Urban Land Institute
Northwest

ULI Technical Assistance Panel Recommendations

City of Beaverton - Downtown Redevelopment

Beaverton
OREGON

ULI Northwest

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- Build a regional vision of the Pacific Northwest that embraces and acts upon quality growth principles.
- Encourage the collaboration among all domains – public and private – of the real estate industry.
- Build consensus among industry and public leaders who influence land use, transportation, environmental, and economic development policies.

City of Beaverton

Beaverton is the sixth-largest city in Oregon. The city center is seven miles west of downtown Portland in the Tualatin River Valley. In 2010, Beaverton was named by *Money* magazine as one of the "100 Best Places to Live" among smaller US ciites. The city's population is 89,803.

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City of Beaverton

EXECUTIVE SUMMARY

The City of Beaverton is finding its own path to a more urban future. As work, lifestyles, transportation modes and housing choices change at an accelerating pace, there is growing demand for walkable communities that are convenient to transit and relatively affordable. As Beaverton's pedestrian infrastructure matures, the city can capitalize on its demographic diversity and rich combination of natural and built elements in the physical environment.

Beaverton has embraced urban density with its Creekside development. That neighborhood continues to coalesce around the Beaverton Central Station and TriMet light rail line. Transit-oriented development at Creekside will reach critical mass with a major new mixed-use community, Westgate.

In the meantime, the larger downtown core area of Beaverton is literally at a crossroads. It is physically divided by two major arterials, east-west running Southwest Farmington and Southwest Canyon Roads (state routes which cross in the city's center) along with a heavy rail line running alongside Farmington. These legacy corridors effectively divide the core pedestrian realm in Beaverton into two major districts: Old Town on the south side and Creekside on the north side of Southwest Canyon Road. Broadway, a sub-area of Old Town, lies between Creekside and Old Town along Southwest Broadway Street.

The city has made a forward-thinking decision to knit the three districts together into a more easy-to-navigate urban area. And it has made strides in this direction with limited improvements of major intersections along the arterials.

One Downtown, Two Experiences

The future of Beaverton may hinge on the ability to knit two centers—Creekside and Old Town—together thematically and physically within the evolving pedestrian environment. A thematic framework is One Downtown, Two Experiences.

Arterial and rail infrastructures are a well-recognized physical challenge to north-south pedestrian movement between Creekside and Old Town, however, the challenge is not as daunting as it may seem. Southwest Farmington and Canyon Roads are of reasonable width for pedestrians to cross. The freight rail line has a very limited number of trains per day.

As greater mixed-use density and commercial activity is achieved in Creekside and Old Town, pedestrians will have more reasons to walk between the two centers. Along with better wayfinding and improved pedestrian infrastructure, a critical mass of foot traffic will make the arterials and freight line less daunting barriers.

"Every other city in Oregon would kill to have this resource."

New partnerships have resulted in major urban infill projects in Old Town, and the city has improved the pedestrian environment along Southwest Canyon Road. These projects, combined with the development of Westgate, will help to bring in enough new transit-oriented residents and daily pedestrians to create an even more safe, attractive and vibrant downtown environment.

Taking Steps in Old Town

More can be done, and at this juncture there is much to be gained by investing in Old Town. The dual civic anchor of park and library, combined with a fine-grained street grid and scattering of well-maintained older buildings, lend to it a sense of authenticity and ease. This can be celebrated and leveraged for the good of the larger downtown core.

The City of Beaverton should intensify focus on the urban infrastructure in Old Town. Smart investments there could have the immediate effect of making walking around easier and more enjoyable. A vital Old Town will have the far-reaching advantage of supporting the identity and marketability of Beaverton. Improvements in the following areas should spill over to benefit the entire urban core.

Streets. Presently, Old Town lacks an orienting hierarchy of streets, and it needs a major pedestrian-friendly corridor or "main street." Measures that encourage pedestrian friendly, home grown commercial development will help to create that hierarchy and enhance the existing and re-emerging sense of place.

Infill. Development opportunities within the existing Old Town fabric should become a focus

of strategic planning. This includes leveraging investments already made in civic infrastructure and park preservation.

Temporary measures. Food carts and festival uses can bring life to underused land within Old Town, especially if they are unique to Beaverton and celebrate diverse cultures.

Preservation. Because so many old buildings have already been lost, it is especially important to preserve some existing structures. Even ones that seem marginal in historic value can give Beaverton an enduring sense of place.

Management. A downtown manager could engage the community and enhance economic development in several ways.

Putting it Together and Telling the Story

There are steps to be taken in the rest of the downtown core, but investments will count more with a vibrant Old Town. The largest of these investments is Westgate. The completion of this major development will be an important "win," and may lead to the opening of other opportunities nearby. The following hold special promise:

"This is an opportunity to start walking."

• Tailored Green Street designations for Southwest Broadway Street and Southwest Beaverdam Road could encourage preservation and adaptive reuse. Southwest Beaverdam Road is a narrow street with a potential to emerge as a pedestrian environment.

• Planned Crescent Connection improvements should be phased in, along with the development of Westgate.

• Wayfinding should begin with investment in multi-modal signage. Special attention should be given to landmarks that signify arrival to downtown, and streetscaping at intersections of Southwest Watson Avenue and Southwest Hall Boulevard with Southwest Farmington Road.

• The design of these improvements will benefit from new attention to identity and branding. Beaverton has much to offer, with a combination of diverse cultures, general safety, transit connections, good schools, affordable housing and developable land.

Re-Crafting the Development Process.

Finally, Beaverton should keep moving forward in re-crafting its development process, emphasizing intra-agency cooperation, economic development, process management, and design standards. As Beaverton continues to develop around its core areas and special attractions, momentum toward a better future will build, and active participation among community members, including small business owners and long-time landowners, will increase.

BACKGROUND

Beaverton, Oregon, is a large suburb in the Portland metropolitan region. The city has garnered accolades from numerous publications and organizations as a great place to raise kids, ride bicycles, live a "green" lifestyle, and retire.

Beginning as a farming and logging town in the middle of the 19th Century, it grew as an attractive bedroom community in the post WWII era. Beaverton now has extensive retail, medical and professional services within its boundaries, supporting the city and surrounding areas.

With a population of 94,000 and a median household income of $56,000, Beaverton now claims 88,500 jobs. In the 21st Century, it has become a center for the technology sector. The city's current economic development strategy embraces these industries, along with priorities that include scientific and medical instrumentation, electronics and electrical manufacturing, software and information services, along with sporting equipment (and apparel) and food processing.

The regional TriMet light rail line arrived in Beaverton with the opening of its Blue Line, in 1998. Since then, Beaverton has concentrated planning efforts on transit-oriented development at Creekside, built around the city's light rail station.

Even as light rail infrastructure has gained ridership, millennial Oregonians have entered the workforce and older generations are increasingly choosing walkable, transit-convenient communities like Beaverton in which to retire.

Accordingly, since 2009, Beaverton has focused planning efforts on its downtown core area, which includes the Creekside district on the north. The core area also includes the Old Town on the south, which developed historically around a traditional street grid and contains the City Library and popular City Park, along with a parking lot used for the successful Beaverton Farmer's Market. Planning initiatives include the Beaverton Vision (2010 with 2011 update), Civic Plan (2011), Central Beaverton Urban Renewal Plan (2011), and Creekside District Master Plan (2014).

The city has invested time and resources around three major pieces of the Creekside District. Those include:

The Round. Demand has been slow to catch up with this mixed-use development built around Beaverton Central Light Rail Station two decades ago, and ownership has turned over twice in that time. The City of Beaverton bought one of the buildings in 2012 and moved City Hall there. It is now fully occupied, and two plazas developed there have become popular places for gatherings and events.

Westgate. A four acre parcel to the west of The Round, owned by the city and Metro, the

regional government, has the potential to bring a critical mass of residents into the Creekside area, with dense, mixed-use development. The city has selected a development team for Westgate.

Crescent Connection. Construction will begin in 2016 on a pedestrian trail adjacent to Beaverton Creek, connecting Beaverton Central Station with the Beaver Transit Center, to the east along Lombard Avenue, adding to the network of more attractive options for pedestrians and transit riders to move around Beaverton.

Recently, the city has taken steps to develop other districts in the core area, including:

Broadway. In the oldest part of Beaverton, between Southwest Canyon and Farmington Roads, the city has taken steps to improve the pedestrian environment and support local businesses and visitors. The Broadway Streetscape Improvements, completed in 2015, increased sidewalk width and added street trees and other amenities.

Old Town. South of Southwest Farmington Road, the city has concentrated on adding housing units in four separate projects, emphasizing ground floor active uses that include restaurants, cafes, bars and services. The projects are expected to bring 250 new units on line before the end of 2017.

The city has been working to find funding for improving Southwest Canyon Road, which is under the jurisdiction of the Oregon Department of Transportation. Improvements are to include new sidewalks, pedestrian crossings, lighting and signalization. Various bicycle and sidewalk improvements along Southwest Millikan Way provide an alternative for bicycle transportation through the center of Beaverton.

The owner of Cedar Hills Crossing, formerly Beaverton Mall, has submitted plans for redeveloping the site into a retail, entertainment, food and hotel complex.

RECOMMENDATIONS

Beaverton's downtown core area contains two very important and very distinct districts, Creekside and Old Town. While Creekside has seen intense investment around transit and continues to evolve as an attractive transit-oriented development, Old Town's legacy street grid and authentic main street elements give it an enduring attraction for new residents and businesses. The City of Beaverton should refocus planning and investment in Old Town.

Old Town

By making a special priority of Old Town, the City of Beaverton and its partners can unlock value there. Through better connections and wayfinding, the civic presence of Old Town can be tapped to complement the energy of developing Creekside and the legacy streetscapes around Broadway.

Smart investments in Old Town will enhance its place-making character and add to overall livability. Indirectly, they will help with housing demand and economic development, and leverage civic amenities. The goal is to make the environment in Beaverton's core area more easily readable and walkable, both inside Old Town, along Southwest Broadway Street and in Creekside. Those investments should be focused in the following areas:

Assign roles to streets. The small, regular blocks of Old Town Beaverton are easy and interesting for pedestrians to navigate, and the lack of heavy traffic makes it inherently safer for them. But the area lacks an orienting hierarchy of streets, with a major, pedestrian-

friendly corridor or "main street." Several measures will help to create that hierarchy and enhance the existing and re-emerging sense of place in Old Town and Beaverton as a whole.

Free Watson. South of Southwest Farmington Road, Southwest Watson Avenue and Southwest Hall Boulevard should be de-coupled, freeing them to become two-way streets that are more inviting to pedestrians and bicycles and conducive to slower traffic and retail access. Two-way streets attract more commercial development, and one-way streets reduce the potential for an active commercial district to emerge. Over the long term, conversion to two-way north-south streets will benefit the development of Old Town. As a two-way street, Southwest Watson Avenue can continue to grow as a main street through Old Town, ultimately becoming a strong link between Creekside and the City Park-Beaverton City Library civic area.

Use all of the grid. Within the right-of-way hierarchy, there is a role for every throughway in the grid, including alleys. Opportunities should be sought to make alleys more habitable and inviting for a more authentically urban experiences in Old Town.

Fill in. There are important infill development opportunities in Old Town, and these should become a focus of strategic planning. At stake is the investment already made in civic infrastructure and park preservation, and the overall sense of place in Beaverton inside and outside Old Town.

Develop around the library. Major development opportunities exist on either side of the library, and these could become part of a center built around City Park, anchoring the core area of Beaverton. These opportunities include redeveloping the landscaped parking lot where the Farmer's Market is now held.

Intensify temporary uses. Food carts and festival uses can bring life to underused land, encourage small businesses and enhance the pedestrian environment. These bring the most value if they are homegrown and unique to Beaverton.

Extend preservation. Many buildings in Old Town have been lost. Some "character buildings" dating from mid-century and later, perhaps marginal in architectural quality, nevertheless give Beaverton an enduring sense of place. Incentives for preservation or adaptive reuse could make owners into partners for preserving buildings that meet a certain threshold for age or other significance.

Hire a downtown manager. A downtown manager could engage the community and enhance economic development in several ways, especially in Old Town. The scope of responsibilities might include:

- Curating and managing a food cart pod—either temporary or permanently sited along with redevelopment.
- Recruiting restaurants, with incentives.
- Engaging and spotlighting multicultural businesses.
- Curating and managing special events.
- Fielding interest from local businesses in reclaiming parking lots on a permanent or occasional basis.

Apply financial tools. Tax increment financing can be an important financial tool in creating connections. The City of Beaverton has experience in using TIF in the development of Creekside. TIF can be used strategically in the Old Town area also, to establish a strong hierarchy of streets with corridor improvements, especially along Southwest Watson Avenue.

Creekside and Broadway

There are opportunities to enrich existing streetscapes and districts north of Old Town, knitting the downtown core together and moving incrementally toward the city's goals:

Creekside. An important ongoing strategy is programming for public events at The Round and engagement of multicultural businesses, continuing on the success of the Night Market. At the same time, it is critical to follow through with development on Westgate. This will be a key "win" before proceeding in other development opportunities nearby, helping to bring a critical mass of residents to Creekside. Finishing the project may have the added effect of earning confidence from long term property owners and encouraging them to engage with the city in planning and redevelopment.

"This is how we can create a sense of place: You are here."

Broadway. In the central wedge or Broadway district, gains can be made along Southwest Broadway Street itself by repurposing the kiosk at Southwest Broadway Street and Southwest Hall Boulevard, and possibly developing a pocket park there. The kiosk could be a landmark, but permanent closure is blighting. Reversing this would help to reactivate the corner at an important intersection. Possible measures include:

- Remove the kiosk.
- Repurpose the kiosk, as is, or modified, possibly as a gazebo with public seating.
- Explore the possibility of a pocket park at the location.

Beaverdam Road. At Southwest Beaverdam Road, there may be an overlooked opportunity for a Green Street north of Southwest Canyon Road, within the Creekside area. Its out-of-the-way ambience and scale suggests that it would lend itself to outdoor restaurant seating, beer gardens or creative spaces.

Connectivity, Communication and Wayfinding

It will be easier and more pleasurable to get around in the downtown core area with improvements in connectivity, communication and wayfinding.

Clear pathways for getting around the whole downtown core area should be a top priority. Within the downtown area, this has already begun with improved pedestrian and bicycle networks. As it continues, it is important to concentrate on certain corridors. Modest streetscape improvements on Southwest Watson Avenue could be important early signals that this is an important street in an emerging Old Town. Improvements could begin with the intersection with Southwest Farmington Road and continue on Southwest Watson Avenue and Southwest Hall Boulevard south of Southwest Farmington Road. Paving and signage could complement City Park and extend the presence of the park northward through the downtown core area.

It is essential to maintain all streets and pathways in redeveloping areas, as these are strong assets in creating a network of pedestrian connections.

Pedestrian infrastructure should mesh with transit infrastructure in direct, intuitive ways. As transit becomes increasingly important, gaps in pedestrian infrastructure should be addressed. Example: Those seeking to get from the Beaverton Transit Center (a point of arrival in Beaverton for many) and Creekside (an important destination that is visible from the transit center), must cross a busy Southwest Lombard Avenue without a convenient crosswalk, then navigate along a well-worn dirt path. A crosswalk and paved path, along with signage, could solve these issues.

Crosswalks in other key locations could be early wins. These include:

- On Southwest Millikan Way, across Southwest Lombard Avenue to the Transit Center.
- On Southwest Watson Avenue, between the library and Creekside.

Crescent Connection improvements should be phased in, along with the development of Westgate. After the first phase, between Southwest Lombard Avenue and Southwest Hall Boulevard, the second phase should focus on restoration between Southwest Hall Boulevard and Westgate. Extension of the third phase (from Westgate) to Southwest Hocken Avenue (instead of stopping at Southwest Cedar Hills Boulevard) would result in important pedestrian connectivity and environmental benefits. Crescent Connection improvements should emphasize:

- Habitat restoration
- Recreation and connection to water

• Flood control

In addition to overall infrastructure improvements, it is critical to add visual cues for the orientation, convenience and overall experience of pedestrians.

Communication with drivers is important. Connectivity begins outside the core area, with signage that indicates the presence of the center of Beaverton. This signage could be added along the state highways and on major arterials like Southwest Lombard Avenue and Southwest Cedar Hills Boulevard.

The lack of wayfinding is a serious deficit in the pedestrian environment of Beaverton's core area, leaving only prominent commercial signage like "24 Hour Fitness" to fill the gap for pedestrians. A system of city signage specifically for pedestrians and bicyclists would address this issue. As a wayfinding strategy continues to develop, it is important to:

• Invest in multi-modal signage. Different signage systems are needed for pedestrians, bicyclists and cars.

• Pick destinations and create physical landmarks that announce, "You have arrived."

• Focus on landmark improvements in the intersections of Southwest Watson Avenue and Southwest Hall Boulevard with Southwest Farmington Road.

• Enhance wayfinding along Southwest Watson Avenue, with unique streetscaping that differentiates the street from others, draws people into downtown and connects Old Town with Broadway and Creekside.

Communication and Marketing

As Beaverton continues to strengthen wayfinding and connections, it would be timely to engage in refining the city's identity and messaging, answering the questions: Who are we? How are we growing?

Strong branding exercises tend to focus internally (on the current community and residents) more than potential residents, visitors and employers—important as these are as an audience. They speak to assets. For Beaverton, a list of those might include:

• Diverse cultures (more than 90 different languages spoken in the school district).

- Safe community.
- Transit connections.
- Good (and new) schools.
- Affordable housing stock.
- Affordable retail in Old Town and Broadway.
- Potential for walkable neighborhoods.
- Developable land, with big lots.

The goal would be a succinct brand statement on which to base messaging throughout the downtown core area. The statement should convey a dynamic nature, and the following strengths might be part of the Beaverton story:

- One Downtown, Two Experiences.
- Opportunities abound. You could build your future here. We celebrate entrepreneurial culture.

Development Process

Beaverton is already making progress in improving the development process within the city, and should keep moving forward with a re-focused set of objectives and an emphasis on intra-agency cooperation, economic development, and process management.

One important step is to recruit a design review director or consultant, to be in a position to report to the mayor and the city council. An important aspect of that position would be to institute a non-binding early design assistance program, supported by a fee-based staff.

Context-based guidelines for Creekside, Broadway and Old Town areas will help to create a sense of place, and enhance the attraction of Beaverton to new residents and businesses. These guidelines can update the development code to foster stronger neighborhoods. They should reinforce the features of broad design standards, including the following:

- Minimum density
- Minimum and maximum parking ratios
- Ground floor transparency

As part of fostering a land-use review policy that keeps pace with design and construction industry standards, a “Living” Best Practices Document could be essential. The Design Review Director or an appropriate Consultant should be charged with maintaining a Best Practices Document and should advise the Planning Commission on types and quality of building cladding materials, placement of building mechanical equipment, details and ground floor storefront systems and features.

Specific elements of guidelines should include:

- More complete street frontages (and fewer gaps).
- Deletion of maximum densities (floor area ratios) and maximum heights in Creekside, along with strongly enforced minimums.
- Building envelopes and setbacks.
- Ground floor windows. (This is for transparency, and might be based on standards like 50 percent of wall length and 25 percent of wall area.)
- Site coverage minimums.
- Removal of ground floor mechanical elements (transformer, gas meters, vents) from pedestrian zones.
- Removal of minimum requirements for parking and on-street loading.
- Long term bike parking (typically a ratio of 1 per unit).
- Building articulation and materials. (List prohibited materials only, or percent of façade allowed, and leave façade variation to discretionary review only.)

CONCLUSION

Beaverton is in an excellent position to celebrate its small town heritage while developing a more pedestrian-friendly center. Future and past each have a place in the changing city.

"We know our city is ready."

The emerging values of authenticity, walkability and sustainability will be enhanced by the enduring assets of friendliness and relaxed pace found in Beaverton. These values can be refined and articulated in a succinct, unique identity statement that goes along with planning and development.

As Beaverton competes for housing and retail market share along with other walkable, transit-oriented communities, it is critical that the city adjust its priorities to become even more effective in pedestrian infrastructure investments throughout its downtown core.

Old Town, with its fine-grained street grid, authentic character and civic infrastructure, holds special promise. A preserved and strengthened sense of place in there will enhance the entire pedestrian environment in Beaverton's downtown core.

The existing grid can be built upon in various ways, through better crossings and connections to transit, wayfinding elements, and targeted small-scale changes. Strategic, early improvements could include:

- Connection to the Transit Center via a crosswalk on Southwest Millikan Way and across Southwest Lombard Avenue.
- Crosswalks along Southwest Watson Avenue, from the library to Creekside.
- New streetscape improvements to Southwest Watson Avenue.

Getting to a desired future will involve all modes of transportation, including public transit, bicycles, and cars. But making easier routes and better experiences for pedestrians is the

ULI Northwest Technical Assistance Panel Professional Biographies

Ben Wolters | City of Kent Economic & Community Development Director (TAP Chair)
Ben Wolters is the Economic & Community Development Director for the City of Kent. As Director, he oversees Economic Development, Planning Services, Building Services, the Permit Center and Development Engineering Divisions. Ben has 25 years of experience in economic development and public affairs. Over the past eight years, he led the development of the 6,000 seat ShoWare Center and the formation of a new department combining economic development, planning, and permitting, improving service and effectiveness. Before joining the City of Kent, he worked as the Economic Development Director for the City of Renton and for the City of Seattle's Office of Economic Development recruiting and retaining businesses in the industrial, high tech, and service sectors. Ben is a graduate of Oregon State University, has a Master's Degree in International Economics from the University of Denver and is certified as an Economic Development Finance Professional by the National Development Council.

Matthew Arnold | Director of Urban Planning & Design, Sera Architects
Matthew is the Director of Urban Design and Planning for SERA, which he joined in 2003. He is a planner and GIS specialist with 19 years of professional experience, working for firms and government agencies in Philadelphia and Portland. His project experience includes campus planning, neighborhood and downtown plans for large and small cities, revitalization plans for areas in decline, sustainable streetscape design, and alternative-mode transportation planning. Matthew is a National Charrette Institute (NCI) certified Charrette Planner who has led Main Street workshops and design events throughout the Northwest.

Timothy Eddy | Partner, Hennebery Eddy Architects
Tim is a founding partner and president of Hennebery Eddy Architects, overseeing design and firm-wide operations for the 45-person design studio. His firm's portfolio is characterized by well-crafted, thoughtfully detailed projects that respect their sites, strengthen their context, and inspire excellence through the new ideas they bring forward. Tim is currently leading the design teams for the Concourse E Expansion at the Portland International Airport, a new residential environmental learning campus in Yellowstone Park, a major industrial facility, and a 90-acre privately funded urban design and planning effort in Portland. Tim served as a Design Commissioner for the City of Portland for eight years, bringing his design sensibility to key urban design and architectural issues affecting the City during a period of rapid expansion of building stock.

Frank Fuller | Partner, Urban Field Studio
Frank Fuller is an architect and urban designer who has practiced in the United States for more than 35 years. In addition to architectural commissions, he has helped to transform downtowns, town and campus centers into active, pedestrian-oriented places. Frank understands the perspectives of public agencies and private developers in building and revitalizing communities. By using a consensus-oriented approach, he integrates multiple interests to create strong public and private realms. Frank has conducted many charrettes around the US, including the recent City of Fairfax - Mason University charrette in Virginia. His numerous public service activities include chairmanship of the AIA California Council Urban Design Committee and Jury Chair for the 2015 National AIA Urban Design Awards.

Deb Meihoff | Principal and Owner, Communitas
Deb takes a pragmatic and analytical approach when it comes to problem solving. Her breadth of experience in land use planning, development, construction, and economic development gives her a unique perspective and ability to connect community goals with marketplace realities. She is passionate about assisting communities in their desires to become better places. She is a member of the American Institute of Certified Planners and conference co-chair for the American Planning Association, Oregon chapter. When taking a break from creating great communities, she can be found in the bike lanes of Portland or out trying one of the area's many great restaurants.

ULI Northwest Technical Assistance Panel Professional Biographies

Michael Mehaffy | Executive Director, Sustasis Foundation
Michael Mehaffy, Ph.D, is an author, researcher, educator, and practitioner in urban design and strategic urban development, with an international practice based in Portland. He has held teaching and/or research appointments at six graduate institutions in five countries, and he is on the editorial boards of two international journals of urban design. He is also on the boards of four NGOs in sustainable development and livability, including the Portland-based Sustasis Foundation, where he is Executive Director, and the London-based International Network for Traditional Building, Architecture and Urbanism, a patronage of the Prince of Wales, where he is Chair of its international body, the INTBAU College of Chapters. From 1997 to 2003 he was the project manager for the master developer of Orenco Station, PacTrust. He has consulted and advised numerous jurisdictions in the Portland area, and he co--wrote Metro's "Centers and Corridors" development strategy report.

Jeff Mitchem | Planner, Oregon Design Review Team
Jeff is a professional planner with a practice background in urban design. He is currently a member of the Portland Design Review Team. Previously, as an urban design consultant, Jeff specialized in projects combining multiple perspectives centered on integrating public policy, community identity and place making. He excels in collaborative environments and seeks synergy in generating and combining design ideas and concepts that optimize natural, built and social systems. He possesses a diverse portfolio and skill set including stakeholder outreach and facilitation, code and design guidelines, community visioning, development feasibility analysis, and public space design.

Jessica Woodruff | Director of Development, REACH Community Development
Jessica Woodruff is the Director of Development at REACH Community Development. Jessica has more than 11 years of experience in affordable housing. Before joining REACH, Jessica was a Senior Originations Analyst at PNC Bank in their affordable housing finance division. Recently she has been speaking nationally on REACH's green building efforts and working locally on Meyer Memorial Trust's Cost Containment Group. Jessica is leading REACH's efforts to achieve higher green building measures more cost effectively.

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