

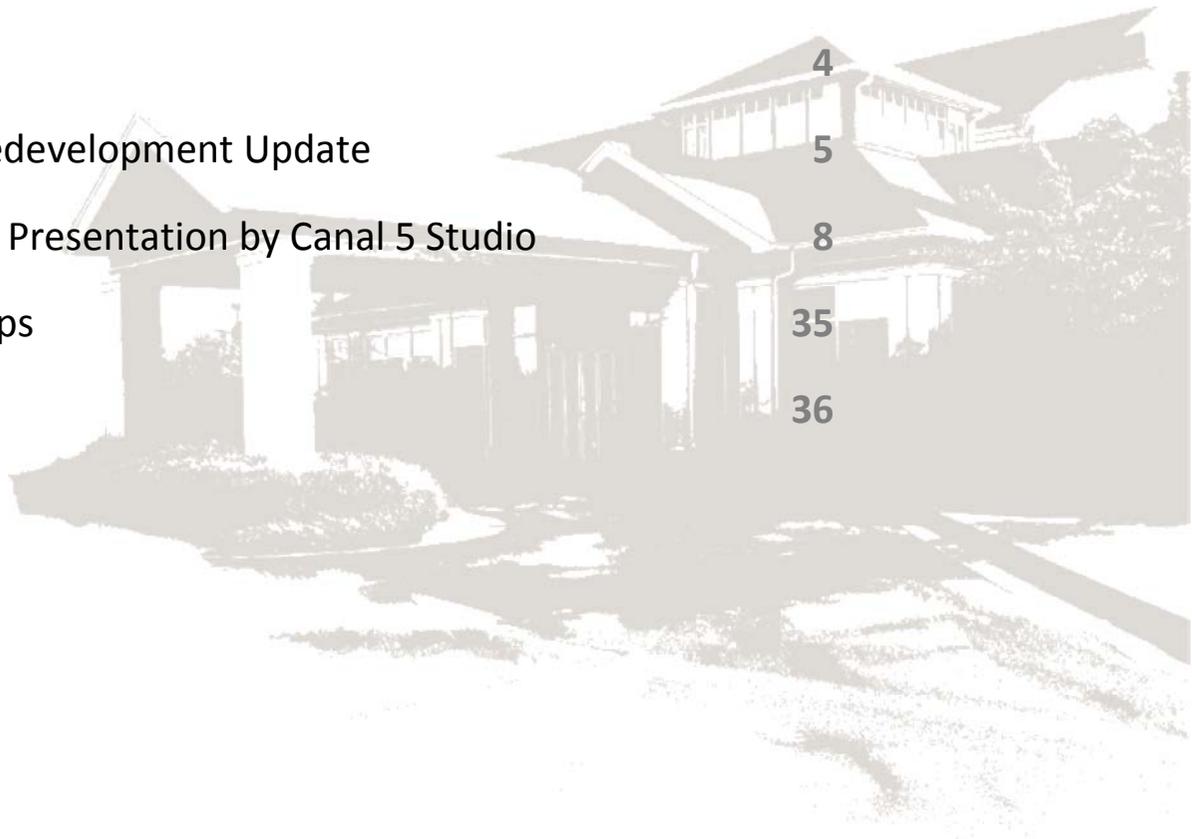


**Congress Square Plaza
Event Center Proposal
April 24, 2013**



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Congress Square Plaza – Event Center Proposal

Introductions

Adam Valente
Managing Director
RockBridge Capital

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Canal 5 Studio

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Vice President / General Manager
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Westin Portland Harborview

James Gauthier
Canal 5 Studio

Lodrys Gomez
Canal 5 Studio

Congress Square Plaza – Event Center Proposal

Meeting Overview

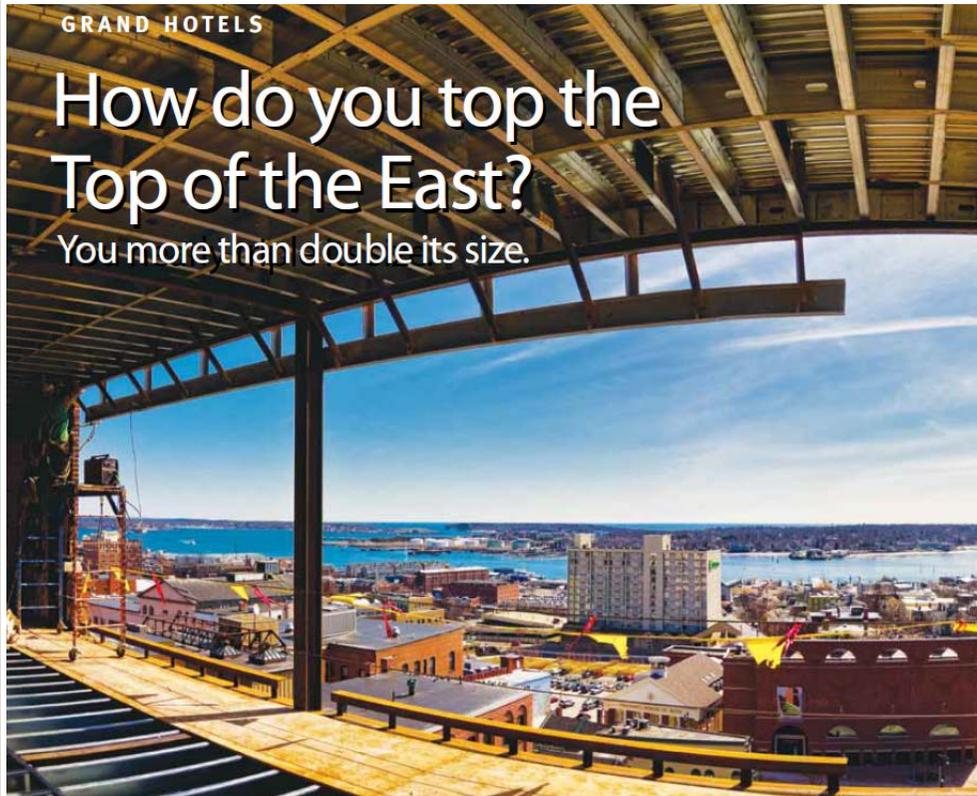
- Provide an update of the Eastland Park Hotel redevelopment efforts
- Review the chronology of events / milestones leading up to this meeting
- Present the Event Center proposal for future consideration by the Housing and Community Development Committee (HCDC) and Portland City Council
- Discuss our commitment to the Event Center project and our desire to continue to work collaboratively with the City and members of the community
- Open up the discussion to a Q & A with the HCDC

Congress Square Plaza – Event Center Proposal

Eastland Park Hotel Redevelopment Update

- Since September 2012 we have been actively redeveloping the hotel, with nearly 200-300 construction workers on site daily
- Project is “on time” with a late Q4 2013 opening
- Hotel has been met with tremendous excitement from prospective guests and has been profiled by local, statewide, and regional press and media
- Exciting buzz for what is to come, and this is really just the beginning!
- We are following through on what we said we’d do over 2 ½ years ago
- Why is this relevant to our proposal for Congress Square Plaza?
 - The level of investment and transformation of this landmark hotel, positioned as an anchor in the Arts District, can and will influence the success of the Square
 - We believe strongly that we have already begun to invest in the Square and are one of its important stakeholders

Congress Square Plaza – Event Center Proposal Eastland Park Hotel Redevelopment Update



(Source: Portland Magazine)



(Eastland Ballroom)



(Hotel Corridor)

Congress Square Plaza – Event Center Proposal

Eastland Park Hotel Redevelopment Update

Chronology & Milestones



- Why has it taken us since August to bring forth a revised proposal?
 1. Immediately following the August meeting, we needed to focus on substantial commencement of hotel redevelopment work
 2. We were obligated to work through important matters with our lender, historic tax partner, and our investors to make necessary accommodations should we be successful in our pursuit of this project
 3. Thankfully we stand before you successful in our endeavors to date and prepared to move forward

Congress Square Plaza – Event Center Proposal

Canal 5 Studio Design Presentation



Greely Laundry at future site of Congress Plaza 1924



Eastland Hotel under construction 1926



Eastland and Congress Square Hotels 1931



THE EASTLAND AND CONGRESS SQUARE HOTELS, PORTLAND, MAINE

STREET

Walgreens Drugs, Congress Square 1941



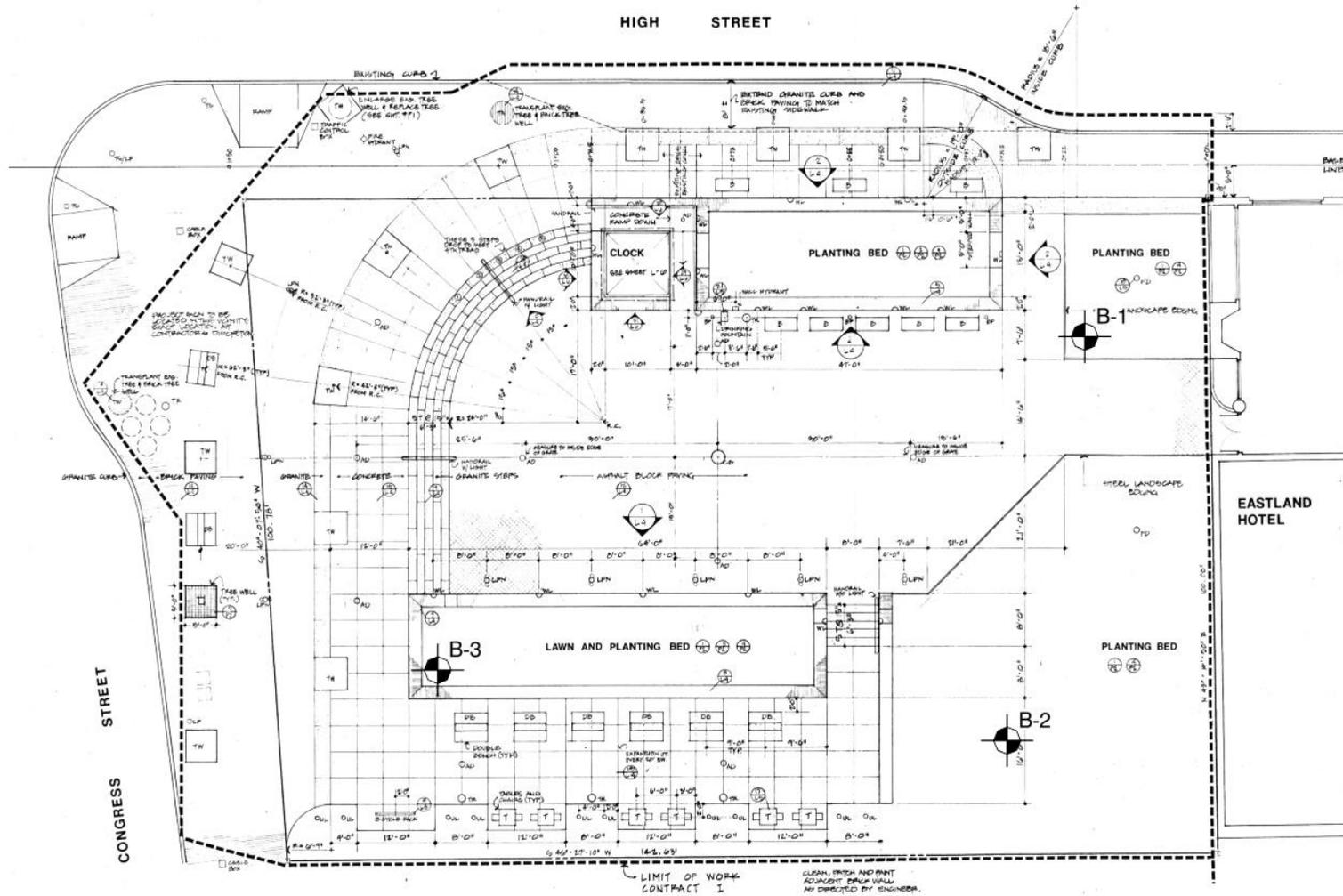
Congress Square 1963



Congress Square 1977



Congress Plaza design drawing 1979



Congress Plaza looking West



Congress Plaza looking North



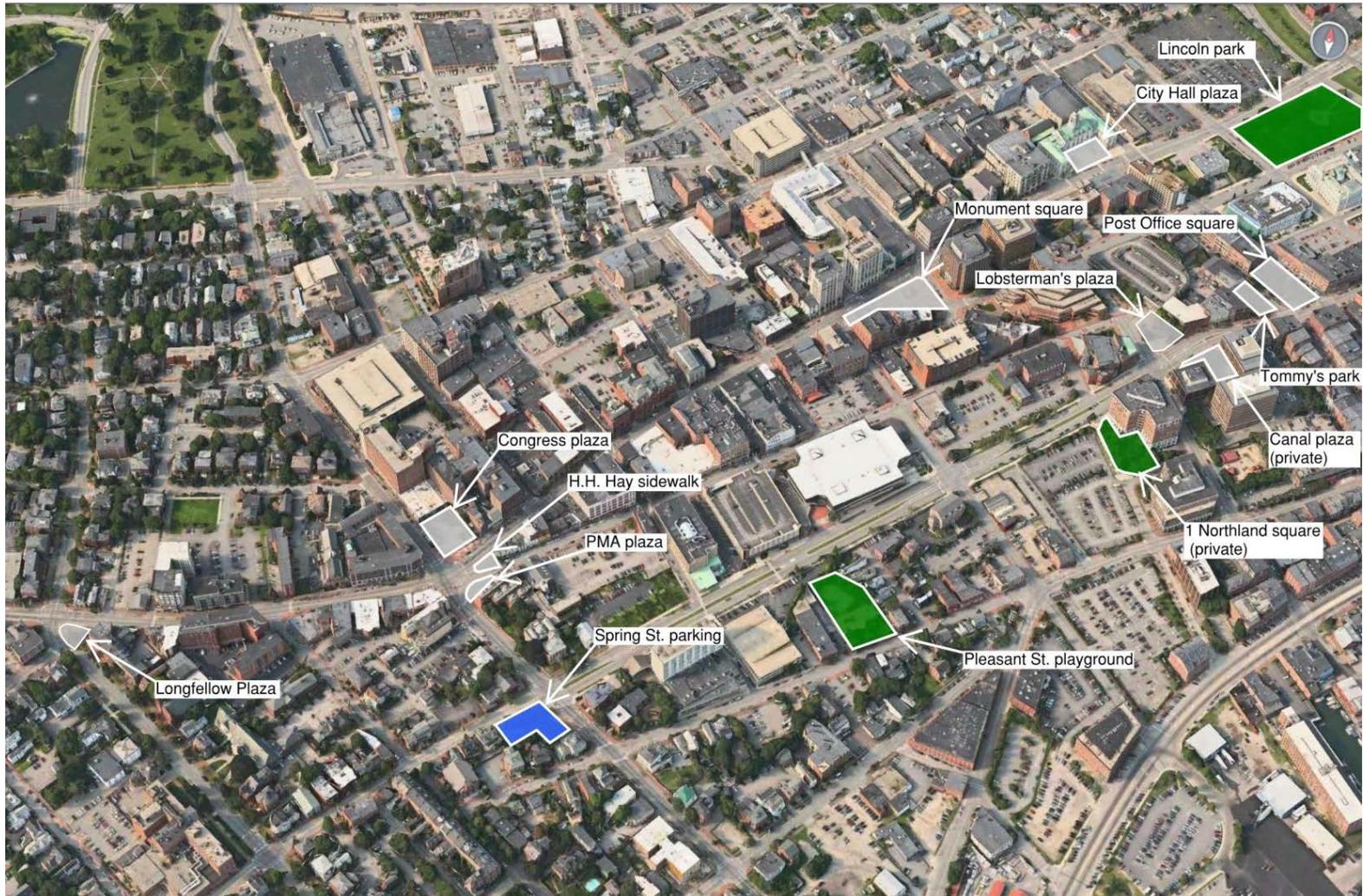
Portland Peninsula Open Spaces



Portland Peninsula Open Spaces

Portland Peninsula Open Spaces					
Name	Square Footage	Type	Amenities	Notes	Location
Bramhall Park	1,600	plaza	trees, benches	underutilized, bus stop.	Congress St. at Deering Ave.
H.H. Hay Sidewalk	2,900	plaza	hardscape		Congress Square
Longfellow Plaza	3,000	plaza	sculpture, hardscape, seating for 9 +/-	landmark plaza at busy urban intersection	Longfellow Square
City Hall Plaza	4,100	plaza	hardscape	south facing,	389 Congress St.
Congress Plaza Proposed	4,200	plaza	trees, benches, hardscape, seating for 60 +/-		
PMA Plaza + Sidewalk	5,000	plaza	trees, benches	North facing, birch trees, benches under arcade	Congress Square
Boothby Square	5,500	plaza	bench, lawn	underutilized, island in Fore St. Controversial sculpture removed	Fore St at Silver St.
Congress Plaza Proposed + sidewalk	8,100	plaza			
Tommy's Park	8,300	urban park	trees, benches, lawn, seating for 32 +/-	less popular than Post Office. more shade. Street food vendor	Middle St & Exchange
Lobsterman's Plaza	9,100	plaza	sculpture, hardscape, seating for 45 +/-	landmark plaza at busy urban intersection	Middle St & Temple
Buoy Park	9,200	urban park	sculpture, hardscape, lawn, benches	street vendors in summer	Commercial St at Ferry Terminal
Tate-Tyng Tot Lot	11,600	residential park	trees, play equipment	playground	York St above Harbor View Park
Clark St. Playground	12,900	residential park	trees, lawn, play equipment	playground	Clark St near Danforth
Post Office Square	13,000	urban park	ornamental trees, benches, sculpture, seating for 60 +/-	popular. variety of sitting/watching opportunities, pleasant scale	Middle St & Exchange
Lobsterman's Plaza + sidewalk	13,500	plaza			
Congress Plaza Existing	13,600	plaza	performance space, trees, hardscape		Congress Square
Spring St. Parking	13,900	parking	trees, lawn,	potential for residential park near Congress Square	Spring St at High St.
Tommy's Park + sidewalk	13,900	urban park			
Canal Plaza (private)	15,400	plaza	trees, seating at ledge	underutilized, north facing, tunnel like due to scale of buildings	Middle St near Union St.
Congress Plaza Existing+ sidewalk	17,300	plaza			
Peppermint Park	18,700	residential park	trees,benches, play equip.	playground	Cumberland Ave near Washington
Northland Square (private)	21,500	urban park	ornamental trees, benches, lawn	pleasant landscaped and maintained private park	Behind Spring st at Union St.
Monument Square Plaza	22,000	plaza	sculpture, hardscape	active urban space, scaled for large crowds. farmers market	Monument Square
Pleasant St. Park	26,200	residential park	benches, playground	not easily accessed from Spring St.	Pleasant St. at York St.
Monument Square + sidewalk	29,400	plaza			

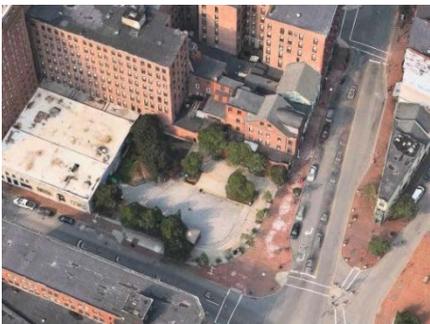
Congress Street Spine



Public plazas at busy urban intersections



Longfellow Plaza + sidewalk
3,000 s.f.



Congress Square Plaza
(existing) + sidewalk
17,300 s.f.

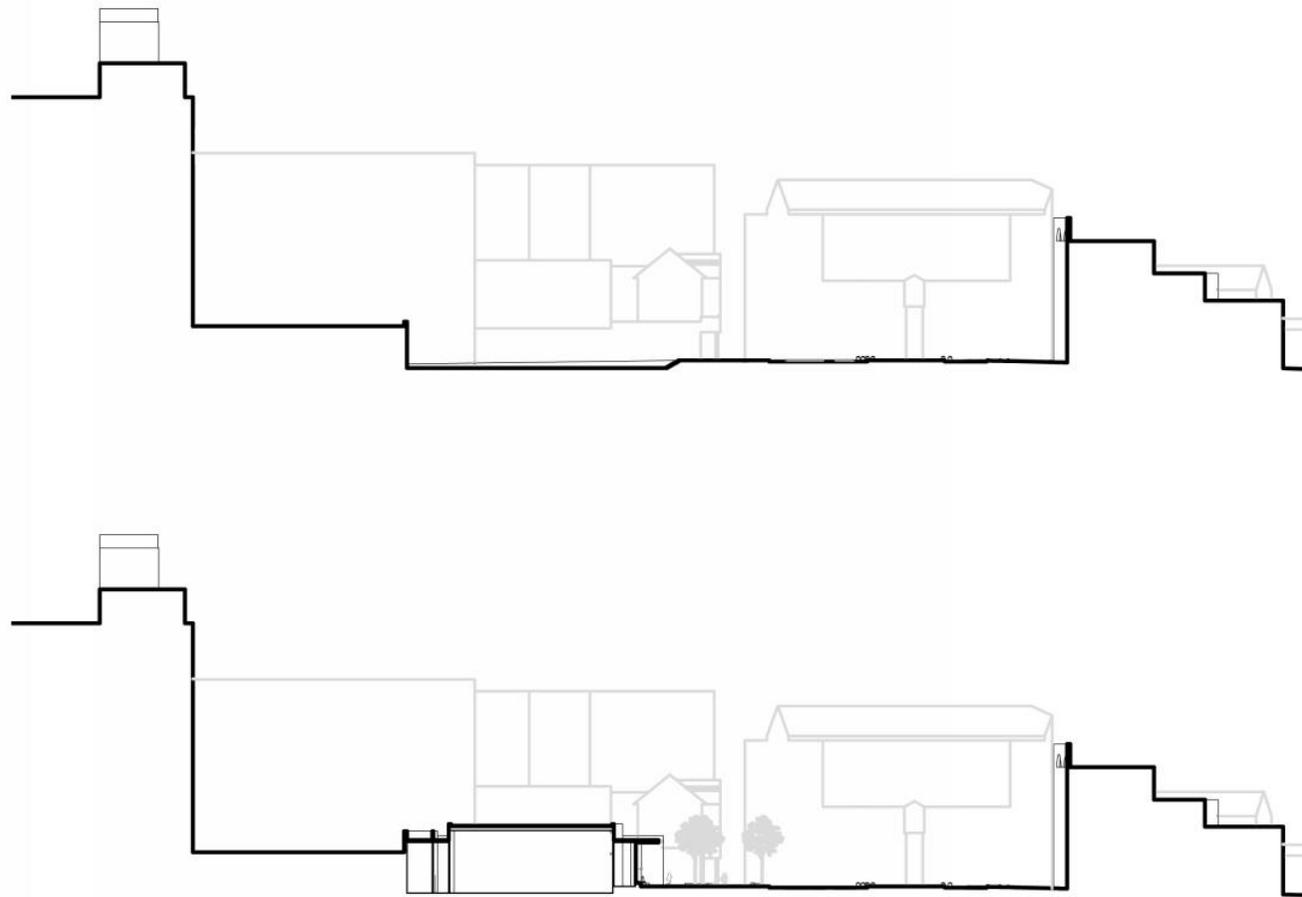


Lobsterman's Plaza + sidewalk
9,100 s.f.

Proposed addition and plaza areas



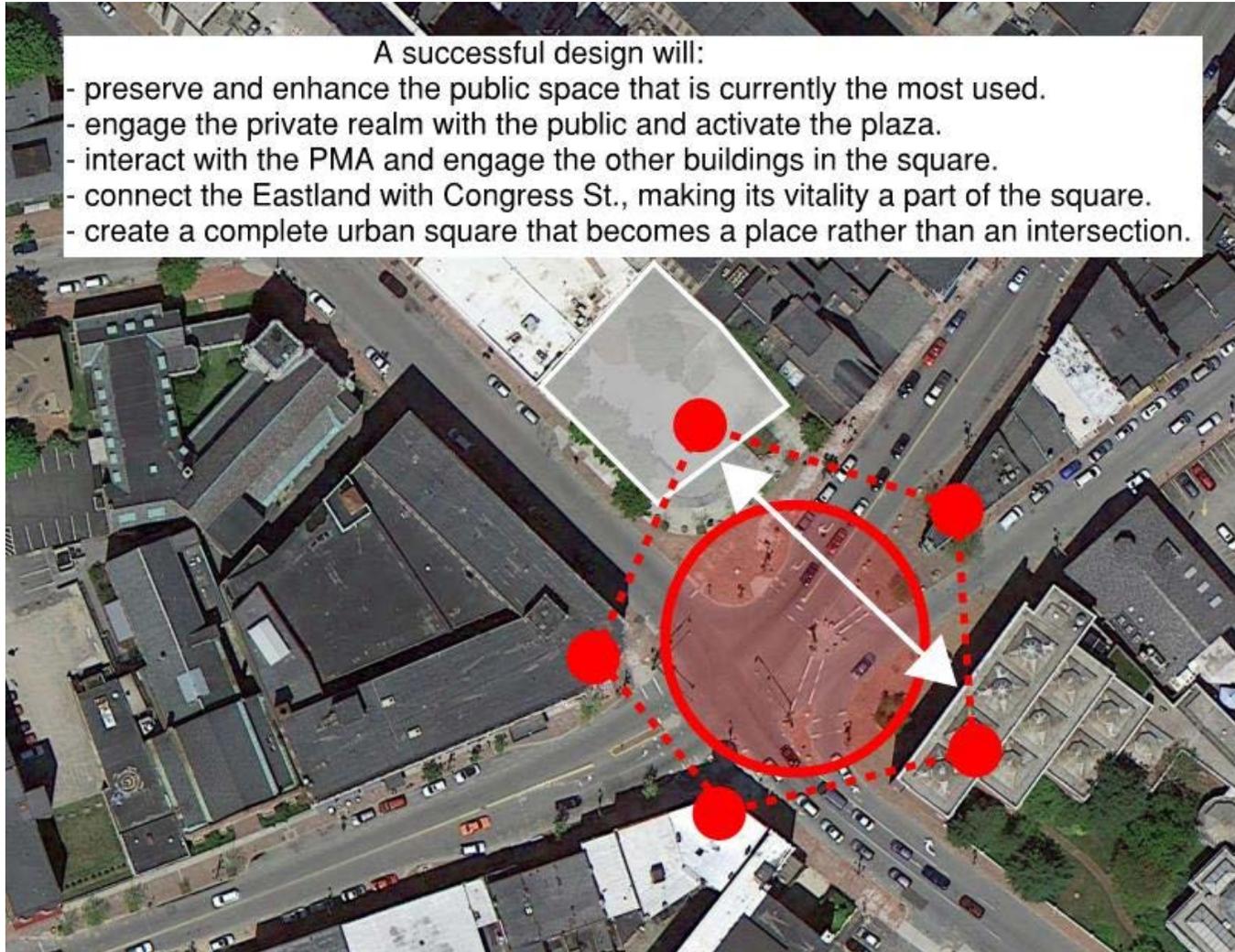
Comparative sections through Congress Square



Design Objectives

A successful design will:

- preserve and enhance the public space that is currently the most used.
- engage the private realm with the public and activate the plaza.
- interact with the PMA and engage the other buildings in the square.
- connect the Eastland with Congress St., making its vitality a part of the square.
- create a complete urban square that becomes a place rather than an intersection.



New York City Public Plaza Design Standards

- Minimum area for public plazas is **2,000 square feet**.
- Public plazas should generally be **regular in shape**.
- Major portions of public plazas are required to have average **width and depth of 40 feet** (Up to 20% may be less than 40' in depth).
- **Visibility** into and throughout the public plaza is of paramount importance in promoting a sense of openness and safety.
- **South-facing** plazas are generally preferred.
- Plaza usability is significantly determined by the relationship between the sidewalk and the plaza. First 15 ft. called "**sidewalk frontage**", and is required to have 50% of its area free of obstructions.
- Plazas may generally **not be sunken** below street level. Plazas with dramatic differences in elevation between sidewalks and plazas lessen their usability, attractiveness, and perception of safety.
- **Circulation paths** are required that are at least 8 feet in width and extend to at least 80% of the depth of the plaza.
- The provision of abundant, well-designed, and comfortable **seating** is one of the most critical elements of public plaza design.
- **Trees** and other planted areas are essential components of successful and enjoyable public spaces.

Qualities of successful urban spaces

- Successful spaces provide a variety of **seating** opportunities, with “socially comfortable” choices available...in sun, shade, in groups or alone.
- The most successful spaces are **open** to the action, **yet protected**.
- People seek “**suntraps**”, and the absence of wind and drafts. Physically and psychologically they feel comfortable.
- The most common activity in these spaces is “**people watching**”.
- **Trees** must be provided in proportion to the space, and be related closely to sitting spaces.
- The close **linking to the street** is integral and is far and away the critical design factor.
- Successful spaces use **compression** as a means to promote social interaction.
- Successful spaces are **comfortably scaled** and sized in relation to surroundings, the tendency is to overscale.
- Successful spaces provide “**triangulation**”, an external stimulus that provides a linkage between people. It can be a physical object, activity, or sight.
- Smaller cities, with fewer people in their downtowns, need to compress in order to **concentrate diffuse activities**.

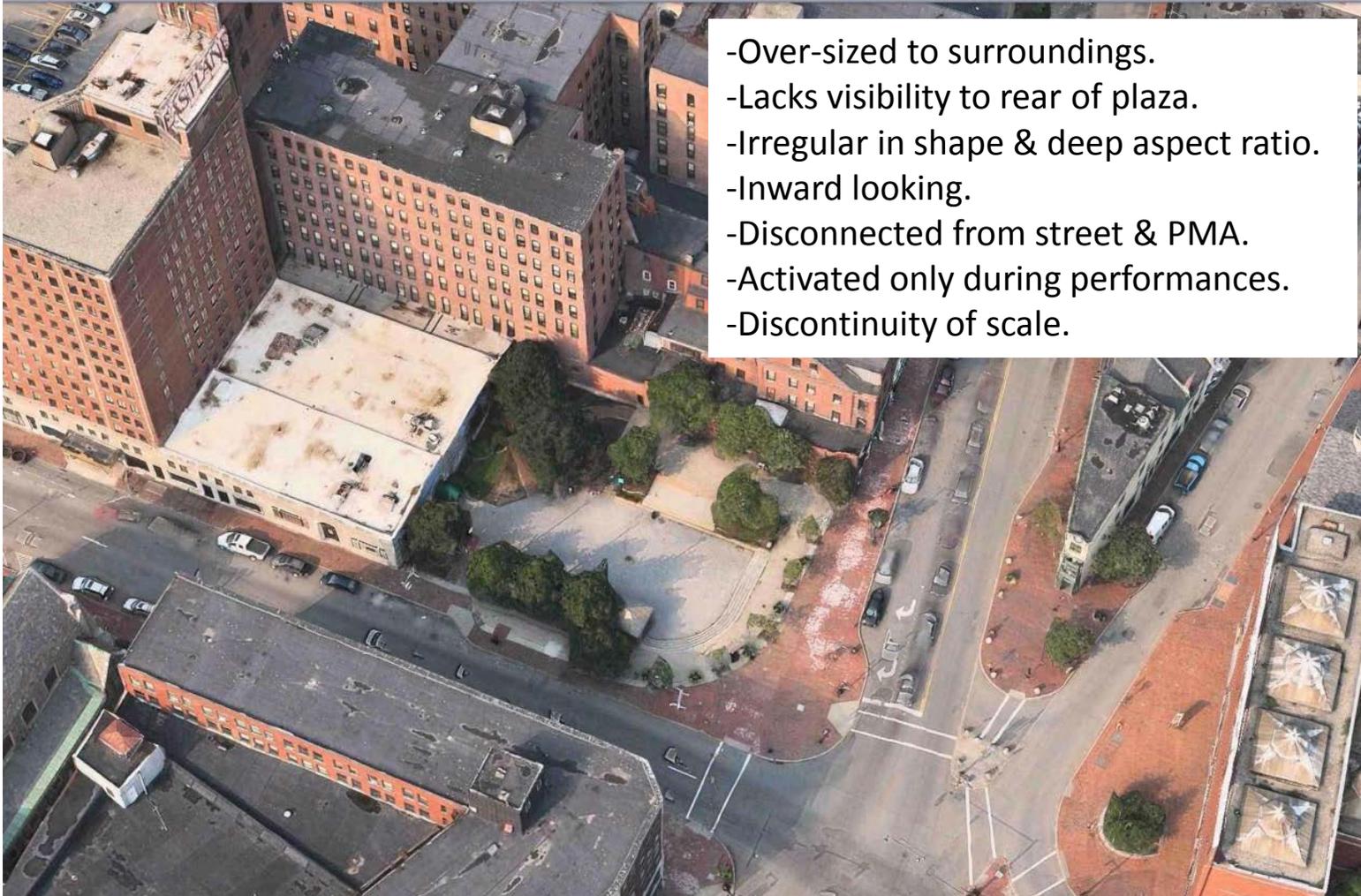
“The street is the river of life of the city, and we come to these places not to escape from it, but to partake of it”.

“The Social Life of Small Urban Spaces”

William H. Whyte

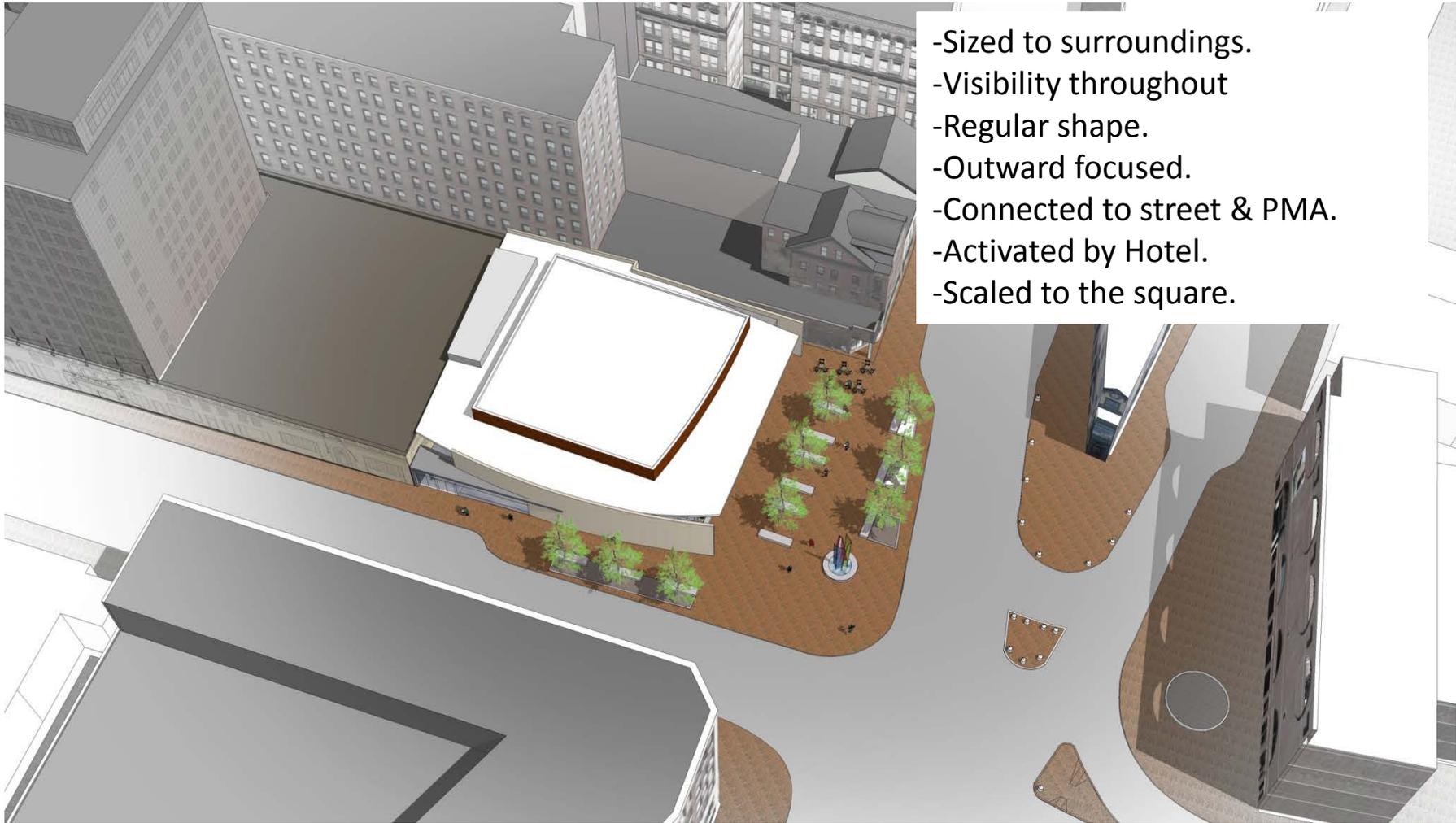
Project for Public Spaces, New York, NY

Congress Plaza Existing



- Over-sized to surroundings.
- Lacks visibility to rear of plaza.
- Irregular in shape & deep aspect ratio.
- Inward looking.
- Disconnected from street & PMA.
- Activated only during performances.
- Discontinuity of scale.

Congress Plaza Proposed



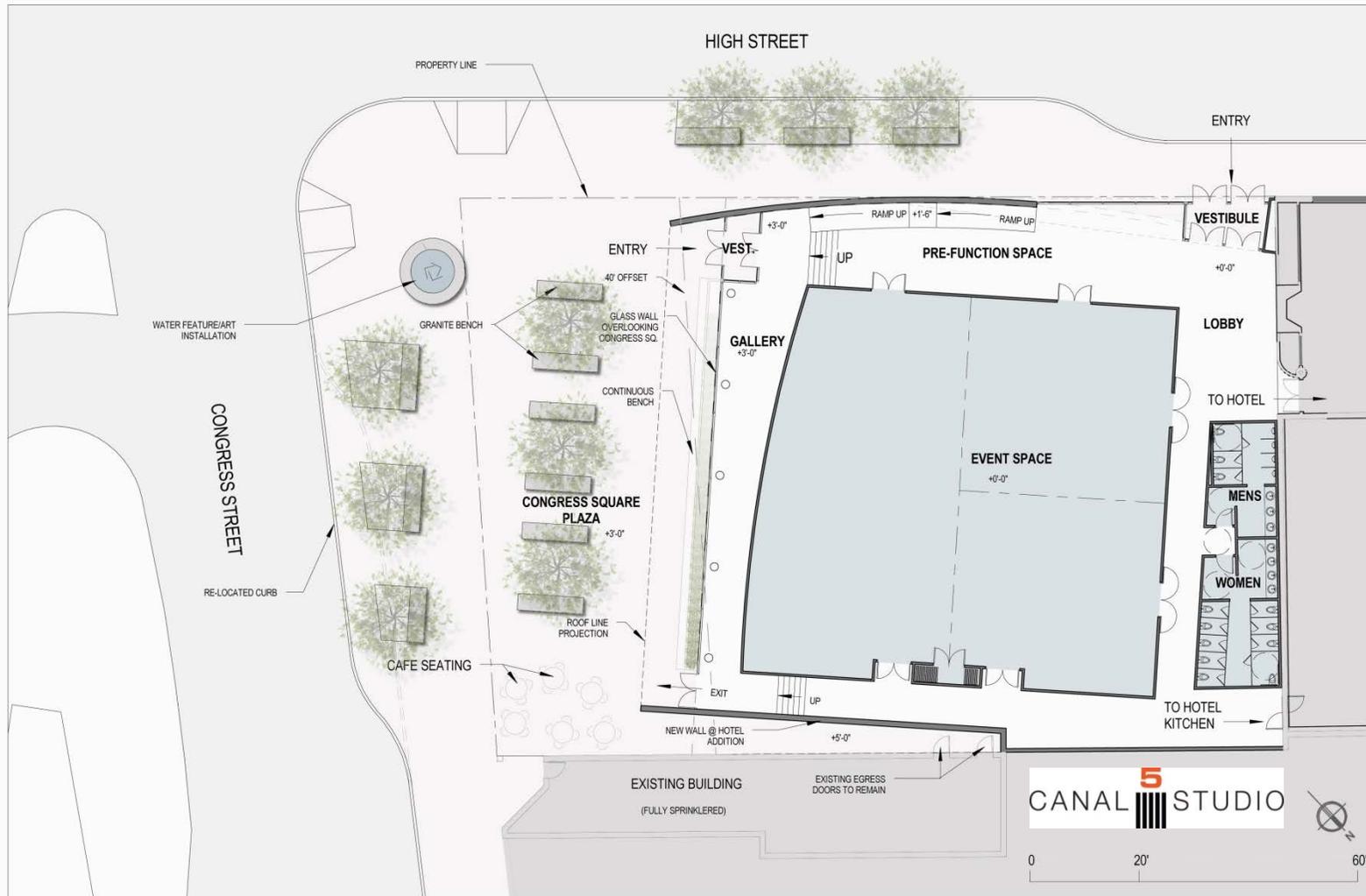
- Sized to surroundings.
- Visibility throughout
- Regular shape.
- Outward focused.
- Connected to street & PMA.
- Activated by Hotel.
- Scaled to the square.

Site Plan



CANAL **5** STUDIO

Floor Plan



View from Northwest corner of Congress St. & High St.



CANAL **5** STUDIO

View Looking Northeast from Congress St. & High St.



CANAL **5** STUDIO

View from PMA plaza



View of plaza looking west from Congress St.



CANAL **5** STUDIO

View of plaza looking across Congress St.



Congress Square Plaza – Event Center Proposal

Conclusion & Next Steps

- We are excited to engage in two-way dialogue with the City and local business, neighborhood, and civic organizations about our proposal and how we can work together
- Our desire is to work in partnership with the City to:
 1. Resolve Event Center site business terms expeditiously
 2. Collaborate on finalizing the design of the entire Square
 3. Work together in the selection of the project team and scope
 4. Share in the execution of the project
- Thank you for your time today and consideration of our proposal
- We hope you share our excitement about the Event Center, enhancing Congress Square Plaza, and furthering the growth and prosperity of the Arts District and the greater downtown Portland community



Appendix

**Westin Portland Harborview
(f/k/a the Eastland Park Hotel)**

**Congress Square Event Center
Q & A**

1. Who are RockBridge Capital and New Castle Hotels & Resorts?

RockBridge is a Columbus, Ohio-based hotel lender and owner. New Castle Hotels & Resorts is a Shelton, CT-based hotel developer, owner, and operator. Together we are a few hundred men and women of all walks of life, who are of high integrity and are hardworking, results oriented, and strong believers in giving back to the communities in which we live and work.

2. The Eastland Park Hotel has had several different owners in recent decades, and none of them has lasted very long. What's different this time?

To date, no one has invested the necessary capital needed to transform this hotel to a level that exceeds modern standards. We are taking substantial entrepreneurial risk by shutting down the hotel for a year and a half and doing a total gut-rehab to produce an entirely new first-class hotel inside this landmark building. In addition, the Westin brand under which we will operate throughout the world is known for quality, and this hotel will meet their strict standards.

3. What attracted you to Portland and the Eastland?

Both RockBridge and New Castle have invested in hotels in the Portland area prior to their acquisition of the Eastland, so we are not new to Portland. Portland has received national attention in recent years for its food, arts and beautiful location and has truly become a destination city. The continued vibrancy of the Arts District was a major factor in our getting comfortable with undertaking the risk involved in redeveloping the Eastland, but it is also a unique property that has untapped potential. In many ways, as hotel investors and operators, we are responding to the vision that city leaders have put forth for the future of Portland and the Arts District in particular

4. Are you doing all this just so you can “flip” the property in a few years?

No, we have taken on the Westin Portland Harborview and are interested in building the Event Center because we believe wholeheartedly in the long-term potential of this project as the hospitality anchor in the Portland Arts District. RockBridge and New Castle have owned the Eastland over two years already and it is well underway toward completion of a long-term transformation. Both RockBridge and New Castle have a track record of investing in, managing, and owning high-quality hotels that are capitalized and operated for long-term success. In fact, New Castle has owned the Hilton Garden Inn Portland Airport for over 12 years, and we are preparing to reinvest meaningful capital with RockBridge in the renovation of the hotel.

5. Why are you interested in purchasing and improving a portion of Congress Square Plaza to develop an Event Center?

The Arts District is a unique and dynamic centerpiece in Portland and the Westin Portland Harborview will add a very important asset to this community, taking its rightful place among so many of Portland’s other landmark buildings and attractions. Unfortunately, what has become increasingly apparent is that Congress Square Plaza is an unwelcoming area that is perceived by locals and visitors alike as unsafe – a sentiment that has been shared with us many times over and presumably the reason the City of Portland first approached us for ideas about how to improve the plaza.

Also increasingly apparent is that the City of Portland needs a first-class hotel that can accommodate small and large meetings and events. Our proposal represents a practical way to partner with the City and the community to pursue an exciting, high-quality improvement to Congress Square. It will require public and private involvement and result in: (1) significantly enhanced public space, (2) a first-class event center that will embrace the Arts District, (3) attracting conventions and large meetings, and (4) providing jobs to local workers, tax dollars to the City, and increased patronage to local shops, restaurants, and businesses.

6. What is your proposed space sharing plan for Congress Square Plaza and what has gone into this design?

The highly respected local architectural firm Canal 5 Studio has used their creative talents in designing the proposed event center and taken the initiative on demonstrating a potential outcome for a new, more engaging, and more proportional Congress Square Plaza to be undertaken by the City. This design creates a welcoming environment that is proportional to the plaza space in front of the Portland Museum of Art (approximately 1/3 of the existing Congress Square Plaza), with the remainder of the space used to develop a uniquely designed, engaging, and highly functional event center. The design intent of the event center is to complement the other uses in the Arts District, not detach itself from the new Congress Square Plaza, and to deliver a unique, state-of-the-art event facility that will be used by corporate, social, and leisure groups alike – many of which will be from Portland and other parts of Maine.

7. Why did you come up with this idea and what are the critical components required to make the Event Center work?

There were a number of factors, but the most important are the following:

We heard over and over about how unsafe and unsightly the plaza is and “isn’t it a shame” given all the other positive things going on in the neighborhood

Portland has missed out on hosting local, regional, and national meetings and other events because it doesn’t have a large enough full-service hotel with adequate meeting and dining facilities. The more study we did the more glaring that the opportunity became to provide first-class event space in the heart of the Arts District.

As for the critical components to make it work, these stand out:

- Great design that complements the architecture of the environment and unique interior design that embraces the arts
- Building an event center that is appropriately scaled:
 - Minimum of 5,000 sf of walled meeting space
 - Well-designed pre-function facilities for check in, receptions, and other meetings-related uses
- Leveraging the infrastructure of the Westin Portland Harborview, which is the only way that the Event Center works logistically and financially.

8. Why has so much time passed since you presented on this topic in August 2012 and why is this time different?

After our August 2012 meeting in front of the Congress Square Task Force where we initially introduced this concept, we took the feedback we received – both positive and negative – to heart. But we also had to refocus on the Eastland redevelopment, which substantially commenced in September 2012. By the first of the year we were along our way in our construction efforts at the Eastland. At the same time, important historic tax credit changes were sweeping that industry, and we had to re-engage our tax credit investors regarding our Eastland project and discuss other considerations in our pursuit of the Event Center. We also had to work with our lender and other stakeholders to accommodate the appropriate capital needs for the Event Center should we be fortunate enough to move forward with it.

Unfortunately the Eastland is a large, expensive, and complicated project and going about it the right way has taken significant time and investment on our part. But, we have been prudent and thoughtful in our approach and are “putting our money where our mouth is” as evidenced by the fact that we are on schedule to complete the hotel redevelopment Q4 2013.

We have also used this time to listen to people from around the community and to engage Canal 5 to help us come with a vision and a plan that represents a win for everybody – our project, the city, the Arts District and our neighbors, both residents and businesses. We remain excited about the project and hope that City leaders and Portland residents will share our enthusiasm for this new vision for the Event Center and a new and improved Congress Square Plaza.

9. How will the Event Center and Westin benefit the neighborhood?

Our investment in the Westin Portland Harborview will improve the neighborhood and further the promise of a vibrant arts and entertainment district in the center of the city, along with the Maine College of Art, Portland Museum of Art, Children’s Museum & Theatre of Maine, a renovated Civic Center, The H.H. Hay building, WCSH, the State Theater, and the other important business and civic establishments. The result of the project will be a first-class hospitality venue for thousands of overnight guests annually, weddings, social and corporate gatherings, enjoyment of food and drink, and the best views of the City from the Top of the East. A byproduct of this result is additional investment and job creation in the area, likely in retail, restaurants, housing, and other services that will provide benefits across the socio-economic spectrum.

It is important to us to engage directly with many different groups and constituencies regarding our proposal for this project, and we have begun to do so and will continue to over the next several weeks. Our intent is for two-way dialogue about how we can form partnerships in a common goal of furthering the appeal, safety, and prosperity of the Arts District by improving on today’s failed Congress Square Plaza.

10. What about the homeless and disadvantaged people who frequent the Congress Square Plaza now?

Our belief is that it takes a strong community effort to effectively care for homeless and disadvantaged people, and as a civically minded member of the community, we want to maximize our positive contributions to Portland. It is also encouraging to know that there are a number of public and non-profit programs in Portland to help those in need.

We believes that our primary contribution toward positive long-term socio-economic stability in Portland can be through our ownership and operation of the Eastland — providing employment, generating tax revenues to the City, and accommodating hundreds of mostly out of town guests who are spending money in local shops and restaurants. The Westin Portland Harborview’s ongoing economic contribution to the community is profound and we hold in high regard our stewardship to our stakeholders. The hotel will provide over 200 jobs related to the operation of the hotel and the renovation project has awarded well over \$22,000,000 in local subcontract work through the redevelopment of the Eastland, employing hundreds or area workers.

The Event Center would add likely 25 more permanent jobs and provide another \$4,000,000 in local subcontract work. The construction and operation of the proposed event center will increase the economic prospects to all constituents – including the homeless and disadvantaged. Therefore, the most productive thing we can do to help everyone, including the homeless, is to have a successful hotel and event center project that will create jobs, increase tax revenue, spur additional new investment in the city, and increase visitation and overall spending in Portland.

11. What benefits to Portland result from the Event Center?

There are many, but here are some of the most obvious ones:

- Increasing jobs in both construction and support of the ongoing operation
- Increasing tax revenue to the City to support economic prosperity and the social well-being of its residents
- Fixing a prevailing problem of consistently dangerous or intimidating behavior in Congress Square Plaza – a major impediment to seeing the Arts District to its full potential
- Increasing stimulus for additional investment in area shops, restaurants, housing, and other complementary uses in and for the community
- Offering a use that provides arguably the strongest “economic multiplier” of any use. This is whereby out of town guests spend money at local shops, museums, theatres, restaurants, etc. And the “multiplier of the multiplier” is that if these guests have a great experience, they in turn tell others who then come and experience Portland as well.
- Providing money to the City from our acquisition if the site that can be reinvested in making Congress Square a new, appropriately designed and purposed area
- Supporting the long-term viability of the Westin Portland Harborview, which is the hospitality anchor in the Arts District and an important landmark and employer in the City of Portland

Westin Portland Harborview – Fact Sheet



Who we are

RockBridge

- Team of 60 professionals located in Columbus, OH
- Developers, owners, and lenders dedicated to the North American hospitality industry
- Recipient of community and hotel Industry Honors and Awards
- Our values drive our business:

Collaboration / Integrity / Excellence
Commitment / Leadership

New Castle Hotels & Resorts

- Experienced owner, operator, third-party manager and turnaround specialist of high-quality hotels and resorts;
- Headquartered in Shelton, CT / portfolio of 30 hotels and resorts in the US and Canada
- Preferred operator for all premium hotel brand families
- 12+ years experience in Portland market

Our Community Involvement

- Active community supporter in the communities in which we live and do business
- Big Brother Big Sisters, Pelotonia (Cancer Research), Capital Area Humane Society, Salvation Army, Give Kids The World, World Vision, and many others.
- Fund raise nearly \$250,000 annually for for Big Brothers and Pelotonia alone
- Received 2013 Pillar Award for Community Service
- The hotel donated (i) a large portion of its furnishings to Catholic Charities, (ii) the hotel van to the Root Cellar, and (iii) exercise and laundry equipment to the fire department
- The hotel will continue to provide Thanksgiving meals to the less fortunate and engage in other local charitable endeavors after the property reopens
- Hotel management has joined the *Hospitality Program Advisory Board* at SMCC

By The Numbers

- 215 employees when the Westin opens, an addition of 100+ jobs from when it was the Eastland
- An additional 25 jobs created by the Event Center
- \$22 million in local subcontractor work for the hotel redevelopment
- \$4 million in local subcontractor work expected for the Event Center
- Annual patronage expectations :
 - 20,000 at the Top of the East
 - 25,000 meeting attendees
 - 80,000 hotel guests annually
- Millions of dollars in “external” economic impact generated annually by the Westin Portland Harborview – even greater with the Event Center
- *What is lost without event center:*
 - Conservatively 20,000 room nights lost due to lack of meeting accommodations
 - At total delegate spend of \$400 / day, this is \$8,000,000 in spending in Portland lost
 - And, this is mostly business that reaches out to Portland. With the Westin redevelopment AND the Event Center, direct sales efforts will make the total spend in Portland much greater