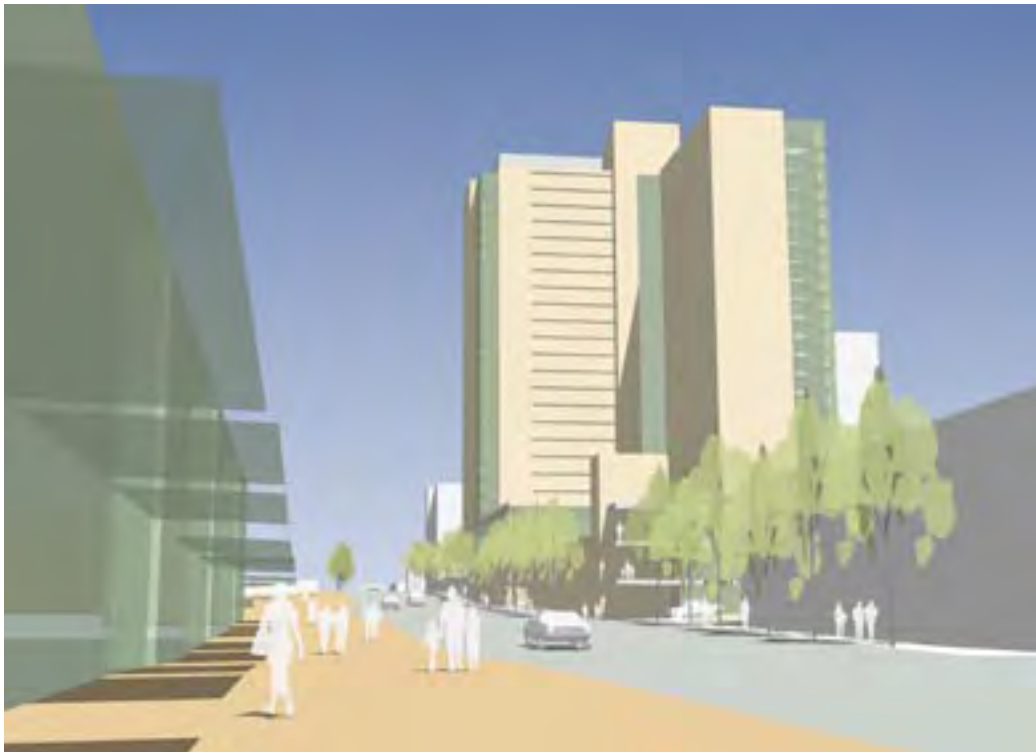


Portland Development Commission

Headquarters Hotel Conceptual Study August 13, 2003



Zimmer Gunsul Frasca Partnership

Acknowledgements

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We acknowledge and appreciate the review and comment from:

Oregon Convention Center

Portland Office Of Transportation

Bureau of Development Services

Bureau of Planning

Zimmer Gunsul Frasca Partnership

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	Build a place on NE Holladay Street
	Cover the place

Executive Summary

Oregon Convention Center

NE Martin Luther King Jr. Blvd

Study

NE Grand Ave



Study Area.

Executive Summary

Purpose

The purpose of this study is to assess the development feasibility of an 800-room hotel on Portland Development Commission property near the Oregon Convention Center. The study area is located between NE Martin Luther King Jr. Blvd., NE Grand Avenue, NE Hassalo Street and NE Pacific Street. This study examines how the programmatic and operational requirements can be accommodated within a site primarily controlled by the Portland Development Commission. This study focuses on how the Headquarters Hotel can serve the Oregon Convention Center and meet the development goals of the Lloyd district. It identifies

issues which can be addressed through design, while setting the context for a broader discussion about funding, partnerships, and the development issues associated with a Headquarters Hotel.

This conceptual study is a companion to other studies which assess the overall Portland hotel market and project financing, as well as transportation improvements associated with building a Headquarters Hotel. The information in this study is intended to round out the project's feasibility and assist PDC in soliciting and selecting a developer, hotel operator, and design team that will carry the project forward to completion and operation.



Dramatic views over Oregon Convention Center can be achieved with Headquarters Hotel Development.

Background

The Headquarters Hotel must complement the Oregon Convention Center. It should allow the Oregon Convention Center to book events which require guaranteeing a minimum block of rooms nearby. This Study evaluates the feasibility of locating an 800-Room Headquarters Hotel on predominantly Portland Development Commission property near the Oregon Convention Center. It identifies the design issues and opportunities that relate to the project. It considers applicable city policies and standards, balanced with the programmatic goals of a Headquarters Hotel serving the Oregon Convention Center.

Of the more than 14 alternatives that were considered, two alternatives in this study were selected for further evaluation. The proposed concept for each alternative develops an 800 room Headquarters Hotel on two blocks of which 75% are owned by the Portland Development Commission between NE Holladay Street, NE Oregon Street, NE Grand Avenue, and NE Martin Luther King Jr. Blvd. Development on these two blocks is configured so that hotel industry standards for a 3.5

star hotel can be met; can be built efficiently using current construction technology; and reflects cost efficient and sustainable building concepts.

This study describes the benefits associated with configuring the Headquarters Hotel's internal and surrounding site circulation such that City and Regional policies can be optimized with regard to transportation, redevelopment, and use of the Oregon Convention Center. To this end, this study identifies associated projects that would tend to complement the Lloyd District, the Headquarters Hotel, and the Oregon Convention Center. For example, moving the Oregon Convention Center Light Rail Station one block to the east in front of the Headquarters Hotel, and reducing vehicle speeds along NE Martin Luther King Jr. Blvd and NE Grand Avenue would both enhance pedestrian access in the area and create more opportunities for district wide ground level pedestrian oriented uses and improvements.



Oregon Convention Center Light Rail Station

Project Requirements

1. Build an 800-room Headquarters Hotel to attract event bookings to the expanded Oregon Convention Center.
2. Focus development on land controlled by PDC.
3. Be cost effective and minimize public subsidy to the project.
4. Make a physical connection to Oregon Convention Center and other nearby uses.
5. Recognize the potential need for future expansion.

Site Influences

1. Complement the architecture and presence of the Oregon Convention Center.
2. Capitalize on the proximity to light rail with connections to the Airport and Downtown Portland.
3. Extend a seamless pedestrian system between the Lloyd District to the east and the Portland Central City to the west.
4. Anticipate proposed streetcar alignments.
5. Capitalize on the prominent location in the city while complementing development in the Lloyd District.



Improvements along MLK Jr. Boulevard and across Holladay Street, towards the Convention Center, are needed.

Alternatives

Two alternatives investigate a range of options and describe how the program can be made to fit and function within the defined study area. They are derived from the same approach to the two block site. Both alternatives develop the programmatic facilities related to an 800-room hotel and strive for structural, functional, and operational efficiency. The differences are found in how internal and site circulations are organized, whether the buildings main access is oriented to NE Holladay Street or to NE Pacific Street, as well as the potential value of

those streets as enlarged public spaces, and where the room towers are located.

Each of the alternatives addresses physical relationships to surrounding facilities such as nearness to light rail or the main entries of the Oregon Convention Center. There are site specific project goals to stimulate nearby development, such as improving and expanding the quality of the pedestrian realm and developing an identifiable gateway in the Lloyd District. The Headquarters Hotel adds significant population density to the area and creates more activity and broader development



Alternative 1 develops the main entry for guest arrivals along NE Pacific Street and develops the room tower and hotel services entirely on the north block.

opportunities. The entries, courts, and retail places that are made around the Hotel will complement future nearby improvements in the Lloyd District and support broader pedestrian and vehicular circulation goals for the area.

Internally, the ground levels of the two schemes are quite different. In alternative 2, the vehicle pick up and drop off area from NE Holladay Street moves the room tower vertical circulation and other ground level guest services to the south, compacting ground level retail, concierge, main desk and other ground level spaces. Externally, the room towers are configured to take advantages of views to the city, provide internal efficiencies, as well as fit

applicable zoning and development standards. Alternative 1 exceeds the maximum density allowed of 12 square feet of building for every 1 square foot of site area in the zoning code (12:1 FAR), requiring that Pacific Street be vacated to transfer density from the south block to the north block. Alternative 2 demonstrates how to comply with the maximum density requirements in the zoning code without vacating NE Pacific Street by locating room towers on both blocks in the project area. The differences between the alternatives illustrate how internal and external design goals and efficiencies can be designed to complement one another.



Alternative 2 locates the main entry for guest arrivals along NE Holladay Street, locating room towers on both blocks of the project area.

Associated Project Opportunities

The Headquarters Hotel can be a catalyst for redevelopment in the NE Martin Luther King Jr. Blvd and NE Grand Avenue Corridor. The Headquarters Hotel has an opportunity to expand the variety of urban spaces and quality of architecture in the City. Innovative architectural solutions have been built in other cities which serve to raise the bar for how the Headquarters Hotel might be designed to meet the urban design goals established with the Oregon Convention Center and its expansion. A properly designed headquarters hotel can lead to the following:

1. Reduce the vehicle speeds along NE Grand Avenue to encourage street level uses that are pedestrian oriented.
2. Build a street as a transportation facility and public plaza, serving as an entry to the hotel while adding a new type of public space to the Portland's open space inventory, perhaps like the Portland State University Urban Center.
3. Move the Oregon Convention Center Light Rail Station one block to the east and develop a station that serves the Convention Center, the Headquarters Hotel, and underdeveloped sites between NE Grand Avenue and NE Martin Luther King Jr. Blvd. at the western edge of the Lloyd District.

These are a family of related opportunities that can stimulate development activity at the western edge of the Lloyd District. They emphasize an area that has not been fully developed and will be positively influenced by the development of the Headquarters Hotel and reinforced by the projects that may be associated with it in the future.



Oregon Convention Center Expansion has made a significant contribution to the character and quality of NE Martin Luther King Jr. Blvd

Cost

The costs associated with the two alternatives considered in this study are difficult to assess in more than the broadest terms without further design. Alternative 2 is likely expensive because it has more program area, more vertical circulation, more building envelope area, and more mechanical space than Alternative 1. Alternative 2 will be more expensive to operate since hotel staff will need to travel greater distances between distant parts of the two room tower configuration. Both options develop parking in the same way with some

above and some below-grade. The alternatives will be required to make a significant contribution to the character of the street level experience; complying with the Lloyd District Street Improvement Standards and likely site improvements as conditions of approval from the Portland Design Commission. Perhaps Alternative 1 is a little more expensive in this regard because it vacates and redevelops NE Pacific Street while still making a plaza on NE Holladay Street. Overall, Alternative 2 is likely to be more expensive to build since it has two towers instead of one. Because of the 2 tower configuration, Alternative 2 is likely to have higher operational costs than Alternative 1 as well.

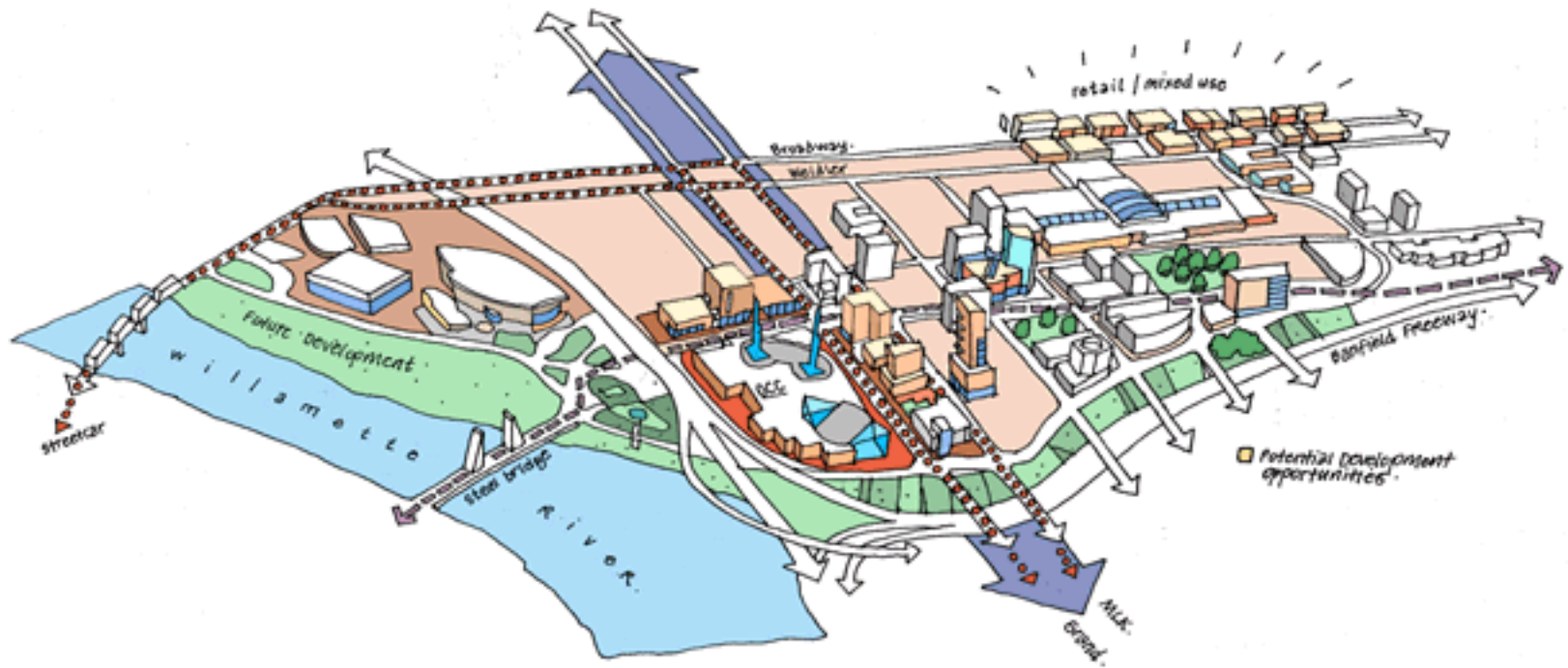
Cost Summary

	Hotel Costs			
	Construction	Parking	Operation	Street Improvements
Alternative 1	Lower Cost: Less Circulation Space, One Room Tower	Same:	Less Cost: Less Travel Distance between Hotel Rooms and Services	More Cost: Both Holladay and Pacific Streets are Improved as Plazas
Alternative 2	Higher Cost: More Circulation Space, Two Room Towers	Same:	More Cost: Greater Travel Distance between Hotel Rooms and Services	Less Cost: Holladay Street is improved as a plaza

Project goals

The following project goals have been stated during discussions with potential partners, City Bureaus, City Commissions, and other interested parties.

1. Complement existing development plans in the Lloyd District.
 - a. Develop facilities that complement existing hotels in the area.
 - b. Develop facilities that promote development of complementary land uses in the area.
 - c. Enhance the development potential of properties surrounding the Headquarters Hotel and the Oregon Convention Center.
2. Increase transit access to the Headquarters Hotel and the Oregon Convention Center.
 - a. Reinforce investment in the light rail corridor.
 - b. Enhance pedestrian and bike environment, complementing the Lloyd District.
3. Develop a Headquarters Hotel concept that is attractive to hotel operators and developers.
4. Create a destination that is shared between the Headquarters Hotel and the Oregon Convention Center.
 - a. Enhance the entry experience at the front door of the Oregon Convention Center.
5. Reinforce the mission of the Oregon Convention Center in the region, the City and the Lloyd District.
 - a. Create expanded operational and functional capability and flexibility between the Oregon Convention Center and Headquarters Hotel.
 - b. Build the Headquarters Hotel near the entry of the Oregon Convention Center.
 - c. Develop an 800-room hotel.
 - d. Construct a physical all weather connection between hotel facilities and the Oregon Convention Center.
6. Spend public money wisely.
 - a. Design and construct facilities that the market will support.
 - b. Build an efficient structure that meets industry requirements.
7. Support storm water and other recycling opportunities.
 - a. Integrates open space with storm water treatment and reuse.



Greater Lloyd District Context.

Site Context Summary

The area considered for the Headquarters Hotel Conceptual Design study is bounded by NE Hassalo Street, NE Oregon Street, NE Martin Luther King Jr. Blvd, and NE Grand Avenue. Conceptual design and programming in the study area is influenced by primary regulatory frameworks:

1. Central City Plan, 1988
2. Central City and Lloyd District Urban Design Guidelines, 1991
3. The Transportation System Plan, 2002

Two other documents will affect development in the next phase of the Headquarters Hotel design:

- Title 33 of the Portland Zoning Code regulates land use and detailed building design, and;
- Portland's Storm Water Management Manual regulates storm water runoff from the site, requiring on site percolation and reuse of storm water.

The following is a summary of the key elements that apply to the design of a Headquarters Hotel in the Lloyd District.

Central City Plan, 1988

- The Central City Plan describes the Lloyd Center-Coliseum (Rose Quarter) area as “the eastern anchor of Central City retailing and locates the highest density new development in areas served by light rail.” It designates this area as a major entrance to the Central City.
- The Plan promotes the development of uses supporting the Convention Center and Rose Quarter.
- It proposes pedestrian improvements throughout the district and creates a regional civic facilities campus that unites the Convention Center, the Coliseum (Rose Quarter), and the river edge.
- This area of the Lloyd District is designated as being deficient in open space.
- South of NE Holladay and East of NE Grand Avenue, the area is designated as a housing incentive target area. The properties inside the project study area are not within this designated boundary.
- The study area is designated as a CXd Zone in the City's development code - Title 33 which allows hotels as a use with additional review by the Design Commission.



Aerial photo of the project area context

NE Martin Luther King Jr. Blvd
 Study Area
 NE Grand Ave

Central City and Lloyd District Urban Design Guidelines

The Lloyd District is a sub-district of the Central City Plan. In the Central City, the Portland Design Commission reviews architecture, landscape architecture, and urban design projects. The applicant must demonstrate how the project responds to the urban design guidelines they administer. The guidelines address the character of design as it relates to the architecture of the building, the fit of the building within its site, and the resulting quality of the surrounding streets and adjacent buildings.

The most recent large project to receive Design Commission approval was the Oregon Convention Center Expansion. In the adopted conditions of approval and statements by the Design Commission, four key guidelines were emphasized:

1. Improve the quality of the pedestrian experience around the Oregon Convention Center.
2. Add signage to assist in way finding between the east side of the Convention Center and west side of the Convention Center, facilitating access between the East Bank Esplanade and the Lloyd District.
3. Complement the design and character of the original Oregon Convention Center.
4. Reinforce the gateway elements around the Oregon Convention Center at the following intersections:

NE Lloyd Blvd and NE Martin Luther King Jr. Blvd

NE Lloyd Blvd and NE First Avenue

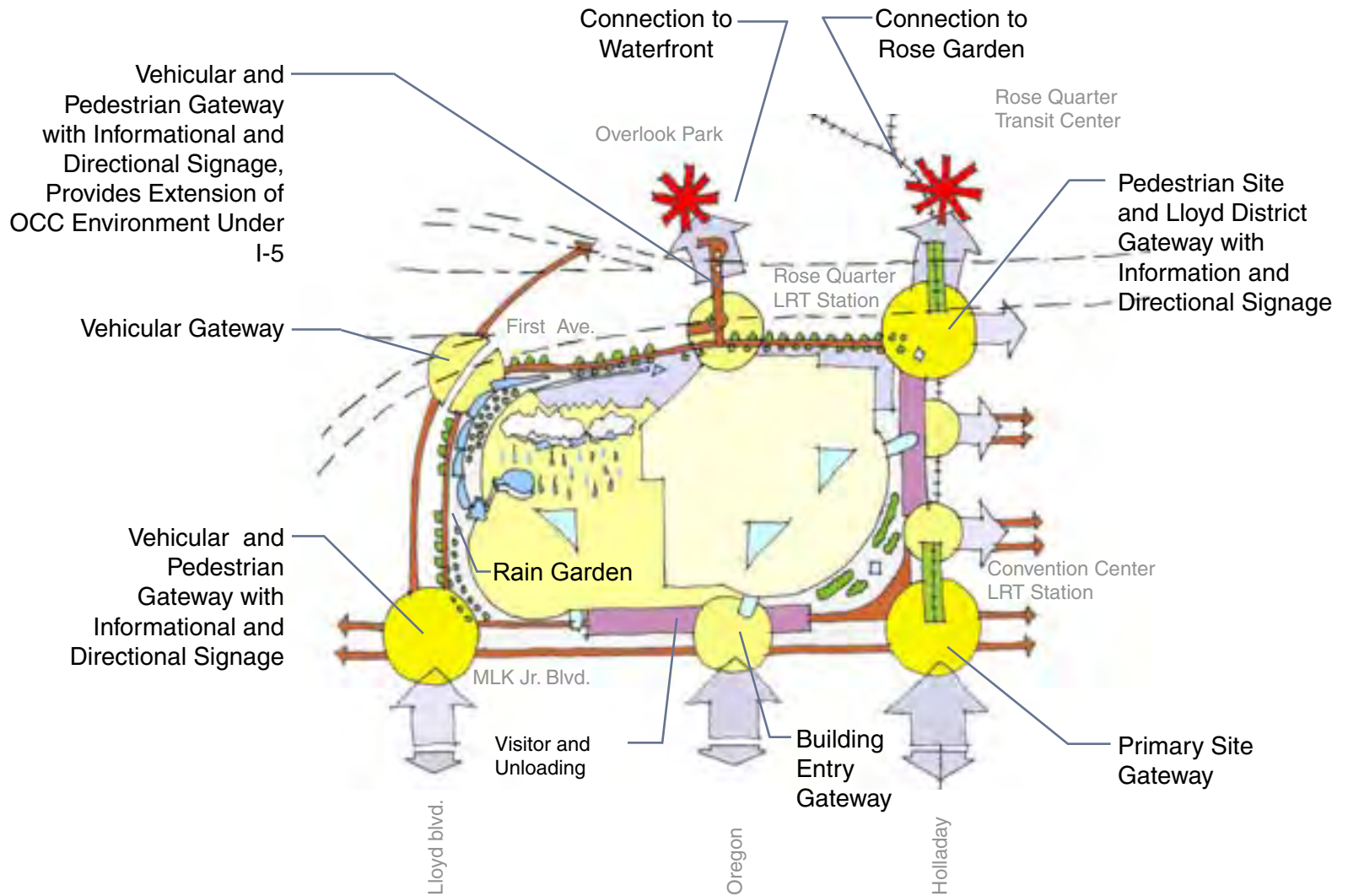
NE Oregon Street and NE First Avenue

NE Holladay Street and NE First Avenue

NE Holladay Street and NE Martin Luther King Jr. Blvd

NE Oregon Street and NE Martin Luther

King Jr. Blvd



Transportation System Plan, December 14, 2002

The Transportation System Plan implements the transportation system within the region, City, and aggregated neighborhoods. It is coordinated with land use plans and helps provide convenient and balanced access around the city for people to walk, bicycle, use transit and drive less. The Central City Transportation Management Plan District encompasses the Convention Center and Rose Quarter of the Lloyd District. In this, each street has a designation describing its role in providing an adequate transportation service. Within Title 33 of the City Development Code, these classifications are related to setback and street activity requirements developed along these streets. As a part of the Central City Plan, each street is designated in accordance with how development is envisioned to occur in Title 33 of the City Development Code. In addition, the policies of the Central City Transportation Management Plan address parking, transit use, air quality, traffic speed, pedestrian, bike, truck, and other vehicle uses and access to the public right-of-way. Portland transportation may require a traffic study, transportation management plan, or parking study if the vehicle access to the site is in conflict with the traffic capacity of the surrounding street system.

Traffic Classifications: Regional Transit Way

NE Holladay Street

Traffic Classifications: Major City Traffic Street

NE Martin Luther King Jr. Blvd.

NE Grand Avenue

Traffic Classifications: Local Service Streets

NE Hassalo Street

NE Pacific Street

NE Oregon Street

Transit Classifications: Major Transit Priority Streets

NE Martin Luther King Jr. Blvd.

NE Grand Avenue

Transit Classifications: Local Service Transit Streets

NE Hassalo Street

NE Pacific Street

NE Oregon Street

Bicycle Classifications: City Bikeway

NE Martin Luther King Jr. Blvd.

NE Grand Avenue

Pedestrian Classifications: Central City Transit/**Pedestrian Street**

NE Holladay Street

NE Grand Avenue

Pedestrian Classifications: City Walkway

NE Martin Luther King Jr. Blvd.

Freight Classifications: Minor Truck Street

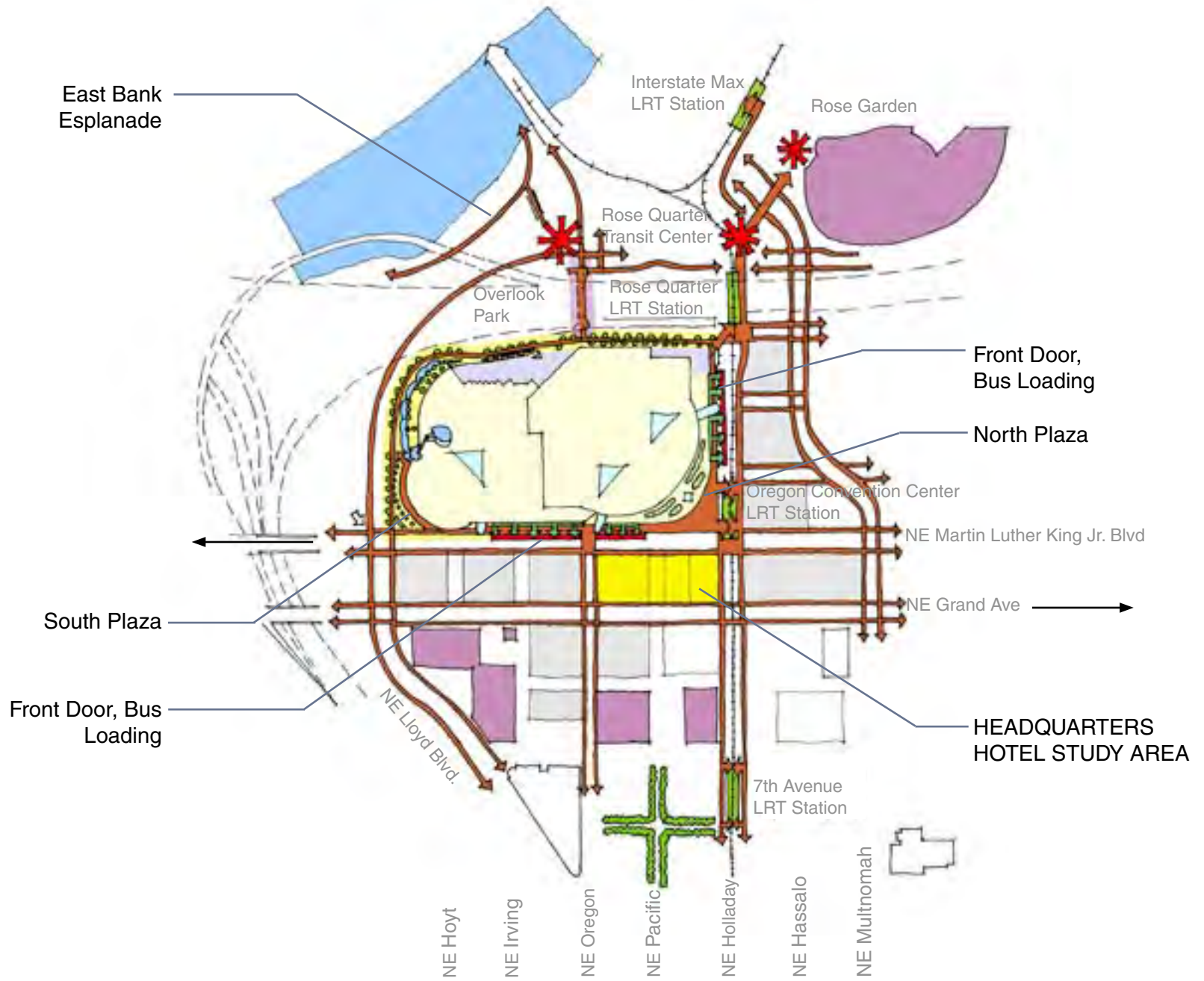
NE Martin Luther King Jr. Blvd.

NE Grand Avenue

Street Design Classifications: Regional Main Street

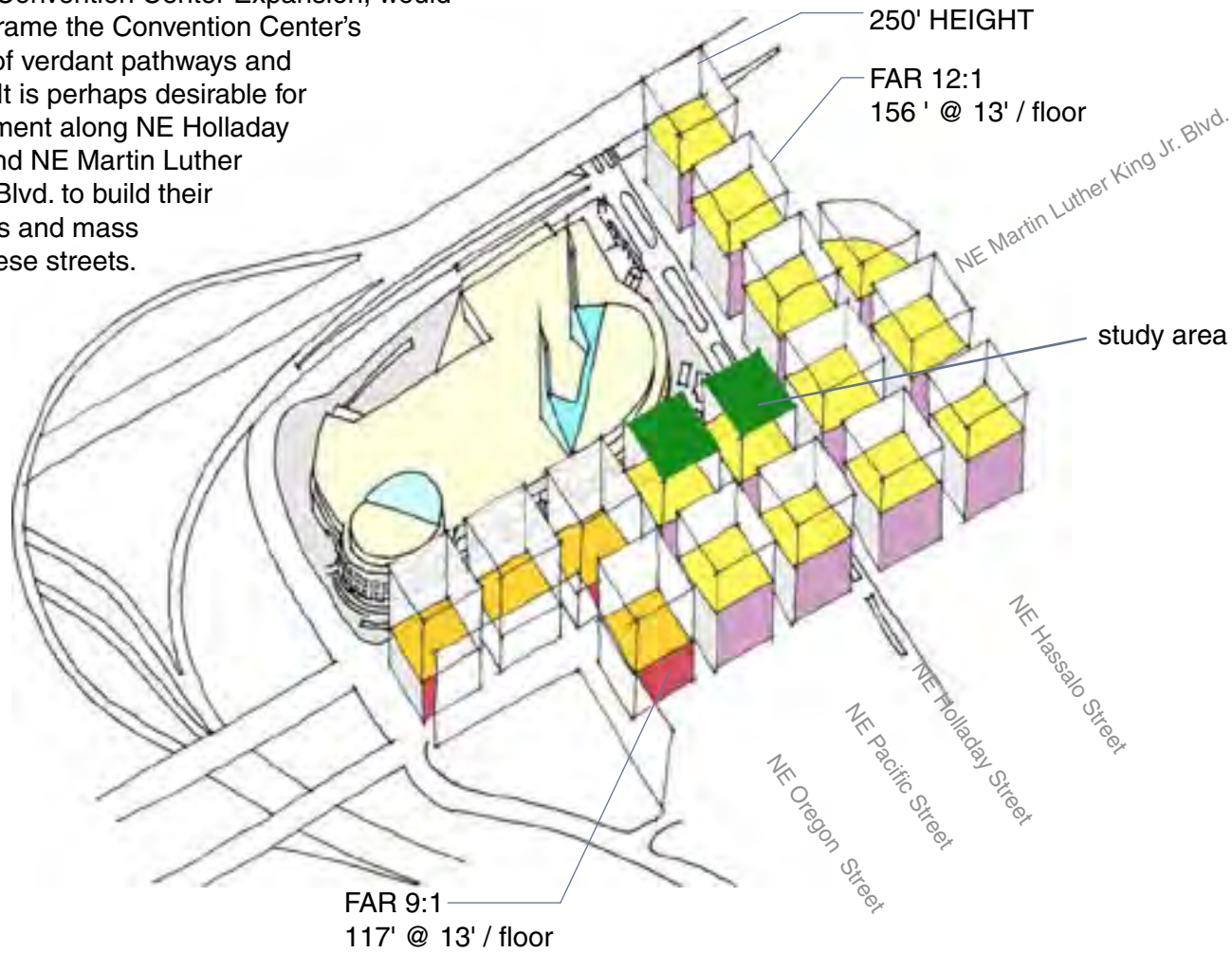
NE Grand Avenue

NE Martin Luther King Jr. Blvd.



Site Height and FAR

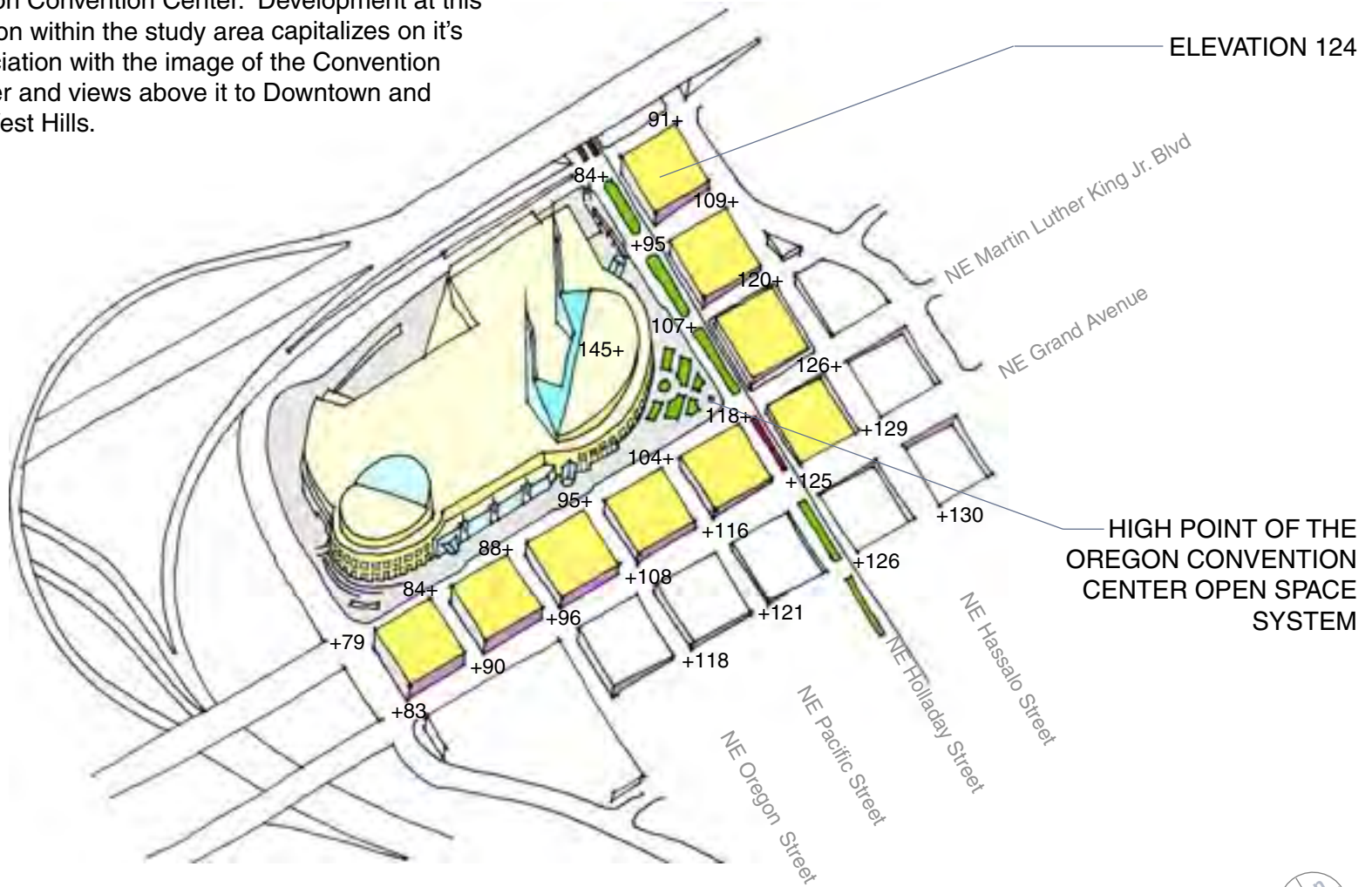
There is substantial height and floor area designated within the study area. Taken together, the height and floor area ratio (FAR) allows the Headquarters Hotel to develop a wide range of building forms. These development standards, as applied along the edges of the Oregon Convention Center Expansion, would tend to frame the Convention Center's system of verdant pathways and plazas. It is perhaps desirable for development along NE Holladay Street and NE Martin Luther King Jr. Blvd. to build their frontages and mass along these streets.



Site Height And FAR Diagram

Site Form

The topography around the study area falls approximately 42' to the south and west of the intersection of NE Holladay Street and NE Martin Luther King Jr. Blvd. - the high point in the vicinity of the Oregon Convention Center. This intersection is prominent and provides an iconographic view of the Oregon Convention Center. Development at this location within the study area capitalizes on its association with the image of the Convention Center and views above it to Downtown and the West Hills.



Site Utilities

Since the study area is located in the downtown, public utilities are nearby and abundant. The following is a summary of key utilities in the area.

Sewer

Sewer service to the site is a combined stormwater and sanitary sewer system. Two branches serve the site. A large 42" sewer main is located along NE Holladay Street, which picks up all flows to the north. NE Martin Luther King Jr. Blvd and NE Grand Avenue collect flows south of NE Holladay Street, connecting with a trunk line in NE Lloyd Blvd. to the south.

Stormwater

Stormwater is collected in the sanitary sewer system. The project may qualify for stormwater fee reductions with the Bureau of Environmental Services if the stormwater from the site is reused or retained on site.

Water Service

There is an 8" water line in NE Martin Luther King Jr. Blvd. There are 6" waterlines in NE Grand Avenue and NE Holladay Street.

Data, Phone, and Electrical

Other utilities surround and are accessible to the site, such as fiber optic, electric service from PacificCorp, and telephone service from Qwest.

Green Solutions

Given the location of the project in the Central City, there are many infrastructure systems that serve the site, allowing the project to contribute to the larger urban ecosystem. There are design opportunities inside the building to minimize energy consumption and optimize material resource efficiency. During construction and after the commissioning of the project, there are many ways for the Headquarters Hotel to make a contribution to a sustainable urban environment. There are many opportunities open to achieve a sustainable building. If sustainable design elements are incorporated from the outset, it need not be more expensive. The following are some ways to achieve this goal.

A Green Site

The study area is located in the Central City, a place where the highest intensity of urban development is anticipated and encouraged. The Headquarters Hotel, along with its other neighbors contributes to the use of transit on light rail, streetcar, and local bus. By developing intensely at this location, the project will reduce energy use by minimizing vehicle trips in the area that would otherwise degrade air quality and affect water quality in the region.



The Oregon Convention Center's proximity to Light Rail, at NE Martin Luther King Jr. Blvd and Holladay Street, connects it to a broad area of the region. Most significantly, it connects the area to the Airport, Downtown Portland, and the Lloyd District hotels and retail.

A Green Building

At a basic level, the orientation of the building to the sun and prevailing winds create opportunities to reduce mechanical system load through passive design solutions. Sun shading, natural ventilation, day lighting, and location of building program contribute to a responsive, practical, and beautiful building form, providing cost savings in energy usage. Once mechanical and electrical lighting load has been reduced, active systems can be considered that conserve water and energy consumption in day-to-day operations of the hotel. The materials selected for the building can improve material efficiency without compromising performance or cost. There are alternatives that can be pursued for most structural and finish applications that are recycled, low-emitting, or from local sources.



Oregon Convention Center storm water draining into rain garden.

A Green Construction

During construction, recycling and reuse of building materials can be employed to save money on landfill fees and material purchases while minimizing material waste on a big construction site. Measures can be taken in a construction indoor air quality plan to reduce building material exposure to moisture or pollutants during construction - providing for the sustained health of the hotel's indoor environment.



Sun Shading

A Green Operation

There are policies and programs that can be institutionalized in the operation of the Headquarters Hotel. Recycling, energy management, healthy cleaning products and procedures, and subsidizing employee transit illustrate how the hotel operator can make a contribution to limit its impact on the environment.

A Green Roof

Eco Roofs and roof top gardens can be integrated into the roof design of the Headquarters Hotel. They function to clean storm water. They can be built next to interior spaces; providing improved views over roof top areas and providing outdoor spaces on the roof. The roof design can be developed to respect the loading of the building structure by locating the eco roof areas over long beam spans, such as the ballroom, and locating heavier roof gardens over shorter beam span areas. In this way, the roof can combine eco roofs and roof gardens that provide water cleaning and places for people.



Roof top gardens can clean rain water, provide places for people, and be the foreground for panoramic views of the City's Skyline.

Site Framework

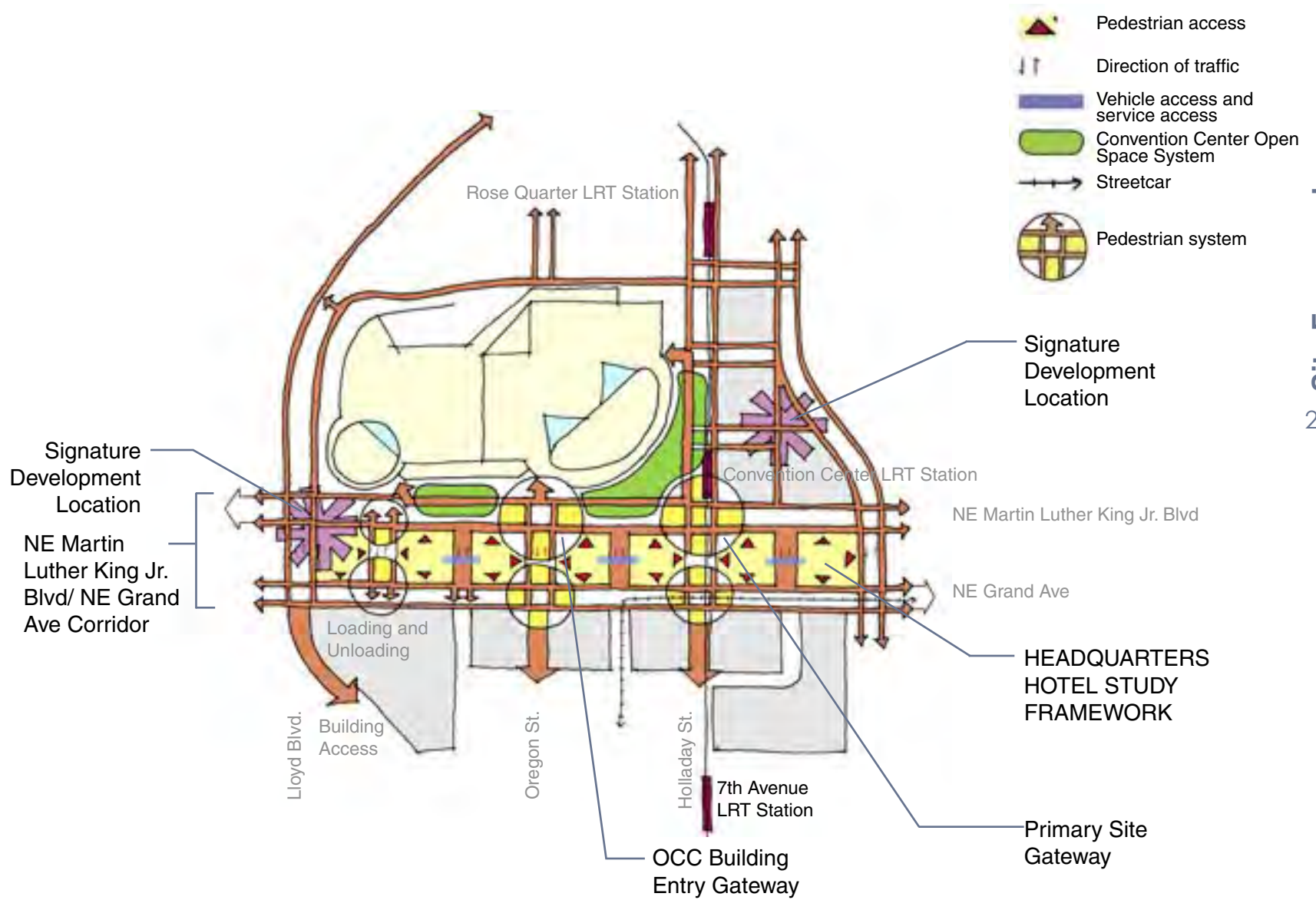
The Lloyd District Development Strategy 2001 has established an updated vision for the Lloyd District, east of Interstate 5.

The development strategy identifies development opportunities and ideas for properties around the Oregon Convention Center. The priority for this area is to secure a Headquarters Hotel to complement the Oregon Convention Center. In addition, it suggests that the properties around the Oregon Convention Center should be developed for visitor and tourist uses.

The urban design framework related to this study area, and described in the Lloyd District Development Strategy, recognizes the importance of the Oregon Convention Center Light Rail Station, as well as other current and future transit facilities in the area. In this regard, Portland Streetcar is currently considering track alignment options along NE Grand Avenue and NE Oregon Street, on the east edge of the study area. If the Streetcar is built, the Headquarters Hotel will need to respond with active ground level uses and provide front door access along them. A primary challenge identified in both the Lloyd District and the study area is that they lack connections to adjacent neighborhoods, a recognizable identity, and a good pedestrian way finding system to other places in the Lloyd District and Downtown.

To respond to these challenges:

- Signature development locations are proposed for the underused parcels north of the Oregon Convention Center, as well as along NE Lloyd Blvd. between NE Grand Avenue and NE Martin Luther King Jr. Blvd. These are designated investment areas to improve gateways to the district as well as to improve underused areas.
- Pedestrian pathways through superblocks and along streets are planned to receive proper signage, indicating direct paths to destinations in and outside the district.
- Parking should be below-grade and not interfere with the pedestrian network of streets.



Program

The program for the Headquarters Hotel has been developed from a tested model program that reflects hotel industry standards and is modified to reflect recent hotel development in Portland. It reflects the space needs of a 3.5 star rated hotel within the hotel industry. Generally, the goal is to provide the appropriate amount of back-of-house and guest service facilities in relation to the number of rooms provided. It is desirable that circulation space is kept to a minimum. In this regard, the program addresses the need to create a facility that is efficient to operate, and therefore, competitive in the Convention Center hotel market to effectively support and attract larger event bookings to the Oregon Convention Center.

There are two sets of key programmatic relationships that need to be maintained. From the service side of the hotel, there are primary relationships between the service entrances, back-of-house areas, and the vertical circulation systems leading to the guest rooms. It is important that maintenance, linen storage, kitchen areas, and other service areas be nearby each other. Service and public circulation systems must be as separate as possible to avoid conflict and create the required guest services environment.

On the guest services side of the hotel, the main entrance, concierge service, the elevator lobby, restaurants, and other public space share primary

relationships. Ballroom, prefunction, and meeting rooms can be separate but must be proximate to the main public areas of the hotel. These spaces are limited by the functional need to have large column-free spaces for the ballroom.

Other programmatic uses, such as retail, will be required along ground level frontages of the building. Much of the retail can be part of the services required for a Convention Headquarters Hotel. Retail space should be assumed for frontages on streets where city policies encourage retail development such as the frontages along NE Martin Luther King Jr. Blvd and NE Grand Avenue. Parking is required at the rate of 1 car per every two rooms, producing the need for 400 parking spaces.

Alternative 1 is more efficient because it locates all of the hotel facilities on one block. This creates less circulation space than found in Alternative 2. As a consequence, there is less construction expense in Alternative 1. With less distance between guest services and back-of-house, Alternative 1 is less expensive to operate, since there is less travel distance by employees to remote areas of the hotel, reducing the number of FTE's. Alternative 2 would need to compensate for the dispersed facilities by adding additional program, including more vertical circulation and support space. Overall, Alternative 1 is most likely to be more efficient programmatically than Alternative 2.

Program Summary Describing an 800 Room Hotel

	Guest Room Bays	857					
	Guest Room Keys:	800					
					Comments		
No:	Area	Program Area (GSF)	GSF per Bay	GSF per Key	Alternative 1	Alternative 2	
100	Public and Meeting Areas	115,944	135	145	Compact	Spread	
200	Guest Room Areas	419,930	490	525	Single Tower	Distributed Between Two Towers	
300	Administrative Areas	10,771	13	13	Compact	Can be configured similar to Alternative 1	
400	Back of House Areas	68,686	80	86	Compact	More area likely due the two bed tower configuration.	
500	Mechanical Areas	16,965	20	21	Single Core and Mechanical	Multiple Cores and Mechanical Facilities	
600	Recreational Areas	10,450	12	13	Single Facility	Single Facility	
	<i>Sub Total</i>	642,746	750	803			
700	Exterior Areas and Retail	15,000	18	19	More Ground Level Retail and Exterior Plazas along NE Pacific Street	Less Ground Level Retail and Exterior Plazas, NE Pacific is a service street.	
800	Garage Areas	130,000	152	163	Partially Underground	Partially Underground	
	<i>Sub Total</i>	145,000	170	182			
	Total	787,746	920	985			

Program
25

Opportunities and Challenges

The following opportunities and challenges are relevant to the Headquarters Hotel Conceptual Study.

Opportunities:

1. The study area is adjacent to the Oregon Convention Center and is in proximity to the downtown area with nearby access to the Airport via the Airport Light Rail line.
2. The study area is between major retail establishments at the Lloyd Mall and the Oregon Convention Center. The study area has the potential to extend retail services to the Oregon Convention Center.
3. The Headquarters Hotel may be connected to the main entry of the Oregon Convention Center directly across the street at lobby level and underground at the exhibit hall level.
4. The existing pedestrian system can be extended and completed between the Oregon Convention Center and the Lloyd District, across NE Martin Luther King Jr. Blvd and the NE Grand Avenue one-way street couplet.



Oregon Convention Center

Challenges:

1. The study area for the Headquarters Hotel is located on five blocks between NE Grand Avenue and NE Martin Luther King Jr. Blvd. These blocks are twenty feet shorter, east to west, than the typical 200' by 200' Portland block.
2. NE Martin Luther King Jr. Blvd and NE Grand Avenue are major city traffic streets and until recently a state highway. If these streets remain at current levels, it restricts opportunities to develop curb side parking and access to the Headquarters Hotel site.
3. The areas to the northwest, northeast, east and south of the project area are underdeveloped and under utilized.
4. NE Martin Luther King Jr. Blvd and NE Grand Avenue are wide with fast moving traffic, which is perceived as a barrier to pedestrians. Some nearby property owners are not motivated to make pedestrian oriented improvements, which continues to impact the visual character of the proposed Headquarters Hotel project area.
5. Large aggregated blocks with street vacations inhibit vehicle, pedestrian and bicycle circulation in the area that must meet 'superblock' requirements.
6. Parking access is restricted from NE Martin Luther King Jr. Blvd. and NE Grand Avenue.

Alternatives

The following two alternatives illustrate the development opportunities associated within the Headquarters Hotel Project area. They are based on the same concept to develop an 800-room Headquarters Hotel on two blocks of the project area. They are different in how the site is organized and how access is provided at the ground level as well as how the room towers are placed.

Each alternative assumes the same program for back of house and guest services as required

for an 800-room Headquarters Hotel. They have an internal public space system that connects conference spaces, meeting rooms, guest services, and restaurants to semi-public guest room areas and amenities. These circulation systems are organized around the pick-up and drop-off of guests by vehicles such as shuttles, buses, cars, and taxis at strategic locations. It also locates main pedestrian entrances near the Light Rail and the Oregon Convention Center and extends important pedestrian pathways between them. They each provide a weather protected connection to the Oregon Convention Center.



Alternative 1, street level perspective looking Northeast along Martin Luther King Jr. Blvd., from the Oregon Convention Center.

The primary focus of pedestrian improvements and expected pedestrian circulations is along nearby public sidewalks and plazas. Each of the alternatives extends and connects the pedestrian environment around the Oregon Convention Center to facilitate east-west pedestrian movements between Downtown Portland and the Lloyd District. A complement to this is to reduce vehicle speeds and flow on NE Grand Avenue and NE Martin Luther King Jr. Blvd; which would improve pedestrian flow between the Headquarters Hotel and the Oregon Convention Center.

Each alternative fits into the planned pedestrian system. Each has the potential to address urban design aspirations in the area as embodied in the Lloyd District Urban Design Guidelines and the most recent Design Commission deliberations associated with the Oregon Convention Center. The value between the schemes is found in the kind of place the Headquarters Hotel makes on NE Holladay Street or on NE Pacific Street. Assuming that the Oregon Convention Center Light Rail Station is moved, and the traffic speeds along NE Martin Luther King Jr. Blvd and NE Grand Avenue are moderated, both schemes would complement the functional needs of the Oregon Convention Center and the redevelopment potential of the area.



Alternative 2, street level perspective of NE Holladay street.

A key element to the location of room towers in the two blocks relates to the maximum floor area ratio in the City of Portland Development Code and the small size of the blocks. The floor area ratio for the two block site is 12 square foot of project area for every 1 foot of site area (12:1 FAR). The two blocks in the site area are smaller than normal blocks in the City of Portland - the north block is 180' by 200' equaling a 36,000 square feet site and the south block is 180' by 190' equaling a 34,200 square feet site. Since floor area cannot be transferred across

public rights-of-way the vacation of NE Pacific is required to allow the transfer of unused floor area between blocks of the site. The north block of the site is most desirable for the hotel tower because it is bigger, it offers promontory views over the Convention Center to downtown, it is next to light rail, and a parking garage on this site would be antithetical to policies oriented to achieve transit development goals next to a light rail station. If a hotel was developed on this north block without the transfer of floor area on the block south of NE



Alternative 1, street level perspective of NE Pacific Street.

Pacific Street, it would yield a 600-room hotel. For the 800-room hotel shown in Alternative 1, assuming a 36,000 square foot site and the program that achieves a 3.5 star hotel industry standard, the FAR would be approximately 15 FAR, approximately 3 more FAR than is allowed in the code without using potentially expensive or unfeasible bonuses. With additional design consideration, it may be possible to use bonuses or reduce the program size of the hotel to fit the site that meets yet to be determined goals of a specific operator. For the purposes of this study, the cost of those bonuses was assumed to be more cost than vacating NE Pacific Street, a street that is discontinuous in

the Lloyd district in four other locations along its six block length.

Alternative 1 locates the entire 800-room hotel program on the north block, exceeding the floor area ratio limit, requiring the vacation of NE Pacific, and needing the transfer of development from the south block to the north block. Alternative 2 shows how a 600-room hotel can be located on north block with the remaining 200 rooms located on the south block, without exceeding the maximum floor area ratio requirements of either block.



Alternative 2, street level perspective looking Northeast along NE Martin Luther King Jr. Blvd. from the Oregon Convention Center.

Alternative 1

In this alternative, the focus of the project is oriented around NE Pacific Street. It is here where the major vehicle arrivals and departure occur on the site relating to guest arrivals, shuttles, and service vehicles. The entire vacated street section can be developed using non-standard improvements that visually make a plaza environment that safely separates vehicles and pedestrian movements. It is feasible to build either a canopy or buildings, such as a winter garden, above a vacated NE Pacific Street. These improvements would need to be considered, among other design goals for the Lloyd District, and approved by the Portland Design Commission.



The secondary entry at NE Holladay Street provides retail uses and an entry that connects riders from a relocated Convention Center Light Rail Station to the hotel and through to the exhibit level of the Oregon Convention Center.

It is proposed that a new signal and crosswalks be provided at the intersection of NE Martin Luther King Jr. Blvd. and NE Pacific Street, making a surface connection to the Oregon Convention Center Ballroom. Secondary corner entries along NE Holladay Street and intersecting with NE Grand Avenue and NE Martin Luther King Jr. Blvd will provide direct access to transit riders from a relocated Oregon Convention Center Light rail station to the Headquarters Hotel. The design of the street level improvements along NE Holladay will be done to complement the experience of using transit and other pedestrian facilities on this street. The interior spaces of the main entry from NE Pacific Street will be connected internally and make up the 12' grade change with stairs and two story spaces up to NE Holladay Street.



The main entry at NE Pacific Street can be grand and connected across NE Martin Luther King Jr. Blvd to the north ballroom of the Oregon Convention Center.

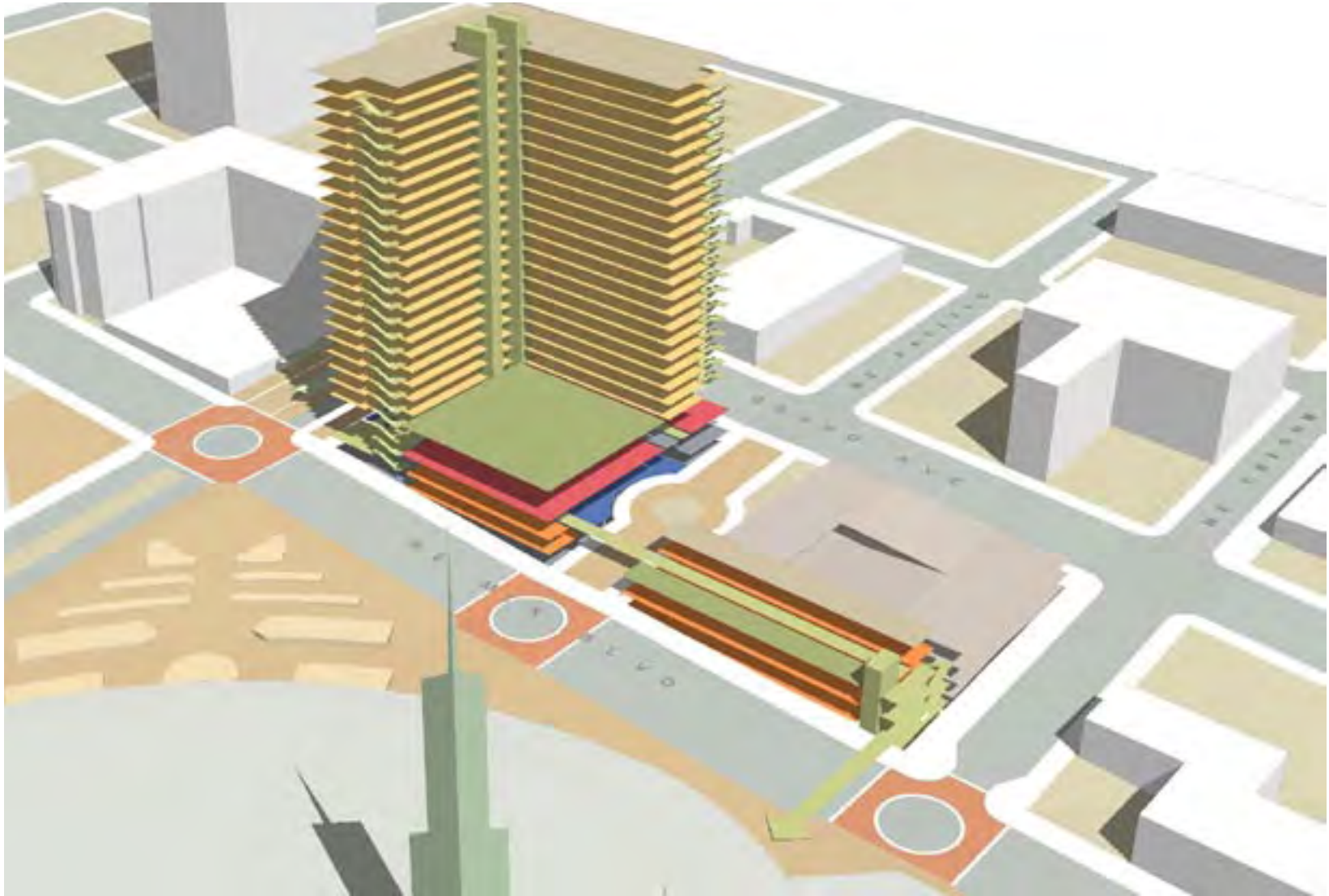


Organization

The dramatic arrival to the hotel will be from the entry court located on the area of vacated NE Pacific Street. It will be designed as a plaza with furnishings and other public amenities that allow vehicles and pedestrians to use the same space safely. Retail will be provided primarily on NE Grand Avenue and NE Martin Luther King Jr. Blvd. The 800-room tower is located in an “L” shape at the NE corner of the north block on the site. With

this tower, the FAR of the north block is 15:1. This tower achieves the maximum height of 250'. The garage on the South block is developed at a 3.25:1 FAR. This garage is approximately 36' tall. The Ballroom is located one level above the Holladay Street entry on the North block. This 36,000 square foot meeting room level is dedicated to ballroom, meeting room, and prefunction spaces. The garage extends under both blocks and a vacated NE Pacific Street with an above-grade portion south of NE Pacific Street.





Alternative 1, NE Holladay Street



Access

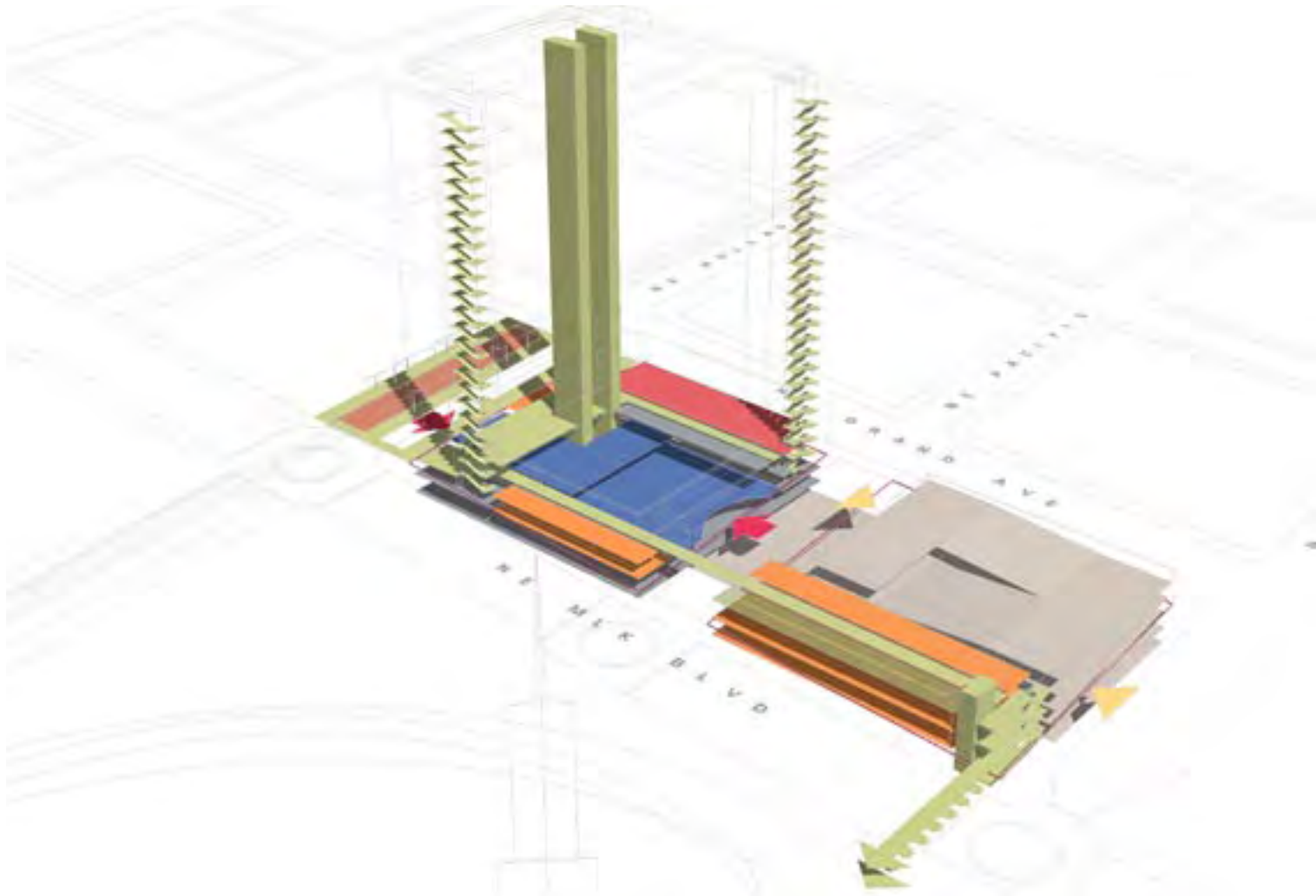
Internal

The NE Pacific Street entry court allows direct access to the parking structure to the south. As a result, guests arriving to the site can drop off bags and store their car without leaving the two block area, minimizing traffic circulation around the site associated with parking. Parking access is also available from NE Oregon Street. An internal public space system connects NE Holladay Street and NE Pacific Street. This is flanked by retail spaces that front onto NE Grand Avenue and NE Martin Luther King Jr. Blvd. An internal pedestrian path, located at the NE Holladay entry level, extends south to the intersection of NE Oregon and NE Martin Luther King Jr. Blvd. This leads to the above-grade crosswalk to the main entry of the Oregon Convention Center or an underground connection to the exhibit level of the Oregon Convention Center.

External

NE Oregon Street leads to the main entry of the Oregon Convention Center. A new intersection is proposed at NE Pacific and NE Martin Luther King Jr. Blvd. that would allow direct pedestrian access to the Ballroom level of the Oregon Convention Center. Holladay leads to the Convention Center Light Rail Station. NE Oregon leads to the main entry of the Oregon Convention Center. This provides three, above-grade connections between the Hotel and the Oregon Convention Center. An underground connection is proposed from the south end of the project site to the Exhibit level of the Oregon Convention Center (Elevation 83.00'). Overall, this option provides the most internal and external connections between the Hotel and





Alternative 1, NE Holladay Street



Alternative 2

In this Alternative, the public focus of the Headquarters Hotel is around the main entry along NE Holladay Street. Primary arrivals and departures to the hotel will be provided by an off street entry court at grade level with NE Holladay Street. The entire Holladay Street section, including the relocation of the Convention Center Light Rail Station, would be designed as a public plaza, consolidating transit trips and vehicle trips to the site at one location. Although the main entry is remote from the Oregon Convention Center, its proximity to light rail will provide visitors arriving by train immediate access to concierge and doorman facilities associated with the hotel. From this arrival point, visitors to the Convention Center can walk through an all weather protected interior pathway



The main entry at NE Holladay Street builds a dramatic public plaza environment with a relocated Convention Center Light Rail Station.

from the front door of the Headquarters Hotel to the exhibit hall level of the Oregon Convention Center.

An interior vehicle drive will allow visitors arriving to the hotel entry on NE Holladay Street to drive under the hotel, south, down to NE Pacific Street. It provides a convenient pathway between the main entry pick-up and drop-off area and access to the garage on NE Pacific Street. This will reduce the number of vehicle trips using the surrounding one way street system to find the parking structure to the south of the hotel.

NE Holladay Street, NE Grand Avenue, NE Oregon Street, and NE Martin Luther King Jr. Blvd are developed as retail frontages while NE Pacific Street would become a service access for the hotel and pathway between the internal hotel access driveway from NE Holladay Street and NE Pacific Street.



With the consolidated improvements to NE Holladay Street, NE Pacific Street becomes service access street.



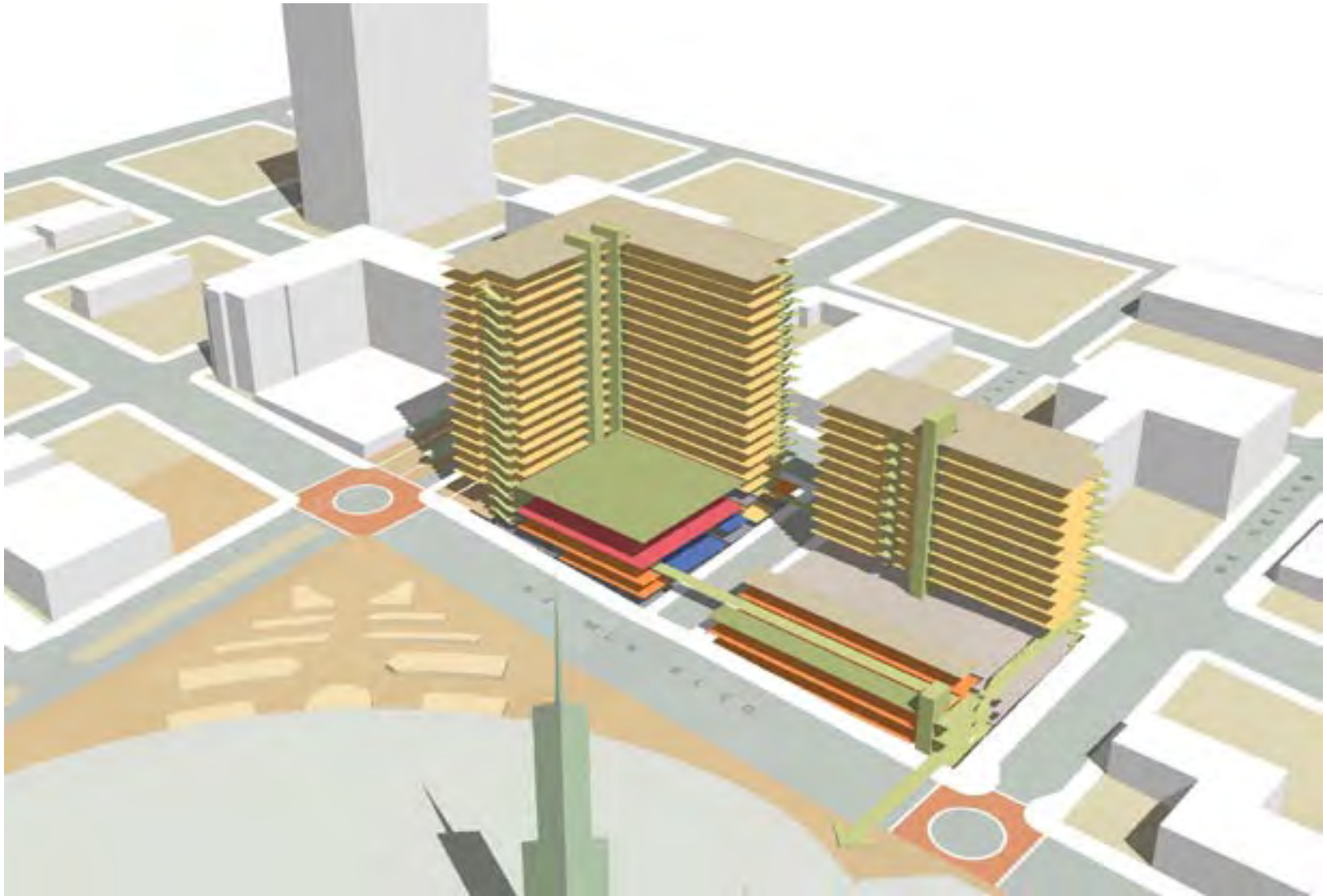
Organization

Alternative 2 develops a dramatic entry space overlooking the Oregon Convention Center and embracing a relocated Convention Center Light Rail Station. It splits the program of the hotel on the north and south blocks of the study area in two mid-rise towers. 600 rooms are provided on the north block along NE Holladay in an “L” shape, while 200 rooms are proposed on the south block along NE Grand Avenue. It tends to be less visible in the Lloyd District from Downtown Portland. It will allow existing and future development located in the east to look over the facility to Downtown and the West Hills. The “L” shaped tower on the north block is 190’ tall and has a floor area ratio of 11:1. The tower on the south block is 132’ tall and has a floor area of 7.2:1

A benefit of Alternative 2 is that it allows one hotel operator to operate two room towers; offering different hotels room prices and service standards. In certain conditions, it may be feasible for two operators to manage the two separate towers while sharing kitchen or back of house services, consolidated on the north block.

Guest services are organized at the Holladay Street plaza level. The Ballroom is located one level above the Holladay Street entry. This 36,000 square foot meeting room level is dedicated to ballroom, meeting room, and prefunction spaces. The garage extends under both blocks and below a reconstructed NE Pacific Street with an above grade portion south of NE Pacific Street. The room towers are located above the garage and ballroom. Retail uses are proposed along NE Grand Avenue and NE Martin Luther King Jr. Blvd. NE Holladay Street, NE Grand Avenue, NE Oregon Street, and NE Martin Luther King Jr. Blvd are developed as retail frontages while NE Pacific Street would become a service access for the Hotel and pathway between the internal hotel access driveway from NE Holladay Street and NE Pacific Street.





Alternative 2, NE Holladay Street













Access

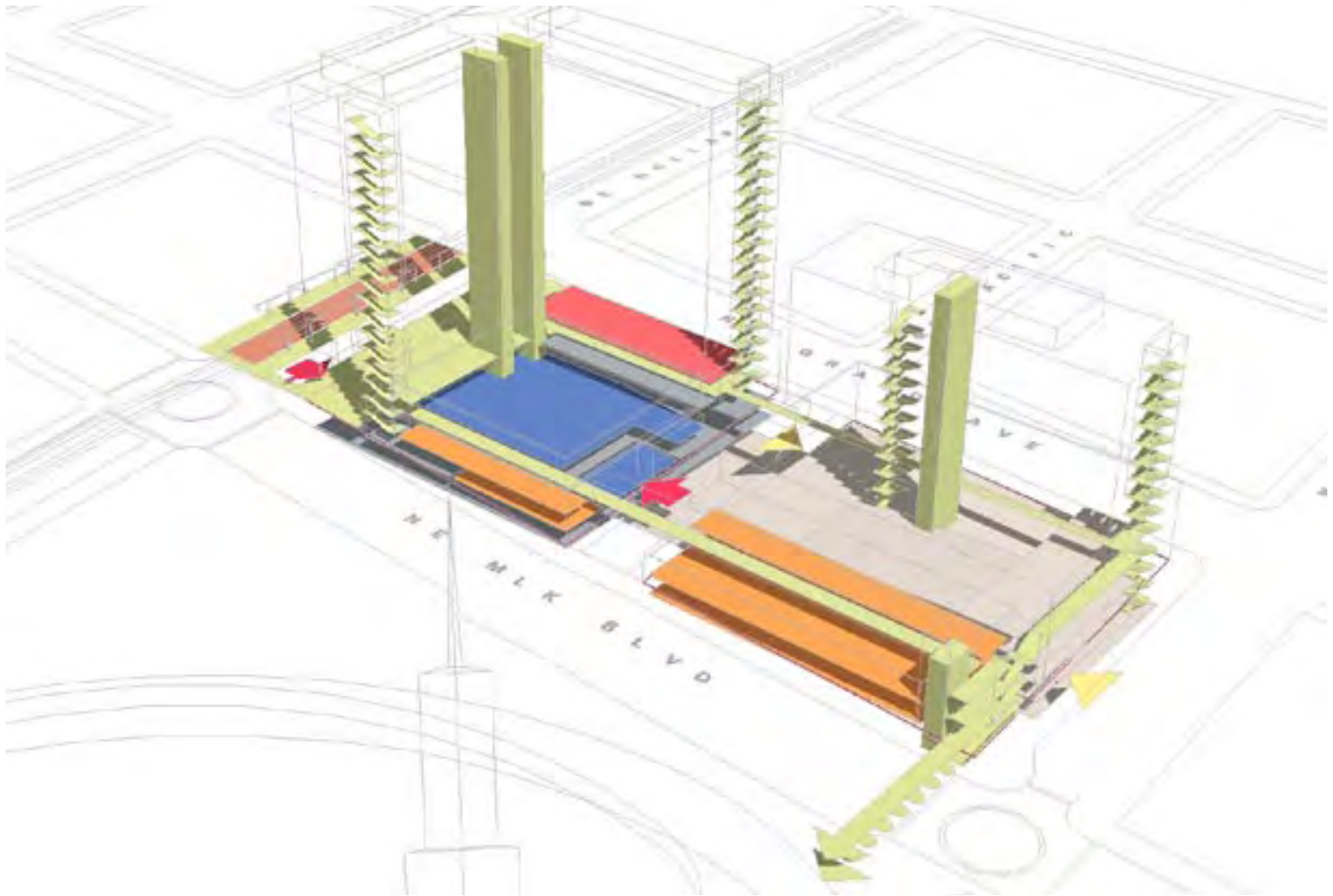
Interior

An interior vehicle drive will allow visitors arriving to the hotel entry on NE Holladay Street to drive under the hotel, south, down to NE Pacific Street. It provides a convenient pathway between the main entry pick-up and drop-off area and access to the garage on NE Pacific Street. This will reduce the number of vehicle trips using the surrounding one-way street system to find the parking structure to the south of the hotel. A pedestrian path from the NE Holladay Street entry level extends south making a second bridge across NE Pacific Street that connects to stairs leading to the surface crossing of NE Martin Luther King Jr. Blvd at NE Oregon Street or a below-grade crossing leading to the exhibit level of the Oregon Convention Center.

Exterior

The project is oriented to two surface street connections across NE Martin Luther King Jr. Blvd along NE Oregon Street and NE Holladay Street. NE Oregon connects the facility to the main entry of the Oregon Convention Center. NE Holladay connects the facility to light rail and other pedestrian pathways leading to other areas of the Lloyd District. NE Oregon Street above and below grade access is proposed from the south end of the project site to the exhibit level of the Oregon Convention Center (Elevation 83.00’).

- building entrance 
- parking access 
- circulation 
- below grade access 
- LRT station 
- grade profile 
- ballroom 
- retail 
- lobby 
- support 
- parking 



Alternative 2, NE Holladay Street



Subsequent Phasing Opportunities

Of the Alternatives studied in this report, Alternative 1 allows a subsequent phasing opportunity. In this alternative, all of the facilities for the Headquarters Hotel are located on the northern block of the project site. This leaves the option to expand the hotel or build another use over the garage on the south block up to an additional 250,000gsf. It is

reasonable to develop the parking garage with the structural capacity to expand vertically with additional hotel or other uses. At this location, the second phase could occur with only modest impact to the operation of the garage. Any temporary garage capacity loss at this location during construction could easily be compensated with parking at the Oregon Convention Center or other garages in the area.



Alternative 1, Phase 1, develop the facilities associated with an 800-room Headquarters Hotel on the north block and parking garage on the south block.

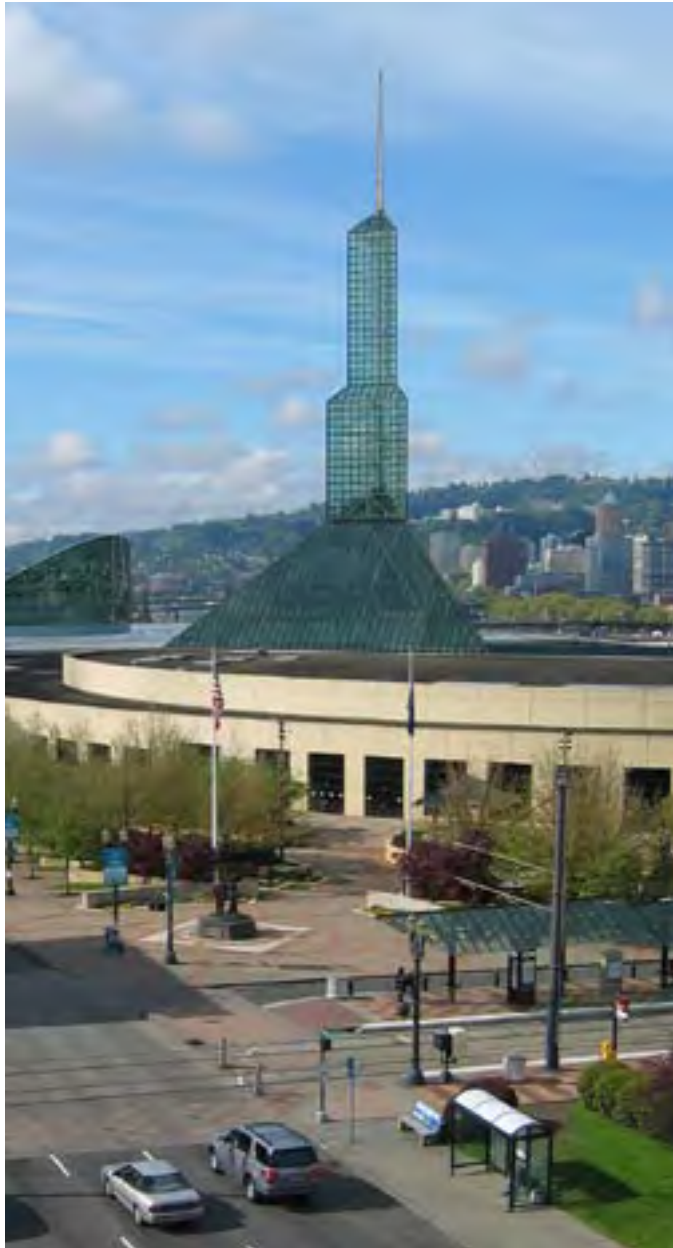


Alternative 1, Phase 2, develop additional hotel rooms or another use above the garage on the south block.



Alternative 2 develops the entire project area with an 800-room Headquarters Hotel. This precludes any significant additional phase.





Associated Projects

This study recognizes the opportunity to develop a Headquarters Hotel next to the Oregon Convention Center. When envisioning the built and operating Headquarters Hotel, there are spin-off and leveraged benefits that occur and can be associated with the project. The associated benefits depend on the configuration of the Headquarters Hotel. If the hotel is built across three blocks, rather than on a single block, it will significantly upgrade the character and quality of this part of the Lloyd District. This alone may lead to further private investment in the area. Other projects may be supplemental, contributing to the use and connection of the Headquarters Hotel to the Oregon Convention Center. There are others that may be associated that could bring broadened benefits serving the City as a whole.

Connect the Hotels Across NE Holladay Street

In addition to the provisions that are required to make functional and desirable public facilities in the right-of-way, it may be beneficial for the hotels in the area to be linked with sky bridges. The sky bridge will serve the same purpose as those that connect the original Pioneer Place retail mall to its retail expansions across downtown streets. In this case,

the sky bridge will afford the opportunity for two hotels to share meeting spaces across and above a vibrant pedestrian and transit street. The design objective would be to create a transparent element across the street with thin structural members and glass enclosure, allowing light to pass through to minimize its presence on the street. The design will mark the Headquarters Hotel location as a gateway to the Oregon Convention Center and Rose Quarter.



Pioneer Place Sky Bridge



Perspective of two hotels sharing public facilities across NE Holladay Street with a pedestrian bridge.

Improve pedestrian crossings of the Martin Luther King Jr. and Grand Corridor

NE Martin Luther King Jr. Blvd and NE Grand Avenue were once state highways. The number of vehicle lanes, lane widths, infrequent crossings, and vehicle speeds were tuned to allow vehicle trips through the City to standards as prescribed around the state. As a result, many of the uses along NE Martin Luther King Jr. Blvd. have developed as auto dependent, rather than pedestrian dependent, uses. Reducing the vehicle speeds and roadway width on the Martin Luther King Jr. Blvd. and NE Grand Avenue Couplet would promote pedestrian crossings and pedestrian oriented development around the Headquarters Hotel and near the Oregon Convention Center.



Photo of NE Grand Avenue

Existing

The existing streets have four lanes of traffic and accommodate curb side parking, but only where the sidewalk is limited to 12' wide. Lloyd District right-of-way standards are applicable to these streets. They require a minimum 15' wide sidewalk on NE Martin Luther King Jr. Blvd. and NE Grand Avenue. They also prescribe street furnishings such as streetlights, tree grates, and paving design. These improvements can be accommodated in the proposed street section alternatives.

Proposed

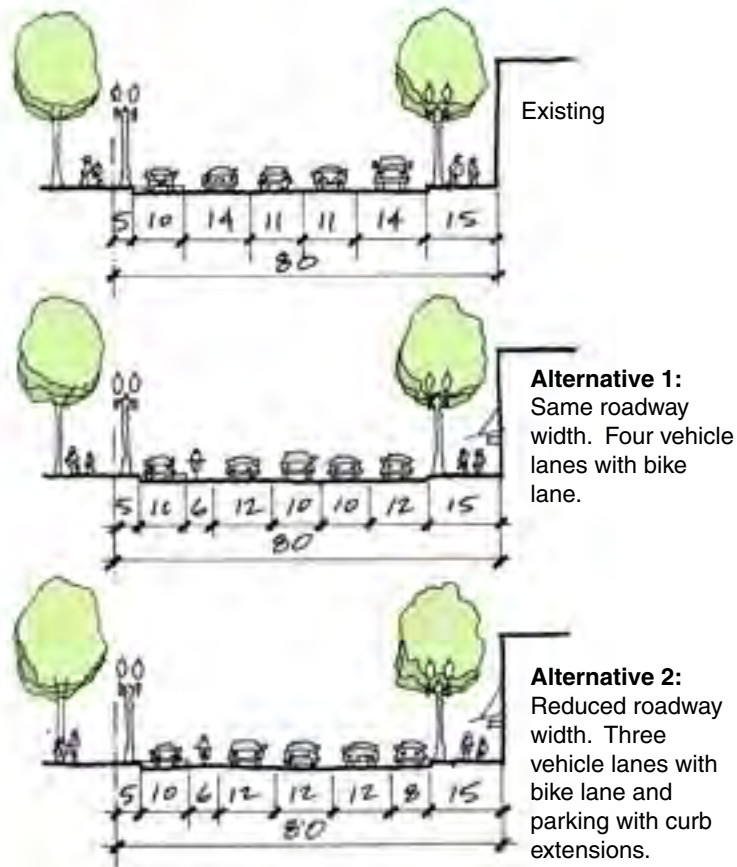
The proposed alternatives attempt to reduce traffic speeds and improve pedestrian crossings by narrowing lane widths and adding curb extensions.



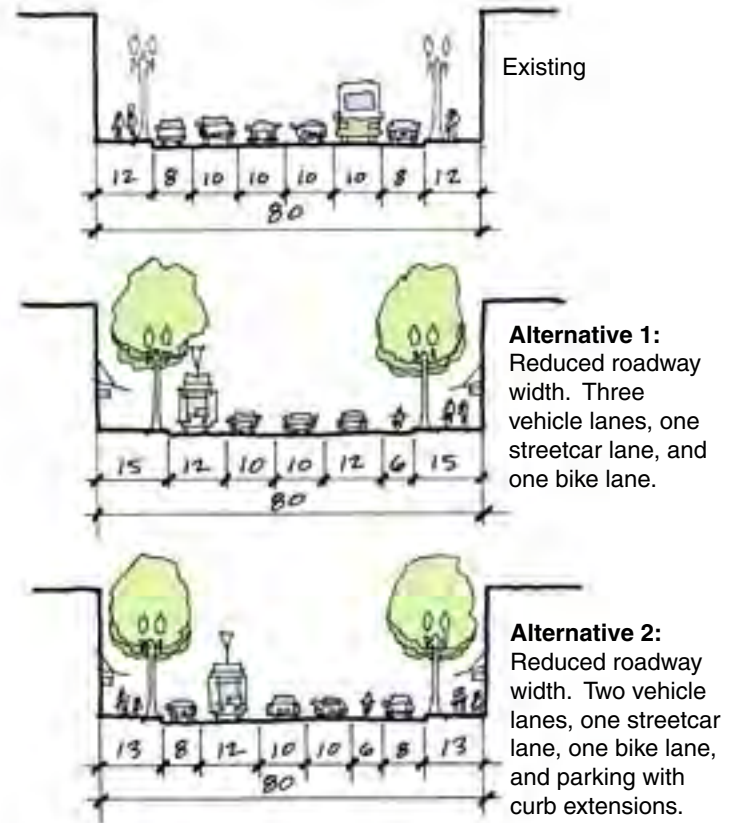
Photo of NE Martin Luther King Jr. Blvd.

All of the proposed street section alternatives add bicycle lanes. All of the NE Grand Avenue alternatives investigate the impact of locating a streetcar on the west side of the street. In general, Alternative 1 maintains traffic lanes and removes parking. Alternative 2 removes a lane to maintain parking.

The Portland Office of Transportation needs to evaluate these street section alternatives within a larger study context. The proposed street improvements need to balance local and regional circulation goals that reconcile slower vehicle speeds, fewer lanes or the addition of bicycle facilities on NE Martin Luther King Jr. Blvd and NE Grand Avenue.



NE Martin Luther King Jr. Blvd looking north



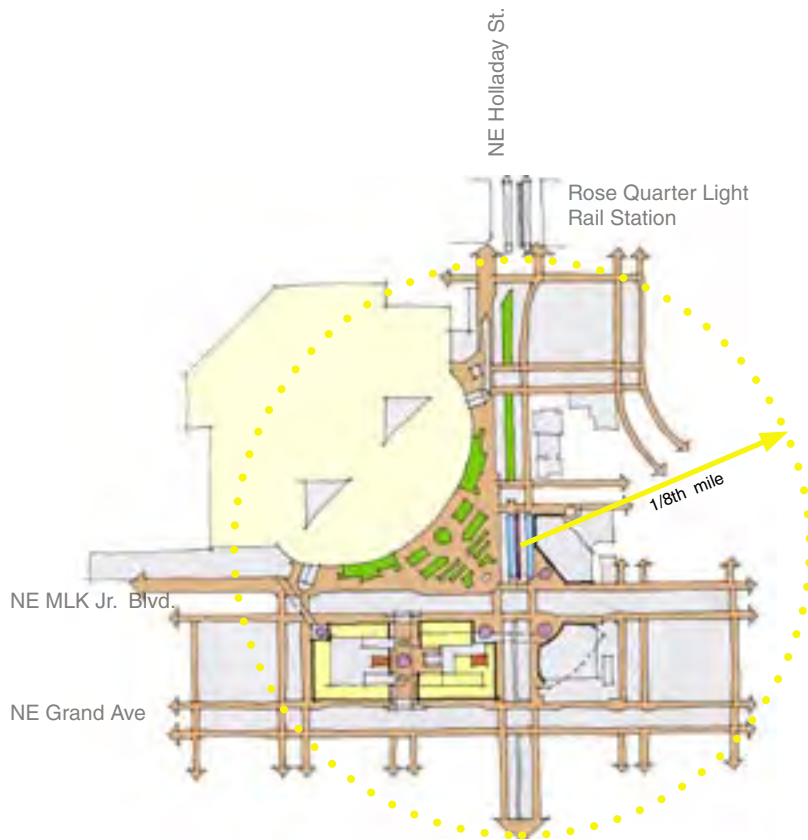
NE Grand Ave looking north

Move Oregon Convention Center Light Rail Station

By moving the Oregon Convention Center Light Rail Station from its current location to the east, between NE Martin Luther King Jr. Blvd and NE Grand Avenue, and closer to the Headquarters Hotel, the improvements and the pedestrian activity associated with a light rail station can be integrated with the activities of the adjacent hotel or other development. When a light rail station is built next to street level uses other than open space, the rider's experience is improved in two ways. It allows the transit rider to interact with nearby street level uses such as retail, restaurants, and convenience stores where other people are gathering. Taken together, the station and the nearby retail uses contribute to a place that is desirable and provides natural surveillance, putting more eyes on the street making a safer place to wait for light rail. This is demonstrated along Morrison and Yamhill streets where retail has developed next to light rail stations, providing surveillance and services benefiting transit riders waiting at station platforms.

These blocks with frontages of NE Grand Avenue and NE Martin Luther King Jr. Blvd. need additional services to trigger redevelopment in the corridor. They would benefit from transit riders arriving at a station between these streets, directing and increasing pedestrian use along block frontages as visitors make their way to the Oregon Convention Center, Headquarters Hotel, or other destinations in the area.

The Rose Quarter Station also serves the Oregon Convention Center. Since the Holladay Street main entry to the Oregon Convention Center is approximately the same distance to the Rose Quarter Light Rail Station as the Oregon Convention Center Light Rail Station, moving the latter to the east may have a minimal effect on transit ridership to the Oregon Convention Center. As a benefit, it would have a tremendous effect on the development of under-developed properties east of NE Martin Luther King Jr. Blvd.



Currently, the Oregon Convention Center Station is located west of NE Martin Luther King Jr. Blvd.



By moving the station one block east, the influence of pedestrians using this new station will be extended to under-developed areas to the east.

Build a Place on NE Holladay Street

By moving the light rail station to the east between NE Martin Luther King Jr. and NE Grand Avenue, building entries, retail, and entry courts can be positioned to complement the light rail platform's design. This configuration would serve the Headquarters Hotel and other developments in the same way that the Portland State Urban Center shares its public space with transit rider waiting areas of the streetcar.

NE Holladay Street has had a unique role in organizing public and private investment in the Lloyd District. The street improvements have

created a linear space that begins in a green space at Holladay Park and ends at the Rose Quarter. A complement to this street would be a plaza environment at NE Holladay Street between NE Grand Avenue and NE Martin Luther King Jr. Blvd. Like the PSU Urban Center, Skidmore Fountain, and the PGE Park Stations, it could be an environment that supplements a Headquarters Hotel grand entry and other nearby uses. It can contribute to the area as an active and visible public destination. It can be designed to connect the ground plane between adjacent development and a relocated light rail station. It would define the gateway character envisioned for NE Holladay Street along NE Martin Luther King Jr. Blvd.



Portland State Urban Center



Skidmore Fountain and Plaza



Perspective of two hotels that are connected at ground level, sharing the light rail station and street level building activities in a plaza environment.

Cover the Place

After building a plaza around light rail and the adjacent development, perhaps a covered right-of-way can be considered. Along NE Holladay Street, the canopy might be designed as a street furnishing, protecting the entire length of the platform.

Doing this allows the removal of the shelters from the street, opening up the space between the first two floors of the adjacent buildings and the street. It is a place where activities on the ground plane can spill onto the street on rainy days. It is a place where interior building spaces can share the exterior activity of the street. This idea could apply above NE Pacific Street, serving as an entry to the hotel facilities south of NE Holladay Street.



Vancouver Convention Facility, Canada Place



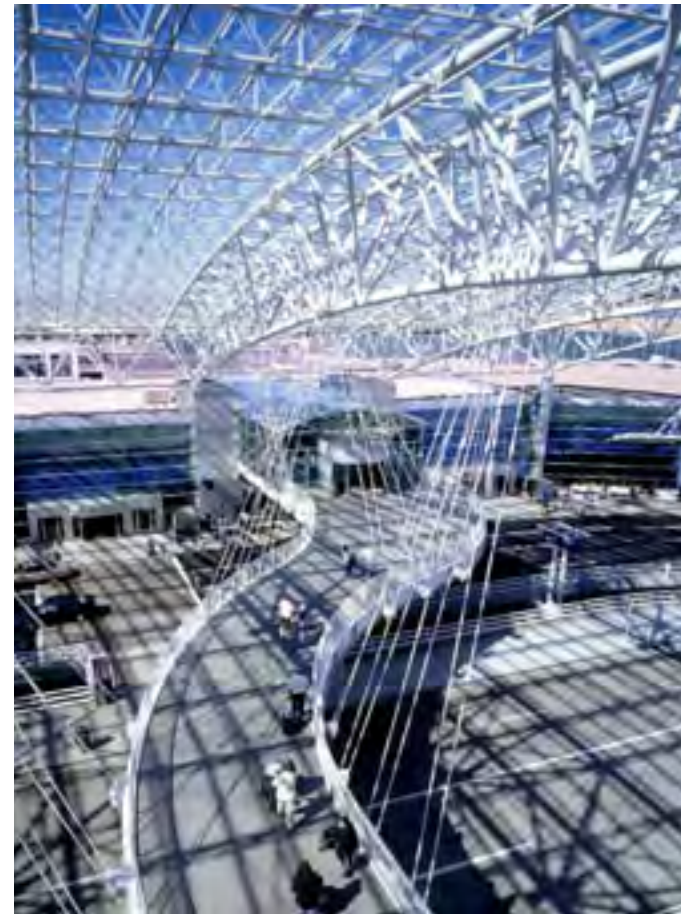
Portland Art Museum Courtyard Cover



The plaza can be covered by a structural system that is related to the street furnishings along NE Holladay Street.

Add a Canopy

A glass canopy and bridge could be built with the adjacent development. It might resemble the entry road canopy at the Portland International Airport, creating a canopy-to-canopy trip experience between the Headquarters Hotel and the Airport by light rail for visitors. It would create a rain proof outdoor room under a glazed canopy that would allow refracted light into the plaza across NE Holladay and serve as a light rail station and entry for nearby hotel development. This glass canopy would echo the material found in the Oregon Convention Center “twin towers” glazing system, the expansion south skylight, and the glass canopies of the Oregon Convention Center, defining a portion of the Lloyd District by this ubiquitous material. Open galleries on the second level could develop restaurants and entertainment venues that add life, overlooking the street. The canopy encloses an outdoor room, a Galleria, and acts as a gateway to the Lloyd District at a prominent location in the City. It is an idea that could be applied above NE Pacific Street, serving as an entry to the hotel facilities south of NE Holladay Street.





A glass canopy would connect this stop to the entry experience and arrival at Portland International Airport and the interior experience at the Oregon Convention Center, marking this place in the Lloyd District.