

# Willamette Falls

• LEGACY PROJECT •

## PARTNERS GROUP QUARTERLY MEETING AGENDA

April 11, 2019

8:30 – 9:30 A.M.

Tumwater Ballroom  
Museum of the Oregon Territory  
211 Tumwater Drive  
Oregon City, OR 97045

Time	Topic	Lead Presenter
8:30 – 8:40 A.M.	Welcome & Introductions	Chair
8:40 – 8:45 A.M.	Willamette Falls Legacy Project Progress Update	Brian Moore, Metro
8:45 – 9:10 A.M.	Willamette Falls Legacy Project Schedule and Budget Update	Brian Moore, Metro
9:10 – 9:20 A.M.	Willamette Falls Trust Update	Andrew Mason, WFT
9:20 – 9:30 A.M.	Group Photograph at 99E Overlook	Partners

Note: Public testimony will not be heard at this meeting; however, the Willamette Falls Legacy Project always accepts written comments. Email [info@willamettefallslegacy.org](mailto:info@willamettefallslegacy.org)

# Willamette Falls

## ◦ LEGACY PROJECT ◦

### PARTNERS GROUP MEETING MINUTES

April 11, 2019

*Museum of the Oregon Territory, Tumwater Ballroom*

*211 Tumwater Dr.*

*Oregon City, OR 97045*

*8:30 – 9:30 A.M.*

#### Partner Attendees

**Oregon City:** Mayor Dan Holladay, City Manager Tony Konkol, Commissioner Frank O'Donnell

**Metro:** Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, COO Martha Bennett

**County:** County Administrator Gary Schmidt, Commissioner Paul Savas, Commissioner Martha Schrader

**State:** Metro Regional Solutions Coordinator Raihana Ansary

**Absent:** Senator Alan Olsen  
Council President Lynn Peterson  
Representative Mark Meek  
State Parks Deputy Director M.G. Devereux

**Staff:** Brian Moore, Alex Gilbertson, Melanie Reinert, Carrie Belding, Jim Mitchell (Metro);  
Laura Terway, Phil Lewis, Kristin Brown (Oregon City)

**Public:** Andrew Mason, Alexis Ingram (Willamette Falls Trust), Eric Underwood (PGE),  
Betsy Heidgerken (Falls Legacy LLC), James Nicita (Oregon City resident),  
approximately five other members of the public

**The Q4 2018 Partners meeting was called to order by meeting Chair, Clackamas County Commissioner Martha Schrader at 8:35 a.m.**

**The Partners introduced themselves.**

**Project Manager Brian Moore of Metro shared the updated project timeline.**

- The joint permit application was submitted, and this process will include public review and Section 106.
  - We expect this to be finished around December 2019.

*Regional Solutions Coordinator Raihana Ansary arrived.*

- The design team, led by Otak, has been contracted to take us through construction of Phase 1. *(amended for clarification of lead firm 4/29/19)*
  - The team includes subs Snøhetta, Mayer Reed and KPFF, who all have a history with the project.

- The project team is in the midst of Construction Manager / General Contractor [CM/GC] procurement, and we should have a construction manager on board this summer.
- The project then moves into the land use permitting process, timed to obtain this permitting in advance of completing the construction drawings.
- In spring 2020, construction drawings should be complete, and we can roll out an early work package.
- With the CM/GC approach, we can tackle a few small tasks before 100% of construction drawings are done, such as site cleanup, minor demolition, work around the potential interim parking lot area and the entryway down Main Street.
  - Underground storage tank remediation is another option to be considered for early work.

*Metro Councilor Juan Carlos Gonzalez arrived.*

- We are currently on schedule for groundbreaking in spring 2020.
  - April 2020 is the planned start date for construction of Phase 1.
- The project team will continue to refine and review the schedule once the general contractor is on board.
  - Expect updates in coming months regarding the project schedule.

**Brian M. shared a budget spreadsheet via projection and gave a budget update on the project.**

- Because of the scheduling delays last year regarding the property owner, the project is generally under budget on an annual basis.
  - Brian M. identified expenses to-date and remaining funds for the Partners.
  - For the Willamette Falls Legacy Project, the original budget for the two-year cycle was \$525k.
  - We have spent \$232k, with some remaining funds in communications and the last payment of the grant to nonprofit Willamette Falls Trust [WFT].
  - The riverwalk section of the budget originally included construction drawings, a variety of technical and architectural studies and related support, cost estimates, staff time and contingency for design.
    - This portion is under budget, because we had anticipated we would be under construction by this time.
    - As a result of the delay, we have spent about ten percent of what was anticipated.
- The new design contract (approximately \$2.9M) covers a broader set of work than the design drawings and technical studies.
  - The funding for the contract was outlined from various line items in the budget
- Clackamas County Commissioner Paul Savas raised a question regarding the McLoughlin Canemah trail plan budget line.
  - Brian M. clarified that Oregon City received a grant to exceed the previously designated budget.
  - Per the original cost estimate of \$30k, the budget shows this item is over budget, but the overage was funded by an additional grant.
- Commissioner Savas asked about the ability to move money between line items.
  - Brian M. confirmed that the budget is fungible by category.
    - Lines within the riverwalk are fungible, lines within the TAC are fungible, and infrastructure line items are flexible, but less fungible.
- The Partners requested the budget spreadsheet be distributed to them via email.
- There were no further questions on the budget.

**Brian M. provided updates on the status of various procurement processes underway:**

- The design team is now under contract, and the RFP for the CM/GC is underway.
- The team is working on procurement processes for an owner's rep to provide staff augmentation as we get into construction level drawings.
- Another RFP for archaeology resources consultants is wrapping up.
  - Two teams were selected, and we can expect an update on that within the next week or so.
- The final procurement underway is being managed by WFT, and WFT Executive Director Andrew Mason planned to provide an update on that later in the meeting.

*Metro COO Martha Bennett arrived.*

- Brian M. noted that the Partners have previously directed the project team to have the riverwalk ownership resolved before beginning construction.
  - Verbal agreements are in place for Oregon City to take ownership/leadership of the operations and maintenance of the hardscape of the riverwalk.
  - Metro plans to take maintenance and operations the softscape and habitat areas of the riverwalk.
  - Noting that there are new Partner members in the meeting group, Brian M. wanted to make certain everyone was aware of those previous discussions.
  - The project team continues moving forward with cost estimates for what that work will be.
    - These agreements are still verbal and not in writing.
    - We will need cost estimates in place before a formal agreement can be made.
    - The new design contract will include work to put numbers to the operations and maintenance costs.
  - The Partners had agreed to work together to identify funding for operations and maintenance work.

**Brian M. provided an update on the status of the potential private property sale.**

- The private property owner has the Blue Heron property under contract, and the potential deal is still underway.
- Brian M. estimated it would take nine months to a year for the deal to close based on required due diligence documentation, such as environmental liability protections.

**Brian M. provided updates on the status of other projects in the vicinity of Willamette Falls.**

- Since the West Linn Paper Company went out of business, PGE has been working to determine the next use for that property.
  - Brian M. has had some communications with Eric Underwood, the Local Government Affairs representative at PGE.
  - PGE continues to explore opportunities to reposition the site.
  - There are many possible options to investigate, from industrial use to a park, and no decisions have been made yet.
  - We will update the Partners as more information becomes available.
- The Willamette Falls Locks project is also moving forward.
  - The Locks Commission met yesterday (April 10).
  - Brian M. asked Partner Group member Oregon City Mayor Dan Holladay to provide a brief update.
    - Mayor Holladay shared that he has been working on the Locks project for two years on the task force and another year on the Commission.
    - The Commission is discussing ownership, who will operate the Locks, and means of financial support.
      - At the last meeting, they evaluated funding mechanisms.

- There will be another meeting next month to get to firm conclusions.
- The Willamette Falls Heritage Area Coalition continues their work to secure a national heritage area designation.
  - They are working with areas upstream from the Falls regarding buy-in, engagement and participation from all the communities with an interest in the designation.
  - Brian M. expected to see this moving forward in coming months.

**Brian M. shared an update on the upcoming public tours of the WFLP site.**

- Staff will lead community tours and community engagement today, Friday and Saturday (April 11-13).
- When tour registration was announced, all of the approximately 500 spots filled in about four minutes.
  - Staff have since added more tour times to accommodate additional people on the waitlist of approximately 1,100.
- Given the river's high water state, COO Bennett asked about the team's plans in the event of flooding.
  - Brian M. confirmed that the team has been tracking the water level forecast, which is expected to peak on Friday, below flood stage.
    - PGE has not yet indicated concern, so the team still expects to hold exciting, but safe tours.
- Councilor Gonzalez asked if there was a cost for tour registrants.
  - Brian M. explained that the tours are free and are currently provided by Partners and project staff in collaboration with WFT.
- WFT has been approved to lead tours on the site without project staff present.
  - The project team provided tour guide instructions, dialogue, routes, and safety details, so that infrastructure is now in place.
  - WFT has reached out to their new volunteers to help staff the public tours this week.
- Mayor Holladay asked why there is not a fee for the tours.
  - Brian M. noted that the free tours allow for recreational immunity, and that we don't have the infrastructure to collect fees as a group.
  - We have also not received direction from the Partners to charge for tours.
  - COO Bennett also noted that they tours are on private property, and there would need to be an agreement with the owners regarding any fee structure.
  - Oregon City City Manager Tony Konkol noted that the private land owner is not charging the project for the tours, and the free tours allow more access to the wider community to see the potential in the riverwalk as a public amenity.
  - Councilor Gonzalez asked about the geographic distribution of tour registrants, and WFLP Project Assistant Melanie Reinert shared that there have been a range of locations so far from central Oregon to greater Portland and of course, many participants from the Oregon City area.
- There were no other questions from the Partners.

**Andrew M. provided updates on Willamette Falls Trust's recent work.**

- WFT hosted a celebration of donor gifts and officially launched their fundraising campaign launch last night, April 10.
- WFT's mission is to champion a world class experience at Willamette Falls and highlight Downtown Oregon City and the Willamette River.
  - They hope for a Falls where everybody belongs and there is public access to the Falls for everyone.

- WFT has recently rebranded to Willamette Falls Trust, or the Trust, from the previous Rediscover the Falls identity.
  - They are a private nonprofit entity for fundraising formed in 2015.
  - They are still gaining momentum and determining their best role to leverage the value of the Legacy Project.
- They have a private Board of Directors with ten members and continue to identify people to advance the Board.
  - The Board is a balance between Oregon City, Clackamas County and greater Oregon regional representation.
  - Part of longer-term discussion includes a possible national role, but presently the main focus is on Oregon representation.
- WFT currently has a staff of three, though one year ago they only had one member with 0.8 FTE, and one year and one month ago there were zero staff.
- WFT continues to have a close partnership with the project, and is now involved on the TAC.
- They hope to bring hundreds of people on site tours, and they have new volunteers joining the group to greet visitors, learn more about the site, and learn more about the tours' content.
  - WFT can leverage volunteers as docents in the future, and they can serve as a resource on the 99E overlook to tell visitors about the project and the site.
  - Andrew M. noted that there is almost always someone is visiting the overlook.
- Andrew M. noted that with the Partner agencies' contributions to fund WFT, they have fundraised \$7M.
  - This is a great return on the Partners' investment, and the campaign is just getting started.
  - It takes money to raise money, and WFT appreciates the Partners' investment in their success.
  - WFT will focus on philanthropy, adding a "wow factor" to the riverwalk and elevating it to the world class stature it deserves.
- Coordinator Ansary asked if the \$7M donation is in addition to the \$5M previously noted.
  - Andrew M. clarified that WFT just officially announced the \$5M from the Ballmer Group last night and an additional \$2M gift has brought the campaign up to \$7M total.
  - WFT has now increased the campaign goal for the project from \$10M to \$15M.
- Andrew M. shared that WFT's long term goals include bringing together visions from the Partners, PGE, West Linn and Oregon City to identify commonalities around the Falls.
  - He noted that donors making major philanthropic gifts like to see what direction future efforts will take.
- Brian M. shared that WFT is working on riverwalk programming and identifying specific activities to appeal to a range of visitors.
  - WFT has been working closely with the Oregon City Community Department and has engaged two nationally acclaimed firms: MASS Design and Beiderman Redevelopment group.
    - Beiderman excels at programming and designing activities in public spaces, while MASS is known for complex and challenging storytelling.
    - MASS worked on the Peace and Justice Memorial in Montgomery, Alabama, which opened last year, and worked with the Hutus and Tutsis in Rwanda on a hospital project.
  - Willamette Falls has millennia of stories to be told; which is a challenging project.
  - WFT is hosting an April 29 meeting at MOOT to discuss the project with the design partners.
- Andrew M. felt WFT has been making good progress.

- They will need to continue finding significant donors (six-figures and up), defining champions, and negotiating with various entities on how to move forward.
- He expressed that Partners can continue to be helpful by identifying potential resources, writing letters, and reaching out in their positions as elected officials.
- Andrew M. offered to talk more with the Partners about those activities.
- WFT continues to look for Campaign Cabinet, Ambassador Board and Executive Board members, and the Partners group can help them as they move forward.
- Andrew M. expressed gratitude for the Partners' support and partnership with WFT.
- Commissioner Schrader asked for clarification on the distribution of funds between programming and the riverwalk.
  - Andrew M. explained that WFT is continuing to identify that.
  - Andrew M. and Brian M. have talked about distributing funding across parts of project.
  - They have identified preliminary buckets and amounts to hard cost construction, design, programming, and operations and maintenance for the \$15M campaign.
- Commissioner Schrader asked if WFT has a physical office presence.
  - Andrew M. shared that WFT is currently generously housed in the Community Development Office of Oregon City.
  - At some point they will seek another location.
- Commissioner Schrader asked if there is a nexus between the overlook of the whole project and how it fits in with the surroundings.
  - There are many different groups with an investment in stories of Oregon City and this area.
  - There is a link between Canemah and the McLoughlin Trail in project thought processes.
    - City Manager Konkol, noted the need to connect 99E's overlook areas to the site.
    - The concept of a bridge connection to the McLoughlin Promenade and then to the Canemah children's park and bluff area (a Metro natural area) and surrounding neighborhood has been discussed before and remains something to be considered.
  - We want to look at connections and tourism, which will be additionally supported by the new Oregon City Tourism Coordinator position.
    - We can bring together resources in the community, such as the local museums and align interests which related to downtown and Willamette Falls.
    - These conversations have been identified, but we have not put a face, program or operation plan towards full coordination yet.
    - The project and Oregon City are trying to get ahead of these opportunities for public access, restoration and impacts to downtown, other neighborhoods, and the bluffs area.
  - Commissioner Savas thanked the MOOT/Tumwater Ballroom venue and noted that it hosts many events and that it is an asset we want to keep viable to showcase what everyone has been working on.
    - It will be important to make sure we keep the lights on in our existing institutions, as well.
- Councilor Gonzalez asked Andrew M. about WFT's larger development strategy and access to donor-identifying software and tools.
  - Could a bigger team allow pursuing contributions beyond large donors, such as those who can contribute \$50k or less?
  - Andrew M. acknowledged the interesting angle of two campaigns at once with different staffing and expertise.

- One campaign is a large, philanthropic, long-term campaign.
- Simultaneously, WFT must ask, what does the community want?
  - The community will own this project, and they must be persuaded to vote for bond measures and demonstrate support.
  - That campaign is less about dollars and more about numbers of investors, demonstrating the project's value to the local community to other investors.
- There are separate strategies for large donors, mid-level donors and smaller donors, and WFT can segment the campaign further with more bandwidth.
  - Right now, they are taking the two strands above to move forward.
- It is important to establish clear support communications explaining why constituents should vote for the Metro Parks and Nature bond funding if there is also a fundraising campaign.
  - Andrew M. looked to align specifically with the Metro communication team for cohesive messaging.
  - WFT will consider the budget for Phase 1 and its scope, as well as the timeline and scope of the overall project when determining potential roles in subsequent phases.
  - WFT can help manage expectations in the community in alignment with Metro.
- City Manager Konkol expressed his pleasure at working on the project for years.
  - He felt the strength of the partnership has come from each organization bringing their expertise and individual strengths and filling in any gaps.
  - He thanked Andrew M. and WFT for filling a need on the team for programming, operations, and ongoing public-private partnership.
  - WFT enhances this beyond the Partners' capacity and helps the project towards world class status.

**ACTION:**

- **Brian Moore will provide the Partners Group members with the updated budget spreadsheet document.**

**Chair Commissioner Schrader adjourned the meeting for an outdoor group photograph at approximately 9:25 a.m.**