



Vancouver National
**HISTORIC
RESERVE**

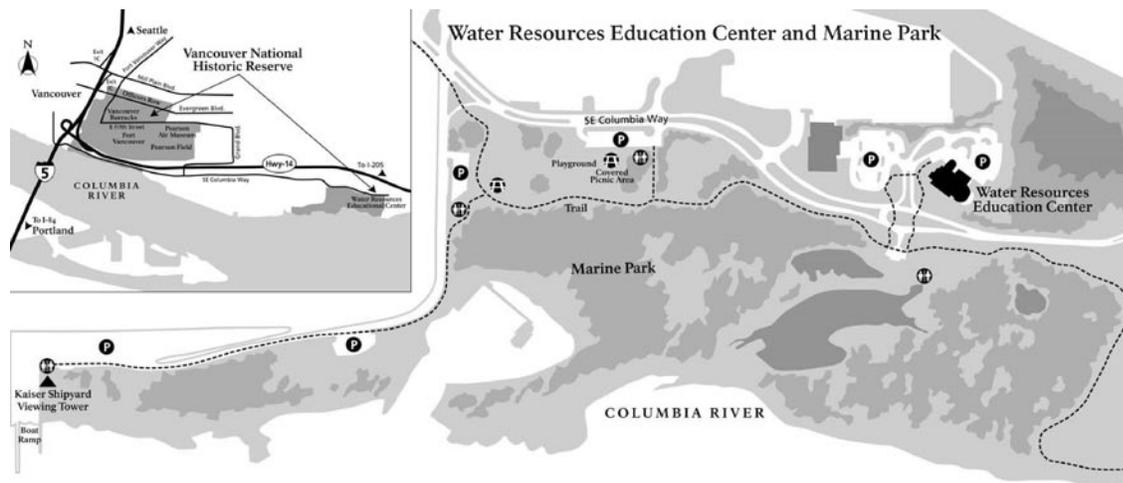
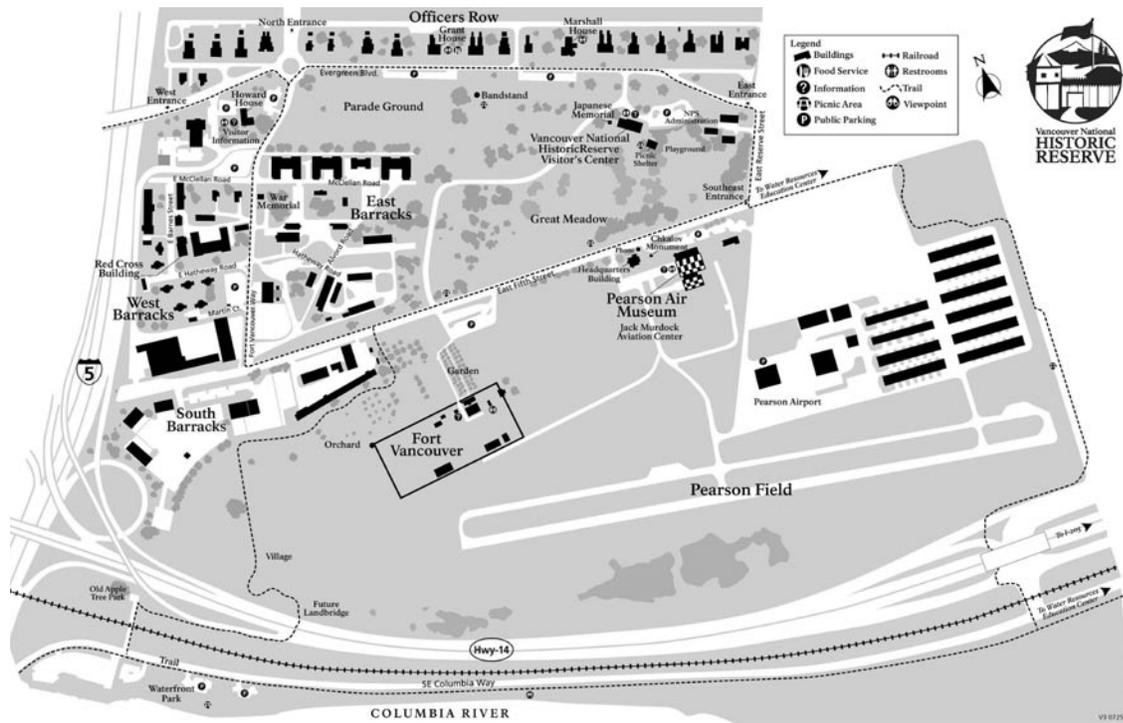
LONG RANGE PLAN

August 2006

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MAP OF THE VANCOUVER NATIONAL HISTORIC RESERVE



OVERVIEW OF THE VANCOUVER NATIONAL HISTORIC RESERVE

The Vancouver National Historic Reserve was established by Congress in 1996 in recognition of its national historic and cultural significance. The 366-acre site established a partnership between the National Park Service through Fort Vancouver National Historic Site, the City of Vancouver, the US Army Reserve and the Washington State Department of Archeology and Historic Preservation for the management, preservation and protection of the Historic Reserve. In 1998, the Vancouver National Historic Reserve Trust was established as the official non-profit organization for the Historic Reserve.

The Historic Reserve includes the following components:



Fort Vancouver National Historic Site

The reconstructed 1840's era Hudson Bay Company Fort and Village offers a glimpse of the life of the Native Americans, settlers and fur trappers of the Pacific Northwest. It also includes the historic Vancouver Barracks Parade Ground, the site of many special activities and events.



Officers Row

This row of stately, fully-restored military officers housing from 1849 features the restored homes of General George C. Marshall and General Oliver Otis Howard along with the oldest of the buildings which is named for General Ulysses S. Grant.



Vancouver Barracks

The Barracks was an active duty military post for over 150-years and is now being rehabilitated and adaptively used. It includes a fully restored 1918 Red Cross Convalescent House.



Water Resources Education Center

The Water Center is a river-front environmental education center that includes exhibits, walking trails and a wetland area.



Pearson Airfield

The oldest operating airfield in the United States, Pearson Field is currently a general aviation airport.



Pearson Air Museum

Pearson Air Museum is a world-class Museum with exhibits and interpretation of the “Golden Age of Flight” (1911-1945).

The 1996 legislation that created the Historic Reserve mandated the creation of a Cooperative Management Plan (CMP) which was completed in 1999. The CMP defines the purpose of the Historic Reserve, identifies significant themes, set forth goals and a framework of guidance for the management of the site.

As defined by the CMP, the purpose of the Vancouver National Historic Reserve is to:

- Preserve and interpret for public use and benefit, the diversity of cultural resources for the site, both people and places, which are associated with the indigenous peoples, the Euro-American exploration, trade, settlement, aviation, political and military influence in the Pacific Northwest.
- Manage public lands in the Vancouver National Historic Reserve through a cooperative public and private partnership.

As the Historic Reserve has developed, other documents have been created that refine and expand upon the CMP and provide additional guidance for the management of the Historic Reserve. They include:

- National Park Service General Management Plan for Fort Vancouver National Historic Site (2003)
- West Vancouver Barracks Reuse Plan (2002)
- Historic Reserve Special Events Policy (2005)
- Historic Reserve Art & Commemorative Works Policy (2005)
- Educational Master Plan (2006)
- Cultural Landscape Report (2006)

The Long Range Plan

This Long Range Plan for the Vancouver National Historic Reserve is designed as a “blueprint” to provide vision and guidance for the growth and development of the Historic Reserve over the next 25-years. The plan was jointly developed by the City of Vancouver, National Park Service and the Vancouver National Historic Reserve Trust, the three organizations that are primarily responsible for the day-to-day operation of the Historic Reserve, in consultation with Washington State Department of Archeology and Historic Preservation. The fourth official partner, the US Army Reserve, while still occupying the East and South Vancouver Barracks, has announced their intention to leave the site*.

The Long-Range Plan starts with a more detailed and refined “Vision” and set of “Guiding Principles” that will be used to direct the development of the Reserve. The Plan identifies capital projects and operational/programmatic tasks to be completed in 5-years, 10-years and 25-years. The Reserve Partners acknowledge that shifting priorities, availability of funds, unanticipated opportunities and other factors may impact the timeline and order in which these projects are completed.

The Long Range Plan was developed under the auspices of the Vancouver National Historic Reserve Long Range Planning Committee. Membership of that committee includes the following:

- Walt Evans, Chair, Historic Reserve Trust Board Member
- Bing Shelton, Vice-Chair, Historic Reserve Trust Board Member
- Jan Bader, City of Vancouver
- Paul Christensen, Historic Reserve Trust Board Member
- Tracy Fortmann, National Park Service
- Bruce Hagensen, Historic Reserve Trust Board Member
- Richard Keller, Historic Reserve Trust Board Member
- Tom Koenninger, Historic Reserve Trust Board Member
- Ed Lynch, Historic Reserve Trust Board Member
- Lisa Morrison, Historic Reserve Trust Board Member
- Dick Porkownowski, Historic Reserve Trust Board Member
- Kent Shorthill, Historic Reserve Trust Staff
- Elson Strahan, Historic Reserve Trust Staff
- Jon Wagner, City of Vancouver

VISION AND GUIDING PRINCIPLES

“One Place Across Time” Preserving the Past....Shaping the Future

Vision

Explore the rich heritage of America’s past in the most significant historic site in the Pacific Northwest. Discover the powerful connection between past and future as the panorama of living history reveals legacies that helped a nation grow. Learn the stories of the mighty Columbia River and its native inhabitants. Relive the adventures of traders, trappers and settlers. Recognize the countless contributions made by soldiers and aviators. Embrace the promise of the future by celebrating history where it was made- The Vancouver National Historic Reserve.....One Place Across Time.

Guiding Principles

Interpretation and Education

Interpretation and education are critical to the public’s understanding of the heritage and cultural significance of the Historic Reserve. The Historic Reserve will give preference to projects and organizations that through formal and informal education advance the community’s understanding of the complex layers of cultures and history. These may include the use of available structures or programs that help make the Reserve One Place Across Time.

Public Access

Public access to the facilities and grounds of the Historic Reserve is encouraged and actively promoted. All venues and major buildings are required to have a significant public component to their programming and use. Policies and procedures adopted by the Historic Reserve-including lease agreements with major tenants, special events policies and property management guidelines-- are structured to support public access.

Preservation

The integrity of historic resources including buildings and landscape are preserved. Preservation is guided by the Secretary of the Interior’s Standards for Historic Preservation through the Washington State Department of Archeology and Historic Preservation. Uses that enhance the historic character of buildings or areas are encouraged.

Cultural Tourism

Cultural Tourism includes knowledge-based experiences, exploring the unique history and character of the place. For the Historic Reserve, cultural tourism provides a method of economic self-sufficiency while also supporting the goals of public access, preservation, interpretation and education. Tourism-related programs and activities provided on the Historic Reserve are encouraged to be historically accurate, educational and entertaining. Interesting and educational programs, clear and inviting communications, a well organized atmosphere and easy visitor participation are key to the Reserve's success as a tourist destination.

Civic Leadership and Service

Civic responsibility and public service are the values upon which the Reserve was founded. Development and support of programs, such as Celebrate Freedom, that exemplify these values are core to the mission of the Reserve. Priority for events and activities on the Reserve are given to programs that emphasize civic pride, public service and community participation.

Economic Self-Sufficiency

Economic self-sufficiency is key to the long-term viability of the Reserve. Uses that promote public access, education and interpretation are balanced with the need for economic sustainability. Revenue sources that support the Reserve will continue to reflect the partner organizations and include federal, state, city and private funds. For select non-profit program providers whose mission supports the goals of the Reserve consideration may be given to a below market rent. In the interest of self-sufficiency, the Reserve may need to allow some uses that do not fully meet the long-term vision. For such uses, future options should be safeguarded by limiting terms of leases.

5-YEAR CAPITAL PROJECT PRIORITIES

Historic Reserve Visitors Center

The Vancouver National Historic Reserve hosts over one million visitors and expects to have over two million visitors per year within five years. The Historic Reserve Visitors Center is operated by the National Park Service (NPS) and currently its displays and exhibits are specific to Fort Vancouver National Historic Site (FVNHS) not the Historic Reserve.



Visitors Center concept design

Rendering courtesy of SERA Architects

The FVNHS Visitors Center was built in 1964 and since that time, the Center has had only minor remodels. The 5,400 sq. ft. facility is outdated and was not designed to handle current use and needs. In 2004, the Visitor Center served over 100,000 visitors. Of those, almost 20% were students who visit the Historic Reserve as part of the school curriculum. Currently the NPS is turning away requests for school group programs due to lack of space and staffing.

The Visitor Center's exhibits and displays are focused strictly on the Hudson's Bay Company Fort Vancouver story and are full sized illustrations which are misleading and inaccurate representations of the reconstructed Fort. The Visitor Center needs appropriate displays and exhibits to tell the story of the entire Historic Reserve not just Fort Vancouver. The remodeled Center will:

- Create a "lobby" for the Historic Reserve that would provide visitor information and orientation on all of the venues including Fort Vancouver, Pearson Air Museum, the Water Education Resources Center, Officers Row and the Vancouver Barracks.
- Use space currently designated for office and administrative purposes to accommodate the increasing numbers of visitors.
- Provide more flexible and age appropriate space and exhibits for school-aged groups.
- Significantly enhance visitor services.

Proposed features of the Center would include:

- Visitor orientation including exhibits, maps, and brochures that would provide "a taste" of all of the Reserve venues not just Fort Vancouver.
- An enlarged theatre to adequately serve the size of school and tour groups currently visiting the Reserve.
- A new retail area with a wider range of merchandise that represents the entire Reserve.
- Flexible, multi-use space that could be used for community and after hour events.

The Confluence Project "Land Bridge"

The Land Bridge is one of seven sites along the Columbia River basin that are part of the Confluence Project. Through place and art, one of the goals of the Confluence Project is to integrate environmental concerns with awareness and sensitivity to the tremendous changes the journey of Lewis and Clark had on Native Americans and their homelands. The Confluence Project is a result of collaboration among the Confederated Tribes of the Umatilla, the Nez Perce Tribe, the Lewis and Clark Commemorative Committee of Vancouver/Clark County and the Friends of Lewis and Clark of Pacific County.



Land Bridge concept design

Rendering courtesy of Jones + Jones

The Land Bridge concept was created by Seattle-based Jones + Jones, led by Founding Principal Johnpaul Jones, with artist Maya Lin's participation. The Land Bridge is a 40 foot-wide pedestrian bridge that will cross over Highway 14 and go under the railroad tracks to connect the main area of the Historic Reserve with the Columbia River waterfront. The term "land bridge" is literal. Land will cover this bridge. Organic in look and feel, native plants and vegetation will be established on the bridge. The land bridge will have three view points with views of the village, the Fort and the Columbia River and include interpretive components designed by Maya Lin. When completed, the Bridge will be an important link in the City of Vancouver's Discovery Trail system.

The Land Bridge is will be under construction in summer 2006 with an anticipated completion date of fall 2007.

West Barracks Redevelopment

The West Vancouver Barracks comprises 132,211 square feet in 16 buildings situated on approximately 15 acres. The US Army exsessed this property in 1999 and is in the process of transferring ownership to the City of Vancouver. Several buildings in the West Barracks including the Red Cross Convalescent House, the Mess House and the residential units have already been rehabilitated and put back in use. The remaining buildings will be rehabilitated as outlined in the 2002 “West Vancouver Barracks Reuse Plan”. Potential building uses, as adopted by the Vancouver City Council in the Reuse Plan, include education, arts, hospitality with some office and residential use. Remaining buildings to be rehabilitated are:

- Artillery Barracks
- Post Hospital
- Infantry Barracks
- Dental Surgeons Building



Post Hospital

Fort Vancouver Reconstructions

Fort Vancouver is often referred to as the “heart” of the Historic Reserve and is the area of the Reserve that draws the most visitors. In fiscal year 2005, the National Park had approximately 799,000 visitors. Additional reconstructions both inside the Fort and in the Village will contribute to the success of Fort Vancouver and the Historic Reserve as a visitor/tourist attraction.

Additional structures within Fort Vancouver and the adjacent Village area would be reconstructed based on the 2003 National Park Service General Management Plan for Fort Vancouver National Historic Site.

- **Powder Magazine** – The Powder Magazine was a crucial part of the Hudson’s Bay Company headquarters and supply depot and was the only brick building at Fort Vancouver. It was essential to secure large amounts of gun powder prior to its dissemination to the subsidiary forts, the fur brigade and through sales to employees, missionaries, Native Americans and American settlers. Reconstruction of the Powder Magazine will provide an opportunity to tell an important part of the story of Fort Vancouver.

- **Sale Shop and New Store** – The Sale Shop was a large warehouse building which stored imported goods and provisions for sale at subsidiary posts in the Columbia Department. It also had a mercantile shop where employees, visitors, and local settlers could purchase clothing, utensils, and luxury goods, and augment their rations. The Sale Shop and the New Store were connected by a second-floor walkway which made it easier to move heavy bales from one building to the other. This building was used to store imported goods, provisions, and hardware for Fort Vancouver and the entire Columbia Department. These two buildings are large buildings, similar in scale to the Fur Store. The intent of use for these two buildings would include large meeting/educational/special use space, curatorial space, public exhibit space, library space, office space, and self-serve interpretive space.
- **The Village** – Reconstruction is proposed for two residences and the associated gardens to evoke the typical scale and use of structures in the Village. The residence of William Kaulehelehe’s (Kanaka Billy’s), which is on property that is currently owned by the US Army Reserve, could be reconstructed with furnishings and audio or other appropriate interpretation to provide a glimpse into nineteenth century living conditions. A delineation that silhouettes the exterior dimensions and approximate rooflines would occur for several village residences. Historic paths and roads would enhance non-motorized access to the area.

Columbia River Waterfront

The Columbia River Waterfront portion of the Historic Reserve will be redeveloped based on plans outlined the 2003 National Park Service General Management Plan for Fort Vancouver National Historic Site. Redevelopment of the waterfront will include:



- Opening up as much of the waterfront as possible to public use, many of the parking lots and potentially Columbia Way would be relocated north, close to the railroad berm.
- Partial reconstruction of Salmon Store as an interpretive shed. Restrooms, a kiosk and interpretive area would be included.
- Reconstruction of the Hudson’s Bay Company historic wharf on land at the location of the historic shoreline.
- Construction of a natural berm amphitheater with seating for 100-150 people to provide space for interpretive talks and other programs.

Signage

The goal of the Signage Program is to provide a cohesive and recognizable “look” which is appropriate to the Vancouver National Historic Reserve that will allow visitors to easily find the Historic Reserve itself and their destination(s) within the Reserve. A well organized atmosphere and easy visitor participation are key to the Reserve’s success as a visitor/tourist destination.” Signage Program will include:

- Internal signage system to move people around inside the Reserve.
- “You Are Here” signs directing people to other buildings or locations in the Reserve.
- Venue Signs identifying specific buildings
- Signage on I-5, I-205 and Highway 14 directing visitors to the Reserve.
- Directional Signage on surface streets directing visitors to the Reserve.
- Interpretive Signage including the installation of 20 wayside exhibits as outlined in the Reserve Wayside Exhibit Plan.

Site/Landscaping Improvements

- Installation of sprinkler system in the Great Meadow and other NPS property adjacent to the Parade Grounds that does not currently have sprinklers.
- Parade Ground bandstand is in need of repair and needs to be rebuilt to a more accurate replica.
- Redesign landscaping along Highway 14 to provide screening of the highway for visitors to the Reserve. Landscaping will need to take into consideration FAA regulations regarding height and type of vegetation that can be located near the runway.
- Installation of large flag pole
- Repair/reconstruction of the Evergreen Arboretum gazebo. Gazebo is in structurally poor condition. Evergreen Arboretum is managed by the City of Vancouver’s Urban Forestry Commission.

Pearson Air Museum

Pearson Air Museum/Jack Murdock Aviation Center is a relatively new facility with construction completed in 1998. A few facility improvements are necessary to enhance group usage including new ADA accessible restrooms in the Historic Hangar and a catering kitchen.



Pearson Field Airport

Pearson Field, a general aviation airport, is operated by the City of Vancouver as an enterprise fund which requires the airport to be self-supporting. The Field currently has two remaining vacant parcels of land that could be developed to produce revenue. Parcels are:

- 20,000 square feet immediately north of the Fixed Base Operator (FBO) buildings is designated on the FAA-approved Airport Layout Plan as ‘future hangars.’
- 2.5 acres on 5th Street in the northeast corner of the Field. Half of this space is designated for aviation use and half for non-aviation use. FAA regulations require that all revenue generated by non-aviation use on airport property go to support the operation of the airport.



Transportation & Parking

With the continued growth of visitation to the Historic Reserve, the need for additional public parking and some type of internal transportation system has become apparent. Internal transportation system should include provisions for alternative forms of transportation including bicycles, pedestrians, shuttles and possibly horse drawn vehicles. Part of the charm and attraction of the Reserve are open vistas, beautiful landscaping and historic buildings, adding additional parking must be done with care not to impinge on the historic nature and cultural landscape of the site. As much as feasible, parking should be pushed to the edges of the site.

The alley behind Officers Row could be expanded north into the baseball field and running track that are owned by the City of Vancouver and Vancouver School District. There is sufficient space available to leave the athletic facilities intact and create angled parking on the both the north and south side of the alley. Covered parking for the Officers Row tenants could also be included on the south side.

Additional satellite parking should also be considered for the vacant 2.5 acre parcel on the northeast corner of the Airfield.



McLoughlin House

The McLoughlin House National Historic Site legislatively became part of Fort Vancouver National Historic Site in 2003. It was established as a National Historic Site in 1942 for the purpose of preserving and interpreting the story of Dr. McLoughlin, his family and his retirement home in Oregon City. The site also contains the home of

Dr. Forbes Barclay, a McLoughlin associate, who served as the physician at Fort Vancouver. Since the addition of the site to the National Park Service as part of Fort Vancouver NHS, efforts have been underway to identify ways to operate and protect the site while keeping it open to the public. Funding is needed for the development and implementation of preservation plans for the structures and cataloging and management of the collection.

5-YEAR OPERATIONAL AND PROGRAM PRIORITIES

A. Planning Documents, Contracts and Agreements

Principles & Practices Agreement

The City of Vancouver, National Park Service and Vancouver National Historic Reserve Trust are actively involved in the day-to-day operation of the Historic Reserve. Each organization has its own culture and methods of operation. The goals, objectives, methods and practices of the three organizations are sometimes in conflict and can lead to misunderstandings. Through a mutually developed memorandum of understanding the organizations will agree on the principles of operation, organizational values, process and objectives.

Historic Reserve Conservation District

The Vancouver National Historic Reserve has three property owners, the City of Vancouver, National Park Service and US Army. Under the terms of the Vancouver National Historic Reserve 2000 “Cooperative Management Plan” each property owner can develop and manage its property according to each agencies standards and design guidelines. The lack of coordinated development standards is resulting in a mismatched mix of lighting, street furniture, landscaping etc. that detracts from the unique historic nature of the property.

The City, National Park Service and Vancouver National Historic Reserve Trust have developed a set of design standards for the Historic Reserve. The entire Historic Reserve is subject to the Secretary of the Interior Standards for Historic Preservation and these regulations are incorporated in the proposed design standards. For City property, the standards will be incorporated in the City’s Land Use and Development Code. For National Park Service property, NPS will agree to follow the same standards, barring any that might conflict with federal regulations, through a letter of agreement. Army owned property in the West Barracks is in the process of transferring to City ownership and the Army owned East and South Barracks will transition to National Park Service ownership so the design standards will be able to be applied to all property in the Historic Reserve.

Reserve Trust Business Plan

As of January 1, 2006 the Reserve Trust has assumed management responsibilities for Officers Row and the West Vancouver Barracks through a Master Lease agreement with the City of Vancouver. As part of the Master Lease, the Trust agreed to develop a 5-year Business Plan for the Reserve Trust including Pearson Air Museum.

Reserve Trust Bylaws

The Historic Reserve is a place of regional and national significance. The Reserve Trust bylaws have been modified to provide for a broader array of advisors for the Reserve including national level representatives. These will include:

- President's Historic Reserve Advisory Board. The Board will meet quarterly and assist the Trust through advocacy and resource development. It will serve as a focus group for new Trust initiatives as well as established programs.
- The Historic Reserve Trust National Advisory Council. The Council will assist the Trust in its mission to achieve national recognition of the Historic Reserve as a premier historic site. The National Advisory Council will also aid the Trust through advocacy and resource development. Council members will be comprised of individuals of national position and/or stature in the public and private sectors.

Historic Reserve Education Plan

The Vancouver Historic Reserve Education Master Plan was developed in 2005 under the direction of Dr. Stephen Dow Beckham from Lewis & Clark College in Portland, Oregon. Implementation of the plan will be a multi-year process beginning in 2006.

The goals for the Education Plan were to identify educational program interests, identify target audiences for educational programs, explore the larger themes and storylines relevant to the site and identify opportunities for collaborative programs.

The Education Plan identified nine educational initiatives and made recommendations to implement each of them. The initiatives include:

- Commitment to Education Initiative
- Teaching and Learning Initiative
- Image Initiative
- Technology Initiative
- Connection to Historic Reserve Partners Initiative
- Travel/Study Educational Program Initiative
- Publications Initiative
- Connection to Community Initiative
- Living History Initiative



East and South Barracks Rehabilitation and Reuse Plan

The East and South are currently on the Base Realignment and Closure (BRAC) list. Since the Barracks are inside the authorized boundaries of Fort Vancouver National Historic Site, when the Army leaves the property will transfer to National Park Service ownership. A public process will be used to develop a Reuse Plan for the property similar to the “West Vancouver Barracks Reuse Plan” developed by the City. The plan will outline preferred uses for buildings, cost estimates etc.

Capital Facilities Plan

Development of a comprehensive capital facilities plan for 2007-2012 that will include the West Barracks, Officers Row and Pearson Air Museum. Plan will be completed in time for projects to be included in the City’s 2007-2008 biennial budget process.

Pearson Field Lease

The National Park Service owns the western half of the runway at Pearson Field. The City and NPS have an operating agreement for Pearson Field that runs through 2022. However, in order to receive FAA grant funding for airport maintenance and improvement, an airfield is required to be able to guarantee operations for a minimum of 20 years. With less than 20 years left on the City/ NPS agreement for Pearson Field, a new agreement needs to be negotiated to secure the long-term future of Field as a municipal, general aviation airport with a historic focus.

Center for Columbia River History Agreement

The Center for Columbia River History (CCRH) is a joint partnership between the Washington and Oregon State Historical Societies, Portland State University and Washington State University whose mission is to support programs on community history, oral history and curriculum development associated with the Columbia River Basin. CCRH offices are located on the Historic Reserve. The Partners would like to better integrate CCRH into the operation of the Reserve and to make better use of the resources they can provide.

B. Special Events

The Historic Reserve is the site of a rapidly growing number of special events, some annual and other one-time events. Some events are produced by the Reserve Trust and others are done by the City, the National Park Service and the US Army. In addition, outside organizations can apply to use either City or Park Service property on the Reserve provided they meet the conditions set forth in the Historic Reserve’s adopted “Special Events Policy”.

The Historic Reserve Partners would eventually like the Reserve to be the site of 3-4 large scale special events per year. Currently the only large annual event is the 4th of July at the Historic Reserve which is managed by the Reserve Trust.

Goals for the Special Events program for the next five years are:

- Continuing to refine, expand and secure long-term funding for existing events including Marshall Programs, 4th of July and living history events such as Candlelight, Christmas at Fort Vancouver and the Soldiers Bivouac/Historic Baseball.
- Adding one large scale annual special event. In 2006, the Reserve will apply to the National Council for the Traditional Arts to be the site of the “National Folk Festival” for 2008-2010. This is a three-day event that typically draws 150,000 people. It’s held in a specific location for three years running and then the community has the option of continuing after three years with their own Folk Festival.
- Host a special celebration, perhaps a giant picnic for all City Neighborhoods, for the City of Vancouver’s Sesquicentennial in 2007.

C. Products

There are a variety of products, services and activities that need to be developed and/or expanded in order to attract visitors to the site, improve the visitor experience and create sources of sustainable revenue for the Reserve. Identified products and services include:

- Marketing Program- development of a Reserve-wide advertising/marketing program which highlights destination sites and special events. Advertising campaign could include brochures, maps, redesigned website, pod casts, radio promotion and cross marketing with other tourism attractions.
- Self-guided Walking Tour- a self-guided tour with wayside exhibits, a brochure and potentially an audio program with a DVD will allow visitors to explore Vancouver Barracks and Officers Row at their own pace.
- Reserve Video- the current video for the Historic Reserve, “One Place Across Time” is too long for most uses. The Visitor Center needs at least one, but potentially several new videos that could be shown as part of the orientation to the Historic Reserve and could be made available off-site to educational and other special groups.

D. Fund Development

As noted in the Guiding Principles, economic self-sufficiency will be one of the keys to the sustainability of the Historic Reserve. The Reserve Partners are actively pursuing a number of sources of sustainable revenue including looking for sponsorships for existing educational programs, special events and activities. The Partners are also pursuing funding for the Reserve's capital projects. Some of the priorities for the next five years include:

- Develop and mount a capital campaign of up to \$50 million to support full build out of the Fort, complete redevelopment of the West, South and East Barracks and to create an operational endowment for the Historic Reserve.
- Developing sponsorships for educational programming including the Archeological Field School, Kids Digs, the Aviation Summer Camp and others.
- Pursuing additional long-term funding for existing special events including 4th of July, the Marshall Lecture and Leadership Awards, Flag Day, etc.
- One of the initiatives of the Reserve Education Master Plan is a strong Living History Program. Living History is a strong attraction for the public but expensive to develop and maintain. Current living history programs include Brigade Encampments, 1890's Baseball, Candlelight Tours, Soldiers Bivouac and Christmas at Fort Vancouver. Creation and funding of an endowment for Living History is important to the continuation of the program.
- Many National Parks offer a program of commemorative benches. These benches can be purchased in memory of someone or for a special occasion. The Historic Reserve currently has a number of Commemorative Benches on both City and National Park Service property but they have different rules and regulations about operation of the program. A coordinated, Reserve-wide commemorative bench should be developed and managed by the Trust.
- Development of a coordinated gift shop program in appropriate venues on the Reserve. These would be operated by the Reserve Trust and would carry some common merchandise and also some that was specific to the venue. Currently gift shops are located at Pearson Air Museum, the Howard House and Reserve Visitor Center. The role of the Trust in these venues would require complying with all appropriate regulations and of official direction. Additional gift shop locations might include the Water Center and a location in the West Barracks.



10-YEAR CAPITAL PROJECT PRIORITIES

West Barracks Redevelopment

Beyond the rehabilitation and adaptive reuse of the structures on the West Barracks, there are other capital projects that will increase use and visibility of the site.

- The building currently used by the Vancouver Police Department as their headquarters was purchased by the City to preserve it for future Historic Reserve use. The City is projecting moving Police to a different location within 5-10 years and the building will then be available for adaptive reuse by the Historic Reserve.
- Completion of landscaping including eliminating Anderson Street, reconfiguring the parking north of McClellan and potentially adding a new parking lot in the southwest corner of the site.
- Acquire (through trade or other methods) the historic stable building currently owned by the Federal Highways and located in the southwest corner of the West Barracks. The stable building, which is currently used for office, labs and storage, will be restored to a stable and used for the City mounted patrol and potentially other livestock. This is part of a two-building complex but the second building has no historic significance and will continue to be occupied by Highways.
- Construction of a Pedestrian Bridge over I-5 that will connect 7th Street in downtown Vancouver to Hathaway Road in the West Barracks. This will provide an additional pedestrian access route, other than Evergreen, from downtown into the Historic Reserve. This should be done as part of the larger Columbia River Crossing project

Fort Vancouver Reconstructions

Additional structures within Fort Vancouver and the adjacent Village area would be reconstructed and developed based on the 2003 National Park Service General Management Plan for Fort Vancouver National Historic Site:

- Owyhee Church: The Owyhee Church was the location for the first school in the Pacific Northwest, and classes were most often held in this building. Students were the children of Fort employees, plus it was a boarding school for the children of high-ranking employees at other posts, orphans of deceased employees, and some Native American children. This is the first building you come to when you enter the Fort. It would be a location for meeting and greeting the general public to the Fort as well as a critical interpretive area for sharing the historical as well as current-day importance and significance of this site from an educational perspective.

- **Fort Vancouver Gardens & Summer House:** Fort Vancouver's gardens were renowned in the Pacific Northwest. At its peak, the garden was five acres of ornamental and subsistence gardens. Plants grown in the garden included a wide variety of vegetables along with herbs, roses, fruit and citrus trees with dahlias and acacias from Hawaii. The Chief Gardener was formally trained in England. Central to the Gardens was a Summer House in which plants were raised. Reconstruction of the Summer House and expansion of the gardens would provide for a clearer understanding of the scale, scope and inventiveness of the Fort Vancouver operations.

East Barracks Redevelopment and Adaptive Reuse

The East Barracks will be rehabilitated and adaptively reused as outlined in the 2003 National Park Service General Management for Fort Vancouver National Historic Site and as determined through a public process that will create the "East and South Vancouver Barracks Reuse Plan" (see "Operational & Programmatic Priorities 2006-2010").

Rehabilitation could include:

- Development of a combined administrative facility for NPS and Trust to be located in one of the buildings facing the main parade ground. This will allow the current NPS administrative facility, which is located adjacent to the Parade Ground, to be removed and the space made available for additional parking and shuttle bus service.
- Removal of select non-contributing structures. Several of the structures within the South and East Barracks are non-contributory to the site. If deemed appropriate, removal would reduce the amount of space that needs to be rehabilitated and will also enhance the open feel of the site.
- Development of Native American Cultural Center/Museum. The Center/Museum would have a clearly articulated mission which would provide for interpretation of the culture and history of all of the Tribes associated with the Historic Reserve. Consideration should be given to including the role of Hawaiians and other ethnic groups in this Center/Museum.
- Rehabilitation of Auditorium building for public use. Meeting space is limited in the Reserve and this building is ideally suited for medium sized public gatherings.

South Barracks Adaptive Reuse

The South Barracks will be adaptively reused as outlined in the 2003 National Park Service General Management for Fort Vancouver National Historic Site and as determined through a public process that will create the “East and South Vancouver Barracks Reuse Plan” (see “Operational & Programmatic Priorities 2006-2010”).

Reuse could include:

- Relocation of the NPS maintenance facility, including sign shop, supply and storage, equipment maintenance, mowing and grounds maintenance to an appropriate facility in the South Barracks. This will allow the current NPS maintenance facility, which is located adjacent to the Parade Ground in a highly visible area, to be removed and the space made available for additional parking and shuttle bus service or open space.
- Use/rental of four brick structures on west side in “as is” condition. These are the newest structures in the Barracks and are not of historic significance. They could potentially be used to generate additional operating revenue for the Reserve.

Pearson Field Airport

Over 750,000 square feet of pavement including runway, taxiway and aircraft apron are maintained at Pearson Field. The pavement sections have been constructed, reconstructed or rehabilitated on different timelines and therefore have varied requirements for maintenance. Based on a pavement condition assessment completed in 2005 the airport has a need to undertake taxiway and apron reconstruction starting in 2007 with major rehabilitation in the 6-10 and 11-20 year planning periods. Pearson Field Airport is eligible for Federal Aviation Administration and Washington Department of Transportation grant funding that could cover up to 97.5% of major pavement maintenance costs, currently estimated at \$3 million.

10-YEAR OPERATIONAL AND PROGRAM PRIORITIES

The need for contracts, projects, agreements and the creation and management of special events are difficult to project beyond the 5-year time frame. The Reserve Partners recognize this area will be continually shifting as priorities change and additional opportunities become available.

A. Planning Documents, Contracts and Agreements

East and South Barracks Deed Transfer

The ownership of the East and South Barracks will be transferred from the US Army Reserve to the National Park Service for adaptive reuse to support the vision of the Historic Reserve. The Reserve Partners would like to discuss opportunities for early access to some of the buildings like the auditorium and also to retain some Army functions currently located in the East Barracks including the Post Exchange.

Transportation and Parking

A Transportation and Parking Plan needs to be developed for the Historic Reserve. The plan should include number of parking spaces needed to support projected visitation, location and management of parking lots, assessment of traffic flow including impact of closing streets to through traffic and consideration of types and costs of internal transportation systems including shuttle buses and water transportation.

B. Special Events

There are a number of bicentennials, centennials etc. that will be occurring through out the Pacific Northwest that could potentially be linked to the Historic Reserve. Linking could either provide additional funding for projects and/or the impetus for new special events. These include:

- 2001 Bicentennial of the Founding of Astoria which was the beginning of the fur trading empire in the Pacific Northwest. Fort George, the headquarters, relocated to Fort Vancouver in 1825
- 2012-2014 Bicentennial of the War of 1812
- 2011-2015 Sesquicentennial of the Civil War – Grant, McClellan, Harney and Sheridan all have connections to Fort Vancouver
- 2014-2018- Centennial of World War I which brings in the stories of the Spruce Mill, the Red Cross Building etc.
- 2025- Bicentennial of the founding of Fort Vancouver and the Village

C. Products

There are a variety of products, services and activities that need to be developed and/or expanded in order to attract visitors to the site, improve the visitor experience and create sources of sustainable revenue for the Historic Reserve.

Identified products and services include:

- The history of the Spruce Mill and its role in WWI is an important part of the story of the Historic Reserve. Currently the story is told as part of the display at Pearson Air Museum. NPS is in the process of developing a trail that would explore the history of the Spruce Mill but additional funding will be needed to fully develop the trail and other exhibits.
- Quad-County Historical Driving Tour- development of a driving tour that will link historic sites in the four county metro area. This will allow for cross-promotion of the different historic sites and will give the Reserve an opportunity to reach a broader audience who is interested in cultural tourism.

25-YEAR CAPITAL PROJECT PRIORITIES

East Barracks Redevelopment and Adaptive Reuse

East Barracks rehabilitation and adaptive reuse will continue as outlined in the 2003 National Park Service General Management for Fort Vancouver National Historic Site and as determined through a public process that will create the “East and South Vancouver Barracks Reuse Plan” (see “Operational & Programmatic Priorities 2006-2010”).

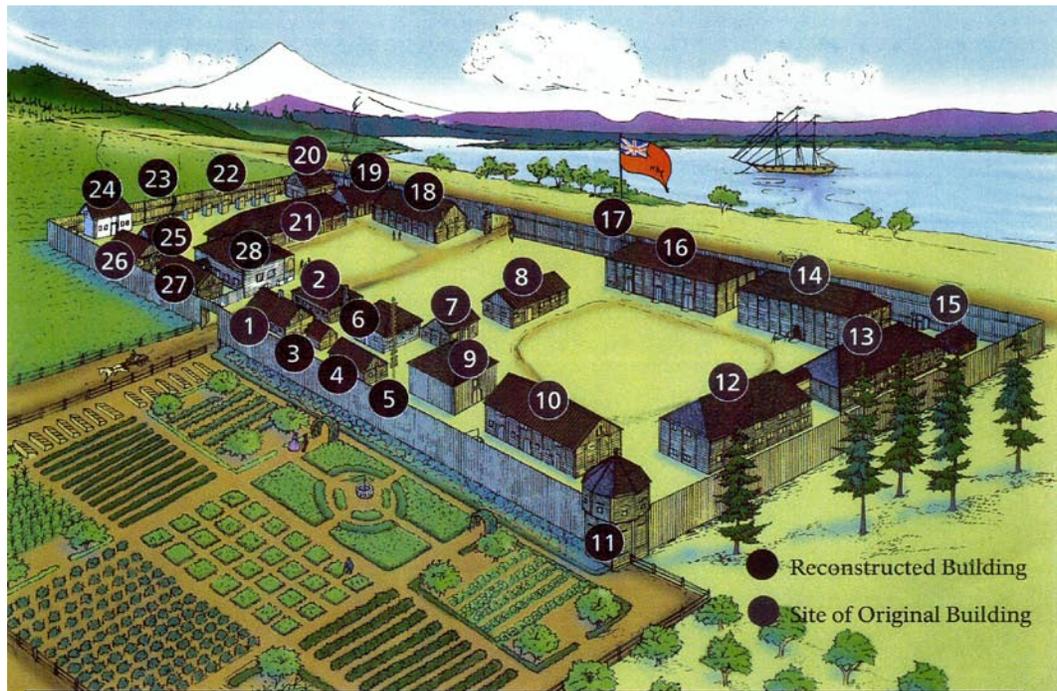
Additional building uses could include:

- Creation of a Military Museum that could tell the story of Vancouver Barracks as the headquarters of the Department of the Columbia and the primary military outpost in the Pacific Northwest. A well articulated vision and scope of collections will need to be developed for the Museum. The City of Vancouver and National Park Service both have military collections that could be displayed in the Museum. The 104th Training Division, who currently occupy the East Barracks, also has a military collection that could be included as part of the Museum.
- A Children’s Museum, patterned after the Bay Area Discovery Center that is part of Golden Gate National Recreation Area. This museum could specifically focus on the history of the Historic Reserve and could offer hands-on experiences about life at Fort Vancouver.
- Western History Library- Fort Vancouver already has a special studies center, focused specifically on the history of the Fort, the Historic Reserve and surrounding area. This Center could be expanded to include Western History and could be an important component of the new Northwest Cultural Resources Institute created by the National Park Service at Fort Vancouver. The Center could be located in one of the reconstructed structures at Fort Vancouver or in one of the rehabilitated buildings in the East Barracks.

Fort Vancouver Reconstructions

Additional structures within Fort Vancouver and the adjacent Village area would be reconstructed based on the 2003 National Park Service General Management Plan for Fort Vancouver National Historic Site.

- Priest House was located near the Owyhee Church and was the periodic residence for the clergy, between their frequent trips to outlying posts and missions. The high numbers of French-Canadian employees in HBC service led to a request for a Roman Catholic mission, which began in 1839 with its headquarters at Fort Vancouver. A section of this building could also possibly serve as the Gift Shop, if there was not enough space in the Owyhee Church.
- The Wheat Store or Granary could store 18,000 bushels of grain. It held wheat, the flour returned from grist mills and other grains like barley and buckwheat. The total demand, for internal needs and export, was over 25,000 bushels per year. High yield wheat and other agricultural operations began in the Pacific Northwest at Fort Vancouver. This building which has an interesting, different look from other buildings helps tell a significant story. Interpretation about its use and the importance of agriculture needs to occur, but the space could and should be available for other uses. A children's hands-on space with rotating exhibits has been suggested as one possibility.
- The Bachelors' Hall building was a series of small apartments, and was the residence for officers, clerks, their families, and some guests of the Fort. There were only about 15 rooms, so single residents were often temporarily displaced to make room for high-ranking visitors. In addition to living quarters, there was a common room where residents could smoke, talk, read, play cards or music, and hold dances and parties. This room may also have held the post's circulating library and a small museum of the scientific specimens collected by the doctor. There was also the "Strangers' Room", which was a dining place for visitors who did not eat in the Mess Hall of the Chief Factor's House. This building has tremendous interpretive and living history potential.



Fort Structures: Figure 3

- | | |
|-------------------|---|
| 1 Owyhee Church | 15 Powder Magazine |
| 2 Priest's House | 16 Fur Store |
| 3 Jail | 17 Flagpole |
| 4 Carpenter Shop | 18 Trade Shop, Dispensary, and Barclay Quarters |
| 5 Belfry | 19 Blacksmith Shop |
| 6 Counting House | 20 Iron Store |
| 7 Old Office | 21 Bachelor's Hall |
| 8 Catholic Church | 22 Privies |
| 9 Wheat Store | 23 Well #2 |
| 10 Beef Store | 24 Bakehouse |
| 11 Bastion | 25 Wash House |
| 12 Sale Shop | 26 Harness Shop |
| 13 New Store | 27 Kitchen |
| 14 Store | 28 Chief Factor's House |

Site/Landscaping Improvements

- Reserve Entrance- the southeast entrance to the Historic Reserve is accessed through a primarily industrial area. The entrance is somewhat difficult to find and presents an uninviting approach to the Reserve. New street layouts and revised traffic control could significantly improve this.
- Street Reconfiguration- 2003 National Park Service General Management for Fort Vancouver National Historic Site recommends reconfiguring 5th Street from East Reserve to Fort Vancouver Way to a more historic layout with the use of decomposed granite or other material to give it a more historic feel. Also under consideration is closing Evergreen Blvd from I-5 to East Reserve to through traffic and replacing it with more historic street materials and a period wooden boardwalk

Boundary Expansion

There are proposals to expand the boundaries of the Historic Reserve to include the area north of Officers Row to Mill Plain. This area is currently owned by the City of Vancouver, the Vancouver School District and the Public Utilities District (PUD) and contains athletic fields, the main branch of the Vancouver Library and the PUD Offices. If property becomes available, the Historic Reserve would also like to acquire commercial and residential properties to the east of the Reserve to make room for services like additional parking, RV parking and shuttle bus service.

Officers Row

The buildings on Officers Row are currently a mix of residential and office space with only the Grant, Howard and Marshall Houses open to the public on a regular basis. When the City of Vancouver rehabilitated the Row in the 1980's it was important that the Row be self-supporting and the current use was determined to be the best way to achieve that. As the Reserve develops and becomes more of a destination, Officers Row has the potential to transition to more public use. New uses could include retail space, small museums, bed & breakfast use of the residential units similar to Colonial Williamsburg. Site upgrades at this time should consider burial of remaining above ground utilities.

New or Rehabilitated Facilities

- When the Visitors Center operated by the National Park Service no longer adequately meets the needs of the site, an appropriately sized new Visitors Center will need to be developed, possibly at the current Clark Public Utilities Building or other appropriate site.
- The key significance of the Historic Reserve is the layers of history that occurred at this site. From the early Native Americans through the role of the US Army and the National Park Service in the use and preservation of the site. A Timeline Museum will be built to fully tell the story of “One Place Across Time”.
- The history of the Kaiser Shipyards is an important part of the story of the Historic Reserve. Currently the story is told as part of the Kaiser Viewing Tower at Marine Park on the Columbia River waterfront. The Tower is outdoors, up a flight of stairs and has limited space for interpretation. A different, larger facility to focus on the Kaiser Shipyards should be developed.
- The Columbia River played a vital role in the development of Vancouver and in the history of the Historic Reserve. Reproductions of historic ship(s) including the HMS Modeste could be developed as floating museums located on the waterfront that could tell the maritime history of the area.

Transportation and Parking

Implement of the “Historic Reserve Transportation and Parking Plan” (see “10-Year Operational and Programmatic Priorities”). System may include:

- Shuttle buses or trolleys that would provide transportation internal to the Reserve but might also provide service to downtown
- Internal parking lots along with satellite parking lots that might be located outside the boundaries of the Reserve
- RV parking
- Horse drawn carriages or other historic methods of transportation
- Water transportation options

PARTICIPATION OF THE US ARMY

The U.S. Army has had a presence at Vancouver Barrack since the mid 1800s. Over time the land area of Vancouver Barracks has been reduced through various transfers to the City of Vancouver and the National Park Service. The remaining land mass of Vancouver Barracks is under the supervision of the U.S. Army Reserve for use as a training and sustainment base for U.S. Army Reserve units in the Vancouver, WA area. Vancouver Barracks is part of the Vancouver National Historic Reserve and the U.S. Army is a participating Partner in the Vancouver National Historic Reserve Partnership as directed by Congress.

While Vancouver Barracks is an integral part of the National Historic Reserve; the U.S. Army and Vancouver Barracks is not a participant in the Vancouver National Historic Reserve Long Range Master Plan. However, as a full Partner in the Vancouver National Historic Reserve, the Army supports the efforts of the other Partners to develop this long range vision of the Vancouver National Historic Reserve.

Current Status of Army Property in the Historic Reserve

On October 30, 2000, Congress approved Public Law 106-378 which authorized the Secretary of the Army to convey 11.65 acres and 16 buildings located at Vancouver Barracks, known as the “West Barracks”, to the City. Army personnel vacated the West Barracks in 2001.

On November 9, 2005, Congress approved recommendations for base closures and realignments that included 33 acres and 27 buildings located at Vancouver Barracks, known as the “East and South Barracks”. This property will be conveyed to Fort Vancouver National Historic Site and Army personnel will vacate the East and South Barracks.