where Beaverton's transformation takes root

Beaverton's
Civic Plan

growing together

Housing & Neighborhoods Strategy

Adopted by Beaverton City City Council
Resolution No. 4067
April 12, 2011

Beaverton
Civic Plan
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ACKNOWLEDGEMENTS

HOUSING & NEIGHBORHOODS STRATEGY
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OVERVIEW

BEAVERTON'S HOUSING AND NEIGHBORHOODS TODAY

Beaverton has a remarkably diverse mix of housing types and neighborhoods. Housing in the city ranges from small subsidized senior apartments to large, high-end single family homes – and almost everything in between. Despite this diversity, many people still perceive Beaverton as a community of single-family detached homes. To many people, it's surprising that multi-family and townhome building permits now are the majority, and the city has increasingly become a welcoming gateway for new immigrant families; and Beaverton has a significant share of housing that is affordable to low-income households.

BEAVERTON'S FUTURE NEEDS

Despite these strengths, Beaverton has major future needs for both low- and high-income households, particularly renters. The largest demographics for which Beaverton should plan are Baby Boomers, the even-larger Generation Y, and immigrants and their children. For Beaverton to remain competitive it will need to create neighborhoods that are appealing to an aging population, attract younger people without children to Beaverton, and include housing options that immigrant families desire.

In the future, the majority of Beaverton's new housing will be denser, infill housing. However, Beaverton will also need to accommodate thousands of single-family units outside of its current boundaries

In terms of land capacity, however, Beaverton doesn't have the residential land to match its future demand. While it does have major opportunity areas near its MAX stations, and most of its future housing capacity is for multi-family or townhomes, it actually lacks areas to build new single-family homes. This means that while the majority of Beaverton's housing will be infill and denser, it also needs to accommodate several thousand units outside its present boundaries.

STRATEGIES FOR SUCCESS

Beaverton needs to engage in a number of strategies in order to achieve these outcomes:

- Focus new housing development in the Central District
- Preserve and stabilize existing housing stock through rehabilitation programs
- Partner with non-profit organizations to build affordable housing
- Use tax incentives to promote affordability and spur redevelopment
- Expand Employer Assisted Housing options
- Create neighborhood plans
- Invest in targeted capital improvements that enhance neighborhood livability
- Create an infill development policy and toolkit
- Pre-permit several desirable infill building types
- Expand the city's existing programs for energy upgrades
- Encourage low impact design features in new developments

The future looks bright. The city desires to meet the needs of this diverse population by creating a variety of housing densities, types and price-points across the community; new infill housing that is compatible with the city's character; unique neighborhoods that are increasingly mixed-use and walkable; and sustainable neighborhoods. This Housing and Neighborhoods Strategy, which is one of three documents produced for the city of Beaverton's Civic Plan, outlines these challenges and strategies in more detail.

SECTION ONE:
HOUSING AND NEIGHBORHOODS ANALYSIS

Using Beaverton's previous housing-related documents (*listed in the Appendix*) as a starting point, the team conducted an analysis of Beaverton's future housing needs and opportunities. The analysis included looking at the incomes and housing costs of today's residents, examining recent housing trends, developing land use scenarios and identifying the most likely market segments to target in the future.

The analysis began by looking at the current matches and mismatches between Beaverton residents' housing costs and their annual incomes. The baseline assumption used the traditional definition of "affordable" which is less than 30% of gross household income spent on housing.

RENTAL HOUSING

The median household income for Beaverton's renters in 2008 was $37,083. As shown in Figure 1, the bulk of Beaverton's rental units are affordable to households earning $15,000-$35,000 per year. However, the current housing stock does not serve the large numbers of renters earning incomes outside this range. For the lowest income renters, who earn less than $15,000, the lack of affordable housing forces them to overpay (spend more than 30% on housing). Beaverton's lack of mid-scale to upper-scale

FIGURE 1: COMPARING ACTUAL RENTAL HOUSEHOLD INCOMES WITH OCCUPIED UNITS AFFORDABLE AT EACH INCOME LEVEL (2008)

Actual Households at Income Level   Estimated Occupied Housing Units Affordable at Income Level
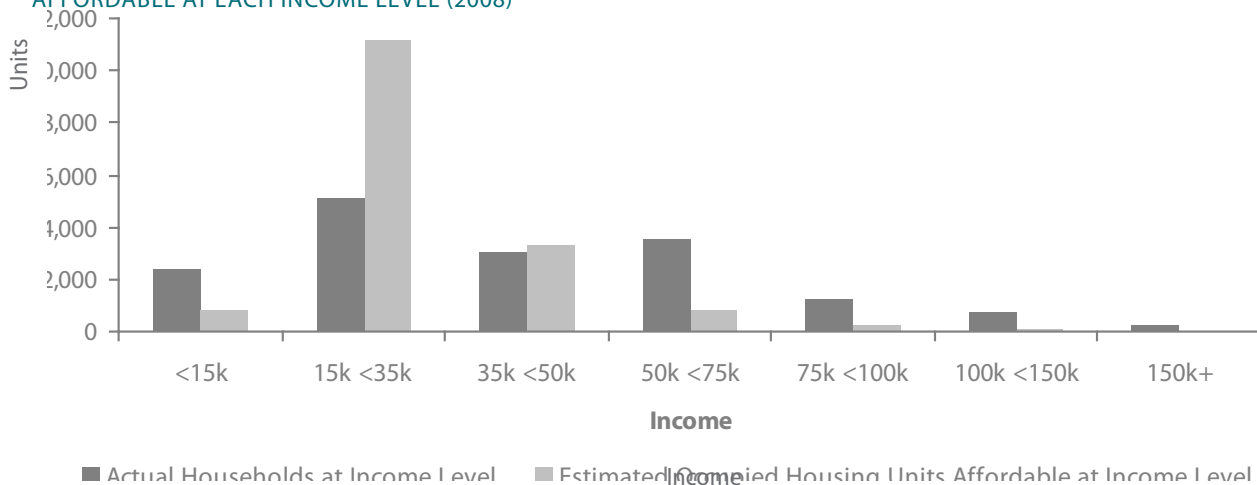
Source: 2008 American Community Survey data

rental options (almost 73% of Beaverton rental stock is affordable to those earning less than $35,000, while only about 46% earn less than that) also indicates that many renters earning over $35,000 have little choice in this market than to live in less expensive housing (possibly without the amenities they desire) or move to another community which has more desirable rental options. As the housing market evolves and renting makes increasingly more financial sense for many households, it will be important for Beaverton to provide new styles of high quality rental housing—or risk being left behind by other Washington County communities that do fill this market.

OWNER-OCCUPIED HOUSING

The median household income for Beaverton's owners in 2008 was $82,707. As shown in Figure 2, the city has a mix of price levels for owner-occupied housing, most of which are affordable to households earning under $100,000 annually. As with many communities, Beaverton has an additional opportunity to continue building new ownership housing to meet the needs of both its workforce and higher income households. If local and national trends and research hold true, much of Beaverton's future demand for ownership units will be in condo units, smaller townhomes and single family homes. These products could run the spectrum from basic entry-level condos for first time homebuyers to luxury townhomes and compact single-family homes.

FIGURE 2: COMPARING ACTUAL OWNER HOUSEHOLD INCOMES WITH OCCUPIED UNITS AFFORDABLE AT EACH INCOME LEVEL (2008)

■ Actual Households at Income Level ■ Estimated Occupied Housing Units Affordable at Income Level
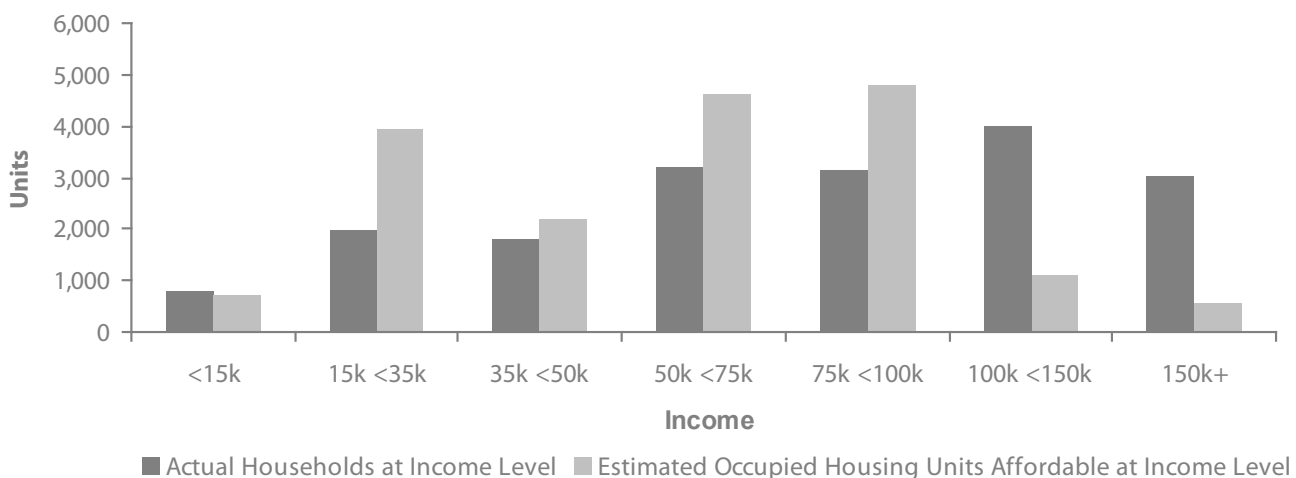
Source: 2008 American Community Survey data

Vibrant station areas within easy reach of shops and services are attractive places to live for many people.

Effective TOD places residential and office space as close to transit as possible. The optimal walking distance between a transit station or stop and a place of employment is 500 to 1,000 feet. Residents are willing to walk slightly longer distances to get to transit, between a quarter- and a half-mile

- Dittmar, H., and G. Ohland, eds. *The New Transit Town: Best Practices in TransitOriented Development*. 2004.

CONNECTING HOUSING TO TRANSIT

Housing affordability goes beyond just housing costs and income; it also directly relates to transportation costs. Today's evolving definition of housing plus transportation (H+T) affordability is less than 45% of gross income on combined costs. As prices for carbon-intensive fuels become increasingly more expensive and volatile, Beaverton should plan now for housing in areas which are walkable, bikable and well-served by the city's excellent light rail transit. In particular, Beaverton's MAX access means that there are some prime development areas less than a ten minute (or ½ mile) walk of transit (and much of this is within a shorter 5 minute, or ¼ mile, walking distance), which should be the biggest priority for new housing development. These areas are a major focus of this housing strategy.

When looking at the population within ½ mile of the light rail stations in Beaverton, it becomes apparent that on the whole, Beaverton lacks housing options within a 10 minute walk of its MAX stations. All of Beaverton's stations show potential for transit-oriented development which would add housing and jobs within a ten minute walk, and ideally within a five minute walk.

In order to create vibrant station areas for suburban centers the city should focus on implementing the strategies described in the following sections to guide new development in these transit areas and to ensure their long-term success.

FIGURE 3: TEN MINUTE WALKSHEDS OF BEAVERTON'S MAX STATIONS –
PRIME AREAS FOR NEW HOUSING DEVELOPMENT

Source: Center for Neighborhood Technology TOD Database (Note: the ½ mile buffer around the station areas means that some households and jobs may fall within two station areas).

FIGURE 4: POPULATION WITHIN 1/2 MILE OF BEAVERTON'S TRANSIT STATIONS (2000)

Station	Population
Merlo Road/SW 158th Ave.	1,072
Hall/Nimbus	1,202
Sunset Transit Center	1,576
Millikan Way	1,757
Beaverton Creek	1,860
Elmonica/SW 170th Ave.	3,071
Willow Creek/SW 185th Ave.	3,400
Beaverton Central	3,756
Beaverton Transit Center	3,855

Population
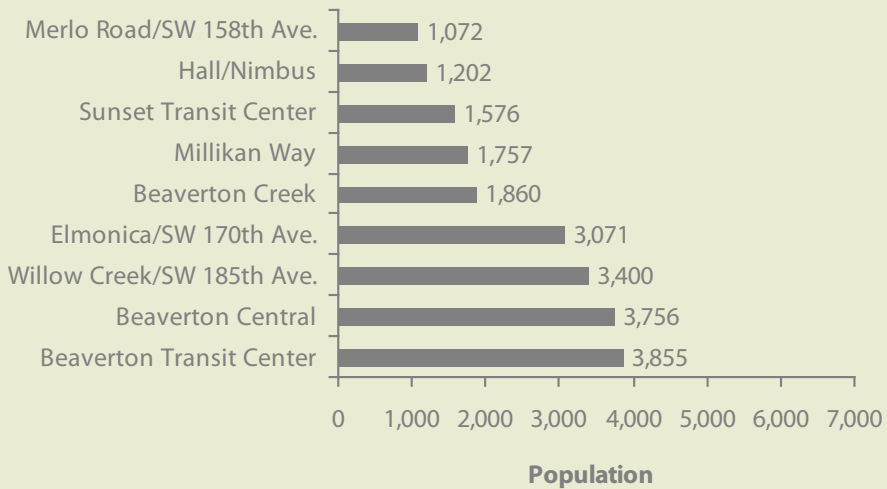
FIGURE 5: JOBS WITHIN 1/2 MILE OF BEAVERTON'S TRANSIT STATIONS (2008)

Station	Jobs
Merlo Road/SW 158th Ave.	3,111
Hall/Nimbus	3,431
Sunset Transit Center	1,242
Millikan Way	6,267
Beaverton Creek	5,461
Elmonica/SW 170th Ave.	1,667
Willow Creek/SW 185th Ave.	1,151
Beaverton Central	3,998
Beaverton Transit Center	3,674

Jobs
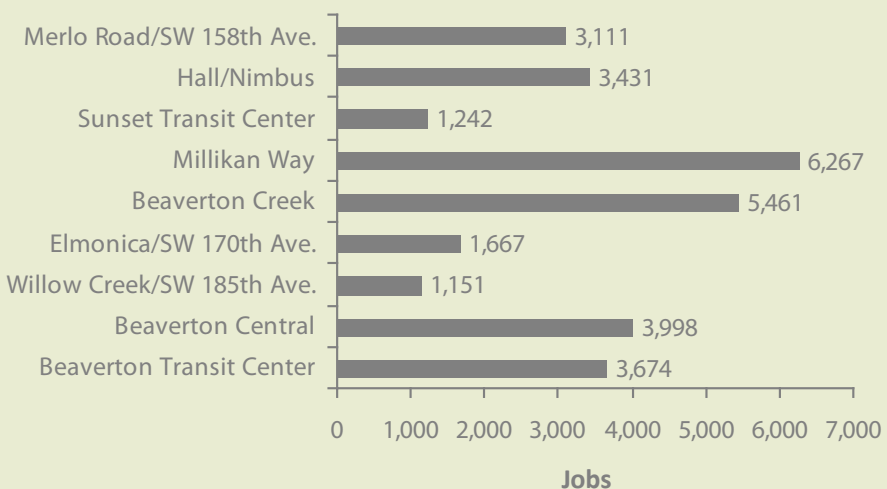
RECENT HOUSING TRENDS

According to consumer research by Robert Charles Lesser and Company and others, the market is increasingly demanding denser housing, which is consistent with Beaverton's available land supply and recent development trends. Housing permit data, shown in Figure 6, has shown that over the past five years, townhome and multi-family development have become the predominant styles of new development in Beaverton.

Although this can be partially explained by recent changes in the national housing market, it also comes as Beaverton's land supply for single family products (except infill) has decreased. While a major part of the city's future demand will be in infill small lot single family, townhomes and multi-family housing development, there will also be continued market for more conventional detached single family.

FIGURE 6: BEAVERTON BUILDING PERMITS BY TYPE OF DWELLING (2005-2009)

Source: City of Beaverton

HOUSING FORECAST

The housing market in Beaverton is directly linked to future employment in the city and surrounding areas. High quality housing will help attract new employment and correspondingly as the employment base diversifies, the market for new housing types will strengthen. By connecting the city's Economic Opportunities Analysis with potential household growth, the housing forecast showed a need for approximately 13,555 new units for Beaverton from 2008-2035. These new housing units will come in the form of infill development, redevelopment of existing lots, and new development of Urban Reserves. Over the coming decades, Beaverton could expect an average of about 600 new households per year—highlighting the critical role of planning Beaverton's new housing stock. Beaverton's forecasted share is part of a larger Washington County forecast of about 2,000 new households per year. Beaverton's growth—and its ability to provide some high demand product types for the Washington County market—means that planning for housing is critical to the city's future.

This forecast show ways that Beaverton can meet future housing needs at both the lower and upper ends of the spectrum. Developing subsidized affordable housing for households earning less than $15K will be critical. It is equally important to encourage the market to provide additional housing options to owner and renter households earning between $35K and $100K annually. Because these households can afford from $875-$2,500 per month in housing costs, a range of products is possible.

Small, two to three story buildings with a mix of housing and retail could be a viable option for downtown Beaverton.

FIGURE 7: 2035 HOUSING DEMAND COMPARED WITH CURRENT OCCUPIED HOUSING BY INCOME

■ Occupied Housing Stock Affordable at 30% of Income (2008)
■ 2035 Projected Household Demand by Income

Sources: 2008 ACS data, 2035 Metro population forecast, and Fregonese Associates modeling

MATCHING FUTURE HOUSING MIX WITH EMERGING MARKET SEGMENTS

ULI's recently published *Housing in America* summarized the four demographic groups that will drive the new housing market nationally over the next several decades:

- *Older baby boomers* will constitute an unprecedented senior population
- *Younger baby boomers* will be unable to sell their current suburban homes to move to new jobs
- *Generation Y* may be renting far longer than did past generations
- *Immigrants and their children* may want to move to the suburbs but housing may be too expensive even after the current drop in prices

As is the case with most of the nation, Beaverton's population is expected to age while it grows. The number of senior citizens is projected to more than double, as shown in Figure 8.

Washington County has a growing, yet aging population. According to the county-level demographic forecasts from Metro and the State of Oregon, Washington County is predicted to grow consistent with national trends.

FIGURE 8: BEAVERTON'S CURRENT AND PROJECTED POPULATION BY AGE (2008-2035)
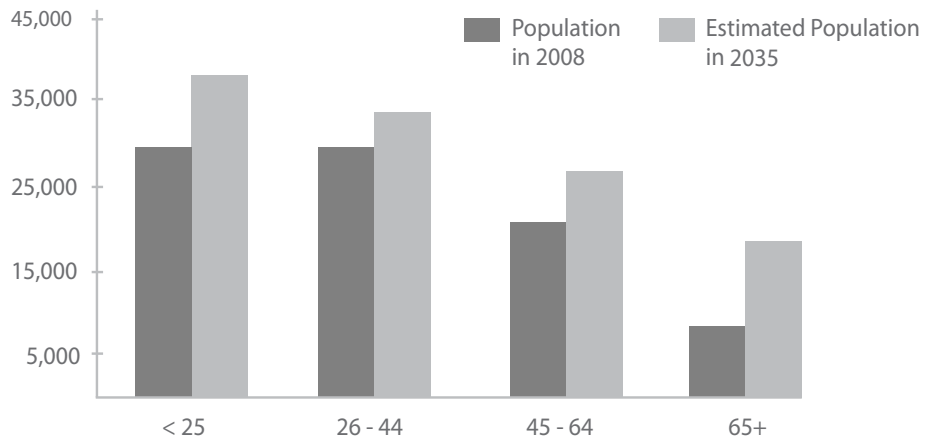
Source: Fregonese Associates analysis using U.S. Census and age projections for Washington County

Taking this population analysis one step further, Claritas PRIZM market research data and market segmentation techniques were used to identify the market segments comprising the largest percentages of Beaverton's population today. Beaverton has five main market segments, which include about 40% of Beaverton's households today. These targeted market segments can be matched with ideal neighborhoods and likely housing choices.

The Claritas data is useful in helping the City understand and take advantage of the mix of household types preferred by each groups; it will also help ensure that the City maintains a competitive advantage in attracting each group.

TABLE 1: BEAVERTON'S KEY MARKET SEGMENTS TODAY

Market Segment with Claritas Descriptor	Broad Demographic	% of Current Households
Upper Income Middle Age w/o Kids, *"Brite Lites, Li'l City"*	Baby boomers	10%
Middle-Income Younger w/o Kids, *"Up-and-Comers"*	Generation Y	9%
Upper Income Middle Age w/Kids, *"Upward Bound"*	Baby boomers	9%
Low Income Younger Mix, *"New Beginnings"*	Generation Y	7%
Middle Income Younger w/o Kids, *"Young Influentials"*	Generation Y	6%

Sources: 2009 Claritas PRIZM data

TABLE 2: HOUSING PREFERENCES OF TARGET MARKET SEGMENTS

Demographic Group	Ideal Neighborhood(s)	Likely Housing Preferences
Generation Y	Central District, South-Central and walkable neighborhoods	Apartments and mixed-use residential
Immigrants and Their Children	Central District, Northern Beaverton, walkable neighborhoods and Traditional Neighborhood Design	Apartments/condos, mixed-use residential, courtyard housing, single family
Younger Baby Boomers	Walkable neighborhoods and Traditional Neighborhood Design	Apartments/condos, mixed-use residential, courtyard housing, compact single family
Older Baby Boomers	South-Central, walkable neighborhoods near health care and other services	Apartments, mixed-use, townhomes and senior housing

Source: Fregonese Associates

Beaverton will need to provide a specific mix of housing types to meet the housing demand for each group. The market segmentation analysis shows that in addition to urban-style housing options, Beaverton will have future demand for over 4,600 units of new, generally smaller lot single family housing.

This analysis points to several areas that can meet this need. However, not all of this demand can be accommodated within Beaverton's existing boundaries. The scenario analysis in the next section illustrates the mismatches by type of unit.

TABLE 3: 2035 PROJECTED HOUSING DEMAND BY AGE OF HOUSEHOLDER

Age of Householder	# of Units	Preferences
Under 25 years	640	Predominantly apartments
25-44 years	2,869	Mix of single family, apartments/condos and townhomes
45-64 years	3,684	Mix of single family, apartments/condos and townhomes
65 years or over	6,361	Mostly smaller units including apartments/condos and townhomes

Source: Fregonese Associates analysis

TABLE 4: 2035 PROJECTED HOUSING DEMAND BY TYPE OF HOUSING UNIT

Housing Type	# of Units	% of Total	Location in Beaverton
Single family	4,593	34%	Mostly new development areas (this could be accommodated with urban reserves brought into the urban growth boundary) and through some infill development (including in the southwest part of the city)
Multi-family (apartments and condos)	7,651	56%	Central City, infill development (including in the western part of the city) and new development areas
Townhomes	1,311	10%	Infill development (including in northern Beaverton), new development areas with some in Central District

Source: Fregonese Associates analysis

THE CIVIC STRATEGY GROWTH SCENARIO

A future land use scenario, described in depth in the Beaverton Land Use and Transportation Strategy, was created to test Beaverton's residential capacity and to better determine how Beaverton's future population might match with its housing capacity.

The Civic Strategy Growth Scenario indicated that the total capacity is for about 8,400 units but about 82% of this capacity is in multifamily and townhomes with only about 18% for single family. Even this single family capacity is largely available on infill lots. This means that the city does not have enough capacity to meet its need for single family within its current boundaries. The following table shows the specific matches and mismatches between the city's projected demand and its current capacity:

TABLE 5: PROJECTED HOUSING DEMAND COMPARED WITH CAPACITY (2035)

Housing Type	Capacity (Units)	Demand (Units)	Gap (Units)
Single family	1,567	4,593	-3,026
Multi-family (apartments and condos)	6,389	7,651	-1,262
Townhomes	516	1,311	-795
Total	**8,472**	**13,555**	**-5,083**

Source: Fregonese Associates analysis

SECTION TWO:
RECOMMENDED STRATEGIES

In order to move Beaverton towards its desired outcomes, the following strategies are recommended. These strategies will also ensure that Beaverton meets Oregon's Statewide Planning Goal 10 and Metropolitan Housing Rule requirements. Some strategies can be implemented in the short-term, while others will be rolled out over the longer term. It should be noted that the duration of the programs are intended to extend beyond the implementation horizon of the program.

Image credit: Washington County

CIVIC PLAN PUBLIC ENGAGEMENT

Several desired outcomes for future housing emerged from the Civic Plan public engagement process and work sessions with the City's Housing and Neighborhoods Task Force. These outcomes include:

- Housing that meets the city's future needs with a variety of densities, types and price-points across the community
- New infill housing that is compatible with the city's character
- Unique neighborhoods that are increasingly mixed-use and walkable
- Sustainable housing across the city

The Merlo Station Apartments are a 128-unit transit-oriented rental housing development along the MAX line in Beaverton. HOME funds in the project enabled some units to be affordable to households earning 50% -60% of the area median income.

Three-story, mixed-use development in Portland.

FOCUS NEW HOUSING DEVELOPMENT IN THE CENTRAL DISTRICT

As described in further depth in the Central District Strategy, a combination of land use, transportation and open space changes will be necessary to facilitate an environment that encourages housing and residential development in the Central District. Two important components of this comprehensive strategy are to identify high priority catalyst projects and to conclude the development of the Round.

Image credit: City of Beaverton

Beaverton Round and Westgate transit-oriented development catalyst site.

Development in the Central City can be jump-started through a combination of public and private investments. Shown in Figure 9 on page 21, the city has identified catalyst sites as properties with characteristics that favor high-quality redevelopment: large parcels under single ownership, willing and capable property owners, location that is critical to implementing a successful urban design, and/or proximity to transit. In many cases, these are projects that could develop in the nearer term to prove the market for development that might occur on nearby sites. In most cases, the catalyst sites need a boost from public investment to redevelop; the catalyst nature of the projects means that public investment will help to leverage an increase in value not just on the catalyst site itself, but also on adjacent parcels that might not otherwise have redeveloped.

One of these catalyst sites is the Beaverton Round and the Westgate transit-oriented development. The strategy for this site will greatly increase the number of people living in, working in, and visiting Beaverton's Central City core, bringing the city closer to its goal of a vibrant mixed use center with 18-hour activity. Furthermore, they are both situated within the city's first proposed EcoDistrict, and benefit from the city's Central Plant, which has additional capacity to serve heating and cooling needs for additional development. It is also proximate to the proposed Beaverton Creek Headwaters concept, described in the Beaverton Central City Strategy. This concept provides the framework for treating stormwater and creating public spaces, thus improving the desirability of the area and development potential.

PRESERVE AND STABILIZE BEAVERTON'S EXISTING HOUSING STOCK

The majority of Beaverton's housing stock in the future is the housing that is already built today. Though much of Beaverton's housing stock was developed in a period of a few decades, the city's existing housing stock will continue to provide both affordable housing and much of the city's single family options. In the near-term, the slow development climate means that rehabilitating and upgrading existing housing stock is Beaverton's best strategy. This should be done in conjunction with incentive programs such as rehabilitation loans and code enforcement efforts. Neighborhoods which could be prime candidates for a rehabilitation pilot project include the area near Conestoga Community Center and Southridge High School and/or the area north of Central Beaverton and east of Cedar Hills Boulevard, as identified in the *Beaverton Housing and Neighborhood Stability Report*.

The wheel need not be reinvented: Beaverton has several existing housing rehabilitation programs, including Mend-a-Home, Hope-4-Homes and Adapt-a-Home. Rather, the scope of these programs should be expanded with new, more inclusive funding sources and targeted to specific areas with substandard housing conditions, higher rates of foreclosure, and indicators of economic distress. As recommended in the *Housing and Neighborhood Stability Report*, these areas should include portions of the Central Beaverton, Vose, Greenway, and Highland neighborhoods. Additionally, as these existing programs are only targeted to owner-occupied single family, the programs should be expanded to renter-occupied single family and multi-family buildings, many of which have the greatest need for rehabilitation. Although rehabilitating the housing itself is important, the city can also make infrastructure investments, like new streetscapes and parks, which benefit the neighborhoods in tandem with the house-specific projects.

PARTNER WITH LOCAL NON-PROFIT ORGANIZATIONS TO BUILD AFFORDABLE HOUSING

Beaverton has a significant stock of low-cost housing, affordable to households earning less than 80% of MFI, and most of it supplied by the private sector without subsidy. However, there are still some low income households for which affordable housing is unavailable. Partnerships between the city and local non-profits to build affordable housing is one of the most important strategies for ensuring new units are added to Beaverton. These organizations include Bienstar, Community Partners for Affordable Housing, Habitat for Humanity, Proud Ground, and REACH Community Development. Beaverton should work with these housing developers and others to leverage multiple sources of funds, including several that have not been used in Beaverton before.

A *land trust* presence in Beaverton is an important part of creating permanent affordability and homeownership opportunities for would-be homeowners priced out of the current market. Beaverton could consider starting its own land trust—but partnering with Proud Ground, which has expressed an interest in expanding its service area to include Washington County, is probably more feasible. Land trusts work with community partners including lenders and builders, to prepare families and individuals for homeownership, help obtain affordable rates for existing home purchases, build new affordable homes, offer homeowners tools to be successful, and help manage the buying and selling of affordable homes.

PROVIDE FINANCIAL INCENTIVES TO PROMOTE AFFORDABILITY AND SPUR REDEVELOPMENT

Local governments have used *tax abatements* for decades to achieve various public goals, including spurring redevelopment in challenging areas. Property taxes are one of the few development cost components that Beaverton can control; other costs, such as construction costs and financing costs are controlled by the private market. Property tax abatements, such as the Vertical Housing Tax Credit, discussed below, are also easier to implement because tax assessors already track property taxes on individual parcels. In this case, new databases are not required to implement and measure impacts, and foregone future tax revenue is a less immediate diversion of funds from a budget-strapped taxing jurisdiction than other funding mechanisms.

The number of special service districts in Beaverton that rely on property taxes for their revenue means that Beaverton must begin any successful consideration of property tax abatement programs by reaching out to its partners and pursuing an early dialog with the service districts.

Residential property tax abatements offer incentives that seek to induce housing development or rehabilitation that satisfies specific program goals, which could include housing affordability. Land prices and taxes directly influence the cost of development, and, therefore, the price for which a property owner can expect to rent or sell housing, allowing for more affordable price points. According to some studies, property taxes comprise as much as 20 to 25 percent of gross rents charged by housing suppliers. Property tax abatements reduce costs and can create a viable market for affordable housing. They do so by reducing housing costs so that housing investment provides an adequate return at below-market prices.

The *Vertical Housing Tax Credit (VHTC)* is a statewide resource that stimulates mixed-use development in specific, designated Vertical Housing Development Zones (VHDZs). It encourages developers to build higher density, mixed-use projects by reducing costs at the front end of the developer's investment through a 10-year property tax abatement. The tax abatement depends on the number of stories, ranging from 20 percent for one floor of housing to 80 percent for four or more floors.

Beaverton has elected to offer this incentive on a case-by-case basis and has not designated any VHDZs in the city. This means that a developer interested in using it must go through a negotiation process with the city, adding time, complication and risk to the development. Beaverton should designate a VHDZ in the entire Central City (shown in Figure 9) to streamline the development process, add additional certainty and increase the likelihood that an abatement would leverage new development.

Beaverton should designate the highest priority development areas near its MAX station areas as eligible for the *Transit-Oriented Development Tax Exemption (TOTE)*. This tax exemption is a financial tool that Beaverton could put into motion by adopting provisions of ORS 307.600 to 307.637. Beaverton can set specific criteria, such as the minimum number of units eligible. Then, if a project is approved, the property receives a 100 percent tax exemption on the improvement value of the residential component for up to ten years. Both the cities of Portland and Gresham have successfully used the program.

Lastly, Beaverton should create a financing program to cover System Development Charges (SDCs), development review, and permit fees for affordable housing projects. The city has little control over system development charges imposed by other jurisdictions, but has paid for them on behalf of desired projects in the past. In lieu of creating a program, it could also work through an existing organization, such as the Community Housing Fund.

FIGURE 9: VERTICAL HOUSING TAX CREDIT ZONE DESIGNATION IS RECOMMENDED IN THE CENTRAL CITY'S PEDESTRIAN DISTRICTS
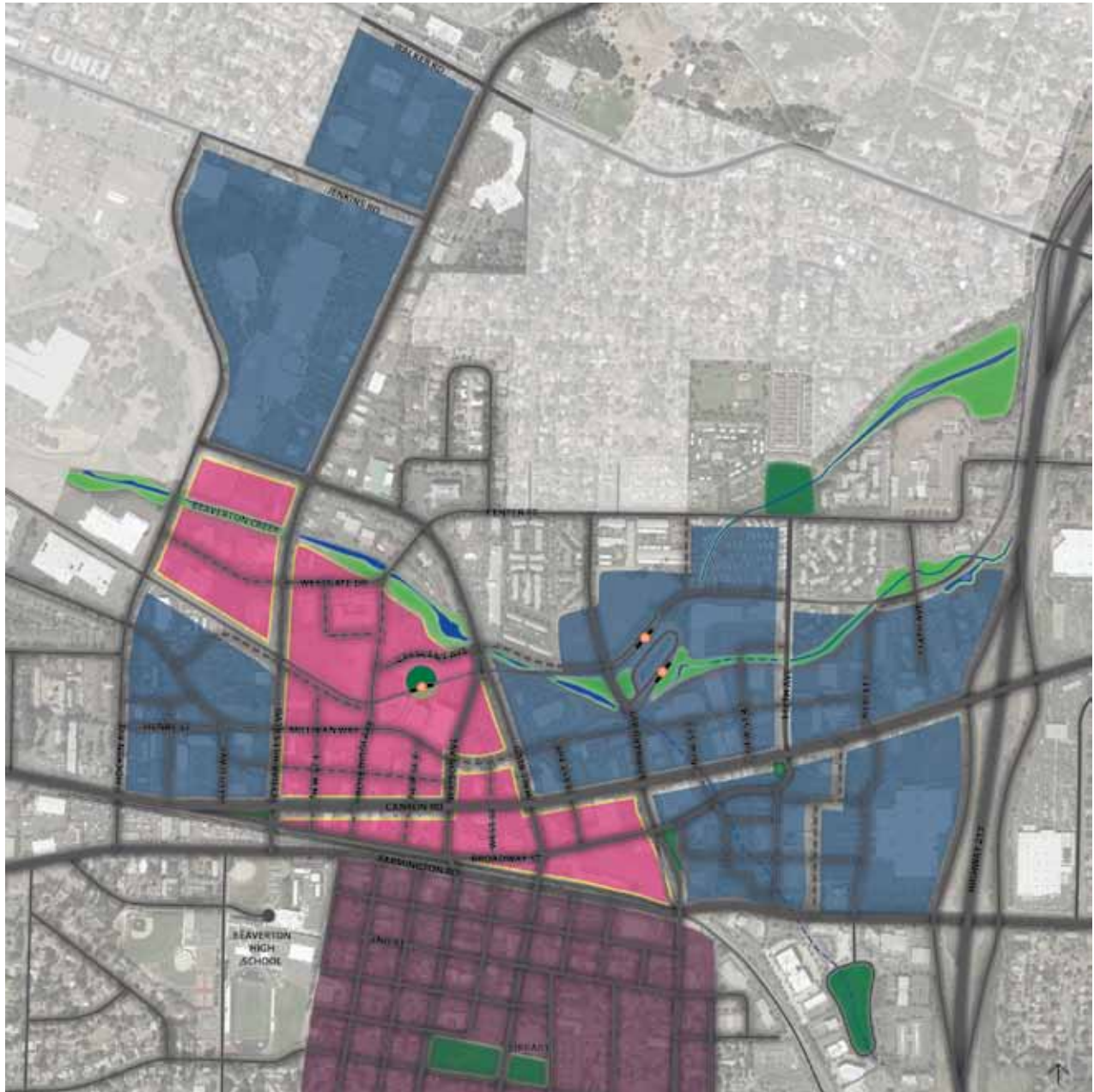
Source: Fregonese Associates analysis

EXPAND EMPLOYER-ASSISTED HOUSING OPTIONS

Employer-assisted housing programs help employers promote affordable housing solutions for their workers. They can provide a variety of benefits, including financial assistance, education programs, and housing counseling.

Beaverton should create an employer-assisted housing (EAH) program and consider expanding such a program with community employers including schools, public agencies, and targeted companies. EAH programs can take a number of different forms, and can involve counseling for employees about housing options and financing; direct homebuyer or rental assistance; or a saving program for employees.

CREATE A SMALL AREA PLANNING PROCESS

This strategy is designed to allow neighborhoods to create a detailed land use, transportation, urban design plan to address local issues, identify needed investments, and establish a local vision for their future. Neighborhood community plans would help the city plan for "20-minute neighborhoods" with which residents can identify. This strategy is best undertaken by starting with 1-2 pilot neighborhoods and adjusting the process and plans based on the lessons learned in the pilots.

Key trade-offs and decisions include whether to work within the existing Neighborhood Association Committee (NAC) structure, or as suggested by several Task Force members, conduct neighborhood planning in a smaller geography of each NAC, as the geographies of NAC are too large for neighborhood planning. The plans should be developed around a key theme, such as walkable neighborhoods or sustainability, and created with widespread neighborhood engagement along with involvement by developers and lenders, or the plans could be at risk of sitting on the shelf. The Land Use and Transportation Strategy outlines the Small Area Planning process in more detail.

Employer assisted housing programs can take many forms. There are a number of fairly common models:

Homebuyer Assistance. Many employers provide loans, grants, or "soft" second mortgages to help employees with down payments or closing costs.

Rental Assistance. Employers might help pay a security deposit or help with the costs of searching for a place to live.

New Construction. Some businesses help invest in land or the construction of new, affordably-priced homes near the employers' facilities.

Renovation. Employers may provide loans or grants to employees to help cover the costs of home improvements.

Education and Counseling. Most programs require participating employees to attend an educational or counseling program that trains them in personal finance and the home-buying process. These programs are usually offered by third parties, often nonprofits.

Source: Adapted from Northwest Michigan Council of Governments Community Housing Choices

INVEST IN TARGETED CAPITAL IMPROVEMENTS AND AMENITIES THAT ENHANCE THE LIVABILITY OF NEIGHBORHOODS THROUGHOUT THE CITY

People love easy access to amenities in both urban and suburban areas. Investments in public amenities also have a major impact on development feasibility, by attracting people to a neighborhood and increasing demand for housing. In many areas today, rents and sales prices are not sufficient for developers to complete a project and provide a realistic return on investment. However, investment in public amenities can help boost rents and sales prices enough to warrant developer interest.

For Beaverton's future housing feasibility, the city should implement the recommendations in the Central District and Citywide Land Use and Transportation Strategies related to:

- Parks and open space ranging from passive to active parks, and small neighborhood pocket parks to large regional attractors.

- Commercial services as walkable destinations that people use every day, from cafes and restaurants to grocery stores and hardware stores.

- Non-automobile transportation options that neighborhood residents and visitors can use to get around. These can range in cost and impact significantly. Options include:

  - Pedestrian improvements including streetscapes designed for pedestrians that are centered around desirable destinations.

  - Bike infrastructure ranging from wayfinding to bike lanes and street improvements on low traffic streets (like bike boulevards).

CREATE AN INFILL DEVELOPMENT POLICY AND TOOLKIT

As the city continues to grow and most of its opportunity areas for new development are infill areas, it should define policies that establish a clear definition of infill development, encourage ideal forms of infill development, and balance increased density and neighborhood compatibility. Beaverton's new set of infill standards would be used to evaluate and encourage infill in specific target areas. These standards will help add additional certainty to the development process and reduce the risk that new developments within established neighborhoods will conflict with the character of the existing neighborhood.

As a way of making high-quality infill more feasible and more certain, the city should produce a design and incentive-focused toolkit for developers to use when developing infill housing. Many developers who do not have experience with infill may be looking for advice and resources from the city to help them get strong projects off the ground. A toolkit needs to be developed in cooperation with local developers so it includes the resources developers are most commonly seeking; otherwise it may not be used.

PRE-PERMIT SEVERAL DESIRABLE BUILDING TYPES

As part of its infill development strategy, the city should identify several desirable building types and pre-permit the construction of these. The city can create several relatively standard compact housing types which are subject to expedited permitting or pre-permitting. For example, Portland's "skinny house" design standards evolved from the city's hosting of a design competition to choose a series of permit-ready designs. Beaverton could host its own design competition to establish housing options appropriate for its neighborhoods. Some of the potential permit-ready designs could include townhomes, courtyard/cottage housing, or accessory dwelling units. Key decisions include how to select and evaluate which building types are desirable, and how to create a process which engages both citizens and the design community.

CITY OF PORTLAND INFILL DESIGN TOOLKIT

Portland created a guide for community members involved in designing, building, or participating in dialogue about the new development that continues to shape the form of Portland's neighborhoods. The toolkit includes the following elements:

STRATEGIES – "best practices" for integrating new development into neighborhood patterns and showing how to identify these patterns.

PROTOTYPES – "approvable" housing types and configurations that are suitable for common infill situations, meet City regulations and design objectives, and are market feasible.

TECHNICAL PAGES – more detailed, technical information on strategies that can contribute toward contextually-appropriate infill design. Includes pieces on structured parking and on transportation and emergency access requirements relevant to site design.

PROJECT PROFILES – information on completed projects with design features that contribute to meeting the community's design objectives. The profiles are followed by examples of historic Portland housing precedents.

NEIGHBORHOOD DESIGN POLICIES – a compilation of policies and other design guidance from Portland's adopted neighborhood and community plans.

Source: City of Portland Bureau of Planning and Sustainability

In Summer 2010, the City of Beaverton initiated a pilot program to gauge interest in energy-efficiency from Beaverton residents. The program lowered the cost of solar panels for 50 homes through a bulk purchase of solar panels and taking advantage of available tax credits.

Bioswales are landscape elements designed to remove silt and pollution from surface runoff water.

EXPAND THE CITY OF BEAVERTON'S EXISTING PROGRAMS TO HELP MORE OWNERS FINANCE AND INSTALL ENERGY EFFICIENCY UPGRADES

Other cities have created programs which supplement the work of the Energy Trust and other organizations in increasing the energy efficiency of existing homes primarily through low-interest loans. The Solar Beaverton pilot program showed that Beaverton residents are interested in energy-efficiency. To further the pilot program's efforts, Beaverton recently created a revolving loan program focused on energy efficiency. The city now has an opportunity to promote and expand these programs for both Beaverton's residents and businesses. This strategy is linked with Strategy No. 2 and together can form the basis for a Neighborhood Stability program.

ENCOURAGE LOW-IMPACT DESIGN FEATURES IN NEW DEVELOPMENTS

Beaverton should continue to promote and incorporate low-impact design features into a preferred toolbox of design criteria. In particular, the city should create incentives—not requirements—to encourage the following features:

- Replacing asphalt with permeable pavement in some locations

- Reducing parking standards and ensuring that required parking lot landscaping includes native vegetation

- Continuing to encourage or require native vegetation along streets and in parks

- Creating drainage swales along the sides of streets that allow vegetation to percolate and manage stormwater more efficiently and affordably than sewers

- Designing bonuses or competitive grants for developers who construct green roofs and incorporate green design elements on-site, such as rain gardens and bio-swales, eco-roofs, alternative pavement surfaces, trees and site design

IMPLEMENTATION MATRIX

The Civic Plan process was focused on developing implementable solutions for the city's future. In keeping with that objective, the following strategies have been categorized by likely implementation phase and ranked by priority. They reflect the following criteria:

- Initiatives that have had strong resonance with the community
- Initiatives that are achievable in the short term and can have an immediate impact
- Initiatives that set in place the policies, code amendments or programs that lay a foundation for future actions or developments
- Initiatives that can leverage potential financing resources

The full matrix of strategies is also available, and will serve as a working document for implementation of the Civic Plan. It should be noted that the matrix is meant to serve as a guide and should be a flexible document. Opportunities to implement long-term strategies sooner than expected may come up, and the city should be ready to act when they arise.

TABLE 6: HOUSING STRATEGIES IMPLEMENTATION MATRIX

Immediate
Identify high priority catalyst projects and develop an approach for concluding development of the Round in order to focus new housing development in the Central District
2011-2015
Priority 1
Designate specific geographic areas of the city to target with neighborhood stabilization programs. Expand the Mend-a-Home, Hope-4-Homes and Adapt-a-Home programs.
Priority 2
Create vertical housing tax credit and transit-oriented development tax exemption zones in the Central City.
Priority 3
Create an Infill Development Toolkit and pre-permit several desirable building types.
Encourage low-impact design features in new Developments – *see Land Use and Transportation Strategy Matrix*
Expand the City's existing programs to help more owners finance and install energy efficiency upgrades
Create a small area Planning process – *see Land Use and Transportation Strategy Matrix*
2016-2020
Priority 1
Create a loan fund or program to pay service district SDC fees. Consider and adopt a protocol for waiving Development Review and permit fees.
Priority 2
Initiate or partner with regional housing advocates and organizations to develop a land trust and collaborate on leveraging financial resources for desired housing development. Target specific areas with substandard housing conditions, higher rates of foreclosure and economic distress.
Create an EAH program and work with community employers (schools, public agencies, targeted companies) to provide housing benefits to employees.

Note:
Not all priority levels are represented in each section (i.e. some items may appear as being Priority 2 or 3 without a Priority 1 listing). All implementation items are provided in the consolidated matrix.

APPENDIX

These documents shape Beaverton's housing policies today:

- *City of Beaverton Comprehensive Plan (2006).* This plan is the official long-range land use policy document for the City of Beaverton.

- *2010-2015 Washington County Consolidated Plan (draft).* This plan describes community needs and determines local priorities for using public resources to assist low and moderate-income residents of Washington County and the Cities of Beaverton and Hillsboro (the Washington County Consortium). It sets forth a five-year strategic plan consisting of actions and production targets to address community needs.

- *City of Beaverton 2005-2010 Housing and Community Development Strategic Plan*. The City created this plan in coordination with the 2005-2010 Washington County consolidated plan.

- *Metro Regional Housing Choices Implementation Strategy (2006).* The Regional Affordable Housing Strategy was developed in 2000 and revised in 2006 by the Affordable Housing Technical Advisory Committee appointed by the Metro Council and covers affordable housing needs, regional housing goals and implementation recommendations.

- *A Road Home: 10-Year Plan to End Homelessness (2008)*. Washington County's plan includes goals and strategies for reducing and eliminating homelessness in Washington County.

- *Beaverton Capital Improvements Plan (updated annually).* This plan lists and prioritizes needed improvements and extensions of the city's infrastructure system to maintain adequate service levels.

- *Beaverton Economic Opportunities Analysis (2010)*. This document provides background information and preliminary guiding principles for the Beaverton Civic Plan. Also addressed are Goal 9 requirements of Oregon's land use planning framework for adequacy of industrial and commercial lands.

- Most recently, the *Beaverton Housing and Neighborhood Stability Analysis (2010)* was completed to evaluate housing and neighborhood issues in detail, and is intended to serve as a foundation for future planning efforts in Beaverton and to help achieve the goals of the Beaverton Community Vision. It should be noted that the *Beaverton Housing and Neighborhood Stability Analysis* covers many of the areas of this document in greater depth.

How were the Strategies Developed?

TECHNICAL PHASE: Where Do We Begin?

APRIL – AUGUST 2010

City Council endorsed commencement of the Civic Plan.

The team began researching key issues in Beaverton.

DEVELOPMENT PHASE: How Should Beaverton Grow?

SEPTEMBER 2010 – JANUARY 2011

The City hosted public events to gather ideas for the Civic Plan.

A Steering Committee and six Task Forces formed to guide the creation
of the draft strategies using the input gathered at the community events.

The draft strategies were presented and immediate
community input gathered at two Civic.

Strategy and Documentary Premiere events on
January 31 and February 1.

REFINEMENT PHASE: Putting the Pieces Together

FEBRUARY-APRIL 2011

The team brought the Civic Plan strategies to
City Council in a series of study sessions.

Community input on the draft strategies was gathered through the
Civic Plan website, phone and online surveys and by email.

At the conclusion of the study sessions, the team incorporated
comments into the revised strategy drafts.

The Steering Committee prioritized the steps necessary to
implement and finance the strategies.

City Council viewed the public feedback report and heard from
the community at a public hearing on March 29.

Council adopted the strategies on April 12, 2011.

IMPLEMENTATION PHASE: Bringing the Ideas to Life

STARTING IN SPRING 2011

Beaverton will begin making adjustments to city codes
and policies using the adopted strategies.

City staff will initiate new projects and programs adopted
through the Civic Plan, using the implementation and financing
strategies to guide their work.