



WEST LINN WATERFRONT PLAN

MARKET TREND ANALYSIS

PREPARED FOR



PREPARED BY



APRIL 2024

WEST LINN WATERFRONT PLAN

Purpose & Introduction

Leland Consulting Group, Inc. (LCG) was engaged by the City of West Linn as part of an interdisciplinary team led by Toole charged with completing the **Waterfront Master Plan** project. As part of this project, LCG compiled a market analysis intended to inform the development of three redevelopment concepts for the Community Vision report.

This market analysis includes an assessment of national, regional, and local trends, recommendations for compatible uses and property types, and relevant waterfront case studies that reflect best practices and provide a basis for forthcoming implementation recommendations.



Source: West Linn Tidings.

WEST LINN WATERFRONT PLAN

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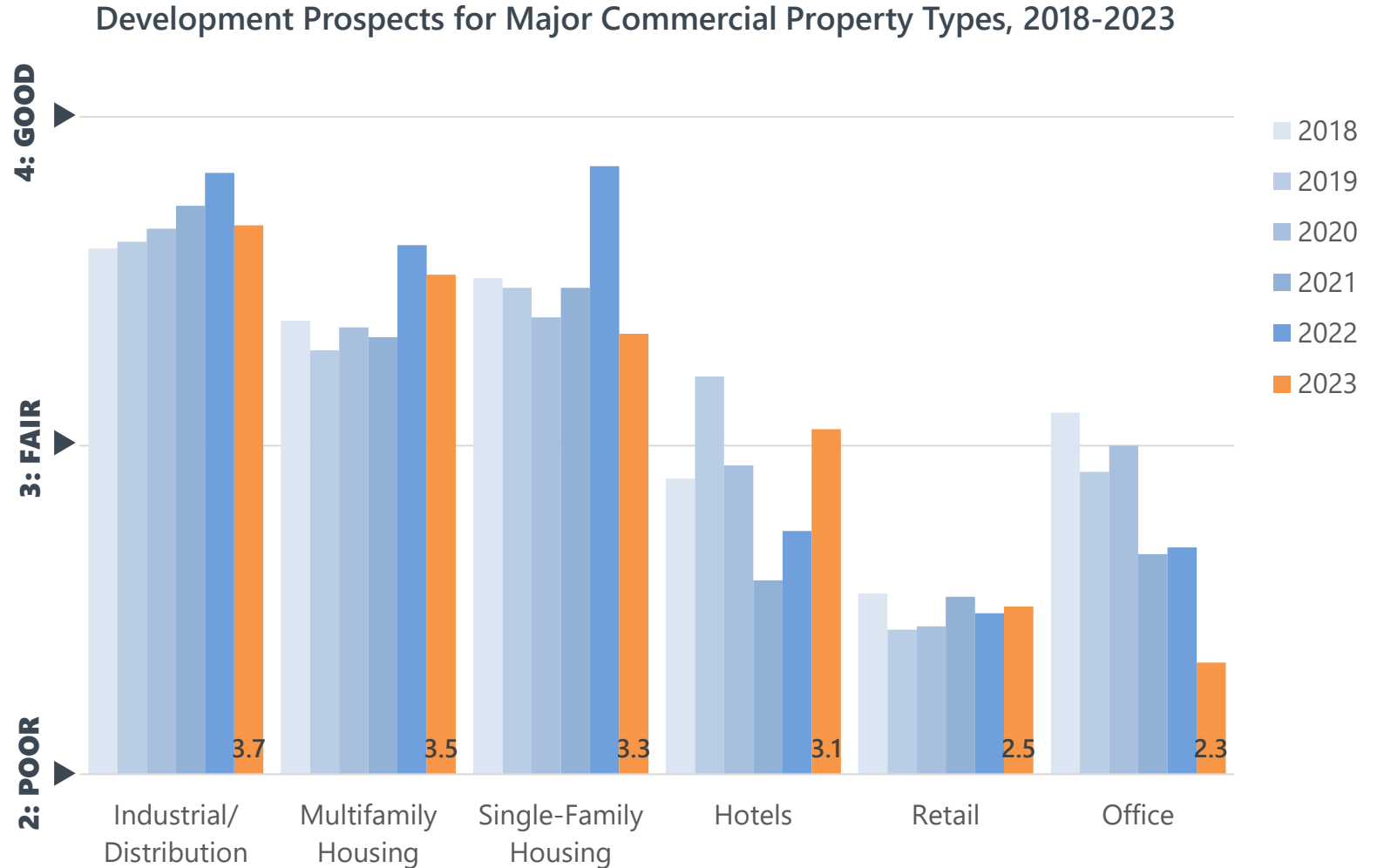
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National Trends

NATIONAL TRENDS

High Developer Interest in Industrial & Multifamily

- Chart shows results from survey of developers about their perceptions of the desirability of developing different types of real estate
- **Industrial and multifamily categories continue to lead**, while single-family slips due to high interest rates
- **Office and retail out of favor** with work-from-home trends and e-commerce
- **Hospitality starting to rebound**, with return of leisure travel (if not business travel)



Source: Urban Land Institute Emerging Trends, 2023.

NATIONAL TRENDS

Changing Behavior Patterns Impacting Real Estate

Walkable Neighborhoods

While Millennials and Gen Z, especially those with kids, shifted their preferences slightly from urban, walkable neighborhoods to suburban neighborhoods with detached homes at the beginning of the COVID-19 pandemic, 53% of respondents to a [2023 survey by the National Association of Realtors](#) indicated they would prefer to live in an attached dwelling (apartment, condo, townhome) rather than a detached single-family home if it meant they would have an easy walk to shops and restaurants.

Suburbanization of Office?

Suburban areas of Portland are faring better than the urban core, with vacancy rates less than half the central city's (13% versus 26%)—and little change over the past year, according to commercial real estate broker [Cushman & Wakefield](#). However, low leasing activity suggests this category is more focused on holding ground than accommodating new demand.

Walkable Town Center



Beacon Lake Oswego
Mixed Use Development



Reinvention of retail

Shoppers increasingly expect stores to dedicate more space to experiences rather than products, with 81% of consumers willing to pay more for experiences that are creative, health and games oriented, according to [a 2020 study by the Westfield Group](#). Other categories shown to be competitive with e-commerce that are highlighted in the 2023 ULI Emerging Trends report include grocery, fast casual dining, and apparel brands that started as e-commerce businesses.

Travel and Hospitality

Travel trends include taking multiple, shorter, versus fewer longer trips. A [2022 survey by travel insurance company Allianz](#) found more than half of U.S. residents planned on at least one “micro-cation” that year.

Next Adventure Paddling Center, Scappoose OR



Image Sources (from left to right): Congress for the New Urbanism, CoStar, Next Adventure.

Planning Area Market Context

PLANNING AREA MARKET CONTEXT

Assessing Compatibility & Feasibility

This section includes an analysis of housing and population forecasts as well as recent Clackamas County development trends. The chart on the following page summarizes the pros and cons of various uses based on development feasibility, market factors, and community priorities.

The market data for multifamily, office, retail, and industrial properties is included in the **Local & Regional Market Trends** section of this document and the primary source for this data is CoStar. Additional detail regarding more specific typologies and uses is included in the **Compatible Typologies** section of this report.



Source: West Linn Waterfront Project.

PLANNING AREA MARKET CONTEXT

Property Type Analysis

	Pros	Cons
Multifamily	<ul style="list-style-type: none"> Rent is rising quickly, vacancy rate is relatively low Expected development in the county is unlikely to meet growing demand 	<ul style="list-style-type: none"> Construction of multifamily would have to be balanced with maintaining public access to the river Access and connectivity could be a challenge/deterrent for potential tenants Proximity to I-205 off-ramp and traffic over Arch Bridge could be disruptive for some residents.
Office	<ul style="list-style-type: none"> Rent is above the market average and appears to have recovered since 2020 	<ul style="list-style-type: none"> The only new office in the development pipeline is in Lake Oswego Rent is expected to flatten over the next few years
Retail	<ul style="list-style-type: none"> Annual rent per square foot is significantly higher than the market average and is expected to continue rising 	<ul style="list-style-type: none"> Retail is likely to be most feasible in conjunction with another use rather than as a standalone Lack of connectivity with other retail centers
Industrial	<ul style="list-style-type: none"> The vacancy rate is extremely low and is expected to stay low in the near term Rents have been growing substantially both in the market and submarket Connectivity with I-205 Light or flex industrial and/or maker space could add jobs while being compatible with riverfront uses 	<ul style="list-style-type: none"> Industrial may not be compatible with plans to bring people back to the river as a natural area Increased truck traffic could be a challenge given topography, access, and existing land uses in some districts.
Hospitality	<ul style="list-style-type: none"> Hospitality may make sense in the medium to long term if the waterfront becomes a significant draw Hospitality combined with other experiential uses such as a concert venue or similar amenity could be feasible 	<ul style="list-style-type: none"> The submarket's ADR and occupancy rates are significantly lower than the metro area's
Civic / Institutional	<ul style="list-style-type: none"> Proximity to Willamette Primary School Civic event space could be a draw for local development 	<ul style="list-style-type: none"> Much of the area is in a 100-year floodplain, making it potentially unsuitable for a long-term civic structure (link)

PLANNING AREA MARKET CONTEXT

Housing & Population Forecasts

West Linn’s 2021 [Housing Capacity Analysis](#) (HCA) includes an analysis of the 2020-2040 housing need. It projects a **0.3% annual population growth rate** for the City. **The City expects its total population to grow from the 25,864-resident baseline in 2020 to 27,861 residents in 2040.** While the report indicates that this forecast assumption comes from Metro, the [2018 Regional Economic Forecast](#) states that the expected regional growth rate will average 1.0% between 2015 and 2045. Similarly, [Portland State University](#) predicts a 1.0% average annual growth rate from Clackamas County between 2020 and 2034. **A 1% annual growth rate between 2020 and 2040 would bring West Linn’s population in 2040 to 31,559 residents.**

Based on its projected growth, the City estimates that it needs 1,005 new housing units by 2040, assuming a 5% vacancy rate. Of these, **the City estimates that it needs 679 ownership and 326 rental units.** 26.7% of these units are expected to be in structures with two or more units. The City estimates **it needs 137 units in buildings with five or more units by 2044.**

However, **assuming growth of 5,695 residents rather than 1,997 residents would necessitate significantly more housing.** Assuming that household size remains constant at 2.54 residents per household, this growth would represent 2,242 new households rather than 959.

Again, keeping West Linn’s HCA assumptions in place, the need for new units would grow from 1,005 to 2,350 by 2040, approximately 320 homes in buildings with five or more units. Considering no new multifamily rental housing has been built since 2010 it will require action on the part of the City to achieve this goal.

Projected Future Need for New Housing Units (2040), West Linn

	% Allocation	0.3% AAGR	1.0% AAGR
Single Family Detached	64.1%	644	1,506
Single Family Attached	8.4%	84	197
2-Unit	6.3%	63	148
3- or 4-Unit	6.8%	68	160
5+ Unit	13.6%	137	320
Manuf. Home	0.9%	9	21
Boat, RV, Temp	0.0%	-	-
Total	100%	1,005	2,350

Source: West Linn Housing Capacity Analysis; LCG.

PLANNING AREA MARKET CONTEXT

The OHNA & Future Housing Production

In 2023, the Oregon Legislature passed [HB 2001](#), which directs the Land Conservation and Development Commission (LCDC) to adopt rules to implement the Oregon Housing Needs Analysis policy. LCDC initiated a rulemaking process in July 2023 – it is not clear yet what the new OHNA rules and processes will be. However, the most recent [Recommendations Report](#) (December 2022) calls for **increased accountability for cities that don't take steps to meet their targets.**

OHNA will require counties (or Metro in the Portland metro area) to establish market rate and affordable housing targets for each city. Per the Recommendations Report:

The state will not expect jurisdictions to hit their targets exactly in each cycle. However, if it is clear that a jurisdiction's production is much lower than in regional or market-based peers, there are likely locally specific development barriers that the jurisdiction must address. (pg. 13)

As West Linn has not seen any new multifamily construction over the past thirteen years while neighboring cities like Lake Oswego and Oregon City have built housing indicates that the new OHNA process will likely require West Linn to plan for and find ways to facilitate new housing. While the “carrots and sticks” of the new OHNA process have yet to be finalized, **West Linn should be proactive in preparing for this new system.**

While multifamily development is certainly financially feasible on site, it could have the unintended consequence of limiting public access to the river. **Carefully designed multifamily housing on this site could help support other uses like retail and light/flex industrial or maker spaces.**

Eugene Riverfront Site Map, with Multifamily on Sites 7, 9, and 10



*The Eugene riverfront project is discussed further in the **Case Studies** section of this document. It is an example of a riverfront plan in which multifamily housing plays a key role.*

PLANNING AREA MARKET CONTEXT

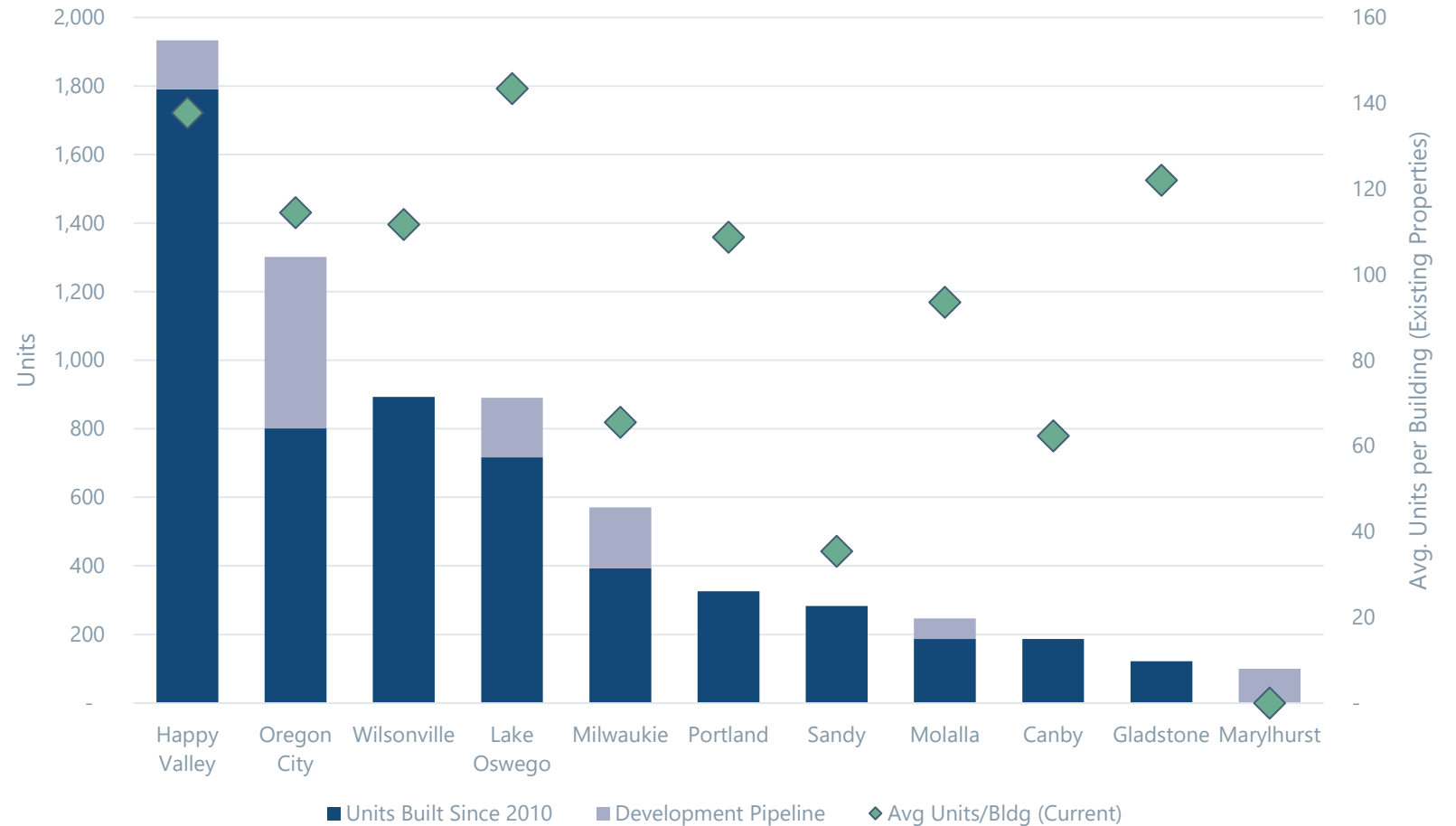
Multifamily Development in Clackamas County

Nearly 5,700 new multifamily units have been built in Clackamas County since 2010. **New multifamily construction has been concentrated in Happy Valley, Oregon City, Wilsonville, and Lake Oswego.** Although it is located between Lake Oswego and Oregon City, **no new multifamily has been built in West Linn since 2010** and currently there are no units in the development pipeline.

Happy Valley has seen the most multifamily construction since 2010, with 1,790 units built between 2010 and 2023 and an additional 143 units in the pipeline. **Oregon City is expecting the highest number of new units**, with 500 in the development pipeline. **Lake Oswego has the largest multifamily buildings**, with an average of 143 units per building.

West Linn has 39 existing multifamily properties, with a total of 997 units and an average year built of 1968.

Multifamily Units built since 2010 and in the Development Pipeline by City with Average Units per Property



Source: CoStar.

PLANNING AREA MARKET CONTEXT

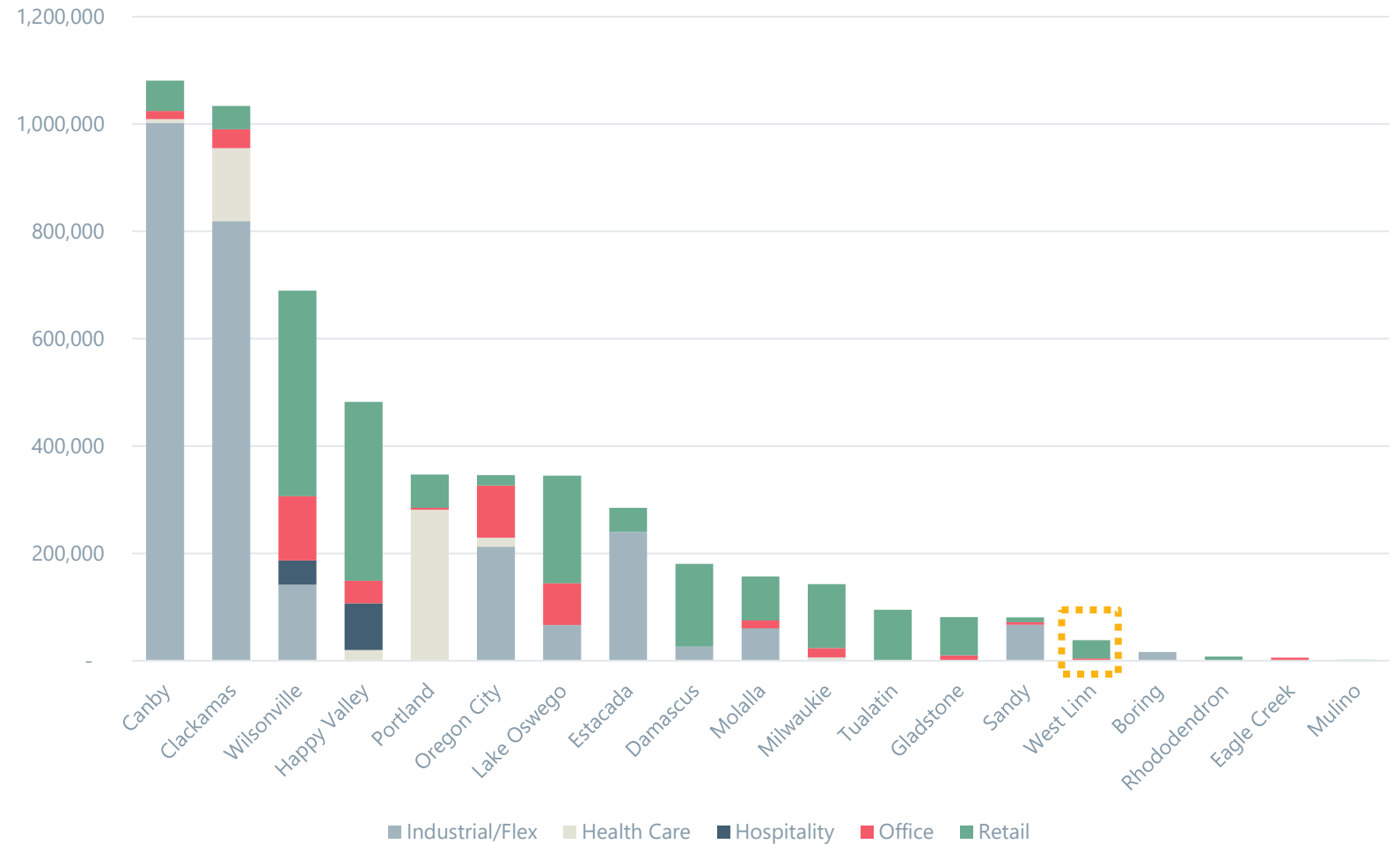
Recent Commercial Development in Clackamas County

Commercial space has been built recently across Clackamas County cities, but **West Linn is not attracting the same level of development activity as its neighbors.** Most of the commercial development in Clackamas County since 2010 has been industrial and retail space, with new industrial space concentrated in Canby and Clackamas.

Very little has been built in West Linn since 2010. Since then, the city has added over 34,000 new SF of retail space and 4,200 SF of new office space, less than even cities in more outlying areas like Sandy. Neighboring Oregon City, meanwhile, has added a total of 345,920 square feet of commercial space over the same period, with a mix of industrial, health care, office, and retail space.

Development in Lake Oswego has primarily been concentrated along Boones Ferry Road and Kruse Way. The city has gained over 200,000 square feet of new retail space along with nearly 78,000 square feet of office and over 66,000 square feet of industrial space since 2010.

Commercial RBA Built in Clackamas County since 2010, by City



Source: CoStar.

PLANNING AREA MARKET CONTEXT

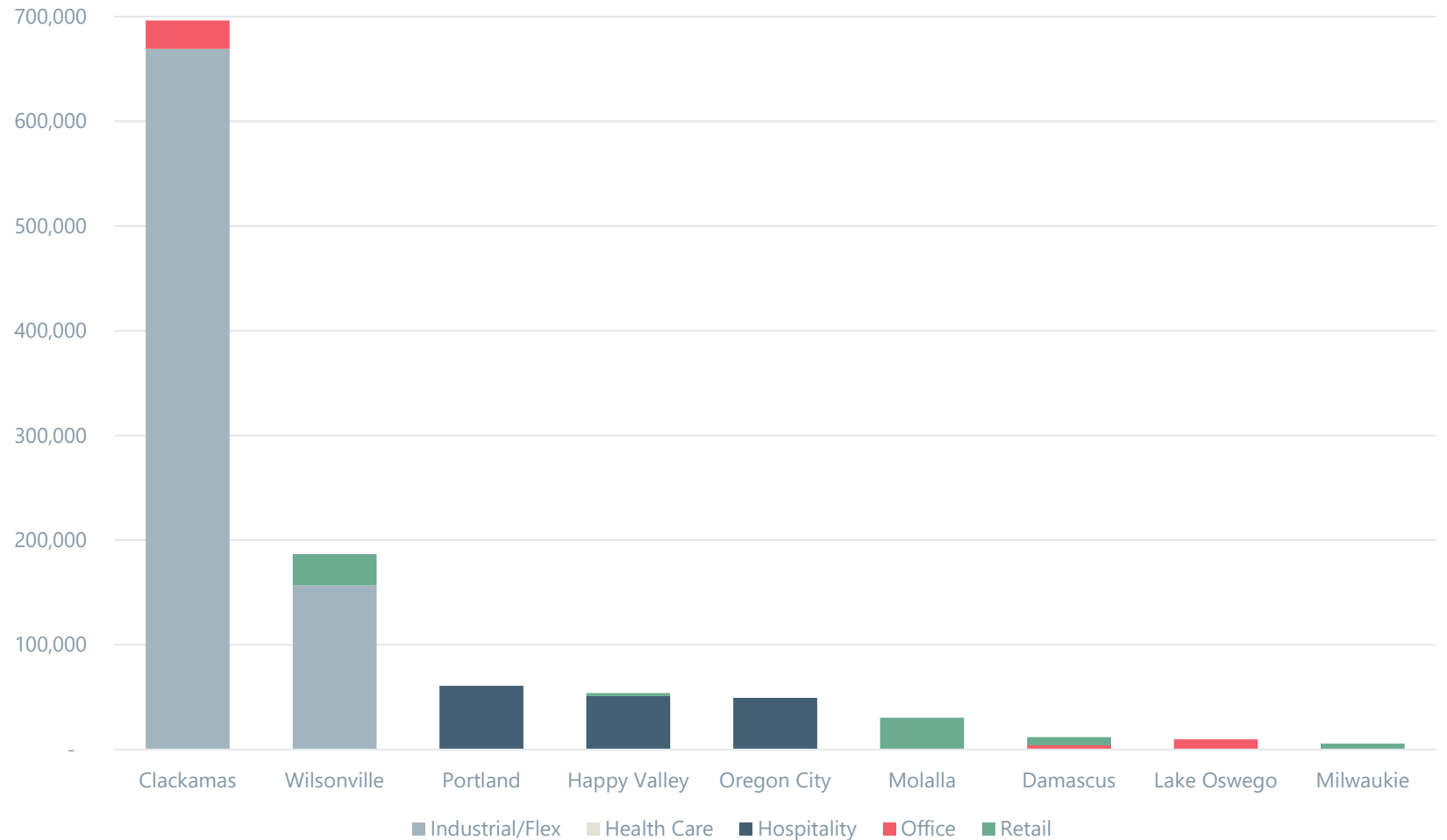
Expected New Commercial Development

Industrial and hospitality are the two biggest commercial sectors for new development in Clackamas County, with the largest industrial projects concentrated in the cities of Clackamas and Wilsonville and new hotels expected in Portland, Happy Valley, and Oregon City.

Clackamas is expected to gain by far the most new commercial space – this will be primarily industrial alongside some office. The proposed industrial space is primarily two new large warehouses in the Prologis Park campus, south of Highway 212. In addition, Lake Oswego is expected to get nearly 10,000 SF of additional office space along Boones Ferry Road.

There are no new developments planned for West Linn.

Commercial RBA in the Clackamas County Development Pipeline, by City



Source: CoStar.

PLANNING AREA MARKET CONTEXT

New Development in West Linn

Willamette Mercantile Building
Retail & Office
8,650 SF; 2005



Willamette Marketplace
Retail & Office
37,862 SF; 2008



Summerlinn Center
Office
64,916 SF; 2006



West Linn Central Village
Retail & Medical Office
38,335 SF; 2007



1969 Willamette Falls Drive
Office
25,010 SF; 2020



Summerlinn Apartments
Multifamily
94 units; 2000

PLANNING AREA MARKET CONTEXT

New Development in Lake Oswego



PLANNING AREA MARKET CONTEXT

New Development in Oregon City



Timberview
Multifamily
180 units; 2023



Edgewater at the Cove
Multifamily
244 units; 2018



512-514 7th Street
Medical Office
3,790 SF; 2016



415 Center Street
Office
2,423 SF; 2019



Harley Townhomes
Multifamily
22 units; 2022



397 Warner Milne Road
Medical Office
3,386 SF; 2019

Local & Regional Market Trends

LOCAL & REGIONAL MARKET TRENDS

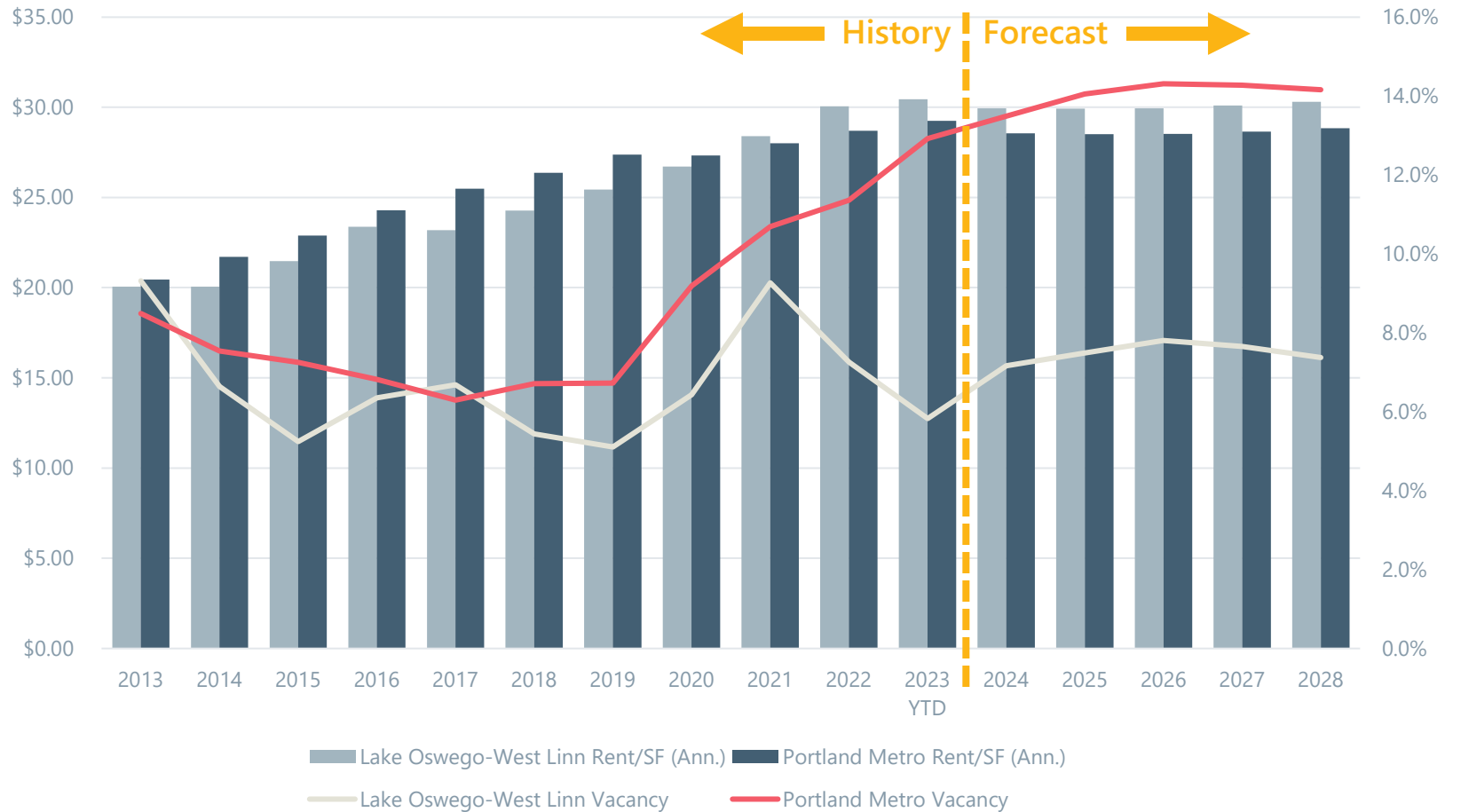
Office Market

According to CoStar, West Linn is located within the Lake Oswego-West Linn office submarket, which also includes the eastern portion of Tualatin in Washington County.

Between 2013 and 2019, office rents in the submarket trailed the average market rent per square foot in the Portland Metro Area. However, **since 2020 the average asking rent in the submarket has been higher, a trend that is expected to continue through 2028.**

While the metro area vacancy is expected to remain high, staying at around 14%, the submarket's is expected to remain below 8% indicating a tighter supply. **Despite this low vacancy rate, rents in the submarket are expected to stay relatively flat over the next few years.**

Office Annual Market Rent per Square Foot and Vacancy, Lake Oswego-West Linn Submarket and Portland Metro Area



Source: CoStar.

LOCAL & REGIONAL MARKET TRENDS

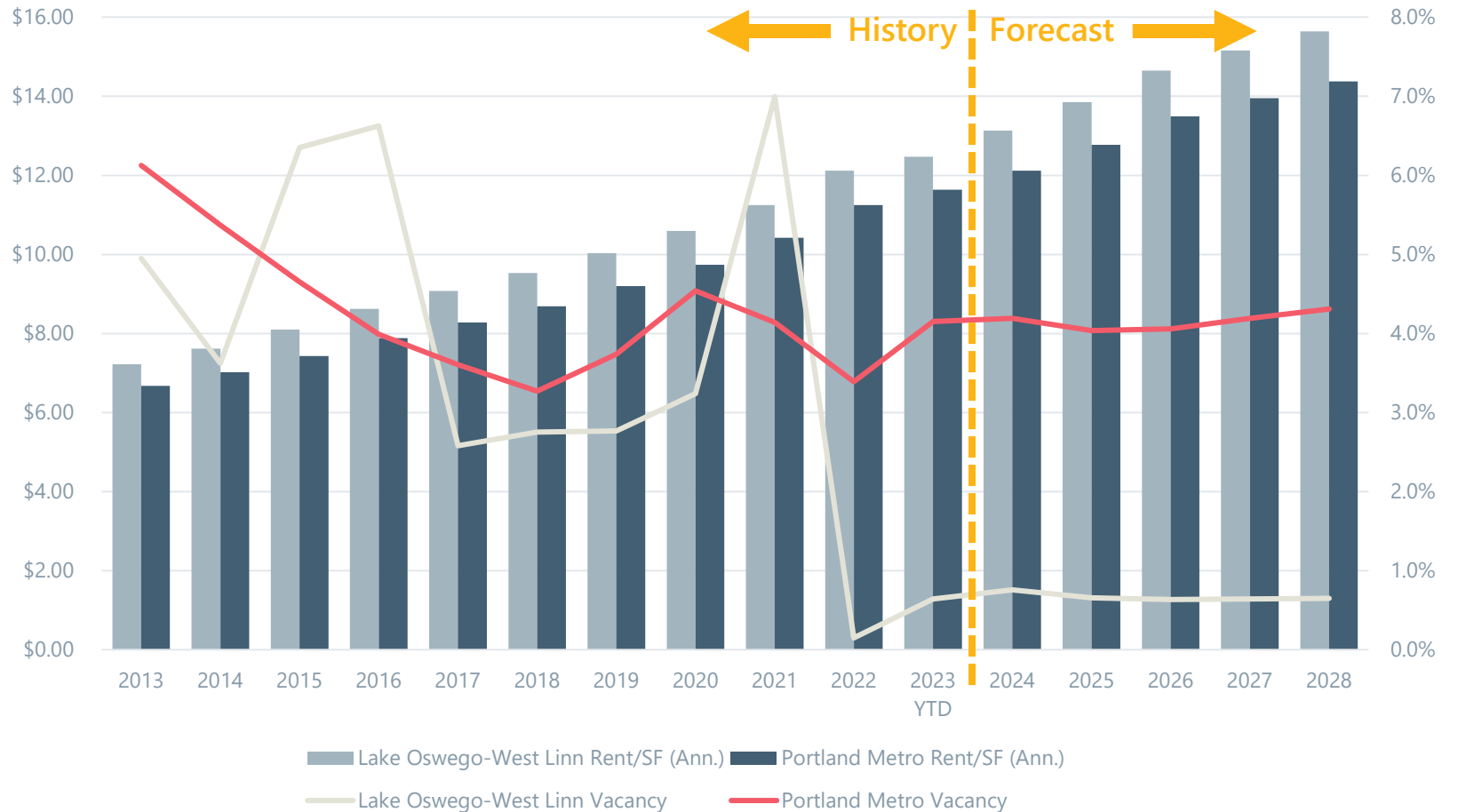
Industrial Market

Since 2013, industrial rents in the Lake Oswego-West Linn submarket have been higher than in the Portland Metro overall. By 2028, CoStar expects the submarket rent to rise by 25%, reaching \$15.64 per square foot.

Both the submarket and the metro area have vacancy rates below 5% indicating a lack of supply. The submarket's vacancy is 0.6% as of 2023.

The demand for industrial space near major cities has increased substantially in recent years due to the rise in online shopping, which was exacerbated by the COVID-19 pandemic. **West Linn's location along I-205 makes it a potentially ideal place for logistics-based industrial space.** However, new industrial space along the riverfront could make it less accessible to the public and a significant increase in truck traffic could negatively impact the character of the riverfront and adjacent neighborhoods as well as new street designs.

Industrial Annual Market Rent per Square Foot and Vacancy, West Linn-Lake Oswego Submarket and Portland Metro Area



Source: CoStar.

LOCAL & REGIONAL MARKET TRENDS

Retail Market

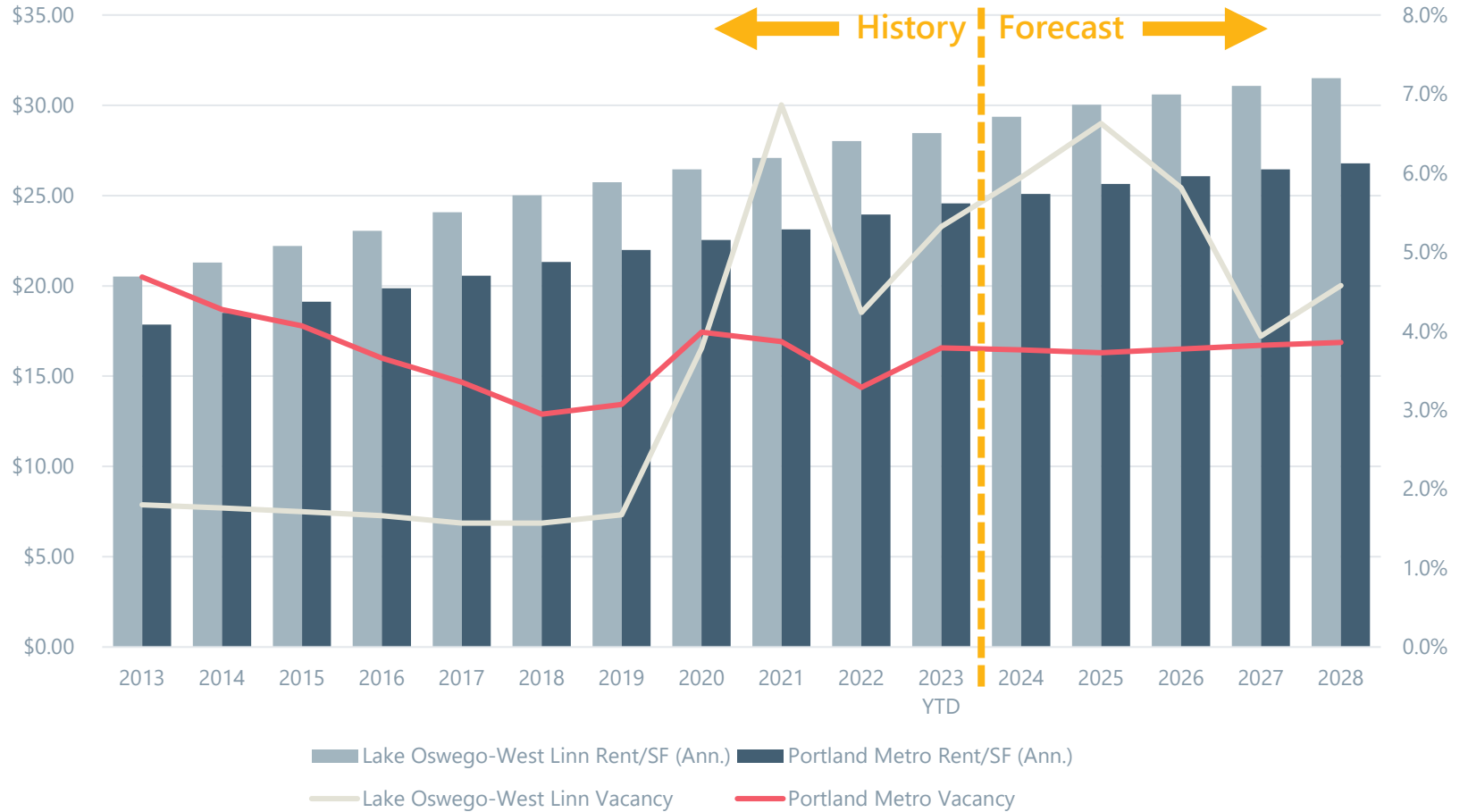
Retail rent per square foot is significantly higher in the Lake Oswego-West Linn submarket than in the Portland Metro Area overall.

As of 2023, retail rent in the submarket is \$28.74 PSF, compared with \$24.57 in the metro area. By 2028, CoStar expects retail rent in the submarket to rise to \$31.51, a 28% increase. **Rent in the submarket is expected to stay higher than the overall market even as vacancy rises over the next few years.**

Retail in the submarket is concentrated in four main areas:

- Downtown Lake Oswego
- Along Boones Ferry Road in Lake Oswego
- Downtown West Linn
- Along Willamette Drive in the Robinwood neighborhood of West Linn

Retail Annual Market Rent per Square Foot and Vacancy, West Linn-Lake Oswego Submarket and Portland Metro Area



Source: CoStar.

LOCAL & REGIONAL MARKET TRENDS

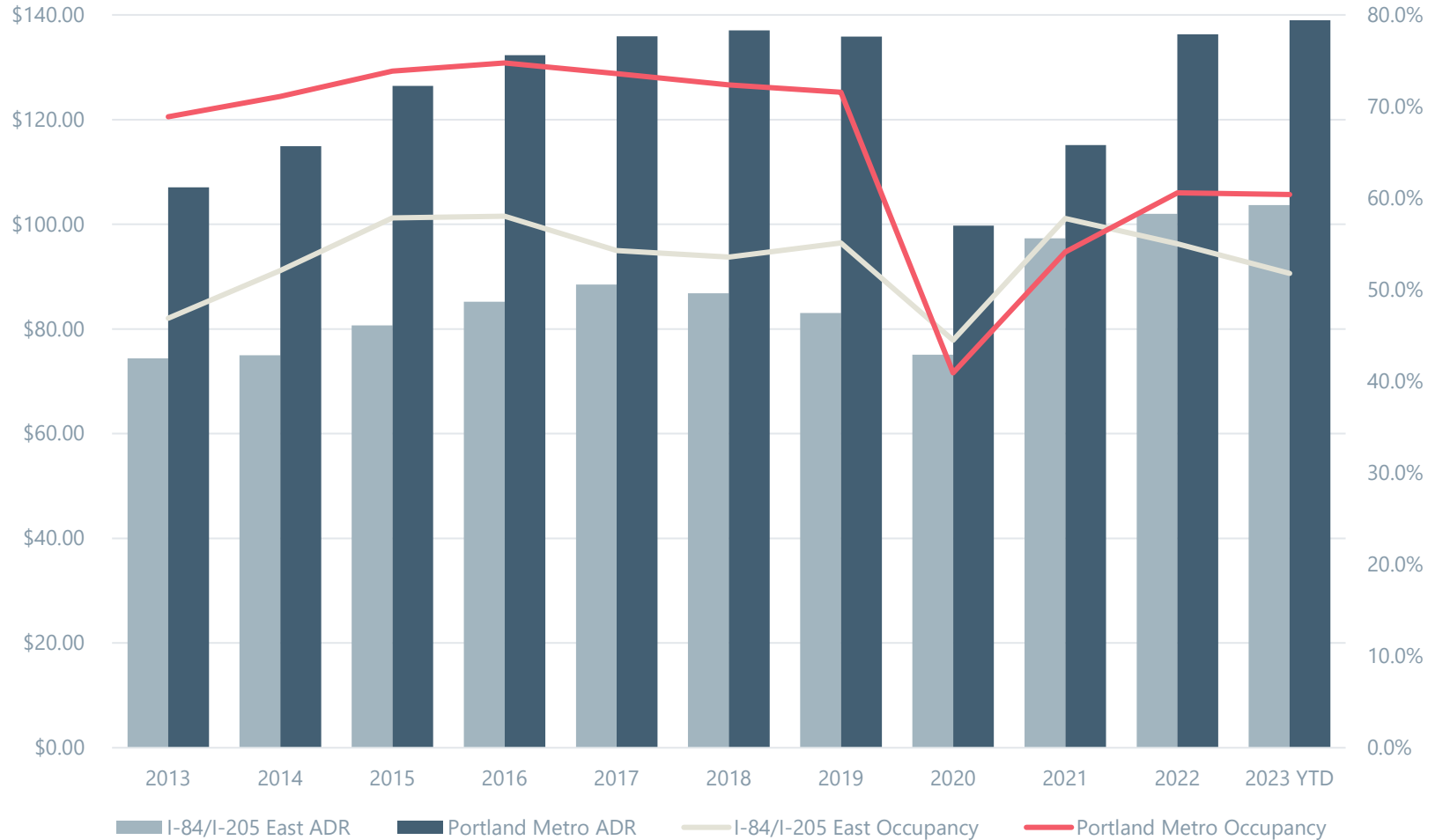
Hospitality Market

According to CoStar, West Linn is within the Portland I-84/I-205 East Hospitality Submarket. This extremely large subarea includes all of Clackamas County, the area south of Powell Boulevard in Portland, PDX airport, and Multnomah County east of I-205. **This submarket has 12-Month Average Daily Room Rates (ADR) well below the market average.**

The occupancy rate for the submarket is just over 50% as of 2023, compared with 60% across the metro area

Since 2021 the submarket ADR has been above pre-pandemic levels, but **hospitality is still likely a challenge in West Linn, which does not currently have any hospitality properties.** However, the combination of the riverfront location and access to the highway could potentially make this an attractive opportunity for a developer interested in more of a destination-style property.

Hospitality 12-Month ADR and Occupancy, I-84/I-205 East Submarket and Portland Metro Area



Source: CoStar. (ADR and Occupancy rates are as of December of each year).

LOCAL & REGIONAL MARKET TRENDS

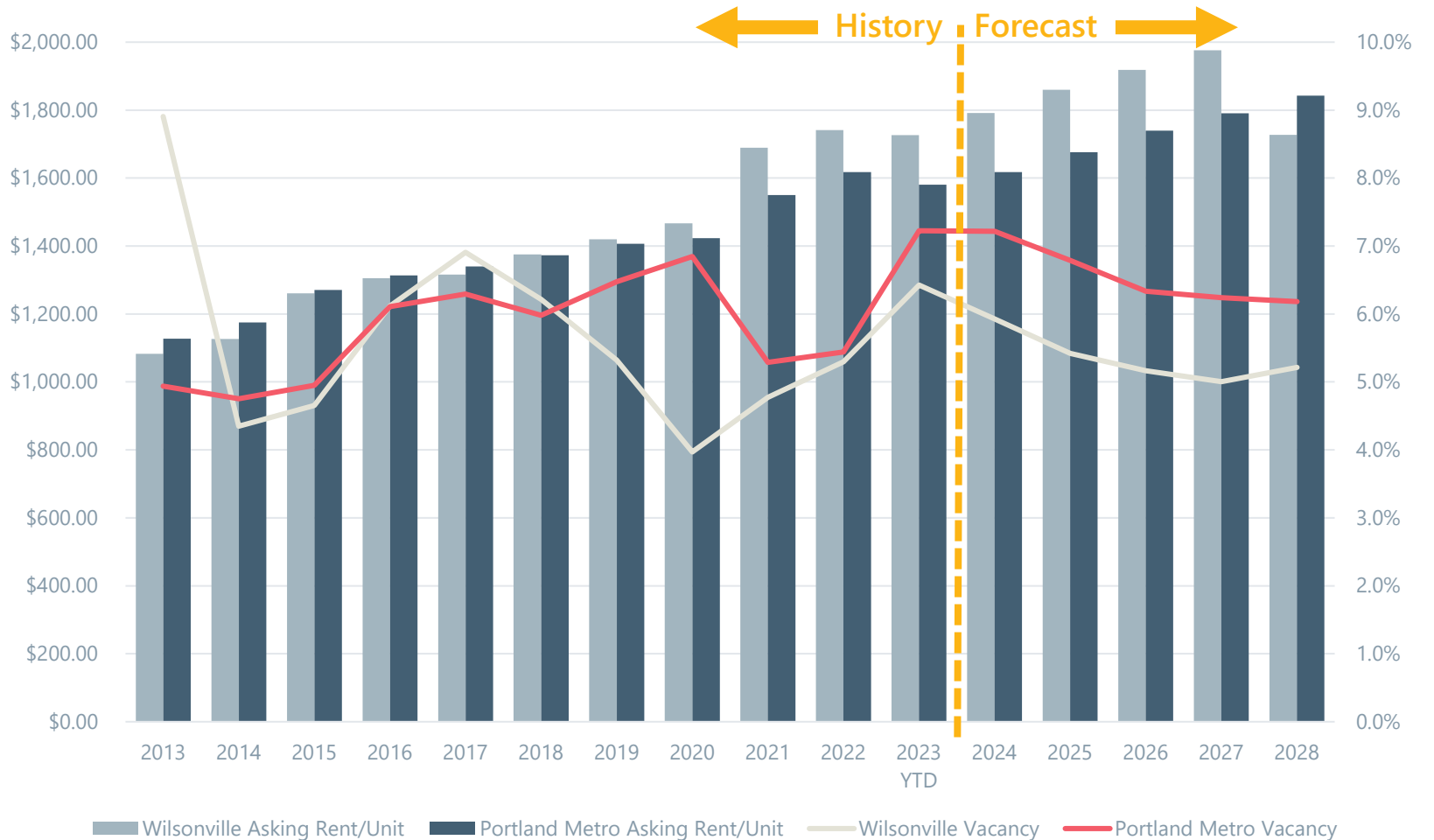
Multifamily Market

According to CoStar, West Linn is within the Wilsonville Multifamily Submarket, which includes West Linn, Wilsonville, and the portion of Tualatin east of SW 65th Avenue.

Between 2013 and 2023, rent in the Wilsonville multifamily submarket increased by nearly 60%, reaching \$1,727 in 2023. Since 2018, rents in the submarket have been growing at a faster rate than the market.

The submarket vacancy rate is expected to remain below the market through 2028 largely due to a lack of new construction. Just eight properties have been built in this submarket since 2010 – seven of which were built in Wilsonville. **The Portland Metro Area and the state of Oregon more broadly are facing a significant housing shortage.** Multifamily remains one of the most attractive property types for developers.

Multifamily Market Asking Rent and Vacancy, Wilsonville Submarket and Portland Metro Area



Source: CoStar.

Compatible Typologies

COMPATIBLE TYPOLOGIES

Mixed-Use Housing

Multifamily housing is in high demand throughout the Portland Metro Area, including Clackamas County. While Lake Oswego and Oregon City have built housing recently, West Linn has not seen new housing construction over the past decade. This will have to change as the State establishes its new processes for the Oregon Housing Needs Analysis (OHNA).

While floodplain challenges may not make this the ideal place for multifamily housing in West Linn, housing combined with ground floor retail is likely feasible on this site. If multifamily housing is built here, the City should ensure that public access to the river is maintained. Experience-based retail on the ground floor will help ensure that public connection.

The waterfront area of West Linn is currently zoned General Industrial (GI), which does not permit housing. Multifamily housing is only allowed in the General Commercial (GC) zone if it is above an allowed commercial use, but structures are limited to 2.5 to 3.5 stories in this zone. Typically, podium-style mixed-use buildings are between four and seven stories. Changes to the zoning code may be required to make housing with ground floor commercial feasible.

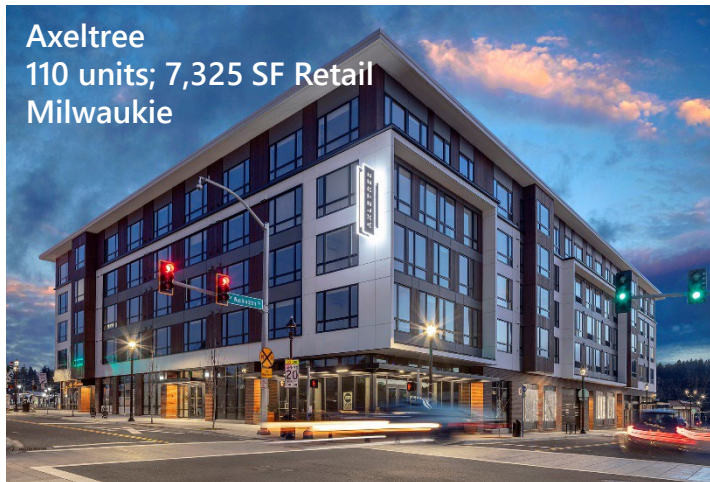
The Windward
200 units; 42,891 SF Retail
Lake Oswego



Eddyline Bridgeport
377 units; 22,414 SF Retail
Tigard



Axeltree
110 units; 7,325 SF Retail
Milwaukie



Domaine at Villebois
274 units; 7,186 SF Retail
Wilsonville



COMPATIBLE TYPOLOGIES

Destination Retail & Public-Facing Light Industrial

Destination Retail

Destination retail is retail that cannot be replicated with online services or shopping platforms. This includes entertainment businesses like Top Golf or concert venues as well as food and beverage establishments that incorporate natural or place-based features. At the West Linn Waterfront, this may be a restaurant with indoor and/or outdoor seating overlooking the river and/or the Falls, or an amphitheater like the one at the Port of Kalama.

Salty's Restaurant, Portland



Source: TripAdvisor.

Vancouver Waterfront



Source: Only In Your State

Public-Facing Light Industrial

Like destination retail, Public-Facing Light Industrial creates an experience that cannot be replicated on the internet. These businesses combine light manufacturing with services. Hood River, for instance, requires the tenants of light manufacturing along the riverfront to sell directly to the public. These businesses include breweries with restaurants, wineries with tasting rooms, coffee roasters with cafes, and other typically food-based enterprises. They capitalize on public interest in locally-made goods and serve visitors who may have been drawn to the area for other reasons, such as watersports.

Pfriem Family Brewers, Hood River



Source: San Diego Hop Addict

Stoked Coffee Roasters, Hood River



Source: Daily Coffee News

COMPATIBLE TYPOLOGIES

Entertainment-Focused Hospitality

Typically, the viability of hospitality is due to a combination of business and leisure travel. While leisure travel may be seasonal due to the local climate, business travel helps fill hotel rooms during other parts of the year. West Linn is unlikely to see much business travel, and while the falls may become a destination, they are unlikely to sustain one or more traditional hotels. However, entertainment-focused hospitality can be somewhat location-agnostic, especially within the Portland Metro Area.

Entertainment-focused hospitality is a category of non-traditional hotels that offer or are adjacent to a specific draw, typically a concert or event venue.

McMenamins is a Portland-based hotel and restaurant chain that specializes in entertainment-focused hospitality. Its locations include brewpubs, breweries, music venues, historic hotels, and theater pubs. Their hand-crafted drink offerings include beer, wine, spirits, cider, and coffee. The **McMenamins Edgefield** in Troutdale offers music events including concerts on the lawn in the summer as well as movies, a spa, a soaking pool, and two par-three golf courses. The **Kalama Harbor Lodge** in Kalama, Washington features six restaurants and bars, a brewery, and live music. By providing an array of on-site amenities and entertainment options, McMenamins hotels offer visitors a reason to stay in places they might not otherwise.



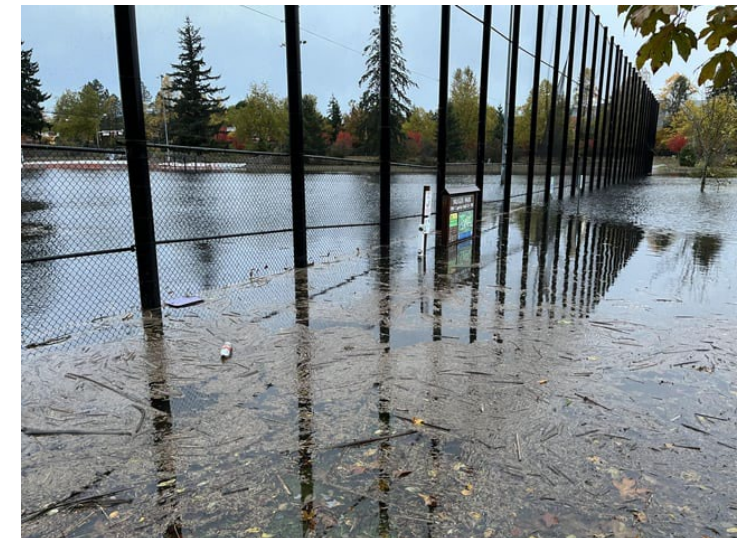
COMPATIBLE TYPOLOGIES

Flood Plain Civic Space

Yauger Park – Olympia, WA

Located on the west side of Olympia, Yauger Park is a 40-acre park built in 1982. It includes four sports fields, a concession stand, jogging path, skate court, playground, community gardens, and pump track. Due to its adjacency to the Capital Mall Triangle, a large shopping area with significant space dedicated to impervious surfaces, Yauger Park includes a created 250,900 square foot wetland that acts as a stormwater retention pond during heavy rain. The pond is designed to remove contaminants from the water. When full, it can hold up to 27 million gallons of water. In 2009, the city expanded the facility by adding permeable and porous parking lots, rain gardens, bioswales, concrete weirs, and native plants. The expansion helped the Yauger Park regional

stormwater facility increase its capacity by 20%. The expansion cost \$3,670,000 and received a \$1,835,000 Centennial Clean Water Grant from the state and a Public Works Trust Fund loan for the same amount.



COMPATIBLE TYPOLOGIES

Flood Plain Civic Space

Foster Floodplain Natural Area – Portland, OR

The 63-acre Foster Floodplain Natural Area in Portland’s Lents neighborhood was completed in 2012. Over the course of 15 years, the City purchased properties within the Johnson Creek 100-year floodplain through a willing seller acquisition program. The project included streambank restoration, floodplain and wetland grading, and stormwater treatment. In all, over a half mile of the creek was restored for native species including salmon, trout, and lamprey.

The project was funded with \$2.7 million from the FEMA Pre-Disaster Mitigation Grant Program as well as CDBG grants and Portland stormwater funds. The project was aligned with both the Portland Watershed Management Plan and the Johnson Creek Restoration Plan.

Today, the Foster Floodplain Natural Area has 140 acre-feet of flood storage, enough to cover the site with around 1.5 feet of water. It has reduced the risk of flooding on Foster Road to one third the previous rate. The project restored both wetland and floodplain habitat.

To facilitate public recreation, the site has an ADA-accessible paved trail and interpretive kiosk. It is adjacent to the Springwater Corridor Trail.



Case Studies

CASE STUDIES

Riverfront Developments

Eugene Downtown Riverfront

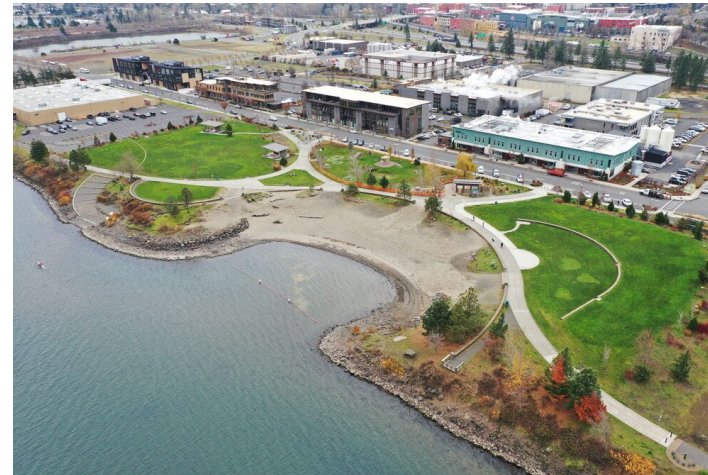
The City's Urban Renewal Agency is leading the redevelopment of 16 acres of formerly utility-owned riverfront property into a new neighborhood. This effort builds on a 2010 Riverfront Master Plan and a long-held community vision for an accessible riverfront district. A Riverfront Park was completed in 2022, and design of Phase II Park additions and development of the neighborhood—guided by developer Atkins Dame Inc.—are underway.



Source: City of Eugene.

Hood River Riverfront Park

Hood River has seen extensive waterfront redevelopment over recent years, spurred by the establishment of an urban renewal district on what is largely Port-owned land. The Port and City have opted for a business park focus, including craft breweries and a new Tofurky manufacturing site—with public amenities interspersed. The Port donated close to six acres of light industrial land within the district to the City to establish the Hood River Riverfront Park, completed in 2013.



Source: GreenWorks PC, The Oregonian.



CASE STUDIES

Riverfront Developments

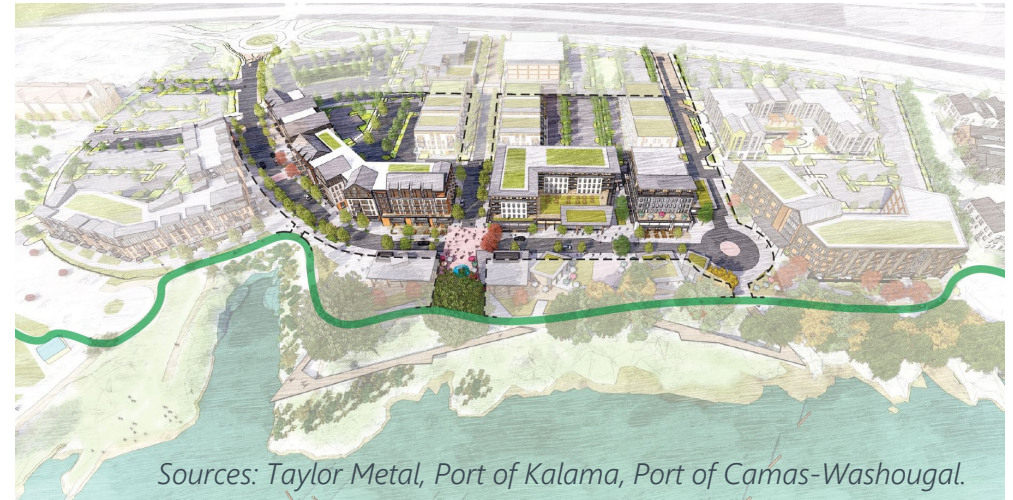
Port of Kalama

The 6-mile-long Port of Kalama draws 250,000 annual visitors, while remaining a key employment site for the City—with 1,400 workers on-site. In 2022, \$32.2 million was invested in capital projects, including: a new cruise ship dock, a retail/restaurant incubator (Mountain Timber Market), the first incubator building at Spencer Creek Business Park, and the Kalama River Industrial Park. Public recreation opportunities include the Westin Amphitheater, a marine park, two parks, and a pedestrian path. The Port expects a complete buildout of the site over the next 20 years.



The Waterfront at Parker's Landing, Camas

The Waterfront at Parker's Landing is a multi-phase, mixed-use town center development on a remediated 21-acre brownfield site in the Port of Camas-Washougal, on the Columbia River. Mixed uses are envisioned for the site—including apartments, retail (boutique, wellness-oriented, and food/beverage), office space, childcare and hospitality. The existing Washougal Waterfront trail and Washougal Waterfront Park will be integrated into a pedestrian esplanade.



Sources: Taylor Metal, Port of Kalama, Port of Camas-Washougal.

CASE STUDIES

Riverfront Developments

Independence Landing

The City of Independence embarked on revitalization plans starting in 2000, including the construction of the Riverview Park and amphitheater. Adjacent both to the river and the newly revitalized downtown is the 18-acre former Valley Concrete site, which the City identified for redevelopment as part of its 2020 Vision Plan. The City purchased the plant and completed significant infrastructure development using urban renewal (TIF) funds. The City also conducted developer recruitment, forming a partnership with Gresham-based Tokola Properties to develop the main portion of the site, and selling off additional parcels to other developers. The now-completed plans include a **boutique hotel, apartments, townhomes, an extension of Riverview Park, and a multi-use trail with a river overlook**. Despite a lack of typical hospitality drivers, the hotel has been extremely successful by attracting wine country tourists and visitors associated with the college, like sports teams.



Source: GreenWorks PC.

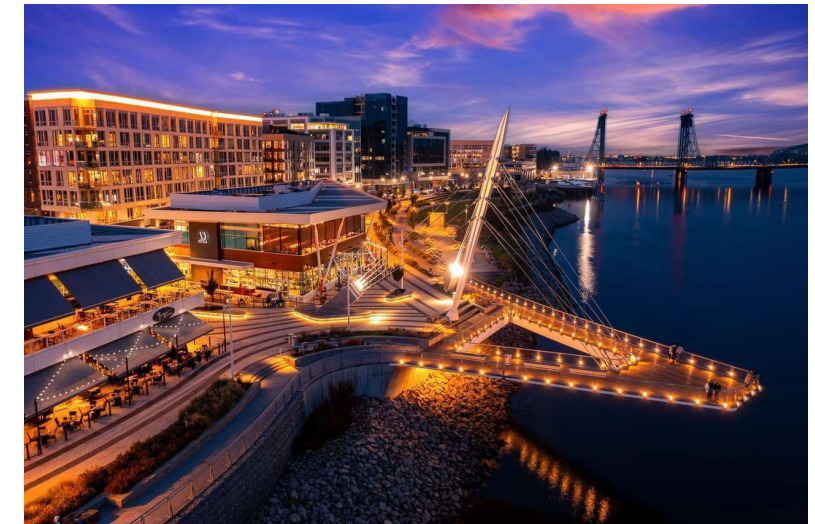
CASE STUDIES

Riverfront Developments

Vancouver Waterfront

The recently completed Vancouver Waterfront development in Vancouver, Washington was completed through a partnership with Gramor, the City of Vancouver, the BNSF railroad, the Port of Vancouver and other partners. Gramor purchased the former Boise mill site in the early 2000s, just after the City completed its long-term vision for an active riverfront. Gramor believed in the City's vision, which was codified in a development agreement. The buildout took significant time and infrastructure investment to accomplish, including moving a railroad line and rebuilding a train trestle to allow for better access to the site. However, the success of the project and the high building values have made up for the large up-front investment. Phased development has also helped the project succeed – the main section of the waterfront was built at a high density with surface parking lots behind. Those surface lots are now being redeveloped

into denser, more active uses. The Vancouver Waterfront benefits from the hunger people have to be near water, and the lack of opportunities for riverside shopping, dining, and recreation in the metro area.



CASE STUDIES

Riverfront Developments

Portway Avenue – Hood River, OR

The Hood River waterfront is one of four urban renewal districts in the city, which use tax increment financing to fund key infrastructure and redevelopment. The **Waterfront urban renewal district** has funded odor control projects related to the wastewater treatment plant as well as the development of Portway Ave, which features the waterfront park and public-facing light industrial spaces. It is currently funding the replacement of the waterfront's stormwater system. When the district expires after FY2023-2024, \$74 million in property value will be added to the City's tax rolls.

The waterfront is largely zoned Light Industrial (LI) and Open Space (OS). Hood River's **light industrial zone allows the sale and display of products** as long as they are related to the permitted light

industrial use. In addition, the light industrial properties north of Portway Avenue are within the **Waterfront Overlay Zone**. This allows these properties to feature commercial uses not tied to a light industrial use if the commercial space is under 7,000 SF.

These code changes were based on policy actions recommended by the City's [2011 Economic Opportunities Analysis](#), which suggested allowing technology, research & development, and industrial office uses in the Port Waterfront area. This report also recommended that the City consider limited space for related sales and employee service uses.

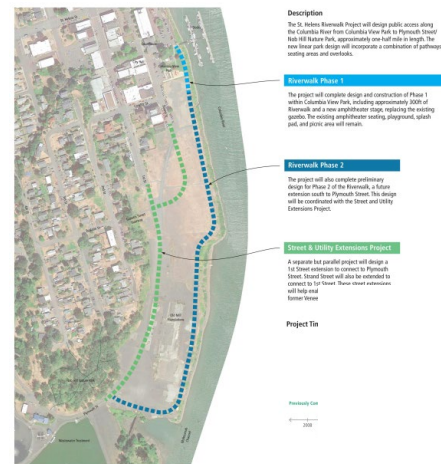


CASE STUDIES

Riverfront Developments and Wayfinding

St. Helens Riverwalk Project

As part of a larger waterfront redevelopment effort on nearly 280 acres of formerly industrial land, the City is developing an approximately **half-mile linear park** to provide public access to the Columbia River. The riverwalk is adjacent to Old Town and future mixed-use development in the waterfront area. Construction of Phase I, which includes an expansion of Columbia View Park, is set to begin Fall 2023. The City received grants from Business Oregon's Brownfields Redevelopment Fund and a loan from the organization's Special Public Works Fund.



Source: Mayer/Reed.

Astoria, Oregon

The Astoria Riverwalk trail, which stretches 6.4 miles along the Columbia River, is a rails-to-trail project created during the mid-1990s using primarily the former right-of-way of the Burlington Northern. In 2021, the City received a \$428,408 Oregon Parks and Recreation Local Government Grant for enhancement along the Riverwalk, including ADA and signage/wayfinding improvements.



Source: Astoria Parks and Recreation.

CASE STUDIES

Downtown Revitalization

Downtown Oregon City

In 2018, the Downtown Oregon City Association was recognized as a winner of the “Great American Main Street” award for its success in revitalizing its downtown following the paper mill closure in 2011. Specific strengths include the support of small business development and honoring its history—which is supported by events including a summer concert in the park series and the annual Oregon Trail Brewfest.

Downtown Oregon City leans into its rich history to inform its identity. Its municipal elevator, which dates to the 19th century, acts as a centerpiece of the downtown. The shops, art galleries, and local restaurants downtown help connect that industrial past to the present.

The City and the Downtown Oregon City Association maintain a year-round [calendar of events](#) intended to draw visitors from throughout the region. Programming that highlights small businesses helps to give the area a vibrant feel. With the exception of a small handful of regional chains, the businesses in Downtown Oregon City are local, providing visitors with a unique shopping experience.



Source: Main Street America.

CASE STUDIES

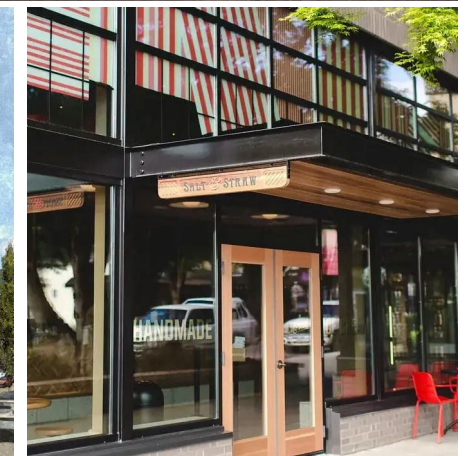
Downtown Revitalization

Lake Oswego Windward Development

The Windward mixed-use development of the former Wizer grocery property, completed in 2018, includes 200 luxury apartments, 43,000 square feet of ground-floor retail space, and a 430-space underground parking garage (135 of which are public parking). Redevelopment of the property—which continues to be privately owned—was primarily paid for with private financing, but the city’s Redevelopment Agency contributed \$5.2 million toward development permits and \$749,000 for construction. The total project cost was an estimated \$94 million.

While this was a private project, the redevelopment of this block was part of the City’s [East End Redevelopment Plan](#) (adopted 2004, updated 2015). Within that plan, Block 137 was envisioned as a “compact shopping district” – mixed use with retail frontage along 1st Street. The City’s Redevelopment Agency approved an agreement requiring the developer to include public improvements intended to benefit the broader community, including an east-west public walkway bisecting the block.

The Windward has helped attract Portland retailers like Salt and Straw, Breakside Brewery, and Blue Star, and draws local and regional shoppers to Lake Oswego’s downtown. Retail space at the Winward is currently being leased for \$38 per square foot.





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