

PITTOCK-LEADBETTER HOUSE

REUSE FEASIBILITY STUDY



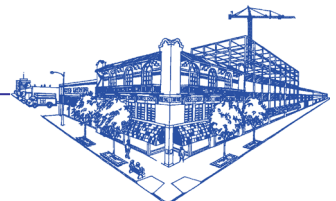
Prepared for:

City of Camas

January 2020

E. D. Hovee & Company, LLC

Economic and Development Services



AT-A-GLANCE SUMMARY

This report provides a reuse feasibility study for the historic Pittock-Leadbetter house situated on the north side of Lacamas Lake. What follows are primary observations from this study.

The Leadbetter Property. Built in 1901 by a figure prominent in Camas' history, the 5,057 square foot Pittock-Leadbetter House has been purchased and is planned for active reuse by the City of Camas. With three floors plus a basement, the main floor includes a parlor, ballroom and dining area potentially usable (together with kitchen area) as future event space. Other structures of interest include a 36'x50' barn and gazebo on-site plus a home on adjoining property – also associated with the Leadbetter family.

Re-Use Alternatives. Fourteen potential uses have been evaluated for a refurbished Leadbetter Home based on eight criteria important to reuse feasibility. City of Camas staff indicate a preliminary preference for an events center as a best possible reuse of the home – at least for the main level.

Management and operation of the facility by City Parks and Recreation (as for the Lacamas Lake Lodge and Conference Center) represents a default option. However, use of a concessionaire or hybrid/combined approach might be considered if important for fundraising or operating efficiency.

Stakeholders & Comparables. Based on interviews with an initial set of local and outside stakeholder interests, overall keys to facility viability are “access, market and parking.” Preservation and public access are considered pivotal as “Leadbetter encapsulates the history of Camas.”

Comparable facilities reviewed include the properties of the Vancouver Historic Trust, regionally significant mansions in Portland, Oregon City, and Seattle and four non-historic but recognized event spaces in Camas. While the Clark County market is highly competitive, the east county orientation to local venues suggests as yet unmet demand for an authentic historic event experience in Camas.

Preferred & Add-On Uses. Based on experience of the Lacamas Lodge, it appears that an events venue at Leadbetter could generate annual revenue adequate to cover expenses – provided that upper level spaces support added site expense and that full-time on-site management is not needed due to the facility's somewhat isolated location. Optional *add-on* upper floor uses to consider include B&B, museum/ interpretive, office and/or caretaker occupancies. Other revenue generating site uses could be associated with an outdoor terraced seating area, pavilion tent/structure and/or barn rehabilitation.

Next Steps. Six steps are outlined as pivotal to taking Leadbetter House reuse concepts from the point of this initial feasibility study to project funding and on-going operation:

- 1) Finalize and accept this report as an interim guide to subsequent actions leading to Leadbetter House rehabilitation and associated site improvements.
- 2) Confirm or revise the recommendation of public event space as the anchor use with renovation.
- 3) Determine how vehicular and non-motorized access will be provided to accommodate and facilitate planned uses for the historic home and associated property.
- 4) Authorize preliminary design and engineering to ascertain design and cost feasibility for the core event space and potential add-on uses.
- 5) Determine how the facility and grounds will be managed and operated.
- 6) Formulate and initiate a multi-phase public-private capital funding program.

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Cover photo is per Clark County Assessment and GIS.

I. INTRODUCTION

On behalf of the City of Camas (City), the economic and development consulting firm of E. D. Hovee & Company, LLC (E. D. Hovee) has conducted this reuse feasibility assessment for the historic Pittock-Leadbetter house situated on the north shore of Lacamas Lake.

PROJECT BACKGROUND

In early 2019, the City of Camas purchased three tax parcels totaling 33.44 acres from the Mills Family LLC comprising:

- 3.02 acres including the historic Pittock-Leadbetter (or “Lakeside”) House and barn.
- 3.96 acres including a residential structure known as the Pomaria House.
- 26.46 acres of adjoining undeveloped land

The two residential parcels include frontage looking out to Lacamas Lake – albeit separated from the lake by Leadbetter Road. Current zoning is Community Commercial (CC). The larger undeveloped parcel is upland and zoned Multifamily Residential (MF-10).

The City of Camas is involved in a planning process for public lands along the north shore of Lacamas Lake – as part of the Legacy Lands Visioning Plan and the North Shore Subarea Plan. Reuse of the Leadbetter house will be further informed by these planning processes now underway.

With the transition from private to public ownership comes the need to assess potential reuse of the historic home and also funding strategies for property improvements together with on-going operating sustainability.

PURPOSE & APPROACH

The **purpose** of this report is to identify and then assess the prospective feasibility of alternative uses for re-use of the Leadbetter House. The focus of this preliminary feasibility assessment is on the Leadbetter House – with less emphasis on the rest of the Leadbetter or adjoining properties. While feasibility of other adjoining properties is not separately considered with this assignment, it is possible that one or more Leadbetter reuse options may involve opportunities for cooperated development and/or facility programming.

As what is now a publicly owned asset of the City of Camas, there is less focus on profitability than would be the case with a privately-owned facility than on sustained use and maintenance in perpetuity. While no specific commitments have been made to date, it is generally anticipated that the City of Camas may have primary responsibility for arranging funding and assuring capital improvements and on-going maintenance for on-going use as an asset of importance from historic, public use and recreational perspectives.

A five-step **approach** is taken to conduct this feasibility assessment, covering:

- **Project orientation** – including site tour, identification of key project objectives and background documentation.
- **Selected interview contacts** – with a sampling of parties, some actively involved in the community and others offering experience with other potential comparable historic properties regionally.
- **Review of comparable facilities** – both locally and regionally.
- **Characterization of preferred and potential add-on uses** – for the house and other potential supporting on-site activity.
- **Detailing of recommended next steps** – extending beyond this feasibility study to project funding and on-going operations.
- **Draft and final feasibility report documentation** – including meeting to present and discuss the draft report, with revisions based on comments as mutually agreed.

REPORT ORGANIZATION

The remainder of this report is organized to cover the following topics:¹

The Leadbetter Property
Re-Use Alternatives
Stakeholders & Comparables
Preferred & Add-On Use Potential
Next Steps

Included with the report are two appendices – providing a profile of E. D. Hovee & Company, LLC as project preparer and a review of potentially comparable facilities.

II. THE LEADBETTER PROPERTY

Built in 1901 by a figure prominent in the development of Washington and Oregon, the Pittock/Leadbetter house is being considered for reuse by the City of Camas as an event center benefitting the Camas and greater Clark County communities.

This report begins by providing background information useful for discussion with key stakeholder interests. This background information is also important as a means to better frame potentially viable building and site reuse options.



SITE & STRUCTURE HISTORY

The Pittock-Leadbetter residence was built as a farmhouse on Lacamas Lake in the Queen Anne style for the son and daughter-in-law of Henry L. Pittock – publisher of the Oregonian newspaper, founder of paper mills in Oregon City and Camas, and organizer of the Portland Trust Company (a banking firm). In 1883, Mr. Pittock organized the La Camas Colony Company to assess the feasibility of building the mill that would eventually become Crown Zellerbach, now under the ownership of Georgia Pacific. Purchased were 2,600 acres of land on either side of three lakes and both banks of La Camas Creek to its mouth at the Washougal River.

Son Fred Pittock and daughter-in-law Bertha Leadbetter-Pittock lived at the home then called “Lakeside” for more than a decade, operating a dairy and hay farm before moving to Portland. Subsequently, the Lakehouse (or Leadbetter) house and the nearby “Fern Lodge” log home served as summer residences for the extended Pittock-Leadbetter families.



In 1979 the Leadbetter house was listed on the National Register of Historic Places and the Washington Heritage Register. In 2019, the Mills family (heirs of the original owners) sold the 3-acre site of the Leadbetter house plus adjoining property totaling over 33 acres to the City of Camas.

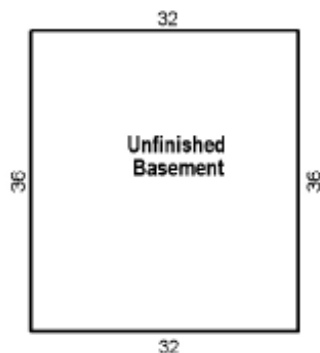
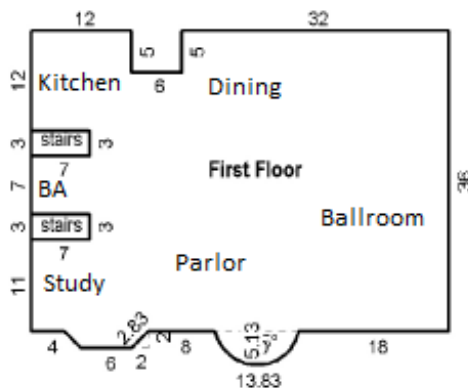
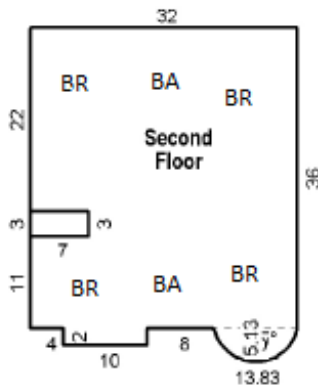
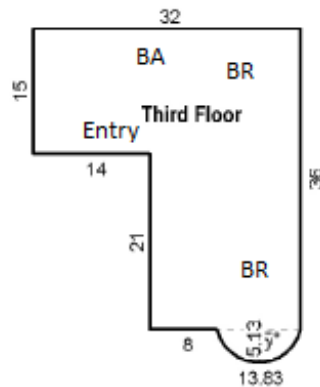
As noted, reuse of the Leadbetter house is expected to be further informed by the City of Camas Legacy Lands Visioning Plan and the North Shore Subarea Plan which are now underway.

LEADBETTER HOUSE CONFIGURATION

In 1978, the Leadbetter House was nominated for the National Register of Historic Places, with the formal register designation made in 1979. Based on the National Register nomination, the home comprises a total of 5,057 square feet (or 3,905 square feet excluding the basement).

- The first floor includes a parlor and study immediately off the front-door entry. There is an approximate 18'x36' foot ballroom to the right side of the parlor. At the back of the first floor is a dining room and small kitchen – also a bathroom between two sets of stairs.
- The 2nd floor has four bedrooms (at each of the four corners of the house) plus 2 baths. The 3rd floor has two bedrooms and a bath.
- A 3-story circular bay with a conical roof serves as the dominant feature of the home. Few changes have been made over the years with the notable exception of the main floor ballroom added in the 1940s.
- Preparation of more detailed as-built drawings will be needed as reuse planning proceeds.

Leadbetter House Floor Plans



Pittock-Leadbetter House (Lakeside)

Building Area:

- 1st Floor - 1,774 sq ft
- 2nd Floor - 1,202 sq ft
- 3rd Floor - 888 sq ft
- Basement - 1,152 sq ft (unfinished)
- Stairs - 42 sq ft
- Total - 5,057 sq ft**

Note: All areas rounded to nearest square foot (sq ft)

Sources: Clark County Assessor (2019) and National Register of Historic Places Inventory - Nomination Form (1977-78)

OTHER USES ON SITE

Attached to the main house at the rear is a covered *porte cochere* parking area. As illustrated by the following aerial view, the *porte cochere* is currently accessed by a circular driveway. There is also a well house situated near the rear of the property.

Located approximately 125 feet to the north of the house is a 2-story barn. With a 36'x50' footprint, the barn was built at about the same time as the house. As noted by the National Register Nomination form:

The frame structure is sheathed in shiplap siding at the first floor level and shingled above. Two large hip-roofed dormers intersect the gabled roof, and a central square lantern provides additional light to the upper story.

Early on, the barn was integral to the farming operations of Fred and Bertha Pittock – who operated their dairy farm, raised their own hay, ran a chicken coop, pigsty and orchard together with vegetable garden.

The barn also served as a horse stable. And in more recent years, rumor is that family members staged rock music events on the second floor of the barn.

An octagonal gazebo was constructed in the mid-1960s between the barn and the house.

At this time, feasibility of barn rehabilitation is uncertain – and is not a primary focus of these reuse feasibility study. However, as described later in the report, the question of whether the barn may be restored for an economic use may have a potential effect on market opportunities and resulting financial implications for the Leadbetter House.

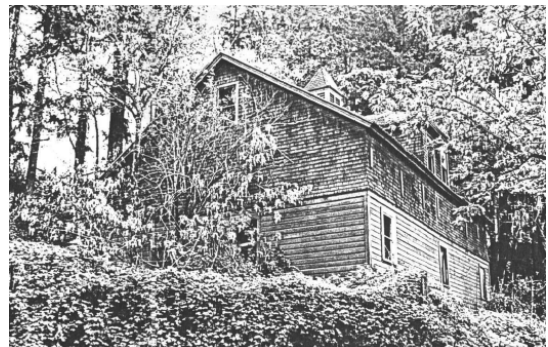
Aerial View of House & Driveway



View of House from Gazebo Area



Historic Barn



Sources: Top photo from Clark County GIS.
Bottom two photos from National Register
Nomination Form, 1978.

POMARIA HOUSE

A 3.96 acre property immediately adjoining the Leadbetter house site (to the southeast) is also part of the recent sale by the Mills Family LLC to the City of Camas. As illustrated by the photo to the right, the property has an 1,867 square foot single level home and garage built in 1956.

Pomaria (next home down from Leadbetter House)



Source: Clark County GIS.

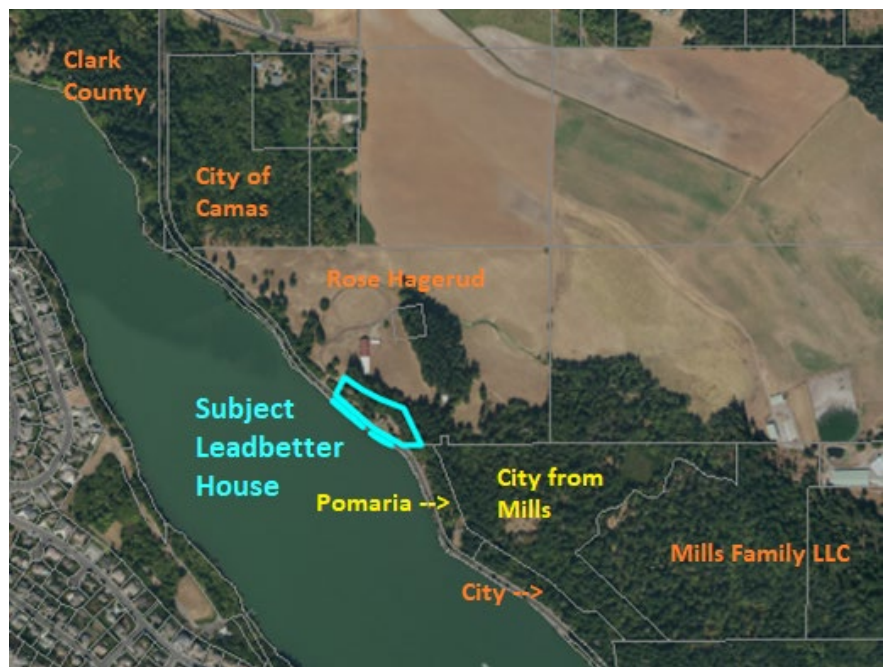
This home is labelled by the Mills family as the “Pomaria House.” While not possessing the historical character of the Leadbetter house, the Pomaria is noted as having been designed by an architect associated with the widely recognized architectural designs of Portland’s Pietro Belluschi. Depending on the reuse of the Leadbetter house, it is also possible that the Pomaria House could serve a purpose ancillary to and in support of event space for the Leadbetter house – as described later in this report.

NEIGHBORHOOD

The combination of existing public land holdings combined with 2019 Leadbetter-related land purchases represents a key step toward strengthened public lands access to Lacamas Lake.

While this feasibility study evaluates the Leadbetter House on a stand-alone basis, long-term prospects may be greatly affected by adjoining use potentials.

Ownership of Neighboring Properties



Source: Clark County GIS and E. D. Hovee

FAMILY SIGNIFICANCE

As noted at the outset of this report, the Leadbetter House is significant not only as a distinctive early Camas structure. It is important in terms of the roles that the Pittock and Leadbetter have families played in the development of Camas and the greater Portland metro area. Key observations as to its historical importance and continuing potential include the following:²

- While the Pittock's roots were in England, the family immigrated to Pittsburg, Pennsylvania. John Pittock founded a newspaper known as the Pittsburg *Leader*. His brother Henry came by wagon and ox team to Oregon, started work as a typesetter in 1853, then acquired control of the *Oregonian* in lieu of receiving unpaid wages. For nearly 60 years, Henry presided over the paper, expanding coverage and circulation, and installing modern presses. Henry would go on to form the Portland Trust Company, which eventually became the Oregon Bank, now part of the Bank of America.
- Publishing led Henry Pittock to build the first paper mill in the Pacific Northwest in Oregon City. In 1883, Pittock organized the **La Camas Colony Company**, leading to purchase of 2,600 acres on both sides of three lakes, platting of the original townsite of La Camas (later shortened to Camas) and then the 1885 opening of the Columbia River Paper Company mill (subsequently rebuilt after an 1886 fire).
- In 1901, the Leadbetter (Lakeside) home was constructed by Henry and Georgianna Pittock. The property known as the Pomaria had a house occupied by Charles and Anne Leadbetter. A son of the Leadbetters married a Pittock and built a log home known as "Fern Lodge" on the opposite side of Lacamas Lake. A Pittock son, Frederick, married Bertha Leadbetter-Pittock, who together would raise five children in the Leadbetter (Lakeside) home. In 1919, Frederick and Bertha moved to Portland – the same year as Henry and Georgianna Pittock – now in their 70s – moved into the **Pittock Mansion**. The younger Pittocks would return each summer to the Lakeside to visit with family members who also passed the summers on the shores of Lacamas Lake.

In effect, the history of the Pittock-Leadbetter house is about not only property and a classic structure, but about families who were instrumental in shaping the development of the Pacific Northwest. This full legacy may be an important part of the interpretation that occurs in conjunction with prospective rehabilitation and reuse of the Leadbetter (Lakeside) home. As the National Register Nomination Form phrased it in 21 years ago in 1998:

As its history shows, the property known as "Lakeside" was really more than just a family farm. It was an outpost of that extensive urban family which had participated in virtually every aspect of growth and development in the Willamette and lower Columbia river valleys. It served as a retreat, as did "Pomaria" and "Fern Lodge" from the active involvement in business, civic and social affairs. Yet it was not so far removed from Pittock enterprises since the growing town of Camas and its continually expanding paper mill only a few miles away were constant reminders of the impact the family had in southwestern Washington as well as northern Oregon.

III. RE-USE ALTERNATIVES


As an initial step in the review of feasibility for preservation and adaptive use of the historic Pittock-Leadbetter home on Lacamas Lake in Camas, a preliminary **matrix evaluation** was prepared for alternative uses that might reasonably be considered.




FACTORS CONSIDERED

Key factors addressed with this matrix format (as detailed on the following page) are:

- **Market Demand** – would the home and building likely be re-occupied within a reasonable time frame?
- **Barn Use** – is preservation and/or renovation of the barn anticipated for an income producing use?
- **Capital Cost** – assuming this is borne in large part by the City coupled with potential fundraising, how much might it be and is there potential for shared cost?
- **Income Potential** – is the use likely to generate enough income to cover operating cost?
- **Transport Access** – is auto and/or other transport access to the house possible as competitive with other similar use?
- **Historic Preservation** – will use be compatible with standards of the Interior Department for National Register places?
- **Park Related** – does the use directly support or complement surrounding North Shore Lacamas Lake park & rec plans
- **Public Purpose** – is there a direct public purpose to be served by the use envisioned?

Fit

Each of the factors has been scored on the basis of likely “fit” – based on what is reasonably known about the market, site and prospective uses (using a 3-diamond  rating system):

-  Denotes a *weak fit*, meaning that there is a low degree of compatibility or potentially significant issues to be addressed.
-  Indicates a *neutral fit*, meaning that there are reasons that could suggest either a strong or weak fit, requiring more evaluation before making a final determination.
-  Shows as strong fit, or likely a very high degree of compatibility with the factor being considered.

Use Evaluation

The complete preliminary use evaluation matrix is provided on the following page.

Leadbetter Property Alternative Use Evaluation

Potential Use	Market Demand	Barn Use	Capital Cost	Income Potential	Transport Access	Historic Preservation	Park Related	Public Purpose	Example(s) of Similar Uses	Comments
Residence	◇◇◇	◇◇	◇◇◇	◇◇	◇◇◇	◇◇◇	◇	◇	Officers Row (Vancouver)	Less value as rental than if sold; likely higher turnover
Bed & Breakfast	◇◇◇	◇◇	◇◇	◇◇	◇◇	◇◇◇	◇◇	◇◇	Port Townsend Victorians	High maintenance & repair cost over time
Lakeside Inn	◇◇	◇◇◇	◇	◇◇◇	◇	◇◇	◇◇	◇	McMenamins (Edgefield, Centralia, etc.)	Requires barn rehab or new building for added rooms
Retail Store	◇	◇◇	◇	◇	◇	◇◇	◇	◇◇	Antique shops (Battle Ground)	Limited potential except as destination use / gift shop
Gallery	◇◇	◇	◇◇	◇	◇	◇◇	◇	◇	Camas or Elida Art Gallery (Camas)	Could include as portion of residence, B&B, class space
Restaurant	◇◇◇	◇◇	◇	◇◇	◇	◇	◇◇	◇◇	Grant House (Vancouver) Whitehouse (Walla Walla)	Poor potential w/o direct access, possible coffee shop
Winery	◇◇	◇◇◇	◇	◇◇	◇	◇	◇◇	◇◇	Burnt Bridge Cellars (Vancouver)	Possible with demonstration or no vineyard on site
Private Office	◇◇◇	◇◇	◇◇	◇◇◇	◇◇	◇◇	◇	◇	Officers Row (Vancouver)	Highly marketable to private firm or major non-profit
Park Office	◇◇	◇◇	◇◇	◇◇	◇◇	◇◇	◇◇	◇◇	Hegewald/Rock Creek Center (Stevenson)	Use for Parks Dept, add public restrooms w/trail use
Learning Center	◇◇	◇◇	◇	◇◇	◇◇	◇◇	◇◇	◇◇	Water Resource Center - Vancouver	Integrate w/ Camas Parks Program, possible museum
Theater	◇◇	◇◇	◇◇	◇	◇	◇	◇◇	◇◇	Slocum House (Vancouver, now repurposed)	Audience size limited unless barn converted to theater
Event Center	◇◇◇	◇◇◇	◇◇	◇◇◇	◇◇	◇◇	◇◇	◇◇◇	Marshall House (Vancouver)	For meetings, weddings, trade shows w/barn
Hybrid Use (small scale)	◇◇	◇◇	◇◇	◇◇	◇	◇◇◇	◇◇	◇◇	Emanar Cellars (Battle Ground)	Includes B&B, wine & tapas bar w/Spanish/SWWA wines
Hybrid Use (larger scale)	◇◇	◇◇◇	◇	◇◇	◇	◇◇	◇◇	◇◇◇	Pomeroy House (Yacolt, on 677 acres)	Requires larger site than Leadbetter property only

Legend: ◇ denotes weak fit, ◇◇ neutral, ◇◇◇ strong fit.

Source: E. D. Hovee. Subject to revision based on refined analysis

TOWARD A PREFERRED USE

This use matrix was reviewed with City of Camas staff. The preliminary consensus was that an **events center** likely represents the best possible reuse of the Leadbetter home. It most clearly serves a public purpose consistent with the City of Camas Legacy Lands Visioning Plan and the North Shore Subarea Plan. However, this conclusion is accompanied by potential caveats:

- Income potential and long term *break-even* financial sustainability is not necessarily assured – a topic addressed with initial feasibility testing as part of this report.
- In the event that only the main level of the house proves to be fully accessible (meeting ADA requirements), there would be need for other 2nd and/or 3rd story uses that also complement main floor event space usage. Examples of potentially compatible upper level uses include bed & breakfast (oriented perhaps to members of wedding parties), residential use (as for property manager), park office, or learning center.
- Of the factors considered in the evaluation, the factor that is perhaps most uncertain but pivotal for events center use will be auto and delivery access to the house – in the event that Leadbetter Road access fronting the house is removed. Alternative access to the house for public use likely will need to meet ADA requirements and, for marketability, likely will require at least drop off access directly to the house.
- Other outstanding questions relate to the future of the existing barn on the Leadbetter site and the Pomaria residence on the property to the south. If one or both of these structures can be feasibly reused, this could provide added event space, staging area, and/or ancillary use (as with winery, gallery or on-site dining). Due to the limited capacity of the Leadbetter home’s main floor, added revenue generating space could prove useful for improved site utilization and financial break-even. With added space, there might also be improved opportunity to attract a private operator in the event that the City were to decide not to manage the property with City staff indefinitely.

MANAGEMENT & OPERATING CONSIDERATIONS

In addition to the question of the best or most appropriate re-use of the Leadbetter House, there is a related question as to how the property can most effectively and efficiently be managed consistent with re-use purposes. Options are fairly straight-forward, including:

- Management and operation directly by City Parks and Recreation, as with the City owned and operated Lacamas Lodge (on the opposite side of Lacamas Lake).
- Overall City management by the City but with operations the responsibility of a private/non-profit contractor or concessionaire.
- A hybrid (or combined approach) – with a concessionaire responsible for some portions of the property (e.g., main event space), and the City responsible for the rest.

The default option most likely is direct City management and operation; however other factors suggest consideration of potential benefits of an alternative approach – as discussed below.

Lacamas Lodge Utilization

A review of Lacamas Lodge facility utilization is useful as a starting point for consideration of complementary activities as might occur with the Leadbetter property. The chart to the right details facility utilization from 2017-19, by type of event. Three major uses of the facility are noted from this chart:

- **Classes** are held all seasons of the year – with peak use by over 550 participants in 2018.
- **Private events** are conducted, primarily over the weekend (Friday-Sunday), with fewer events on weekdays. In the last three years, use has ranged from 115-128 events per year. Attendance typically ranges from 50-150 – assumed to average about 100 per event.
- **Public meetings** have ranged between 21-25 events per year from 2017-19. Public meetings include an annual planning conference, city open houses, monthly Parks Commission meetings and the monthly *Partners With Parks and Recreation* meetings.

While use of the Leadbetter House has not been considered for class activities, the site is viewed as potentially appropriate for private as well as public events as occurs at Lacamas Lodge. A key difference is that Leadbetter House events may *max out* at between 45-70 for an indoor event, less than half the typical event size possible with the Lacamas Lodge.³ In effect, this smaller size offers a counterpart to serve a market segment that **complements rather than competing** directly with Lacamas Lodge.

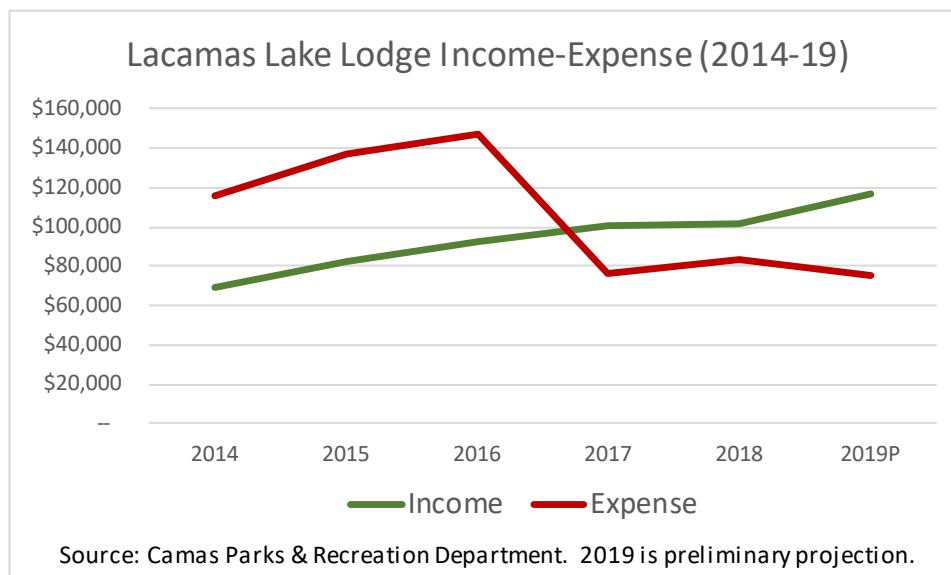
Lacamas Lodge Calendar (2017-19)

Description	2017	2018	2019
Recreation Classes by Season (with annual participant #'s)			
Winter Classes			
Tai Chi (Tues/Thurs)	12	10	9
Toddler & ME Yoga (Wed)	NA	13	NA
Yoga (Tues/Thurs)	12	15	24
Pee Wee Sports (Fri)	10	13	NA
Tumbling (Fri)	11	10	12
Busy Bees (Wed)	8	13	16
Kids Yoga (Wed)	NA	NA	4
Yoga for Flexibility (Wed)	NA	NA	13
Claire's Craft Class	NA	12	NA
Acrylic Painting Classes (Thurs)	NA	NA	4
Music Together (Fri)	20	20	20
Spring Classes			
Tai Chi (Tue/Thurs)	11	10	10
Yoga (Tues/Thurs)	20	22	13
Pee Wee Sports (Fri)	8	8	NA
Tumbling (Fri)	13	14	11
Imagination Yoga (Wed)	NA	4	12
Toddler & Me Yoga (Wed)	13	15	NA
Claire's Craft Classes	NA	12	8
Hip Hop Classes (Mon)	NA	7	NA
Music Together (Fri)	20	26	25
Kids and a Canvas	NA	10	40
Busy Bees Preschool (Wed)	12	16	16
Acrylic Painting Classes (Thurs)	NA	NA	13
Yoga With Dawn (Wed)	NA	NA	7
Summer Classes			
Busy Bees Camp (Tues,Wed,Thurs)	12	16	16
Tai Chi (Tues,Thurs)	8	11	10
Yoga (Tues, Thurs)	17	19	9
Tumbling (Wed)	12	7	5
Music Together (Fri)	15	17	21
Toddler & Me Yoga (Wed)	2	9	4
Yogilachi (Mon,Tues, Thurs)	NA	9	4
Kids and a Canvas	NA	40	40
Yoga With Dawn (Wed)	NA	NA	2
Fall Classes			
Tai Chi (Tues,Thurs)	10	10	NA
Yoga (Tues,Thurs)	25	30	NA
Pee Wee Super Sports (Fri)	8	10	NA
Tumbling (Fri)	12	10	NA
Super Yogis (Wed)	NA	5	NA
Three & Me Craft Classes	NA	15	NA
Acrylic Paint Classes (Thurs)	NA	4	NA
Kids and a Canvas	NA	35	NA
Yogilachi (Mon,Tues,Thurs)	NA	8	NA
Music Together (Fri)	19	28	NA
Busy Bees (Wed)	8	11	NA
Yoga For Flexibility (Wed)	NA	10	NA
Toddler & Me yoga (Wed)	21	NA	NA
Total Class Participants	339	554	368
# of Private Events at the Lodge	115	128	118
Estimated Attendance	11,500	12,800	11,800
# of Public Meetings at the Lodge	24	25	21

Source: City of Camas Parks & Recreation Department.

Lacamas Lodge Financial History

Also useful for consideration is a 5-year income-expense history for the Lacamas Lake Lodge and Conference Center. As depicted by the following chart, facility rental income has increased by nearly 70% from 2014-19, while expenses have been reduced by 35%.



Facility revenue is projected to be 117,350 for 2019, with expenses coming in at an estimated \$75,230 – for potential positive cash flow of \$42,120. By comparison, in 2014, Lacamas Lake Lodge was operating at a \$46,414 deficit – increasing to a loss of \$54,428 in 2016.

As detailed by the more complete financial review on the following page, the primary reason for the change from deficit to net surplus position comes from a change in City’s accounting allocation made from 2016-17.

The facility coordinator has been located out of Lacamas Lodge with responsibility for day-to-day operations and recreation programs. The coordinator’s time was reallocated in 2017 to more accurately reflect the cost of to each of those functions and to cover the cost of staffing for Fallen Leaf Lake Park, Scout Hall, the Community Center, and Recreation Registration.

This accounting change resulted in a 67% reduction in salary cost from 2014-19 – and similar reduction in benefits cost allocated to Lacamas Lake Lodge. Somewhat offsetting these reductions, some expenses have increased – as for communication, advertising, repair/maintenance, and miscellaneous line items.

This change in accounting may suggest added opportunity for the Leadbetter House to be folded in under the umbrella of Lacamas Lodge accounting. That way, if the Leadbetter property were to experience an operating loss (especially in the first couple of years), there would be a resource that could be used to cushion the loss – reducing or eliminating the need for contributions from City General Fund or other sources.

Recent Lacamas Lake Lodge Income/Expense History (2014-2019)

Account	Description	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected
RENTAL INCOME							
362.402.00	Space & Facility Rentals-Lacamas Lodge	\$69,335	\$82,376	\$92,732	\$100,730	\$101,896	\$117,350
LACAMAS LAKE LODGE EXPENSE							
001-18-575-500-11	Regular Salaries And Wages	\$46,886	\$48,709	\$65,357	\$14,085	\$16,001	\$15,941
001-18-575-500-12	Overtime	\$1,051	\$1,544	\$325	\$107	\$132	--
	Salaries	\$47,937	\$50,253	\$65,682	\$14,192	\$16,133	\$15,941
001-18-575-500-21	Personnel Benefits	\$16,297	\$17,323	\$20,796	\$5,009	\$5,657	\$5,703
001-18-575-501-31	Office & Operating Supplies	\$3,093	\$6,011	\$2,722	\$3,268	\$3,237	\$1,809
001-18-575-501-35	Small Tools and Minor Equip	\$1,562	\$3,293	\$830	\$471	\$2,234	\$745
	Supplies	\$4,655	\$9,304	\$3,553	\$3,740	\$5,470	\$2,554
001-18-575-501-41	Professional Services	\$19,783	\$18,927	\$17,161	\$17,410	\$20,874	\$17,882
001-18-575-501-42	Communication	\$5,494	\$12,868	\$15,976	\$10,545	\$10,017	\$8,486
001-18-575-501-44	Advertising	\$1,498	\$6,917	\$1,615	--	\$1,861	\$3,508
001-18-575-501-45	Operating Rentals and Leases	\$4,576	\$3,510	\$3,978	\$4,124	\$3,744	\$3,286
001-18-575-501-46	Insurance	--	\$1,856	\$1,746	\$2,026	\$2,315	\$2,658
001-18-575-501-47	Public Utility	\$11,747	\$11,729	\$12,212	\$12,233	\$12,331	\$9,409
001-18-575-501-48	Repairs & Maintenance	\$710	\$2,640	\$3,344	\$5,652	\$3,925	\$2,091
001-18-575-501-49	Miscellaneous	\$3,051	\$1,341	\$1,094	\$1,185	\$714	\$3,712
	Services	\$46,860	\$59,787	\$57,128	\$53,175	\$55,780	\$51,031
	Total Lacamas Lodge Expense	\$115,749	\$136,666	\$147,159	\$76,116	\$83,041	\$75,230
NET CASH FLOW		(\$46,414)	(\$54,290)	(\$54,428)	\$24,614	\$18,855	\$42,120

Source: City of Camas Parks & Recreation Department.

Selecting the Most Appropriate Management & Operating Approach

As has been discussed with the City, management and operation of the Leadbetter House (and associated property) is assumed to be the responsibility of Camas Parks and Recreation for at least the near term. However, there are at least two reasons that the City might decide to re-consider this approach as project planning proceeds toward home renovation and re-use:

- The first reason would be if private or non-profit operating interest is expressed and can be shown to meet the City's objectives for reuse with better utilization and/or improved annual financial performance than if directly operated by the City.
- A second and related reason would be if non-City operation could result in improved opportunity for funding the house and property improvements from private or non-profit sources, reducing the share of capital cost required from the City.

Questions about property reuse and operations have been topics for further discussion with stakeholder interviews and review of comparable facilities, the results of which now follow.

IV. STAKEHOLDERS & COMPARABLES

For this feasibility study, two sources of external input have proven pivotal in shaping realistic use and management/operating options for the Leadbetter property – stakeholder perspectives coupled with a review of potentially comparable facilities throughout Washington and Oregon. Each topic is considered, in turn.

STAKEHOLDER PERSPECTIVES

As part of this feasibility study, a selected set of in-person interviews were conducted with individuals involving a diverse set of stakeholder organizations, perceptions and expertise.

2019 Interviews

Purpose of the interviews was to obtain information and perspectives regarding potential re-use of the Leadbetter property together with input regarding management, operations and funding. Persons interviewed included:⁴

- Marta Bones & Patti Larkin – executive director and curator (respectively), Pittock Mansion
- Holly Chamberlain – The Historic Trust (Vancouver)
- Scott Higgins – former mayor, City of Camas
- Michael & John Mills – prior Leadbetter owners with Michael as president of a Pittock Mansion non-profit
- Shannon Turk – then mayor, City of Camas
- Will Macht, PSU Urban Studies adjunct professor and fee developer, Officers Row - Vancouver

Stakeholder Observations

A sampling of key interview take-aways is provided by the listing to the right. Added detail covering topics of market appeal, renovation and on-going maintenance, operations, and financial sustainability is as outlined below.

Market Appeal:

- Don't focus on just the facility and its historic character. For on-going visitor-ship and utilization, it is important to use the space to tell a story that will resonate with event attendees and visitors over time.

Key Interview Take-Aways

“Weave together story-telling with what the community and visitors want to hear; the main goal is to have a happy visitor”

“Overall keys to viability are access, market & parking”

“View as restaurant, B&B, outdoor summer concerts, a variety of public uses”

“A place to pull over from a run or walk lakeside”

“It will take a talented operator to make it work”

“Long-term, it's ideal to have a private operator”

“With multi-venue facilities, there is not much economy of scale; each needs to be budgeted differently”

“Beauty of the site is the outdoors”

“Leadbetter encapsulates the history of Camas”

- Consider as a potentially important museum space for Camas and greater Clark County.
- An important part of the Leadbetter story involved the creation of Lacamas Lake to support the Camas mill and the history of the Pacific Northwest's paper industry.
- Comparable facility performance has varied widely over the years. For example, visitor attendance to Portland's Pittock Mansion has increased by about 50% in the last decade. By contrast, event usage at Vancouver's Officers Row venues such as the Marshall House has plateaued in recent years as an existing property can become stale, especially when so many new event venues (for the Vancouver National Trust and other operators) have come on-line in recent years.
- Concern is expressed about the relatively isolated location of the home (both an asset and liability) and likely seasonality of use (weakest in the winter).
- While retail may be difficult at a remote site with seasonal use, possible options to consider include small coffee shop (for lake/trail users) or destination such as florist or small gift shop.

Renovation & On-Going Maintenance:

- Consider retention and incorporation of adjoining Mills (now City) owned Pomaria House, designed within the firm of Portland's best known architect, Pietro Belluschi.
- Also consider creation of a Trust for fund-raising and possible operation of the Leadbetter (and any future potential adjoining) properties.
- It is critically important to get contractors and repair firms who know and are experienced with historic preservation (with an issue being competitive bid/bonding requirements that might preclude small but qualified historic preservation firms).
- Determining signage and access (including for handicapped individuals) to the site is key, people won't get in a bus to travel to the site for an event and service would be costly to fund. Auto access most likely will be from the top of the site (via adjoining properties) but will need drop-off plus service vehicle capacity at the house. Perhaps look to pedestrian/bike access to reduce need for on-site car parking.
- Make the event space technology friendly with latest in audio-visual equipment; determine whether users are responsible to link in to the AV/internet system or if staff support will be provided.
- Consider options and potential sources such as the Washington Trust for Historic Preservation Heritage Barn Program for funding to assess re-use feasibility and identify funding options for restoration and re-use of the structure.
- Determine viability of preserving two dock sites on Leadbetter/Pomaria sites – could be an asset in conjunction with use of Leadbetter Home as event space.

Operations:

- Needed is a reliable operator -- City operation may involve too many public pressures.

- Sort through catering arrangements, including provisions for liquor license. Requiring use of a caterer from a recommended list is suggested as a preferred, lower risk approach.
- With arrangements for outside caterers, it should be possible to operate successfully with a catering/warming rather than full commercial kitchen.

Financial Responsibility:

- Facility will be expensive to operate and maintain – especially if on-site/live-in staff is needed for security. Paying for live-in staff may be more viable if the facility is run as a B&B catering to weddings with overnight rooms as for a wedding party; consider use of Pomaria House or top floor of Leadbetter for on-site manager.
- In addition to on-site staff, there should always be arrangements for back-up personnel.
- Determine the extent to which rehabilitation will need to be ADA-compliant and for what portions of the structure. Some requirements may be waived or mitigated for a historic structure as long as at least the ground floor is fully accessible.
- Conference/meeting space should be considered as more of an amenity rather than major revenue source; revenues will be greater from events such as weddings and receptions. An on-site restaurant might be a “Plan B” use, but difficult to sustain year-round and over time.
- Capital funding is best considered as a joint public private initiative. Direct city funding might involve non-voted limited tax general obligation (LTGO) or councilmanic bonding. The City currently enjoys a strong debt rating with substantial reserve debt capacity.
- While Camas does not have a foundation or trust in place for this specific property, a resource partnership to consider might involve Partners with Camas Parks & Recreation, a private non-profit with fund-raising capacity.
- In situations where a facility is operated by a non-profit on behalf of a City as owner, it is important to have operating arrangements clearly formalized but also responsive to changing conditions over time. A major issue with the Pittock Mansion, for example, is to negotiate new arrangements to ensure that major repairs are made when needed.
- An on-going sinking fund (or financial reserves) should be set, recommended by one source at 2-2½% of property value.

COMPARABLE FACILITIES

In addition to stakeholder perspectives, an added source of input pivotal to this feasibility study has involved identification and characterization of other facilities locally and regionally as potentially comparable to the Camas Leadbetter property. Appendix B to this report provides a detailed listing and profile for each comparable.

Properties profiled include historic properties locally and regionally together with other potentially comparable and/or competitive facilities currently operating in Camas. Included are:

Historic Properties

The Historic Trust (Vancouver – 6 Properties):

- Marshall House
- Artillery Barracks
- OO Howard House
- Providence Chapel
- Red Cross Building
- Evergreen Arboretum

Other Vancouver Officers Row Property (Managed Separately):

- Grant House

Regional Properties:

- Pittock Mansion – Portland
- Ainsworth House & Gardens – Oregon City
- Stimson-Green Mansion – Seattle

Camas Area Event Facilities

Event facilities profiled do not include any identified historic structures. However, the following facilities are noted as important to serve local meeting, event and banquet needs:

- Lacamas Lake Lodge & Conference Center
- Camas Meadows
- Camas Hotel (with lodging)
- Black Pearl on the Columbia

Bed and breakfast facility comparables were also considered but are not extensively covered by this report. An exclusively bed and breakfast concept is not viewed as compatible with facility purposes unless accompanied by substantial event space component (as a primary use) – as with the Camas Hotel.

Summary Observations

Several overview observations can be drawn from review of the comparables considered:

Clark County Excluding Camas Area. Within Clark County (as well as the greater metro area), the market for historic property event spaces has become dominated by the City of Vancouver owned and non-profit operated **Historic Trust**. Seven properties are directly and indirectly affiliated with the Trust – each offering a somewhat different venue with facility

capacity ranging from 30 to 230 (indoor seating) to as many as 500 (outdoor events). All but two of the venues (Evergreen Arboretum and Grant House) offer more meeting/event capacity than likely will be possible with the Leadbetter property. One risk of Vancouver's approach is that the proliferation of multiple venues together with event planner desire for the latest or newest venue option may have dampened demand for longer established facilities. Specifically cited as an example is some loss of appeal for the well-established Marshall House event space on Officers Row.

However, multi-venue management offers the opportunity to more efficiently utilize staff (as for maintenance). Vancouver's Reserve Trust has three managers for its six properties with separate management for the Grant House. The only one of the City of Vancouver properties with on-site dining is the separately operated **Grant House**, though its meeting capacity is relatively small.

Comparables Outside Clark County. Three comparables **outside of Clark County** are of note for their historic character and diversity of approaches to facility management:

- Portland's **Pittock Mansion** is of particular note because of the family connection to the Leadbetter House and as the largest single residential structure of those considered. The main source of revenue is from visitor admission fees – with relatively little income from events due to the need to protect on-site historic furnishings and artifacts. Reception capacity is up to 160 across multiple rooms. The largest single room space (in the basement) can accommodate up to 40. While owned by the City of Portland, the building (but not the grounds) are the responsibility of a separate non-profit.
- The **Ainsworth House & Gardens** venue in Oregon City is an example of a privately operated facility that includes both the historic Main House (built in 1851) together with a more recent Event Facility (with capacity of up to 125) that actually is the venue for most revenue generating activity. Marketed primarily as a wedding venue, the Main House can host the wedding party and also serves as space for smaller meetings.
- Seattle's **Stimson-Green Mansion** was purchased by Historic Seattle, then donated to the Washington Trust for Historic Preservation. Catering and events are handled exclusively by a private concessionaire. The 10,000 square foot home can accommodate up to 150 for a reception and up to 70 seated; fee-paid tours are also available.

Camas-Washougal Comparables. Within the Camas area, four properties are identified as potentially serving a similar market as what might be envisioned for the Leadbetter House. All but the City of Camas Lacamas Lodge property are privately operated:

- The **Lacamas Lake Lodge & Conference Center** is managed by Camas Parks and Recreation on the south shore of Lacamas Lake. The Main Hall has event capacity of up to 168. As noted earlier in this report, the facility is available for classes, private events and public meetings. A warming kitchen and outdoor patio/open deck are also available on-site.

- The **Camas Meadows Golf Club** has meeting space of up to 150 indoor capacity, with all facilities open to the public. Wedding options include a Pavilion Tent (for up to 250). Bar and restaurant facilities are also available on-site.
- Downtown’s **Camas Hotel** is the only identified facility that is marketed as a historic venue. With 25 guest rooms, the hotel also can accommodate up to 55 people for a reception and up to 25 for a meeting.
- Located on the Washougal waterfront, the **Black Pearl on the Columbia** is the newest and now appears to be the largest event space available locally. The 12,500 square foot venue has capacity for up to 1,050 on two levels, or 500 seated. Outdoor space is also available with outdoor patio and east side plaza areas.

Take-Aways for Leadbetter. Taken together, this review of local and regional comparables indicates that while Vancouver/Clark Count offers a large number of potential historic event venues, there are no directly comparable historic facilities directly situated in the immediate Camas area.

While the county-wide market can be expected to be highly competitive, the orientation of east county residents to local venues suggests that there likely is as yet unmet demand for a first-rate, authentic historic event experience in Camas – particularly when the historic connection is to a pioneering family largely responsible for the community’s development as an industrial center in a setting that also values high quality of life.

The relatively small size of the Leadbetter House – relative to the comparables – could be viewed as both a positive and a negative for this property. On the positive side, the small size of the residential structure enables Leadbetter to be positioned as a relatively exclusive, intimate venue, likely able to attract high per capita dollar expenditures – as for facility rentals and catering options.

The negative is that the facility may forego much of the 70-150 attendee segment of the market that comprises a significant part of venue utilization, especially for weddings and larger receptions. This could be mitigated by adding or reconfiguring ground floor space. A larger capacity outdoor venue might also be considered – including possible options for an adjoining tent pavilion or possibly rehabilitation of the existing barn structure.

A final challenge suggested by this review of comparables is that overly strict adherence to the goal of preserving the building *as-is* with little modification may serve to undermine flexibility in use and market staying power over time. This risk can be minimized in a variety of ways – as by use of furnishings which can experience wear and tear and allowing for multiple set-up possibilities including availability of wall space as for A/V projection, flip charts, and event decorations.

V. PREFERRED & ADD-ON USE POTENTIAL

Based on this preliminary assessment of the Leadbetter property and re-use alternatives together with stakeholder and comparables input, it is possible to offer a preliminary recommendation for preferred and add-on uses. The preferred use recommendation relates to revenue generating potential of the ground floor as an event space. A wider range of add-on spaces are recommended for further consideration – with regard to the upper floors of the Leadbetter House and adjoining property.

PREFERRED USE – GROUND FLOOR EVENT VENUE

The ground floor of the Pittock-Leadbetter House is recommended for use as a rental event venue – much as with the Lacamas Lake Lodge but on a smaller scale. This has also been identified as a preferred use concept in discussion with City of Camas management personnel:

- The **Leadbetter House** has 2-3 readily rentable ground floor spaces – an 18x36 foot ballroom (totaling 648 square feet) together with a parlor and dining room (for a combined estimate of 504 square feet), totaling up to about 1,152 square feet of ground floor rentable event area. Due to a 3-room configuration that limits efficient space use, seating capacity for all three spaces is preliminarily estimated at between about 45 up to perhaps 70 participants. More might be accommodated for a reception.
- By comparison, the **Lacamas Lake Lodge** has one primary event space of 33x63 feet (totaling 2,079 square feet) as the main feature of a 4,615 square foot building (of gross building area) – with seating capacity of up to 168. Leadbetter rentable space equals 55% of the rentable event area available with Lacamas Lake Lodge.

Facility Management & Operation

On a preliminary basis, it is assumed that the Leadbetter House might be managed and operated by Camas Parks and Recreation – in a fashion similar to that of the Lacamas Lake Lodge. However, depending on the nature and requirements associated with optional add-on uses, it may be appropriate to consider alternate operating arrangements as earlier outlined.

Capital & Operating Budget

Preparation of a contractor’s estimate for building rehabilitation and site improvements is beyond the scope of this project. This can occur after determination of a full reuse program together with preliminary architectural and engineering evaluation. It is assumed that capital funding will need to come primarily from contributed sources, with rental income not expected to contribute in any significant way to paying for full rehabilitation.

However, it is possible at this time to make an early assessment of potential annual operating budget implications for the ground floor event venue – based on current Lacamas Lake Lodge experience. A preliminary *illustrative* budget is provided by the chart on the following page.

Leadbetter Housing Event Venue Annual Income & Expense Pro Forma (2019 \$)

Income/Expense Line Item	Description	Factors Considered			Annual Amount
		# per Year	Hours/Event	Rent/Hour	
Rental Income					
Main Floor Events	Receptions, weddings	120	4.0	\$150	\$72,000
Single Room Events	Public/corporate meetings	50	2.0	\$75	\$7,500
Upper Floor Income	None assumed w/base case				--
Subtotal Income					\$79,500
Facility Expense		Lake Lodge Amount	% of Lodge		
Personnel Costs	Includes benefits	\$21,600	100%		\$21,600
Supplies & Services	Leadbetter % of Lodge Event Space	\$53,600	55%		\$29,700
User Charges	Netted out of income/exp	Pass-through	NA		--
Upper Floor Expenses	Any tenant to cover expenses	w/NNN lease	NA		--
Grounds Maintenance	Assumed to be covered separately	No estimate	NA		--
Subtotal Expense					\$51,300
Net Cash Flow					\$28,200

Source: E. D. Hovee based on Lacamas Lake Lodge experience. For illustrative purposes only.

For the event portion of the Leadbetter House, this operating projection assumes that:

- Leadbetter will accommodate a similar number of events annually as at Lacamas Lake Lodge that use up to the entire ground floor of the restored home.
- The house might also attract about double the number of meeting events as at Lacamas Lake Lodge in a more intimate setting – whether for one or all three ground floor rooms.
- Rental rates and duration of event will be similar to those of other area comparables – notably Lacamas Lake Lodge, Black Pearl, and Vancouver’s Marshall House (measured on a per attendee basis).
- Despite its smaller size, personnel cost is assumed to be at least equal to that of Lacamas Lake Lodge – perhaps more if this somewhat isolated property is determined to require a full-time on-site staffing presence.
- Other supply and service expenses are estimated as a pro-rata share of operating costs at the Lacamas Lake Lodge.

This pro forma does not include rent or extra expense with the upper two floors of the residential structure. Any such add-on uses should be expected to pay rent that at least covers all incremental operating expenses with upper floor use. Ground maintenance also might need to be covered separately. However, if positive net cash flow is generated on a sustainable basis, it might be applied to defray a portion of these added costs not yet estimated.

ADD-ON USES

Add-on uses considered are those that could serve to complement the primary ground floor event space functions and character of the Leadbetter House. Considered separately are the upper floors of the residential structure and then other potential revenue generating uses of the site.

Upper Floors of Leadbetter House

Upper floor uses that could complement and reinforce ground floor event space use include:

- **Bed & breakfast** – could use either or both of the two upper floors, possibly marketed to wedding bride/groom parties or reception hosts, likely requiring more extensive kitchen remodeling on the ground floor.
- **Museum or interpretive space** – for all or a portion of the second floor with rotating exhibits portraying the history of Camas, the extended Pittock-Leadbetter contributions to the metro region and/or role in paper manufacture and publishing.
- **City and/or private office space** – as for Parks and Recreation personal involved with Camas Legacy Lands Visioning Plan implementation or as premiere executive office space (with rents potentially adequate to support a portion of capital cost and/or ongoing property maintenance).
- **Caretaker's Quarters** – on the top floor whether for the operator of other building uses (as with a B&B host) or as grounds caretaker for this and adjoining City park lands.

The choice of appropriate upper floor uses will be greatly influenced by requirements for elevator access (as for meeting ADA requirements) versus feasibility of elevator construction.

Other Revenue Generating Site Uses

In addition to what happens within the Leadbetter House, there are other uses that might be considered to further bolster revenue generation capacity and visitor appeal of this site and adjoining recreation lands. Examples include:

- **Outdoor terraced seating area** – for weddings allowing greater capacity than is possible with indoor space only – albeit subject to weather disruptions if no covering is provided.
- **Pavilion tent or roofed structure** – a more permanent and weather protected venue for spring/summer weddings and related events than is possible with an uncovered outdoor event space.
- **Barn rehabilitation** – another means of obtaining added event capacity in a distinctive historic structure (but likely involving substantial capital cost for structural and other rehab work).
- **Pomaria house renovation** – for use as ancillary site purposes ranging from event furnishing and equipment storage, park visitors center/coffee shop, or caretaker's residence.

VI. NEXT STEPS

Six key steps are outlined as pivotal to taking Leadbetter House from the point of this initial feasibility study to project funding and on-going operation:

- 1) **Finalize and accept this report as an interim guide to subsequent actions leading to Leadbetter House rehabilitation and associated site improvements.** This draft report will be revised to address questions and comments received. While it is expected that some of the analysis and recommendations may change as a result of public discussion and added feasibility testing, this report can serve in the meantime as a launch point for an initial work program – including steps 2-6 as outlined below.
- 2) **Confirm or revise the recommendation of public event space as the anchor use with renovation.** More work needs to be done to evaluate the functionality and capacity of the ground floor spaces for event use, including specification of kitchen and restroom as well as utility of using the ballroom, parlor and dining spaces for event use. Even prior to more detailed architectural design, input from professional meeting and event planners would be useful to assess viable event configurations, requirements, and resulting potential capacities.
- 3) **Determine how vehicular and non-motorized access will be provided to accommodate and facilitate planned uses for the historic home and associated property.** The question of how road access will be provided, by what modes, and parked will needed to be determined in the context of impacts to event and ancillary space marketability. This should include clear provisions for handicapped and service/delivery vehicle access and parking. It is understood that this work may occur in conjunction with the Legacy Lands Visioning Plan and North Shore Subarea plan processes.
- 4) **Authorize preliminary design and engineering to ascertain design and cost feasibility for the core event space and potential add-on uses.** After completing steps 1-4, it will be appropriate to launch a more formal architectural and engineering analysis for structural, HVAC/utility systems, interior design or reconfiguration for the anchor uses as well as any add-on uses that are determined as warranting added evaluation. This should result in a capital cost estimate for complete building rehabilitation and site improvements. Also important will be review of planned improvements for compliance with requirements associated with National Register historic properties.

A multi-phase capital program might distinguish between: a) near term property stabilization to arrest property deterioration as soon as possible; b) initial rehabilitation of the Leadbetter House; and c) improvements to the grounds including outdoor seating, tent pavilion, nearby barn and/or Pomaria House structures.
- 5) **Determine how the facility and grounds will be managed and operated.** At this juncture, it will be important to assess whether the default option of management and operation by Camas Parks and Recreation remains appropriate or whether alternative arrangements should be explored.

If there is interest in considering a third-party concessionaire or non-profit operator for any significant portions of the property, the City might then undertake a formal or informal Request for Proposal (RFP) process to solicit proposals consistent with City use, operating and financial objectives for the property – including any capital as might be contributed for specified portion(s) of anticipated building renovations or site improvements.

- 6) Formulate and initiate a multi-phase public-private capital funding program.** While no estimate of rehabilitation and improvement cost has been made with this report, experience with similar facilities indicates that project cost could be substantial – likely above the cost of new construction. Rehabilitation of National Register properties is typically funded from a variety of public, other donated and private sources.

Some level of City funding can be anticipated as well as philanthropy, perhaps as coordinated by an existing non-profit such as the Partners with Camas Parks & Recreation organization or a separately created Friends of the Leadbetter House non-profit foundation. A non-profit partner could also be involved in programming of certain on-site activities – as with a museum or interpretive space.

APPENDIX A. PREPARER PROFILE

This reuse feasibility report has been conducted on behalf of the City of Camas by the economic and development consulting firm E. D. Hovee & Company, LLC (E. D. Hovee). Since 1984, E. D. Hovee has provided economic and development consultation on behalf of a range of private, public and non-profit clients – primarily focused in the Pacific Northwest.

Market and feasibility assessments are conducted for hospitality, commercial retail, office, residential, mixed use and related capital investment projects. A particular area of expertise is with event venues – as with meeting/dining/lodging, athletic, equestrian, interpretive and arts facilities – as well as with office, residential and mixed-use development.

Examples of related project assignments include the following:

- Market evaluation of potential economic uses for a 6 ½-acre site on the Rock Cove waterfront in Stevenson, Washington, adjacent to Skamania Lodge property – including boutique lodging, vacation home and/or destination commercial development.
- Market feasibility evaluation for restoration and adaptive use associated with Vancouver’s Officers Row and Barracks projects – including event facilities as with the Marshall House, Grant House and Red Cross building.
- Market feasibility analysis followed by preparation of the development proposal leading to construction of Skamania Lodge – a public-private partnership – in the Columbia Gorge National Scenic Area.
- Preparation of waterfront market and development scenarios to evaluate a potential mix of uses that can be market feasible and address broader public objectives for 40 acres of vacant property on the Columbia River on behalf of a private owner and the Port of Camas-Washougal.
- Evaluation of potential Camp Bonneville reuse in the context of required environmental remediation – including potential for conference center, campgrounds, outdoor school, firing range, retreat center, and/or campground uses.
- Sports field market and financial feasibility assessments for Vancouver-Clark recreation and for private operators of area ballpark facilities.
- Market and financial feasibility assessment leading to rehabilitation of Walla Walla’s historic Marcus Whitman hotel.
- Evaluation of equestrian, amphitheater and concession opportunities – particularly in the context of county fairgrounds – for Clark, Cowlitz and Kittitas Counties.
- Consultation to the National Trust for Historic Preservation and associated National Main Street Center with technical resource team visits across the U.S. for small downtown revitalization, Mississippi River historic site flood recovery, and planning for management, preservation and economic reuse of historic barn structures of the Amana Colonies in Iowa.

APPENDIX B. COMPARABLES REVIEW

This appendix profiles event facilities as might be comparable to what is considered for the Leadbetter property on Lacacmas Lake.

PROPERTIES PROFILED

Properties profiled include historic properties locally and regionally together with other potentially comparable and/or competitive facilities currently operating in Camas:

Historic Properties

The Historic Trust (Vancouver – 6 Properties):

- Marshall House
- Artillery Barracks
- OO Howard House
- Providence Chapel
- Red Cross Building
- Evergreen Arboretum

Other Vancouver Officers Row Property (Managed Separately):

- Grant House

Regional Properties:

- Pittock Mansion – Portland
- Ainsworth House & Gardens – Oregon City
- Stimson-Green Mansion – Seattle

Camas Area Event Facilities

Event facilities profiled do not include any identified historic structures. However, the following facilities are noted as important to serve local meeting, event and banquet needs:

- Lacamas Lake Lodge & Conference Center
- Camas Meadows
- Camas Hotel (with lodging)
- Black Pearl on the Columbia

One-page profiles are provided for each of these comparables on the pages which follow.⁵

The Historic Trust – Six Vancouver Venues

The Historic Trust manages properties on behalf of the City of Vancouver at historic Officers Row, Vancouver Barracks, the Academy and Evergreen Arboretum. Over two decades, the Trust has become increasingly seasoned at preserving and managing properties of historical significance to SW Washington.

Through a master lease with the City of Vancouver established in 2006, The Historic Trust maintains, preserves, and manages the city-owned historic properties on Officers Row and the West Vancouver Barracks including The Marshall House, Artillery Barracks, and Red Cross Building.

Marshall House @ Officers Row



Source: Clark County Assessment & GIS

The Historic Trust acquired Providence Academy in 2015. The web site for the Trust indicates that: “Each venue offers the ideal combination of historic character and modern technologies, including state of the art AV equipment and complimentary wireless internet access.” With 6,885 square feet on two floors, the Marshall House (built in 1886) is the venue operated by The Historic Trust in Vancouver that is most comparable to the Leadbetter House in Camas

Features	Building Spaces & Capacities	Added Notes
Event Space	<ul style="list-style-type: none"> • Marshall House (4 spaces @ 12-100 in, 500 outside) • Artillery Barracks (3 spaces w/banquet capacity @ 30-120 inside, 300 outside) • OO Howard House (2 spaces @ 30-100 inside, 500 outside) • Providence Chapel (chapel seating 230, ballroom table seating 160) • Red Cross Bldg (2 spaces @ 60-120) • Evergreen Arboretum (up to 30) 	<ul style="list-style-type: none"> • All properties are currently City of Vancouver owned (including Officers Row and Vancouver Barracks transferred from U.S. Government) • Audio visual is available in some venues • Separate Historic Trust facility contacts for Officers Row, Vancouver Barracks & Marshall House • Trust properties exclude the separately managed Grant House at Officers Row.
Rental Rates	<ul style="list-style-type: none"> • Marshall House rental fee ranges from \$50-\$150 including 1 hour of event time excluding set up and clean up time (per 3rd party web site wedding-spot.com) • Additional hours @ \$150/hour • Detailed rate information on all properties available by request 	<ul style="list-style-type: none"> • Marshall House may be rented in 4, 7, or 12 hour time blocks – minimum 4-hour • Choose from approved cater list • Music must end by 10 pm • Amenities of dance floor & kitchen (prep only)

Note: Unless otherwise indicated above, all capacities are for 72” rounds with 10 seats per table. Capacities may be 50% to more than 100% for receptions and about the same to better than 100% more for theater seating, depending on room and configuration.

Grant House - Vancouver

Built as quarters for the post commander of Vancouver Barracks in 1846, the Grant House today serves as a “farm to table” restaurant – with elegant dining room, bar, covered veranda, on-site garden and spacious lawns, and private dining rooms for special events year-round.

This is the only restaurant situated as part of Vancouver’s historic reserve. Unlike other event spaces at Vancouver Barracks and Officers Row, the Grant House is privately operated. Operators also opened the Latte Da Coffee House and Wine Bar in 2010.

Grant House @ Officers Row



Source: Clark County Assessment & GIS

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 6,210 square feet of enclosed space on two primary useable levels • Up to 7 rooms available for event rental • Capacity of up to 250 for outdoor reception (no large banquet capacity except for restaurant) • Largest meeting rooms (Club and Fowler) can accommodate 24-40 people • North & South Parlors hold up to 10 ea 	<ul style="list-style-type: none"> • Upstairs rooms – even the entire building – are available for rent for special occasions and events – including weddings, celebrations of life, business meetings and Christmas parties • Fowler Room is the only fully capable AV space on-site • On Officers Row • City of Vancouver owned (transferred from U.S. Government)
Rental Rates	<ul style="list-style-type: none"> • Rental rate information available on request from operator • Third-party wedding-spot.com site indicates starting wedding package rate @ \$7,098 for 50 guests 	<ul style="list-style-type: none"> • Custom wedding packages available

Pittock Mansion - Portland

Constructed starting in 1912 and occupied in 1914, Portland’s Pittock Mansion has been restored and “tells the story of Portland’s transformation from pioneer town to modern, industrialized city through the history and legacy of one of its most influential families.” The mansion was occupied as a residence until 1950. The building is operated to tell the story not only of the Pittocks but of the “growing up” of Portland. The property was added to the National Register of Historic Places in 1974.

The mansion was saved from demolition in 1964, then purchased by the City of Portland/Parks and Recreation and is now open to the public. The private non-profit 501 (c) 3 Pittock Mansion Society was formed as a fund-raising organization and, since 2007, has also assumed responsibility for museum operations. With 120,000 visitors per year, revenues come primarily from admission fees. Operating budget is about \$500,000 per year – with staff of 10 employees.

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 46 room French Renaissance-style chateau on 46 acres • General admission to mansion available by e-ticket purchase for specific date • Events can hold up to 160 for reception 	<ul style="list-style-type: none"> • Grounds include formal gardens managed by Portland Parks • Features early luxuries including central vacuum system, intercoms, indirect lighting, elevator & walk-in refrigerator
Event Rental Rates	<ul style="list-style-type: none"> • Tour general admission rates range from \$8 (youth) to \$12 (adults), \$10 (seniors) • Largest room has 40-person capacity • Not available for weddings or private events but corporate members may host one-time events subject to approval (\$2,000 gold membership) 	<ul style="list-style-type: none"> • Operations are funded primarily by general admission fees plus funds from memberships, donations, grants, facility rentals and museum store purchases. • Parking lot meters being implemented by City to manage site overcrowding and prioritize in-house tours and events.

Both this property and the subject Leadbetter home in Camas were built by Henry Pittock.



Source: <https://www.portlandoregon.gov/parks/finder/index.cfm?action=ViewPark&PropertyID=1127>

Ainsworth House & Gardens – Oregon City

The historic 1851 home of Captain John C. Ainsworth House is set in over 2 acres of gardens with 4,000 square feet of event facilities. Available for indoor and outdoor events, Ainsworth House is billed as “the perfect boutique-sized venue for your wedding” – with three distinct indoor/outdoor settings.

While largely oriented to weddings and receptions, this private property is also available for meetings, conferences and community events. The historic Main House is not directly in use for most events – with the exception of smaller meetings and for the wedding party – with most events held in a separate, newer, multi-purpose event facility.

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 3,000 square foot indoor reception facility with conservatory, garden room and fireside room (125 overall capacity) • Includes outdoor patio and one-acre Pine Tree Garden (125 capacity) • Front lawn available (75 seat capacity) in front of Main House • The Grove (20 seated capacity) • Event parking is available on-site 	<ul style="list-style-type: none"> • Only one on-site event is held at a time • The Ainsworth House (historic Main House) is available before the ceremony for exclusive use of the wedding party with bride’s suite, groom’s lounge and ground floor sitting room for families. • Main house (separate from reception facility) also available for conference use
Event Rental Rates	<ul style="list-style-type: none"> • Venue pricing starts @ \$2,750 or from \$7,650 all-inclusive for 125 guests • Private and community events @ weekday rates of \$125-\$500 per hour (with 10% discount for full day), weekend rates at \$400-\$800 per hour depending on season of year • Winter parties at \$48 per guest (for room and menu – minimum 50) 	<ul style="list-style-type: none"> • Afternoon/evening weddings offer 7-hour bookings plus an hour for rehearsal • Free space for new and emerging local non-profit organizations • Rental of whole complex includes 3 rooms in historic Main House

Main House – Built 1851



Event Facility



Source: www.AinsworthHouse.net

Stimson-Green Mansion – Capitol Hill, Seattle

A 10,000 square foot Seattle landmark home built in 1901 by the Stimson Lumber Family, promoted as “one of Seattle’s most impressive examples of *eclectic architecture*.” The property is currently owned by the Washington State Trust for Historic Preservation. Catering and events are handled exclusively by the private firm Kaspars Special Events and Catering.

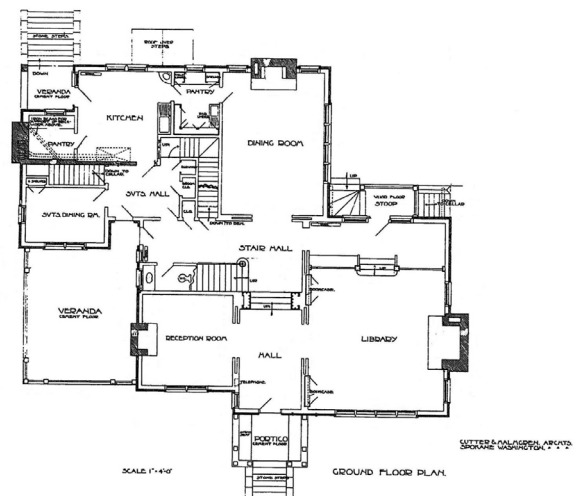
Property Description. Located in Seattle’s First Hill neighborhood, the English Tudor Revival style home features “leaded windows, vintage fixtures, charming fireplaces and unique antiques.” The second owner was prominent Seattle businessman and banker Joshua Green who died in 1975 at age 105. The property was purchased by Historic Seattle then sold with restrictive covenants/easement to the Stimson’s granddaughter, then donated in 2001 to the Washington Trust for Historic Preservation.

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 50-150 reception • 30-70 seated • Adjacent secured 45-space parking • Food/beverage minimum for each event 	<ul style="list-style-type: none"> • Features grand piano, heated/covered veranda, 2 fireplaces, billiard room/table, outdoor garden area. • The library, parlor, dining room and Carriage House available with rental fee
Event Rental Rates	<ul style="list-style-type: none"> • Venue rental range from \$550-\$1,400 • Packages start @ \$4.00 per person including china, glassware & flatware • Full wedding package of \$800 (+ rental) • Parking charge of \$150. 	<ul style="list-style-type: none"> • 20-person “Turkish Room” available at no charge to persons/organizations who are members of or sponsored by members of the Washington Trust • Tours also available @ \$10 to public

Exterior Rendering



Main Floor Plan



Source: Washington Trust for Historic Preservation, <https://www.preservewa.org/info/stimson-green-mansion/>

LACAMAS LAKE LODGE & CONFERENCE CENTER

Lacamas Lake Lodge is designed for events ranging from corporate meetings to wedding receptions. Reservations are made through the Camas Parks and Recreation office.⁶

Located at 227 NE Lake Road – on the south shore of Lacamas Lake, the lodge is on a 5-acre property purchased in 2000 by the City of Camas and developed for \$2.1 million on the site of former Moose Lodge with opening on March 25, 2014. Funding was provided from a \$350,000 Friends of the Camas Community Center donation plus a \$1.85 million, 15-year, 3% interest loan from the State of Washington Local Program. Loan repayment is from parks and open space impact fees and real estate excise taxes.

Lacamas Lake Lodge



Source: www.cityofcamas.us/lacamaslodge/lakelodge

This immediate area also has a connection to the Leadbetter House on the north shore as it was the location of Fern Lodge, a summer vacation cabin used by the Leadbetter family. On-site parking for up to 64 cars together with drop-off area directly adjoins the lodge building. Heritage Park also adjoins the lodge – with amenities including boat docks and ramps, hiking trail, a playground, open space and picnic areas.

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 4,615 square feet building area • Main Hall - 168 capacity • Meeting Rooms A/B – 10 per room 	<ul style="list-style-type: none"> • Main hall overlooks Lacamas Lake with vaulted ceilings, stone-lined fireplace and tall north-facing windows • Includes covered patio/open deck area • Warming kitchen also on site
Event Rental Rates	<p>Main Hall:</p> <ul style="list-style-type: none"> • \$140/hour for Camas residents, \$175 for non-residents • Cleaning/damage deposit: \$500 refundable • Alcohol fee (beer/wine only): \$100 non-refundable <p>Meeting Rooms A/B:</p> <ul style="list-style-type: none"> • \$30/room/hour (Monday-Thursday) • Cleaning/damage deposit: \$200 refundable 	<ul style="list-style-type: none"> • Tables/chairs included in the rental fee • Warming kitchen part of Main Hall rental • Non-profit groups receive a 50% discount off the hourly rate • Public agency fee (Main Hall) \$60/hour • Rental hours 8 am – 10 pm • 5-hour minimum on Saturdays, 2-hour minimum all other days • Reservations accepted 1 year in advance for residents, 10 months non-residents

Camas Meadows Golf Club – Lacamas Lake

While not an historic building and utilized primarily as a golf course, club house facilities are used extensively as meeting and event space serving the greater Camas / east Clark County community.

Property Description. Camas Meadows Golf Club has been billed as Southwest Washington’s premier public 18-hole, Par 72 golf destination. The course is tucked away in the forested wetlands near Lacamas Lake and combines incredible scenery with a uniquely challenging 6,571-yard Championship design.

The golf club has a club house with restaurant and meeting/event space targeted to serve weddings, business/corporate events, parties, and memorials – as well as golf tournaments

Camas Meadows Golf Club



Source: Clark County Assessment & GIS

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 2,500 sq ft Oak Ballroom capacity for up to 150 or subdividable to 2 rooms, 75 ea. • Separate conference room for 12 • Wedding event options include The Pavilion Tent (capacity up to 250), Lower Terrace (150) and Oak Ballroom (175) 	<ul style="list-style-type: none"> • All facilities open to public • Oaks Bar & Grill restaurant also on site • Open air patio available for company retreats & client appreciation events • The club also offers off-site catering
Event Rental Rates	<ul style="list-style-type: none"> • 3rd party web site wedding-spot.com indicates wedding package pricing starting at \$3,049 for 50 guests • More detailed rental rate information available on request from 3rd party vendor or the Golf Club 	<ul style="list-style-type: none"> • Cater to holiday events in December with special holiday themed menu selections

The Camas Hotel – Downtown Camas

The Camas hotel is situated in downtown Camas

The hotel's Atrium is described by the hotel's web site as "a lovely location for meetings, private parties, or simply enjoying a glass of wine."

The hotel is marketed as "an excellent base to explore the region" – from Portland to Fort Vancouver Lacamas Lake and the Columbia River Gorge.

Other B&B and boutique hotels are not included as comparables with this reuse feasibility study. The Camas Hotel is an exception due to inclusion of meeting and social gathering event space.

Camas Hotel



Source: Clark County Assessment & GIS

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • The atrium provides capacity for gatherings up to 25 people • Up to 55-person reception capacity 	<ul style="list-style-type: none"> • Historic hotel in downtown Camas • 25 guest rooms including two suites • Tommy O's restaurant provides lunch and dinner menus in the hotel.
Event Rental Rates	<ul style="list-style-type: none"> • Not publicly advertised, call for pricing information. 	<ul style="list-style-type: none"> • Atrium space suitable for business meetings, conferences & social gatherings

Black Pearl on the Columbia – Washougal Waterfront

As cited by the business web site:

The Black Pearl is an open concept industrial space that can be customized and decorated to fit your needs for your event. Our goal when designing the building was to create a space for the community where you can feel like it's your own.

Located within 5 minutes of downtown Camas, the Black Pearl operates on two levels (linked by a sweeping staircase or elevator).

The Black Pearl advertises availability of space both indoors and outdoors. From the second floor is a 500 sq. ft. mezzanine overlooking the second floor with bird's eye views of Mt. Hood, Portland, and the Port of Camas/Washougal Boat Basin. Along the river side is a connected patio and east side plaza providing opportunity for outside venue and seating.

Black Pearl on the Columbia



Source: Clark County Assessment & GIS

Features	Building & Grounds	Added Notes
Event Space	<ul style="list-style-type: none"> • 12,600 square foot venue • 1,050 total capacity, 500 tables 	<ul style="list-style-type: none"> • 585 capacity upper level, 465 lower level <i>or</i> with tables 230 main, 270 upper • Elevator access to upper floor
Event Rental Rates	<ul style="list-style-type: none"> • Full day rates for entire building range \$3,000 (winter) to \$4,700 (summer) • Separate corporate meeting event rates quoted at base of \$900 for 4-hour block (plus \$100-\$200 for set-up/take-down). 	<ul style="list-style-type: none"> • Extensive rate schedule is available for full day (8am-12am, day (8am-5pm), and evening (5pm-12am) and further adjustable by each of four seasons.

END NOTES

- ¹ This report has been prepared from information sources generally deemed to be reliable. However, E. D. Hovee does not guarantee the accuracy of information from third-party sources, and all such information is subject to revision without notice. The observations and findings contained in this report are those of the author. They should not be construed as representing the option of any other party prior to their express approval – whether in whole or part.
- ² Much of the information on the history of the Leadbetter-Pittock families and their homes is drawn from the *National Register of Historic Places Inventory – Nomination Form*, prepared in September 1978.
- ³ Estimates of Leadbetter house event capacity are based on a review of similar event facilities, often with multiple smaller rooms. Capacity is highly variable depending on whether and in what manner rooms might be consolidated and/or reconfigured. Main floor event capacity might be increased if, for example, some ground floor uses such as the kitchen and restrooms could be located elsewhere (whether on a separate floor or in new adjoining space at ground level). These or other options may be considered further with more detailed architectural review.
- ⁴ Persons to interview were determined in consultation with City of Camas staff.
- ⁵ Information for comparable facilities is obtained primarily from web sites – together with other data available to the consultant and interview contacts. Information is as of 2019 and subject to change by facility operators.
- ⁶ Information for the Lacamas Lodge comparable is from the City of Camas web site: <https://www.cityofcamas.us/lacamaslodge/lakelodge>. Added information is provided by Heather Acheson from the *Camas-Washougal Post-Record* news article “Lacamas Lake Lodge opens its doors to the community,” March 18, 2014.