



Re-TURN

The Jantzen Beach Carousel



SAVING HISTORIC PLACES

Requests for Expressions of Interest

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Request for Expressions of Interest Restore Oregon/Jantzen Beach Carousel

Introduction

[Restore Oregon](#), Oregon's only statewide nonprofit historic preservation organization, seeks Expressions of Interest from developers, municipalities, and/or landowners for potential siting of the Jantzen Beach Carousel.

This century-old wooden carousel will require restoration; a high-traffic/high-visibility site; a new, climate-controlled pavilion; and an operating plan that will insure financial stability and ongoing public accessibility.

We are looking for creative, dedicated developers/partners who wish to make their mark on our community, revive a beloved historic asset, and draw tourists to enhance an area already on its way to becoming a destination.

RFEI Response Overview

This offering is intended to be flexible. Restore Oregon is seeking neither detailed proposals nor architectural plans for potential sites, but rather seeks expressions of interest from developers, municipalities, or property owners who have site control over specific parcels and the financial and creative capacity to construct a carousel pavilion.

Partnerships for restoring and operating the carousel are a possibility.

More information on possible deal structure options is provided in the Appendix.

Submission Criteria

Two threshold criteria are required for responding to this RFEI:

- 1. Respondents must have site control of proposed locations for the carousel in the form of a deed, current Purchase and Sale Agreement, or signed Agreement in Principal.**
- 2. Respondents must have the ability to enter into an Exclusive Negotiating Agreement by December 31, 2019.**

Please direct any inquiries regarding this opportunity and the RFEI process to:

Stephanie Brown, Jantzen Beach Carousel Project Manager

stephanie@restoreoregon.org

503.516.3590

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Submission Timeline

Issue Date

May 20, 2019

Submission Deadline

The deadline for responding to this RFEI is **Monday, July 1, 2019, at 5 pm PST**. Responses must be RECEIVED by Restore Oregon by this date/time.

Submission Costs

There is no fee associated with this RFEI submission. However, any costs incurred related to the submission process are the sole responsibility of the party supplying the response.

Submission Method

Responses should be emailed to our Jantzen Beach Carousel Project Manager, Stephanie Brown, at stephanie@restoreoregon.org.

Late Responses

Submissions will not be accepted after 5pm on July 1, 2019, without prior agreement from Restore Oregon staff.

Selection Process

Upon receiving responses to this RFEI, Restore Oregon may, at its sole discretion, elect to proceed in any of the following directions:

- Restore Oregon will review RFEI responses and provide summaries to the Restore Oregon Board of Directors.
- Restore Oregon may solicit additional information or clarifications from respondents.
- Restore Oregon may rank responses to this RFEI.
- Restore Oregon may select a “short list” of respondents to engage in a second-round process. This second round may entail requests for clarification, scheduling of interviews, a formal Request for Proposals (RFP) process, and/or other means of selection.
- Restore Oregon may opt to select a single respondent team, without going through a second-round process, and negotiate the terms of a transaction with that team.
- Restore Oregon may opt to reject any or all proposals.

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Selection Criteria

While it is not necessary to meet all of the following criteria, preference will be given to candidates who can offer several of the following:

- Ability to offer a land contribution or a long-term lease agreement
- Commitment to construct a climate-controlled structure to protect the carousel
- Willingness to fund, or make a financial contribution to the construction of the new pavilion
- Site control over a location which either attracts 1 - 2 million visitors per year, or can reasonably be expected to provide adequate paid ridership to ensure long-term financial stability
- Commitment to providing accessibility, including providing physical access to the carousel for people of all abilities, ensuring easy access to multiple transportation options, and setting a reasonable admission cost (A suggested cost per ride is in the \$2 – \$3 per ride range.)
- Creation of a project and operational financial structure that will ensure financial viability and ongoing conservation of the carousel (This may be achieved independently or through partnership with Restore Oregon or another existing non-profit.)
- Willingness to make a financial contribution toward carousel restoration (We are in the process of obtaining a detailed cost estimate for full restoration/repair of the Jantzen Beach Carousel. We will share this estimate with applicants by request once it is available. For comparison purposes, similar carousel restoration projects on smaller carousels completed over the past decade have cost between \$500,000 - \$1.5M+.)
- Submission of a compelling plan for carousel restoration, conservation, and operation
- Consideration of remuneration for Restore Oregon's ownership of investment in the carousel, either in the form of a one-time payment or an ongoing share of revenue
- Agreement by 12/31/19 for future siting of the carousel; agreement must outline a construction timeline and estimate a target opening date

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Post-Selection Process

Upon selection of a development partner or team of partners, Restore Oregon intends to enter into an Exclusive Negotiating Agreement with that partner or team, establishing a defined time period during which the parties will negotiate the terms of the transaction.

During this period, Restore Oregon will work with the selected developer team to refine its approach, including development programming and phasing, site planning, and carousel restoration planning.

Restore Oregon anticipates that, during this period, the program, deal structure, financing, composition of the team, or other components may be modified as a more solid proposal is developed.

During this pre-development phase, Restore Oregon may negotiate with the selected team a Memorandum of Understanding (MOU) or other agreement as appropriate, setting forth in non-binding terms the financial, programmatic, and other general aspects of the project. This MOU will also serve as the basis for the negotiation and execution of a subsequent binding agreement (which may take any of several forms, including a Disposition & Development Agreement, a Lease Agreement, a Purchase and Sale Agreement, or another form; this will be determined as a result of the negotiations). The final, binding document(s) will govern the final disposition of the carousel, setting forth the terms of the transaction.

Any such MOU will include provisions reserving Restore Oregon's right to terminate negotiations with the selected developer team, if Restore Oregon in its sole discretion determines that negotiations during the pre-development phase are not progressing in a satisfactorily timely manner. Should this occur, Restore Oregon would then either select another team, or may decide to pursue another selection process.

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Submission Requirements

Response, original material: Up to 15 pages (8 ½" by 11", font size 12). Additional attachments are both allowed and encouraged. Please submit electronically, in PDF format, by emailing responses to stephanie@restoreoregon.org.

1. Cover Letter

Describe your development team and your interest in the carousel. Identify the primary point of contact for your team. Please include text stating that your response is valid for six months after submittal.

2. Expression of Interest

Describe your vision for the carousel and proposed site including:

- Site location: Include a site plan or map showing the site in relation to other nearby physical features, amenities, and transportation options.
- Current number of annual visitor numbers within .25 miles of your site: Will your development significantly increase that number of visitors? If so, how? If you have access to a visitor study or data that outlines future visitation expectations, please include that data.
- Development features that you intend to include with the carousel: What type of building will house the carousel? What other aspects will be included in the overall development that you are proposing?
- Your preliminary thoughts about a carousel transfer deal structure, ownership, capital fundraising, and your financial contribution.
- Do you have a specific operating model in mind? What ticket price per ride do you anticipate?
- Will you commit to restoring the carousel to an appropriate level? What long-term measures do you envision taking to protect this historic asset? Successful applicants must agree to enter into a covenant, restriction, or other binding promise to continue to maintain the carousel and preserve its historical integrity on terms acceptable to Restore Oregon.

3. Team and Development Experience

- Briefly describe your team's experience in developing successful projects, and identify key team members.
- Describe your team's previous experience working with non-profit partners and/or projects that required significant fundraising.

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4. Financial Capacity

- Explain your organization's financial capacity, and share any preliminary thoughts you have about financing approaches for your project ideas.
- Describe any expectations for Restore Oregon's financial participation at this stage.
- Do you intend to provide Restore Oregon with remuneration for its investment in and stewardship of the carousel?

5. Timing

- Provide a preliminary estimated timeframe for carrying out the project, including an initial commitment, the fundraising/predevelopment period, a construction timeline, and estimated opening date.
- If the development team proposes acquisition and transfer of the carousel beyond one year, please propose a storage plan.

6. Project Examples and References

- Teams may submit letters of reference above the specified page limit. Teams are also encouraged to include samples of other projects similar in size and scope beyond the specified page limit. Drawings and renderings are encouraged but not required.

7. Questions for Restore Oregon?

- What does your organization need from Restore Oregon to make this project feasible? What are your expectations of Restore Oregon in the short-term and long-term? What does a workable partnership look like to you? How can Restore Oregon best support your vision?

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General Conditions of the RFEI:

- All facts and opinions stated within this RFEI and all supporting documents and data are based on information available from a variety of sources. No representation or warranty is made with respect to this information.
- Restore Oregon reserves the right to accept or reject all responses to this RFEI without selecting a developer or team.
- Restore Oregon reserves the right to request additional information following review of initial submissions.
- All submissions will become the property of Restore Oregon. Within the bounds of laws governing non-profits, Restore Oregon will maintain confidentiality of submissions at least until the preliminary selection of a developer team. Submissions or information that the respondent team would like to remain confidential must be marked confidential.
- Restore Oregon accepts no responsibility to pay any costs incurred by any party in the preparation or submission of a response or in complying with any subsequent request for information or for participation throughout the evaluation process.
- News releases by respondents or selected teams pertaining to selection must receive prior approval in writing by Restore Oregon.

Appendix: Supplemental Information

- **Carousel History**
- **Carousel Timeline**
- **Carousel Specifications**
- **Future Site Criteria**
- **Case Studies: Other Successful Carousel Projects**
- **Financial Information**
- **Potential Deal Structures**

Jantzen Beach Carousel History

The Jantzen Beach Carousel is believed to be the last-remaining, fully-operational, four-abreast, C.W. Parker "Superior" park machine. Measuring a whopping 67 feet in diameter, it was specifically designed for permanent installation rather than traveling use, and is one of only five such elaborate and oversized park-model carousels ever built.

Commissioned in 1921 to add sparkle to the pier in Venice Beach, California, the Jantzen Beach Carousel made its Oregon debut in 1928 as a star attraction at the then-new Jantzen Beach Amusement Park on Portland's Hayden Island. According to an article published in *The Oregonian* that spring, the carousel's creator -- renowned "Amusement King" Charles Wallace (C.W.) Parker -- made the lengthy trek from Kansas to Oregon to oversee installation personally.

Jantzen Beach, so named in honor of the Portland-based Jantzen swimwear brand, was the site of the first Olympic-sized swimming pool in the Pacific Northwest. Expansion of this trendsetting complex in the late 1920s yielded a sprawling amusement park which soon became one of the most popular attractions in Oregon. In fact, from opening season in spring 1928 through the mid-1960s, Jantzen Beach Amusement Park enjoyed remarkably robust attendance, hosting as many as 725,000 visitors annually at the peak of its popularity.

In 1970, after several years of decline, Jantzen Beach Amusement Park was shuttered and demolished. Countless fans expressed dismay. Thus, in 1971 when construction of a new 500,000 square foot shopping mall began at the park's former home, plans were announced to maintain a lasting link to the site's history by showcasing the carousel on the ground floor of the new shopping center. There it remained until 1995, when mall development plans once again threatened its future.

With support from community members and local politicians, a core group of Jantzen Beach employees rallied to protect this cherished relic of Portland's past. Desperately in need of restoration, the carousel was disassembled and refurbished at a cost of over \$500,000. It then moved to a spacious new pavilion adjacent to the mall's food court, where it remained for another 17 years.

In April 2012, the carousel was placed in storage in anticipation of a \$50 million shopping center remodel by EDENS, Inc., a real estate holding company. In response, Restore Oregon placed the carousel on our Oregon's Most Endangered Places list, joining scores of other historic properties across the state identified as being in imminent danger of loss due to economic challenges, development pressures, demolition, or neglect.

The Jantzen Beach Carousel was donated to Restore Oregon by EDENS, Inc. in September 2017. Since then, the mall's new owner -- Kimco Realty Corporation -- has generously assisted Restore Oregon by offsetting carousel storage costs while we work to shepherd this gorgeous, nearly-century old icon onward to a bright new future.

Jantzen Beach Carousel Timeline

1921: The C. W. Parker Four-Row Park Carousel is built in Leavenworth, Kansas, by Charles Wallace Parker, the “American Amusement King,” for installation on the pier in Venice Beach, California. According to the Leavenworth Historical Museums Association, “Parker built five large, extravagant ‘park’ machines, designed to be permanently installed in large amusement parks. Only one of those five is still in existence: the Jantzen Beach Carousel, Portland, Oregon.”

1928: Sold to Hayden Island, Inc. for \$28,000 and moved to the Jantzen Beach Amusement Park on Hayden Island, where it operates for 41 years.

1970: Due to low attendance, Jantzen Beach Amusement Park closes.

1971: Construction of the new 500,000-square-foot Jantzen Beach Center begins.

1972: In homage to the site’s history, the carousel is refurbished and installed at the new Jantzen Beach Center.

1976: The carousel enters the *The Guinness Book of World Records* for hosting the longest carousel ride, with a duration of 311 hours and 17 minutes.

1987: The carousel joins several historic Oregon carousels in being listed on the National Register of Historic Places.

1995: Threatened by mall redevelopment, the carousel is eventually saved by advocates in the community. It is then disassembled and renovated at a cost of over \$500,000.

1996: At the grand opening of the Jantzen Beach SuperCenter, the carousel’s new home adjacent to the mall’s food court is unveiled.

2012: The carousel closes to the public in anticipation of a \$50 million remodel of the Jantzen Beach Center. The last ride commences at 6 p.m. on April 22, 2012. It is soon listed on Restore Oregon’s Most Endangered Places list, sparking our organization’s involvement in the project.

2017: The Jantzen Beach Carousel is donated to Restore Oregon, giving us a chance to find a new home and a new owner/operator to return this beloved family attraction to the greater Portland community.

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Jantzen Beach Carousel Specifications

- Width: 67' diameter platform
- Height: 28' center mast
- Weight: 20 tons (without riders)
- Figures: 72 horses and two carved chariots
- Age: 98 years
- Significance: last C.W. Parker "park" machine in existence

Jantzen Beach Carousel Future Site Criteria

- Located in the Greater Portland Metro area
- Minimum footprint of 100' x 100'
- Center clear span of 73'
- Minimum INTERIOR height of 29'
- Accessible to people of all abilities
- Close to public transportation
- Near robust tourist activity to help drive a minimum annual ridership of 200,000 people

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Case Studies

Success Stories from Other U.S. Cities

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Grand Carousel - Memphis, Tennessee

The Children's Museum of Memphis (CMOM) is home to the Grand Carousel — a 1909 Dentzel with 48 horses, two chariots, and 1,350 light bulbs. Coincidentally, that is the same number of bulbs that illuminate the Jantzen Beach Carousel. However, the similarities don't end there. The history of the Grand Carousel is eerily similar to that of the Jantzen Beach Carousel. In 1923, the Grand Carousel moved to Memphis from Chicago to serve as an amusement park attraction. In the 1970s, it was moved to a different spot on the same property. In the 1980s, it was listed on the National Register. And in 2005, it was dismantled and placed in storage.

In 2012, CMOM signed a 25-year lease with the City of Memphis, agreeing to resurrect the Grand Carousel. They then launched a capital campaign to finance carousel restoration and construction of a new carousel pavilion and event venue. Restoration cost about \$1,100,000, while construction of the new pavilion cost \$4,500,000.

In December 2017, the museum debuted their new carousel facility. Prior to opening, they estimated the refurbished carousel would generate a minimum of \$240,000 in first-year ticket sales. The museum's new carousel event space, which seats 350 guests, charges a \$3,500 rental fee on weekday evenings, \$5,000 on most weekend evenings, and \$7,000 on holiday weekends evenings. The museum also hosts corporate events during the day at a rate of \$1,000/hour. They do not offer in-house catering, but do charge extra for security and cleaning.

Memphis has an urban population of 653,000. Portland's urban population is closer to 640,000. However, the greater-Memphis metro-area has just 1,330,000 residents vs. Portland's total of 2,435,000. Thus, while our urban populations are similarly sized, Portland's metro-area is considerably larger. Portland's median income is \$86,771, while the median income in Memphis is \$37,100. Interestingly, although Memphis has a smaller, seemingly less-affluent pool of visitors to draw from, event rental pricing of \$5000 on a Saturday night is nonetheless considered competitive in that market.

One final note: the Grand Carousel is as much an exhibit as it is an attraction, as it introduces children to concepts including acceleration, inertia, simple machinery, craftsmanship and restoration. It also inspires joyful imaginative play!

Carousel Built: 1909
Pavilion Built: 2017
Pavilion Size: 20,000 sq. ft.
Construction Cost: \$4.5M
Carousel Size: 2 rows / 48 animals
Annual Ridership: 420,000
Admission: \$3

TAKEAWAYS

- Significant boost in attendance
- Rental fees of \$5,000 per event
- Showcases local historic treasure

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[Carol Ann's Carousel - Cincinnati, Ohio](#)

Cincinnati is experiencing a renaissance thanks to the transformation of a thirty-two acre parcel of formerly industrial waterfront. The recently completed Smale Riverfront Park cost \$120M to construct, but has brought new construction, new business, and new life to a once-derelict stretch of land overlooking the Ohio River.

Smale Riverfront Park has sparked tremendous growth along Cincinnati's riverfront, including new condos and apartment buildings, office buildings, restaurants, a new hotel, and a new concert venue. The jewel box at the center of this striking new park is Anderson Pavilion, home to both [Carol Ann's Carousel](#) and a popular, market-rate event venue that accommodates up to 250 seated guests.

Two-stories tall, with a 6,300 square foot glass carousel enclosure on the upper level and 22,000 square feet of premium event space on the ground floor, Anderson Pavilion is a popular spot for wedding receptions, holiday parties, and corporate events.

In 2016 — the pavilion's first full year of operation — the venue charged a minimum off-season rate of \$9,100 to hold an event in its indoor space: \$2,600 for room rental, plus a minimum of \$6,500 for food, beverages, and staffing from January 2–March 31. Reserving the space on a weekend evening during the high season (April 1 – October 31) cost a minimum of \$30,000: \$5,000 for room rental and a minimum of \$25,000 for food, beverages, and staffing. Despite these healthy price tags, Anderson Pavilion booked 67 events in its first nine months of operation alone.

Although Portland's ratio of urban-to-suburban dwellers is larger than Cincinnati's, our communities are similar in several ways. The Greater-Cincinnati Metro area is smaller than the Portland Metro area, with about 2,172,000 total residents. Roughly 300,000 live within the city's urban core. Portland has more than twice as many people inhabiting our core — about 640,000 — but our Metro-area population is not much larger than Cincinnati's, with approximately 2,425,000 residents.

Both cities share similar geography. Just as the Columbia River separates Portland, Oregon, from Vancouver, Washington, the Ohio River separates Downtown Cincinnati from Covington, Kentucky. Residents commute across several bridges in both directions for work and leisure activities.

The average annual Cincinnati-Metro income is \$67,940, while Portland's average income is \$68,676. The fact that both cities are so similar in size and income suggests that Portland has both the population and the financial ability to support a similar venue.

Carousel and Pavilion Built: 2015

Pavilion Size: 28,300 sq. ft.

Construction Cost: \$4.5M

Carousel Size: 2 rows/44 animals

Annual Ridership: 275,000

Admission: \$2

TAKEAWAYS

- Repurposed former industrial site sparked economic redevelopment
- Generates revenue for Parks District, including event rental fees of \$5000 per night

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[Buffalo Heritage Carousel - Buffalo, New York](#)

Buffalo's Canalside neighborhood is undergoing an ambitious \$41.5M reimagining, complete with development of new office space, retail, restaurants, and more. Among the exciting projects set to debut in 2019 are a state-of-the-art children's museum and a modern, roundhouse-style pavilion that will house a historic carousel. Both attractions will feature hands-on, interactive exhibits telling the story of Western New York, with a focus on the region's waterways, heritage, culture, industries, and innovations.

Buffalo-area architecture firm eco_logic Studio has designed the carousel's new home to be fireproof, solar-powered, and accessible year-round. It will feature a gift shop and an interpretive center that will both explain how solar energy can be harnessed to power a carousel and celebrate the region's leadership in the use of renewable energy — when hydroelectric power was first transmitted to Buffalo from Niagara Falls.

Known until recently as the DeAngelis Carousel, the Buffalo Heritage Carousel is an elaborate park-style machine featuring a menagerie of 56 hand-carved, hand-painted wooden animals. Created in 1924 by the Spillman Engineering Company, it has been in storage since 1954 but is currently being restored. Once fully refurbished, the carousel will provide affordable, year-round, family-friendly entertainment for Buffalo's residents and visitors.

To date, the not-for-profit Buffalo Heritage Carousel organization has raised over \$4M of a total \$5.3M fundraising goal. This includes an endowment of \$250,000 for operations and maintenance. Fundraising efforts were launched with an initial grant from a private foundation that enabled the purchase of the carousel. Assemblyman Sean Ryan then worked to secure \$600,000 from the State of New York to move the carousel from Ohio to Buffalo and begin restoration of the carousel horses. In 2015, Buffalo's mayor announced that the city would transfer ownership of a waterfront parcel to the Erie Canal Harbor Development Corporation to allow construction of a new carousel pavilion. Then in 2016, Governor Andrew Cuomo announced that the State of New York would provide a \$1.2M challenge grant to help fund construction of a carousel pavilion. KeyBank and First Niagara Foundation met that challenge. Finally, in 2017, New York State Senator Chris Jacobs earmarked \$500,000 for the project as a part of a \$1.5M grant package that also helped fund construction at the Explore & More children's museum and the Buffalo/Erie County Naval Park Military Museum.

Carousel Built: 1924

Scheduled Opening: Summer 2019

Pavilion Size: 7,056 sq. ft.

Pavilion Construction Cost: \$5.3M

Buffalo Total Population: 258,612

Median Annual Income: \$31,668

Cost per ride: \$1

TAKEAWAYS

- Affordable solar-powered carousel teaches visitors about renewable energy
- Generous state and local funding were key in making this project financially viable

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[Greensboro Rotary Carousel - Greensboro, North Carolina](#)

North Carolina is home to a unique public-private-non-profit partnership. Back in November 2016, the City of Greensboro pledged \$5M to design and implement a master plan for creating a new parks district. By joining the existing Greensboro Science Center campus with three nearby parks, Greensboro planners were able to create a single 400-acre park/education/entertainment destination. This new Battleground Parks District has much to offer, from an established science museum, zoo, planetarium, and aquarium; to abundant access to nature; to a massive Revolutionary War-era battlefield and military history park. But these individual attractions needed something irresistible to tie them all together.

When planners decided a custom carousel would be the perfect solution, the City of Greensboro agreed to donate a parcel of land adjacent the Greensboro Science Center on which to construct a new carousel pavilion. The [Greensboro Rotary Club](#) then stepped forward with a pledge of \$1.5M in construction funds and a promise to help raise an additional \$1.5M. They also stated that any money left over post-construction would be deposited into a fund for ongoing carousel maintenance.

Carousel Works of Ohio was charged with creating the park's new \$800,000 carousel. Dubbed the Greensboro Rotary Carousel, it will be the largest carousel in North Carolina, with 56 carved wooden figures and two ADA-accessible chariots. Its design will honor the Greensboro Rotary Club's 100th anniversary and pay tribute to the history of Greensboro itself through elaborate artwork decorating the rounding boards that crown the carousel.

A new 12-sided pavilion will protect the carousel with a combination of window walls and garage-style glass doors, allowing it to operate year-round. Adjacent to this structure will be a lush children's garden and a spacious plaza featuring a 20-foot clock tower.

Once construction of the carousel and pavilion are complete, both will be donated to the Greensboro Science Center, which will manage carousel operations and retain all revenue. Although the center has yet to decide how much they will charge per ride, the fee is expected to be nominal as the city, the Rotarians, and the science center all want the carousel to be affordable for all.

[Greensboro Science Center](#) draws about a million visitors per year but that number is expected to grow when the carousel opens in summer 2019, as museums across the country have seen jumps in attendance of up to 50 percent when they have added carousels to their offerings.

Carousel/Pavilion Built: 2018 – 2019

Carousel Cost: \$800,000

Pavilion Cost: \$3M

Population Size: 290,222

Median Income: \$41,518

TAKEAWAYS

- Public/private/non-profit partnership funded carousel project
- Proximity to other attractions drives foot traffic between venues
- Carousel is expected to boost park attendance dramatically

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Jane's Carousel - Brooklyn, New York

Nestled near the base of the iconic Brooklyn Bridge is a glittering glass box that houses a beloved historic carousel. Built in 1922 by the Philadelphia Toboggan Company, the carousel was originally dubbed "PTC. No. 61." Nowadays it has a much catchier name: Jane's Carousel, in honor of artist Jane Walentas, who rescued it at auction and then spent 28 years painstakingly restoring each of its wooden elements by hand.

Jane's Carousel is one of the most widely recognized landmarks in Brooklyn's DUMBO neighborhood — a community that is located "Down Under the Manhattan Bridge Overpass." Tourists pour into DUMBO from across New York City, and around the globe, to visit the neighborhood's celebrated galleries, performance spaces, restaurants, and shops. Many also make a point of visiting Brooklyn Bridge Park, which itself welcomes over a million visitors each year. Back in 2011, Jane Walentas donated her beloved carousel to this park via the Brooklyn Bridge Park Development Corporation. She also donated the carousel's eye-grabbing modern pavilion, gifted the park with \$3.45M for landscape improvements, and established the non-profit Friends of Jane's Carousel organization to oversee carousel operations and revenue collection.

Ticket sales are not the carousel's sole source of revenue. In addition to being a popular spot for paid photo and film shoots, Jane's Carousel provides event space for upscale parties and wedding receptions at a rate of \$1,000 per hour for up to 100 guests or \$2,000 per hour for up to 200 guests. This same hourly rate is charged for set-up and clean-up before and after each event. No catering, tables, chairs, or linens are provided as part of this sizeable rental fee.

Although New York City is considerably larger than Portland, Portland and Brooklyn are much closer in size to one another. While the Portland Metro area has about 2,172,000 residents, Brooklyn is home to 2,649,000. Portland and Brooklyn also share similar topography. Just as the Columbia River separates Portland, Oregon, from Vancouver, Washington, the East River separates Brooklyn from Manhattan, and area residents commute across a series of bridges in both directions to access work opportunities and leisure activities.

The median annual income in Brooklyn is \$55,150, whereas Portland has a median income of \$86,771. Portland's average annual income is a bit lower than the median at \$68,676. Thus, although Portland has a smaller pool of visitors to tap into, our higher median and average incomes suggest that Portland residents have the financial means to support a carousel event venue, provided it is located in a high-visibility, high foot-traffic area.

Carousel Built: 1922 / Pavilion Built: 2011

Pavilion Size: 5184 sq. ft.

Construction Cost: \$9M

Carousel Size: 3 rows / 48 horses

Annual Ridership: 250,000

Admission: \$2

TAKEAWAYS

- Iconic waterfront pavilion is a draw for tourism, events, and photo shoots
- Urban dwellers are willing to pay top dollar for carousel-centric event space

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[Riverfront Park Loeff Carrousel - Spokane, Washington](#)

Located in Spokane's Riverfront Park, the historic Loeff Carrousel embraces the French spelling of "carousel" and features 54 horses, one giraffe, one tiger, and two Chinese dragon chairs, each elaborately hand-carved and hand-painted. It is one of the few remaining historic carousels to feature a brass ring that riders can attempt to grab as the carousel rotates.

Loeff Carrousel's namesake, Charles I. D. Loeff, was a renowned amusement-ride manufacturer who designed both roller coasters and carousels. Among the 50 or so carousels credited to him are Coney Island's very first carousel and the carousel which has delighted Spokane residents and visitors for over a century.

Created in 1909, Loeff Carrousel was a wedding gift for Charles' daughter Emma, who operated Spokane's Natatorium Park amusement park with her husband Louis. When Natatorium Park closed in 1968, planners hoped to relocate the carousel and display it at the Expo '74 World's Fair. This plan proved cost-prohibitive, so instead the carousel was moved to the Expo '74 German Beer Garden building when the fair ended. There it remained until voters approved a \$64M bond to redevelop Riverfront Park in 2014. A portion of that bond was earmarked for creating a new carousel pavilion on the park's riverbank.

The new Loeff Carrousel pavilion cost \$9.2M to construct and opened in 2018. Rounded, glassy, and filled with natural light, the new building provides easy egress around the carousel, a stronger visual connection to the river, climate control to protect the carousel's carved wooden pieces, a new gift shop, expanded restrooms, improved concessions, and a state-of-the-art events facility that hosts everything from birthday parties to corporate events for up to 70 attendees.

Spokane's median annual income is lower than that of Portland's at \$53,043. And Spokane is considerably smaller than Portland, with a Metro-area population of just 556,634. Only 217,000 people live in Spokane's urban core. Yet Loeff Carrousel enjoys a robust annual ridership of 275,000 people.

Carousel Built: 1909

Carousel Size: 58 animals/3 rows

Pavilion Built: 2018

Pavilion Size: 12,3000 sq. ft.

Construction Cost: \$9.2M

Annual Ridership: 275,000

Admission: \$2.50

TAKEAWAYS

- Centerpiece of comprehensive park redevelopment
- Bond-funded
- Finished on time and on budget

Request for Expressions of Interest
Restore Oregon/Jantzen Beach Carousel

Construction Cost Comparisons: Carousel Projects in Other Cities

Construction Cost Comparisons

Children's Museum of Memphis

Memphis, TN

Year Built: 2017

Carousel Size: 48 horses/two rows

Pavilion Size: 20,000

Construction Cost:\$4.5M

Cost per sq. ft.: \$225

This recent addition to the Children's Museum of Memphis building features a rounded glass carousel pavilion and a ballroom/banquet hall that seats up to 350 guests. The carousel itself cost an additional \$1.1M to restore. The museum does not own the carousel but instead holds a renewable 25-year lease. The carousel is owned by the Memphis Parks District.

Albany Historic Carousel and Museum

Albany, Oregon

Year Built: 2016

Carousel Size: 30 animals/2 rows

Pavilion Size: 20,000

Construction Cost: \$6.5M

Cost per sq. ft.: \$295

Carvers, painters, designers, engineers, mechanics, builders, fundraisers, and other volunteers have poured more than 200,000 volunteer hours into the 15-year effort to build a carousel for the Albany community. The new pavilion/museum/event center opened in August 2017.

Carol Ann's Carousel

Smale Riverfront Park -Cincinnati, OH

Year Built: 2015

Carousel Size: 44 animals/2 rows

Pavilion Size:13,952 sq. ft.

Construction Cost: \$6M

Cost per sq. ft.: \$430

Carol Ann's Carousel was commissioned as the centerpiece of the \$120M Smale Riverfront Park redevelopment. Phase four of a multi-phased master plan designed to reclaim 32 acres of formerly industrial waterfront land, the carousel is housed in a 6,300 sq. ft. glass pavilion at the plaza level, with a spacious multi-function event venue on the lower level.

Request for Expressions of Interest Restore Oregon/Jantzen Beach Carousel

Loeff Carrousel

Riverfront Park - Spokane, WA

Year Built: 2018

Carousel Size: 58 animals/3 rows

Pavilion Size: 12,3000 sq. ft.

Construction Cost: \$9.2M

Cost per sq. ft.: \$748

Spokane's historic Loeff Carrousel has been the centerpiece of Spokane's Riverfront Park since its debut there in 1909. It moved into a new \$9.2 million pavilion with event space for 70 people in 2018. Voters approved a bond for construction of the pavilion as part of the redevelopment of Riverfront Park back in 2014. The carousel project was finished on time and on budget.

Brownstein/Selkowitz Carousel Pavilion

Mill River Park - Stamford, CT

Year Built: 2017

Carousel Size: 30 animals

Pavilion Size: 4,900 sq. ft.

Construction Cost: \$4.7M

Cost per sq. ft.: \$959

Mill River Park's carousel and pavilion took 10 years of planning and two years to construct. The small pavilion is heated in the winter and has walls of glass awning-style doors that allow the pavilion to open to the adjacent park in the summer months. It also features a small concession stand, but can host only outdoor events.

Jane's Carousel

Brooklyn Bridge Park - Brooklyn, NY

Year Built: 2011

Carousel Size: 48 horses/3 rows

Pavilion Size: 5184

Construction Cost: \$9M

Cost per sq. ft.: \$1,736

Perched on the riverbank beneath the Brooklyn Bridge, Jane's Carousel is housed in a modernist glass cube designed by French architect Jean Nouvel. Jane's Carousel is a historic 1922 carousel. It was restored by hand over 28 years by artist Jane Walentas, who then donated the carousel and \$3.45M toward landscaping and improvements to the Brooklyn Bridge Park Development Corporation. Walentas also established a non-profit entity called 'Friends of Jane's Carousel,' which is responsible for carousel operations, expenses, and revenue collection.

Request for Expressions of Interest
Restore Oregon/Jantzen Beach Carousel

Sea Glass Carousel

Battery Park - Manhattan, NY

Year Built: 2015

Carousel Size: 30 fish

Pavilion Size: 2575 sq. ft.

Construction Cost: \$16M

Cost per sq. ft.: \$6,214

Part of a plan to redevelop Battery Park, the Sea Glass Carousel and pavilion cost \$16 million to build. \$8 million was paid for by the city and the [Lower Manhattan Development Corporation](#). Design and construction took nearly a decade. It's unclear how much of the \$16M went toward creating the ride and how much went toward building the pavilion.

Additional Financial Information

We have several additional pieces of financial information we are happy to share by request with those who meet our threshold criteria, including:

- a detailed operating pro forma
- event venue rental rate market research
- an in-depth construction cost analysis prepared by [KPFF Consulting Engineers](#) of Portland, Oregon which outlines costs associated with constructing a version the [large pavilion with event space](#) designed by [SERA](#) and featured on the cover of our [developer brochure](#)
- a cost estimate for full restoration of the Jantzen Beach Carousel (available 6/1/2019)

Possible Deal Structures

Restore Oregon is open to discussing any possible deal structure that will lead to the carousel's long-term preservation. Structures could include transfer of full ownership of the carousel to the respondent in the short term, or working collaboratively to maximize tax benefits and profitability to ensure long-term success.

Other possibilities include:

- RFEI respondents assuming full responsibility for development and assuming ownership and responsibility for restoration of the carousel
- RFEI respondents developing/paying for a carousel pavilion, with Restore Oregon or another non-profit leasing pavilion space and restoring/owning/operating the carousel
- RFEI respondents providing land -- Restore Oregon or another nonprofit would then be responsible for or share responsibility for fundraising for a pavilion and/or restoration of the carousel

COMMITTED COMMUNITY SUPPORT

A Blue Ribbon committee of state and local leaders have joined forces to Re-TURN the Jantzen Beach Carousel to our region's families and visitors.

Margaret Carter, Honorary Co-Chair
Gerry Frank, Honorary Co-Chair
Barbara Roberts, former Governor
Mary Oberst, former First Lady of Oregon
Nick Fish, Commissioner, City of Portland
Amanda Fritz, Commissioner, City of Portland
Mike Lindberg, former Commissioner, City of Portland
Jessie Burke, KeyMar LLC/Society Hotel
Marilyn Clint, Portland Rose Festival
Jane DeMarco, Lan Su Chinese Garden & Port of Portland (ret.)
Julie Garver, Innovative Housing, Inc. & Restore Oregon
Amy Keiter
Debby Kennedy, Nike and Travel Oregon (ret.)
Henry Kunowski
Thomas Lauderdale, Pink Martini
Sharon Leighty, Leighty Consulting
Howard Lichter, Nike
Brad Malsin, Beam Development
Ella Menashe
Rick Michaelson, InnerCity Properties
Peggy Moretti, Restore Oregon
Jonathon Nicholas, MODA
Kerry Tymchuck, Oregon Historical Society
Lee Weinstein, Weinstein PR
Advisor: Brad Perron, Historic Carousels Inc.



Learn more about partnering with Restore Oregon to Re-TURN the Jantzen Beach Carousel to the public.

Contact: Stephanie Brown

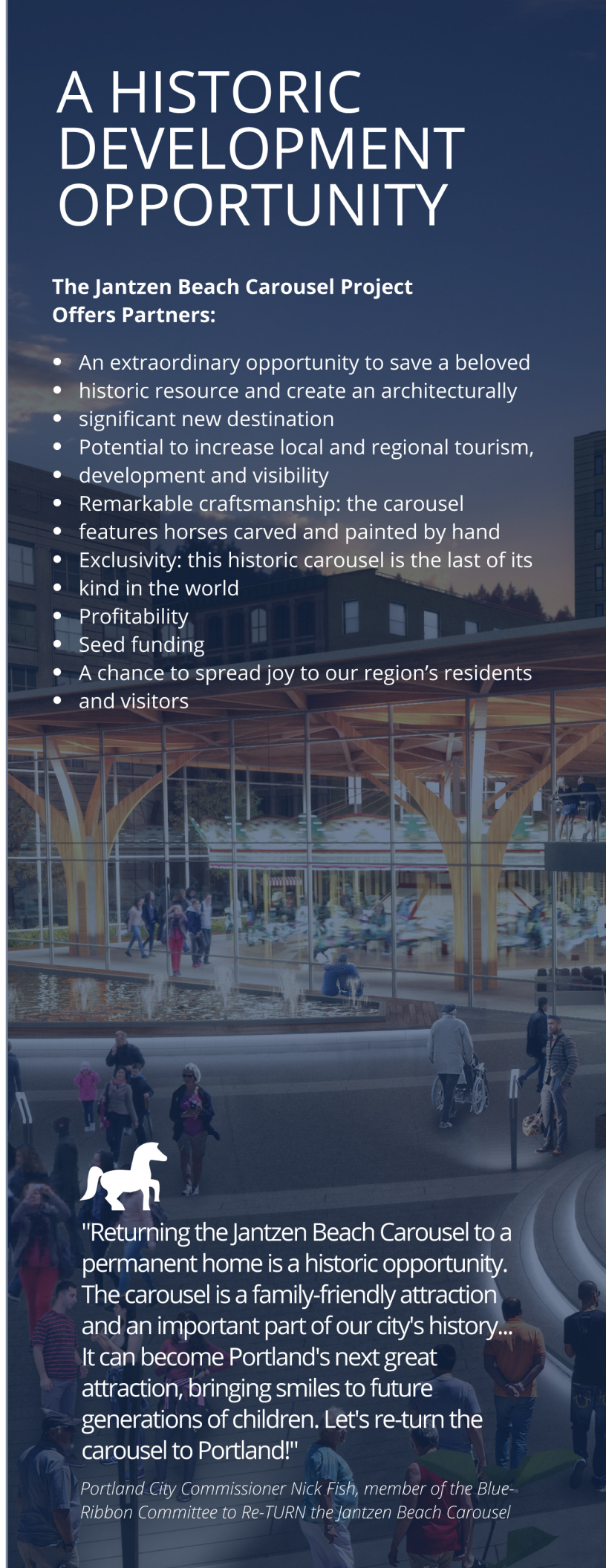
Jantzen Beach Carousel Project Manager

(503) 243-1923 | stephanie@restoreoregon.org

A HISTORIC DEVELOPMENT OPPORTUNITY

The Jantzen Beach Carousel Project Offers Partners:

- An extraordinary opportunity to save a beloved
- historic resource and create an architecturally
- significant new destination
- Potential to increase local and regional tourism,
- development and visibility
- Remarkable craftsmanship: the carousel
- features horses carved and painted by hand
- Exclusivity: this historic carousel is the last of its
- kind in the world
- Profitability
- Seed funding
- A chance to spread joy to our region's residents
- and visitors



"Returning the Jantzen Beach Carousel to a permanent home is a historic opportunity. The carousel is a family-friendly attraction and an important part of our city's history... It can become Portland's next great attraction, bringing smiles to future generations of children. Let's re-turn the carousel to Portland!"

Portland City Commissioner Nick Fish, member of the Blue-Ribbon Committee to Re-TURN the Jantzen Beach Carousel