

Education

Master's in real estate development, Portland State University

Master's in urban and Regional Planning: Land Use Specialization, Portland State University

Continuing Studies in Sustainable Design, Boston Architectural College

B.S. Engineering: Civil and Environmental Engineering, Duke University

Years at ECONorthwest: 4

Years in Industry: 17

Certifications:

American Institute of Certified Planners

Areas of Expertise

Development Feasibility Analysis

Housing Strategies and Implementation Tools

Land Use Planning

Development Code Testing

Transit-Oriented Development

Becky Hewitt, Project Director

Becky has extensive experience with land use, housing, and development analysis and planning in Oregon and across the country. Becky's work at ECONorthwest focuses on evaluating development feasibility, housing strategies, and transit-oriented development. She has played a lead role in middle housing code evaluations and studies of its development potential. Becky advises communities on how to understand the market and development potential for middle housing and how to align regulations to support their local housing needs and goals. Becky is a strong project manager with experience leading technical analysis, managing complex multi-disciplinary projects, presenting to advisory bodies and decision makers, and designing and implementing public and stakeholder engagement.

Becky joined ECONorthwest in 2018 after a decade working in urban planning and land use analysis at Angelo Planning Group, where she supported corridor revitalization plans, concept plans for developing areas, development code audits and updates, and housing analyses. Becky has graduate degrees in both urban planning and real estate development.

REPRESENTATIVE PROJECTS

Becky has served as Project Manager on the following projects, unless otherwise noted:

- **Gresham VHDZ Update - Gresham, OR (Ongoing).** Supporting the City of Gresham with the evaluation and adoption of two Vertical Housing Development Zones (VHDZ) to incentivize the housing development in multi-story, mixed-use projects. ECONorthwest provided an evaluation of the VHDZ boundaries and residential displacement risk associated with the proposed VHDZ areas.
- **Cottage Grove Housing Implementation Plan— Cottage Grove, OR (Ongoing).** ECONorthwest is working with the City of Cottage Grove on an updated housing implementation plan that builds on ECONorthwest's past housing strategy and housing needs assessment work with the City. The 2022 Housing Implementation Plan includes a background report that summarizes implementation progress to date on the actions and tools outlined in past reports, identifies remaining barriers that may be limiting housing production, and identifies potential opportunities for increased

housing production. The project will develop a housing implementation plan to promote housing production and affordability over the coming years and build on the City's successes to date.

- **Downtown Equity Strategy—Beaverton, OR (2021–Ongoing).** ECONorthwest is working with the City of Beaverton to identify and evaluate strategies to guide future investment, programs, and redevelopment in the downtown area in ways that avoid displacement of businesses and residents in the project area. Working with a project team including multiple culturally-specific organizations, ECONorthwest is drawing on multiple data sources and community engagement to highlight the populations and businesses at risk of displacement in the project area. ECONorthwest is also making recommendations on strategies to promote a multicultural downtown business core that serves to attract and retain minority businesses and diverse residents in the area.
- **Purple Line Transit-Oriented Development Assessment—Montgomery and Prince George's Counties, MD (2020–Ongoing).** Managing a team to support the University of Maryland's National Center for Smart Growth (NCSG) in preparing an Equitable Transit-Oriented Development (TOD) Strategy for the Purple Line corridor, where a new transit line is under construction. This effort considers how local stakeholders can leverage existing and available tools to support equitable TOD, inclusive economic development, and multi-modal mobility in the Purple Line Corridor.
- **Cooper Mountain Community Plan—Beaverton, OR (2020–Ongoing).** ECONorthwest is assisting the City of Beaverton with creating a Community Plan for Cooper Mountain, a new urban area at the edge of the Portland region, as part of a multidisciplinary consultant team. ECONorthwest prepared a Market Study and preliminary Infrastructure Finance Strategy that informs efforts to balance market and development realities with City goals around racial equity and creating an inclusive new community. ECONorthwest is currently supporting the team in refining a preferred alternative, including identifying market and infrastructure funding considerations, and contributing to a development of an infrastructure funding plan for the area.
- **21 Elements Middle Housing Assessment—San Mateo County, CA (2020–Ongoing).** Providing information regarding regulatory best practices, pricing, and development potential for middle housing to members of the 21 Elements innovative, county-wide collaboration in San Mateo County as part of work with Baird + Driskell Consulting to inform the jurisdictions' strategies to meet their RHNA allocations as they update their Housing Elements.
- **Clark County Buildable Lands Program Update—Clark County, WA (2019–2021).** Assisted Clark County with a review of its buildable lands assumptions and methodology to ensure consistency with updated legislation and state guidance and better alignment with observed development trends. This process informed the 2021 Buildable Lands Report, produced by the Clark County Buildable Lands Team. ECONorthwest facilitated a Buildable Lands Project Advisory Committee (BLPAC) composed of stakeholders from the building

industry, environmental advocacy organizations, local officials, and others to review and refine the assumptions and approach.

- **Hillsboro Affordable Housing Tools Evaluation—Hillsboro, OR (2022).** ECONorthwest assisted the City of Hillsboro with an evaluation of additional measures to support affordable housing development and prevent displacement, building on a 2017 evaluation of affordable housing tools by ECONorthwest. ECONorthwest summarized the City’s implementation success to date and evaluated additional tools such as property tax abatement and impact fee exemptions for encouraging affordable and mixed-income housing development. ECONorthwest also evaluated residential displacement risk citywide, identified strategies to minimize and/or mitigate displacement risk, and developed an interactive inventory of older, unregulated multifamily housing in the City as a starting point for staff efforts to advance preservation efforts.
- **Wilsonville VHDZ Implementation—Wilsonville, OR (2021-2022).** Supported the City of Wilsonville with the evaluation and adoption of two Vertical Housing Development Zones (VHDZ) to incentivize the development of multi-story, mixed-use projects in Villebois Village Center and Wilsonville Town Center. The analysis included an evaluation of the need for the incentive and the viability of ground-floor retail in the Village Center, options for VHDZ boundaries in the Town Center, and displacement risk associated with the VHDZ areas.
- **Maui County Ka'ahumanu Ave Corridor Plan—Central Maui, HI (2021–2022).** Supported Maui County and a multidisciplinary consultant team in an effort to re-imagine the Ka'ahumanu Ave Community Corridor to promote new housing and transportation options. Prepared a Market Study to inform future development opportunities and a housing inventory and analysis of existing housing stock, future housing need, and strategies to preserve and expand the supply of affordable, workforce, and mixed-income housing in the study area.
- **Washington County HB2001 Implementation—Washington County, OR (2021-2022).** Analyzed where middle housing development is most likely to be financially feasible within the urban unincorporated parts of the County to inform subsequent planning in response to Oregon House Bill 2001 requirements to allow middle housing in single-family residential zones. Evaluated regulatory choices the County will need to make regarding allowing middle housing to inform recommendations for development code amendments. ECONorthwest continued to advise County staff as-needed through the code drafting process regarding key policy choices for the draft code amendments to anticipate how the market is likely to respond and identify the potential for unintended consequences.
- **Eugene Middle Housing Code Amendments—Eugene, OR (2021–2022).** Provided analysis for the City of Eugene where middle housing development is most likely within the City (at the neighborhood scale) to inform subsequent planning in response to Oregon House Bill 2001 requirements to allow middle housing in single-family residential zones. Also analyzed how potential code options would affect the feasibility of middle housing development as part of a larger consultant team helping to develop middle housing code

amendments. As a follow up, ECONorthwest supported the City in considering regulatory and financial incentives to support affordable middle housing development.

- **Association of Bay Area Governments Missing Middle Housing Workgroup—San Francisco Bay Area, CA (2021-2022).** The Association of Bay Area Governments (ABAG) hosts working groups for member jurisdictions to explore topics of broad relevance across the Bay Area with issue-specific trainings and technical assistance. Working with planning firm Baird + Driskell and Opticos Design, ECONorthwest supported a working group of 42 jurisdictions focused on middle housing and how it could fit with jurisdictions’ housing needs. ECONorthwest’s role included:
 - Leading sessions on the market for middle housing and who it serves, how to make middle housing affordable, and how to understand development feasibility for middle housing
 - Producing reports offering additional information regarding the middle housing market in the Bay Area and affordability strategies for middle housing;
 - Developing an interactive tool for use by Bay Area jurisdictions to consider how policy variables such as parking requirements, required site size, and local fees affect the viability of middle housing given estimated local market conditions.
- **Station Area Plan for I-405/NE 85th Street BRT Station Area—Kirkland, WA (2020–2022).** Provided development feasibility analysis and advice on development concepts as part of a multidisciplinary consultant team working to develop a Station Area Plan that focuses on land use, urban design, transportation, infrastructure/utilities, economic development, and sustainability.
- **OHCS HB 3040 Review of SDCs—Salem, OR (2021-2022).** In 2021, the Oregon legislature passed House Bill 3040 (HB 3040), directing Oregon Housing and Community Services (OHCS) to prepare a study of System Development Charges (SDCs) in Oregon and their impact on housing costs. OHCS contracted with ECONorthwest and subcontractors FCS Group and Galardi Rothstein Group to undertake this study. As directed by HB 3040, the study addresses the role of SDCs in funding infrastructure, methodology requirements and factors that drive SDC rates, the relationship between SDCs and housing costs, the impacts of timing of SDC payments, and issues related to transparency and availability of information regarding SDCs.
- **Expansion Area Yield Study—Hillsboro, OR (2021-2022).** ECONorthwest assisted the City of Hillsboro with an estimate of future housing development potential for three areas south of City limits that are within the urban growth boundary (UGB) or could be brought into the UGB in the future: unincorporated portions of South Hillsboro, Witch Hazel Village South, and Rosa Reserve. ECONorthwest researched market trends and development history in comparable areas to estimate likely future housing mix and density, refined buildable land calculations based on constraint information provided by the City, and generated low, high, and best-guess estimates for the areas’ potential build-out.
- **Bend Stevens Road Concept Plan—Bend, OR (2021-2022).** As part of a multidisciplinary consultant team, ECONorthwest helped to prepare a conceptual plan for a state-owned site

east of Bend's current urban growth boundary. The conceptual plan explores existing planning and land use context, opportunities and constraints, and a range of land use and street network options to inform the public, DSL, agencies, and future developers. ECONorthwest's role included advising on affordable housing, employment lands, commercial/mixed use areas, and market feasibility. ECONorthwest also took the lead in establishing land use program alternatives for the site, including commercial/industrial acreage and housing mix, balancing policy goals and market realities to identify a viable range of options for consideration.

- **ODOT Transportation and Housing Study—Portland, OR (2020-Ongoing).** ECONorthwest is supporting the Oregon Department of Transportation (ODOT) and a team of consultants in a study addressing links between transportation, transit investments, and housing development (including affordable housing). The study was funded by the Oregon legislature and is intended to identify ways that the state and local governments can improve coordination and alignment between affordable housing investments and transportation investments, particularly for transit. ECO prepared a primer on housing development to inform a non-housing audience, including ODOT staff; researched national examples of policies, programs, and projects that have attempted to align affordable housing and transit investments; and conducted research and interviews to produce case studies of similar policies, programs, and projects within Oregon that had previously not been thoroughly documented. The study will conclude with a final report and a toolkit of strategies to increase transit-supported housing planning.
- **Beaverton Housing Options Project—Beaverton, OR (2018-2022).** Provided economic analysis of multiple code options to allow middle housing types in the City of Beaverton's residentially zoned neighborhoods, including financial feasibility and racial equity considerations.
- **AARP Livable Communities Middle Housing Technical Assistance—Nebraska (2021).** ECONorthwest worked with the Nebraska AARP office to provide a presentation and discussion with local planning staff and other interested parties from jurisdictions subject to Nebraska's recently-enacted Municipal Density and Missing Middle Housing Act. ECONorthwest's presentation addressed Housing Action Plan best practices and how to support affordable and workforce housing as well as middle housing.
- **Pacific Grove Middle Housing Analysis—Pacific Grove , CA (2021).** ECONorthwest evaluated potential zone changes and changes to development regulations to allow several middle housing types in specific neighborhoods within the City of Pacific Grove, CA. The analysis provides an initial indication of development feasibility for middle housing in those areas to help determine whether the proposed rezoning will deliver the desired results of the redevelopment of single-family properties to "multiplex" products allowed under the new zoning and inform next steps and further study.
- **Wilsonville HB2001 Implementation—Wilsonville, OR (2021).** ECONorthwest supported the project team that drafted development regulations for the City of Wilsonville to implement Oregon's HB2001, estimating redevelopment potential for middle housing in an older neighborhood to inform regulations for that area.

- **Hillsboro HB2001 Implementation—Hillsboro, OR (2021).** Assisted the City of Hillsboro with implementation of Oregon House Bill 2001, including technical analysis of zoned capacity for middle housing under existing and proposed regulations, middle housing development trends, and displacement vulnerability.
- **Medford Housing Production Strategy—Medford, OR (2020–2021). Technical Advisor.** Provided analysis and support in developing and evaluating strategies to support the development of particular types of housing as part of one of the state's first Housing Production Strategies (HPS) for the City of Medford.
- **Tualatin Housing Production Strategy—Tualatin, OR (2020–2021). Technical Advisor.** Provided analysis and support in developing and evaluating strategies to support the development of particular types of housing as part of one of the state's first Housing Production Strategies (HPS) for the City of Tualatin.
- **Washington Square Regional Center Update—Tigard, OR (2020–2021).** Led a multidisciplinary team for an update to the land use and transportation plans for an area designated as a regional center that includes a major regional mall poised for partial redevelopment. The project evaluated how changes to regulations and other measures can support development and redevelopment that implement the City and regional vision for a walkable, mixed-use center and meet local needs.
- **Philomath Main Street Plan—Philomath, OR (2020).** As part of an update to the City's Housing Needs Assessment and Economic Opportunities Analysis, prepared a Main Street Plan for downtown Philomath that identified best practices for design standards to support a pedestrian-oriented Main Street, potential refinements to zoning designations, and a focus area for pedestrian-oriented development within the downtown.
- **Lincoln City Development Concepts—Lincoln City, OR (2020).** Evaluated financial feasibility for several development concepts for a potential development site in Lincoln City as part of an Urban Renewal technical assistance program to support the property owner is considering redevelopment of the site.
- **Austin Inclusionary Zoning Density Bonus Calibration—Austin, TX (2020). Technical Advisor.** Provided detailed review and quality assurance for calibration tools developed at ECONorthwest to help the City of Austin's Neighborhood Housing and Community Development Department calibrate affordable housing set-aside requirements and fees charged in lieu of providing on-site units.
- **Middle Housing Model Code for Oregon (2020).** Supported the Oregon Department of Land Conservation and Development with developing rules and model code language for cities subject to new requirements to allow middle housing types—duplexes, triplexes, fourplexes, townhomes, and cottage clusters—in single-family zones. ECONorthwest provided feedback and evaluation of how various types of regulations (e.g., parking requirements, lot coverage, etc.) affect the feasibility of building middle housing and advised on the design and locational standards that larger cities can apply to certain middle housing types.

- **Scappoose Housing Implementation Strategy—Scappoose, OR (2020).** Evaluated local funding tools and incentives to support workforce and affordable housing production and preservation to respond to job growth and a changing housing market. Analyzed a Construction Excise Tax, use of urban renewal and economic development funds, and property tax abatements. Worked with the City to refine and implement the selected tools.
- **Ashland Housing Implementation Strategy—Ashland, OR (2019).** Evaluated strategies to remove barriers to multifamily rental housing development. Analyzed market conditions that influenced development feasibility for multifamily rental housing and tested the impact of development code amendments and property tax abatement programs on development feasibility.
- **Cottage Grove Housing Implementation Strategy—Cottage Grove, OR (2019).** Worked with staff and an Advisory Committee to advance recommendations to support housing production, including urban renewal, property tax abatements, and partnerships for the development of surplus school district property. Analyzed potential housing development outcomes for a key opportunity site, including site capacity and anticipated housing types and price points under a range of zoning scenarios. Provided visual examples of various housing types and compared expected price points to what would be affordable and desirable for a range of illustrative example households.
- **Gresham Housing Implementation Strategy—Gresham, OR (2019).** Evaluated strategies to advance housing affordability and supply in the City, supporting a Task Force process to develop recommendations. Summarized local housing data; identified potential funding sources, programs, policy changes, and incentives; and worked with City staff to evaluate their potential application in Gresham.
- **Scappoose Urban Renewal Plan—Scappoose, OR (2019).** Led a consultant team to develop an urban renewal plan that implements City goals for development in an industrial area and revitalization of the Town Center. Integrated urban renewal planning with an Urban Design Framework to inform desired improvements in the Town Center.
- **Utah Transit Authority TOD System Plan—Salt Lake City, UT (2018–2019).** The Transit-Oriented Development (TOD) System Plan is intended to help a variety of stakeholders to better understand the viability of transit-oriented development near rail stations in the Wasatch Front. This work informed the selection of three station areas in which to prioritize new public-private partnerships for TOD and enhanced collaboration between regional and local organizations and governments to implement transit-oriented development.
- **Bend Transportation System Plan—Bend, OR (2018–2020). Technical Advisor.** As part of a multidisciplinary consultant team tasked with updating the City of Bend's Transportation System Plan, ECONorthwest led development of a flexible yet realistic funding plan for hundreds of millions of dollars of transportation investments needed to support Bend's growth and transportation needs over the next 20 years.

- **Bend Core Area Plan—Bend, OR (2018–2020).** Assisted in the preparation of an Urban Renewal Plan and vision for Bend's Core Area as part of a large, multidisciplinary team. The Core Area Project created a common vision and implementation plan for advancing redevelopment and livability in several opportunity areas in the City's core, combining economic development tools, zoning code amendments, incentives, and funding mechanisms such as Urban Renewal.
- **Eugene River Road Corridor Plan—Eugene, OR (2018–2020).** Provided market and development feasibility analysis for a corridor plan that identifies changes to land use and zoning to implement neighborhood planning efforts and support potential future transit investments along the River Road corridor. Provided housing and retail market research; evaluated vulnerability to displacement within the corridor; and analyzed development potential with and without policy and zoning changes using MapCraft labs.
- **Broadway Corridor Master Plan—Portland, OR (2018–2020).** Supported the consultant team in developing a Master Plan for the Broadway Corridor redevelopment site owned by Prosper Portland. Provided a comprehensive market and absorption study for housing, office, and hotel uses; analyzed financial feasibility implications of alternative plans and phasing options for site development; and worked with Prosper Portland and the developer to create a cash flow model for the entire development program to facilitate negotiation of a development agreement. Also provided analysis of the housing, economic, and environmental impacts of the redevelopment of the site and relocation of the USPS distribution center to make the site available for development.
- **Medford Housing Incentives Analysis—Medford, OR (2018).** Provided research and analysis to inform and guide City strategies to support affordable housing goals. Evaluated financial obstacles to Accessory Dwelling Unit production and the impact of potential City incentives, such as waiving System Development charges; provided analysis and insights from other communities to inform the administration of the City's recently adopted Construction Excise Tax; evaluated a range of property tax abatement programs.
- **Medford Market Study—Medford, OR (2018).** Supported the City of Medford in preparing materials for a presentation to Portland developers and investors to attract development to Medford, including conducting housing market and demographic research.
- **Oregon Housing and Community Services Statewide Housing Plan—Statewide, OR (2018).** Assisted Oregon Housing and Community Services in developing the state's first statewide housing plan, building on the analysis of statewide housing needs, funding sources, and priorities. Helped facilitate work sessions with staff to refine goals and priorities and brainstorm implementation strategies; highlighted key supporting data; drafted plan text; and coordinated review and revisions.

PREVIOUS WORK

- **Beaverton Multifamily Affordable Housing and Anti-Displacement Strategy—Beaverton, OR (2018).** While with Angelo Planning Group, helped the City develop a program to support the preservation and development of affordable housing, including creating an inventory of existing multifamily housing, developing specific program strategies, and presenting information to staff and advisory committee members.
- **Bend Urban Growth Boundary Remand—Bend, OR (2014-2016).** While with Angelo Planning Group, served as assistant project manager and lead land use planner on an Urban Growth Boundary (UGB) expansion for the City of Bend, Oregon. Evaluated housing and employment capacity of the current UGB, helped develop a methodology to analyze potential expansion areas, drafted development regulations to improve land-use efficiency and housing options, presented land use recommendations to the project's Steering Committee, and coordinated subconsultants.
- **Beaverton Housing and Neighborhood Stability Analysis—Beaverton, OR (2017-2018).** While with Angelo Planning Group, gathered data and used GIS to analyze a variety of housing and neighborhood considerations, including demographics, ownership, crime, home values, foreclosure, and code enforcement within the City of Beaverton and surrounding area. The analysis was used to formulate recommendations for improving neighborhood stability and meeting housing needs.
- **Central Albany Development Code Update—Albany, OR (2014–2018).** While with Angelo Planning Group, led a successful update to the Albany Development Code for the downtown area to support economic development and revitalization, remove barriers to housing and other development, and encourage pedestrian-oriented design. Conducted stakeholder interviews with local development industry representatives, drafted development code amendments and refined them to reflect public and stakeholder input, led public outreach, and presented recommendations to Planning Commission and City Council at work sessions and hearings.
- **Dundee Riverside Zoning Code.** While with Angelo Planning Group, lead planner for a project to implement zoning for the Riverside District, including drafting new residential, commercial/mixed-use, and light industrial zones; tailored residential and non-residential design standards; master planning standards; and recommendations regarding implementation and cost-sharing mechanisms for parks, streets, and infrastructure to serve the area.

- **South Cooper Mountain Concept Plan—Beaverton, OR (2013–2015).** While with Angelo Planning Group, served as primary land use planner and assistant project manager for the development of a long-range concept plan integrating land use, transportation, and natural resources and a focused community plan and policies for a newly urbanizing area near Beaverton, Oregon. Had a lead role in writing and producing plan documents, technical memoranda, and public outreach materials. The plan package was successfully adopted in January 2015.
- **Hood River Westside Concept Plan—Hood River, OR (2016–2017).** While with Angelo Planning Group, drafted implementing development code amendments for the Hood River Westside Concept Plan, including incentives for affordable housing and removing obstacles to "missing middle" housing.
- **Woodburn Highway 99E Corridor Plan.** While with Angelo Planning Group, helped develop land use and transportation plan to revitalize the Highway 99E corridor in Woodburn, including developing and refining land use alternatives, assisting with public outreach, and drafting code language.
- **Tualatin Valley Fire and Rescue Long-Range Facilities Plan.** While with Angelo Planning Group, served as project manager for analysis of land use and transportation plans for multiple jurisdictions within the Tualatin Valley Fire and Rescue district to support long-range facilities planning. Helped gather information on timing, type, and amount of expected development as well as planned transportation improvements through interviews and research. Directed creation of an interactive web map to synthesize and share results, allowing for analysis at a range of scales.
- **Bend Sewer Public Facilities Plan Update.** While with Angelo Planning Group, provided land-use modeling to support an update to the Bend Sewer Public Facilities Plan for consistency with updates to the approved Urban Growth Boundary expansion.
- **South Newberg Industrial Area Finance Strategy.** While with Angelo Planning Group, researched and compared long-term costs of various financing approaches for public facilities, including water, sewer, transportation, and parks in a new industrial area.
- **Fiscal Impacts of Growth Analysis.** While with Angelo Planning Group, developed land use alternatives for the City of La Pine, Oregon, and analyzed expected service costs and revenue generation for each scenario.