

LELAND CONSULTING GROUP



Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities.

Leland Consulting Group helps to refine and realize those visions.

Through our work in more than 250 communities across the country, we have helped to shape long-term plans, and to help build the projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers.

As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. And during every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles.

Leland Consulting Group provides the following services:

- Development Conceptualization
- Market Research
- Market Strategies
- Building and Development Programs
- Negotiation Facilitation
- Financial Analysis
- Regulatory Approvals
- Long-term Economic Impact Analysis
- Implementation Strategies

Leland Consulting Group is a national firm with offices in Portland Oregon, Abilene Texas, Bend Oregon, Los Angeles California, New York New York, and an international office in San Miguel de Allende Mexico.





DOWNTOWN AND MAIN STREET REVITALIZATION

Across America, downtowns and main streets are experiencing resurgence and emerging as regional destinations. While the amount of employment that takes place downtown varies significantly, good downtowns are almost invariably the heart of their communities, invaluable marketing tools, and a key to future development and growth management strategies. After suffering sustained losses to regional malls, and more recently, giant big-box retailers and discounters, downtowns need implementation strategies that renew their vitality.

Most successful downtowns are a result of nurturing and growing each diverse segment of the downtown economy. Revitalized downtowns are able to market these positive changes and produce an overall image of vitality to attract and sustain continued reinvestment. Leland Consulting Group provides our downtown clients with implementation strategies that integrate marketing with redevelopment. We offer the right combination of services from market research, development programming, and financial analysis to identifying opportunity sites, and structuring and negotiating private-public partnerships.

Solutions to downtown development require a broad base of experience and knowledge in order to implement a multifaceted approach. Leland Consulting Group's cross-trained professionals provide a solid foundation in urban economics, market strategy, urban programming, and real estate advisory services that are key to successful implementation. We have the experience and capability to combine opportunity identification with feasibility analysis to get projects built.

Leland Consulting Group has been the strategic advisors on more than 80 downtowns across the country, including these representative cities' downtowns:

Albuquerque, NM	Des Moines, IA	Portland, OR
Anchorage, AK	Dubuque, IA	Sacramento, CA
Astoria, OR	Englewood, CO	Salem, OR
Beaverton, OR	Eugene, OR	Sand Springs, OK
Bellingham, WA	Fort Worth, TX	Santa Fe, NM
Bend, OR	Hillsboro, OR	Seattle, WA
Billings, MT	Kirkland, WA	Seward, AK
Boise, ID	Klamath Falls, OR	Shiprock, NM
Caldwell, ID	Lake Oswego, OR	Spokane, WA
Charlotte, NC	Madras, OR	Tacoma, WA
Coeur d'Alene, ID	Medford, OR	Tualatin, OR
Colorado Springs, CO	Missoula, MT	Vancouver, WA
Corpus Christi, TX	Moses Lake, WA	West Jordan, UT
Denver, CO	Oregon City, OR	



HOUSING

Successful development of housing is one of the most challenging real estate assignments. The purchase or rental of a housing unit is an emotional decision enhanced or restricted by one's ability to pay. Successful housing development requires a solid understanding of the needs and desires that must be met to satisfy each of the housing market segments—one and two-person household renters, entry-level family home purchasers, middle-aged family and empty-nester move-up home buyers, condominium purchasers, and resort and second-home purchasers.

Each housing product needs to be thoughtfully tailored to meet the rigorous demands of the market that will purchase or rent it. This requires solid experience coupled with market research, good design and quality execution in terms of land development and building construction.

Approximately two-thirds of all households in most mid-size to large cities and virtually all metropolitan areas throughout America comprise one or two people. Whether the household is a single person living alone, a married couple, a single parent with a child, a retired couple, or two individuals sharing space, they are all part of the majority of households redefining America's living and space needs. While many such households have the financial capacity to live in a variety of housing products, this ever-growing population migrates to inner city and downtown living solutions seeking security, ease of maintenance, smaller but high quality living environments, and access to entertainment, cultural, shopping, and other amenities.

Traditional apartments and single-family homes made up more than 95 percent of all housing constructed in America only 10 years ago. Today, a significant percentage of housing is considered alternative—lofts, low-rise, mid-rise and high-rise rentals and condominiums,



rowhouses, townhouses, stacked units, clustered units, and all of the variations, are part of the myriad of products increasingly available. The principals of Leland Consulting Group have provided market research, development programming, financial analysis, valuation analysis, and related development advisory services to communities and private developers.

Representative projects are listed below.

Aubrey Butte, Bend, OR
Aurora Golf Course Community, CO
Campbell Courthouses, Portland, OR
Cedar Rapids Downtown Housing Strategy, IA
Clyburn Village, Denver, CO
Commerce City Residential Project, CO
Corpus Christi Downtown Housing Strategy, TX
Curtis Park, Denver, CO
Delschneider Building, Portland, OR
Eagle Creek, Parker, CO
Eastmoreland Village, Portland, OR
Eau Claire Terraces, Calgary, Alberta
Flanders Lofts, Portland, OR

Foothills Housing Project /
Boulder Housing Authority, CO
Garza-Little Elm, Dallas, TX
Goose Hollow Apartments, Portland, OR
Interlocken, Boulder CO
Lincoln Properties, Central Platte Valley, CO
Lloyd Apartments, Portland, OR
Madison Tower, Portland, OR
Montgomery Farms, Allen, TX
Mountlake Terrace, Seattle, WA
Murrayhill, Beaverton, OR
Percival Landing, Olympia, WA
Portland State Housing, Portland, OR

Renaissance Condos, Oceanside, CA
Societe Candy, Seattle, WA
Springwood, Arvada, CO
Sterling Assisted Living, Arapahoe, CO
Tanasbourne, Washington County, OR
Telluride Village, Telluride, CO
The Pointe, Denver, CO
Tualatin Commons, Tualatin, OR
Water Tower, Arvada, CO
Wazee Wire Works, Denver, CO
Wheeler Realty Housing Project, Laramie, WY
Williamsburg Village, Atlanta, GA



RETAIL AND ENTERTAINMENT

The retail sector remains one of the most challenging in the entire real estate spectrum. No other sector experiences the impacts of obsolescence and consumer whim more directly and more quickly than retail. Once the darling of institutional investors, overbuilding, changing market demographics, and other adverse market factors have made it increasingly difficult for retail properties to achieve and maintain their full potential.

Leland Consulting Group understands the role that retail plays in a commercial center, a downtown, a neighborhood center, or a corridor. The retail element of a district, whether it is a large big-box retailer or a small mom and pop boutique, often defines the character of the area more than any other land use. Understanding retail trends and dynamics is key to developing strategies to transform a downtown or neighborhood. Leland Consulting Group brings extensive experience in analyzing retail properties and the market forces that impact their success to all our projects. Our expertise addresses the issues surrounding the operational, locational, market, and physical aspects of a property, district or corridor. Our work has encompassed a broad spectrum of tasks, ranging from market and trend analyses at the national and regional levels to visual merchandising strategies for individual shops at the local level.

Retail strategies are part of virtually all Leland Consulting Group urban revitalization assignments.

Representative retail property venues are listed below.



New Urban Retail Development
Downtown and Town Center Retail Revitalization
Troubled Urban Retail—Underperformance
Local, Regional, and Lifestyle Shopping Centers
New Urbanist / Smart Growth Retail Venues
Dysfunctional / Obsolete Retail Corridors
Downtown Revitalization (80 Downtowns)
Urban Corridors (40 Locations)
Argyle Capital Center, Wilsonville, OR
Barkley Center, Bellingham, WA
Cedar Hills, Portland, OR
Cornell Oaks Commercial Center, Hillsboro, OR

Downtown Portland Retail Core, OR
Fisherman's Wharf, Seattle, WA
Food Innovation Center, Portland, OR
Fred Meyer Stores, OR and WA
Greenway, Beaverton, OR
Haggen Foods, OR and WA
Lake View Village, Lake Oswego, OR
Marketplace Building, Bellingham, WA
Mason Building, Bellingham, WA
Murrayhill Center, Beaverton, OR
Penny's Block, Seattle, WA
Retail Center, Clackamas County, OR

RiverPlace Retail, Portland, OR
Safeway, Portland, OR
Societe Candy, Seattle, WA
SouthPoint Center at Otay Ranch,
Chula Vista, CA
Spokane Neighborhood Centers, WA
Stonegate, Parker, CO
Tanasbourne, Hillsboro, OR
Tualatin Commons, Tualatin, OR
Urban Grocery, Racine, WI
Village at Camp Bowie, Fort Worth, TX
Waterfront Place, Seattle, WA



WATERFRONTS

Waterfront development and redevelopment is an exciting, yet particularly challenging, real estate niche. The involvement of many regulatory agencies, the usual presence of sensitive environmental issues, the intense interest of varied and vocal special interest groups, and the diversity of land uses and activities all demand the services of an experienced and focused real estate team.

While many American communities had their roots at the edge of a body of water, for half a century or more that relationship was all but forgotten. Cities throughout America are rediscovering their relationship to long-neglected waterfronts. Historically active waterfronts with cargo ships, break bulk cargo, active docks and uplands transitioned into warehousing districts, fish processing plants, waste treatment facilities, and the like. These uses are transitioning to new developments based on the valuable amenities of a relationship to the water, attractive views, and open space.

Leland Consulting Group works closely with cities, port districts, urban renewal agencies, and other public bodies to redefine and revitalize the powerful relationship that results from a city reinvesting in its waterfront. Retail activities, eating establishments, a variety of housing products, office space, public facilities, parks, esplanades, marinas, and other urban elements are part of the myriad of interlocking uses that create an exciting and unique place dependent on a connection to water.

The principals of Leland Consulting Group have prepared market studies, development and redevelopment programs, financial feasibility analyses, and project management for a number of significant urban and suburban waterfront properties. Selected waterfront projects involving these real advisory services are listed below.



Alaskan Ferry Terminal, Seattle, WA
Anacortes Waterfront, Anacortes, WA
Bandon Dunes Resort, Bandon, OR
Birch Bay Resort, Blaine, WA
Bremerton Waterfront, Bremerton, WA
Clover Island, Kennewick, WA
Coeur d'Alene Downtown, ID
Columbia Pointe, Portland, OR
Coos Bay Waterfront, OR
Downtown Waterfront, Dubuque, IA
Downtown Waterfront, Kirkland, WA
Downtown Waterfront, Moses Lake, WA
Downtown Waterfront, Oregon City, OR
Downtown Waterfront, Rainier, OR

Eau Claire Riverfront, Calgary, Alberta
Fisherman's Terminal, Seattle, WA
Great Falls City Waterfront, MT
Harbor Steps, Seattle, WA
Jumby Bay Resort, Antigua, West Indies
Klickitat Point, White Salmon, WA
Lake Billy Chinook, Warm Springs, OR
Lake Creek Lodge, Camp Sherman, OR
Lake Padre / Gulf Isles, Corpus Christi, TX
Lake Simtustus, Warm Springs, OR
Lakeside Village, Boise, ID
McCormick Pier, Portland, OR
Missouri River Corridor, Great Falls, MT
Ocean Promenade Town, Long Beach, CA

Pier 66, Seattle, WA
Renaissance Condos, Oceanside, CA
River Run, Boise, ID
RiverPlace, Portland, OR
Santa Lucia River Revitalization, Monterrey, Mexico
Seattle Waterfront, WA
South Platte River Corridor EIS, Jefferson County, CO
Spirit of Portland Moorage, Portland, OR
The Breakers, Denver, CO
Tom McCall Waterfront Park, Portland, OR
Tualatin Commons, Tualatin, OR
Washington State Ferry Terminal, Seattle, WA



LAND DEVELOPMENT AND INDUSTRIAL PARKS

The land development business presents a special range of challenges to those who pursue it. The business requires a solid and incisive understanding of market forces affecting a given project; a good sense for design and aesthetics; an understanding of the special accounting and financing framework that applies to the land development business; and an experience-based ability to obtain timely and economical input and cooperation from the creative disciplines, contractors and public agencies. Leland Consulting Group principals can help you formulate the projects, plan for their financing and execution, and organize ongoing management and controls. We have what it takes to enable a successful land development.

Leland Consulting Group works with a great variety of interests in business and industry development—land developers, manufacturers, lending institutions, city, regional, and state agencies, and individual investors—evaluating and positioning the real estate component of business development. The firm's work has included evaluation, programming, planning, and implementation for large industrial or corporate centers, mixed-use employment centers, urban business parks, and single-user facilities, ranging in size from a single urban block to 10,000 acres.

The outcome of developing land must establish a strong sense of place that reinforces the basic desires of the consumer, such as status, security, pride, respect, and success. Land development has few moving parts—limited to the site, infrastructure, common amenities, signing, street furniture, open space and landscape elements. Substantial added value can occur with a relatively fixed capital investment through the thoughtful arrangement of these parts by an experienced team. That arrangement, and the proper merchandising of the products, can generate some of the best returns in the real estate industry if the project is carefully tuned to the market and goes beyond just serving a need. Leland Consulting Group has extensive experience and qualifications in all facets of the land development business, and is prepared to provide consulting services to developers and investors.





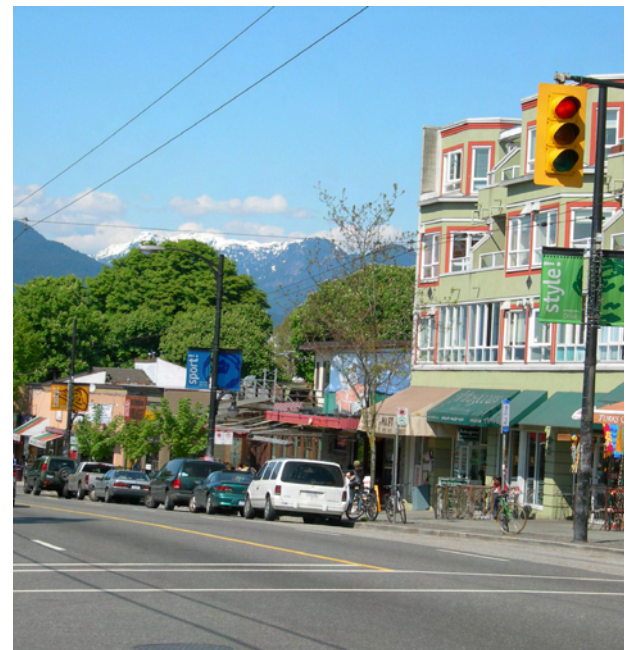
CORRIDORS

Regardless of the market size, commercial corridors in urban and rural communities are experiencing rapid declines in property values and market share. The national trend of stagnating and declining “inner ring” suburbs has been largely attributed to the deterioration of the commercial corridors within them. In mid-size and rural markets, corridors that were once the gateway to the community are now an inventory of commercial and industrial land uses with little connection to neighborhoods or employment centers. Attempts to advance smart growth and economic sustainability have also been significantly compromised by the deteriorating effects of declining corridors.

Together, the public and private sectors face the challenge of revitalizing the commercial strips that once represented the lifeblood of these communities. Leland Consulting Group has proven that the competitive position of the markets connected by corridors can be enhanced by thoughtful repositioning of the corridors' role, recognition of current target markets, and restructuring of their physical layout to reflect the more mature nature of the communities that surround them.

Leland Consulting Group, through experience and inspiration, has successfully initiated corridor redevelopment efforts in communities throughout the country as noted in the representative client list. Leland Consulting Group understands the barriers to investment, and recognizes opportunities inherent in this type of environment. Their recommendations lead to new investment and reinvestment through an approach that engages the “delivery system” and promotes accountability.

Representative projects are listed below.



16th Street Mall Corridor, Denver, CO
85th Avenue Corridor, Kirkland, WA
96th Street Corridor, Louisville, CO
Belt Line Corridor, Addison, TX
Centers and Corridors Strategy, Spokane, WA
Crossroads Boulevard, Loveland, CO
Denver Central Light Rail Station Program, CO
Downtown / Airport Corridor, Caldwell, ID
East Colfax Avenue Corridor, Denver, CO
Five Corridor Strategies, Fort Worth, TX
Folsom Boulevard Corridor, Rancho Cordova, CA
Grant Street Corridor, Thornton, CO

Loop 820 Plan, North Richland Hills, TX
Main Street Corridor, Fort Worth, TX
Marksheffel Road Corridor, Colorado Springs, CO
Mason Street Corridor, Fort Collins, CO
Michigan Avenue Corridor, Dearborn, MI
Missouri River Corridor, Great Falls, MT
MLK Boulevard Corridor Opportunities, Portland, OR
Mulberry Corridor Plan, Fort Collins, CO
North Nevada Avenue Corridor, Colorado Springs, CO
Northwest Parkway Corridor, Golden, CO

R Street Corridor, Sacramento, CA
Route 99 Corridor, Shoreline, WA
Route One Corridor, Prince William County, VA
South Broadway Corridor, Englewood, CO
Sunset Corridor, Hillsboro, OR
Three Mile Lane, McMinnville, OR
Thurman-Vaughn Corridor, Portland, OR
Underperforming Corridors, Plano, TX
US 34 Corridor Plan Cost of Development Strategy, Greeley, CO
West Colfax Avenue Corridor, Denver, CO



RECREATION AND RESORTS

The growing economic potential posed by America's great interest in recreation presents an ever-changing target for communities and enterprising developers. Leland Consulting Group can help pinpoint that target and translate it into development opportunities.

Leland Consulting Group offers superior recreation economics advisory services for private and public organizations. These services include market and financial analysis, project formulation, and planning for marketing and implementation. Leland Consulting Group has extensive experience in planning and analyzing recreation real estate development and public recreation facilities. The firm has developed a strong understanding of how to make a recreational development successful.

Successful recreation development requires a specialized type of economic insight that draws upon an understanding both of real estate economics and the more subtle elements of recreational or amenity attraction that define a successful project. Factors that are crucial to the success of these projects include:

- Location and access
- Physical attraction of the site
- Project image and theme
- Developer reputation and experience
- Mix of on-site amenities, activities and products
- Pricing and perceived price-value
- Project and product financing
- Quality standards and controls
- Maintenance and operations consistency
- Relationship with regulating government agencies
- Marketing strategy and thrust
- Potential for establishing or modifying target market perceptions



In addition, most recreational development projects include attractions that are themselves major profit centers, such as golf courses, marinas, ski facilities, and the like. Principals of the firm have prepared market analyses, development programming and financial analyses for a large number of recreational real estate developments. Representative projects are listed below.

Alpental Resort, Snoqualmie Pass, WA
Anheuser-Busch Visitor Center, Fort Collins, CO
Aspen Highlands Ski Area, Aspen, CO
Bandon Dunes, Bandon, OR
Birch Bay Ocean Community, Blaine, WA
Black Butte Ranch Resort, Sisters, OR
Breckenridge Subarea Plan, Breckenridge, CO
Cascade Head Ranch, Otis, OR
Charbonneau Golf Community, Wilsonville, OR
Cinnabar Resort, El Dorado County, CA
Dexter Lake Master Plan, Lane County, OR
Downtown Waterfront Park, Portland, OR
Downtown Waterfront Plan, Seattle, WA
Eastmoreland Racquet Club, Portland, OR

Evergreen Valley Resort, Stoneham, ME
Feather Falls, Oroville, CA
Fisherman's Wharf, Seattle, WA
Garza-Little Elm Resort, Dallas, TX
Gearhart Resort, Gearhart, OR
Glenesson, Manzanita, OR
Government Camp Plan, Mt. Hood, OR
Harrah's Antique Car Museum, Reno, NV
Hawaii-Kai Residential Development, Oahu, HI
Jumby Bay Resort, Antigua, West Indies
Kah-Nee-Ta Resort, Warm Springs, OR
Lac LaBelle Resort, Keeweenaw, MI
Lake Billy Chinook, Warm Springs, OR
Lake Merwin Master Plan, Woodland, WA

Missouri River Corridor, Great Falls, MT
Mt. Agamenticus Resort, York Harbor, ME
Oakway Golf Community, Eugene, OR
Pioneer Trail Urban Park, Boise, ID
Preston Country Club, Cary, NC
Public Golf Course, Pasco, WA
Residential Golf Community, Parker, CO
Resort and Golf Course, Coos Bay, OR
Rutledge Mill Resort, Coeur d'Alene, ID
Saddle Rock Golf Community, Aurora, CO
Sheridan Inn Resort, Sheridan, WY
Texas Tech Golf Course, Lubbock, TX
Washington Park Zoo Expansion, Portland, OR
West Hills Racquet Club, Beaverton, OR



TRANSIT-ORIENTED DEVELOPMENT

Cities throughout the United States are learning again that there is a symbiotic relationship between mass transit and nearby development such as offices, shops, housing, and public spaces. The reality is that transit and development—when planned and shaped carefully—can function as two halves of one successful whole. Leland Consulting Group is recognized nationally as an expert in transit-oriented development, having worked on more than 70 station area plans in Oregon, Colorado, Idaho, New Mexico, Arizona, Texas, Washington, California, and other states. While projects that require the integration of land use and transit come in a variety of scales, the most frequent are large-scale corridor planning, and site-specific transit-oriented development.

Corridor planning assignments address one or more linear transit lines and their interaction with many miles of surrounding activities. The work begins with a survey of strengths and weaknesses, and forecast of population and employment growth for the corridor and individual station areas. Demographic, development, and current land use trends are evaluated to assess opportunities for housing, employment, and retail facilities—while acknowledging the market, financial, and environmental opportunities and constraints. At the site level, we help our clients plan for and implement individual projects and mixed-use communities that support walking, retail, housing, employment, and more. But we also watch for unexpected surprises on the tracks by addressing the need for station area retail to respond to the broader market as well as transit users, creating public-private partnerships, facilitating negotiations, and conducting thorough market analyses. Let the experts at Leland Consulting Group help you catch the express train towards successful transit-oriented development. Representative clients are listed below.



Blue Print Denver Land Use and
Transportation Plan, Denver, CO
Central Platte Valley Light Rail Impact
Analysis, Denver, CO
City of Aurora, CO
City and County of Denver, CO
City of Corvallis, OR
City of Denton, TX
City of Englewood, CO
City of Everett, WA
City of Fort Worth, TX
City of Golden, CO
City of Gresham, OR
City of Hillsboro, OR
City of Kirkland, WA
City of Lake Oswego, OR
City of Medford, OR

City of Portland, OR
City of Sacramento, CA
City of Salem, OR
City of Seattle, WA
City of SeaTac, WA
City of Springfield, OR
City of Steamboat Springs, CO
City of Tualatin, OR
City of Wheat Ridge, CO
City of Wilsonville, OR
Clackamas County, OR
Colorado Department of Transportation, CO
Colorado Springs Transit, CO
Crossroads Transportation Plan,
Loveland, CO
DART Public-Private Development
Strategy, Dallas, TX

Federal Center TOD Station Area Plan,
Lakewood, CO
Metro, Portland, OR
Otay Ranch, Chula Vista, CA
Portland Development Commission, OR
Regional Transit, Fort Worth, TX
Regional Transit, Sacramento, CA
Regional Transportation District, Denver, CO
SANDAG, San Diego, CA
Sound Transit, Seattle, WA
Southeast Corridor Light Rail Line Program,
Denver, CO
Steamboat Transportation Plan Financing
Strategy, Steamboat, CO
Tri-Met, Portland, OR
Union Station Redevelopment Financing
Strategy, Denver, CO



NEW URBANISM AND SMART GROWTH

“Smart growth” and “new urbanism” are terms often used interchangeably without a clear definition of what they mean. At Leland Consulting Group we strive to inject progressive planning principles into each of our projects. This comes not from an idealistic utopian vision, but rather from our experience that shows that new urbanism and smart growth principles can make projects more attractive, more profitable, more successful.

New urbanism is much more than just neotraditional planning. It implies a holistic approach to building new communities and revitalizing existing ones. This approach takes into account regional implications to a project so that it blends into the regional urban fabric and responds to regional issues related to open space, transportation, employment, environment, and density. At the neighborhood level, new urbanism principles call for a rich mix of uses in close proximity so that residents can live, work, and shop in the same neighborhood. Physically, new urbanism means pedestrian-oriented design that de-emphasizes the automobile and encourages pedestrian activity and interaction among residents. Leland Consulting Group has worked with nationally recognized design teams on successful new urbanist developments.

Smart growth can refer to many different styles of development as long as they reflect key smart growth principles:

- Provide nearby services
- Lower commuting time and reduce congestion
- Encourage and make possible alternate modes of transit
- Provide better neighborhoods for walking and living
- Be environmentally sound
- Be economically vital
- Maintain affordability
- Enhance the quality of life and the sense of community

Smart Growth principles are appropriate for all projects—urban and suburban, commercial and residential, environmental



and industrial. By adhering to these principles, Leland Consulting Group helps to facilitate projects that are environmentally friendly, economically feasible, and that create more livable communities.

Representative projects are listed below.

40 Smart Growth Projects for State of Oregon
Alpenrose Development, Portland, OR
Downtown Revitalization, Pueblo, CO
East Madras Community, Madras, OR
Excel Energy Land Use Absorption Estimates,
Metro Denver, CO
Fairview Center, Salem, OR
LCOG Nodal Development, Eugene, OR
LRT Station Area Smart Development:
Denver, CO
Portland, OR
Sacramento, CA
Salt Lake City, UT

San Diego, CA
Seattle, WA
Midtown Redevelopment, San Diego, CA
Muldoon Town Center, Anchorage, AK
Murray Scholls Town Center, Beaverton, OR
New Community, Flower Mound, TX
New Community, Madras, OR
New Community, Prineville, OR
New Community, Teton County, WY
Noonan Village, Jacksonville, OR
North Front Range Metropolitan Planning
Organization, Front Range, CO
North Natomas, Sacramento, CA

Northwest Crossing, Bend, OR
Northwest Landing, Dupont, WA
Otay Mesa Community Plan, San Diego, CA
Otay Ranch New Town, Chula Vista, CA
Rainier Waterfront, Rainier, OR
Seaside Housing Project, Seaside, OR
Smart Growth New Community, Jackson, WY
Station Area Planning, Seattle, WA
Stone Gate, Denver, CO
Sunnyside Village, Clackamas, OR
Tanasbourne Town Center, Hillsboro, OR
Town Centers, Anchorage, AK

BUSINESS AND INDUSTRY

Leland Consulting Group works with a great variety of interests in business and industry development—land developers, manufacturers, lending institutions, city, regional, and state agencies, and individual investors—evaluating and positioning the real estate component of business development. Whether a large industrial or corporate center, a mixed-use employment center, an urban business park, or a sole user facility, Leland Consulting Group provides the strategic perspective needed to evaluate, program, plan, and implement the project.

Representative projects are listed below.



Aggregate Economic Impact Analysis, Scappoose, OR
Brightwater Treatment Complex, Seattle, WA
Conference Center Feasibility, Clinton, OK
Fitzsimons Army Base Town Center Strategy, Aurora, CO
Fort McClellan Army Base Reuse, Anniston, AL
Gateway Industrial Park, Boise, ID
Greeley-Weld County (Comprehensive) Economic Development Strategy, Weld County, CO
Gunnison Airport Business Park, Gunnison County, CO
Industrial Park, Fairview, OR
Industrial Properties Positioning, Palm Springs, CA
Lincoln County Industrial Park Feasibility Analysis, Lincoln County, MT
Meditate Property Conversion, Medford, OR



Missoula County Airport Development Park, Missoula, MT
NAR Headquarters Relocation Analysis, Washington, D.C. and Chicago, IL
Nevada Test Site Reuse Strategy Otay Mesa Vision, San Diego, CA
Public Service Industrial Property Littleton, CO
Public Storage Feasibility Analysis, Ogden, UT
Rocky Flats Redevelopment Strategy, Jefferson County, CO
Salem Regional Employment Center, OR
San Diego Technology Center, CA
St. George Airport Reuse Strategy, UT
Tooele Army Depot Reuse Strategy, Tooele, UT
Town of Frisco Economic Development Strategy, CO
Unocal Corp, Douglas County, CO

DAVID C LELAND

Managing Director

Dave Leland is considered one of the more knowledgeable urban strategists in the United States, with more than 50 years experience in the real estate industry as consultant, advisor, developer, and owner. He has conducted and managed more than 3,000 real estate projects and assignments.

As the former CEO of a national real estate acquisitions and development company and educated in architecture, city planning and urban economics, he brings a distinctive and thorough perspective to any project. Dave's strength is a comprehensive understanding of real estate and planning issues. His particular interest lies in downtown revitalization, smart growth and sustainable communities, transit-oriented development, and innovative mixed-use centers. He has worked with development organizations from privately held firms to Fortune 200s, and more than 250 communities with a portfolio that includes 90 downtown revitalization and implementation strategies, 75 light rail transit stations, 50 urban corridors, and a host of smaller centers, corridors, main streets and greenfield communities.

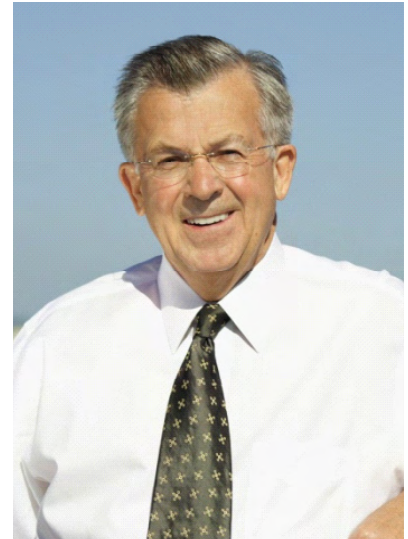
Dave's philosophy is to balance the firm's workload between public and private developer clients and thereby maintain continuous awareness of the issues that always arise in building successful public-private partnerships. One of his accomplished skill sets is working with diverse—and sometimes divisive—groups to establish innovative strategies that lead to successful solutions for complex issues.

Consulting Experience

25 states across America, Canada, Mexico, Japan, China, United Arab Emirates, North Africa

Career Practice

- Managing Director: Leland Consulting Group, Urban Strategists
- President & CEO: Columbia-Willamette Development Company
- President: Leland & Hobson, Economics Consultants



Education

Portland State University
Urban Economics and Planning

University of Oregon
Architecture

Arlington State (Texas A&M)
Architecture

Professional Service and Affiliations

Panelist and Chair
Urban Land Institute Advisory Panels

Guest Lecturer
Universities, Urban Land Institute, American Planning Association, National Planning and Development Conferences, National Speaker on "Place Making" and "Transit-Oriented Development"

Member
Urban Land Institute

Advisory Board (former)
Portland State School of Urban and Public Affairs

Board of Directors (former)
National Charrette Institute



CHRIS ZAHAS, AICP

Managing Principal

Chris Zahas manages internal teams and collaborations with other consultants on projects with an emphasis on downtown revitalization, urban corridors, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans. In all cases, Chris keeps the focus of projects on implementation, always anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 12 years at Leland Consulting Group, he has managed more than 20 downtown and corridor implementation strategies. In the transportation realm, he is frequently sought out for his understanding of the linkage between transit and land use, particularly for modern streetcar systems.

Consulting Experience

Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Puerto Rico, Utah, Washington, Wyoming

Career Practice

- Associate, Senior Associate, Principal, Managing Principal: Leland Consulting Group, Urban Strategists
- Project Coordinator: Portland Development Commission

Skills and Expertise

- Research and Analysis: real estate market, cash flow, fiscal impact, pro forma, demographic and economic market analysis
- Computer: GIS analysis
- Public Speaking: public meetings, interviews, focus groups, confidential interviews



Education

Portland State University
*Master of Urban and
Regional Planning*

Lewis and Clark College
*Bachelor of Arts,
International Affairs*

Professional Service and Affiliations

Guest Lecturer
*Portland State University,
Rail-Volution, Oregon Planning
Institute,
University of Oregon*

Member
*American Planning Association,
American Institute of Certified
Planners (#019464), City Club
of Portland*

Contributing Author
*Sustainable and Resilient
Communities, 2011*

Keynote Speaker
*Washington Association of
Realtors EdCon, 2012*



BRIAN VANNEMAN

Principal

With extensive experience working for both public agencies and private developers, Brian Vanneman provides clients with a range of strategic approaches and technical skills that enable great places to get built.

Brian's passion is for infill projects, smart growth communities, and transit-oriented development—urban places where people can meet, work, interact, and thrive. In support of these and other places, Brian completes and oversees strategic development recommendations, public and private funding studies, market and demographic analyses, and other aspects of redevelopment and revitalization projects. He understands how to align a community's desire for great place making with the private sector's need to operate profitably.

Brian's recent work includes helping a city and developer break ground on a \$200 million-plus public-private partnership that will include housing and commercial elements around a new waterfront esplanade.

Consulting Experience

California, Canada, Colorado, Idaho, Montana, New Mexico, Oregon, Washington, Texas

Career Practice

- Associate, Senior Associate, Principal: Leland Consulting Group, Urban Strategists
- Metro (Portland) Regional Government, Transit-Oriented Development Program
- Portland Institute of Metropolitan Studies
- Urbanists International

Skills and Expertise

- Research and Analysis: fiscal impact analysis, real estate market analysis, pro forma, demographic and economic forecasting
- Computer: GIS, Adobe Creative Suite, Microsoft Office, GoogleEarth Pro, SketchUp, SPSS, ESRI Business Analyst



Education

Portland State University
Master of Urban and Regional Planning, Graduate Certificate of Real Estate Development

University of Oregon,
Clark Honors College
Bachelor of Arts, History and Journalism

Professional Service and Affiliations

Member
City Club of Portland, New Leaders Council, Urban Land Institute, Young Leaders Group

Alumni Committee
Portland State University Urban and Regional Planning

Executive Committee
Portland State University Urban and Regional Planning, 2005-2006

TED KAMP

Associate

Edward “Ted” Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, economic, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development contexts including urban renewal, suburban revitalization and transit-oriented developments. Recent client work has covered locales across the central and western US, including the metropolitan Denver area, Colorado; Dallas-Fort Worth, El Paso and Houston, Texas; Henderson, Nevada; Bartlesville, Tulsa and Oklahoma City, Oklahoma; Billings, Montana; Albuquerque, New Mexico; and Juarez, Mexico. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years.

After receiving a BBA (with honors) from the University of Oklahoma and an MS in Marketing/Consumer Behavior from the University of Arizona, Mr. Kamp worked for five years in Chicago doing market research and strategic planning for the Leo Burnett advertising agency. He subsequently earned a Masters in Urban and Regional Planning (and completed PhD coursework) at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 10 years.

Areas of Specialization

Market research (quantitative and qualitative, including tool development), branding, geographic information systems, economic impact analysis, real estate strategy, information design/graphics

Project Experience

- Denver Federal Center Redevelopment, Feasibility and Economic Impact, Denver, Colorado
- Downtown Brighton Redevelopment and Branding, Brighton, Colorado
- Lakewood Bicycle Master Plan (GIS and Cartography,) Lakewood, Colorado
- East Shore Development Plan, Woodlands, Texas
- Downtown Workforce Survey, Downtown Denver Partnership, Denver, Colorado
- Stapleton Redevelopment, Bond Feasibility Analysis for Initial Infrastructure Phase, Denver, Colorado
- City of Henderson Land Portfolio Strategy, Henderson, Nevada
- City-wide Redevelopment Strategy/Portfolio Analysis, Garland, Texas
- Kroc Center Site Selection Strategy and Analysis, Ray and Joan Kroc Foundation, Rocky Mountain Region



Education

University of Colorado
Master of Urban and Regional Planning, PhD coursework

University of Arizona
Master of Science—Marketing (Consumer Behavior Concentration)

University of Oklahoma
Bachelor in Business Administration (with honors)

Awards/Publications

1999 Outstanding Graduate
Urban and Regional Planning Masters Program, University of Colorado-Denver

1998 ASCP McClure Student Award
“Empathy and Planning” (best paper nationally by a masters student)

Author, with Deborah MacInnis
“Characteristics of Portrayed Emotions in Commercials: When Does What is Shown in Ads Affect Viewers,” Journal of Advertising Research, December 1995



APRIL CHASTAIN

Associate

April Chastain serves in a technical analysis, research, and project coordinator capacity on multidisciplinary planning and development projects at Leland Consulting Group, including market and demographic analysis, economic development and strategic land use recommendations. April strives to produce information rich, graphically appealing reports and presentations that are easy to read and understand.

Prior to joining Leland Consulting Group, April practiced place making in the realm of landscaping as a designer, project manager, and foreman on both commercial and residential properties. She focused on building relationships with property managers, architects and subcontractors to realize a successful project. She worked with property managers to assess their needs, develop annual budgets and a seasonal work plan to achieve their goals, be it reducing costs or enhancing the safety, aesthetics or sustainability of the property. Her clients included regional shopping centers, several office and industrial parks, residential complexes and a waste water treatment plant. She also directed several wetland restoration projects and was involved in sustainable landscaping practices.

April is fluent in Spanish, is involved in the local Latino community and has taught classes in Spanish at several local community colleges.

Professional Experience

- RMLS Fellow
- PSU Real Estate Development Quarterly
- Intern: Metro Data Resource Center
- Commercial Maintenance Account Manager, Landscape Designer: Dennis 7 Dee's Landscaping

Project Experience

- Aloha-Reedville Livable Community Plan, Washington County, Oregon
- Downtown Redmond Urban Renewal Plan Amendment, Redmond, Oregon
- Professional Business-Medical District Master Plan, Redmond, Oregon
- College Station Medical District Master Plan, College Station, Texas
- Tigard Downtown Strategy Update, Tigard, Oregon
- McMinnville Northeast Gateway, McMinnville, Oregon
- Beach Boulevard Property Redevelopment Strategy, Pacifica, California
- Point Defiance Triangle Master Plan, Tacoma, Washington
- Sustainable Business Park Development and Marketing Plan, Clarkston, Washington
- Infill Grocery Site Selection and Evaluation, Portland, Oregon
- Point Defiance Triangle Master Plan, Tacoma, Washington
- Sequim Downtown Plan, Sequim, Washington
- Coquille Economic Opportunities Analysis, Coquille, Oregon



Education

Portland State University
Master of Urban and Regional Planning, Graduate Certificate of Real Estate Development

North Carolina State University
Bachelor of Science in Landscape Horticulture, Minor in Spanish

LARRY PATTERSON

Managing Principal

Larry Patterson brings 22 years of city management experience and 35 years of total municipal management experience to Leland Consulting Group and its clients. Larry's management career spans cities in both Texas and Oregon. His management experience includes cities with rapid and controversial growth, major economic development projects, financial issues and turnarounds, and disaster recovery.

Larry likes to assist communities in integrating their community's values into their visions, plans, and goals. He helps elected officials, staff and citizens with differing viewpoints understand complex issues faced and assist them in charting a course of action for their communities. Larry has been engaged in major urban renewal, planning and financial efforts, which were used to define and design the communities' future growth and development. His major interest lies in helping cities bring their visions, plans and goals to reality.

Career Practice and Significant Accomplishments

- City Manager, Oregon City, Oregon: January 2003 to March 2010
- Turned around a projected General Fund deficit of \$1.4 million in 2005 to a projected fund balance of \$2.8 million in 2008.
- Developed plan and financing for purchase and remodel of building for City Hall, expansion of current facilities for Police Department and expansion of Public Works operation center. Additionally, developed plan for financing of library. These plans did not request additional general obligation debt as a piece of the financing.
- Developed and implemented new economic development strategy for City.
- Expanded urban renewal debt limits from \$28 million to \$130 million, enabling City to facilitate development as a regional center.
- Developed and opened first new parks in 23 years.

City Manager, Weatherford, Texas: August 2001 to September 2002

- Developed and implemented plan to purchase and open Chandor Gardens as a major city park and events center.

City Manager, Bend, Oregon: December 1986 to January 2001

- Managed City through major growth decade, financing major improvements and left Bend with \$26 million in reserves, the third lowest water and sewer rates for cities of that size, and zero general obligation debt.
- Expanded services, infrastructure, and maintenance capabilities and constructed several major road projects which improved City's transportation system and traffic circulation.
- Developed urban renewal plan that began the revitalization of downtown Bend.
- Developed plan that lead to creation of a consortium of development interest that resulted in the financing of \$21 million in road construction on the City's west side and enabled development of NW Crossing.



Education

Sam Houston State University
Master of Government

California State University,
Northridge
*Bachelor of Arts,
Political Science*

WALLY HOBSON



Principal

Wally Hobson is a real estate advisor with more than 30 years of experience, with extensive experience in the resort industry, domestically and internationally. He is the leading international expert on fractional real estate, having completed nearly 200 fractional assignments worldwide. Prior to becoming involved in resort real estate, he specialized in all forms of urban real estate market analysis and strategic planning. He has worked extensively with both the private and public sectors and usually functions as part of a development team, with land planners, architects, engineers and others, to create strategic market-driven solutions to satisfy client goals and objectives. His forte is deriving creative strategic solutions designed to capitalize on market opportunities and maximize economic returns to investors.

In 1976, Wally co-founded Leland & Hobson, a precursor to the Leland Consulting Group. From 1989 to 1992, he was a partner with RCLCO, a national real estate advisory firm, and managed offices in Portland and Seattle. Most recently, Wally served as managing director of the Americas for NorthCourse Leisure Real Estate Solutions, a Group RCI and Wyndham Worldwide company, and was responsible for overseeing all advisory services in North, Central and South America and the Caribbean.

Areas of Specialization

- Resort, hospitality and recreation development
- Urban residential and commercial real estate
- Mixed-use development
- Strategic market and business planning
- Product programming
- Financial analysis
- Competitive positioning and product differentiation
- Project facilitation
- Site and highest and best use analyses
- Litigation support

Publications

- "Fractional Industry Overview," 2002, 2005, 2007-2009
- "Private Residence Clubs," Estates West
- "Private Residence Clubs: A New Concept for Second Home Ownership," Journal of Leisure Property
- "Luxury Fractionals are a Cutting Edge Opportunity," ARDA Developments
- "Research Report on Private Residence Clubs," International Journal of Hospitality Management
- "Mixed Use Development in Mexico," Notitur Magazine, Amdetuer



Education

Portland State University
Master of Business Administration

University of Oregon
Bachelor of Science, Liberal Arts

LEE BODENHAMER

Principal

Lee Bodenhamer has deep real estate asset management experience having successfully developed in excess of \$200 million in commercial real estate as a Trammell Crow Company Partner and providing asset management of a portfolio exceeding \$2 billion as the Senior Vice President of Corporate Real Estate for US Bancorp. In this latter capacity, he was responsible for all US Bank facilities in the states of Washington, Oregon, Idaho, Nevada and northern California and was responsible for all US Bank facilities from acquisition and development through operation and disposition throughout the northwest. Following his departure from US Bank subsequent to the merger with First Bank Systems, Lee was requested by the Trammell Crow Company to return as a Senior Vice President to facilitate and guide the development and organization of the Trammell Crow asset management business. In that capacity he actively participated in company outsourcing services in both marketing and organizational alignment activity.

During his tenure as the Managing Director of Corporate Real Estate for US Bancorp, he developed a GIS based strategy for optimal location of Bank facilities which took into account community and economic demographics, optimal traffic flows, and revenue projection models which were then used for the development of the optimal locations for Bank facilities.

In addition to development of an optimal real estate portfolio strategy, Lee also conducted an analysis of the US Bancorp real estate organization and aligned the organization to corporate objectives. This involved developing the optimal mix of in-house staff versus outsourcing of specific functions to attain cost advantages while maintaining appropriate controls and customer service levels.

Lee drew on this experience in the completion of an analysis of a billion dollar real estate portfolio for a leading northwest healthcare organization. This analysis included an inventory of all corporate real estate assets and the supporting real estate organization and provided the client executive team with a total real estate strategy which aligned their real estate assets and their real estate organization with corporate objectives. Subsequently, this leading healthcare organization requested Lee to complete a corporate headquarters relocation strategy which is currently being utilized in their strategic planning, including acquisition strategy.

Lee was the president of his class as a Sloan Fellow at Stanford University Business School where he earned a master's degree in business management. He is an active affiliate member of the Texas City Managers Association and continues to be active in both public and private real estate strategic planning.



Education

Stanford University Business School
*Master of Science,
Business Management*

National War College
Diploma, National Security Strategy

University of Southern California
*Master of Science,
Systems Management*

United States Air Force Academy
*Bachelor of Science,
General Engineering*

MELINDA PATTON, AIA

Principal

Mindi Patton uses her extensive knowledge of the development industry, including programming, design, smart growth principles, and urban trends to guide diverse project teams to solutions that get implemented. Her experience includes numerous development projects in the Western States. Mindi's passion lies with assisting urban infill, downtown revitalization, and smart growth housing projects to meet market needs while creating authentic Places that foster community and sustainability through public-private partnerships. She has successfully executed her strategies with numerous development projects in the Western States.

As a principal and lead project manager with Leland Consulting Group, Mindi routinely works with public and private sector clients coordinating the efforts of designers, analysts, and real estate professionals. She has successfully assisted public and private sector clients in evaluating the market, identifying opportunities and barriers to development, establishing development programs, forming public-private partnerships, and creating tools and strategies to achieve a successful project. Mindi's comprehensive background in urban design and architecture lends a unique perspective to solutions for development.

Consulting Experience

Oregon, Washington, Idaho, California, Nevada, Utah

Career Practice

- Associate, Senior Associate, Principal: Leland Consulting Group
- Corporate Facilities Manager, Store Planner, and Interior Design Manager: Fred Meyer Stores (Kroger Company)
- Architecture—Project Manager and Designer: Carleton Hart Architecture, StastnyBrun Architects, and Soderstrom Architects

Skills and Expertise

- Project management, development programming, urban development, smart growth, community planning, sustainable development, marketing and communications, design
- Research and analysis in real estate, demographics, and psychographics



Education

University of Oregon
*Bachelor of Architecture,
Magna Cum Laude
Minor, Interior Architecture*

Professional Service and Affiliations

Member
American Institute of Architects

Adjunct Professor
*Portland State University School of
Urban Studies and Planning*

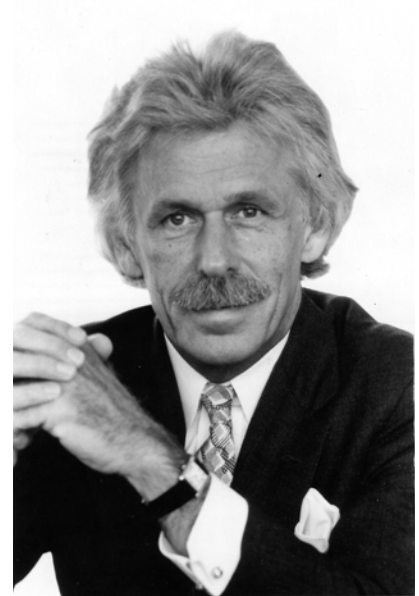
RAY POELVOORDE

Principal

Ray Poelvoorde is a specialist in the development and implementation of brand positioning and retail identity development. For over 30 years, he was a principal with Lippincott & Margulies, a leading—and one of the first—identity and brand consulting firms. Ray was responsible for developing the identity planning and strategic design process that established Lippincott & Margulies as a leader in the field.

His branding and identity work includes a broad range of domestic and international clients such as American Express, Chevron, Chrysler US UK Mexico, Coca Cola, Continental Airlines, Enterprise Rent a Car, Mansfield Texas, Payless Shoe Stores, Petro Canada, Pizza Hut, PriceSmart Asia, Red Lobster, Repsol Spain, Shell Oil, Sonic Drive Ins, Sunoco, Toyota USA and VISA Mexico.

Ray's role as a Principal with Leland Consulting Group is strategic identity design and branding for real estate projects, downtowns, entire cities, economic development programs, and related engagements. He works closely with the principals and project managers in the other Leland Consulting Group offices to further support urban strategies—the primary business focus of the firm.



Education

Cranbrook Academy of Art
Master of Architecture

University of Florida
Bachelor of Architecture

BRIAN SHORTT

Project Manager: Ports and Marinas

Brian Shortt brings over 20 years of experience to Leland Consulting Group in the field of marinas and port facilities, in both the public and private sector. He is a creative problem solver, with extensive experience negotiating public-private partnerships, whose forte lies in pulling diverse interests into a collaborative partnership in order to find the common denominator and seek financing for mutually beneficial projects.

Brian gained valuable experience working for one of the largest marina float manufacturers in the US, during which time he analyzed various marinas for acquisition or management contracts. He conducted physical inspections on all major marinas along the East and West Coast. He has lobbied both state and federal legislature to successfully acquire financing for public investment in port infrastructure, and has successfully submitted grant proposals. Other responsibilities included public engagement and events planning and economic development. Through his efforts, over 1,500 direct jobs were created, many in underserved rural communities.

Areas of Specialization

- Physical inspections and real estate analysis of marine properties
- Market analysis of marinas and port properties
- Analysis of financial and business structure of ports and marinas
- Marina business action plans
- Waterfront permit process
- Grant proposals
- Event planning

Project Experience

- Port of Anacortes, Executive Director. Brian managed two deep water shipping terminals, a general aviation airport, a 1,100 slip marina and affiliated commercial/industrial properties. He directed the marketing and repositioning of terminal business and affiliated upland properties. Responsibilities included waterfront labor relations, negotiating terminal services and shipping contracts, real estate acquisition and development. Part of Brian's success came from marketing marine and industrial facilities and properties to domestic and international prospects, and developing working relationships with environmental agencies and port consulting firms, which resulted in shipyard expansion, operating efficiencies, business retention and industrial land acquisition.
- Port of Klickitat, Port Manager. Brian supervised and marketed a 600-acre industrial park and a 105-acre recreation parcel that included an induced barge business, a truck/rail reload center, a natural gas distribution facility, a domestic aggregated operation and a concrete batch plant. He organized a conference and resort development group, raised \$28 million in public-private venture capital, and obtained \$2.5 million in grants and favorable State and Federal legislation resulting in no cost delivery of 900,000 cubic yards of fill.



Education

Highline Community College
Marine Technology

University of Washington
Graduate School of Public Affairs
Graduate Studies Public Administration

Professional Service and Affiliations

Board of Directors and Speaker
American Association of Port Authorities