

# RIVERFRONT ST. HELENS

request for qualifications  
Rkm Development

april 1, 2022





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

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

# contents

## we're interested

Cover Letter

## vision

Initial Ideas and Process

## we've got the experience

Comparable Projects

## we've got the right team

Development Team

## we've got a record of success

References

## supporting materials

Appendices

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



# we're interested

## COVER LETTER

April 1, 2022

**John Walsh**

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

*We envision Riverfront St. Helens as a dynamic place of connection to Downtown, to the Riverfront and to the broader community. Our goal is to develop a vibrant mixed-use center and regional destination that amplifies and enhances the St. Helens downtown and surrounding communities.*

Dear Mr. Walsh:

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

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

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

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

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



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

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

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

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

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

Architectural lead consultant and urban design collaborator.

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

Looking Forward!

**Roy Kim**  
**RKm Development**



# our vision

SITE VISION

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

We envision:

## **a dynamic mixed-use development**

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

## **maximum connectivity to the River**

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

## **complementing and extending downtown**

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

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



### **establishing a regional destination**

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

### **carefully scaled phases**

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

### **respectful, innovative, sustainable buildings**

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

### **above all, a focus on the community**

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

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



## PROCESS, VALUES & APPROACH

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

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

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

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

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

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

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

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

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

*Above left:  
Conceptual diagrams of  
Downtown Rockwood by YBA  
Architects.*

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

*Opposite, below:  
Rockwood Market Hall concept  
rendering*



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

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

### A GOOD FIT FOR ST. HELENS

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

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

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

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

### CHALLENGES

Project challenges we perceive include:

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

**long-term phasing**  
response: the project may unfold over a number of years and cycles, requiring a committed partner;

**site issues: brownfield, flood plain, seismic**  
response: we are developing similar sites on the Columbia River and will bring that experience to bear to ensure we plan to overcome these risks;

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

**low comparable rents vs high construction costs**  
response: we have pioneered new mixed vertical development in similar contexts and bring the experience, equity and financing partners to deliver.



## PUBLIC INVOLVEMENT

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

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

### Information gathering events

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

### Master plan iteration review

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

### preferred master plan presentation

large format public meeting.

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

## PROJECT FUNDING & FINANCE

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

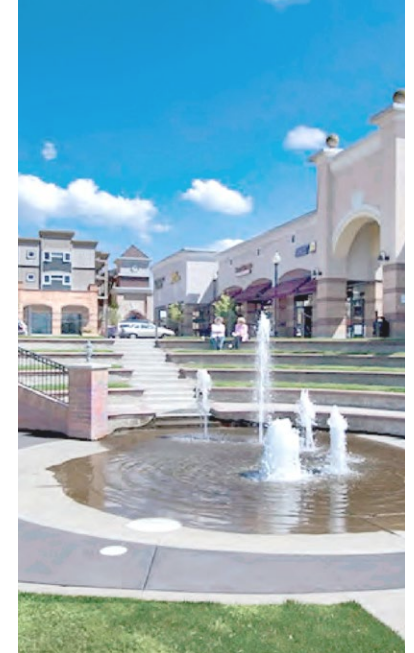
We provide construction management for all our projects to make sure they're effectively delivered.

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

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

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

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



## PUBLIC-PRIVATE PARTNERSHIP EXPERIENCE

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

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

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

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

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

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

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

*Opposite, above:  
The community fountain at  
Bethany Village*

*Opposite, below:  
Aerial view of Bethany Main  
Street*

## PRELIMINARY DEVELOPMENT TIMELINE

<b>May 2022:</b>	<b>preferred developer selection</b>
<b>months 1-3:</b>	<b>ENA negotiation and finalization</b>
<b>months 4-9:</b>	<b>Community engagement process</b>
<b>months 10-15:</b>	<b>Masterplanning process</b>
<b>months 16-18:</b>	<b>DDA negotiation</b>
<b>months 19-32:</b>	<b>Phase 1 design &amp; entitlements</b>
<b>months 32-50:</b>	<b>Phase 1 construction</b>
<b>mid-2026:</b>	<b>Phase 1 occupancy</b>

# we've got the experience

COMPARABLE PROJECTS



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

# THE WATERFRONT AT PARKER'S LANDING

Washougal, Washington

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

Developer  
Rkm Development

Public Partner  
Port of Camas-Washougal

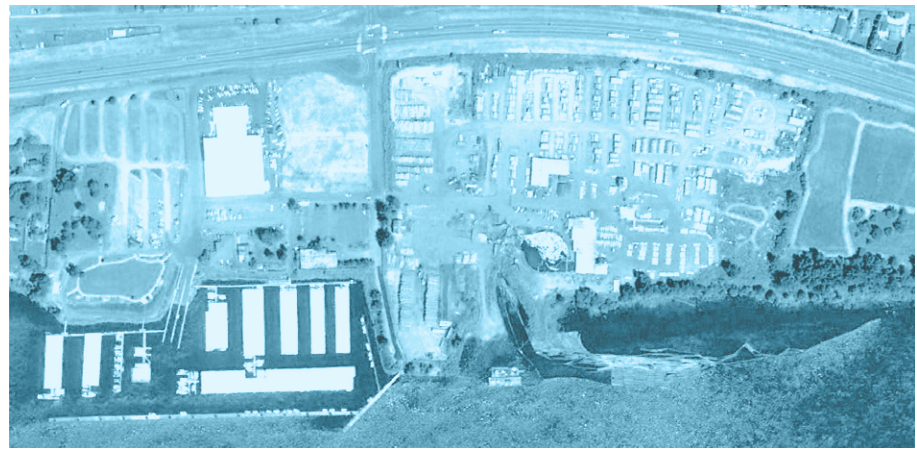
Architect & Urban Designer  
YBA Architects

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

## Project Summary

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

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



# DOWNTOWN ROCKWOOD

Gresham, Oregon

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

Developer  
RkM Development

Public Partner  
Gresham Development Commission

Architect & Urban Designer  
YBA Architects

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

### Project Challenges & Outcomes

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







# BETHANY VILLAGE

Bethany, Oregon

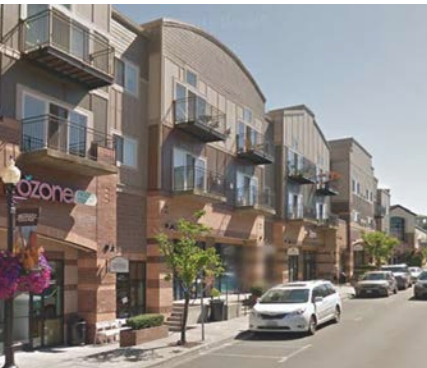
Total Development Cost  
\$350 million +  
Completed in multiple phases from the late 1990s to 2016

Developer  
Rkm Development

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

## Project Challenges & Outcomes

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







## CIVIC STATION

Gresham, Oregon

Total Development Cost  
\$65 million  
Construction complete May 2022

Architect & Urban Designer  
YBA Architects

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

### Project Challenges & Outcomes

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



# we've got the right team

DEVELOPMENT TEAM



**ROY KIM**  
RKm Development  
PRESIDENT



**CHANNA KIM**  
RKm Development  
DEVELOPMENT  
MANAGER



**JEFF OBERST**  
RKm Development  
CONSTRUCTION  
MANAGER



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

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

## RKM DEVELOPMENT

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

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

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



## YBA ARCHITECTS

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

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

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

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

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

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

# we've got a record of success

## REFERENCES

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

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

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

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

### **JOSH FUHRER**

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

### **DAVID RIPP**

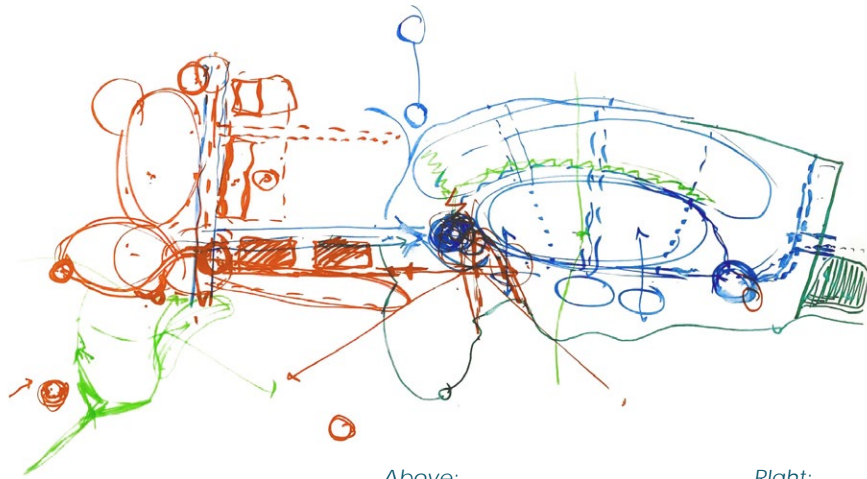
Executive Director  
Port of Camas-Washougal  
david@portcw.com | 360-909-5126  
*Role: Public Partner with RkM Development for The Waterfront at Parker's Landing*

### **CHERYL TWETE**

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

### **EMILY BOWER**

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



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



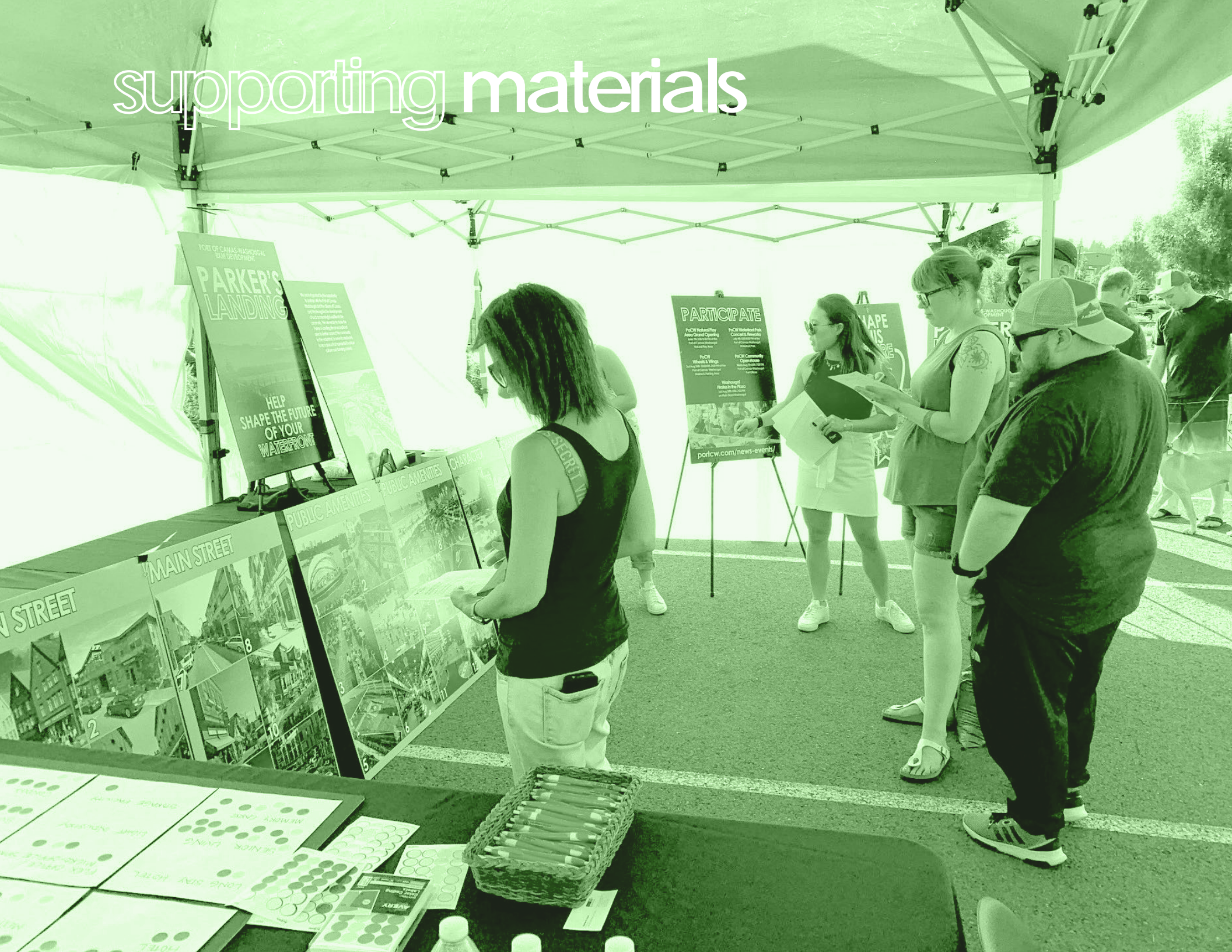
Right:  
Sketch of Downtown  
Rockwood

Below left:  
Downtown Rockwood Market  
Hall Rendering

Below right:  
Bethany Village Aerial  
Rendering



# supporting materials



# KEY STAFF ROLES & RESUMES



**ROY KIM** | RKM Development  
PRESIDENT

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

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

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

## **THE WATERFRONT AT PARKER'S LANDING**

(Washougal, Washington)

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

## **DOWNTOWN ROCKWOOD**

(Gresham, Oregon)

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

## **LA SCALA**

(Beaverton, Oregon)

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

## **BETHANY VILLAGE MASTER PLANNED COMMUNITY**

(Portland/Washington County, Oregon)

West Parc Apartments (mixed-use multifamily) – 2016  
Laurel Parc Phase II (senior living) – 2015  
Brightway Memory Care – 2015  
Laurel Parc Phase I (senior living) – 2009  
Bethany Athletic Club – 2006  
Terrace Plaza (office building) – 2004  
Main Street and Essenza (ground floor retail, 2 upper floors of condos) – 2003  
Promenade (condominiums) – 2001  
Laidlaw Building (offices) – 2000  
Central Parc (condominiums) – 1999  
North & South Twins Education Building – 1999  
South Parc Apartments – 1996  
Bethany Village Shopping Centre – 1998



**CHANNA KIM** | Rkm Development  
DEVELOPMENT MANAGER

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

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

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

**THE WATERFRONT AT PARKER'S LANDING**

All Phases

**DOWNTOWN ROCKWOOD**

All Phases

**OREGON TRADESWOMEN HQ**

(Gresham, Oregon)

20,000 sq ft single-story remodel

**LIFEWORKS NW ROCKWOOD**

(Gresham, Oregon)

24,000 sq ft 3-story office building





**JEFF OBERST** | RkM Development  
CONSTRUCTION MANAGER

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

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

all aspects of development and construction for the following projects:

**THE WATERFRONT AT PARKER'S LANDING**  
All Phases

**DOWNTOWN ROCKWOOD**  
All Phases

**LA SCALA**

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

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





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

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

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

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



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

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

#### Registrations & Memberships

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



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

**THE WATERFRONT AT PARKER'S LANDING**  
*Role: lead architect and urban designer*

**DOWNTOWN ROCKWOOD**  
*Role: lead architect and urban designer*

**CIVIC STATION**  
*Role: lead architect and urban designer*

**THE VINEYARD & THE BOULEVARD**  
 (Fresno, CA)  
 27 acre urban mixed-use town center  
*Role: lead urban designer*

**GOLDEN TRIANGLE AREA MASTER PLAN**  
 (Bend, OR)  
 180 acre mixed-use town center master plan  
*Role: lead urban designer*

**Q21**  
 (Portland, OR)  
 163 unit mixed-use retail, office, apartment building  
*Role: design principal*

**NEW MILD MAY (FCB Studios)**  
 (London, UK)  
 139 unit mixed-use apartment, retail, church, hospital complex  
*Role: project architect*

# ADDITIONAL PROJECTS

## LA SCALA

Beaverton, Oregon

Total Development Cost  
\$8 million  
Completed Summer 2016

Developer  
RKM Development

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

### Project Challenges & Outcomes

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



# COMMUNITY ENGAGEMENT EXAMPLES

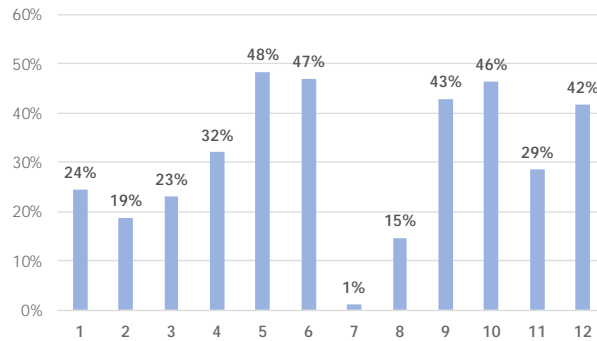


Far right, above and below: Community Engagement event and results sample from Parker's Landing

Near right, above and below: Downtown Rockwood community engagement events



MAIN STREET PREFERENCES (ALL SURVEYS)



# LETTER OF SUPPORT FROM FINANCIAL PARTNER

## Columbia Capital Mortgage Co.

April 1, 2022

To Whom It May Concern:

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

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

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

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

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

Sincerely,  
Columbia Capital Mortgage

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

# EXAMPLE FINANCIALS

## Mixed-Use Development RkM Development Building Summary

### Estimated Value

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

### Estimated Cost

	Total Cost	Cost PSF
<b>Hard Cost:</b>		
Land (99 YR Lease)	\$0	\$0
Site work	\$1,768,760	\$19
Building	\$24,397,085	\$268
Solar Panels	\$160,000	\$2
Retail TI	\$1,181,750	\$13
Office TI	\$150,000	\$2
FF&E	\$200,000	\$2
Subtotal Hard Cost	\$27,857,595	\$306
Hard Cost Contingency	\$1,392,880	\$15
<b>Total Hard Cost</b>	<b>\$29,250,475</b>	<b>\$322</b>
<b>Soft Cost:</b>		
Permit Fees	\$750,000	\$8
Design Fees (A&E)	\$2,117,136	
Other Fees	\$75,000	\$1
Loan Fee	\$125,000	\$1
Financing Fee	\$125,000	\$1
Legal and Closing	\$50,000	\$1
Real Property Taxes	\$25,000	\$0
Financing Cost	\$870,000	\$10
Developer Fee	\$0	\$0
Subtotal Soft Cost	\$4,137,136	\$45
Soft Cost Contingency	\$206,857	\$2
<b>Total Soft Cost</b>	<b>\$4,343,993</b>	<b>\$48</b>
<b>Total Cost</b>	<b>\$33,594,468</b>	<b>\$369</b>
<b>Value</b>	<b>\$36,254,192</b>	<b>\$399</b>
<b>Loan To Value Ratio</b>	<b>68%</b>	<b>68%</b>
<b>Loan To Cost Ratio</b>	<b>73%</b>	<b>73%</b>
<b>Funding Sources:</b>		
Const. Loan	\$24,540,000	\$270
GRDC	\$3,000,000	\$33
METRO	\$500,000	\$5
Developer Equity	\$5,554,468	\$61
<b>Total Sources of Funds</b>	<b>\$33,594,468</b>	<b>\$369</b>



April 1, 2022

To Whom It May Concern:

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

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads "Dave Ripp".

David Ripp  
Chief Executive Officer

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





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

April 1, 2022

To Whom It May Concern:

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

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

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

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

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

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

Sincerely,

Josh Fuhrer  
Managing Partner & Director of Real Estate Development  
Citizen Development Group, Inc.



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**RKm**  
DEVELOPMENT

**YBA**  
architects