

Proposal

Willamette Falls Legacy Project

April 15, 2013



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City of Oregon City
Planning Division, Attn: Christina Robertson-Gardiner
221 Molalla Avenue, Suite 200
Oregon City, OR 97045

RE: Proposal - Willamette Falls Legacy Project: Visioning and Master Plan Process

Dear Christina and Members of the Selection Committee,

Willamette Falls is a national treasure that embodies centuries of reverence and use by countless generations. As sacred ground for the Northwest's native peoples and the epicenter of Oregon's industrial beginnings, there is no place in our state that has had a more direct influence on our culture. The vision established by the Willamette Falls Legacy Project must be commensurate with the tremendous power of this place, as this region sets a course for the next century.

As Oregonians who are invested in the quality of our state's most beloved public spaces and successful communities, we consider this as the opportunity of a lifetime. We bring an interdisciplinary, broad-minded, community-oriented approach with a track record of success in both planning and implementation of urban redevelopment and public landmarks. Together, our shared vision can facilitate economic redevelopment that supports Oregon City's ongoing revival, and compose a vital public open space that enriches the lives of those who come here. **Having worked national recognized legacy projects, we bring a design focus that will seek out the essence of this place and create authentic and long-lasting solutions.** The plan will draw upon the best thinking of the local community and stakeholders and result in a place that will touch the hearts and souls of those who come here. Our proposed approach is built upon your work to date, and will achieve:

- **A vision that will inspire current and future generations to continue to enhance and protect this invaluable resource of our state;**
- **A compelling land use application that determines a development ready zone for the site;**
- **An inclusive, culturally-sensitive engagement process that builds long-term champions for the project's future**

We consider working on this effort a great honor. With this proposal, we commit our most visionary thinking, experience and enthusiasm to the important work of establishing a new legacy for this cherished place in our state.

Sincerely,
WALKER MACY, LLC

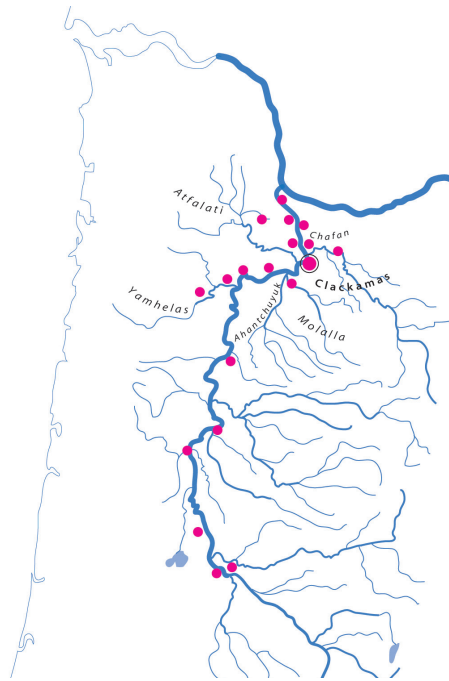


Michael W. Zilis, ASLA, Principal, mzilis@walkermacy.com

- *Mike is the individual authorized to represent the team.*
- *Walker Macy is insured through Hartford Insurance Group. Our policy satisfies the City of Oregon City's insurance requirements per section 13 (b) and (c) of the provided Standard Conditions to Oregon City Personal Services Agreement.*
- *Current Oregon City Business License: No. 6312, Expires 12/31/2013*

Project Team

What differentiates us is that we have planned *and implemented* large-scale redevelopment projects. We understand the public engagement, land use, and visioning processes that truly build champions for waterfront access and that create realistic conditions for development.



We have a long-term commitment to the Willamette River, and have contributed our services to some of the most celebrated redevelopment projects and legacy sites on its riverfront - from Eugene to the Columbia River.

TRANSFORMATIONAL REDEVELOPMENT PROJECTS

Our team members have proven success working together to transform former industrial lands into celebrated community landmarks. We understand today's economy and have helped multi-agency client groups create real catalytic change on waterfronts with complex environmental, cultural, and jurisdictional conditions. We understand how to sequence steps so that initial moves catalyze future opportunities. Our success also comes from our personal pride and investment as Oregonians. We seek to establish a **truly authentic sense of place that is rooted in the heritage of the site, while bringing a broader perspective informed by our nationally-recognized work throughout the west.** As a landscape architect-led team we have an interdisciplinary mindset, an ability to synthesize information, the knowledge of how to balance priorities based on the carrying capacity of the land, and a focus on design that is worthy of a site of this status.

DIRECT KNOWLEDGE OF THE SITE AND OREGON CITY

Our team includes specialists who have worked on previous studies leading up to this project, who are de facto experts on the site's history and environmental aspects: **ESA, George Kramer Company, and KPFF.** In addition, our team includes **Winterbrook Planning, who wrote chapters of Oregon City's code that will guide the land use application for this project and are intimately knowledgeable with the City's current code.**

PROVEN SUCCESS ON THE WILLAMETTE

For decades our team members have worked on major public projects along the Willamette River, from Eugene to the Columbia River confluence. **We truly understand how the Willamette is an essential element of Oregon's identity** and with this contextual understanding we will approach this project with sensitivity and respect. We also bring to the effort a comprehensive technical understanding of the environmental, cultural, and jurisdictional requirements of working on the river, as well as a respect for the native heritage of the watershed.

CREATING A COMPELLING VISION

The vision for Willamette Falls must embody the aspirations of a diverse, regional community of interested constituents – and **create champions that will carry the project forward into implementation.** The vision must provide a compelling roadmap for development that grabs the imagination of the community and potential funders. The vision must be grounded in the realities of the site, economy, and environment; sensitive and comprehensive in the interpretation of the myriad cultural aspects; and innovative in its proposed solution.

INCLUSIVITY IN THE PUBLIC PROCESS

Projects with a compelling vision and authentic concept are rooted in the best thinking of the community. The vision for Willamette Falls must directly reflect the diversity and passion of stakeholders and the interested public. The process must also genuinely respect all stakeholders, including the sovereignty of Native American Tribal Nations. **Our team has a significant track record of successful public engagement for projects of this magnitude. We excel at listening to participants and drawing their input into the design so that it truly embodies the community's desires and ideas.** We articulate to the public how divergent needs can be balanced, and beyond simply gaining consensus, we seek to inform and engage the public in a way that builds momentum, anticipation, and "champions" for the project who will contribute to its ultimate completion and stewardship.

Highlighted Qualifications

- Previous and current work within the Willamette Falls area and in Oregon City
- Success on the region’s great heritage and legacy sites
- Large-scale waterfront redevelopment experience on the Willamette River and other major waterways
- Proven success in removing barriers to development
- Planning for Oregon’s historic small towns that has succeeded in catalyzing economic growth
- Current successful public involvement in Oregon City demonstrating consensus-building and cultural sensitivity
- Track record of positive engagement with Native American Tribal Nations
- Completing complex projects on-time and within the budget

Unique Qualifications

- Team members authored key code chapters and can move swiftly in delivering the land use application within the time frame
- Team members delivered the only MMA to be approved so far in Oregon

Minimum Qualifications

- Substantial capacity and resources to perform the work for the duration of the project
- All team members’ experience exceeds the 5-year minimum. Walker Macy, as prime consultant, has been working on similar projects for 36 years.

Team Organization: Responsibilities and Management

The effort will be led by Walker Macy Principal Mike Zilis and Project Manager Ken Pirie for the duration of the project. Ken will coordinate the consultant team, assigning tasks and keeping a close eye on the schedule and team budget, both of which will require careful management given the critical path required to meet the April 24th Planning Commission deadline and milestones leading to this date. Ken will attend all meetings and presentations and provide the day-to-day communication with the City to keep the project progressing. He will have regular direct contact with the City project manager Christina Robertson-Gardiner to ensure that expectations are met and to meet unexpected schedule shifts. Our core team will closely support Ken, providing their specific skills in design, planning, real estate development and public involvement.



Qualifications and Experience Related to this Specific Project

The following collaborations demonstrate vision and technical capability specifically relevant to the Willamette Falls project.



SOUTH WATERFRONT DISTRICT PROJECTS – Portland, Oregon

WALKER MACY | LOCI | GBD | ECONW | FLOWING SOLUTIONS | KPFF

Projects Included: South Waterfront District Planning and Implementation, Mixed-Use Developments, South Waterfront Greenway Development Plan, Design Guidelines, and Phase 1 Development

Portland's 130-acre South Waterfront District is a multi-firm, multi-agency, 25-year endeavor, envisioned as a high-density, mixed-use urban community with an emphasis on sustainable development and living. Our team's long-term work in this LEED-ND Certified district required visioning, brownfield and waterfront development, public involvement, land use, public-private-partnership, sustainability, and economic development efforts comparable to the work required for the .

Prior to founding **Loci**, **Matt Brown** was City of Portland's lead project manager for planning and delivering transportation and infrastructure projects in the District, such as the Portland Streetcar and Aerial Tram; a Street Plan, with standards and ODOT coordination; construction of streets and utilities in support of the Central District Development Agreement; negotiation of the Development Agreement between the City, OHSU and private developers; and assisting the Planning Bureau in adopting the updated South Waterfront Plan, Zoning Code, and Design Guidelines. **GBD** oversee implementation of the district's master plan, with multiple mixed-use, housing, and medical/higher education projects in the district and design review oversight for new development. **EcoNW** led the production of the District's framework plan and led a negotiating team that structured a key public-private partnership, producing a \$3 billion, 15-year agreement to facilitate buildout. **Walker Macy**, supported by team members **Flowing Solutions**, **KPFF** and others, has been engaged with landowners and agencies (local, regional, state, and federal) to plan and design the South Waterfront Greenway, the district's primary public open space. The plan interweaves human uses with riparian habitat restoration (focused on fish and bird species) at an unprecedented scale. Existing industrial artifacts from the site's long history in shipbuilding and timber are integrated and interpreted in the design. This project offers new a Willamette Greenway segment to the public after a century of dominance by industrial uses.

RELEVANCE

- Synergies of development, restoration, public access, and historic/cultural goals
- Oregon success story in implementing a planned redevelopment of industrial lands on the Willamette Riverfront
- Substantial public-private and intergovernmental partnerships facilitated by team members
- Stewardship for sustainable, job-creating new development interwoven with public space

RELEVANCE

- Synergies of economic redevelopment, restoration, public access, and historic/cultural goals
- Plan outlining removal of barriers to development - now being implemented
- Substantial public-private and intergovernmental partnerships facilitated by team members
- Engagement with Native American Tribal stakeholders

ROSEBURG WATERFRONT DEVELOPMENT PLAN - Roseburg, OR

WALKER MACY

Walker Macy worked with the City of Roseburg to provide a master plan for the South Umpqua riverfront area. This project balanced a range of visions and suggested economic strategies for redevelopment and coordination with potential state highway improvements. The goal was to re-energize downtown and the riverfront by creating a development-friendly setting that could occur alongside public space improvements. The plan addressed city gateways, pedestrian improvements on streets leading to the river, and connections from downtown to the riverfront. The plan also proposed guidelines for private properties facing the river, riverbank restoration, an integrated trail system, and connections to other neighborhoods. Key stakeholders included the Cow Creek Band of the Umpqua Tribe, one of the city's major developers and employers, as well as many public agencies and local business owners. Private development projects began almost immediately after adoption of the plan.

FOOTHILLS DISTRICT FRAMEWORK PLAN – Lake Oswego, Oregon
WALKER MACY | LOCI | GBD | DKS | ECONW (THIRD PARTY REVIEW)

The Foothills District in Lake Oswego represents a very similar case study to the Willamette Falls Legacy project. The 120-acre district has an intense industrial legacy, located on the waterfront next to downtown Lake Oswego. Loci, as a principal member of the development group representing six industrial property owners, led the project team through a development-intelligent planning process that identified and removed barriers to redevelopment.

The project was completed in late 2012 with the adoption of Comprehensive Plan and Zoning Code changes as well as the establishment of the region's first MMA designation and a floodplain mitigation strategy that permits responsible development within the 100 year floodplain. Work included: Overall Urban Design/Development; Scenarios/Master Plan (Loci, Walker Macy, GBD); Comprehensive Plan and Zoning Code Changes (Loci); TPR-compliant Traffic Analysis (DKS); Multimodal Mixed use Area (MMA) designation (Loci, DKS); Detailed Financial Analysis (Loci, EcoNW); Floodplain Mitigation Strategies and Code Updates (Loci); Public/Private Partnerships (Loci, EcoNW); Urban Design guidelines and standards (Loci, Walker Macy, GBD); EcoDistrict Concepts/LEED-ND analysis (GBD)

WILLAMETTE FALLS/BLUE HERON/PGE PROJECTS – Oregon City, Oregon
GEORGE KRAMER CO. | ESA | KPFF | ECONORTHWEST

We will integrate the knowledge of several key team members who have substantial prior knowledge of the site and who provided initial relevant studies for Oregon City, Metro, Blue Heron, and PGE: *Willamette Falls Site Stabilization and Building Assessment Report (2012-13)*, *Habitat and Water Resources Opportunities (2012)*, and *Willamette Falls Industrial Area Request for Determination of Eligibility (2002)*. We have existing working relationships with several of these firms from other projects.

SOUTH END CONCEPT PLAN – Oregon City, Oregon - COGAN OWENS COGAN | DKS

This Urban Growth Boundary Expansion Area Concept Plan will include an annexation plan; housing; neighborhood commercial/mixed-use; natural resource/restoration; Transportation Plan/TPR compliance; public facilities, services and infrastructure; stormwater and urban forest recommendations; school plan; community amenities; and parks and trails. Cogan Owens Cogan designed and implemented a public outreach, education and information plan that includes facilitation of stakeholder advisory team and public meetings; assessing existing conditions; preparing the draft and final Concept Plan; and developing an Implementation Plan, including financing and funding scenarios, comprehensive plan and zoning amendments, TSP amendments, design standards and the adoption process.

OREGON CITY ZONING CODE PROJECTS - Oregon City, Oregon
WINTERBROOK

Winterbrook have gained approval for several recent OC projects, using the master plan process applicable to Willamette Falls, such as the Clackamas Community College master plan. Winterbrook actually helped write the city's zoning code chapter on master planning, in collaboration with the city attorney, as a follow-up to early work done for CCC.

AMTRAK STATION AND CYCLING TOURISM CENTER

Oregon City, Oregon - GBD
GBD is working with OC to provide tenant improvements at the historic Amtrak Train Station. The most recent idea, which has been approved by the city's Urban Renewal Commission, is to turn the vacant building into a passenger station and center catering to cycling tourists. GBD have become directly familiar with OC agency leaders and the downtown business community through this project.



RELEVANCE

- Clear path for development
- Included first approved MMA in Oregon
- Willamette Riverfront redevelopment
- Balance of environmental restoration, historic/cultural, and economic redevelopment goals

RELEVANCE

- Work leading directly into the Willamette Falls Legacy Project
- Comprehensive knowledge of the site's history, environmental, and structural information gathered to date

RELEVANCE

- Great familiarity for the relevant public agencies in Oregon City and an affinity for working with the public in a major stakeholder engagement and outreach process
- Comprehensive knowledge of current planning, economic development, and urban growth ideas in Oregon City

WATERFRONT MASTER PLAN (2001)
Oregon City, Oregon

WALKER MACY | WINTERBROOK
The master plan integrates the City's downtown revitalization efforts and balances economic, recreational, and environmental considerations of the 330-acre Clackamette area. The goals of the plan are to enhance riparian areas; Integrate open spaces; create development themes; Increase employment opportunities; Increase the tax base; Identify public projects; and to reconnect the community to its rivers.

WALKER MACY PRIME CONSULTANT: | PLANNING | URBAN DESIGN | LANDSCAPE ARCHITECTURE

Walker Macy is one of the region's leading landscape architecture, planning, and urban design firms. We lead multi-disciplinary teams through complex redevelopment and town planning projects. Transforming degraded waterfront sites into catalysts for economic revitalization is our specialty.



South Waterfront Park, planned and designed under Mike Zilis' direction, reclaimed the site of a large steam plant. Challenging regulatory and hazmat conditions were met with an innovative approach to restoration and site cleanup. This National and Oregon ASLA Award winning project catalyzed adjacent mixed-use.



The Docks Promenade in Sacramento offers public access to the riverfront after a century of limited public access, industrial uses, and neglect. The project is the first step in the Docks redevelopment District and required significant public involvement, and multi-agency (state, regional, city, federal) coordination.



Corvallis' Riverfront Commemorative Park was a model for interweaving riverfront reclamation with downtown revitalization. Historic First Street was redeveloped as a festival street alongside the park, creating a positive economic "ripple effect" throughout downtown Corvallis' core commercial area, primarily locally owned small businesses.

MICHAEL W. ZILIS, ASLA
PRINCIPAL IN CHARGE | RLA, State of Oregon, #222 | Bachelor of Landscape Architecture, University of Oregon, 1982

Mike has decades of leadership experience in waterfronts, community planning and urban redevelopment. In this project, Mike will take ultimate responsibility for all aspects of the work.

COMMUNITY SERVICE

- Metro, Nature In Neighborhoods Capital Grant Review Committee
- Willamette River Bridge Advisory Committee, 2009
- The Waterfront Center, Board Member

RELEVANT EXPERIENCE

- Oregon City Waterfront Master Plan, 2001
- Foothills District Framework Plan
- South Tom McCall Waterfront Park*
- South Waterfront Greenway and SWF District Projects*
- Historic Columbia River Highway*
- Riverfront Commemorative Park and First Street Redevelopment - Corvallis, OR*
- Sellwood Bridge Redevelopment*
- Metro Greenspaces Studies: Canemah Bluffs and others
- The Docks Promenade - Sacramento, CA*
- River Walk Park Planning, Design, and Mixed Use Studies - West Sacramento, CA
- Camp Withycombe - Clackamas County, OR*
- Gateway District Green Streets Master Plan - Portland, OR
- McMinnville Downtown Improvement Plan
- Milwaukie South Downtown Concept Refinement
- Downtown and Marina Master Plans – Warrenton, OR
- Roseburg Waterfront Development Plan
- Salmonberry Trail Study, Oregon State Parks*

KEN PIRIE, AICP, LEED AP ND
PLANNER | PROJECT MANAGER | AICP #019345 | Master of Urban Design and Planning, University of Washington, 1994

Mr. Pirie is an urban planner with 18 years of project management experience. His work in urban design and waterfront planning combines place-based ecological and cultural understanding to create projects with a deep commitment to sustainability and livable urbanism. In this project, Ken will manage all team members, budget and schedule, deliverables, and day-to-day coordination and communication.

RELEVANT EXPERIENCE

- Foothills District Framework Urban Design Plan
- Gateway District Green Streets Master Plan – Portland, OR
- Bellingham Waterfront District Master Plan
- Creekside District Master Plan - Beaverton, OR
- South Cooper Mountain Concept Plan - Beaverton, OR
- Cottonwood Canyon State Park*
- Salmonberry Trail Study, Oregon State Parks*
- Downtown Redevelopment Plan – Madras, OR
- Milwaukie South Downtown Concept Refinement
- Pioneer Corridor Planning and Design – Boise, ID
- Roseburg Waterfront Master Plan
- South Waterfront Greenway Design Guidelines*
- Warrenton Downtown and Marina Master Plans
- Willamette Park Phasing and Implementation Plan, Portland, OR

* INDICATES CULTURAL LEGACY/HERITAGE SITE

COGAN OWENS COGAN

PUBLIC INVOLVEMENT

Cogan Owens Cogan, LLC (COC) provides planning, facilitation and community engagement to cities, regions and tribal communities throughout the Pacific Northwest. They are currently involved in Oregon City and know the community well.

KIRSTIN GREENE, AICP

MANAGING PRINCIPAL | Master's degree, Community and Regional Planning, University of Oregon | Kirstin is known for her sensitivity to local needs and conditions and ability to deliver consensus-based results, working well with citizens, including neighborhood residents, business owners, service providers and elected leaders.

RELEVANT EXPERIENCE

- Comprehensive Plan Update, City of Lake Oswego
- South End Concept Plan, City of Oregon City
- Tulalip Tribes Neighborhood Planning, Washington
- Complete Communities, Clackamas County
- Smart Growth Outreach (multiple cities), Transportation and Growth Management Program (TGM)
- 172nd North Corridor Plan, Clackamas County
- Portland Comp Plan Update
- I-5: South Jefferson Interchange to US 20 Interchange Environmental Assessment, (ODOT)
- Transportation System Plan Update, Clackamas County
- Greening the Code Outreach Assistance, Washington County
- Oregon Sustainable Transportation Initiative Coordination, ODOT
- Sustainability Action Plan, Corvallis Sustainability Coalition
- Great Communities, Metro
- Roadmap to 2020, Oregon Global Warming Commission

JIM OWENS | PRINCIPAL | International Economics, School of Foreign Service, Georgetown University | Jim is a public policy and community engagement specialist. For more than 35 years, he has specialized in project management, public policy facilitation, citizen engagement, intergovernmental coordination, and land use. Jim is highly regarded for his ability to successfully manage large, complex projects.

RELEVANT EXPERIENCE

- Human Services Transportation Coordination Assessment
- Reviews of Land Acquisition Grant and Watershed Council Support Grant programs, Oregon Watershed Enhancement Board
- Salmon recovery planning facilitation in the Lower Columbia River Basin
- Oregon Department of Fish and Wildlife and NOAA Fisheries
- Public involvement and agency coordination for environmental review of a proposed tribal resort and casino in Cascade Locks
- NEPA oversight for Umpqua Land Exchange, Foundation for Voluntary Land Exchanges
- Public involvement for various federal land highway improvement projects,

ELLEN WYOMING | ASSOCIATE | Ellen specializes in community planning and economic development in diverse communities. She speaks Spanish and Portuguese and focuses on social equity, sustainability and designing effective community engagement strategies for diverse communities.

- Tulalip Tribes Neighborhood Planning, Washington
- South Hillsboro Volunteer Annexation Strategy
- Tsunami preparedness guide project management for Oregon coastal communities, Department of Land Conservation and Development
- Woodburn-Aurora OR Hwy 99E Corridor Segment Plan, ODOT
- Portland Mercado Project, Hacienda CDC, Portlan

LOCI DEVELOPMENT FEASIBILITY | REAL ESTATE SPECIALIST

Loci specializes in the creation of vibrant, diverse urban neighborhoods and the redevelopment of challenging urban/waterfront properties. Drawing on Founder/Principal Matt Brown's extensive experience in both the public and private sector, Loci focuses on identifying and removing barriers to development from a developer's perspective, which often involves addressing a broad range of issues including land use and zoning, transportation capacity, infrastructure services, public/private partnerships, and market/financial analysis.

MATT BROWN

PRINCIPAL | B.S., Landscape Architecture, Cornell University, 1989 | Project Manager, City of Portland Office of Transportation, 1994 - 2005

RELEVANT EXPERIENCE

- Foothills District Framework Plan, Lake Oswego, OR
- Depot Plaza/Warehouse Arts District, Tucson, AZ
- Japantown Corporation Yard, San Jose, CA
- OMSI River Campus, Portland, OR
- Downtown Tucson Infrastructure Study
- Capital City Market/Gallaudet University, Concept Planning, Washington, DC
- South Waterfront District, Portland, OR: Portland Aerial Tram Project, South Waterfront District Transportation Improvements, Portland Streetcar Coordination, Development Agreements
- University of Portland River Campus - Street Vacations Project

GBD ARCHITECTS
ARCHITECTURE | DEVELOPMENT

GBD pursue architecture as a collaborative, inter-disciplinary endeavor. They also have our own in-house branding studio. They are known for beautiful, sustainable projects that serve both development and the community. GBD, Walker Macy, and Loci have collaborated on many projects emphasizing revitalization and adaptive reuse.

KEVIN P. JOHNSON, AIA, LEED AP
PRINCIPAL | Architect: State of Oregon, #2783 | NCARB-Certified | Washington State University, Bachelor of Architecture, 1981 | Washington State University, Bachelor of Science and Architectural Studies, 1980

RELEVANT EXPERIENCE

- Foothills District, Lake Oswego, OR
- Amtrak Station, Cycling Tourism Center – Oregon City, OR
- Crystal Ice Redevelopment, Concept Designs - Sacramento, California
- Triangle Master Plan - West Sacramento, California
- Oregon Science Camp, Programming & Concept Design - Newport, Oregon

AGUSTIN ENRIQUEZ V, AIA, LEED AP
ASSOC. PRINCIPAL | Architect: State of Oregon, # 5378 | University of Southern California, Bachelor of Architecture, 2002

RELEVANT EXPERIENCE

- Lloyd Blocks, Portland, OR
- South Waterfront - OHSU Center for Health & Healing, Portland, Oregon
- The Brewery Blocks - The Henry, Portland, Oregon
- The Brewery Blocks - The Louisa, Portland, Oregon
- Triangle Master Plan, West Sacramento, California
- Salt Lake City Center, Salt Lake City, Utah

WINTERBROOK PLANNING
LAND USE | ZONING

Winterbrook apply complex and interrelated local, state and federal regulations and policies to master planning, natural resource management, code and policy development, and public facility planning. Winterbrook know OC's zoning code intimately: they actually helped write the city's zoning code chapter on master planning, in collaboration with the city attorney.

BEN SCHONBERGER, AICP
SENIOR PLANNER | Master in City Planning, Massachusetts Institute of Technology, 2000

RELEVANT EXPERIENCE

- Clackamas Community College Master Plan– Oregon City, OR
- South Fork Water Board Treatment Plant Master Plan– Oregon City, OR
- Public Works Center Master Plan – Oregon City, OR
- Open Space Acquisition Study – Canemah Bluffs/Willamette Narrows, OR
- Portland International Raceway Master Plan– Portland, OR
- Jim Griffith Memorial Skatepark – Tigard, OR

GREG WINTEROWD
PRINCIPAL AND SENIOR ADVISOR | Master's of Urban and Regional Planning, University of Oregon, 1981

RELEVANT EXPERIENCE

- Waterfront Master Plan – Oregon City, OR
- Clackamas Community College Master Plan– Oregon City, OR
- Future Land Options, UGB and URA Amendments – Newberg, OR
- Columbia Memorial Hospital Alternative Sites Analysis
- Water Treatment Plant Expansion - Lake Oswego and Tigard, OR
- Urban Growth Management Program – Woodburn, OR
- Willamette River Greenway Conditional Use Permit - Corvallis, OR

ECONORTHWEST
ECONOMICS | MARKET STUDIES

ECO has worked extensively in Oregon City and Clackamas County on development feasibility and implementation. In 2011, ECO helped to update the City's economic development strategy and is currently working with the City on a Community Investment Initiative pilot project. Last year, ECO developed a set of working papers related to the Willamette Falls site.

ABE FARKAS
DEVELOPMENT SERVICES DIRECTOR | Ph.D. American Studies, University of Minnesota | M.A. American Studies, Purdue University | B.A. Political Science, Purdue University | Urban Land Institute Inner City Council and Public Private Partnership Council Member

RELEVANT EXPERIENCE

- Hillsboro Downtown Urban Renewal Plan and Redevelopment Strategy,
- South Waterfront District, Portland, Oregon
- Brewery Blocks, Portland, Oregon
- Salem Conference Center and Hotel
- Riverfront Research Park, Eugene, Oregon
- Several adaptive re-use and new mixed use development projects for downtown Eugene, Oregon

LORELEI JUNTUNEN
SENIOR PLANNER | M.A. Community and Regional Planning, University of Oregon | M.A. Public Administration, University of Oregon

RELEVANT EXPERIENCE

- Foothills District Framework Plan, Hillsboro Old Town Reinvestment Strategy, Hillsboro, Oregon
- South Albany Concept Plan, Albany, Oregon
- Lake Grove Village Center Plan Funding Strategy, Lake Oswego, Oregon
- Portland Brownfield Redevelopment, Portland, Oregon
- McLoughlin Area Plan, Clackamas County, Oregon

GEORGE KRAMER COMPANY

HISTORIAN | PRESERVATION

GEORGE KRAMER, M.S., HP

Bachelor of Arts, History, Sonoma State University, 1981 | MS Historic Preservation, University of Oregon, 1989 | Board Member: Historic Preservation League of Oregon; Cultural Advocacy Coalition | Advisor Emeritus, National Trust for Historic Preservation

- Willamette Falls Site Stabilization and Building Assessment Report
- Willamette Falls: Where the Future Began Documentary Narration, Script Advisor
- Willamette Falls Industrial Area Request for Determination of Eligibility
- River Mill Dam and Powerhouse
- Grand Coulee Dam
- Clackamas River Hydroelectric Project

KPFF CIVIL | STRUCTURAL | SURVEY**MARK TOBIN, PE, SE | SENIOR**

ECOLOGIST | Structural Engineering Project Manager | SE Oregon #78836PE |

- Willamette Falls Site Stabilization and Building Assessment Report
- Meier & Frank Warehouse Building Renovation (Vestas), Portland, OR
- White Stag Block Rehabilitation, University of Oregon Portland Campus, Portland, OR
- ODOT Headquarters Building Salem, OR

PAUL DEDYO, PE, LEED AP | SENIOR

ECOLOGIST | Civil Engineering Project Manager | PE Oregon #79701 |

- Waterfront Redevelopment and Urban Design Experience
- Metro, Blue Lake Park Master Plan, Fairview, OR
- Portland Parks & Recreation, South Waterfront Greenway Park, Portland, OR
- Eugene Water & Electric Board, Riverfront Master Plan, Eugene, OR
- Metro, Mt. Talbert Nature Park, Clackamas, OR
- Metro, Graham Oaks Nature Park, Wilsonville, OR

ESA ASSOCIATES

NATURAL RESOURCES

SARAH C. HARTUNG

SENIOR ECOLOGIST

MARJORIE WOLFE, PE, CFM

DIRECTOR

NICOLE CZARNOMSKI, PHD

HYDROLOGIST/ GEOMORPHOLOGIST

- Willamette Falls Legacy Project. Metro and Oregon City
- Integrated Stormwater Adaptive Management Plan (AMP), WES – Clackamas County, OR
- Rock Creek and Rose Creek Conceptual Site and Management Plans, Clackamas County, OR
- Function-Based Oregon Stream Assessment Methodology, Willamette Partnership, Portland, OR
- Clean Water Services (CWS) and Metro Planning Sites, Portland, OR

TURNER CONSTRUCTION

CONSTRUCTIBILITY | COST ESTIMATE

TERRY SHUGRUE | PROJECT

EXECUTIVE

TONY LEON-GUERRERO | ESTIMATOR

- Lloyd Blocks Preconstruction
- Sacred Heart Medical Center
- RiverBend Campus Springfield, OR
- Port of Portland Toyota Facility Renovation
- Rose Garden Arena and Rose Quarter Public Improvements

HRA ARCHAEOLOGY | CULTURAL RESOURCES**RICK MINOR, PHD, RPA**

SENIOR ARCHAEOLOGIST

- Portland General Electric's Willamette Falls Hydroelectric Project FERC Relicensing, including T.W. Sullivan Development and Smurfit Development
- Archaeological Testing at 35CL76, Lockmaster's Office at Willamette Locks, for the US Army Corps of Engineers
- Archaeological Investigations for Oswego Iron Furnace Seismic Stabilization and Restoration, City of Lake Oswego, Oregon

DKS ASSOCIATES

TRAFFIC | TRANSPORTATION

CARL SPRINGER, PE, PTOE

TRANSPORTATION PLANNING LEAD

| Oregon Traffic No. 18910 | MS

Transportation Engineering, UC

Berkeley, 1983

- Oregon City 2013 TSP Update –
- Oregon City South End Concept Plan
- West Linn Transportation System Plan and Update
- Lake View Village Transportation Study – Lake Oswego, OR
- Washington County Transportation System Plan
- Pleasant Valley Concept Plan – Multnomah County, OR
- West Bull Mountain Concept Plan – Portland, OR
- Springwater Master Urbanization Plan – Gresham, OR

FLOWING SOLUTIONS

WATER RESOURCES

ANDREW JANSKY, PE | PRINCIPAL |

BS, Civil Engineering, OSU, MS, Ocean

Engineering, OSU | OSU, Master

Watershed Steward | Professional

Engineer, OR, WA, ID

- Clackamas River Delta Dredge Permitting/Design, Oregon City
- West Linn Fishing Access
- Jon Storm Park Masterplan and Transient Dock, Oregon City, OR
- White Oak Savannah Multi-use Trail, West Linn, OR
- Floating Walkway, Eastbank Esplanade, Portland, OR
- Centennial Mills Redevelopment and Greenway, Portland
- South Waterfront Park Greenway Permitting, Portland

NHC *optional resource* | RIVER HYDROLOGY/FEMA FLOODPLAIN**TODD H. BENNETT, PE | PRINCIPAL**

• FEMA Floodplain Studies, OR, WA, ID, AK

• Willamette River Hydraulic Modeling and Plan

• Tillamook Project Exodus

• Seaside HEC-RAS Modeling

Project Understanding



The waterfall is an incredibly powerful presence in the landscape. The success of this project hinges on getting people close to the Falls to experience its beauty.

Understanding the Core Values: Public Access, Economic Redevelopment, Habitat Restoration, and Cultural and Historic Interpretation

Through the past year of work together, Oregon City and key partners Metro, Clackamas County, and the State of Oregon have determined that the above four core values should guide the revitalization of the Willamette Falls area. These values describe the key ingredients that will balance multiple aspirations for the site. Few places in the country possess the cultural and historic importance of this site. It has been the focus of many cultures spanning centuries. Honoring and interpreting this rich, varied history is a primary responsibility of the Willamette Falls Legacy Project, and if successful, will enrich the experience of all those who visit it. Given the generations of intense industrialization at the Falls, most Oregonians have not had the ability to witness the power and majesty of this place. Providing access not only to the site, but also to the edge of the Falls will change peoples' perception of the river, of the city, and of the immense grandeur of the place.

A sacred Native American gathering place for thousands of years, the land around the Falls became the birthplace of modern Oregon. From the earliest days of harnessing the river's power to the generations of Oregonians who have earned a living here, Willamette Falls has been part of the City's and the region's economic life blood. As this site's physical form is re-envisioned, its active role in the economy of Oregon City will be an important priority. Establishing a framework that encourages a new vitality while building on positive steps taken elsewhere in Oregon City will ensure that this place contributes to the local economy long into the future.

With this new chapter in the life of the Falls, we also have a tremendous opportunity to restore some of the rich habitat that once was the hallmark of the site. Providing riparian and upland habitat improvements will begin to welcome back those important native species that once thrived here. This restoration can also play an important role in educating the public about our collective responsibility to restore important ecologies and help to honor the historic Native American uses of the Falls.

Site Characteristics

Downtown

Downtown Oregon City has the benefit of having a walkable, friendly scale and a collection of high quality buildings. The downtown continues to evolve and become a destination for residents and visitors. Oregon City's street grid actually began at the Willamette Falls site, and reconnecting downtown to the waterfall will add energy throughout the downtown area.

Main Street Reconnection

Oregon City is fortunate to still have the direct connection of Main Street through the site. When reconnected to downtown, it will connect residents, workers and visitors directly the city's history and its natural resources. The quality of this connection will support the redevelopment of the site in providing a significant extension to the fabric of the city.

Highway 99

The highway serves the community and the region as a primary route for goods and services. It also provides an important connection from the region to downtown. How traffic from the site accesses the highway and the potential impacts on intersections and I-205 will play a significant role in determining the allowable carrying capacity of the new development.

Willamette Falls

Given the industrial legacy of the site, the power and presence of the falls has not been witnessed by most Oregonians. When these majestic falls are fully accessible to the public, the entire sense of the Willamette River and the beauty and strength of the natural environment will be changed forever.

Existing Buildings

The site is currently defined by decades of building, then altering structures for industrial use. The on-going salvage operation is removing most of the buildings' equipment and infrastructure, leaving open shells with varying opportunities for adaptation. Even in their current condition, some buildings provide a structure and presence that can provide a basis for redevelopment. These structures will play an important role in interpreting history and helping to define the next century of use on the site.

Historic Elements

Being a culturally significant site for Oregon, this place embodies the history of our state from its geologic beginnings, to its Native peoples' use and reverence, to the birthplace of Oregon and its industry. Respecting and interpreting this rich history will be one of the primary roles of the site redevelopment. Retaining elements of this history on site will provide visitors with an authentic connection to the rich history of our state.

PGE Dam

Being one of the first hydropower generation sites in the western states, the strength of the river has been integral to the settlement and development of Oregon. This rich history continues today as the Sullivan Power Plant operates the dam above the falls and generates power on the West Linn shoreline. This facility and its presence, including access and operation of the dam, will be an important factor in the development of the site.

South Riverbank

The existing railroad spur line along the riverbank south of the main site has great potential to become a trail link between downtown and Canemah Bluffs nature area. This route can provide an accessible route to the public to witness the falls and to enjoy vistas of the river. The riverbank also provides significant potential for restoration and habitat improvements, given its topography and potential for planting.





Downtown



Re-Connect
Main Street



Highway 99



Willamette Falls



Historic Structures



Historic Elements



PGE Dam



Potential Trail
to Canemah

Engagement Process

Given the immeasurable importance of this national treasure, the future of the Willamette Falls will be determined through a robust and inclusive dialogue with stakeholders, the public and interested agencies. A successful approach to visioning and community engagement plan will occur on two complementary and interconnected paths; **one path will focus on working with key stakeholders and the public. The other path will focus on inter-governmental stakeholders, regulatory agencies, and other key project partners.**

Inter-governmental and Project Partner Engagement Path

With City and partner agency staff, we will invite and engage representatives from Tribal Nations (Confederated Tribes of Grand Ronde, Confederated Tribes of Siletz, Confederated Tribes of Warm Springs, Confederated Tribes of the Umatilla Indian Reservation, and Yakama Nation), state and federal government agencies (ODOT, DSL, DLCD, DEQ, EPA, OPRD, ODFW, NMFS, and Metro); Oregon City Planning and City Commissions, Willamette Falls Heritage Area Coalition partners, regional leadership from Metro and MPAC, and congressional representatives and their staff. In order to efficiently build partnerships for implementation, we propose holding a series of Stakeholder Summits. Using the four core values as organizing principles, The first Summit will affirm a vision for the Willamette Falls Legacy Project. The second Summit will focus on the review of scenarios and recommendation of a preferred plan, while the third Summit will focus on implementation and phased improvements at the site. This stakeholder group will have opportunities to interact with each other and the project team between summits. Smaller group meetings will be established for those agencies with regulatory or implementation power to ensure that appropriate dialogue, partnership building, and agreements are made with a focus toward development and implementation of the Master Plan.

Community Engagement Path

A series of community conversations will be held consistently throughout the development of the project with Oregon City neighborhood associations, minority and non-English speaking populations, under-served populations, downtown property and business owners, and other community groups. These conversations will inform the inter-governmental and project partner group. Community conversations with the general public will focus on key messages, public relations, and identifying opportunities for community members to be involved and give feedback at different phases of project. Supporting the community conversations, we will provide other opportunities to connect via a host of informal and formal media outlets, including, but not limited to, Facebook, Twitter, Metro's Opt-In, a city-hosted website updated regularly, a mailing list for e-blasts, community and Oregon City newsletters, as well as newspapers. Three Interactive Community Events will be held at three phases of project development, paralleling the Stakeholder Summits.

These facilitated events are intended to inspire and encourage community members to participate, receive information and provide feedback. The first Interactive Community Event will focus on creating the vision for the Willamette Falls Legacy Project, the second Event will focus on recommending a preferred scenario, and the third will focus on how the plan will be implemented. These Interactive Community Events will be held immediately after the Stakeholder Summits and will be informed by project work to date and the ongoing community conversations. In addition, we recommend at least one Regional event for broader regional interested parties to engage with the planning process. All of these steps are opportunities for neighbors or other city stakeholders to engage with the plan. Because the city's planning commission and its city council will both have public hearings on the master plan/zone change proposal, the way the application is prepared and presented to these groups is critical.



Stakeholder workshops facilitated by Cogan Owens Cogan for Oregon City's South End Concept Plan

Land Use Application

Integrating the vision for the site with the limitations of City and State rules will result in a more robust plan with clear expectations for the kinds of development that can occur. **It is important that preparation of the General Development Plan application proceeds on an aggressive schedule in order for the Planning Commission to begin its deliberations by April 2014.** By integrating Winterbrook Planning throughout the planning process, the team will generate a vision that inspires, while pragmatically responding to regulatory requirements. To best serve the future needs of the site, the master plan submitted should provide a flexible framework for development. The city's development code contains a process, written with the assistance of members of our team, **that allows a master-planned vision for the site, but does not bind the Trustee or a future developer to a specific outcome.** Future property development will pick up the land use process and complete detailed plans under separate reviews as projects come closer to reality. This will enable the site to be developed in sync with economic conditions in the future.

The General Development Plan application will contain measurable development thresholds (such as square feet of building area, vehicle trips generated, or impervious surface added) and will describe how future projects will provide mitigation once these thresholds are reached. Identifying the off-site impacts of different kinds of development, and the ways to mitigate for them, is a key element of the master plan. This approach allows the impacts generated by the development to be addressed, without directly describing what that development will be. Ideally this leads to the flexible, living plan document that has grown out of the visioning process, but can still accommodate a wide range of development ideas.

The ultimate goal of the zone change is the same as that of the master plan: **to create a foundation for future development that will open up a range of attractive development outcomes.** Zoning considerations should not drive the vision for the site, but neither can it be assumed that any idea that comes out of the visioning process is easily approved.

Limiting Uncertainty for Development

A critical component of the Willamette Falls vision is the creation of opportunities for private sector investment and development, leading to the establishment of a vibrant waterfront that helps to enliven the public spaces around the Falls as well as providing fuel for downtown Oregon City's resurgence. Our team brings a clear understanding of what it takes to plan, finance, execute, and operate a successful urban redevelopment project in such a complex setting.

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Identifying barriers to redevelopment activity is the focus of our approach to this project. We will provide a path for addressing each of these issues with the goal of resolving or removing barriers to redevelopment at the conclusion of the process. The following items will be addressed as part of our efforts:

- **ZONING AND LAND USE** – The current Industrial zoning on the site restricts redevelopment potential for other uses, and does not incorporate place-making elements that emphasize a quality public realm and pedestrian environment.
- **INFRASTRUCTURE CAPACITY** – Current infrastructure services must be located and analyzed to determine adequacy to serve future development, and a plan for providing adequate service put in place. This includes water, sanitary sewer, stormwater, franchise utilities, and open space/parks.
- **TRANSPORTATION CAPACITY AND ODOT COORDINATION** – The site is access constrained, with primary ingress/egress located on State Highway 99E. Current and future transportation conditions must be analyzed in order to support proposed zoning changes, with the potential to establish a Mixed-use Multimodal Area consistent with new TPR rules. (The Loci/Walker Macy/GBD/DKS team is the only team to have successfully enacted a MMA in the region to date).
- **SITE CONDITIONS AND PREPARATION** – The current condition of the site poses a significant challenge to redevelopment, including the location and condition of structures and utilities, environmental impacts that may be present, and the cost of bringing the site to a “development ready” state.

- **FINANCIAL VIABILITY** – The various components of the project, including the cost to prepare the site for development, deliver infrastructure and transportation improvements, mitigate floodplain impacts, and implement other public benefit projects (e.g., waterfront parks, environmental/riparian restoration, historic preservation, etc.), must be analyzed as part of an overall development proforma to determine the viability of project proposals. This proforma will consider typical private investment thresholds, including anticipated rates of return, in order to determine or adjust the project approach and ensure the financial viability of the project(s).
- **PUBLIC/PRIVATE AND INTERAGENCY PARTNERSHIPS** – Enacting effective partnerships on the site is critical to the success of the project. This includes structuring appropriate public/private partnerships to encourage collaboration between private developers/investors and the public sector as well as interagency partnerships, especially as it relates to the riverfront and historic/cultural use of the property.
- **MARKET AND FEASIBILITY ANALYSIS** - Propelling the Willamette Falls Legacy site to a more vibrant future requires objective grounding in regional market conditions, trends, and economic development policy objectives. We will assess demographic and economic conditions in the context of current and likely future market conditions, potential uses, partnership opportunities, and financing options. With this information in hand, the team will evaluate property characteristics to determine which areas and buildings on the site are most ripe for development and which infrastructure projects have the greatest potential to catalyze other development.
- **PHASED IMPLEMENTATION PLAN DEVELOPMENT** - The complexity of the site and limited funding suggests to us that a detailed phasing and implementation plan will be needed to realize the vision for the Willamette Falls site, with opportunities for “early wins” and visible change on the site.



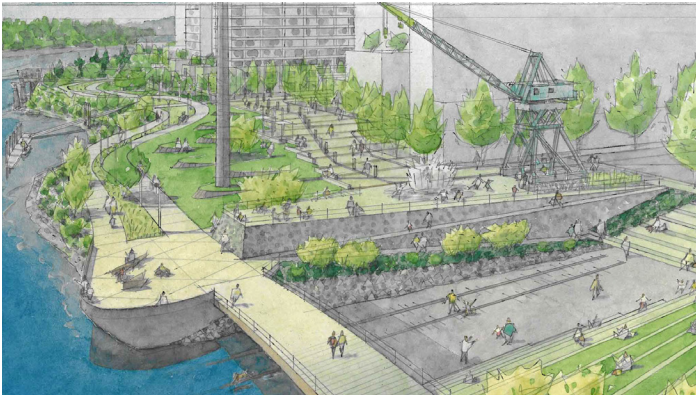
Natural Resources

Willamette Falls is a natural barrier to upstream migration of fish, especially during summer and fall low water flows. Numerous Native American Tribes, understanding this barrier, established fishing villages in the vicinity of the site. A number of fish species are found in the river, including at least six federally listed threatened, endangered, or sensitive species. The number and variety of wildlife species using the site has tapered over the past century, with the conversion of natural areas to intense industrial and power-generating uses. Habitat areas currently found on site are small and fragmented. However, these remnant natural areas do provide some habitat value and are important due to the relative scarcity of habitat in the area. The site and immediate environs contains a number of locations that can be enhanced to improve habitat. These areas include the basalt outcrops and rocky substrate, riparian areas that can be revegetated, and enhancement of the lagoon area adjacent to the site. **Thinking creatively, it may be possible to repurpose some of the remnants of the industrial era as structured areas that can provide habitat.**

Floodplain Determination

After the Flood of 1996, concern about development near floodplains peaked. As a result, Metro drafted a model ordinance that was adopted by local governments to guide future development. The ordinance included two main points, first that FEMA flood mapping may not accurately predict flood extent, and second that development should do no harm related to flood capacity. A series of high resolution aerial photos were taken at the peak of the flood and these have been used to develop a map of flood extent. The requirement is to use the higher of either the 1996 flood inundation line, or the FEMA elevation.

To reconcile the elevations and quantify the difference, we will study the 1996 photo, and the City mapping created from that photo, to identify transitions from land to water. Then our team will survey to accurately collect elevation data based on the FEMA map datum. With some simple mathematics, the actual difference can be calculated and a profile of actual elevations created over the length of the site. Because of the proximity to the Falls, a significant drop in elevation along the site downstream is expected. This elevation can then be used to determine how much fill might be required to raise portions of the site 1 ft. above the flood elevation for a habitable structure.



The integration of identity-defining physical relics into the site, buildings, and interpretive program is a hallmark of our team's work. The South Waterfront Greenway Development Plan (top) proposes interweaving the texture left behind by former shipbuilding uses of the site into the public trail and riparian restoration areas. GBD's celebrated Brewery Blocks project (middle) honors the iconic Henry Weinhard's brewery with preservation of prominent elements such as the smokestack. Walker Macy's recently completed Docks Promenade project in Sacramento (bottom) reveals the historic floodwall along the entire extent of new linear parkway.

Revealing History

There is no other place in Oregon with this deep layering of history, from millennia of basalt flows and catastrophic floods, to many generations of Native American settlement and Oregon City growth. Our vision plan will gain its richness from honoring and interpreting all of these stories equitably and will prepare Oregon City for the setting of a "new layer."

The entire area surrounding the Falls, including the former Blue Heron Paper plant, is one steeped in the history of the Pacific Northwest. For millennia, the Falls have been a focal point of Native American tradition, where Tribes from throughout the region have gathered to fish and trade. Building on the natural power of the falls, and the barrier to river transport they formed, Oregon City became the first incorporated city west of the Missouri River; a bustling community of homes, of mills, shops, and the west's first newspaper. The Oregon Woolen Mill, one of the first large scale industrial ventures in Oregon, was built here and its foundation stones still stand within the project area. Flour mills and other industry followed. Paper production was established in Oregon City in 1908, and remained a major part of Oregon City's economy for over a century.

Much of the project site has been formally Determined Eligible for listing on the National Register of Historic Places by the Oregon SHPO. Identifying new uses for existing buildings not only preserves Oregon City's history, but may allow future projects to access significant State and Federal tax incentives that reduce the costs of development. Some of the buildings on the site are in relatively good condition, with natural lighting, flexible floorplans and considerable historic character that provides multiple opportunities for re-use design, that can result in attractive and unique spaces to support Oregon City's long-term economic success.

Native American uses, Oregon history, and the industrial character of much of the site can play an important and effective in informing the redevelopment design. Re-using buildings, respecting the traditional gridded street system and selective retention of built site features, such as the Woolen Mill foundation, provides for valuable connections to the past. The team will build on work done to date to efficiently identify those historic structures that possess historic value and that can be viably rehabilitated and repurposed.

Approach and Availability to Meet Time Limits

You and your partners have given this important project a tremendous head start. Working with you, we will carry this work forward towards three key outcomes:

Creating a Vision

The vision will set the course for the next century of evolution for Willamette Falls. It will establish a compelling aspirational approach commensurate with the importance and power of the site. This vision will inspire current and future generations to continue to enhance and protect this invaluable Oregon resource. From this vision, clear action steps for implementation will be determined – ranging from near-term, early steps that will build a groundswell of public excitement and support, to long-term, comprehensive improvements.

Master Land Use Application

We will meet the April 24, 2014 deadline with a land use application that provides both certainty and flexibility to determine a development-ready zone for the site.

Building Champions

Through a broad and inclusive process we will build constituents for today's challenges and long-term partners committed to seeing the effort through to its redevelopment. Champions will include local, regional, state, and federal agencies, non-profit organizations, and other partners who can facilitate and fund future implementation steps.

Project Delivery Structure

PROJECT MANAGEMENT TEAM: Christina Robertson Gardiner, Tony Konkol, Jim Desmond, State, County, Trustee. Walker Macy, GBD, LOCI, Cogan Owens Cogan, Winterbrook.

CORE CONSULTANT TEAM: Walker Macy (Prime), GBD, Cogan Owens Cogan, Winterbrook, EcoNW, Loci

TECHNICAL ADVISORY COMMITTEE, with two focus areas:

DEVELOPMENT FOCUS will include regional real estate experts and Turner Construction, led by ECONW and Loci as well as KPFF and George Kramer. The TAC will discuss transportation/MMA issues when applicable with ODOT representatives (led by DKS and Winterbrook);

RIVER FOCUS will include team members Walker Macy, Flowing Solutions/NHC, and ESA, as well as representatives from DSL, DEQ, and OPRD.

STAKEHOLDER AND INTERGOVERNMENTAL GROUP

including Planning Commission representative, led by Cogan Owens Cogan

TRIBAL ENGAGEMENT

Led by Cogan Owens Cogan

PHASE 1: PROJECT START UP

- 1.1 The Walker Macy Team and Christina Robertson-Gardiner will confirm the project scope and create a detailed project schedule to accomplish the project by April 2014. This scope will include a public involvement plan integrated with the planning process and a clear path to preparing the General Development Plan land use submittal in early 2014.
- 1.2 Kick-off meeting with a group that will serve as the ongoing oversight for this project, the Project Management Team (PMT—consisting of key staff from Oregon City, Metro, Clackamas County, State agencies and the Trustee). This kickoff will serve to introduce a team that will collaborate for a year, confirm goals and establish key target dates. This group will have a standing meeting every week to ensure continuous coordination and close communication. We propose to conduct these in Walker Macy's offices so that all of the planning tools are available during the discussion. Project Manager Ken Pirie will also coordinate on an ongoing, regular basis (at times daily) with the Oregon City team.
- 1.3 If appropriate, it may be beneficial to schedule a kickoff interview with the Trustee, separate from the PMT, to accurately gauge their positions and interests
- 1.4 Kick-off Community Engagement Design Meeting will outline and refine the public engagement and public relations/messaging plan. This meeting will also review the existing list of potential stakeholder committee members and confirm their points of involvement through this process.
- 1.5 Kick-off Technical Consultant Team meeting will gather entire technical resource team with core team to review project scope of work and schedule and identify critical points of participation for individual team members.
- 1.6 Coordinate a kickoff TAC to summarize available background information and critical technical issues to consider in this project
- 1.7 Our team's Community Engagement team will prepare a draft media and PR strategy
- 1.8 Walker Macy will ensure that team members obtain all relevant reports through the establishment of a shared FTP/Project Management website. We propose using Basecamp software which allows real-time sharing of documents and ensure widespread notification and daily updates for participants. Walker Macy will also coordinate obtaining GIS and survey mapping information from City and/or previous consultants for the purpose of creating a base map for the team.

MEETINGS

- Kickoff coordination meeting (#1) with City/PMT
- Kickoff complete consultant team
- Kickoff TAC meeting
- Kickoff engagement coordination meeting (#1) with City

PRODUCTS

- Final scope of work and project schedule
- Meeting notes
- Draft media and PR strategy
- Base maps

SCHEDULE

- June-July 2013

PHASE 2: ANALYZE AND SUMMARIZE BACKGROUND INFORMATION

- 2.1 Conduct Site Visits:
 - Core Team and PMT Site Tour
 - Site Visits by Core Team for initial idea generation
 - Technical site visits as needed by technical resource team to confirm initial review of information
 - Stakeholder group Site Tour(s)
- 2.2 Each technical team member will prepare a brief summary memo to identify key background research to date and any missing technical information or further studies needed. These memos will be collated into one summary memo. Key topics will include:
 - Hydrological interests and issues (including DSL requirements, greenway regulations and implications for the Land Use submittal)
 - Transportation key issues:
 - Review the location and quality of site access for all travel modes including highway crossings
 - Show areas where current transportation facilities do not comply with City or Regional guidelines (based on prior studies) and suggest areas to explore solutions
 - Identify applicable parking standards and available supply in downtown (based on prior studies)
 - PGE interest and issues
 - Railroad parameters such as easements, setbacks and ROW widths
 - Contamination locations and issues
 - Endangered or sensitive species at the site
 - Historic and other structures and archaeological considerations. Review potential for reuse/rehabilitation
- 2.3 Prepare a set of site analyses and opportunities/constraints diagrams and maps that summarize the existing information in a graphic format.
- 2.4 Floodplain determination. Flowing Solutions and KPFF will initiate a survey of key points on site and obtain a 1996 aerial photo to begin confirming the location of the floodplain.
- 2.5 Key team members and PMT will convene a comprehensive regulatory scoping meeting to develop permitting strategy, identify agencies with jurisdiction and begin shaping timeline. This meeting should also begin to note if the existing code language (Ch 17.65) is sufficient for a project of this magnitude and complexity and if any adjustments are required, to avoid project delays.

- 2.6 Conduct a preliminary market review to evaluate development potential and limitations, with analysis of regional and local market conditions
- 2.7 Team will review findings of existing technical conditions and site analyses with TAC.
- 2.8 Community Engagement team will commence individual stakeholder “Community Conversations,” including outreach with:
 - Native American Tribes (Grand Ronde, Warm Springs, Siletz, Umatilla, Yakama)
 - Local business organizations
 - Local citizens groups
 - Environmental and historic advocacy organizations
 - Former Blue Heron employees
- 2.9 The citizens of Oregon City and the region will be invited to review a summary of existing conditions findings and provide their initial ideas and aspirations for this project at Community Interactive Event #1: Creating the Willamette Falls Vision
- 2.10 Conduct Stakeholder Summit #1 (with stakeholder/intergovernmental group) to define issues, opportunities, concerns and aspirations as part of the vision development
- 2.11 Team will review findings of existing technical conditions and site analyses with the City Commission and Planning Commission (if appropriate)
- 2.12 Work with the City and PMT to prepare a project brand, develop key messages, and prepare graphic materials (for project information, posters, website, social media, surveys, etc) for outreach communications throughout the project.

MEETINGS

- Weekly coordination meetings and calls with PMT
- Site visits
- TAC
- Stakeholder Summit #1
- Community Conversations
- Community interactive event #1 (Open House)
- City Commission and Planning Commission (if appropriate)

PRODUCTS

- Summary Background Technical Information Memos
- Site Analysis and opportunities/constraints diagrams
- Preliminary Market Review memo
- Initial regulatory scoping memo
- Open House exhibits
- Meeting Notes, including summaries of stakeholder and public comments

SCHEDULE

- July to mid-September 2013

PHASE 3: PREPARE INITIAL REDEVELOPMENT SCENARIOS

- 3.1 Team will update technical memos and site analyses as needed based on input received and information generated.
- 3.2 Develop initial framework scenarios based on information gathered, national examples, and input received. These scenarios will represent broad, thematic options for the site that explore the site's capacity and highlight general opportunities and constraints. They will lead to more detailed alternative drawings in the next phase.
- 3.3 In design session with the PMT, core team will present and thoroughly discuss initial framework scenarios, with emphasis on:
 - Development opportunities
 - Community connections and access
 - Cultural and historic significance of site
 - Opportunities for river access and protection/enhancement of significant natural resources
 - Barriers to development and mitigation ideas
 - Initial land use application impacts and information needed for submittal
- 3.4 Evaluate market feasibility of scenarios.
- 3.5 Refine this information and present to the TAC. The TAC will evaluate the broad financial feasibility of these scenarios, the initial analysis of floodplain implications, as well as the viability of public space proposals. Initial scenarios will be further refined with TAC's input.
- 3.6 Concurrently, DKS will prepare a review of preliminary transportation off-site impact and mitigation measures for the purposes of MMA designation. This will include:
 - Coordination with MMA boundary discussion
 - Compilation of relevant operational and safety issues within the interchange area, as needed, for MMA depending on proximity to I-205 (largely available from past studies)
 - Comparison of off-site impacts for nearby locations outside of MMA
 - Transportation work will include coordination with City staff (and consultation with ODOT)
- 3.7 Community Engagement team will continue individual stakeholder 'Community Conversations' and ensure website and related materials are up to date.

MEETINGS

- Weekly coordination meetings and calls with PMT
- TAC
- Community Conversations
- Planning and City Commission Work Sessions (if appropriate)

PRODUCTS

- Updated memos and site analyses
- Initial framework scenarios/diagrams
- Initial market feasibility memo

- Sketches/info developed at design work sessions
- Meeting Notes

SCHEDULE

- September 2013

PHASE 4: PREPARE DETAILED PLAN ALTERNATIVES

- 4.1 Refine Scenarios into plan alternatives
- 4.2 In two design sessions with the PMT, thoroughly discuss detailed plan alternatives based on the favored elements of the initial scenarios. This may take the form of a strong base concept with alternatives for specific areas on site. Refinements will begin to consider utility and infrastructure implications
- 4.3 DKS will consider how alternatives will affect MMA designation, evaluating:
 - Operations / safety and pedestrian connections of redeveloped area to existing downtown OC
 - New railroad crossings and clearance requirements, if required
 - Appropriate locations for transit / rail stops
- 4.4 Review the alternatives in consideration of initial land use impacts and initiate first steps in preparation of land use submittal.
- 4.5 Turner Construction will prepare a planning-level order of magnitude cost estimate for each Alternative.
- 4.6 Test market feasibility of alternatives.
- 4.7 Team will present and discuss plans with the TAC. Each alternative will include building envelope options for development areas, as well as a draft program and planning-level cost estimates, to be evaluated by the TAC. The TAC will also evaluate the public space proposals and regulatory implications and specifically focus on the findings of a preliminary aerial-photo-based interpretation of the 1996 Flood.
- 4.8 Team will conduct Stakeholder Summit #2 (with stakeholder/intergovernmental group) to review initial scenarios and plan ideas.
- 4.9 Team will conduct Interactive Community Event #2 (and update website and related materials).
- 4.10 Team will also conduct a Regional Open House/ Interactive Community Event and presentation, potentially at Metro HQ, recognizing the regional importance of this project and level of interest from Metro-area citizens. This open house to review concepts could also be tied to a lecture by a visiting expert with work experience on a precedent project.

MEETINGS

- Weekly coordination meetings and calls with PMT
- Stakeholder Summit #2
- Interactive Community Event #2
- TAC

PHASE 4 PRODUCTS

- Draft MMA Ordinance
- Refined Plan Alternatives
- Order of Magnitude Cost Estimates
- Summaries of stakeholder and public comments
- Schedule
- October-early November 2013

PHASE 5: PREPARE A PREFERRED MASTER PLAN CONCEPT

- 5.1 Prepare a Preferred Master Plan Concept based on the favored elements of the Alternatives.
- 5.2 Plan will also include a conceptual Phasing strategy that will include options for quick implementation of key steps in redevelopment and public access soon after approval is granted for the rezone.
- 5.3 Review Preferred Plan for infrastructure/utility implications (Turner Construction and KPFF will prepare a planning-level order of magnitude cost estimate for the Preferred Plan.)
- 5.4 Preferred Plan will include a strategy for circulation and public access to and from the property and identify opportunities to connect the site to surrounding amenities on both land and water.
- 5.5 DKS will consider how alternatives will affect MMA designation, evaluating:
 - Operations / safety and pedestrian routes connecting redevelopment with existing downtown
 - New railroad crossings and clearance requirements, if required
 - Recommend non-motorized connections to the site
 - Identify suitable performance measures for monitoring and implementation (e.g., safety, accessibility, etc.) to replace the mobility standards within the MMA
 - Identify management concepts to reduce off-site impacts
 - Appropriate locations for transit stops
- 5.6 Begin preparation of GDP Land Use submittal.
- 5.7 Team will present plan to TAC to assess the Preferred Plan's public space options, building envelope options and FAR for development areas, as well as presenting planning-level cost estimates.
- 5.8 Conduct Stakeholder Summit #3.
- 5.9 Team will conduct Interactive Community Event #3 to present Preferred Master Plan and receive comments and describe upcoming Land Use review public process.
Conduct guided Tours to describe Preferred Plan to the public (we present this as optional—if it is safe, once site salvage activities have been completed)

MEETINGS

- Weekly coordination meetings and calls with PMT
- TAC Meeting
- Stakeholder Summit #3
- Interactive Community Event #3

PRODUCTS

- Preferred Plan and supporting graphics
- Order of Magnitude cost estimate
- Transportation System Management Recommendations and MMA Ordinance
- Planning and City Commission Work Session (if appropriate)

SCHEDULE

- November – mid-December 2013

PHASE 6: DEVELOP A GENERAL DEVELOPMENT PLAN AND ZONE CHANGE APPLICATION

- 6.1 Team will write the Quasi-Judicial Land Use application for the master plan on behalf of the applicant, according to (OCMC 17.65). It will include all of the relevant existing conditions mapping and narrative as listed in OCMC 17.65.050. The application shall be submitted in time to be heard at the April 24, 2014 Planning Commission Hearing. (Submission date is assumed to be 90 days prior to the hearing date.) This application will request rezoning for the site and amend the Comprehensive Plan designation, changing the property from GI-Industrial to MUD-Mixed Use Downtown (or equivalent). The Application narrative and graphics will also address:
 - Clarification of the flood plain boundary (based on review of FEMA maps and analysis of the 1996 Flood)
 - Identification of off-site impacts and mitigation projects necessary to address the identified impacts.
 - Infrastructure improvement cost estimates and conceptual utility layouts and conceptual stormwater treatment options.
 - Financial framework plan
 - Site circulation plan, including:
 - Compliance to the Regional Transportation Plan (RTP) Transportation Planning Rule (TPR) and adoption of a Multimodal Mixed-use Area (MMA)
 - Implementation/monitoring requirements for MMA
 - Improvements that require an amendment to the TSP
 - Phasing options for recommended package of off-site and on-site transportation improvements
 - General roadway cross-sections (assuming that detailed cross-sections and road layouts will be part of more detailed subsequent packages)
 - Identification of lands available for open space, public access and development, allowing for potential partition of public open space parcel.
 - Impacts of the proposed development on inventoried Goal 5 natural, historic or cultural resources within the development boundary or within two hundred fifty feet of the proposed development boundary.
 - Identification / incorporation of innovative design

approaches and strategies appropriate for the site, including proposed general development standards, height limits, lot coverage and setbacks

- 6.2 Team will prepare all required supporting graphics to accompany the Land Use application.
- 6.3 A Draft Application will be reviewed by the PMT (and necessary Oregon City and ODOT staff) to ensure materials meet submittal requirements and that text is legally defensible and appropriate. Application will be revised and submitted for detailed review by Trustee, whose agreement must be obtained in order to proceed.
- 6.4 TAC review of land use application exhibits (if necessary).
- 6.5 Materials will be revised as needed for final submittal.
- 6.6 Application will be submitted by Team on behalf of the City.

MEETINGS

- Weekly coordination meetings and calls with PMT
- PMT, Trustee and TAC review of land use application.

PRODUCTS

- Draft and Final Land Use Submittal

SCHEDULE

- Our team understands that various City departments require 3 months of review prior to PC review, so this Application will need to be submitted in January.

PHASE 7: PREPARE FOR PLANNING AND CITY COMMISSION HEARINGS

- 7.1 Team will prepare PC presentation graphic materials.
- 7.2 Team will discuss presentation strategy with PMT.
- 7.3 Team will attend and assist with presentations for an estimated 4-7 PC Hearings, as requested. Team will attend and assist in presentations to City Commission on zone change and comprehensive plan amendment .

MEETINGS

- Representatives of the consultant team will attend all public hearings related to this project. A maximum of 7 Hearings are assumed.

SCHEDULE

- Due to 45-day Review Requirements, the absolute last day to submit the Land Use Application will be March 10 (45 days prior to April 24th).
- May 2014 City Commission hearing

PHASE 8: PREPARE MASTER PLAN REPORT

- 8.1 The process and plan will be summarized in a well-illustrated concise document that includes sections on:
 - Community Engagement
 - Site Analysis
 - Background Information (and gaps)
 - Alternatives studied
 - Preferred Alternative with cost estimates
 - Market study and financial implementation and strategy plan that will guide and educate elected officials and the general public on the fiscal and political approach needed to implement the vision.
 - Report will make use of text used in narrative for
- 8.2 Team will review drafts with the PMT.
- 8.3 Draft Report will be revised and finalized.

MEETINGS

- Review drafts with PMT

PRODUCTS

- Draft and Final Report

SCHEDULE

- 3 months after Final City Commission hearing and plan approval (to ensure that plan reflects latest information.

Project Management and Administration

The effort will be led by Walker Macy Principal Mike Zilis and Project Manager Ken Pirie for the duration of the project. Ken will attend all meetings and presentations and provide the day-to-day communication with Oregon City to keep the project progressing. He will have regular direct contact with the City project manager Christina Robertson-Gardiner to ensure that expectations are met and to meet unexpected schedule shifts of the work.

In addition, we propose a Project Management Team to guide this complex process. This PMT will include Christina, Tony Konkol, Jim Desmond, the Trustee (Robert McKittrick), State representatives (likely OPRD and the Governor's Office) and County staff. The PMT will be attended by members of the core consultant team (Mike Zilis, Ken Pirie, Kevin Johnson, Matt Brown, Kirstin Greene and Greg Winterrowd.) A weekly PMT meeting is proposed to be held at Walker Macy through the duration of the project to ensure consistent and effective communication and an efficient process. This PMT can also meet periodically in Oregon City. Ken Pirie will work closely with Ellen Wyoming and COC in the preparation of agendas and presentations for meetings.

Public and Agency Involvement Plan

Cogan Owens Cogan is skilled at identifying community concerns and ensuring that public engagement is clear, open and fair and they will facilitate all meetings and coordinate with the team and City staff on ensuring a smooth process. The Walker Macy core team will be active contributors to meetings, taking input in a legible, graphic way and helping to communicate design ideas over maps and diagrams in a dynamic way during the meetings. Our team will also provide graphic and written materials as needed to a project website hosted and updated by Oregon City staff, as well as any project newsletters prepared by the City.

The land use process has its own public involvement component that will be fully coordinated with the overall public involvement plan. This includes neighborhood meetings, public notice, and public hearings.

Availability

Our carefully researched, efficient scope of work and schedule propose a clear path to meeting the time limits of the project. To meet this aggressive schedule, our team's key staff will devote large portions of their time to this effort. Ken Pirie has a majority (up to 60%) of his billable time available during the time frame proposed, which would allow him to make this project the focal point of his work for the duration of the project.

Capacity

Walker Macy is one of the largest landscape architecture firms in the Pacific Northwest. We have the substantial staff capacity to meet all project deadlines and produce deliverables of the highest quality.

Schedule

The schedule on the following page illustrates the sequence of phases of work and demonstrates how the team will meet the project's time limits. This schedule accounts for times of year when public and private sector availability is limited (such as late December) and anticipates these slow-downs so that the project does not lose momentum at any key junctures.



Historic Willamette Falls Postcard

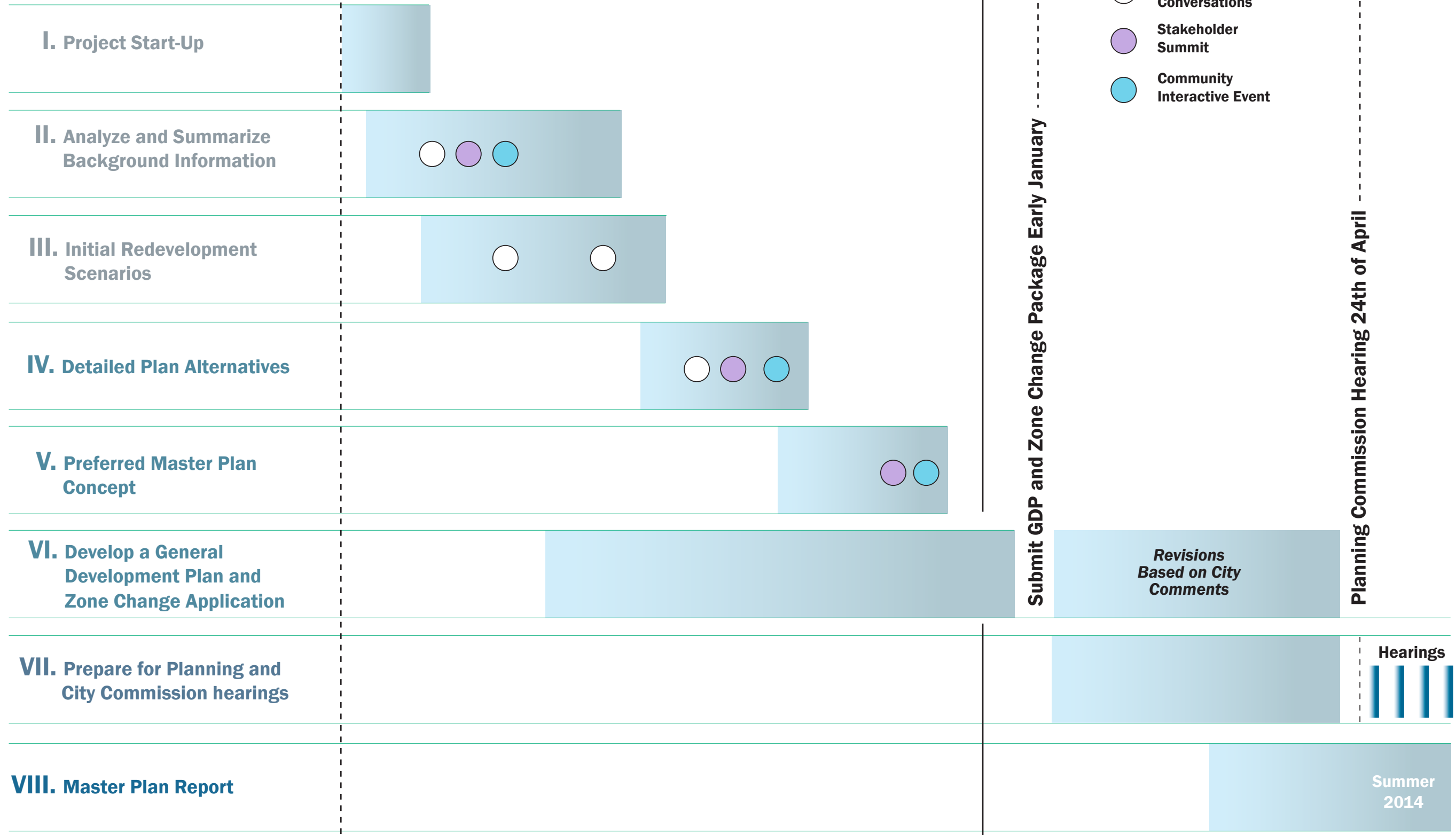
Willamette Falls Legacy Project Schedule

2013

JUL | AUG | SEP | OCT | NOV | DEC

2014

JAN | FEB | MAR | APR | MAY



- Community Conversations
- Stakeholder Summit
- Community Interactive Event

Submit GDP and Zone Change Package Early January

24

Planning Commission Hearing 24th of April

Hearings

Summer 2014

WALKER | MACY

LANDSCAPE ARCHITECTURE URBAN DESIGN PLANNING