

Headquarters Hotel Project Public Participation and Communication Plan

2/1/2006
Post Developer Selection



Project Description

The Portland Development Commission (PDC) initiated a search for a developer of a Headquarters Hotel in 2004. The search began with the issuing of a competitive Request for Proposals process which solicited proposals from developers across the United States.

A Selection Advisory Committee, comprised of city staff and private citizens, evaluated the proposals in a series of meetings in 2005. In September 2005, the Committee recommended Ashforth Pacific/Garfield Traub as the preferred development team. Additional public meetings followed to allow PDC's Executive Director and Board to hear additional public comment about the developer selection and hotel project in general. On October 12, 2005, the Portland Development Commission heard final public comment and formally approved the development team of Ashforth Pacific/Garfield Traub as the preferred developers for Portland's Headquarters Hotel (HQ Hotel).

The project seeks to develop a HQ Hotel on a PDC-assembled two-block site along NE Martin Luther King, Jr. Blvd. across from the OCC. The project is envisioned as a 400 to 500 room, Westin hotel. It should also meet the goals below:


1. Facilitate a partnership between the City and regional stakeholders, such as Metro/MERC, POVA, the Tri-County Lodging Association and potentially Multnomah County and other appropriate government jurisdictions.
2. Receive capital financial support and/or organizational support from all project partners.
3. Developed with minimized financial risk to the public.
4. Be privately owned and capable of operating without public subsidy.

Next Steps:

In winter 2006, PDC and project partners began negotiations with the development team with the goal of having a draft Memorandum of Understanding (MOU) by March 30, 2006. The MOU outline the development and financing plans for the project. If the PDC Board approves the MOU, the parties would then move onto developing an Agreement in Principle, to be completed by early summer 2006. Once that agreement was finalized and approved, the parties would then work on a formal Disposition and Development Agreement to be completed by the end of 2006. The development team anticipates that the hotel would start construction in early 2008 with an opening slated for 2010.



Level of Public Participation

Increasing Level of Public Participation 			
Inform (1-2)	Solicit Input / Consult (2-3)	Involve (3-4)	Collaborate (4-5)
<u>One-way communication</u> between PDC and the public to provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	Seek public feedback on a proposal, analysis or alternatives. Requires a response from the public, but limited opportunity for public dialogue.	Work directly with the public throughout the process to ensure that issues and concerns are consistently understood and considered. Includes elements of public information and outreach, but adds a third dimension of <u>two-way communication</u> .	To collaborate with the public on some or all aspects of the planning or decision including the development of alternatives and the identification of the preferred solution.
Promise to the Public			
We will keep stakeholders informed	We will keep stakeholders informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with stakeholders to ensure that their concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to stakeholders for direct advice and innovation in formulating solutions and incorporate their recommendations into the decisions to the maximum extent possible.
Example of Tools to use			
<ul style="list-style-type: none"> ✓ Fact sheets ✓ Press Releases ✓ Web site 	<ul style="list-style-type: none"> ✓ Public Meetings ✓ Comment Cards ✓ Website Comment Form 	<ul style="list-style-type: none"> ✓ Workshops ✓ Design Charrettes ✓ Citizen advisory committees 	<ul style="list-style-type: none"> ✓ Working Group ✓ Joint Venture

Public Participation Goals [*to benefit the public and the project*]

1. Keep the broader Portland community informed about the project and MOU negotiation process.
2. Provide a variety of opportunities for the public to comment regarding key elements of the project, including program, size of hotel, private or public approach and utilization of the Oregon Convention Center.
3. Listen to and address issues or concerns raised by local hoteliers, stakeholders, elected officials, and hotel and visitor industry.
4. Collaborate and coordinate with project partners (POVA, MERC, OCC, METRO, Tri-Counties) on media outreach and public participation planning and activities.
5. Involve public in decision regarding the amount and type of proposed public investment (If project moves beyond MOU)

Stakeholders and Strategic Partners

Tier One:

- POVA
- MERC
- Tri-County Lodging Assoc. / OR Lodging Assoc.
- Downtown Hoteliers
- Oregon Convention Center
- METRO
- Mayor's Office / City Council
- City of Portland's Office of Finance and Management (OFM)
- City of Portland's Office of Finance and Management (OFM)
- Clackamas, Washington and Multnomah County commissioners
- Oregon Economic and Community Development Department (OECDD)
- PDC Commissioners
- Development Team
- Broader Portland Community (post MOU)

Tier Two

- Lloyd Business District
- Central Eastside Industrial Council (CEIC)
- Portland Business Alliance (PBA)
- Rose Quarter /Portland Blazers
- Lloyd Transportation Management Association
- Hotel/visitor stakeholders directly/ indirectly impacted**

**i.e. taxi companies, florists, local attractions such as the Zoo, Chinese Garden, OMSI, limo services, airlines, restaurants, AV specialists, meeting planners, etc.)

Tier Three

- Adjacent Neighborhood Assoc.: Lloyd District Community Assoc., Downtown Community Assoc., Alameda, Beaumont-Wilshire, Eliot, Hollywood, Irvington, Sullivan's Gulch, HAND, Sabin and King.
- N/NE Economic Development Alliance
- Downtown Retail Council
- Print Media: Oregonian, DJC, Tribune, Business Journal, Globestreet.com, Willamette Week
- Radio media: KINK101.9, OPB
- Oregon Association of Minority Entrepreneurs (OAME)
- Oregon Restaurant Association
- Oregon Sports Authority
- Oregon Tourism Commission
- Oregon Wine Board
- TriMet
- Port of Portland
- City Club PDC Advocacy Group
- League of Women Voters

Public Participation Tools

Tool	Description	Level of Participation
1. Project Website	PDC to maintain project website for duration of the project. Post media advisories, releases and meeting announcements and minutes as appropriate. Provide electronic comment form.	Public Education and Information
2. Two PDC Public Commission meetings	Actively encourage members of the public to provide testimony at Commission meetings when project/MOU is presented, tentatively April 22, 2006. Board Action anticipated May 10, 2006	Public Input
3. Technical Advisory Committee	Convene industry stakeholders, hoteliers and citywide organization representative to review and provide input on project design, program, cost, industry benefits and impacts, and public documents.	Public Input
4. Media outreach	Provide project information and updates re negotiation process, project timelines, benefits and impacts. Goal to facilitate transparency re: negotiation process and public awareness. Coordinate media outreach and releases with project partners.	Public Information Collaboration with project partners.
5. Electronic/ written correspondence	Provide regular project updates to hotel and visitor industry stakeholders throughout the negotiation phases.	Public Information
6. 1:1 Briefings with City Commissioners	PDC Executive Director and/or PDC Project staff to provide project briefings with individual city commissioners as part of Executive Director's monthly meetings. Coincide with MOU draft.	Public Information and Input
POST MOU (April thru December 2006)		
7. OCC URAC Meeting	Meeting agenda item with URAC members regarding the amount and type of proposed public investment for project.	Public Input
8. Open House	Co-sponsor event with POVA, MERC, METRO and OCC to inform the general public about the project and approved MOU. Solicit input from broader Portland community regarding program, size of hotel, private or public approaches, and utilization of OCC	Public Education and Input
PROPOSED	<i>Co-sponsor public event with City Club PDC Advocacy Group after MOU is approved to facilitate public dialogue re: amount and type of proposed public investment for HQ Hotel project. Create opportunity for ongoing discussion and input for broader Portland community.</i>	Public Education and Involvement

Roles /Responsibilities and Project Timeline

The Plan Matrix brings together all the facets of Public Participation to assure that goals, tools, stakeholders and timeline are aligned with Internal and External resources assigned to support and assist with the implementation of the plan. Asterisk denotes task leader.

Timeline	Tool	<u>Goals</u>					<u>Level of Participation</u>			Target Audiences	External	Internal
		1	2	3	4	5	Inform	Input	Involve			
Ongoing	Project Website	x	x				x	x		Broader Portland Community		Sloan Schang* Ehren Buchanan Christine Egan, Tim Liszt
Mid May 2006	Open House	x	x		x		x	x		Broader Portland Community	Public Affairs staff at MERC and POVA, OCC	Julie Rawls* Christine Egan* Sloan Schang, Michael McElwee, Fred Wearn,
April 22 May 10	Two PDC Public Commission meetings		x					x		Any interested citizens or stakeholders		Juanita Swartwood* PDC Board. (Christine to send notices to interested parties)
Convene in January 2006 Meet monthly	Technical Advisory Committee			x				x		Local hoteliers, Oregon Lodging Assoc., N/NE Econ. Develop. Alliance, MIP OR, Rose Quarter, OR Restaurant Assoc., Lloyd Dist. Community Assoc., Citywide stakeholder group, such as City Club or League of Women Voters.		Michael McElwee* Fred Wearn

Ongoing, Coincide with public meetings and negotiation with Developer Team	Media outreach	X					X			The Oregonian, DJC, Tribune, Business Journal, Globestreet.com, Willamette Week KINK101.9, Oregon Public Broadcasting [National contacts here.]	Public Affairs staff from MERC, METRO and POVA	Christine Egan* Elissa Gertler Julie Rawls Sloan Schang
Monthly beginning in mid February	Electronic and written correspondence	X					X			All Tiers of stakeholders	MERC maintains the list and helps develop messaging.	Julie Rawls* Michael McElwee, Fred Wearn. Sloan Schang
Early to mid April 2006	Individual City Commissioner briefings	X		X				X		City Commissioners	Project partners	Michael McElwee* Bruce Warner, Cheryl Twete, Fred Wearn, Rochelle Lessner
Early May before MOU is approved	Presentation to URAC			X						URAC members		Michael McElwee*
May 2006	Co-sponsored Public Workshop	X				X			X	Broader Portland Community	City Club PDC Advocacy Group	Christine Egan* Michael McElwee Fred Wearn Sloan Schang

Dissemination of Public Input to the Public and Decision Makers

To assure that public input is given proper consideration and utilized effectively by the Development Team, PDC Executive Director and PDC’s Board of Commissioners, the team will follow these methods to disseminate the information.

PP Tool	Input Received	Dissemination	Responsible Party
Project Website / Electronic comment form	Public feedback from web visitors	<ol style="list-style-type: none"> 1. Post and summarize all comments on website. 2. Draft monthly summary to share with project partners: MERC, POVA, OCC, METRO. Include summary with monthly PDC Commission packets. 	Christine Egan Sloan Schang
Public Open House	Comment Cards passed out at the meeting.	<ol style="list-style-type: none"> 1. Post and summarize all comments on website. 2. Summarize comments and send to project partners: MERC, POVA, OCC, METRO and PDC Board. 	Christine Egan Sloan Schang Ehren Buchanan
Commission Meetings	Public testimony	<ol style="list-style-type: none"> 1. Project partners to attend meetings 2. Board to consider testimony at meetings 	PDC Board
Technical Advisory Committee	Feedback from the TAC members	<ol style="list-style-type: none"> 1. Post TAC meeting minutes on project website 2. Share meeting minutes with project partners: MERC, POVA, OCC, METRO and PDC Board. 	Sloan Schang Ehren Buchanan
Public Workshop	Notes and recommendations from public dialogue regarding amount and type of public investment for project	<ol style="list-style-type: none"> 1. Summarize event notes and recommendations and post on project website 2. Mail/email event summary to event participants 3. Share event summary with PDC Commissioners and Mayor’s Office 	Christine Egan Sloan Schang Ehren Buchanan

Evaluation of Public Participation Plan and Activities

Evaluation Tool	When	Who is evaluating?	Responsible Staff	What are we Evaluating
Evaluation form available at Open House	To be scheduled	Event participants	Christine Egan MERC, POVA and OCC	<ul style="list-style-type: none"> - How many people attended the meeting? - How did participants here about the meeting? - Did participants feel they had adequate time/ability to comment - Was information presented in an understandable way?
Team Debriefs	<ol style="list-style-type: none"> 1. Immediately after public informational briefing. 2. Before and after finalizing MOU 3. After City Club /PDC Workshop 	Christine Egan Michael McElwee Julie Rawls Sloan Schang City Club representatives	Christine Egan	<ul style="list-style-type: none"> - How is the TAC process going, - Are media headlines showing negotiations process accurately, is web site current and being used (check hits), - Are people aware of Commission meetings and are they attending. - Was the Workshop format and input helpful to the Board's decision making process? - Was it effective and useful to PDC Board to cosponsor event with City Club?
Informal 1:1 telephone conversations w/ TAC members	After TAC meetings	TAC members	Michael McElwee Christine Egan	<ul style="list-style-type: none"> - Does TAC provide adequate opportunity for input? - Is this an effective forum for addressing concerns? - Any recommendations for improving the input and information process?
Public Workshop	Close of Workshop	Workshop Participants and City Club partners	Christine Egan Sue Thomas, City Club Group	<ul style="list-style-type: none"> - Was there adequate opportunity to share your opinions regarding amount and type of public investment in the hotel - Was the format useful, present the information in an understandable way? - Would you like to continue to be involved? How? - Was the workshop was an effective forum?

Approval

The Public Participation Plan for the Headquarters Hotel Project is hereby approved.

Rochelle Lessner
Policy and Public Affairs Director
Portland Development Commission

Date