</td>
<td>$288.34</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Reach 1 Chicken</td>
<td>$122,200</td>
<td>$277.73</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Temporary Tattoos &amp; Face Painting</td>
<td>$31,460</td>
<td>$262.17</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Burger King</td>
<td>$279,340</td>
<td>$258.65</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Blimpie's + Iceses</td>
<td>$96,871</td>
<td>$236.27</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Carvel</td>
<td>$102,284</td>
<td>$220.29</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Nathan's Express (Beach)</td>
<td>$172,235</td>
<td>$210.30</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Whip</td>
<td>$138,555</td>
<td>$177.63</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>House of Mirrors</td>
<td>$157,574</td>
<td>$140.07</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Up Up &amp; Away</td>
<td>$124,130</td>
<td>$133.47</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Motorcycle Jump</td>
<td>$87,702</td>
<td>$116.32</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Crazy Submarine</td>
<td>$87,380</td>
<td>$115.13</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Kiddy Carousel</td>
<td>$77,299</td>
<td>$115.03</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Sun &amp; Moon</td>
<td>$50,598</td>
<td>$98.63</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Starship 2000</td>
<td>$252,244</td>
<td>$96.53</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Skyflyer</td>
<td>$151,514</td>
<td>$91.05</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Demolition Derby</td>
<td>$116,869</td>
<td>$83.48</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Double Shot</td>
<td>$259,134</td>
<td>$77.03</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Prate Ship</td>
<td>$22,965</td>
<td>$71.77</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Fying Witch</td>
<td>$347,373</td>
<td>$71.30</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Red Baron</td>
<td>$68,822</td>
<td>$69.52</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Kiddy Boat Rde</td>
<td>$69,839</td>
<td>$68.20</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Antique Cars</td>
<td>$52,050</td>
<td>$66.39</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Jungle Jammin'</td>
<td>$33,276</td>
<td>$63.99</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Rock Climbing Wall</td>
<td>$22,406</td>
<td>$60.56</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Power Surge</td>
<td>$196,220</td>
<td>$60.38</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Mind Scrambler</td>
<td>$259,848</td>
<td>$57.41</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Wipeout</td>
<td>$143,713</td>
<td>$55.79</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Kiddy Whip</td>
<td>$42,471</td>
<td>$54.45</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Zombie Castle</td>
<td>$214,561</td>
<td>$50.63</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Kiddy Slide</td>
<td>$129,749</td>
<td>$50.41</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Sea Dragon</td>
<td>$142,764</td>
<td>$48.36</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Mini Himalaya</td>
<td>$29,327</td>
<td>$48.03</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Slime Bucket</td>
<td>$38,472</td>
<td>$45.96</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Thunderbolt</td>
<td>$420,685</td>
<td>$44.71</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Kite Flyer</td>
<td>$104,640</td>
<td>$41.86</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Swing Around</td>
<td>$44,090</td>
<td>$41.75</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Bumper Fun</td>
<td>$59,547</td>
<td>$35.79</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Crazy Mouse</td>
<td>$253,171</td>
<td>$33.95</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Auto Scooter</td>
<td>$377,982</td>
<td>$32.10</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Family Rye</td>
<td>$163,981</td>
<td>$30.60</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Dream Machine</td>
<td>$158,102</td>
<td>$28.23</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Mini Scrambler</td>
<td>$19,204</td>
<td>$26.67</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Arctic Rume</td>
<td>$75,756</td>
<td>$24.60</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Sky Skater</td>
<td>$41,386</td>
<td>$22.01</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Derby Racer</td>
<td>$157,710</td>
<td>$16.15</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>GoKarts</td>
<td>$221,610</td>
<td>$15.28</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Carousel</td>
<td>$128,016</td>
<td>$15.24</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Lake Boating &amp; Lake Cruise</td>
<td>$106,376</td>
<td>$14.30</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Convoy</td>
<td>$86,014</td>
<td>$12.36</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Log Rume</td>
<td>$510,208</td>
<td>$9.59</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Kiddy Coaster</td>
<td>$134,216</td>
<td>$8.90</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Playland Runge</td>
<td>$299,007</td>
<td>$8.25</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Dragon Coaster</td>
<td>$579,485</td>
<td>$5.52</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Table:A-2
3.9 Attraction Content
The ride and show mix for amusement parks is a key driver of revenues and overall attraction potential. Attracting new visitors and retaining current ones requires a diverse mix of entertainment. Guest expectations at amusement parks are conditioned by what they have experienced at commercial leisure attractions. They require constant change or they become bored. Potential guests have similar alternatives that are eager for their patronage. The entertainment mix at amusement parks must be diverse and dynamic to break through the static of increasing competition in the amusement park arena.

Ride Mix
Amusement parks use many techniques to attract new guests. A common technique is to build major new rides every year or couple of years to keep the Park new and exciting. The ride mix at different amusement parks is one of the many factors that determine the level of visitation. Successful amusement parks are constantly changing their rides and ride mix to keep visitation from decaying.

ERA has defined some terms for the discussion of ride mix in amusement parks throughout the U.S. These terms are defined below.

Dry Rides
- **Kiddy Rides** are generally for children under the age of 12. At Playland all of the rides in “Kiddyland” are considered kiddy rides. Kiddy rides are low impact and have minimal height restrictions.

- **Family Rides** consist of bumper cars, ferris wheels, carousels and other attractions that the whole family can enjoy. They exclude thrill rides and other high impact rides. Family rides typically involve a more casual visitor experience such as a ferris wheel circling through the air or a carousel rotating on the ground. Family rides at Playland include the Go Karts, The Gondola, and The Zombie Castle.

- **Thrill Rides** are major rides that typically define amusement parks. These include roller coasters, free-fall rides, and others that are large-scale attractions designed to thrill guests. Thrill rides almost always have height restrictions and offer the most
intense visitor experience. Examples of thrill rides at Playland include the Dragon Coaster, the Superflight, and the Doubleshot.

**Wet Rides**

- **Water Coasters** are rides that function as a roller coaster on top of a moving river or water chute. These rides are different from water slides because they include a transport such as a boat or luge that is more significant than a raft or inter-tube on water slides. Examples of water coasters at Playland are the Log Flume and the Playland Plunge.

- **Activity Pools** include standard swimming pools and pools with water slides emptying into them. “Lazy Rivers” or slow-moving, water-touring rides are also considered activity pools in this report. The pool at Playland is considered an activity pool.

- **Wave Pools** are large pools with built in engineering to recreate an undulating wave effect. Playland does not have a wave pool.

- **Water Slides** are self-explanatory. They differ from water coasters in that riders descend down a slide on a raft, tube, or without the aid of a flotation device. Playland does not have any waterslides.

The graphs on the following page illustrate Playland’s ride mix compared to ride mix of a 16-park amusement park universe. ERA has broken down the universe by park type, and park visitation for further analysis. The supporting data for the graphs can be found in Tables B-1 through B-4 at the end of this section. We begin by comparing Playland to small dry parks – parks without a water park component with under 1.5 million annual visitors. ERA then expands the universe to larger parks with wet components for further analysis.

**Playland vs. Small Dry Parks**

Playland’s ride mix is dominated by kiddy rides with 45 percent of their ride mix in the kiddy category. The next largest category is family rides accounting for 29 percent of the total. Thrill, water, and pool rides complete the mix at 19, 5, and 2 percent respectively.
The small dry parks comparable universe is comprised of 3 amusement parks in the Northeast United States – Knoebels Amusement Park, PA, Kennywood Park, PA, and Storyland Park, NH. Ride mix characteristics of these parks are listed with others in Table B-1. Playland has slightly more total rides than the three comparable small dry parks shown below. Playland has 57 rides. The average number of rides for the three comparable parks is 35.

Playland is positioned as a family park and the number of kiddy rides is higher than the industry average. Less than one third (30 percent) of the rides shown in the chart below are kiddy rides. Playland’s mix is almost half kiddy rides (45 percent).

Small dry parks offer more family rides (41 percent) compared to Playland’s 29 percent. Thrill rides, wet rides, and pool rides are fairly consistent across the two charts – 26 percent combined total for Playland, 29 percent combined total for small dry parks. The main difference between Playland and its peers is the proportion of family rides and kiddy rides. Playland favors kiddy rides (45 percent of ride mix) while the other small dry parks favor family rides (41 percent of ride mix).
ERA has expanded the comparables universe to include small parks (under 1.5 million annual visitors) with considerable wet rides. All parks, under 1.5 million annual visitors, are shown in Table B.

Small parks have less thrill rides on average as shown in the chart on the following page. Kiddy and family rides make up about one quarter of the mix respectively. Thrill rides make up a smaller part of the mix in the parks with less than 1.5 million visitors. Wet rides in this sub-universe account for almost one third of the ride mix.
Playland vs. Comparables Universe

ERA has expanded the universe to include larger parks, some dry and some wet/dry. A complete list of the parks in the universe is in Table B-4 at the end of the section.

Many of these parks offer a large array of dry and wet rides with water slides, activity pools, and wave pools. We can see that the universe is about one quarter family (26 percent), one quarter kiddy (27 percent) one quarter wet (21 percent) and one quarter thrill (21 percent).

Relative to Playland, the universe is more evenly balanced between the four major ride categories. This is in due, in part, to the presence of more wet rides in some of the larger parks. However, there is an overall balance without wet rides. Most parks in the universe evenly distribute their ride in between family, kiddy, and thrill.

Thrill vs. Non-Thrill Rides

A valuable way to examine the amusement park industry is to divide the ride mix into thrill and non-thrill categories. Earlier in this report ERA defined thrill rides as dry rides such as roller coasters and free fall rides. In this section Thrill rides include water coasters and slides. Non thrill rides include family, kiddy, and pools. ERA feels it is valuable to analyze the thrill versus non-thrill offerings at U.S. amusement parks, regardless of water.
Playland Park Master Plan
The County of Westchester, New York

Playland is a family themed park that focuses on kiddy rides, family rides, games and entertainment. Playland does not have the financial autonomy or resources to purchase some of the big ticket thrill rides that are available to larger amusement parks. Accordingly, about one quarter of Playland’s rides are thrill rides as shown in the chart below.

The 16-park universe has a considerably different ride mix in terms of wet and dry thrill rides compared to non-thrill rides. On average, two fifths of amusement park rides are thrill rides. The other three fifths are non-thrill including family and kiddy rides, and pools. Playland has the potential to be more competitive if they increase their concentration of thrill rides to levels consistent with the industry average.
Entertainment Mix
Using data from the 16-park comparable universe from the ride mix section, ERA analyzed the entertainment mix at U.S. amusement parks. There are several different types of entertainment offerings at U.S amusement parks ranging from live musical shows to petting zoos and other interactive activities. ERA broke down the entertainment offerings into 8 different categories.

Entertainment Offerings
- Stage Shows
- Musical Reviews
- Animal Shows
- Costumed Characters
- Live Entertainment
- Virtual Reality
- Petting Zoos
- Laser light Shows

The following section analyzes the 16-park comparable universe in light of these 8 types of entertainment.

It is important to note that a different methodology was used in this section of the report than in the ride mix section. It is a costly and time-consuming process to count the number of shows and events at amusement parks. They change often and there are a wide variety of entertainment offerings. Tallying the number of rides is much easier as they are physical structures that change much less frequently. For this reason we evaluated parks that offer each type of entertainment listed above and not the number of shows or events of entertainment type.
Tables B-6 and B-7 at the end of the section present the raw data for this analysis. An “x” indicates that a park offers that type of entertainment. Playland is not included in the 16 park universe but is listed in Table B-6.

The Universe Entertainment Mix graph above indicates that most amusement parks in the northeast United States have costumed characters and live entertainment. The 88 percent bars in the universe graph above show the large presence of this type of entertainment. Also many amusement parks include stage shows as evidenced by the 69 percent bar. Playland offers all of these attractions as well. In terms of entertainment mix, Playland is consistent with industry benchmarks.
### Table B-1

#### Ride Mix Inventory

<table>
<thead>
<tr>
<th>Amusement Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Family</th>
<th>Kiddie</th>
<th>Water Coasters</th>
<th>Activity Pools</th>
<th>Wave Pools</th>
<th>Water Rides</th>
<th>Total Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playland Park, NY</td>
<td>900,000</td>
<td>279</td>
<td>11</td>
<td>17</td>
<td>26</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>57</td>
</tr>
<tr>
<td>Hershey Park, PA</td>
<td>2,629,000</td>
<td>110</td>
<td>13</td>
<td>18</td>
<td>22</td>
<td>6</td>
<td></td>
<td></td>
<td>6</td>
<td>59</td>
</tr>
<tr>
<td>Kennywood Park, PA</td>
<td>1,250,000</td>
<td>9</td>
<td>18</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td>4</td>
<td>37</td>
</tr>
<tr>
<td>Storyland, NH</td>
<td>250,000</td>
<td>30</td>
<td>1</td>
<td>8</td>
<td>9</td>
<td>4</td>
<td></td>
<td></td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>2,092,000</td>
<td>18</td>
<td>7</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td>3</td>
<td>33</td>
</tr>
<tr>
<td>Busch Gardens, VA</td>
<td>2,600,000</td>
<td>360</td>
<td>9</td>
<td>11</td>
<td>12</td>
<td>3</td>
<td></td>
<td></td>
<td>3</td>
<td>35</td>
</tr>
<tr>
<td>Knoebels Amusement, PA</td>
<td>1,326,000</td>
<td>10</td>
<td>19</td>
<td>15</td>
<td>1</td>
<td>1</td>
<td></td>
<td>1</td>
<td>2</td>
<td>48</td>
</tr>
<tr>
<td>Six Flags, MD</td>
<td>1,550,000</td>
<td>150</td>
<td>12</td>
<td>8</td>
<td>12</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>39</td>
</tr>
<tr>
<td>Lake Compounce, CT</td>
<td>1,000,000</td>
<td>338</td>
<td>7</td>
<td>13</td>
<td>12</td>
<td>3</td>
<td>12</td>
<td></td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Holiday World, IN</td>
<td>800,000</td>
<td>100</td>
<td>6</td>
<td>11</td>
<td>8</td>
<td>3</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Six Flags, NJ</td>
<td>3,250,000</td>
<td>475</td>
<td>10</td>
<td>17</td>
<td>12</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>Morey's Piers, NJ</td>
<td>1,875,000</td>
<td>15</td>
<td>7</td>
<td>20</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>8</td>
<td>50</td>
</tr>
<tr>
<td>Dorney Park, PA</td>
<td>1,600,000</td>
<td>200</td>
<td>18</td>
<td>14</td>
<td>13</td>
<td>2</td>
<td>11</td>
<td>5</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Coney Island, OH</td>
<td>400,000</td>
<td>74</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Casino Pier, NJ ³</td>
<td>1,700,000</td>
<td>10</td>
<td>6</td>
<td>15</td>
<td>12</td>
<td>2</td>
<td>7</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Six Flags, NY</td>
<td>1,525,000</td>
<td>1,500</td>
<td>10</td>
<td>10</td>
<td>13</td>
<td>8</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>¹ Includes &quot;lazy river&quot; rides or passive, slow moving river rides ² Includes Breakwater beach park which is adjacent to Casino Pier ³ Includes Hurricane Park 4 Total of the final four columns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Table B-2

#### Percentage of Total by Ride Type

<table>
<thead>
<tr>
<th>Amusement Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Family</th>
<th>Kiddie</th>
<th>Water Coasters</th>
<th>Activity Pools</th>
<th>Wave Pools</th>
<th>Water Rides</th>
<th>Total Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playland Park, NY</td>
<td>900,000</td>
<td>279</td>
<td>19%</td>
<td>30%</td>
<td>46%</td>
<td>5%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hershey Park, PA</td>
<td>2,629,000</td>
<td>110</td>
<td>22%</td>
<td>31%</td>
<td>37%</td>
<td>10%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Busch Gardens, VA</td>
<td>2,600,000</td>
<td>360</td>
<td>22%</td>
<td>31%</td>
<td>37%</td>
<td>10%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>2,092,000</td>
<td>150</td>
<td>31%</td>
<td>21%</td>
<td>15%</td>
<td>9%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Flags, MD</td>
<td>1,550,000</td>
<td>10</td>
<td>31%</td>
<td>21%</td>
<td>31%</td>
<td>18%</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knoebels Amusement, PA</td>
<td>1,326,000</td>
<td>10</td>
<td>22%</td>
<td>41%</td>
<td>33%</td>
<td>4%</td>
<td>2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kennywood Park, PA</td>
<td>1,250,000</td>
<td>10</td>
<td>24%</td>
<td>49%</td>
<td>16%</td>
<td>11%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storyland, NH</td>
<td>250,000</td>
<td>30</td>
<td>5%</td>
<td>36%</td>
<td>41%</td>
<td>18%</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>¹ Includes &quot;lazy river&quot; rides or passive, slow moving river rides ² Includes Breakwater beach park which is adjacent to Casino Pier ³ Includes Hurricane Park 4 Total of the final four columns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amusement/Water Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Family</th>
<th>Kiddie</th>
<th>Water Coasters</th>
<th>Activity Pools</th>
<th>Wave Pools</th>
<th>Water Rides</th>
<th>Total Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six Flags, NJ ³</td>
<td>3,250,000</td>
<td>475</td>
<td>19%</td>
<td>33%</td>
<td>23%</td>
<td>25%</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Flags, NE</td>
<td>1,875,000</td>
<td>10</td>
<td>30%</td>
<td>14%</td>
<td>40%</td>
<td>16%</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casino Pier, NJ ²</td>
<td>1,700,000</td>
<td>200</td>
<td>28%</td>
<td>22%</td>
<td>20%</td>
<td>30%</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorney Park, PA</td>
<td>1,600,000</td>
<td>1,500</td>
<td>19%</td>
<td>19%</td>
<td>25%</td>
<td>38%</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday World, IN</td>
<td>800,000</td>
<td>100</td>
<td>15%</td>
<td>28%</td>
<td>20%</td>
<td>38%</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coney Island, OH</td>
<td>400,000</td>
<td>74</td>
<td>7%</td>
<td>20%</td>
<td>40%</td>
<td>33%</td>
<td>7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Morey's Piers, NJ</td>
<td>1,700,000</td>
<td>10</td>
<td>17%</td>
<td>20%</td>
<td>25%</td>
<td>37%</td>
<td>19%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>¹ Includes &quot;lazy river&quot; rides or passive, slow moving river rides ² Includes Breakwater beach park which is adjacent to Casino Pier ³ Includes Hurricane Park 4 Total of the final four columns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| average                | 26%        | 33%    | 30%    | 12%    | 1%     |                |                |            |             |             |

| Total Average          | 22%        | 28%    | 29%    | 22%    | 5%     |                |                |            |             |             |

Source: ERA, Amusement Business 2003 International Guide
## Table B-3

### Percentage of Total by Ride Type

<table>
<thead>
<tr>
<th>Parks &gt; 1,000,000</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Family</th>
<th>Kiddie</th>
<th>Water</th>
<th>Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six Flags, NJ</td>
<td>3,250,000</td>
<td>475</td>
<td>19%</td>
<td>33%</td>
<td>23%</td>
<td>25%</td>
<td>8%</td>
</tr>
<tr>
<td>Hershey Park, PA</td>
<td>2,629,000</td>
<td>110</td>
<td>22%</td>
<td>31%</td>
<td>37%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Busch Gardens, VA</td>
<td>2,600,000</td>
<td>360</td>
<td>22%</td>
<td>31%</td>
<td>37%</td>
<td>10%</td>
<td>0%</td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>2,092,000</td>
<td></td>
<td>55%</td>
<td>21%</td>
<td>15%</td>
<td>9%</td>
<td>0%</td>
</tr>
<tr>
<td>Six Flags, NE</td>
<td>1,875,000</td>
<td></td>
<td>30%</td>
<td>14%</td>
<td>40%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>Casino Pier, NJ</td>
<td>1,700,000</td>
<td>10</td>
<td>13%</td>
<td>33%</td>
<td>27%</td>
<td>27%</td>
<td>7%</td>
</tr>
<tr>
<td>Dorney Park, PA</td>
<td>1,600,000</td>
<td>200</td>
<td>28%</td>
<td>22%</td>
<td>20%</td>
<td>30%</td>
<td>9%</td>
</tr>
<tr>
<td>Six Flags, MD</td>
<td>1,550,000</td>
<td>150</td>
<td>31%</td>
<td>21%</td>
<td>31%</td>
<td>18%</td>
<td>3%</td>
</tr>
<tr>
<td>Six Flags, NY</td>
<td>1,525,000</td>
<td>1,500</td>
<td>19%</td>
<td>19%</td>
<td>25%</td>
<td>38%</td>
<td>8%</td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>1,326,000</td>
<td></td>
<td>22%</td>
<td>41%</td>
<td>33%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Kennywood Park, PA</td>
<td>1,250,000</td>
<td></td>
<td>24%</td>
<td>49%</td>
<td>16%</td>
<td>11%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Average**

<table>
<thead>
<tr>
<th>Parks &lt; 1,000,000</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Family</th>
<th>Kiddie</th>
<th>Water</th>
<th>Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday World, IN</td>
<td>800,000</td>
<td>100</td>
<td>15%</td>
<td>28%</td>
<td>20%</td>
<td>38%</td>
<td>13%</td>
</tr>
<tr>
<td>Coney Island, OH</td>
<td>400,000</td>
<td>74</td>
<td>7%</td>
<td>20%</td>
<td>40%</td>
<td>33%</td>
<td>7%</td>
</tr>
<tr>
<td>Storyland, NH</td>
<td>250,000</td>
<td>30</td>
<td>5%</td>
<td>36%</td>
<td>41%</td>
<td>18%</td>
<td>0%</td>
</tr>
<tr>
<td>Morey's Piers, NJ</td>
<td></td>
<td></td>
<td></td>
<td>17%</td>
<td>20%</td>
<td>25%</td>
<td>37%</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td></td>
<td>11%</td>
<td>26%</td>
<td>32%</td>
<td>32%</td>
</tr>
</tbody>
</table>

**Source:** ERA, Amusement Business 2003 International Guide

## Table B-4

### Thrill vs Non-Thrill

<table>
<thead>
<tr>
<th>Amusement/Water Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Water Coasters</th>
<th>Wet and Dry Thrill Rides</th>
<th>Non Wet and Dry Thrill Rides</th>
<th>Wet Dry Thrill Rides</th>
<th>Non Wet Dry Thrill Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playland, NY</td>
<td>900,000</td>
<td>279</td>
<td>11</td>
<td>2</td>
<td>13</td>
<td>44</td>
<td>57</td>
<td>23% 77%</td>
</tr>
<tr>
<td>Hershey Park, PA</td>
<td>2,629,000</td>
<td>110</td>
<td>13</td>
<td>6</td>
<td>19</td>
<td>40</td>
<td>59</td>
<td>32% 68%</td>
</tr>
<tr>
<td>Kennywood Park, PA</td>
<td>1,250,000</td>
<td>9</td>
<td>4</td>
<td>4</td>
<td>13</td>
<td>24</td>
<td>37</td>
<td>35% 65%</td>
</tr>
<tr>
<td>Storyland, NH</td>
<td>250,000</td>
<td>30</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>17</td>
<td>22</td>
<td>23% 77%</td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>2,092,000</td>
<td>18</td>
<td>3</td>
<td>21</td>
<td>12</td>
<td>33</td>
<td>64</td>
<td>36% 66%</td>
</tr>
<tr>
<td>Busch Gardens, VA</td>
<td>2,600,000</td>
<td>360</td>
<td>9</td>
<td>3</td>
<td>12</td>
<td>23</td>
<td>35</td>
<td>34% 66%</td>
</tr>
<tr>
<td>Knoebels Amusement, PA</td>
<td>1,326,000</td>
<td>10</td>
<td>0</td>
<td>11</td>
<td>11</td>
<td>35</td>
<td>46</td>
<td>24% 76%</td>
</tr>
<tr>
<td>Six Flags, MD</td>
<td>1,550,000</td>
<td>150</td>
<td>12</td>
<td>4</td>
<td>2</td>
<td>18</td>
<td>21</td>
<td>39% 54%</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td>11</td>
<td>2</td>
<td>13</td>
<td>44</td>
<td>57</td>
<td>23% 77%</td>
</tr>
</tbody>
</table>

**Amusement/Water Parks**

<table>
<thead>
<tr>
<th>Amusement/Water Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Water Coasters</th>
<th>Wet and Dry Thrill Rides</th>
<th>Non Wet and Dry Thrill Rides</th>
<th>Wet Dry Thrill Rides</th>
<th>Non Wet Dry Thrill Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lake Compounce, CT</td>
<td>1,000,000</td>
<td>338</td>
<td>7</td>
<td>3</td>
<td>12</td>
<td>22</td>
<td>29</td>
<td>51% 43%</td>
</tr>
<tr>
<td>Holiday World, IN</td>
<td>800,000</td>
<td>100</td>
<td>6</td>
<td>3</td>
<td>7</td>
<td>16</td>
<td>24</td>
<td>40% 60%</td>
</tr>
<tr>
<td>Six Flags, NJ</td>
<td>3,250,000</td>
<td>475</td>
<td>10</td>
<td>4</td>
<td>5</td>
<td>19</td>
<td>33</td>
<td>52% 48%</td>
</tr>
<tr>
<td>Morey's Piers, NJ</td>
<td>1,050,000</td>
<td>10</td>
<td>2</td>
<td>9</td>
<td>21</td>
<td>38</td>
<td>59</td>
<td>36% 64%</td>
</tr>
<tr>
<td>Six Flags, NE</td>
<td>1,875,000</td>
<td>15</td>
<td>2</td>
<td>4</td>
<td>21</td>
<td>29</td>
<td>50</td>
<td>42% 58%</td>
</tr>
<tr>
<td>Dorney Park, PA</td>
<td>1,600,000</td>
<td>200</td>
<td>18</td>
<td>2</td>
<td>11</td>
<td>31</td>
<td>33</td>
<td>64% 36%</td>
</tr>
<tr>
<td>Coney Island, OH</td>
<td>400,000</td>
<td>74</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>15% 85%</td>
</tr>
<tr>
<td>Casino Pier, NJ</td>
<td>1,700,000</td>
<td>10</td>
<td>6</td>
<td>2</td>
<td>7</td>
<td>15</td>
<td>30</td>
<td>45% 55%</td>
</tr>
<tr>
<td>Six Flags, NY</td>
<td>1,525,000</td>
<td>1,500</td>
<td>10</td>
<td>8</td>
<td>8</td>
<td>26</td>
<td>27</td>
<td>53% 47%</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td>11</td>
<td>2</td>
<td>13</td>
<td>44</td>
<td>57</td>
<td>23% 77%</td>
</tr>
</tbody>
</table>

**Universe Average**

<table>
<thead>
<tr>
<th>Amusement/Water Parks</th>
<th>Attendance</th>
<th>Acres</th>
<th>Thrill</th>
<th>Water Coasters</th>
<th>Wet and Dry Thrill Rides</th>
<th>Non Wet and Dry Thrill Rides</th>
<th>Wet Dry Thrill Rides</th>
<th>Non Wet Dry Thrill Rides</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td>2</td>
<td>13</td>
<td>44</td>
<td>57</td>
<td>23% 77%</td>
</tr>
</tbody>
</table>

1 Includes Water Coaster and Thrill rides

**Source:** ERA, Amusement Business 2003 International Guide
Table B-5

PLAYLAND COMBINED REVENUES AND OPERATING COSTS
1998 TO 2003

<table>
<thead>
<tr>
<th>Year</th>
<th>Combined Revenues 1/</th>
<th>Combined Operating Costs 2/</th>
<th>Net Results</th>
<th>Consumer Price Index (CPI-U)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Percent Change</td>
<td>Number</td>
<td>Percent Change</td>
</tr>
<tr>
<td>1994</td>
<td>$8,528,879</td>
<td>---</td>
<td>$9,914,566</td>
<td>---</td>
</tr>
<tr>
<td>1995</td>
<td>$9,068,300</td>
<td>6.3%</td>
<td>$10,194,179</td>
<td>2.8%</td>
</tr>
<tr>
<td>1996</td>
<td>$9,161,164</td>
<td>1.0%</td>
<td>$10,671,204</td>
<td>4.7%</td>
</tr>
<tr>
<td>1997</td>
<td>$9,748,942</td>
<td>6.4%</td>
<td>$10,964,958</td>
<td>2.8%</td>
</tr>
<tr>
<td>1998</td>
<td>$11,049,813</td>
<td>13.3%</td>
<td>$11,658,467</td>
<td>6.3%</td>
</tr>
<tr>
<td>1999</td>
<td>$11,230,591</td>
<td>1.6%</td>
<td>$12,476,172</td>
<td>7.0%</td>
</tr>
<tr>
<td>2000</td>
<td>$11,111,207</td>
<td>-1.1%</td>
<td>$13,225,425</td>
<td>6.0%</td>
</tr>
<tr>
<td>2001</td>
<td>$12,453,763</td>
<td>12.1%</td>
<td>$15,146,641</td>
<td>14.5%</td>
</tr>
<tr>
<td>2002</td>
<td>$12,716,228</td>
<td>2.1%</td>
<td>$15,957,662</td>
<td>5.4%</td>
</tr>
<tr>
<td>Average</td>
<td>---</td>
<td>5.2%</td>
<td>---</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

1/ Amusement park, beach & pool, and ice casino.
2/ Includes shared administration expenses, interest, and bond payments.

Source: Playland; and Department of Commerce.

Table B-6

Entertainment Mix

<table>
<thead>
<tr>
<th>Attendance</th>
<th>Acres</th>
<th>Stage Shows</th>
<th>Musical Reviews Shows</th>
<th>Animal Shows</th>
<th>Costumed Characters</th>
<th>Live Entertainment</th>
<th>Virtual Reality</th>
<th>Petting Zoo</th>
<th>Laserlight Show</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amusement Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Playland, NY</td>
<td>900,000</td>
<td>279</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Hershey Park, PA</td>
<td>2,629,000</td>
<td>110</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Kennywood Park, PA</td>
<td>1,250,000</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storyland, NH</td>
<td>250,000</td>
<td>30</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kings Dominion, VA</td>
<td>2,092,000</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Busch Gardens, VA</td>
<td>2,600,000</td>
<td>360</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Knoebels Amusement, PA</td>
<td>1,326,000</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Flags, MD</td>
<td>1,550,000</td>
<td>150</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Amusement/Water Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lake Compounce, CT</td>
<td>1,000,000</td>
<td>338</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Holiday World, IN</td>
<td>800,000</td>
<td>100</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Flags, NJ 1</td>
<td>3,250,000</td>
<td>475</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Morey's Piers, NJ</td>
<td>1,875,000</td>
<td></td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Six Flags, NE</td>
<td>1,600,000</td>
<td>200</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorney Park, PA</td>
<td>400,000</td>
<td>74</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Casino Pier, NJ 2</td>
<td>1,700,000</td>
<td>10</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six Flags, NY</td>
<td>1,526,000</td>
<td>1,500</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

Source: ERA, Funparks and Attractions 2003 directory.
### Table B-7

<table>
<thead>
<tr>
<th>Entertainment</th>
<th>Stage Shows</th>
<th>Musical Reviews</th>
<th>Animal Shows</th>
<th>Costumed Characters</th>
<th>Live Entertainment</th>
<th>Virtual Reality</th>
<th>Petting Zoo</th>
<th>Laserlight Show</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks with attraction</td>
<td>11</td>
<td>1</td>
<td>3</td>
<td>14</td>
<td>14</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>All parks</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Percentage with attraction</td>
<td>69%</td>
<td>6%</td>
<td>19%</td>
<td>88%</td>
<td>88%</td>
<td>13%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Amusement Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks with attraction</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>All parks</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Percentage with attraction</td>
<td>86%</td>
<td>14%</td>
<td>29%</td>
<td>100%</td>
<td>100%</td>
<td>29%</td>
<td>14%</td>
<td>0%</td>
</tr>
<tr>
<td>Amusement/Water Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks with attraction</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>7</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>All parks</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Percentage with attraction</td>
<td>56%</td>
<td>0%</td>
<td>11%</td>
<td>78%</td>
<td>78%</td>
<td>0%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>1,000,000+ Attendance Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks with attraction</td>
<td>8</td>
<td>1</td>
<td>3</td>
<td>11</td>
<td>11</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>All parks</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Percentage with attraction</td>
<td>73%</td>
<td>9%</td>
<td>27%</td>
<td>100%</td>
<td>100%</td>
<td>18%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>1,000,000- Attendance Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks with attraction</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>All parks</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Percentage with attraction</td>
<td>80%</td>
<td>20%</td>
<td>0%</td>
<td>80%</td>
<td>80%</td>
<td>0%</td>
<td>20%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: ERA, Funparks and Attractions 2003 directory
4.0 Marketing & Sponsorship Planning
4.0 Marketing and Sponsorship Planning

Introduction
This portion of the Master Plan deals with the current and future marketing and sponsorship programs for Playland Park. Our approach has been to review all the existing marketing programs which are included in this plan and recommend other programs that have been successful at other like properties; or, programs that could be unique for Playland Park. We have focused on maintaining the local core audience, while being more aggressive in attracting more regional and destination visitors. Increasing the teen audience is very much a part of this plan. Emphasis must be stated that this plan provides the successful marketing programs currently being initiated. Additional funding will be needed to support these programs and accomplish the objectives of the marketing programs.

This Marketing & Sponsorship Plan is presented in a fashion allowing a quick overview and pertinent points that should be accomplished in executing critical programs. The following summary captures the total package and explains how conclusions were reached.

Marketing & Sponsorship Summary
This Marketing & Sponsorship Plan attempts to capture not only what is currently being accomplished by the Playland marketing department, but also to interject new ideas to enhance and expand successful programs. The Plan is intended to give a sense of understanding of the past and current marketing programs and to provide a direction for the future.

By following a prescribed method of market planning, we used sub sections to bring forward these conclusions. They are:
- Research – Both primary (information gathered by Playland) and secondary (information gathered by another party other than Playland).
- Mission Statement – Reviewed the existing department’s published mission statement.
- Playland Marketing Situation Analysis – Stated strengths, weaknesses and other considerations.
• Competitive Marketing Analysis – Review of competition to Playland Park from a local and regional aspect.

• Marketing Objectives – Specific results expected from the marketing & sponsorship plan based on prior experience and accomplishments. Objectives were set using data from comparable facilities. All objectives are measurable to the extent of being able to know if the Plan is accomplishing its purpose.

• Marketing Goals – An overview of how the objectives will be obtained. All goals are set using the established measurable objectives.

• Marketing Strategies – Tactical methods of using advertising, public relations, databases, group sales, internet marketing, special events, debit cards (Fun Cards/Fun Bands), sponsorships, destination marketing and research.

• Corporate Sponsorships – Review and identify existing and potential businesses to enhance marketing programs that will increase attendance at Playland.

• Organizational Chart – Suggested positions in the marketing department at Playland.

• Marketing Budget – Suggested dollars needed to implement the Marketing & Sponsorship Plan.

• Evaluation of Marketing & Sponsorship Plan – Reviewing the success and determining any changes needed to the Playland Marketing & Sponsorship Plan.

• Short-term and Long-term Goals – Outlining goals for the future.

The brand image of Playland has 78-year equity and should be enhanced not only for the present, but also for the future growth of the Park and its dedicated audience.

The current marketing message consistently positions Playland as a fun and safe place to visit with family and friends. This “fun and safe” message should continue in the marketing of new products, with an emphasis on keeping the historical values of the Park. Strategically, making sure Playland maintains current guests, and also expanding the customer base to a more regional and destination or drive-market. Increasing the marketing budget to a level of industry competition is of paramount importance. This plan strongly recommends 11 percent of total gross revenues to fund future marketing programs in order to remain competitive and to increase attendance and revenues.
Increasing corporate sponsorship revenues and the involvement of sponsors is shown later in this plan. These additional dollars allow for more funds to expand events and media coverage for Playland. We feel confident in taking this element to a higher level for both revenues and consumer awareness by leveraging the purchasing power and association of the Westchester County Government.

**Scope of Work**

As part of the new Master Plan for Playland Park, this Marketing and Sponsorship Plan is to support the repositioning of this beautiful and historic amusement park. The Master Plan emphasizes the restoration of the art deco and Spanish revival architecture as well as the improvement of landscaping and the relocation/addition of certain rides. The marketing plan supports these recommendations and feels that these improvements/additions are critical to the long-term marketing message of Playland.

Stone Communications worked with Playland’s Director of Marketing and Director, along with other assigned representatives. We maintain a close working relationship with the master planning economic analysis group. This association allowed us to make sure the strategic plan is realistic and utilizes data gathered by the project coordinator. Using the economic analysis to better understand the feasibility of projected attendance and revenues, Stone Communications used a two-step process in developing and writing the marketing and sponsorship plan for Playland. They were 1.) the discovery, inventory & data collection process, and 2.) the actual writing of the Marketing & Sponsorship Plan that follows.

“The Discovery, Inventory & Data Collection Process”

Stone Communications visited and researched Westchester County and Playland and the surrounding areas. Existing data and research used for the creation and support of this Marketing & Sponsorship Plan was provided by Playland Park’s Marketing Department. It included the following:

- Existing research and data collected by Playland or other entities, i.e., the Westchester County Convention & Visitors Bureau.
• From mid-July through September 2004, Stone Communications worked closely with the marketing department at Playland to collect demographic data from the Park’s visitors. A summary of this information is found in the research sections of this Marketing Plan.

• In the Sponsorship section of this plan, an inventory of existing properties, facilities, programs and activities at Playland is shown for corporate sponsorship and promotional purposes.

• Working in concert with the Master Plan’s economic analysis group, Stone Communications reviewed all the Westchester County and Playland related properties, programs, facilities and activities. These additions and improvements, for enhancement of marketing Playland included the following:

• The revised/renewed architecture and bringing back the original appearance and feel of Playland will be a very welcomed marketing message in all media and collateral materials.

• Promote the improved and updated landscaping at Playland using the Park’s original plan.

• Create and support the new Fun Card/Fun Band ticketing system to develop new incentives and purchasing programs for local and regional guests.

• Publicize and promote the relocation and/or replacement of rides, especially the kiddy rides and, if approved, the addition of the new Sky Ride.

• With the installation of the new Fun Card/Fun Band ticketing program, it is much easier for Playland’s management to review all pricing and ticketing sales, on an as-needed basis, to make sure revenues are maximized and in line with values to the guests. As part of the marketing plan, this is strongly supported.
• Reviewed with the Westchester and Playland’s purchasing departments all pertinent information relative to major products and services that can become a selective list of sponsors or affinity marketing partners. We must keep in mind the target audience for Playland and make sure the sponsors are appropriate partners in promoting the Park.

• A complete list of facilities, events, areas and services has been developed for sponsors to be identified as part of the sponsorship program(s).

• Reviewed the master planning process with all appropriate staff and individuals, as well as appropriate sales & marketing of competitive properties to Playland.

• Discussed by phone with Zanzarella Marketing of Westchester the process of developing and implementing the advertising plan for Playland.

• Met with and collected pertinent data from the Director of Tourism for the Westchester County Office of Tourism. According to the data gathered from the in-park surveys of 2004 and confirmed by Economics Research Associates, destination visitors currently make up some 5 percent of the Playland attendance. For definition purposes, a “destination visitor” is one who spends the night in a local/area hotel/motel…an overnight guest. In many cases, this destination visitor may be a “corporate visitor,” in town on business. They are still defined as a destination visitor. At this point, many of the destination visitors to Playland are corporate executives.

“The Marketing & Sponsorship Plan”
The mission statement of both Westchester County Parks & Recreation and Playland is as follows:

“Provide life enriching recreational, cultural and educational opportunities and responsible stewardship of our resources.”

Playland Marketing Situation Analysis of Westchester County
Playland’s location is both a strength and weakness. Strength: the population of Westchester County is more than 925,000 people with a median household income of $63,582. Weakness: located in a very upscale neighborhood with no room for expansion. Other strengths and weaknesses are listed below.
Strengths:
- One of the oldest and most recognized family amusement parks in the region and the country.
- Designated a National Historic Landmark.
- Located in a beautiful setting with reasonably good access to the Park from the highway system, bus terminal and train station.
- Owned by the Westchester County Government and operated by the Parks & Recreation Department.
- A population base of over 10 million within a 25-mile radius of the Park.
- Installed in 2005, the latest technology in a “cashless ticketing system” called the Fun Card/Fun Band.

Weaknesses:
- Limited capital available for expansion and improvements.
- Limited dollars to allocate to the marketing of Playland Park.
- Major access to Park is via automobile, limiting the number of guests the Park can accommodate.
- Most major additions of rides or attractions to Playland are made with a third party on a lease basis, not allowing the Park to gain full value from the addition.
- The governance as a public agency means bureaucratic purchasing requirements, rules and restrictions on hiring, and other things that limit ability to respond to changing conditions and which add to the cost of doing business.
Additional Considerations:
With ongoing and additional research, annual attendance can reasonably be increased at Playland Park to 1.2 million visitors. However, there are some stipulations to achieving this number. They are:

- Currently there are approximately 2,800 parking spaces. Playland estimates an average of four persons per vehicle. The new attendance projection would require some changes in the configuration of the parking lot to accommodate this number.

- Developing promotional programs that are offered and supported by participating corporate sponsors would create special days at discounted prices with incentives to visit the Park in off-peak times and possibly during periods when the Park is closed.

- There must be a heavy emphasis on increasing group visitation. Similar parks attract 10 to 15 percent of their attendance from groups. Currently, Playland has approximately 6 percent group business. This plan calls for 11.3 percent group business.

- By broadening the attraction content, Playland should be able to penetrate the resident market better. Please notice in the table below, the projected split between growth in groups and growth in general admissions visitors. This has significant implications for marketing vs. sales.

The following chart identifies specific audience segments that are the focus of this marketing plan. This approach is necessary in order to increase the attendance and distribute both the new visitors and repeat guests coming to Playland Park. The following attendance figures are based on surveys from the Playland marketing department and accounting department. It is evident that the majority of the increase will have to come from groups and corporate events, as well as generating new visitors from the adjacent counties and destination markets. In order to reach the 1,200,000 figure, these are the most likely market segments to pursue. This plan addresses ways to meet these projections.
Playland Park Master Plan
The County of Westchester, New York

As Playland’s advertising and marketing plan is developed for 2006 and beyond, each of these audience segments must be considered and programs for each must be carefully implemented.

**Market penetration rates of Playland:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Locals (within 15 Miles of Playland)</td>
<td>389,300</td>
<td>40.00%</td>
<td>402,016</td>
<td>40.00%</td>
<td>440,000</td>
<td>36.67%</td>
<td>1.73%</td>
<td>8.63%</td>
</tr>
<tr>
<td>County Residents (outside 15 miles of Playland)</td>
<td>145,988</td>
<td>15.00%</td>
<td>150,756</td>
<td>15.00%</td>
<td>160,000</td>
<td>13.33%</td>
<td>1.16%</td>
<td>5.78%</td>
</tr>
<tr>
<td>Groups of 20 or more</td>
<td>58,395</td>
<td>6.00%</td>
<td>60,302</td>
<td>6.00%</td>
<td>85,000</td>
<td>7.08%</td>
<td>5.81%</td>
<td>29.06%</td>
</tr>
<tr>
<td>Corporate Groups</td>
<td>38,930</td>
<td>4.00%</td>
<td>40,202</td>
<td>4.00%</td>
<td>52,000</td>
<td>4.33%</td>
<td>4.54%</td>
<td>22.69%</td>
</tr>
<tr>
<td>Adjacent Counties</td>
<td>291,975</td>
<td>30.00%</td>
<td>301,512</td>
<td>30.00%</td>
<td>365,000</td>
<td>30.42%</td>
<td>3.48%</td>
<td>17.39%</td>
</tr>
<tr>
<td>Destination Visitors</td>
<td>48,663</td>
<td>5.00%</td>
<td>50,252</td>
<td>5.00%</td>
<td>98,000</td>
<td>8.17%</td>
<td>9.74%</td>
<td>48.72%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>973,251</td>
<td>100.00%</td>
<td>1,005,040</td>
<td>100.00%</td>
<td>1,200,000</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As Playland’s advertising and marketing plan is developed for 2006 and beyond, each of these audience segments must be considered and programs for each must be carefully implemented.

**Market penetration rates of Playland:**

<table>
<thead>
<tr>
<th>Distance</th>
<th>Approximate Attendance</th>
<th>Population within the 5 mile increments</th>
<th>Penetration Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5 Miles</td>
<td>78,844</td>
<td>153,724</td>
<td>51.3%</td>
</tr>
<tr>
<td>5 - 10 Miles</td>
<td>131,978</td>
<td>583,125</td>
<td>22.6%</td>
</tr>
<tr>
<td>10 - 15 Miles</td>
<td>243,388</td>
<td>1,721,617</td>
<td>14.1%</td>
</tr>
<tr>
<td>15 - 20 Miles</td>
<td>143,976</td>
<td>3,767,836</td>
<td>3.8%</td>
</tr>
<tr>
<td>20 - 25 Miles</td>
<td>99,412</td>
<td>4,175,871</td>
<td>2.4%</td>
</tr>
<tr>
<td>0 - 25 Miles</td>
<td>697,598</td>
<td>10,402,173</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Rye Playland Attendance: 902,286
0 - 25 Mile Attendance Share of Total: 77.3%

Source: ESRI Business Analyst; Playland; Economics Research Associates, December, 2004
Playland Park Master Plan
The County of Westchester, New York

Playland Competitive Marketing Analysis

Competition for Playland Park is not as much from other themed or amusement parks in the region. Most of the competition is from entertainment and leisure facilities within a 25-mile radius of Rye. Available time for families and young teens is the critical element Playland must compete with for additional attendance and repeat visits.

Reviewing the themed and amusement parks in the immediate area of Playland Park, we find such facilities as: Kennywood, West Mifflin, PA; Holiday World, Santa Claus, IN; Nellie Bly Park, Brooklyn, NY; Lake Compounce, Bristol, CT; Six Flags Great Adventure (2.8 mil.), Jackson, NJ; Coney Island, New York City, NY and Six Flags New England (1.5 mil), Agawam, MA. These parks have an appeal to a major segment of the Playland audience.

Some two to three hours’ drive from Playland are such amusement parks as Dorney (1.6 mil.) in Allentown, PA, and Knoebels Amusement Resort (1.3 mil.) in Elysburg, PA. Each of these offers as much or more than Playland. Thus, they must be considered competition, especially to those driving one to two hours from the southwest.

There are some very large and competitive family entertainment centers (FECs) that should be considered, i.e., New Roc City, New Rochelle; Adventureland, Farmingdale; Fun StationUSA, Lynbrook, NY; Fun 4 Kids and Grown-ups Too!, Stamford, CT; Smiles Amusements, Milford, CT; Sporttime USA, Elmsford, NY and others. Competition for the summertime and evening business is very strong from these types of facilities. Birthday parties have become a major source of income for FECs. This is one segment of the business Playland must look at more seriously to become more aggressive in appealing to the younger/family audience. This could generate additional attendance and revenues.

Playland Marketing Objectives

When evaluating the Marketing & Sponsorship plan, these measurable objectives must be reviewed to determine the success of the Plan. These objectives are based on current marketing programs at Playland, comparison with other similar facilities and using the recommended programs/budgets in this Plan.

- Increase attendance to 1,200,000 by the end of the year 2009. This will be a yearly average increase of 6.6 percent.
• Justify to management the marketing budget must be 11 percent of gross revenues of the Park. This addition will be used to increase overall marketing, advertising, promotions and staffing of the marketing department of Playland.

Playland Marketing Goals
The following goals are based off the stated objectives in the previous section.

• Using the new Fun Card/Fun Band system, continue to create new packages to offer incentives to the local and regional audience to visit more often and stay longer when visiting. These programs and packages should support and build on a series of local and regional promotions to communicate the new rides, attractions and events being added or expanded at Playland. From all indications, this program worked very well in 2005.

• Increase emphasis on the group and corporate business at Playland with additional staff, a state-of-the-art tracking system and follow-up programs.

• Continue to review all collateral and communications materials to make sure they have a consistent message, appropriate graphic design and provide a synergistic support to all Playland products and services.

• Continue to develop and implement new promotions and events with current and new corporate sponsors. When possible, structure using the new debit card system.

• Continue to service the existing corporate sponsors, but develop and bring in additional sponsors to offset the costs of events, marketing and support of attendance builders.

• Forging an alliance with the NYC & Company. This is the former New York Convention & Visitors Bureau and is now New York City’s official tourism marketing organization. This association will strengthen Westchester County and Playland as a tourism destination.
• Finalize two (2) - five (5) contracts with new corporate sponsors for the 2006, 2007 & 2008 operating seasons. Suggested types of sponsors and range of fees for this objective are shown in the Sponsorship Plan Section. (Acquiring two sponsors with larger fees would be just as successful as five sponsors with smaller fees.)

**Playland Marketing Strategies**

The marketing director for the Westchester County Parks & Recreation Department along with the Director of Playland/First Deputy Commissioner, the Department of Park Recreation Department have been involved with the finalizing of these strategic points. The Marketing and Sponsorship Plan provides a focused direction and tactical approach to the repositioning and selling of Playland Park.

Advertising & Promotions – Develop a long-term advertising & promotions message and communicate with the residents of Westchester County and the surrounding region on a timely and consistent basis. The message must be specific to the uniqueness of Playland Park. Currently, just over $600,000 is being spent on paid advertising for Playland Park. This number should be increased by at least $250,000, to $850,000 in order to be competitive and for the Park to have a presence in the marketplace.

Zanzarella Marketing of Westchester has been the media planning and placement firm for Playland for over ten years. This company is primarily involved in the placement and consultation of media. At this time, all media research is reviewed and gleaned from Arbitron, Scarborough and research the Park provides as to numbers of coupons redeemed etc. Other research is gathered from the various media, media buyers, surveys and industry trends.

Currently all creative design for Playland is performed by the County’s in-house graphic department, as well as by some of the media in which the advertising is placed.

Playland handles collateral production with professional firms for the creative and design work as well as printing. The County also has a printing facility along with graphic services. The timeline for media placement begins at the end of the season and is formalized over the winter months and implemented in the Spring/Summer.
According to Zanzarella Marketing, the five most effective media outlets for Playland have been New York television and local cable, local and New York City newspapers, New York and local radio, children magazines and direct mail. Much of the advertising is focused in New York City, Westchester County and Southern Connecticut.

- **Advertising** – The bulk of the advertising dollars are spent on Westchester County and New York City television and radio
- **Television** – Westchester County, Southern Connecticut and New York City (mostly cable)
- **Radio** – Westchester County and New York City
- **Print** – Journal News, New York Daily News and ValPak
- **Collateral** – Mostly brochures for rack distribution, direct mail and e-mailings

**Production** – Handled by the County Media Department and some outside sources.

**Creative** – Using available research and a creative agency, a new and exciting message is necessary to convey the new changes and new events at Playland Park.

**Media Buying** – Continuing to use Zanzarella Marketing as the media buyer will maintain continuity for this important area of Playland’s marketing. The dollars invested in this service are more than recouped by more efficient and effective purchasing of advertising. This service also leverages the promotional values for the media buys.

**Local (County)** – Using the media buying service of Zanzarella Marketing, Playland uses local radio, newspaper, county publications and a website to provide this message. Whenever possible, use promotional partners and sponsors to reinforce and broaden this message and information.

**Regional** – Again, Zanzarella Marketing will use radio, newspapers, television and promotional/sponsorship partners to deliver the Playland messages on a consistent and targeted basis.
Promotions – Most media buys are leveraged with a promotion providing additional exposure and coverage for Playland Park. In many cases, these promotions are associated with both the media outlet and one or more of Playland’s sponsors.

Radio Stations – Playland’s largest promotional partner is WPLJ-FM, a long-standing relationship. They promote and pay for one act during the season along with promoting all concerts and events at Playland. WPLJ also buys out the Park for a Monday and provides upwards of 10,000 tickets for listeners to enjoy at Playland.

Other Small Radio and Newspaper Buys – These are usually regional ticket give-a-ways, discount coupons, etc.

ValPak – Will distribute lots of discount coupons in these direct mailers to the local area.

Pepsi – Usually offers discounts on selected Pepsi Cola products, distributed in the local area, and will tag local radio spots and newspaper ads to reinforce this promotion.

Coors – Usually provides tags about Playland on their regional radio spots, supporting the concerts at the Park.

Public Relations – One of the most effective and least expensive marketing tools for Playland Park is publicity. The nature of the facility and interest of the public to know what is happening at Playland ensures that the Park will benefit. Currently the public relations and communications department for the Westchester County Parks & Recreation Department handles all of Playland’s publicity. Having a full-time person on-site at the Park with a strong background in dealing with the media and writing press releases would be more desirable.

Mailing and E-mail Lists – An up-to-date list of all media outlets in the region including radio, television, newspaper and trade publications is essential. This database will be updated every six months and kept in a user-friendly program. This same list will also be kept in an E-mail distribution list.
Personal Contacts – A list of key media in the regional area will be personally contacted. The purpose is to make sure the media has a face to place with Playland whenever they need to follow up or develop a story about the Park.

Schedule of Press Releases – On an annual basis, a schedule of press releases will be developed so as to provide timely information to the local area and the region in time for Playland’s guests to make advance plans to enjoy the Park and its events.

Destination Marketing – Ways of continuing, maintaining and increasing this involvement include the following:

- Continue providing photography of Playland for use in the Westchester County Office of Tourism for collateral and Internet publications.

- Continue regular meetings with the Westchester County Office of Tourism to provide updates for both organizations.

- Continue exchanging press releases between the two organizations as frequently as possible.

- Continue providing all appropriate hotels/motels in Westchester County with discount coupons and include of weekend packages for visitors.

- Continue inviting all appropriate staffs and their families of local hotels/motels to be the guests of Playland during the spring operating months. This should be an orientation program for the frontline and sales personnel to learn more about Playland Park.

- Continue making sure all appropriate hotels/motels distribute the Playland brochure with discount coupons.

- Continue developing a co-op marketing program through the Office of Tourism with all area attractions to position Westchester County as a family destination.
Strong consideration should be given to forging an alliance with the NYC & Company. This is the former New York Convention & Visitors Bureau and is now New York City’s official tourism marketing organization. This is a membership group of some 1,800 businesses, including museums, hotels, restaurants, retail stores, theaters, tour organizations and attractions. Their annual budget is roughly $16 million. This association will strengthen Westchester County and Playland as a tourism destination.

Internet Marketing – Playland will develop an Internet marketing plan to allow the Park to better communicate with its current and potential guests. This is a new avenue for the Park’s marketing department. The current website is a part of and hosted by the Westchester County Government. Serious considerations should be given to developing and maintaining a content management program (CMP) website for the Park. The CMP will allow the Park to continue updating information on an instant basis, but will also allow the Park to change and upgrade the graphics. Constantly changing the graphics and showing upcoming events creates new and repeat website visitors. Additional Internet marketing features should include:

- Capture as many e-mails as possible from website visitors and use them for monthly newsletters regarding events, packages and activities at Playland Park.

- Request the County Government capture e-mails that can be selectively used by Playland to distribute information.

- Use e-mail and Internet marketing to distribute discount coupons for special events and shoulder periods.

Special Events & Entertainment – The development and scheduling of special events at Playland Park continues to be an important part of improving attendance, revenues and image. Currently, the events and entertainment features musical reviews, puppet shows and strolling entertainment; in fact, in 2005, emphasis was placed on providing entertainment for teens and young families. On Wednesday and Friday nights, a very impressive fireworks display is presented. The types of events and entertainment presented at Playland will indicate the types and kinds of audiences the Park attracts. By bringing in popular teen and young family events and talent, the demographics will respond to these activities.
• Continue bringing in fairly well known national groups during the shoulder periods of the season, so as to attract the youth market when there is room to sell and the big audiences are not taking the Park to a saturation of guests.

• Contact all current and potential corporate sponsors to develop programs appealing to the Playland audience. This is a perfect way to attract new sponsors and to become more involved with current sponsors.

• Educational and School related events could include programs that respond to specific interests. Currently, Playland has programs for bands and physics clubs. Other groups could include cheerleaders, math and history classes.

Research – One of the most important elements in creating and maintaining a “work in progress marketing plan” is current and valid research. Using the new Applied Resources, Inc. cashless system, there should be ways to capture and develop a “point-of-origin” research program to gather information from guests each day the Park is open. This information will assist in guiding management to new attractions, new events and more targeted information to attract additional guests. We would also encourage the Park to develop a “conversion study” to determine the effectiveness of all major advertising programs. The Conversion Study can be accomplished by tracking advertising either through surveys, coupons (currently being analyzed yearly) or online purchases. Thus, the effectiveness of dollars spent can be better evaluated.

• Develop a point-of-origin research program capturing the information about the Playland visitor needed to make intelligent decisions regarding advertising, communications, capital improvements and other areas of growing the Playland Park.

• Develop a conversion study program to determine the effectiveness of advertising, promotions and events.

• Contract for an annual survey of people not visiting Playland to determine why and what would it take to convince them to visit.
New Fun Card/Fun Band System – At this time, the new Fun Card/Fun Band system is in place and worked well for the 2005 season at Playland. This system allows for many new creative marketing programs.

- Research from this new system is an added feature for the marketing efforts of Playland. The program allows for capturing demographics of visitors, spending patterns, tracking length of stay, return visits, etc.

- Suggest the Park investigate the creation of a Season pass or frequent visitor program in the next three years. Must collect data to support this program. This should be developed to increase repeat visits and appeal to the local residents. Pricing should be considered based on other offers and a photo ID would be required with the pass. Season Pass Holders could be encouraged to accumulate points allowing them to bring guests to the Park or participate in special activities especially for this audience.

- If possible, other Playland area facilities and activities, as well as Westchester County Parks & Recreation’s properties, should be included in the Season Pass Holder Fun Card.

- This new system is a prime promotional vehicle for sponsors to deliver their messages to the Playland guests. Consider placing a sponsor’s message and bounce-back offers on the Fun Cards and Fun Bands.

Group Sales – This area includes all corporate outings, bus tour groups, destination marketing, birthday parties, day care/summer camp groups, school groups, business discount programs, etc. Currently only about 6% Playland’s attendance is coming from groups. In five years, this figure should be in the area of 10% to 15%. Recently, a group sales manager was hired to focus on group sales. This individual is a year-round employee personally calling on group leaders, bus tour operators, camps, senior and children’s day care centers. Some of the strategies for increasing sales figures are as follows:

- Hire a full-time assistant to the Group Sales Manager. This person should help with personnel and phone calls to increase more corporate, group tours, destination marketing, birthday parties, etc.
• Continue to review all group sales materials to make sure the right message and product offerings are being presented.

• Direct mail with incentive coupons to targeted zip codes should be continued with a strong “call to action” message.

• A well-written sales plan is the short-term and long-term direction for increased attendance at Playland Park. The following is a brief list of sales activities currently being executed by the Playland group sales program:

  o Group Sales – Most are done by direct mail with some personal calls to those who have held company picnics and outings at Playland. Continue hosting as many of these contacts as possible at the Park in early spring to showcase the new features and new menu items for corporate and group outings. Realizing most of the attendance to Playland is young adults and teens, there is still a need to continue providing all major tour companies in the area with new information and prices. It will take time to develop and increase this segment of the group business, but it is one that should be pursued with follow up for bookings.

  o Direct Mail – In the early winter, contact is made with schools, camps, religious groups, and corporate and metro workers. Playland purchases list(s) of some 35,000-40,000 names. Suggest that an incentive for booking early be offered now that the new Fun Card is in place.

  o Online sales – These are increasing and will be expanded. Again, now that the new Fun Card is in place, an incentive can be offered for early bookings or for booking in certain periods when attendance is needed.

  o Discount/Incentive coupons – Continue sending corporate businesses that don’t have outings at Playland discount coupons to provide to their employees. Consider offering special discounts for online incentives, for instance, saving on shipping and handling.

  o Major community and County Park events – Playland will continue distributing coupons at these programs. Consider offering special discounts or extra points for off-season attendance periods and hours.
Birthday Parties - Continue to develop this market segment with improved facilities, sales emphasis and support collateral. Birthday parties are becoming big business in many parks and should be expanded at Playland. This area can mean substantial dollars.

Destination Marketing – As part of developing an association with the NYC & Company, plans will include calling on media, tour companies and promotional partners in targeted markets to create and become a part of packages visiting New York City and the area.

Summary of Marketing Strategies:
Theme parks use similar marketing strategies to those recommended for Playland Park. In many cases the products are similar and the audience is not very different, either. The following chart outlines some of the similarities of marketing programs of Playland to other competitive parks as well as showing the unique features of this plan. We also show those programs currently being implemented by the Playland marketing department that are working rather well and need only minor improvements.

<table>
<thead>
<tr>
<th>Marketing Strategies</th>
<th>Typical Theme Park Strategies</th>
<th>Strategies Currently Being Used by Playland</th>
<th>Strategies Recommended for Playland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising &amp; Promotions</td>
<td>Uses an outside advertising agency with most promotions being in-house</td>
<td>Uses outside media planning &amp; placement firm</td>
<td>Continue using current media planning &amp; placement firm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prepares most advertising in-house using County graphics department</td>
<td>Use an outside graphics firm to help develop a more updated branding/image program for Playland</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promotions are driven by sponsors</td>
<td>Add more sponsors and create more targeted events to attract off-season/off-hours guests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Fun Card/Fun Band allows for more flexibility</td>
<td>Increase advertising budget from $600,000 to $850,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Current advertising budget is approximately $600,000</td>
<td></td>
</tr>
<tr>
<td>Public Relations</td>
<td>Usually has an internal public relations department to handle the day-to-day publicity and media relations needs</td>
<td>Westchester County public relations department handles all media relations and publicity</td>
<td>Recommend having a dedicated member of the Playland staff to deal with all media relations and publicity</td>
</tr>
<tr>
<td></td>
<td>Uses outside public relations firm or will have access to outside firm to assist in special projects</td>
<td></td>
<td>This person could also be responsible for the new recommended website</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Develop media contacts and</td>
</tr>
</tbody>
</table>

146
### Destination Marketing
- Works closely with the local CVB/Tourism Office
- Dedicated sales area to develop this market
- Has frequent meetings with Westchester County Office of Tourism that strongly supports Playland Park
- Provides press releases and photography to support the Office of Tourism
- Continue relationship with Office of Tourism
- Forge an alliance with the NYC & Company to help position Playland & Westchester County as a viable destination.

### Internet Marketing
- Reflects fun and excitement of theme park products
- Ability to add & change information on site quickly
- Captures e-mail from website
- Aggressively uses e-mail for communicating with guests and potential guests
- Website is part of County Government’s site
- Began using some e-mail marketing in 2005
- Create and develop a website that visually reflects the qualities, excitement and historical values of Park
- Have the ability to add and change graphics on site.
- Capture e-mails from website
- Continue improving and becoming more effective with the use of e-mail marketing to aggressively sell new products and offer new incentives

### Special Events & Entertainment
- Events built around targeted audiences to increase attendance during peak and low periods
- Entertainment is used to bring additional guests to park during low periods and to increase length of stay
- Stages several mid-range acts using sponsors to help to under right costs
- Books big band orchestra to attract older audience during Fridays in July and
- Fireworks are staged on Wednesdays & Fridays during the peak season
- Continue to bring well known acts to attract teens and young adults
- Develop events to support current and new sponsors
- Develop special events targeted at area school groups, civic clubs and organizations

### Research
- Collects, maintains and analyzes data from guests who visits park and DO NOT visit the Park
- Frequently uses an outside firm to generate public perception and direction for future product/programs
- Occasionally uses an outside firm to gather public perception and understanding of park
- Certain information is gathered from the new Fun Card/Band program
- Develop and implement a “point-of-origin” research program to track guest’s perceptions, needs, demographics, etc.
- Use Applied Resources software (Fun Card) to collect critical research
- Develop and implement a conversion study research program to determine the effectiveness of advertising and
| New Fun Card/ Fun Band System | • Most theme parks have a pay-one-price admission ticket  
• Discounting is usually offered through a sponsor or advertiser | • Playland is a “pay-as-you-play” park with no “pay-one-price” for admission  
• The new Fun Card and Fun Band was implemented in 2005 with great success  
• Discounts and incentives are offered as planned or as needed to increase revenues | • Capture as much critical research about demographic and visitation patterns of Playland’s visitor  
• Develop a season pass through the new Fun Card system to attract more of the local market within the next three years  
• Use a photo ID system to control Season Passes  
• Consider using the Fun Card at other County Parks  
• Acquire one or more sponsors for the Fun Card/Band program |

| Group Sales | • This marketing portion focuses on groups of usually 15 or more people visiting at the same time  
• Discounted price offered to groups which reduces handling of tickets  
• Special incentives to targeted audiences to visit in off-season/off-hours periods  
• Typical parks will have 10 to 15 percent of visitors as group business | • Groups at Playland are 20 or more people  
• Groups sales are handled by one person who also has other marketing responsibilities along with some seasonal personnel  
• Solicitation is primarily through direct mail and some follow up by phone calls  
• Discount coupons sent to personnel offices of targeted companies  
• Discount coupons distributed at major community and County Park events  
• Birthday parties are offered to guests wanting this event as part of their visit to Park | • Add the position of Assistant Group Sales Manager to focus on Corporate, Tours and destination marketing  
• Hire season personnel to support the group sales program  
• Increase group sales from 6 percent to 12 percent over the next five years  
• Review and improve all sales collateral materials to make sure it reflects the best image possible  
• Use Internet and e-mail to support and increase groups  
• Use e-mails to communicate new group programs  
• Increase personal calls both by phone and face-to-face to major groups  
• Continue hosting group meetings & receptions to introduce new programs and promotions |
products
• Place a strong focus on updating and upgrading the birthday party sales program and product
• Use the Fun Card to offer incentives to groups visiting during off-season/off-hours
• Target markets for increased destination marketing

The Corporate Sponsorship/Affinity Marketing Partners Plan
As part of the agreement for the long-term Master Plan for Playland Park, Stone Communications has evaluated the existing sponsorship plan. The Sponsorship Program is currently generating just under $200,000 annually in cash or in-kind services. Another $200,000 is being used in media trade out/sponsorship/promotions. Under the current structure, this is an excellent program. However, the figure should be doubled with the right staff and program in place.

Currently an electronic sign is used at the front entrance of the Park. Pepsi is the underwriter of the cost of the sign and has prominent signage. The Park is also seeking advertisers for the sign on a seasonal basis. Additional usage of the sign should be explored for use by other sponsors and clients of the Park on a month by month basis to promote or test a product or service.

Targeted Sponsors
Playland already has successful sponsorships with soda and beer companies, as well as radio stations. Playland and County Parks have several separate sponsorship outreach programs. The first table below shows the current sponsors at Playland. The second table suggests new areas of sponsorships with suggested companies or types of companies that should be approached to be a sponsor at Playland. The following is a list of current sponsors at Playland Park.
## Playland Park Existing Sponsors

<table>
<thead>
<tr>
<th>Ranking of Sponsored Entity</th>
<th>Area(s) of Sponsorship</th>
<th>Sponsor</th>
<th>Est. Annual Fees or Contributions in Services and/or Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Concert Series, advertising, misc. items needed by Playland</td>
<td>Pepsi Cola</td>
<td>$60,000</td>
</tr>
<tr>
<td>2</td>
<td>Media trade out and promotions, i.e., Appreciation Nights.</td>
<td>Westchester County Journal News (Gannett)</td>
<td>$100,000</td>
</tr>
<tr>
<td>3</td>
<td>Concert Series, advertising and misc. support</td>
<td>Coors’ Beer through Manhattan Beverages Distributor</td>
<td>$45,000</td>
</tr>
<tr>
<td>4</td>
<td>Promotions and on-air give-a-ways</td>
<td>WPLJ-FM Radio</td>
<td>$100,000-plus</td>
</tr>
<tr>
<td>5</td>
<td>Fireworks</td>
<td>Discover Card</td>
<td>$15,750</td>
</tr>
<tr>
<td>5</td>
<td>Fireworks</td>
<td>Wachovia Bank</td>
<td>$5,000</td>
</tr>
<tr>
<td>6</td>
<td>Part of CulinArt’s agreement</td>
<td>Burger King</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Part of CulinArt’s agreement</td>
<td>Ranch 1 Chicken</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>CulinArt Food Distributors/Providers</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Coupon ticket books for discounts</td>
<td>Nathan’s Hotdogs</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Coupon ticket books for discounts</td>
<td>Carvel</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Provides maps for the Park</td>
<td>Amusement Media</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Fuji Film</td>
<td>A County contract</td>
</tr>
</tbody>
</table>

### Additional sponsors for Playland Park:
Expanding the sponsorship base of companies for Playland is important towards generating additional marketing dollars and promotional support to attain the stated objectives of this Plan. Selecting and soliciting the sponsors that provide the right fit for Playland is very important. The criteria for selecting the sponsors should be as follows:

- Product or service fits the demographics of one or more audience segments of the Park
- Ability to provide Playland with marketing dollars as well as marketing support, i.e., advertising, in-store promotions, etc.
- Create company event(s) to include Playland or other County Parks
- Commit to a long-term (three or more years) involvement with Playland

When developing a new sponsor for Playland, there are no set rules as to a pricing formula or exposure for either party. These must evolve as discussions progress. The figures shown below provide only a guideline for sponsored areas, promotional
opportunities and pricing. It must be strongly noted that sponsorships and affinity marketing partnerships take time, creativity and fulfillment of needs by both parties.

<table>
<thead>
<tr>
<th>Ranking of Sponsored Entity</th>
<th>Areas of Sponsorship</th>
<th>Potential Sponsors</th>
<th>Promotional Opportunities</th>
<th>Suggested Annual Pricing for Sponsorship</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New Gondola Ride</td>
<td>Cingular, Sprint/Nextel or Verizon wireless phone companies</td>
<td>Use sponsor to attract young adult audience.</td>
<td>$75,000, plus wireless products</td>
</tr>
<tr>
<td>2</td>
<td>“Official Vehicle” sponsor of Playland Park</td>
<td>Automotive Dealership in the Westchester County Area</td>
<td>Sponsor should appeal to a broad audience.</td>
<td>$75,000, plus 4 vehicles</td>
</tr>
<tr>
<td>3</td>
<td>Fun Card/ Fun Bands</td>
<td>Wireless phones or Internet providers</td>
<td>Use Fun Bands</td>
<td>$50,000</td>
</tr>
<tr>
<td>3</td>
<td>Kiddyland</td>
<td>Gerber, Toys 'R Us, Nabisco, Wonder Bread, Hasbro, Mattel</td>
<td>Use park guests as product testing and research.</td>
<td>$50,000</td>
</tr>
<tr>
<td>4</td>
<td>Photo Spots &amp; Photo booths</td>
<td>Kodak or Fuji Film or Digital Photography</td>
<td>Develop special events with sponsors.</td>
<td>$50,000</td>
</tr>
<tr>
<td>5</td>
<td>Video Games Video Products</td>
<td>Playstation, Milton Bradley, GameBoy, Circuit City, Best Buys, etc.</td>
<td>Create special discounts to Park.</td>
<td>$35,000</td>
</tr>
<tr>
<td>6</td>
<td>Possibly the New Sky Ride, coaster, etc.</td>
<td>Comcast or Cox Cable &amp; Internet services</td>
<td>Expand Playland audience and markets.</td>
<td>$50,000</td>
</tr>
<tr>
<td>7</td>
<td>Mid-size Ride</td>
<td>Automotive Parts Store, GAP, Levy’s, Jeans Company.</td>
<td>Create awareness, traffic to showroom or store</td>
<td>$35,000</td>
</tr>
<tr>
<td>8</td>
<td>Concert, event, etc.</td>
<td>Shipping - FedEx/Kinko’s, UPS-Mailboxes</td>
<td>Increase attendance of all audiences.</td>
<td>$35,000</td>
</tr>
<tr>
<td>9</td>
<td>Special Event</td>
<td>Theater Ticket Sales</td>
<td>Appeal to upscale audience.</td>
<td>TBD, based on event(s)</td>
</tr>
<tr>
<td>10</td>
<td>Special Events, concerts, etc.</td>
<td>Con Edison, A&amp;P Food Stores, Health Care Providers</td>
<td>Increase attendance to all audiences.</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

Pricing of the above sponsorship areas is based on current pricing of sponsors at Playland, as well as industry averages of sponsorships published in the *IEG Sponsorship Sourcebook*. We suggest that Playland Management review close and personal contacts within the local area to determine who has the best relationship with any of these companies and/or other companies that are not on this list, but would create a great marketing partnership with Playland. The
County has an agreement with Spencer Advertising to assist in developing and contracting sponsors for all Westchester Parks.

The Park has a non-profit account established to handle all sponsorship dollars called “Friends of Westchester County Parks.”

The “Friends of Westchester County Parks” has a dedicated Board of Directors and is a vital volunteer organization. This group has renewed its pledge to support, maintain and enhance Westchester’s Parks, promote their value to the economic, social and aesthetic vitality of our community, and stimulate public participation, interest and support in their preservation. Although the Park’s marketing department is responsible for soliciting and managing the sponsorship programs, the “Friends of Westchester County Parks” could be a valuable resource in developing contacts for sponsors. Using the personal relationships could be quite valuable in increasing this critical resource of marketing funds in the future.

The Park’s Director and Director of Marketing oversee and manage this account.

The advertising budget is approximately:

- $600,000 in cash.
- $500,000 in trade out media.
- Recommend hiring or retaining a person or company to solicit sponsorships and to work with park’s management in implementing/maintaining these sponsors.
- Will most likely pay a fee, plus commission and expenses.
- Hire a professional firm to handle and manage this aspect of program.

Westchester County Parks already has a well-designed sponsorship program. The details and benefits are posted on the County’s website and outlines sponsorship opportunities, along with benefits. In the further development of the Sponsorship Plan for Playland, the specifics relative to pricing of certain attractions, rides, shows, areas in the Park, etc., it is difficult to be as specific as in selling most intangible items. There is not a “rule of thumb” in pricing sponsored attractions, events, rides, areas, etc. However, a well thought out approach must be made in soliciting all sponsorships; keeping in mind that each sponsorship proposal must “fit” the company being sought for a particular location, activity, etc. A sponsorship presentation in
PowerPoint should be developed along with appropriate leave-behind materials. Designating an individual or outside resource must be used to make sure this program is successful.

**Proposed Organization Chart for Playland’s Marketing Department**

Currently, the marketing staff at Playland Park is UNDER staffed. The following is recommended:

It is recommended that a full-time director of marketing be hired for Playland. This person would report directly to the Park Director and also have reporting responsibilities to the Westchester County Parks and Recreation Director of Marketing and Public Relations. This responsibility and reporting arrangement allows for directions from the Director, coordination of the marketing message, and support from the County level. Adding the new Director of Marketing & Communications allows for more attention to the daily marketing activities and concentration on the Park. The marketing director oversees the staff and supports the programs communications, advertising, collateral development, sponsorships, etc.

Recently, a new Group Sales Manager was hired. In addition, we recommend a new position be created for an assistant group sales manager. This position will allow focus on expanding
contacts in the areas of corporate, group tours, birthday parties and park buyouts. The assistant group sales position and associated staff is very critical in generating the needed increase of corporate and group business.

We also recommend a new Assistant Public Relations Manager be added to oversee the recommended content management program for the website, Internet marketing activities and e-mail marketing programs.

Having qualified employees in the seasonal and part-time areas requires focused training and should be people who can move into the marketing department on a full-time basis as revenues permit.

**Budget:**
The current budget for marketing Playland Park is $1,472,072

<table>
<thead>
<tr>
<th>Expense Item</th>
<th>Marketing Budget for 2005 *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources/Salaries/Benefits</td>
<td>372,072</td>
</tr>
<tr>
<td>Advertising &amp; Promotions</td>
<td>600,000</td>
</tr>
<tr>
<td>Entertainment</td>
<td>350,000</td>
</tr>
<tr>
<td>Sponsor Support</td>
<td>150,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,472,072</strong></td>
</tr>
</tbody>
</table>

*Source: Playland Park Accounting*

As stated earlier in this plan, the industry average for marketing a similar facility is between 8 and 12 percent of the gross revenues. Using 11 percent, this would provide the marketing department an estimated $1,817,000 or a 25 percent increase.

In reviewing other parks generating 800,000 to 1,200,000 in attendance, we find that an 8 percent of gross revenue is well within the industry norm. The following figures are taken from industry sources using estimated per capita spending based on published general admission prices and using 8 percent of estimated gross revenues to determine the marketing budget figure. Due to the fact that Playland receives a portion of most ticket revenues, this drastically reduces per capita spending in the Park.
The chart below provides a comparison of similar parks in the Northeast with attendance in the same range as Playland. Most of the parks have provided this information but on an estimated basis.

<table>
<thead>
<tr>
<th>NAME OF PARK</th>
<th>2004 ATTN. *</th>
<th>EST. PER CAPITA SPENDING**</th>
<th>EST. GROSS REV.</th>
<th>EST. MARKETING BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLAYLAND PARK</td>
<td>973,250</td>
<td>$18</td>
<td>$17,518,500.00</td>
<td>$1,401,480.00</td>
</tr>
<tr>
<td>Knoebel’s Park, Elysburg, PA</td>
<td>1,250,000</td>
<td>$35</td>
<td>$43,750,000.00</td>
<td>$3,500,000.00</td>
</tr>
<tr>
<td>Lake Compounce, Bristol, CT</td>
<td>1,000,000</td>
<td>$40</td>
<td>$40,000,000.00</td>
<td>$3,200,000.00</td>
</tr>
<tr>
<td>Dorney Park, Allentown, PA</td>
<td>1,430,000</td>
<td>$35</td>
<td>$50,050,000.00</td>
<td>$4,004,000.00</td>
</tr>
<tr>
<td>Holiday World, Santa Claus, IN</td>
<td>1,100,000</td>
<td>$48</td>
<td>$52,800,000.00</td>
<td>$4,224,000.00</td>
</tr>
<tr>
<td>Kennywood, West Mifflin, PA</td>
<td>1,330,000</td>
<td>$40</td>
<td>$53,200,000.00</td>
<td>$4,256,000.00</td>
</tr>
<tr>
<td>Valleyfair, Shakopee, MI</td>
<td>1,040,000</td>
<td>$35</td>
<td>$36,400,000.00</td>
<td>$2,912,000.00</td>
</tr>
</tbody>
</table>

NOTE: Playland’s per capita DOES NOT include spending on games, food and other activities. Playland’s per capita covers only Fun Cards/Fun Bands and parking. All other parks listed include estimated in-park spending; thus Playland’s per capita numbers are artificially low in comparison.

* Based on attendance figures published in the December 2004 issue of Amusement Business.
** Estimates are made from those with published admission prices, plus an estimate of in-park spending provided by a majority of the parks listed.

The following is an estimated breakout of dollars for Playland’s marketing budget with 11 percent of gross revenues, based on the 2004 revenues.

<table>
<thead>
<tr>
<th>Expense Item</th>
<th>Marketing Budget for 2005 *</th>
<th>Recommended Marketing Budget for 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources/Salaries/Benefits</td>
<td>$372,072</td>
<td>$483,360</td>
</tr>
<tr>
<td>Advertising &amp; Promotions</td>
<td>$600,000</td>
<td>$850,000</td>
</tr>
<tr>
<td>Entertainment</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>Sponsor Support</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1,472,072</td>
<td>$1,833,360</td>
</tr>
</tbody>
</table>

*Source: Playland Park Accounting
Evaluation of the “Marketing & Sponsorship Plan”

Reviewing results and knowing the Marketing & Sponsorship Plan is effective and accomplishing the desired results, it is very important to constantly evaluate the Plan. Our recommended method of evaluating the plan is two-fold:

- Refer to the established objectives, which are measurable. If we set a 6 percent increase in annual attendance, then the evaluation is based on the success or failure of this number. If at some point this number is not attainable, then the number should be revised, if indeed the number is not realistic.

- Review of the total elements influencing the success of the Marketing & Sponsorship Plan, i.e., weather, outside influences that are not controlled by Playland, such as gas prices, terrorist threats, etc. In many cases, the evaluation is going to be based on “good common sense.”

Short-term Goals:

- Continue creating new packages to offer incentives to the local and regional audience to visit more often and stay longer. These short-term programs and packages must support and build on a series of local and regional promotions to communicate the new rides, attractions and events being added or expanded at Playland.

- Becoming more involved with the NYC & Company to help position Playland and Westchester County as a destination for visitors in the New York City area.

- Continue increasing the emphasis on group and corporate business at Playland with additional staff, a state-of-the-art tracking system and follow-up programs.

- Continue reviewing all collateral and communications materials to make sure they have a consistent message, appropriate graphic design and provide synergistic support to all Playland products and services.

- Continue developing and implementing new promotions and events with current and new corporate sponsors. When possible, structure using the new Fun Card system.
Developing both children and adult educational programs at the Park allows for the local audience to feel more of an affinity to the facilities.

- Continue servicing the existing corporate sponsors, but develop and bring in additional sponsors to offset the costs of events, marketing and support of attendance builders.

- Utilize the new renovations from the Master Plan to strengthen the marketing message to attract additional and repeat guests to Playland.

**Long-term Goals:**
All long-term goals should reflect the direction of the current short-term goals with a vision for additions and programs beyond a two to five year period. Yet, the following provides an indication of what is anticipated and planned beyond the next two to five years at Playland.

- Continue developing the Fun Card system, creating new packages and offering incentives to increase frequent visitation and longer lengths of stays at Playland. Use this marketing tool to create interest and build on a series of local and regional promotions to communicate the new rides, attractions and events being added or expanded at Playland.

- Building a stronger alliance with the NYC & Company to gain a more favorable image as a visitor destination to the New York City area.

- Increasing the emphasis on the group and corporate business at Playland with additional staff, a state-of-the-art tracking system and follow-up programs is paramount to the long-term success of the Park. Integrating the use of Internet sales and adapting e-mail communications will be a means of expanding the audience.

- Continue keeping all collateral and communications materials with a consistent message, appropriate graphic design to a targeted audience and providing a synergistic support to all Playland products and services will be a key element to the long-term marketing of Playland.
• Continuing to develop and implementing new promotions and events with new corporate sponsors will generate repeat visitors as well as new guests who will visit Playland. When possible, structure using the new debit card system. Evaluating the children’s and adult educational programs to determine if additional revenues can be gained will be essential to expanding or redirecting these activities.

• Continue to service the existing corporate sponsors, but develop and bring in additional sponsors to offset the costs of events, marketing and support of attendance builders. Using local contacts to identify potential sponsors will be of key importance in expanding this segment of the plan.

As the Master Plan is implemented and fulfilled, the rejuvenation of the Park will become an important part of the marketing message for Playland.
5.0 Physical Master Plan
5.0 Physical Master Plan

The Master Plan Proposals (see illustrations) are based on public comment and are in response to the plan section recommendation contained within. See area sketches in executive summary for greater detail.

5.1 Existing Conditions

Parking

- The current lot layout provides for general parking in the primary lot with some overflow in the area known as the “Ball Field”. Additional parking can be also found nearby in the county park lands adjacent to the pool, as well as limited parking in the adjoining neighborhood streets.

- Access to the primary parking lot is through parking gates where a parking lot fee is levied for each vehicle entering the lot.

Entry

- The primary entry, located at the end of the Park, contains a major fountain as well as ample gating for large inflow and outflow of guests.

- A secondary entry is located along the short of axis of the major circulation walkways at the mid-section for the parking lot.

Kiddyland

- Kiddyland consists of rides scaled and themed for children and in some cases are smaller versions of other rides currently found in the Park. The area is serviced by two entrances and a distinctive wood boardwalk sets this area apart from the balance of the Park. Historic rides located within this section include the Kiddy Coaster and the Kiddy Carousel.

Family Rides and Attractions

- Centered on a main promenade bounded on both sides by an historic colonnade are the various rides and attractions that make up the majority of the guest experiences in the Park. A balanced variety of flat rides, coasters, flume rides and dark rides are interspersed with games, entertainment, food and beverage, and
merchandise. The colonnade and its associated cross axis walkways provide for easy access to all parts of the Park.

**Catering and Picnic Grounds**
Other non-specified areas include the Ice Palace Casino, picnic area near the Edith Read Sanctuary Lake, and the Boardwalk adjacent to the Long Island Sound shore.

### 5.2 Comparisons with Industry Standards

#### Attraction Mix
- Playland currently possesses an adequate attraction mix in comparison to other family parks of similar size. Most family parks do not house large numbers of entertainment units based on extreme or thrill rides.
- In the “Family” category of rides, those defined as rides that both parents and children can ride together but are non-thrill, Playland has a slightly lower percentage of rides in this category based on industry averages.
- There is a slight deficiency in ride variety in that there is a higher percentage of “Flat Rides” or rides that just circle around a single axis. Opportunities exist for further diversification.

#### Operational Procedures
- In general, Playland Management distribution is on par with many parks of this type.
- Playland has the advantage of being able to use some county-wide administrative resources which augment and enhance staff available full time at the Park. In some instances, this sharing of staff may also leave various positions under-manned due to tasks being performed at other park properties.
- Rides and Attractions operations staff is ample at the Park except during peak attendance times. Operations staff limitations are a result of strict county operations budgets for staffing and the lack of available staff to work peak shifts (4 to 6 hours).
**Capacity Norms**
- In general, Playland currently has ample capacity in place in both the family and kiddy categories.
- Some rides, specifically the kiddy rides operate at lower than average capacity during peak times.

**Exceptions of Distinctiveness**
- In comparison with other similar parks, Playland has a higher than average percentage of rides in the “kiddy” category. History has shown that the local market and demographic makeup support this larger percentage.
- Playland historically has a large percentage of guests that either visits only the Kiddy area or the remainder of the Park as opposed to an even distribution of guests and attractions throughout the Park.

### 5.3 General issues of concern and opportunities

**Parking and traffic circulation**
- In the future, steps should be taken to restructure the existing parking lot to allow for more organized and compact parking as well as a smoother flow through the lot.
- The existing parking layout forces a situation where Vehicular / Pedestrian interface is required for entry into the Park. Basically, the major flow of traffic entering the parking lot from the parking gates crosses the major flow and entries into the Park. Not only does this slow down both flows of traffic but also causes an opportunity where incidents may occur.

**Architectural consistency**

*Colonnade*
- In past attempts to improve the overall look of the Park, modifications have been made to the look of the colonnade which has been a departure from its original classic deco styling. All attempts should be made to rebuild the existing structures, including those found at the boat house, to their original style and finish.
- Future plans may be made to rebuild the remainder of the colonnade that has already been removed.

**Entries**

- Some restructuring of the primary entry may be made to enhance its appearance and overall functionality. One option recommended would be to relocate the miniature golf course and enhance the overall view of the Long Island Sound.
- The secondary entrance should be enhanced with some new additional facilities to support park operations. These new facilities would include an entry/exit retail shop and ticketing functions. A group sales window would also add to guest convenience. With the restructuring of the parking lot, this secondary entrance could also provide a better sense of entry for the overall park.

**Structures held out of character or theme**

- Some of the exiting structures created in recent years do not coincide with the overall theme of the surrounding historical structures.
- The two food and beverage buildings located between the colonnades and alongside the lawn area, should be relocated or re-themed to fit the character of the overall park.
- The ticket booths currently located at the cross axis of the major walkways should also be relocated or restructured to more appropriately reflect the overall architectural integrity of the Park. Removing these structures would also extend the views along both the long and short axis of the Park.

**Planning Concerns**

**Circulation and Queuing**

- The existing layout of rides and attractions in Kiddyland do not support efficient operation during peak times. Restructuring this area, removing some rides and relocating others will help to alleviate some of the overcrowding that occurs in this area thus causing a reduction in overall potential hourly capacity.
- Selected queue lines on some of the family attractions should be restructured to prevent overflow into the general circulation pathways during peak times.
Ride and Attraction Capacity restructure and enhancement

- Some of the kiddy rides that are poor performers or rides in need of extensive maintenance should be removed or replaced with other new rides.
- The Giant Wheel may provide guests with a greater experience if relocated nearby the shoreline with enhanced views of the Sound.

Expansion possibilities

- Due to the lack of expansion land, it is somewhat difficult to add any more attractions to the Park without removing others.
- The addition of a second pier structure over the Long Island Sound could house not only one or more rides but could also allow for some docking of smaller personal boats. Relocating the existing double shot tower to the end of the pier would provide guests with a more exciting experience.
- In an effort to pull guests to the shoreline, a chairlift ride could be added that would travel from the area of the Playland Plunge to perhaps the end of the existing pier. As maintenance and safety concerns with this type of ride operation are important, this attraction should be routed around the Sound over the shoreline rather than directly over the Sound.

Operational

- Some restructuring of operational procedures should be made to allow for more ride operational staff to be present during peak times. This is primarily true of the Kiddy Rides where operator involvement in loading and unloading is required.
- The new parking lot layout may require added operational staff during earlier operational hours to ensure that the parking lot loads efficiently rather than allowing guests to park where they may. Perhaps the parking staff utilized for the early hours of operation could also be utilized in the Park assisting in loading of rides and attractions. This would allow human resources to staff positions that would otherwise require an operator to work undesirable short shifts. These, of course, are harder to fill positions.
5.4 Master Plan Recommendations

Kiddyland

Issues

- Current layout of rides and attractions restricts the smooth flow of pedestrian traffic during peak times.
- Some of the rides have exhibited lower attendance due to physical layout or reduced popularity.
- Some older rides are showing extended wear and may require continued high maintenance costs to continue safe operation.

Proposed Improvements

- Restructure Kiddyland to allow for greater circulation.
- Upgrade theme or Kiddyland as per Capital Improvement Item RP029.
- Remove or replace rides that have become poor performers.
- Remove or replace rides that may cost more to maintain which will reduce income from those rides.
- Add new rides to Kiddyland as per Capital Improvement Item RP22A
- Replace and upgrade boardwalk as per Capital Improvement RP024.
- Relocate Giant Wheel to an area near the Sound. The Giant Wheel is due for a major service overhaul which would require it to be dismantled. Moving the Giant Wheel to the Sound would enhance the views from the ride and provide more room in Kiddyland.
Kiddyland attractions disposition

*Rides to be eliminated:*
- Arctic Flume removed due to increased maintenance.
- Kiddy Bumper Cars due to low capacity and higher staffing.

*Rides to be relocated:*
- Giant Wheel to be moved to the shoreline.
- Convoy to be moved nearby the train.
- Red Barron and Flying Dragon to be moved to area of existing Convoy/Arctic Flume area.
- Kiddy Carousel, Motorcycle Jump to be moved to the existing Convoy/Arctic Flume area.
- Demolition Derby moved to current Kiddy Bumper cars.

Two Kiddy rides with an hourly capacity of 250 or more will be located in the area of the current Giant Wheel. The remaining rides in Kiddyland are to remain as they are.

**New Entry Plaza**

*Issues*
- Guests predominantly use the entry located at the mid point of the Park as the main entrance. This does not provide guests with a real sense of arrival.
- Ticketing is currently a secondary function within the Park, and guests are not presented with an opportunity to purchase tickets upon arrival.
- Guest and group services are currently located in a remote location of the administration building and are not easily accessible.
- There are many missed opportunities in the retail sales area due to the lack of entry and exit retail space as is the norm in many parks similar to Playland.

*Proposed Improvements*
- Construct a new main entrance at the entry to the short axis themed with the existing historical architecture currently in the Park. This will provide a sense of entry and arrival not currently provided by the entryways.
• Provide guests with an opportunity to purchase tickets before entering the Park at ticket windows located at the new gate.
• Guest and Group service office and windows provide guests with convenience and quality service.
• Entry / Exit retail will increase overall retail revenue.

Fountain Plaza

Issues
• Miniature Golf Course is not part of the historical design and obscures views of the Sound.
• Asphalt pavement and surrounding area does not currently enhance the historical nature of the plaza.
• Existing gates and towers at the entrance are in need of repair.
• Landscaping is in need of updating and, in some cases, trees and other plantings are in need of replacement.

Proposed Improvements
• Relocate the miniature golf and enhance to a more highly-themed golf course complete with water features, rockscape and distinctive landscaping. The new location will continue to allow the golf course to be utilized during non-operating park hours. This is in keeping with the proposed capital improvement plan item RP031. The new course location would be made available only after the parking lot restructuring (RP043).
- Replace the asphalt paving in the plaza area with various distinctive hardscape finishes which may include pavers, stamped asphalt, or colored and stamped concrete.
- Replace and upgrade landscape.

**Upgraded Cross Axis Plaza**

**Issues**
- The colonnade and towers are in need of repair. The current orange and yellow plastic fascia decoration is not in keeping with the original design intent of the architecture in this area.
- Several buildings and structures that have been erected within the central plaza are not themed in the deco style and are not in keeping with the historical master plan.
- Paving in this area does not currently add or enhance the distinctive architecture in the area of the plaza.

**Proposed Improvements**
- Repair the colonnade and towers and return them to their original design in keeping with Capital Improvement item RP23B.
- Remove the current orange and yellow plastic fascia from the colonnade.
- Remove or relocate the food building structures located in the vicinity of the colonnade.
- Remove or relocate the ticketing structures located at the cross axis.
- Replace the current asphalt paving in selected areas to enhance the plaza.

**Boat House Plaza**

**Issues**

- The boat house is deteriorating and is in need of repair and restoration to its original configuration.
- The gates and towers at the central plaza are in need of repair and restoration.
- Access to the Read Sanctuary and over flow grass parking is by a drive that separates the Boat House from the remainder of the Park. This results in potential vehicle/pedestrian conflicts and the false impression that it is not a part of the Park.
- Vehicular traffic through this area interfaces with pedestrian traffic from the Park.
- The landscaping and, to some extent, the picnic areas nearby the lake are in need of upgrading.
Proposed Improvements

- Repair the Boat House and return it to its original design in keeping with Capital Improvement item RP039.
- Repair the towers and gates.
- Replace the asphalt paving with pavers or stamped colored concrete and construct a central planter. This will also provide traffic control and calming within this area.
- Upgrade or enhance the current landscape in the plaza and surrounding areas.

Shoreline Improvements

Issues

- Currently the shoreline of the Sound is not configured in a fashion that draws guests to this significant feature of the Park.
- Current configuration of the fences and gates lining the boardwalk of the shoreline do not adequately serve the needs of both security and circulation control.
- The current restrictions on land use prevent easy introduction of new lands and the shoreline is not currently utilized to its fullest extent.
- Current requests to provide docks or moorings that allow guests to arrive by boat are not currently being addressed.

Proposed Improvements

- Upgrade and reconfigure the fencing and gates around the Sound to provide better circulation and security.
- Construct a second pier to allow guests to arrive at the Park by personal boat.
• Provide additional rides on the pier and over the boardwalk to draw guests to the shoreline. These may include a gondola ride and possible tower ride on the pier.

• Relocate the Giant Wheel to an area near the shoreline for greater views of the Sound.
5.5 Summary

Resolution of existing issues

- Many of the above mentioned issues provide for in place upgrades to the overall look and operation of the Park.
- At a minimum, some of the relocation of the rides and attractions work in conjunction with plans already in place or with scheduled maintenance that would require that one ride be removed and completely dismantled. Such is the case with the Giant Wheel relocation. This attraction is due for dismantling and inspection in coming years which would allow for relocation at that time.

Maintaining current market niche

- As is true with many parks of Playland’s size and composition, repeat attendance requires that new attractions be provided and existing ones be upgraded.
- Other non-ride attractions could also be tagged for upgrade, such as offering a greater diversity of food types to the guests.

Future growth

- As previously stated, the Park is “land locked” with little or no room for expansion, except for space which could be gained through better ground utilization and the possible expansion into the Sound. It is clearly understood that there are a host of visual, environmental and regulatory issues to be considered, but such an expansion with a second pier and attractions would certainly add a unique component.

5.6 Master Plan Implementation

The Capital Program is an integral part of the existence and future success of Playland and the continued investment of capital funding is essential to the future viability and well being of the Park. Implementation of the master plan and the funding of capital improvements are essential for a number of reasons; the major ones of which are:
a) Playland Park is of considerable historic, cultural, economic and social importance to Westchester County and the region. It represents a significant public investment of land and capital. As with any property, routine maintenance is required for structural and functional integrity without which the property declines and a number of problems occur. Most important are issues associated with public safety and welfare. One only has to look at the demise of other regional amusement parks to understand the importance of ongoing maintenance and investment. The County has both a fiduciary and a stewardship responsibility to protect this public asset.

b) Playland Park is in a very precarious market position with respect to competition for the public’s leisure and entertainment dollars. Investment in new rides, attractions and overall appeal is necessary to keep the Park “fresh”, maintain or increase its market position and to grow attendance and revenue. Please reference the Economic and Financial (Section 3.0) and the Marketing and Sponsorship (Section 4.0) portions of this plan for justification, rationale and support.

c) Playland Park is unique with respect to its waterfront setting, structures and overall ambiance. Aside from their historic and architectural significance, the structures, landscape and general site organization create a magical themed environment not unlike that of the World’s Columbia Exposition’s “Great White City”. Theme parks are unique among entertainment and amusement venues in that, as the term implies, they are themed. While newer parks spend considerable sums to create such memorable environments, Playland’s exists and needs only to be protected, enhanced and expanded.

The master plan advances four categories of capital improvements; those for (1) public safety and welfare, (2) to increase Park attendance and revenue, (3) in recognition of the Park’s historic nature and (4) infrastructure. They are ranked 1 thru 4 in priority and often occur in more than one category. Please see the Capital Improvements Ranking table. Those which are currently in the formal capital submission process are designated as “RP” and numbered; those which were developed as a result of the master plan are so noted. All are recommended and are consistent with the master plan. Regardless of the origin, the objectives of all are to improve the visitor’s experience and enjoyment.
Recommended Projects  (* see diagram above)

RP002 - Ice Casino Improvements*
As a historic major element, the Ice Casino is an integral part of the overall Playland complex. Enhancements and upgrades to this 76-year old facility are needed to ensure its continued safe and entertaining operation. Numerous capital improvements and upgrades as proposed will add to the versatility of this venue.

RP006 - Various Rides and Components 2006 to 2010
With Playland’s most prevalent theme being its historic nature, and additionally its classic and historic rides, these rides need to be upgraded and preserved so that they may continue to be enjoyed for generations to come. Additionally, with the upgrades will be improvements in the safety and stability of these attractions. This will include replacement of various components integral to normal safe operation of these historic rides.

RP13A - Maintenance Facility, Carpenter Shop and Garage*
A new maintenance facility essential to overall safety, maintenance and upkeep of the rides, structures and grounds has been constructed in an area located central to the Dragon Coaster. A second phase of construction will include a new structure to house materials and equipment to be built in the parking lot adjacent to the existing maintenance building in the main parking lot.

**RP22A - Ride Acquisition**
As is the industry standard, many parks replace or upgrade their existing rides in an effort to solicit repeat customers. As older rides become dated and exhibit decreased ridership and as newer technologies become available for safe enjoyable fun, many of the rides in the Park can be replaced to restore capacity and thus generate revenue at each ride or attraction location.

In addition, many of the rides not owned by the Park but are leased with a revenue share basis, could be replaced with new or used rides purchased outright by the Park. These rides with a converted revenue basis would show a greater profit margin for the Park as a whole. (Please refer to Section 3.5 for more detail)

**RP23A – Various Rides and Components**
This project, which currently works to preserve the integrity of historic rides at Playland, will continue through RP006.

**RP23B - Colonnade Rehabilitation**
As with many projects in the overall capital improvements plan, the colonnade rehabilitation is primarily to maintain Playland’s historic nature and theme. This project actually encompasses several parts, which include maintenance and repair of the colonnade and towers, and restoration of the structures to their original design intent. Ideally, a future phase of work would include replacement of the towers and columns removed from the northern end of the Park. This completion of the original colonnade would restore the Park to its original design intent and is strongly recommended by this Master Plan.

**RP23C - Bathhouse Restoration/Children’s Museum**
In an effort to utilize the area of the old bathhouse, a plan has been set in motion to restore the rooms and provide a tenable lease space that could be used by an independent operator of a children’s museum.

**RP23E - Music Tower Rehabilitation***
This project includes the completed phase of adding the already successful music stage to the Music Tower. A subsequent phase of work includes significant repairs and maintenance to the structure itself, as well as work on the exterior finishes, including restoration of the iron latticework and decorative jewel atop the structure.

**RP024 - Kiddyland Boardwalk Replacement***
With the popularity of the Kiddyland area there is the continued need to upgrade and enhance that area for future generations. The intent is to rebuild and restructure the historic Kiddyland Boardwalk to allow greater accessibility, while integrating a new drainage system and utility infrastructure.

**RP025 - Playland Shore Improvements***
In an effort to enhance the overall appearance and safety of the shoreline walk, improvements and restoration needs be done to the seawall behind the Ice Casino and Boardwalk restaurant. In addition, the removal of large rocks beneath the water on Playland’s beach will increase safety in this area.

**RP027 - Aeroplane Coaster**
The intent of this project is to reconstruct this historic roller coaster. This masterpiece of engineering was designed by Fred Church and opened on May 26, 1928. The ride consisted of many spiraling hills and dips and cost under $200,000 to construct. The “Bobs” style roller coaster which operated from 1928 – 1957, has been called the greatest wooden roller coaster of all time. High maintenance and public statements from the locals deeming the ride as “too dangerous and terrifying” finally sealed the fate of this ride in 1956. It was demolished in November, 1957.

**RP028 - Playland Structural Reconstruction**
The Playland structural reconstruction will address the needs of various facilities around the Park and upgrade or repair various structural issues.
**RP029 - Ride Enhancement**
As with many other parks in the same calls as Playland, the items of distinctiveness that set them apart is the themeing. In Playland, its theme is its fabulous “Art Deco” architecture which by design offers a greater advantage over other parks with synthesized themes. But alone, this theme will not carry the constant return of park customers, but combined with individual themeing of many of the rides, the effect if far greater and more aesthetically pleasing. Many parks in the same category as Playland spend as much as 20% of their capital budgets to upgrade and maintain the theme of their various rides and attractions. Playland must allot ample funds on an ongoing basis so that the general themeing can be addressed overall.

**RP030 - Playland Infrastructure Reconstruction throughout Park**
To correct the non-code compliant situations, eliminate the disarray of wiring systems installed over the years, restore/rebuild deteriorated structures and incorporate new work. Currently in the design of its third phase, this project (although for the most part invisible to most people who enjoy and work at the Park) is essential to its operation.

**RP031 - Mini Adventure Golf**
In an effort to support continued revenue generation at the existing miniature golf course, it would be required to replace and upgrade the existing course now located in the entry plaza nearby the shoreline boardwalk. To further enhance the view of the Sound and restore the historical nature of the entry plaza it is further recommended that the miniature golf course be relocated to a nearby area created by the parking lot restructuring. This of course must be done after or in conjunction with the parking lot restructuring.

**RP033 - Fire Suppression System, throughout Park**
This project is included to replace residual sections of the original sprinkler system, installed over 40 years ago.

**RP034 - Park Resurfacing**
In an effort to provide better safety and enhance the overall appearance of the walkways, a complete resurfacing is recommended to all of the blacktop areas throughout park, with exception of the main parking lot.

**RP039 – Boathouse Rehabilitation**
As with the colonnade project, the boathouse is historical in nature and integral to the overall historic theme of the Park. With time, this historic building has deteriorated in both structural soundness and physical appearance. This will provide for the demolition of the structure and restore it back to its original historic beauty.

**RP040 - Administration Building Rehabilitation**
The Administration Building, located at the main entrance to the Park, is also another example of historic architecture that should be preserved. In addition, a complete reorganization of the internal structure and layout of the interior spaces would make this facility more functional in the future.

**RP042 - Playland Site Improvements**
To provide overall phased site improvements including replacement of center mall trees and iron railings and fences throughout park.

**RP043 - Parking Circulation**
The main parking lot configuration is not designed to safely accommodate park patrons as they cross in front of incoming vehicular traffic in order to gain access to the Park. A redesign of the 735,000 square foot main parking lot would improve overall circulation and prevent pedestrian/vehicular conflict by re-routing incoming traffic away from the amusement park's pedestrian entrances. In addition, a relocation of the entry gates and re-striping of the lot may increase the overall capacity of the existing parking lot.

**RP044 - Playland Pool Infrastructure**
To provide for an overall better experience at the existing pool it is recommended that an aquatic facility be designed and constructed which would include the reconfiguration and enlargement of the existing pool basin and the addition of smaller, activities-based pools.
**RP045 - Paint/Sign Shop***  
This project will design and construct a new facility to house all of Playland’s painting and sign making needs.

**RP046 - Solid Waste Management throughout Park**  
To design, purchase, and build an efficient waste management system.

**RP047 - Public Picnic Area***  
The current picnic area overlooking Manursing Lake is arranged in a rather unplanned configuration and should be redesigned to provide greater convenience to patrons who utilize this facility.

**RP048 - Commissary Building**  
The current commissary structure is in need of replacement and rebuilding of the existing structure as well as needed upgrades to the mechanical and electrical system.

**RP049 - Stored Value Card Ticketing System throughout Park**  
Phase I, which is now completed, provides for greater accounting and control of ticketing and revenue generation. Phase II has been requested in the 2007 plan.

**RP050 - Various Rides & Components**  
In an effort to continually enhance the guest experience and provide for their safety, some of the rides that are currently owned by the Park require rehabilitation. Some of these upgrades may include enhanced components now available for various rides as well as replacement of major elements required to enhance safety for park patrons. Once organized, this program will support the ongoing efforts to improve the overall Playland Rides experience for those rides that are already owned by the county.

**Master Plan Recommendation #1 - Restructure of Kiddyland***  
This will include removal of older low performing rides or increase the available guest circulation space. This will also allow for greater hourly capacity thus increasing ride revenue per ride during peak hours. The existing giant wheel could also be relocated during the
restructure to provide additional space and its new location would be nearby the shoreline to enhance views of the Sound from the wheel.

**Master Plan Recommendation #2 – New Entry Plaza***
Create a new entry plaza at the entry from the parking lot on the short axis of the Park. This facility would house additional entry/exit retail as well as ticket booths and guest services.

**Master Plan Recommendation #3 – Restore Fountain Plaza***
Restore the Fountain Plaza including relocation of the miniature golf course. This shall restore the area to the original design intent and provide for unobstructed views of the sound.

**Master Plan Recommendation #4 – Restore Plaza at Cross Axis***
Remove and or relocate several food service structures now located in the promenade between the colonnades. These structures do not adhere to the original design intent and are not themed accordingly.

**Master Plan Recommendation #5 – Upgrade Boat House Plaza***
An overall upgrade of the area surrounding the boat house including the addition of distinctive pavers and landscaping along with the rehabilitation of the adjacent gates and fences needs to be done.

**Capital Project Classification**
In the tables below the various capital projects are organized into different categories. The first table lists each line item in order and prioritizes four (4) major categories of justification. These include projects that promote safety in the Park, those that support historic preservation, projects that can drive revenue and attendance and additionally projects that address infrastructure and the general well being of the facility. Some capital projects are justified in more than one category; in which case they are prioritized numerically in order of their relevance to each category. For instance, we recommend that the Parking Circulation project (RP043) be constructed primarily for the safety of patrons and employees, while being considered to be prudent due to the increase in revenue this project is expected to realize. We therefore gave it a “1” for Safety and a “2” for Revenue and Attendance. This project is also
recommended as an improvement to the Infrastructure of the Park thus giving it a “3” rating in that category. Please see chart below.

### Capital Project Justification Categories

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Safety</th>
<th>Revenue/Attendance</th>
<th>Historic</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>RP13A</td>
<td>Maintenance Facility, Carpenter Shop and Garage</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>RP22A</td>
<td>Ride Acquisition</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP23A</td>
<td>Various Rides &amp; Components</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>RP23B</td>
<td>Colonnade Rehabilitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP23C</td>
<td>Bathhouse Restoration/Children’s Museum</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td>2</td>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>RP024</td>
<td>Kiddyland Boardwalk Replacement</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>RP025</td>
<td>Playland Shore Improvements</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP027</td>
<td>Aeroplane Coaster</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>RP028</td>
<td>Playland Structural Reconstruction</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td>1</td>
<td></td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>RP030</td>
<td>Playland Infrastructure Reconstruction throughout Park</td>
<td>2</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>RP031</td>
<td>Mini Adventure Golf</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>RP032</td>
<td>Boat Launch Ramp</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP033</td>
<td>Fire Suppression System, throughout Park</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>RP034</td>
<td>Park Resurfacing</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td>2</td>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>RP040</td>
<td>Administration Building Rehabilitation</td>
<td>2</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>RP042</td>
<td>Playland Site Improvements</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP043</td>
<td>Parking Circulation</td>
<td>1</td>
<td>2</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>RP044</td>
<td>Playland Pool Infrastructure</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP045</td>
<td>Paint/Sign Shop</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP046</td>
<td>Solid Waste Management throughout Park</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP047</td>
<td>Public Picnic Area</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP048</td>
<td>Commissary Building</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Safety Priorities

Various projects that are supported by safety need ranked by importance.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP043</td>
<td>Parking Circulation</td>
<td>1</td>
</tr>
<tr>
<td>RP033</td>
<td>Fire Suppression System, throughout Park</td>
<td>2</td>
</tr>
<tr>
<td>RP050</td>
<td>Various Rides &amp; Components (Non-Historic)</td>
<td>3</td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td>4</td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td>5</td>
</tr>
<tr>
<td>RP028</td>
<td>Playland Structural Reconstruction</td>
<td>6</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>7</td>
</tr>
<tr>
<td>RP13A</td>
<td>Maintenance Facility, Carpenter Shop and Garage</td>
<td>8</td>
</tr>
<tr>
<td>RP030</td>
<td>Playland Infrastructure Reconstruction</td>
<td>9</td>
</tr>
<tr>
<td>RP024</td>
<td>Kiddyland Boardwalk Replacement</td>
<td>10</td>
</tr>
<tr>
<td>RP025</td>
<td>Playland Shore Improvements</td>
<td>11</td>
</tr>
<tr>
<td>RP034</td>
<td>Park Resurfacing</td>
<td>12</td>
</tr>
</tbody>
</table>
### Revenue & Attendance Priorities

Various projects that support increased revenue and attendance ranked by importance.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Revenue/Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP22A</td>
<td>Ride Acquisition</td>
<td>1</td>
</tr>
<tr>
<td>RP049</td>
<td>Stored Value Card Ticketing System</td>
<td>2</td>
</tr>
<tr>
<td>RP031</td>
<td>Mini Adventure Golf</td>
<td>3</td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td>4</td>
</tr>
<tr>
<td>RP044</td>
<td>Playland Pool Infrastructure</td>
<td>5</td>
</tr>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td>6</td>
</tr>
<tr>
<td>RP043</td>
<td>Parking Circulation</td>
<td>7</td>
</tr>
<tr>
<td>RP050</td>
<td>Various Rides &amp; Components (Non-Historic)</td>
<td>8</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>9</td>
</tr>
<tr>
<td>RP027</td>
<td>Aeroplane Coaster</td>
<td>10</td>
</tr>
<tr>
<td>RP23C</td>
<td>Bathhouse Restoration/Children’s Museum</td>
<td>11</td>
</tr>
</tbody>
</table>

### Historic Priorities

Various projects that support the historic preservation of the Park ranked by importance.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Historic</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP23B</td>
<td>Colonnade Rehabilitation</td>
<td>1</td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td>2</td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td>3</td>
</tr>
<tr>
<td>RP040</td>
<td>Administration Building Rehabilitation</td>
<td>4</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>5</td>
</tr>
<tr>
<td>RP027</td>
<td>Aeroplane Coaster</td>
<td>6</td>
</tr>
<tr>
<td>RP031</td>
<td>Mini Adventure Golf</td>
<td>7</td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td>8</td>
</tr>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td>9</td>
</tr>
<tr>
<td>RP23C</td>
<td>Bathhouse Restoration/Children’s Museum</td>
<td>10</td>
</tr>
</tbody>
</table>
### Infrastructure Priorities

Various projects that are mainly infrastructure in nature by importance.

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP030</td>
<td>Playland Infrastructure Reconstruction throughout Park</td>
<td>1</td>
</tr>
<tr>
<td>RP028</td>
<td>Playland Structural Reconstruction</td>
<td>2</td>
</tr>
<tr>
<td>RP040</td>
<td>Administration Building Rehabilitation</td>
<td>3</td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td>4</td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td>5</td>
</tr>
<tr>
<td>RP23B</td>
<td>Colonnade Rehabilitation</td>
<td>6</td>
</tr>
<tr>
<td>RP050</td>
<td>Various Rides &amp; Components (Non-Historic)</td>
<td>7</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>8</td>
</tr>
<tr>
<td>RP034</td>
<td>Park Resurfacing</td>
<td>9</td>
</tr>
<tr>
<td>RP13A</td>
<td>Maintenance Facility, Carpenter Shop and Garage</td>
<td>10</td>
</tr>
<tr>
<td>RP045</td>
<td>Paint/Sign Shop</td>
<td>11</td>
</tr>
<tr>
<td>RP033</td>
<td>Fire Suppression System, throughout Park</td>
<td>12</td>
</tr>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td>13</td>
</tr>
<tr>
<td>RP024</td>
<td>Kiddyland Boardwalk Replacement</td>
<td>14</td>
</tr>
<tr>
<td>RP025</td>
<td>Playland Shore Improvements</td>
<td>15</td>
</tr>
<tr>
<td>RP047</td>
<td>Public Picnic Area</td>
<td>16</td>
</tr>
<tr>
<td>RP048</td>
<td>Commissary Building</td>
<td>17</td>
</tr>
<tr>
<td>RP042</td>
<td>Playland Site Improvements</td>
<td>18</td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td>19</td>
</tr>
<tr>
<td>RP046</td>
<td>Solid Waste Management throughout Park</td>
<td>20</td>
</tr>
</tbody>
</table>
## Capital Projects by Priority

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>RP23B</td>
<td>Colonnade Rehabilitation</td>
<td>1</td>
</tr>
<tr>
<td>RP043</td>
<td>Parking Circulation</td>
<td>2</td>
</tr>
<tr>
<td>RP033</td>
<td>Fire Suppression System</td>
<td>3</td>
</tr>
<tr>
<td>RP22A</td>
<td>Ride Acquisition</td>
<td>4</td>
</tr>
<tr>
<td>RP049</td>
<td>Stored Value Card Ticketing System</td>
<td>5</td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td>6</td>
</tr>
<tr>
<td>RP040</td>
<td>Administration Building Rehabilitation</td>
<td>7</td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td>8</td>
</tr>
<tr>
<td>RP050</td>
<td>Various Rides &amp; Components (Non-Historic)</td>
<td>9</td>
</tr>
<tr>
<td>RP23C</td>
<td>Bathhouse Restoration/Children’s Museum</td>
<td>10</td>
</tr>
<tr>
<td>RP044</td>
<td>Playland Pool Infrastructure</td>
<td>11</td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td>12</td>
</tr>
<tr>
<td>RP031</td>
<td>Mini Adventure Golf</td>
<td>13</td>
</tr>
<tr>
<td>RP028</td>
<td>Playland Structural Reconstruction</td>
<td>14</td>
</tr>
<tr>
<td>RP030</td>
<td>Playland Infrastructure Reconstruction</td>
<td>15</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components 2006-2010</td>
<td>16</td>
</tr>
<tr>
<td>RP024</td>
<td>Kiddyland Boardwalk Replacement</td>
<td>17</td>
</tr>
<tr>
<td>RP025</td>
<td>Playland Shore Improvements</td>
<td>18</td>
</tr>
<tr>
<td>RP042</td>
<td>Playland Site Improvements</td>
<td>19</td>
</tr>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td>20</td>
</tr>
<tr>
<td>RP13A</td>
<td>Maintenance Facility, Carpenter Shop and Garage</td>
<td>21</td>
</tr>
<tr>
<td>RP034</td>
<td>Park Resurfacing</td>
<td>22</td>
</tr>
<tr>
<td>RP027</td>
<td>Aeroplane Coaster</td>
<td>23</td>
</tr>
<tr>
<td>RP047</td>
<td>Public Picnic Area</td>
<td>24</td>
</tr>
<tr>
<td>RP046</td>
<td>Solid Waste Management</td>
<td>25</td>
</tr>
<tr>
<td>RP048</td>
<td>Commissary Building</td>
<td>26</td>
</tr>
<tr>
<td>RP045</td>
<td>Paint/Sign Shop</td>
<td>27</td>
</tr>
</tbody>
</table>
This Page Intentionally Left Blank
6.0 Architectural & Sustainability Design Guidelines
6.0 Architectural Design Guidelines & Sustainability

Design Goals

6.1 Architectural Design Guidelines

Playland Park is considered the first totally planned amusement park in the country. While there have been changes to the Park and new construction, the original plan and architecture of the Park is remarkably intact. Playland’s original designers achieved great unity in their design – unity that was unprecedented in amusement parks of this era. One of the ways that this was achieved was by designing the Park in primarily the Art Deco style with significant structures reflecting the Spanish Revival style. Although both styles were popular when the Park was built, Spanish Revival was based on historic precedent, while Art Deco was considered forward-looking and the latest in building design and style. It is important that historic structures be maintained and/or restored to their original specification with original materials and design. New structures should respect the historic fabric of the Park and yet clearly be of this period. The following proposes a framework to guide the design of new structures within the Park. The intent is not to dictate specific design solutions but to offer a framework that supports the creation of exciting structures and exuberant architecture within the historic context of Playland Park.

Art Deco Architecture / Key design features
Rectilinear and Geometric
Contrasting colors
Simple and interesting design

Spanish Revival Architecture / Key Design Features
Use of arches and courtyards
Plain wall surfaces
Use of stucco
Exposed structure
Building Conditions Survey SCALE 1:400

The following documents a “windshield” survey of the existing structures at Rye Playland Park. The building survey was concluded to ascertain general building and site conditions. Amusement rides and other temporary structures were not included. The survey looked at general conditions (good/fair/poor) for overall building elements. This information will be used to prioritize future investments in Rye Playland Park that will be reflected in the master plan prepared by Bullock Smith & Partners.
Use Diagram  SCALE 1:400

- Thrill
- Family
- Kiddy
- Food & Beverage
- Merchandise
- Ticketing, Restrooms, Guest Services
- Games
- Miscellaneous Out Buildings
Historic Buildings and Rides  SCALE 1:400

HISTORIC BUILDINGS & RIDES

1. Bath House, Pool, and Boardwalk
2. Casino
3. Dragon Deli
4. Buffet Colonnade
5. Colonnades
6. Games and Concessions Buildings
7. Carousel
8. Music Tower
9. Boat House
10. Whip
11. Dragon Coaster
12. Old Mill
13. Derby Racer
14. Kiddyland
15. Administration Offices
16. Ticket Booths
17. Picnic Shelters
Art Deco

Administration, Casino & Music Tower

The Administration Office, consisting of a Plaza Pavilion and an L-shaped wing, is a two-story structure with multi-paned windows with black metal sash. Decorative elements include the Pavilion’s domed copper roof with octagonal lantern, the copper cornice flashing on the wing, and the building’s color scheme of cream, beige, and sea-green. Two stories high, eight bays wide, and nine bays deep, the Casino is the largest Art Deco style structure in the Park. The entrance is provided by double glass doors and a flat canopy above which are round-arched multi-paned windows to the roof line. The windows are flanked by triangular pilasters; the pilaster capitals are formed by alternating cream and beige bands of zigzag trim. Of cream-colored stucco, the one hundred and ten foot high Music Tower terminates the central mall at the Park’s north end. The Tower is stepped back on all four façades and is horizontally divided into three stages, or sections. The lower stage contains pilasters with fluted capitals at each corner. The middle stage is distinguished by compound stepped-back insets containing a flagpole on the main façade and openings for the sound system. The third stage contains an octagonal lantern on each corner, and on a high central base, a large octagonal lantern copper, and glass lantern.

*From the National Register of Historic Places
**Art Deco**

**Pavilions, Colonnade, Boat House**

The colonnades originally framed the entire central mall and the western section of the cross axis. Designed to provide visual unification of the cross axis and provide shelter, the colonnades were built of frame, with octagonal columns at twelve-foot intervals. Drop panel cornices contained friezes with hand painted murals; the cornice sections were topped with curved balustrade sections between low posts supporting classical frosted glass lighting fixtures. The primary color was white, but capitals, mural frames, and balustrade posts and railings were emphasized with contrasting trim. Colonnade pavilions are square in section with flat roofs, and were designed to be open on all sides. Stepped back corners at the roof line provide platforms for light fixtures. The Boat House, on the southern edge of Playland Lake, is comprised of two stucco Pavilions flanking a forty-two foot long colonnade. The cone shaped copper roofs of the pavilions have been replaced with shingles. The colonnade retains its original columns, cornice, murals, balustrades, and lanterns. Several more contemporary and utilitarian lighting fixtures have been added to the colonnade since the Boat House was constructed; a small one-room frame administration structure has also been added and is located on the roof of the colonnade near the eastern Pavilion.*

*From the National Register of Historic Places*
**Spanish Revival**

**Bath House, Pool & Boardwalk Complex**

The Spanish Revival Bath House complex, completed in 1928, (with the exception of the pool which was constructed the following year) is the only one of the Park’s main buildings not in the Art Deco mode. The main stuccoed structure, facing the Long Island Sound and the Park’s swimming beach on the east, consists of a central section, two stories high and three bays wide, flanked by twin towers to which are attached wings extending to the west. The central section has three arched portals providing entrance to the north and south bath houses; stairs ascend on either side of the portals to the pool level. Semi-circular open sections beneath the stairs are filled with decorative iron grille work. Rectangular windows capped with triangular niches appear on the tower facades and on the main (east) facades of the wings. Above the bracketed cornice on each tower is a copper roof with a six-sided cupola supporting a wrought-iron seahorse weather vane. Decorative iron also appears on the tower balconies. Although the Bath House is of Spanish Revival, or Mediterranean style in massing and detail, it is related to the Park’s Art Deco buildings by similarity in construction materials and color scheme. On the south and northeast, at the boardwalk level, are connecting one-story stuccoed galleries housing shops and concessions; these sections have low wooden balustrades above tiled overhanging eaves supported by large-scale carved brackets, and terminating Pavilions with colonnades.*

*From the National Register of Historic Places
6.2 **New Structures**

The following proposes a framework to guide the design of new structures within the Park. The intent is not to dictate specific design solutions but to offer a framework that supports the creation of exciting structures and exuberant architecture within the historic context of Playland Park.

**Location**

**View Corridor Protection:** Buildings and structures should be sited to maintain and support the original organization of the Park around the central mall and cross axis. Care should be taken not to intrude on south and east views to the Sound.

**Sensitivity to adjacent structures:** New structures should not overwhelm or detract from existing historic structure. New structures should respect and contribute to the Park as whole.

Maintain mall view corridors  
Avoid locating structures in view corridors

Ride integrated with historic boardwalk  
Avoid crowding historic structures
The north/south oriented central mall and the cross axis are a significant feature of the Park’s historic plan. Colonnades originally framed the entire central mall. The open vista of the central mall and the spine of the cross axis organized the amusement park in a way not seen before in amusement park design. They make a significant contribution to the Park plan. The original central mall was anchored at north end by the Boat House and looked south to an open vista to the Sound. The same is true of the cross axis where an entrance gate from the parking lots created a visual gateway to the cross axis which was also open vista looking eastward to the Sound. Over time these vistas have been compromised with concession stands, ticket booths and amusement rides. It is important to maintain these open vistas. New structures and rides should not be located in these areas and the long-term plan for the Park should include the relocation of existing structures and amusements that block these view corridors.
**Proportion and Composition**

**Arcade:** At the major axis, the arcades should be dominant horizontal organizing elements. Vertical elements that rise above the arcade are encouraged to add an identity to special or significant structures and/or activities.

**Roofline:** Roofs should be seen as an opportunity to add exuberance and celebration to an important structure. Rooflines and roof silhouettes should be varied for interest.

- [Image: Arcade, roofline, and building silhouette examples]
- [Captions: Similar detailing and proportions can create a uniform façade from disparate structures, Articulated roofline adds interest, Articulated building silhouette adds interest]
- [Caption: Poorly scaled comfort station ignores proportion, form and massing of nearby structures]
Scale

**Mix of scales:** A mix of scales is desirable and can be part of creating an exciting and innovative environment. While a mix of scales is desired, the scale of structures should consider its surroundings and its location in the Park.

**Human scale:** Façades and building elements at the pedestrian level should be pedestrian friendly and visually interesting.

**Visual patterns:** Consider how visual patterns will emerge because of recesses and projections.

Mix of Scales: The Administration

The Music Tower

Colonnades and Pavilions

The Playland Express is a good example of detail reinforcing scale.

Detailing and composition should be carefully considered: Note column with base and Column missing a base.
Texture and Details

**Coherent building design:** Designers should be aware that a structure is experienced in its totality; care should be taken in the design of façades.

**Detailing:** New construction details should reflect the Art Deco and Spanish Revival influences found in the Park. While an exact reproduction of these features is not desirable, existing details and architectural forms should inspire new designs.
Exposed structure is found throughout the park. It is typical of the Spanish Revival style and found in many of the historic open

**Wall surfaces:** Plain wall surfaces are hallmarks of both Art Deco and Spanish Revival design, but these will need to be carefully considered to avoid a monotonous aesthetic.

An austere surface is combined with playfully detailed arcade

Detailing can be integrated into wall surfaces

Austere surfaces morph into more exuberant forms at the Pool House
Artwork: The building and structures should be considered as an opportunity to incorporate artistic expression.
**Fencing:** Fencing at attractions and rides should be wooden picket fences to match existing fences. Colors should complement the historic color palette but not replicate the colors, as new fencing should be clearly distinguished from historic fencing. The use of chain-link fencing should be avoided where visible to park visitors.

![Fencing Examples](image1.png)

- Entrance gate
- Appropriate fence around an attraction
- Appropriate fence around a ride

Chain-link fences are inappropriate and should be avoided

**Building Materials**

The use of building materials should be compatible to those found in the Park. These include: Stucco, Wood and Copper / decorative metals. Materials used in the rehabilitation of existing historic structures should match the original and not radically change or obscure the architectural features. The use of newer materials is encouraged in new park structures. Materials should clearly identify a structure as not part of the original park fabric but be sympathetic to existing materials in texture, color, sheen, and scale.
Signage

Location: Signage should be located in signage bands where provided. Ground mounted signs are permitted but should be fully integrated into the landscape. New signage should be viewed as an opportunity for innovation and creative expression.

Graphics: Signage, besides communicating use in written text, should communicate building use in a fun and graphic way.

Building as sign: Where the opportunity exists; building architecture and structure design is an opportunity to create building forms that clearly communicate use.
Lighting:

- Lighting should be integrated and not an afterthought
- Lighting can be decorative and should be integrated into the design of
- Lighting should be integrated and not an afterthought

Colors

**New color palette:** The original park color palette included: white; sea-foam green, beige and use of an accent color. These colors have been replicated during the Park’s history and an analysis of the original paint colors used on the historic structures is recommended so that they may be accurately reproduced for use on the historic structures. New colors are encouraged on new structures. These colors should be complementary to the original color palette and yet distinct enough to be recognized as not original.
Openings

**Open air structures**: Open air pavilions allow the Park’s activates to be clearly visible. Where feasible, the construction of open pavilions instead of enclosed structures is encouraged.

Open air rides generate excitement and activity

Enclosed structures conceal activity and should be avoided
**Existing Structures Not Conforming to Design Guidelines (1 of 2)**

1. Avoid locating structures in view corridors

1. Poorly scaled comfort station ignores proportion, form and massing of nearby structures

2. Poor material selection and detailing contribute to a poorly scaled structure. Enclosed structures conceal activity and should be avoided

3. Avoid crowding historic structures

3. Poorly scaled concession stand conflicts with proportions
**Existing Structures Not Conforming to Design Guidelines (2 of 2)**

4. Poorly maintained façade detracts from the park atmosphere

5. Avoid structures without artistic expression

6. Chain-link fences are inappropriate and should be avoided

7. An example of an inappropriate material used in a historic structure

8. Avoid inappropriate integration of signage into the historic structures

8. Inappropriate color scheme
6.3 **Sustainability Design Goals**

In order to develop a sustainable approach to design, Playland Park must be seen as a single system made up of interdependent architectural and engineering components. Taking into account energy and environmental performance over the complete life cycle of the Park the goal of sustainable design is to design and build using a common sense approach that:

- Minimizes pollution output from construction and operations
- Uses resources, materials, and energy very efficiently
- Is reliable, secure, simple to operate and maintain
- Has a long, useful life expectancy
- Provides a highly functional and healthful environment for employees and patrons

In addition to improving energy efficiency and environmentally sound operations, Sustainable Design seeks to take into account, to the extent possible, external implications of design decisions, such as, traffic loads, transport energy, manufacturing energy, recycled materials content, reusable materials content, waste minimization, water conservation, reduced maintenance, and land use.

**Sustainable Practices & Opportunities**

Given the uniqueness of Playland Park’s site and its relation to the Edith Read Sanctuary, the use of sustainable alternatives would be of great benefit to the area at large and serve to promote environmental awareness in Westchester County. The following framework is organized according to the LEED Rating System, Version 2.0, published by the US Green Building Council. This System provides an industry - wide guideline for gauging the levels of resource and energy efficiency and sustainability for a building project. Each described issue below includes an opportunity to meet the desired environmental goal. While by no means exhaustive, the intent of identifying an opportunity to meet the stated goal is to give the user a framework to incorporate sustainable goals into ongoing design, construction and maintenance projects.
Sustainable Sites (SS)

The Development and construction processes are often destructive to local ecology. Storm water runoff from development areas can impact water quality in receiving waters, hinder navigation and recreation as well as disrupt aquatic life. Fortunately steps can be taken to reduce impacts on previously contaminated sites.

Opportunity 1: Storm Water Management:

Storm water management is an extremely important element of master planning. Given the relatively low ratio of planted to paved area, storm water generally ends up in the sewer system. Several strategies for managing runoff from storms should be considered and studied, including roof retention systems in conjunction with porous asphalt and other surfaces, as well as the creation of artificial ponds.

Water Efficiency (WE)

Using large volumes of water increases maintenance and life-cycle costs for building operations and increases consumer costs for municipal supply and treatment facilities. Water efficiency measures in some buildings can easily reduce water usage by 30% or more. Utility savings, though dependant on the local water costs, can save thousands of dollars per year, resulting in rapid payback on water conservation infrastructure.

Opportunity 2 Black Water Treatment:

All wastewater from Playland, including sanitary sewage, and water from food concessions and bathroom lavatories would be processed, returning tertiary treated water for use in toilets, irrigation, and cooling tower makeup.

Treatment of wastewater for reuse would greatly reduce overall water consumption for the Park. Black water treatment avoids adding waste treatment loads to the existing New York sewage treatment plant capacity. Although black water is generally of potable quality, it is not approved for consumption, but can be used in a variety of ways as follows:

- Flushing of Water Closets (~30,000 GPD)
- Irrigation (Actual requirements depending on landscape)
o Spray Systems (Green roofs/evaporation would reduce cooling loads)
o Water Makeup (Spray ponds or cooling towers)
o Significantly greater water recycling than a comparable gray water system.
o The water returned from the Black water treatment is of superior quality than is produced by traditional Gray water systems.
o Excess treated water may be offered to the surrounding community for adjacent landscaping needs.

**Opportunity 3  Efficient Landscaping:**
The proposed landscaping should use native plantings that require low amounts of water or no irrigation at all and are pest and disease resistant. In addition, Non-toxic pesticides, herbicides, and fertilizers will be recommended in a maintenance manual. Street trees can provide shade and mitigate the adverse impacts of heat islands. The use of porous paving materials to allow water filtration should be considered.

**Opportunity 4  Green Roofs:**
Green roofs present several advantages. They offer the benefit of being pleasing to the eye, in addition to reducing overall cooling loads. Such systems function extremely well when used in conjunction with Black Water.

**Energy & Atmosphere (EA)**
Buildings in the U.S. consume a third of the total energy load and fossil fuels are used for about three-quarters of its energy production. The consequence of this is a significant impact on the environment. Improving the energy performance of buildings reduces operations costs, reduces pollution generated by power plants, and enhances comfort. Most energy efficiency measures have a rapid payback period due to the rising cost of energy.

**Opportunity 5  Cogeneration Systems:**
Given the large amount of electrical and heating energy required by the Park, and the looming energy shortages in NY State in general, a cogeneration plant at Playland would offer environmental as well as financial benefits. Such a system would consist of a gas-fired plant generating electricity to meet the demand of the complex and neighboring community, in addition to producing
hot water for use as a byproduct. Given the peaking need for hot water during hours of relatively low electrical demand, typical of such complexes, the generating plant would be designed to shift waste heat from domestic hot water production to electrical cogeneration, based on overall system demand.

As an alternate, the use of micro-turbines could be considered utilizing the wind off of the Long Island Sound. Each turbine would be capable of generating about 65 KW of electrical power, while providing hot water for uses as a byproduct.

**Opportunity 6 Geothermal Energy:**

This alternative consists of replacing the conventional PTAC units with high efficiency ground-source heat pumps. The heat pumps would operate by absorbing or rejecting heat from, and into the ground. Depending on specific soil composition, two possibilities exist.

Because of the relatively constant ground temperature, geothermal heat pump systems result in significantly more efficient operation than the conventional approach. This method of heating and cooling would reduce energy consumption by about 25%. In addition, several State and Federal incentive programs are currently in place, to further enhance the economic benefit of such systems.

**Materials & Resources (MR)**

Building material choices are important in sustainable design because of the extensive network of extraction, processing, and transportation steps required processing them. Activities to create building materials pollute the air and water, destroy natural habitats, and deplete natural resources. Construction and demolition wastes comprise about 40% of the total solid waste stream in the U.S.
Opportunity 7 Building Materials:
Any new project at Playland Park should reduce the use of raw materials by replacing them with recycled materials or materials with recycled content. Materials should be gathered from local sources when possible. Strengthening a local supply chain will reduce costs and build local building technology and infrastructure. All materials should meet rigorous VOC standards or have no VOCs whenever possible.

Opportunity 8 Construction Waste Management:
Every effort should be made to reduce the amount of construction waste and conserve resources through reuse or recycling to reduce the environmental impact from material manufacturing and transport. A construction waste-recycling management plan should be implemented during construction that will quantify materials diverted by weight so that waste material is recycled. Recycling containers can be made available on the job site for cardboards, metals, concrete, brick, asphalt, beverage containers, clean dimensional wood, plastic, glass, gypsum board, and carpet. Furthermore, the team should evaluate the cost-effectiveness of recycling rigid insulation, engineered wood products, and other materials and identify licensed haulers and processors of recyclables.

Indoor Environmental Quality (EQ)
On average, Americans spend 80% to 90% of their time indoors and as a result, the quality of the indoor environment has a significant influence on health, productivity, and quality of life. Research over the past decade has increased our understanding of the indoor environment.

Opportunity 9 Low-Emitting Materials:
Specific low VOC paints, coating, carpet, adhesives and sealants to reduce the quantity of indoor air contaminants that are odorous, potentially irritating and or harmful to the comfort and well-being of installers and occupants.
Innovation & Design Process (ID)
Sustainable design strategies and measures are constantly evolving and improving. New technologies are continually introduced to the marketplace and up-to-date scientific research influences building design strategies.

Opportunity 10  Operations Waste Management
Provide solar powered trash / recyclable compactors throughout Park. This receptacle automatically compacts the garbage inside; and when full, sends out a wireless signal for pickup. Pickups can be reduced to once a day, eliminating collection during peak hours and saving on maintenance.

Summary of Sustainable Opportunities:
(SS) Sustainable Sites- 1. Storm Water Management
(WE) Water Efficiency- 2. Black Water Treatment
3. Efficient Landscape
4. Green Roofs
(EA) Energy & Atmosphere-
5. Cogeneration Systems
6. Geothermal Energy
(MR) Materials & Resources-
7. Building Materials
8. Construction Waste Management
(EQ) Indoor Environment Quality-
9. Low-Emitting Materials
(ID) Innovation & Design Process-
10. Operations Waste Management

Capital Projects

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>SS</th>
<th>WE</th>
<th>EA</th>
<th>MR</th>
<th>EQ</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>RP002</td>
<td>Ice Casino Improvements</td>
<td></td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>RP006</td>
<td>Various Rides and Components</td>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>RP13A</td>
<td>Maintenance Facility, Carpenter Shop, Garage</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>RP22A</td>
<td>Ride Acquisition</td>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>RP23A</td>
<td>Various Rides &amp; Components</td>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>No.</td>
<td>Description</td>
<td>SS</td>
<td>WE</td>
<td>EA</td>
<td>MR</td>
<td>EQ</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>RP23B</td>
<td>Colonnade Rehabilitation</td>
<td></td>
<td></td>
<td></td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>RP23C</td>
<td>Bathhouse Restoration/Children’s Museum</td>
<td></td>
<td></td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>RP23E</td>
<td>Music Tower Rehabilitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP024</td>
<td>Kiddyland Boardwalk Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP025</td>
<td>Playland Shore Improvements</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>RP027</td>
<td>Aeroplane Coaster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP028</td>
<td>Playland Structural Reconstruction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP029</td>
<td>Ride Enhancement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP030</td>
<td>Playland Infrastructure Reconstruction</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP031</td>
<td>Mini Adventure Golf</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>RP032</td>
<td>Boat Launch Ramp</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>RP033</td>
<td>Fire Suppression System, throughout Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP034</td>
<td>Park Resurfacing</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP039</td>
<td>Boathouse Rehabilitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP040</td>
<td>Administration Building Rehabilitation</td>
<td></td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>RP042</td>
<td>Playland Site Improvements</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP043</td>
<td>Parking Circulation</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP044</td>
<td>Playland Pool Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>RP045</td>
<td>Paint/Sign Shop</td>
<td></td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>RP046</td>
<td>Solid Waste Management throughout Park*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RP047</td>
<td>Public Picnic Area</td>
<td></td>
<td>1</td>
<td></td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>RP050</td>
<td>Various Rides and Misc. Projects</td>
<td></td>
<td></td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

*I Innovation Credit (Opportunity # 10)*
7.0 Historic Resources and Landscape Design Guidelines
7.0 Historic Resources and Landscape Design Guidelines

Landscape and Site Considerations

Site Organization and Main Features

The landscape character of Playland Park is one of its defining features that contributes strongly to the visitor experience and enjoyment of the Park. The landscape has value in every sense of the word, in creating a welcoming public atmosphere and in contributing to the economic viability of the amusement area. The landscape character is a unique resource of the Park to be retained in this plan; the improvement of the landscape is an essential element of creating additional value in the future for Playland and Westchester County.

The planning and management of this landscape resource requires an informed appreciation of its character, careful design based upon principles, and ongoing management practices. As a master plan, this report focuses on the character of Playland’s landscape and principles for its restoration. The ultimate visitor experience depends on creating and maintaining Playland’s landscapes on a daily basis throughout the Park season.

Playland Park is immediately recognizable as a designed environment, in which the coordinated arrangement and detailing of roads, pedestrian spaces and buildings expresses a coherent character. The design of Playland creates a framework into which the individual amusement attractions can be placed and modified while maintaining an overall design intent. The architecture is a major component of this character; the site and landscape design sets an overall organization.

Playland, opened to the public in 1928 by the Westchester County Park Commission, was a team design by the architects Walker and Gillette, the amusement park consultant Frank Darling (who became the Park’s first general manager), and the landscape architect Gilmore Clarke. Two aspects of the original project intent are most significant to our current evaluation of the landscape and site issues. The first is the deliberate intent to create an amusement park for the new automobile age; this is expressed mostly in the design of the arrival sequence. The second, expressed in the core of the amusement park, is the ordered sequence of spaces and paths that create a “public park” setting for the amusement uses. The landscape treatment of this public park setting has a strong formal center that expands outward into less geometric and more natural arrangements, creating a gradient of landscape experiences.
The Arrival Sequence. Playland Parkway was created to provide a designed approach to the amusement park. The controlled right of way has a broad landscape buffer between the road and adjacent houses. Crossing Forest Avenue, the last residential street, the road widens with a central mall that announces the arrival at Playland. This arrival view looks through the opening between the two beach pavilions and reveals Long Island Sound; the community focus group on historic preservation (conducted as part of this plan) identified this view as a significant feature of the design.

This initial arrival point is actually deceptive: getting to the amusement park requires a subsequent turn to the left down a curving drive lined by trees. The higher structures of the Park—the Dragon Coaster, the Music Tower, and the Wonder Wheel—loom in the distance. The end of the turn brings the patron to a traffic circle and the architectural forecourt of the amusement park, after which the movement around the circle leads away to the parking entrance. In the course of this arrival sequence, the visitor is introduced to the view of the sea, the larger structures of the Park, a setting with trees, and hints of the interior of the Park. The present need for modifications to address congestion and queuing at the parking booths can preserve the essential features of this designed arrival sequence.
Main Site Organization. After arrival, the amusement park area of Playland is entered on foot, and the pedestrian experiences a series of large, linked public park spaces that organize the entire facility. The dominant organizing space is the Playland Mall, which along with the entry forecourt, makes a continuous, open axis on a Southwest to Northeast orientation. Each end of the axis leads to water, with Playland Beach/Long Island Sound to the South and Playland Lake to the North. On the South, the axis leads across the formal architectural forecourt and intersects the curving public space of the boardwalk. To the North, the Music Tower provides an architectural statement on the centerline of the axis. The circulation and view that filters around the Music Tower leads to the open arcade of the Boathouse and to the view of Playland Lake.

These large-scale public spaces—the Mall, the entry Court, and the Boardwalk—are supplemented by other, less obvious, organizing features. The Cross-axis that bisects the Mall serves as the main entry from the parking lot and is an integral circulation spine. East of the main axis of the Mall two main curving paths facilitate movement through the park, one through the amusement and picnic areas, the other more easterly along the shore perimeter of the park. These curving paths and associated landscape treatment are less formal than the central Mall.
Beyond this informal landscape, the natural landscape forms the “outer ring” of the experience of Playland. To the south and east this is expressed in the sand, rocks and waters of the Long Island Sound shore. To the north, the landscapes of Playland Lake and, beyond, the Edith Read Sanctuary create the full transition to a natural landscape. This gradient of landscape types—from the formal center, through a less formal designed park, to the natural landscape—reinforces a similar gradient in patterns of use, management, and landscape maintenance requirements.

**Condition of Overall Landscape Structure.** At a large scale, the general plan of Playland is intact and well preserved. The Mall in particular still organizes the amusement area. As noted in the architectural section, there have been smaller-scale additions and subtractions of elements that diminish the overall intent. Half of the arcades that flank the Mall have been removed and the others inappropriately altered. The visual connection of the Cross-axis has been blocked by ticket booths, recommended now for relocation. The connection across the forecourt to the boardwalk is now constrained by Putt-Putt Golf facility that provides an off-hour (before and after closing) recreational outlet for crowds. The location of this amenity requires further examination. With the cessation of ferry arrivals at Playland, the shoreline path is now comparatively underutilized as a site amenity; there is a greater potential to reconnect visitors with an experience of the shore. Adjacent to the shoreline path, the landscape of the group picnic areas is in fair to poor condition and requires reconstruction, to improve both its appearance and its attraction as a financially-valuable visitors’ amenity.

Moving out from the core of Playland, the surrounding natural areas—the shore and Read Sanctuary—could both benefit from ongoing restoration and environmental enhancement programs. These areas have been outside this study’s main focus on the design and management of the amusement park, but should be recognized as part of the continuum of landscapes and public experiences provided by the larger park facility. The restoration approach and funding programs are different for these natural areas than for the amusement use areas and should be pursued in parallel.

**Restoration and Management Objectives Across the Gradient of Landscape Types.** Notions of site planting, horticultural design and environmental sustainability have changed substantially since the original construction of Playland. On the other hand, the landscape of Playland retains many of the significant features and horticultural approaches of its original
design that require restoration and preservation. The future management of Playland’s landscapes can work effectively to meet objectives for both historic preservation and enhancements in horticultural diversity and ecological function. The key to meeting these varied objectives is a differentiation of the landscape types at Playland and the approaches to restoration and management. The table below starts this broader differentiation; some of the considerations for specific places and design elements then follow.

<table>
<thead>
<tr>
<th>Landscape Type</th>
<th>Main planting objectives &amp; considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mall</td>
<td>Historic preservation priority, renewal of tree/shrub/ornamental planting using original planting concepts</td>
</tr>
<tr>
<td>Automobile Arrival</td>
<td>Retain basic vocabulary of trees, turf, ornamental shrubs, and supplement with low-maintenance, native shrubs/grasses for visual and environmental enhancement.</td>
</tr>
<tr>
<td>Forecourt</td>
<td>Respect/preserve original geometry and planting beds. Restore full tree planting of original design. Enhance bed plantings with ornamental perennials (as opposed to current annuals) to provide visual interest in this year-round use area.</td>
</tr>
<tr>
<td>Picnic Area</td>
<td>Infill tree canopy over time. Reorganize ground plane for flexible, intensive use; augment with perennial plantings transitioning to native shore plantings at shore path.</td>
</tr>
<tr>
<td>Shore and Sanctuary</td>
<td>Priority on preservation and restoration of natural systems through ecologically appropriate planting.</td>
</tr>
</tbody>
</table>
Site Details and Planting

Summary of Recommendations

Mall Planting

- Ongoing infill replacement is necessary to maintain tree allee.
- Missing trees at allee Malls should be replaced by individual new Pin Oaks.
- In the event of a wholesale loss of trees (through storms, disease, or simultaneous aging), a more sweeping restoration approach should be considered.

Mall Edges and Additions

- Existing incremental solutions such as planter boxes (see photos) are inappropriate; architectural palette of colors and materials should be followed if the corner requires protection for plantings.
- Uses at edge of Mall need to bring more of the landscape treatment to the edge
- Use a consistent set of planting details, edges, light and fences throughout the Mall.
- Existing details that should be considered for wider application are the granite block tree pit and new post and chain fence near the music stage; these are consistent with Gilmore Clarke’s landscape style.

Forecourt Planting

- Compared to the Mall, the architectural frame defines this area to a greater degree than the plantings; however, the planting concept is still significant, as displayed in historical photographs.
- Planting beds around the seating area of the central fountain and islands with trees spaced around the perimeter should be replanted and maintained.

Pavements and Walkways

- The primary objective is to maintain good repair of the existing infrastructure, which is comprised of wooden boardwalks along the beachfront, pier and Kiddyland, and asphaltic cement in all other locations.
Benches

- Original Gilmore Clarke-utilized concrete and wood benches, which are still commercially available, should be considered for locations where movability and easy replacement are not important.
- Within core areas of the amusement park, benches should be used that are more stylistically compatible than the existing metal and wood benches installed along the Mall.
- The existing recycled plastic benches are not an appropriate design feature; a suitable bench for general use can also incorporate recycled materials.
- The existing backless concrete bench is an appropriate choice for its current use, giving flexibility to visitors.

Planting

- Future planting projects at Rye Playland should recognize and reinforce three types of landscape that radiate out from the center: the formal/ornamental plantings of the Mall, a transitional area of ornamental and maritime plantings, and an area of native maritime planting and environmental restoration.

**Mall Planting.** The Mall is a remarkable public landscape, in that its layout and planting concept—usually the most ephemeral aspect of a designed place—has been preserved for over 75 years. A tilted shrubbery display says “Welcome” at the entry gates. The central lawn is flanked by rows of now-stately Pin Oaks, with parallel flower beds for annuals and bordering shrubs. Except for the size of the trees and irregularity in the shrub border, it looks virtually identical with the historic documentation.
This original planting concept forms one of the iconic images of Playland to be preserved. Maintenance of the turf and beds of annuals is intensive but straightforward. The shrubs are in fair condition, with some gaps and some “leggy” plants; there is an ongoing need for infill replacement. The management of the tree allee is more problematic because traditional allees depend on uniformity. The trees are now mature; when a tree dies, a young replacement tree looks out of place. At the gardens of Versailles outside Paris, the management remedied this problem by cutting down all the remaining mature trees of the rows so that uniform rows of young trees could be created. American park management typically avoids this approach as too controversial; this report agrees. For the time being, missing trees at the allee Malls should be replaced by individual new Pin Oaks; in the event of a wholesale loss of trees—through storms, disease, or simultaneous aging—it may be appropriate to consider a more sweeping approach to restoring the allees.

**Mall Edges and Additions.** While the center of the Mall has remained intact, the edges of the green space have had incremental modifications that need to be considered in their totality in any future restoration of the Mall and its surrounding walkways. Some examples are shown below.

![Planter Boxes on corner](image1)
![Assorted pads & Structure at edge](image2)
![Tree pit & new fence near stage](image3)

Of the three examples, the planter boxes are inappropriate. If the corner requires protection for plantings, the architectural palette of colors and materials should be followed.

In the center example, uses at the edge of the Mall need to be organized in a manner that brings more of the landscape treatment to the edge. The uses are not inappropriate in themselves—the design treatment is below the proper standard.

The granite block tree pit and new post and chain fence at the Mall near the music stage are generally handsome details consistent with Gilmore Clarke’s landscape style that could be
considered for broader application. The more important consideration is that whatever set of planting details, edges, and light fences are chosen, they should be consistent throughout and subsidiary to the overall effect of the Mall.

**Forecourt Planting.** Of all the spaces in the core of the park, the Forecourt is the most defined by architecture, with the administration building, concessions restaurant building, Ice Casino and the ensembles of gates and piers providing a strong spatial frame. Compared to the Mall, the architectural frame of the Forecourt has greater emphasis than the planting, but the planting concept is still significant. The radically-symmetrical layout around the central fountain still has the planting beds around the seating area and islands with trees spaced around the perimeter. The historic photos highlight the more subtle changes.

**Pavements and Walkways.** The pavements at Playland are very simple. Wooden boardwalks line the beach front and pier, and are repeated in Kiddyland. The remainder of the pavements are asphaltic cement. The materials are suitable for their purpose. The asphalt pavements are utilitarian, allowing maintenance, service, and simple repair. The management objective here should be for good repair of existing infrastructure.
Benches. Playland has an assortment of benches, with little design consistency. The most “original” bench is the familiar concrete and wood bench now found just along the shore path. Gilmore Clarke used the bench in many of his projects; its simplified, fluid form is a reasonable fit with the Art Deco architecture of the park. The drawback of the bench is that it is so firmly fixed in place that it limits flexibility. The bench is still commercially available and should be considered for locations where movability and easy replacement are not important.

![Wood & Concrete Bench](image1)
![Metal & Wood Bench](image2)
![Recycled Plastic Bench](image3)

The metal and wood benches installed along the Mall have the virtue of being able to be easily moved and replaced; however, the ornamentation of the metal bench standard is much more Victorian than Art Deco. For future use, a more stylistically-compatible bench should be identified for use within the core areas of the amusement park.

The recycled plastic benches are not an appropriate design feature. The issue is not their material, but their appearance. A suitable bench for general use can also incorporate recycled materials.

The backless concrete bench in the background of the third photo above is an appropriate choice for its current use, allowing visitors to face the entry court fountain or the surroundings as they choose.

Plantings. Future plantings should be categorized in three ways and plant species chosen accordingly:

A. Formal/ornamental plantings
   The main central Mall area should retain its historic landscape structure. The key elements of this design are the allee of Pin Oaks (*Quercus palustris*), perimeter hedge of yews (*Taxus baccata*) and the “Welcome” display of box (*Buxus sempervirens*). These features seem
essential; additional research is recommended to determine the palette utilized by Gilmore Clarke and to assess the value of restoration based upon the original plantings. It is recommended that essential features be retained or restored and additional plant choices be carefully introduced to create horticultural interest.

It is worth considering the use of ornamental perennials and grasses to substitute for the current Mall area annual plantings. Other ornamental and horticultural varieties should be planted in additional vegetated amusement park pockets. This broader list of perennial plants should definitely be considered for the ornamental beds of the Forecourt which are experienced by the public on a year-round basis.

Annual replacements for the Mall perimeter are height restricted and require full sun (both to maintain visibility of the ‘Welcome’ topiary and to maintain a sense of openness). Plants may include:

- *Anemone hupehensis*
- *Acanthus spp.*
- *Arabis ‘Spring Charm’*
- *Aster ericoides ‘Snow flurry’*
- *Calamintha nepeta ‘Little Titch’*
- *Campanula takesimana ‘BeautifulTrust’*
- *Daphne cneorum*
- *Erica carnea*
- *Eragrostis spectabilis*
- *Festuca glauca*
- *Herniaria glabra (evergreen)*
- *Iberis sempervirens*
- *Leiophyllum buxifolium*
- *Manfreda virginica*
- *Potentilla fruticosa cvs.*
- *Phlox stolonifera ‘Home Fires’*
- *Phlox stolonifera ‘Bruce’s White’*
- *Sedum spp.*
- *Stachys densiflora ‘Alba’*
Thymus cvs. (carpeting types)
Veronica ‘Blue Reflection’
Yucca ‘Garland Gold’
Yucca glauca

Ornamentals for full sun in other amusement areas (not height restricted):

Allium stipitatum
Allium senescens
Chasmanthium latifolium
Briza media
Clethra alnifolia
Echinacea purpurea ‘White Swan’
Eupatorium purpureum
Monarda punctata
Panicum virgatum ‘Shenandoah’
Perovskia atriplicifolia
Sedum ‘Autumn Joy’
Vaccinium angustifolium
Viburnum dentatum

Part Shade/Shade:

Asarum canadense
Asarum europaeum
Asarum splendens
Astilbe chinensis ‘Pumila’
Brunnera macrophylla ‘Jack Frost’
Chrysogonum virginianum ‘Pierre’
Chrysogonum virginianum ‘Eco-lacquered spider’
Gallium odoratum
Hamamelis virginiana
Helleborus ‘Rubinzweig’
Helleborus orientalis white
B. Transitional area/ornamental and maritime plantings

A mix of ornamentals and native upland plants should define those areas deemed transitional – moving out from the amusement park core to the shoreline environment. The picnic area edges are examples of a transitional zone. These plants are also suitable for consideration for the Forecourt (in addition to those listed above):

*Arctostaphylos uva-ursi*
*Aronia arbutifolia*
*Armeria maritima ‘Rubrifolia’*
*Chasmanthium latifolium*
*Ceanothus americanus*
*Gaylussacia baccata*
*Helianthus decapetalus*
*Helianthus divaticus*
*Ilex verticillata*
*Ilex opaca*
*Juniperus virginiana*
*Lindera benzoin*
*Lupinus perennis*
*Monarda spp.*
*Myrica pensylvanica*
*Opuntia humifusa*
*Panicum amarum*
*Panicum amarum ‘Dewey blue’*
*Panicum virgatum ‘Shenandoah’*
*Phlox stolonifera ‘Home Fires’*
C. Native high marsh and upland salt tolerant plantings
   Along the waters edge, plants should transition to an arrangement of upland and high
   marsh plants. Plants in this zone are chosen for their tolerance of brackish and salt-
   water/spray. A choice of native plants supports the Master Plan LEED goal for efficient
   landscaping. The following species are recommended:

   Uplands (Maritime Beach Dunes, Grasslands, Shrubland, Oak opening):

   Ammophila breviligulata
   Armeria maritima ‘Rubrifolia’
   Aronia melanocarpa
   Andropogon virginicus
   Carex pensylvanica
   Aster novi-belgii
   Asclepias syriaca
   Asclepias tuberosa
   Eupatorium purpureum
   Gaylussacia baccata
   Ilex opaca
   Lupinus perennis
   Monarda punctata
   Monarda fistulosa
   Monarda didyma
   Myrica pensylvanica
   Opuntia humifusa
Pinus rigida
Prunus serotina
Rhus glabra
Rhus typhinia
Rosa carolina
Schizachyrium scoparium
Sorghastrum nutans
Solidago sempervirens
Prunus maritima
Sambucus canadensis
Verbascum spp.
Vaccinium angustifolium

High Salt Marsh:

Aster novi-belgii
Baccharis halimifolia
Limonium carolinianum
Panicum virgatum
Solidago sempervirens
Ceananthus americanus
Vaccinium angustifolium

Any planting plan for the shore area of Manursing Lake should coordinate with the Manursing Lake Restoration, Phase I Feasibility Study (November 2003) authored by Save the Sound.
8.0 Transportation & Civil Engineering
8.0 Transportation & Civil Engineering

8.1 Transportation

Playland Park, located in Rye, New York, is a major recreational destination, offering amusement park rides, beach and boardwalk, and venues for live entertainment. The Park plays host to large crowds on summer holidays and special weekend events, which have put an occasional strain on its transportation and parking facilities.

The following section documents existing conditions and issues related to regional transportation access, local circulation and parking at Playland Park.

Regional Vehicular Access

**Major Highways: I-95 and I-287**

Playland Park (the Park), located near Rye, New York, attracts customers from nearby Mamaroneck, Scarsdale and White Plains, as well as from nearby Connecticut and New York City (see Figure 1-0). It is well served by the regional and local highway network (see Figure 1-1). The primary means of access for regional highway trips to the Park is via the New England Thruway (I-95). I-95 is a major limited access north south highway that runs the length of the east coast. Within the northern part of greater New York City region, I-95 runs from northern New Jersey, crossing upper Manhattan at the George Washington Bridge, running through southern and eastern Bronx, through southeastern Westchester County, and on to coastal Connecticut and the cities of Stamford, Bridgeport, and New Haven. Visitors from Connecticut and Upstate New York regularly come via I-95 from the North, while visitors from the Bronx and New York City come via I-95 from the South.

Visitors from Westchester County may also use the Cross-Westchester Expressway (I-287). The eastern terminus of I-287 is at I-95 just north of Playland Parkway, requiring vehicles to travel one exit south on I-95 to access the Park. I-287 crosses southern Westchester County, serving White Plains and Tarrytown before crossing the Hudson River at the Tappan Zee Bridge.
into Orange County, New York. Several north-south highways intersect I-287, thereby providing highway access to Playland Park from many parts of central and northern Westchester County.

**Playland Parkway**

Once off the major highways, most vehicles travel on Playland Parkway, which is a 1.5 mile 4-lane county facility that connects the Park and I-95. The first one mile of the parkway was built soon after the Park opened in 1928 in order to provide a direct connection to Boston Post Road (US 1), the major regional arterial running up the southeast side of Westchester County. Like other early parkways, Playland Parkway was constructed without a median barrier, a configuration that remains today. The Parkway opened to traffic in 1929.

In the late 1920s, there were plans to extend the Cross County Parkway easterly to connect to Playland Parkway (in fact, Playland Parkway was called the “Cross County Parkway” in its early years). However, the planned extension was delayed because of the Great Depression and the plans were finally cancelled in the 1970s.

In 1958, a half-mile long extension of the parkway west to the New England Thruway (I-95) was opened to traffic to coincide with the completion of the New England Thruway. The Parkway features a combination of at-grade and separated grade crossings; US 1 crosses the Parkway via a stone arch bridge. Playland Parkway is maintained by the Westchester County Department of Public Works (WCDPW). The speed limit on the parkway is 30 mph.

**Local Roads**

Though most vehicles on Playland Parkway originate from the major highways (I-95 and I-287), some vehicles access the Parkway via local roads. North of US 1, two parallel drives (Playland Access Drive and Thruway Access Drive) allow traffic from the town of Harrison and city of Rye to access I-95 exit 19 via a short section of Playland Parkway. Playland Parkway can also be accessed via at-grade intersections by a series of three north-south arterials east of US 1. These are, from west to east, Milton Road, Midland Avenue, and Forest Avenue. All three roadways provide access to residential neighborhoods in this part of the city of Rye. Midland Avenue additionally provides a connection to I-95, at Exit 22, which creates an alternate means of accessing the Park from I-95.
Traffic Volumes
According to Westchester County Department of Public Works (DPW) traffic volume data, about 7,800 vehicles per day travel on Playland Parkway. However, this number reflects Average Annual Daily Traffic (AADT) and is not specific to the time of year that Playland Park is actually open. For information relevant to Playland Park operation, Westchester DPW was able to provide non-annualized traffic figures (Average Daily Traffic) for a mid-week day in July 1998, the most recent available traffic data. This traffic data for Playland Parkway (8,580 vehicles per day) does not reflect the heavier volumes that may occur on weekends and especially during special events and holidays.

Westchester County DPW was also able to provide the most recent non-annualized figures for Playland Access Road collected in July 2001 and Thruway Access Road collected in July 1998. AADT and non-annualized data is presented for several stations in Table 1-1 and Map 1-1 below. On an average annual basis, the access roads that parallel Playland parkway near I-95 have higher annualized volumes of between 12,000 and 13,000 AADT. However, relatively few vehicles on the access roads are headed to Playland Park. Midland Avenue has the lowest volume of all counting stations in the vicinity of Playland, with 6,694 AADT, which indicates that not many visitors use Midland Avenue as an alternate route to Playland Park.

Table 1-1
Average Annual Daily Traffic (AADT)

<table>
<thead>
<tr>
<th>Street name</th>
<th>Segment</th>
<th>Year</th>
<th>AADT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playland Parkway</td>
<td>Forest Ave. to I-95</td>
<td>2001</td>
<td>7,814</td>
</tr>
<tr>
<td>Playland Parkway</td>
<td>North St. to Theo Fremd Ave</td>
<td>2001</td>
<td>12,856</td>
</tr>
<tr>
<td>Access Road</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thruway Access Road</td>
<td>North St. to Playland Pkwy.</td>
<td>1998</td>
<td>12,164</td>
</tr>
<tr>
<td>Midland Avenue</td>
<td>Playland Pkwy. to Port Chester V/L</td>
<td>2001</td>
<td>6,694</td>
</tr>
</tbody>
</table>
Regional Vehicular Access Issues
Playland Parkway has sufficient capacity to handle “normal” traffic levels, even during a typical summer weekday when the Park is open. However, the peaked nature of demand for the roadway causes congestion at key times. According to interviewees familiar with Playland Park operations and Playland Parkway traffic can become extremely heavy during summer holidays, such as the Fourth of July, and some summer weekends. The result is that traffic backs up all the way from the Park entrance to I-95. This is, in part, attributable to local circulation and parking issues on the Playland Park site, which are discussed below.

Although it is possible for vehicles to access the Park via local arterials, most notably Midland Avenue, in order to bypass much of Playland Parkway when it is congested, these routes are not commonly utilized by Park. This is likely because non-local motorists are not aware of these alternate routes and I-95 signage directs them to Exit 19 and Playland Parkway. This is appropriate, given that Midland Avenue and other local arterials traverse residential areas.

Local Vehicular Access and Circulation

Figure 1-2 shows the Playland Park internal roadway network, along with a summary of the major issues. These include:

- Entrance to the Park
- Conflicts at the Traffic Circle
- Parking Access, Control and Circulation

Entrance to the Park
Playland Park shares its entrance and drive with Rye Beach. Just east of Forest Avenue, the approach road is bisected by an oblong landscaped center island (see Figure 1-3). For approaching vehicles, a left turn after this island leads into the parking lot to Rye Beach, while motorists continuing on to Playland must make a sharp right. This entrance, while visually appealing, is somewhat awkward from a traffic perspective and may also be slightly confusing for first-time visitors to Playland, who may not immediately realize that they need to turn right and continue traveling to reach the amusement park. This confusion leads to delays from
vehicles that slow down or stop while making a decision to go left or right, and from vehicles that have mistakenly turned for Rye Beach and must turn back. Visitors correctly making the left turn proceed towards the park, arriving at a traffic circle immediately in front of a park entrance.

**Traffic Circle Conflicts**
The traffic circle in front of Playland Park’s main entrance is shared by several groups of vehicles: vehicles that park, vehicles that drop off passengers, and buses. Vehicle groups and their respective paths are shown in Figure 1-4. For parking vehicles, motorists are required to proceed ¾ of the way around the circle. Vehicles depart the main parking lot via a separate exit west of the traffic circle and parking entrance.

Passenger drop-off occurs on a segment of the traffic circle nearest the westerly park entrance. As it is not an official drop-off location, this practice results in conflicts between vehicles dropping passengers off and cars queuing for parking and any through vehicles.

Immediately to the west of the traffic circle is an area reserved for bus loading and unloading and employee parking. There is a one-way drive into the area that buses and employees may use to access it, but both are compelled to enter the traffic circle upon exiting, merging with traffic that is queuing for parking. Operational issues related to buses, specifically is discussed below.

**Parking Access, Control and Circulation**
Automobiles are the primary mode of access to Playland Park, which means that parking is a key site element. All parking is at surface level as there are no parking structures. According to Playland Park staff, there are 2084 parking spaces in the main lot, which includes 43 handicapped spaces. The employee lot has a capacity of 26 spaces (see Figure 1-5).

Playland Park accommodates overflow parking on busy days by utilizing a smaller unpaved lot northeast of the Park on Manursing Island. There is capacity for approximately 600 vehicles at this location. Playland Park has indicated that there are plans to pave and stripe this lot; however, additional information on this initiative is not available.
In general, parking capacity does not appear to be a problem. A parking survey conducted by Urbitran in August 2005 indicated that maximum weekday parking accumulation of 644 vehicles occurred at 3 PM. This represented a utilization of under 30%. However, in discussions with Playland Park and other stakeholders, peak parking demand occurs on the Fourth of July, when Playland is sometimes forced to turn away cars in the afternoon due to lack of parking.

Playland charges a flat fee of $4 per vehicle for parking, which is an important source of income for the Park, which does not charge admission to the Park itself. Payment is made upon entrance to the lot, at four parking gates. This is the first and only formal interaction between visitors and Playland staff, so staff uses the opportunity not only to collect payment and make change, but also to hand out a Park map and information, answer any questions visitors may have, and in some instances process visitor coupons. As a result, an average parking payment transaction, based on a survey conducted in August 2005, was observed to be unusually long at 40 seconds per vehicle, with actual processing times ranging between 30 and 61 seconds per vehicle. The typical processing time for such a transaction is usually 18-20 seconds per vehicle.

This low vehicle processing rate at the entrance results in queues of traffic waiting to enter the parking lot. This queue has been reported, by Playland staff, to back up all the way to I-95 on busy weekend days and holidays, such as July 4th. Once inside the parking lot, visitors are permitted to park anywhere they like (i.e., there are no employees guiding vehicles into specific parking spaces). Typically, vehicles begin to accumulate close to the middle entrance to the park. Since vehicles enter the parking lot adjacent to the park, this creates the potential for vehicle/pedestrian conflict, as vehicles head towards the “back” of the lot (i.e., furthest away from the amusement park) to find an open parking space, and pedestrians who have just parked are heading in the opposite direction towards the Park entrance. This is compounded by the fact that there are no sidewalks or pedestrian walkways.

**Pedestrian and Bicycle Access and Circulation**

Travel to Playland Park via bike or foot is minimal among visitors to and employees of the amusement park, who tend to come from distances that make non-motorized modes unfeasible. However, Playland staff reports that area residents use the Park grounds for
recreational bicycling and walking during times when the Park is not open for business. Some of these individuals presumably access the Park via bicycle or foot. Playland Parkway has a multiuse trail within its right of way which provides non-motorized access.

Within the internal road and parking network of Playland Park, there are minimal pedestrian facilities which lead to vehicular-pedestrian conflicts (see Figure 1-6). Informal, unpaved paths run parallel to the roadway up to the traffic circle, but there are no sidewalks or walkways leading from either the parking lot or the bus terminal to any of the entrances.

Passengers alighting buses often enter the traffic circle in order to get to the Park’s south entrance, while pedestrians walking from their car to the amusement park encounter conflicts both in the narrow lanes of the parking lot itself, and along the heavily trafficked, narrow drive that runs in between the Park grounds and the parking lot. Pedestrian/automobile conflicts interfere with circulation within the parking lot, but more importantly represent a safety concern, especially given the number of children that visit Playland Park.

Transit Access and Circulation

Though the majority of visitors arrive to Playland Park by car (a survey by the Consultant team found 85% of Park patrons arrive by automobile), transit options are available to visitors that do not own cars or wish to leave their cars behind.

Rail Service
Visitors to Playland Park may access the Park by rail service provided by the Metro-North Railroad New Haven line, providing a direct intermodal connection that allows visitors and employees to access the Park via transit from the Manhattan, the Bronx, southern Westchester County, and Connecticut. During the Park’s open hours, trains service the Rye Station about every 30 minutes during peak hours and every 60 minutes during off-peak hours. Visitors may take a shuttle bus to the Playland Park entrance (see below).
Bus Service
In addition to numerous school and charter buses, Playland Park is served by Westchester County Department of Transportation (Bee-Line) routes #75, #76, #91, and #92 (see Figure 1-7). These routes, with the exception of #76, serve Playland Park on a seasonal basis, generally coinciding with dates when the Park is open. Table 1-2 provides a summary of the characteristics of each route.

Table 1-2

Playland Park Bus Routes (Bee-Line)

<table>
<thead>
<tr>
<th>Bus Route Number</th>
<th>Bus Routing</th>
<th>Playland Span of Service</th>
<th>Scheduled Frequency (minutes)</th>
<th>Annual Playland Ridership (2003)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>75</td>
<td>Rye RR Station to Playland Park</td>
<td>Tue-Sat – 10:22 AM – 12:29 AM; Sun – 10:22 AM – 11:31 AM</td>
<td>Tue-Fri,Sun–60 Sat – 30</td>
<td>44,516</td>
</tr>
<tr>
<td>76</td>
<td>Rye–Port Chester Loop**</td>
<td>Mon-Fri – 8:45 AM – 12:37 AM; Sat – 9:15 AM– 12:37 AM; Sun – 10:15AM – 12:37 AM</td>
<td>60</td>
<td>47,101***</td>
</tr>
<tr>
<td>91</td>
<td>Yonkers &amp; Mt. Vernon to Playland</td>
<td>Tue-Thu – 10 :00 AM – 12:35 AM; Fri-Sun -10 :00 AM – 1:35 AM</td>
<td>Tue- Fri – 150 Sat-Sun – 60</td>
<td>28,013</td>
</tr>
<tr>
<td>92</td>
<td>White Plains to Playland</td>
<td>Tue-Fri – 9:50 AM – 11:55 PM; Sat – 10:50 AM 12:55 AM; Sun 10:50 AM -</td>
<td>Tue- Fri – 5 trips per day Sat-Sun – 4 trips per day</td>
<td>2,365</td>
</tr>
</tbody>
</table>

Source: Westchester County Department of Transportation
*Includes passenger boardings at Playland only
**Most trips include diversion to Playland Park
***Overall passenger trips – Playland only ridership not available for Route #76

Route #75 is designed as a shuttle for Metro-North New Haven Line rail passengers, and its schedule is coordinated with Metro North arrivals and departures. Metro-North offers a "one
Playland Park Master Plan
The County of Westchester, New York

day getaway” package deal that includes rail and bus fares as well as Playland ride tickets. Of
all Bee-Line routes, #75 provides the most service to Playland, with 60 minute headways from
late morning to late night on Tuesdays through Fridays and Sundays, and 30 minute headways
on Saturdays. Route #75 provided 44,516 passenger trips in 2003. (Note: Playland Park is
open 100 days per year from May to September)

Route #76 also serves the Rye rail station, but also provides local circulation between
residential and commercial districts in Rye and Port Chester. This route operates throughout
the year, on regular hourly headways from early morning to evening. Early morning trips
bypass Playland Park; however, during the summer, additional evening late night trips to
Playland are provided. Annual ridership was 47,101 in 2003, which includes non-Playland
passenger trips.

Routes #91 and #92 provide regional service to Playland from Yonkers/Mt Vernon/New
Rochelle and White Plains, respectively. Both routes operate low frequency service, #91
slightly more often than #92, which makes only 4 or 5 one-way trips per day. Route 91 also
has significantly more ridership than #92, at 28,013 annual passengers vs. 2,365.

Several years ago, Route #90, which provided express service from the Bronx to Playland,
was discontinued due to budget cuts. Though the route was well utilized, residents of the
Bronx can still access Playland by taking Metro North Railroad to the Rye Station and then
Route #75 or #76 to the Park.

When combined with Metro-North’s New Haven Line, Bee-Line routes provide fairly good
transit coverage of southern Westchester County, the Bronx, and Manhattan, and, for what it
is worth, southwestern Connecticut. Playland is not readily accessible to Central and Northern
Westchester County by transit. White Plains is the only population concentration served
directly (route #92) and service is infrequent.
**Bus Access and Operations**

Transit riders are fortunate to have a convenient bus terminal area immediately adjacent to the Park entrance, but there are some issues associated with bus operations at and around Playland. Buses, like other vehicles, suffer from congestion that occurs on Playland Parkway during certain times. According to Westchester Department of Transportation staff, buses are often instructed to bypass Playland Parkway and use Midland Avenue instead.

Circulation within Playland Park can be an issue as well. In particular, the entrance to the bus terminal area is one-way, which means that buses must exit via the often congested traffic circle. It is often necessary for police to hold up traffic to allow buses to get through congestion caused by cars waiting to enter the parking lot. Also at this location, buses experience conflicts with pedestrians walking between the main entrance and the bus stops. Specific issues with the bus terminal area include the lack of bus layover space, the fact that the bus platforms are not ADA accessible, and the deteriorating condition of the wooden canopies.

**Transit Marketing**

It is in the interest of Playland to encourage transit use in order to reduce the impact of automobiles, which cause local congestion and take up valuable land for parking. Currently, Playland has a contract with Metro-North to offer its travel packages to the park, which provides visitors with the opportunity to obtain rail, bus and ride tickets all at once, and makes using transit easier. Playland also provides transit information in its brochures and website. There may be opportunities for Playland, Bee-Line, and Metro-North to explore additional coordinated marketing efforts in the future.

**Summary of Existing Transportation Issues**

Based on data collection and documentation of existing conditions, the following preliminary issues related to transportation were noted:

**Regional**

- Traffic backups are a recurring issue on key holidays and weekend days in the summer, sometimes extending all the way back to I-95 on Playland Parkway
Local

- The roadway entrance to Playland Park is confusing and may be the cause of delays. This may be solved by better signage or a signalized intersection.

- Buses and cars dropping off people share the traffic circle with the cars waiting to enter the parking lot, as well as departing Bee-Line buses. Separating these types of traffic may help to reduce conflict and delay.

Parking

- Backups appear to be largely caused by the inability to efficiently process cars through parking pay booths. Improvements might consist of either speeding up processing at those booths or introducing another type of parking system.

- Conflicts arise between pedestrians traveling from their cars to the Park entrance, and cars circulating prior to parking as well as cars wishing to drop passengers off and exiting buses. The issue might be addressed by having employees directing parkers or relocating the parking lot entrance at the rear of the parking lot.

Transit

- Transit connections to Central and Northern Westchester County are limited.

- Buses leaving Playland Park often encounter congestion around the traffic circle caused by vehicles waiting to enter the parking lot.

- A number of bus terminal area improvements would benefit bus operations and passengers.

- Increased opportunities for marketing transit exist, especially if express service from the Bronx is restored.

These traffic, parking, transit and pedestrian issues were determined in consultation with Playland Park, Westchester DPW and interviews with other key stakeholders. Field visits were made, on days when the Park was open, to observe traffic and parking issues first-hand. Opportunities for addressing these issues are presented in subsequent sections of this report.
8.2 ENVIRONMENTAL

The purpose of this chapter is to document existing environmental conditions in and around Playland Park, and identify any pertinent environmental issues.

Natural History and Resources
Playland Park occupies a prominent site on the north shore of Long Island Sound, an important natural resource to the greater New York region. The site has been in recreational use for at least 100 years. Prior to the construction of Playland Park in 1927-28, bathhouses and amusement rides existed in this part of the Rye coastline. In the late 1920s, the City of Rye dredged a tidal wetland just north of the present Park location, in what would become as a result of the dredging Manursing Lake, also known as Playland Lake. Much of this fill was deposited on the present day site of Playland Park. The site has remained very much the same since that time, with the amusement park as its primary use.

Although Playland Park itself is a manmade environment, there are a number of important natural resources in and around the site today. One of these is the coastline, which in many areas consists of recreational beach but also includes area of tidal wetlands, dunes and wildlife associated with a coastal environment. There is also Manursing Lake, which as mentioned was created by dredging a tidal wetlands area, but nonetheless is an overwintering area for hundreds of migrating bird species. This is attributable to its location within the Atlantic flyway. The Sanctuary includes Manursing Lake, adjacent areas on the Rye mainland, as well as the majority of Manursing Island, which is located immediately northeast of Playland Park. There is a nature center and many nature trails on the island, and the county has initiated meadow and wetlands restoration projects there as well.

With the exception of water quality and wetlands issues, discussed below, the seasonal recreational uses at Playland Park co-exist comfortably within the context of these neighboring resources. However, as part of this Master Planning process it is important to take into account the potential impact on any proposed changes at Playland, given the proximity of these significant and sensitive natural resources.
Soils
Several different soil types are found in and around Playland Park. Figure 2-1 is a map of the Department of Agriculture’s soil survey. The amusement park grounds and parking lot areas are characterized by the US Department of Agriculture as Urban land (Uf), meaning that it is paved or covered with buildings. Rye Beach and Playland Park Beach are considered Unorthodents (Uc), which is characterized by poorly drained wet stratum or fill. Most of Manursing Island is comprised of unorthodents as well, indicating sandy soil. Directly east of Playland Park and Manursing Lake is an area of Charlton-Chatfield complex soils. Charlton-Chatfield Complex (CrC) is rolling and very rocky land which includes hilltops and hillsides underlain by highly folded bedrock. The surface soil is very dark grayish brown loam, while the subsurface is dark brown loam at 2 to 7 inches. Rock outcrops are present on 2 to 10% of the surface area.
Wetlands and Water Quality

According to the New York State Freshwater Wetlands Map, there are no freshwater wetlands in the vicinity of Playland. Tidal wetlands, however, extend around the area of Playland Park. They include areas of Manursing Lake and the coast surrounding the Park proper.

Three classifications of tidal wetlands are found in this area. These are Littoral Zone, Intertidal Marsh, and Coastal Shoal, Bars, and Mud Flats. Intertidal Marsh is found on the south side of Manursing Island. Although Manursing Lake is categorized as a tidal wetlands area, these tidal
wetlands have been significantly reduced since the lake was area was dredged and cut off from tidal flow. According to a recent study, impacts of restricted tidal flow have included poor water quality, reduced fish access, increased sedimentation, and loss of native vegetation.¹ The same study recommended wetlands restoration in the Lake through the use of self-regulating tide gates that would permit some degree of tidal flow. Water level changes caused by tidal flow should not have a significant impact on the boat tour concessions at Playland, and certainly any impact that did occur (e.g., economic loss) could be mitigated.

Another factor negatively impacting Manursing Lake, particularly in terms of sedimentation, is the fact that the storm water runoff from the Playland parking lot and the residential neighborhood to its west flows untreated into the Lake. A federally funded project is currently underway that would implement filters to drain sediment from the wastewater flow before it enters the lake.

**Hazardous Materials**

It can safely be assumed that the ground underneath Playland Park is not contaminated, given that there is no history of industrial or other unclean land uses in the area, and that the fill on the site came from the dredging of an adjacent marsh in the 1920s.

The age of the structures on the site do raise the possibility for other potentially hazardous materials in the buildings and rides, namely lead paint and asbestos. Playland Park is aware of asbestos boards in some of its buildings, including the bathhouse, which is currently vacant, and the Old Mill. According to Playland Park administration, Westchester DPW is aware of the issue and is developing remedial measures to address them.

**Coastal Resources**

Apart from tidal wetlands, other coastal resources in the Playland Park area include beaches and dunes. The Coastal Erosion Hazard Area Map for this area covers most of Rye Beach, the beach at Playland, the Rocky Point by the Playland Plunge ride, and much of the South Side of Manursing Island. In 1992 a storm flooded the latter area and it was subsequently shored up with rubble. Three years ago, as part of a federally funded project, natural dunes were restored

---

¹ *Manursing Lake Restoration, Phase I Feasibility Study*, Save the Sound, November 2003
for flood and erosion protection and habitat enhancement. The beaches are also subject to erosion and lateral movement of sand, and require periodic restoration efforts.

The project site is also located within the boundaries of New York State’s Coastal Area designated by the New York Department of State (DOS) Division of Coastal Resources. Actions located within the boundaries of the State’s Coastal Areas are subject to the Coastal Management Program as part of the State’s Coastal Policies, as well as the policies set forth by the Long Island Sound Coastal Management Program (LISCMP).

**Issues**
Based on data collection and documentation of existing conditions, the following preliminary environmental issues were noted:

- Playland Park is next to an area with a sensitive ecology and high biodiversity (Edith Read Sanctuary).

- Playland Park does not appear to have hazardous materials concerns, for it has always been recreational in land use and landfill on the site comes from the surrounding area.

- Some park buildings contain remnants of asbestos.

- The proposed Manursing Lake Wetlands Restoration would improve the natural ecology of the area and have minimal impacts on the operations of the Playland Park boat concession by allowing for tidal changes in lake water levels.

**8.3 Infrastructure**
A visual inspection of the exterior of the buildings was performed at Playland Park on September 28, 2004. The survey included only the exterior of the building structures.
**Building Categorization**

The exterior condition of the building was categorized as good, satisfactory or poor. Listed below in Table 3-1, are the descriptions for the categories used in the inspection.

<table>
<thead>
<tr>
<th>Building Categorization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>Building with no major deficiencies on the exterior of the structure</td>
</tr>
</tbody>
</table>
| Satisfactory            | Buildings with no major deficiencies, however, minor deficiencies included, but are not limited to, the following:  
  - Rotted timber planks at walls, column coverings, roofs and floors  
  - Deterioration of paint or building finish  
  - Random cracks in the building envelope  
  - Damaged flashing at roof parapets  
  - Missing shingles on roofs  
  - Damaged wall penetrations for electrical and mechanical conduits |
| Poor                    | Buildings with damage and/or deficiencies which include, but are not limited to, the following:  
  - Numerous cracks in the building envelope  
  - Cracked and spalled concrete in the parapets  
  - Potential loose building envelope material  
  - Thru cracks in concrete stairs  
  - Severe efflorescence and clogged weep holes  
  - Deteriorated timber canopies |

Figures 3-1 through 3-5 summarize the buildings surveyed and their condition.
The Westchester Department of Public Works and Playland Park were contacted to review any additional information pertaining to the structures and utilities within the Park.

**Inspection Findings**

Listed below, in Table 3-2, are the findings of our visual inspections of the exterior of the buildings. Building interiors were not inspected as there was another effort underway by Playland Park to do this. As previously stated, the condition of the exterior of the buildings was categorized as Good, Satisfactory or Poor.

<table>
<thead>
<tr>
<th>Building ID</th>
<th>Building Description</th>
<th>Condition Classification</th>
<th>Pictures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Service Bldg. #1</td>
<td>Satisfactory</td>
<td>62-64, 66</td>
</tr>
<tr>
<td>2</td>
<td>Service Bldg. #2</td>
<td>Good</td>
<td>65</td>
</tr>
<tr>
<td>3</td>
<td>Service Bldg. #3</td>
<td>Satisfactory</td>
<td>67-69</td>
</tr>
<tr>
<td>4</td>
<td>Service Bldg. #4</td>
<td>Satisfactory</td>
<td>70-71</td>
</tr>
<tr>
<td>5</td>
<td>Service Bldg. #5</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>Entrance Tower</td>
<td>Satisfactory</td>
<td>1-2</td>
</tr>
<tr>
<td>7</td>
<td>Nathan’s Famous</td>
<td>Satisfactory</td>
<td>4-11</td>
</tr>
<tr>
<td>8</td>
<td>Pavilion #1</td>
<td>Good</td>
<td>74</td>
</tr>
<tr>
<td>9</td>
<td>Pavilion #2</td>
<td>Good</td>
<td>74</td>
</tr>
<tr>
<td>10</td>
<td>Games</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>11</td>
<td>Auto Scooter</td>
<td>Good</td>
<td>24</td>
</tr>
<tr>
<td>12</td>
<td>Burger King Express</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>13</td>
<td>Park Central Tower</td>
<td>Poor</td>
<td>23</td>
</tr>
<tr>
<td>14</td>
<td>Tattoos</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>15</td>
<td>Fantastic Photo</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>16</td>
<td>Carvel</td>
<td>Satisfactory</td>
<td>22</td>
</tr>
<tr>
<td>17</td>
<td>Historic Carousel</td>
<td>Satisfactory</td>
<td>16-17, 19-20</td>
</tr>
<tr>
<td>18</td>
<td>Arcade / Shooting Gallery</td>
<td>Satisfactory</td>
<td>14-15, 18, 21</td>
</tr>
<tr>
<td>19</td>
<td>Ticket Booth</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>20</td>
<td>Ticket Booth</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>21</td>
<td>Nathans Express</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>22</td>
<td>Park Central Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>23</td>
<td>Cotton Candy</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>24</td>
<td>Flying Witch</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>25</td>
<td>Souvenirs</td>
<td>Satisfactory</td>
<td>25</td>
</tr>
<tr>
<td>26</td>
<td>Bumper Fun</td>
<td>N/A</td>
<td>30</td>
</tr>
<tr>
<td>27</td>
<td>Mind Scrambler</td>
<td>N/A</td>
<td>30</td>
</tr>
<tr>
<td>28</td>
<td>Park Entrance Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>29</td>
<td>Park Entrance Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>30</td>
<td>Music Tower</td>
<td>Poor</td>
<td>26-28</td>
</tr>
<tr>
<td>31</td>
<td>Snack/ Games</td>
<td>Good</td>
<td>29</td>
</tr>
<tr>
<td>32</td>
<td>Zombie Castle</td>
<td>Good</td>
<td>29</td>
</tr>
<tr>
<td>33</td>
<td>House of Mirrors</td>
<td>Good</td>
<td>29</td>
</tr>
<tr>
<td>34</td>
<td>Ranch #1 Chicken</td>
<td>Good</td>
<td>29</td>
</tr>
<tr>
<td>35</td>
<td>Whip</td>
<td>Good</td>
<td>32</td>
</tr>
<tr>
<td>36</td>
<td>Booth</td>
<td>Good</td>
<td>32</td>
</tr>
<tr>
<td>37</td>
<td>Park Central Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>38</td>
<td>Park Central Tower</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>39</td>
<td>Guest Relationships</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>40</td>
<td>Park Information</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>41</td>
<td>Blimpie</td>
<td>Satisfactory</td>
<td>33</td>
</tr>
<tr>
<td>42</td>
<td>Games</td>
<td>Satisfactory</td>
<td>33</td>
</tr>
<tr>
<td>43</td>
<td>Park Service Bldg.</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>44</td>
<td>Historic Old Mill</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>45</td>
<td>Lockers</td>
<td>Satisfactory</td>
<td>34</td>
</tr>
<tr>
<td>46</td>
<td>Park Entrance Towers</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>47</td>
<td>Park Entrance Towers</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>48</td>
<td>Games</td>
<td>Satisfactory</td>
<td>35</td>
</tr>
<tr>
<td>No.</td>
<td>Facility</td>
<td>Condition</td>
<td>Rating</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>49</td>
<td>Games</td>
<td>Satisfactory</td>
<td>35</td>
</tr>
<tr>
<td>50</td>
<td>Carvel</td>
<td>Satisfactory</td>
<td>36-37</td>
</tr>
<tr>
<td>51</td>
<td>David’s Cookies</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>52</td>
<td>Sweet Shop</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>53</td>
<td>Park Central Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>54</td>
<td>Park Central Tower</td>
<td>Satisfactory</td>
<td>38</td>
</tr>
<tr>
<td>55</td>
<td>Caliente Mexpress</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>56</td>
<td>Pizza Village</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>57</td>
<td>Historic Derby Racer</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td>58</td>
<td>Kiddyland ticket booth</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>59</td>
<td>First Aid</td>
<td>Good</td>
<td>41</td>
</tr>
<tr>
<td>60</td>
<td>Park Entrance Tower</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>61</td>
<td>Pizza Village/Burger King</td>
<td>Satisfactory</td>
<td>78-80</td>
</tr>
<tr>
<td>62</td>
<td>Administration Bldg.</td>
<td>Satisfactory</td>
<td>39</td>
</tr>
<tr>
<td>63</td>
<td>Playland Museum</td>
<td>Poor</td>
<td>61</td>
</tr>
<tr>
<td>64</td>
<td>Beach Shop</td>
<td>Poor</td>
<td>59-60</td>
</tr>
<tr>
<td>65</td>
<td>Nathan’s Express</td>
<td>Poor</td>
<td>58</td>
</tr>
<tr>
<td>66</td>
<td>Pool / Lockers</td>
<td>Poor</td>
<td>53-57</td>
</tr>
<tr>
<td>67</td>
<td>Bathhouse Facility</td>
<td>Poor</td>
<td>50-52</td>
</tr>
<tr>
<td>68</td>
<td>Park Music Stage</td>
<td>Good</td>
<td>93</td>
</tr>
<tr>
<td>69</td>
<td>Service Bldg.</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>70</td>
<td>Support Bldg.</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>71</td>
<td>Men’s Facility Bldg.</td>
<td>Satisfactory</td>
<td>-</td>
</tr>
<tr>
<td>72</td>
<td>Dock Canopy</td>
<td>Poor</td>
<td>72</td>
</tr>
<tr>
<td>73</td>
<td>Women’s Facility Bldg.</td>
<td>Satisfactory</td>
<td>73</td>
</tr>
<tr>
<td>74</td>
<td>Miscellaneous Bldg.</td>
<td>Good</td>
<td>-</td>
</tr>
<tr>
<td>75</td>
<td>Support Bldg.</td>
<td>Good</td>
<td>-</td>
</tr>
</tbody>
</table>
The infrastructure review indicates that the 50% of buildings are in good condition, 40% are in satisfactory condition and 10% are in poor condition. Additional inspection services are required to determine the extent of repairs required to upgrade the buildings that rated poor. However, additional inspection is not included in the scope of this project.

8.4 Development of Alternatives

Improvement options were developed to address specific transportation-related issues identified during the course of the study. These included traffic circulation, parking, transit and pedestrian issues at and near Playland Park.

Guiding Principles

Certain guiding principles were followed in developing options to address transportation issues identified at and near Playland Park. Improvements are geared toward both vehicular and non-motorized transportation modes. Since issues overlap, the benefits expected to be provided by some improvement measures would likewise yield overlapping benefits to multiple user groups.

The following guiding principles were followed in developing transportation improvements at Playland Park:

1. Improve signage for motorists destined for Playland Park particularly at the “gateway” location near the Pool Area.

2. Increase the vehicle processing capacity of, and reduce delays at the parking lot entrance.

3. Reduce conflicts between vehicles at and near the Park entrance and within the parking lot.

4. Identify strategies to increase the use of transit as a viable mode of transportation to and from Playland Park.

5. Improve bus circulation into, through and out of the terminal area to enhance both bus operations and passenger movements.
6. Identify improvements in the main parking lot and overflow parking are to accommodate existing and projected parking demand.

**Traffic and Parking Improvement Options**

The primary traffic issue at Playland Park was articulated as being the inability of the existing parking entrance to process the volume of arriving vehicles. Processing of coupons and other special discounts contribute to excessively long processing times. As a result queues develop around the circle adjacent to the parking entrance and extend northward along the Park entrance roadway and onto Playland Parkway, sometimes as far back as I-95. The queue in turn affects buses exiting the layover area that must proceed around the circle to exit the Park. In addition, pedestrian movements and pickup/drop-off activities at the westerly entrance/exit are affected. Further, as stated earlier, the parking entry and circulation patterns within the parking lot results in conflicts between vehicles and pedestrians.

To address this issue, three options for relocating and reconfiguring the existing parking lot entrance were developed. Each would involve relocating the entrance from its current location to provide for additional queuing space. Additional recommendations for speeding up vehicle processing time at the entrance booths would apply to any option. While Westchester County Bee Line buses would continue to enter and exit the bus terminal area as they currently do, the options for reconfiguring the parking lot entrance would also yield benefits to buses exiting the terminal.

**Option 1: Relocate Existing Fee Booths Further East**

Under this option the fee booths would be relocated east of their current location, providing additional queuing space for vehicles waiting to enter the parking lot (see Figure 4-1). Vehicles would continue to enter and circulate within the parking lot from the southerly end of the lot. As such, existing conflicts between entering/circulating vehicles within the lot will continue to occur under this option.

**Option 2: Relocate Existing Parking Entrance and Fee Booths Further North; Maintain Inbound Circulation to Parking Lot Around Traffic Circle**

Under this option, the entrance to the parking lot will be relocated to the north, near the exit of the parking lot and charter bus entrance (see Figure 4-2). Vehicles entering the parking lot
would continue to travel south around the traffic circle and then proceed northward to the new four-lane entrance to the parking lot.

This option provides for significant additional queuing. More importantly, within the parking lot, it eliminates the major flow along the south edge of the parking lot thus eliminating (or reducing) conflicts between entering/circulating vehicles and pedestrians. Further, this option would eliminate much of the impediments to Bee Line buses exiting the bus terminal.

Option 3: Relocate Existing Parking Entrance and Fee Booths Further North; Eliminate Inbound Circulation to Parking Lot Around Traffic Circle

As in Option 2, the entrance to the parking lot will be relocated to the north, but further east of the parking lot exit (see Figure 4-3). However, unlike Option 2, vehicles destined to the parking lot would not be required to travel around the traffic circle but enter the lot directly off the Park southbound access roadway. To facilitate the southbound left-turn movement into the parking lot, the southbound two-lane roadway will be re-striped to provide one exclusive left turn lane and one through lane. In addition, to maximize queuing space, the fee booths would need to be located east of the exit.

By eliminating the need for vehicles to travel around the traffic circle to enter the parking lot, conflicts between vehicles and pedestrians near the westerly Park entrance would be significantly reduced. In addition, conflicts between exiting buses and other vehicles would virtually be eliminated.

This option, however, has several drawbacks, including inefficient use of the roadway space south of the proposed entrance; potential for increased queue spillback along Playland Parkway, as vehicles would be entering the lot directly off of the Park access roadway further north; and conflicts between vehicles entering and exiting the parking lot. Vehicles exiting the parking lot would also incur more circuitous travel within the lot.

Other Improvements Common to All Options

1. Reconfigure the area around the traffic circle to provide a formal pick-up/drop off area at the westerly park entrance. Implement channelization to separate
the flows of vehicles headed to the parking lot (for Options 1 and 2) from vehicles engaged in drop off/pick up activities. Provide appropriate signage, including advance signage, to inform motorists of the new formal drop off location.

2. Consider reconfiguring one entrance lane that would enable parking fees to be paid by credit cards.

3. Consider the processing of coupons and other special discounts from one special lane. Appropriate signage will be needed to direct patrons using coupons or special discount packages into a separate lane.

4. Consideration should be given to the use of bar-coded discount coupons that can be scanned at the entrance booth to expedite vehicular entries into the parking lot.

5. Provide one ticketing booth per lane to help improve vehicular processing times at the parking lot entrance. Vehicle processing times, a major source of delays and queuing at the existing entrance, can be expected to decrease as a result of this measure. Hence, queuing at the entrance will be reduced.

6. Provide improved signage at the Pool Area directing vehicles to Playland Park (see Figure 4-4) and supplemental signage to the parking lot and drop-off area.

7. Provide “traffic calming” enhancements along the internal park roadway that provides access to and egress from the overflow parking lot to emphasize the presence of pedestrians. Treatments may include textured or colored pavement and clearly designated pedestrian crosswalks.

**Transit Improvements**

Overall, Playland Park is adequately served by public transportation. Connections are available to major centers such as White Plains, New Rochelle, Mount Vernon, and Yonkers. Service on the Bee Line #75 bus also allows for transfers to and from Metro North trains at the Rye
station, with schedules coordinated appropriately. Metro-North already offers promotional ticket offers combining rail fares with bus fares and Playland ride tickets.

- Increased marketing efforts on Westchester Bee Line buses and Metro North trains may bolster existing ridership. Travel and transit information is available on the Playland website, providing links to Bee Line and Metro North scheduling pages.

- Due to the seasonal nature of Playland Park (open from May to September), substantial expansion of service frequency on local bus routes serving the Park are not advised. Some improvements in schedules and added frequency may, however, encourage more transit use. For example, service on the #92 bus to White Plains accounts for the lowest ridership to Playland Park; this route offers only five trips per day from Tuesday-Friday and four trips per day on Saturdays and Sundays.

- Regular service frequencies (headways of at least 60-120 minutes) are inherently more attractive to users than a handful of trips over the course of a day and predictability in schedules often fosters higher ridership. The #92 service has the lowest frequency to Playland Park. A modest increase in service during the peak season could provide for better use not only from White Plains but also through connections from services throughout the County.

- Route #90, a well-used express service from the Bronx to Playland, was discontinued due to budget cuts in recent years. Metro North service to Rye station provides an alternative, however a similar bus service to areas of the Bronx not directly served by Metro North (to Rye) could attract new customers to the park.

- Consider extending the Route 5 service to Playland Park as a fulltime service, or alternatively, on certain trips only. This route provides local service from close by areas to White Plains. The main drawback to this recommendation is that Route 5 is already a long route. It goes through White Plains then turns south to Yonkers. This
may also open up the opportunity to create a combined 90 and 91 route which would serve new Rochelle, Mount Vernon and the Bronx.

- Within Playland Park, short-term recommendations include upgrading the park’s bus terminal platforms to ADA compliance and easing traffic flow and reducing conflicts between automobile and bus movements during congested periods.

- Each of the options for improving traffic flow into the parking lot would also yield benefits to buses exiting the terminal by freeing up some of the existing congestion and conflicts with other vehicles that occur at the existing parking entrance.

**Preferred Alternative**

While each of the three traffic improvement options discussed above will improve the queuing situation at the entrance to the parking lot, some have more drawbacks than others. In addition, they will all require some modification of the existing parking layout and circulation with varying levels of impacts on pedestrians, buses and emergency vehicles.

In Option 1 where the fee booths are relocated east of the existing entrance, vehicular circulation in the parking lot will be shifted to the east, closer to the main pedestrian entrance to the Park. Vehicle-pedestrian conflicts near the main entrance could therefore increase under this option. The potential for queuing around the traffic circle is more likely to occur under this option, with possible adverse impacts on exiting bus movements and emergency vehicle access.

By relocating the entrance to the north, Option 2 offers opportunities for the reconfiguration, and addition of parking spaces near the existing entrance. While there will be a few spaces lost near the new northerly entrance; overall, there could be a net gain in overall parking capacity. Vehicular-pedestrian conflicts, particularly along the south edge of the parking lot, would be significantly reduced. A gated emergency entrance/exit at the existing entrance would provide flexibility to emergency vehicle movements, as well as an additional exit from the parking lot, if needed. Most importantly, this option will more than quadruple the existing queuing space for vehicles waiting to enter the parking lot.
Option 3 provides many of the benefits as Option 2. However, by providing access into the parking lot directly off the access roadway, the potential for queue spillback onto Playland Parkway is greatest under this option. In addition, since entry into the parking lot does not require traversing around the traffic circle, this option introduces conflicts between southbound left-turning vehicles destined to the parking lot and northbound through vehicles (mainly employee vehicles and buses). Further, conflicts between vehicles exiting and entering the parking lot and circuitous travel for exiting vehicles would be greatest under this option.

Based on the foregoing assessment, and consistent with the guiding principles followed in identifying improvement options, Option 2 is determined to be the preferred alternative to improve traffic circulation at Playland Park. This option would provide for the greatest queuing capacity for vehicles waiting to enter the parking lot, and hence the potential for spillback onto the access roadway and Playland Parkway would be least. In addition, it offers superior opportunities for reconfiguring the parking layout and increasing parking capacity. Moreover, this option offers the greatest potential for the reduction in conflicts between vehicles and pedestrians, and between vehicles entering and exiting the parking lot.