



LAKE OSWEGO NORTH END DOWNTOWN REVITALIZATION



STAKEHOLDERS

LORA
Stakeholders Advisory Group
Friends of the Lake Oswego Library
Lake Oswego Chamber of Commerce
Lake Oswego Downtown Business
District Association
Lakewood Center for the Arts

DEVELOPMENT PROGRAM

STUDY TEAM

Leland Consulting Group
Myhre Group Architects
DKS Associates
KPFF Consulting Engineers Inc.
GEL Oregon Inc.
Rick Williams Consulting
Lake Oswego Library
LORA



LELAND CONSULTING GROUP

INTRODUCTION

Preparation of a development program for the Lake Oswego library/downtown North Anchor begins with establishing a statement describing the overall purpose for the project. This statement of the project intent or vision is analogous to the relationship between a mission statement and a business plan. It is a guiding statement against which later program details can be tested for compliance with and for support of the overall objectives.

By definition, a development program is a narrative and numerical description of how a property or an area should be developed. The program serves as a guide to the physical planners (land planners, architects, landscape architects, and others) who will be responsible for translating the program into the physical land use, transportation, utility, and economic development plans.

The development program describes the overall identity and role for the project including components, possibly a theme, and attributes of the project in keeping with the overall objectives. A primary objective of a downtown anchor is to attract residents and visitors to visit and regularly use the library, to come to downtown Lake Oswego, to participate in the opportunities, activities, stores, services, and other features of the core area, and to contribute to maintaining an economically viable condition through active participation and visits. The library and anchor should contribute to the positive, long-term identity of the downtown.

Product development recommendations in terms of land uses, buildings, parking facilities, amenities and public realm characteristics are based on research and analysis of market trends, guiding recommendations of stakeholders and local leaders, financial conditions and tools, and other factors that can help inform the City Council and the LORA Board of the feasibility of moving this project forward into subsequent phases.

In early 2010, the LORA Board authorized a feasibility study to evaluate the needs for and role of locating a new major library in downtown Lake Oswego. This proposed library would replace the old and smaller library located in Lake Oswego's First Addition. Before proceeding with additional phases of work, the LORA Board of Directors instructed LORA staff that the feasibility study should examine the location and cost of a major library, the role it can play in the downtown, and related impacts having to do with size, scale, services, total costs, financing mechanisms as well as other land uses that might be affected or influenced by the presence of the North Anchor project. As expressed to the LORA Board, the intent of the feasibility study is to reach an 80 percent confidence level such that the initial research, planning and analysis can provide LORA and the City Council with sufficient information to make confident going-forward decisions.

The project team, working closely with LORA staff, includes Leland Consulting Group, Urban Strategists and Development Advisors, KPFF Consulting Engineers, Myhre Group Architects, DKS Associates, Rick Williams Consulting, and GEL Oregon. In close cooperation with the project team, programming involves identifying and formulating concepts for the library and anchor project, including:

- Need and role of a North Anchor to the downtown
- Size and recommended components of a new library
- Location of the library (a given by LORA regarding North Anchor)
- Role of the library in the community and benefits to downtown
- Relationship of the library to other existing and potential development
- Recommended size and scale of future downtown development
- Transportation, utility and parking requirements and implications
- Timing implications
- Estimated development costs
- Potential sources of financing
- Related recommendations

CHALLENGES

Preparing a development program for the Lake Oswego library/downtown North Anchor is challenging. It is not a decision in isolation. Rather, the intended project has two different, yet compatible goals—providing a high quality library that will serve the public for decades to come, and anchoring the north end of the retail district in a manner that encourages additional development and revitalization between the anchors—Lake View Village as the south anchor. In addition to the traditional factors of market conditions, site conditions, City policies, access, infrastructure, and other related factors, programming for this significant project is further impacted by a wide and sometimes potentially conflicting array of expectations, hopes, concerns and ideals. It is the nature of big projects and this undertaking represents a big project.

It comes at a time when America is beginning to emerge from a recession with varying levels of wealth depletion impacts and high unemployment. Sources of traditional real estate financing are presently not available or if so, only on a highly restricted basis. It is understood at the beginning of the programming process that immediate development is not likely. It will take some time, in the judgment of the consultant team and LORA staff, to work through issues, weigh the costs and the benefits, and understand the complexity of adding such a potential significant element into the heart of the community and similar decisions.

As stated to the LORA Board at the time the feasibility study was authorized, no architectural designs will be produced as part of this phase of work. The reason for that decision is that without knowing the outcome of the feasibility evaluation in terms of size, scale, desired image, the types of land uses that might be an integral part of structure, parking requirements, and other components, it is very difficult to make the right architectural design selection. Were the project to have a residential component, certain skills and experience will be required in that product line. Similarly, if ground level activities are to integrate retail shops, then that form of architectural experience is warranted. And to further complicate the architectural decision, it is unknown at this point who might be the developer and/or ultimate owner. It could be a mixed use project with joint development between the City and a developer (similar to Lake View Village). It could even be a privately developed project with a lease back to the City with future purchase options by the City. Those are details that have to be worked out as part of the feasibility study (and beyond) and will inform the LORA Board and City Council after the results of Phase 1 are known and how to proceed into subsequent phases.

STAKEHOLDERS

This is a project with many interested parties. The participants, or “stakeholders” in this process, as they are frequently known, include:

- City of Lake Oswego
- Downtown property owners
- Downtown business owners and operators
- Elected officials
- Neighborhood group representatives
- Citizens at large
- Library advocates
- Representatives of the arts
- Special interest groups, and
- Others

A stakeholders group has worked closely with the development team and LORA staff throughout the process. This stakeholders group represents a cross section of leadership and interests in Lake Oswego generally and the library/North Anchor projects in particular.

In addition, Leland Consulting Group conducted confidential interviews with approximately 25 citizen leaders representing a diversity of interests – business, property ownership, the arts, library supporters, neighborhood leaders and others. The purpose of these interviews, using a technique developed over 35 years ago by the Urban Land Institute, is designed to reveal patterns of opinion, attitude trends, prevailing thoughts, ideas, concerns, suggestions, and hopes. By maintaining anonymity of specific comments, the interviewees had the freedom to be fully expressive. The findings of that process are summarized in a separate report called Stakeholder Interviews Summary. The combination of the ongoing Stakeholders Advisory Group, working with the consulting team, and the findings of the confidential leader interviews help to form a platform of understanding to guide the consultant team in preparing this development program.

MORE ABOUT PROGRAMMING

While the goal of the study and project is intended to ultimately result in successful implementation of a library and North Anchor development, the feasibility study identifies the benefits and the risks. The program should strongly consider the goals of the library board and City leadership as well as vested interests of the greater community including property owners and businesses in downtown Lake Oswego.

As a given to the feasibility study, the location of the North Anchor is at 1st Street at the intersection of B Avenue, extending to State Street (Highway 43). The additional and equally vigorous layer of considerations that impact the feasibility study and the resulting program consist of:

- Market willingness to live, work and shop in downtown Lake Oswego and the future, expanded physical environment both in the downtown and Foothills District;
- Market capacity to pay for new products offered to the market—either through rents, home ownership or retail and office rents;
- Ability to establish private sector construction and long-term debt for development of revitalization in the downtown;
- Lending and loan underwriting policies and criteria once stabilized as reliable lending practices (currently in flux);
- Achieving levels of profitability commensurate with risk to attract private development capital into the downtown and future development opportunities; and
- Establishing arrangements of land uses that can be successfully introduced in terms of intensification with sufficient velocity (rate of development and sales and leasing) to return the revenues necessary to justify the investments.

Hence, the emerging development strategy and resulting program should thoughtfully consider the needs of the potential residents who will live in the downtown, business owners, employers and shoppers who will come downtown, the highly successful and well attended library interests of the greater Lake Oswego community, and visitors who are attracted to the quality of life as demonstrated through the positive changes that are occurring in downtown Lake Oswego.

The library/North Anchor project must successfully establish a sense of place in and of itself and in doing so, strengthen the value base that currently exists, but in many respects is underdeveloped in the retail district in contrast to the highly successful Lake View Village. The North Anchor, properly designed, can assist in forming a catalyst to strengthen the core and provide opportunity to create redevelopment opportunities between A and B Avenues not only along 1st Street, but along State Street and Second Street as well.

LIBRARY PROGRAM

Built in 1983, the Lake Oswego Library has grown to be a valued fixture within the Lake Oswego community, enjoying the highest library circulation in the state, a large pool of volunteers, and a very active, educated and enthusiastic customer base.

Existing Facilities

The Lake Oswego Library occupies 27,738 square feet in the heart of the First Addition Neighborhood. It serves as the main City Library and in addition to library services, also provides children's library services, an expanding computer center, meeting rooms, and common areas visible from the mezzanine for public gatherings and presentations. The existing library houses approximately 35.7 FTE (full time equivalent) employees and nearly 500 volunteers. To accommodate both customers and employees, the library offers 67 parking stalls, which under-serves employees and the community and its needs. Boasting nearly 1,000 visitors per day, the library needs more parking.

A common indicator of a library's capacity is space availability at the top and bottom shelves of each aisle. It is easy to observe when walking through the existing facility that there is no additional capacity to grow. In addition to top and bottom shelves being consumed with materials, so too is floor space as well as computer stations. As the library houses no dedicated community space, events held at the library must take place in the center. Impermanent shelves on wheels are rotated out of the center of the library to accommodate events which are then heard by the rest of ground and upper level floors from the mezzanine.

The library must also house dedicated work space and office space for employees and volunteers. The limited size of the existing facility significantly under-serves this need which reduces efficiency and creates operational challenges for library staff who both need dedicated work space as well as the ability to serve visitors by stepping away from the service desks. There are many other operational challenges presented by the undersized and over-served facility.

Library Studies

Since its construction, eight studies have been conducted by various consultants to assess the usage and community needs for the library. In 1988, the Library Growth Task force recognized that the library had reached maximum capacity for its current building. At the time, registered borrowers hovered around 17,000. Today the number is closer to 34,000. Similarly, circulation was at approximately 444,000 and today it exceeds 1.4 million annually. Finally, the library's collection has grown from 104,726 to 208,242 volumes.

A 1992 study showed the need for a 42,000 square foot facility or the addition of 5,000 square feet to the existing facility. An additional study in 1996, recommended a 46,248 square foot facility to house 177,000 items by 2012. That number of items has already been exceeded by 31,000 items. To meet ever growing demand, in 2006 and 2008, a 66,000 square foot library was recommended to accommodate current and future growth Library Service Standard Guidelines for library construction.

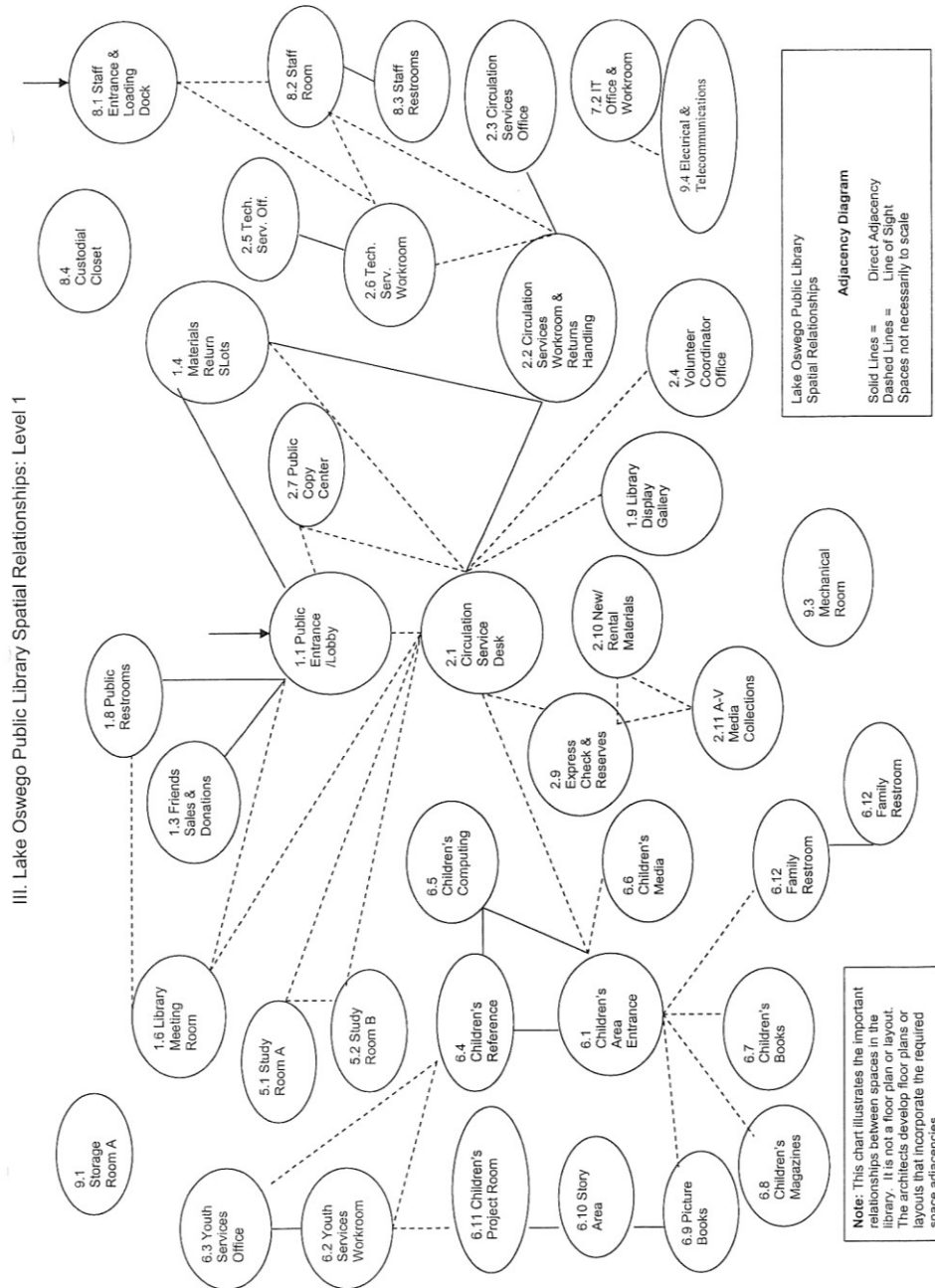
A Successful Library

With a population of 37,000, the Lake Oswego community, as well as neighboring communities, takes considerable advantage of the 26-year old facility. The library enjoys approximately 1,000 visitors per day with a total circulation of nearly 1,431,000 annually.

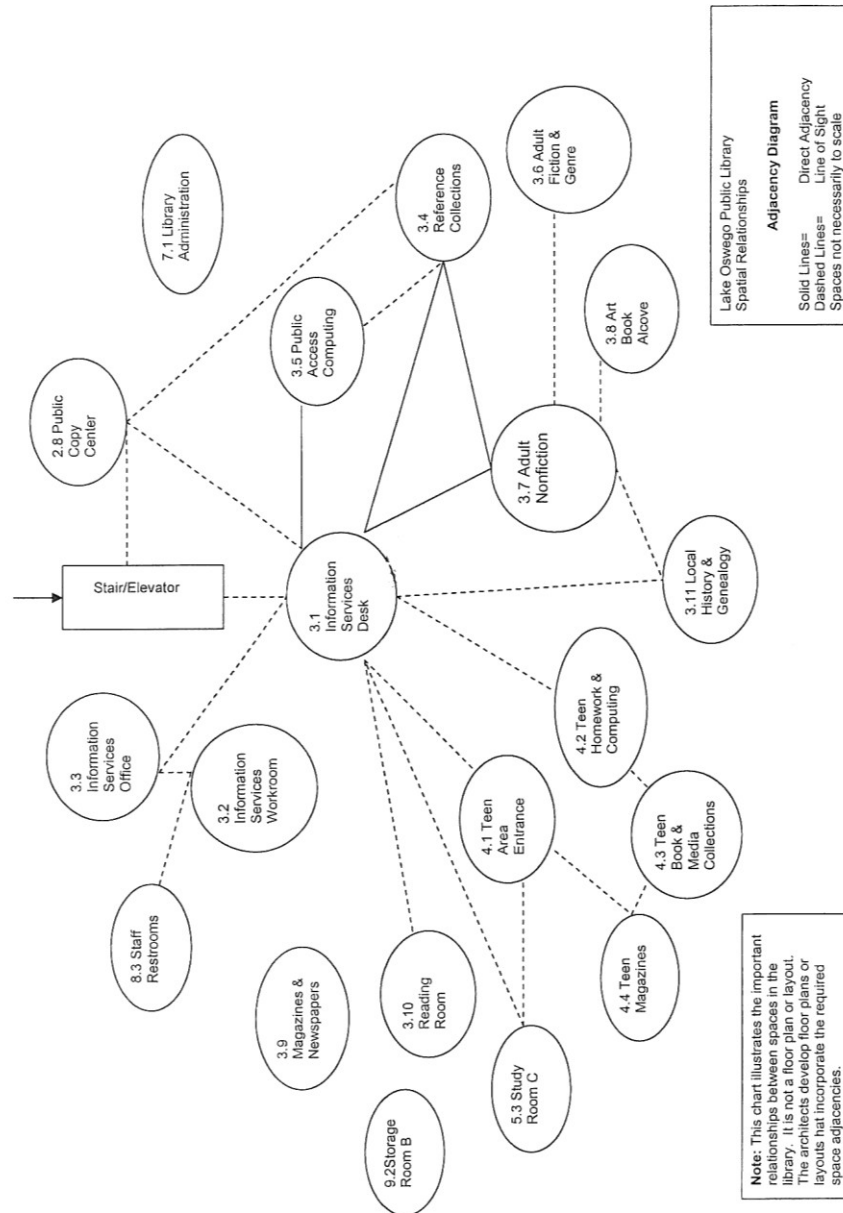
Recommended Library Program

In collaboration with the library director, staff, and stakeholders, the project team built its recommendations from previous studies the City had commissioned as well as current and growing needs of the library.

In determining the library program, the project team diagrammed the spatial needs of library rooms, their visual and interactive relationships with one another. Below are illustrations of the spatial relationships for a two-story library.



III. Lake Oswego Public Library Spatial Relationships: Level 2



The library program was developed in collaboration with the library staff, users, stakeholders, and in consideration of previous studies. Following is a program description, detailing room types and sizes recommended both in a previous study as well as part of the North Anchor study. While a 2006 library study prescribes a 66,000 square foot library, this program distributes an identical configuration of rooms, offices, and circulation space at a slightly more efficient use of space.

Lake Oswego North End Downtown / Library Feasibility Study

6/7/2010

Conceptual Library Assessment/Program/Needs Analysis

Space #	Description	2006 Library Study				2010 LORA North End Study			
		Level	Level 1 Sq. Ft.	Level 2 Sq. Ft.	Community Space	Level	Level 1 Sq. Ft.	Level 2 Sq. Ft.	Community Space
1.1	Public Entrance/Lobby	1			310	1			284
1.2	Community Café	TBD			400	TBD			366
1.3	Friends of the Library Sales & Donations	1	1,132			1	1,036		
1.4	Materials Return Slots	1	in GSF			1	in GSF		
1.5	Community Multi-Purpose Room	TBD			2,815	TBD			2,575
1.5.1	Community Multi-Purpose Rm. Storage	TBD			588	TBD			538
1.6	Library Conference Room	1	620			1	565		
1.7	Multi-Purpose Electronic Classroom	TBD			754	TBD			690
1.8	Public Restrooms	1	in GSF			1	in GSF		
1.9	Display Gallery	1	431			1	394		
1.10	Exterior Public Plaza	TBD				TBD			
2.1	Circulation Desk	1	471			1	430		
2.2	Circulation Workroom	1	2,310			1	2,113		
2.3	Circulation Service Office	1	127			1	127		
2.4	Volunteer Coordinator Office	1	319			1	319		
2.5	Technical Services Workroom	2		998		2		913	
2.6	Technical Service	2		139		2		127	
2.7	Public Copy Center; Level 1	1	106			1	97		
2.8	Public Copy Center; Level 2	2		156		2		143	
2.9	Checkout & Shelf Surface Reserves	1	756			1	690		
2.10	New/Rental Material & Subject Highlight Area	1	1,241			1	1,135		
2.11	A-V Media Collections	1	3,830			1	3,437		
3.1	Information Service Desk	2		345		2		316	
3.2	Information Services Workroom	2		984		2		900	
3.3	Information Services Office	2		139		2		139	
3.4	Reference Collection, Adult/Teen	2		1,330		2		1,215	
3.5	Adult Public Access Computers	2		1,702		2		1,557	
3.6	Adult Circulating Fiction & Genre Book Collection	2		3,455		2		3,161	
3.7	Adult Circulation Nonfiction Book Collection	2		6,068		2		5,514	
3.8	Adult Art Book Collections Alcove	2		871		2		795	
3.8	Adult Magazine, Newspaper Browsing & Backfiles	2		1,445		2		1,320	
3.10	Library Reading Room	2		778		2		710	
3.11	Local History & Genealogy Alcove	2		565		2		515	
4.1	Teen Area Entrance/Service Desk	2		115		2		105	
4.2	Teen Homework Media Access & Computing	2		502		2		459	
4.3	Teen Book & Media Collections	2		1,929		2		1,765	
4.4	Teen Magazine Display & Backfiles	2		138		2		125	
5.1	Group Study Room A	1	100			1	100		
5.2	Group Study Room B	1	240			1	240		
5.3	Group Study Room C	2		150		2		150	
5.4	Group Study Room D	2		150		2		150	
6.1	Children's Area Entrance/New Display/Service Desk	1	397			1	363		
6.2	Youth Services Workroom	1	750			1	685		
6.3	Youth Services Office	1	139			1	139		
6.4	Children's Reference Collection	1	244			1	223		
6.5	Children's Public Access Computing	1	441			1	440		
6.6	Children's A-V Media Collections	1	822			1	750		
6.7	Children's Circulating Book Collections	1	4,687			1	4,276		
6.8	Children's Magazine Display & Backfiles	1	220			1	200		
6.9	Children's Picture Books & Board Books	1	1,017			1	930		
6.10	Children's Story Time Area	1	620			1	567		
6.11	Children's Story Time Area Room/Storage	1	525			1	480		
6.12	Family Restrooms	1	in GSF			1	in GSF		
7.1	Library Reception and Administration	2		299		2		260	
7.2	Library Director's Office	2		261		2		260	
7.3	Information Tech. Coordinator Office/Workroom	2		327		2		285	
8.1	Staff/Mail/Deliveries Entrance & Loading Dock	1	100			1	90		
8.2	Staff Room/Kitchen	1	754			1	690		
8.3	Staff Restroom	1&2	in GSF	in GSF		1&2	in GSF	in GSF	
8.4	Custodial Closet/Supplies	1	102			1	90		
9.1	General Storage Room A	1	280			1	255		
9.2	General Storage Room B	2		280		2		255	
9.3	Mechanical Room	1	in GSF			1	in GSF		
9.4	Electrical/Telecommunication Room	1	in GSF			1	in GSF		
	Total Assignable Square Feet; Level 1		22,781				20,861		
	Total Level 1 GSF @ 70% net-to-gross		32,544				29,801		
	Total Assignable Square Feet; Level 2			23,126				21,139	
	Total Level 2 GSF @ 70% net-to-gross			33,037				30,199	

INFLUENCING DOWNTOWN RETAIL AND MIXED USE DEVELOPMENT

Downtown Lake Oswego has had a long history of success. It is certainly one of the most attractive Town Centers in the state of Oregon and in the Pacific Northwest. Its idyllic setting on Lake Oswego, a very high standard for development required by the City in all of its public-private partnerships, the success of Lake View Village in setting a new standard for quality of architecture, shopping opportunities, dining, and more all contribute to an environment with significant advantages over many if not most Town Centers.

Downtown is a symbolic and literal heart of the community. There is a correlation between successful downtowns and successful communities. The health, desirability and attractiveness of the downtown are a reflection of the health and desirability of the community at large.

That said, there is still much to be done. The Lake Oswego downtown retail core is geographically limited. It is comparatively small in scale relative to other Town Centers. The presence of established neighborhoods on the west and north contain the downtown in those directions. To the west is the lake, and to the east is the future opportunity area for significant redevelopment—Lake Oswego’s Foothills District.

The retail district in downtown Lake Oswego is relatively compact. The distance between A Avenue and B Avenue along 1st Street is 400 feet (approximately the length of two downtown Portland city blocks). It is not large, but it is sufficient. This is particularly so when coupled with the role that A Avenue plays as part of the retailing district, a more limited but nonetheless presence of shops on B Avenue, and along Second Street. It is of sufficient scale to be a highly successful Town Center.

Still, portions of the downtown have weak, and in some cases underperforming, retail. The two prime corners (A Avenue and 1st Street and B Avenue and 1st Street) are occupied on three of the four corners by surface parking lots—a significant weakness in an urban context. Downtown parking should be available, but not so prominent, taking highly visible and valuable corner locations for storing automobiles.

Land values in the downtown have risen significantly in the past decade. Land values are reported to be in the range of \$75 to \$125 per square foot, although there have not been many recent transactions that reflect the impact of the recession. Transactions and appraisals will need to validate actual market land value trends.

However, at the land values cited above, removing a one-story building in downtown Lake Oswego cannot be economically justified by replacing it with a similar one-story building. For the economics to come close to feasible, future redevelopment must be carried out with taller buildings. One of the questions posed repeatedly to people in the stakeholder and leaders groups was willingness to support higher building heights. Very interestingly, three and four story buildings were almost universally encouraged and in some cases, even higher buildings were suggested for consideration. It will take this level of redevelopment intensity to be able to support the land economics prevalent in Lake Oswego’s downtown. The same will be true in the Foothills to overcome the impacts of infrastructure costs, land acquisition and redevelopment, removal of underperforming buildings, and more.

The character or development theme of downtown Lake Oswego is largely set. It is an area of some convenience shopping, some services, but by and large the shops offer specialty shopping and food as a dominant land use. This is not unusual at all for town centers of this size. The “anchor tenants” at Lake View Village are restaurants. The restaurants create the ‘draw’ that brings people to this successful mixed use project again and again, and through this combination of food and specialty shopping, Lake View Village achieves success.

It is not unreasonable to assume that the same strategy will work between the north and south anchors along Street, along Second Avenue, and to a more challenging degree along State Street. The one-sided retail and heavily trafficked arterial on State Street does not support comfortable, leisurely walking and shopping.

The consultant team believes that for the library North Anchor project to be successful, it should serve all of the anticipated needs of the general public that seek the benefits and services of a library and at the same time, form a catalyst that will influence revitalization of Lake Oswego's downtown retail and mixed use core.

While the surface parking lots provide convenience to the one-story shopping environment along 1st Street, three and four story development cannot co-exist with surface parking lots and achieve the overall revitalization effect that is necessary to bring private capital, and therefore significant additional tax base into the downtown. As context, Leland Consulting Group has been strategic advisor on more than 80 downtowns. The traditional capital structure on average for public and private investment is approximately \$4 or \$5 private dollars to each public dollar. While no individual project may precisely hit that ratio, on average the consolidated impact of all projects can be expected to fall in that range.

Furthermore, Lake Oswego's downtown benefits from ample parking, though current code makes much of that parking unavailable (as described more thoroughly in Rick Williams' Parking Analysis memorandum). Also, current timing for on-street parking is actually less favorable for downtown Lake Oswego's shopping environment. Since successful retail needs ample parking, retailers would consider a public parking garage (instead of an inaccessible private surface lot) as a valuable asset for development and growth.

Additionally, retail development can work on the ground floor level providing there is retailing continuity—shops next to shops next to shops—continuation of attractive and inviting storefronts that pull the customer along and into one interesting shop after another. What is more important than the total amount of retail square footage is the type, character, quality, and location of those retail offerings.

Some of the older buildings in downtown Lake Oswego are entirely too deep (from the sidewalk to the back of the building) to effectively support retail uses throughout their entire space. Retail space generally wants to be 50 to 60 feet deep. However, Portland's Pearl District works very successfully with "liner stores" that may in some cases be only 20 or 25 feet deep. It is more important for the downtown to have a number of smaller, highly successful shops than a few very large underperforming shops. Retail, for all practical purposes, will only work on the first floor. Most efforts in the Portland region to introduce second floor retail have resulted in failure or underperformance (Yamhill Market, Galleria, John's Landing, other).

Upper floor uses gain their identity from the first floor uses. A successful shop or a restaurant can support quality office space or quality housing on the upper floors. Further, housing in the downtown directly supports retail activity hence the symbiotic relationship between residence and retail, and particularly so in supporting restaurants and public gathering places.

In some respects, additional residential development in the downtown has desirability over office space. For one thing, the retail and food-purchasing ratio of residents is much higher than for office workers. Further, it takes fewer parking spaces to park a condominium or quality apartment than it does to park office space. Additionally, residents that live in the downtown 24-7 tend to use the shops and restaurants in the evenings and on weekends—not the case with office space. That is not to discourage office development in the downtown, but rather to more enthusiastically encourage housing as being more beneficial to the overall downtown. That benefit extends to the library as well. Many town centers have 8 to 5 weekday banks occupying key corner locations—doing little for a seven day, 18 hour downtown.

Just as residential development is integral to promoting 18 hour downtown, so too are hotels, which encourage evening street-level foot traffic because they are limited in amenities and do not have restaurants. Often high end, boutique hotels encourage guests to dine at neighboring restaurants within a walkable distance. In addition to the added value of more loyal downtown residents committed to supporting their neighborhood retail, hotels also introduce out of town visitors and guests. The Lakeshore Inn currently represents the only hotel in the downtown area. With possible plans to redevelop this lakefront hotel, downtown will need a replacement to meet minimum hotel demand for the downtown area. While plans for a hotel have been introduced for the Wizer site, it is unclear whether that hotel program will be developed soon. Also, downtown demand can only realistically support one boutique hotel. While a hotel operator might enjoy a waterfront location (for which the Wizer site would be optimal), downtown would more strongly benefit from a hotel at the north end, encouraging, along with a library, a hub of activity mirroring, complementing, and encouraging more active foot traffic between Millennium Park and the north end of downtown along 1st Street.

It is for all these reasons that the development program for the North Anchor site must integrate a mix of uses including the appropriate configuration of library, housing, parking, retail, and hotel.

DEVELOPMENT PROGRAM

Following combined workshops with the project team, feedback from stakeholder interviews and routine discussions with the Stakeholder's Advisory Group, the project team worked to combine the outlined spatial relationships of the library with its needed square footage on the site. This was used first to determine whether a library would be feasible at this site, and secondly to determine its relationship with compatible land uses. It is important to note that this exercise used massing diagrams assembled by Bob Boileau of Myhre Group Architects. The purpose of these diagrams is to understand the interaction between the project's different land uses, as well as its scale within the larger downtown. The project team did not proceed to architecture, so specific design elements, windows, and finishes can be incorporated in later design phases of the project.

After calculating the library square footage over the given footprint, the project team determined that a 60,000 square foot library could fit comfortably on the half block east of 1st Street off of B Avenue, as seen in the Figure 1 below.

Figure 1: Lake Oswego Library Footprint

Source: Myhre Group Architects, Leland Consulting Group

Lake Oswego's new library would be 60,000 square feet distributed over two stories with a prominent, iconic entrance, at the corner of 1st Street and B Avenue. Per stakeholders' requests, the library would feature an art gallery adjacent to lobby, a 2,600 square foot conferencing/meeting space with a 1,500 square foot cafe at ground floor corner of 1st Street and B Avenue. The prominent library entrance would open upon a paved, covered plaza along 1st Street that can either be closed off for events, or remain open for traffic access to the First Addition Neighborhood. An example of a similar design can be seen in Figure 2 below at the Arlene Schnitzer Concert Hall.

Figure 2: Plaza at the Arlene Schnitzer Concert Hall

Source: Wikipedia

As mentioned, this paved plaza would be available for outdoor café seating, could be closed off for events, or open for traffic to the neighborhood. Just as is seen above in downtown Portland, the plaza would follow the existing upward slope along 1st Street.

A 50,600 square foot (84 room) three story boutique hotel would be built above the library. This hotel would encourage active foot traffic within the downtown and would share and manage a public green roof above the library overlooking Mount Hood and the Willamette River. The hotel entrance would be located along the plaza off 1st Street. A hotel also shares parking with a library wonderfully, as its parking is occupied mostly overnight, when the library is closed. The program configuration is shown in Figure 3.

Figure 3: Development Program Massing Diagrams



Source: Myhre Group Architects, Leland Consulting Group

The project team investigated various parking options including below grade parking underneath the library. This proved unfavorable, as it nearly doubled the cost of the parking garage per stall. More importantly, development experience shows that building a parking garage below the library would communicate to users that the garage was exclusive to the library. While the current library suffers from a dearth of accessible parking, providing ample library-only parking would benefit the library, but not the larger downtown.

Instead, the project team determined that building a 200 parking stall public garage on the quarter block west of 1st Street on B Avenue would both benefit the library and the larger downtown by introducing a garage mirroring Lake View Village at the north end. Flanking 1st Street with visible and accessible public garages at the north and south ends could entice more retailers and inspire property owners to redevelop the blocks between A and B Avenues.

Since the library would be built as an iconic civic structure with visual stature from Millennium Park, it is important that the public parking garage reflect the design aesthetic of the larger downtown—looking nicer than an ordinary garage. As such, the north and south sides can both be flanked by either row-housing or one-level residential units, with more decorative

architectural elements to mask the garage. Masking the garage with housing helps bring more residents into the downtown (improving the seven day, 18 hour downtown environment) and creates a more dynamic and engaging structure. Likewise, both rental housing and a hotel offer perfect compliments to library parking, as they are used at night when the library is closed.

MAXIMIZED DEVELOPMENT OPPORTUNITIES

As programmed, the library, hotel, restaurant, and availability of a public parking garage are all strong anchors which would be expected to contribute to higher foot traffic along 1st Street between Millennium Park and B Avenue.

In addition to introducing more people to Lake Oswego's downtown, a strong North Anchor could help inspire property owners to pursue redevelopment of the blocks between A and B Avenues along 1st Street.

Given the opportunities for downtown's growth as a result of the North Anchor project, the project team investigated the maximized development potential within those blocks given code, and arrived at approximately 500,000 square feet of development potential (in addition to the library, restaurant, parking, housing and hotel defined in areas one and two) within the downtown. This is illustrated and detailed in figures four and five below.

Figure 4: Maximized Development Opportunities Diagram



Source: Myhre Group Architects, Leland Consulting Group

Figure 5: Maximized Development Opportunities Diagram

	Land Uses: Quantities											
	Library (s.f.)	Hotel (s.f.)	Housing (s.f.)	Housing (units)	Office (s.f.)	Retail (s.f.)	Parking (s.f.)	Parking (stalls)	Conferencing/Community Space	Public Greenroof/Courtyard	Total	
Area 1	60,000	50,600	50,600	64		1,500				2,600	7,500	122,200*
Area 2			32,200	20		7,300	71,700	200				111,200
Area 3			62,400	79	15,600	30,300	40,300	120				148,600
Area 4			62,400	79	15,600	30,300	40,300	120				148,600
Area 5			62,400	79	15,600	30,300	40,300	120				148,600
Area 6			35,400	45	8,850	14,375	9,300	30				67,925
TOTAL	60,000	50,600	305,400	366	55,650	114,075	201,900	590	2,600	7,500		747,100
												Housing as an alternative to hotel in Area 1. Only one or the other.
												Number of units corresponding to square footage (not in addition).
												* Total square footage not including housing in Area 1

Source: Myhre Group Architects, Leland Consulting Group

It is important to note, however, that challenges with land assembly for the various parcels within areas three, four, five, and six will make achieving such levels of density and development at once challenging, unless the City is able to facilitate land assembly. These difficulties could compromise certain building and parking efficiencies achieved by developing a larger parcel at once.

Nonetheless, this development potential is most successfully achieved if both the north and south ends of downtown are anchored by strong tenants including a library, restaurants, and public parking. The presence of these factors will help expand visitors' use of the larger downtown area, and attract developers, property owners, and retailers toward achieving greater downtown redevelopment and growth.