



**MAINE
STATE PIER**
PORTLAND, MAINE

WATERFRONT CONCERTS 3-5 YEAR DEVELOPMENT PROPOSAL

Improving Infrastructure and Utilization of Compass Park

OVERVIEW

For the past 3 years, Waterfront Concerts has been the festival promoter on record for shows presented at Compass Park on the Maine State Pier. With Waterfront's contributions, the city has seen Compass Park developed from an underutilized and arguably deficient structure, to a vibrant contributor to both the culture and economy of Portland's Old Port.

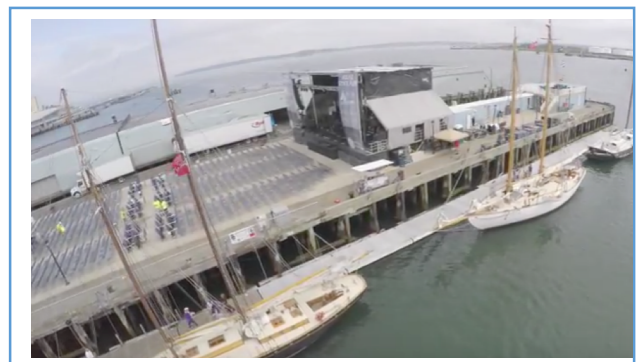
Waterfront Concerts has invested roughly \$1.3 Million in venue and infrastructure improvements to date, and proposes making significantly larger investments in the coming years to construct a vibrant community asset on Casco Bay.

Per the zoning language under Section 14-300, the primary function of Waterfront Concerts (WFC) at Compass Park is to support water-dependent industry. WFC is tasked with attracting concertgoers to local area businesses, ideally deep-water dependent businesses. Secondly, our goal is to drive economic activity to pay for pier maintenance.

Following conversations with local government representatives and non-profit organizations, as well as Portland residents, we feel that we can do even more to achieve this mandate.

We believe that by improving the venue and pier infrastructure, we can create a true community asset that brings more than a season's worth of music to the city each year. We believe that through development and creative partnerships, Waterfront Concerts can help draw traffic to other businesses in Compass Park, improve the experience for customers at Casco Bay Lines, and provide an outlet for the goods and services of local area businesses.

The two primary concerns we hear in neighborhood and council meetings, are that our presence at Compass Park is not beneficial to people who do not enjoy live concerts, and that the music generated at our venue is not confined to the immediate area. We share those concerns and feel that Waterfront Concerts can mitigate sound through careful planned development, and provide increased value to the city in the process.



The Objective

- Introduce semi-permanent infrastructure in Compass Park
- Thoughtfully develop the venue to improve the concert experience, while addressing concerns
- Better support businesses operating in the Eastern Waterfront Port Zone
- Generate additional revenue for the maintenance and upkeep of Portland's working waterfront
- Better utilize existing infrastructure beyond a 20-30 show concert season

Opportunities

- Create a world-class venue that highlights Maine as a music destination
- Support local organizations and neighborhood groups by facilitating events/fundraisers
- Promote small-scale events with existing and proposed infrastructure
- Offer an alternative location for events that occur in City Parks

OUR PROPOSAL

Since 2014, Waterfront Concerts has promoted concerts at Compass Park. Over the past 3 years, we have generated a significant amount of economic activity and are currently operating within our mandate. However, despite our growth and success, we feel that there is more we can do to stimulate the local economy and benefit our community.

Given our track record of safely and successfully promoting events at Compass Park, we would like to enter into a multi-year partnership with the City of Portland to solidify our presence on the Maine State Pier.

After 2 full seasons and 3 years of operating, we have finally exhausted the site developments and improvements that can either be recouped under a single season agreement, or moved should our lease terminate.

To further develop the venue as both we, and the city originally envisioned when we began our partnership, we should consider a longer-term commitment to allow for the sizable investments necessary to bring this venue to the next level.

Specifically, we propose three options that would provide Waterfront Concerts the ability to financially justify significant additional investment in the venue.



Specific Lease Alternatives

- A single ten-year agreement
- A ten-year agreement with (1) ten-year automatic renewal
- A ten-year agreement with (4) ten-year automatic renewals

A single 10-year agreement would provide Waterfront Concerts with the ability to pay for investments with a proper depreciation and repayment schedule. Currently we can only finance what we can reasonably expect to be able to pay off, or relocate after a single concert season.

While a 10-year agreement is a significant improvement over a single season permit, extending the agreement with an option to renew further lengthens the repayment schedule for investments. A longer-term agreement would allow both Waterfront Concerts and the city to dramatically increase the ambition and scope of proposed site improvements and venue upgrades.

SPECIFIC DEVELOPMENT PROPOSALS

Grandstand Systems

One of the specific challenges we strive to overcome are deficiencies in the fan-experience in our General Admission area. Compass Park is an essentially flat, 80' wide venue, and both queueing and sight-lines suffer past our mix-position. We have approached three companies that specialize in custom grandstand solutions, and have narrowed our focus to two proposals.

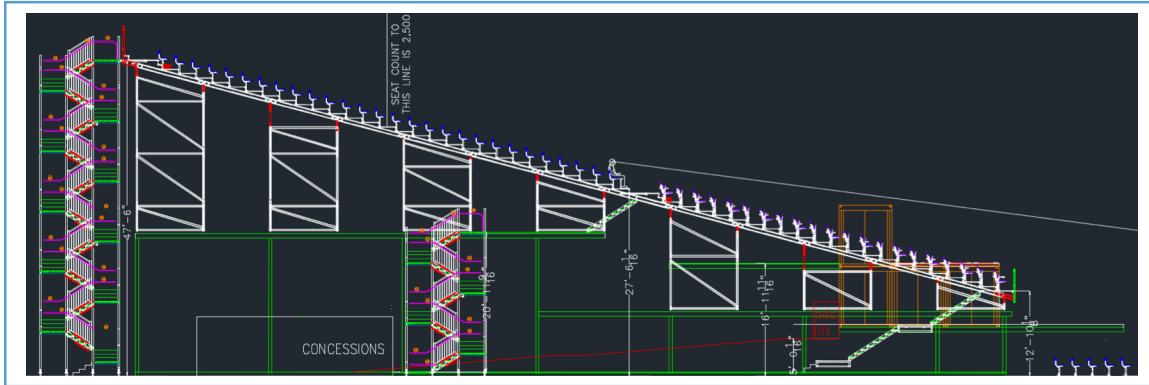
Either proposal would enhance the experience of our concertgoers, while opening up the venue for use in other capacities.

The first option, pictured below, represents a more basic option. This solution allows for vehicle egress underneath (10' clearance), seats 1,000 patrons, and provides a location for spotlights on the top level. It is temporarily anchored to the deck of the pier and would be a significant improvement over the current venue layout.



The second, more elaborate option would incorporate two VIP boxes, add concessions within the framework of the grandstand system, and seat some 1,400 patrons.

This design is adapted from a previous grandstand system installed at the Laughlin Event Center in Laughlin, Nevada. (Pictured below).



By expanding the capacity of the venue, significantly improving egress, and enhancing the concert experience for all attendees, we feel that a proper grandstand solution at the Maine State Pier would make the venue a premier location, attract concertgoers to Portland from a much greater distance, and as a result improve revenue for the city while limiting downside for Waterfront Concerts.

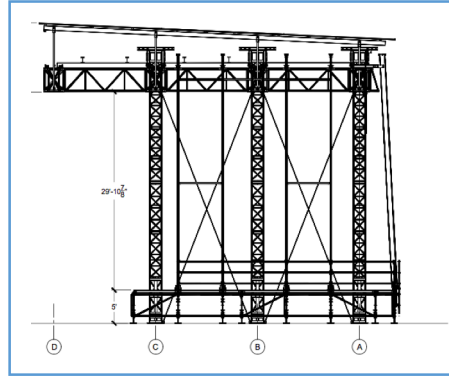
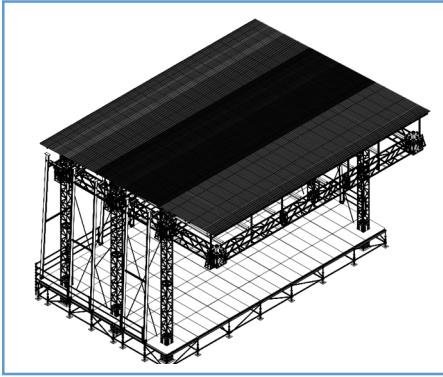
Stage Solutions

In addition to improving the concertgoer viewing experience, we plan to install either an improved modular stage or a permanent stage at the end of the pier.

In moving away from our mobile stage, tours will have the freedom to hang lighting and video packages in almost any configuration. Currently, our mobile stage is limited to rigging from roughly 15 points on the roof of the structure, in a very specific way. This freedom to set the stage as envisioned without

restriction will allow us to draw stronger talent to the venue and provide a better overall experience for tours and concertgoers.

Mountain Stages, the manufacturer of Waterfront Concerts' Bangor stage, has designed a concept scaled to the Maine State Pier, pictured below. This stage configuration would allow for different rigging configurations, allow for more efficient loading in and out of the venue, and conform more naturally to the pier itself.



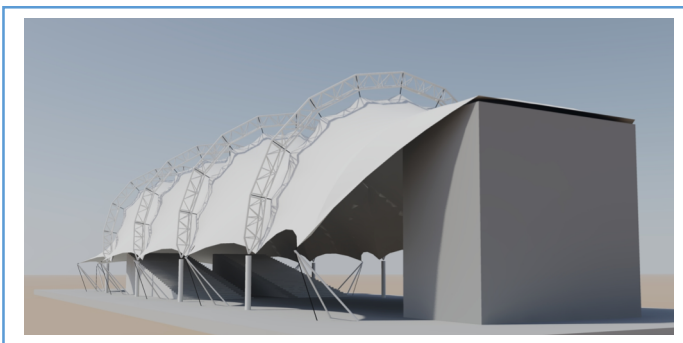
Looking beyond a Mountain Stage, a permanent stage could be designed that is specific to the pier. A permanent solution would better factor in aesthetics as well as function.

Comprehensive Solutions

In considering a comprehensive venue solution for the Maine State Pier, one strong contender is a tensile fabric structure.

A tensile structure would allow us to operate for 3-seasons, and would expand the variety of events that could be held at the venue. Organizations wishing to host an outdoor event would be able to bring their event under a roof, and remove many of the weather-related concerns associated with operating in Maine.

This solution is modeled after the Dayton River Pavilion (Pictured below), adapted to the unique wind and infrastructure conditions at the Maine State Pier. If adopted, a tensile structure would allow for the best of both worlds, an outdoor concert experience, with 3-season weather protection. Importantly, this solution would also help guarantee that sound is contained within the venue and the immediate vicinity.



CONCLUSION

Looking at the proposed lease options, we are open to revising and revisiting these terms to bring them in line with the city's vision for the space. The one factor that will guide investment is the length of our agreement. A longer agreement allows for a longer recovery period for investment, therefore a more significant investment from Waterfront Concert.

As a framework for discussion, we propose 3 options:

- 1.) A 10-year agreement: Involving modular but significant improvements, easily removable.
- 2.) A 10-year agreement with a 10-year renewal: Involving comprehensive improvements mirroring the development at Waterfront's Bangor venue.
- 3.) A 10-year agreement with (3) 10-year renewals: Consisting of full venue development, including a tensile roof, stage house, and fixed grandstand solution.

In addition to the above proposed upgrades, a long-term partnership could yield other benefits. For example, we resurfaced the existing Compass Park benches in 2016, as a permanent tenant, we could replace them with improvements.

Structural modifications and improvements would need to be made to the pilings under the pier to support these projects. We would finance those upgrades.

Where the venue is a city park when we're not operating, Waterfront Concerts would replace existing light posts with new upgraded bollards, and repair the wooden decking on the right side of the venue. As a tenant with a long-term home in Portland, we can do more to substantially benefit the working waterfront as a neighbor than we can as a seasonal presence on the Pier.

In developing the site into a world-class venue, we can foster and enhance economic activity on Portland's waterfront. Together we can benefit local organizations, recent arrivals to our city, and support charities while gaining insight into how future development impacts existing businesses near the Maine State Pier.

We look forward to working with the Portland City Council and local Government to make this proposal a reality. We feel that by partnering beyond a single season Festival Permit, we can justify the significant financial investment needed for the Maine State Pier to reach its full potential.

Thank you for your consideration,

Jon Dow
Production Manager / Venue Operations – Waterfront Concerts