

Franchise and Concession Review Committee Public Hearing
September 14, 2018

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

-----X

SPECIAL PUBLIC HEARING
FRANCHISE and CONCESSION REVIEW COMMITTEE

-----X

2 Lafayette Street
14th Floor Auditorium
New York, New York

September 14, 2018
2:48 p.m.

Julia M. Speros
Court Reporter

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

A P P E A R A N C E S :

Mayor:

Peter Hatch

Corporation Counsel:

Sharon Cantor

Office of Management and Budget:

Yvonne Quintian

Comptroller:

Jennifer Conovitz

Borough President of the Bronx:

Tom Lucania

Borough President of Brooklyn:

Tonya Cantlo-Cockfield

Borough President of Manhattan:

James Caras

Borough President of Queens:

Allan Swisher

Borough President of Staten Island:

Lashay Young

NYC Department of Parks and Recreation:

Alexander Han

Clerk:

Stephanie Ruiz

Sarah Watterson

CEO Drive Shack

Aimee Boden

RIPA

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

MR. HATCH: Good afternoon. The Special Public Hearing will now come to order.

Will the Clerk please call the roll?

THE CLERK: Mayor.

MR. HATCH: Here.

THE CLERK: Office of the Mayor.

(No response.)

THE CLERK: Comptroller.

MS. CONOVITZ: Here.

THE CLERK: Corporation Counsel.

MS. CANTOR: Here.

THE CLERK: Office of Management and Budget.

MS. QUINTIAN: Here.

THE CLERK: President, Borough of the Bronx.

MR. LUCANIA: Here.

THE CLERK: President, Borough of Brooklyn.

MS. CANTLO-COCKFIELD: Here.

THE CLERK: President, Borough of Manhattan.

MR. CARAS: Here.

1 THE CLERK: President, Borough of
2 Queens.

3 MR. SWISHER: Here.

4 THE CLERK: President, Borough of
5 Staten Island.

6 MS. YOUNG: Here.

7 MR. HATCH: Welcome to this Special
8 Public Hearing of the Franchise and
9 Concession Review Committee. The
10 hearing being conducted today has been
11 publicly advertised in accordance with
12 the New York City Charter and Concession
13 Rules of the City of New York.

14 We want to be sure that anyone
15 desiring to be heard has an opportunity
16 to do so. All persons wishing to speak
17 must fill out a request slip, which may
18 be obtained from the Clerk.

19 Each speaker will be allotted
20 approximately three minutes. When you
21 testify, please state your name and
22 affiliation. You may also submit
23 written testimony to the Clerk, which
24 will be made part of the record.

25 Any written submissions must be

1 given to the Clerk before the close of
2 the Special Public Hearing.

3 Will the Clerk please call the first
4 calendar item?

5 THE CLERK: New York City Department
6 of Parks and Recreation, Calendar item
7 number 1: In the matter of the intent
8 to award as a concession for the
9 renovation, operation, and maintenance
10 of a golf driving range, miniature golf
11 course, sports clubhouse, and ancillary
12 facilities at Randall's Island Park,
13 Manhattan, for an 18 year term, to Drive
14 Shack Randall's Island LLC.

15 MR. HATCH: First, Alex Han, Parks
16 Director of Concessions, will read into
17 the record changes that have been made
18 to the proposed agreement since its
19 distribution to the FCRC.

20 MR. HAN: There is a small
21 typographical error on page 1 of the
22 License Agreement. The reference to
23 Randall's Island Park Alliance should be
24 Randall's Island Park Alliance, Inc.
25 That's it.

1 MR. HATCH: We'll take testimony
2 from the public, but first, I'd like to
3 ask the members of the Committee if any
4 have any statements?

5 MS. CONOVITZ: I have a question.
6 Thank you.

7 First question is we'd like Parks to
8 walk us through -- or a description of
9 the new facilities and how it will
10 differ from the prior concession that
11 was there -- the golf concession.

12 MR. HAN: Sure. As approved by
13 Parks, the new facility will include at
14 least 96 driving bays with complimentary
15 golf equipment for driving range
16 patrons, an ADA compliant miniature golf
17 course, a rooftop terrace, a restaurant,
18 and event space.

19 It's anticipated that the new larger
20 facility will be able to accommodate a
21 significantly larger number of both
22 adults and youth than the previous
23 concession.

24 MS. CONOVITZ: And can you describe
25 how that differs in terms of the

1 facilities from what was previously
2 there?

3 MR. HAN: Well, the new facility
4 will be larger -- as approved by Parks
5 and the Public Design Commission -- a
6 multi-story and have an additional
7 hitting base.

8 MS. CONOVITZ: And how many square
9 feet bigger -- how many square feet was
10 it before as opposed to what it will be
11 now?

12 MR. HAN: I don't have an
13 approximate square footage for you,
14 however, they're anticipating to serve
15 -- the goal is to serve at least 400,000
16 users per year.

17 MS. CONOVITZ: You had mentioned
18 that there are going to 96 bays, and can
19 you confirm previously -- I believe I
20 saw that there were 80 in the past?

21 MR. HAN: Correct. There are
22 approximately 80 bays currently. The
23 new facility is anticipated to have at
24 least 96 bays.

25 MS. CONOVITZ: And I believe you

1 mentioned miniature golf and that there
2 will be ADA compliant miniature golf;
3 that's one golf course.

4 Were there two or one miniature golf
5 course under the prior concession?

6 MR. HAN: There are two miniature
7 golf courses in the prior concession.

8 MS. CONOVITZ: In the prior --

9 MR. HAN: That's correct.

10 MS. CONOVITZ: -- and there will be
11 two or one going forward?

12 MR. HAN: There will be one going
13 forward and that will be fully ADA
14 compliant.

15 MS. CONOVITZ: And what was the
16 concept to going from two to one?

17 MR. HAN: I'm not sure I understand
18 your question.

19 MS. CONOVITZ: Is it because it's a
20 different conception of the space or --
21 what was the thinking behind having one
22 miniature golf rather than two under the
23 new concession?

24 MR. HAN: The prior version that had
25 two miniature golf courses were not ADA

1 compliant, and in order to do so, they
2 were combined into one larger ADA
3 compliant miniature golf course.

4 MS. CONOVITZ: Thank you. I think
5 you were not sure of how much bigger the
6 actual physical space will be in terms
7 of square footage, so that's something
8 we'd like to --

9 MR. HAN: The new facility is
10 subject to Parks -- the design of the
11 new facility is subjects to Parks'
12 approval, as well as review and approval
13 from the Public Design Commission, which
14 has yet to happen.

15 MS. CONOVITZ: Do you have a
16 targeted number of square feet --
17 proposed rather?

18 MS. WATTERSON: 65,000.

19 MR. HAN: 65,000.

20 MS. CONOVITZ: Thank you. And
21 perhaps maybe you know -- do you know
22 what the prior concession was in terms
23 of square footage?

24 MS. WATTERSON: To describe the
25 difference in facilities, currently,

1 there are separate buildings that
2 accumulate to the square footage, so I'm
3 not sure.

4 But there are open air hitting
5 stalls that, obviously, haven't been
6 redone, and I believe it was built,
7 first, in 1991 -- around that time.
8 There's also a main clubhouse currently
9 and then separate maintenance areas
10 around the existing space.

11 We're looking to kind of rework the
12 entire space -- re-imagine the entire
13 space and build one strong 65,000 square
14 foot main building that will hold all of
15 those different amenities under one
16 roof.

17 And you mentioned the miniature
18 golf. If you don't mind -- to be ADA
19 compliant, and also kind of re-imagine
20 the miniature golf course in a larger
21 way, we had proposed going from two to
22 one. Space and location, there's a
23 parking issue there. And especially
24 with the number of visitors that Alex
25 was mentioning, we're taking over kind

1 of different space and making a maybe
2 larger miniature golf course; but just
3 not two miniature golf courses, just
4 one.

5 MS. CONOVITZ: But you're not aware
6 of what the square footage was on the
7 current --

8 MS. WATTERSON: I don't know that.

9 MS. CONOVITZ: And you mentioned --
10 or Alex mentioned a multi-story; would
11 you happen to know what will be on the
12 upper floors?

13 MS. WATTERSON: It's a three-story
14 building. On the first floor is a lobby
15 area -- an entry area and an event
16 space. On the second floor is a main
17 restaurant and bar area and some
18 accompanying spaces. The third floor is
19 a free-to-play game lounge and an
20 outdoor terrace as well.

21 All three floors are hitting bays.
22 The 96 hitting bays are spread across
23 the three floors evenly. And to answer
24 your question a little bit differently,
25 the current building right now, the

1 hitting bays really host one person.
2 This will now allow it to host many more
3 visitors because each of our hitting
4 bays host up to six people.

5 MS. CONOVITZ: And I know there's an
6 interesting use of technology. Could
7 you explain that?

8 MS. WATTERSON: Yeah, you bet. We
9 come at kind of the golf business a
10 little bit differently, making golf
11 available for folks that are golfers,
12 non-golfers, aspiring golfers; you name
13 it.

14 Each of our bays, again, hosts
15 comfortable furniture. We're partnered
16 -- or strategically aligned with
17 TaylorMade to provide free clubs for
18 everyone who comes to play with us, and
19 everything is really supported by our
20 game platform.

21 Our outfield has different targets
22 in it, and we have software and hardware
23 that tracks where your ball goes when
24 you hit it; and when it's tracking the
25 ball, it then kind of converts into

1 different games that we have.

2 You know, for instance, you know,
3 some of our games -- some of our targets
4 in the outfield, let's say, are large
5 circles. As you hit kind of closer to
6 the circle, you get more points. And so
7 it makes golf more fun for those who
8 have never golfed before, and it takes
9 on a different element than a
10 traditional driving range.

11 MS. CONOVITZ: Do you expect that
12 that's going to change the population
13 that comes and uses the facilities?

14 MS. WATTERSON: Certainly. And our
15 business -- just by way of background --
16 we actually -- the only company to ever
17 do this -- we're fully integrated.
18 We've owned a traditional golf business,
19 and now we own, you know, a sports
20 entertainment golf business that
21 leverages technology to really kind of
22 grow the game of golf.

23 And, you know, the folks that we see
24 that come to our facilities are golfers
25 and non-golfers alike -- a very

1 different proportion of men and women --
2 and using it as a teaching tool because,
3 you know, when we have children come in
4 and they want to play, we have a game
5 that's called Monster Hunt where you
6 have to kill monsters and save the
7 princess.

8 It makes it a much more attainable
9 way to play golf and to put a club in
10 everyone's hands, to have a game versus
11 just hitting targets in an outfield.

12 MS. CONOVITZ: So just to -- how do
13 you expect the user population to
14 change; do you expect more children or
15 more youth --

16 MS. WATTERSON: More children --

17 MS. CONOVITZ: -- more women, more
18 non-golfers, or --

19 MS. WATTERSON: My apologies. More
20 children, more women, and really anyone
21 who is not a traditional golfer. And so
22 anyone who can, you know, pull the plug
23 can come play with us.

24 MS. CONOVITZ: I believe that we
25 asked how many adults and youth will be

1 served and how many compared to under
2 the prior concession, and, I believe,
3 you gave a target number, Alex. We had
4 not heard that before; we just heard
5 it's expected to be significantly
6 larger.

7 Can you give us some sort of
8 comparison of the numbers -- the
9 expected differential -- in terms of
10 user growth under the new concession?

11 MS. WATTERSON: We don't have -- or
12 I should say, I've never seen a number
13 of range rounds that are played.

14 But what I can tell you actually, we
15 -- again, we are a golf company that
16 have about -- we have 75 courses across
17 the country, and our most popular, I
18 would say, course is in California and
19 it probably has, you know, 290 play
20 users a year and that does about 100,000
21 range rounds.

22 We expect, as Alex said, to have
23 around 400,000 visitors that come to us,
24 and the difference there, I truly
25 attribute, to being a wider audience

1 than just golfers.

2 MS. CONOVITZ: 400,000 distinct
3 visitors?

4 MS. WATTERSON: No, not visitors --

5 MS. CONOVITZ: Rounds?

6 MS. WATTERSON: Rounds; comparable
7 to the 100,000 that I mentioned.

8 MS. CONOVITZ: And do you know,
9 Alex, how that compares to the user
10 population under the prior concession?

11 MR. HAN: We don't have that
12 information currently.

13 MS. CONOVITZ: Okay. We'd
14 appreciate it if we could get that and
15 make that public in some fashion; we
16 think that would be helpful.

17 In terms of fees for users under the
18 prior concession, do you expect user
19 fees -- they are probably not set yet --
20 I'm confirming that they're obviously
21 not going to -- confirming, rather, that
22 they're not set.

23 Would you expect them to go up once
24 this new concession is in place?

25 MR. HAN: Well, the concession

1 agreement and the RFP both require the
2 concession to be affordable, and all
3 prices and rates are subject to Parks'
4 approval, so that's something that we
5 would review with Drive Shack upon -- or
6 after the hearing and upon execution of
7 the agreement.

8 MS. CONOVITZ: And what were the
9 fees under the prior concession?

10 MR. HAN: I don't have that
11 information -- of the prior fees -- but
12 we can certainly send that to you.

13 I just want to make a clarification
14 regarding the clubhouse, just to be
15 extra clear. The approximate square
16 footage, as Sarah mentioned, is 65,000,
17 but it includes both recreational and
18 non-recreational spaces.

19 So the non-recreational uses would
20 not exceed over 15,000 square feet.

21 MS. CONOVITZ: What would be an
22 example of the non-recreation; is that
23 like the --

24 MR. HAN: Food service.

25 MS. CONOVITZ: Oh, food service.

1 In terms of low costs -- low cost
2 programs -- I know that there are some
3 directed at youth, I believe, as opposed
4 to adults.

5 Could you articulate those and the
6 number of people you expect it to reach?

7 MR. HAN: Sure. Drive Shack
8 anticipates serving 80 children twice
9 per week in July and August. In
10 addition, Drive Shack plans to continue
11 the partnership established by American
12 Golf Concessionaires and the City Parks
13 Foundation Junior Golf Program, which
14 has served more than 3,000 young golfers
15 around the City for the past 18 years --
16 and explore other ideas for free or low
17 -- other free or low cost programs.

18 MS. CONOVITZ: Thank you. The
19 revenues under the proposed agreement, I
20 believe we asked about how they compare
21 to the five other New York City golf
22 concession agreements and Drive Shack
23 agreements with New York City, and you
24 said that they were higher.

25 Could you amplify that point and

1 give us some sense of how much higher
2 they are and how that is broken down?

3 MR. HAN: I don't have a breakdown,
4 but I can say the minimum annual fees
5 under the proposed agreement are higher
6 than the minimum annual fees under the
7 other agreements that you mentioned.

8 MS. CONOVITZ: We would like to get
9 more information on that. The concept
10 for the hearing would be that it would
11 be helpful to the public to have -- to
12 assess the benefits of the concession if
13 they could have a sense of that.

14 So it we would be very interested in
15 getting that information.

16 MR. HAN: Okay.

17 MS. CONOVITZ: And then, I guess,
18 the final point we had to make is that
19 we had some other questions with respect
20 to just the RFP process, as well as some
21 of the financial terms and programmatic
22 items; and given the time of Parks'
23 response, we haven't had sufficient time
24 to thoroughly go through it, which is
25 why we had some of these questions

1 today.

2 So we will continue reviewing that
3 after the hearing. Thank you.

4 MR. HATCH: Thank you.

5 MR. CARAS: Thanks. I had a couple
6 of questions on community access, and I
7 understood from Parks that there would
8 be -- and I wasn't clear if this is what
9 was under the prior concession or if
10 this would continue -- six free stalls
11 twice a month, six hitting bays two
12 times a week at no cost.

13 Is that -- was that under the prior
14 concession?

15 MS. BODEN: This is Aimee Boden.

16 So I'm not clear 100 percent whether
17 it was in the prior concessionaire's
18 license agreement, but that is what she
19 agreed to, and that's what we've
20 provided for probably the last 20 years.

21 MR. CARAS: Okay. Will there be an
22 increase in that given that there will
23 be more bays? You know, as the
24 Manhattan Borough President, it wouldn't
25 hurt to urge as much free public access

1 opportunity for, you know, kids that may
2 not have the means, as possible, and as
3 much working with the community as
4 possible to increase that.

5 MS. BODEN: So I have been speaking
6 with Drive Shack and we fully anticipate
7 it to be more because it will be more
8 availability overall.

9 MR. CARAS: Right.

10 MS. BODEN: And so we -- you know,
11 they have committed to make that really
12 work with the Local Community Boards on
13 developing low cost and responsive
14 programming.

15 MR. CARAS: Okay. Good.

16 MS. BODEN: CB 11, and also CB 10
17 and 12.

18 MR. CARAS: Great. Thanks.

19 MS. CONOVITZ: We would just like to
20 concur with those points. I think that
21 we have the same interest, and we think
22 it's of incredible importance to
23 follow-up on that.

24 MS. BODEN: I couldn't agree with
25 you more.

1 MS. CONOVITZ: So thank you very
2 much.

3 MR. HATCH: Thank you. Do any other
4 members have statements?

5 (No response.)

6 MR. HATCH: Any members of the
7 public?

8 (No response.)

9 MR. HATCH: If no one else wishes to
10 speak, will the Clerk please call the
11 second calendar item?

12 THE CLERK: New York City Department
13 of Parks and Recreation, Calendar item
14 number 2: In the matter of the intent
15 to award as a concession for the
16 installation, operation, and management
17 of an outdoor holiday market at Columbus
18 Circle Plaza, Central Park, Manhattan,
19 for a five year term, to Urban Space
20 Holdings, Inc.

21 MR. HATCH: The public will be able
22 to make statements, but first, any
23 members of the Committee have statements
24 or questions?

25 (No response.)

1 MR. HATCH: Any members of the
2 public?

3 THE CLERK: No.

4 MR. HATCH: If no one else wishes to
5 speak, that concludes today's hearing.

6 We ask that the reporter make the
7 entire Special Public Hearing Agenda,
8 which was made publicly available and
9 distributed at this hearing, part of the
10 final record of the proceeding.

11 The hearing is now closed. Thanks.

12 (Time noted: 3:05 p.m.)

13

14

15

16

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATION

I, JULIA M. SPEROS, a Notary Public
for and within the State of New York, do
hereby certify:

That the witness whose testimony as
herein set forth, was duly sworn by me;
and that the within transcript is a true
record of the testimony given by said
witness.

I further certify that I am not
related to any of the parties to this
action by blood or
marriage, and that I am in no way
interested in the outcome of this
matter.

IN WITNESS WHEREOF, I have hereunto
set my hand this 14th day of September,
2018.



Julia M. Speros

14th 24:19	agenda 23:7	anticipate 21:6	august 18:9	21:5,10,16,24 (7)
able 6:20 22:21	agree 21:24	anticipated 6:19 7:23	availability 21:8	borough 2:9,10,12,13,15 3:17,20,23 4:1,4 20:24 (11)
about 15:16,20 18:20	agreed 20:19	anticipates 18:8	available 12:11 23:8	both 6:21 17:1,17
access 20:6,25	agreement 5:18,22 17:1,7 18:19 19:5 20:18 (7)	anticipating 7:14	award 5:8 22:15	breakdown 19:3
accommodate 6:20	agreements 18:22,23 19:7	anyone 4:14 14:20,22	aware 11:5	broken 19:2
accompanying 11:18	aimee 2:22 20:15	apologies 14:19	background 13:15	bronx 2:9 3:18
accordance 4:11	air 10:4	appreciate 16:14	ball 12:23,25	brooklyn 2:10 3:21
accumulate 10:2	alex 5:15 10:24 11:10 15:3,22 16:9 (6)	approval 9:12,12 17:4	bar 11:17	budget 2:6 3:15
across 11:22 15:16	alexander 2:17	approved 6:12 7:4	base 7:7	build 10:13
action 24:14	aligned 12:16	approximate 7:13 17:15	bays 6:14 7:18,22,24 11:21,22 12:1,4,14 20:11,23 (11)	building 10:14 11:14,25
actual 9:6	alike 13:25	approximately 4:20 7:22	because 8:19 12:3 14:2 21:7 (4)	buildings 10:1
actually 13:16 15:14	allan 2:14	area 11:15,15,17	before 5:1 7:10 13:8 15:4 (4)	built 10:6
ada 6:16 8:2,13,25 9:2 10:18 (6)	alliance 5:23,24	areas 10:9	behind 8:21	business 12:9 13:15,18,20 (4)
addition 18:10	allotted 4:19	around 10:7,10 15:23 18:15 (4)	being 4:10 15:25	c 2:2
additional 7:6	allow 12:2	articulate 18:5	believe 7:19,25 10:6 14:24 15:2 18:3,20 (7)	calendar 5:4,6 22:11,13 (4)
adults 6:22 14:25 18:4	also 4:22 10:8,19 21:16 (4)	ask 6:3 23:6	benefits 19:12	california 15:18
advertised 4:11	am 24:12,15	asked 14:25 18:20	bet 12:8	call 3:5 5:3 22:10
affiliation 4:22	amenities 10:15	aspiring 12:12	bigger 7:9 9:5	called 14:5
affordable 17:2	american 18:11	assess 19:12	bit 11:24 12:10	can 6:24 7:18 14:22,23 15:7,14 17:12 19:4 (8)
after 17:6 20:3	amplify 18:25	attainable 14:8	blood 24:14	cantlocockfield 2:11 3:22
afternoon 3:2	ancillary 5:11	attribute 15:25	boards 21:12	cantor 2:5 3:13
again 12:14 15:15	annual 19:4,6	audience 15:25	boden 2:22 20:15,15	caras 2:12 3:25
	answer 11:23	auditorium 1:14		

20:5,21 21:9,15,18 (7)	clubhouse 5:11 10:8 17:14	concept 8:16 19:9	correct 7:21 8:9	15:24
cb 21:16,16	clubs 12:17	conception 8:20	cost 18:1,17 20:12 21:13 (4)	different 8:20 10:15 11:1 12:21 13:1,9 14:1 (7)
central 22:18	columbus 22:17	concession 1:5 4:9,12 5:8 6:10,11,23 8:5,7,23 9:22 15:2,10 16:10,18,24,25 17:2,9 18:22 19:12 20:9,14 22:15 (24)	costs 18:1	differential 15:9
ceo 2:21	combined 9:2	concessionaire's 20:17	could 12:6 16:14 18:5,25 19:13 (5)	differently 11:24 12:10
certainly 13:14 17:12	come 3:3 12:9 13:24 14:3,23 15:23 (6)	concessionaires 18:12	couldn't 21:24	differs 6:25
certification 24:2	comes 12:18 13:13	concessions 5:16	counsel 2:4 3:12	directed 18:3
certify 24:6,12	comfortable 12:15	concludes 23:5	country 15:17	director 5:16
change 13:12 14:14	commission 7:5 9:13	concur 21:20	couple 20:5	distinct 16:2
changes 5:17	committed 21:11	conducted 4:10	course 5:11 6:17 8:3,5 9:3 10:20 11:2 15:18 (8)	distributed 23:9
charter 4:12	committee 1:5 4:9 6:3 22:23 (4)	confirm 7:19	courses 8:7,25 11:3 15:16 (4)	distribution 5:19
children 14:3,14,16,20 18:8 (5)	community 20:6 21:3,12	confirming 16:20,21	court 1:20	does 15:20
circle 13:6 22:18	company 13:16 15:15	conovitz 2:8 3:11 6:5,24 7:8,17,25 8:8,10,15,19 9:4,15,20 11:5,9 12:5 13:11 14:12,17,24 16:2,5,8,13 17:8,21,25 18:18 19:8,17 21:19 22:1 (33)	current 11:7,25	down 19:2
circles 13:5	comparable 16:6	conquer 21:20	currently 7:22 9:25 10:8 16:12 (4)	drive 2:21 5:13 17:5 18:7,10,22 21:6 (7)
city 4:12,13 5:5 18:12,15,21,23 22:12 (8)	compare 18:20	concur 21:20	day 24:19	driving 5:10 6:14,15 13:10 (4)
clarification 17:13	compared 15:1	conducted 4:10	department 2:16 5:5 22:12	duly 24:8
clear 17:15 20:8,16	compares 16:9	confirm 7:19	describe 6:24 9:24	each 4:19 12:3,14
clerk 2:18 3:5,6,8 ,10,12,14,17,20,23 4:1,4,18,23 5:1,3,5 22:10,12 23:3 (20)	comparison 15:8	conforming 16:20,21	description 6:8	element 13:9
close 5:1	compliant 6:16 8:2,14 9:1,3 10:19 (6)	conquer 21:20	design 7:5 9:10,13	else 22:9 23:4
closed 23:11	complimentary 6:14	continue 18:10 20:2,10	desiring 4:15	entertainment 13:20
closer 13:5	comptroller 2:7 3:10	converts 12:25	developing 21:13	entire 10:12,12 23:7
club 14:9		corporation 2:4 3:12	differ 6:10	entry 11:15
			difference 9:25	equipment 6:15
				error 5:21

especially 10:23	fill 4:17	game 11:19 12:20 13:22 14:4,10 (5)	guess 19:17	hitting 7:7 10:4 11:21,22 12:1,3 14:11 20:11 (8)
established 18:11	final 19:18 23:10	games 13:1,3	han 2:17 5:15,20 6:12 7:3,12,21 8:6,9,12,17,24 9:9,19 16:11,25 17:10,24 18:7 19:3,16 (21)	hold 10:14
evenly 11:23	financial 19:21	gave 15:3	hand 24:19	holdings 22:20
event 6:18 11:15	first 5:3,15 6:2,7 10:7 11:14 22:22 (7)	get 13:6 16:14 19:8	hands 14:10	holiday 22:17
ever 13:16	five 18:21 22:19	getting 19:15	happen 9:14 11:11	host 12:1,2,4
everyone 12:18	floor 1:14 11:14,16,18 (4)	give 15:7 19:1	hardware 12:22	hosts 12:14
everyone's 14:10	floors 11:12,21,23	given 5:1 19:22 20:22 24:10 (4)	has 4:10,15 9:14 12:21 15:19 18:14 (6)	how 6:9,25 7:8,9 9:5 14:12,25 15:1 16:9 18:20 19:1,2 (12)
everything 12:19	folks 12:11 13:23	go 16:23 19:24	hatch 2:3 3:2,7 4:7 5:15 6:1 20:4 22:3,6,9,21 23:1,4 (13)	however 7:14
example 17:22	followup 21:23	goal 7:15	haven't 10:5 19:23	hunt 14:5
exceed 17:20	food 17:24,25	goes 12:23	having 8:21	hurt 20:25
execution 17:6	foot 10:14	going 7:18 8:11,12,16 10:21 13:12 16:21 (7)	heard 4:15 15:4,4	i'd 6:2
existing 10:10	footage 7:13 9:7,23 10:2 11:6 17:16 (6)	golf 5:10,10 6:11,15,16 8:1,2,3,4,7,22,25 9:3 10:18,20 11:2,3 12:9,10 13:7,18,20,22 14:9 15:15 18:12,13,21 (28)	hearing 1:4 3:3 4:8,10 5:2 17:6 19:10 20:3 23:5,7,9,11 (12)	i'm 8:17 10:2 16:20 20:16 (4)
expect 13:11 14:13,14 15:22 16:18,23 18:6 (7)	forth 24:8	golfer 14:21	helpful 16:16 19:11	i've 15:12
expected 15:5,9	forward 8:11,13	golfed 13:8	hereby 24:6	ideas 18:16
explain 12:7	foundation 18:13	golfer 14:21	herein 24:8	importance 21:22
explore 18:16	franchise 1:5 4:8	golfers 12:11,12 13:24 16:1 18:14 (5)	higher 18:24 19:1,5	inc 5:24 22:20
extra 17:15	free 12:17 18:16,17 20:10,25 (5)	good 3:2 21:15	hit 12:24 13:5	include 6:13
facilities 5:12 6:9 7:1 9:25 13:13,24 (6)	freetoplay 11:19	great 21:18	hereunto 24:18	includes 17:17
facility 6:13,20 7:3,23 9:9,11 (6)	fully 8:13 13:17 21:6	grow 13:22	information 16:12 17:11 19:9,15 (4)	increase 20:22 21:4
fashion 16:15	fun 13:7	growth 15:10	installation 22:16	
fcrc 5:19	furniture 12:15			
fees 16:17,19 17:9,11 19:4,6 (6)	further 24:12			
feet 7:9,9 9:16 17:20 (4)				

instance 13:2	13:2,2,19,23 14:3,22 15:19	11:16	miniature 5:10 6:16	new 1:12,12 4:12,13 5:5
integrated 13:17	16:8 18:2 20:23 21:1,10 (17)	maintenance 5:9 10:9	8:1,2,4,6,22,25 9:3 10:17,20 11:2,3 (13)	6:9,13,19 7:3,23 8:23 9:9,11 15:10 16:24 18:21,23 22:12 24:5 (19)
intent 5:7 22:14	lafayette 1:11	make 16:15 17:13 19:18 21:11 22:22 23:6 (6)	minimum 19:4,6	no 3:9 16:4 20:12 22:5,8,9,25 23:3,4 24:15 (10)
interest 21:21	large 13:4	makes 13:7 14:8	minutes 4:20	nongolfers 12:12 13:25 14:18
interested 19:14 24:16	larger 6:19,21 7:4 9:2 10:20 11:2 15:6 (7)	making 11:1 12:10	monster 14:5	nonrecreation 17:22
interesting 12:6	lashay 2:15	management 2:6 3:14 22:16	monsters 14:6	nonrecreational 17:18,19
into 5:16 9:2 12:25	last 20:20	manhattan 2:12 3:24 5:13 20:24 22:18 (5)	month 20:11	notary 24:4
island 2:15 4:5 5:12,14,23,24 (6)	least 6:14 7:15,24	many 7:8,9 12:2 14:25 15:1 (5)	more 12:2 13:6,7 14:8,14,15,16,17,1 7,19,20 18:14 19:9 20:23 21:7,7,25 (17)	noted 23:12
issue 10:23	let's 13:4	market 22:17	most 15:17	now 3:3 7:11 11:25 12:2 13:19 23:11 (6)
item 5:4,6 22:11,13 (4)	leverages 13:21	marriage 24:15	ms 3:11,13,16,22 4:6 6:5,24 7:8,17,25 8:8,10,15,19 9:4,15,18,20,24 11:5,8,9,13 12:5,8 13:11,14 14:12,16,17,19,24 15:11 16:2,4,5,6,8,13 17:8,21,25 18:18 19:8,17 20:15 21:5,10,16,19,24 22:1 (52)	number 5:7 6:21 9:16 10:24 15:3,12 18:6 22:14 (8)
items 19:22	license 5:22 20:18	matter 5:7 22:14 24:17	maybe 9:21 11:1	numbers 15:8
its 5:18	like 6:2,7 9:8 17:23 19:8 21:19 (6)	may 4:17,22 21:1	mayor 2:3 3:6,8	nyc 2:16
james 2:12	little 11:24 12:10	means 21:2	members 6:3 22:4,6,23 23:1 (5)	obtained 4:18
jennifer 2:8	llc 5:14	men 14:1	mentioned 7:17 8:1 10:17 11:9,10 16:7 17:16 19:7 (8)	obviously 10:5 16:20
julia 1:20 24:4	lobby 11:14	mentioning 10:25	much 9:5 14:8 19:1 20:25 21:3 22:2 (6)	office 2:6 3:8,14
july 18:9	local 21:12	mind 10:18	multistory 7:6 11:10	oh 17:25
junior 18:13	location 10:22		must 4:17,25	once 16:23
just 11:2,3 13:15 14:11,12 15:4 16:1 17:13,14 19:20 21:19 (11)	looking 10:11		my 14:19 24:19	one 8:3,4,11,12,16,21 9:2 10:13,15,22 11:4 12:1 22:9 23:4 (14)
kids 21:1	lounge 11:19		name 4:21 12:12	
kill 14:6	low 18:1,1,16,17 21:13 (5)		never 13:8 15:12	
kind 10:11,19,25 12:9,25 13:5,21 (7)	lucania 2:9 3:19			
know 9:21,21 11:8,11 12:5	made 4:24 5:17 23:8			
	main 10:8,14			

only 13:16	part 4:24 23:9	popular 15:17	provided 20:20	redone 10:6
open 10:4	parties 24:13	population 13:12 14:13 16:10	public 1:4 3:3 4:8 5:2 6:2 7:5 9:13 16:15 19:11 20:25 22:7,21 23:2,7 24:4 (15)	reference 5:22
operation 5:9 22:16	partnered 12:15	possible 21:2,4	publicly 4:11 23:8	regarding 17:14
opportunity 4:15 21:1	partnership 18:11	president 2:9,10,12,13,15 3:17,20,23 4:1,4 20:24 (11)	pull 14:22	reimagine 10:12,19
opposed 7:10 18:3	past 7:20 18:15	previous 6:22	put 14:9	related 24:13
order 3:4 9:1	patrons 6:16	previously 7:1,19	queens 2:13 4:2	renovation 5:9
other 18:16,17,21 19:7,19 22:3 (6)	people 12:4 18:6	prices 17:3	question 6:5,7 8:18 11:24 (4)	reporter 1:20 23:6
out 4:17	per 7:16 18:9	princess 14:7	questions 19:19,25 20:6 22:24 (4)	request 4:17
outcome 24:16	percent 20:16	prior 6:10 8:5,7,8,24 9:22 15:2 16:10,18 17:9,11 20:9,13,17 (14)	quintian 2:6 3:16	require 17:1
outdoor 11:20 22:17	perhaps 9:21	probably 15:19 16:19 20:20	randall's 5:12,14,23,24 (4)	respect 19:19
outfield 12:21 13:4 14:11	person 12:1	proceeding 23:10	range 5:10 6:15 13:10 15:13,21 (5)	response 3:9 19:23 22:5,8,25 (5)
over 10:25 17:20	persons 4:16	proceedings 3:1	rates 17:3	responsive 21:13
overall 21:8	peter 2:3	process 19:20	rather 8:22 9:17 16:21	restaurant 6:17 11:17
own 13:19	physical 9:6	program 18:13	reach 18:6	revenues 18:19
owned 13:18	place 16:24	programmatic 19:21	read 5:16	review 1:5 4:9 9:12 17:5 (4)
p 2:2,2	plans 18:10	programming 21:14	really 12:1,19 13:21 14:20 21:11 (5)	reviewing 20:2
page 5:21	platform 12:20	programs 18:2,17	record 4:24 5:17 23:10 24:10 (4)	rework 10:11
park 5:12,23,24 22:18 (4)	play 12:18 14:4,9,23 15:19 (5)	proportion 14:1	recreation 2:16 5:6 22:13	rfp 17:1 19:20
parking 10:23	played 15:13	proposed 5:18 9:17 10:21 18:19 19:5 (5)	recreational 17:17	right 11:25 21:9
parks 2:16 5:6,15 6:7,13 7:4 9:10 18:12 20:7 22:13 (10)	plaza 22:18	provide 12:17		ripa 2:23
parks' 9:11 17:3 19:22	please 3:5 4:21 5:3 22:10 (4)			roll 3:5
	plug 14:22			roof 10:16
	pm 1:2 23:12			rooftop 6:17
	point 18:25 19:18			rounds 15:13,21
	points 13:6 21:20			

16:5,6 (4)	she 20:18	square 7:8,9,13 9:7,16,23 10:2,13 11:6 17:15,20 (11)	13:3 14:11	thoroughly 19:24
ruiz 2:19	should 5:23 15:12	stalls 10:5 20:10	taylormade 12:17	those 10:15 13:7 18:5 21:20 (4)
rules 4:13	signature 24:23	state 4:21 24:5	teaching 14:2	three 4:20 11:21,23
said 15:22 18:24 24:10	significantly 6:21 15:5	statements 6:4 22:4,22,23 (4)	technology 12:6 13:21	threestory 11:13
same 21:21	since 5:18	staten 2:15 4:5	tell 15:14	through 6:8 19:24
sarah 2:21 17:16	six 12:4 20:10,11	stephanie 2:19	term 5:13 22:19	time 10:7 19:22,23 23:12 (4)
save 14:6	slip 4:17	strategically 12:16	terms 6:25 9:6,22 15:9 16:17 18:1 19:21 (7)	times 20:12
saw 7:20	small 5:20	street 1:11	terrace 6:17 11:20	today 4:10 20:1
say 13:4 15:12,18 19:4 (4)	software 12:22	strong 10:13	testify 4:21	today's 23:5
second 11:16 22:11	some 11:17 13:3,3 15:7 16:15 18:2 19:1,19,20,25 (10)	subject 9:10 17:3	testimony 4:23 6:1 24:7,10 (4)	tom 2:9
see 13:23	something 9:7 17:4	subjects 9:11	than 6:22 8:22 13:9 16:1 18:14 19:6 (6)	tonya 2:11
seen 15:12	sort 15:7	submissions 4:25	thank 6:6 9:4,20 18:18 20:3,4 22:1,3 (8)	tool 14:2
send 17:12	space 6:18 8:20 9:6 10:10,12,13,22 11:1,16 22:19 (10)	submit 4:22	thanks 20:5 21:18 23:11	tracking 12:24
sense 19:1,13	spaces 11:18 17:18	sufficient 19:23	them 16:23	tracks 12:23
separate 10:1,9	speak 4:16 22:10 23:5	supported 12:19	there's 10:8,22 12:5	traditional 13:10,18 14:21
september 1:13 24:19	speaker 4:19	sure 4:14 6:12 8:17 9:5 10:3 18:7 (6)	these 19:25	transcript 24:9
serve 7:14,15	speaking 21:5	swisher 2:14 4:3	they're 7:14 16:20,22	true 24:9
served 15:1 18:14	special 1:4 3:3 4:7 5:2 23:7 (5)	sworn 24:8	think 9:4 16:16 21:20,21 (4)	truly 15:24
service 17:24,25	speros 1:20 24:4	take 6:1	third 11:18	twice 18:8 20:11
serving 18:8	sports 5:11 13:19	takes 13:8		two 8:4,6,11,16,22,25 10:21 11:3 20:11 (9)
set 16:19,22 24:8,19 (4)	spread 11:22	taking 10:25		typographical 5:21
shack 2:21 5:14 17:5 18:7,10,22 21:6 (7)		target 15:3		under 8:5,22 10:15 15:1,10
sharon 2:5		targeted 9:16		
		targets 12:21		

<p>16:10,17 17:9 18:19 19:5,6 20:9,13 (13)</p> <p>understand 8:17</p> <p>understood 20:7</p> <p>up 12:4 16:23</p> <p>upon 17:5,6</p> <p>upper 11:12</p> <p>urban 22:19</p> <p>urge 20:25</p> <p>us 6:8 12:18 14:23 15:7,23 19:1 (6)</p> <p>use 12:6</p> <p>user 14:13 15:10 16:9,18 (4)</p> <p>users 7:16 15:20 16:17</p> <p>uses 13:13 17:19</p> <p>using 14:2</p> <p>version 8:24</p> <p>versus 14:10</p> <p>very 13:25 19:14 22:1</p> <p>visitors 10:24 12:3 15:23 16:3,4 (5)</p> <p>walk 6:8</p> <p>want 4:14 14:4 17:13</p> <p>wasn't 20:8</p> <p>watterson 2:21</p>	<p>9:18,24 11:8,13 12:8 13:14 14:16,19 15:11 16:4,6 (12)</p> <p>way 10:21 13:15 14:9 24:15 (4)</p> <p>we'd 6:7 9:8 16:13</p> <p>we'll 6:1</p> <p>we're 10:11,25 12:15 13:17 (4)</p> <p>we've 13:18 20:19</p> <p>week 18:9 20:12</p> <p>welcome 4:7</p> <p>well 7:3 9:12 11:20 16:25 19:20 (5)</p> <p>what 7:1,10 8:15,21 9:22 11:6,11 15:14 17:8,21 20:8,18,19 (13)</p> <p>when 4:20 12:23,24 14:3 (4)</p> <p>where 12:23 14:5</p> <p>whereof 24:18</p> <p>whether 20:16</p> <p>which 4:17,23 9:13 18:13 19:24 23:8 (6)</p> <p>who 12:18 13:7 14:21,22 (4)</p> <p>whose 24:7</p> <p>why 19:25</p>	<p>wider 15:25</p> <p>will 3:3,5 4:19,24 5:3,16 6:9,13,20 7:4,10 8:2,10,12,13 9:6 10:14 11:11 12:2 14:25 20:2,21,22 21:7 22:10,21 (26)</p> <p>wishes 22:9 23:4</p> <p>wishing 4:16</p> <p>within 24:5,9</p> <p>witness 24:7,11,18</p> <p>women 14:1,17,20</p> <p>work 21:12</p> <p>working 21:3</p> <p>would 11:10 15:18 16:16,23 17:5,19,21 19:8,10,10,14 20:7,10 21:19 (14)</p> <p>wouldn't 20:24</p> <p>written 4:23,25</p> <p>x 1:2,7</p> <p>yeah 12:8</p> <p>year 5:13 7:16 15:20 22:19 (4)</p> <p>years 18:15 20:20</p> <p>yet 9:14 16:19</p> <p>york 1:12,12 4:12,13 5:5 18:21,23 22:12 24:5 (9)</p>	<p>you're 11:5</p> <p>young 2:15 4:6 18:14</p> <p>youth 6:22 14:15,25 18:3 (4)</p> <p>yvonne 2:6</p> <p>290 15:19</p> <p>305 23:12</p> <p>1991 10:7</p> <p>2018 1:13 24:20</p> <p>3000 18:14</p> <p>15000 17:20</p> <p>65000 9:18,19 10:13 17:16 (4)</p> <p>100000 15:20 16:7</p> <p>400000 7:15 15:23 16:2</p>	
--	--	---	--	--

SPECIAL PUBLIC HEARING

FRANCHISE AND CONCESSION REVIEW COMMITTEE

FRIDAY, SEPTEMBER 14, 2018 @ 2:30 P.M.

2 LAFAYETTE STREET, NEW YORK, NY

NOTE: This location is accessible to individuals using wheelchairs or other mobility devices. For further information on accessibility or to make a request for accommodations, such as sign language interpretation services, please contact the Mayor's Office of Contract Services (MOCS) via e-mail at DisabilityAffairs@mocs.nyc.gov or via phone at (212) 788-0010. Any person requiring reasonable accommodation for the public hearing should contact MOCS at least three (3) business days in advance of the hearing to ensure availability. ☒

*Franchise and Concession Review Committee Special Joint Public Hearing
Friday, September 14, 2018 @ 2:30 P.M.*

NEW YORK CITY DEPARTMENT OF PARKS AND RECREATION

No. 1: IN THE MATTER of the intent to award as a concession for the renovation, operation and maintenance of a golf driving range, miniature golf course, sports clubhouse and ancillary facilities at Randall's Island Park, Manhattan for an eighteen (18) year term, to Drive Shack Randall's Island LLC. Compensation will be as follows: for each Interim Operating Year (as defined in the concession agreement), Drive Shack Randall's Island LLC shall pay a fee consisting of the higher of (i) a minimum annual fee (Interim Operating Year (as defined in the concession agreement) 1: \$425,000; Interim Operating Year 2: \$450,000; Interim Operating Year 3: \$475,000) vs. (ii) the sum of 40% of Annual Range Ball Gross Receipts + 15% of Annual Miniature Golf and Batting Cage Gross Receipts + 10% of Annual Other Gross Receipts); and for each Post-Construction Operating Year (as defined in the concession agreement) shall pay a fee consisting of the higher of (i) a minimum annual fee for the Post-Construction Operating Years (Year 1: \$850,000; Year 2: \$850,000; Year 3: \$850,000; Year 4: \$850,000; Year 5: \$850,000; Year 6: \$1,062,500; Year 7: \$1,062,500; Year 8: \$1,062,500; Year 9: \$1,062,500; Year 10: \$1,062,500; Year 11: \$1,328,125; Year 12: \$1,328,125; Year 13: \$1,328,125; Year 14: \$1,328,125; Year 15: \$1,328,125; Year 16*: \$1,660,156.25; Year 17*: \$1,660,156.25; Year 18*: \$1,660,156.25) vs. (ii) 4.5% of Gross Receipts.

*The Term (as defined in the concession agreement) of the concession shall be no more than 18 years. Post-Construction Operating Year 16 applies only if the Interim Operating Period (as defined in the concession agreement) is less than three years. Post-Construction Operating Year 17 applies only if the Interim Operation Period is less than two years. Post-Construction Operating Year 18 applies only if the Interim Operating Period is less than one year.

NEW YORK CITY DEPARTMENT OF PARKS AND RECREATION

No. 2: **IN THE MATTER** of the intent to award as a concession for the installation, operation and management of an outdoor holiday market at Columbus Circle Plaza, Central Park, Manhattan, for a five (5) year term, to Urban Space Holdings, Inc. Compensation to the City will be as follows: for each year of the Permit, Urban Space Holdings, Inc. shall pay the City a fee consisting of: 2018: The greater of \$700,000 or the sum of 33% of Gross Receipts up to \$1,000,000 and 50% of Gross Receipts over \$1,000,000. 2019: The greater of \$710,500 or the sum of 33% of Gross Receipts up to \$1,000,000 and 50% of Gross Receipts over \$1,000,000. 2020: The greater of \$721,158 or the sum of 33% of Gross Receipts up to \$1,000,000 and 50% of Gross Receipts over \$1,000,000. 2021: The greater of \$731,975 or the sum of 33% of Gross Receipts up to \$1,000,000 and 50% of Gross Receipts over \$1,000,000. 2022: The greater of \$742,954 or the sum of 33% of Gross Receipts up to \$1,000,000 and 50% of Gross Receipts over \$1,000,000.