

INTERGOVERNMENTAL AGREEMENT OF WILLAMETTE FALLS LEGACY PROJECT

Draft Terms

Nonbinding for discussion purposes only

1. Parties / Recitals

1.1. The following governmental entities will enter into an Intergovernmental Agreement under ORS 190: Metro, Clackamas County (the "County"), Oregon City (the "City"), and the State of Oregon (the "State").

1.2. Recitals to make note of the prior MOU dated September 26, 2014, regarding goals and expectations for the Willamette Falls Riverwalk (the "Riverwalk"), among other things.

1.3. Recitals to state shared history of the public efforts on the site to date.

1.4. Updates since the MOU, including obtaining the Riverwalk easement and PGE option, award of lottery-backed bond funds, selection of design team, additional state funds, [possible] CPDG grant, generally stating that the parties' efforts now include more than the Riverwalk, working to address infrastructure and economic development needs for the entire former Blue Heron mill site (the "Willamette Falls Legacy Project," or simply, the "Project").

1.5. Recitals to describe need for decision-making and organizational structure so that (a) the Project can speak with one voice with outside parties, (b) the Project is a model of fiscal discipline, efficiency and accountability, and (c) the parties have clarity on scope, schedule and budget for all aspects of the Project.

1.6. Recitals to acknowledge that while the IGA is intended to describe the coordination of the public entities, it is equally anticipated and expected that all the work of the public entities will be closely coordinated with third-party owners, such as PGE and Falls Legacy, LLC.

1.7. Recitals to acknowledge risks of the Project.

1.8. Recitals to memorialize intention of the parties for this IGA to see the Project through completion of conceptual or schematic design of the Riverwalk and advancement of masterplanning, or approximately the next two (2) years.

2. Definitions

2.1. ***Easement.*** The easement donated by the Owner to Metro for design, construction and operation of the Riverwalk.

2.2. ***Economic Development Working Group.*** One of the Project's Working Groups, led by the County, as further described in Section 5.5, below.

2.3. **Four Core Values.** The four core values that guide the Project which are (in no particular order) public access, economic development, historic and cultural interpretation and healthy habitat.

2.4. **Falls Legacy, LLC, or the “Owner.”** The owner of the Property.

2.5. **Infrastructure Working Group.** One of the Project’s Working Groups, led by the City, as further described in Section 5.4, below.

2.6. **Option.** The option donated by PGE to Metro for design, construction and operation of the Riverwalk on the PGE Property.

2.7. **Partners Group.** The advisory governing body for the Project, comprised of two elected officials and the chief administrator for each of Metro, the County and the City, and two elected officials and various high-level staff from the State, as set forth on the attached Exhibit A.

2.8. **Portland General Electric or “PGE” Property.** The property owned by PGE immediately adjacent to the Property and providing nearest view of Willamette Falls.

2.9. **Project Budget.** The budget for the Project compiled by the Project Manager and approved by the Partners Group, showing sources and uses of all Project funds, to be updated from time to time. The Project Budget approved by the parties as of the date of the IGA is attached as Exhibit B.

2.10. **Project Milestones.** Key decision points for the Project, as determined by the TAC, and including the approximately four (4) design milestones for the Riverwalk, which are, as of the date of the IGA, principles, programming, concept design and schematic design for a first phase.

2.11. **Project Manager.** Full-time staff person employed by Metro (Kathryn Krygier).

2.12. **Property.** The former Blue Heron mill site at 417/425 Main Street, Oregon City.

2.13. **Rediscover the Falls.** A nonprofit “friends” group forming to support the work of the Willamette Falls Legacy Project and the Riverwalk by engaging and educating the public, collaborating with partners, and building sponsorship and enduring commitment to the public interest in the Willamette Falls Legacy Project and the Riverwalk.

2.14. **Riverwalk Working Group.** One of the Project’s Working Groups, led by Metro, as further described in Section 5.3, below.

2.15. **Technical Advisory Committee or “TAC.”** Group comprised of non-elected staff from each of the parties, which reports to the Partners Group, as described further in Section 4.3, below.

2.16. **Working Groups.** Groups focused on specific aspects of the Project which report to the TAC, including the Economic Development Working Group, the Riverwalk Working Group, and the Infrastructure Working Group.

2.17. **Working Group Lead.** The designated lead staff person for each Working Group.

3. **Authority**

3.1. **Reservation of Regulatory and Legislative Authority.** Each party expressly reserves its regulatory and legislative authority with respect to the Project and the Property, including, for example, the City's regulatory authority over land use approvals, the State's authority over state-owned submerged lands, and each party's legislative authority to appropriate funds.

3.2. **Delegation of Administrative Authority.** The work of the Project and its participants is advisory, structured such that the Partners Group can make unified recommendations to each of the governing bodies of the parties. In addition, upon approval of the IGA by a party, each party's staff and elected representatives that participate in the Partners Group, TAC, or a Working Group shall have the authority to fully participate in this Project and make non-legislative or administrative decisions on behalf of such party as may be required at the Partners Group, TAC and Working Group levels, and as more specifically described in Section 4, below.

3.3. **Staff Participation.** The parties intend that staff participating in the Project and the various project groups will work on behalf of the best interests of the Project, representing not only the best interests of their employer but also of the Project itself. In that manner, staff will freely communicate and share information with other agency staff and generally support each other with respect to this Project. Notwithstanding the foregoing, finance and legal staff participating in the Project and in the various project groups represent solely their employers, as they owe a professional duty of loyalty and a fiduciary duty solely to their respective agencies.

4. **Decision-making and Governance.** The Project's decision-making structure and general workflow is set forth in the organizational chart attached as Exhibit C (the "Org. Chart").

4.1. ***Role of Working Groups.***

4.1.1. The Working Groups shall review Project information in detail and provide advice and recommendations to the TAC on those matters that are within the subject matter of a particular Working Group.

4.1.2. Within each Working Group's subject area, the Working Group is charged with taking up the following matters prior to their consideration by the TAC and making a recommendation to the TAC on the following: individual contracts, scopes of work, requests for proposals or bids, budgets, contract modifications, Project Milestones, and responses to significant external opportunities or threats.

4.1.3. *De minimus* changes to scopes of work, as determined by the Project Manager, or spending within approved budget levels and contingencies, may be made at the Working Group level, without the need for further consideration at the TAC or by the Partners Group.

4.2. *Role of the Working Group Leads.*

4.2.1. A Working Group Lead shall develop the scope, schedule and budget for the Working Group, in collaboration with the Project Manager, and shall be responsible for deliverables, schedule and budget of his or her applicable Working Group. The Working Group Lead shall also create milestones in the Working Group's scope of work and schedule to report back to the TAC and the Partners, as applicable, for review and approval.

4.2.2. The Working Group Leads shall work with the Project Manager to ensure that Project decisions described in Section 4.1.2, above, are considered at the TAC and that any matters for which there was no consensus at the Working Group level are also considered by the TAC.

4.2.3. Each Working Group Lead shall compile and report expenditures for its Working Group to the Project Manager to ensure expenditures match the Project Budget approved by the Partners. Each party shall report all Project expenditures made by such party to the appropriate Working Group Lead.

4.3. *Role of the TAC.*

4.3.1. The TAC meets weekly, or as otherwise agreed upon by the TAC, and shall keep minutes documenting its consideration and approval of any items. Items requiring TAC approval shall be emailed to the TAC in at least two (2) business days in advance of the TAC meeting so that any party can be sure to send a representative when that party desires to weigh in on a Project decision.

4.3.2. A party may send as many representatives to attend TAC meetings as such party deems necessary. It is expected that each party will send at least one (1) representative to each TAC meeting, or participate by telephone.

4.3.3. The TAC shall consider for approval all matters considered at the Working Group level (as set forth in Section 4.1.2, above), as well as decisions whether to recommend future IGAs among the parties and decisions to pursue grant or funding opportunities.

4.3.4. Decisions of the TAC will be noted in the minutes for the TAC meeting. Should a TAC member disagree with a TAC decision, he or she may express such disagreement at the TAC meeting. If the TAC is unable to resolve the issue, the TAC member may elect to put it on the agenda for consideration at the next Partners Group meeting (as further described in Section 4.7, below).

4.3.5. The TAC shall prepare the agenda of the Partners Group.

4.3.6. Members of the TAC shall have the responsibility to communicate with their representatives on the Partners Group in between Partners Group meetings, to ensure each party is apprised of Project direction.

4.3.7. Any Member of the TAC can call an emergency meeting of the TAC by notification to the Project Manager.

4.4. *Role of Partners Group.*

4.4.1. The Partners Group meets quarterly, or as otherwise agreed upon by the Partners Group or the TAC, and shall keep minutes. Without objection from any member of the Partners Group at a Partners Group meeting, matters considered by the Partners Group will be considered approved and so noted in the minutes. The Partners Group is considered a public body in accordance with Oregon Public Meeting Law, as it is providing recommendations and advice to each of the parties' governing bodies.

4.4.2. The Partners Group sets policy direction for the Project, approving Project Milestones, the Project Budget on a quarterly basis, direction in response to significant threats or opportunities (as determined by the TAC), future IGAs among the parties (to be approved by each party's governing body, if required), and any materials trade-offs among the Four Core Values. In addition, the Partners Group shall consider decisions that lack consensus at the TAC if added to the Partners Group agenda by a member of the TAC (as described in Section 4.3.4, above).

4.4.3. Members of the Partners Group shall have the responsibility to communicate with their respective agency or government to the extent required to ensure each party is apprised of Project direction and to ensure any legislative decisions required are brought to a party's governing body as necessary.

4.5. *Role of the Project Manager.* The Project Manager has day-to-day management authority of the Project consistent with the approvals provided by the Partners Group and the TAC, and consistent with the Project Budget. The Project Manager shall track the Project Budget and provide reporting on the Project Budget to the TAC and the Partners Group.

4.6. *Consensus.* Decision-making for the Project shall be by consensus and decisions made at each level of the Org. Chart shall be unanimous. Consensus is defined as the point where all parties agree on an option with which they are willing to move forward, and includes the opportunity for a party to express reservations or dissent while nevertheless agreeing to allow the Project to move forward. Each party, by signing onto the IGA, will be committing their confidences to the Project's decision-making structure recognizing it as the Project's best chance for success.

4.7. *Protocols for Disagreement.*

4.7.1. If there is no consensus at the Working Group level, the decision will be considered at the next TAC meeting.

4.7.2. If there is no consensus at the TAC level, a member of the TAC can elect within three (3) days of the TAC meeting, to place the decision on the next Partners Group meeting agenda. This will ensure that decisions made at the TAC level can be relied upon to move the Project forward.

4.7.3. If there is no consensus at the Partners Group, the Partners Group will provide direction and recommendations to the TAC for further discussion and consideration.

4.7.4. If disagreement remains after further consideration by the TAC, the decision will be considered again at the next Partners Group meeting where the parties shall strive to make a decision to keep the Project moving forward. At this stage of disagreement, on matters that are critical to long-term operations and maintenance of the Riverwalk, parties that consider themselves prospective owners shall be given deference.

4.7.5. If the need for the decision is urgent, the Project Manager may set emergency meetings of both the TAC and the Partners Group. The parties shall use best efforts to attend any emergency meetings.

5. Project Work

5.1. *General; Obligations of all the Parties.*

5.1.1. *Reporting.* Report all expenditures to the Working Group Leads, including copies of invoices and any reasonable supporting documentation. Obtain approval for contracts and scopes of work from the TAC and provide copies of all draft contracts and scopes of work to the Working Group Lead and the Project Manager, with reasonable opportunity for comment and review.

5.1.2. *Participation.* Participate meaningfully in all project groups.

5.1.3. *Staff Contributions.* The parties shall provide contributions of staff to lead or execute the work of the TAC and the Working Groups, as set forth in Exhibit D. Each party shall track staff time for match, and report staff time spent on the Project to the Project Manager.

5.1.4. *Staff Leads.* At the request of the Project Manager or a Working Group Lead, a party may agree to lead a portion of the work of the TAC or a Working Group. Parties that agree to lead any portion of the work of the TAC or a Working Group will report back to the Project Manager or Working Group Lead, as applicable, on the status of the work and seek support of key decisions.

5.1.5. *Future Riverwalk Owner.* Identify an owner or owners of the Riverwalk by March 2016. The prospective owner(s) will be considered “identified” when they have committed to the Partners Group to seek to (a) construct the Riverwalk, and (b) take responsibility for future operations and maintenance and security of the Riverwalk. A party’s

commitment to ownership to the Partners Group should be in the form of a resolution adopted by the party's governing body.

5.1.6. *Finance Committee.* The parties shall create a finance subcommittee of the TAC made up of at least one member from each party. The finance committee shall oversee the budget and expenditures of the Project. The committee will design a financial reporting format and meet with the Project Manager and Working Group Leads quarterly to review reports.

5.2. ***Work of the TAC.*** The following subsections set forth roles and responsibilities regarding the work of the TAC, as of the date of the IGA and may change from time to time upon approval of the TAC.

5.2.1. *Project administration.* Metro will lead and manage the overall administration of the TAC and coordination among the Working Groups. It will create TAC agendas and meeting notes, and coordinate the Partners meetings. Metro's work will also include tracking the Project scope, schedule, budget, and expenditures.

5.2.2. *Strategic Communications.* Metro will lead the social media strategy, newsletters, and provide coordination of public engagement with the Working Groups, create materials needed for funding requests, among other things.

5.2.3. *Public Engagement.* Metro will lead the public engagement efforts in close coordination with Oregon City. Oregon City shall continue to update the website.

5.2.4. *Funding Strategy.* Metro will lead a fundraising and finance strategy for the Project. This work will coordinate opportunities with Rediscover the Falls and the work of the Working Groups. For lobbying, Clackamas County will lead Federal efforts and Metro and Regional Solutions will coordinate State efforts.

5.2.5. *Private Partners.* Metro will lead negotiations and meet regularly to coordinate work with Falls Legacy, LLC, and PGE.

5.2.6. *Tribal Involvement.* The State of Oregon through State Parks will take the lead to create a process for government to government tribal consultation about involvement in the Willamette Falls Legacy Project and interpretation of the Riverwalk. State Parks, Metro, Clackamas County and Oregon City will coordinate additional tribal involvement, as necessary.

5.2.7. *Coordination with State Agencies.* The State, through the Regional Solutions office, will lead communication, coordination, and involvement of State Parks and all other state agencies in the Project, especially with regard to required permits for the Riverwalk and state funding.

5.2.8. *Site Access and Tours.* Oregon City will manage all site access and site tours through Falls Legacy, LLC, and will update the TAC about tours on a weekly basis.

5.2.9. *TAC Deliverables.*

5.2.9.1. *Implementation strategies.* Metro will lead efforts to deliver key decisions and workplans associated with the work of the TAC for future phases of the Project taking into account such things as governance, Riverwalk ownership, fundraising, and financing.

5.3. ***Work of the Riverwalk Working Group.*** The following subsections set forth roles and responsibilities regarding the Riverwalk Working Group, as of the date of the IGA and may change from time to time upon approval of the TAC.

5.3.1. *Riverwalk Working Group Lead.* Metro will provide a full-time staff person to manage and coordinate all of the scopes of work and consultant contracts related to the Riverwalk. The Riverwalk Working Group Lead, in coordination with the Infrastructure Working Group Lead and Economic Development Working Group Lead, will create a project management plan for all the Riverwalk work.

5.3.2. *Deliverables.*

5.3.2.1. *Design.* Metro will lead the design efforts to create a comprehensive design and cost estimate for the Riverwalk. It will include a phasing plan and a proposal for implementation of a first phase of work. Also included in design are programming, conceptual interpretation plan, interim uses and costs, visitor parking, necessary infrastructure, survey work and a permitting analysis.

5.3.2.2. *Operations and Maintenance Strategy.* Oregon City will lead the Operations and Maintenance Finance Plan efforts to create an implementation plan with funding sources and uses for ongoing operations and maintenance of the Riverwalk. This work will be coordinated with the Infrastructure Finance Plan to be completed by the Infrastructure Working Group.

5.3.2.3. *Cultural Landscape/Cultural Resource Report.* Oregon City will lead this work to create an illustrated chronology/site history. The historic era plans will depict site elements as they existed during a particular era in time which is evident through the historic materials that have been compiled, reviewed and analyzed. This work will be used to create a conceptual interpretive plan for the Riverwalk.

5.4. ***Work of the Infrastructure Working Group.*** The following subsections set forth roles and responsibilities regarding the Infrastructure Working Group, as of the date of the IGA and may change from time to time upon approval of the TAC.

5.4.1. *Infrastructure Working Group Lead.* Oregon City will provide a staff person to manage and coordinate all of the scopes of work and consultant contracts related to the Infrastructure Working Group. The Infrastructure Working Group Lead, in coordination with the Working Group, will create a project management plan for all the Infrastructure work.

5.4.2. *Deliverables.*

5.4.2.1. *Development Feasibility.* Oregon City will lead the work to understand physical and financial feasibility in the near- and long-term and create a comprehensive infrastructure and urban design plan including, costs and phasing for near-term and full build-out of the Falls Legacy, LLC property. Work will include, but not be limited to streets, utilities, open spaces, and a transportation and parking plan and will result in a refined land use plan.

5.4.2.2. *Finance Plan.* Oregon City will lead the development-related Finance Plan efforts to create a plan with funding sources and uses for development-related infrastructure. This work will be coordinated with the Riverwalk Operations and Maintenance Finance Plan to be completed by the Riverwalk Working Group.

5.4.2.3. *Brownfields.* Metro will lead the effort to create a public/private brownfield remediation plan and implement the work, if feasible.

5.5. ***Work of the Economic Development Working Group.*** The following subsections set forth roles and responsibilities regarding the Economic Development Working Group, as of the date of the IGA and may change from time to time upon approval of the TAC.

5.5.1. *Economic Development Working Group Lead.* The County will provide a person to manage and coordinate the scopes of work and consultant contracts related to the Economic Development Working Group. The Economic Development Working Group Lead, in coordination with the Infrastructure Working Group Lead, will create a project management plan for the Economic Development work.

5.5.2. *Deliverables*

5.5.2.1. *Market Analysis.* The County will lead the work to perform a market analysis of the Property, focusing on informing on-site development in the near-term and accounting for the future potential of the site. In addition, the County will be the lead public agency to identify types of anchor tenants desired in Clackamas County. The work on the market analysis will be coordinated with the Owner.

5.5.2.2. *Economic Impact Study and Catalytic Value Report Update.* In order to justify public investment, the County will lead the work to complete an updated economic and fiscal impact study for full build-out of the Falls Legacy LLC property to account for phasing and off-site impact for the near and long-term.

6. **Communication Protocols**

6.1. All publicity and strategic communications for the Project will be coordinated through the TAC so that the Project is able to speak with one voice.

6.2. Each party commits to working within the Project channels and the structure set forth in this IGA, especially with respect to any potential conflicts, disagreements, external events, pressures, etc. The parties agree to consult with each other first, prior to outreach to third parties, at emergency TAC meetings, if necessary.

6.3. The parties commit to attendance at emergency meetings.

7. **Term.** The term of the IGA will be two (2) years, as may be extended by the parties for an additional one (1) year term.

8. **Miscellaneous.** To the extent this IGA contradicts the prior MOU, this IGA governs.

Exhibit A

Partners Group

State

Alan Olsen, State Senator
Brent Barton, State Representative
Bobby Lee, Metro Region Coordinator, Regional Solutions
MG Devereux, Deputy Director, Oregon State Parks

Metro

Tom Hughes, Metro Council President
Carlotta Collette, Metro Councilor
Martha Bennett, Metro Chief Operating Officer

Clackamas County

Martha Schrader, County Commissioner
Tootie Smith, County Commission
Don Krupp, County Administrator

Oregon City

Dan Holladay, Mayor
Carol Pauli, Commissioner
David Frasher, City Manager

Willamette Falls Legacy Project
Project Budget
DRAFT Known Project Sources Uses

EXHIBIT B
PAGE 1 OF 3

SOURCES				
	FY14/15	FY 15/16	FY 16/17	TOTAL
State				
Lottery Bonds 1	\$5,000,000			\$5,000,000
Lottery Bonds 2		\$7,500,000		\$7,500,000
SHPO		\$20,000		\$20,000
Subtotal				\$12,520,000
Metro				
NA Bond	\$5,000,000			\$5,000,000
RISE	\$25,000			\$25,000
Tourism Grant	\$100,000			\$100,000
Subtotal				\$5,125,000
Oregon City				
CPDG Grant		\$550,000		\$550,000
NA Local Share	\$340,581			\$340,581
Community Development	\$40,000	\$125,000	\$125,000	\$290,000
Urban Renewal	\$25,000	50,000		\$75,000
General Fund	\$60,000			\$60,000
Bike Ped SDCs		\$60,000		\$60,000
Park SDCs		\$340,000		\$340,000
Streets SDCs		\$35,000		\$35,000
Subtotal				\$1,750,581
Clackamas County				
Ec Dev Lottery Funds	\$20,000	\$100,000	\$100,000	\$220,000
Subtotal				\$220,000
Falls Legacy LLC				
CPDG Grant Match				\$450,000
FLL Schematic Design		\$200,000	\$200,000	\$400,000
Archeology		\$5,000		\$5,000
Subtotal				\$855,000
Federal				
Subtotal				
Donors				
Subtotal				
Category Subtotals				\$20,470,581

USES					Housed At Metro
WFLP	Riverwalk	Infra.	ED	Contract or employee	
	\$5,000,000				Yes
	\$7,500,000				Yes
		\$20,000			No
	TBD			TBD	Yes
\$25,000					Yes
\$30,000	\$30,000				Yes
		\$200,000	\$200,000	\$150,000	No
	\$340,581				Yes
\$50,000	\$115,000	\$55,000		\$70,000	No
	\$50,000	\$25,000			TBD
	\$20,000	\$40,000			No
	\$60,000				No
	\$90,000			\$250,000	No
	\$35,000				NO
\$220,000				TBD	No
		\$225,000	\$225,000		No
	\$400,000				Yes
		\$5,000			No

Notes: Does not include staff time
Clackamas Co. FY 16/17 budget pending approval

SOURCES				
	FY 14/15 Carry forward	FY 15/16	FY 16/17	TOTAL
State				
Lottery Bonds 1				TBD
Lottery Bonds 2				\$0
SHPO		\$20,000		\$20,000
Subtotal				\$0
Metro				
NA Bond				TBD
RISE	\$25,000			\$25,000
Tourism Grant	\$60,000			\$60,000
Subtotal				\$85,000
Oregon City				
CPDG Grant				\$550,000
NA Local Share				TBD
Community Development	\$40,000	\$125,000	\$125,000	\$290,000
Urban Renewal	\$25,000	50,000		\$75,000
General Fund	\$20,000			\$20,000
Bike Ped SDCs		\$60,000		\$60,000
Park SDCs		\$340,000		\$340,000
Streets SDCs		\$35,000		\$35,000
Subtotal				\$1,370,000
Clackamas County				
Ec Dev Lottery Funds	\$20,000	\$100,000	\$100,000	\$220,000
Subtotal				\$220,000
Falls Legacy LLC				
CPDG Grant Match				\$450,000
FLL Schematic Design		\$200,000	\$200,000	\$400,000
Archeology		\$5,000		\$5,000
Subtotal				\$855,000
Federal				
Subtotal				
Donors				
Subtotal				
TOTALS				

USES					Housed At Metro
WFLP	Riverwalk	Infra.	ED	Contract/employee	
	TBD				Yes
	\$0				Yes
		\$20,000			
	TBD			TBD	Yes
\$25,000					Yes
\$30,000	\$30,000				Yes
		\$200,000	\$200,000	\$150,000	No
	\$340,581				Yes
\$50,000	\$115,000	\$55,000		\$70,000	No
	\$50,000	\$25,000			TBD
	\$20,000	\$40,000			No
	\$60,000				No
	\$90,000			\$250,000	No
	\$35,000				No
			\$25,000	TBD	No
		\$225,000	\$225,000		No
	\$400,000				Yes
		\$5,000			No

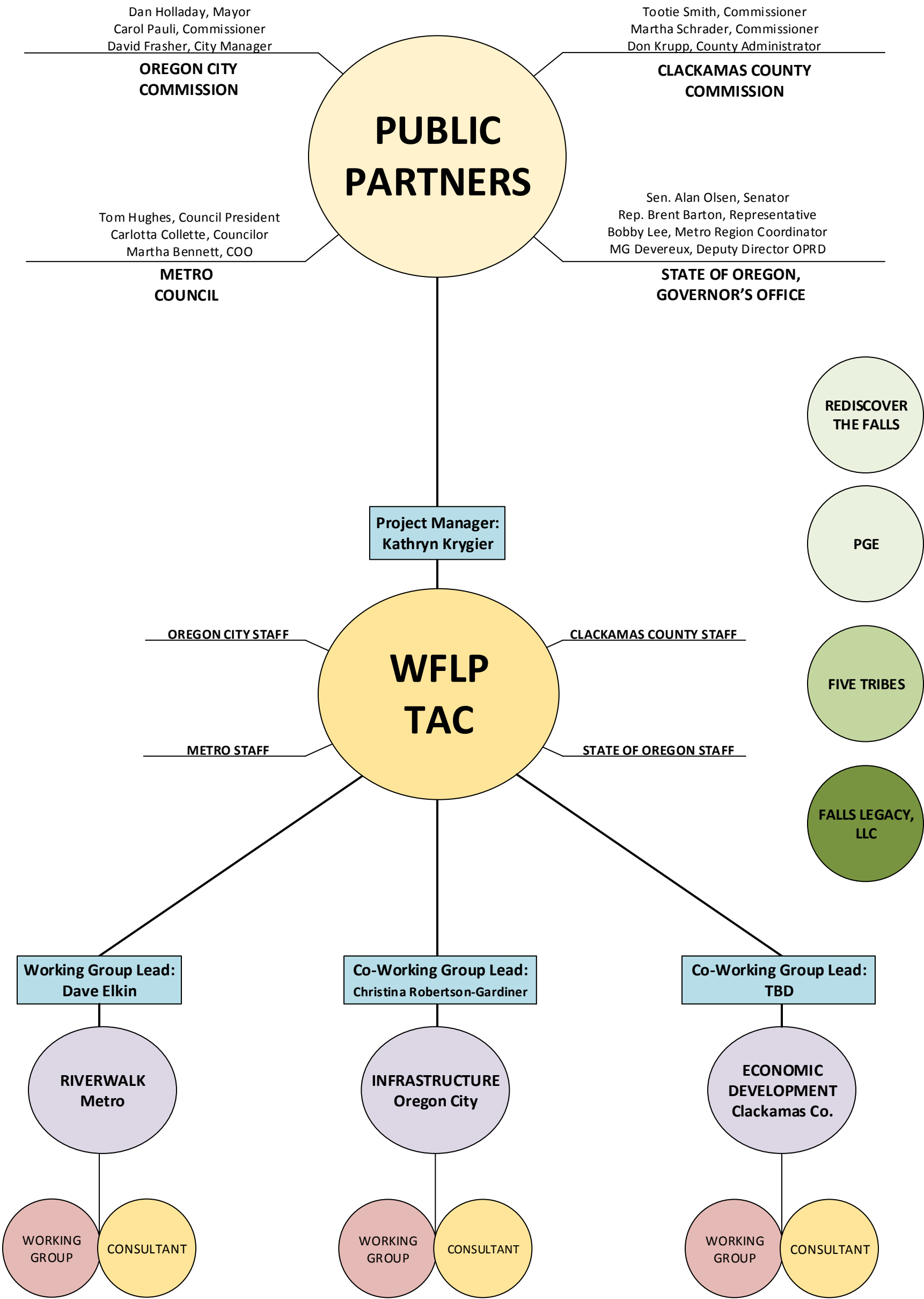
Notes: Does not include staff time

Clackamas Co. FY 16/17 budget penidng approval

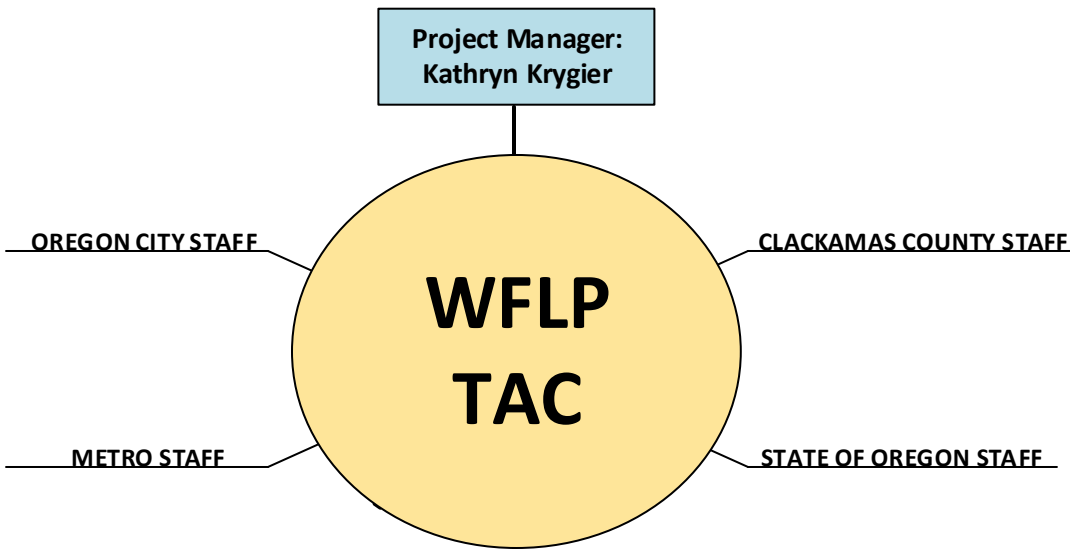
Goal: spend down equally between State Bonds, NA Bond and OC sources equally for schematic design

<i>Contracts or work scopes</i>	PROJECTIONS FY 15/16 - 16/17		
	<i>Budgeted Amount</i>	<i>FY 2015/16</i>	<i>FY 2016/17</i>
WILLAMETTE FALLS LEGACY PROJECT			
Friends Group	\$75,000	\$50,000	\$25,000
UofO	\$0	\$0	\$0
Implementation Strategy	\$20,000	\$0	\$20,000
Federal Lobbying	\$120,000	\$60,000	\$60,000
Project Administration	\$50,000	\$25,000	\$25,000
Communications	\$30,000	\$15,000	\$15,000
Misc	\$5,000	\$5,000	\$10,000
Subtotal	\$300,000	\$155,000	\$155,000
contingency @ 25%	\$75,000	\$38,750	\$38,750
	\$375,000	\$193,750	\$193,750
RIVERWALK			
Design	TBD		
Habitat / Hydraulics Design	\$180,000	\$100,000	\$80,000
Cultural Landscape Report	\$50,000	\$25,000	\$25,000
Topographic Survey	\$50,000	\$40,000	\$10,000
Rare and native plant ID	\$3,559	\$3,559	\$0
Restoration case studies	\$12,000	\$12,000	\$0
Communications	\$30,000	\$15,000	\$15,000
O&M (EcoNW)	\$25,000	\$25,000	\$0
Parks Staff Contract	\$300,000	\$150,000	\$150,000
Misc	\$30,000	\$15,000	\$15,000
Subtotal	\$680,559	\$385,559	\$295,000
contingency @ 25%	\$170,140	\$96,390	\$73,750
	\$850,699	\$481,949	\$368,750
INFRASTRUCTURE (Most items TBD pending CPDG,)			
Archeology	\$30,000	\$30,000	\$0
UD, Infrastructure and Phasing	\$275,000	\$150,000	\$150,000
Development Feasibility	\$275,000	\$200,000	\$75,000
Transportation and Parking Plan	\$100,000	\$50,000	\$50,000
Brownfield Remediation	\$0	\$0	\$0
Finance Plan	\$100,000	\$50,000	\$50,000
Community Engagement	\$50,000	\$25,000	\$25,000
Subtotal	\$830,000	\$505,000	\$350,000
ECONOMIC DEVELOPMENT (All items TBD pending CPDG)			
Market Study	\$50,000	\$25,000	\$25,000
Economic Impact Study	\$50,000	\$25,000	\$25,000
Ec Dev. Staff Contract	TBD		
Subtotal	\$100,000	\$50,000	\$50,000
	<i>Budgeted Amount</i>	<i>FY 2015/16</i>	<i>FY 2016/17</i>
Grand Total			

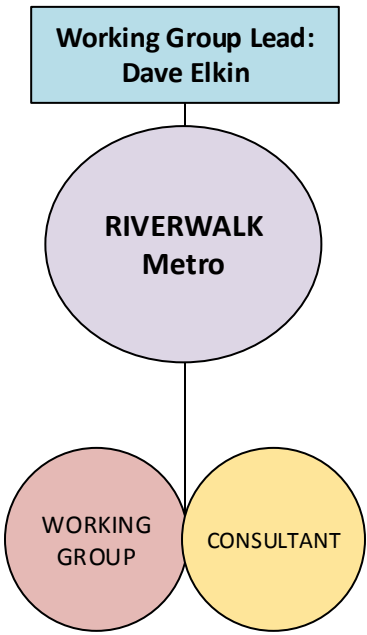
WFLP ORGANIZATIONAL CHART



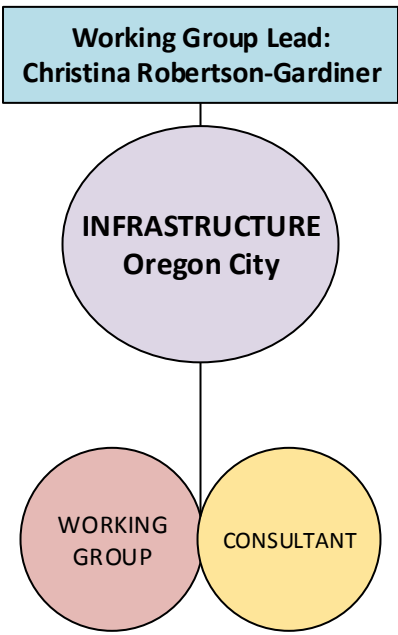
WFLP TAC AND WORKGROUP TASKS



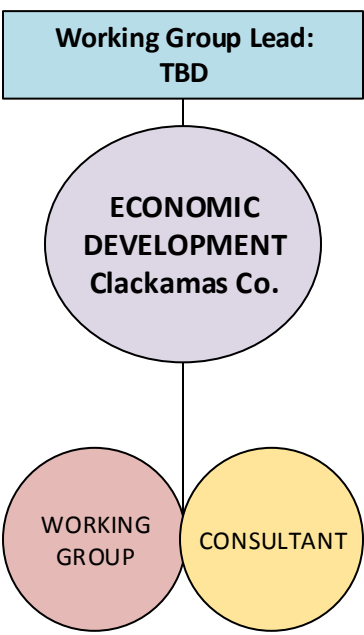
- **WFLP Scope, Budget & Costs** - Metro
- **Coordinate Partners** - Metro
- **Lead and Manage TAC** - Metro
- **Coordinate State Agencies** - State
- **Site Access** - Oregon City
- **Administration and Tours** - Metro
- **Budget Oversight Committee** - All Parties
- **Finance & Funding Strategy** - Metro
- **State Lobbying** - Metro
- **Federal Lobbying** - Clackamas County
- **Strategic Communications** - Metro
- **Public Engagement** - Metro
- **Tribal Involvement** - State
- **Private Partner Relationship** - Metro
- **Rediscover the Falls Relationship** - Metro
- **PGE Relationship** - Metro



- **Schematic Design & Cost** - Metro
 - Interim Use & Cost
 - RW Phasing Plan & Cost
 - Visitor Parking
 - Necessary Infrastructure
- **O&M Strategy** - Oregon City
- **Cultural Landscape Resource Report** - Oregon City



- **Development Feasibility** - Oregon City
- **Finance Plan** - Oregon City



- **Market Analysis** - Clackamas County
- **Economic Impact Study/Update of Catalytic Value Report** - Clackamas County
- **Brownfields** - Metro

[illegible]