Washougal Waterfront (A Community Connected)

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Introduction
The purpose of the Waterfront Vision Plan is to develop a community vision for the Waterfront that connects and complements the Downtown, supporting the creation of a local and regional identity for the City of Washougal.

Building on past outreach and planning by the Port of Camas-Washougal (Port) and City of Washougal (City), a team of Portland State University graduate students worked with the Port, City, and the community to craft the Waterfront Vision Plan.

Process
The Waterfront Vision Plan is rooted in an understanding of existing community conditions, community engagement and lessons learned from other areas that have recently revitalized their waterfronts.

Community and Site Profile
Convergence Community Planning completed both a Community and Site Profile highlighting the existing conditions for the project. The Community Profile outlines the history, demographics, culture and economics of Washougal and how it relates to the Waterfront.

The Site Profile analyzes the constraints and conditions of the site itself including development agreements, environmental context and zoning.

Guiding Principles:
The Vision Plan is organized by four Guiding Principles developed from past engagement efforts and existing plans for the area. These principles provide a framework for planning the Waterfront.

Cultivate: Further develop a local and regional identity for Washougal.

Thrive: Create an economically feasible and sustainable Waterfront.

Connect: Strengthen community connections and provide safe and easy access to the Waterfront.

Collaborate: Ensure continued transparency and collaboration between governing agencies, the community, and other regional partners.
Community Engagement

The engagement process incorporated and respected past engagement efforts while adding new opportunities for feedback. It took into account the desire to attract regional visitors to the site while serving the local community. The engagement process included:

- Review and compilation of past engagement processes
- Initial outreach, including door-to-door outreach and tabling at existing community events
- A project kick-off event to introduce Convergence Community Planning and the Waterfront project
- Stakeholder interviews
- Targeted engagement including a series of focus groups with downtown businesses, community organizations and high school students
- Two surveys; a Columbia Gorge Visitor Survey and a Community Survey
- A recognition event to thank the community for their support in this project

Case Studies

A series of regional, national and international case studies informs the best practices and recommendations toolkit for the Waterfront. The set of criteria used to select the case studies included small towns, waterfront access, connection to downtown areas, sustainability, urban design, and community identity.

Key Findings

From this process emerged a set of themes and key findings that inform the plan’s recommendations. These findings represent community desires for both the Waterfront project and the process moving forward, as well as for the greater Washougal area:

- **Preserve the character of Washougal:** Washougal has a unique story to tell through its history, culture and community character. Waterfront development must reflect and preserve the established character of Washougal.
- **Continued engagement and transparency is key:** The community must be involved and informed throughout the project. Making transparent decisions based on continued engagement will lead to better outcomes.
- **Improve connections from the Waterfront to Downtown, the community and the region:** Access and mobility are central issues for a Waterfront currently disconnected from the rest of the community by a highway. Improving the local and regional connections and transportation options is essential for an active Waterfront.
- **Balance a mix of diverse uses with ample public spaces:** A Waterfront composed of diverse uses will attract diverse visitors and serve the entire community. To achieve this balance the Waterfront will need to maximize public access. The Waterfront is first and foremost a public space that brings people together.
- **Promote environmental stewardship and sustainability on the Waterfront:** The Columbia River and Waterfront are vital assets. Any development must strive to preserve, protect and enhance the natural beauty of the area.
- **Collaborate with project partners and the community:** Collaboration is key for positive outcomes. A healthy process leads to healthy solutions that are grounded in best practices and supported by the community.
Prioritized Recommendations

While Convergence Community Planning strongly supports the implementation of each recommendation, the team also recognizes that some recommendations must be prioritized over others. Given this, a series of “priority recommendations” has been developed within each Guiding Principle. To help determine the priority recommendations, a set of criteria was created. Recommendations that met at least some of the criteria, preferably all, were prioritized. As the project progresses, the Port and City in collaboration with the community should continue to refine project priorities and the criteria used to select them.

Prioritization Criteria

- **Provides a foundation that other recommendations can build on:** certain recommendations can act as stepping stones for the project as a whole.
- **Valued by the community, based on the engagement process:** as a vision plan, it is important to support and integrate the values of the community.
- **Broad visibility:** this can assist with developing an identity for Washougal while also helping inform the community about the Waterfront Project.
- **Low-cost with high-impact:** balancing ease and efficiency while still providing a valuable benefit to the Project and the larger community.
Priority Recommendations

**Cultivate**

1.02 Integrate interactive, family-friendly amenities on the Waterfront and within the development.
1.06 Install art that reflects community values.
1.10 Facilitate a conversation with Best Western to join the Tourism Promotion Area.
1.11 Develop tourism materials such as postcards and maps to complement the recently established Washougal Tourism website.

**Thrive**

2.01 Provide resources and support to new and existing small businesses.
2.03 Recruit recreation-oriented businesses along the Waterfront.
2.09 Apply a Triple Bottom Line lens to development decisions to set environmental and social sustainability on equal footing with profit.
2.10 Develop signage that highlights sustainability initiatives along the Waterfront and within the development.

**Connect**

3.01 Complete proposed connection of Waterfront Trail to Steamboat Landing using a combination of trails and floating docks, working in collaboration with private property owners.
3.03 Incorporate a mix of signage that is simple, clear and easy to follow providing users with information on direction and distance of destinations.
3.04 Transform South A Street into a Low Impact Street with a shared use path.
3.05 Create a Greenway Loop connecting Downtown to the Waterfront that creates destinations and activities along the route, enhancing user experience between the two areas.

**Collaborate**

4.01 Create a dedicated engagement coordinator position that is charged with promoting and informing the public about the project.
4.02 Update the public on waterfront and trail-related developments consistently and regularly.
4.05 Continue collecting input and having dialogue with the larger community throughout the process.
4.06 Continue to develop existing partnerships and establish new partnerships with organizations, both locally and regionally, and establish regular work sessions and meetings.
4.07 Form a Community Advisory Committee (CAC) and a Waterfront Technical Advisory Committee (WTAC).
Introduction
Waterfronts have long been economic and industrial hubs. With the decline of traditional waterfront industries, these areas provide prime opportunities for cities to reimagine waterfronts as multi-use public gathering spaces that complement local context, reflect community values, and build a positive regional identity.

**Project Background**

In 2012, the Port of Camas-Washougal purchased 13 acres of riverfront land on the southwest edge of Washougal, Washington which was the former site of the Hambleton lumber mill. Private developer Killian Pacific purchased the remaining 13 acres. The Port is seeking to revitalize the area by creating recreational opportunities and mixed-use development.

With this goal in mind, a team of students from the Master of Urban and Regional Planning program at Portland State University, operating under the name Convergence Community Planning, have partnered with the Port of Camas-Washougal and the City of Washougal to complete the “Washougal Waterfront: A Community Connected” project.

**Project Purpose**

To develop a community vision for the Waterfront that connects and complements the Downtown, supporting the creation of a local and regional identity for the City of Washougal.

**Defining a Vision Plan**

The Waterfront Vision Plan is a community generated, high-level concept guide for future planning and development on the Waterfront. By its nature, a vision plan paints with broader strokes than a detailed master plan. As such, the recommendations and implementation table included in the plan do not have the level of specificity that will come later in the process, such as pricing and phase timelines. Instead, as an aspirational document this plan can act as a long-range vision for the Waterfront.

**Community Values**

Washougal is rich with local character and community pride. A successful Waterfront will tap into these resources and emphasize community values in its design, development and process.

Community values are essential elements of any vision process. They are not always universal, but distinct themes surfaced. From surveys and interviews to experience and observation, the following core characteristics have consistently emerged as fundamental to Washougal:

- Small-town character
- Outdoor recreation
- Natural scenic beauty
- Safety and family-friendly environment
- Importance of Washougal’s future generations
- Gateway to the Gorge

These values and themes inform every aspect of this Vision Plan’s process and recommendations for the Waterfront. In order to create a place that truly resonates with the community, these characteristics need to be present in all development considerations.
Guiding Principles

“Washougal Waterfront: A Community Connected” builds upon previous planning efforts and the strengths of the community. Four Guiding Principles are defined for the project: Cultivate, Thrive, Connect and Collaborate. The Guiding Principles were developed based on past community input, existing plans for the area, and the objectives of the Waterfront Vision Plan. These principles are used as the framework for the development and organization of the plan. The four Guiding Principles are:

Cultivate
The community prides itself on its rich historical roots, access to abundant natural amenities, and small-town, family-friendly feel. Building on these community values, together we will cultivate a local and regional identity for Washougal.

Thrive
Washougal’s emerging Downtown combined with a local dedication to environmental stewardship creates a strong foundation for a thriving community. Together we will create an economically feasible and sustainable waterfront destination, without compromising the core environmental integrity of the region.

Connect
The City, Port, and community have been fostering connections by investing in infrastructure, creating a vibrant downtown core, and building on regional opportunities. Together we will strengthen community connections and provide safe and easy access to the Waterfront.

Collaborate
Community partners are committed to building strong relationships based on good faith and genuine involvement. Together we will ensure continued transparency and collaboration between governing agencies, the community, and other regional partners in the future development of the Waterfront.
Project Constraints
There were a few constraints placed on the project that affected the process and outcomes of the Waterfront Vision Plan.

Timeline
First, authentic engagement takes time. Convergence Community Planning reached a large number of people that had never heard about the Waterfront project, while furthering engagement with previously involved groups. However, it is important to recognize that a more inclusive and extensive engagement process could, and should, occur with more time. With time, a stronger base can be developed which will help strengthen community trust, interest, and understanding — resulting in even more thoughtful input and feedback.

Additionally, as with many engagement processes, it is important to note the need to continue reaching out to populations that are historically unheard/underrepresented in engagement processes. These include low-income populations, Native Americans, people of color, youth, disabled/limited mobility persons, and people who speak English as a second language. While the engagement process for this plan attempted to reach out to groups and people who could speak on their behalf, the team still recognizes that these groups were not heard from or represented to the same extent as others. It is important to continue to work with and reach out to representatives of these groups, make efforts to tap into organizations that provide services for these populations, and host events and workshops at times and locations that would be convenient for them.

Scope
Second, the scope of the project sets boundaries on what can be addressed within the Waterfront Vision Plan. Throughout the engagement process the team received feedback on a variety of issues. Many of these could be integrated into the Vision Plan, but a few could not, such as the desire to see the marina expanded or addressing the connectivity issues of Washougal as a whole. The Convergence Community Planning team was brought on to address a specific project, and unfortunately, not all feedback could be addressed in this plan. However, all comments and feedback received have been fully documented and passed on to Port and City staff.

Development Agreement
Finally, a development agreement for the Waterfront site has been in place since 2013. This agreement placed constraints on the recommendations that are available for the project. Techniques such as form-based code, zoning overlays and design standards are not possible under the current development agreement. Many of the desired outcomes of these techniques can still be reached through other means.

How to Use This Document
The Waterfront Vision Plan is intended as a tool for the Port of Camas-Washougal, the City of Washougal, and community members alike. Government agencies can use this document to shape process, infrastructure and policy decisions so they align with identified community values and vision. Community members can use this document for advocacy and capacity-building.

Process
The process section outlines the steps taken to build this vision with the community including a description of existing community and site conditions, an overview of the community engagement process, and case studies as well as key findings from all these processes.
Recommendations
The recommendation section describes each of the 50 recommendations. Recommendations are grouped under the plan’s four Guiding Principles and are further defined by topic area. For example, the topic area “tourism and marketing” groups all tourism related recommendations.

Implementation
The implementation section describes the projects next steps including a description of recommendations that have been prioritized for immediate action.

Appendix
In addition, there are also several appendices attached to the document that provide more detailed information on plan components such as existing conditions and engagement results.
The Waterfront Vision Plan is founded on an understanding of existing community conditions, community engagement, and lessons learned from other waterfront communities. Community and Site Profiles identified existing local and regional assets and limitations, and case study research provided innovative ideas and best practices for future development. Additionally, community engagement has been a central priority for Convergence Community Planning. From education and outreach to collecting input and feedback, community engagement highlights local and regional perspectives and identifies community values, strengths and needs.
Key findings:
• Existing community assets including recreational amenities and a growing downtown are strong
• Community demographics including age, income and employment should influence the type of development on the site
• Access to the Waterfront is limited, especially between Downtown and the Waterfront
• Current site zoning allows for a variety of uses including residential, retail and mixed-use development
• Multiple stakeholders are involved in the Waterfront project including the Port, City, private developer Killian Pacific, the communities of Washougal and Camas, and regional stakeholders

Introduction
The City of Washougal, population 14,500, is located in southeast Clark County on the banks of the Columbia River at the entrance to the Columbia River Gorge scenic area. Clark County also includes the City of Camas, which has a population of approximately 20,000. Camas city limits are directly adjacent to the City of Washougal to the west. The City of Vancouver, which is the fourth largest city in the state lies a further 15 miles west of Washougal.

Stevenson, WA is the closest community to Washougal to the east, located in Skamania County. The City of Portland also plays a regionally significant role in relationship to Washougal. Many Washougalites travel to Portland, which is a short 25-minute drive away, for work and services such as shopping and dining, and many Portlanders travel to Washougal to access the natural amenities of the Columbia Gorge.
Community Profile

Community Assets
Washougal’s culture is deeply rooted in outdoor recreation and maximizing the abundance of natural amenities. The community prides itself on its rich history and maintaining its small town, family-friendly feel.

Downtown
Recently, Downtown Washougal has been enjoying increased growth following efforts by the City and local developers. Revitalization efforts have paved the way for new restaurants and specialty retail stores in the downtown business area. In close proximity is the popular 101-year old Pendleton Woolen Mill, which attracts regional visitors. Set along Main Street in Downtown, Reflection Plaza plays host to many community events all year-round and is close to the Washougal Town Square, Pendleton Woolen Mills Outlet Store and the Two Rivers Heritage Museum.

Parks
Washougal’s parks system offers a variety of sites and recreation opportunities serving different needs in the community. Between the Port and the City, Washougalites have access to nineteen parks. Along the Waterfront, the Port-owned Marina Park is a popular destination, which allows visitors to stroll the walking paths, have a picnic or overlook the marina. Several events and concerts also take place at the Marina Park and boaters of all types launch their watercrafts year-round.

The pedestrian tunnel near the Pendleton Store provides access under SR-14 to the Levee Trail. Popular recreational destinations along the Levee Trail include Steamboat Landing, Captain William Clark Park at Cottonwood Beach and the Steigerwald Lake National Wildlife Refuge.
The Process: Community Profile

**Labor Market**

Every day, thousands of commuters leave the City of Washougal and Clark County for work in other parts of the region. In 2011, an estimated 91,000 residents commuted out of the County as compared to the 37,000 who commuted into Clark County. A small share of residents both live and work in Washougal.


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**Demographics**

Consistent with regional trends, the demographics of Washougal are rapidly changing – the population is increasing and becoming more diverse in age and race. This trend is expected to continue in the future. By 2024, Washougal’s population is expected to nearly double to 26,000 people. As of 2012, there are 5,142 households in the City of Washougal, of which 73% are comprised of families.

Median household income (MHHI) data suggest that Washougal has experienced a general increase in income over the past two decades, especially when compared to Clark County. As of 2012, the MHHI in Washougal is $61,322 per year, which is an increase of 21% over the last decade. In comparison, Clark County’s MHHI experienced a 7% decline and is lower than Washougal’s, at $58,764.

Despite an overall increase in income, the poverty rates in Washougal have continued to increase. As of 2012, nearly 12% of Washougal’s population is living in poverty according to the U.S Census Bureau (see figures on page 22).

**Economy**

Historically, the economy of Washougal and most of Clark County has been concentrated around the industrial and manufacturing sectors, but similar to national trends, there has been a decline in traditional blue collar jobs with an increase in service jobs. The manufacturing sector is still an important regional employer, highlighted by Georgia Pacific Pulp and Paper Mill, but Hewlett-Packard Corp InkJet Printer is also a large employer in the region. Washougal’s largest employers are Pendleton Woolen Mills and the Washougal School District. Tourism in the region is also increasing, with visitors spending $446 million at Clark County businesses in 2012.
Demographics Overview

Population Trends: 1990-2012

Washougal 2012 Age Composition

- Under 18: 25%
- 18-34 Years: 22%
- 35-64 Years: 42%
- 65 and older: 10%

2012 Populations Living in Poverty

- Under 18: 14%
- 18 to 64 Years Old: 11%
- 65 and Over: 8%

2012 Median Household Income

- Washougal: $61,322
- Clark County: $58,764

Source for all data: Social Explorer Tables: ACS 2008 to 2012 (5-Year Estimates) (SE), ACS 2008 -- 2012 (5-Year Estimates), Social Explorer; U.S. Census Bureau
Situated at the western corner of the City of Washougal’s waterfront, the project site is about 1.5 miles west of Washougal’s downtown and 1.8 miles east of downtown Camas. The site is directly adjacent to the Port headquarters, Marina Park, a hotel and an automobile dealership to the west. State Route 14 (SR-14), alternatively known as Lewis and Clark Highway, bounds the site on the north, with the Columbia River on the south, the Parkersville Landing Historical Park and 2nd Street on the west and 7th Street on the east.

In November 2012, the Port and private real estate developer, Killian Pacific, each bought equal portions of the 26.38-acre site. The 13.25 acres of the project owned by the Port also connects to another 14-acre parcel of Port-owned property to the east. This brings the total amount of redevelopable land to 40 acres. These parcels are included in the Port’s Strategic Plan for future development.

**Access**

Residents and visitors wishing to access the Waterfront have few options, even more so since the loss of the intersection at 6th Street and SR-14. The highway is a barrier to accessing the Waterfront from the rest of Washougal, especially Downtown. Drivers are able to access the project site from SR-14 at Exit 14 as well as on C Street. Sidewalk networks provide access for...
pedestrians and bicyclists and the pedestrian tunnel near the Pendleton Store provides access under SR-14 to the Levee Trail and the Columbia River. Public transit connections to the site are more challenging, with the nearest transit stops on E street. C-TRAN’s Route 92 connects the Washougal downtown area to Camas and the Fisher’s Landing Transit Center in Vancouver.

Land Use and Zoning
The project site is currently zoned Highway Commercial (CH), which is the least restrictive of all commercial districts in the code and allows for a wide variety of uses, including residential, retail and mixed-use development.

In the fall of 2013, the Washougal City Council approved a development agreement between the Port and Killian Pacific, which established the standards and conditions that would govern development on the site including design and density.

Existing Planning
The Port has been engaged in waterfront planning since 2006, but planning for this specific site began in 2011, when the Port was awarded an Integrated Planning Grant (IPG) from the Washington State Department of Ecology. This grant was designed to conduct environmental due diligence on the site, lead a community involvement process to envision the future use of the entire Waterfront, and prepare a strategy for redevelopment that weaves together brownfield remediation, market demand, and public use.

Since then, the Port has continued to move forward with Waterfront redevelopment; contracts have been signed with several planning, engineering and architecture firms, clean-up and remediation of the site is set to begin in the summer of 2014 and construction of the Waterfront trail and park is scheduled to start in 2015.

As a part of the above planning efforts the Port conducted open houses, stakeholder interviews and administered a survey regarding waterfront cleanup and development. In addition, revenue sources to help fund the trail and park portion of the project are pending.

Other Relevant Plans:

Port of Camas-Washougal - Comprehensive Scheme of Harbor Improvements & Strategic Plan 2013
- This plan serves as the roadmap to help fulfill the Port’s mission to “make strategic investments and develop effective partnerships that enhance the community’s quality of life by bringing jobs, infrastructure, and recreational opportunities to East Clark County.”
- The current effort to create a community vision for the Waterfront stems directly from Goal 4 of this Strategic Plan, which states, “lead a collaborative effort to develop a more vibrant, economically viable, and publicly accessible Columbia River waterfront.”

City of Washougal’s Strategic Plan Roadmap, 2013
- The City of Washougal’s Strategic Plan Roadmap articulates the City’s vision, values, mission, and four “Priority Goal Pillars” for the City to focus on over the next ten years. The vision articulated in the plan is that the City “will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.”
The Port and City have been engaging the community on the Waterfront project since the project’s inception several years ago. Convergence Community Planning’s engagement plan built on those previous engagement efforts, with the intention of avoiding duplication, respecting previous efforts and ideas, and using feedback from previous processes as the foundation for the current Waterfront Vision Plan’s engagement and planning process. Recognizing the Waterfront as a regional amenity, the team aimed to include both local and regional stakeholders.

Integration of Past Engagement Processes
The team first compiled and synthesized community input and results from the following previous engagement processes:

- 2006 Waterfront Advisory Committee
- 2011/2012 Port Integrated Planning Open Houses
- 2013 Port Survey
- 2013 City Strategic Plan
- 2013 Port Stakeholder Interviews

This was used to develop a set of core values, and eventually four Guiding Principles, to guide the current engagement process.

Including a Regional Perspective
Being near the Waterfront site, Washougal and Camas community members have an obvious stake in its future use. However, the team also recognized a desire for the site to be a regional destination. The engagement process was therefore designed to include both local and regional stakeholders. This meant integrating existing market analysis efforts, coordinating with the City’s marketing and public relations consultant and with regional partners such as the Friends of the Columbia Gorge. The team also conducted an online survey targeting Columbia River Gorge visitors.
Engagement Phases

The engagement process was organized into two basic phases: (1) informing the community about the Waterfront Project and (2) collecting input and feedback from community members more formally.

For the first phase, Convergence Community Planning conducted outreach at community events, such as Camas First Friday, looking to target groups that may have been previously unaware of the project, while still including those involved in previous engagement processes. Methods included informal interviews during door-to-door outreach, and flyering at community gathering spots and events.

For the second phase, the team focused on collecting input and feedback more formally. This included conducting one-on-one interviews, focus group discussions with businesses and community organizations, and intercept surveys with local high school students. These more targeted methods were meant to complement and build on previous engagement efforts by the Port and the City. A community survey was also developed. The purpose of the survey was to identify community preferences for the Washougal Waterfront Project site, including preferred development types, use, access and overall character. The survey also looked to understand how people would like to be engaged in the process moving forward.

Successes of Community Engagement

- **Going to the community rather than asking them to come to us:** utilizing existing events, door-to-door outreach, conducting interviews at stakeholder offices, and holding focus groups in central locations seemed to result in reaching people that had not yet heard of the project, one of the main goals of the engagement process. Although it can be time intensive, the reach and quality of engagement suggests it is worth continuing this kind of outreach.

- **Tapping into existing outlets to spread the word about the plan:** working with new and existing partners such as schools, organizations like Unite!, and Friends of the Gorge to help send out project updates and event notifications to their existing base was useful and efficient. This also helped reach people that hadn’t heard about the project.

- **Providing updates on social media, website, and through e-mail listservs:** There was a notable amount of feedback received throughout the process with these tools. They also assisted in informing people of events and providing documentation about the project as it was produced – feeding into the education and transparency component of the project.

Constraints of Community Engagement:

- **Authentic and thorough engagement takes time:** As noted in the introduction, the team reached a large number of people that had not yet heard about the plan while also furthering the engagement of previously
involved groups. However, it is important to recognize that a more inclusive and extensive engagement process could, and should, occur with more time. This would help:

» Strengthen community trust, interest, and understanding
» Result in even more thoughtful input and feedback
» Continue efforts to reach historically underrepresented populations

Key Findings
In this section, key findings are organized by the plan’s four Guiding Principles.

Cultivate
Preserve the “character of Washougal”: One of the most common desires was for the Waterfront to continue to reflect the “character of Washougal.” While this means different things to different people, common themes included Washougal’s:

• Small-town character
• Outdoor recreation
• Natural scenic beauty
• Safety and family-friendly environment
• Youth and future generations

These community values are reflected in other Key Findings including the Community and Site Profiles.

Desire and need for public spaces: There was a very clear interest in keeping the Waterfront accessible to the public. A desire for recreational trails and other outdoor activities, places for youth, community centers, plazas, parks, and playgrounds was common; both to address perceived gaps in existing public gathering spaces and to ensure a diverse mix of uses that creates a vibrant and attractive Waterfront.

Incorporate art, history, and culture into the Waterfront site: The community takes pride in its history and existing arts culture, from tactile arts to the performing arts. People want the Waterfront to reflect this with signage, art and art spaces.

Tap into regional resources in the area to help create an identity for Washougal: Both local and regional stakeholders want to grow Washougal’s regional business and recreation connections. There’s a need to better promote – to visitors and locals alike – the connections, and local amenities and activities that already exist.

Thrive
Incorporate a variety of businesses that are reflective of community needs: Most feedback communicated a resistance to “big box” stores on the Waterfront, with stronger support for a mix of small and local businesses. This included businesses that would support the recreational components of the site as well as shops that would cater to community needs – both in services as well as price.

Support a natural habitat, environmental stewardship, and protect views: While there was support for some development on the Waterfront, there was even stronger support for natural space, and design that supported environmental sustainability. Environmental concerns included pollution, site cleanup and sprawl, and were related both to the construction phases and the final development. Many people were concerned about blocked views, and supported clustering development into designated locations and limiting the height of development to maintain current views.
Connect
Ensure a clear physical and emotional connection to and from Downtown as well as the rest of the community: People were concerned about ensuring strong connections between the Waterfront and existing hubs such as Downtown. Ideas to draw people to, and strengthen, both locations included signage, events and ample community spaces as well as strong physical connections through pathways and trails.

Create a Waterfront that is a safe place for all users: Many people took pride in Washougal as a safe place, and they want the Waterfront to be safe as well. For some this meant adequate lighting along trails, and for others it meant ensuring “eyes on the Waterfront;” i.e. increasing the community’s overall Waterfront presence with a variety of uses and activities.

Collaborate
Provide continued engagement, education, and transparency: People were excited and appreciative of the opportunity to learn about the project and provide feedback. However, a notable number of people hadn’t heard of the project or were unsure of details. Others expressed concern over previous engagement, how they could remain informed and engaged after the Waterfront Vision Plan was completed, and whether or not their input would actually have an impact on the project. It will be imperative that the community continues to be engaged and informed as the project progresses, in order to maintain and build interest in the Waterfront Project and to create a space that the community will use and support.

Stay Involved!
Are you interested in staying involved as the Waterfront Project moves forward? Become a Champion of the Waterfront Vision Plan!

Why? Signing up to be a Champion helps you consider your own interests, skills, and capacity and how that can be applied to the Washougal Waterfront Vision Plan.

Who? Anyone can sign up to be a Champion! Individuals, organizations, local residents, and regional visitors can all help spread the word about the project and provide input throughout the process.

How? You can sign up to be a Champion by visiting the project website (WashougalWaterfront.com) and fill out the Champion form. You can also contact the Port of Camas-Washougal if you want more information about getting involved or have questions about the project.
### Engagement Process Overview Table:

<table>
<thead>
<tr>
<th>Event/Method</th>
<th>Overview</th>
<th>Date</th>
<th># Of People Reached</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Web/Social Media</strong></td>
<td>The project website informed the public about the planning process and included a calendar of events and other relevant documents</td>
<td>Ongoing</td>
<td>180+ Facebook “fans” 70+ liserv subscribers</td>
</tr>
<tr>
<td><strong>Downtown Camas First Friday</strong></td>
<td>Booth with project information as well as an interactive mapping activity and door-to-door outreach to Downtown Camas businesses</td>
<td>March 7</td>
<td>75-100 people</td>
</tr>
<tr>
<td><strong>Red Barn Playground Ribbon Cutting</strong></td>
<td>Booth with project information as well as an interactive mapping activity</td>
<td>March 8</td>
<td>15-20 people</td>
</tr>
<tr>
<td><strong>Columbia River Gorge Visitors Survey</strong></td>
<td>Online Survey which consisted of 14 questions, mainly multiple choice on tourism in the Gorge</td>
<td>March 25 – April 23</td>
<td>107 responses</td>
</tr>
<tr>
<td><strong>Door-to-Door Outreach to Washougal Businesses</strong></td>
<td>Provided project information/documents, answered questions, and collected some input/ideas about the project</td>
<td>March 27 (focus on downtown businesses) April 18 (other centers including Safeway &amp; Starbucks centers)</td>
<td>25 businesses 15 businesses</td>
</tr>
<tr>
<td><strong>Stakeholder Outreach and Interviews</strong></td>
<td>Outreach via E-mail/Phone Calls + one-on-one interviews</td>
<td>Throughout April</td>
<td>40 connections total 17 people interviewed (included in above total)</td>
</tr>
<tr>
<td><strong>Two Rivers Museum After Hours</strong></td>
<td>Handed out flyers for Kick-Off Event and project information</td>
<td>April 3</td>
<td>15-20 people</td>
</tr>
<tr>
<td><strong>Community Survey</strong></td>
<td>Online Survey + Shortened Intercept Survey: Online survey consisted of 13 questions, mainly open-ended essay format; shortened intercept survey contained 6 questions. The purpose of the survey was to identify community preferences for the site</td>
<td>April 12 – April 23 Intercept Surveys conducted April 20</td>
<td>136 online + 99 via intercept surveys</td>
</tr>
<tr>
<td><strong>Kick-Off Event</strong></td>
<td>Event held at the Port Offices, included boards about the project, case studies, and various project concepts; site tour; fun photobooth and scavenger hunt for children</td>
<td>April 12</td>
<td>30-40 attendees</td>
</tr>
<tr>
<td><strong>Business Mixer/Focus Group</strong></td>
<td>Brief project presentation followed by facilitated, small-group discussions</td>
<td>April 21</td>
<td>20-30 attendees</td>
</tr>
<tr>
<td><strong>Presentation to Camas City Council</strong></td>
<td>Presentation on project work plan during City Council Workshop Session in order to promote awareness of the project in Camas and collect feedback from Council and the public</td>
<td>April 21</td>
<td>6 council members 11 staff 5 members of the public</td>
</tr>
<tr>
<td><strong>High School Surveys/Interviews + e-mails with middle school teachers</strong></td>
<td>One-on-one and small group interviews/ discussions with students during lunch break at Washougal High School; e-mail correspondence with teachers</td>
<td>April 25 end April/early May</td>
<td>116 surveyed 2 teacher responses</td>
</tr>
<tr>
<td><strong>Unite! Community Coalition Focus Group</strong></td>
<td>1-on-1 and small group discussions regarding larger community service, safety, and equity</td>
<td>April 28</td>
<td>4 attendees</td>
</tr>
<tr>
<td><strong>Community Recognition Event</strong></td>
<td>Event held in Downtown Washougal to say thank you to the community for their time and input and unveil the draft recommendations for the Waterfront Vision Plan</td>
<td>May 8</td>
<td>50-60 attendees</td>
</tr>
</tbody>
</table>
Many cities in the U.S. and around the world have utilized waterfronts in various ways to spur economic development and strengthen community identity and sense of place. The case studies are comprised of regional waterfronts in the Pacific Northwest including cities in the Columbia River Gorge, the broader U.S., and internationally. A few of the case studies are from larger cities that have different challenges and opportunities than Washougal. Despite differences in scale, they provide important and innovative elements that can also be applied to Washougal’s waterfront.

The following criteria was used to select the case studies:

- Small town
- Waterfront access
- Connection to downtown areas
- Sustainability
- Urban design
- Community identity

In addition to literature searches, the three Columbia River Gorge cases incorporate on-site observations collected by Convergence Community Planning in February 2014. All observations were solely perceived experiences from walking on-site. The team’s on-site review of these cases include observations on building development and uses, transportation, parks and open space, water access, and other recreational amenities. Due to time constraints, we were unable to visit these sites during the peak season, and therefore could not make substantive observations on how people were using these waterfronts.

A more detailed analysis of each case study can be found in Appendix H.
Key Lessons from Case Studies:

- **Public engagement and transparency between stakeholders creates positive outcomes:** Active participation by the community in the planning process is important in developing a successful waterfront attraction (Hood River, Marquette).

- **Collaboration among partners is key:** Seeking out partners early and often ensures more positive outcomes and stakeholder buy-in (Marquette, Victoria).

- **Developing the project in phases is a more feasible option:** Dividing the development into phases provides more time to mitigate unforeseen challenges, and provide more opportunities for funding and building partnerships (Roseburg, Golden, Victoria).

- **Diverse uses invites diverse users:** A balanced mix of private and public uses on the waterfront such as ample public space and mixed-use development create inclusive destinations for all types of visitors (Hood River, Astoria, Golden).

- **Waterfront development can be complementary to downtown development:** Clear connections and distinct uses and identities can create opportunities and reasons to visit both rather than one or the other which can produce greater economic benefits both locally and regionally (Astoria, Roseburg).

- **Resilient design prolongs the life span of infrastructure:** Implementing adaptive design techniques and emergency management strategies can mitigate impacts from flooding and other natural disasters. (HafenCity)

- **Good pedestrian and bicycle access increases sustainability:** Safe and better connected pedestrian/bicycle infrastructure can alleviate parking congestion and provide alternative transportation options for all types of visitors (Hood River, HafenCity).

- **Clear and cohesive signage is very effective but underutilized:** Good signage helps visitors navigate and gauge distances to different areas. Signs can also be educational and/or artistic providing creative opportunities to foster cultural identity and sense of place (Hood River, Cascade Locks, Golden, Marquette).
Project for Public Spaces (PPS) provides tools and resources dedicated to helping communities create and sustain public spaces, including waterfronts. PPS believes reimagining a waterfront as a multi-use public gathering place provides a unique opportunity for a city to redefine itself. Based on their research and experience with waterfront redevelopment projects, PPS compiled a list of both common pitfalls to avoid when developing a waterfront as well as the 10 qualities that make a great waterfront. For more waterfront resources from Project for Public Spaces, including ideas about what makes a successful waterfront visit: www.pps.org/reference/reference-categories/waterfronts-articles/.

10 Qualities of a Great Waterfront Destination
1. The surrounding buildings enhance, not detract from public spaces
2. Limits are placed on residential development, so public activities can thrive
3. Year-round events are offered
4. The waterfront is designed to attract a diversity of users as well as a mix of permanent and temporary structures
5. Public amenities such as seating, lighting and art are present
6. The site is accessible by boat, bike, and foot
7. Local identity is showcased
8. The water itself is the centerpiece
9. Iconic, attention grabbing buildings if done right can bring people in
10. Successful Waterfronts are well managed

Common Pitfalls from Other Waterfront Projects
1. Single-use developments instead of multi-purpose destinations result in isolated, underused spaces
2. Auto-oriented development often cuts people off from the waterfront
3. Too much passive space such as large, open fields results in underuse during certain times of the day and year
4. Private control rather than public access, which includes luxury condominiums as well as subtle public barriers such as a lack of sidewalks creates barriers to waterfront access
5. Lack of destinations - even if well designed, a waterfront needs special places to draw people in
6. Process driven by development and not by community - without public support, waterfront development is compromised
7. Overreliance on stand-alone iconic buildings results in isolated, inactive spaces
The Waterfront Vision Plan includes a series of short-term and long-term recommendations to help cultivate a regional identity, create a thriving Waterfront, connect places to people, and build a collaborative environment for the future. These recommendations are meant as a toolkit to be used by the Port, the City, and the local community. Through the lens of the four Guiding Principles, these recommendations represent strategies and opportunities for the Waterfront to serve and support the community, city and region.
1. Cultivate

The community prides itself on its rich historical roots, access to abundant natural amenities, and small-town, family-friendly feel. Building on these community values, together we will cultivate a local and regional identity for Washougal.

Successful waterfronts engage the whole community by providing diverse, complementary uses. Washougalites want the Waterfront to be a vibrant, welcoming place for residents and visitors. This means development on the Waterfront must reflect established community values and build on existing community assets.

Topics in this section are:

- Community Spaces and Civic Uses
- Arts, History and Culture
- Tourism and Marketing
A great community space is one where people gather, celebrate and interact. If combined in the right way, community spaces and civic uses build off each other, energizing the Waterfront much more than any single use or development.

Overview of Recommendations

1.01 Incorporate placemaking activities
1.02 Integrate interactive, family-friendly amenities
1.03 Establish a community garden
1.04 Build a community center
1.05 Offer frequent, year-round events and programming
1.01 **Incorporate placemaking activities** into all development on the Waterfront.

Placemaking, which includes community participation in the planning, design, management and programming of public spaces can promote community empowerment and belonging on the Waterfront.

1.02 **Integrate interactive, family-friendly amenities** on the Waterfront and within the development.

Washougal’s population has a high proportion of families; family-friendly spaces have consistently been identified as an important community asset. Creating indoor and outdoor uses that are family-friendly make the Waterfront open and accessible to all residents year-round.

1.03 **Establish a community garden** on the Waterfront.

Community gardens can serve as a way to foster personal ownership and stewardship of the Waterfront while drawing residents to the area year-round.

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**Local Example: Intersection Repair**

Intersection Repair – a project of the Village Building Convergence in Portland, Oregon – is a grassroots community-led conversion of urban street intersections into public squares. Most streets have been designed with the single purpose of moving cars through the area. Intersection Repair reclaims public spaces for the whole community, creating new pathways and places for people to come together.

For more information on Intersection Repair, visit [http://cityrepair.org/about/how-to/placemaking/intersectionrepair/](http://cityrepair.org/about/how-to/placemaking/intersectionrepair/).
1.04 **Build a community center** on the Waterfront or within the development.

Washougal currently lacks space for indoor community gatherings. Creating indoor and outdoor community spaces and civic uses – such as office space for community organizations, classrooms or basketball courts – can create a balance of uses on the Waterfront.

1.05 **Offer frequent, year-round events and programming** in Downtown Washougal and the Waterfront.

Residents want year-round events and programming for the Waterfront and Downtown to create activities for locals and tourists. Year-round events could include film festivals, artwalks, polar bear swims and history talks.

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**Funding Option: Spacehive**

Spacehive is a funding platform that helps people raise money for local social projects in their community. Ideas for neighborhood improvement like parks or playgrounds can be posted on the site and anyone can pledge to fund them, helping them become reality. Local people and design professionals can share their inspiring project ideas for a community, build awareness and get funding. Public bodies, businesses, and brands can help invest in neighborhoods and fund improvements to local areas.

For more information on Spacehive, visit [www.spacehive.com](http://www.spacehive.com)
Frequent opportunities to appreciate local art, music and theatre help draw a community together around the Waterfront. Public art presents an opportunity for a neighborhood to tell its history and express local culture.

Overview of Recommendations

1.06 Install art that reflects community values
1.07 Establish a self-guided walking tour
1.08 Expand or enhance the current location for music events by building an amphitheater
1.06 Install art that reflects community values.

Art can act as a physical representation of community values. The history and natural beauty of the area are very important to the community and offer a unique opportunity to demonstrate the identity of Washougal.

Local Example: The Confluence Project

The Confluence Project is a series of six art installations along the Columbia River, which integrate the journals of Lewis and Clark with the area’s ecology and history. The project is a collaborative effort between Pacific Northwest tribes, artist Maya Lin and community groups from Washington and Oregon. The project stretches more than 300 miles from where the Columbia River flows into the Pacific Ocean at Astoria OR, to Clarkston, WA.

For more information on the Confluence Project visit www.confluenceproject.org

1.07 Establish a self-guided walking tour of art installations placed in strategic locations linking Downtown and the Waterfront.

Art can act as a connection between the Waterfront, anchored by Parker’s Landing and the Two Rivers Museum in Downtown. A self-guided walking tour of art can also function as an attraction that draws in visitors.
1.08 Expand or enhance the current options for music events by building an amphitheater on the Waterfront.

An amphitheater on the Waterfront could act as a regional attraction and destination for weddings, music festivals and live theater, generating economic revenue for the City and Port.

Local Asset: Washburn Performing Arts Center

The Washburn Performing Arts Center at Washougal High School is a very popular venue for the high school’s performing arts program, but the facility is reaching capacity. The Waterfront presents an opportunity to host events within the amphitheater and for Washougal to be known for the arts in addition to its recreational amenities.

Little Shop of Horrors (Source: Washburn Performing Arts Center)
Tourism and Marketing

Tourism can help create a vibrant, local economy. Washougal’s existing community assets make it an ideal location to capture tourists seeking a day trip in and around the Columbia Gorge.

Overview of Recommendations

1.09 Facilitate a conversation with Best Western to join the Tourism Promotion Area
1.10 Develop tourism materials
1.11 Develop a visitor kiosk
1.12 Establish a regional tourism task force
1.13 Conduct a feasibility study on a passenger ferry service
1.09 Facilitate a conversation with Best Western to join the Tourism Promotion Area (TPA).

Vancouver USA handles marketing and promotion of cities and towns within Clark County. Currently the organization does not market Washougal because the city’s only lodging option that qualifies to be a part of the TPA does not pay into the fund. By joining the TPA, Washougal could capture additional visitors.

1.10 Develop tourism materials such as postcards and maps to complement the recently established Washougal Tourism website.

Residents are excited about tourism growth in Washougal. A critical component to increasing tourism is developing and implementing marketing material such as postcards and maps in strategic locations.

1.11 Develop a visitor kiosk on the Waterfront.

Building on the recently created Washougal Tourism website, there needs to be a physical location where tourists can get information on Washougal activities. Developing a visitor center in Downtown Washougal and a visitor kiosk on the Waterfront can act as a connector between the two places.
1.12 Establish a regional tourism task force to develop collaborative marketing strategies for western Gorge towns.

Many people participate in day trips when visiting the Gorge. If a collaborative approach is adopted, towns in the Gorge, including Troutdale, Cascade Locks, Stevenson and Carson, can work together to draw in visitors through planned day trip itineraries.

1.13 Conduct a feasibility study on a passenger ferry service across the Columbia River to the Sandy River Delta Park.

A passenger ferry across the Columbia River would be a unique amenity and regional draw that could set Washougal apart from other Gorge towns. As an innovative project, a passenger ferry would require a feasibility study to determine if there is capacity to support the ferry.

Suggested Day Trips

Columbia Gorge Brewery Tours:
- Thunder Island
- Backwoods
- Amnesia
- Walking Man

Regional Hikes:
- Cape Horn
- Dog Mountain
- Beacon Rock

Historic Site Tours:
- Carson Hot Springs
- Columbia Gorge Interpretive Center
- Two Rivers Museum

Sightseeing and Scenic Locations:
- Crown Point
- Steigerwald Wildlife Refuge
- Bonneville Dam
2. Thrive

Washougal’s emerging Downtown combined with a local dedication to environmental stewardship creates a strong foundation for a thriving community. Together we will create an economically feasible and sustainable Waterfront destination, without compromising the core environmental integrity of the region.

Many residents are excited about the prospect of a thriving Washougal Waterfront and the opportunities that redevelopment can bring, including more recreational opportunities and a variety of places to eat, drink and shop. Successful waterfront redevelopment must be thoughtful, well planned and consistent with the community’s commitment to sustainability.

Topics in this section are:
- Business Recruitment and Retention
- Development Best Practices
- Sustainable Development
Development on the Waterfront can provide economic opportunities for the community and complement existing businesses.

Overview of Recommendations

Business Assistance Programs:

2.01 Provide resources and support to new and existing small businesses

2.02 Establish a First Source Hiring program

Business Recruitment:

2.03 Recruit recreation-oriented businesses along the Waterfront

2.04 Recruit food and beverage establishments that range in size and affordability

2.05 Recruit small, destination retail shops
Business Assistance Programs:

2.01 Provide resources and support to new and existing small businesses.

Residents want small, local businesses to thrive in their community. Supporting small businesses by providing technical or financial assistance such as small business loans, business plan review and permitting guidance helps ensure a healthy economy both Downtown and on the Waterfront.

Portland Development Commission:

As the City of Portland’s economic development agency, the Portland Development Commission (PDC) concentrates on creating and sustaining jobs in Portland. PDC provides two business technical assistance programs, the Small Business Development Program and the Opportunity Initiative Microenterprise Program, which focus on nurturing business formation, stabilization, and growth. In addition, PDC has developed a small business technical matrix. This matrix helps business owners navigate the resources available in the Portland area including access to capital, advocacy, networking, technical assistance and training.

For more information on business programs offered by PDC visit www.pdc.us

2.02 Establish a First Source Hiring program for construction and where applicable, operation of on-site businesses and development.

A First Source Hiring program helps ensure that development on the Waterfront will benefit the local community. By utilizing First Source Hiring, Waterfront businesses and construction companies would be required to have a certain percentage of employees from within the local area. This would ensure that locals receive a fair share of the economic benefits associated with the waterfront development through meaningful job opportunities.

Business Recruitment:

2.03 Recruit recreation-oriented businesses along the Waterfront.

Recreational opportunities are very important to the identity of the community. Recreation-oriented businesses will complement the planned recreation trails and park while increasing access to activities for both locals and visitors.

Traverse City kayak and bike rental (Source: The River)
2.04 **Recruit food and beverage establishments** that range in size and affordability.

Area residents communicated a desire for a broader range of dining and drinking options than is currently available in Washougal in terms of number of options, types of establishment and price. Desired establishments ranged from small, local options to larger regional and national chains. One way to achieve this would be the inclusion of a Food Hall that supports a mix of businesses in a single space.

2.05 **Recruit small, destination retail shops** that complement existing Downtown businesses.

Area residents identified an interest in having more retail shopping opportunities that provide a range of services including day-to-day services as well as destination retail. These options would support Downtown businesses by increasing the number of visitors to Washougal.

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**Example: Food Halls**

Food Halls provide an opportunity to house farmers markets, gourmet eateries, and a variety of affordable eating establishments all under one roof. The concept of food halls has been around for decades. Today, Food Halls are seeing a resurgence across the country, providing consumers with healthier and more diverse dining options.
Adopting development best practices such as phasing, clustering and angling can create functional, attractive spaces.

**Overview of Recommendations**

2.06 Develop the Waterfront in phases

2.07 Cluster, angle and stai rstep buildings within the development

2.08 Establish Character Areas
2.06 Develop the Waterfront in phases.

Recommended Phases:

Phase 1: Waterfront trail and park, with supporting recreational businesses and infrastructure.

Phase 2: Residential development and community spaces with small, supporting commercial development.

Phase 3: Stand-alone commercial development and mixed-use development.

An incremental approach to large development increases project feasibility and minimizes potential friction created by a rushed development. The first phase of the project should be self-sustaining. The second phase, residential development can help create demand for commercial development and allow more time for Downtown to establish itself. Stand-alone commercial development and mixed-use development is recommended as the final phase of development as this requires the greatest investment and risk. All development must be done in a way that maintains public access to the Waterfront.

2.07 Cluster, angle and stairstep the buildings within the development to preserve views and maximize open space.

Clustering the development can increase the amount of open space available, balancing economic and environmental priorities. Stairstepping and angling buildings can preserve views of the river and Gorge.
Establish Character Areas along the Waterfront and within the development.

The Waterfront will encompass many development types, uses and features. Character Areas can create complementary identities along the Waterfront that align with the specific goals and character of each segment. Creating these distinct, but connected areas allows for a variety of uses and users on the Waterfront while minimizing potential conflicts. They can also be prime opportunities for placemaking and identity-building.

Local Example: Astoria, Oregon

The City of Astoria, OR, used Character Areas, which they called their “Four Area Concept,” to create unique identities within their overall waterfront. The four areas they defined are the Bridge Vista Area, Urban Core Area, Civic Greenway Area, and Neighborhood Greenway Area. These areas helped define and direct development types, design regulations, transportation infrastructure, and land use decisions in a way that worked with the immediate context and character of the area.

Example: Viewshed Protection District

The City of San Antonio has many scenic views of historic sites, landmark buildings, and other places of cultural importance. San Antonio created a Viewshed Protection District with regulations that protect, preserve, and enhance vistas. It has been successfully implemented around the Mission San Antonio de Valero, also known as the Alamo.

For more information on San Antonio’s Viewshed Districts, visit http://www.sanantonio.gov/historic/viewsheds.aspx
The Waterfront is an important community asset that should be developed with future generations in mind.

Overview of Recommendations

2.09  Apply a Triple Bottom Line lens to development decisions
2.10  Develop signage that highlights sustainability initiatives
2.11  Incorporate stormwater management best practices
2.12  Preserve and restore habitats along the river
2.13  Include resilient design features
2.14  Build to at least LEED Silver designation
2.09 Apply a Triple Bottom Line lens to development decisions to set environmental and social sustainability on equal footing with profit.

Waterfront development needs to be well planned, holistic and long-term in vision. A project that only considers economic outcomes will not receive community support. Triple-Bottom Line accounting considers the economic, social and environmental aspects of the project.

2.09 Triple-Bottom Line Tool:

A Triple Bottom Line Tool (TBL Tool) is currently being developed by Portland State University and the Federal Economic Development Administration to help governments, private agencies, non-profits and communities weigh the environmental, social and economic impacts of proposed projects.

For more information visit: http://tbltool.org/

2.10 Develop signage that highlights sustainability initiatives along the Waterfront and within the development.

Signage can be used to communicate on-site sustainability initiatives, to demonstrate a commitment to sustainability and increase community support for development. It is an educational opportunity and a way of raising awareness of the positive effects and value of sustainable development.

2.11 Incorporate stormwater management best practices to reduce pollution and runoff into the Columbia River.

Pollution and runoff during and after development construction are serious concerns for many residents. Incorporating stormwater management best practices into the development can mitigate potential runoff into the ecologically sensitive Columbia River. The City of Portland has been a local innovator in stormwater management solutions.

More information can be found at the City of Portland’s website: http://www.portlandoregon.gov/bes/31870
2.12  **Preserve and restore habitats along the river.**

Preserving and celebrating natural resources was voiced as an important community value, in addition to this being an environmentally sustainable practice. Opportunities to restore habitats during the development process should be sought out.

**Local Example: Tryon Creek Watershed Council**

Tryon Creek Watershed Council, a non-profit operating in one of Portland’s five watersheds, hosts annual work parties where residents come together to clean-up and restore the creek by removing invasive plants and planting native species. The non-profit also runs a Watershed Mentor Program, which empowers residents to become mentors to other watershed residents. This includes ‘adopting’ sections of the creek and organizing smaller work parties.

2.13  **Include resilient design features** such as terracing and hardscaping near the river.

A small portion of the site lies within the 100-year flood plain. Investing in materials that could sustain impacts of high water is necessary for long-term cost savings and the viability of the Waterfront.

2.14  **Future development should be built to at least LEED Silver.**

Several buildings in Downtown Washougal have already been LEED certified. Building the Waterfront to a minimum of LEED silver would help establish Washougal as a healthy, green place to live and visit. LEED Platinum certification would likely bring national and international attention to the Waterfront.
Best Practice: LEED

Green building brings significant economic, social and environmental benefits. Economically, green building can significantly lower operation and maintenance costs and can increase occupancy and lease rates by virtue of associated social and environmental benefits. Socially, green building enhances occupant health, quality of life, heighten design of the development and minimize strain on local infrastructure. Environmentally, green building would protect the Waterfront environment and natural resources, improve air and water quality and reduce waste streams compared to non-green building. LEED-certified developments clearly set the development apart, bringing external recognition and validation that can attract investors, tenants and visitors alike.

Case Study: Greensburg, Kansas

In May 2007, a tornado hit the small community of Greensburg, Kansas. The damage was so extensive that the town had to be completely rebuilt. The community decided to rebuild the town sustainably, striving to become a “model green town for the future.” The decision had a profound impact on the community; tourists from all over the world now travel to Greensburg to learn about the town’s green renaissance. A non-profit organization, GreenTown Greensburg, offers self-guided, customized, hour-long walking tours of the town and organizes accommodations in nearby “eco-homes.” The municipal building is the first municipal LEED Platinum building in the U.S and the town's Wind Farm generates enough power for 4,000 homes.

For more information visit www.greensburggreentown.org.
3. Connect

The City, Port and community have been fostering connections by investing in infrastructure, creating a vibrant downtown core and building on regional opportunities. Together we will strengthen community connections and provide safe and easy access to the Waterfront.

Access and mobility are essential components for a well-planned Waterfront. How you get there and how you move around once you’re there are basic, but vital tenets for a successful space. These are met by providing transportation options that encourage visitors to come back and experience all that the Waterfront and Washougal have to offer without sacrificing the mobility and quality of life of the local community.

Topics in this section are:
- Connections and Access
- Multimodal Experience
- Transportation Management
For the Waterfront to reach its potential, it needs to be intrinsically linked to Downtown Washougal, the Columbia River and the Gorge.

Overview of Recommendations

3.01 Complete proposed connection of Waterfront Trail to Steamboat Landing

3.02 Continue to support regional trail efforts

3.03 Incorporate a mix of signage that is simple, clear and easy to follow

3.04 Transform South A Street into a Low Impact Street

3.05 Create a Greenway Loop connecting Downtown to the Waterfront

3.06 Run a seasonal trolley bus/shuttle service

3.07 Explore feasibility of a pedestrian and bicycle overpass along 6th Street
3.01 **Complete proposed connection of Waterfront Trail to Steamboat Landing** using a combination of trails and floating docks, working in collaboration with private property owners.

A combination of trails and floating docks would increase the trail variation and provide a regional attraction along the Columbia River. Portland’s Eastbank Esplanade is a local example and provides a starting point for the discussion.

3.02 **Continue to support regional trails** by promoting the Gorge Towns to Trails program and completing the western connection from the Waterfront to the Washougal River Greenway.

A regional trail network coupled with Washougal’s Waterfront and Downtown amenities could be a major attraction for visitors. Supporting the Gorge Towns to Trails program and completing the western trail connection can be one of the first steps in improving regional access. This can be achieved by running the connection through Goot Park and making improvements to the street and sidewalk along 3rd Street.
Recommendations: Connect

Local Asset: Gorge Towns to Trails

Friends of the Columbia Gorge, a local non-profit, are leading the Towns to Trails project, which would construct a comprehensive trail system that wraps around the Columbia Gorge. The first phase of the project is a trail between Washougal and Stevenson. The 34 mile trail will connect popular destinations including Steigerwald Wildlife Refuge, Cape Horn and Beacon Rock as well as the communities of Washougal, North Bonneville and Stevenson.

For more information on Gorge Towns to Trails, visit http://gorgefriends.org.

Incorporate a mix of signage that is simple, clear and easy to follow providing users with information on direction and distance of destinations.

Signage is an effective way to improve connectivity between Downtown and the Waterfront. It can also enhance the user experience and act as an opportunity to enrich the Waterfront’s identity.

Signs can be informative, interactive, educational and directional aids. Locating signage at strategic locations will not only help with wayfinding, but capture visitors and impart the unique history, landscape and character of the area.
3.04 **Transform South A Street into a Low Impact Street** with a shared use path.

South A Street is a very low traffic street that is ripe for a Low Impact Street design. As part of the regional trail connection, converting and improving the space for the trail is critical for maintaining a unified system.

Low Impact Street design proposes a roadway standard that provides the minimum width required for fire suppression vehicles and stormwater management facilities on one side of the street. The remaining right-of-way is then available for landscaping, open space or recreational uses. The design offers an affordable option for adding shared path facilities for the trails connection.

3.05 **Create a Greenway Loop connecting Downtown to the Waterfront** that creates destinations and activities along the route, enhancing user experience between the two areas. The loop would take advantage of visits to Washougal and encourage visitors to explore multiple destinations.

The Greenway Loop concept uses a combination of trails, sidewalks, bikeways and low traffic streets to create an attractive environment that promotes active transportation (walking, bicycling, public transportation, etc.) and provides residents and visitors with multiple options for accessing the Waterfront and Downtown Washougal.
3.06 Run a seasonal trolley bus/shuttle service that can act as both public transit and tourist attraction with a lower cost than full transit service.

The trolley bus has proven to be a tourist draw in places and can also function as a shuttle bus to the Waterfront to reduce surface parking needs on valuable waterfront land. This bus can be seasonal with more frequent operations for events.

3.07 Explore feasibility of a pedestrian and bicycle overpass along 6th Street over SR 14.

With the loss of the intersection at 6th Street and SR 14 and impending development on the Waterfront, additional access points are important. One option is to explore the possibility of a pedestrian and bicycle overpass to provide a safe and attractive crossing that would link up to C Street and Downtown Washougal.
A multimodal system supports walking, bicycling, transit and driving as complementary options. This will create a safe and welcoming Waterfront experience where people want to spend time.

**Overview of Recommendations**

3.08 Create an attractive and unified pedestrian and bicycle environment

3.09 Design roads within the development as low-speed, calm streets

3.10 Continue to design public spaces that ensure safety and avoid dead spaces within the development

3.11 Provide sufficient separation along trails and pathways to mitigate user conflicts
3.08 Create an attractive and unified pedestrian and bicycle environment that connects and enhances experience.

A unified network amplifies the benefits of each facility while eliminating potential barriers to walking and biking. The Waterfront should also anticipate providing amenities such as bicycle parking, drinking fountains, lockers, restrooms, trash/recycling receptacles, benches and other resting areas.

Best Practices: Pedestrian Toolbox

The State of Hawaii recently completed an American Planning Association award-winning Statewide Pedestrian Master Plan that includes a Pedestrian Toolbox. This toolbox offers options for planning and engineering pedestrian-friendly communities and streets that serve as physical and social connectors.

For more information visit www.hidot.hawaii.gov/highways/statewide-pedestrian-master-plan-and-hawaii-pedestrian-toolbox/
3.09 Design roads within the development as low-speed, calm streets.

Slow-traffic zones increase safety and promote a more comfortable and attractive pedestrian environment that fits within the community character. Deliberate traffic calming and roadway design considers street widths, intersection design, and other measures as a way of maintaining the slower-paced, small-town character of the community. This will support both the Waterfront’s needs and local identity.

3.10 Continue to design public spaces that ensure safety and avoid dead spaces within the development.

Community feedback identified a concern for safety in some public spaces due to insufficient lighting, vacant or inactive lots, and isolated areas. The Waterfront can address these issues with a focus on active, well-lit and visible spaces that minimize potential dead spaces. Dead spaces can include over-sized parking lots, opaque frontages, and areas with obstructed sight lines.

3.11 Provide sufficient separation along trails and pathways to mitigate user conflicts.

Shared paths are attractive amenities, but as the Waterfront becomes more popular, the potential for user conflicts between people traveling by different modes increases. These conflicts can be mitigated through pathway design including paving materials, signage, painted markings, grade separation or curb separation.
Transportation management supports goals and investments by looking at the long-term needs of the Waterfront. Forward-thinking strategies can prevent small problems from becoming large problems.

**Overview of Recommendations**

3.12  Incorporate transportation demand management strategies
3.13  Create a strategic parking plan
3.14  Develop performance measures beyond Level of Service
3.12 **Incorporate transportation demand management strategies** that can respond to the realities of peak/off-peak seasons.

Due to the nature of waterfront development and the regional climate, there will be peak and off-peak seasons for the Waterfront. Planning with all seasons in mind is essential to avoid over or under-building transportation capacities. Further research into non-permanent infrastructure options and ways of adapting unused spaces during the off-peak season can minimize the occurrence of dead spaces.

3.13 **Create a strategic parking plan** that reduces peak season parking needs without over-building capacity.

Attractive areas draw in greater traffic and have greater need for parking, but too often these areas can be undermined by the required expanse of surface parking lots. A strategic parking plan can ensure appropriate parking on site while also identifying ways to minimize using valuable waterfront land for surface parking lots. This can include shared parking arrangements, remote parking with a shuttle service, and the promotion of alternative transportation modes.

**Transportation Demand Management (TDM)**

TDM is a technical term used by planners and engineers to encompass travel options and mobility management. It refers to a collection of low-cost strategies that emphasize the movement of people rather than vehicles. Common TDM strategies include park-and-rides, ridesharing, flexible work schedules, commuter incentives, and special event planning. TDM works towards objectives like congestion reduction, energy conservation, public health, safety and affordability.

More information on TDM can be found at http://www.vtpi.org/
3.14 **Develop performance measures beyond Level of Service.**

Level of Service (LOS) is the most common indicator used in traditional transportation studies and measures motor vehicle delay (in seconds) at intersections. The intersection is then given an A through F grade. This measurement does not speak to the pedestrian experience, safety, comfort or context of the facility. Level of Service provides data, but it is limited and if used as the primary metric can lead to higher speeds and over-built roadways that discourage alternative modes, foster empty and inactive streets, and inadequately capture the area’s needs. By developing other performance measures, the City can better respond to transportation needs and address issues beyond motor vehicle delay.

### Possible Complements and Alternatives to Level of Service

- Roadway, Sidewalk, and Bikeway Connectivity
- Collision Reports
- Pedestrian Level of Service
- Multimodal Level of Service
- Walkscore
- Emergency Vehicle Response Time
- LEED and STARS Ratings
- Mode Shares
- Vehicle Miles Traveled per Capita
4. Collaborate

Community partners are committed to building strong relationships based on good faith and genuine involvement. Together we will ensure continued transparency and collaboration between governing agencies, the community, and other regional partners in the future development of the Waterfront.

Collaboration is an essential part of the planning process. Informed development decisions through a comprehensive community engagement process and the creation of specific committees, partnerships and roles will result in more equitable outcomes that benefit the public as a whole and foster a stronger sense of community.

Topics in this section are:

- Project Promotion, Education and Awareness
- Partnerships Among Stakeholders and Community
Project Promotion, Education and Awareness

Keeping the public informed throughout all future phases of development sustains momentum and promotes trust.

Overview of Recommendations

4.01 Create a dedicated engagement coordinator position
4.02 Update the public consistently and regularly
4.03 Report annually on progress
4.04 Host a regional conference
4.01 Create a dedicated engagement coordinator position that is charged with promoting and informing the public about the project.

If the Port and City lack existing staff capacity to lead the recommendations in this section, an engagement position dedicated to informing and collecting feedback from the public would help maintain a relationship while increasing accountability and transparency with the community and project partners.

4.02 Update the public on waterfront and trail-related developments consistently and regularly.

The engagement process uncovered that there was often confusion and uncertainty about what was happening on the Waterfront. Regular updates to the public in a clear and consistent manner decrease skepticism on decisions or progress related to the waterfront development. Local community organizations, volunteer networks and faith-based organizations already exist in Washougal that can channel information and impart momentum from the community into the project.

What updating the public might look like:

- Provide a central project website that hosts updates and other resources such as who to contact among interest groups, how to get involved, project timeline, and upcoming meetings and events
- Install interactive displays about the project in City and Port building lobbies and around Downtown/other community hubs in the area
- Create informative signage for fence/property line of the project site
- Continue to do outreach and provide information at various community events throughout the area
- Continue giving site tours as a way to help people understand the scale of the site, possible layout of land uses, etc.

Neighborland Project by artist Candy Chang (Source: candychang.com)
4.03 **Report annually on progress** on the recommendations from this plan as well as any other project developments.

Progress reports evaluate and measure work/accomplishments and clearly identify next steps forward while promoting transparency and accountability. Accompanying reports with an annual event can allow the community to learn about ongoing project efforts and celebrate accomplishments.

4.04 **Host a regional conference** and invite Ports from around the Gorge and/or from locations that are also completing or have recently completed waterfront redevelopment projects.

Regional conferences are an opportunity to find shared economic development opportunities, sources of funding, further promote regional connections, and share best practices and lessons learned with each other.

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**Best Practices: Public-Friendly Documents and Reports**

- Avoid jargon and provide summaries, graphics, images to create documents that are accessible and comprehensible
- Be clear about project details such as matters of ownership, timelines, zoning and feasible development types
- Consistently update accompanying maps and visuals related to the project

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Recognition Event in Downtown Washougal (Source: Convergence Community Planning)
Engagement processes should involve local and regional stakeholders ensuring project sustainability and integration of community values.

**Overview of Recommendations**

4.05 Continue engagement with the larger community

4.06 Continue to develop existing partnerships and establish new partnerships with organizations

4.07 Form a Community Advisory Committee (CAC) and a Waterfront Technical Advisory Committee (WTAC)

4.08 Support and create a volunteer stewardship group

4.09 Look into feasibility of public-private partnerships and intergovernmental agreements
4.05  **Continue engagement with the larger community** throughout the planning process.

Throughout the engagement process, community members were appreciative and excited to have the opportunity to be involved in the project. There was clear concern that community engagement would not continue as the project moved forward. It is important to continue building on existing momentum around community support and interest in the project.

### Topics and Tools for Continued Engagement

#### Topics:
- Help define “Character Areas” with design ideas, density and height elements, and locations for each area
- Public space design and construction, such as community tree planting events in parks
- Location and design of bike lanes, trail access points and other transportation elements
- Creating/picking art for the Waterfront
- Naming the Waterfront site and associated parks
- Design and location of different signage elements

#### Tools:
- Open houses/community events
- Check-in stakeholder interviews
- In-depth community surveys on specific project components that need more definition or clarity
- Interactive site tours to map out features around the site
- Photo-mapping projects with various age groups
- Community competitions – for example, choosing a name for the development or choosing public art installations
- Host quarterly public forums to discuss specific project elements (design, housing, environmental stewardship, etc.) designed to have open exchange between planners, city council members and other stakeholders in the community
4.06 Continue to develop existing partnerships and establish new partnerships with organizations, both locally and regionally, and establish regular work sessions and meetings.

Partnering with organizations can leverage existing programs and resources, which can increase the capacity and sustainability of the overall Waterfront project. Strong partnerships with regional organizations establish a focus on the wider scope of the Waterfront development and continue dialogue on tourism opportunities.

Potential Partners:

- **Friends of the Columbia Gorge**: Participating in the Gorge Towns to Trails project helps connect Washougal to a larger, regional Gorge trail system and can also help with economic development by connecting the community to the trails.

- **Unite! Washougal Community Coalition**: Unite! can provide data and on the ground knowledge on the underrepresented populations that they help serve – helping tie in community needs and solutions to the Waterfront Project.

- **Visit Vancouver USA**: Tapping into regional tourism groups such as Vancouver USA can help with promoting events in Washougal as well as connecting conference attendees and other day trippers with activities in Washougal, such as its outdoor recreation and future Waterfront attractions.
4.07 Form a Community Advisory Committee (CAC) and a Waterfront Technical Advisory Committee (WTAC).

During the engagement process there was repeated interest from the community to have oversight of the Vision Plan so that community values were well-represented and integrated in the Vision Plan. A CAC can provide this type of oversight. The WTAC is made up of members with decision-making power where key players can focus on shared goals both locally and regionally and discover funding opportunities. It is highly recommended that both CAC and WTAC are created to inform policy development, management decisions, and accountability for better outcomes.

What is a Community Advisory Committee (CAC)?

A CAC is an entity that can ensure continued community input in the planning process and strengthen public commitment to the project by providing an outlet where their concerns, values, and ideas can be represented. As an advisory committee, a CAC would advise decision-makers on different elements of the Waterfront Project, such as defining design guidelines for the site, location and design of signage, location of bike paths, etc. They also are meant to act as liaisons for their community or underrepresented populations. Typically decision-making bodies designate CAC members, and meetings are usually open to the public. While a CAC can ensure that community values are reflected in development decisions, it is important to remember that a CAC is not a decision-making body.

Recommended CAC Members:
- Resident(s) of Washougal
- Resident(s) of surrounding communities potentially including Camas, Battle Ground, Vancouver, and Stevenson
- Representative of Washougal School District
- Youth representatives
- Senior Citizen representatives
- Representative of historic/cultural interest groups
- Representative of environmental stewardship groups
- Representative for transportation organization (WSDOT)
- Community organization(s) (UNITE! Washougal)
- Regional organization(s) (Friends of the Columbia Gorge and Rene Carroll Consulting)
- Faith-based groups
- Downtown business owners/representatives
- Representative from any future developer(s)
4.08  **Support and create a volunteer stewardship group** tasked with assisting with the care of public spaces and trails through one or a combination of the following:

- Coordinate with existing stewardship/volunteer groups of all ages or establish a specialized stewardship group.
- Establish a local non-profit entity or “friends of” group.

Stakeholder groups establish ownership of the Waterfront by the community and help ensure the areas will be well-maintained and safe. Non-profits can help obtain funding through grants while being dedicated to community interests and public and environmental services related to the Waterfront.

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**Space for Youth:**

Partner with schools/youth organizations to utilize the Waterfront as an educational and active recreation space. In all of the engagement processes, providing a vibrant space for youth was a major concern. Many young people already visit and recreate at the Waterfront with friends and family. The Waterfront can be a space for all types of programming for youth pre- and post-project completion.
4.09  **Look into feasibility of public-private partnerships (PPPs) and intergovernmental agreements (IGAs).**

Throughout the engagement processes, there was a common concern about the possibility of losing public and natural space on the Waterfront if development happens without community involvement. PPPs and IGAs increase effectiveness, efficiency and cooperation among key stakeholders and government agencies and ensures that public needs are met. These methods also reduce infrastructure costs, improve service delivery and create avenues to maintain that service.

**Public-Private Partnerships:**

PPPs can be used to finance and construct a broad range of initiatives including transit service, affordable housing, downtown revitalization, waterfront development, environmental restoration. For governments, the benefits of PPPs can include improved services, reduced costs and risks, and increased investment in public infrastructure. Private companies can generate business opportunities and benefit from secure, long-term revenue streams; the public benefits through increased services and amenities.

More information and examples on PPPs can be found in Appendix A: Resources.

**Intergovernmental Agreements:**

IGAs are comprehensive planning agreements implemented when governing bodies find common ground in the management of projects in a certain jurisdiction. These types of agreements allow for more transparency and accountability, better relationships, and better results in the development of public services.

Hood River Waterfront Park was implemented through an IGA between the Port of Hood River and the City of Hood River after strong public pushback over proposed developments at the waterfront. Both parties agreed that in exchange for the donation of a lot to the city for park development, the maintenance and funding would become the responsibility of the City and community. As a result, a group of citizens formed the Waterfront Community Park Association to support development, and the Park Development Committee to oversee design, budgeting, and fundraising for the park.

More information and examples on IGAs can be found in Appendix A: Resources.
With a toolkit of recommendations, the community can now move towards implementation and action. This section provides a list of priority recommendations as well as describes the criteria that was used to select them. In addition, a recommendations table has been included that summarizes all recommendations and additional information such as potential partners, resources and timelines.
While Convergence Community Planning strongly supports the implementation of each recommendation, the team also recognizes that some recommendations must be prioritized over others. Given this, a series of “priority recommendations” has been developed within each Guiding Principle. To help determine the priority recommendations, a set of criteria was created. Recommendations that met at least some of the criteria, preferably all, were selected as a priority recommendation. As the project progresses, the Port and City in collaboration with the community should continue to refine project priorities and the criteria used to select them.

The community is excited and ready to start working together to implement many of the recommendations in this plan. Community support, above all else, will make this project a success. Therefore, the team recommends starting with the priority recommendations under the Collaborate Guiding Principle.

### Priority Recommendations

#### Cultivate

1.02 Integrate interactive, family-friendly amenities on the Waterfront and within the development.

1.06 Install art that reflects community values.

1.10 Facilitate a conversation with Best Western to join the Tourism Promotion Area.

1.11 Develop tourism materials such as postcards and maps to complement the recently established Washougal Tourism website.

#### Thrive

2.01 Provide resources and support to new and existing small businesses.

2.03 Recruit recreation-oriented businesses along the Waterfront.

2.09 Apply a Triple Bottom Line lens to development decisions to set environmental and social sustainability on equal footing with profit.

2.10 Develop signage that highlights sustainability initiatives along the Waterfront and within the development.

### Prioritization Criteria

- **Provides a foundation that other recommendations can build on:** certain recommendations can act as stepping stones for the project as a whole.

- **Valued by the community, based on the engagement process:** as a vision plan, it is important to support and integrate the values of the community.

- **Broad visibility:** this can assist with developing an identity for Washougal while also helping inform the community about the Waterfront Project.

- **Low-cost with high-impact:** balancing ease and efficiency while still providing a valuable benefit to the Project and the larger community.
Connect

3.01 Complete proposed connection of Waterfront Trail to Steamboat Landing using a combination of trails and floating docks, working in collaboration with private property owners.

3.03 Incorporate a mix of signage that is simple, clear and easy to follow providing users with information on direction and distance of destinations.

3.04 Transform South A Street into a Low Impact Street with a shared use path.

3.05 Create a Greenway Loop connecting Downtown to the Waterfront that creates destinations and activities along the route, enhancing user experience between the two areas.

Collaborate

4.01 Create a dedicated engagement coordinator position that is charged with promoting and informing the public about the project.

4.02 Update the public on waterfront and trail-related developments consistently and regularly.

4.05 Continue collecting input and having dialogue with the larger community throughout the process.

4.06 Continue to develop existing partnerships and establish new partnerships with organizations, both locally and regionally, and establish regular work sessions and meetings.

4.07 Form a Community Advisory Committee (CAC) and a Waterfront Technical Advisory Committee (WTAC).
Overview of the Recommendations Table

This section contains a table outlining all of the Vision Plan recommendations. Recommendations are organized by Guiding Principle and Topic Areas within each Guiding Principle.

The components of the Recommendation Table are:

- **Topic Area**: Topic areas are categories used to group recommendations. For example, the topic area “tourism” groups all tourism related recommendations.

- **Recommendation**: Specific recommendations for addressing key findings discovered throughout the process, which included researching existing conditions and waterfront case studies, community engagement, and supplemental research.

- **Lead Role**: The agency or community partner best suited for scoping and organizing efforts to implement each recommendation. The Lead is not necessarily the primary or sole implementer. While this role will most often be filled by the Port or the City, occasionally partner organizations and/or other government entities are noted as well.

- **Partners/Resources**: Agencies and community partners critical for successful implementation of the recommendation. When relevant and available, funding resources have also been noted.

- **Implementation Timeframe**: Indicates the desired time period for implementing the recommendation. The timeframes listed primarily reflect aspirations and priorities. However, timeframes also reflect the “readiness” of a recommendation and an implementer’s ability to act. Timeframes typically include 0-2 years for the more immediate options, 2-4 years for mid-range options, and 5+ years for long-range recommendations.

Champions are people or groups that have signed up to stay involved through a variety of formats as the Waterfront Plan progresses. Whenever you see this symbol in the recommendations table, it notes an opportunity to connect with existing champions for the waterfront.
<table>
<thead>
<tr>
<th>Arts, History, and Culture</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.06 Install art that reflects community values</td>
<td>Port</td>
<td>City; Women Who Weld; Historic Advisory Group; Two Rivers Heritage Museum; Camas-Washougal Historical Society; Parkersville Historic Advisory Committee</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>1.07 Establish a self-guided walking tour</td>
<td>City/Port</td>
<td>Community Organizations</td>
<td>2-4 Years</td>
</tr>
<tr>
<td>1.08 Expand or enhance the current location for music events by building an amphitheater</td>
<td>Port</td>
<td>City; Community Theater Organizations; Community Members; Washougal High School; Camas High School; Washburn Performing Arts Center.</td>
<td>2-4 Years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tourism &amp; Marketing</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.09 Facilitate a conversation with Best Western to join the Tourism Promotion Area</td>
<td>City</td>
<td>Best Western Representative</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>1.10 Develop tourism materials</td>
<td>City</td>
<td>Lodging Tax</td>
<td>0-2 Years (Kiosk along Waterfront; Booth in Two Rivers Museum)</td>
</tr>
<tr>
<td>1.11 Develop a visitor kiosk</td>
<td>Port</td>
<td>Camas-Washougal Historical Society; Two Rivers Museum; Downtown Washougal Business Association</td>
<td>2-4 Years (Locate within Community Center option)</td>
</tr>
<tr>
<td>1.12 Establish a regional tourism task force</td>
<td>City</td>
<td>Vancouver USA; Skamania County Chamber of Commerce; Camas-Washougal Chamber of Commerce; Experience Washington; Western Columbia Gorge Chamber of Commerce; Friends of the Gorge</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>1.13 Conduct a feasibility study on a passenger ferry service</td>
<td>Port</td>
<td>City of Troutdale, OR</td>
<td>5+ Years</td>
</tr>
</tbody>
</table>
## Thrive

### Business Recruitment & Retention: Business Assistance Programs

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.01 Provide resources and support to new and existing small businesses</td>
<td>CWEDA</td>
<td>Port; City; Downtown Washougal Business Association</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>2.02 Establish a First Source Hiring program</td>
<td>City</td>
<td>Port; Killian Pacific; CWEDA; Southwest Washington Workforce Council</td>
<td>2-4 Years</td>
</tr>
</tbody>
</table>

### Business Recruitment & Retention: Business Recruitment

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.03 Recruit recreation-oriented businesses along the Waterfront</td>
<td>Port</td>
<td>CWEDA; Killian Pacific</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>2.04 Recruit food and beverage establishments that range in size and affordability</td>
<td>Killian Pacific/CWEDA</td>
<td>Private Developers</td>
<td>2-4 Years</td>
</tr>
<tr>
<td>2.05 Recruit small, destination retail shops</td>
<td>Killian Pacific/CWEDA</td>
<td>Private Developers</td>
<td>5+ Years</td>
</tr>
</tbody>
</table>

### Development Best Practices

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.06 Develop the Waterfront in phases</td>
<td>Port</td>
<td>Killian Pacific; Private Developers; City</td>
<td>0-5+ Years</td>
</tr>
<tr>
<td>2.07 Cluster, angle and stairstep buildings within the development</td>
<td>City</td>
<td>Killian Pacific; Private Developers; Port</td>
<td>2-5+ Years</td>
</tr>
<tr>
<td>2.08 Establish Character Areas</td>
<td>Port</td>
<td>Killian Pacific; Private Developers</td>
<td>2-4 Years</td>
</tr>
</tbody>
</table>

### Sustainable Development

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.09 Apply a Triple Bottom Line lens to development decisions</td>
<td>Port</td>
<td>Killian Pacific; Private Developers; City</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>2.10 Develop signage that highlights sustainability initiatives</td>
<td>Port</td>
<td>Killian Pacific; Private Developers</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>2.11 Incorporate stormwater management best practices</td>
<td>Port</td>
<td>Killian Pacific; Private Developers</td>
<td>2-5+ Years</td>
</tr>
<tr>
<td>2.12 Preserve and restore habitats along the river</td>
<td>Port</td>
<td>Stewardship Groups; Columbia River Estuary Partnership</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>2.13 Include resilient design features</td>
<td>Port</td>
<td>Private Developers</td>
<td>2-4 Years</td>
</tr>
<tr>
<td>2.14 Build to at least LEED Silver designation</td>
<td>Port</td>
<td>City; Killian Pacific; Private Developer; Impact Washington</td>
<td>2-5+ Years</td>
</tr>
<tr>
<td>Connections &amp; Access</td>
<td>Lead Agency</td>
<td>Partners/Resources</td>
<td>Timeframe</td>
</tr>
<tr>
<td>----------------------</td>
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</tr>
<tr>
<td>3.01 Complete proposed connection of Waterfront Trail to Steamboat Landing</td>
<td>City</td>
<td>Port</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>3.02 Continue to support regional trail efforts</td>
<td>City</td>
<td>City of Camas; Friends of the Gorge; Port</td>
<td>5+ Years</td>
</tr>
<tr>
<td>3.03 Incorporate a mix of signage that is simple, clear and easy to follow</td>
<td>City/Port</td>
<td>Washington Department of Transportation</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>3.04 Transform South A Street into a Low Impact Street</td>
<td>City</td>
<td>Active Living By Design Grant</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>3.05 Create a Greenway Loop connecting Downtown to the Waterfront</td>
<td>City</td>
<td>Federal Highway Administration Transportation Alternatives Program</td>
<td>2-4 Years</td>
</tr>
<tr>
<td>3.06 Run a seasonal trolley bus/shuttle service</td>
<td>City</td>
<td>Sponsorship from private businesses</td>
<td>2-4 years</td>
</tr>
<tr>
<td>3.07 Explore feasibility of a pedestrian and bicycle overpass along 6th Street</td>
<td>City</td>
<td>Washington Department of Transportation</td>
<td>5+ Years</td>
</tr>
<tr>
<td>Multimodal Experience</td>
<td>Lead Agency</td>
<td>Partners/Resources</td>
<td>Timeframe</td>
</tr>
<tr>
<td>3.08 Create an attractive and unified pedestrian and bicycle environment</td>
<td>Port</td>
<td>City</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>3.09 Design roads within the development as low-speed, calm streets</td>
<td>City</td>
<td>Port; Private developer</td>
<td>0-4 years</td>
</tr>
<tr>
<td>3.10 Continue to design public spaces that ensure safety and avoid dead spaces within the development</td>
<td>Port</td>
<td>City; Private Developer; Police Department; Fire Department</td>
<td>2-4 Years</td>
</tr>
<tr>
<td>3.11 Provide sufficient separation along trails and pathways to mitigate user conflicts</td>
<td>Port</td>
<td>City</td>
<td>0-5+ Years</td>
</tr>
<tr>
<td>Transportation Management</td>
<td>Lead Agency</td>
<td>Partners/Resources</td>
<td>Timeframe</td>
</tr>
<tr>
<td>3.12 Incorporate transportation demand management strategies</td>
<td>Port</td>
<td>City</td>
<td>0-2 years</td>
</tr>
<tr>
<td>3.13 Create a strategic parking plan that reduces peak season parking needs without over-building capacity.</td>
<td>Port</td>
<td>City; Private developer</td>
<td>0-2 years</td>
</tr>
<tr>
<td>3.14 Develop performance measures beyond Level of Service</td>
<td>City</td>
<td></td>
<td>0-2 years</td>
</tr>
</tbody>
</table>
# Collaborate

<table>
<thead>
<tr>
<th>Project Promotion, Education, and Awareness</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.01 Create a dedicated engagement coordinator position</td>
<td>Port</td>
<td>City</td>
<td>0-2 Years</td>
</tr>
<tr>
<td>4.02 Update the public consistently and regularly</td>
<td>Port</td>
<td>City</td>
<td>0-2 years</td>
</tr>
<tr>
<td>4.03 Report annually on project progress</td>
<td>Port/City</td>
<td>Future Advisory Committees</td>
<td>0-2 years</td>
</tr>
<tr>
<td>4.04 Host a regional conference</td>
<td>Port/City</td>
<td>Friends of the Gorge; other regionally-based non-profits; Ports</td>
<td>2-4 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partnerships Among Stakeholders and Community</th>
<th>Lead Agency</th>
<th>Partners/Resources</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.05 Continue engagement with the larger community</td>
<td>Port/City</td>
<td>Future Community Advisory Committee</td>
<td>0-2 years</td>
</tr>
<tr>
<td>4.06 Continue to develop existing partnerships and establish new partnerships with organizations</td>
<td>Port/City</td>
<td>Various community groups and organizations</td>
<td>0-2 years</td>
</tr>
<tr>
<td>4.07 Form a Community Advisory Committ (CAC) and a Waterfront Technical Advisory Committee (WTAC)</td>
<td>Port/City</td>
<td>Residents; schools; youth; senior citizens; historic/cultural groups; outdoor recreation groups; transportation agency (WSDOT); Unite; faith-based organizations; business owners; CWEDA; Killian Pacific; Private Developers;</td>
<td>0-2 years</td>
</tr>
<tr>
<td>4.08 Support and create a volunteer stewardship group</td>
<td>Port</td>
<td>Community Organizations; Faith-based groups; Washougal School District; Firstenburg; Performing Arts Groups; Unite</td>
<td>0-5+ years</td>
</tr>
<tr>
<td>4.09 Look into feasibility of public-private partnerships and intergovernmental agreements</td>
<td>Port/City</td>
<td>Port; City; Private Developers; Stakeholders</td>
<td>0-5+ years</td>
</tr>
</tbody>
</table>