

DOWNTOWN EQUITY STRATEGY



Community Development Department

PROJECT CHARTER

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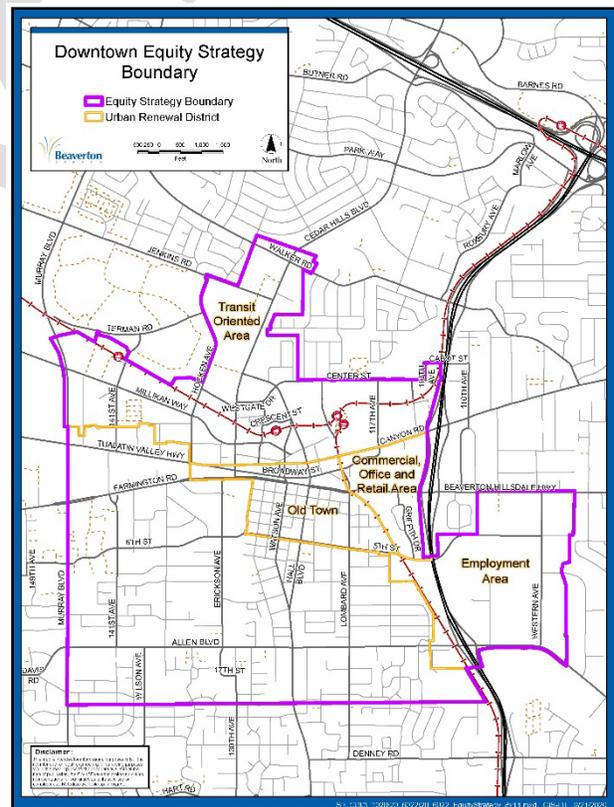
Project Description

The Downtown Equity Strategy is a framework for spending public resources in a manner that recognizes downtown belongs to all Beaverton residents and as such, should develop in a way that is interesting, inviting, and accessible to people of all backgrounds, centering Black, Indigenous and people of color ; and in doing so, prevent, minimize and mitigate involuntary residential and business displacement. Planning efforts, urban renewal, public infrastructure, and redevelopment activities can bring about significant positive change which could not be possible without these interventions. We also know that historically, negative consequences often result from redevelopment activities, disproportionately for people of color and low-income residents and business owners. This is an action-oriented strategy that will implement measures to provide the most benefits with the least negative consequences using a racial equity lens.

The geographic area for this project includes the Central Beaverton Urban Renewal Area, with special focus on the downtown area, as well as south of Old Town and the Allen Blvd corridor area, as the primary potentially impacted area outside the Urban Renewal Area due to development pressures and resulting rising costs.

Opportunity/Problem Statement

The Beaverton Urban Redevelopment Agency (BURA) is poised to change Beaverton's downtown for generations through significant investments in



public infrastructure, private development and other city programs/activities. This downtown equity strategy is needed to guide these investments and other city initiatives to ensure that downtown Beaverton is an inclusive place for racially diverse communities, and that involuntary displacement as a result of these investments is prevented, minimized and mitigated. Displacement can refer to demolition of homes or businesses, rising housing costs and commercial rents that price out existing residents and businesses, and cultural displacement that occurs through changes in the aspects of a neighborhood that have provided people of color with a sense of belonging and connection – including businesses, community institutions and other amenities.

Implementation of the downtown equity strategy will help all Beaverton residents benefit from these changes. It will also help the city thoughtfully navigate decision-making to avoid unintended negative consequences for areas within and adjacent to the Urban Renewal Area. Community engagement will be central to this project and we expect to collaborate with existing community advisory groups at each stage of the project.

This project builds upon several Council-adopted plans, including:

- Community Vision (2010; updates in 2012 and 2016)
- Central Beaverton Urban Renewal Plan (2011)
- Diversity, Equity and Inclusion (DEI) Plan (2015; update in 2019)
- Economic Development Strategic Plan (2016)
- West Five Employment District Strategy (2017)
- Beaverton Affordable Multifamily Housing Preservation and Development Study (2018)
- Allen Boulevard District Plan (2019)
- Housing Five Year Action Plan (2019)
- Downtown Design Project (2020)

See the Appendix for more details about how these plans are relevant to this project.

Project Outcomes/Deliverables

By the end of 2021, this project is expected to achieve the following:

Planning and Process Development:

- **Values:** Values of the project will need to be further defined. These are expected to be driven from previous plans, including the DEI Plan, CBURP, Community Vision, etc.

- **Goals/Objectives/Outcomes:** These will need to be defined.
- **Research:** Research into best practices and other plans will need to be conducted early in the project.
- **Community engagement:** Both to develop the strategy and principles/guidelines to inform community engagement in decision-making going forward. Community engagement is a critical piece of this effort and will be utilized throughout the project.

Strategy Development:

- **Displacement Prevention and Mitigation policies, strategies and tools:** This is expected to include deliverables for residents and businesses such as:
 - Create relocation policy and procedures
 - Implement programs to preserve low cost market rentals adjacent to downtown
 - Create and modify incentive programs to mitigate business displacement (e.g. prohibition on rent increase if storefront grant)
 - Review previously identified interventions for Allen Blvd District and define how they will be implemented; augment as necessary
- **Inclusive Downtown policies, strategies and tools:** This is expected to include deliverables such as:
 - Identify types of amenities, businesses and institutions that are interesting and inviting to communities of color; encourage those businesses and amenities in the downtown
 - Identify needs of new and existing business owners of color and develop recruitment and retention strategies to encourage and support their presence in the project area
 - Develop and fund efforts to incent construction of affordable housing in the project area (could include code changes like SDCs)
 - Develop and fund efforts to incent construction of different housing types (could include code changes like HOP)
 - Incent and facilitate small business organizing and leadership development on a district-wide level
- **Decision-making process:** Institutionalize use of specific community engagement principles and a racial equity lens prior to bringing recommendations before Council/BURA for redevelopment and public infrastructure efforts in the project area.

Implementation Tools:

- **Metrics:** Define metrics for the project and a plan for evaluating the success of these initiatives. This should include an analysis of what to measure, how to measure it and why the measurement is important. Should focus on outputs and outcomes to help define and measure true impacts from this work. We intend to utilize Results Based Accountability (RBA) with a racial equity lens. RBA is a multi-step process to ensure that

people and communities of color equitably benefit from this work. This method requires asking three critical questions: How much are we doing? How well are we doing it? Is anyone better off?

- **Staff Training:** It is critical that staff on the project team and decision-makers receive support and guidance to doing this important work. This training is expected to take place early on in the project with supplemental learning opportunities throughout the length of the project. It is expected to include:
 - Self-Examination: How does the individual embrace equity? What is one's barriers to doing so? What racism do I encounter in the world and workplace? (e.g., unconscious bias, moving towards a more inclusive way of being, etc.)
 - Substantive Tools: how to have difficult or complex conversations and create inclusive, safe spaces; informed community engagement, how to use a racial equity lens for programs and projects

Out of Scope

Actions and deliverables outside of this scope include:

- Projects that take place outside of the defined geographic area of this project
- Other equity-related initiatives unrelated to redevelopment and downtown planning

Project Roles

Project manager: Rachel Thieme, responsible for leading day-to-day project

Project sponsor: Cadence Petros, responsible for providing strategic guidance, championing direction of the project and reporting to Cheryl Twete and decision-makers

Executive sponsor: Cheryl Twete

Decision-makers: Mayor, BURA, City Council

Project team (proposed): Mike Williams, Economic Development Division (CDD)
Tyler Ryerson, Development Division (CDD)
Javier Mena, Development Division (CDD)
Emily Van Vleet, Development Division (CDD)
Chase Landrey, Development Division (CDD)
Anna Slatinsky, Planning Division (CDD)
Cassera Phipps, Planning Division (CDD)

Jena Hughes, Planning Division (CDD)
CeCe Ridder, Public Engagement (Mayor's Office)
Alexis Ball, Cultural Inclusion Program (Mayor's Office)
Rob Lowe (Finance)
Peter Livingston (City Attorney)
Geoff Hunsaker, Engineering (Public Works)
Dan Turk, Transportation Planning (CDD)
Franziska Rose, Public Engagement (Mayor's Office)
Community-based representative(s): Discuss how to include existing advisory bodies like DAB and HTAG.

Consultants: TBD. It is expected that the community engagement and development of work products of this project will rely heavily on consultant work, as budget allows.

Resources

The project budget is currently \$75,000 for Fiscal Year 2020-21. This is expected to be spent on consultant work for community engagement and project deliverables (policies, strategies and tools for Displacement Mitigation and Inclusive Downtown initiatives), as well as training.

Next Steps

The planning stages of this project will begin immediately upon approval of the charter. This will include reconvening the project team, defining goals and values, conducting research and review of other plans. We will also begin to scope a consultant RFP and initiate discussions with BURA and Council.

Approval

This charter is approved by:

Signature

Date

Appendix:

This project builds upon several Council-adopted plans, which are summarized briefly below with relevant aspects for this project:

- Community Vision (2010; updates in 2012 and 2016): set core values for the city, including a vibrant downtown and creating a friendly and welcoming community.
- Central Beaverton Urban Renewal Plan (2011): identified a need for housing for a mix of incomes and authorizes funding for creation and preservation of affordable housing as well as relocation assistance for displaced people and businesses. It authorizes funding for transportation and infrastructure improvements to decrease block size, reduce traffic congestion and increase connectivity and accessibility. Identified projects include transportation connectivity and safety improvements, sidewalk infill, parking structures and utility upgrades.
- Diversity, Equity and Inclusion (DEI) Plan (2015; update in 2019): The DEI Plan was the first to introduce a racial equity lens for the City of Beaverton, and called for specific actions that will be addressed by this project, including anti-displacement, affordable housing, acknowledgement of diversity in public spaces, and creating city plans that create a livable community for all.
- Economic Development Strategic Plan (2016): calls for applying an equity lens to economic development programs, policies and procedures.
- West Five Employment District Strategy (2017): Key recommendations are to link downtown to this employment area (multi-modal access), enhance connections to nearby trails and to encourage traded-sector job growth (tends to have higher wages).
- Beaverton Affordable Multifamily Housing Preservation and Development Study (2018): an analysis of Beaverton's existing multifamily affordable housing inventory that recommended new tools to incentivize construction of new affordable housing and preservation of existing affordable housing.
- Allen Boulevard District Plan (2019): signaled that change is coming to the Allen Boulevard district and identified actions to benefit existing residents and businesses, and mitigate the burdens of change on low-income households, small businesses and communities of color in the district.
- Housing Five Year Action Plan (2019): clearly defines and incorporates a racial equity lens into this plan to serve people experiencing

homelessness, expand and preserve affordable housing and increase the housing supply.

- Downtown Design Project (2020): contained a key principle to design places for people, “including racially and ethnically diverse populations as well as historically underrepresented and underserved populations.”

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