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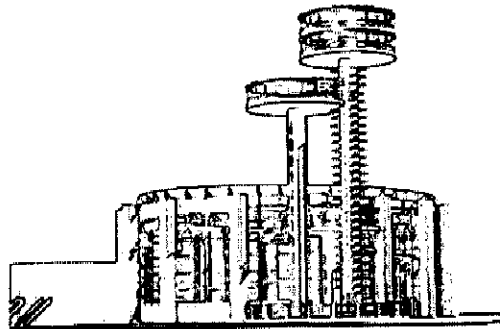
in a cooperative joint venture partnership
on behalf of the

Save New York State Pavilion Organization

Respectfully submit an Expression of Interest for the
Stabilization, Rehabilitation Development & Adaptive Re-Use

of the

New York State Pavilion
In Flushing Meadows Corona Park
Queens, New York



August 11, 2004

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NYC Parks & Recreation to use ideas or proposals in any manner nor
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and or proposal herein enclosed.

Understanding the Project:

The Situation; Conditions for Development and Improvements:

- The New York City Department of Parks & Recreation, is requesting expressions of interest for the stabilization, rehabilitation, development and adaptive reuse of the New York State Pavilion in Flushing Meadow Corona Park, Queens, New York.
- At the present time, NYC Parks & Recreation is interested in receiving expressions of interest that would revive this currently dormant asset. Parks is primarily interested in proposals that include a stabilization plan for the entire site and that take advantage of the site's extraordinary potential.
- Rehabilitation of all or part of the facility will include but not be limited to stabilize existing structures, repainting the steel structures and graffiti removal. The building must meet all city, state and federal codes and be brought up to code for the Americans with Disabilities Act. (ADA)
- Recent Engineering studies (not offered to the Organization) have found repair and reuse an economically feasible alternative to demolition.

However,

- No master plan exists or is presently being implemented with regard to the New York State Pavilion, its immediate environs or Flushing Meadow Corona Park. No one firm or team has been requested by NYC Parks & Recreation to undertake Master Planning efforts, Architecture and Theme throughout the Park, Landscape Architecture and / or Environmental Graphics to unify the park as one community based entity.
- While understanding the site is considered "sacred ground" by World's Fair enthusiasts as the site of the former 1939 and 1964 World's Fairs, the fact remains that while the pavilion has its historic past, New York's second largest park is really home to a wide variety of recreational activities and the cultural diversity of Queens which converge on the park in harmony.
- "The transformation of a monstrous ash dump into a fully equipped 1,258-acre park has been no easy task. It has taken more than thirty years to accomplish our goal."
*Thomas J Deegan Jr., Chairman
Executive Committee World's Fair- June 3, 1967*
- It has taken another 30 years for New York to realize the request of what Robert Moses requested in his closing remarks of the World's Fair which was, "Guard it well Mr. Mayor and Mr. Parks Commissioner."
- Now it's time for New Yorkers to take back what is rightfully theirs and to understand the past to realize the future.

Goals of the Organization:

Although there may be many goals for this work because of the richness of opportunity and because of the high profile nature of the project, we suggest among the most important are:

- Save New York State Pavilion Organization will act as a non for profit organization that will manage the New York State Pavilion under a contract with the City of New York Department of Parks and Recreation.
- A management and restoration plan will be commissioned by the Save NYS Organization to its original twentieth century designers Philip Johnson / Alan Ritchie Architects (PJAR Architects) and their twenty first century protégés CREATE Architecture Planning & Design.
- The dynamic teaming of CREATE and PJAR Architects have already proven to be steps in the right direction who have been hard at work and has gained exclusive commitments from major companies in the building industry as well as from some of the most reputable engineering and design consultants this country has to offer.
- With applications already being considered for Non-For Profit status the Save NYS Organization will be committed to work with the community and park users as well as with corporate sponsors to ensure the stabilization and adaptive reuse of the New York State Pavilion remains a treasured icon of modernist architecture for future generations to enjoy.

However,

- It is understood by the Save NYS Organization that it has no rights within Parks Property to extend its services without authorization. To this end we are emphatic that the Plan for the stabilization and adaptive reuse of the Pavilion be a "hand's on" plan that can be implemented now. This effort must not sit on a shelf, be weigh laid for another couple of years nor wait for countless Requests for Proposals, Environmental Studies nor potential "other users"
- The Organization is committed that with the assistance and authorization of the Parks Department, to go full steam ahead with public outcry for money and corporate sponsorship in phases for stabilization, intermittent use and an ultimate adaptive reuse plan. This can do – never say die attitude is why the Save NYS Organization is deeply interested in maintaining their leadership position on this project. The collective effort of our professionals is to make towns and cities great places to live, work, entertain and enjoy and we therefore have no interest in plans as academic exercises. If there is no significant public intention to implement our plan ideas, we are less than willing to take part.

Understanding the Past to Recognize the Future:

Before a plan can be implemented or approached, a careful understanding and enthusiasm for the New York State Pavilion, it's history and it's potential must be in place:

- Re-Development must take place on the immediate structures and its surrounding environment. To conceive of the project without consideration of its immediate environs is effortless and ignorant. Stabilization of the existing structure must be understood to be paramount and while it may be the least glorious task and most hidden from the public eye – without a strong foundation we can not build.
- The structure and surrounding land is presently unattractive and underutilized and is not in keeping with the overall quality of what the park's potential truly is. As the development opportunities are realized by the Organization and agreed to by Parks, the environment must be made more beautiful.
- If possible the entrance to the Pavilion itself should be more efficiently arranged between itself and the present concession, Queens Theater in the Park which is planning for an expansion that did not take into consideration the reuse of the Pavilion. This work should be put on hold until the plans for the Pavilion are agreed upon. This will allow for a smoother flow of pedestrian traffic and increase the amount of revenue for both facilities which should work collectively towards a mutual goal.
- A single overall theme and development idea must be established since cooperation is essential for the project to succeed.

As such,

- The Save NYS Organization is prepared and has already begun its efforts by awarding the design and stabilization efforts to the CREATE / PJAR Architectural Team.
- The original architects of the Pavilion partnering with one of the most dynamic young firms to hit New York in years allows for the past to be reinvented for the future. Conceived as the "County Fair of the Future" by Philip Johnson in 1962 for the 1964 World's Fair, both Architect's are now teaming up to provide that same excitement that was instilled on millions of park patrons to envision a world of tomorrow.
- "The Pavilion to be built on this site will stand as a testimony to other efforts, hand in hand with Fair officials and industry. The structure's nobility and grace will testify to the art of its famous architect, Philip Johnson and to the skill and hard work of the men who will erect it."

*Governor Nelson D. Rockefeller, October 9, 1962
at the Groundbreaking for the New York State Pavilion*

Expression of Interest:

It is the intent of the Save New York State Pavilion Organization to promote an innovative approach to correcting the problems that have led to the dysfunctional and derelict conditions that presently exist at the New York State Pavilion:

- The goals of the plan are to create a physical, viable environment that will improve the quality of the park and the Pavilion's immediate surroundings. It will improve the quality of life in the immediate vicinity, attract as well as retain population to the quadrant of the Park, provide a safe environment, promote tourism, deinstitutionalize / industrialize the existing character and create an environment which will entice city wide if not nationwide corporate sponsors to enter into partnership agreements with the Organization to develop a world class destination.
- The proposed efforts of the Save New York State Organization have already presented a three if not four phase proposal to the Parks Department, City of New York, Borough President's Office and to outside interested parties such as NYC2012.

As outlined in a letter to Alexander Garvin, Managing Director of Planning for NYC 2012 from CREATE dated September 30, 2003 and as discussed numerous times with officials from Parks:

1. *Stabilization of existing conditions.*
 2. *Interim use of pavilion providing public information about the efforts of NYC 2012 at Flushing Meadows Corona Park, along with a history of the Olympics and sports in the New York area.*
 3. *Use of the Pavilion by NYC 2012 during the Olympics.*
 4. *Use of the Pavilion as a world class museum to either:*
 - a. *Concentrating on athletics in New York, New York as a world city (addressing the Pavilion's World's Fair and Olympics legacy)¹, or*
 - b. *Possible Air and Space museum.*
- It is important to understand fully that in order to save the Pavilion for any further disrepair and to consider the thought for adaptive re-use, **stabilization** of the existing facility is paramount. To this end the goals of the Organization are leaning towards the adaptive reuse of an Air and Space Museum and believe fully that any potential adaptive reuse be considered and acknowledged as part of the stabilization efforts such that "work is not being performed twice."
 - With the above in mind, it is fair to state that some of the criteria is subjective and is based on the success of similar endeavors where by which Parks has joint ventured with outside non for profit organizations either large scale or small. This is not however a minor undertaking nor an immediate concession opportunity as we believe no developer will undertake the tens of millions of dollars it will take to first stabilize the pavilion prior to accepting the facility as a potential entrepreneurial venture.

¹ It should be noted that while the Save New York State Pavilion Organization fully believes in their concept to see a world class air and space museum be realized on the project site that the concept of a sports museum was presented to NYC 2012 in September 2003.

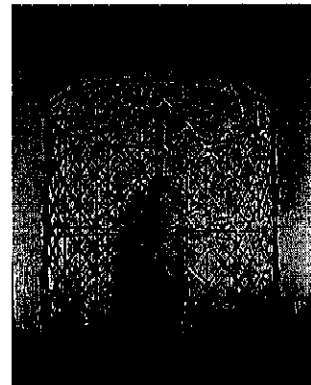
- The proposed design of the above would be conducted in similar phases and studies performed to determine and gain Parks acceptance to augment existing conditions in addition to any proposed endeavors that can be created to obtain the character of a rejuvenated albeit historical facility. Ideas inclusive for consideration after stabilization has occurred are:

Enhanced Pedestrian Walkways
 National Tourist Attraction
 Rejuvenation of the Westinghouse
 Time Capsule
 Rejuvenation of the Astral Fountain

Indoor and Outdoor Cafes
 Landscaping and Gardens



© Bruce Mentone / Existing Conditions



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The Organization, its Design Team and the Community:

- It has been apparent through two administrations in our continual meetings and discussions with Parks, the Borough President's office and both Civic and Community Action Groups that although we have been met with reservation in the past and a declaration of the previous Parks Commissioner to "tear the building down" people are now ready and willing to accept change for the better at the site of the New York State Pavilion. Parks acknowledges the state of decay of the Pavilion while nodding its importance as not only a prominent feature of modernist architecture but as a monument to the People of Queens standing second (if that) to the Unisphere. "It's a modern day Stonehenge on the Long Island Expressway."
- The City of New York Parks & Recreation Department has now identified certain issues and criteria which they feel are critical in achieving the goals of the RFEI. As the lead team the Save New York State Pavilion Organization has visited the site included in this RFEI in addition to viewing the Park and its surrounding environs countless times over the past 3½ years. Key personnel of the Save NYS Organization Board of Directors are extremely familiar with the Park's proposed endeavors both past and present, the history of the New York State Pavilion and the general character of Flushing Meadows Corona Park.

- As the team leader the Save NYS Organization's role is to provide the following:
 1. A creative and communicative environment that enables the growth of a partnership for change made up of community, government, parks and the design team.
 2. Leadership skills to establish goals, to build consensus; and the flexibility to re-evaluate and deal with change.
 3. The ability to recognize and respond to the different agendas and roles of participants.
 4. Credibility and accountability.
 5. Leadership to promote design creativity and skill to problem solve in a collaborative manner.
 6. Establish a team with technical integrity, quality control and the ability to establish and maintain schedules.

Finally the coordinated efforts of all involved shall develop an appropriate framework for decisions that will promote a physical plan for implementation.

Scope of Services:

The Process of Completing the Task:

In order for this strategic plan to result in action, there must be a continuity of services from analysis to implementation. To date we believe this effort has been cursory by the Parks Department. The last known structural reports were prepared in 1992 and 1996 and both are alarming in nature the results of which have been ignored by Parks and "visually monitored." Therefore the Save New York State Pavilion Organization includes Development Analysis, Architectural Design, Master Planning, Structural Analysis and Stabilization Design, Mechanical/Electrical and Plumbing Design, Site Design / Civil Engineering, Landscape Architects and a host of General Construction specialists that in addition to being present day industry leaders have had a history with the Pavilion's original construction. This will assure that not only will thorough analysis be performed while fundraising is in effect, but that "shovels will get into the ground."

Each consultant and each discipline will therefore take the following steps:

- *First: Read and observe – an analysis of existing information:*
 - Visual inspections and planning analysis from existing documentation.
 - Reading reports previously commissioned by Parks, studying existing maps, studying the new codes and analyzing how the building can be accommodated to today's more rigid rules and regulations (if at all possible).
 - Identify sources of information and their accuracy. Having numerous original "players" of the pavilion's design is an attribute only Save NYS Organization can bring to the table.

- *Second: Talk with People – Collectively and Privately:*

It is apparent that if parks had a clue as to what best use for the Pavilion, there would be no need for this RFEI and work would have been underway long ago. Concurrently it is apparent that parks feels the need to allow for this Expression of Interest to see if any other qualified party will either "Step up to the table" or provide an alternate to the plan of Save NYS Organization which was first presented in early 2001.

However, Save NYS Organization would be equally uninformed if they too were not open to alternate suggestions and perhaps those not as grand as previously presented for our immediate goal is stabilization. Trends and market value change with time and over the duration of fundraising there could be other opportunities that the Save NYS Organization will have to and is willing to explore.

Talk with Civic and Community Leaders. Presently Flushing Meadows Corona Park has a new Conservancy which was not in existence when we first presented our concept to the City and Parks. This grass roots community based group needs to be a part of the efforts of Save NYS Organization, as do neighborhood groups such as the Flushing Chinese Business Association who have publicly praised our efforts to date and of course those that may not. Expanding on this RFEI concept all parties should be heard and have the opportunity to present thoughts and ideas.

Other public agencies if needed such as DEP, Army Corps, DOS in addition to City Officials.

The task is to provide a public forum and opportunity for participation by involving as many sectors of the community as possible especially in the initial stages. The vehicle has to be properly organized meetings on two (2) scales:

- A. Small informal "workshop" meetings with various groups to gain a "lay of the land" and begin to build trust between the designers and the community.
- B. Larger "town meetings" where the workshop efforts can be heard by more persons and interaction may be obtained.

Communicate and realize a common base of information that will enable an understanding of the issues. The "czar approach" such as those being implemented in Manhattan for the potential West Side Stadium can not and should not be tolerated in Queens. Flushing Meadow Corona Park has been the casualty of two failed attempts for revitalization where monies were promised after the land was allowed to be altered.

This information can come from the citizens and community members themselves. By seeking citizens and all necessary agencies involved as resources, they know more about the community than outside professionals. Details will be developed by priorities, viewpoints and alternatives.

- *Third: Propose and Discuss Possibilities, specifically:*

Options for adaptive reuse, including use types, overall coordinated themes of activities, market possibilities etc.

Choices for land-side development plans, especially concerning the location of new structures, parking, car / truck access pedestrian routes, views, landscaping, etc.

Possible existing conditions improvement options for "immediate results." People need to see results if they are to help fund any effort such as this.

Identification of presently inappropriately developed land and potential options for re-use and implementation to achieve desired results.

Redefine the problem in an interdisciplinary context. Bringing the skills of the design team together in concert and working with those already involved in neighboring structures such as the Queens Museum Expansion.

- *Fourth: Make Collective Decisions:*

Meet with organizations, call individuals, conduct group meetings: analyze the choices, compare with community and development goals, recommend directions and coordinate aesthetic improvements and environmental quality on specific site.

Using design as the creative tool to explore and develop three dimensional options and alternatives.

Design becomes the best form of communication in open participatory process when alternatives are discussed and explored. To this end, the "workshops" and / or "town meetings" may in fact result in design characteristics with the community and design team.

By establishing the essential connections between the various elements of the process and the participants. It is important in open participatory processes that the residents of the community see the links between the local agencies and the community in addition to the design team's role as commissioned by the Save NYS Organization and the potential uses and their feasibility requirements. Hence agency staff should be present at all meetings set up by the Save NYS Pavilion Organization.

Be accountable; when residents have made the effort to be serious resources, it is important that the results of the design process be referred back to them for their criticisms.

- *Fifth: Prepare to Move Forward:*

Identify possible end users and operators - a process that has been on-going throughout the past three years.

Advise concerning specific implementation steps and schedules for all participants.

Be prepared to move with City, Parks and the ultimate end user; *design and build it!*

License Agreement:

Not unlike the contract agreement the Central Park Conservancy operates with New York City Parks & Recreation, the Save NYS Pavilion Organization is looking to establish a management contract that officially makes the Organization "Keeper of the Pavilion and its Surrounding Environs." Terms to be determined and length of time to be negotiated, however it is understood that the stabilization of the existing structure is not only a long term commitment with regard to design and construction schedules but fundraising as well. We foresee the following:

Phase 1 - Stabilization Efforts requiring a five year commitment between Parks and The Save NYS Organization.

Phase 2 - Interim Use being established during Phase 1 and becoming a stepping stone for future development. Time sequencing of the interim use factors on numerous outside influence not least of which is New York City's bid for the Olympics in 2012. Which would lead to a use during the Olympics in 2012 or

Phase 3 would / could be skipped and we would move directly to

Phase 4 the ultimate realization from Phase 1 to the construction of Phase 4 is an aggressive 10 year commitment expected between Parks and the Organization.

It is understood that the ten years from contract execution between Parks and the Organization to the construction commencement of an ultimate end user takes into consideration the reality that Olympics may not award New York as its host city and the potential "lull" for an interim use at such a grand scale. Other opportunities are already being considered by the Organization for an interim use and would be subject to review and approval of Parks. Concurrently, should NYC2012 not be successful in their bid, The Save NYS Organization is fully committed to seeing the stabilization and an adaptive reuse put in place at the Pavilion and it should be strongly understood that the Organization's efforts are independent of the NYC2012 bid.

As such an ultimate end user needs to be established during Phase 1 and 2 -- essentially the "fundraising years." While the Organization has continued its discussions with large scale air and space museum groups and other outside organizations with a specialty in this venue, it will remain open to alternate ideas. Hence the willingness to work and submit this proposal to Parks as part of this RFEI process; on an original concept that has been lingering for three plus years.

We see the RFEI process and the proposal herein contained to allow The Save NYS Organization to be the "Keeper of the Pavilion" as a win-win for both parties. The Save NYS Organization has stated since day one "we want to save the pavilion." Parks has not had the funding nor the wherewithal to put pencil to paper and get the project off the ground. To that effort, if another concept is presented during this RFEI process we would suggest to Parks that a contract be extended to the Organization and they review and advise Parks on the alternate's viability. This is an offer that has been "on the table" and offered to Parks which to date has been ignored.

In addition to saving the Pavilion as part of its mission statement the Organization now understands that it can not act in a vacuum and stay within the confines of the perimeter of the present built structure as suggested of Parks at our very first meeting. Therefore the Organization is proposing to work collectively with any other group operating in the same status as the Organization such as the Flushing Meadow Park Conservancy and Unisphere Inc for the betterment of Flushing Meadows Corona Park as a whole in addition to undertaking the renovation of the immediate environs including but not limited to Westinghouse Time Capsules, The Astral Fountain and the parking area between the Pavilion and the Queens Museum.

Ability to Finance the Project:

The Save NYS Organization was started in concept in January 2001. A small grass roots effort to save a historic structure; a building they did not control, on land they did not own. What started as an idea on a cold winter's day walking through Flushing Meadows Corona Park has now become a national renowned effort.

The Save NYS Organization has begun necessary and legal paperwork, retained attorneys and have started a nationwide search for a Board of Directors to receive a non-for-profit status. To date four (4) of the twelve (12) seats on the Board of Directors are filled and a fifth has been established as a temporary "Ambassador" to the Organization.

It is anticipated that the generosity of many individuals, corporations and foundations that have either already expressed interest or have been sought out by the Organization to date will help raise the necessary funds to transform the New York State Pavilion beyond its former glory for future generations to come.

With just the small group of sponsors being tapped by the Organization to date we have received an overwhelming response. Please keep in mind it was Parks that held up a letter of intent to allow the Organization to fund raise on their behalf that has delayed us from seeking major funding opportunities. That coupled with present Parks rules and regulations to allow for banners and or sponsorship signage that were met with much initial opposition only to find the contrary being permitted of Unisphere Inc. that crippled the much needed "seed money" from a major airline – an opportunity that will be revisited upon NPO designation.

Other benefactors that have offered *exclusivity* to the Save NYS Organization and their design team include the Pavilion's original elevator manufacturer Otis as well as Kalwall Corporation, the Pavilion's original and award winning Tent of Tomorrow's colorful suspension roof at the time of construction – the world's largest. *Letters of Intent are attached to this proposal.*

We remind New York City Parks & Recreation that all work to date by the Save NYS Pavilion Organization including but not limited to all architectural design, video production, structural engineering studies and recommendation to Parks, feasibility analysis, structural pile analysis and suggestions for stabilization (reviewed and agreed in concept by Parks Engineering division), solicitation of supporters, advertising, public awareness and all meetings to date have not cost Parks one penny. It is in that vein that The Organization hopes to continue in a contractual agreement with Parks. We see the Organization ultimately finding and funding 75% of the costs involved in stabilization, upkeep and adaptive reuse.

Seeking and desiring community involvement it is also the intent of the Organization to reach out to the local citizens and residents in the areas surrounding Flushing Meadow Corona Park. An eight minute video of the history of the Pavilion has already been produced by the Organization and we propose to visit schools, outreach programs and neighborhood community groups to educate the young about the history of the park with an emphasis on the Pavilion and seek volunteers as a cultural resource. We would also propose that the Borough President's office allow for this hands-on program for volunteers to qualify for extra curricular activities in their respective schools.

Capital Improvement and Design Plan:

The Save NYS Organization has presented in part and in whole their concept for stabilization and adaptive reuse numerous times to the NYC Parks & Recreation Department (two administrations), to the Borough President's Office (two administrations), and to numerous outside supports and potential end users. However, the conceptual designs are not being included as part of this RFEI response.

As noted in our cover page and contrary to the comments in the RFEI as issued by parks that, *"NYC Parks & Regulations reserves the right, at its sole discretion to reject at any time, any or all submissions, to withdraw the RFEI, to negotiate with applicants (including applicants not responding to this RFEI), and to use ideas or proposals submitted in any manner deemed to be in the best interest of the City of New York, including, but not limited to soliciting competitive submissions relating to such ideas or proposals."*

Please be made fully aware that this is an exact contradiction to the Intellectual Copyright Laws enacted by the United States in 1990 which includes built and non-built work. As such, The Save NYS Pavilion Organization, CREATE Architecture Planning & Design and Philip Johnson / Alan Ritchie Architects remain the sole owner and have retained all intellectual copyrights to the conceptual design and all verbiage, concepts for stabilization and adaptive reuse herein contained in this submission.

We will however continue to be available to NYC Parks & Recreation, The City of New York and any and all others having jurisdiction over the outcome of this RFEI and ultimate use of the Pavilion to present and work in consort for the ultimate stabilization and adaptive reuse.

Experience in the Field:

We do not believe the Pavilion in its present state can be offered as a City concessionaire. The terms of which would be too cumbersome on the Parks Department prior to turning over a facility that could produce revenue for the Parks Department. Simply put, "as is" the Pavilion would cost the Parks Department more to get into a shape to be able to offer it as a concession opportunity than they would make in return. Concurrently, we do not believe a developer will step forward and offer the funding to stabilize and reuse the pavilion and then be willing to pay rent. The returns just don't pencil out. Hence our proposal to allow the Organization to be the "Keepers of the Pavilion" to work as a non-for-profit group to get the pavilion to appoint that it can then be offered for re-use.

As previously noted, The Save NYS Pavilion Organization has commissioned and contracted with the best of the best. The Organization has not only proven its resilience and endurance over the past three years attempting to get something off the ground with Parks but all the while, without any commitment from Parks the Organization has taken the opportunity to bring on board some of the industry leaders in Design, Engineering and Construction.

Although each consultant brings a very special and fundamental background to the overall project, each will also take part in all aspects of the process. This must be and will be a total and coordinated view of what must take place at the New York State Pavilion.

