

A wide-angle photograph of the Portland skyline across the Willamette River. The image shows a mix of modern glass skyscrapers and older brick buildings. In the foreground, a large steel truss bridge with two prominent towers spans the river. The sky is a clear, vibrant blue with a few wispy white clouds. The water in the river is a calm, dark blue-grey.

# Keller's Next Act

May 29, 2024  
Presentation to City Council

Reimagining the Future of Performing Arts in Portland



# Core Project Team

## CITY OF PORTLAND



**Karl Lisle**

SPECTATOR VENUES MANAGER



**Lauren Broudy**

SPECTATOR VENUES COORDINATOR



**Ashley Hernandez**

LIAISON  
MAYOR WHEELER



**Laura Oppenheimer**

COMMUNICATIONS MANAGER



**Carrie Belding**

PUBLIC INFORMATION OFFICER



**Jill Souede**

LIAISON  
COMMISSIONER RYAN

## ADVISORS



**Greg Phillips**

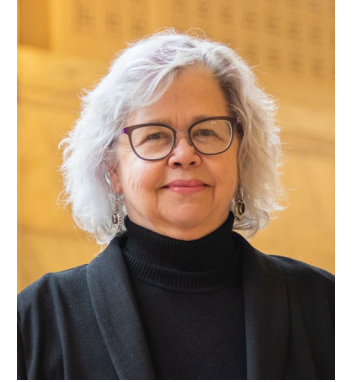
CSTAR DEVELOPMENT  
ARTS ADVISOR



**Leslie Carlson**

IN COMMON AGENCY

## METRO



**Robyn Williams**

EXECUTIVE DIRECTOR, P'5



**Nancy Strening**

CAPITAL PROJECTS MANAGER





# Agenda

- Keller Auditorium Background
- Process Summary
- What Happens Next
- Three Design Presentations
- Public Testimony
- Discussion & Accept Reports



# Keller Auditorium

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- Workhorse of Portland's
- Hosts nearly 400,000 guests each year
- Only stage in the region capable of hosting large-scale theatrical performances such as Broadway, ballet, operas and more
- Generates more than half of Portland's revenue—enabling smaller, independent companies to afford use of Metro venues





# Keller's Role in the Portland Market



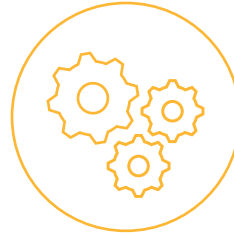
## UNIQUE CAPABILITIES

Only venue in the region that can host large-scale theatrical productions like Broadway



## ECONOMIC IMPACT

- 400,000 annual attendance
- Broadway in Portland has 19,000+ subscription ticket holders, 89% renewal rate
- Keller operates at 97% capacity for Broadway shows



## CORNERSTONE of P'S

Without revenue from the Keller, Other Portland's venues will not survive



## ARTS BREATHE LIFE

90% of Portlanders feel arts venues inspire pride in their community

# Keller's Economic Contribution

**IF THE KELLER WERE TO  
CLOSE FOR 24 MONTHS**

**Nearly \$100 million in  
lost output\***



**JOBS**

**336 JOBS LOST**



**LABOR  
INCOME**

**\$42.3 MILLION  
LOST**



**LOCAL AND  
STATE  
REVENUES**

**\$5.1 MILLION  
LOST**

\*According to a 2024 **Crossroads Consulting Economic Impact Study** on Keller Auditorium Operations



***Building added to  
City URM Listing***

# Process Summary

## PRIVATE DESIGN COMPETITION

**2017**

- Private Design Competition initiated by Halprin Landscape Conservancy and Associates to develop exterior renovation concepts for Keller Auditorium (Stufish/Michael Curry Team winners)

## CITY SEISMIC REPORT

**2018 - 2021**

- Structural deficiencies in Keller Auditorium analyzed
- Potential options for future outlined:
  - Structural Renovation
  - Major Renovation
  - New Facility

## CITY/METRO RENOVATION EXPLORATION

**2022 - 2023**

- City/Metro partnered with Halprin Landscape Conservancy to each contribute \$200,000 to further develop renovation concept

## CITY/METRO NEW FACILITY EXPLORATION

**2023 - 2024**

- City/Metro partnered to conduct a solicitation for new facility site proposals and ultimate design concept development

***Engage  
Stakeholders on  
Possibilities - 2024***

# Why We Need to Explore Keller's Next Act

## Aging Infrastructure

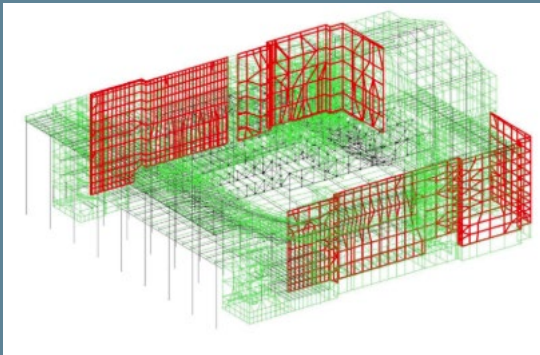
- HVAC system
- ADA
- Restrooms
- Space constraints
- And more...

## Outdated Amenities

- Dressing rooms
- Lighting
- Sound
- Equipment
- Production elements
- Commercial kitchen
- Loading
- Seating
- Guest Experience
- And more...

## Structural Integrity

- Keller Auditorium is listed by the City as an unreinforced masonry building.
- Though renovations in the 1960s reinforced portions of the building, much of the original 1917 brick structure remains.
- While the building meets current codes for existing buildings, it is not expected to survive a major seismic event.





# Three Design Concepts Presented to City Council

- While the **Keller Auditorium** renovation concept design effort was underway, the City of Portland and partners also looked at possibilities for a new large-scale performing arts facility
- Request for Expression of Interest (RFEI) process produced 8 interested sites
- **Lloyd Center** and **Portland State University** were selected for the development of concepts for a new performing arts facility
- Over six months, the design teams for each site collaborated with architects, theater consultants and others to further develop their concepts
- A tremendous collaborative achievement to arrive at three inspirational designs under a very short timeline



# Three Design Concepts Presented to City Council

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## Presentation Criteria

- Site location
- Visually show concept design
- List major amenities
- Provide conceptual space program
- Summarize vision for ongoing relationships and neighboring community
- Explain how your project would activate Portland's Central City
- Outline potential timing of project
- Provide an overview of the financial plan for your project
- Identify project partners - financial, community, others

## DRAFT: Considerations for Future Decision Making

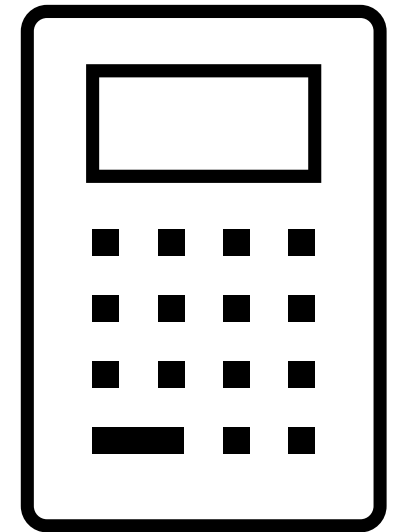
- Ability to fully meet desired program
- Cost
- Leveraging opportunities
- Partnership/financing opportunities
- Economic Impacts
- Neighborhood Impacts
- Anticipated Construction Impacts
- Transportation Access and Impacts
- How this Facility will Reach and Engage Diverse and Underserved Audiences
- Community and Neighborhood Support
- Sustainability and Durability
- Compatibility with City Climate Action Goals



# WHAT GOES INTO A FACILITY COST ANALYSIS

## Elements examined include:

- Building Cost Elements
- Mechanical
- Electrical
- Interior Finishes
- Program Next to Gross Area Calculations



# Cost Analysis – Venue Consultants LLC

	Keller Auditorium Renovation	Lloyd Center New Facility	Portland State University New Facility
<b>Estimated Core Theater Total Project Cost*</b>  <i>(in 2027 bid dollars)</i>  <i>*sum of construction cost and 35% soft costs</i>	\$290 million	\$429 million	\$447 million
<b>Gross Floor Area</b>	199,061 sq ft	215, 550 sq ft	213,785 sq ft
<b>Potential Additional Uses</b> <i>(generally not included in Core Theater Costs)</i>	Restaurant/cafe, rehearsal room, outdoor performance space, new pedestrian plaza, other	Additional smaller theater, multi dimensional co-development with Lloyd Center Master Plan, other	Additional smaller theater, hotel, conference space, office space, educational space, other



# Potential Funding Opportunities

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## **LOCAL PUBLIC**

- 
1. General Obligation Bonds
  2. Special Levy
  3. District Focused Funding (TIF, LID, BID, etc.)
  4. Dedicated Tourism Funding (lodging tax, etc.)

## **OTHER PUBLIC**

- 
5. Dedicated Purpose Funding (arts tax, PCEF, etc.)
  6. State Funding
  7. Federal Funding

## **EARNED INCOME**

- 
8. Food/Beverage/Retail
  9. Event/Promotion Revenues

## **PRIVATE**

- 
10. Grants
  11. Philanthropy
  12. Public/Private Partnership
  13. Corporate Sponsorship

# Summer 2024 Roadmap

**MAY**  
Launch Design  
Concepts to  
Public

1

**JUNE**  
Public input  
kick off

3

**AUGUST**  
Findings brought  
to City Council

5

**JUNE**  
Targeted  
Stakeholder  
Engagement

2

**JULY**  
Engagement  
and input  
synthesized

4

**2024 and  
Beyond**  
Direction  
Forward

6

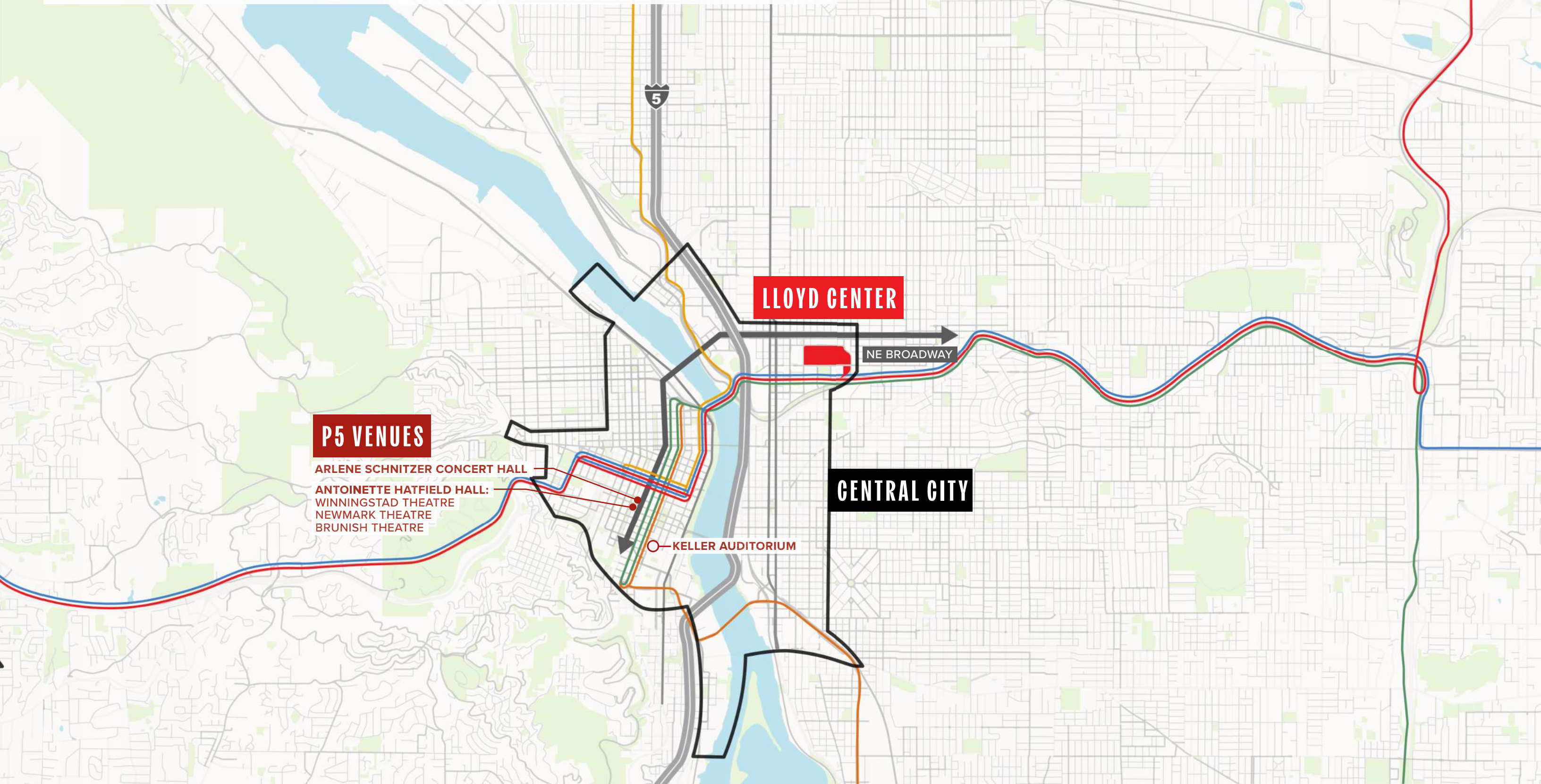


## Now Introducing

- Keller Auditorium Renovation Team (30 Minutes)
- Lloyd Center Team (30 Minutes)
- Portland State University Team (30 Minutes)
- Public Testimony
- Council Discussion/Questions
- **Council Action: Accept Reports**



# Central & Connected





1

# INTRODUCTION



# Introduction

WHAT THE PERFORMING ARTS FACILITY PROVIDES

ACTIVATION

WELCOMING SPACE

UNIVERSAL DESIGN

IMMERSIVE EXPERIENCE





# What makes the Lloyd Center Site unique?

**FLEXIBILITY**

**COMMUNITY**

**OPEN SPACE**

**ACCESS**

**DIVERSE PARTNERSHIPS**





# 2

# FULFILLING THE PROMISE

\*DISTRICT SCALE

**LLOYD CENTER SITE**

**HOLLADAY PARK**

# The Beginning



# A Vision, Unrealized

# Lloyd Center Mall



**1961**  
The park bureau's annual children's circus parade assembled at NE 13th Ave. & Multnomah St.



**1962**  
A square dance jamboree at the open air Lloyd Center



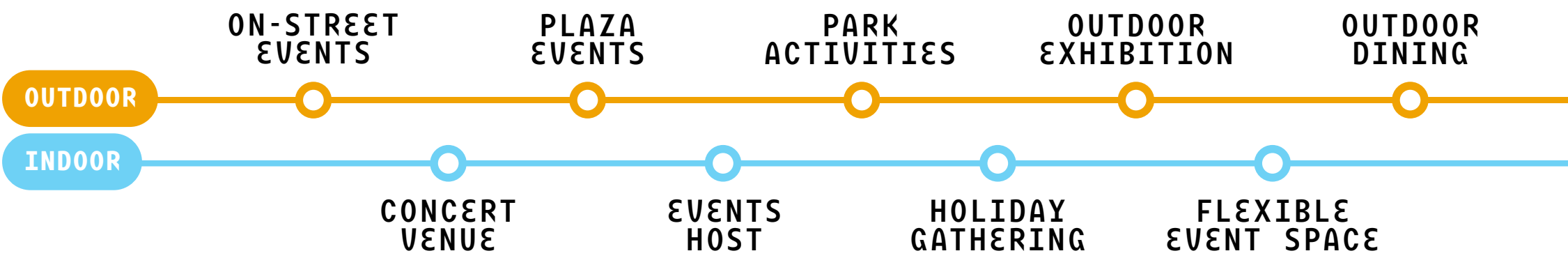
**1964**  
A circular fountain donated to the city by Lloyd Corp. and Pacific Power & Light debuted at Holladay Park.



**1976**  
The Lloyd Center approximated the Basque farmlands of Eastern Oregon with its display of live sheep for spring.



**2013**  
Food trucks started to pop up within Lloyd District.



The Portland Ice Skating Club practicing at the Lloyd Center's Ice Pavilion.



**1962**

Andy Williams appeared at Lloyd Center. The shopping center served as a major concert venue.



**1963**

A massive chess tournament. Lloyd Center hosted many similar events.



**1972**

Lloyd Center was the heart of Christmas spirit for many years.



**1979**

A symphony concert at the Lloyd Center Ice Pavilion.



**1986**



**1990**

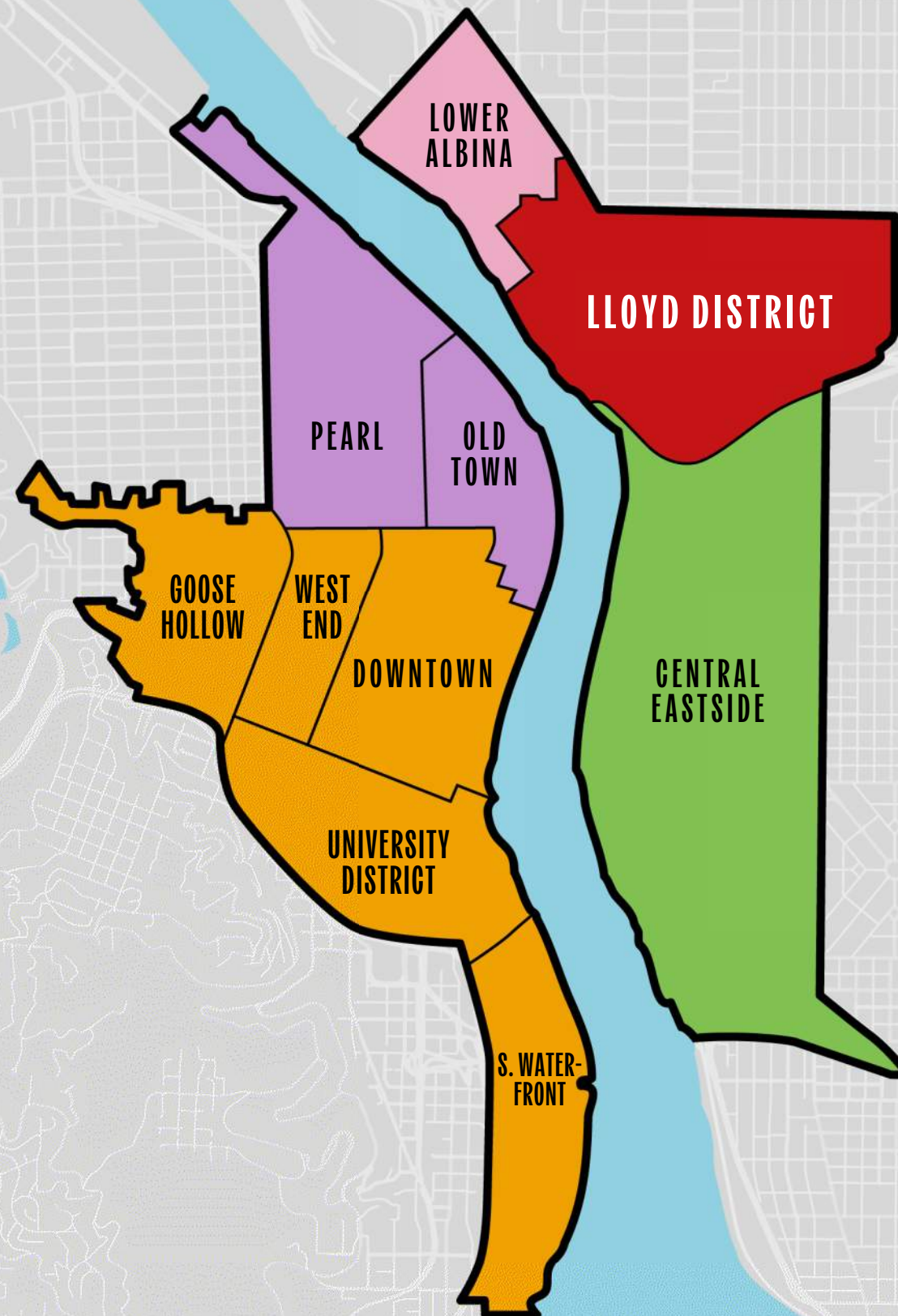


# Past & Present





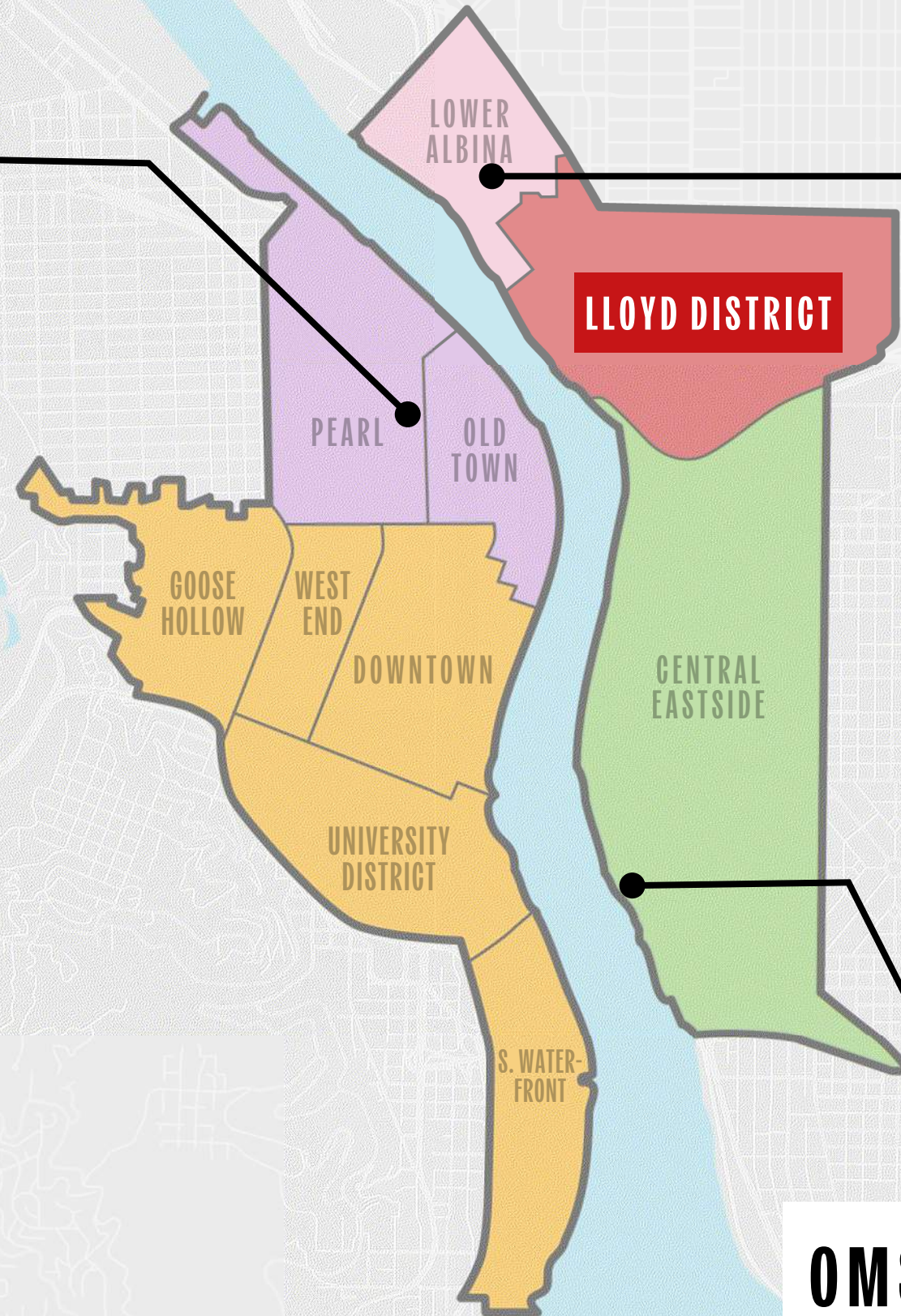
# A piece of the Central City puzzle







**BROADWAY CORRIDOR**

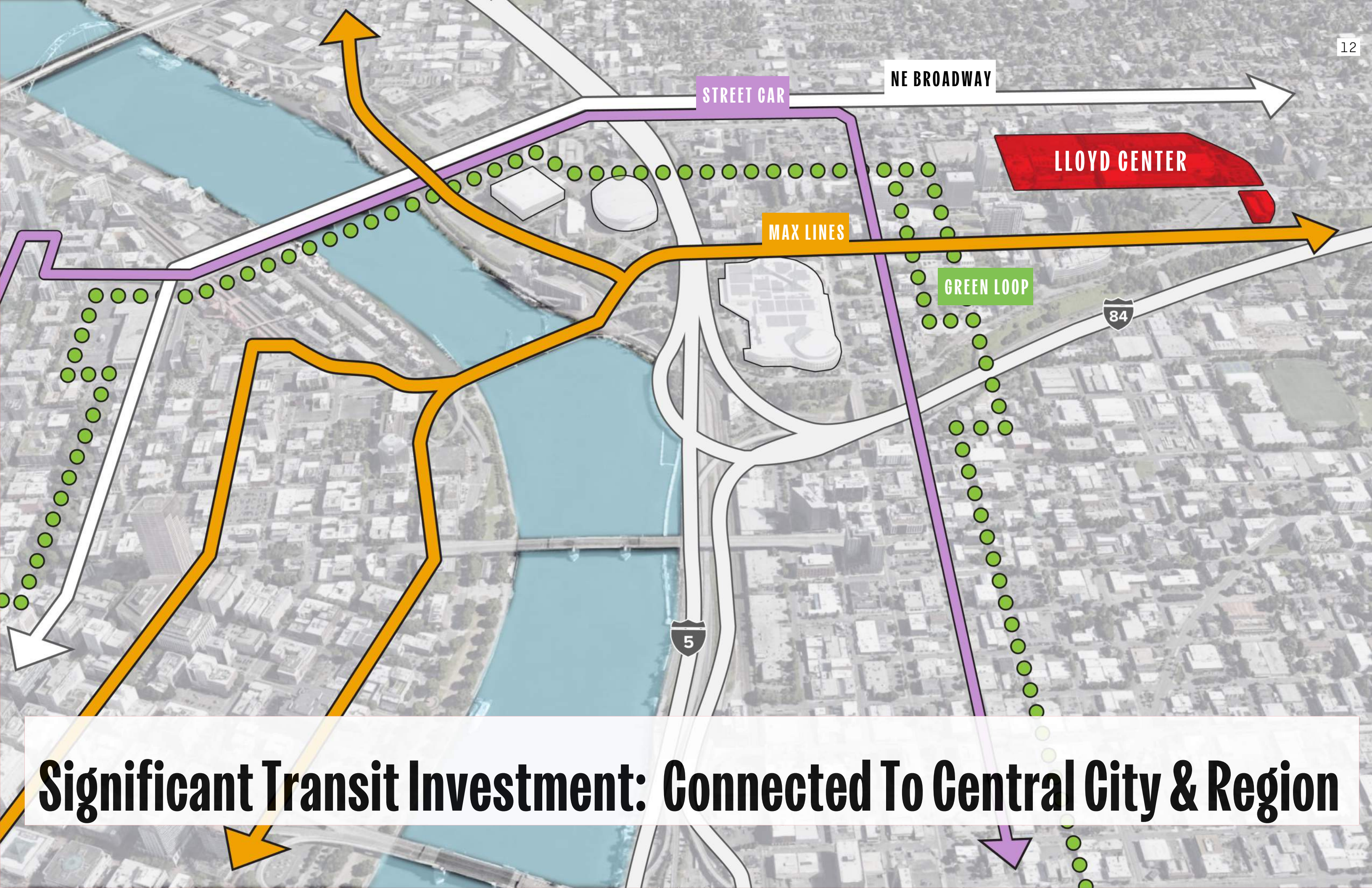


**ALBINA VISION**



**OMSI**





STREET CAR

NE BROADWAY

LLOYD CENTER

MAX LINES

GREEN LOOP

5

84

**Significant Transit Investment: Connected To Central City & Region**



# Neighborhood Context



BROADWAY

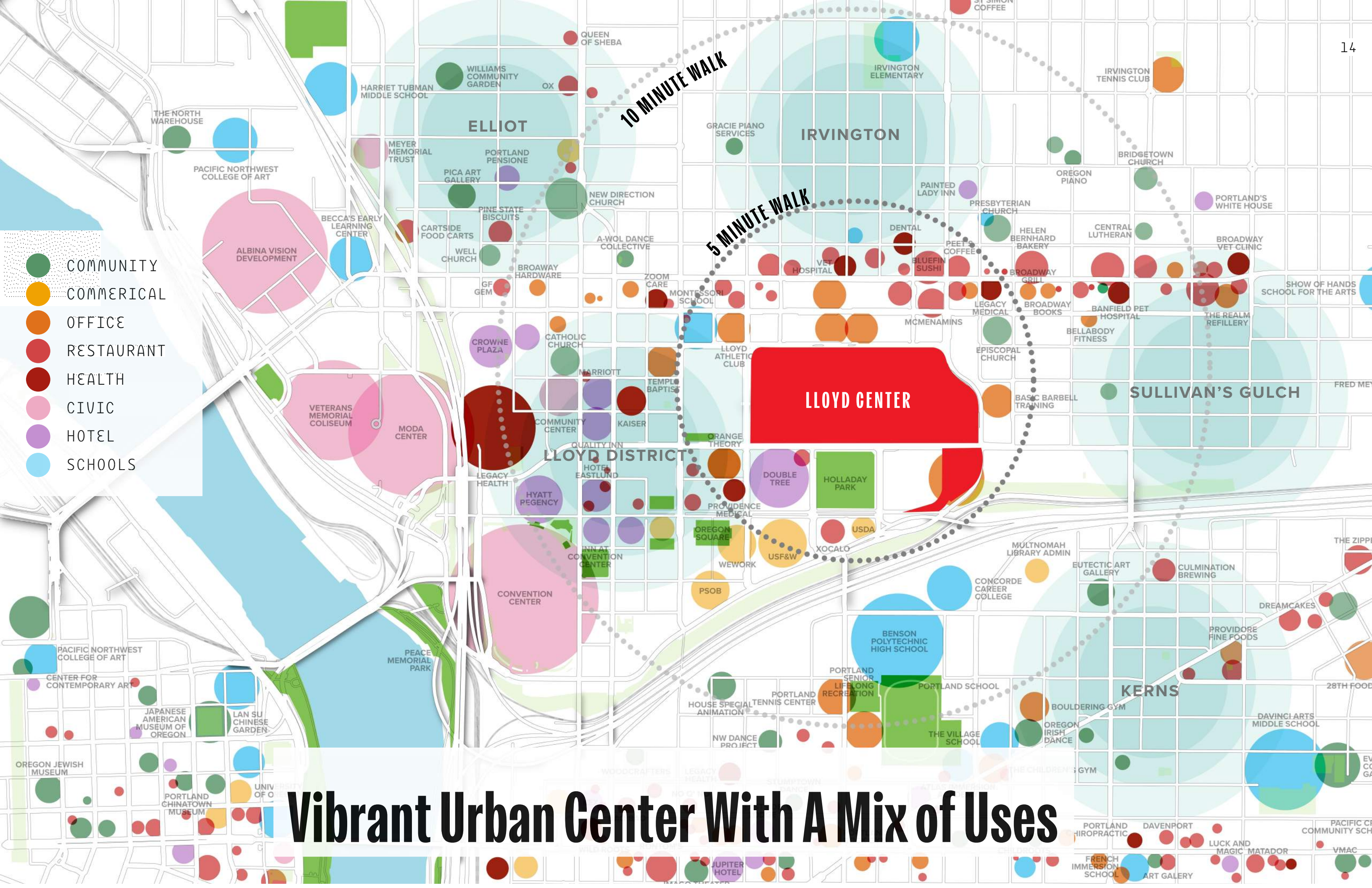


HOLLADAY PARK



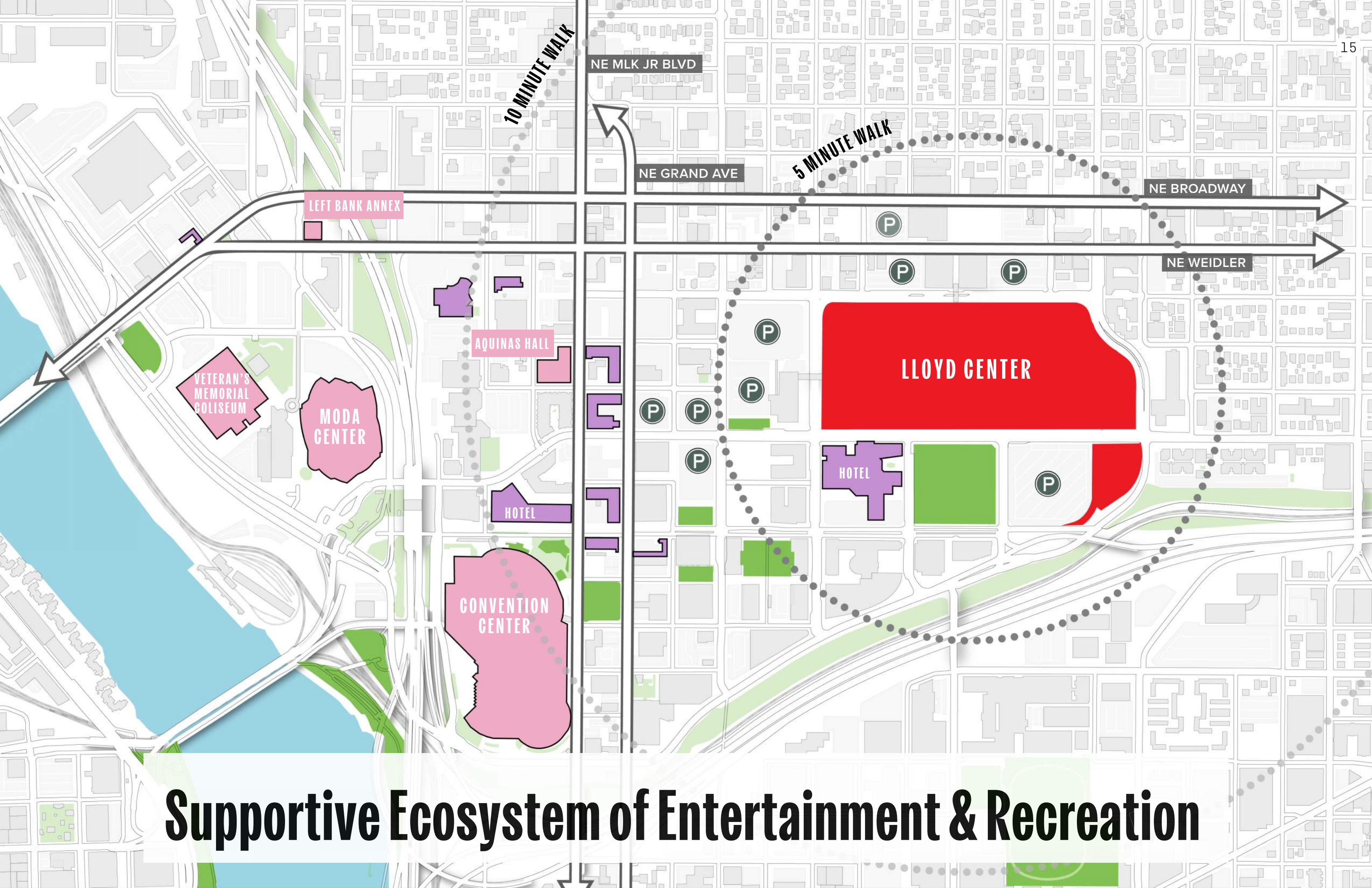
SULLIVAN'S GULCH





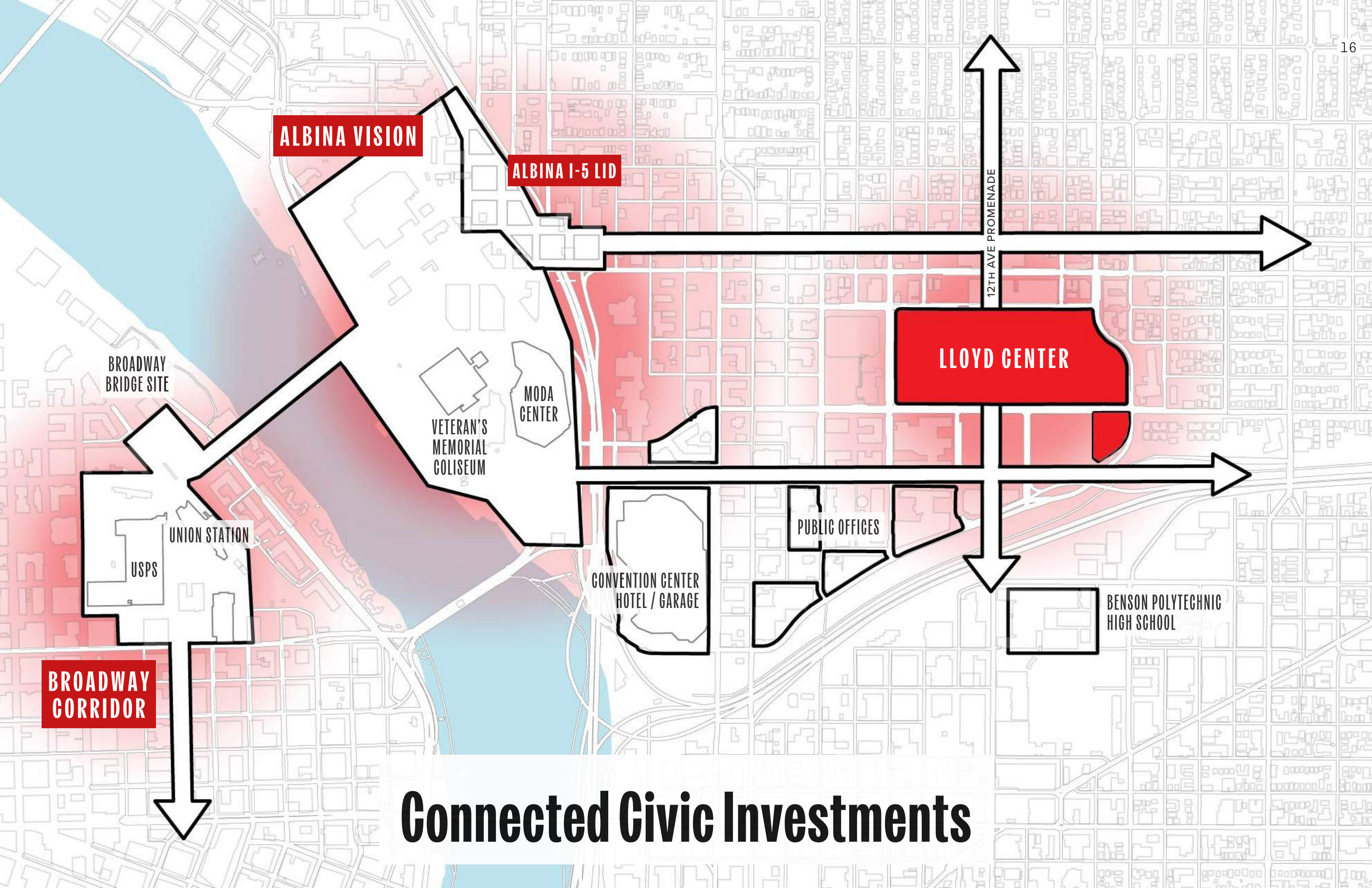
# Vibrant Urban Center With A Mix of Uses





# Supportive Ecosystem of Entertainment & Recreation





**ALBINA VISION**

**ALBINA I-5 LID**

**LLOYD CENTER**

**BROADWAY CORRIDOR**

BROADWAY  
BRIDGE SITE

UNION STATION

USPS

VETERAN'S  
MEMORIAL  
COLISEUM

MODA  
CENTER

CONVENTION CENTER  
HOTEL / GARAGE

PUBLIC OFFICES

BENSON POLYTECHNIC  
HIGH SCHOOL

12TH AVE PROMENADE

# Connected Civic Investments

# 3

# DELIVERING THE DREAM

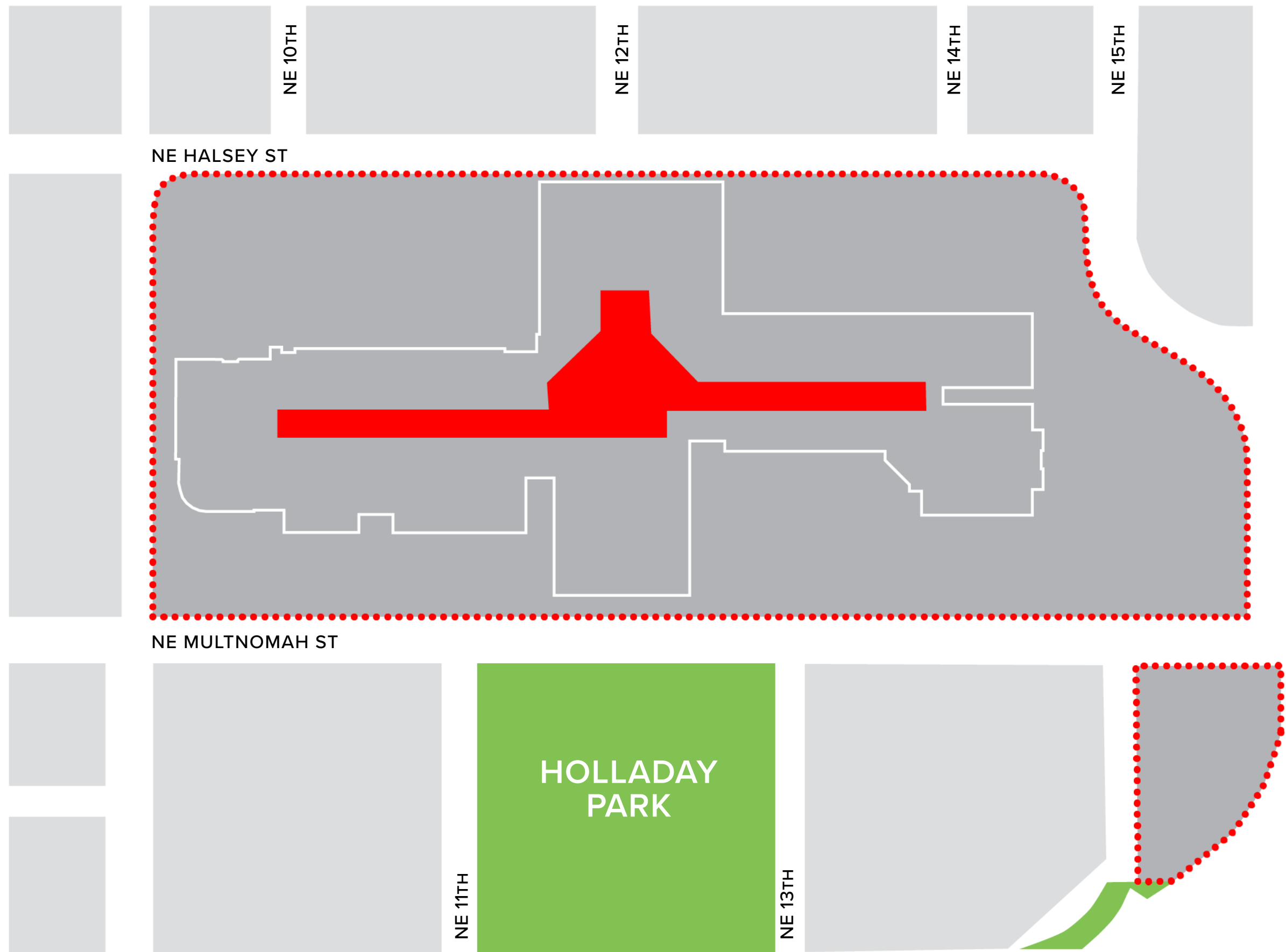
\*NEIGHBORHOOD SCALE



# Lloyd Center Redevelopment Central City Master Plan

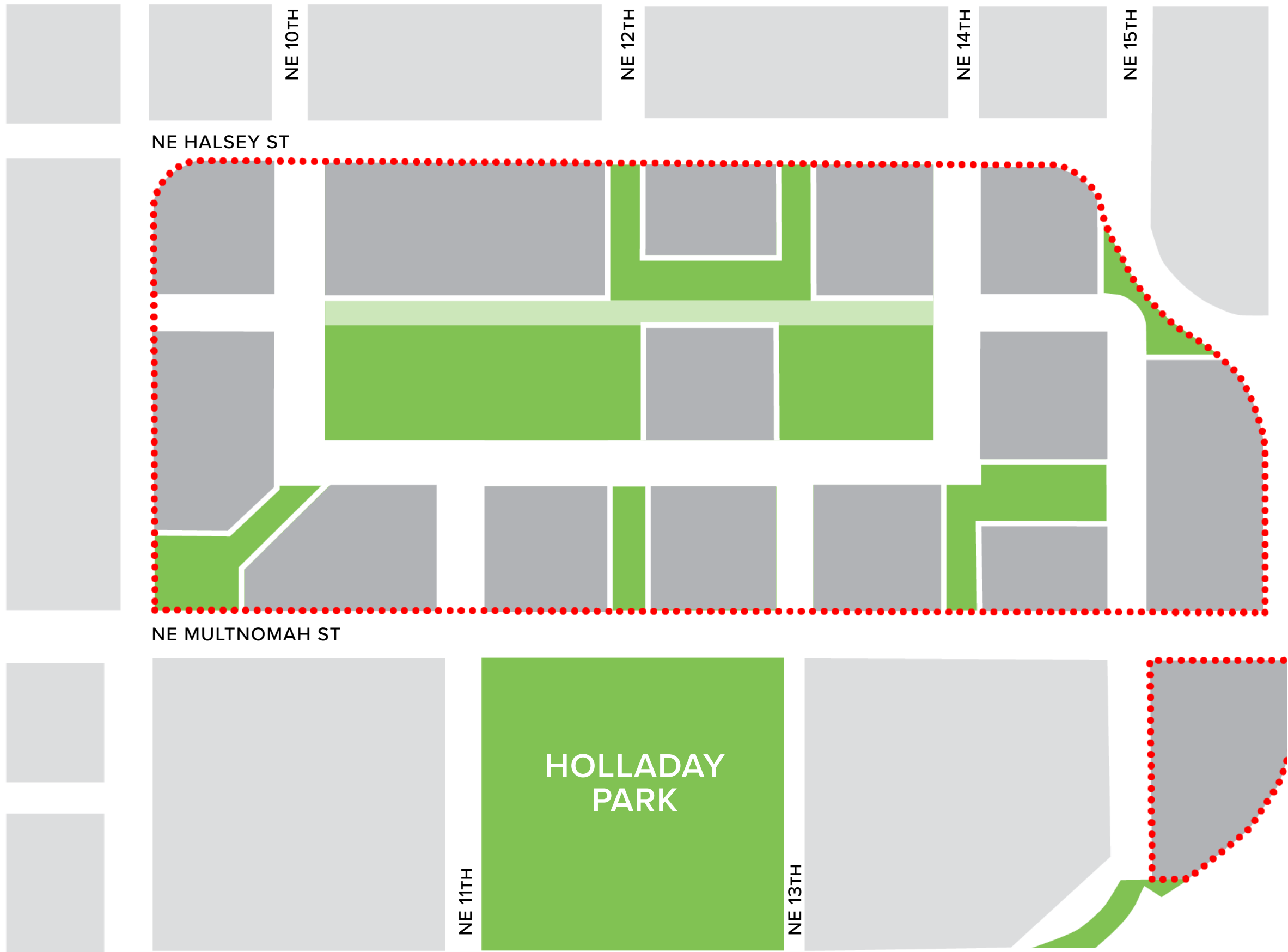






# Lloyd Center Today



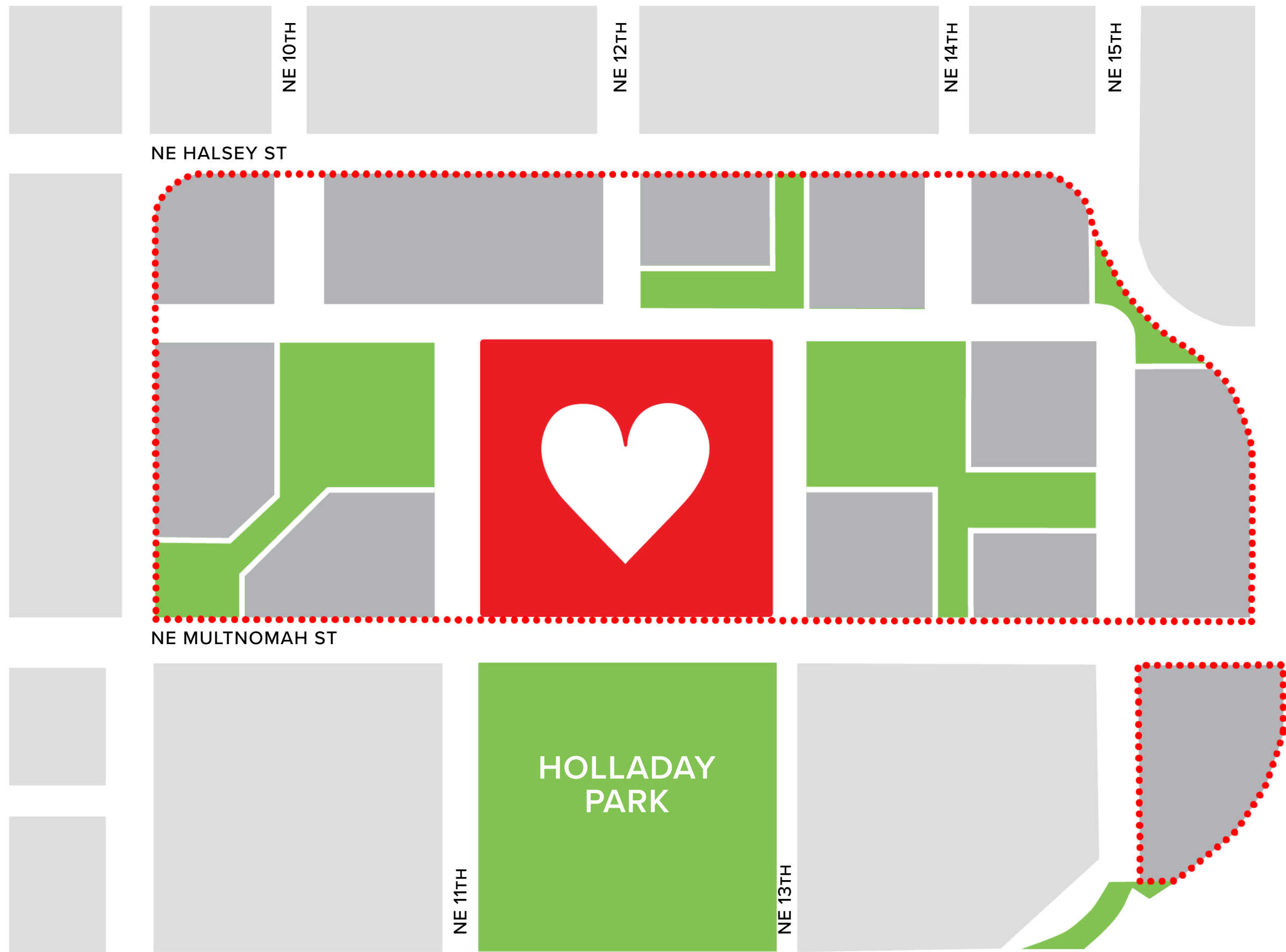


# Lloyd Center Redevelopment Central City Master Plan

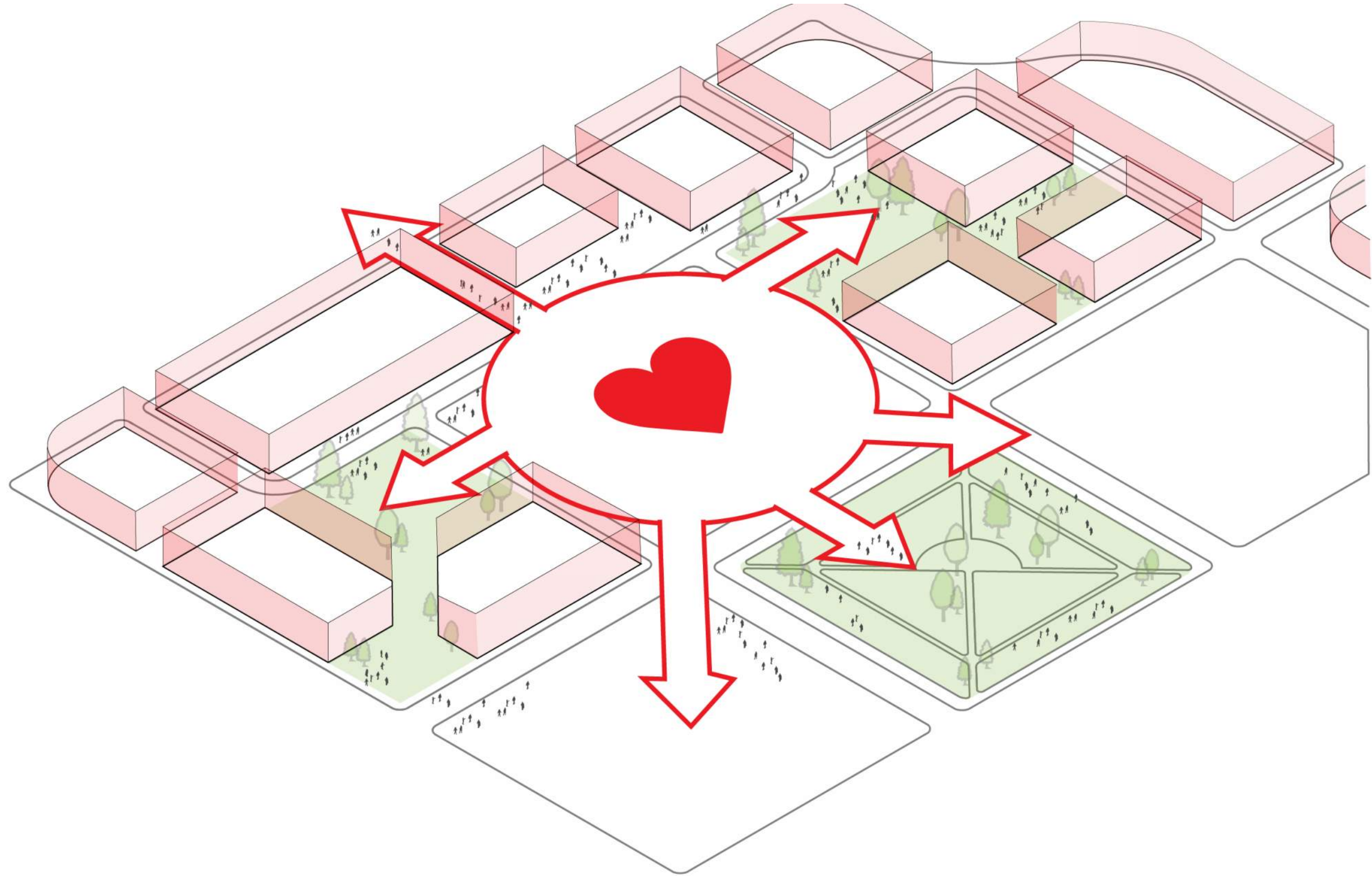


# How The Theater Fits into the Lloyd Center Masterplan





# The Heart of the Neighborhood

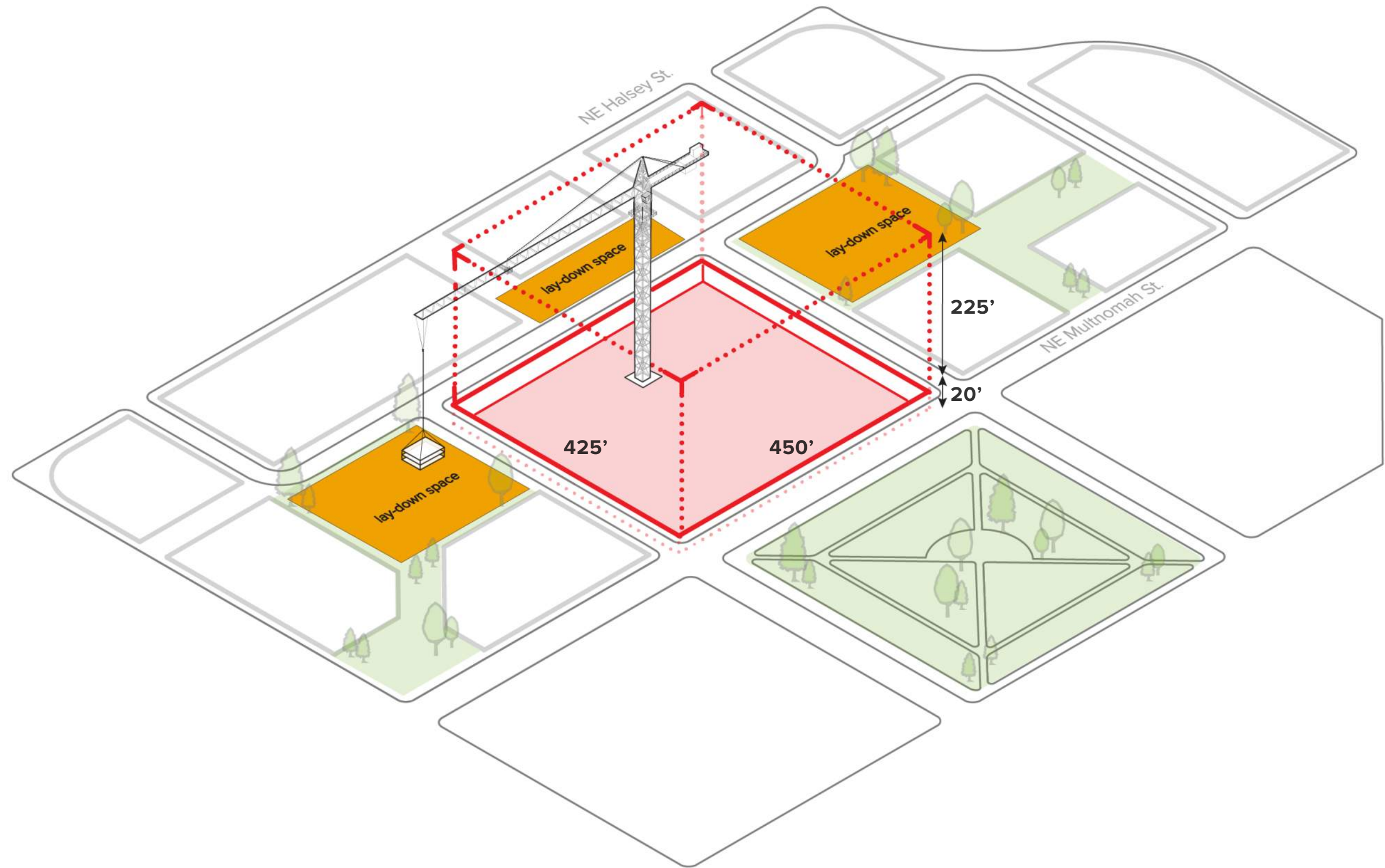


# Stimulus for Redevelopment



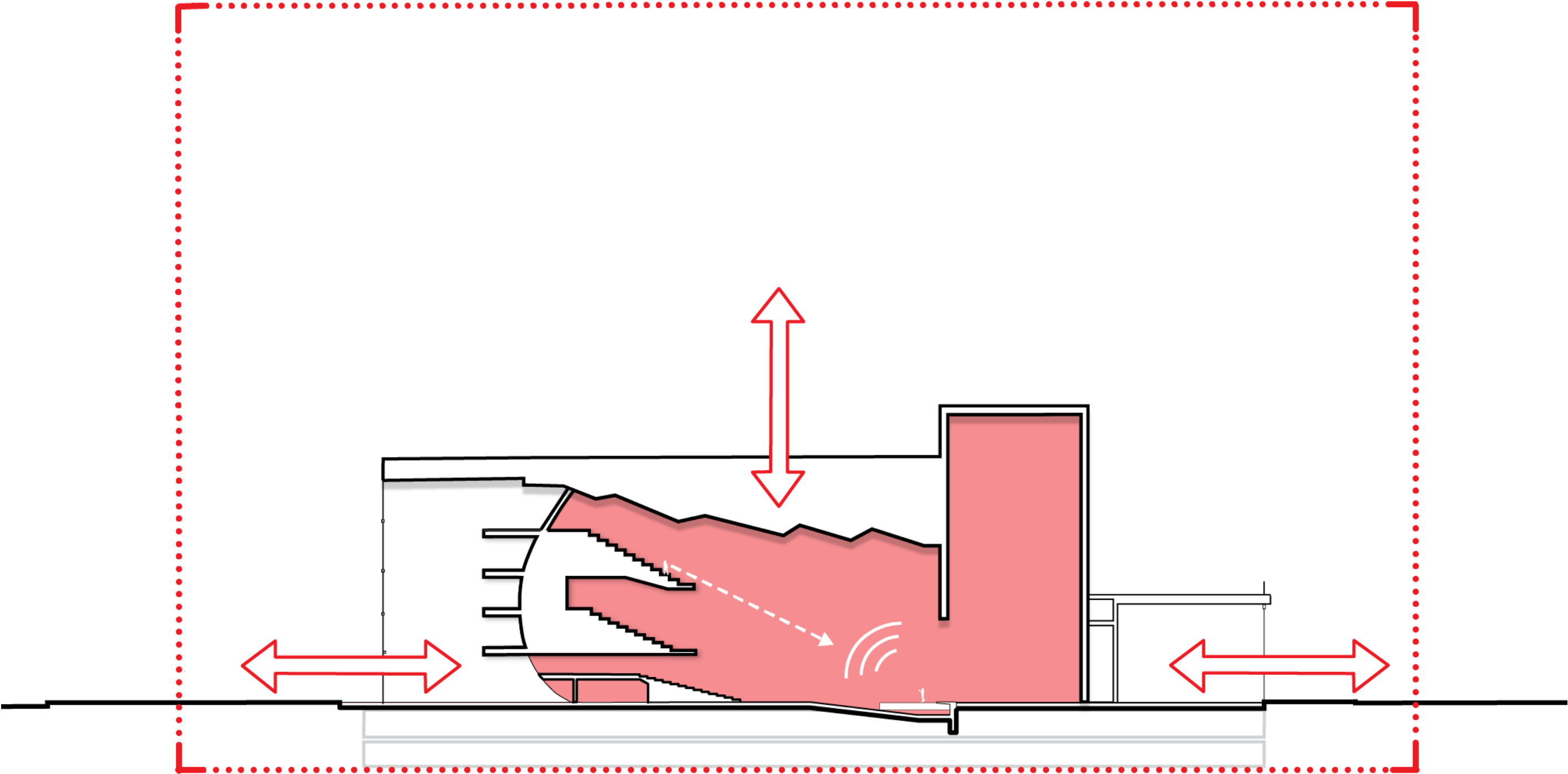






# A Blank Canvas





**Room to Grow**



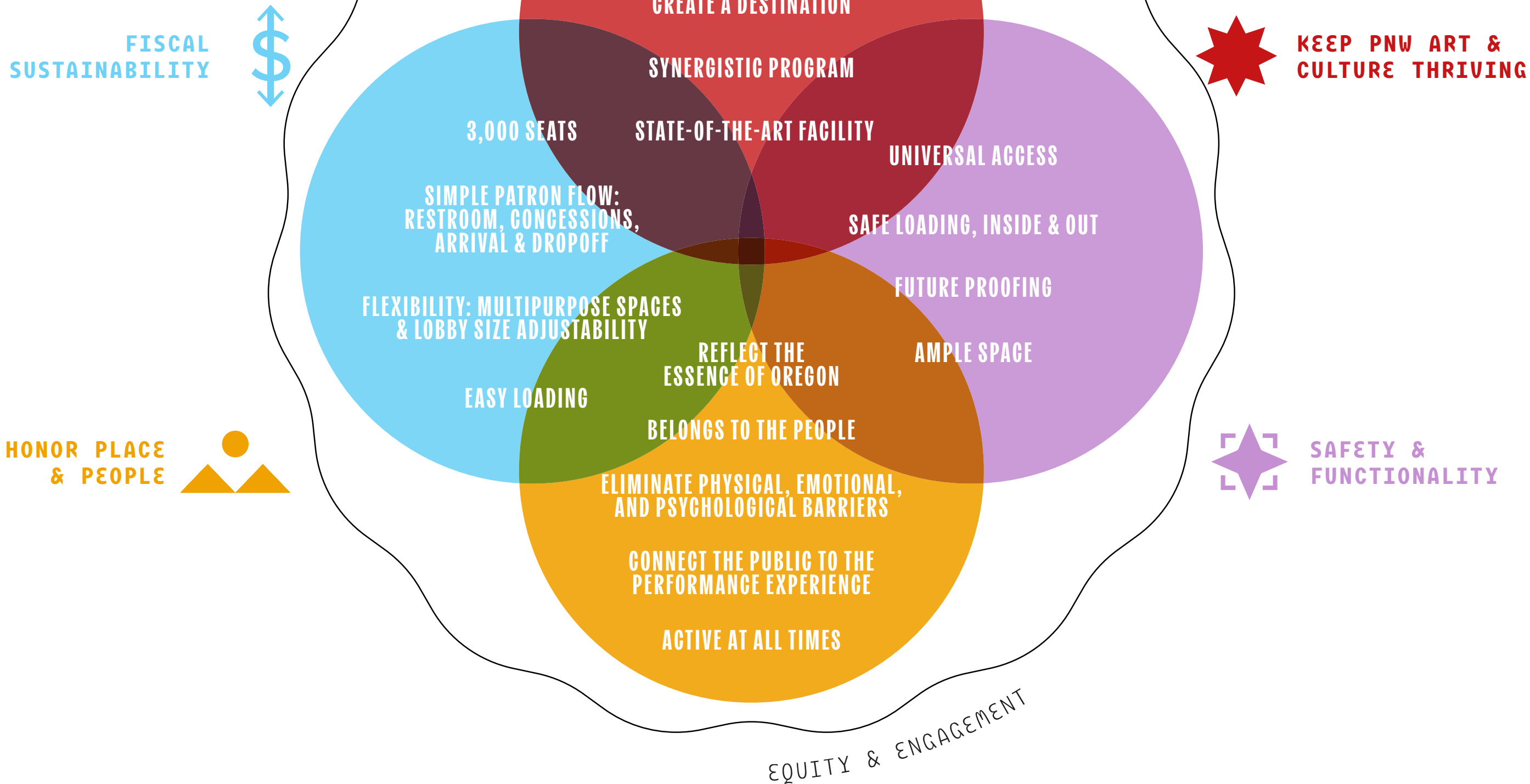
# 4

# SEEDING HOPE

\*SITE SCALE

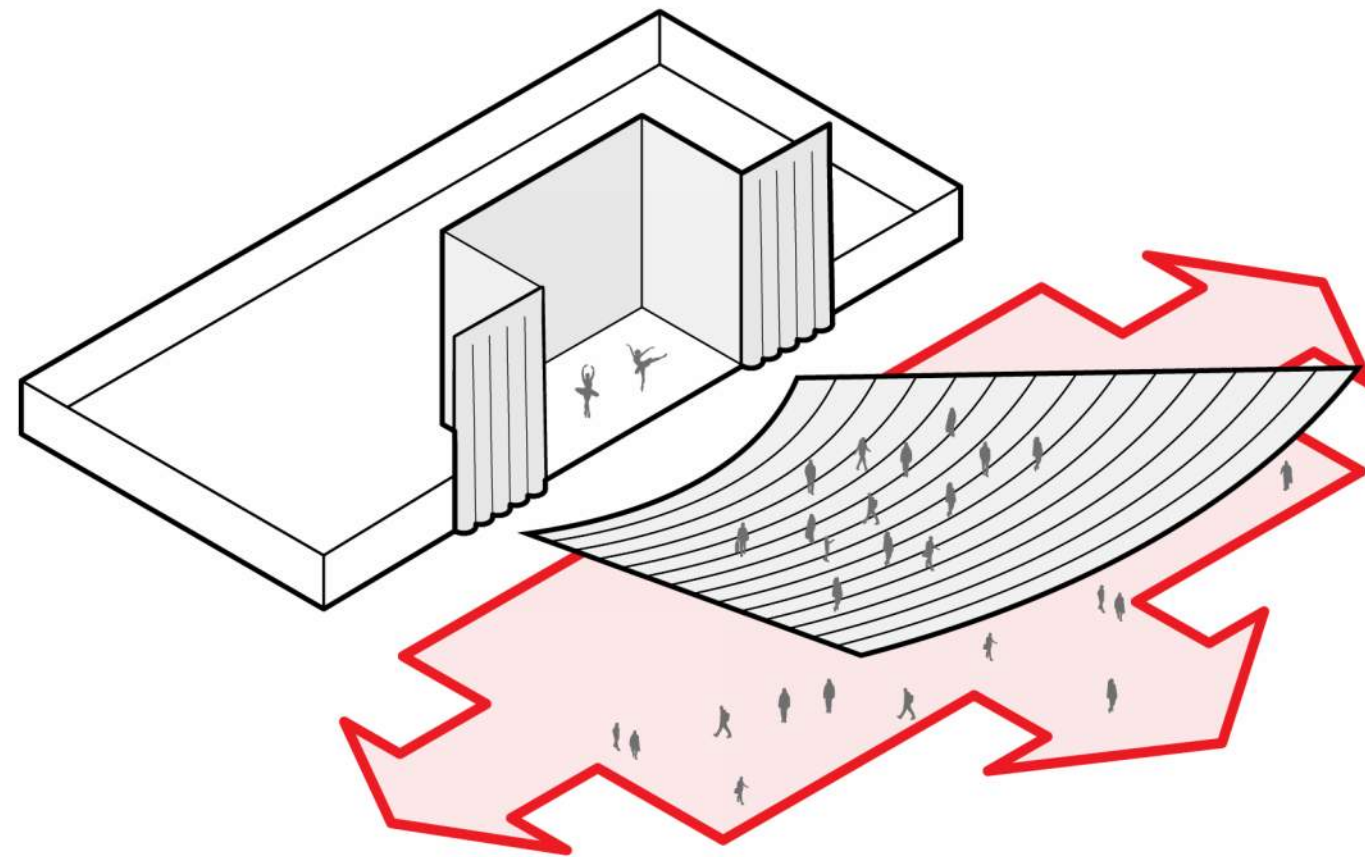


# Listening: A Beginning





# What if? A Vibrant Community Center



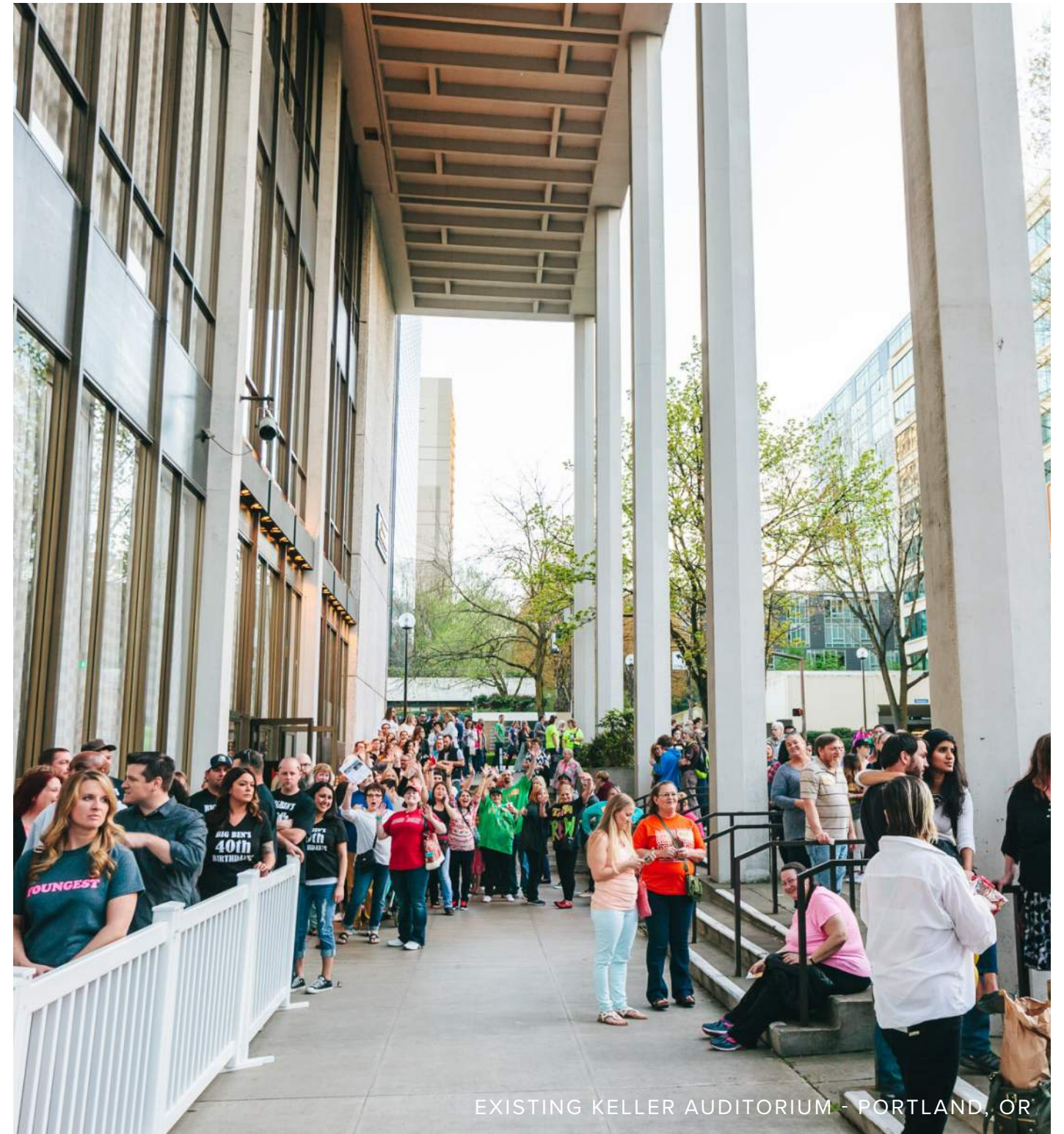
## Lobby Activation





EXISTING KELLER AUDITORIUM - PORTLAND, OR

**BACK OF HOUSE**

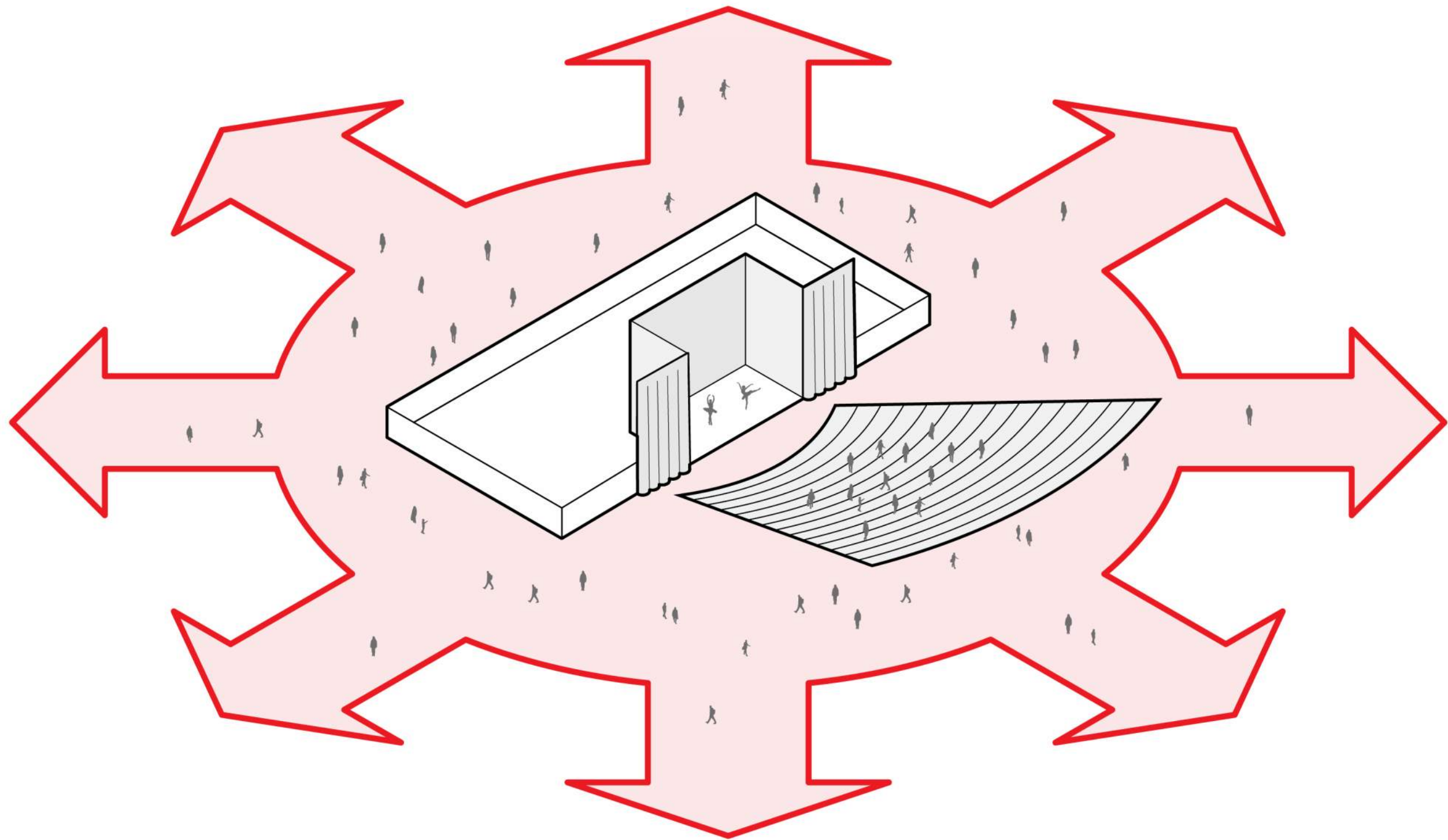


EXISTING KELLER AUDITORIUM - PORTLAND, OR

**FRONT OF HOUSE**



# What if? A Vibrant Community Center



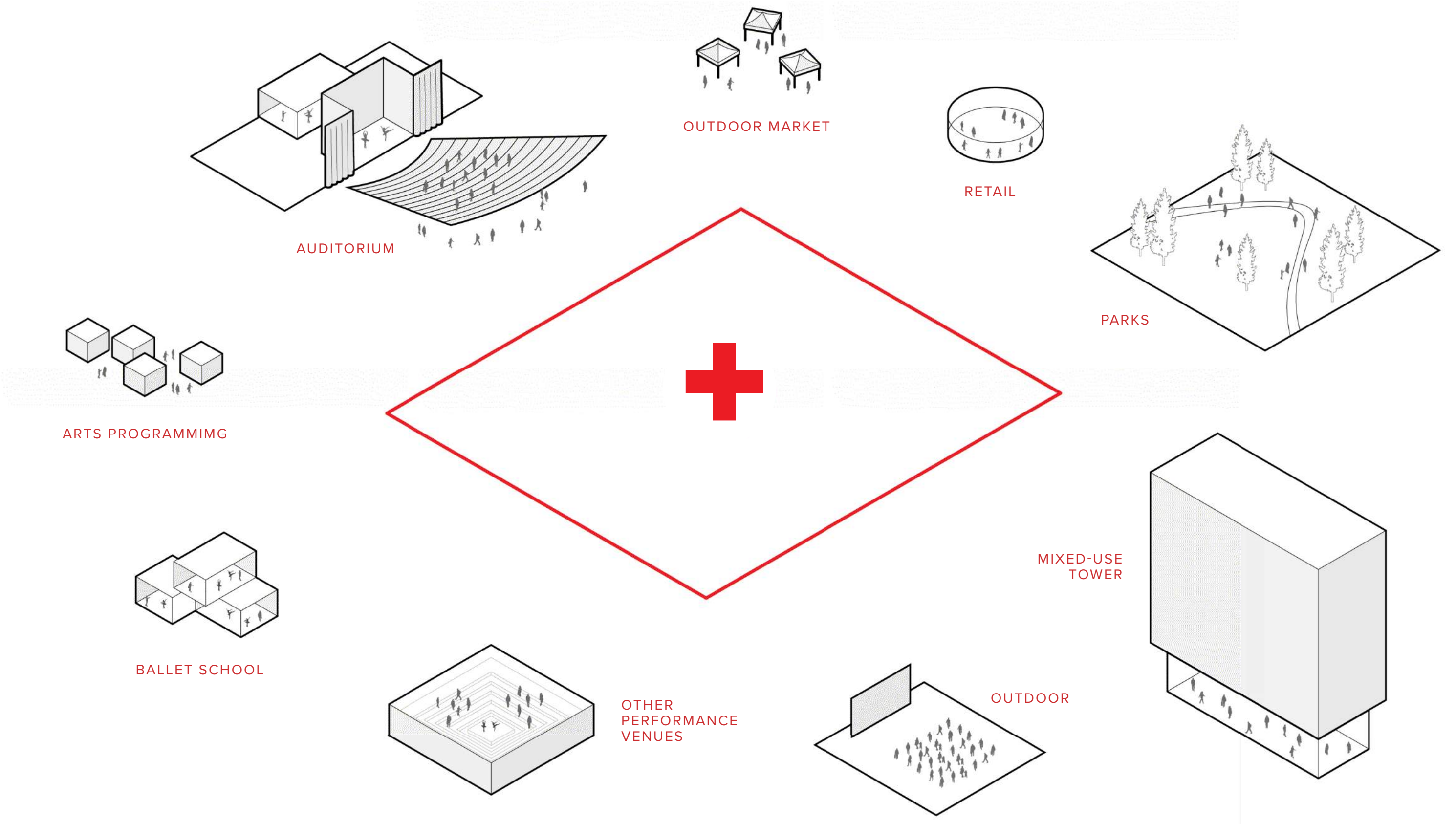
**Vs. Activation on All Sides**





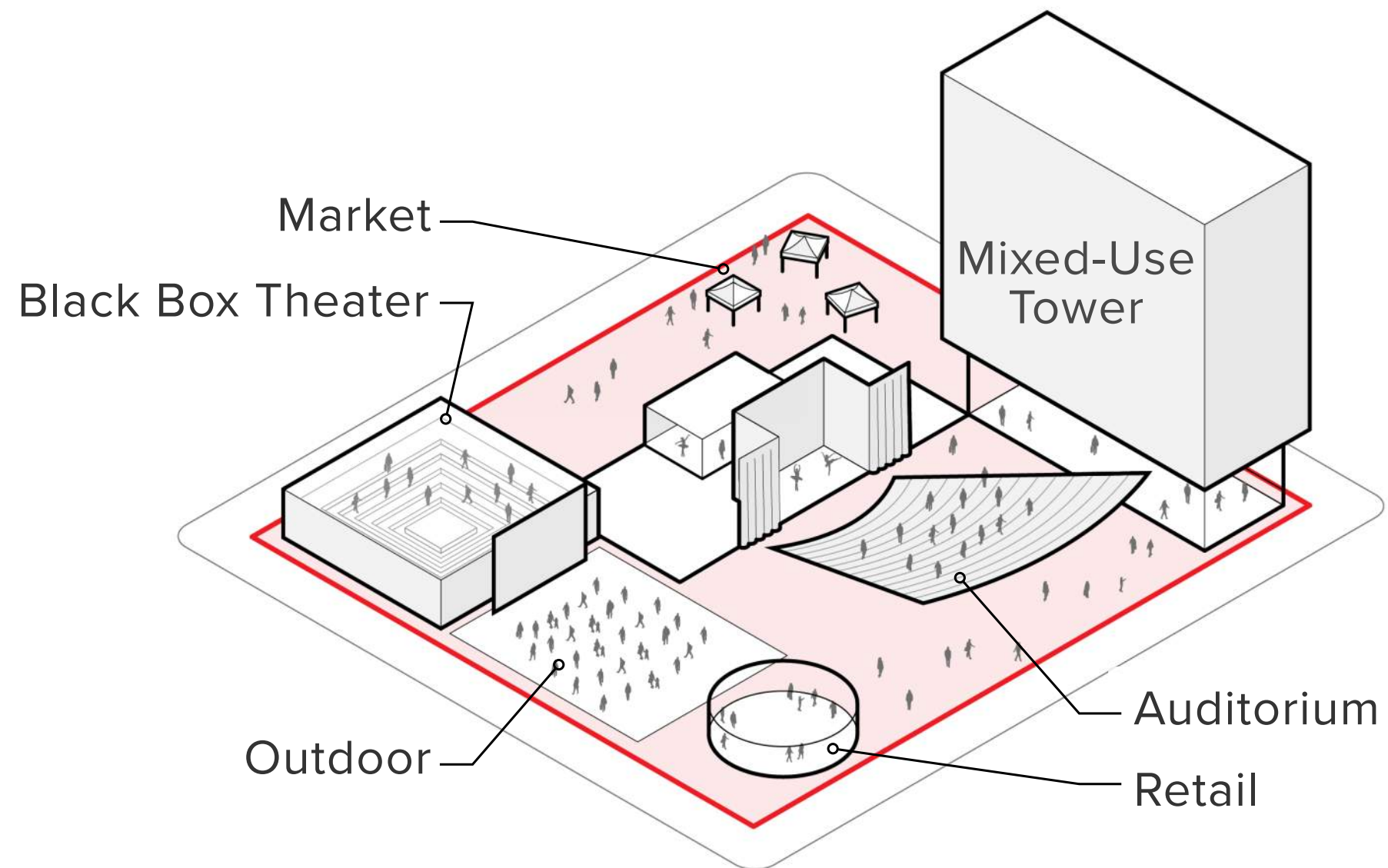


# What if? An Energized District



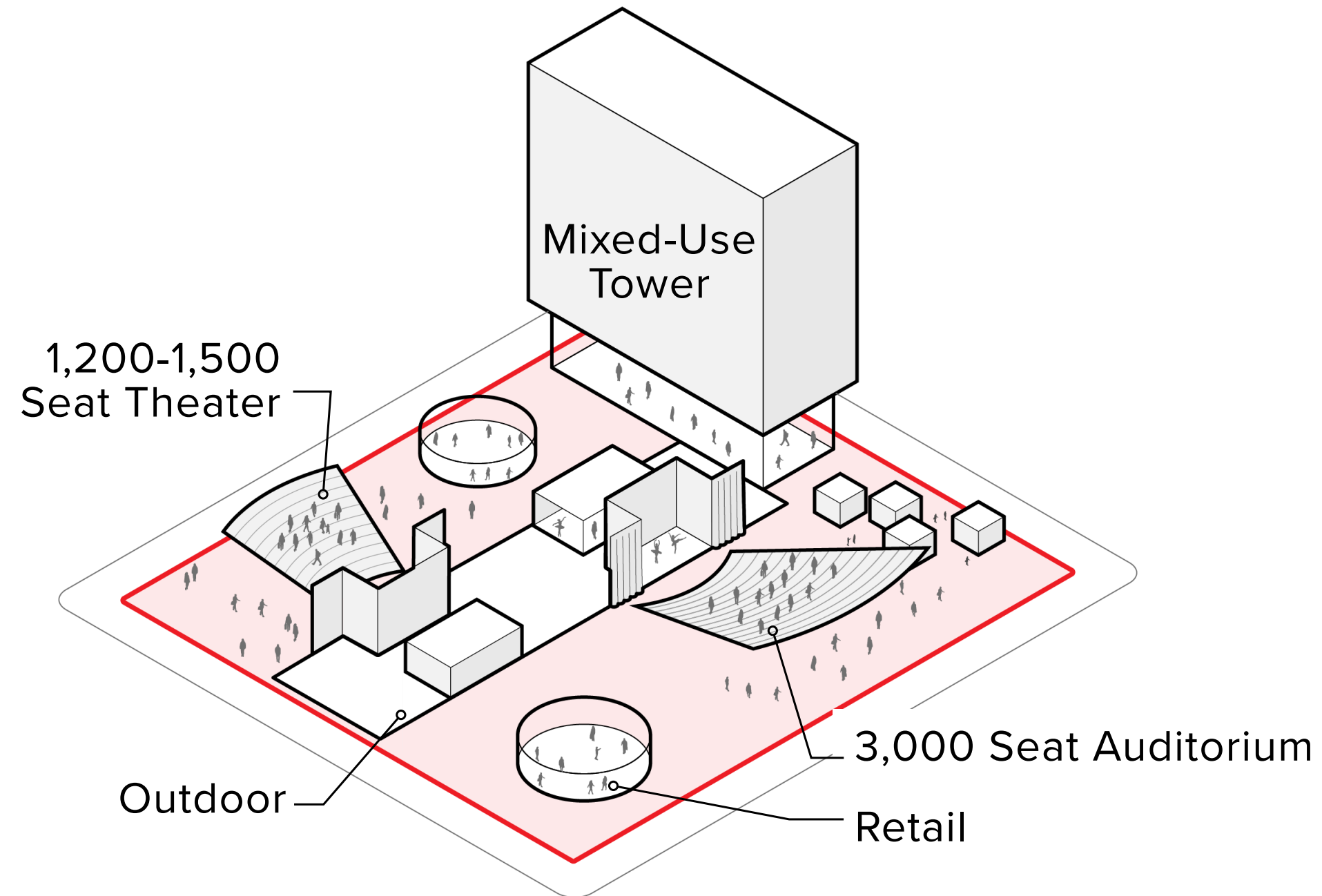


# What if? Unlimited Opportunities



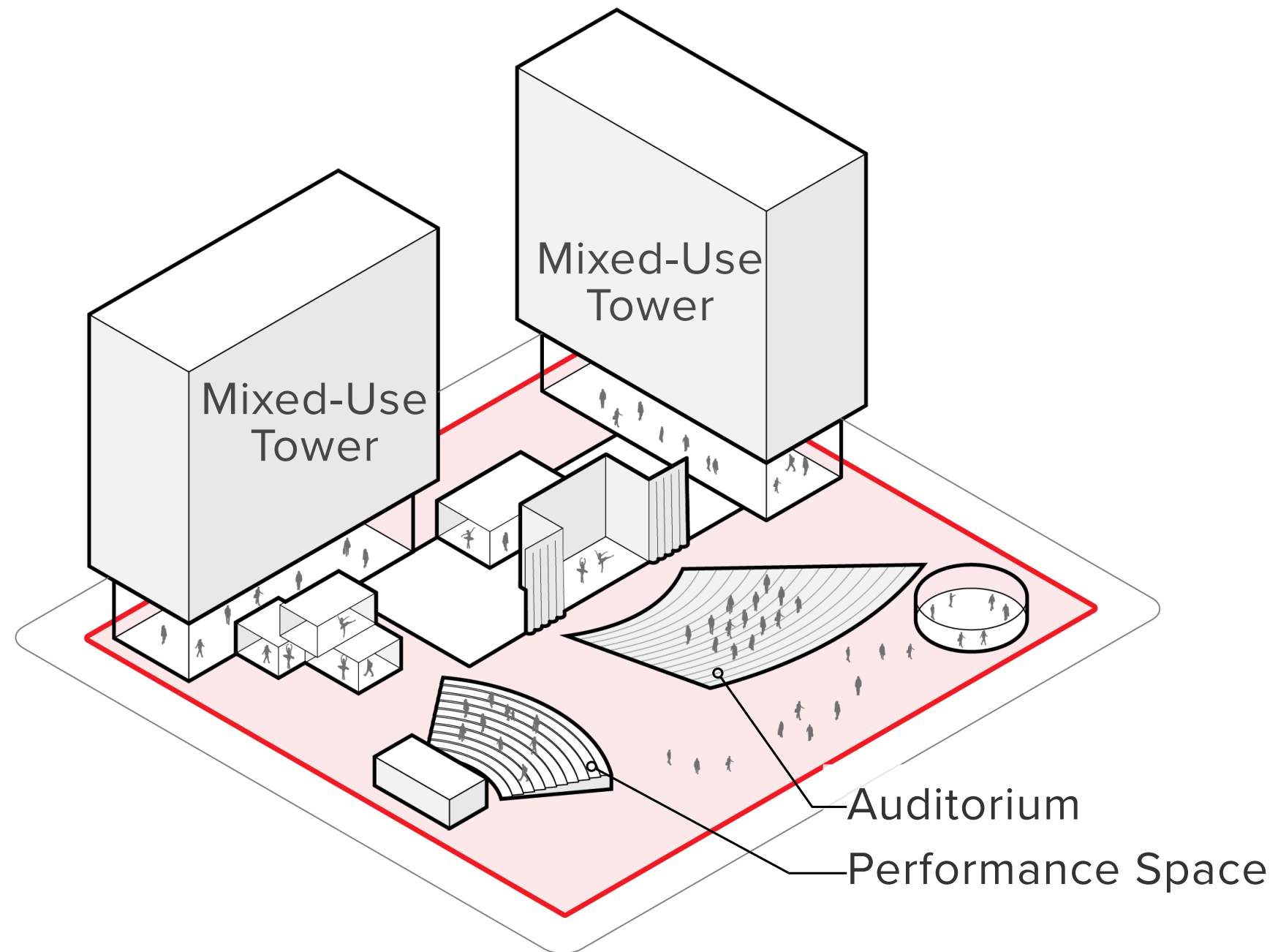


# What if? Unlimited Opportunities





# What if? Unlimited Opportunities







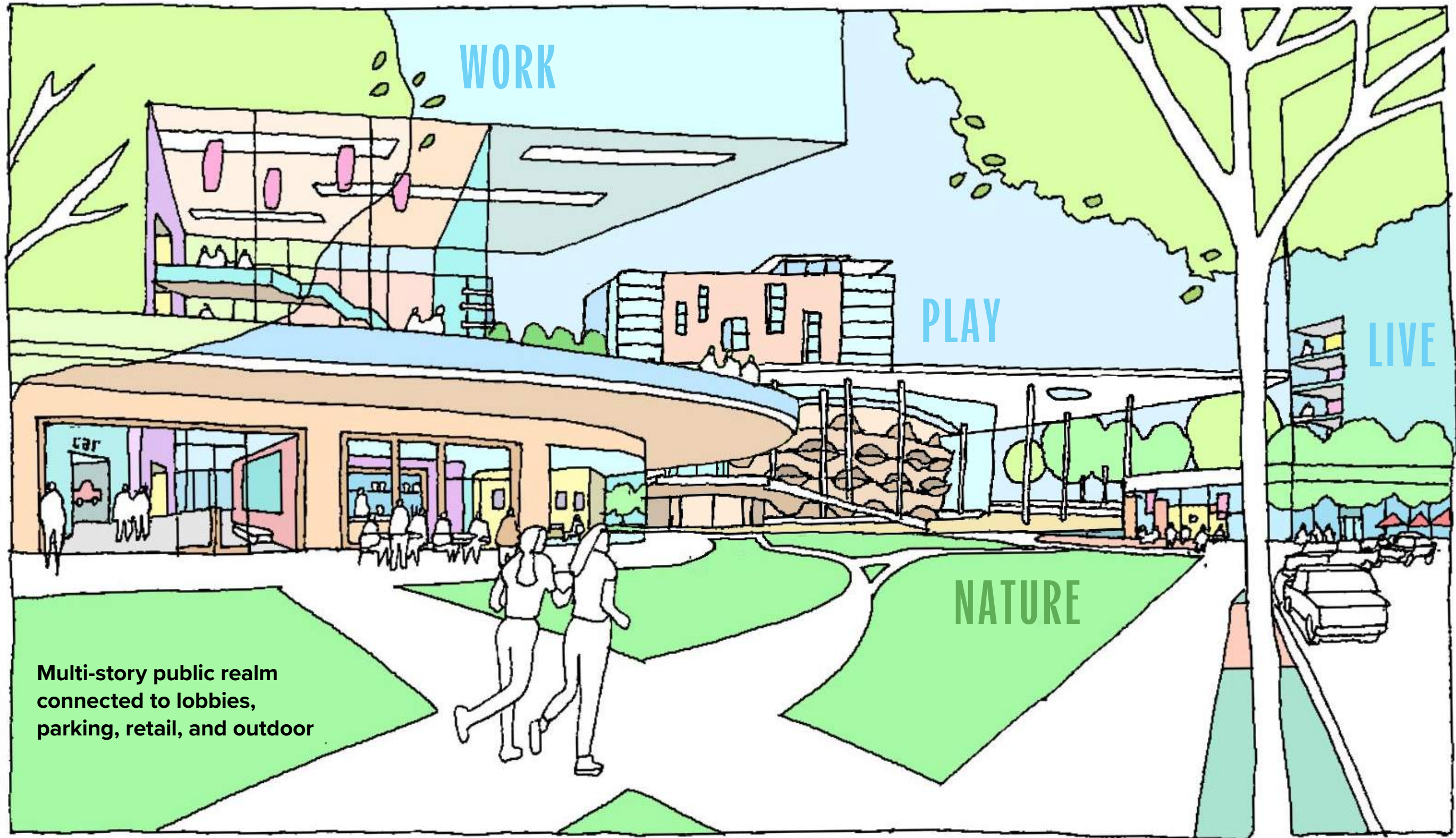


SOMETHING MORE THAN THE SUM OF ITS PARTS

An aerial, isometric illustration of a city block. The central feature is a large square area outlined in red. Inside this square, on the right, stands a tall, white, rectangular building. To its left is a large, curved, tiered plaza with many small figures of people walking on it. Further left is a smaller, curved walkway with more people. The square is also populated with several small, white, rectangular structures and a few circular features. Surrounding the central square are four green spaces, each containing trees and paths. The entire block is bounded by a road with a crosswalk. The text 'SOMETHING MORE THAN THE SUM OF ITS PARTS' is written in red at the top left.



# What if? A Neighborhood to Work, Live, and Play





A SITE WITH THE POTENTIAL TO DEVELOP

**5**

**A THEATER FOR ANYONE**

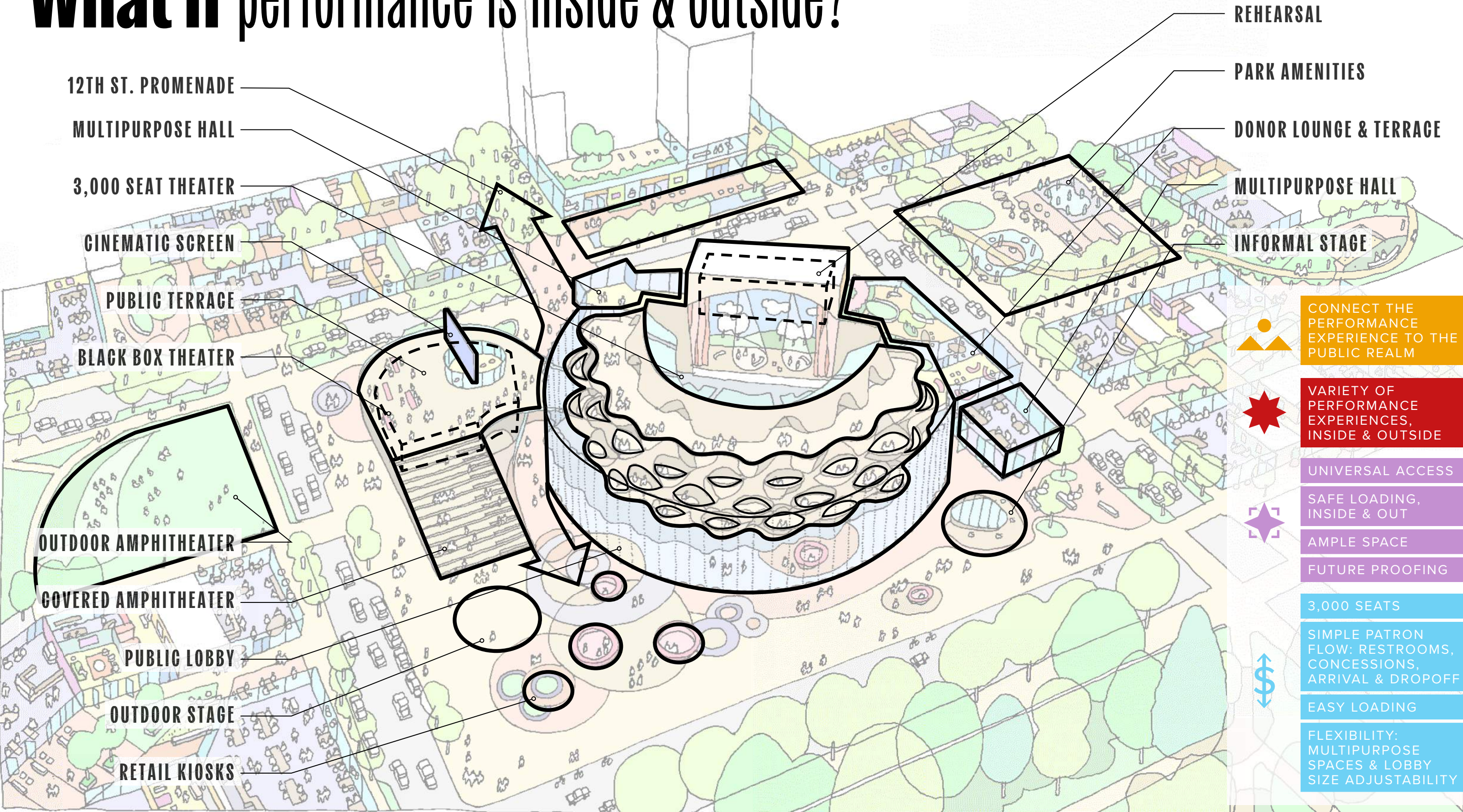


# What if performance is everywhere?





# What if performance is inside & outside?





# What if the park is part of the performance?



View from a new park looking towards the performing arts center and Holladay Park.



# Shared Civic Space



PIONEER SQUARE



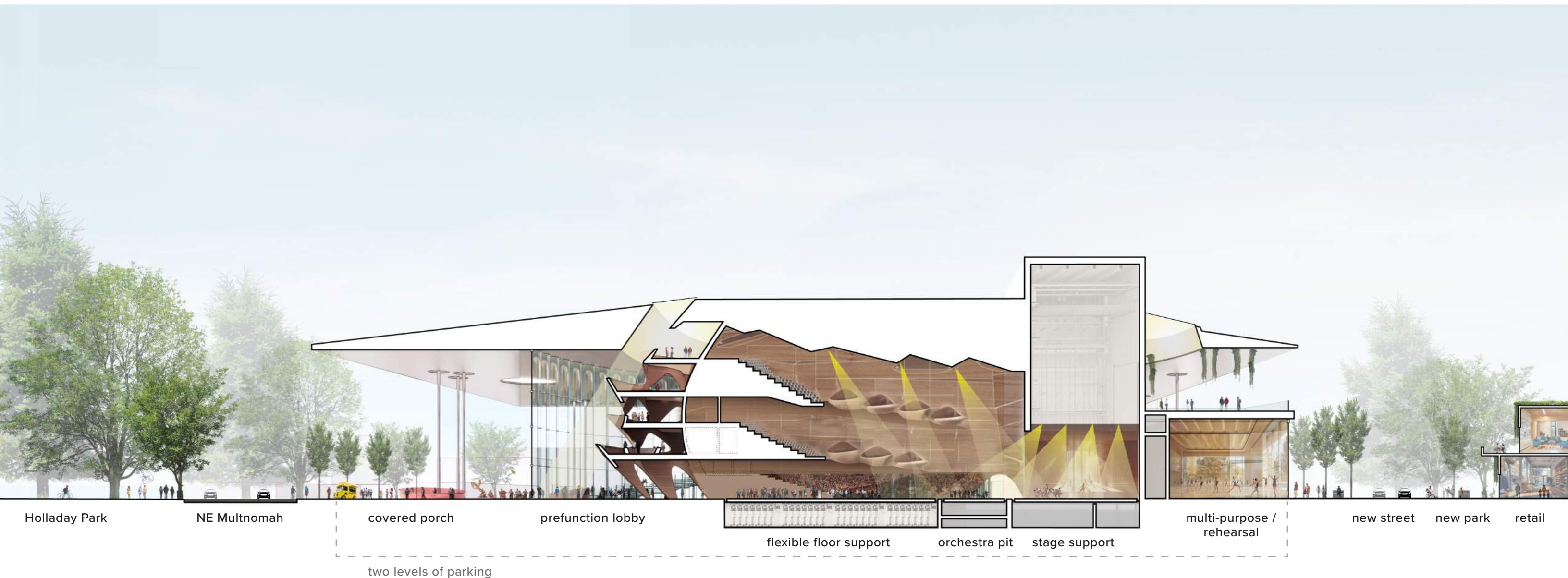
ROSE GARDEN AMPHITHEATER



WATERFRONT PARK



# What if the park and the performing arts facility work together to activate the neighborhood?



SECTION LOOKING WEST



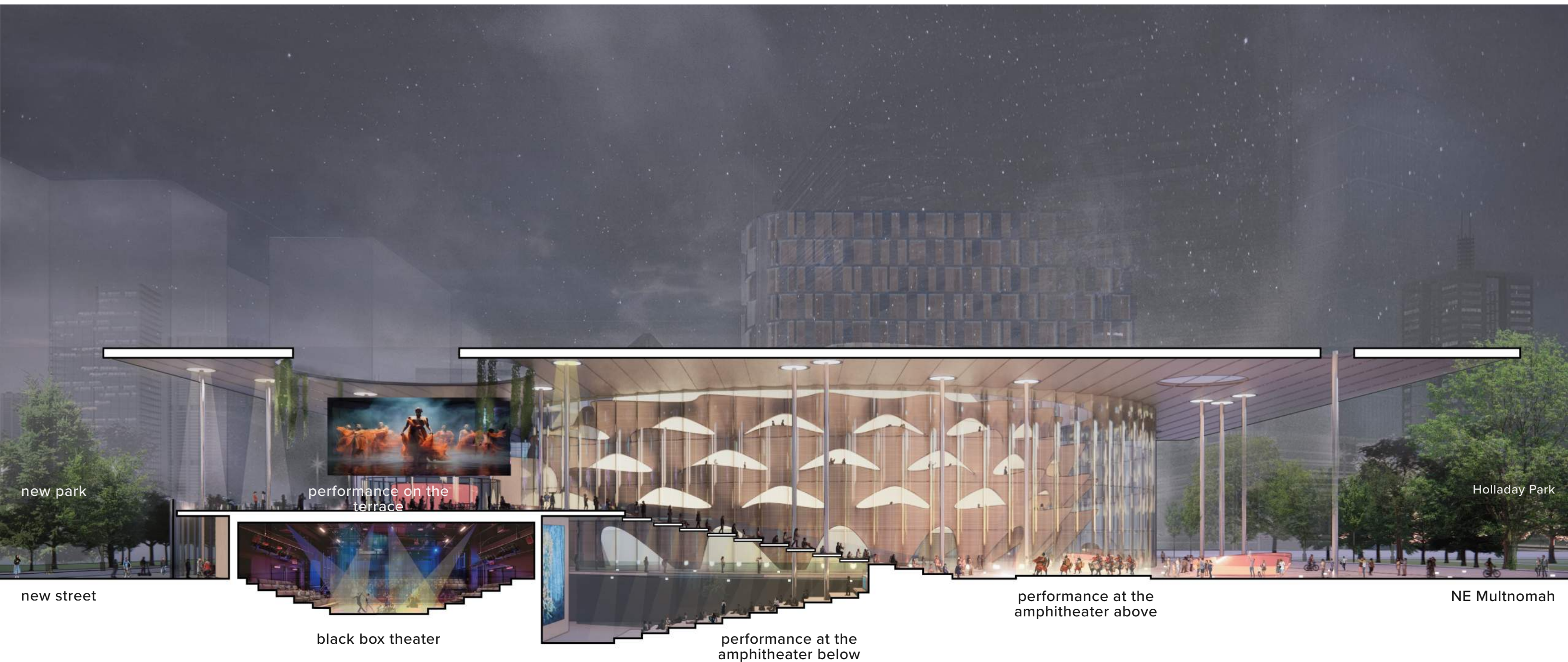
# What if immersive experiences invigorate Portland?



Entering the performance plaza from NE Multnomah Street.



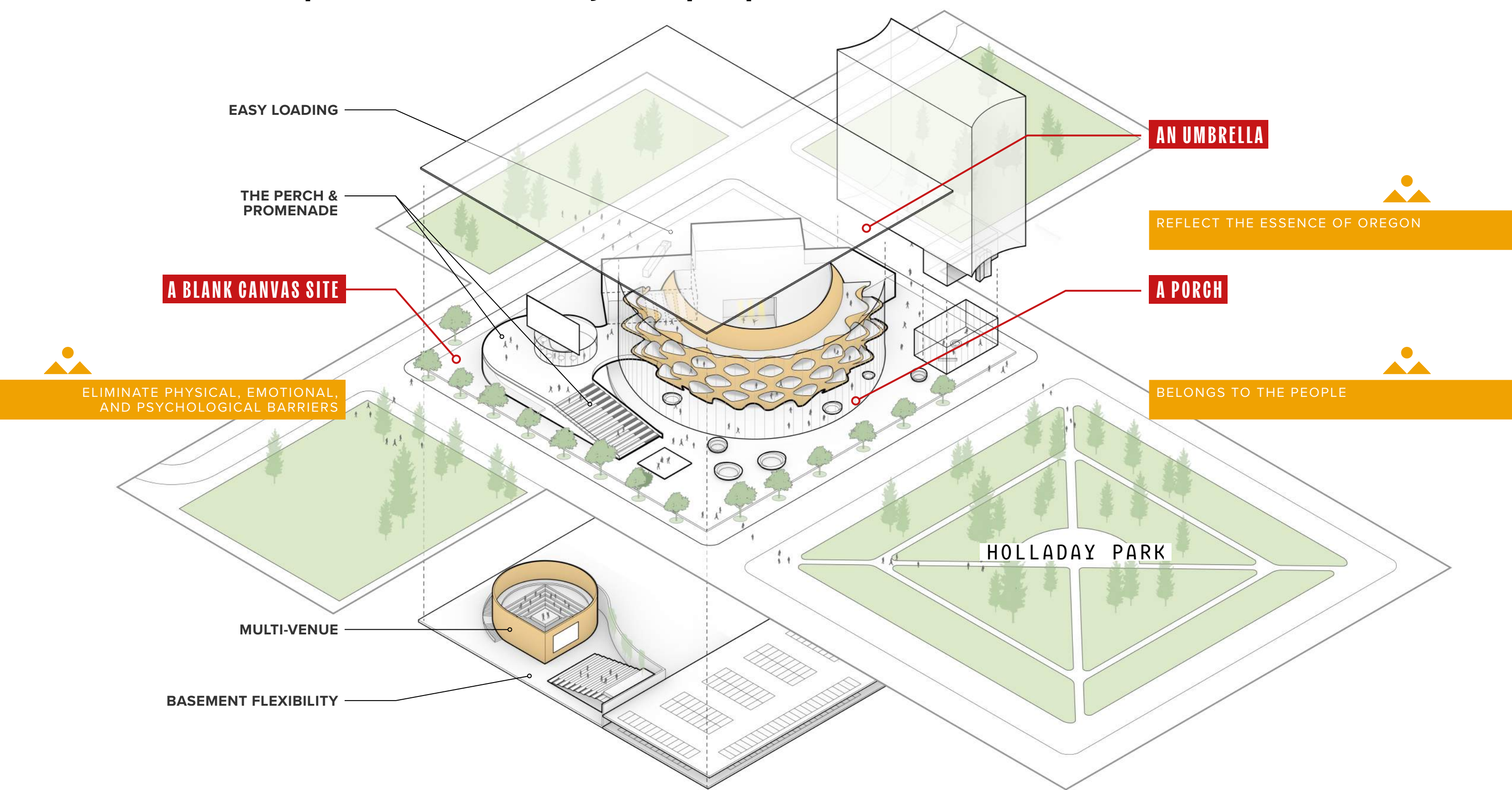
# What if performance is unbounded by inside & outside?



SECTION LOOKING EAST

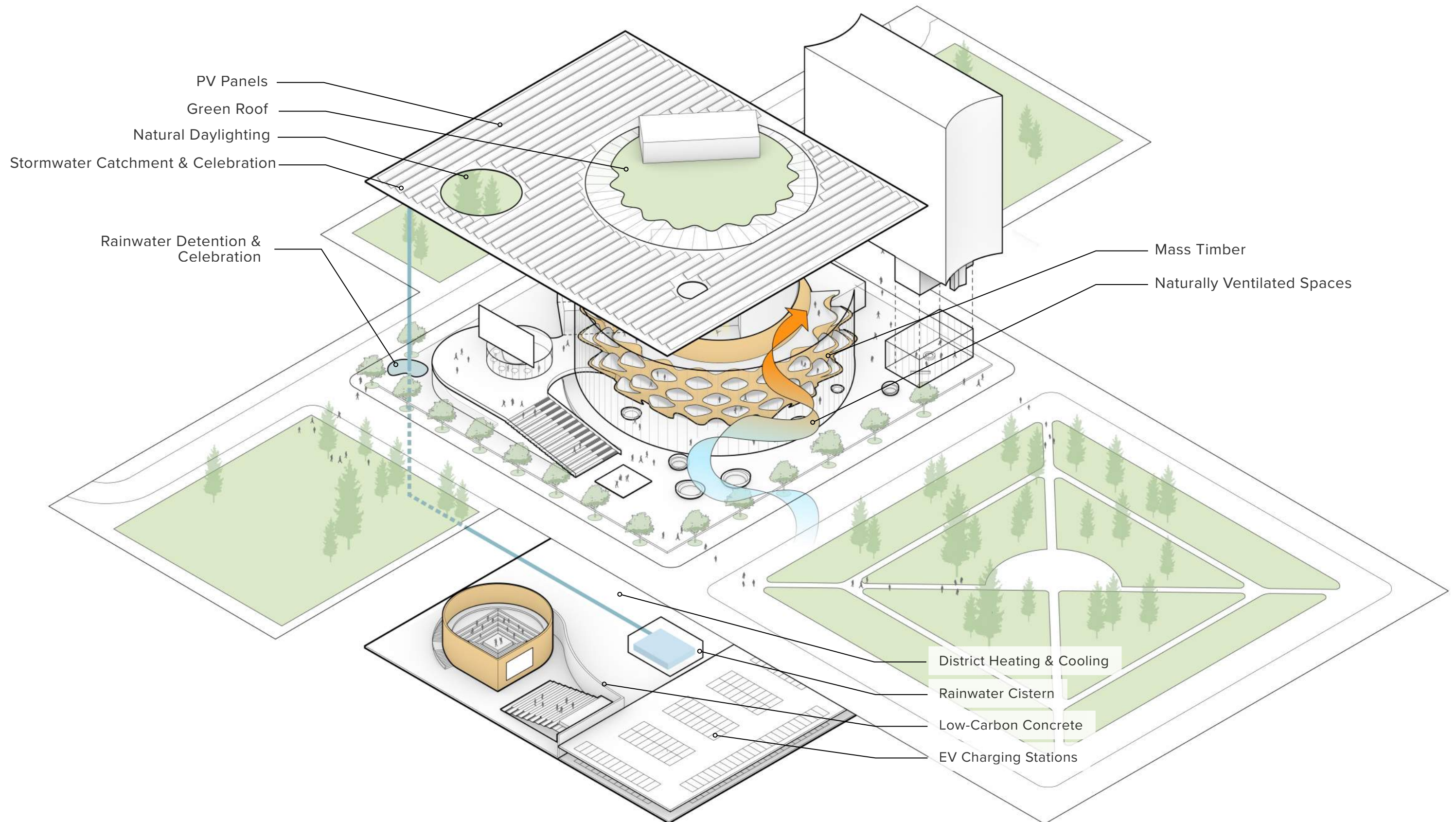


# What if the place is formed by the people and climate of the PNW?





# What if environmental stewardship is exemplified?





# What if the heart of the neighborhood is an expression of Oregon?



View from NE 11th Ave looking toward the NW corner of Holladay Park.





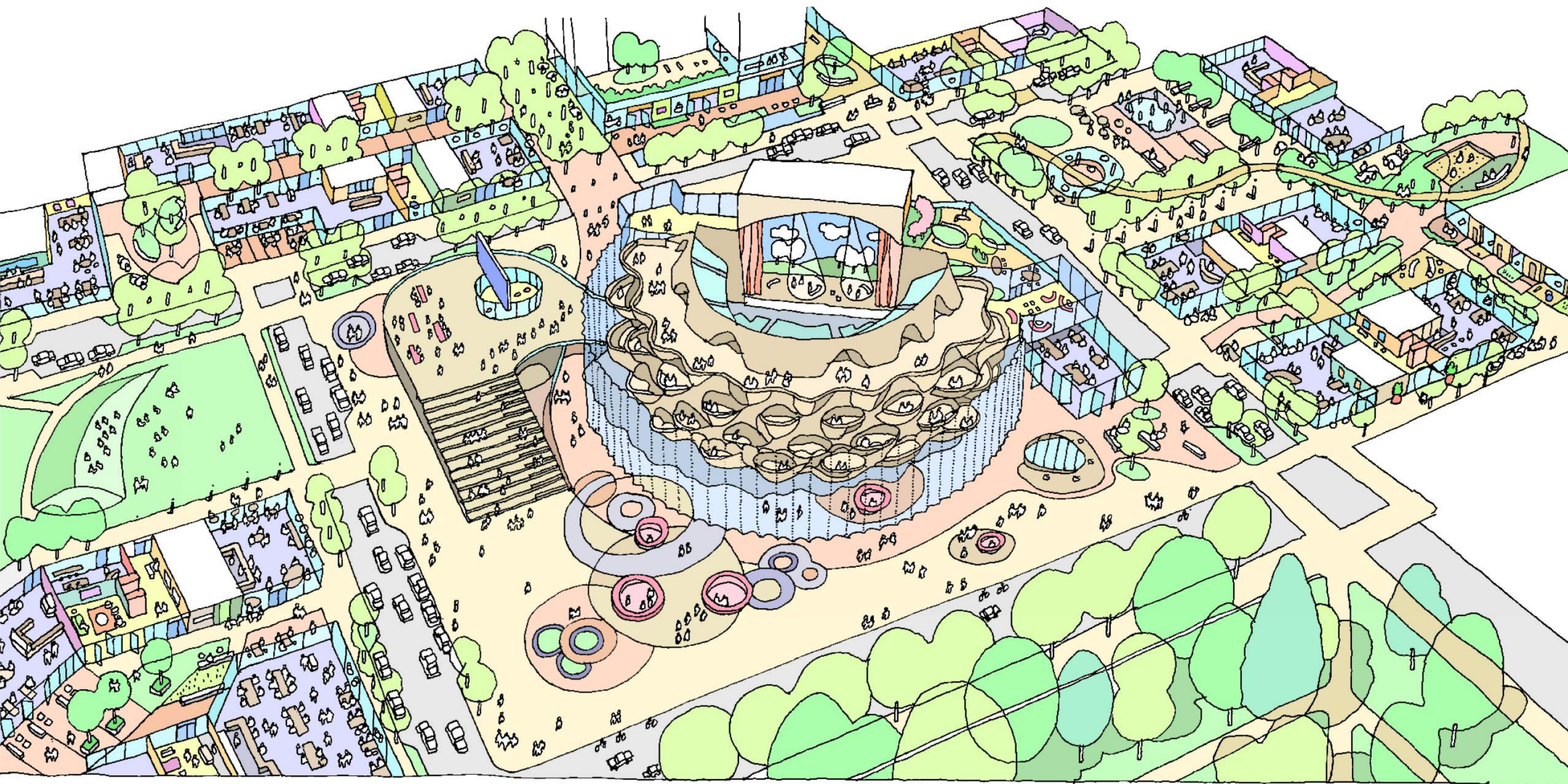


A site full of possibility & optimism...





# IMAGINE A THEATER FOR ANYONE





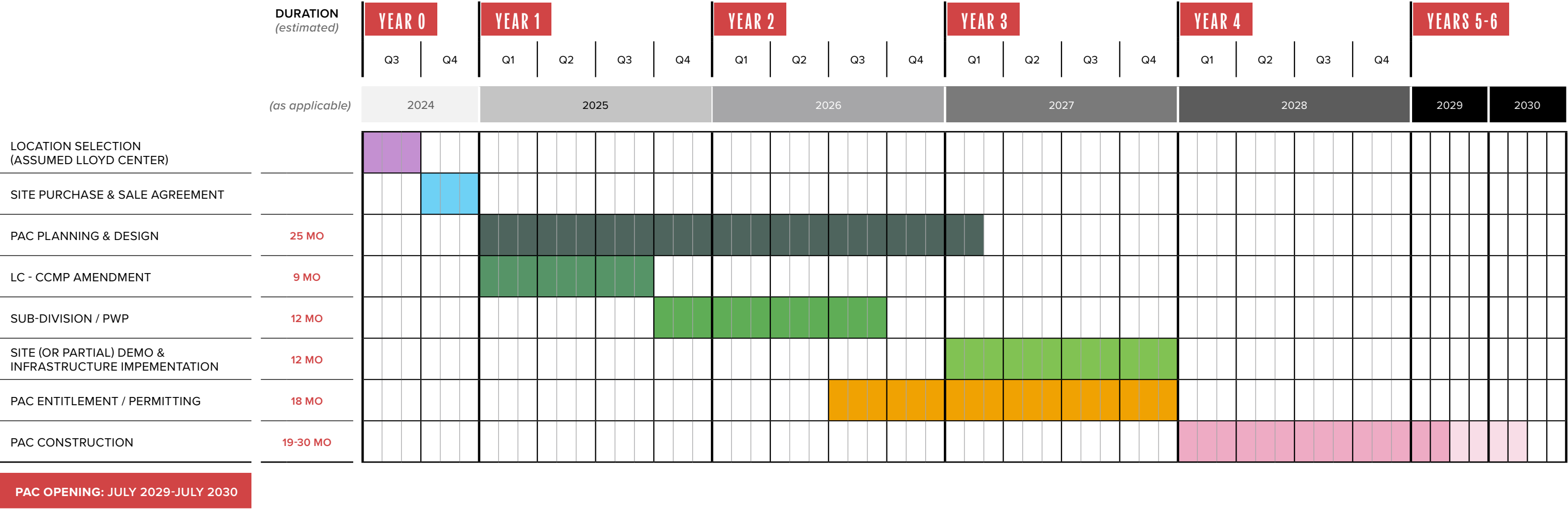
# 6

# AN OPPORTUNITY FOR THE CITY



# Conceptual Project & Development Schedule

LLOYD CENTER (LC) SITE  
PERFORMING ARTS CENTER (PAC)





A site full of possibility & optimism...

