

# City of Camas

*Qualifications for*  
Comprehensive Plan Periodic Update & Downtown Subarea Plan

19 MAY 2023





May 19, 2023

Alan Peters, Community Development Director  
City of Camas  
616 NE 4th Avenue  
Camas, WA 98607

Re: Request for Qualifications for City of Camas Comprehensive Plan Periodic Update and Downtown Subarea Plan

Dear Alan and Members of the Selection Committee:

The City of Camas is about to embark on an exciting, dual planning endeavor to update the City's comprehensive plan and develop a new subarea plan for downtown Camas. While the update will build on Camas 2035 and other recent planning efforts, the downtown subarea plan will be the first area-specific long-range plan for downtown, and is an exciting opportunity for the community to establish a vision for the downtown core.

To recognize these two separate but coordinated planning processes, we have put together a team comprised of both familiar faces and new voices who can deliver two unique plans while providing consistency throughout the planning processes. WSP and SERA have coordinated closely in the development of this proposal and will continue to do so during the plan development process. WSP will lead the comprehensive plan and SERA will lead the downtown subarea plan. A strong team of subconsultants will support both planning efforts—ECONorthwest for economics and housing, DKS Associates (DKS) for transportation and mobility, and 3J Consulting (3J) for visioning and community engagement.

If selected for this work, we will provide a project manager to oversee both projects and be a single-point of contact for the City and ensure the work on both plans is coordinated. Both WSP and SERA's project managers, Erin Reome and Nicole McDermott, have the qualifications and experience to take on the role of contract project manager. We have intentionally not identified which team member will serve in this role and plan to work with you through the scoping process to identify the project manager and firm that is best suited to the overall project management role.

Camas is well positioned to become a success story in the region as an equitable, sustainable, and thriving community that balances housing needs with commercial amenities, and provides regionally recognized open space and recreational areas. We are ready to work with City staff and the community to create plans that have a clear, community-supported vision, protect existing resources, address Growth Management Act requirements (including new legislation) and identify and create new assets for the community.

Sincerely,



Brian Carrico  
Senior Vice President, Planning  
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(Primary contact and contracting authority)



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## Understanding: A Vision for the Future

The City of Camas is a vibrant and dynamic place with small-town charm, unparalleled access to recreation, a thriving downtown, and an engaged community. The City's last comprehensive plan update (Camas 2035), adopted in 2016, included a vision for 2035 that the City is well on its way to achieving:

In the year 2035, residents of Camas seek to continue to appreciate their safe, diverse, and welcoming community. Camas should maintain its small town character while accommodating future residents. The City will be well known for its excellent schools, thriving businesses, and ready access to metropolitan amenities and natural features with a vibrant downtown that brings neighbors together and enjoyed by all.

While Camas is poised to achieve that vision, a lot has changed since Camas 2035 was adopted. In 2016 the population of Camas was close to 23,000. It is now estimated at over 27,000. According to Clark County's 2022 Buildable Lands Report, Camas' population increased by 22% from 2016 to 2020 and it is the second fastest growing community in Clark County. During that same time period, the City added over 1,900 housing units. While the 2045 population projections for Camas are not yet out, the WSP/SERA team is tracking that process and based on the County's selection of a medium-high projection, it is anticipated Camas' population allocation will be higher than previous projections, which will require even more housing

and provisions made for public facilities to support housing and commercial growth.

Additionally, recent legislation has changed the requirements of the Growth Management Act, including House Bill 1220, which requires the analysis of housing needs at all economic segments of the population (moderate, low, very low, and extremely low income) and the examination of racially disparate impacts, displacement, and exclusion in housing policies and regulations.

Since 2016, the City has purchased 165 acres of land north of Lacamas Lake, known as Legacy Lands, to preserve the area for recreation and protect natural resources. The City completed a subarea planning process for the North Shore, led by WSP, to set a unique vision and develop implementing regulations and design guidelines for over 800 acres, including the Legacy Lands. Through this process, the community told us what they value about the North Shore and many of those values spread across the city – the desire to protect natural resources, to grow in a manner that is respectful of Camas' history and small-town feel, to provide housing choices that will support all Camas residents, and to make sustainability and resiliency a priority.



*Suburban neighborhood in Camas, WA.*

Camas has a fairly diversified economy for a city of its size, but market conditions are changing with the prominence of online retailing and many workers continuing to work from home in a post-pandemic world. The comprehensive plan and downtown plan will need to consider these shifts in market and development trends as the city looks to accommodate its future population and employment growth.

With all the changes Camas has experienced in the last 8 years, it is imperative to take another look at the 20-year vision and understand how the community sees itself today and what it wants to be in 2045.



*Downtown blocks in Camas, WA.*



## Our Approach

As the City embarks on an ambitious plan to update its comprehensive plan and create a downtown subarea plan, you need a team of consultants that understand the unique perspectives of the Camas community, understand the requirements of the GMA, and have the necessary qualifications and expertise to create a vision and actionable, implementable plans. The WSP/SERA team has those skills. We bring a combination of deep experience working with the Camas community, fresh perspectives, expertise with both Comprehensive and Downtown Plans, and a focus on implementable solutions.

Our team members have worked extensively in the city, including WSP and 3J's work on Camas 2035 and the North Shore subarea plan, DKS' work on the transportation system plan, WSP's current contract to provide on-call planning support to the City, and numerous other environmental and public engagement projects over the last 10 years.



Visiting at the Camas Farmer's Market (led by 3J and WSP).

Our team also brings a fresh perspective and expertise in downtown planning and comprehensive planning. SERA has completed over a dozen downtown plans across the northwest. SERA has the added experience of also having implemented many of those Downtown Plans through redevelopment and public realm improvement projects. With SERA's experience working with both public sector clients and private developers, we bring an implementation focus to all of our work.

WSP and SERA will use their collective experience to work closely together to integrate the comprehensive plan and downtown subarea plan processes, with WSP leading the comprehensive plan and SERA leading the downtown plan.

Our team also includes experts in housing and economic development, transportation, community engagement, and infrastructure analysis. These team members will support WSP and SERA with the comprehensive plan and downtown plan.

ECONorthwest, will lead the housing and economic development analysis. As a regional leader in assisting local jurisdictions through housing policy decisions, ECONorthwest understands the critical need to provide more housing options, innovative housing types, more affordable housing opportunities, and low-barrier housing that is attainable for a full range of households. Consistent with House Bill 1220, supporting equitable outcomes that avoid disparate policy impacts and minimizing displacement pressures is a critical component of housing policy that will be incorporated throughout these efforts.

Our approach to updating the Camas Comprehensive Plan Housing Element will focus on understanding and effectively bridging the gap in housing needs, customized to Camas' unique community conditions. Our



*SERA and ECONorthwest have been working on the Downtown Tigard Reimagined Project, developing land use and transportation solutions to expand the vibrancy of Downtown beyond the Main Street area and address the need for additional housing Downtown.*

Housing Element work will include an in-depth analysis of current housing market conditions and existing policies. We will synthesize the results of our analyses with feedback from stakeholders and the public in order to develop equity-centered recommendations for revisions to the Housing Element and actionable steps for implementation. In addition to the citywide housing analysis, ECONorthwest will look specifically at downtown to identify the appropriate housing policies and actions that should apply to that subarea.

ECONorthwest will also work with the City to update the Comprehensive Plan's Economic Opportunity Element and revise current goals, policies, and objectives with an emphasis on equity-focused economic development and a specific focus on downtown economic development to inform the downtown subarea plan. This task will build off of the City's extensive work to develop a diversified local economy and identify recent economic trends with implications for Camas. This will include reviewing existing policies and available data to develop recommendations to create strong economic opportunities for all Camas residents.

ECONorthwest has an extensive body of experience and skills in helping communities develop strategies for promoting vibrant urban areas that integrate a healthy mixture of active uses, diversified employment, and amenities to enhance economic resilience. This expertise will help us identify feasible contextualized policies to advance Camas' objectives with an eye toward practical and equitable implementation. The team's work will include a thorough quantitative analysis of economic conditions and competitiveness, including measures of employment, growth and productivity, employment growth by industries (especially target industries), business creation and retention, investment flows, distribution of wealth and income, business innovation, and racial and geographic inclusion.

DKS Associates will provide their expertise in transportation planning and engineering to update the Comprehensive Plan's Transportation Element. DKS will approach the Transportation Element with a lens focused on engaging historically marginalized communities to identify barriers to accessing transportation technology services and will play a key role in the engagement approach in order to create a comprehensive transportation element.

The Camas TSP, led by DKS, that is planned for adoption in 2023 will inform the comprehensive plan update and the downtown plan. The Camas TSP includes an evaluation of the downtown area to identify multimodal deficiencies and needs and identifies several transportation safety and capacity improvements including downtown corridor reconfigurations on 3rd and 6th Avenue, and intersection improvements at 6th Avenue/Adams Street and 6th Avenue/SR 500.

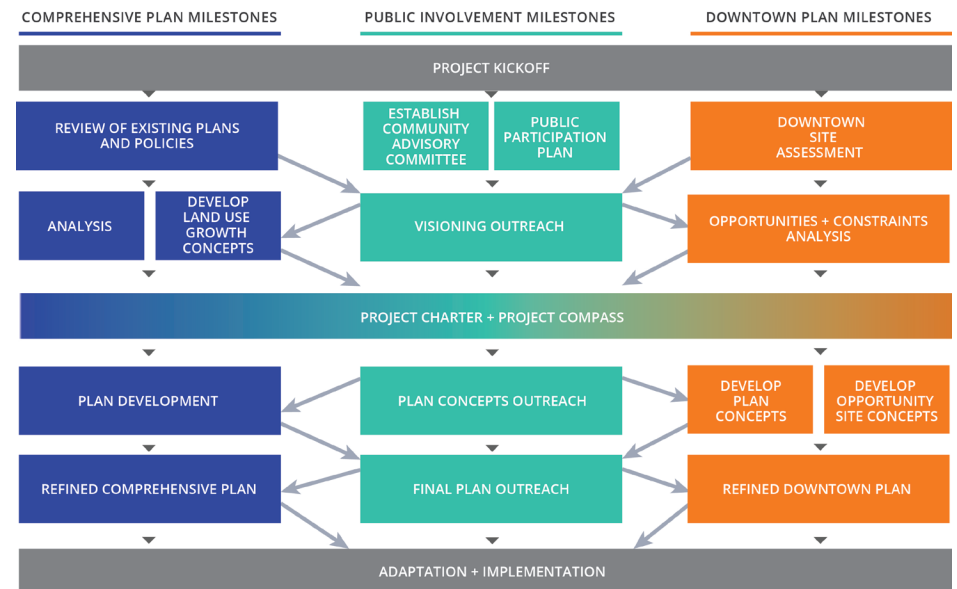
3J will lead visioning and community engagement for both planning efforts. As described in the process section below and the Approach to Inclusive Community Engagement later in the proposal, 3J will develop an integrated visioning and engagement process that seeks to involve a broad cross section of Camas residents. A public participation plan will be a key first step to outline engagement tools and the feedback loop process required to ensure community members know how their input was incorporated into the plans.

Our team also understands the need to evaluate capital facilities and infrastructure throughout the city and the unique needs of downtown. Our team includes planners and engineers with extensive experience in Camas that can hit the ground running to assess the capacity and improvement needs of capital facilities and utility infrastructure. Our work will include an update to the Capital Facilities element and a 6-year plan to finance capital facilities consistent with the preferred land use plan.

### Approach Process

The City is seeking a creative, forward-thinking, and multidisciplinary team to update the City's Comprehensive Plan and develop a downtown subarea plan. Based on our knowledge of the community and past experience with similar projects, the WSP/SERA team proposes a planning process that consists of six primary steps as described in the text and diagram below. While the steps are listed sequentially, they will not be completely linear. Most steps will overlap others and community engagement will occur throughout the entire arc of the project.

**Kickoff.** As a first step, we propose a kickoff to the projects with a focus on enhancing the community's understanding of the projects and why they are important for the city. This initial work will ensure the community understands what a comprehensive plan and downtown plan are, what they can and cannot accomplish, and how their feedback can and will make a difference. During the North Shore subarea visioning process, WSP and 3J collaborated with the City to provide community members with a foundational understanding of state requirements for planning as well as an understanding of how planning can help a community plan for the future rather than react. We found this step to be a successful way to engage the public while focusing their input on the task at hand.



*WSP and SERA will lead an integrated process with coordinated outreach across the Comprehensive and Downtown Plan efforts.*

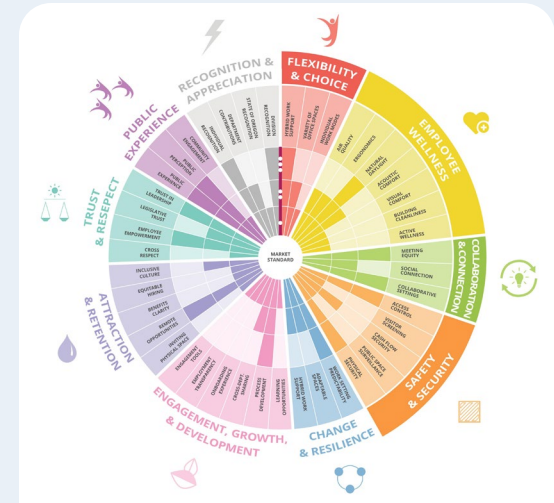
**Existing Conditions.** While we are building the community's understanding of the projects, we will also enhance our understanding of the current conditions in Camas. This will include discussions with staff, elected officials, key interested parties, such as the Downtown Camas Association, a review of existing plans and policies, an evaluation of existing and needed data, and an audit of the existing plan relative to current GMA requirements and legislation.

**Visioning.** Building on steps 1 and 2, we will work with the community to develop a citywide vision for the comprehensive plan and a focused vision for downtown. This phase will also include an evaluation of the current UGA and any needed expansions to accommodate planned growth, as well as an evaluation of State Environmental Policy Act compliance and identification of the appropriate environmental review process. The latter should reflect the community's vision for how the downtown fits within the larger context of the city. The visioning work will include establishment of project committees and advisory groups, citywide visioning activities and events, and Engage Camas visioning events. The visioning phase will conclude with the development of a project charter and compass for each plan. The charter and compass will include a vision statement, precedent imagery, and key project goals and priorities to drive plan development.

**Analysis and Solutions.** Guided by the project charter and compass, the analysis and solutions phase will include identification of analysis methodologies, as well the development of land use concepts to accommodate growth projections. The processes for the comprehensive plan and downtown plan will be similar with the analysis and solutions for the comprehensive plan incorporating the entire city and urban growth areas, while the downtown plan will focus on the downtown core. Throughout this phase of the project we will conduct community and interested party engagement to refine land use concepts. The analysis and solutions phase will conclude with the development of a preferred land use map for the comprehensive plan and a preferred land use and infrastructure plan for downtown. The downtown plan will also consider the location of a future civic plaza.

**Plan Development.** The comprehensive plan and downtown plan will reflect all the information gathered through the previous steps and compile the information in clear, graphic-forward, data-driven, and user-friendly plan documents. This phase will include the development of updated comprehensive plan elements, including new goals and policies that reflect the community's vision. The downtown plan will identify the needed infrastructure improvements to support ongoing growth in the downtown and include updated design guidelines.

**Adoption and Implementation.** While adoption and identification of implementation actions is the final phase of the project, consideration of adoption and implementation throughout the process will lead to a plan that responds to the fiscal, political, and capacity constraints of the City. The SERA/WSP team will support the city through the adoption process and prepare a matrix of implementation actions.



We will kick off the project with a few exercises to understand the previous material that was created and use our Project Compass to identify the project drivers and goals—translating pertinent pieces of the previous material forward. Our Project Compass tool helps to ensure that project goals articulated early in the process are carried through subsequent planning iterations. The Compass will allow the team to transparently evaluate design solutions against target performance metrics on a “good, better, best” scale in categories like: Financial, Health, Equity, Water, Energy, and Ecology. We customize these targets to the goals of each individual project. For example, in our work with the Center for Tribal Nations, we worked integrally with tribal representatives to adapt our Project Compass to align with the tribal medicine wheel and tribal values around spiritual, emotional, mental, and physical wellbeing.



# Team Experience

## 2035 and North Shore Subarea Plan | Camas, WA

WSP, 3J, and DKS have worked with the City of Camas for many years on visioning and comprehensive and subarea planning. Two of the more recent efforts include the City's last comprehensive plan update in 2016, Camas 2035, and the current North Shore Subarea Plan. Steve Faust led the Camas 2035 visioning process, which included facilitation of a vision steering committee, a series of public engagement activities, development of a community profile, meetings with local organizations, online questionnaires, youth engagement, and two vision workshops. This work resulted in the Camas 2035 vision. WSP led the comprehensive plan update and used the vision to direct goal and policy development and define City gateways and corridors. The North Shore subarea plan process began in 2019 with community visioning, followed by the formation of two committees to guide the technical planning work and vision implementation. Similar to Camas 2035, Steve led the visioning process and WSP led the technical analysis and plan development. The subarea plan was adopted by the City Council in November 2022 and WSP is currently working with the City through the adoption process for a North Shore specific Zoning Code and Design Manual.

**Successes:** Working closely with a steering committee to develop and refine concept plans generated support for the North Shore Subarea Plan from property owners, which was important through the adoption process.

**Important Learnings:** Planning can be contentious and everyone will not be happy with the outcome of the process, but having a clear vision and consistent messaging around the ways the plan is meeting that vision can help garner support for the project.

**Team Crossover:** WSP, 3J Consulting, and DKS Associates.



## “Our Vancouver” Comprehensive Plan Update | Vancouver, WA

WSP is leading a multidisciplinary consultant team to complete the periodic update of the City of Vancouver's comprehensive plan and corresponding Title 20 land development code updates. The last significant comprehensive plan update occurred in 2011 and the City is approaching this update as a complete overhaul of the plan. The project has been branded Our Vancouver, which reflects the co-creative process the City is undertaking with the community to ensure the updated plan respects the City's shifting demographic, development, economic, and social trends. WSP is supported by ECONorthwest who is leading the Housing and Economic element updates and supporting the equity analysis. The plan will chart a new course for the city and establish an updated policy framework to support the City's anticipated population and employment growth, consistent with the Washington State Growth Management Act.

**Successes:** Development of a project brand that reflects a fun, imaginative process and the intersectionality of Vancouver residents, engages people and generates excitement for the plan.

**Important Learnings:** The project is just beginning, but it is clear that preparing a plan through a co-creative process will take flexibility and may require a different project cadence than typical for comprehensive plan projects.

**Team Crossover:** WSP and ECONorthwest

**Housing for All**

- How can we provide housing and community well-being for all?

**Mobility Choices**

- What changes would make it easier for people to get around the City?
- What is your ideal mode of transportation? Do you have access to that mode?
- Can you walk or bike to access local services (bank, grocery, school, etc.)?

**Future Opportunities**

- What do you see today when you walk out your front door? What do you want to see in the future?

**Wellness and Recreation**

- How can we help make our community healthier?
- As our community continues to grow, what would you like to see? More parks? Trails? An outdoor theatre? A community center?
- Where do we need more parks, trails, neighborhood connectors, pedestrian access, open space, community gardens?
- How far do you have to travel to get to a local market or grocery store?

**Sustainability and Resiliency**

- How can the City be resilient and responsive to natural disasters, threats and unexpected circumstances?
- How can the City help combat climate change? Energy efficient buildings? Car charging stations? Improving access to public transportation?

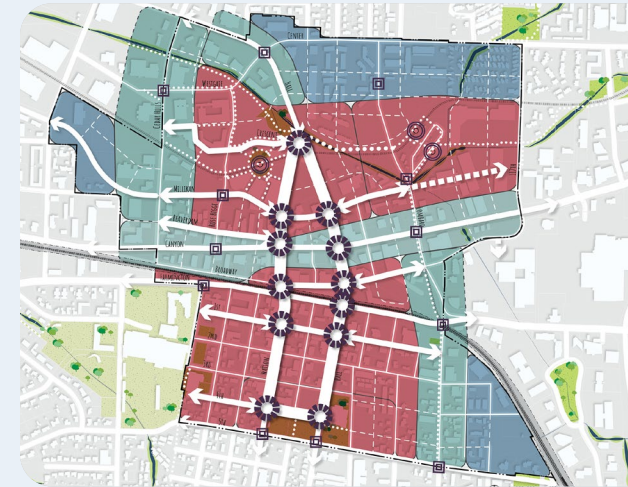
## Downtown Design Project | Beaverton, OR

From 2017-2021, SERA led a multi-disciplinary consultant team, including ECONorthwest, in the development of a comprehensive design strategy—an effort to create an economic, social, and cultural heart for the community. The overarching goal of our work was to create a vibrant downtown that is easily identified and attractive for private development. Crafted in collaboration with staff across multiple city departments, and based on extensive engagement with the public, downtown stakeholders, and developers, the Urban Design Framework informs the character of development desirable for Downtown as well as the key connections needed to make it both identifiable and easy to navigate. The project concluded with a significant rewrite of the district's development code and was adopted in November 2020. This work reflects the community's preferences and desires around height, density, mix of uses, and design character, and is grounded in market research work. SERA further 'tested' the code via a series of development opportunity studies and development proformas for key sites within the area.

**Successes:** Project implementation began immediately. We worked with City staff to prioritize short-, medium-, and long-term projects and identified timelines and champions to promote rapid implementation.

**Important Learnings:** Having everyone, from the public at large to City decision makers, involved and aligned around a core vision (to put pedestrians first) made controversial code adoption (to limit auto uses in Downtown) much more straightforward.

**Team Crossover:** SERA and ECONorthwest



## Transportation System Plan | Camas, WA

DKS Associates is currently working to update the City of Camas Transportation System Plan. The objective of this project is to create a Transportation System Plan that is aimed at proving a cost-effective, multimodal long-range plan that serves the future needs of all network users. The TSP serves as the source for the Transportation Element of the Comprehensive Plan. The Camas TSP includes an evaluation of the downtown area to identify deficiencies and needs and identifies several transportation multimodal improvements including corridor reconfigurations, bicycle facilities and pedestrian crossings. The project is currently in progress and estimated to be adopted by Camas City Council by the end of 2023.

**Successes:** The Camas TSP planning process included several public online open houses with over 300 participants that provided valuable feedback on local concerns and opportunities for improvement. The TSP projects and funding priorities were developed to reflect community goals and priorities.

**Important Learnings:** The analysis of future conditions determined that several key roadways, such as NE 3rd Avenue, NE 6th Avenue and NE Pacific Rim Blvd, can be reconfigured by reducing the number of vehicle lanes to allow for enhanced pedestrian and bicycle facilities. These projects will promote safety and fill in important system gaps that were community priorities.





### Town Center & Urban Renewal Plan | Cornelius, OR

Cornelius, a multi-cultural city on the western edge of the Portland metropolitan area, is experiencing a population boom, and a new plan for its Town Center was needed to guide public and private investments towards the downtown core's vibrant and prosperous future. As part of a multi-disciplinary consultant team, including 3J Consulting, SERA provided lead urban design expertise. The project hinged on creating a comprehensive Town Center based on an analysis of existing and desired land use. The work also included a code audit and subsequent update to the development code. To capture and reflect the community's vision, the consultant team carried out an extensive engagement effort that included a three-day workshop and open house. The Town Center Plan is complemented by an Urban Renewal Plan and was enthusiastically adopted by City Council in the summer of 2019. With this plan, the community has a broadly-supported, clear roadmap for realizing a town center that will be unique to the region. Additionally, the Town Center & Urban Renewal Plan was recognized by the Oregon Chapter of the American Planning Associates (OAPA) with the "2019 Public Involvement and Participation Award."

**Successes:** Developed a Town Center Plan that restored and revitalized the historic core of Downtown, while also finding opportunities to reinvigorate the surrounding areas with a more modern approach, balancing old and new.

**Important Learnings:** Integrating local community leaders, in this case a local Latinx TV celebrity, into the process can be the key to reaching groups who typically shy away from public involvement processes..

**Team Crossover:** SERA and 3J Consulting.



### Comprehensive Plan | White Salmon, WA

From 2019-2021, WSP and 3J worked together to update the City of White Salmon's comprehensive plan. The work included a city-wide visioning effort led by 3J, followed by technical analysis and a full update to the city's plan led by WSP. New and revised findings and plan policies were developed to meet the vision for a thriving fast-growing community, with special attention to supporting compatible infill and mixed-use development in and near downtown, developing green streets, and other sustainable infrastructure components, and targeting infrastructure investments to support economic policy objectives. The project engaged scores of community members, and included extensive planning commission and city council workshops, culminating in adoption in 2021.

**Successes:** Tabling events and community conversation kits allowed us to extend our outreach and support. These events successfully drew citizens into the project, set the vision and expectations for maintaining community character, and guided plan and policy updates.

**Important Learnings:** Impacted by COVID 19 and city staff shortages, we pivoted to virtual meetings and extended the timeframe for successful project delivery. Project delays and delivery method changes required close coordination with the client to communicate schedule and budget implications.

**Team Crossover:** WSP and 3J Consulting.

### Comprehensive Plan Elements:



Housing + Land Use



Transportation



Facilities + Capital Improvement Plans



Parks and Recreation

# Key Team Members



**Brian Carrico | Principal-in-Charge, Comprehensive Plan Principal, WSP**

Brian has provided professional planning services in Washington for over 29 years, all but four of which were in Clark County. Brian has extensive experience in public sector planning and project management, including development of comprehensive and subarea plans, implementing regulations and land use codes as well as practical experience applying those codes to development and complying with SEPA. Brian played a key role in developing the land use concepts established in the first GMA comprehensive plan in Clark County.

- Project Manager/Task Lead, Waterfront Concept Development Plan (Terminal 1 Master Plan Finalization and Permitting) (Vancouver, WA)
- Project Manager, City of Vancouver Comprehensive Plan Update (Vancouver WA)
- SEPA Lead, Heights District Plan (Vancouver WA)

*Key Team Member Experience*



**Nicole McDermott, AICP | Comprehensive Plan Project Manager, WSP**

Nicole McDermott is an experienced community planner and project manager who has successfully led long-range planning and community visioning projects throughout Southwest Washington. She is skilled at working effectively with multidisciplinary project teams to develop creative and innovative project solutions that address the unique needs of communities. Nicole has established relationships with City staff and stakeholders and has a comprehensive understanding of community concerns. Nicole has worked on six comprehensive planning and subarea planning projects in Southwest Washington.

- Deputy Project Manager, City of Vancouver Comprehensive Plan Update (Vancouver, WA)
- Lead Planner, Camas 2035, City of Camas Comprehensive Plan Update (Camas, WA)
- Project Manager, North Shore Subarea Plan (Camas, WA)



**Emma Johnson, AICP, LEED | Land Use Planning Lead, WSP**

Emma Johnson has provided professional planning services to private and public sector clients for over ten years. Emma has worked on projects throughout the Pacific Northwest, with a focus on Washington State, and her project history includes comprehensive plans, environmental assessments and impact statements, community engagement, and local, state and federal permitting. Emma is skilled at assisting communities with the development of implementation tools to guide future development in a way that is consistent with the community's vision.

- Deputy Project Manager, North Shore Subarea Plan (Camas, WA)
- Planner, Carty Road Subarea Plan (Ridgefield, WA)
- Planner, City of Vancouver Comprehensive Plan Update (Vancouver, WA)







**Matthew Arnold, AICP | Downtown Plan Principal, SERA**

Matthew is SERA’s Director of Urban Design and Planning, and has been with the firm since 2003. He is a planner and GIS specialist with 23 years of professional experience. His project experience includes campus planning, neighborhood and downtown concept plans for large and small cities, revitalization plans for areas in decline, sustainable streetscape design, and alternative-mode transportation planning. Matthew is highly experienced in project management, design, and public involvement processes, and has presented his work at conferences across the nation. Matt is skilled at engagement and facilitation, and takes pride in helping diverse groups reach consensus.

- Principal-in-Charge, Downtown Design Project (Beaverton, OR)
- Principal-in-Charge, Downtown Community Plan & Code Update (Hillsboro, OR)
- Project Manager, Downtown Preliminary Development Plan (Redmond, OR)



**Erin Reome, AICP, LEED AP BD+C | Downtown Plan Project Manager, SERA**

Erin is an enthusiastic urban designer and planner who thrives at the intersection of land use, transportation, and open-space planning. Since 2005, she has worked on projects for private, public, and institutional clients at a variety of scales: regional, district, downtown, campus, neighborhood, and corridor. Erin is driven by a strong desire to create more equitable, healthy, and livable places with a commitment to sustainable and regenerative solutions. She is a skilled project manager, who is able to lead clients, stakeholders, and consultant teams through tailor-made collaborative processes that answer complex planning questions with authority.

- Project Manager, Downtown Design Project (Beaverton, OR)
- Project Manager, Downtown Tigard Reimagined (Tigard, OR)
- Project Manager, Waterfront Gateway Visioning Concepts (Vancouver, WA)



**Martin Glastra van Loon, LEED Green Associate | Lead 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. Committed to community-based placemaking, Martin has a strong theoretical interest and practical expertise in complex urban projects that integrate mixed-use, pedestrian-friendly, and transit-oriented design components, in concert with local geomorphic features.

- Urban Designer, Downtown Design Project (Beaverton, OR)
- Urban Designer, Downtown Tigard Reimagined (Tigard, OR)
- Urban Designer, Town Center and Urban Renewal Plan (Cornelius, OR)





**Steve Faust, AICP | Community Engagement + Visioning Lead, 3J Consulting**

Steve is a land use planner with nearly 20 years' experience as a facilitator and community engagement specialist. As a public engagement specialist, Steve has led dozens of public involvement processes for diverse audiences. He is responsible for the oversight of all public involvement tasks from developing public involvement plans, to designing and coordinating implementation of public outreach activities, to documenting and evaluating the effectiveness of those efforts. Steve is an experienced designer of community questionnaires and manager of online tools designed to gather comments from people who prefer virtual forms of participation.

- Camas Comprehensive Plan Vision (Camas, WA)
- Camas North Shore Subarea Plan (Camas, WA)
- White Salmon Comprehensive Plan Vision (White Salmon, WA)



**Tyler Bump | Housing + Economic Development Lead, ECONorthwest**

Tyler Bump is a Project Director at ECONorthwest with a professional focus on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. Tyler has been working with cities, business districts, and community organizations to support community economic development efforts for over 16 years. To support these goals, he works with clients to develop and implement creative strategies that leverage public and private sector investment through changes to land use and development standards, regulatory requirements, and economic development strategies.

- Vancouver Comprehensive Plan Update (Vancouver, WA)
- Heights District Equitable Development Strategy (Vancouver, WA)
- Clark County Housing Options Study and Action Plan (Clark County, WA)



**Reah Flisakowski, PE | Transportation Planning Lead, DKS Associates**

Reah has provided transportation planning and engineering services to public agencies throughout the Pacific Northwest. Reah has experience in transportation system planning, capacity and operations analysis, pedestrian/bicycle analysis, neighborhood traffic calming, intersection safety improvement evaluations, cost estimating, and on-call services for public agencies. Reah's work focuses on improvements to enhance a community's livability that can be readily implemented. As a senior project manager, she has presented transportation issues and findings to the public through community open houses, citizen advisory meetings, and planning commission/city council hearings.

- Camas Transportation System Plan (Camas, WA)
- Camas North Shore Subarea Plan (Camas, WA)
- Ridgefield Capital Facilities Plan (Ridgefield, WA)





## Approach to Inclusive Community Engagement

The core philosophy of our strategy for public engagement is to “meet people where they are.” This means engaging people in the spaces where they already spend their time and to do so using culturally and linguistically appropriate methods. Each community we work with is unique, so strategies will vary, but may include requesting time at a regular meeting of an organization, conducting intercept interviews at a park or grocery store, and/or using social media, Engage Camas, or other online platforms. For non-native English speakers, this often means locating the meeting in a restaurant or cultural center, providing appropriate foods, and hiring native speakers to facilitate the meeting.

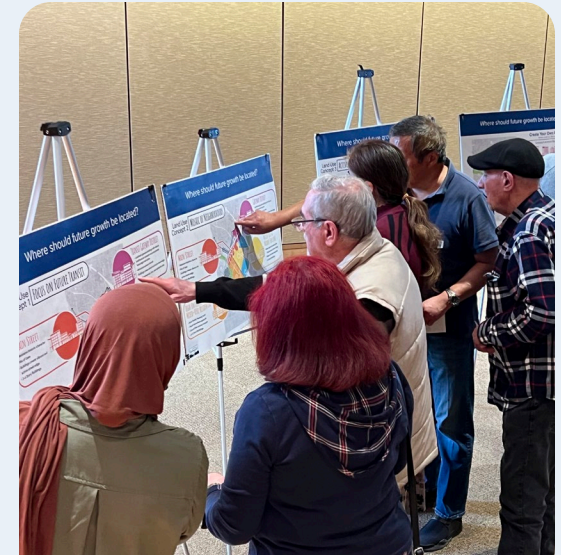
For Camas, our community engagement process will be designed to ensure that the benefits of the Comprehensive Plan and Downtown Subarea Plan are shared equitably by the whole community. To do so, we must understand the community’s assets, needs, and aspirations so we can develop strategies that ensure new development brings desired amenities to the community and supports existing families and businesses. To build enduring community support for the plans, public participation activities will be inclusive, transparent, and build the community’s capacity to help implement the plans over time. This includes building and/or strengthening partnerships with local organizations like the Downtown Camas Association and the Camas Parks Foundation.

A first step in the engagement process will be the development of a Public Participation Plan (PPP), which is a requirement of the GMA and critical to a successful Comprehensive Plan Update and Downtown Subarea Plan process and is a requirement of the GMA. The PPP will

outline community engagement objectives and key messages that will be used to communicate important themes throughout the duration of the project. The PPP also lists stakeholder groups identified through demographic research and conversations with staff. We use this information to design stakeholder-specific activities in addition to broad engagement efforts. Community members will have numerous opportunities to participate in ways that are comfortable for them.

A successful Vision and Comprehensive Plan process must create a shared sense of ownership among the Camas community. We recommend convening a Community Advisory Committee (CAC) that represents a broad cross-section of community interests. The CAC will review and comment on work products, guide engagement efforts and help our team host public outreach events and activities, act as liaisons to specific constituencies or interest groups, encourage community members to participate in the process, and act as champions of the ultimate Camas Vision, Comprehensive Plan, and Downtown Plan that emerge from this process. In our experience, administering an open application process to fill interest-based positions (e.g., business, education, youth) on the CAC yields the best results.

At the project outset, we will launch a multi-faceted, ongoing outreach campaign to promote awareness. The overall effort will be branded as an exciting opportunity for residents to shape their community. The initial outreach campaign will include information about both the Comprehensive Plan and the Downtown Plan. When outreach activities begin in earnest, we will have the networks in place to reach a broad spectrum of the community. While our team has worked extensively in Camas, we still recommend beginning with a series of interviews with key interested parties to build relationships with trusted community leaders as the first line



*The Downtown Tigard Reimagined Project is the latest of SERA’s ongoing work with the City of Tigard, Oregon to help advance the vision for their Downtown. This Project builds on the vision expressed by the community to create a Downtown that is the “vibrant, active, and welcoming city center at the heart of our community.” SERA, in partnership with ECONorthwest, is currently creating the land use and transportation plans to move this vision closer to implementation. Leveraging a currently thriving Main Street and looking to extend that vibrancy into the larger Downtown area, SERA has developed concepts that explore the types of improvements that the community would like to see in their Downtown. These concepts have been vetted through a robust series of focus groups and community open houses, facilitated in English, Arabic, Spanish, and Vietnamese, to inform the final recommended plan. The team will also be providing code updates and a list of prioritized projects for short and long term implementation.*

of communications. We use these interviews to identify important issues, challenges, and assets.

Outreach during the initial Vision Phase of the project will include a balance of education and careful listening. We will answer foundational questions (*What is a comprehensive plan? What is a downtown town subarea plan? What is the Washington Growth Management Act?*) so community members are informed participants in the process. We will ask community members about their opinions and aspirations for Camas (*What do you love about Camas today? What would you like to see change in the future?*) and use the responses to develop the community vision. A central component of the vision will be a vision specific to downtown to inform the downtown subarea plan development. Conduct a joint visioning process for both plans will ensure we are using people's time efficiently and effectively.

The visioning process will include a series of Community Conversations with schools, faith-based organizations, youth, business associations and other community-based organizations. We will schedule time on their meeting agendas rather than asking them to attend additional community meetings. CAC members will be asked to conduct at least one Community Conversation to extend the reach of staff and the consultant team. In addition, community members can host their own conversations using a Community Conversation Kit we prepare with all of the pertinent information and tools they will need. For those who prefer to participate virtually, we will provide an online open house or survey through Engage Camas with the same information.

Community events, such as Camas Days, the Camas Farmers Market, and National Night Out provide a unique opportunity to engage a large number of people in one place. We will design activities that can be used at community events to create awareness and engage people of all ages in the Visioning process.

Youth engagement is another key component of our outreach efforts. For the Camas North Shore process, we conducted a vision workshop with a class at Discovery High School. When preparing the Milwaukie Comprehensive Plan Vision, we supported a group of local high school students to act as community liaisons for the city's youth. They assisted in outreach efforts to reach students and local businesses through canvassing, surveys, and staffing support at events and activities. They helped facilitate a meaningful representation of Milwaukie youth and their interests within a community-wide public process.

An important element of an inclusive engagement process is reaching out to historically underserved communities. As described previously, we research community demographics at the project outset to better understand our audiences, languages spoken and potential engagement activities. In many instances, we work with community-based organizations (CBOs), specialized consultant partners, or translation and interpretation vendors to reach specific ethnic, cultural, language demographic or geographic communities. The City should consider using stipends, such as gift cards, to incentivize participation of people from these communities.

All of the information gathered through activities described above will be compiled, coded, and used to create vision "themes." These themes will be presented at the first of several Community Summits and serve as the foundation of the Comprehensive Plan and Downtown Plan Visions. These fun and engaging community events are the main opportunities for Camas community members to engage and share ideas with their neighbors face-to-face. The Community Vision will guide development of the Comprehensive Plan and include an element related to Camas' downtown.



To help stakeholders and the larger community visualize the Missoula Midtown Master Plan, SERA, in partnership with ECONorthwest, has developed a video to communicate key elements of the plan. To view: <https://f.io/8BWJWRUQ>



Visioning for the White Salmon Comprehensive Plan Update was rooted in extensive community outreach led by WSP and 3J.



A comprehensive public engagement program must have an associated communications plan to be successful. The goal of our communications efforts is to create a shared understanding of the project purpose and desired outcomes. We will work closely with Camas' Director of Communications to use a variety of methods to notify residents about public events and other opportunities to be involved in the process and communicate how community input is being used to shape the plans and process. We seek a proper balance between these tools in order to achieve maximum engagement:

**Comprehensive Plan logo.** At the outset of the project, we will create a project identity that is unique and compelling. This "look" will appear on all project materials and provide continuity and visibility for the Comprehensive Plan and Downtown Subarea Plan.

**Project Page on Engage Camas.** We will design and administer an informative and accessible project page on Engage Camas, including project overview and timeline, important contacts, schedules for public events, opportunities for public engagement, updates on the project's status, and the ability to view or download documents. We will also use this page to conduct online outreach throughout the project, using the various tools available through Engage Camas, such as an interactive map or idea board for visioning.

**Social media.** Our team is well acquainted with social media services that supplement traditional public relations and media approaches. We will provide City staff with content for their social media platforms, such as Facebook and Twitter accounts to increase project awareness and provide multiple avenues for community input.

**Media contacts.** We will prepare media releases to the Camas-Washougal Post Record and other local media outlets for the City to distribute.

**Public information materials.** We will prepare flyers, newsletters, facts sheets and other materials to educate and inform the public.

**Electronic mailing list.** The City will maintain a database of e-mail addresses of people who express interest in the planning process. We will prepare e-blasts for the City to distribute to help notify people about events and activities. Interested parties will have several opportunities to join the mailing list, such as on the Engage Camas project page and at public meetings and events.



## OUR VANCOUVER

OUR FUTURE 2045

### LET'S PLAN THE FUTURE OF OUR CITY!

The City of Vancouver is updating its Comprehensive Plan, and we want your help! Your participation will guide decisions on how we invest in our future, including parks, housing and transportation and how we make our City more equitable, sustainable, resilient and livable – a place we are proud to call home.

#### What is a Comprehensive Plan?

The **OUR VANCOUVER** Comprehensive Plan will guide City planning, growth, development, and resources for the next 20 years, and beyond. The City realizes that our demographics are changing, and new policies need to repair past harm and provide opportunities for an equitable future. To do so, we plan to elevate the voices of Black, Indigenous, People of Color and others who have been historically underrepresented in planning processes.

Your input is critical to create policies that reflect the needs of your community.

Let's dream together! Use this fact sheet and conversation kit to brainstorm the future of Vancouver with your friends, family and neighbors!



Get to know your neighbors!	How does everyone get around?	What is there to do outside?
<b>37 years old</b> is the median age of Vancouver's population	<b>47,679 residents</b> live within .25 miles of the Mill Plain BRT and the Vine BRT	<b>1,600 acres</b> is the amount of parks - over 90 parks in the City
<b>29.2%</b> of residents hold a bachelor's degree	<b>14.5 miles</b> the average amount a person travels daily	<b>20 miles</b> of trails for walkers, runners, bicyclists, and others to enjoy
<b>9.7%</b> of residents live with a disability	<b>2%</b> walk to work	
<b>10.7%</b> of adults in Vancouver identify as LGBTQ	<b>10%</b> carpool to work	
<b>12.7%</b> Speak a language other than English at home		

Check out the conversation kit on the back!

WSP is leading a multidisciplinary consultant team, with support from ECONorthwest, to complete the periodic update of the City of Vancouver's Comprehensive Plan and corresponding Title 20 land development code updates.

## Approach to Ensuring Work of Subconsultants

Productive, multi-disciplinary collaboration is the natural outcome of an inclusive, well-structured, and thoughtfully organized team. Both SERA and WSP have a successful history of collaboration with 3J Consulting, ECONorthwest, and DKS on numerous projects. Those long-standing relationships establish the trust and effective communication that keep teams running smoothly.

The following are tools we frequently use to foster efficient collaboration across our teams:

- **Project Kick-off / Site Tour.** We have found that few things help to anchor a team better at the outset of a project than convening the full team, including City stakeholders, on-site for a site walking/driving tour as part of the project kickoff. Upon selection, we propose a walking and driving tour of Camas with key City stakeholders to visit and discuss key locations and issues as a group. This allows for the team to see the existing conditions through the lens of the stakeholders participating in the process. It also gives us an opportunity to ask questions and outline project goals together.
- **Team Work Sessions.** We have found that the best way to leverage the skills of a talented multi-disciplinary team, like the WSP/SERA team for Camas, is to meet regularly to keep everyone informed of project progress. Accordingly, we will allocate time and budget for biweekly consultant team meetings to keep everyone updated and in the loop.

- **Team Work Sessions.** Additionally, we propose 2-3 in-person work sessions, potentially on-site in Camas, at key milestones within the project process. Bringing the full team together to workshop solutions at these key decision moments allows us to best leverage the talent and skills of the entire team. We have found that these team work sessions allow the team to progress ideas more quickly and more efficiently.
- **Cloud-Based Collaboration.** Through our experience managing multi-disciplinary teams, we have found the use of cloud-based document creation, sharing, and storage services to be essential. It allows the team to work dynamically within the same documents, share draft iterations quickly with partners and clients, and overall makes for more seamless communication and collaboration on deliverables.
- **Schedule Transparency.** Keeping a multi-disciplinary team working efficiently requires keeping them well informed of project tasks, expectations, and deadlines. Throughout the process, we will maintain a detailed schedule of project tasks and deadlines, that will be shared with the entire team and updated as necessary. We will review the schedule at our biweekly consultant team meetings to ensure that the entire team is aware of project status and upcoming tasks.

We look forward to working together as a team and with the City of Camas to explore an array of design improvements and options, define a path forward for the current comprehensive plan, and establish an informed and implementable downtown subarea plan.





### Team Organization

The WSP/SERA team is structured to use combined resources and expertise to efficiently and effectively deliver an implementable comprehensive plan and downtown subarea plan. During the scoping process, the team will identify a contract project manager who will be the primary point of contact for the contract that will cover both projects. The contract project manager can be the SERA project manager or the WSP project manager and will be based on discussions and direction from City staff.

