

**PROGRAMMING THE PARK PAVILION AT**



**Providence Innovation  
District Park**

**AUGUST 17, 2022**



# WHO WE ARE



## Public Space Development

- Public Space and Park Network Planning
- Public Space Programming and Activation
- Public Space Management and Revenue Development
- Structuring Public-Private Partnerships
- Organization and Business Plans for Public Space Management Entities

## Real Estate Advisory

- Aligning real estate goals with economic development strategies
- Defining value and maximizing value creation
- Assessing highest and best use alternatives
- Analyzing project assumptions and financial/capital stack considerations
- Providing guidance on entitlements and approvals strategies
- Evaluating and implementing entrepreneurial planning opportunities



## Food and Beverage Consulting

- Food and Beverage Program Development and Consulting for
  - Museums
  - Public Parks
  - Amusement Parks
  - Corporate Headquarters and Campuses
  - Performing Arts Centers
  - Major Events
  - Other Nontraditional Settings
- Restaurant Marketing
- Launching New Restaurants
- Retooling Underperforming Restaurants
- Restaurant Leasing and Lease Negotiation



# SELECTED RELEVANT EXPERIENCE



## Completed:

- Bryant Park, New York, NY (kiosks, Winter Village market, food hall, and catered events)
- Herald and Greeley Squares, New York, NY (kiosks)
- Chelsea Triangle, New York, NY (kiosk)
- 14<sup>th</sup> Street Park, New York, NY (kiosk, mobile vending)
- Ivy Station, Los Angeles, CA (night market)
- Levy Park, Houston, TX (restaurants, kiosk)
- Canalside, Buffalo, NY (restaurants, kiosks)
- Military Park, Newark, NJ (restaurant)
- Tarkington Park, Indianapolis, IN (restaurant)
- LeBauer Park, Greensboro, NC (kiosks)

## In development:

- Research and Development District, San Diego, CA (kiosks)
- West Edge, Los Angeles, CA (restaurant)
- Piedmont Park, Atlanta, GA (restaurants, kiosks, mobile program)
- Eastern Wharf, Savannah, GA (restaurant)
- Town Branch Park, Lexington, KY (restaurant, kiosks)
- Confidential mixed-use project, New York, NY (restaurants, mobile vending program)



# SCOPE OF SERVICES FOR THIS PROJECT

- Develop program for pavilion
  - Analyze park operations needs
  - Identify what must be in the pavilion and what can be elsewhere
  - Analyze management implications
- Create F&B program within the pavilion
  - Explore various operating models
  - Analyze programmatic alternatives
- Write request for proposals for operators
- Draft business terms for lease agreement
- Evaluate proposals and recommend tenant



# AGENDA

1. Project background
2. Program recommendations
3. Community feedback and restaurateur outreach
4. Timeline and next steps





# PROJECT BACKGROUND



# PREVIOUS STUDIES

2019 Biederman Redevelopment Ventures report recommended developing:

- Public restrooms
- Park operations support space
- Food and beverage amenities to generate activity and revenue to offset operating costs



# PROJECT GOALS

- Activate the park
- Extend the lengths of visits of park users
  - Restrooms
  - Food and drinks
  - Increase program attendance
- Generate revenue to support park operations
- Support the 195 District's economic development goals
  - Better attract residents, workers, and businesses





# BENEFITS OF ACTIVE URBAN PARKS



Nashville's investment in downtown parks contributed to a **50% increase** in young **college graduates** moving to the area.

- City Observatory, 2014 study



Nationally, the number of college graduates moving to walkable urban areas increased 37% since 2000.

- City Observatory, 2014 study



Active parks **reduce crime**.

- Oxford Journals, 2011



# BENEFITS TO SURROUNDING RETAIL BUSINESSES



Public Realm  
Investment

Overall  
Desirability

More Residents,  
Workers, Visitors

Higher Sales  
Volumes



# PARK-BASED CONCESSIONS BOOST AREA DINING RECEIPTS

- Creates a “third place” for area residents and workers
- Keeps more people in the neighborhood for lunch
- Boosts dinner sales for nearby restaurants via outdoor happy hour





# RELEVANT PRECEDENTS

- Canalside District at the Buffalo Waterfront
  - Three F&B concessions combined in two parks
  - Existing restaurants all witnessed increased sales
  - Additional seasonal and event-based F&B opportunities for local operators at the busiest times of year
- Klyde Warren Park, Dallas
  - Park concessions alone can't meet demand for variety
  - Existing local F&B operators capture most lunch sales





# RECOMMENDED PROGRAM



# PRIORITIES FOR INNOVATION PARK FOOD & BEVERAGE PROGRAM

- Create a new **“third place”** for nearby office workers and residents
- Balance the creation of a **“destination”** with food and drink options **that serve all park users**
- Offer a **variety of food at various price points**, possibly through multiple concessions
- Offer **lunch and dinner** service seven days a week, year-round, and ideally breakfast, too
- Work with **local entrepreneurs**
- Reflect the quality expectations of the occupants of the residential buildings and businesses in the area



# DEVELOPING THE FOOD & BEVERAGE PROGRAM

- Market analysis
  - Target market segments and local demographics
  - Existing restaurants in the area
  - Restaurant corridors in surrounding neighborhoods
- Commercial viability analysis
  - “Ground up” food and beverage sales projections
    - Restaurants of different sizes
    - Ancillary kiosks
  - Day parts analysis





# KEY FINDINGS: AUDIENCES AND DAY-PARTS

- High-priority audiences
  - Friends gathering socially
  - Nearby office workers and residents
  - Park programming attendees (especially fitness, live and screened entertainment, rec sports, and art classes)
  - People looking to eat and drink outdoors
- High-priority day-parts
  - Lunch
  - After work/early evenings
  - Mid-mornings and mid-afternoons (to promote park activity)

**All this points toward a casual concept.**



# BUILDING PROGRAM

Program Element	Description
Primary F&B space	<ul style="list-style-type: none"><li>• Front-of-house: indoor seating (anticipated to be &gt;60 seats but still under review)</li><li>• Back-of-house: fully ventilated commercial kitchen</li><li>• Large outdoor dining area</li><li>• Potential for second point-of-sale</li></ul>
Ancillary F&B space	<ul style="list-style-type: none"><li>• Walk-up windows and no dedicated seating</li><li>• Back-of-house: warming/cooling only</li><li>• May be seasonal or year-round</li></ul>
Common areas	<ul style="list-style-type: none"><li>• Trash room</li><li>• Hallways</li></ul>
Restrooms	<ul style="list-style-type: none"><li>• Unisex, fully private stalls (two ADA compliant)</li><li>• Janitor's closet</li></ul>
Park support facilities	<ul style="list-style-type: none"><li>• Operating office and break room</li><li>• Storage for temperature-sensitive supplies</li><li>• Room for WiFi infrastructure</li></ul>



# ESSENTIAL PARK NEEDS SERVED BY THE PARK PAVILION

1. Operations support
  - a. Restrooms for the general public
  - b. Heated space for park staff with lockers and a small conference table
  - c. Storage and a janitorial closet
2. Programming enhancements
  - a. Park Wi-Fi infrastructure
  - b. Utility upgrades
3. Food and beverage
  - a. Food sold at least during lunch and early dinner hours, but ideally all day parts
  - b. Alcohol sales to generate nighttime activity in the park and revenue
  - c. Reducing District staff role in managing private events and catering





# KEY LEASE TERMS

- Primary tenant
  - 195 District will provide some T.I. allowance but operator will be expected to make a substantial investment and will be responsible for FF&E
  - As a result, length of the agreement will likely be 5+5 years or 10 years
  - No exclusivity on food or beverage sales
  - “Right of first offer” related to private park events
- Ancillary tenant(s)
  - Operator will make minimal investment
  - Length of the agreement likely 5 years
- 195 District will retain ability to require operators to shut down for a large event (but operator will be compensated)
- 195 District will receive a percentage of any brand sponsorships obtained by tenants and visible in the park (i.e. umbrellas)





# **COMMUNITY FEEDBACK AND RESTAURATEUR OUTREACH**

# JUNE 2022 COMMUNITY SURVEY

- Important data
  - Most visitors stay less than an hour
  - Top attractions to extend their visits are restrooms and F&B
  - Eating and drinking 2<sup>nd</sup> most popular park activity, despite no permanent F&B
- Thoughts about F&B
  - It should be for after-work socializing and casual neighborhood meetups rather than special occasions
  - Most important attractions are outdoor dining and drinking, great food, and views of the river
  - Concerns about parking and deliveries



# OUTREACH TO LOCAL RESTAURATEURS

- The 195 District and Agora have reached out to approximately thirty local restaurant operators so far and held numerous virtual and in-person meetings
- August 18 information session for interested operators
- Additional session to be held prior to RFP release
- Key findings to date
  - Restaurateurs view the park as a great location and opportunity: reactions have been extremely positive
  - Most operators can adapt their existing concepts to better take advantage of a park environment
  - Continuing to grow park programming is critical: it's a major factor making the park an attractive proposition





# TIMELINE AND NEXT STEPS



# ANTICIPATED TIMELINE AND NEXT STEPS

- Request for Proposals
  - Issued fall 2022
  - Decision in late 2022/early 2023
- Scheduling considerations
  - Lease executed before design is complete to facilitate coordination with tenant's interior design
  - RFP will include a draft lease agreement that proposers will be required to respond to, in order to shorten lease negotiation period

