

COUNCIL SPECIAL SESSION

Wednesday, May 11, 2022 at 4:00 PM

COUNCIL MEMBERS:

Mayor Rick Scholl Council President Doug Morten Councilor Patrick Birkle Councilor Stephen R. Topaz Councilor Jessica Chilton

LOCATION & CONTACT:

HYBRID: Council Chambers & Zoom (details below)
Website | www.sthelensoregon.gov
Email | kpayne@sthelensoregon.gov
Phone | 503-397-6272
Fax | 503-397-4016

AGENDA

CALL SPECIAL SESSION TO ORDER PRESENTATION 4:00 - 5:30 p.m.

1. Atkins Dame, Inc.

BREAK 5:30 - 6:00 p.m.

PRESENTATION 6:00 - 7:30 p.m.

2. RKm Development

ADJOURN

VIRTUAL MEETING DETAILS

Join: https://us06web.zoom.us/j/83354564362?pwd=d3dXTklER1NILy9QRHhJcjJzWlh4dz09

Meeting ID: 833 5456 4362

Passcode: 85309 Dial: 669 900 6833

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to City Hall at 503-397-6272.

Be a part of the vision and get involved...volunteer for a City Board or Commission! For more information or for an application, go to www.sthelensoregon.gov or call 503-366-8217.





April 1, 2022

ATKINS DAME, INC.

City of St. Helens John Walsh, City Administrator 265 Strand Street St. Helens, OR 97051

Re: Qualifications to Provide Development Services

25-acre Riverfront Development Opportunity in St. Helens, Oregon

Dear Mr. Walsh and Members of the Selection Committee:

On behalf of our development team, Atkins Dame (AD) is pleased to submit this response to the Request for Qualifications for the 25-acre Riverfront Development Opportunity. We whole-heartedly support the Vision expressed in the Framework Plan and the goals outlined in the Request for Qualifications, and we enthusiastically submit our development team for consideration as the City's partner in making this vision a reality.

By taking control of the former industrial riverfront property directly adjacent to downtown, the City of St. Helens has positioned itself strategically to also take control of its future. This is a once-in-a-generation transformational opportunity to reshape and maximize St. Helens' relationship to the Columbia River; the envisioned destination will be a vibrant mixed-use development that benefits downtown and the community at large while honoring St. Helens' local, natural, and cultural heritage. We congratulate the community on the foresight demonstrated in this move and the successive investments made since engaging the public in a visioning process, which resulted in the *St. Helens Waterfront Framework Plan* (2016) and its wise implementation steps.

The AD team offers unmatched experience with successful Public-Private Partnerships (PPP), authentic public engagement, creative problem solving, profitable opportunity zones (OZ), and valued neighborhood creation. During our combined century of engaging in PPPs, we have honed the key attributes needed for projects of this magnitude and complexity to succeed—including extensive experience with similar development sites; effective outreach resulting in successful community engagement; financial capacity to provide pre-development funds, raise equity, and obtain construction loans; and patient leadership, taking the time to truly listen, learn, collaborate, and solve all the myriad complexities that a historic undertaking like this one involves.

In short, we are confident that the AD team is exactly the partner the City needs to fully deliver on the promise this site provides.

SHARED EXPERIENCE, COLLECTIVE SUCCESS

Our handpicked team of consultants brings together a local contractor with leading firms that have been trusted partners on many of our projects. These partners include SERA Design and Architecture, Inc. (SERA), who would provide master planning and design services; Otak, who would provide civil engineering services; PHK Construction, who would provide construction and cost estimation services; and Pacific Habitat Services, Inc, who would provide natural resource services. Together and separately, this team has demonstrated its dedication to large-scale, transformative development projects; our team has the vision, understanding, collective expertise, and proven track record to successfully undertake the mixed-use development of the St. Helens' Riverfront.

Item #1.

ATKINS DAME, INC.

OUR VISION AND APPROACH

The financial capacity of our team and its partners, and its ability to develop effective public-private partnerships, is evident by our successful developments; both individually and in partnership, we have developed over two million square feet of real estate across the West Coast. Our financial acumen and ability to execute—adding value and creating great public spaces that are great investments—will help achieve the full potential for this mixed-use development of the City's riverfront property and create the highest land value; as a revenue generator, this project will support the City's ongoing mission.

Through our experience, we have found that a collaborative approach is by far the wisest option; given that, we believe the submission of a development concept at this stage would be premature. We believe the greatest chance for successful development—and ultimately the greatest value—will be achieved by focusing initially on a horizontal development strategy. This "urban subdivision" will create attractive and properly sized development parcels within one cohesive neighborhood vision, and the horizontal strategy will lay the groundwork for successful, vertical development. With this in mind, we envision pursuing the development in partnership with the City and taking on the role of Lead Developer, guiding the development process to produce a strong horizontal development strategy, develop a viable financing plan with contributions from multiple sources, and identify uses within and users for the development. All this work will solidly position us for the next step of facilitating transactions for successful vertical development.

We believe our depth of experience and understanding, collaborative approach, and ability to execute provide the perfect fit for the development of the City's riverfront property. Thank you for the opportunity to present our team's qualifications for this important and exciting development project.

Best Regards,

Atkins Dame, Inc.

T. B. (Dike) Dame Co-Owner

Direct Phone: 503-789-3521 dike@atkinsdame.com

James Atkins Co-Owner

Direct Phone: 971-506-5104 jim@atkinsdame.com

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Firm Introduction

Jim Atkins and Dike Dame have worked together on and off for the past 25 years. In 2017, they formed Atkins Dame, Inc. to take on Eugene's Downtown Riverfront development, as well as The Byway redevelopment in Wood Village. They are known as a highly effective and visionary urban development team, specialized in working collaboratively with public and private partners on complex development projects. Past projects that they have been involved with—preceding their current business venture include Portland's South Waterfront and Pearl District and the South Park development in Los Angeles. Atkins Dame (AD) works at a broad scale urban neighborhoods, waterfront developments, or larger land entitlement and development projects—and works seamlessly throughout all stages of the development process, creating great urban places for the long term.

AD's focus is long-term ownership to guarantee long-term cohesion with the master plan; this focus fits well with the federal Opportunity Zone program, for which the City wisely submitted this riverfront site.





































Preliminary Vision for the Site

We whole-heartedly embrace the vision of the *Waterfront Framework Plan*: a vibrant, sustainable, prosperous, and accessible riverfront that complements downtown St. Helens, enhances and preserves the community's small-town character, and furthers this area's regional identity as a prime recreational destination along the Columbia River.

AD respects the planning and visioning work that the City has done to get to this point of soliciting development partners. We expect to build on that work and to collaboratively create a resilient, yet flexible, development framework that can be strategically phased to achieve the full potential of the site, even as the market continues to evolve. AD has been involved in enough multiphase, long-term developments to understand that these projects require a commitment to flexibility to respond to changing conditions over time.

To successfully take advantage of the Opportunity Zone (OZ), AD offers a commitment to long-term involvement, as opposed to an opportunistic short-term interest. AD believes that this commitment is essential, and it shapes our project process and decision making.



Atkins Dame partnered with SERA to create a master plan for the redevelopment of the EWEB riverfront property. This work aims to connect the downtown to the Willamette River and builds on several years of planning to make the community's long-held vision a reality.

Our Vision

We start each project by asking the same fundamental question: "How can we create a successful neighborhood here?" By answering this question many times over, AD has developed a set of guiding principles that we want to share; these guiding principles align well with the City's Waterfront Framework Plan and the Riverwalk Project. We consider the submission of a detailed or specific development concept premature at this stage, given our believe in the power of collaboration as the preferred way to cocreate a broadly supported master plan. However, the following principles will inform our context-sensitive master plan vision for the Riverfront Development in St. Helens and helps illustrate our approach:

- Get the "First 30 Feet" Right—The first 30 feet of a building are
 especially critical to creating a great pedestrian environment. Paying
 attention to details of the streetscape and the way buildings meet
 the street creates an inviting and comfortable environment for
 pedestrians.
- Strong and Diverse Local Retail—Incorporating a strong retail element in our projects helps to generate the street life that is essential to a community's sense of identity. It will be critical to create linkages between the existing retail environment in downtown St. Helens and the mix of uses envisioned for the Riverfront. Rather than dominate the project with national retailers that compete with local businesses, we will work to ensure that quality local retailers play an integral part in the Riverfront Development and help strengthen St. Helens' unique sense of place.
- Public Open Space—Open space and parks are an important element of our developments. For the Riverfront to flourish over time, and for this area to engender strong communities, all of life's elements—live, work, and play—must be well represented. The open spaces, public parks, and trails proposed in the Waterfront Framework Plan will fulfill this need for quality open space.
- Incorporation of Diversity and Innovative Design—We create communities with a wide range of uses—housing, hotels, restaurants, entertainment venues, and offices—that appeal to a broad cross-section of users. Neighborhoods are most successful when they are diverse across economic and generational lines, containing a mix of dynamic uses. We strive to facilitate this through innovative design.

Item #1.

- Design Quality—We are committed to design quality in all our projects. The specific aesthetics
 of a building are important, and so too is the quality of the construction details—such as
 waterproofing, window details, air handling, building materials, etc. This attention to detail
 helps ensure the lasting success of our projects. Over time, our buildings will remain in good
 condition, ensuring that the development continues to add value to the community long after
 the project is completed.
- Urban Complexity—We have developed an expertise in planning, designing, and executing large-scale, complex urban developments that incorporate multiple elements to create sustainable communities. This expertise is demonstrated in Portland's Pearl and South Waterfront Districts, in Wood Village, and in our ongoing development on Eugene's Downtown Riverfront. Each (re-)development effort we undertake requires working with municipalities, community groups, transit authorities, the financial community, and other stakeholders to create a project that works on multiple levels. We are not just comfortable operating in these complex conditions, we thrive in them. Complexity appeals deeply to our personal strengths as creative problem solvers, thus allowing our leadership qualities to shine.
- Balance and Sustainable Design—We work hard to strike a balance between the human-made and the natural, especially when working directly on the great rivers of Oregon.
 Portland's Pearl and South Waterfront Districts exemplify our commitment to this important balance, as well as our commitment to "Green Design and Building" both vertically and horizontally. The firms selected for our consultant team are sustainability leaders in their respective professional fields.
- Good Partnerships—We are simply good partners to work with. Our approach is not to "over-promise and under-deliver." We are in for the long run. We like establishing public-private partnerships with local agencies to help define the public benefits of our projects and provide clear expectations for project delivery on all sides. We also pride ourselves on working closely with our neighbors and communities, involving them throughout the process and incorporating their ideas in the resulting development. In short, we believe that our projects are better when done in partnership with public and private stakeholders who share a vision for a great community.
- Clear Communication—Regular and consistent communication is key to a project with this level of complexity. Current and past partners will attest to our high-quality communication skills, specifically when it comes to the simplicity of our decision-making authority and access. We do what we say, when we say we will do it.

KEY VISION SUMMARY

- · Get the "First 30 Feet" Right
- Strong and Diverse Local Retail
- Public Open Space
- Incorporation of Diversity and Innovative Design
- Design Quality
- Urban Complexity
- · Balance and Sustainable Design
- Good Partnerships
- Clear Communication



Site Development: Process & Approach

We believe the greatest chance for successful development—and ultimately the greatest value—will be achieved by focusing initially on a horizontal development strategy to lay the groundwork for successful vertical development. In partnership with the City, AD would take the role of Lead Developer. Under this structure, we will work together to guide the development process and act as curator for the development.

Collaboratively—and in cooperation with community stakeholders and adjacent landowners—we will create a thoughtful horizontal development strategy, build a viable financing plan with contributions from multiple sources, and identify uses and users for the development.

Our collective concept plan will have to be reviewed by numerous state and federal agencies. Upon approval, we would draft and execute a Purchase and Sales Agreement (PSA), in which we agree to purchase all land and then construct all streets and civil infrastructure, setting up development parcels for the vertical development phase. This approach will best position the partnership to facilitate transactions for successful vertical development. AD would curate the selection of vertical project partners, in alignment with the horizontal development strategy and current market conditions.

We believe a collaborative process and agreement would provide the most flexibility to all parties, while holding each of the parties accountable for achieving specific milestones. This approach will also permit the City to achieve the greatest value—both in terms of economics and public benefit for the City of St. Helens, adjacent property owners, and other community stakeholders.

In its role as Lead Developer, AD would manage a team of development consultants to create the horizontal development strategy and *phased* vertical development of the property.

There are three unknowns potentially affecting development that will have to become "knowns" for this project to proceed into a successful PSA:

- 1. Oregon Bureau of Labor and Industry's (BOLI) determination regarding prevailing wages.
- 2. Potential wetland and riverfront issues.
- 3. Potential environmental issues, such as soil contamination.

Road Map for Success

Wherever we start working, everybody always wants to know: "When are you going to start construction?" Given the complexity of this project, there is a real risk of over-promising and under-delivering, and we want to avoid that trap. The reality is that the stakeholder participation and public engagement take time, as do entitlement processes. We will be patient to get this project right, and we have the capital to carry us through this time.

The rules of the Opportunity Zone (OZ) require and motivate the developer to make steady progress and get things done with momentum; the capital must be invested, and value needs to be in two to three years in order to be compliant and take advantage of the tax benefits that the OZ program offers. Most of the equity needs to be deployed between 24 and 36 months from the initial investment, and you must achieve two-times in value creation within 36 to 48 months. Therefore, the clock is ticking, and this time pressure will provide the impetus for the partnership to make decisions and show steady progress.



Developing a Neighborhood That Will Be a Good Fit for St. Helens

This new riverfront neighborhood will be a good fit for St. Helens; we will develop a neighborhood that will be loved by the existing community, as well as future residents. This will be a neighborhood designed for and by St. Helens' residents, and its public amenities will seamlessly integrate with the existing surrounding context, resulting in one cohesive city fabric.

Creating new residential opportunities in St. Helens will give existing residents a chance to "age-in-place" and move within their cherished community into a housing model that may better suit their life stage. For instance, these new opportunities could offer empty-nesters a down-size option closer to downtown amenities, freeing up their existing single-family home to young families. In similar fashion, new apartments would give younger residents a chance to stay in St. Helens or offer returning college students a foothold in the town that they grew up in.

Regarding the potential for attracting new residents, the pandemic has changed the way people think about how and where they work, and this, in turn, has changed how people think about how and where they live. With the wide adoption of remote working as a viable, full-time alternative, more people are letting lifestyle dictate their location preferences—rather than commute times—which is a game changer for St. Helens. The proximity to the Portland Metro area—combined with St. Helens' small town character, close knit community, access to nature and river-related recreation, and stunning mountain views is hard to beat. The neighborhood that we will develop together will cater to this market reality of new residents discovering St. Helens.

The neighborhood will be a cohesive and inclusive part of the community, where newcomers will mix with old timers to become locals. The amenities of the site will set the stage for that cohesion to develop. The new Riverwalk Project will welcome locals and visitors alike, providing public access from which to embark on the river, or enjoy iconic mountain views. New housing will activate the park and give more people a chance to call the wonderful community of St. Helens home, with a new address coveted throughout the region. New retail will draw in visitors travelling on Highway 30 from the Portland metropolitan area and beyond. The boating community will continue to find from the waterside, spreading the word of St. Helens as a boating destination from vessel to vessel. New hospitality options will invite visitors to stay for a night, a long weekend, or even longer!

All this new vitality will bring many additional customers to existing downtown businesses and strengthen the local economy.

All in all, the new neighborhood will allow St. Helens to accommodate the anticipated growth in a planned and cohesive manner, centered on a unique relationship to downtown and the mighty Columbia River.







Experience with Public-Private Partnerships

Atkins Dame (AD) specializes in working collaboratively with public and private partners on complex development projects; the neighborhoods we have created together or individually, have earned accolades for the lasting quality and value they create. We have been especially successful in creating economically viable, vital, and vibrant mixed-use neighborhoods in urban waterfront settings; most notably Portland's South Waterfront—the largest economic development project in Portland's history—and the Pearl District, recognized as one of the most urban and livable neighborhoods in the United States.

We are equally at home working in smaller markets, like the City of Wood Village, Oregon, where we have executed a disposition and development agreement (DDA) and a purchase and sale agreement with the City that led to the redevelopment of its City Hall property, creating a workforce, multifamily, mixed-use development, with neighborhood retail. For the City of Eugene, we similarly executed a DDA with the City's urban renewal agency in January 2019 to redevelop the 16-acre, former Eugene Water & Electric Board (EWEB) property along the Willamette River, in Downtown Eugene; this effort has resulted in the construction of the neighborhood's infrastructure, with the first vertical project to break ground later this year.

Our past experiences include successful urban hospitality projects, such as the Residence Inn and Hyatt House in Portland (both by SERA), and we expect to lean into our experience with the Hospitality Industry to try and make a riverfront Hotel part of the plan.

We excel at public engagement, collaboration, and creative problem solving—all of which are fundamental to a public-private development's success, as they lead to broad acceptance and use of community destinations and, ultimately, great placemaking.

We habitually recognize and balance myriad competing needs and interests, and craft, negotiate, and execute on funding and financing plans. Plans that bring together public funds for public benefits with private funds that create specific private investment opportunities are firmly in our wheelhouse.



Residence Inn Pearl District: developed by Williams/Dame & Associates and designed by SERA.

ATKINS DAME'S PUBLIC-PRIVATE PARTNERSHIP EXPERIENCE

- · South Waterfront, Portland, OR
- Downtown Riverfront Development, Eugene, OR [master planned by SERA]
- · The Byway, Wood Village, OR
- Residence Inn Pearl District, Portland OR [designed by SERA]
- · South Park Entertainment District, Los Angeles, CA
- · Roundabouts, Bend OR
- Hyatt House, Portland, OR [designed by SERA]

Downtown Riverfront Development | Eugene, OR

AD executed a DDA with the City of Eugene's urban renewal agency (Agency) on January 24, 2019, to redevelop the 16-acre, former EWEB property along the Willamette riverfront, in Downtown Eugene.

AD's master planned, multiphased, mixed-use redevelopment of the property will fulfil the community's long-held goal of turning a vacant, inaccessible and empty riverfront lot into a vibrant, active, and accessible riverfront neighborhood and community destination.

The new neighborhood will include a mix of market-rate and affordable housing, commercial businesses, a restaurant, open space, and a hotel—all of which will complement the new Downtown Riverfront Park and plaza.

The redevelopment will add upwards of 500 units of housing to the downtown core and establish new connections and access points to the Willamette River for community members.

The DDA lays out AD's development concept plan for a horizontal development strategy and anticipated vertical uses, and establishes schedule and timing expectations, design requirements, and infrastructure investments. AD and the Agency will split infrastructure improvement costs for the project.

The City, Agency, and AD collaboratively worked through pre-development activities needed to implement the project, including land use code amendments, budget authorization, and public financing mechanisms.



INITIAL CHALLENGES

- Brownfield site
- Property is cut off from Downtown Eugene by Union Pacific railroad tracks and street viaduct

FINANCIAL STRUCTURE

• Equity: High net worth, private equity, institutional equity

TIMELINE

- Site Preparation: 2019
- 3-Acre Park, Infrastructure, Utilities, and Road Construction: 2020-2022
- Phased Vertical Project Development: Beginning 2022 and continuing in phases through 2024 and beyond



The Byway | Wood Village, OR

AD executed a DDA with the City of Wood Village that resulted in the redevelopment of the city's 6.1-acre City Hall property, creating a workforce, multifamily, mixed-use development, with neighborhood retail. The project conforms with the Tri-City (Wood Village, Fairview, Troutdale) *Main Streets on Halsey Plan*, as well as Multnomah County's East Halsey Corridor Plan.

AD was the Lead Developer, and together with partners, owns the \$52.5 million valued, 172-unit workforce apartment community with 266 parking spaces (with 175 covered carports), clubhouse, pool and spa.

The project includes a 10,054 sq. ft. neighborhood retail center, with 2,200 sq. ft. outdoor patio and 39 parking spaces. An iconic tower serves as a wayfinding aid and urban beacon, marking The Byway as a new destination in the Halsey Corridor.



INITIAL CHALLENGES

- Coordination with adjacent private property owners
- Facilitate easement for fire/life safety access

FINANCIAL STRUCTURE

- Public Sources: Fee and SDC credits, Opportunity Zone benefits
- Equity: High net worth, private Equity
- Debt: Local banks

TIMELINE

- Land Closing and Residential Construction Start: June 2019
- Retail Construction Start: Q2 2020
- · Grand Opening: 2021



South Waterfront Development | Portland, OR

Portland's South Waterfront is the largest economic development project in Portland's history and is a national model of sustainable smart growth urban development. Dike Dame and Jim Atkins structured the project agreement with Oregon Health & Science University (OHSU) and the Portland Development Commission (now Prosper Portland); managed the partnership between the City and OHSU; and led the transformation of these 35 acres of vacant and environmentally contaminated land into a vibrant waterfront neighborhood, located on the western banks of the Willamette River.

Utilizing both public and private investment—including tax increment financing—Dike and Jim led the development of the South Waterfront Central District, creating multiple city blocks, the addition of public infrastructure, parks and transportation, the expansion of the Portland Streetcar service, and the addition of one of only two commuter aerial trams in the United States.

This comprehensive development paved the way for OHSU's expansion from its campus atop Marquam Hill, including the development of the 400,000 sq. ft. Center for Health and Healing and the 500,000 sq. ft. Collaborative Life Sciences Building. It also served as the springboard for the addition of new high-rise residential units, shops, and restaurants to the area.

In February 2011, the South Waterfront District was the first neighborhood in the United States to achieve a Gold rating in the LEED for Neighborhood Development (LEED-ND) program and received certification as the nation's first "Salmon-Safe" neighborhood.

With approximately \$2.5 billion of development, the 28-acre Central District will include more than 2,700 residential units, 1.5 million sq. ft. of space for OHSU, a 250-room hotel, and 250,000 sq. ft. of ground-level retail, a four-acre greenway, and a two-acre neighborhood park.



INITIAL CHALLENGES

- Brownfield site
- No infrastructure
- · No existing development

FINANCIAL STRUCTURE

- Public Sources: Tax increment financing
- · Equity: High net worth, private equity, institutional equity
- · Debt: Union pension fund

TIMELINE

- Site Control: 2002
- Design and Subdivision Completed: 2004
- First Phase Infrastructure Completed: 2006

Development Team Experience

Project Team

The team at Atkins Dame, Inc. is highly experienced and has worked together for many years. Our proposed development team for the St. Helens Riverfront Development includes:

James (Jim) Atkins, President – Atkins Dame Project Role: *Co-Owner / Project Executive*



As President of AD, Jim provides executive leadership and manages the day-to-day business activities of the company. For over 20 years, Jim has led and managed multidisciplinary teams that have capitalized and developed a wide variety of complex projects, from large residential, mixed-use urban neighborhood developments to resort projects, with several stakeholders, partners, investors and lenders throughout the entire West Coast. Jim was the project manager who oversaw the horizontal phase of the South

Waterfront project. Jim has previously worked as a principal and partner with Mack Real Estate Group on several mixed-use projects in both the Pacific Northwest and California markets. He is a resident of Clark County, Washington and is a member of the Planning Commission for the City of Vancouver. Jim graduated in 1988 from California Polytechnic State University in San Luis Obispo with a Bachelor of Science in Civil Engineering and a commission in the United States Army as a Regular Army Officer.

Dike Dame, Officer – Atkins Dame Project Role: Co-Owner / Project Executive



Dike Dame has been active in real estate development for over 40 years. During that time, his involvement has included destination resort development, detached single-family lot development, ground-up office buildings, multifamily projects, condominiums, hospitality, and primarily what he and his partner Jim Atkins like to call urban subdivisions: taking large parcels of land and creating vibrant neighborhoods. A number of these projects have been public-private partnerships, which required significant

involvement with public agencies structuring, sometimes simply, but more likely complex entitlement, development, and financial solutions.

Dike brings his agile mind to each project, seeking solutions to complex issues that must be beneficial to all parties. This experience counts if you believe that sometimes you cannot appreciate the solution until you have encountered the problem.

Both Jim and Dike are authorized to negotiate on behalf of the team.

Consultant Team

Our handpicked team of consultants brings together a local contractor with leading firms that have been trusted partners on many of our projects. Each firm has committed key staff members whom we consider to be their most experienced and highly skilled assets.

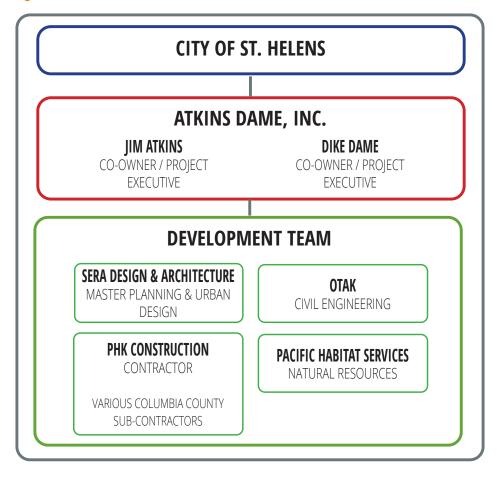
SERA Design & Architecture, Inc. (SERA) will lead the Master Plan and Urban Design work. SERA is a multidisciplinary firm committed to design that enriches lives by strengthening the identity and livability of communities. The firm is proud to be recognized for its ability to translate diverse challenges into designs that respond to the user's needs, budgets and specific site conditions. SERA has been in business since 1968.

Otak will lead Civil Engineering services. Otak's drive is to make positive change in our communities and is about more than just technical work; it's equally from the deep personal connection their staff has to the places they work in–which happens for to be place they live and play as well. As a leading planning, design, sustainable engineering, and project management firm, Otak brings its expertise to natural and built environments across the United States, making them more vibrant, beautiful, and functional. Otak has been involved with previous planning efforts in the St. Helens Waterfront area, allowing our team to hit the ground running.

PHK Construction LLC (PHK) will bring its deep knowledge of the local construction context to the team. In all facets of their work, PHK is committed to the neighborhoods and communities in which they build. They spend time on the front end with each project, working closely with stakeholders to plan the needs of each evolving community. They are committed to creating a strong sense of place and look for a 'connection' with the context of their projects. Both principals of PHK Construction live in Columbia County and are excited about the potential of the St. Helens' Waterfront.

Pacific Habitat Services, Inc. (PHS) will lead Natural Resources services. PHS is a multidisciplinary environmental consulting firm established in 1993. They are one of the most experienced and well-respected natural resource consulting companies in Oregon. Their employees offer professional expertise in the disciplines of environmental permitting, wetland science, endangered species consulting, wildlife and fisheries biology, hydrology, soil science, botany, permitting, NEPA, and restoration design and implementation. They have excellent relationships with State and Federal regulatory agencies and have conducted more wetland delineations and file more state and federal applications than any other consulting company in Oregon. PHS has a long history of working on projects in St. Helens and Columbia County, and they recently provided environmental permitting expertise for the City of St. Helens' Riverwalk Project.

Organizational Chart



References

City of Eugene, OR

Denny Braud, Executive Director - Planning and Development Administration 541-682-8817

Glenn Klein, Former City Attorney (retired) 541-337-0143

City of Vancouver, WA

Chad Eiken, Community and Economic Development Director, CED 360-487-7882

Rebecca Kennedy, Deputy Director, CED 360-487-7896

City of Wood Village, OR *Greg Dirks*, City Manager 503-489-6854



APPENDIX

Resumes



Dike Dame

Officer, Project Executive, Atkins Dame, Inc.

Dike Dame has been active in real estate development for over 40 years. During that time, his involvement has included destination resort development, detached single-family lot development, ground-up office buildings, multifamily projects, condominiums, hospitality, and primarily what he and his partner Jim Atkins like to call urban subdivisions: taking large parcels of land and creating vibrant neighborhoods. A number of these projects have been public-private partnerships, which required significant involvement with public agencies structuring, sometimes simply, but more likely complex entitlement, development, and financial solutions.

Dike brings his agile mind to each project, seeking solutions to complex issues that must be beneficial to all parties. This experience counts if you believe that sometimes you cannot appreciate the solution until you have encountered the problem.

James L. Atkins, PE

Vancouver, WA • (971) 506-5104 • jim@jatkinsadvisors.com

SENIOR REAL ESTATE DEVELOPMENT EXECUTIVE & LEADER

Proven, respected leader and team builder in the real estate development and investment profession Track record of success from South Park, Los Angeles to South Waterfront, Portland to South Lake Union, Seattle

Unmatched history of developing and delivering vibrant, award-winning neighborhoods and communities while at the same time creating industry-leading returns and profits for his partners and investors. Combined leadership talents, management skills and technical expertise have helped to create over 10,000 housing units of all types in markets across the West Coast. Strategic planning acumen and negotiating skills have been instrumental in entitling and securing approvals for a variety of best-in-class investments and developments.

CORE COMPETENCIES

- Complex Entitlement Strategy & Execution
- Public-Private Development Agreements
- Brownfield Urban Redevelopment
- Cost and Schedule Control Techniques
- Construction Risk Mitigation & Innovation
- Urban, High-Rise, Mixed-Use Developments

EXECUTIVE CAREER HIGHLIGHTS

Land Development Expertise – Planned, designed, entitled and/or developed over 6,000 single family residential lots and development sites across numerous projects throughout California, Oregon, Washington and Idaho;

Transformational Neighborhood Development – Played key roles in the transformation of the Pearl District and South Waterfront in Portland, OR and in the South Park area of Downtown Los Angeles;

Comprehensive Concrete High-Rise Portfolio – Development management portfolio includes nearly 3M sf of concrete high-rise projects, resulting in creation of over 1,800 condominiums, apartments and hotel rooms;

Mergers and Acquisitions - Led Harbor Properties following its acquisition/merger by the Mack Family during which time the new company successfully developed over 3,100 apartment homes in three West Coast markets.

RECENT EMPLOYMENT HISTORY

ATKINS DAME, INC., Portland OR *Principal*

2015 - Present

After returning from a 2+ year sabbatical in late 2017, formed Atkins Dame, Inc. with Dike Dame (former partner at Williams|Dame Development) to pursue complex development opportunities, particularly public-private investments and Opportunity Zone developments. To date this includes:

- \$45M, 173-unit garden style apartment community with an adjacent 11ksf neighborhood serving retail center now under construction and financed with \$17M Opportunity Zone Fund the company formed;
- 9-Ac land acquisition in Eugene, OR that will support the development of over 900 market rate apartment homes over 8 separate parcels. Infrastructure development underway and buildings begin in 2021.

MACK URBAN, Los Angeles, CA / Seattle, WA Chief Operating Officer & Managing Director

2011 - 2015

After purchasing Harbor Properties with Urban Partners and the Mack Family, formed and led one of the premier urban residential investment, development and management companies on the West Coast. As COO / Managing Director, oversaw all day-to-day development activities in the Los Angeles, Portland and Seattle markets. Successfully led staff through the transition challenges of a major merger. Specific accomplishments included:

- Managed teams across three markets that successfully acquired and developed 20 separate mixed-use residential investments totaling over 3,100 homes and representing over \$1B in investment capital;
- Personally hired, mentored, led and managed all development staff within the 50-person company including creation of company and individual initiative lists used for assessing bonus distributions.

James L. Atkins, PE PAGE 2

MARRIOTT COURTYARD/RESIDENCE INN HOTEL @ LA LIVE, Los Angeles, CA Development Director / Principal

Joined with American Life and Williams|Dame Development in 2011 to develop a 393-room, 24-story co-flagged Courtyard/Residence Inn hotel in downtown Los Angeles – one of the first co-branded, urban hotels in Marriott's history. Oversaw all day-to-day development activities, including design, entitlement and Marriott coordination, on behalf of the partnership. Specifically:

- Successfully negotiated a subvention agreement ("bed-tax rebate") with the City of Los Angeles that created over \$25M of additional value for the partnership;
- Assembled and led the team that envisioned, designed and built one of the most innovative and valuable signage platforms in the country – a 4,200sf fully animated LED sign that wraps a portion of the exterior;

MERLONE GEIER PARTNERS, San Francisco/San Diego, CA Managing Director / Partner

2008 - 2011

2011 - 2015

Oversaw and directed all residential development activities and pursuits on behalf of a West Coast, retail-focused, private equity fund. In the aftermath of 2008, re-envisioned and re-developed several underutilized or obsolete retail properties into over 1,000 homes in several successful, mixed-use communities in CA. These included:

- "Stella" a 244-unit for-rent, luxury, mid-rise residential community developed in Marina Del Rey. The partnership sold the asset in 2013 in what was considered a new high watermark valuation;
- "Paseos" a 400+ home, Santa Barbara-inspired community with resort-like amenities. Re-entitling and re-designing the property required overcoming the local council's strong objection to for-rent housing.

THE SOUTH GROUP, Los Angeles, CA Managing Director / Principal (Elleven, Luma and Evo)

2003 - 2008

Created and led the teams that successfully developed the first three new for-sale residential towers in downtown Los Angeles in over 20 years. These efforts resulted in Elleven, Luma and Evo – three LEED Gold towers that still today command some of the highest resale valuations in the market. This 723-home, three-phase, \$450M development has remained the benchmark for residential projects in downtown Los Angeles since that time.

WILLIAMS DAME DEVELOPMENT, Portland and Bend, OR

1996 - 2003

Development Manager (South Waterfront / Pearl District / Broken Top Golf Resort (Bend) / Forest Heights)

Working for one of the Northwest's most creative and prolific development partnerships, managed and oversaw day-to-day activities for a variety of iconic urban redevelopment projects including work in Portland's Pearl District, South Waterfront and Forest Heights Neighborhoods. Specific project experience includes:

- The South Waterfront Oversaw all acquisition, entitlement, land development activities (including development agreement negotiations) that resulted in over 3,500 homes, 1.6M sf of medical office and research facilities, and a waterfront park in a community served by a tram, streetcar and light rail;
- Pearl District / Hoyt Street Properties Responsible for environmental remediation/mitigation and land entitlement efforts that converted the former BNSF railyard into a vibrant mixed-use neighborhood.

PREVIOUS EMPLOYMENT EXPERIENCE

Ski Resort Development Manager (1997 - 1999), HARBOR PROPERTIES, Stevens Pass, WA / Schweitzer Mt, ID Project Civil Engineer / Construction Manager (1983 - 1996), VARIOUS FIRMS, Oregon and California Platoon Leader & Executive Officer (1989 - 1992), US ARMY, Ft. Lewis, WA / Operation Desert Storm Veteran

EDUCATION & ACCOMPLISHMENTS

Registered Civil Engineer (Since 1992), States of Virginia and Washington US Army Regular Army Officer Commission (awarded 1988) US Army Re

US Army Regular Army Officer Commission (awarded 1988), US Army ROTC Program, San Luis Obispo, CA **B.S. Degree in Civil Engineering** (awarded 1988), California Polytechnic State University, San Luis Obispo, CA **Eagle Scout** (awarded 1982), Boy Scouts of America, earned in Ojai, CA

Planning Commissioner (appointed 2018), City of Vancouver WA Planning Commission



EDUCATION

Spatial Planning and Urban Development, Hogeschool Utrecht, The Netherlands

Building Technology, Christelijke Middelbare Technische School, The Netherlands

WORK HISTORY

SERA since 2015, other firms since 1992

Martin Glastra van Loon, LEED Green Associate

Sr. Associate, Senior Urban Designer, SERA

Martin has been practicing urban design and town planning nationally and internationally since 1992. Educated and trained in Dutch and European urbanism, he applies his expertise to a variety of projects encompassing the ranging scales of regions, cities, towns, downtowns, and neighborhoods. Over the last decade, Martin's work has focused on the redevelopment of downtowns, waterfronts, and the transformation of suburban areas into more walkable and vibrant places.

SELECT EXPERIENCE

EWEB Downtown Riverfront Master Plan (Eugene, OR) Town Center and Urban Renewal Plan (Cornelius, OR) Downtown Design Project and Development Code (Beaverton, OR)

Quigley Farm New Community Master Plan (Hailey, ID) Alpine Avenue Streetscape Design (McMinnville, OR) North Central Development Master Plan (Bozeman, MT) Middlefield Development Master Plan (Mountain View, CA)

Industrial Way Development Master Plan (Bend, OR)
Yarrow Development Master Plan (Park City, UT)
East Whisman Master Plan (Mountain View, CA)
Downtown Tigard Reimagined Plan (Tigard, OR)
Downtown Plan (North Plains, OR)
Waterfront Gateway Framework Plan (Vancouver, WA)



EDUCATION

B. Architecture, University of Oregon

REGISTRATION

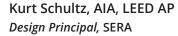
Licensed Architect: Oregon, Washington, California, Arizona, Texas

NCARB-certified

LEED Accredited Professional

WORK HISTORY

SERA since 2001, other firms since 1985



With over 35 years of experience, Kurt has developed an outstanding ability to lead large, divergent groups through complex, technically-oriented design projects. Kurt's award-winning designs are a testament to his passion for the Pacific Northwest, its climate, culture and resources. He has a solid reputation in design excellence, sustainable practices, client service and innovative architecture. Kurt brings an extensive background in developer-led, mixed-use projects that focus on community engagement and is adept at working with multi-faceted community groups to develop facilities that meet their needs and aspirations.

SELECT EXPERIENCE

Eugene River District Portal (Eugene, OR)

Eugene River District Heartwood (Eugene, OR)

Axletree (Portland, OR)

Multnomah Village Apartments (Portland, OR)

Denizen (Portland, OR)

Cadence (Portland, OR)

Sawbuck (Portland, OR) – targeting LEED for Homes Mid-Rise certification

Modera Morrison (Portland, OR) – targeting LEED Silver certification

Modera Raleigh (Beaverton, OR)

The Gossamer (Portland, OR) – LEED-NC Gold-certified

Slabtown Flats (Portland, OR)







EDUCATION

B. Architecture, University of Oregon

REGISTRATION

Licensed Architect: Oregon, Idaho NCARB-certified

WORK HISTORY

SERA since 2006, other firms since 1993

David Stephenson, NCARB, CSI *Principal*, SERA

David leads SERA's affordable housing studio, bringing more than 25 years of project experience including feasibility studies, agency reviews, permitting, code analysis and construction administration. He is skilled at guiding large teams, with multiple user and ownership groups, to ensure that all ideas and options are fully explored, and that project goals and directives are met. David enjoys the challenge of building consensus and guiding complex processes, while directly interfacing with the client, construction team and user groups to guide a successful project.

SELECT EXPERIENCE

Raleigh Slabtown (Portland, OR) - targeting LEED Gold certification

Freewell (Portland, OR)

Modera Belmont (Portland, OR) – LEED for Homes Gold-certified

Modera Pearl (Portland, OR) - LEED for Homes Silver-certified

The Gossamer (Portland, OR) - LEED-NC Gold-certified

Civic Drive Apartments, Palindrome Communities (Gresham. OR)

Park 19 Apartments (Portland, OR) - LEED-NC Gold-certified

12th Avenue Apartments (Portland, OR)

The Cameron (Portland, OR)

Attwell off Main Apartments (Tigard, OR)



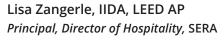
EDUCATION

B. Arts, Central Michigan University

REGISTRATION

IIDA-certified
LEED Accredited Professional
WORK HISTORY

SERA since 2000, other firms since 1988



As Director of Hospitality at SERA, Lisa's strength lies in working closely with clients, listening to their ideas, drawing out the goals, expectations and parameters that guide a client's vision of the project, and reflecting that vision throughout the design process. With more than 20 years of experience, Lisa ensures the Hospitality studio continually advances the incorporation of technologies, sustainability, social media and design practices into projects to ensure the brand and the guest experience are at the forefront.

SELECT EXPERIENCE

Marriott Dual-Brand: AC / Element (Boise, ID)

Hilton Tempo Dual-Brand: Tempo & Homewood Suites (San Diego, CA)

AC Hotel by Marriott Portland Downtown (Portland, OR)

AC Hotel by Marriott Beaverton (Beaverton, OR)

AC Hotel by Marriott Missoula Downtown (Missoula, MT)

Hyatt Centric (Portland, OR)

River's Edge Hotel + Restaurant (Portland, OR)

Hyatt House Portland / Downtown (Portland, OR)

Marriott Residence Inn, Portland Downtown / Pearl District (Portland, OR)

Marriott SpringHill Suites Hotel (Oceanside, CA)

Courtyard by Marriott, Portland City Center (Portland, OR)

Courtyard by Marriott, San Diego Downtown (San Diego, CA)

Courtyard by Marriott, Denver Downtown (Denver, CO)
Residence Inn by Marriott (Burbank, CA)







Keith Buisman PE

Civil Engineer/Associate



Keith is a civil engineer who has worked on a variety of developments, including single family, mixed use, and multi-family. His eighteen years of design experience have included street improvements, storm water design, mass grading, street layout, sanitary sewer design, and water systems design. His main project work includes a mix of private development, public infrastructure, and large-scale master planning. Keith also has experience in construction, including observation, cost estimates, and general design management during project construction.

EXPERIENCE 18 years

EDUCATION Bachelor of Science, Civil Engineering (Oregon State

REGISTRATIONS & CERTIFICATIONS
Professional Engineer (Oregon)

Certified Erosion and Sediment Control Lead (CESCL)

Selected Project Experience

1st and Strand Streets and Utility Extensions; St. Helens, OR

Project Manager—In 2021, Otak was retained by the city of St. Helens to prepare preliminary and final engineering for streets and utility improvements in the waterfront area. Additionally, Otak prepared concept level plans for development of the site. These plans conceptually conveyed access and parking, circulation, building footprints and open space. The project team advanced the design of the preliminary street layout and is currently working through final plan preparation for the public street and utility improvements.

South Waterfront – Alamo Manhattan Greenway and Blocks B41, B42, B44, B45; Portland, OR

Project Manager—Keith is leading the project team that is providing civil engineering, stormwater/bank stabilization design, surveying, and land use planning support for the Alamo Manhattan Blocks project along the Willamette River in the South Waterfront District in Portland. The proposed development consists of four new multistory, mixed-use building, new public roadways and pedestrian accessways, Willamette River Greenway improvements and riverbank stabilization. Public roadway and utility improvements include an urban streetscape with LIDA stormwater planter facilities and extension of public mains for storm, sanitary, and water utilities to serve new development on the Blocks.

Scappoose Industrial Subdivision Phases 1 and 2; Scappoose, OR

Project Manager—As part of our ongoing work at the Scappose Industrial Airport, this phase of work included a large 85-acre industrial subdivision. Infrastructure improvements included the extension of roughly 1.5 miles of street improvements, a new sewer pump station, a new municipal well, a new 18-inch potable water line, a new 12-inch raw water line, and sanitary sewer trunk upsizing. Street improvements included a two-lane street with median, low impact development planters, and 12-foot wide multiuse paths. A shallow 30-acre detention facility was constructed with the site and also served as a partial wetland mitigation facility.

Ginger Street Sewer and Bridges; Cornelius, OR

Project Manager—The existing sewer was replaced with an 18- and 21-inch sewer main to provide capacity for the new developments under construction on the southeast corner of the City. Otak was responsible for the upper section design from Heather Street to 20th and Ginger. This upper section included two prefabricated steel bridges carrying the new sewer over wetland areas in Free Orchards Park. The bridges were designed to allow for future pedestrian use and spanned 70 and 175 feet. Block retaining walls were constructed on either side of the bridges. Sewer construction in Ginger Street and Emerald Loop included full depth asphalt pavement reclamation.



Don Hanson Senior Advisor



Don is a Senior Advisor at Otak. His range of experience over the past 30 years includes residential, mixed-use commercial and industrial development. He also has extensive project experience with public park/recreation, open space, and streetscape improvements. As a hands-on designer, Don is very adept at public design presentations and is considered an expert in the land-use approval and entitlement process. Don served as chairman of the Portland Planning and Sustainability Commission and was a member of the commission for 10 years, which sets development and land use policies in Portland.

EDUCATION

Bachelor of Landscape Architecture (University of Oregon)

AFFILIATIONS / COMMUNITY INVOLVEMENT

Past Chair and Former Member of Portland Planning and Sustainability Commission; Portland, Oregon

Urban Land Institute (ULI)

Former Development Review Advisory Committee, City of Portland

Former Citizen Advisory Committee Member reviewing the Title 34 Land Development Ordinance; Portland, Oregon

Former Stakeholder Advisory Group Member for Vision 2000, Portland, Oregon

Committee Member reviewing the Urban Renewal Districts Status; Portland, Oregon

Former Downtown Design Review Board Member, Vancouver, Washington

SELECTED PROJECT EXPERIENCE

Scappoose Industrial District; Scappoose, OR

Master Planner and Principal-in-Charge—Otak prepared a master plan for a mixed-use community surrounding the airport. The 190-acre district includes industrial sites with taxiway access to the airstrip, as well as local service retail, parks/open space, and potential public institutional uses. Aero Business Park, the first phase of this master plan, has been designed, permitted, and constructed. Phase 1 includes approximately 37 acres of industrial land configured into 5-acre parcels with infrastructure services in place for each lot and the provision for taxiway access to the airport facilities.

South Waterfront District Development; Portland, OR

Principal Planner—Otak has been involved in the South Waterfront District since 1996, providing surveying, master planning, preliminary and final engineering, and landscape design services. During the Framework Master Planning phase by the City of Portland, the Otak team provided conceptual and preliminary design support and infrastructure planning for the entire district covering the area between the Marquam Bridge on the north to SW Bancroft to the south and from SW Macadam Avenue to the Willamette River. The project includes development of master plan engineering, land use planning, site analysis, development engineering, and surveying for the 16-block central district redevelopment, the 10-block southern district plan, and the 8-block northern district for the Oregon Health Sciences University. Otak provided civil engineering, stormwater/bank stabilization design, surveying, and land use planning support for the Alamo Manhattan Blocks within the South Waterfront District.

Eastbank Esplanade Phase III (The Crescent); Portland, OR

Project Manager/Principal—This site is the south anchor for the Eastbank Esplanade project, a downtown waterfront park development along the Willamette River. The "Crescent" is the third phase of the project and reclaims an underutilized, remnant site balancing recreation needs and community event space with improved shoreline and fish habitat objectives. Viewed from many vantage points in the city, this project added a new landmark to Portland's parks system.

ADDITIONAL RELEVANT EXPERIENCE

- Columbia Wharf Waterfront Development; Camas, WA
- Frog Pond District Master Plan; Wilsonville, OR
- Lacamas Shores Residential Development; Clark County, WA
- · Columbia Shores; Vancouver, WA
- Pedestrian Facilities for Transit Access; Portland, OR



Jon Yamashita PLS

Survey Manager



Jon is a professional land surveyor and survey manager at Otak who is registered in Oregon and ten other western states. With over 30 years of experience, Jon is skilled in project research, mapping, boundary calculations, and QA/QC. Jon is knowledgeable about rights of way, easements, legal descriptions, construction staking, and topographic, as-built, ALTA, and bathymetric surveys. Jon has provided survey services on numerous development projects in Oregon and Washington. He leads Otak's Survey team from Otak's Portland office.

EXPERIENCE 30 years

EDUCATION Bachelor of Science, Geography (Portland State

REGISTRATIONS & CERTIFICATIONS

Professional Land Surveyor (Oregon, Washington, Montana, Idaho, Utah, North Dakota, South Dakota, Colorado, California, Arizona)

AFFILIATIONS

Professional Land Surveyors of Oregon, Land Surveyors Association of Washington, California Land Surveyors Association, Montana Association, Montana Association of Registered Land Surveyors, Utah Council of Land Surveyors, Oregon Council of County Surveyors, ASCE.

Clark County Railroad Advisory Board (2010present)

Clark County Employment Zone Code Task Force (2011-2013)

Leadership Clark County Board of Directors (2003-2011)

Selected Project Experience

St. Helens Waterfront Conceptual Plan; St. Helens, OR

Survey Manager/Project Manager - In 2021, Otak was retained by the city of St. Helens to prepare preliminary and final engineering for streets and utility improvements in the waterfront area. All boundary and topographic mapping to support the project was prepared by Otak under Jon's direction.

Columbia Palisades Subdivision; Vancouver, WA

Survey Manager—Otak is providing land use planning, survey, civil engineering, stormwater design, and landscape architecture services to support this 84-acre mixed-use project near the junction of SR 14 and SE 192nd. Within the site, the development will conserve 24 acres of open space with five acres developed into parks. The current development scheme includes a 100-room hotel, over 1 million SF of commercial and retail space, 50 single-family homes, and more than 300 apartment and condominium units.

Bike and Pedestrian Improvements; Lake Oswego, OR

Survey Manager—This project included land surveying and mapping, right-of-way resolution, and preparation of legal descriptions for temporary construction easements and permanent easements in support of the design and implementation of bicycle and pedestrian improvements at six locations totaling over a mile of improvements.

12th Street SE Widening Project; Salem, OR

Project Surveyor—Otak designed approximately 0.25 mile of street modifications to 12th Street SE (Hoyt Street SE to Fairview Avenue SE). This project adds an additional southbound lane terminating as a right turn lane at Fairview Avenue, which will relieve significant congestion during peak traffic times. For this project, Otak performed right-of-way survey, pre-construction survey, and mapping, and also wrote acquisition descriptions.

NW Camas Meadows Drive / NW Larkspur Street Improvements; Camas, WA Survey Project Manager—The Otak team is providing preliminary and final engineering services to the City of Camas for the NW Camas Meadows Drive/NW Larkspur Street Improvement project. This project completes an important corridor for the City, providing connectivity from Goodwin Road all the way to State Route 14. The roadway will be widened to three lanes and include a new sidewalk, bicycle lanes, planter strips, stormwater treatment, water and sewer connections, retaining walls, and street lighting.



EDUCATION

B. Arts, Finance, University of Portland

WORK HISTORY

21 years industry experience

Patrick Kessi
CEO, Senior Project Executive, PHK

Patrick assumes a Project Executive role on projects of scale, providing leadership, oversight, and signing authority as well as executive accountability. He reviews and approves all contracts, major change orders, and is the primary point of contact for client relations. He has garnered several accolades and awards along the way for Excellence in Construction, Best in Class, Best Interior Design, and Leadership in Energy and Environmental Design (LEED) Platinum certifications on various projects.

SELECT EXPERIENCE

The Windward (Portland, OR)

FCI Sheridan AHU Upgrade (Sheridan, OR)

Twenty Twenty PDX Apartment (Portland, OR)

Breakside Brewery-Stein Distillery Tenant Improvements (Lake Oswego, OR)

Starbucks-TMobile Retail Building Renovation (Scappoose, OR)

Netarts Oceanside Sanitary District and Rural Fire Department New Shop & Office (Tillamook, OR)

Oregon Manufacturing and Innovation Center Remodel (Scappoose, OR)

Industrial Strength Commercial Fitness Renovation (Portland, OR)



John van Staveren, President/ Senior Scientist Pacific Habitat Services

PROFESSIONAL EXPERIENCE

John has over 32 years of natural resource consulting experience throughout the Pacific Northwest and California. As Pacific Habitat Services' President, he has managed the 20-person company and conducted hundreds of projects for public and private clients. His expertise includes wetland science, endangered species consulting, state, federal and local permitting, and restoration ecology. He has provided expert witness testimony, testified at numerous public hearings, and regularly presents at conferences. He has served on four state-appointed Technical Advisory Committees concerning wetland and environmental policy in the State of Oregon, authored a methodology for defining riparian areas for Statewide Planning Goal 5.

EDUCATION

B.S. Marine Biology and Limnology, 1987 San Francisco State University magna cum laude

YEARS EXPERIENCE:

32

REGISTRATIONS/ CERTIFICATIONS

Senior Professional Wetland Scientist (#000506) ODOT Certified Biologist

REFERENCES

City of Gresham Kathy Majidi kathy.majidi@greshamoregon.gov

Clackamas County
Devin Patterson
DevinPat@clackamas.us

City of Wilsonville Kerry Rappold rappold@ci.wilsonville.or.us



Pacific Habitat Services. Inc.

RELEVENT PROJECT EXPERIENCE

Phase 1 and 2 St' Helens Riverwalk, City of St. Helens. John has been working with City of St. Helens staff and the Project Team on the Phase 1 and 2 plans for the City's Riverwalk project. John has made presentations to the Technical Review Committee, including members of the City Council and Planning Commission. and has reviewed the plans to ensure they comply with state and federal regulations. John has assisted with the design and has prepared a permitting memorandum. John will play a future role obtaining state and federal permits for any in-water or over-water structures.

BUILD application 2019 – NEPA compliance, St Helens. John updated the Project Readiness and Environmental Review sections of the 2019 BUILD application for the St. Helens Riverfront: Restoring Access, Economy, and the Environment project. Connecting the property will be accomplished through the extension of the existing roadway network onto the former mill property and the construction of a waterfront boardwalk and trail between Columbia View Park to the north and Tualatin Street to the south. John identified the required federal, state, and local permits and the federal National Environmental Policy Act (NEPA) process.

St. Helens School District Wetland Consulting, St Helens. John managed the wetland consulting services to facility improvements to the St. Helens Middle School campus and Columbia County Education Campus. Pacific Habitat Services conducted a wetland delineation and then worked closely with the School District and the Project Team to avoid needing state and federal permits. John contributed permitting expertise, but also reviewed landscape plans and the landscape contractor bid and change orders as the project progressed.

St. Helens Sanitary and Storm Sewer Rehabilitation Project S-611. John managed the wetland delineation and environmental permitting for three projects in St. Helens. The first site was associated with culverts from North 7th Street to North 5th Street. The second was stormwater outfalls along Milton Creek near the west end of Tualatin Street. The third project was along Columbia Boulevard. All three of them required a wetland delineation, closely working with the Project Team on design considerations and then state and federal permitting.

St. Helens Riparian Inventory: John managed the riparian inventory within the urban growth boundary of St. Helens. The City of St Helens already had a wetland inventory that satisfied Statewide Planning Goal 5 but needed a riparian inventory. Pacific Habitat Services developed a riparian inventory methodology and applied it throughout the City. John presented the findings at public meetings and gained approval from the DLCD.

Example Financials from Completed Projects

At this initial stage of a project, we typically do not provide audited financial statements from successfully completed projects – but we are happy to have a discussion regarding specific questions City may have.

Ultimately, prior to a mutually binding transaction, we expect that we will be required to demonstrate to the City's satisfaction our ability to execute and fund this development, and we will happily comply.

For now, our proven track record should suffice in demonstrating our ability to:

- Provide all pre-development funds.
- Raise general partner and limited partner equity.
- Obtain construction loans.

Specific Recent Co-Capitalization/Partnership Track Record

Wood Village Apartments and Retail - \$48M Opportunity Zone project with \$18M equity investment (GP and LP) raised by AD + Pacifica Team.

Eugene Land Company - \$17M Land Acquisition and Pre-development Fund (GP Equity) – early investment for \$200-\$250M Opportunity Zone project; costs to be capitalized over multiple phases.

Mack Urban – Atkins / Pacifica - \$75M GP Equity Fund invested in LA, Seattle, Portland – creating over 2,000 homes in multiple communities.

Non-Binding Letters of Support from Financial Partners

These can be made available as part of the exclusive negotiation agreement process.

THANK YOU













RIVERFRONT ST. HELENS





Response to the RFQ for the 25 acre Riverfront Development Opportunity attention:

John Walsh City of St. Helens Administrator 265 Strand Street St. Helens, OR 97051



we're interested

Cover Letter

vision

Initial Ideas and Process

we've got the experience

Comparable Projects

we've got the right team

Development Team

we've got a record of success

References

supporting materials

Appendices



we're interested

April 1, 2022

John Walsh City of St. Helens Administrator 265 Strand Street St. Helens, OR 97051

Dear Mr. Walsh:

The development team of RKm Development and YBA Architects is excited about the opportunity to partner with The City of St. Helens in the development of the Riverfront site. RKm Development via parent company Central Bethany is the owner and operator of numerous mixed-use development projects in the Portland Metropolitan region. We are excited to pursue the opportunity to bring life and prosperity to this well-situated riverfront.

Our team has unparalleled expertise in mixed-use, community-centric, master planned development. As change agents for positive community growth, we will harness the depth and breadth of our experience to create a true community center, with design and programmatic elements that will not only boost the local economic engine, but also amplify the unique site amenities for the local community, visitors and users from around the region.

When we consider projects we always look for those that promise to make a genuine community impact. This core value is a cornerstone to all our projects, and we embrace the opportunity to dive in to a large, complex, community-focused development project such as this.

We envision the Riverfront as a nucleus for the region's retail, commercial office, and residential needs, all flanked by a magnificent view of and access to the water. Our goal is to develop a vibrant community center with the following characteristics:

- A place that reflects the character of the St. Helens residents and enhances Downtown:
- A complementary, multi-use area for dining, shopping, errands, family fun, and inter-generational entertainment, all next-door to beautifully designed residences with fantastic riverfront views:







- A center for events and gatherings, such as the annual "Spirit of Halloweentown," local art shows, performances, festivals and markets; and
- A sincere focus on sustainability that is evident throughout the design and operational details of the project.

Our team is proud of our proven expertise and experience. Our highly qualified team will be led by:

Roy Kim RKm Development E: roy@centralbethany.com P: 503-690-2800

Directs and coordinates formulation of financial programs; plans, develops, and establishes policies and objectives for overall project;

Matt Brown, AIA **YBA Architects** E: matt@yb-a.com P: 503-894-4650

Architectural lead consultant and urban design collaborator.

We look forward to the opportunity to collaborate and partner with The City of St. Helens in the development of such a pivotal area. We are ready to make the Riverfront an exceptional place for the region's residents and hope to exceed the City's expectations for a successful and vibrant new development that complements and expands the City's historic urban center.

Looking Forward!

Roy Kim **RKm Development**





We look forward to collaborating with the City of St. Helens and the Downtown and broader community to develop a compelling vision that will propel the Downtown Riverfront to a new and bright future that complements and enhances its existing character.

We envision:

a dynamic mixed-use development

potential uses would include multifamily apartments and townhomes, commercial retail and service spaces, a boutique hotel and one or more feature restaurants that would complement existing dining options;

maximum connectivity to the River

the new development should include multiple pedestrian connection points and view corridors from 1st street to the Riverwalk and avoid monolithic building footprints; active ground floor and carefully layered spaces where private residential uses may be at ground floor level will enhance the Riverwalk circuit of pedestrian flow from downtown and back;

complementing and extending downtown

commercial retail, restaurants and hospitality should be located adjacent to the existing downtown to increase the nucleus of activity and attraction, rather than spreading these uses across the site; service uses such as child care, professional offices, wellness, health and education can be deployed to activate ground floor areas further south where retail may struggle; Above:

Illustrative view of the Waterfront at Parker's Landing, by RKm Development and YBA Architects





establishing a regional destination

partnering with the community to expand existing cultural events and activities programming; augmenting the Riverwalk experience and downtown with an increased cluster of dining experiences, hospitality options, tourism-oriented services and retailers such as paddle sports specialists, spa and wellness tenants;

carefully scaled phases

initial phases should firmly establish the enhanced downtown nucleus and must be right-sized for the market; adding as much housing as practicable in early phases will help buttress commercial uses;

respectful, innovative, sustainable buildings

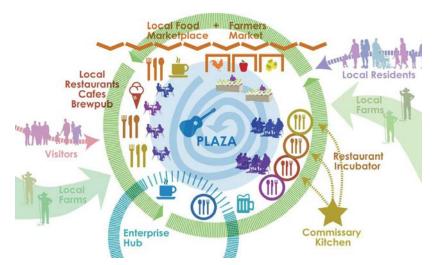
buildings should inject new life and excitement grounded in the scale and character of the best historic examples; low-energy, environmentally responsible practices will underpin all designs;

above all, a focus on the community

uses, character, placemaking and overall feel that are in sync with the people of St. Helens and enhance its existing identity.

Above right: Community event at Bethany Main Street organized by RKm Development.





PROCESS, VALUES & APPROACH

We are a family. We view our projects, business and relationships from that point of view. We are looking for legacy projects that will make our children proud. We are looking for long-term partners. We seek meaningful relationships, based on trust, responsibility and the best long-term interests of the community and our partners.

We don't come with a formula. We come with a process:

- · understand the community at a deeper level,
- meet with community members and stakeholders,
- develop a unique, one of a kind master plan that reflects the community vision and has its own personality.

Our process begins by building on past engagement efforts to understand and genuinely hear the community, and develop trust.

Following community engagement and the agreeing of key goals, values and criteria that are aligned with the Riverfront Framework and past

planning efforts, we will develop a more specific mix of uses and programming and arrive at a preferred phased master plan. This will be an iterative process, with regular check-ins with the City, key stakeholders and the public according to milestones that we'll set together.

With a preferred master plan in hand, we'll proceed to negotiate a DDA, and then begin detailed design work on a catalytic first phase that will be carefully sized to maximize impact and momentum without overwhelming the market.

Our initial thought is to develop southward from Downtown, shoring up the downtown core and pedestrian circuits with carefully scaled mixeduse buildings that add a broad mix of apartment housing and new residents to bolster Downtown activity. A boutique hotel should be positioned on a site adjacent to the downtown, ideally facing the water and connected to a destination dining experience.

Succeeding phases will continue expanding southward, deploying commercial services tenant space to activate the ground floor level where retail likely would not work.

Above left:

Conceptual diagrams of Downtown Rockwood by YBA Architects.

Opposite, above: Bike race at Bethany Village organized by RKm Development

Opposite, below: Rockwood Market Hall concept rendering

We will respect and enhance the suggested pedestrian connections across the site and seek to establish clear, active urban edges along path and street frontages wherever possible.

Parking will be concentrated at the center of blocks, away from pedestrian pathways, and in peripheral areas that may be developed in later phases. We will use smart, shared parking strategies to maximize the utility of parking areas at all times of the day, and encourage drop-off and taxi use.

A GOOD FIT FOR ST. HELENS

RKM focuses specifically on developing large, intricate, sensitively designed mixed-use places in core areas of smaller cities. We take care to craft buildings and spaces that are in sync with historic precedents, fine-grained, human scaled and also unique and exciting. We look for opportunities to integrate local art and culture and deliver high quality projects that will endure.

We are long-term partners who actively manage, market and operate our developments, forging lasting relationships and updating and adapting them to changing markets and trends. The ongoing work done after the buildings are complete is critical to their success and resilience. We believe our values and approach make us a great fit for St Helens.

Downtown St. Helens presents a prime opportunity for growth and new activity. We seek to enhance and expand it. We also envision adding communitysupporting commercial services uses farther south in the development area, coupled with guieter, higher

density residential. We will introduce a large number of new housing units of mixed types aimed at a broad cross-section of the market. We also curate the mix of retail and services in our developments to ensure they are complementary to one another and to existing businesses. We will work closely with the Downtown business community to ensure all boats rise.

CHALLENGES

Project challenges we perceive include:

lack of direct access, transit and visibility response: create a destination through the mix of experiences and quality of place offered;

long-term phasing

response: the project may unfold over a number of years and cycles, requiring a committed partner;

site issues: brownfield, flood plain, seismic

response: we are developing similar sites on the Columbia River and will bring that experience to bear to ensure we plan to overcome these risks;

maintaining strong community support

response: we will pursue a highly transparent process with meaningful public dialogue, in close communication with the City;

low comparable rents vs high construction costs

response: we have pioneered new mixed vertical development in similar contexts and bring the experience, equity and financing partners to deliver.











PUBLIC INVOLVEMENT

Clear, honest, early and consistent communication with the public and key stakeholders is critical to success. We want to hear from the community before pushing too far with programming and design, and then be genuinely responsive.

For the St. Helens Riverfront project we envision a series of public and stakeholder engagement events prior to and early in the master planning process to build a deeper understanding. These will be organized as:

Information gathering events

conversations and preferences, built character surveys, uses and programming surveys;

Master plan iteration review

open house and/or public meeting(s) to review multiple potential iterations and provoke feedback:

preferred master plan presentation large format public meeting.

We will collaborate with the City to plan and host these activities. We would also like to maintain an online information center for project news, updates and solicitation of feedback.

PROJECT FUNDING & FINANCE

We use our own equity. That makes us more patient and flexible. It also means we are more committed to each project.

We provide construction management for all our projects to make sure they're effectively delivered.

We own & manage all our developments. That makes us focus on quality and the long-term. It also means we take our projects more personally.

We have undertaken multiple, significant publicprivate partnership projects. Our long-term approach means a continuity of the relationship between us, the City and the community. We see that as a key to PPP success and a differentiator.

Our initial approach to funding would be through a combination of private equity and traditional bank loans. We bring a very strong balance sheet and banking relationships and have delivered multiple projects of this scale.

We are open to pursuing public subsidies if and where available and partnering with the City to pursue such opportunities. We prefer to develop a financing plan that is not substantially reliant on public grants for key phases, while also taking advantage of funding that can improve public realm and provide excellent community benefits.

PUBLIC-PRIVATE PARTNERSHIP EXPERIENCE

Our Recent significant PPP projects include Downtown Rockwood with the City of Gresham and The Waterfront at Parker's Landing with the Port of Camas-Washougal. The latter is a 26 acre master planned, phased, mixed-use town center development on a former wood products mill site on the Columbia River in Washougal.

At Downtown Rockwood, we met regularly with our City partners throughout the master planning and design phases and collaborated on all aspects of the visioning and design, coordinated on subsidy financing and co-organized a variety of public facing events, from traditional community engagement to small business interest development and cultural outreach.

We collaborated with the City to secure New Markets Tax Credits, Metro Easement Funds, SDC waivers, pre-design cost assistance grants and urban renewal bond capital for public-serving amenities and infrastructure. We devised a phasing plan to address BOLI determination issues in light of multiple public subsidy sources and are deeply familiar with the BOLI determination process. The complexity of the capital stack required an ability to manage complex financing transactions, flexibility and financial staying power, which are differentiating fundamentals of what RKm Development offers.

At Downtown Rockwood, we worked with the City and multiple non-profit organizations to meet explicit goals for providing start-up and small business

incubation space, a community food hub and job training facilities. Partners included Microenterprise Services of Oregon, Worksource Oregon, Mount Hood Community College, MetroEast Community Media and Oregon Tradeswomen.

At Parker's Landing, we collaborated with the Port to lead a comprehensive public engagement, visioning and master planning process. We established development standards and guidelines that were enshrined in the DDA and are now delivering a large, catalytic first phase in close collaboration with the Port and community. We focused heavily on infrastructure and public amenity spaces that would expand and enhance the existing Port assets and maximize public access to the Waterfront.

In both of these projects we entered into long-term ground leases to minimize upfront capital costs and provide long-term revenue sources for our partners.

Opposite, above: The community fountain at Bethany Village

Opposite, below: Aerial view of Bethany Main

PRELIMINARY DEVELOPMENT TIMELINE

May 2022: preferred developer selection months 1-3: **ENA** negotiation and finalization months 4-9: Community engagement process

months 10-15: Masterplanning process

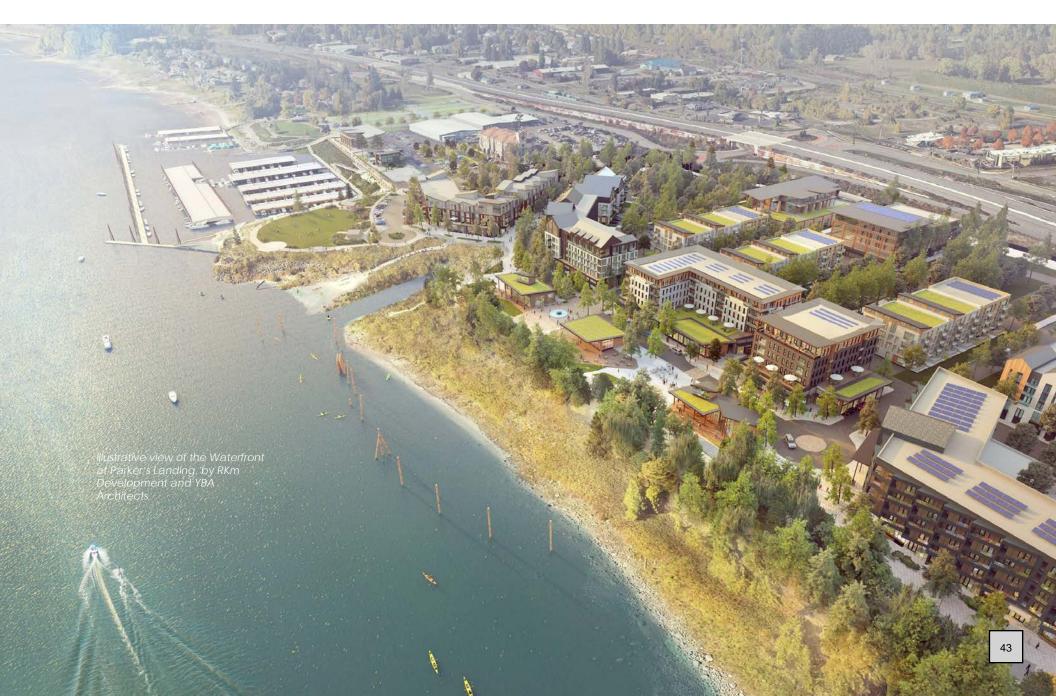
months 16-18: DDA negotiation

months 19-32: Phase 1 design & entitlements

months 32-50: Phase 1 construction mid-2026: Phase 1 occupancy



we've got the experience COMPARABLE PROJECTS



Item #2.

THE WATERFRONT AT PARKER'S LANDING

Washougal, Washington

Total Development Cost \$120 million (phase 1); ~\$250 million total

Developer RKm Development

Public Partner Port of Camas-Washougal

Architect & Urban Designer **YBA Architects**

Project Overview ~800,000 total sq ft urban master plan for a new waterfront town center on 26 acres on a former lumber mill site

Project Summary

From 2019, RKm Development and YBA have partnered with the Port of Camas-Washougal to lead a highly successful process to transform the 26 acre former Hambleton Lumber Mill site into a vibrant new mixed-use waterfront hub on the Columbia River. The design complements the existing downtown cores of Camas and Washougal, better connects the community to the waterfront, features multiple amenity spaces, plazas and an esplanade and allows for phased implementation according to market conditions with a key nucleus in Phase 1.

Phase 1 is currently in Design Development, with groundbreaking in 2023.











DOWNTOWN ROCKWOOD

Gresham, Oregon

Total Development Cost \$72 million Construction complete on 3 of 4 phases

Developer RKm Development

Public Partner Gresham Development Commission

Architect & Urban Designer YBA Architects

Project Overview 215,000 total sq ft urban master plan for a new town center on 5.5 acres at the center of the Rockwood neighborhood

- complex stakeholder interests and extensive community engagement activities
- intricate public-private capital stack
- complex multi-use program pioneered vertical mixed-use building types and urban scale in the Rockwood community, establishing a catalytic new town center focused on local employment, entrepreneurship and community amenities.
- balancing the need for an initial phase that would establish a nucleus with future phasing and long-term flexibility.





















BETHANY VILLAGE

Bethany, Oregon

Total Development Cost \$350 million + Completed in multiple phases from the late 1990s to 2016

Developer RKm Development

Project Overview

Long-term multi-phase mixed-use town center and neighborhood plan on 130 acres in Washington County, northwest Portland area

- develop a coherent new community character and neighborhood plan from the ground up
- establish master planning principles that could withstand the test of time and changing market conditions and user expectations; adapt the plan successfully over a decades-long period
- manage and actively learn from the curation of a multitude of different commercial and retail uses at varying scales, gaining wisdom about how to successfully implement many cutting edge urban programming concepts
- working closely with local land use planning, development infrastructure and building authorities to develop large scale master plans and efficiently deliver them through entitlements, public facilities improvements and permitting processes.







CIVIC STATION

Gresham, Oregon

Total Development Cost \$65 million Construction complete May 2022

Architect & Urban Designer YBA Architects

Project Overview

290,000-sf of mixed-use apartments and retail in eight buildings of 3-5 stories, with a half-acre multi-use public plaza, on 7.5 acre site near downtown Gresham, Oregon

- Public-private partnership with Metro, capital stack includes Vertical Housing Tax Credits and Metro Easement Funds; multiple stakeholder approval bodies
- achieving highest and best use density and vertical mixed-use typology per Metro and developer goals through five-story wood-framed Type III-B Construction with a carefully planned ground floor 'soft-story' for commercial uses (instead of a ground floor concrete podium); this approach is more economical and enables the project to pencil
- accommodating the ~25' grade change across the site and City of Gresham requirements for public access pathways through the large site with intelligent site planning and building cross-sections as well as shared surface "woonerfs" for autos and pedestrians



we've got the right team DEVELOPMENT TEAM



ROY KIM RKm Development PRESIDENT



CHANNA KIM
RKm Development
DEVELOPMENT
MANAGER



JEFF OBERST RKm Development CONSTRUCTION MANAGER



MATT BROWN, AIA, RIBA YBA Architects LEAD ARCHITECT & URBAN DESIGNER

RKm Development brings a top flight team that has worked together successfully on large, mixed-use master planned developments of similar scale and complexity in the region. The team's contemporaneous experience affords valuable insight into building typologies and site design models that are inspiring, flexible and deliverable.

RKM DEVELOPMENT

RKm Development has spent over 30 years delivering a diverse array of large master plans with building types that form the essential fabric of communities, from civic and public sector projects to mixed-use urban apartment buildings to senior and assisted living facilities, office buildings and for-sale residential properties. Our

Waterfront at Parker's Landing Project, devised with YBA Architects, is similar in scale and context to Riverfront St Helens. The RKm team takes a long-term approach that involves forging a deep understanding of the local area, developing long-range plans and then gradually delivering projects in intelligently devised phases with a high degree of sensitivity to local market trends and possibilities and attention to local character and placemaking.

Our team brings valuable lessons from experience managing and growing developments through changing economic and social trends. Our work is predominantly in medium-sized communities outside of the Portland City Center. Our developments are distinguished by their focus on creating community centers that successfully integrate living, shopping and working with civic and public amenity spaces.





YBA ARCHITECTS

YBA Architects offers deep expertise and transformational ideas in both urban design and strategic development planning as well as architectural design of the commercial, residential and mixed-use building types that form the fabric of urban communities.

YBA brings a growing portfolio of many of the region's most interesting and successful catalytic urban town center master plans and can deliver the full architectural design of the buildings and urban spaces at the heart of the places they help devise. YBA prides itself in synthesizing a keen interest in pushing the state of the art forward toward better value for clients and communities, with a strong understanding of development economics,

construction and market trends, so that innovative ideas and programmatic propositions are anchored in practical foundations and meet budget and schedule targets.

YBA has a strong record of success in large, complex, long-term projects organized as public-private partnerships. YBA brings cuttingedge communication, project management and illustrative abilities and technologies, and is experienced at meaningful community and stakeholder engagement. YBA has worked together with RKm Development and the proposed team on multiple projects, including the highly acclaimed Downtown Rockwood master planned development and The Waterfront at Parker's Landing.

Above left: Conceptual sketch of Parker's Landing by YBA Architects

Above Right: Illustrative view of the Waterfront at Parker's Landing, by RKm Development and YBA **Architects**



we've got a record of success REFERENCES

The team of RKm Development and YBA Architects has established a record of excellence in design and delivery of large, master planned mixed-use communities. We develop and execute on the project schedules and budgets we set with our public and private partners.

Our team is ready to get started on the Riverfront St. Helens development opportunity immediately. RKm Development has the financial capacity and resources to deliver a phased development of the magnitude feasible at this site under a highest and best scenario. RKm Development also has the experience and staying power to be the kind of committed, long-term partner that will yield optimum development results and value over the life of the development process.

RKm Development owns and manages all of the projects we have developed. This gives us excellent insight into management and operational issues in addition to our ability to get developments out of the ground.

The following is a list of key references for various projects, places and partners on, in and with whom we have collaborated.

JOSH FUHRER

Former Executive Director of the Gresham Redevelopment Commission City of Gresham josh@citizenadvisers.com | 503-869-1810 Role: Public Partner with RKm Development for Downtown Rockwood

DAVID RIPP

Executive Director Port of Camas-Washougal david@portcw.com | 360-909-5126 Role: Public Partner with RKm Development for The Waterfront at Parker's Landing

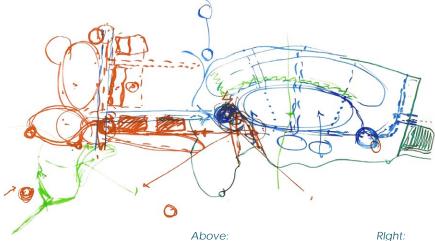
CHERYL TWETE

Community Development Director City of Beaverton ctwete@beavertonoregon.gov | 503-686-0936 Role: Public Partner with RKm Development for Lascala Beaverton

EMILY BOWER

Executive Director Gresham Redevelopment Commission City of Gresham emily.bower@greshamoregon.gov | 503-502-4573 Role: Public Partner with RKm Development for Downtown Rockwood





Above: Sketch from group charette with Port, Parker's Landing

Below left: Downtown Rockwood Market Hall Rendering Right: Sketch of Downtown Rockwood

Below right: Bethany Village Aerial









KFY STAFF ROLES & RESUMES



ROY KIM | RKm Development **PRESIDENT**

Roy will provide leadership to RKm Development team and will manage and administer all aspects of construction and development. He will plan, develop and establish policies and objectives for the team to operate from. He will review activity reports and financial statements to determine progress and status in attaining objectives and will revise objectives and plans accordingly.

Prior to RKm Development, Roy worked as a Senior Engineer for construction claims, prepared construction defect claims and provided project financial services for High-Point Schaer. He also spent several years working for HCB Contractors. Roy holds his Bachelor of Science in Civil Engineering from UC Berkeley and his Master of Science in Civil Engineering from Stanford University.

Qualifications: Roy has been leading RKm Development since 1994, and in this capacity has managed and administered all development activities for many mixed-use property developments. His experience includes:

THE WATERFRONT AT PARKER'S LANDING

(Washougal, Washington)

26 acre mixed-use waterfront development Phase 1: four mixed-use buildings, 276 units, 60,000 sq ft retail, plazas and community spaces - 2023

DOWNTOWN ROCKWOOD

(Gresham, Oregon)

60,000 sq ft 4-story mixed-use office building - 2020 40,000 sq ft 3-story market hall - 2021 one acre mixed-use plaza & play area - 2021 108 unit 5-story mixed-use multifamily building - 2022

LA SCALA

(Beaverton, Oregon)

44 unit mixed-use building with 5,000 sq ft of groundfloor retail - 2016

BETHANY VILLAGE MASTER PLANNED COMMUNITY

(Portland/Washington County, Oregon)

Bethany Village Shopping Centre - 1998

West Parc Apartments (mixed-use multifamily) - 2016 Laurel Parc Phase II (senior living) - 2015 Brightway Memory Care - 2015 Laurel Parc Phase I (senior living) - 2009 Bethany Athletic Club - 2006 Terrace Plaza (office building) - 2004 Main Street and Essenza (ground floor retail, 2 upper floors of condos) - 2003 Promenade (condominiums) - 2001 Laidlaw Building (offices) - 2000 Central Parc (condominiums) - 1999 North & South Twins Education Building - 1999 South Parc Apartments - 1996



CHANNA KIM | RKm Development **DEVELOPMENT MANAGER**

Channa will oversee development and construction activities for this project. She will be the primary point of contact and liaison between all parties, responsible for coordinating deliverables, meetings, and general project management. Channa will work closely with Roy on financial due diligence, market analysis, master plan design, and partner management. She will also work with Jeff to oversee entitlements processing, pre-construction review, and contract management.

Channa's background and technical expertise is in operations and early-growth startup management. Prior to joining Central Bethany, Channa worked in the New York City tech startup environment as a Director supporting various businesses in their go-to-market and fundraising strategies. She is familiar in scaling operations with limited resources and managing growth accordingly. Channa holds degrees from Washington University in St. Louis (B.A.) and Portland State University (Masters in Real Estate Development).

Qualifications: Channa has overseen development and construction activities for the following projects:

THE WATERFRONT AT PARKER'S LANDING All Phases

DOWNTOWN ROCKWOOD All Phases

OREGON TRADESWOMEN HQ (Gresham, Oregon) 20,000 sq ft single-story remodel

LIFEWORKS NW ROCKWOOD (Gresham, Oregon) 24,000 sq ft 3-story office building



JEFF OBERST | RKm Development **CONSTRUCTION MANAGER**

Jeff will be responsible for and will coordinate all aspects of the project including client relations, project budgets, schedules, work scope, contract management, entitlements processing and permit acquisition. He will supervise the project team to carry out feasibility assessment, concept development, design and construction management. He will manage the facility planning and design review, negotiate fees and make business decisions for contracts with the team and others for design and construction work along with managing preconstruction services. He will prepare and coordinate design and contract documents and will be accountable for all construction documentation and design decisions from project inception to completion. He will approve documentation necessary for design and build services delivery, including change orders, permits, invoices and payment requests.

Prior to joining RKm Development, Jeff was a Project Manager at Prima Donna Development, where he provided project management services for the construction of several condominium and apartment projects as well as a Marriott hotel. Qualifications: Jeff has managed and administered

all aspects of development and construction for the following projects:

THE WATERFRONT AT PARKER'S LANDING All Phases

DOWNTOWN ROCKWOOD All Phases

LA SCALA

BETHANY VILLAGE MASTER PLANNED COMMUNITY

Bethany Athletic Club (50,000-sf) Terrace Plaza Office Building (20,000-sf) West Parc at Bethany Village (525,000-sf, 554-unit mixed-use apartment complex) Main Street / Essenza (mixed-use with 52-units of apartments over 24,000-sf main street retail) Laidlaw Office Building (25,000-sf) The Promenade (102-unit condominium project)

CITY OF HILLSBORO POLICE STATION 36,000-sf remodel of former grocery store





MATT BROWN | YBA Architects **PRINCIPAL** AIA, NCARB, RIBA, ARB, LEED AP

Matt will lead the urban design and master planning activities, working closely with Roy, Channa and Jeff from RKM to evaluate options and optimize development and community value. Matt will coordinate with any specialist consultants that may be useful to the design effort. Matt will be a principal point of contact for engagement with appropriate governmental authorities. Matt and his staff will generate visual and narrative content to communicate the master plan and architectural designs to various stakeholders and agencies.

Matt is a principal and founder of YBA Architects with over 20 years of experience in architecture and urban design. He brings a commitment to research-based practice and a background in town center master planning, urban regeneration, and the architectural design for mixed-use buildings including residential, retail and office as well as educational and cultural institutions.

Matt's practice is currently engaged in several prominent mixed-use and town center projects





throughout the region that are enhancing the urban fabric of communities and neighborhoods. Matt and his associates bring a creative spirit and energy to their work that inspires people while making design more accessible.

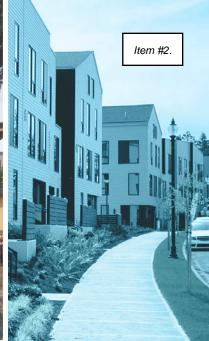
A Pacific Northwest native, Matthew earned a professional Bachelor of Architecture degree (summa cum laude) from the University of Oregon in Eugene, and was a graduate exchange student at the University of Hong Kong. He earned a Certificate in Professional Practice & Management in Architecture (with Distinction) from the Bartlett School of the Built Environment at University College London. Matt was awarded the Mark O. Hatfield Architectural Award in 2004 and 2006.

Registrations & Memberships

Architect (Oregon) ARI-11526; NCARB Certificate Architect (United Kingdom) 078943G American Institute of Architects (AIA) Royal Institute of British Architects (RIBA)







Qualifications: Matt has lead the design of several large, complex, catalytic mixed-use town centers, urban regeneration projects and mixed-use mid-rise buildings. Relevant current and recent experience includes:

THE WATERFRONT AT PARKER'S LANDING

Role: lead architect and urban designer

DOWNTOWN ROCKWOOD

Role: lead architect and urban designer

CIVIC STATION

Role: lead architect and urban designer

THE VINEYARD & THE BOULEVARD

(Fresno, CA)

27 acre urban mixed-use town center

Role: lead urban designer

GOLDEN TRIANGLE AREA MASTER PLAN

(Bend, OR)

180 acre mixed-use town center master plan

Role: lead urban designer

Q21

(Portland, OR)

163 unit mixed-use retail, office, apartment building

Role: design principal

NEW MILDMAY (FCBStudios)

(London, UK)

139 unit mixed-use apartment, retail, church,

hospital complex

Role: project architect



ADDITIONAL PROJECTS



LA SCALA

Beaverton, Oregon

Total Development Cost \$8 million Completed Summer 2016

Developer **RKM** Development

Project Overview 44 unit mixed-use building with 5,000 sq ft of ground-floor retail, including a microrestaurant cluster and market-rate housing

- Develop a mixed-use building with marketrate apartments in a depressed area of Downtown Beaverton
- Close working public-private relationship with the City of Beaverton throughout the project and a co-development partnership with CPAH, who developed an affordable housing apartment building on the same land parcel directly adjacent to LaScala
- 100% occupancy in apartments and ground-floor retail tenants within 6 months of opening
- Immediate increase in new development activity within 5 block radius of the property



COMMUNITY ENGAGEMENT EXAMPLES



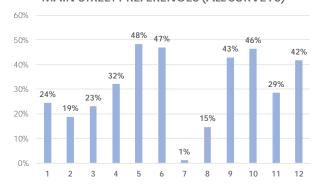


Far right, above and below: Community Engagement event and results sample from Parker's Landing

Near right, above and below: Downtown Rockwood community engagement











LETTER OF SUPPORT FROM FINANCIAL PARTNER

Columbia Capital Mortgage Co.

April 1, 2022

To Whom It May Concern:

Columbia Capital Mortgage Co. has provided mortgage banking and financial services advisory work related to commercial real estate projects for Roy Kim and his affiliated companies over the past 22 years. The financing arrangements to-date have totaled over \$300 million dollars across 40+ financial transactions of varying project types, partners, and sizes ranging from \$5M to \$60M for both construction loans and long-term financing.

Mr. Kim is a long-term investor with a vision to develop and hold assets for generations. He has been an active real estate developer in the Portland Metro region over the past 32 years and continues to develop, own, and operate all the company's properties. Central Bethany is based in the Portland Metropolitan region and owns an impressive portfolio of assets ranging from 5-story mixed-use apartment buildings, 50,000 square foot luxury athletic club, a premier 253-unit senior living community, and a multi-anchored vibrant shopping center.

The company intends to continue this investment strategy, which allows them to leverage their balance sheet and provide necessary capital from their existing portfolio for new development projects. Central Bethany Development Company and RKm Development have developed well-known master-planned private projects such as Bethany Village in Washington County; public/private partnership projects such as Downtown Rockwood in Gresham; and LaScala, a mixed-use residential and commercial property in Downtown Beaverton.

Central Bethany Development Company and RKm Development are related entities and fully controlled by Mr. Kim. The capital stack for RKm Development's projects is structured with 70-80% as a construction loan and the remaining 20-30% as company equity. The company can deploy capital for such uses without the need for external equity partners, thus allowing for complete flexibility and decision-making authority.

I would be happy to answer any questions you may have about Central Bethany Development Company or RKm Development's project history as it relates to transactions and the company's financial strength. Please feel free to contact me at any time.

Sincerely, Columbia Capital Mortgage

Adam Monshi Principal M: 503-310-3740 0:503-697-7473



EXAMPLE FINANCIALS

Mixed-Use Development RKm Development Building Summary

Estimated Value

Building Type	Building Size SF	No. of Stories	NOI	Cap Rate	Estimated Value	Value PSF
Multifamily/Retail	90,963	5	\$ 1,951,400	5.38%	\$36,254,192	\$399

Estimated Cost

	Total Cost	Cost PSF
Hard Cost:		
Land (99 YR Lease)	\$0	\$0
Site work	\$1,768,760	\$19
Building	\$24,397,085	\$268
Solar Panels	\$160,000	\$2
Retail TI	\$1,181,750	\$13
Office TI	\$150,000	\$2
FF&E	\$200,000	\$2
Subtotal Hard Cost	\$27,857,595	\$306
Hard Cost Contingency	\$1,392,880	\$15
Total Hard Cost	\$29,250,475	\$322
Soft Cost:		
Permit Fees	\$750,000	\$8
Design Fees (A&E)	\$2,117,136	
Other Fees	\$75,000	\$1
Loan Fee	\$125,000	\$1
Financing Fee	\$125,000	\$1
Legal and Closing	\$50,000	\$1
Real Property Taxes	\$25,000	\$0
Financing Cost	\$870,000	\$10
Developer Fee	\$0	\$0
Subtotal Soft Cost	\$4,137,136	\$45
Soft Cost Contingency	\$206,857	\$2
Total Soft Cost	\$4,343,993	\$48

Total Cost	\$33,594,468	\$369
Value	\$36,254,192	\$399
Loan To Value Ratio	68%	68%
Loan To Cost Ratio	73%	73%
Funding Sources:		
Const. Loan	\$24,540,000	\$270
GRDC	\$3,000,000	\$33
METRO	\$500,000	\$5
Developer Equity	\$5,554,468	\$61

Total Sources of Funds



\$369

\$33,594,468

TESTIMONIALS



April 1, 2022

To Whom It May Concern:

This letter is to recommend RKm Development, a private development partner we've had the privilege and pleasure of working with over the past few years. Our Port-owned 26-acre waterfront site underwent a similar RFQ process in early 2019. Since their selection, our experience with RKm Development has been collaborative, sincere, and demonstrative of their well-deserved reputation of excellence.

A key selection consideration for us was public input, and how a developer would not only lead but genuinely believe in that effort. Our Port district is small and intimate, with many residents holding longtime local roots to the region. These residents care a great deal about what happens in their community, as they should. To address that, RKm Development in partnership with YBA Architects, sent out a fun and interactive community engagement survey and spent nine long months attending every single large community event held in Camas and Washougal, gathering thousands of responses. It was remarkable to witness, as the community was very enthusiastic about engaging and getting to know the RKm team as familiar faces at each event. Most importantly, the community's input sincerely and directly influenced the outcome of the Phase I design and is resulting in multiple instances of public benefit, including direct access to the water, an organic and economically diverse mix of commercial and residential uses, wide pedestrian-friendly walkways, and beautiful public plaza spaces.

Another important consideration was flexibility, feasibility, and design. We wanted something that would be modern and exciting, but that also paid an honest tribute to the region, land, and community. The RKm team designed a beautiful and functional project that paid homage to these local ties. They showed tremendous detail and care in the design of everything from exteriors to the layout of the trash rooms - being operators of the properties added an invaluable layer of investment and consideration of operational feasibility that was comforting for us as their partners. There was also a great deal of local concern that this waterfront development would compete with two existing downtowns in Camas and Washougal. The fact that they are long-term holding owner-operators made a significant impact in this regard, as it ensured they could manage the tenanting process and mold the project to truly be complementary to the two existing downtowns.

Lastly, we wanted to select a partner that would work closely with us with great integrity and authenticity. A small community, we were concerned about getting "steamrolled" into a project that didn't reflect our values, goals, and people. Fortunately, our partnership with RKm Development has been a collaborative, fun, engaging, and dynamic process with constant communication, creative problem solving, and mutual approachability. We have thoroughly enjoyed being a part of the process and look forward to many more years of partnership as the site continues toward completion.

I would be happy to go into greater detail or answer any questions about the Port's experience working with RKm Development. Please feel free to contact me at any time.

Sincerely.

David Ripp Chief Executive Officer

> 24 South "A" Street, Washougal WA 98671 Phone: (360) 835-2196 ~ Fax: (360) 835-2197 Email: info@portcw.com ~ Website: www.portcw.com



Item #2. **TESTIMONIALS**



Citizen Development Advisers, Inc. 519 SW Park Ave Ste 208 Portland, Oregon 97204 (503) 869-1810 EIN: 81-4666766

April 1, 2022

To Whom It May Concern:

I am writing to sincerely recommend Roy Kim and his team at RKm Development for the St. Helens Riverfront development project. I've had the opportunity to work with this team on the development of Downtown Rockwood in the Rockwood neighborhood of Gresham.

Roy and his team understand how to engage a community with direction, authentic curiosity, and care. From the beginning, they committed to attending community meetings and tirelessly asking questions to get to the heart of what the community wanted. Together we built true relationships with the public and city councilors by listening, and then by successfully implementing what we learned into a stunning community development plan. Now, as suggested, the public will be able to enjoy a large public plaza, a non-profit market hall hosting an incubator program and serving delicious fresh food, and a healthy mix of office, restaurants, and residential uses. Beyond that, we were able to deliver solar panels on all the buildings and exceed our minority contractor goals. We have so much to be proud about with this project, and Roy's team was the perfect partner to making it all a reality.

The journey was not simple or straightforward, but RKm along with their fantastic partners in Matt Brown and YBA have an excellent ability to solve problems and consider creative solutions. The project had many different stakeholders and partners involved, and there were various complexities to working with the State of Oregon and managing the New Market Tax Credit process in partnership with the City of Gresham. This project required a strong and capable development team that could execute a complex financial structure including NMTC, urban renewal investments, state grants, and metro grants.

Roy and the RKm team's experience and understanding are of working on a site that involves multiple phases of development spanning multiple uses. They design with market forces in mind, and expertly manage the complexities of integrating residential, commercial, office, restaurants, and public spaces.

Considering the alignment of your vision for this project with RKm's values and expertise, I strongly support their selection as your development partner for the St. Helens Riverfront.

I would be happy to go into greater detail or answer any questions about my experience working with RKm Development. Please feel free to contact me at any time.

Sincerely,

Josh Fuhrer

Managing Partner & Director of Real Estate Development

Citizen Development Group, Inc.

