Oregon City Main Street

City of Oregon City, Oregon

Nomination for APWA Oregon Chapter Public Works Project of the Year

September 7, 2012

2012 APWA PUBLIC WORKS PROJECT OF THE YEAR

Oregon Chapter

NOMINATION FOR
OREGON CITY MAIN STREET
from
City of Oregon City, Oregon

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Public Works Project of the Year Nomination Form

DEADLINE September 7, 2012

PROJECT NAME Oregon City Main Downtown Revitalization

PROJECT COMPLETION DATE August 24, 2012
Must be substantially complete and available for public use within two calendar years prior to nomination.

PUBLIC AGENCY City of Oregon City

PROJECT CATEGORY

- ☐ Structures
- ☒ Transportation
- ☐ Environmental (Water, Wastewater, Stormwater)
- ☐ Historical Restoration/Preservation
- ☐ Disaster or Emergency Construction/ Repair

PROJECT DIVISION

- ☒ Less than $5 million
- ☐ 5 million to less than $25 million
- ☐ $25 million to $75 million
- ☐ More than $75 million

MANAGING AGENCY

Erik Wahrgren, PE		Public Works Project Engineer
Name		Title
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Agency/Organization		
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City	State-Province	Zip-Postal Code
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PRIMARY CONTRACTOR

Todd Cahill		Project Manager
Name		Title
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Agency/Organization		
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PRIMARY CONSULTANT

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Public Works Project of the Year
Nomination Form

PLEASE ADDRESS EACH OF THE FOLLOWING AREAS IN YOUR SUPPORTING DOCUMENTATION. ADHERING TO THE BELOW SEQUENCE WHEN POSSIBLE.

- General description of the project.
- Completion date contained in contract. Any time extensions granted should be addressed in the submittal,
- Construction schedule, management, and control techniques used.
- Safety performance including number of lost-time injuries per 1,000 man hours worked and overall safety program employed during the construction phase.
- Environmental considerations including special steps taken to preserve and protect the environment, endangered species, etc., during the construction phase.
- Community relations---a summary of the efforts by the agency, consultant and contractor to protect public lives and property, minimize public inconvenience and improve relations.
- Unusual accomplishments under adverse conditions, including but not limited to, adverse weather, soil or site conditions, or other occurrences over which there was no control.
- Additional considerations you would like to bring to the attention of the project review panel such as innovations in technology and/or management applications during the project. Include a description of special aspects of the project.

NOTE: Supporting documentation is **limited to twenty (20) pages,** exclusive of photographs and nomination form. **This submittal will not be returned.** Include one "hard" copy and one electronic copy of the nomination form and supporting documentation. Submit a separate CD with 10 to 20 photographs of the project.

NOMINATED BY *(Can only be nominated by managing public agency or APWA Chapters.)*

Erik Wahrgren, PE		Public Works Project Engineer	
Name		Title	
City of Oregon City			
Agency/Organization			
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THESE MATERIALS SHOULD BE SENT TO:

Public Works Project of the Year • Awards Program
City of Oregon City
ATTN: John Lewis
122 S Center Street
jmlewis@orcity.org

Project Description

The City of Oregon City's Main Street project revitalized the city's historic downtown, long a crossroads for history, culture, travel and commerce, during a rare window of opportunity created by a nearby bridge restoration project. The Willamette River, Highway 99E, Highway 43, Interstate 205, regional trails, freight and passenger rail, public transit, and the City's 130-foot tall Municipal Elevator converge in Oregon City's historic downtown. Downtown is home to more than 175 businesses with more than 1,000 employees.

Thus, when the Oregon Department of Transportation (ODOT) announced they would be closing the historic Oregon City Arch Bridge which carries Hwy 43 traffic into downtown for a two-year, $13-million restoration, the City was understandably concerned about the negative impacts of the long-term closure to downtown. At the time, the City had just begun downtown revitalization efforts a year before, the first major improvements to Main Street in 30 years. But the City soon realized an opportunity: they saw how the closure, with a resultant reduced traffic flow, could be used to implement major downtown improvements to Main Street which would increase the long-term economic viability and livability of the city center. They began working with downtown stakeholders, the public, and consultants to explore how to design, fund and construct infrastructure improvements in the short window of time they had available until the bridge re-opened.

The resultant project was a complete street project designed to fill transportation infrastructure gaps by linking transit, pedestrian, and bicycle networks that connect downtown, the waterfront, and the uptown promenade, which lies on a bluff 50 feet above downtown, just one block east of Main Street. The project has bolstered Oregon City's downtown, with 37 new downtown businesses opening in the last 32 months. Downtown Oregon City is attracting entrepreneurs, small businesses, and new jobs, which is particularly remarkable in today's economy.

The project included the installation of public art as a way to enhance the downtown streetscape.

The specific project goals were to:

- **Improve existing pedestrian infrastructure** by filling gaps and/or replacing ADA-deficient and crumbling sidewalks, curbs, and ramps to support greater walkability and increased commuter access to public transit options in downtown.
- **Improve livability** by installing bicycle parking, street furnishings, street art, and additional urban tree

canopy to enhance the streetscape and improve the economic value of Oregon City's 166-year-old downtown.

- **Improve safety** through upgraded pedestrian crossings to reduce pedestrian/vehicle conflicts. This included new sidewalk connections between Main Street and the Arch Bridge.
- **Decrease impacts on the environment** by adding new energy-efficient LED street lights and street trees that improve pedestrian comfort, safety, and access. The revitalization further encourages adaptive reuse and a higher level of economic activity in downtown and along the waterfront, promoting compact growth rather than new commercial construction on the urban fringe.
- **Attract downtown visitors** by simplifying traffic circulation and parking. Main Street was reconfigured from one-way to two-way flow, as requested by local businesses, to enhance traffic circulation as well as increase visibility of storefronts from passing cars. In addition, new midblock, solar-powered parking meters that accept debit and credit cards make parking easier.
- **Enhance multimodal connectivity** by installing sharrow pavement markings to improve safety, clarify bicycle right-of-way, and connect existing bike routes to nearby area trails.
- **Achieve local and regional planning goals** identified by ODOT's Quick Response Transportation Growth Management program and Metro's Urban Centers principles.

Sharrows were added to the roadway to visually clarify bicycle right-of-way to motorists.

Though originally planned as one project, available funding opportunities and their specific requirements dictated that the Main Street project be split into three phases:

- **Stormwater improvements funded with City funds.** This phase constructed a new storm sewer along Main Street to collect stormwater runoff and treat it in a pollution control manhole before discharge into Singer Creek and the Willamette River.
- **Main Street circulation improvements funded with State funds.** With funding provided through an ODOT Bike & Pedestrian Grant and other sources, improvements were constructed to convert Main Street from one-way to two-way in order to better accommodate traffic flow and attract downtown visitors. This phase included the construction of a new raised concrete intersection at 10th and Main Street, and intersection improvements at 6th, 7th, and 8th Streets along Main Street to accommodate for the two-way traffic conversion. Sharrows were also installed along Main Street to officially sign it as a multimodal street.
- **Main Street pedestrian improvements funded with ODOT, FHWA & City funds**. The third and largest phase included sidewalk infill and replacement of damaged or ADA-

deficient walks and ramps, intersection improvements along Main Street between 5th and 10th Streets, a new raised concrete intersection at 7th and Railroad Avenue, new asphalt inlay, and new energy-efficient street lights and solar parking meters. The City decided to add a new public water system to the project midway through construction, paid for with local funds, as many old and deteriorating water lines were discovered.

The project's success was due in large part by being able to leverage the opportunity created by ODOT's restoration of the Oregon City Arch Bridge to implement these major downtown improvements. Both projects have improved the function and aesthetic character of the downtown, revitalized the City's historic 166 year-old central core, encouraged private sector investment in an urban setting, and created an environment that supports further business growth.

Schedule and Construction Management

Schedule and Completion Date

Despite scheduling challenges created by the multiphase schedule and coordination with the Arch Bridge project construction schedule, the Main Street project was completed on time. Splitting the project into three phases to take advantage of funding opportunities caused more complex scheduling and project management requirements than would have otherwise been necessary. Another complication of the schedule was the City's commitment to downtown business owners to complete the project in time for the re-opening of the Arch Bridge, originally scheduled to be complete in mid-August 2012, and later extended to mid-October 2012 to complete additional Arch Bridge connection work that arose in the middle of the project. The project was substantially complete and open for all users in late August 2012, before the bridge opening; minor pieces of work will be finished in time for the official mid-October bridge re-opening.

The project was completed on time, even with major water line replacement work added midway through construction.

The project was completed in the allowable contract time, with the aforementioned extension. It is significant to note that all work included in the original contract was completed on schedule even with the addition of over $300k of waterline work added to the project. An additional scheduling challenge was addressing the almost daily unanticipated items that arose working in a historic, fully developed downtown area.

Close collaboration between all of project partners kept the project on schedule. The construction schedule was maintained through weekly construction meetings attended by project managers from the City, consultant, and contractor, with ODOT attending when required. Continuous coordination and communication between all parties ensured that each stayed on schedule, completing their work in a timely manner and allowing the project to progress efficiently. At each meeting, the construction for the next two weeks was discussed to provide ample time to prepare and schedule work and associated documentation, ensuring that the City received the best project on schedule. Coordination with the ODOT Arch Bridge project was important to make sure all issues pertinent to both projects were addressed in a timely manner.

Construction Management and Control Techniques

The City, contractor, ODOT, and engineer employed a team approach to construction management. This team approach was based on open communication to help coordinate efforts between the multiple project stakeholders. The strong relationship between City of Oregon City and Wallis Engineering established through years of previous work together formed a backbone for project communication and collaboration. All project partners effectively and responsively communicated with each other to move the project forward.

Wallis Engineering's construction inspector was also heavily involved in the project design phase, and brought a thorough understanding of the project design into the field. This allowed for fast, effective design changes in the field. Particular attention was paid to being responsive to contractor requests for information, differing site conditions, and design changes.

Safety Performance

Because of the project's location in a busy downtown area, great importance was placed on safety for both the contractor and the public. Oregon Occupational Safety and Health Division (OSHA) regulations for shoring, hard hats, and other safety equipment were strictly adhered to. Evidence of the contractor's commitment to public and worker safety is the clean safety record of the project. No injuries occurred during the project, resulting in no lost time per 1,000 man hours worked. Safety meetings were held every Monday morning to discuss the coming week's construction activities and possible safety hazards. Trench inspection forms were

Pedestrian safety and access to businesses was of major importance during project construction.

filled out daily by the project foreman detailing soil types, excavation depth, changes in conditions, and possible sources of vibrations.

Public safety was the City's number one concern. Safe access to each business was maintained during construction by routing the public through the work zones with pedestrian barrier fencing, temporary wood ramps, and compacted gravel surfacing. Thoughtful use of traffic control devices, business access signs, and close coordination with businesses ensured that the public and businesses were able to safely operate during construction.

Environmental Considerations

Minimizing Environmental Impacts

Environmental impacts of the project were minimal, as the construction entailed work in a previously developed downtown area. The federally funded phase of the project was required to meet NEPA requirements, including a comprehensive review through ODOT and FHWA. The project qualified for a categorical exclusion, as it presented minimal impacts to the environment with no new ground disturbance. The project did not include any work in environmentally sensitive areas; there were no forecasted effects on waterways, biological and threatened or endangered species, or wetlands.

The project was designed and constructed to carefully avoid any permanent adverse physical impacts on historic properties. Twenty-seven historic properties were identified within the project Area of Potential Impact that were considered eligible or listed on the National Register. The Senior Historian with ODOT, Robert Hadlow, PhD reviewed the project area and determined that the project would have no effect on historic resources. In addition, every effort was made to incorporate historically appropriate materials into the streetscape design, such as the use of basalt pavers—a local material—in the tree wells.

Historic properties were identified and protected during construction.

Potential contamination from four unanticipated underground storage tanks (USTs) discovered during the course of construction was contained. A UST subcontractor was hired by the project contractor to remove and decommission the tanks in accordance with Oregon Department of Environmental Quality (DEQ) requirements.

Despite the design team and City's effort to avoid tree removal, there were several locations where placement of new street lighting required the removal of trees. Due to FHWA funding, the construction contract contained language to require compliance with the Migratory Bird Treaty Act. Tree removal occurred between November 1 and March 1 to avoid the disturbance of nesting birds, and the contractor submitted a migratory bird protection plan for approval.

Construction techniques were adapted to avoid environmental impacts. The contractor submitted an Erosion and Sediment Control and Pollution Control Plan, and the site was continuously monitored for erosion and water quality. The "Best Management Practice" devices (BMPs) were adjusted and maintained. No violations occurred during the project.

Four USTs were encountered during construction.

Environmental Sustainability

By upgrading aged and substandard infrastructure to create a walkable and bikeable downtown, this project supports sustainable land use and building reuse that encourage continued reinvestment in downtown's existing urban footprint instead of new development on the urban fringe that would require additional land, materials and infrastructure. Because of downtown's central location and multimodal transportation connections, its redevelopment will help to limit future automobile use and associated emissions. Placing a higher priority on pedestrian and bike activity throughout the downtown and encouraging park and ride options as well as public transit will also help decrease reliance on automobile use and the project's overall environmental impacts. The City hopes to see further transit-oriented infill development, and rehabilitation and restoration of existing buildings resulting from this project.

Community Relations

The City took many opportunities to educate and obtain input from the community both prior to design and during construction. The downtown business community was heavily involved in the project, and both business owners and the general public were kept well-informed. Three project contacts were available for questions at all times, each with specific knowledge based on their project roles: 1) Adam Crafts of Wallis Engineering who was the Construction Engineer; 2) Erik Wahrgren who was the City's Project Manager; and 3) Lloyd Purdy, who is the Executive Director of the nonprofit downtown organization Main Street Oregon City. Community relation activities included:

- **Public meetings.** One very important community relations tool was the business stakeholder meetings held prior to and during construction. These were held at several Main Street businesses, rather than City facilities, to bring people downtown and increase familiarity with local businesses. These provided business stakeholders the opportunity to ask project-related questions, or discuss concerns with the contractor, City, and design team. The project management staff, including the City Engineer and Director of Main Street Oregon City, were readily available to address day-to-day concerns of business and property owners during construction. The City's Project Engineer visited each business along the project during the first week of construction, and he provided contact information to facilitate direct access to project management staff. Subsequent visits to businesses were made throughout construction by the City, engineer, contractor, and Director of Main Street Oregon City.

Numerous public meetings, both formal open houses and drop-in events, were held during design and construction.

- **Easily accessible project engineer's office**. Wallis Engineering maintained an office located on 7th Street in the project area and had an open door policy during daily business hours so that the public could come by to ask questions or obtain information.
- **Periodic updates**. Timely construction notifications were sent to business owners and other interested parties, with weekly construction schedules available from the contractor upon request.
- **Project website.** The City maintained a project website with construction updates and photos. They also commissioned a local firm, funnelbox, to produce two videos explaining the recirculation plans and intersection closure. These are available for viewing at http://downtownoregoncity.org/ and included in Appendix D.

Two videos were commissioned by the City to explain the new circulation changes on Main Street.

- **Construction sequencing.** A construction phasing plan was developed during the project design to ensure that businesses could maintain their daily operations and through-traffic routes were maintained. It included:

- Parking was not disturbed on more than one side of the street per block at a time.
- Pedestrian access was maintained on one side of the street at all times. Temporary ramps were constructed in compliance with ADA standards that were a minimum of 4-feet wide.
- Clear signage was posted stating that Main Street businesses were open during construction.
- As many construction activities as possible were performed at night to minimize pedestrian and business impacts.

Particular consideration was given to keep access open for special downtown events such as the weekly Farmers Market.

- **Accommodations for public access**. A great deal of accommodation was made to keep access open to the fullest extent possible, including:
  - Access was maintained for all delivery services, which included many different business deliveries and pickups, trash pickup, and mail delivery.
  - The project coordinated with TriMet, Canby Area Transit, and Oregon City Trolley to minimize impacts and delays for transit routes.
  - Access to the Municipal Elevator was kept open at all times.
  - Parking stall closures were minimized as parking is a premium downtown and important to the survival of local businesses.
  - Special events were accommodated, such as the weekly Farmers Market, Friday Art Walk, First City Celebration, Oregon City Antique Fair, Downtown Cruise, Tree Lighting, and Winter Market.

Senator Jeff Merkley (left) visiting the site with the project engineer, Adam Crafts, and Mayor Neeley.

The Oregon City Main Street project received extensive support from residents and the business community, and from local, regional and state officials.

Unusual Accomplishments

The project's major accomplishments included:

- **Construction in a downtown heavily used by pedestrians, bicycles and vehicles with minimal impacts**. The contractor made every accommodation to allow the easiest possible access for all downtown users. Night work was completed whenever possible to minimize business disruption.

- **Working with old and unmapped underground infrastructure**. Oregon City is the oldest city in Oregon, established in 1829. As such, a great deal of its underground infrastructure is old and often unmapped. Despite careful planning and precautions, extra measures had to be taken to deal with unanticipated utilities and other underground structures. For example, many existing basements of historic downtown buildings extend underneath the sidewalk that was to be replaced. During the design process, each basement was visited and analyzed. Structural design was completed for each basement floor door. Yet there were still unanticipated conditions discovered once the sidewalk was demolished and new basement floor doors installed. In addition, many old utilities, including brick culverts, manholes and clay pipe up to 100-years old were encountered during excavation. These had to be protected or replaced if damaged. Four underground storage tanks (USTs) were discovered during construction which required excellent coordination between the City, ODOT GeoHazMat Group, and DEQ to decommission the USTs while maintaining the project schedule.

Many older buildings have basements under sidewalks that needed to be protected during construction.

- **Unusually wet winter weather**. Another challenge to the project was dealing with the 2011-2012 winter weather. The month of March 2012 was the wettest on record, causing almost daily schedule changes. The contractor overcame these challenges and completed the project on time.
- **Coordinating with ODOT Arch Bridge project**. Coordination with ODOT's Arch Bridge project, which was in many ways the impetus for the project, was key to the success of the Main Street project. Downtown businesses owners had urged the City to complete all Main Street construction while the Arch Bridge was closed. Working in such an old downtown environment created many unanticipated conditions and quick decision-making by the City was key to keeping the project on schedule. The number one priority in the project, besides pedestrian access, was ensuring that all work integral with the Arch Bridge was completed prior to the opening of the Arch Bridge.

  Another key part of the Arch Bridge coordination was the improved pedestrian

Coordination with the ODOT Arch Bridge project was crucial to the project's success.

connection from the Arch Bridge to downtown that was added via contract change order late in the project. During the course of construction, it was recognized by the City and ODOT that there was an opportunity for an improved pedestrian connection between the Arch Bridge and Main Street. Significant coordination between ODOT Region 1, ODOT Bridge/Structures Group, and contractors for both the Arch Bridge project and Main Street project made it possible to add this to the project and complete it in a timely manner. ODOT and the City shared the cost for the bridge connection. The Main Street contractor, Nutter Corp, contracted with the Arch Bridge contractor, Wildish, to complete the work.

Additional Considerations

Special aspects of the project included:

- **Public and private partners**. The project's success is in large part due to the strong relationship between the City of Oregon City Public Works Department and the non-profit Main Street Oregon City, which was essential in coordinating business stakeholder involvement. The strong public-private relationships formed during this project will continue to facilitate communication and long-term downtown management.
- **Public art installations.** Art installations were added to the project through a cooperative effort between Main Street Oregon City and the City of Oregon City. Their inclusion adds richness to the character to the downtown environment. Installations included:
  - An obelisk from the original Arch Bridge was relocated to 8th and Main Streets to pay tribute to the original Arch Bridge designers and builders. This piece of art helps to commemorate the past and will provide visual and historical interest for years to come.
  - Placed near the obelisk, is a dramatic sculpture called the "Willamette Compass", made of weathering steel and symbolizing the dramatic basalt wall which gave rise to the City's municipal elevator.
  - Custom wayfinding pavers were provided by business owners to the City to install along Main Street directing pedestrians to notable and historic locations, such as the Oregon City Municipal Elevator, McLoughlin Promenade, Arch Bridge, Singer Falls, and County Courthouse.

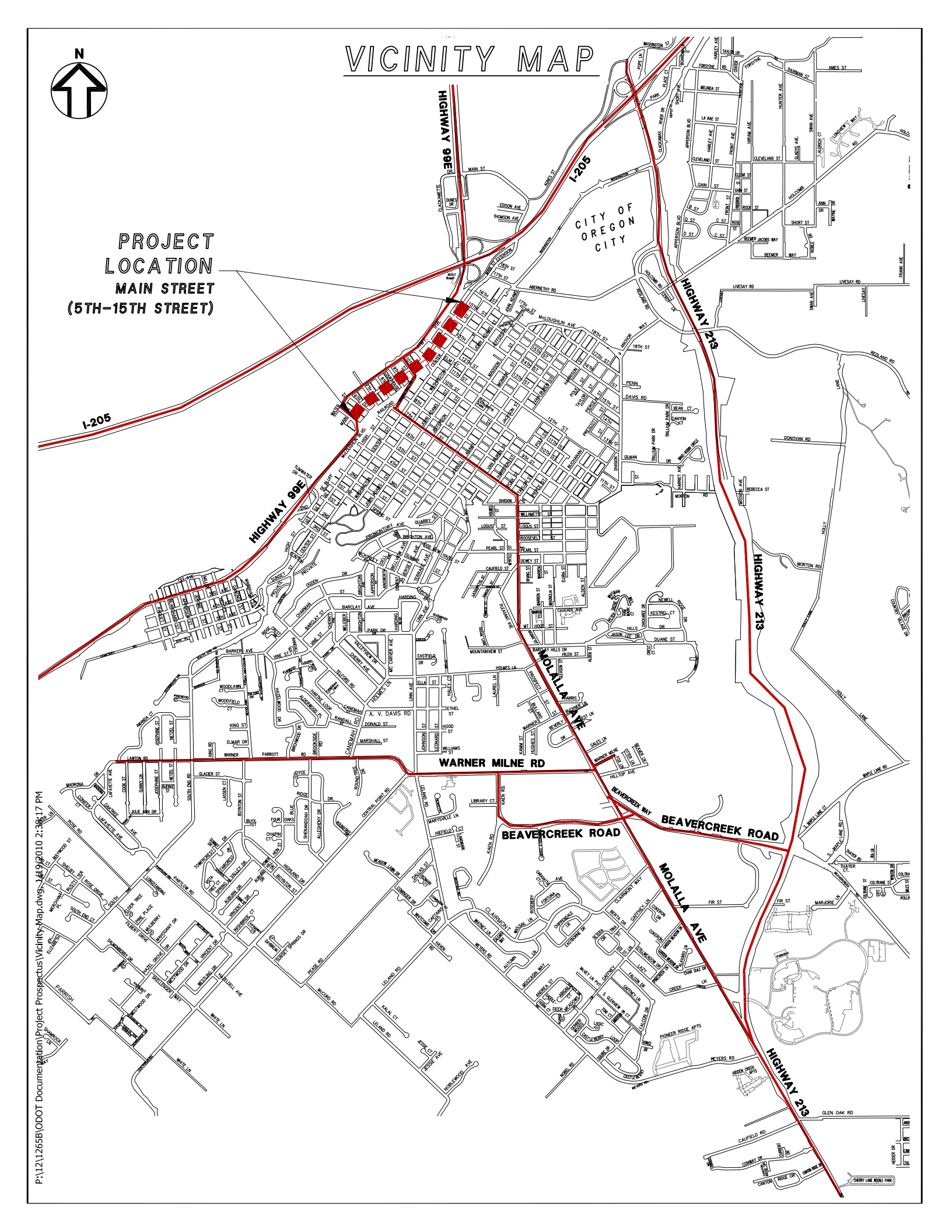
Wayfinding pavers were installed to direct pedestrians for historic and notable downtown sites.

- **Economic development for downtown Oregon City**. This project signaled to downtown businesses owners, property owners, residents, and the region that downtown Oregon City is open for business. The project helped downtown Oregon City to attract entrepreneurs, small businesses, and new jobs, even in today's economy. It shows that the community continues to adapt to challenges, including a bridge closure and a national recession, in order to continue to evolve into a modern marketplace. The project was a high-profile and successful collaboration between the City of Oregon City, state and federal funding agencies and the non-profit Main Street Oregon City at a time when many are frustrated by perceived government ineffectiveness.

37 new Oregon City downtown businesses have opened in the last 32 months.

Appendix A
PROJECT LOCATION MAP

VICINITY MAP



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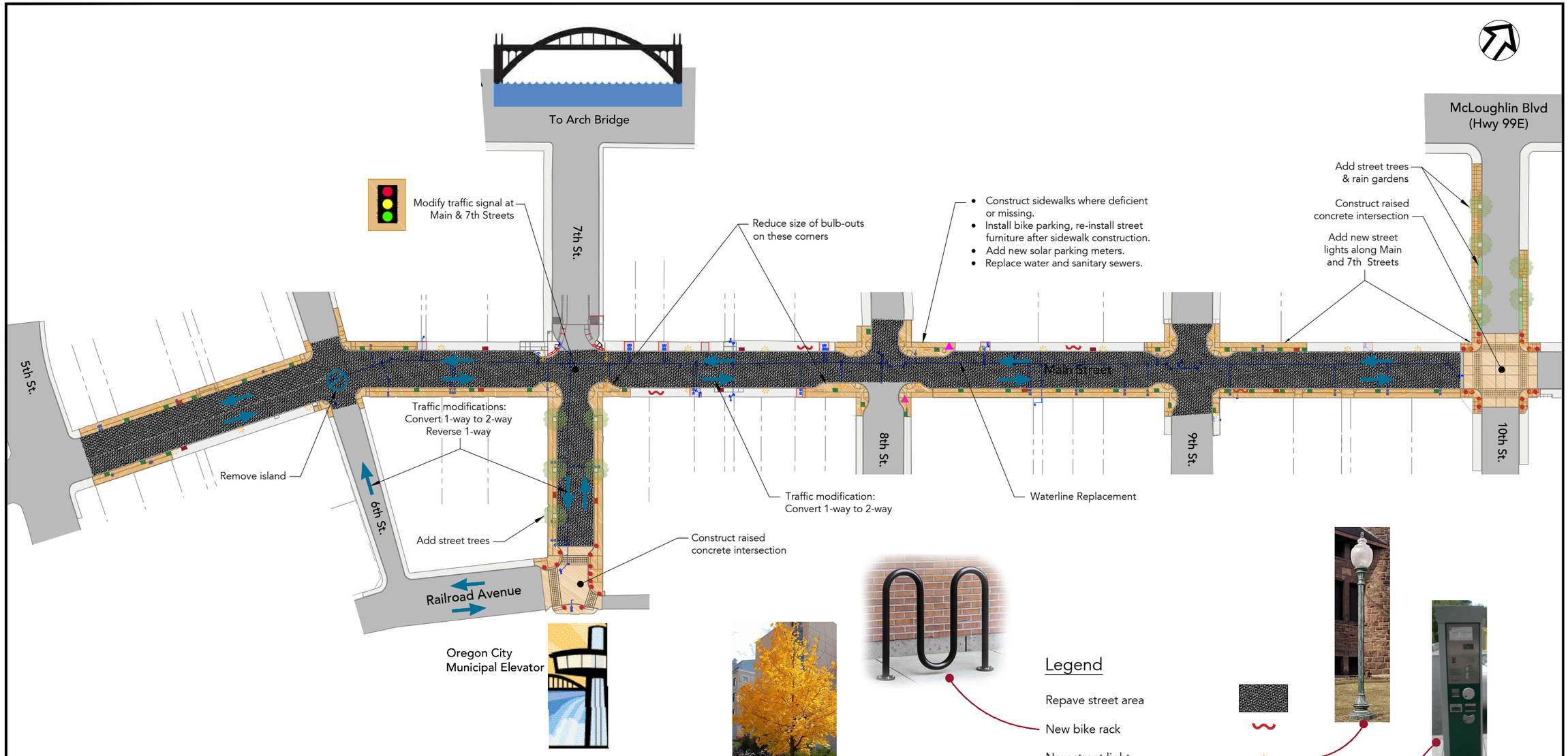


Legend

- Repave street area
- New bike rack
- New street light
- New street tree & basalt pavers
- Bollard
- New solar parking meter
- Rain garden area
- Art Installations

OREGON CITY

Oregon City Main Street

Appendix B
PROJECT PHOTOGRAPHS

BEFORE & AFTER PHOTOS

Before

After

Before

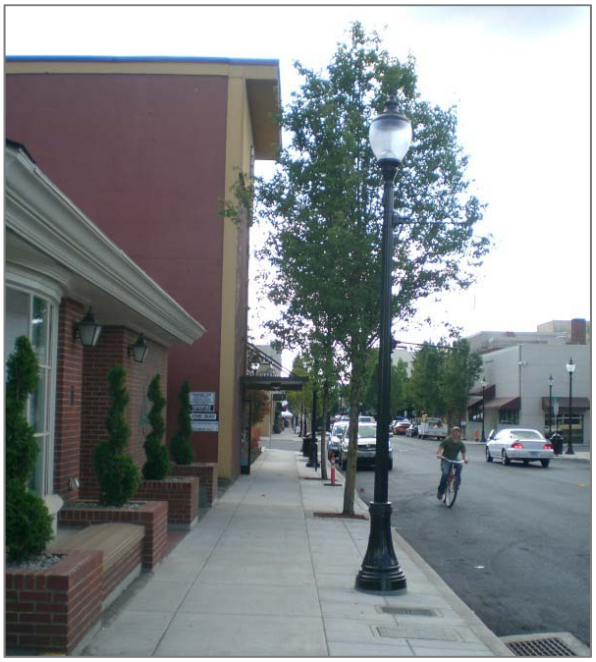
After

BEFORE & AFTER PHOTOS

Before

After

AFTER PHOTOS



Appendix C
PROJECT RECOGNITION

Look Both Ways: Restoring Two-Way Traffic to Main Street

By John D. Edwards and Linda Glisson | From *Main Street Story of the Week* | November 30, 2011 |

Many factors combine to make Main Street economically successful. One important aspect is the traffic pattern. One-way streets are efficient but they are not customer friendly or easy to navigate – especially for tourists and infrequent customers. Circulation becomes more complicated as motorists often have to drive a few blocks before they can turn around and get back to where they wanted to go.

A major concern of organizations working to improve traditional commercial districts is to boost retail sales, and, more specifically, to increase the visibility and accessibility of their offerings. In this regard, making traffic circulation more "customer friendly" is a prerequisite to increasing the retail segment of the business district and appealing to investors and business owners who are interested in your Main Street district.

Retailers aren't the only businesses dependent on easy-to-understand traffic operations, however. Service operations and professional offices also rely on a circulation system that is easy to understand and to navigate.

Another perception that affects the success of your commercial district is "Does it feel exciting? Are there lots of people?" That indicates a certain degree of congestion. One-way circulation is so efficient at moving traffic that the streets may feel empty! A commercial district needs to have a certain level of traffic congestion so that it appears busy.

How fast cars travel through your district is another issue. Any successful Main Street district will have considerable pedestrian traffic, and where pedestrians are present, speed limits should be low—15 to 30 miles per hour. One-way streets, especially one-way road pairs of 10 to 15 blocks in length, tend to encourage higher speeds, usually 35 to 40 mph.

Why Convert to Two-way Streets?

When should a community consider converting a street or network of streets from one-way to two-way traffic? The most important consideration is whether it will help the commercial district revitalization effort. If the area affected by the conversion is a retail district that is experiencing a comeback, then a conversion may be warranted. If, however, the area adjacent to the one-way street is primarily office, warehousing, or industrial, with high peak-hour traffic, then a conversion may not be worth it.

Perhaps the most important reason for changing the traffic flow is to improve the economic well-being of the commercial district. West Palm Beach, Florida, for example, saw $300 million in private investment

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after city hall invested $10 million in converting to two-way streets and improving the streetscape.

Lafayette, Indiana, instigated the change as a result of major transportation infrastructure projects. The plan for converting the one-way streets was not without concerns about loss of parking spaces and the cost of installing new traffic signal lights and signs. When the city did an actual traffic count, however, it found that the downtown didn't need so many traffic lights or stacking lanes.

After the conversion, downtown was "easier to get around," said Director of Development Sherry McLauchlan. "Because it is our historic downtown and we are trying to build our tourism market, it is easier for out-of-towners to find their way around."

Downtown Oregon City is in the process of converting its Main Street back to a two-way street. Based upon two years of work that included a range of downtown revitalization efforts, federal and Oregon Department of Transportation grant funding, as well as recommendations by numerous consultants, the city will stripe a new center line down Main Street in order to return the street to its original circulation flow.

A two-way Main Street will simplify the circulation system downtown and provide more efficient access to on-street parking and side streets in the downtown core. Click here to view a video animation produced by Funnelbox Production Studios in downtown Oregon City that guides visitors through this new circulation pattern.

“A two-way Main Street works in downtown Oregon City because we’re welcoming visitors off of 99E and making driving downtown a simpler and more intuitive process,” said Lloyd Purdy, director of Main Street Oregon City. “Downtown Oregon City is evolving into a retail and restaurant friendly marketplace, not just a center for creative professionals. A two-way Main Street becomes a unifying characteristic of our downtown marketplace. It’s a physical connection that benefits all downtown.”

Should Your District Convert to a Two-way Main Street?

What information do you need to decide on a street conversion? The types and level of analysis depend on a variety of factors, including:

- Street jurisdiction—Is the street under federal, state, or local jurisdiction?
- Street widths—Two-way operation requires a minimum width of 24 feet; if there’s parallel parking on both sides of the street, it should be at least 36 feet wide.
- Daily and peak-hour traffic—For streets carrying more than 10,000 vehicles a day, make sure most of the traffic consists of local shoppers.
- Adjacent building use—Streets lined primarily with retail stores are usually the prime candidates for conversion.
- Pedestrian activity—If pedestrian traffic volume is less than 200 to 300 people an hour, a street conversion will probably produce minimal benefits.

- Level of congestion—In commercial districts, an average wait of 60 seconds at intersections is acceptable, while vehicular speeds should be no more than 25 mph on retail streets to ensure the safety of pedestrians.
- How the facilities relate to the local and regional transportation network—Proposed street conversions may depend on the way they fit within the regional roadway network.
- Possible economic impacts— Street conversions to two-way traffic should be based upon real and anticipated economic benefits, such as reduced vacancy rates, increased retail sales and employment, increased pedestrian activity, and/or increased property tax assessments.

Check out *Revitalizing Main Street: A practitioner’s guide to comprehensive commercial district revitalization* for more information about managing traffic on Main Street.

Portions of this article were reprinted from the National Trust Main Street Center publication, Revitalizing Main Street.

August 27, 2012

Public Works Project of the Year
City of Oregon City
ATTN: John Lewis
122 S Center Street

Dear APWA Award Program,

For more than 166 years, the City of Oregon City (the birthplace of the Pacific Northwest) has endured, grown, and adapted to a changing world. Three year's ago this downtown faced a potential catastrophe. An unexpected three-year closure of the Oregon City Arch Bridge (completely cutting off access across the Willamette River) sounded a potential death knell for this downtown.

Through the leadership and collaboration of the City of Oregon City, the non-profit Main Street Oregon City and ultimately ODOT and private contractors like Wallis Engineering; we turned a downtown disaster into downtown revitalization. An investment in excess of $2.5 million in infrastructure made sure downtown visitors looked up and down Main Street – through a conversion to a two-way Main Street in November 2011 that improved traffic circulation, pedestrian connectivity, and a retail friendly atmosphere downtown. The initiative continued through September 2012 with new sidewalks, crosswalks, raised intersections, lighting, urban forestry, water main replacement and paving.

Outside of the funded scope of the project, but influenced by this public infrastructure improvement were:

- Four privately funded public art projects totaling more than $80,000 that further enhanced the downtown streetscape.
- More than $1 million invested annually in the last three years in private property, building renovation and adaptive reuse of historic buildings.
- The introduction of more than 44 new businesses to the downtown marketplace.

In the Portland Metropolitan region, Downtown Oregon City is classified as, and expected to perform as, a "regional center" serving residents of the southeastern metropolitan area. The public sector reinvestment in downtown Oregon City has sent a signal to the general public and area entrepreneurs that Oregon City is open for business – even while the street has been closed for reconstruction.

The streetscape enhancement project downtown has been complicated but well coordinated. It has at times been confounding to stakeholders, but always well communicated. The project has certainly been cacophonous but also creatively managed to minimize negative impacts on the downtown marketplace.

This streetscape enhancement project has spun off so many unexpected benefits and so reinvigorated this downtown marketplace that it serves as a model for well planned and managed projects throughout the region.

Regards,
Lloyd Purdy MPA/MLA
Director, MSOC

The nonprofit Main Street Oregon City is a volunteer led organization that works with downtown property owners, business owners and downtown stakeholders to make Oregon City a better place to work, live and visit.

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Oregon
Theodore R. Kulongoski, Governor

Department of Transportation
Region 1
123 NW Flanders
Portland, OR 97209-4019
(503) 731-8200
FAX: (503) 731-8259

November 10, 2010

ODOT Flexible Funds Program
555 13th St. NE, Suite 2
Salem, OR 97301

File Code:

Dear Flexible Funds Review Committee:

I am writing in support of the $2 million request submitted by the City of Oregon City to the ODOT Flexible Funds Program for their Connective Corridor initiative. This funding will support the construction of pedestrian facilities to enhance and support economic activity in the downtown core.

ODOT has been working intensively with the Cities of Oregon City and West Linn on projects specific to improving 99E as well as the Oregon City/West Linn Arch Bridge Rehabilitation project. Through our work with the City of Oregon City on bridge rehabilitation project. ODOT became aware of Oregon City's desire to identify and implement local improvements. These improvements will revitalize historic downtown and create and foster a vibrant downtown core to support existing small businesses and attract new businesses to the area.

ODOT's outreach on the bridge rehabilitation project included extensive work with the City of Oregon City and Main Street Oregon City, a non-profit created two years ago to encourage, guide and lead improvement efforts in historic downtown Oregon City. Main Street Oregon City is a volunteer based organization representing the interests of more than 320 business and property owners and thousands of residents surrounding our downtown marketplace. Funding sidewalk and pedestrian amenities will enhance Oregon City's ability to improve the business environment and livability for businesses and areas residents through creating a more sustainable, healthy and pedestrian-friendly community.

Oregon City's application includes a funding request for sidewalk infill, and aging sidewalk repair or replacement consistent with ADA compliant pedestrian facilities. Illumination is also a key component of the funding request to ensure pedestrian safety when utilizing crosswalks in the downtown core.

ODOT supports Oregon City's request for $2 million for their Connective Corridor Strategy which will include the important pedestrian and lighting amenities to spur economic development and revitalization activities in downtown.

Sincerely,

Rian Windsheimer
Policy and Development Manager
ODOT Region 1

BILL KENNEMER
STATE REPRESENTATIVE
DISTRICT 39

November 8, 2010

ODOT Flexible Funds Program
555 13th St. NE, Suite 2
Salem, OR 97301

Dear Flexible Funds Review Committee,

As an elected official proudly representing the residents, business owners, and stakeholders of Oregon City, I am pleased to endorse the City of Oregon City's request for Flexible Funds in order to create a Connective Corridor downtown.

The City's plan to improve the pedestrian, bicycle, and mass transit focused infrastructure downtown is well planned, consistent with the high quality of development expected in a Regional Center, and supportive of the character of the downtown marketplace. Oregon City has developed a compelling project that meets the vision of this innovative grant program.

A Connective Corridor takes the next step in downtown Oregon City's maturation into a sustainable, connected and accessible marketplace. These pedestrian scale improvements ensure that downtown is a safer and pedestrian oriented marketplace that welcomes tens of thousands of visitors each month.

A Connective Corridor in downtown Oregon City updates bicycle and pedestrian infrastructure that connects a TriMet transit center (with more than 8,000 weekly riders) to the downtown marketplace of 200 businesses employing the equivalent of 1,000 full-time employees and serving all of Clackamas County with court and legal services.

A Connective Corridor in downtown Oregon City fills a missing link in a recently updated ***system*** of trails that include the Willamette waterfront trails (beginning one block west of the proposed project) and the McLoughlin Promenade trail (ending three blocks south of the proposed project.) This project utilizes historic downtown Oregon City's Main Street as a *connective corridor* that links two separate bicycle and pedestrian trail systems.

This project in downtown Oregon City enhances the work that Oregon City and the non-profit Main Street Oregon City are doing to make the City of Oregon City a more active and vibrant place to live, work and visit. Cultivating pedestrian infrastructure in the downtown marketplace and making downtown more walkable is also the next step in restoring a residential component and a more neighborhood feel to one of Oregon's oldest communities.

I urge your favorable consideration to this request.

Sincerely,

Bill Kennemer
State Representative, District 39

Capitol Address: 900 Court St NE, Salem, OR 97301 - 503-986-1439 - rep.billkennemer@state.or.us
District Phone: 503-263-8628

HOUSE COMMITTEE ON AGRICULTURE

SUBCOMMITTEE ON
CONSERVATION, ENERGY AND FORESTRY

SUBCOMMITTEE ON
LIVESTOCK, DAIRY AND POULTRY

HOUSE COMMITTEE ON SMALL BUSINESS

SUBCOMMITTEE ON
ECONOMIC GROWTH, TAX AND CAPITAL ACCESS
(RANKING MEMBER)

SUBCOMMITTEE ON
CONTRACTING AND WORKFORCE

The 112th Congress
U.S. House of Representatives
Washington, DC 20515

KURT SCHRADER
FIFTH DISTRICT, OREGON

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503-557-1324
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October 3, 2011

Mr. Lloyd Purdy
Executive Director
Main Street Oregon City
708 Main Street, #206
Oregon City, OR 97045

Dear Mr. Purdy:

I am writing in support of the City of Oregon City's proposal to improve the pedestrian and transit focused infrastructure in its downtown.

Oregon City's ongoing effort to upgrade the pedestrian infrastructure in one of Oregon's oldest communities is well-planned, consistent with the high quality of development expected in a regional center, and supportive of the character of the downtown marketplace. The city has developed a compelling project that meets the vision of a more sustainable and vibrant mixed-use downtown and will support the continued economic development of the area.

With local, state and federal funds, the city has already started the work of creating a connective corridor in downtown Oregon City. This corridor will connect a TriMet transit center with more than 8,000 weekly riders with the downtown marketplace of 200 businesses, employing the equivalent of 1,000 full-time employees, as well as court and legal services that serve all of Clackamas County. Bringing this project to completion will be a credit to the city and I fully support your efforts.

It is a privilege to serve you in the United States Congress.

Sincerely,

KURT SCHRADER
Member of Congress

KS: ac

Appendix D
VIDEOS

VIDEOS

Local Oregon City firm funnelbox was commissioned to create two videos to explain new circulation changes on Main Street. A CD with videos is included in the hard copy of this application; to view online go to http://downtownoregoncity.org/