

Creekside District Master Plan: Workplan

Abstract

Project Purpose

In April 2011, the City adopted its Civic Plan Central City Strategy (“the Civic Plan”), a comprehensive analysis and strategic planning framework for Beaverton’s Central City. Taking cues from community aspirations developed through Beaverton’s award-winning visioning process, the Civic Plan provides a framework for a new understanding of the city core. It describes opportunities for addressing the major challenges to forging an identifiable and functional Central City, and lays out both the initial steps and the long-term strategies for implementing change.

One of the Civic Plan’s most important strategic goals is the transformation of the area known as the Creekside District into a vibrant, sustainable mixed-use area in the heart of Beaverton’s Central City. The Creekside District presents a unique and significant opportunity to redevelop a core area of the City and contains a number of components that, when fully integrated, will provide significant efficiencies and attractors for businesses, residents and visitors. These existing components include: (1) urbanized portions of Beaverton Creek, the restoration and rehabilitation of which is being addressed through the City’s Downtown Creeks Natural Resource Plan; (2) the Beaverton Central Plant (BCP), a district heating and cooling system; (3) a light-rail transit station; and (4) pedestrian access to transit options, jobs and essential services. The Master Plan will help provide the compelling vision, organizational structure, policy focus and public investment certainty to catalyze much needed development to leverage these significant investments.

The HUD Community Challenge Grant will allow the City to complete the Creekside District Master Plan (the “Master Plan”), which will accelerate planning and implementation for the Creekside District project and produce a development program that integrates:

- Suitable and affordable housing for existing and future populations
- Increased efficiency and connectivity of existing public infrastructure, including the BCP and light rail/ transit
- New green infrastructure and amenities
- Improved mobility and access to transit and employment

Project Outcomes

The grant funds will pay the staff and consulting costs to develop the Creekside District Master Plan. The funding will support a unique opportunity for the City to incorporate transportation, housing, environmental, energy efficient urban design and social equity planning into a single, coordinated planning process. Of equal importance, the Master Plan will provide with a blueprint for the other districts comprising the Beaverton Regional Center.

The project will result in five specific outcomes:

1. Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan;
2. Impact on affordability and accessibility, including increased supply of affordable housing units, access to jobs, and/or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers and associated reductions in disparities between racial and ethnic groups and between income groups in these areas;
3. Infrastructure efficiency increases through district-scale green infrastructure strategies and/or reduction of infrastructure costs of private development;
4. Economic development, including infill development or recycled parcels of land or private sector investment within the project area;
5. Environmental benefits, such the creation of parks, open space and stormwater treatment improvements while balancing the need for affordable housing in the community.

Project Partners

The project team consists of three main entities: City of Beaverton (Beaverton), Portland State University's Institute for Metropolitan Studies (PSU), and Clean Water Services (CWS).

- **City of Beaverton**, as lead partner, will be responsible for the project and grant management, and will be the primary coordinators of community outreach efforts, including advisory committees and public meetings. Staff will also be responsible for guiding the Master Plan through the formal review and adoption process.
- **Portland State University**, as support partner, will assist in developing project metrics, baseline assessments, and reporting on outcomes over the course of the project.
- **Clean Water Services**, as an additional support partner, will provide technical assistance on the development of the Downtown Creeks Natural Resource Plan component. Assistance will include analysis of the existing sub basin conditions, meeting with affected stakeholders and property owners, and establishment of new agency guidelines and policies tailored to the specific conditions of the sub basin.

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Creekside District Master Plan: Workplan

Major Project Activities

Meetings, Briefings and Outreach

The Creekside District Master Planning process will allow and create opportunities for the deep involvement of stakeholders and residents not normally involved in community planning efforts. Community outreach activities will include the creation of an equity and outreach plan designed to identify and provide strategies for engaging with populations traditionally underrepresented in planning efforts. Public participation activities will focus on both the discrete elements of the plan as well as the overall direction for the master plan as an integrated approach to livability in the Creekside District.

Additionally, the City and its consultant(s) will provide regular briefings to City Council, Planning Commission, and the Beaverton Urban Renewal Agency as well as informing city staff throughout the process. Finally, at least four public open houses will be designed to receive community input and help to provide a forum for feedback on specific project components. Appropriate focus groups, individual interviews, and/or other interactive sessions will be used to gauge attitudes, concerns, preferences, and priorities.

One of the initial tasks will be to develop an equity and outreach plan for the project. Project staff will work with existing City resources and Portland State University Institute of Portland Metropolitan Studies (PSU), and a qualified communications consultant to develop the plan. Resources include city boards and commissions (e.g. Youth Advisory Board, Senior Citizens Advisory Committee, Citizens with Disabilities Advisory Committee), as well as the Downtown Business Association and similar organizations. Because the Creekside District is a small area, the City anticipates drawing upon a cross section of representative groups in the downtown. Business and property owners will be important stakeholders in the process, as will residents of adjacent neighborhoods.

The City will work closely with the communications consultant to develop the outreach strategy and design suitable events and meetings over the course of the project. Where appropriate for the event, translated materials will be made available. It is anticipated that the need for translation services will be determined in coordination with the project's communications consultant.

Outreach Tasks

The following methods will be used to engage citizens in the Creekside District Master Plan:

1. Mobility audit for refining the pedestrian-oriented changes desired for the transportation network
 - This event will be used as a diagnostic exercise for the district and as an educational tool to highlight challenges to pedestrian and non-auto travel, in general.
 - Participants will include local residents, business and property owners, and members of city commissions, such as the Planning Commission, the Senior Citizens and Citizens with Disabilities advisory committees.
2. PhotoVoice Project – for documenting community impressions and needs
 - PhotoVoice will serve as a second diagnostic exercise and public educational tool.

- Participants will include local residents, business and property owners, and members of city commissions, such as the Planning Commission, the Senior Citizens and Citizens with Disabilities advisory committees.
3. Individual interviews and focus groups with district residents and business owners
 - These will consist of one-on-one or group interviews with residents, property and business owners in and around the district. It will serve as an opportunity for them to learn about the process and inform its direction.
 - The City will work closely with a communications consultant to identify key individuals for interviews (10-15 interviews). It is anticipated that interviewees will participate throughout the duration of the project.
 4. Stakeholder Charrettes: 4 estimated
 - Stakeholder charrettes are 2-3 hour focused work sessions with city staff, consultants, and stakeholders (i.e. property owners, regulators, business owners) to discuss pivotal issues of design, regulatory direction, or investment. Steering Committee members will be invited to participate, but it is expected that issue experts and those with a direct interest in the project (i.e. creek pilot projects) will be involved.
 - Charrettes will be used primarily for the Natural Resource Plan and transportation components.
 5. Open houses on Master Plan elements: 4-5 estimated
 - Open houses will be well-publicized events to present public drafts of work products (i.e. creek pilot project designs, plan documents, etc.). City and consulting staff will be on hand to present materials, gather feedback and answer questions.
 - For large work products (i.e. the public working draft of the Natural Resources Plan) open houses will serve as a kick-off for public review and comments, and will be accompanied by web-based presentations and surveys.
 6. Newsletters and progress reports¹
 - Throughout the project, City staff will issue bi-weekly e-mail updates to staff, consultants, and interested committee members.
 - City staff will also issue quarterly “Your City” newsletter column.
 - Periodically, and at key junctures, staff and/or consultants will present to Planning Commission & City Council (likely quarterly basis) about the project.

Project Tasks

			Responsibility ²		
			Work Products	Review & Oversight	Est. Completion
Task:	1	Develop a specific equity and outreach plan for the project	Consult./ COB	COB	2012 Q4
Task:	2	Work with partners to engage underrepresented	Consult./	COB	2012 Q4

¹ Public presentation & promotional material will be provided to HUD for clearance as per the Grant Agreement. Bi-weekly newsletters are intended for city staff, partners, consultants and steering committee members, and should not require HUD clearance.

² COB (city staff), CWS (Clean Water Services), ODOT (Oregon Department of Transportation), PSU (Portland State).

		populations	COB		
Task:	3	Develop strategies and practices for outreach to small and minority owned businesses	Consult./ COB	COB	2012 Q4

Outcome(s) Satisfied

- Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan

HUD Livability Principle(s) Addressed

Support existing communities
Value communities and neighborhoods

Responsible Parties

City of Beaverton staff (primary)
Portland State University (support)
Consultant(s)

Part 1: Project Startup & Organization

1.1: Administration and Implementation

Throughout the 3-year grant performance period, City staff will coordinate with HUD staff to administer the grant, publicize activities, and report on progress.

Grant Administration

The City of Beaverton’s Community and Economic Development Department will serve as project manager for the grant period, in coordination with HUD and project partners. Specific tasks will include maintaining the project budgets, component timelines and project coordination, drafting requests for proposal, and providing periodic reports to HUD, City Council and other interested parties.

Responsible Parties- Key Staff

Laura Kelly	Senior Planner
Robert McCracken	Senior Planner
Tyler Ryerson	Senior Planner
Leigh Crabtree	Associate Planner
Anjanette Simon	Associate Planner
Andrea Nelson	CDBG/HOME Project Coordinator
Stevie Freeman-Montes	Sustainability Specialist
Cindy Tatham	Sustainability Program Manager

Project Partners

Clean Water Services (CWS)
Portland State University- Institute of Portland Metropolitan Studies (PSU)

1.2: Project Identity, Steering Committee Formation and Guiding Principles

Project Identity

The project team will develop project identity materials for Creekside District, including a logo, website, and promotional materials. These materials will be used throughout the process to explain how the Creekside project fits into previous planning efforts (i.e. Beaverton Vision and Civic Plan).

Steering Committee

The approximately 9-member Creekside District Steering Committee will serve as the main review and oversight body for the Creekside District planning project. Membership will be made up of stakeholders from in and around the Creekside District, including residents, business and property owners, advocates for natural resources, housing, and human services, as well as representatives from the City's various boards and commissions. There will be no term limit for membership, though the project is anticipated to last about 3 years. The committee will nominate and elect a chair and vice-chair, who will manage meetings. It is expected that decisions will be made by majority vote, including recommendations of plan products to City Council.

Meetings will be regularly scheduled, open to the public and noticed. Project staff and consultants will provide briefings, including exhibits and draft materials, and engage the Steering Committee in discussion. Because there will be several plan components under development simultaneously, the Steering Committee may receive updates on several components at the same meeting (e.g. the Creeks Natural Resource Plan and transportation planning for Canyon Road). At present, seven specific Steering Committee meetings are identified in the Creekside District Master Plan Timeline, approximately one each quarter in 2012 and 2013. Additional meetings may be necessary, and will be scheduled as needed.

Steering Committee members will be encouraged to participate in two community data-gathering exercises: the PhotoVoice participatory photography project and the Creekside Mobility Audit (during the transportation plan component). These exercises will take place early in the project, so their findings can inform the development of plan components.

The Steering Committee will also review the findings from in-depth interviews of Creekside District residents, business and property owners, and other stakeholders. The committee will also advise on code language and policy direction. Recommendations from the Steering Committee will be forwarded to the Planning Commission and City Council for approval.

Consultant Selection

Due to the complex and technical nature of the project, the City will seek to augment the project team with well-qualified consultants with expertise in water quality, transportation, land use, development and public outreach. The City intends to solicit consultant services early in the project through a competitive qualifications-based process. Ideally, the City will select one consulting team who will supplement project staff for each component of the three year project. The city will draft a request for qualifications, in consultation with HUD staff, advertise the request, and assemble a review committee of 4-5 people, composed of Beaverton and CWS staff, to evaluate submittals. This process is anticipated to begin in early May with the solicitation, and result in a consultant contract by early August, 2012.

Guiding Principles

One of the first tasks for the Steering Committee will be the creation of a set of Guiding Principles for the Creekside District planning projects. These principles will be based on the six HUD Livability Principles and will be adopted by the Steering Committee and forwarded to the Planning Commission and City Council.

Key Elements

Primary team of citizens and stakeholders overseeing the Creekside District project; public meetings & briefings; development of baseline indicators for Creekside community; Guiding Principles, ongoing review of work products and recommendations to City Council and policymakers.

Project Tasks

			Responsibility		Est. completion
			Work Products	Review & Oversight	
Task:	1	Create Creekside District project identity, website & communication materials	COB	COB	2012 Q4
Task:	2	Draft and release RFPs	COB	COB	2012 Q2
Task:	3	Select Consultants	COB	COB	2012 Q3
Task:	4	Create Communications & Outreach Strategy	Consult./COB	COB	2012 Q4
Task:	5	Form Creekside District Steering Committee	COB	COB	2012 Q4
Task:	6	Develop guiding principles for Creekside District project	COB/Consult/Steering Committee	COB	2012 Q4

Outcome(s) Satisfied

- Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan

HUD Livability Principle(s) Addressed

Support existing communities
 Value communities and neighborhoods

Responsible Parties

City of Beaverton Staff (primary)
 Portland State University (support)

1.3: Baseline Assessment

The Portland State University Institute of Portland Metropolitan Studies (PSU) and City of Beaverton staff will lead the preparation of baseline indicators and monitoring program. With City Staff, PSU staff will develop a brief summary report on housing, population, employment and other factors for the Creekside District, and define a set of measurable indicators for the project. Over the course of the planning process, the project team will track indicators for public involvement, in particular, outreach to and involvement by traditionally underserved populations in the area.

PSU staff will also lead the PhotoVoice community input process. PhotoVoice is a public participation method in which participants document aspects of their lives and community, and then use those photos to inform a dialogue about programs and policy. PSU staff has participated in PhotoVoice projects in the region, and will help design the process, select participants from a broad spectrum of backgrounds and experiences, and facilitate data collection and analysis. The findings will be presented to the Steering Committee and forwarded to the Planning Commission and City Council.

Key Elements

The baseline assessment will include basic demographic and employment, transportation and other indicators. The city will create brochure with key indicators about the district that can be updated annually.

Project Tasks

			Responsibility		Est. completion
			Work Products	Review & Oversight	
Task:	1	Establish geographies for study	PSU	COB	2012 Q3
Task:	2	Compile and synthesize data	PSU	COB	2012 Q4
Task:	3	Prepare indicators brochure template & baseline data	PSU	COB	2012 Q4
Task:	4	Conduct PhotoVoice community input program & present results	PSU/Consult/ COB	COB	2013 Q2
Task:	5	Publish indicators brochure	PSU/ COB	COB	2012/ 2013/ 2014 Q4

Outcome(s) Satisfied

- Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan

HUD Livability Principle(s) Addressed

Support existing communities
 Value communities and neighborhoods

Responsible Parties

City of Beaverton Staff (primary)
 Portland State University (support)

Part 2: Master Plan Component Development

There are three major components of the Creekside Master Plan: the Downtown Creeks Natural Resource Plan (DCNRP), the Canyon Road refinement and district transportation plan, and the transit-oriented and affordable housing development strategy. Each component will be managed as an individual project, but it is anticipated that there will be a significant amount of overlap between them. For example, objectives for treating stormwater from the Creeks natural resource plan will feed into the street and development project components. At the conclusion of the grant project, the plan components will be compiled into the Creekside District Master Plan, and serve as a model for future planning efforts in the city.

2.1: Downtown Creeks Natural Resource Plan (DCNRP)

The City needs a broad framework for public and private investments within its creek corridors. In cooperation with Clean Water Services, the city will engage in a master planning process to develop a comprehensive natural resources management plan that defines performance standards, design options, and a regulatory program for Hall, Wessenger, and Beaverton creeks. The focus of this comprehensive and systematic natural resources master plan is to maximize ecological benefits and improve water quality while helping to bring clarity and predictability for future development along creek corridors.

The DCNRP project is intended produce a set of policies and regulations for achieving two goals: 1) improve the health and function of Beaverton's three downtown creeks and 2) catalyze redevelopment of properties to provide employment, housing and amenities within the Regional Center.

The City of Beaverton administers zoning, building, and site development regulations within the area and Clean Water Services (CWS) administers stormwater and sanitary sewer system regulations, as applicable. However, the study area (roughly Hocken Avenue to Highway 217 and Center Street to Farmington Road) is not currently covered under any overarching plan that sufficiently addresses the interaction between urban development and riparian environments.

At present, requirements for stormwater quality, quantity and riparian corridor regulations can be a deterrent for redevelopment of properties. Some property owners limit redevelopment activities to those that do not "trigger" the stormwater regulation requirements (i.e. minor changes to existing buildings and parking lots). This both stymies intensification of housing and employment uses in the Regional Center and results in little or no improvement to the health of the creeks.

Both the City and Clean Water Services staff have agreed to undertake a comprehensive look at the three creeks area to establish a common understanding of the hydrological system and functions, thresholds for water quality and quantity, the context of riparian areas an urban center, and potential infrastructure investments and code amendments. The City, CWS and stakeholders should devise a mutually agreed upon set of development regulations that provide a clear path for redevelopment that enhances watershed health. The process should provide a financial analysis and strategy for projects (e.g. infrastructure) and programs (e.g. development incentives) that will be needed to implement the plan.

The process should include at least two "demonstration projects", whereby an analysis of the hydrologic conditions and redevelopment options are examined in detail. One such site will be the Beaverton Creek Connections Plaza project at the Round. This demonstration project should begin with the conceptual design developed for the Civic Plan and result in a detailed design for a plaza including grading and landscaping plans, preliminary engineering, and a financial strategy.

A second site should be selected in consultation with property owners and agency representatives. The exact site will be selected in the first quarter of 2013 as part of the initial solutions package. The scope and nature of this demonstration project should provide an example of how a commercial redevelopment project and creek improvements will work under the new plan and code.

Key Elements

Stakeholder engagement; performance standards, design options, and regulatory program for Hall, Wessenger, and Beaverton creeks; hydrology, other technical analysis; system-wide stormwater quality and quantity plan; detailed landscape, site, and grading plans for plazas, trails, open spaces.

Project Tasks

			Responsibility		
			Work Products	Review & Oversight	Est. completion
Task:	1	Kick-off Meeting	Consult/COB	CWS/COB	2012 Q3
Task:	2	Stakeholder and property owner engagement	COB/Consult/CWS	CWS/COB	2014 Q2
Task:	3	Sub-basin conditions assessment of creeks and creek-adjacent properties	Consult/COB/CWS	CWS/COB	2013 Q1
Task:	4	Establish compliance requirements	Consult/COB/CWS	CWS/COB	2012 Q4
Task:	5	Initial solutions package (performance standards, design options, regulatory program)	Consult	CWS/COB	2012 Q4
Task:	6	Pilot project #1 design and engineering	Consult/COB/CWS	CWS/COB	2013 Q4
Task:	7	Refinement of solutions package	Consult/COB/CWS	CWS/COB	2013 Q4
Task:	8	Pilot project #2 design & engineering	Consult/COB/CWS	CWS/COB	2013 Q4
Task:	9	Draft projects and programs package	Consult	CWS/COB	2014 Q2
Task:	10	Stakeholder and agency selection of preferred projects and programs	Consult/COB/CWS	CWS/COB	2014 Q2
Task:	11	Draft recommendation on code & amendments	COB/CWS	CWS/COB	2014 Q2
Task:	12	Natural Resource Plan Public Draft	Consult	CWS/COB	2014 Q3
Task:	13	Natural Resource Plan Adoption	COB/CWS	CWS/COB	2014 Q3
Task:	14	Draft amendments to Comprehensive Plan, development code & manuals & IGAs	Consult/COB/CWS	CWS/COB	2014 Q4
Task:	15	IGAs, MOUs, code and amendments adoption	COB/CWS	CWS/COB	2014 Q4

Outcome(s) Satisfied

- Infrastructure efficiency increases through district-scale green infrastructure strategies and/or reduction of infrastructure costs of private development;
- Economic development, including infill development or recycled parcels of land or private sector investment within the project area;
- Environmental benefits, such the creation of parks, open space and stormwater treatment improvements while balancing the need for affordable housing in the community.

HUD Livability Principle(s) Addressed

Enhance economic competitiveness
Support existing communities
Coordinate policies and leverage investment
Value communities and neighborhoods

Responsible Parties

City of Beaverton Staff (primary)
Clean Water Services (support)

2.2: Complete Streets, Canyon Road Streetscape Enhancement & District Transportation Plan

A number of barriers affect walkability and mobility in the Creekside District. To enhance connectivity within the Central City, particularly north of Canyon Road, the Civic Plan proposed a set of additional local street connections, which will create a network of streets that provide approximately the same block size as found in Beaverton's adjacent Old Town District. New and redeveloped streets will incorporate Complete Streets elements, in order to encourage walking, biking and transit use.

To develop a greater understanding for this effort, Beaverton will work in conjunction with Beaverton's Citizens with Disabilities Advisory Committee and its Senior Citizens Advisory Committee to conduct a comprehensive mobility audit in order to assess the District's provision for special-needs populations including: visually- and hearing-impaired pedestrians; wheelchair users; and mobility-impaired persons. ITE traffic engineers, local police, City councilors, directors of public works, transit representatives, state department of transportation planners, engineers and others will participate in this audit and will assist in the creation of the audit report. The audit report will be used to develop detailed street standards and policies for the District.

These standards will be applied in a collaborative pilot project using a Context Sensitive Solutions process for two new streets proposed for the district: the Crescent Street Connection & Dawson Way/Cedar Hills Blvd Intersection Realignment. The objective is to create two street projects (ready for pre-engineering) that showcase complete and/or green street elements.

One of the major transportation recommendations of the Civic Plan was the redesign of Canyon Road, a state highway that currently divides the north and south parts of Beaverton's downtown. As part of the Master Plan project, the City will refine this conceptual design into an implementable project eligible for engineering and construction funding. The project will require coordination with the Oregon Department of Transportation (ODOT), transit, freight and other stakeholders, and business and land owners. Of particular note is the application of ORS 366.215 (no reduction of vehicle carrying capacity) in relation to the Civic Plan streets and specifically Canyon Road. Issues to resolve regarding design will include evaluating the effect to walking and biking mobility, traffic congestion, and access to property on the corridor. Proposing amendments to the City's 2010 Transportation System Plan may be needed. The project should include an assessment of the applicability of Special Transportation Area (STA) designation, creation of an access management plan, creation of any and all intergovernmental agreements (IGA), and code or plan amendments needed for implementation. Overall, this process should be conducted to support the creation of a Mixed Use Multimodal Area (MMA) in the Beaverton

Regional Center.^[1] The Canyon Road refinement and complete streets planning work will explore performance issues and provide alternative performance standards for the City to apply through an MMA designation in coordination with state and regional partners. The City believes this will provide a useful framework for a public dialogue about transportation, mobility and redevelopment, as envisioned in the Canyon Road concept.

Key Elements

Complete Streets policy and directive; traffic analysis; stakeholder engagement; refinement of design alternative; recommendations for access management issues; code language for amendments to implement appropriate refinements to policies, codes, and ordinances; exploration of Special Transportation Area (STA) designation for Canyon Road; evaluation of alternatives; selection of preferred alternative; STA Management Plan (if selected as preferred alternative for Canyon Road); development of policies; creation of IGA. Detailed District street and bike network; code language for amendments to implement appropriate refinements to policies, codes, and ordinances; cross-section details for street standards; stakeholder engagement; development of policies.

Project Tasks

			Responsibility		
			Work Products	Review & Oversight	Est. completion
Task	1	Kick-off Meeting	COB/ Consult	COB	2012 Q3
Task:	2	Conduct Mobility Audit of Creekside District & Canyon Road	Consult	COB	2012 Q4
Task:	3	Mobility Audit report and recommendations	Consult	COB	2012 Q4
Task:	4	Recommend to City Council adoption of Complete Streets policy & CSS directive	COB	COB	2013 Q3
Task:	5	Conduct working session on Canyon Road design (City, State, Regional agencies)	Consult/ COB/ ODOT	COB/ ODOT	2012 Q4
Task:	6	Create memorandum of understanding and exhibits for Canyon Road design	Consult/ COB/ ODOT	COB/ ODOT	2013 Q1
Task:	7	Evaluate Canyon Rd Special Transportation Area designation	Consult/ COB/ ODOT	COB/ ODOT	2013 Q2
Task:	8	Outreach to area businesses, property owners, and other stakeholders	Consult/ COB	COB/ ODOT	2013 Q2
Task:	9	Draft access management & implementation strategy for Canyon Road	Consult/ COB/ ODOT	COB/ ODOT	2013 Q2
Task:	10	Initial transportation solutions package for Creekside District including MMA district criteria	Consult	COB/ ODOT	2013 Q4
Task:	11	Transportation modeling (if required)	Consult	COB	2013 Q4

^[1] The MMA district designation, as recently adopted in the ODOT Transportation Planning Rule (OAR 660-012-0060) provides for the use of alternative measures of transportation facility performance (i.e. volume-to-capacity of intersections).

Task:	12	CSS Pilot projects #1 & 2 Crescent Street Connection & Dawson Way	Consult	COB	2013 Q4
Task:	13	Refinement and selection of solutions	Consult	COB	2014 Q2
Task:	14	Draft amendments to Comprehensive Plan, development code & manuals & IGAs	Consult	COB	2014 Q2
Task:	15	IGAs, MOUs, code and amendments adoption	Consult/ COB	COB	2014 Q4
Task:	16	Complete preliminary engineering Canyon Road (up to 10%)	Consult	COB	2014 Q4

Outcome(s) Satisfied

- Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan;
- Impact on affordability and accessibility, including increased supply of affordable housing units, access to jobs, and/or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers and associated reductions in disparities between racial and ethnic groups and between income groups in these areas;
- Infrastructure efficiency increases through district-scale green infrastructure strategies and/or reduction of infrastructure costs of private development;
- Economic development, including infill development or recycled parcels of land or private sector investment within the project area;

HUD Livability Principle(s) Addressed

Provide More Transportation Choices
 Enhance economic competitiveness
 Support existing communities
 Coordinate policies and leverage investment
 Value communities and neighborhoods

Responsible Parties

City of Beaverton Staff (primary)
 Portland State University (support)
 Clean Water Services (support)

2.3 Transit-Oriented and Affordable Housing Development Strategy

A principal objective of the Creekside District project is to create a model program for coordinated housing and employment investments. At present, the City does not have a coordinated program of capital and development finance tools to support the development of new mixed-income and affordable housing, or transit-supportive employment uses.

This project component will develop the foundational elements of that program. The first is a detailed clearinghouse of land conditions and investment needs. The Creekside district suffers from many obstacles that hinder reinvestment and redevelopment: a high degree of parcelization, uncertainty about infrastructure deficiencies, environmental problems and legal issues such as easements or liens. In short, there is a fundamental dearth of understanding about lands in the district, which hinders the

efficient function of the market. This clearinghouse will enable the city to collate the publicly-available information on properties and their redevelopment needs, identify ways to incentivize redevelopment (i.e. assistance with parcel assembly, geotechnical requirements, environmental delineations), and improve the ability of investors to price land.

The second element is a detailed market study to identify market segments (residents and employers) who would likely find the Creekside District an attractive location. This is intended to build upon city’s recently adopted Civic Plan’s housing forecast analysis and Economic Opportunities Analysis. The market study will help the city identify likely populations (e.g. median family income groupings) and the project types that could serve them, and then identify target financial incentives and programs to support such projects. It will also include recommendations for mitigating impacts to small and minority-owned businesses currently in the district. This will draw upon individual interviews and focus groups to identify needs, and will provide policy direction for city investments and incentives in the area.

The third element is a detailed set of potential projects in the district, based on the needs identified in the market study. These potential projects will include affordable, workforce and market-rate housing and suitable employment uses. Project profiles will include analysis of space types and needs, a financial pro-forma analysis, and identification of financial incentives that may be needed to support them. These will be developed in consultation with the city’s master developer, affordable housing developers, and similar parties. This process will incorporate exploration of options for utilizing latent capacity at the Beaverton Central Plant.

The final element is a comprehensive strategy for investing in the district and a set of incentives for TOD and affordable housing. This will lay out findings about barriers to redevelopment, and recommend policy and program incentives to address them. It will serve as a guiding document for the city’s various redevelopment programs.

Key Elements

Property information clearinghouse; district market study; housing and employment project profiles; financial incentive and program recommendations; District parking management plan; public parking facility phasing and financing strategy; and recommended refinements to policies and codes.

Project Tasks

			Responsibility		
			Work Products	Review & Oversight	Est. completion
Task	1	Kick-off Meeting	Consult/COB	COB	2012 Q3
Task:	2	Data collection, on-the ground conditions survey	Consult	COB	2013 Q3
Task:	3	Property owner and stakeholder outreach	Consult/COB	COB	2013 Q3
Task:	4	Outreach to affordable housing advocates, experts and developers	Consult/COB	COB	2013 Q3
Task:	5	Small and minority-owned business outreach	Consult/COB	COB	2013 Q3
Task:	6	District parking management strategy	Consult	COB	2013 Q4

Task:	7	Report on recommended project types and locations	Consult	COB	2013 Q4
Task:	8	Subarea redevelopment scenarios & recommendations	Consult	COB	2013 Q4
Task:	9	District market study	Consult	COB	2014 Q1
Task:	10	Small and minority-owned business impact mitigation strategy	Consult/ COB	COB	2014 Q2
Task:	11	Report findings and recommendations	Consult	COB	2014 Q2
Task:	12	Draft comprehensive redevelopment strategy & policy recommendations	Consult/ COB	COB	2014 Q2
Task:	13	Code and amendments adoption	Consult/ COB	COB	2014 Q4

Outcome(s) Satisfied

- Increased participation and decision-making by populations traditionally marginalized in public planning processes, including underserved populations, in developing and implementing a plan;
- Impact on affordability and accessibility, including increased supply of affordable housing units, access to jobs, and/or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers and associated reductions in disparities between racial and ethnic groups and between income groups in these areas;
- Infrastructure efficiency increases through district-scale green infrastructure strategies and/or reduction of infrastructure costs of private development;
- Economic development, including infill development or recycled parcels of land or private sector investment within the project area;

HUD Livability Principle(s) Addressed

Enhance economic competitiveness
 Support existing communities
 Coordinate policies and leverage investment
 Value communities and neighborhoods

Responsible Parties

City of Beaverton Staff (primary)

2.4 Creekside District Master Plan, Process Template & Implementation

It is anticipated that as the plan components are developed, key deliverables, such as policy and code changes and inter-governmental agreements, will be approved or adopted by City Council. In this final stage of the project, the City will compile all of the work products from the planning process and create a unified Creekside Master Plan document.

The Master Plan & process template will serve as the guiding document for the Creekside District, and include a narrative of how it was developed. A detailed planning process template will be included, for use in subsequent district master planning processes.

Key Elements

Combined plan document; process template for future district master plans; strategy for financing and implementing master plan projects and programs.

Project Steps

- Task: 1 Process template
- Task: 2 Phasing, financing and implementation plan
- Task: 3 Compile components into Master Plan document
- Task: 4 Amendments & adoption

Project Tasks

			Responsibility		Est. completion
			Work Products	Review & Oversight	
Task:	1	Process template	Consult/COB	COB	2014 Q3
Task:	2	Phasing, financing and implementation plan	Consult/COB	COB	2014 Q4
Task:	3	Compile components into Master Plan document	Consult/COB	COB	2014 Q4
Task:	4	Amendments & adoption	Consult/COB	COB	2015 Q1

Outcome(s) Satisfied

- Impact on affordability and accessibility, including increased supply of affordable housing units, access to jobs, and/or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers and associated reductions in disparities between racial and ethnic groups and between income groups in these areas;
- Infrastructure efficiency increases through district-scale green infrastructure strategies and/or reduction of infrastructure costs of private development;
- Economic development, including infill development or recycled parcels of land or private sector investment within the project area;
- Environmental benefits, such the creation of parks, open space and stormwater treatment improvements while balancing the need for affordable housing in the community.

HUD Livability Principle(s) Addressed

Coordinate policies and leverage investment

Responsible Parties

City of Beaverton Staff (primary)

Creekside District Master Plan: Workplan

Major Project Deliverables

1. **Creekside District Master Plan:** Complete action plan for District including Downtown Creeks Natural Resource Plan; Canyon Road Streetscape Enhancement Strategy; Accessibility and Mobility Plan; Affordable Housing; TOD and District Redevelopment Strategy; phasing, financing and implementation strategy; and replicable process template.
 - a. **Downtown Creeks Natural Resource Plan:** Comprehensive update of development regulations for properties adjacent to creeks in the Central City
 - i. Sub-basin conditions assessment of creeks and creek-adjacent properties within the project area
 - ii. Performance standards, design options, and regulatory program for Hall, Wessenger, and Beaverton creeks
 - iii. System-wide stormwater quality and quantity plan
 - iv. Conceptual design and proforma for redevelopment of one privately owned, creek-adjacent parcel
 - v. Design and 30% engineering for open space/park on one publically owned, creek-adjacent parcel
 - vi. IGAs and MOUs between Beaverton and CWS as needed to implement Downtown Creeks Natural Resource Plan
 - vii. Amendments to Beaverton codes/plans as needed to implement Downtown Creeks Natural Resource Plan
 - b. **Canyon Road Streetscape Enhancement:** Complete streetscape design for Canyon Road between OR217 and Hocken.
 - i. Stakeholder outreach
 - ii. Canyon Road refinement workshop
 - iii. Technical analysis including modeling and intersection analysis as needed
 - iv. Solutions and design package
 - v. Access management plan, including phasing strategy
 - vi. IGAs and MOUs between Beaverton and ODOT as needed to implement Canyon Road Streetscape Enhancement
 - vii. Amendments to Beaverton codes/plans as needed to implement Canyon Road Streetscape Enhancement
 - viii. MMA district criteria and documentation for approval
 - ix. Funding and implementation strategy for engineering and construction
 - x. Design and up to 10% engineering for facility
 - c. **Creekside District Accessibility and Mobility Plan:** Strategy for completion of street and trail networks in the District.
 - i. Complete Streets Policy for District
 - ii. Updated District street cross-section standards incorporating Complete Streets and Green Street principles where possible
 - iii. Design and 10% engineering for two (2) District streets/trails completed using CSS process
 - iv. Technical analysis including modeling and intersection analysis as needed

- v. Funding and implementation strategy for engineering and construction
- vi. Amendments to Beaverton codes/plans as needed to implement Creekside District Accessibility and Mobility Plan

d. Affordable Housing, Transit Oriented Development and District Redevelopment

Strategy: Plan for incentivizing and regulating redevelopment in the District

- i. District property and infrastructure conditions assessment and inventory
- ii. Sub-area assessment and recommendations for redevelopment, affordable housing, and transit oriented development
- iii. Small business impact mitigation strategy
- iv. Market study for housing, including affordable housing, and commercial uses
- v. District strategy for parking, infrastructure, energy efficiency and amenities
- vi. Adopted codes, policies, IGAs and MOUs
- vii. Process template for District Master Planning
- viii. Phasing, Financing and Implementation plan

e. Phasing, Financing, and Implementation Strategy

- i. Detailed plan for implementing projects and programs identified in Master Plan
- ii. Identification of grants and other funding opportunities for implementation
- iii. Phasing schedule

f. Replicable Process Template:

- i. Detailed description of process, codes and policies used to create Master Plan