



ECO-EFFICIENT PILOT PROGRAM

FINAL REPORT

Prepared for:

Oregon Metro
600 Northeast Grand Avenue
Portland, OR 97232
503.797.1850
www.oregonmetro.gov

Prepared by:

Mithun
Pier 56 1201 Alaskan Way
Seattle, WA 98101
206.623.3344
www.mithun.com

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Eco-efficient
employment
is businesses realizing
economic and
ecological benefits
by utilizing operations
that produce more
with less –
less water, less energy,
less capital, less land,
less waste.



Sponsor Agency

Miranda Bateschell, Metro

Consultants

Erin Christensen, Mithun

Doug Leigh, Mithun

Deb Meihoff, Communitas

Tom Puttman, Puttman Infrastructure

Pilot Communities

Old Town Sustainable Business: City of Hillsboro

Core Team:

- Alwin Turiel, project manager, Hillsboro Planning
- Peter Brandom, Hillsboro Sustainability
- Karla Antonini, Hillsboro Economic Development

Gresham Vista Business Park: Port of Portland

Core Team:

- Ken Anderton, Sr. Business Development Manager, Port of Portland
- Ryan Parker, Development Manager, Port of Portland
- Lise Glancy, Government Affairs Manager, Port of Portland

Metro Councilors

Metro Council President

- Tom Hughes

Metro Councilors

- Shirley Craddick, District 1
- Carlotta Collette, District 2
- Craig Dirksen, District 3
- Kathryn Harrington, District 4
- Sam Chase, District 5
- Bob Stacey, District 6

Auditor

- Suzanne Flynn

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Sunset Area Community Investment Strategy, Renton, WA / Integrated Planning & Design; Sustainable Landscapes

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Project Green, Austin, TX / Integrated Planning & Design; Innovative Infrastructure Techniques; Brownfield Redevelopment



1 Executive Summary



1. Executive Summary

1.1 Value Proposition for Eco-Efficient Pilot

The Portland metro area is already strongly positioned as a place that supports innovation and attracts employers. The region has an enormous opportunity to lead the nation in job growth by preparing for the next generation of business and new environmental policies. Eco-Efficient strategies help businesses respond to 21st century needs and realize both economic and ecological benefits that increase competitive advantage and can attract an innovative, educated workforce. Metro published the Eco-Efficient Employment Toolkit in 2010 to help local governments advance these goals, and launched the Pilot Program in 2012 to precipitate implementation in local communities.

Eco-Efficient strategies increase economic sustainability through high-performance infrastructure, 21st century site design, and revitalization through redevelopment and effective utilization of existing urban areas and land designated for growth. Because of the range of political, regulatory, and financial conditions, a range of strategies and collaboration between public, private, institutional, and non-profit sectors is often necessary to best stimulate investment and achieve these goals. The Pilot Program was designated to facilitate collaboration between these stakeholders to develop a locally-driven implementation plan.

The Eco-Efficient Pilot Program helps to support long-term value by facilitating collaborative discussions between business owners, property owners, non-profits, institutions, and various public agencies and departments. Providing an objective party to convene discussion, offer technical support regarding Eco-Efficient strategies, and organize action planning, builds capacity and partnerships in local communities. It plays an important role in forging public-private collaboration. The ability to share best practices, lessons learned, and other resources across the region is also strongly valued by local communities. Metro plays this role on a regular basis, providing a range of resources including the Eco-Efficient Toolkit available online. The Pilot Program was able to expand on this capability, through one-on-one interaction of local communities and stakeholders with both Metro staff and Eco-Efficient consultants.

1.2 Framework and Lessons Learned

The Eco-Efficient Pilot Program is a community driven, engagement based framework. The Pilot enabled a consultant team to facilitate decision-making and provide technical assistance to Pilot Communities interested in Eco-Efficient strategies. The Pilot framework acknowledges that collaboration and partnerships between public, private, institutional, and non-profit sectors are often necessary to realize Eco-Efficient strategies. Therefore, the framework is strongly structured around engagement and outreach to encourage interaction between various stakeholders, facilitate development of common goals and vision, and forge interactions that may develop into partnerships. The EEE Pilot Program framework includes workshops, preliminary feasibility assessment, and stakeholder

interviews. As a result, Pilot Communities develop and make a commitment to an Implementation Action Plan.

The consultant team conducted an evaluation of the Pilot Program with each Pilot Community and Metro staff. The Pilot Communities are extremely satisfied with having gone through the framework and reaching an action plan to move forward. They were complimentary of Metro's support and approach to integrating sustainability strategies into employment areas. Both pilot communities found that this process was the right fit to collaboratively plan with public and private sector interests, and was a useful starting point to build capacity. Participants feel as though they could fairly easily use the same process for different types of projects and in different communities around their jurisdictions. However, they both felt that some level of consultant support and independent facilitation would be necessary to ensure a productive outcome. Through the Pilot Program, a few refinements and suggested modifications were identified that could improve the process. Overall, the communities greatly appreciated Metro's involvement in the process and staff expertise, and felt the Pilot Program was very effective in achieving the Implementation Action Plans.

1.3 Actions and Next Steps

With the Implementation Action Plans as a road map, both Pilot Communities, the City of Hillsboro and the Port of Portland, are poised to embark on immediate steps to implement their priority Eco-Efficient strategies. Immediate next steps range from holding additional meetings with stakeholders and potential partners, completing conceptual planning and design, and developing communication and marketing packages to convey goals, vision, and existing resources available to businesses to meet Eco-Efficient goals.

As a regional agency, Metro has the unique role and ability to share information and best practices between various local governments and communities. While the application of the Eco-Efficient Toolkit, strategies, and Pilot Program may vary significantly depending on local political, regulatory, and physical conditions, there is great value in sharing lessons and resources regionally. For most local communities, the knowledge that Eco-Efficient strategies have been successfully implemented elsewhere is invaluable to support the possibility of implementation. In many cases, technical assistance and facilitation support may be the needed impetus to catalyze action and implementation. The Pilot Communities agreed that it would be valuable for Metro to share their stories and lessons learned with other jurisdictions who may be considering Eco-Efficient strategies, and that the Pilot Program framework is likely valuable for multiple sites and projects. Through the Pilot Program, Metro's programs and expertise were also recognized as a valuable asset that can be leveraged to assist local communities with implementation. Chapter 4, Eco-Efficient Communities, articulates specific next steps in which Working Groups identified Metro as a potential partner.

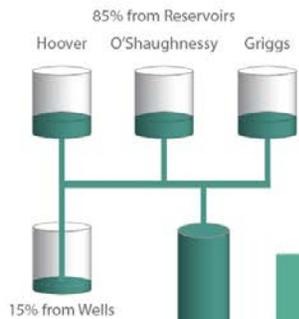
The Eco-Efficient Pilot Project

is an effort of Oregon Metro to assist local partners in developing projects that support employment growth and sustainability, and inspire other communities in the region to implement eco-efficient employment practices.

The Eco-Efficient Implementation Action Plans provide goals and criteria for sustainable business growth, and establish stakeholder-driven priority strategies, committed leads for actions, and next steps. They are a road map to achieve on-the-ground implementation of triple-bottom-line projects resulting in economic, social and ecological benefits.

The Implementation Action Plans were developed through a series of workshops with the Pilot Community Lead Agencies, and Working Groups comprised of public sector partners, community stakeholders, and local businesses. They also include feedback from stakeholder interviews, and technical analysis by the consultant team.

Potable Water
~1.4b gallons / yr



Precipitation
~1.8b gallons / yr

Evapotranspiration
~29,240 g
0.03% of rain



Irrigation Water
~23m gallons / yr
1.6% of potable water

System Loss, Hydrants,
Mechanical Evaporation
and Cooling Tower
~247m gallons / yr
18% of potable water

Groundwater
Recharge
~665m gallons / yr
37% of rainwater

Wastewater
~1.1b gallons / yr
79% of potable water
93% to wastewater
treatment plants
7% to Olentangy River
during CSO events

Jackson Pike
Southerly Wa
Treatment Pla

Evaporation
gallons / yr
of rainwater



Stormwater
~1.1b gallons / yr
61% of rainwater

91% to Olentangy River
9% to combined sewer



and
stormwater
plants



2 The Eco-Efficient Pilot Framework and Process

2. The Eco-Efficient Pilot Framework and Process



The intent of the Eco-Efficient pilot program is to be community driven. The role of the consultant team was to facilitate a decision-making and prioritization process with Pilot Community **Working Groups** to identify strategies from Metro’s Eco-Efficient Toolkit that are most viable to implement in the specific study areas; to identify proponents, partners, and stakeholders that can take the lead; and to recommend a series of next steps to achieve implementation. The consultant team also developed preliminary assessments to address technical feasibility of potential strategies when specifically applied to the Pilot Community sites. Portions of the Eco-Efficient Pilot framework draw from the EcoDistrict Assessment Method .¹

2.1 Pilot Community Selection and Startup Selection Process

The consultant team developed a Readiness Assessment form in collaboration with Metro, with the purpose of gaining a better understanding of **Pilot Community** candidates and whether the projects were a good fit to leverage Pilot Program resources. The first step was for **Lead Agencies** to discuss potential projects in their community with the consultant team. Metro hosted a meeting for agency project lead(s) to ask questions, discuss and refine proposed project(s) with the consultants. In order to prepare for that meeting, Lead Agencies were asked to submit a Readiness Assessment form describing their proposed project. Through this process, two projects emerged ready to pursue this work program and with Metro and the Pilot Communities recommendation for the Pilot Program.

- Old Town Sustainable Businesses: City of Hillsboro (Lead Agency)
- Gresham Vista Business Park: Port of Portland (Lead Agency)

¹ The EcoDistricts Assessment Methods are tools to support Portland’s EcoDistricts Initiative, a strategy to promote neighborhood scale sustainability zones. The goals of the Assessment Methods are to provide a standard process for cities and neighborhoods to understand existing neighborhood performance, set targets and develop strategy recommendations in pursuit of district-wide sustainability. The Assessment Methods are organized by ten EcoDistrict Performance Areas to support a more rigorous approach to understanding integrated sustainability impacts. The EcoDistrict Assessment Methods were developed by Portland Sustainability Institute (PoSI), Mithun, the City of Portland Bureau of Planning and Sustainability, and Portland State University, with peer review by the PoSI Technical Advisory Council. <http://www.pdxinstitute.org/index.php/ecodistricts>

Readiness Assessment

The Readiness Assessment form is a brief but important step in selecting pilot projects for the work program. There is a section requesting some base information on the potential project area and a list of seven questions. The response fields are limited to keep effort to a minimum while providing needed information. Both Metro staff and the consultant team were available for questions in completing the assessment form. The Readiness Assessment form is available for reference in Appendix A1.

2.2 Workshops and Implementation Action Plan

The **Eco-Efficient Pilot Program** included the following steps with two selected Pilot Communities:

Pilot Community Kick-Off Workshop

An initial kick-off workshop was held with Lead Agencies and staff in the two pilot communities to craft an engagement process for the pilot, establish key public sector stakeholders that would participate in work sessions and potential business and community stakeholders for strategy testing, focus groups and feedback; and discuss scope and timeline parameters, expected outcomes, and project work plans with lead agencies. After the Kick-Off Workshop was completed, the Lead Agencies from each selected Community formed a Working Group. The consultant team and Metro assisted with preparing materials and information needed to make the Working Group invitations.

Workshop 2: Screen Opportunities

The consultant team facilitated a workshop with each Working Group to identify unique opportunities and screen a menu of strategies from the Toolkit. Workshop 2 also served to discuss goals, criteria, and vision for each of the projects to establish a common understanding among the Working Group about objectives.

Preliminary Feasibility Assessment

A preliminary assessment of screened strategies was completed between Workshops 2 and 3 to assist Working Groups with their decision-making process. Based on Workshop 2, the consultant assembled a list of screened strategies and completed conceptual pre-feasibility recommendations on the potential of the screened strategies to meet articulated goals, vision, and criteria for each Pilot Community. This preliminary assessment ranged from a triple bottom line evaluation to testing against physical, regulatory, and technical parameters. The screened strategies were also vetted through stakeholder interviews with a range of parties to gain a better understanding of market acceptance or interest, ability to improve competitive advantage, and willingness of various partners to consider contributing to implementation. Up to four hours of stakeholder interviews were conducted for each Pilot Community.

Pilot Community: An employment area selected by Metro to develop an Eco-Efficient Implementation Action Plan.

Lead Agency: The agency in an Pilot Community who leads the project, establishes the Working Group, and commits to managing implementation and measuring progress to be shared with Metro and other communities in the region.

Working Group: Members are actively involved in the Pilot, represent interests of constituencies or members, and commit to assisting the Lead Agency with implementation

Workshop 3: Assess Strategies

The consultant team facilitated a workshop with the Working Group from each pilot community to assess and prioritize the strategies that were established in Workshop 2 for an initial, high level pre-feasibility assessment and alignment with desired outcomes. During the Workshop, the consultant reviewed results from the preliminary feasibility assessment and stakeholder interviews with the Working Group. Workshop 3 resulted in a confirmed list of prioritized strategies in each Pilot Community that had the support of Working Group members for implementation.

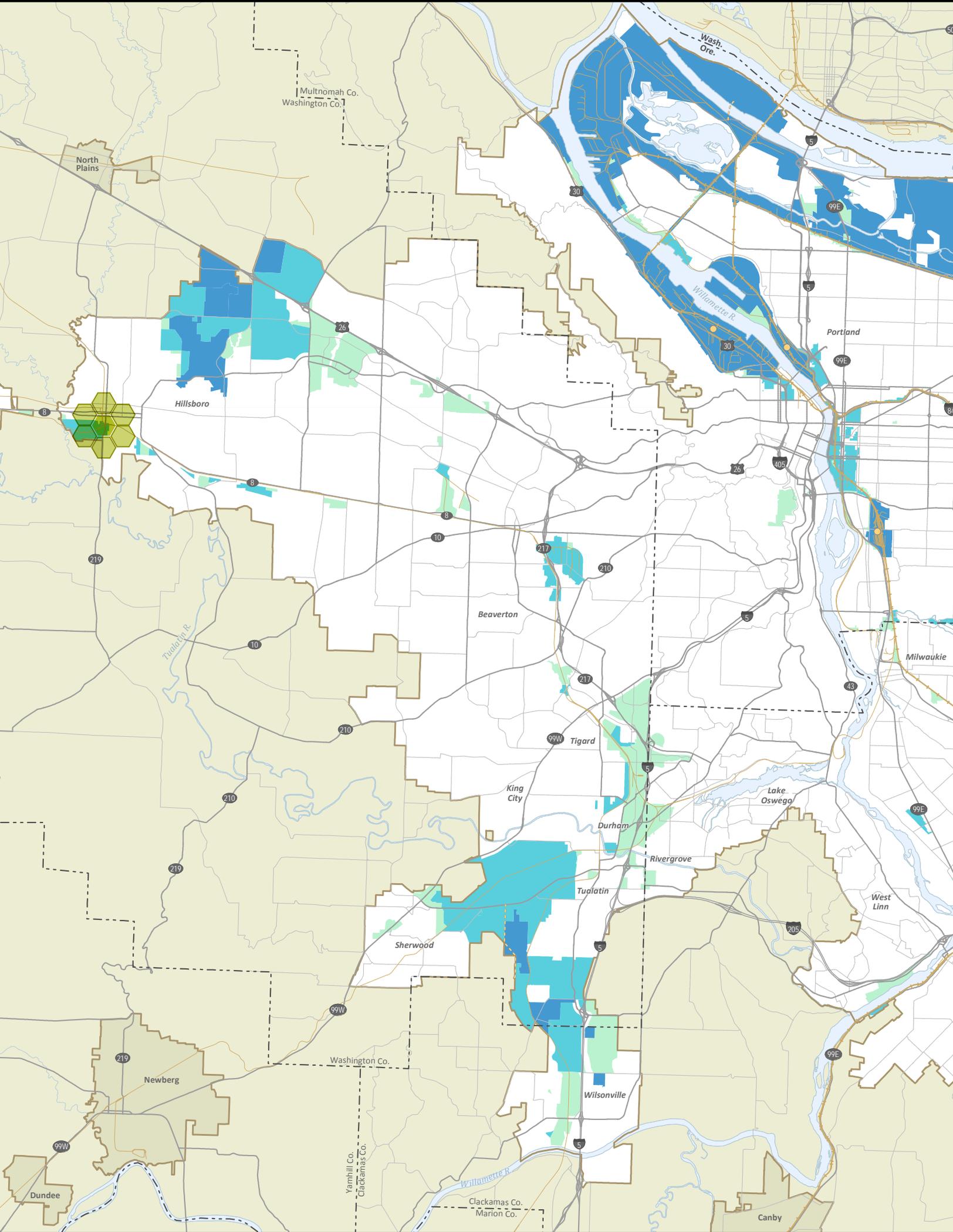
Workshop 4: Action Plan Development

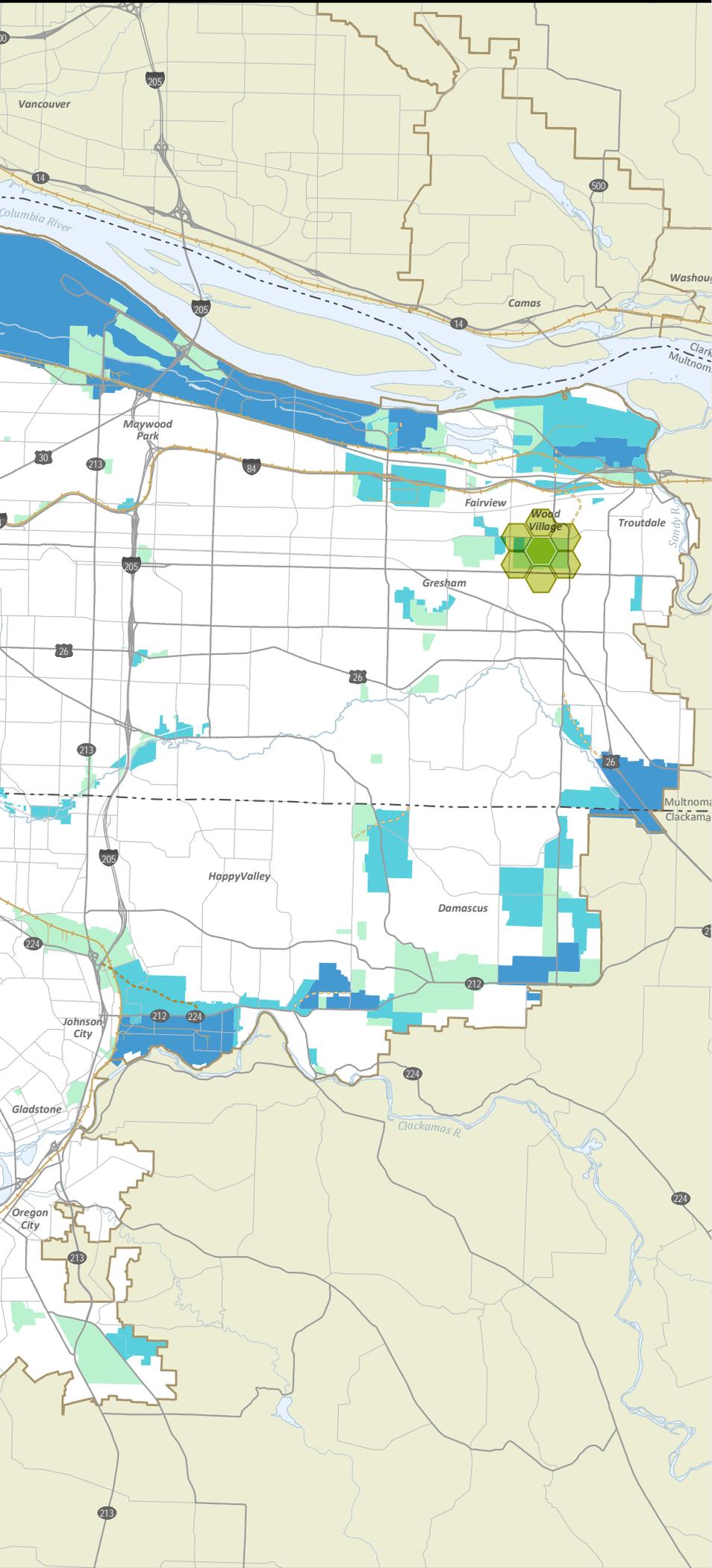
The consultant team facilitated a final workshop with each pilot community to develop an Implementation Action Plan for eco-efficient employment projects based on the strategy framework drafted in Workshops 2 and 3. The Working Groups and consultant team identified potential responsible parties, timing and priority of each strategy considering short, mid and long-term actions. The content developed in Workshop 4 formed the basis of the Implementation Action Plan.

Implementation Action Plan

Working with the Pilot Communities, the Consultant prepared an Implementation Action Plan for each of the pilot communities, based on content developed in the workshops, including responsibilities outlined for key public and private stakeholders that have been engaged and are committed to implementing these actions, and recommended next steps. The Implementation Action Plans act as a road map for Lead Agencies, Working Group members, and stakeholders to implement their next steps and progress toward realizing the Eco-Efficient strategies at the specific sites.

The workshop agendas were customized to respond to each Pilot Community Working Group makeup and strategies of interest, and as a result are quite varied. Sample agendas are available in Appendix A5.





3 Eco-Efficient Pilot Communities

3. Eco-Efficient Pilot Communities

Two projects were selected for the pilot:

- Old Town Sustainability Businesses (City of Hillsboro Lead Agency)
- Gresham Vista Business Park (Port of Portland Lead Agency)

3.1 Old Town Sustainable Business Implementation Action Plan Summary

Old Town Hillsboro

As a follow on to the successful establishment of an Urban Renewal District in the downtown area in 2010, the City is currently engaged in developing an Old Town Reinvestment Strategy, which will prioritize capital improvements for consideration. This area is already characterized by a cluster of “home grown” business operations that are producing goods and services for the local economy (e.g., prepared foods, small machinery, wood products manufacturing). A few businesses (e.g., Zylight Instruments – www.zylight.com) are also growing a national and international market.



Figure 2. Eco-Efficient Employment Hillsboro Old Town Sustainable Business Pilot Project study area

Vision

Through workshops, the Working Group developed a vision of Old Town that:

- Provides a range of traded sector services and goods through local businesses, and supports business incubation;
- Employs a business network that collaborates to achieve greater operational efficiencies and development advantages; and
- Leverages its unique characteristics and sense of place: adjacency to downtown, transportation access including highways and rail, relatively low rents and range of available space, and a diverse mix of business and industry.

Old Town Business Priority Strategies

The Pilot Program workshop process was a critical first step in convening a range of public, private, and non-profit economic development stakeholders to discuss the future of Old Town and how to promote sustainability, vitality, and competitive advantage for the area. Through workshops, which are described in Chapter 2, the Old Town Sustainable Business Working Group developed a framework of goals and challenges to overcome. The framework and stakeholder interviews were used to evaluate the potential implementation strategies of interest for Old Town.

Through evaluation and feedback, strategies were identified as the most viable, timely, and effective for various partners and stakeholders to pursue. They also have the greatest opportunity for and commitment to on-the-ground implementation. The following summary chart describes the strategies and how they achieve the long-term vision for Old Town businesses.

	LOCAL BUSINESS SUPPORT AND INCUBATION	NETWORK FOR OPERATIONAL AND DEVELOPMENT ADVANTAGES	LEVERAGE UNIQUE SENSE OF PLACE
STUDIES & STRATEGIES		<ul style="list-style-type: none"> ▪ Stormwater – regional facilities 	
PROGRAMS	<ul style="list-style-type: none"> ▪ Small business technical assistance ▪ Stormwater – technical assistance/ user guide 	<ul style="list-style-type: none"> ▪ Old Town business consortium ▪ Small business/ manufacturing directory and/or forum ▪ Waste/ byproduct exchange program 	<ul style="list-style-type: none"> ▪ Old Town business consortium
CAPITAL IMPROVEMENTS	<ul style="list-style-type: none"> ▪ May be identified through technical assistance or business outreach 	<ul style="list-style-type: none"> ▪ May be identified through studies or business consortium 	<ul style="list-style-type: none"> ▪ May be identified through business consortium; refer to Old Town Community Reinvestment Strategy

Each priority strategy is described below to include objectives and scope.

Old Town business consortium:

A group of businesses and property owners collaborating to advance economic development, sustainability, and attract investment to Old Town, including the following elements:

- Articulate a shared vision, brand and identity for Old Town
- Form partnerships between businesses and public sector to improve infrastructure and reduce regulatory or policy barriers
- Create incentives for investment, improvements, and operational efficiencies
- Improve access to capital and investment through market certainty

Stormwater – regional facilities:

Optimize fiscally efficient stormwater management in the Old Town area through use of decentralized green infrastructure facilities. Explore the feasibility of a sub-basin regional approach utilizing a stormwater management hierarchy, and consider a pilot Green Street project in a neglected area:

- Tier 1 – Green Sites
- Tier 2 – Green Streets
- Tier 3 – Sub-basin Regional Facilities

Small business/ manufacturing directory and/or forum:

Promote and support local business, especially traded-sector and small business, citywide, through actions that include the following elements:

- Technical and business development support for small businesses
- Networking forum for small non-retail businesses (existing or new)
- Online business-to-business forum to promote use of local, small businesses and services advancing corporate local business utilization and environmental performance procurement goals

Stormwater – technical assistance/ user guide:

Reduce barriers to compliance and establish clear and easily accessed resources for stormwater performance that includes the following elements:

- Updated development and construction standards, including a flexible menu approach
- Business outreach



South 1st Avenue, Old Town Hillsboro

- Technical assistance and guidebooks
- Collaboration between agencies to streamline permitting
- Include innovative tools or case studies from other jurisdictions

Waste/ byproduct exchange system:

Optimize geographic proximity and business networking to support a system for exchange of waste, by-products, and other resources including the following elements:

- An appropriate forum or exchange to facilitate communication
- Incentive program to encourage building product salvage in demolition
- Comprehensive recycling and reuse program, including industrial and food waste

Small business technical assistance:

Encourage small business investment and economic development through technical assistance that includes the following elements:

- Assistance with available funding and incentives, including Enterprise Zone match
- Assistance in connecting small businesses and entrepreneurs with the various services available to grow their businesses, either directly at the Chamber or City, or through the partnerships that the Chamber and City have (TIE, OEN, SCORE, SBA, Mercy Corps, etc.)

Achieving The Vision and Strategies

Achieving the vision for sustainable, thriving Old Town business relies on the partnership and collaboration of a range of public, private, and non-profit economic development stakeholders, including various departments in the City of Hillsboro and the Hillsboro Area Chamber of Commerce.

The Implementation Action Plan is organized around these priority strategies, and is intended to act as a road map to identify next steps and timing, responsible leads and team members, and required resources.

The City of Hillsboro has committed to convening this Action Plan for Old Town, and will report on progress periodically over the next year.

The Action Plan identifies several immediate actions that should be completed by the end of 2013 Q2 to advance the priority strategies. The Action Plan Matrix can be found in Appendix A2. The prioritized/short-term strategies excerpted below include Metro as an identified partner in next steps.

City of Hillsboro

- Regional stormwater facilities: Coordinate between Public Works and Clean Water Services to begin first steps of a sub-basin stormwater approach and scope a drainage master plan for Old Town
- Waste/ by-product exchange program: Sustainability Program to hold exploratory conversations with Metro Waste Management and other existing programs to inventory existing technical assistance available to Old Town businesses

3.2 Gresham Vista Eco-Efficient Implementation Plan Summary

Gresham Vista Business Park

Gresham Vista Business Park is a 221-acre site, which was purchased in November 2011 by the Port of Portland for \$26.5 million. The acquisition was part of a broader strategy to be a leader in the field of industrial land development. The Port and the City of Gresham have a partnership agreement (IGA) that details joint goals in marketing the site to create an employment center that attracts traded sector investment and local jobs.

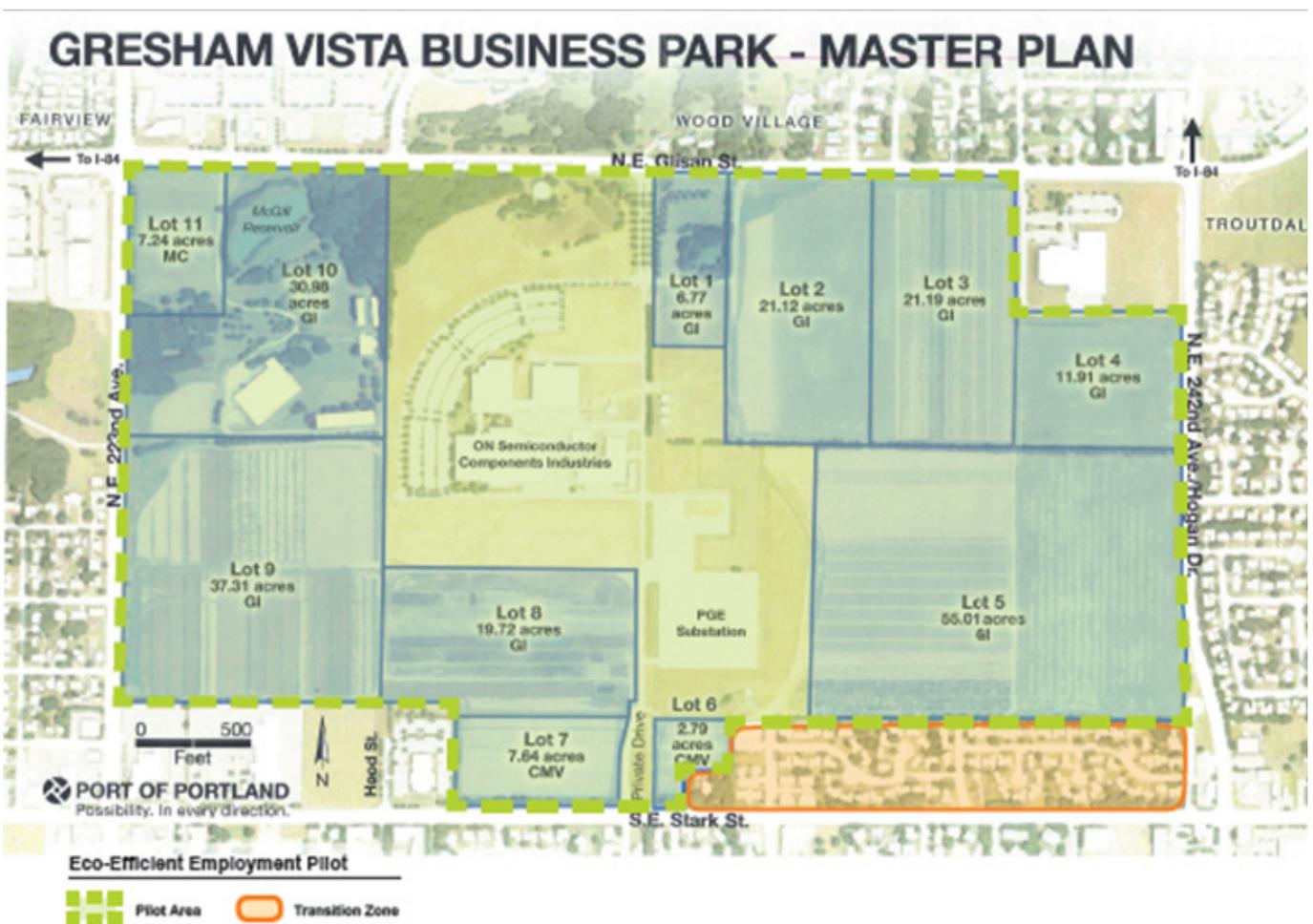


Figure 3. Eco-Efficient Employment Gresham Vista Pilot Project study area

Goals

Through workshops and drawing from policy and previously developed materials, the Working Group developed the following goals for Gresham Vista:

- Has a Strong Brand and Identity that is attractive to users, employees, and differentiates the site
- Achieves Investment Returns including financial feasibility, revenue, and meeting target industry clusters
- Offers Development and Operational Advantages for users that maintains flexibility and leverages the large lots
- Provides Connectivity and Accessibility of utilities and transportation network to users
- Enhances Community Value as a regional model for sustainable development that is a good neighbor to surrounding communities and improves employment opportunities
- Achieves Environmental Performance including air quality, energy management, natural resource, and waste minimization goals

The Gresham Vista Working Group developed a framework for a triple-bottom-line (TBL) assessment for potential pre-development strategies to improve the positioning of properties. Based on a TBL evaluation of potential strategies, as well as testing market viability of the priority strategies with stakeholder interviews, and feedback from the Working Group, these strategies were identified as most viable and advantageous for the Port to pursue at Gresham Vista. They also have the greatest opportunity for meeting the goals and criteria in the TBL framework, as shown in Figure 4 on Page 21, Strategy Summary and Evaluation.

The following summary identifies the priority strategies that will achieve the defined goals, and categorizes them by the type of action.

ACTION TYPE	PRIORITY STRATEGIES
Plans, Studies, & Strategies	Integrated Site Master Plan <ul style="list-style-type: none"> • District energy strategy • Water conservation and reuse • Waste management • Multi-modal site access
Programs, Codes & Standards	<ul style="list-style-type: none"> • Development Standards and Incentives • Eco-concierge
Capital Improvements	<ul style="list-style-type: none"> • Green infrastructure

Gresham Vista Priority Strategies

Each strategy is described below to include objectives and scope.

1. Integrated Site Master Plan and Investment Decisions

The final Workshop with the Working Group identified the need for an integrated, systems approach to refining and finalizing the Site Master Plan for Gresham Vista. The EID work and Eco-Efficient Pilot Program has identified priority, viable strategies in a variety of areas for implementation at Gresham Vista. Because the Site Master Plan will be the ultimate mechanism for implementation, it is critical that the new integrated and systems approach of collaborating between departments, with other partners, and considering the triple bottom line is infused in every day decision-making and actions. By using this integrated, comprehensive approach, the Port can identify the most advantageous and high impact investments for specific sites. An Integrated Site Master Plan will serve as a comprehensive structure to facilitate strategies across goals and performance areas, identify synergies, and coordinate infrastructure.

Gresham Vista is currently being marketed and will soon be built; so it is important to the Port to prioritize capital improvement planning so as not to miss out on opportunities. People and processes, such as incentives and program frameworks, can be addressed as a secondary layer to the Integrated Site Master Plan to leverage the capital improvement plan. To accomplish this Integrated Site Master Plan, the following elements should be included:

- Integrated vision statement addressing the triple-bottom-line
- Coordinated Master Plan that takes a systems approach to addressing:
 - Stormwater
 - Potable and waste water
 - Energy and utilities
 - Transportation
 - Waste minimization
 - Natural resources and ecosystem services
 - Air quality
- Use of a triple-bottom-line framework to evaluate strategies and inform investment decisions, with first priority on capital investments and secondary priority on “soft side” programs, incentives, and other frameworks.

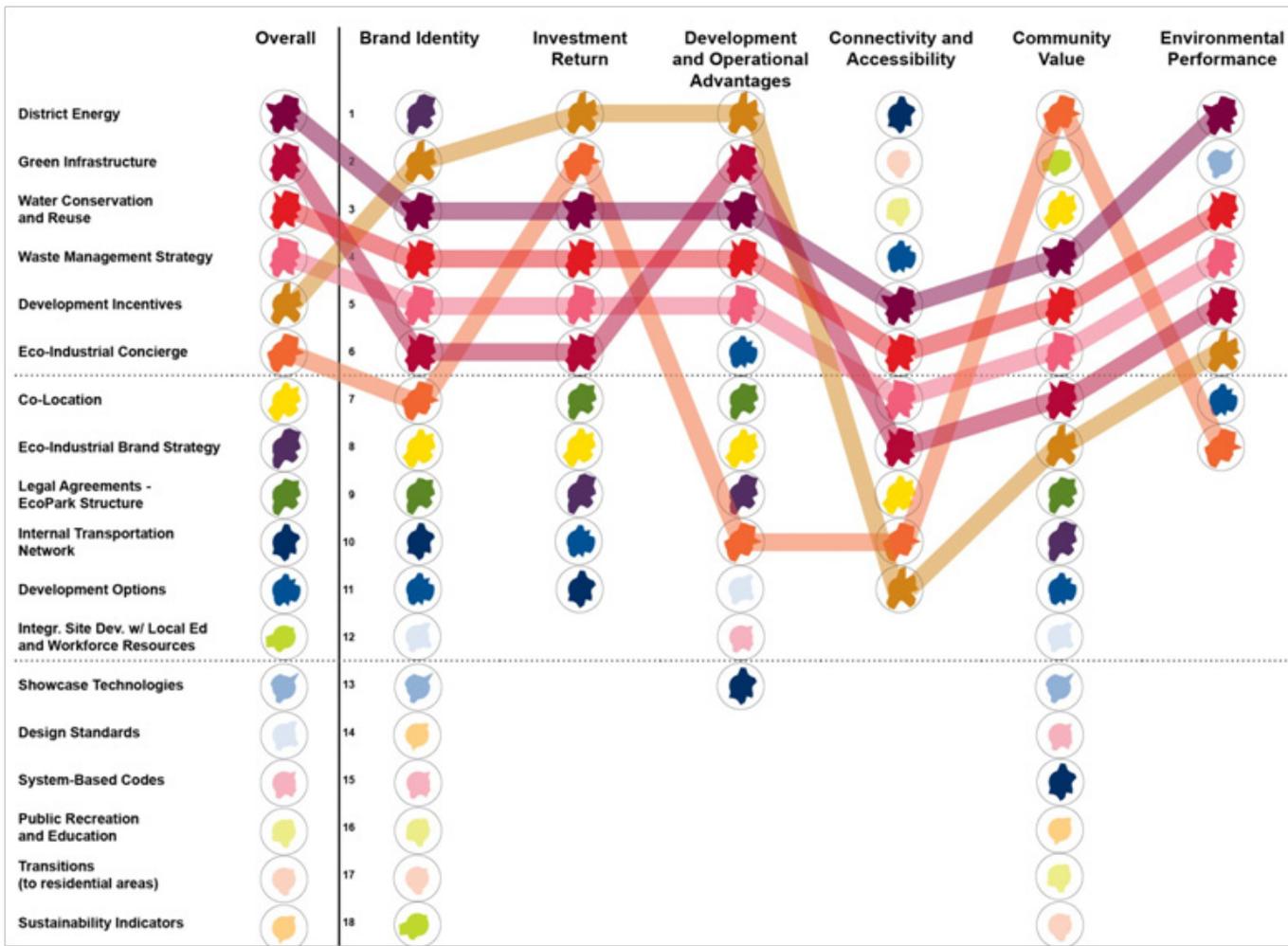


Figure 4. Gresham Vista Strategy Summary and Evaluation. This figure represents the scoring of strategies against the evaluation criteria and how they achieve Gresham Vista goals. Each strategy is represented by a different color and the “spider-graph” plot of their total score. The Overall column on the left can be used as a key. The strategies and their color symbols are ranked first by their overall score, and then by their sub-score for each defined goal, in columns moving from left to right. The priority strategies maintain high evaluation scores in most goals, as well as overall.

2. Green infrastructure:

Optimize on-site stormwater management through use of decentralized green infrastructure facilities utilizing a stormwater management hierarchy:

- Tier 1 – Green Sites
- Tier 2 – Green Streets
- Tier 3 – Regional Facilities

3. Development standards and incentives:

Establish clear and easily accessed development standards and incentives related to:

- Energy and Water Efficiency
- Waste Management
- District Energy and Recycled Water
- Renewable Energy
- Green Infrastructure

4. Eco-concierge:

Create a support network that is available for current and future GVBP business partners focused on:

- Reducing development and operational costs
- Workforce education, training and networking

5. Water conservation and reuse:

Innovative and cost effective water strategy that could include:

- Water efficient buildings (existing and new)
- District recycled water system
- Water efficient site irrigation

6. Waste management:

Establish a district net-zero waste strategy including the following elements:

- GVBP resource collection and monetization pilot

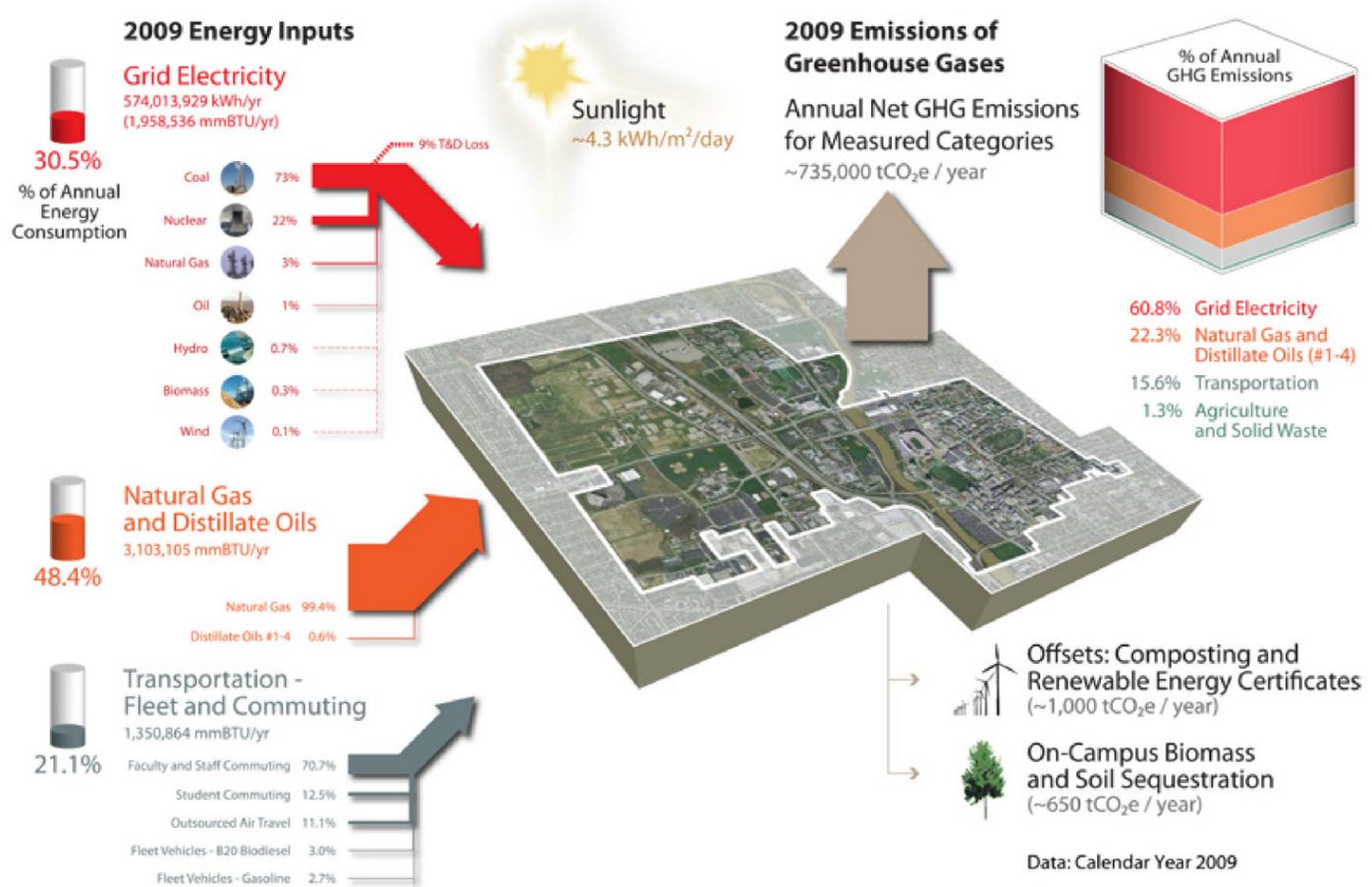
7. District energy strategy:

Innovative and cost effective energy strategy that includes the following elements:

- Energy Efficient Buildings (Existing and New)
- Renewable Energy (Solar PV)
- District Energy System
- Energy Efficient Street Lights

In future use of the triple-bottom-line framework for development, goals and criteria should be refined, and specific indicators or targets could be identified to provide a better measure of success in meeting objectives. These could align with the Port's Environmental Management System (EMS) program or other policies.

In addition, completing a baseline assessment for existing conditions of a site using the criteria or indicators can help to identify opportunities for improvement and investments to be addressed through pre-development activities ultimately enhancing the competitive positioning of properties.



Ohio State University Sustainability Plan, Energy Resource Flow Diagram / Resource Mapping; Integrated Planning & Design

Achieving Goals and Strategies

Achieving the goals and vision for a sustainable, thriving business park at Gresham Vista relies on the partnership and collaboration of a range of public, private, and non-profit stakeholders, including the City of Gresham, existing site users PGE and ON Semiconductor, and Metro’s programs including waste management and transportation.

The Implementation Action Plan is organized around the priority strategies, and is intended to act as a road map to identify next steps and timing, responsible leads and team members, and required resources.

The Action Plan identifies several immediate actions that should be completed by the end of 2013 to advance the priority strategies. The Port of Portland has committed to leading this Implementation Action Plan for Gresham Vista, and will report to the Working Group periodically over the next six months. The fall Action Plan Matrix can be found in Appendix A3.

The prioritized strategies excerpted below include Metro as an identified partner in next steps.

Waste Management:

- Assess Port's current waste management efforts and applicability to Gresham Vista, and coordinate with Metro on their current waste management programs and potential for collaboration
- Complete a refined TBL evaluation of a waste management strategy including goals, projects, programs and investment/partnership strategy; consider a beneficial rate plan and a resource collection and monetization pilot

Eco-Concierge:

- Port: discuss internally and establish program goals
- Inventory existing resources and programs (to avoid duplication)
- Identify potential grant funding
- Talk with Metro and partners to identify existing resources to initially establish the position
- Identify the right scale for the concierge service area
- Interview existing and potential businesses to understand support needs that could be satisfied by the program

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4 Lessons Learned and Recommended Next Steps

4. Lessons Learned and Recommended Next Steps

Following the action planning process for each pilot community, the consultant team completed a program evaluation with staff at Metro, the Port of Portland, and City of Hillsboro. What follows is a summary of feedback received about the process, what worked well, and areas for improvement. Recommended modifications to the process are included to address some of the items needing improvement. The evaluation was broken down by phases of the pilot projects: readiness assessment, using the Eco-Efficient Toolkit, workshops, preliminary feasibility assessment, and overall evaluation of the program.

4.1 Readiness Assessment

- Participants found the assessment process simple and easily accessible.
- While the assessment was simple and easy, there are minor adjustments that could be made to improve defining and scoping the project.

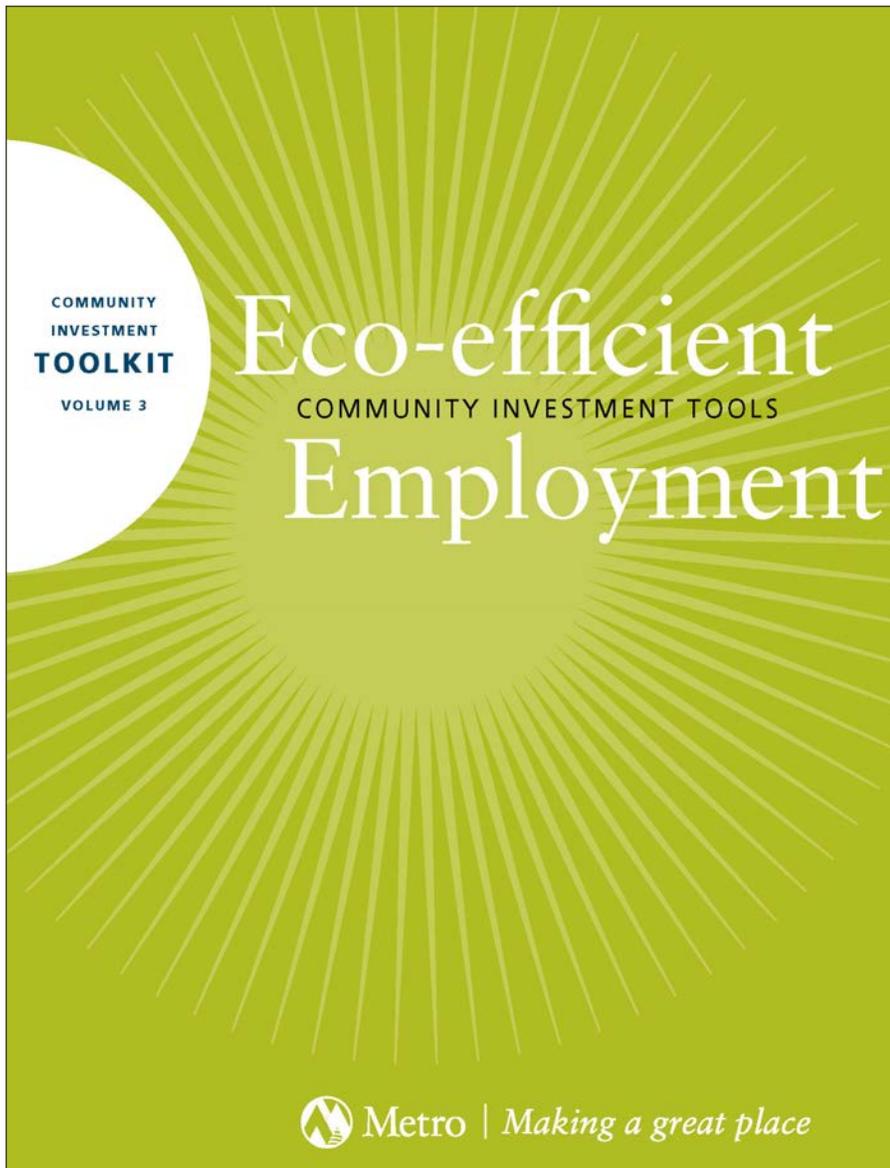
Recommended Improvements

- Consider holding the assessment meeting prior to having the project staff complete the assessment form. The participants found the meeting to be most useful in understanding the program objectives and helping to define the eco-efficient project. Some basic level of information would likely need to be submitted prior to this early assessment meeting.
- To aid in defining the eco-efficient project, an additional question should be added to the assessment that inquires about desired deliverables or outcomes from the eco-efficient effort and how the action plan is likely to be processed or used. These answers could very well change over the course of the process, but defining the overall desired outcomes at the onset will help in scoping the project up front and determining whether this is the right next step for a project. Is it 'ready' for the eco-efficient action planning process?

4.2 Eco-Efficient Toolkit

- The pilot participants typically used the toolkit as a reference guide.
- The communities came to the process with some ideas about potential strategies for their project areas, but the toolkit provided additional, practical ideas for their consideration.
- Further on in the process, the toolkit case studies were critical in understanding strategies a little better and providing some level of assurance that strategies they have not yet been personally tested have proven feasible in other communities.

- The participants found the toolkit is most accessible and usable once there is a specific project and/or development site defined.



4.3 Workshops

Workshop Framework and Process

- Generally, both pilot communities found the workshop process to be extremely useful, the right pace, occurring over the right period of time.
- The kickoff workshop with the core team was helpful in further defining



South Lake Union Charrette, Seattle, WA

the project and process. The core team was successful in setting up the project when it included all parties who are likely to have responsibility for implementation. Additional attention to integrating previous planning work would be helpful to identify strategies, outcomes, and potential next steps for implementation.

- The group exercises within the workshops were helpful in ensuring the diverse stakeholder interests were included in the planning work and helped to build ownership needed for implementation.
- The pilot communities differed in their desires for the number and length of workshops - one found the final four-hour work session too demanding and potentially off-putting to the participants, while the other believes getting so much work done on the same day was encouraging for participants. Going forward, it will be important for communities to be attuned to their particular set of stakeholders and time available for eco-efficient planning.
- Having a dedicated facilitator was viewed as central to getting so much work done in so little time with a diverse group of people.
- Both communities would have appreciated a final core team meeting to flesh out the details of the next steps with consultant support. Action item leads would be included in the final meeting.

Work Groups

- Identifying the right work group members at the beginning is an important part of making the process work, as the action plan reflects the interests of work group members. Thinking through the desired outcomes is helpful to ensuring the right mix of stakeholders is represented.
- There is tension between keeping the work group small enough to get through the process efficiently and effectively, while including an array of interested stakeholders. Interim stakeholder interviews helped to bring in additional voices into the process while keeping the group a manageable size.
- The work group process was valuable for understanding the needs of multiple stakeholders and getting everyone moving together in the same direction.
- The work groups provided meaningful opportunity for stakeholders to network with one another and explore partnerships beyond just the eco-efficient planning work.

Recommended Improvements

- Before finalizing timing for workshops, check in with work group members on their desires for pace and timing. Stakeholders, for whom doing this type of planning is a part of their jobs, such as with the Port pilot, will have an easier time carving out a half-day for a workshop. Small business owners, for whom the eco-efficient planning is a tangential business activity, are more sensitive to time away from their primary business and may wish to be involved differently or have specific timing needs.
- Amend the kickoff workshop to include a specific agenda item addressing how to integrate previous and relevant planning work, stakeholder outreach, etc.
- Add to the process a final core team meeting (including all action item leads) to identify the specific and immediate next steps for implementation and perform a process improvement evaluation.

4.4 Strategy Preliminary Feasibility Assessment

- The stakeholder interviews, the survey, and the triple bottom line assessment that occurred between workshops 2 and 3 were all seen as being very helpful in shaping the action plan and occurred at the right point in time.
- It was not originally anticipated that a survey tool would be used for preliminary feasibility, but it ended up being a good way to test stakeholder interests. The survey could be administered to work group members as well as other stakeholders not a part of the workshops.
- The stakeholder interactions were useful to gather information as well as get the word out that positive change is on the way.
- The one-month time frame between workshops 2 and 3 was tight for the consultant team to conduct the preliminary feasibility assessment and prepare materials for the final workshops.

Recommended Improvements

- To obtain a more comprehensive and tailored approach, amend the model work plan to include surveys, triple bottom line assessment and other similar feasibility tools, in addition to stakeholder interviews.
- Recommend having six to eight weeks between workshops 2 and 3 in order to give adequate time for broad stakeholder inclusion and feasibility assessment, and to prepare workshop materials to reflect the feedback.

SURVEY: Sustainable Business in Hillsboro's Old Town

At our workshop on October 8, the group discussed ideas on how to make Old Town businesses more prosperous for the long term. These 'sustainable business strategies' are summarized below. We are requesting your assessment of how interesting each strategy is and how likely you are to use or participate if the strategy was available. We will use the results of this survey in preparation of our next workshop, November 8.

1. Please tell us your level of interest for participating in each of the following Old Town sustainable business strategies.

	Interested in attending / receiving	Interested in helping	Need more information	Not interested
Searchable database of services and products available from Hillsboro businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking events and educational forums, industry-specific (example: "manufacturer's roundtable")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online forums, industry-specific (example: moderated LinkedIn Group for food processing businesses in Old Town)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developer and/or small business incubator networking group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Byproduct or materials trading system, online and mappable (example: used light bulbs traded to the metal recycling facility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Old Town business advocacy network, established to promote collective infrastructure or support service needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical assistance for compliance with new drinking water protection / EPA regulations Interested in attending / receiving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical assistance and property owner communication guide for stormwater / watershed management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional stormwater retention facility available for multiple properties, depending on topography	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New funding to alleviate fees for small businesses (examples: system development charge reductions, waiver of local improvement district assessment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New funding stream for small business investments, <\$250,000 (example: similar to Enterprise Zone, but for lesser levels of investments, available to smaller businesses)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shared or coordinated services between Old Town businesses for waste management, recycling, equipment rental, and maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
District energy system - electricity generated in Old Town to supply nearby properties (examples: heat transfer from wastewater treatment process or on-site solar power)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

2. What other ideas do you have to grow the economic prosperity and cohesion of Hillsboro's Old Town businesses?

[open ended]

4.5 Overall

- The pilot communities are extremely satisfied with having gone through the process and reaching an action plan to move forward. They were complimentary of Metro’s support and approach to integrating sustainability strategies into employment areas.
- The process appears as though it is best suited for local governments or employment- and development-related non-profits such as Chambers of Commerce or Community Development Corporations.
- Participants feel as though they could fairly easily use the same process for different types of projects and in different communities around their jurisdictions. However, they both felt that some level of consultant support and independent facilitation would be necessary to ensure a productive outcome. Both communities were encouraging of Metro’s continued participation with their projects and for other communities interested in going through the eco-efficient employment process.
- Both pilot communities found that this process was the right fit to collaboratively plan with public and private sector interests. For one community, this approach was a good starting place to build capacity in an area that has been marginalized and has experienced community disinvestment for years. Eco-efficient planning will not solve all of the area’s problems, but it was the right format and length of time to engage typically underrepresented employment interests.
- The pilot communities believe their projects could serve as helpful case studies to be added to the toolkit.
- The communities greatly appreciated Metro’s involvement in the process and staff expertise. Metro has many programs and resources available that its partners are not always fully aware of; Metro could consider adding an “introductory” meeting with eco-efficient target communities to review all of the relevant Metro resources available to the community (i.e. redevelopment programs, waste management, green spaces, etc.). This could help the community expand the list of potentially feasible strategies.



Lloyd Crossing, Portland, OR /
Integrated Planning & Design Process

MITHŪN

Mithun | Pier 56

1201 Alaskan Way, #200

Seattle, WA 98101

Mithun | Solomon

660 Market Street, #300

San Francisco, CA 94104

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206.623.3344

mithun.com

Appendices

- A1. Readiness Assessment Form
- A2. Old Town Sustainable Business Implementation Action Plan Matrix
- A3. Gresham Vista Eco-Efficient Implementation Action Plan Matrix
- A4. Pilot Program Case Studies and Resources
- A5. Sample Workshop Agendas

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Appendix A1: Readiness Assessment Form

Eco-Efficient Employment in Action

READINESS ASSESSMENT FORM

Please provide the following information, and answer the following questions. Section 1. Information will be used to identify the project. Section 2. Questions/Criteria will be used as criteria for selection and to determine threshold qualification for participation in the Eco-Efficient Employment in Action project as a Pilot Community. Question responses should be limited to 250 words. Questions can be answered by narrative or a list of items if relevant. It is not mandatory to provide any base information other than described in Section 1. Information, below; however, supplemental materials may be provided if desired.

Definitions and roles are included at the end of this document.

SECTION 1. INFORMATION

Pilot Project Contact: _____

Lead Agency: _____

Project/Study Area Name: (please provide a map indicating the area) _____

Opportunity: Please provide a short statement on the opportunities for using the Eco-Efficient Employment Toolkit, and opportunity for change and investment you see in the area (Max 250 words): _____

Stakeholders and potential Working Group Members (please list the stakeholders you would like to actively engage in this process. Please note if there is an established group or groups that could form the Working Group): _____

Outreach: (please note the level of outreach you desire as a part of this process. Do you envision a broader stakeholder or public outreach effort is needed to move this forward?)

SECTION 2. CRITERIA/ QUESTIONS

»» **Project Team Capacity:** Is there support from leadership and from staff? What is the ability of the lead agency and partners to commit staff time and resources to this effort as described above?

»» **Community leverage:** What activities, outreach work/organizational development, and/or funding mechanisms have already gone into the area? How might this work be aligned with available or potential funding sources, and what is the ability to allocate funding streams to Eco-efficient strategies? What social infrastructure is in place (community group, cluster of businesses in place, existing organizational structures) that can be leveraged?

»» **Plan and policy alignment:** What plans and policies (public or private) have been adopted that lead toward the Eco-efficient strategies and goals? Is there cross-agency alignment of local government policies for the area or are there unresolved conflicts? Is there an ability to implement demonstration projects or pilot projects in the case of policy or regulatory barriers?

»» **Market readiness:** To what degree does market demand for change exist in the area? For example, what assessment has the lead agency done to determine if underutilized land is needed for other purposes or that buildings are obsolete for future users of the area or that the value of existing buildings is so depreciated redevelopment and reuse are financially feasible? How long have the local

Eco-Efficient Employment in Action

government, agencies and stakeholders been working to affect change in the area (toward Eco-efficient uses or otherwise)?

»» **Property owner readiness:** What conversations has the lead agency had with property owners in the area that leads them to believe there is capacity to contribute, change, sell or otherwise participate in implementation? Are there other data about property ownership that demonstrates capacity for implementation? Ownership pattern/parcelization pattern – are there large holdings that have opportunity for change?

»» **Built environment readiness/ Infrastructure leverage:** What opportunity is there for investment and improvement in the community? What physical infrastructure (transit, transportation, water/sewer) is in place that could be leveraged? Are there a lack of barriers with regard to site/ infrastructure/ property control; physical space requirements; timing of implementation, ability for replication elsewhere; supportive of community's established goals; can low-cost, easy to replicate, high impact strategies be identified?

ROLES/ DEFINITIONS/RESPONSIBILITIES

Pilot Community: An employment area selected by Metro to develop an Eco-Efficient Implementation Action Plan.

Lead Agency: Manage project for Pilot Community, establish Working Group, provide staff time to coordinate Working Group (with support from Metro as needed), gather base information as requested by consultant team to conduct workshops, conduct community engagement outside of the workshops (as needed), and commitment to managing implementation and measuring progress to be shared with Metro and other communities in the region.

Working Group: Participate actively in Workshops and preparation of Action Plan, represent interests of constituencies or members, share information in the interest of advancing Eco-Efficient Employment strategies in the Pilot Community and Study Area, commit to assisting the Lead Agency with implementation, as necessary and appropriate.

Metro Staff: Serve as primary contact between Consultant Team and Lead Agencies/Working Groups; logistic support for Workshops; liaise with Metro Council.

Consultant Team: facilitate prioritization process, provide technical assistance regarding pre-feasibility of Toolkit strategies, develop agendas and direct content for the Workshops, work with Pilot Community Working Groups to prepare Action Plan, prepare a final Implementation Action Plan for each Pilot Community.

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Appendix A2: Old Town Sustainable Business Implementation Action Plan Matrix

HILLSBORO OLD TOWN SUSTAINABLE				
STRATEGY	PRIORITY	LEAD		IMPLEMENTATION
		RESPONSIBLE PARTY	POTENTIAL PARTNERS	IMMEDIATE ACTIONS
Coordination with Reinvestment Strategy	High	City of Hillsboro Economic Development	City of Hillsboro Planning	Review the IAP for potential investments that could be folded into the investment form process and considered in future evaluations of the Reinvestment Strategy
1. Old Town Sustainable Business Consortium	High	Hillsboro Area Chamber of Commerce	*Old Town business community *City of Hillsboro *Washington County *CWS *County assessor's office (?)	<ol style="list-style-type: none"> 1 Determine level of interest 2 Establish meeting protocols and communication methods 3 Develop and brand a new name for the district 4 Outreach to other businesses 5 Formational meeting - identify immediate priorities
2. Stormwater - Regional Facilities	High	Public Works - City of Hillsboro	*CWS *All property owners *Old Town Consortium members	<ol style="list-style-type: none"> 1 Create sub-basin drainage master plan 2 Communicate with property owners about the sub-basin delineation and opportunities for regional facilities
3. Small Business/ Mfg Directory and/or Forum (Citywide)	Med	Hillsboro Area Chamber of Commerce	ResourceFull Use (web-based resource exchange) PCC PSU City of Hillsboro	<ol style="list-style-type: none"> 1 Online B2B - research best models and develop recommended system (intern?) 2 Test idea of networking forum for small non-retail businesses 3 Set agenda and purpose 4 Develop simple communications piece of existing networking programs available to small businesses in Hillsboro (brochure, webpage, etc)
4. Stormwater - Technical Assistance / User Guide	Med	Public Works - City of Hillsboro	*CWS *All property owners	<ol style="list-style-type: none"> 1 Update D&C (development and construction standards) 2 Businesses to join the CWS listserv 3 Chamber and CWS meeting to discuss issues and opportunities for partnership
5. Waste / Byproduct Exchange System	Low	City of Hillsboro Sustainability Program (Peter Brandom)	*ResourceFull Use (web-based resource exchange) *Rebuilding Center *Metro Land Use *Metro Waste Management / Sustainability Center *City of Hillsboro *EG Metals	<ol style="list-style-type: none"> 1 Exploratory meeting with Metro Waste Department to inventory technical assistance available 2 Explore viability of forum, craig's list, etc 3 Research and communicate information available for demolition permits (RRR) 4 Contact Rebuilding Center for possible branch location in Hillsboro
6. Small Business Technical Assistance	Low	Hillsboro Area Chamber of Commerce		<ol style="list-style-type: none"> 1 Communicate existing services (Chamber)

BUSINESS IMPLEMENTATION ACTION PLAN

ACTIONS & TIMING	RESOURCES REQUIRED		POTENTIAL OUTCOMES	NOTES
LONGER TERM ACTIONS	IMMEDIATE RESOURCE NEEDS	RELATIVE EFFORT LEVEL (1=LOW, 3 = HIGH)		
		1		
1 When capital improvements and infrastructure investments occur, like streetscapes, consider incorporating the Old Town Sustainable Business brand through signage, etc. 2 Develop energy efficiency retrofit fund for Old Town (urban renewal program?) 3 Investigate incentives for upgrades (fees, taxes, etc.) 4 Conduct feasibility studies to determine potential operational efficiencies for business		2	Private-public partnership and an organizational structure to advance sustainable development	
1 Develop enhanced permit system that builds in rewards in addition to regulations - in order to achieve desired stormwater management outcomes 2 Address or help to coordinate DEQ permits within the sub-basin	Map of sub-basin area and properties	2	Improve stormwater performance, water quality, and flooding issues	
[tbd]	Intern for research	2	Growth of local, small, and traded sector business connections; economic development	
1 Rewrite D&C regulations 2 Develop guidebook highlighting the resources available 3 Consider developing flexible menu approach to regulations 4 Develop collaboration between agencies, City, CWS / County		1	Improve stormwater performance, water quality, and flooding issues	
1 Potential comprehensive Old Town / Hillsboro recycling program 2 Increased communications with businesses and education opportunities 3 Incentive program developed to encourage salvaging building products in demolition and retrofits	Intern to create online forum		Reduce waste, improve operational efficiencies, and reduce vehicle miles traveled (VMT)	Time sensitive
[tbd]		1	Improve utilization of financial incentives and programs that help businesses grow	

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Appendix A3:
Gresham Vista Eco-Efficient
Implementation Action Plan Matrix

Gresham Vista Eco-Efficient

STRATEGY / NEXT STEPS	KEY ELEMENTS	IMPLEMENTATION	PRELIMINARY TRIPLE BOTTOM	PORT'S RANK-	LEAD	
					RESPONSIBLE PARTY	POTENTIAL PARTNERS
1. Integrated Site Master Plan and Investment Decisions	Integrated vision statement addressing the triple-bottom-line; Coordinated Master Plan that takes a systems approach to addressing: *stormwater *potable water and waste water *energy and utilities *transportation *waste minimization *natural resources and ecosystem services *air quality; TBL evaluation informing investment decisions	High	N/A	1st	Port of Portland; Marine and Industrial Development	*other Port departments
2. Green infrastructure	Optimize on-site stormwater management through the use of decentralized green infrastructure facilities by utilizing a stormwater management hierarchy: Tier 1 Green sites, Tier 2 green streets, and Tier 3 regional facilities	High	2nd	2nd	Port of Portland; Marine and Industrial Development	*City of Gresham *Developer(s) / end users *ON *PGE

Implementation Action Plan

IMPLEMENTATION ACTIONS & TIMING				RESOURCES & EFFORT		EEE GOALS
IMMEDIATE ACTIONS: 6-12 MONTHS	MID TERM ACTIONS: 12-18 MONTHS	LONGER TERM ACTIONS	IMMEDIATE RESOURCE NEEDS	RELATIVE EFFORT (1=low, 3=high)		
<ul style="list-style-type: none"> *Finalize vision statement for the site *Re-run triple bottom line model with refined decision criteria; utilize assessment to inform site investments *Review and Finalize Site Master Plan taking an integrated/systems approach to: <ul style="list-style-type: none"> *site layout / pot. lot configuration *systems plans *access / circulation *security *natural resource plan / mitigation *waste management *Coordinate Master Plan with potential end user types locations and attributes 	<ul style="list-style-type: none"> *Consider regular Port cross-departmental coordination meetings and/ or implementation team *Integrated approach to baseline assessment and master plans *TBL investment decisions on future Port developments or property positioning 			1	<ul style="list-style-type: none"> *Brand & Identity *Investment Return *Development & Operational Advantages *Connectivity & Accessibility *Environmental Performance 	
<ul style="list-style-type: none"> *Obtain Port decision on direction for stormwater infrastructure based on TBL evaluation. *Establish an implementation framework to guide development including roles for Port, Gresham, and property owners *Meet with City to discuss potential pre-permitting and new wellfield protection stds *Establish an investment plan to identify costs, benefits, and incentives. 	<ul style="list-style-type: none"> *Develop a Green Infrastructure Concept Plan coordinated with the Site Master Plan *Finalize development standards including green infrastructure concepts 			2	<ul style="list-style-type: none"> *Brand & Identity *Investment Return *Development & Operational Advantages 	

<p>3. Development standards and incentives</p>	<p>Establish clear and easily accessed development standards and incentives to support energy and water efficiency, waste management, district energy, recycled water, renewable energy and green infrastructure</p>	<p>High</p>	<p>5th</p>	<p>3rd</p>	<p>Port of Portland; Marine and Industrial Development</p>	<p>Ec Dev't agencies: City of Gresham, State, County, Metro</p>	
<p>4. Eco-concierge</p>	<p>Support network available for current and future GVBP business partners focused on: reducing development and operational costs, operations technical assistance, and networking</p>	<p>Med</p>	<p>6th</p>	<p>4th</p>	<p>Port of Portland; Marine and Industrial Development</p>	<p>*Metro</p>	

<p>“*Determine and work through with City of Gresham pre-permitting / expediting items</p> <p>*Craft 2-3 development and end user scenarios to refine the brand and marketing of the site: identify best site locations for specific user types, define / determine the benefits and attributes ideal and likely end users will desire, refine master plan to hone in on desired end user group needs.</p> <p>*Determine / finalize feasibility and needs of integrated systems approach (focus on critical elements to avoid future fatal flaws)</p> <p>*Identify specific development and operational cost savings, incentives available, and how to access.”</p>	<p>“*Develop legal structure / agreements necessary to proceed with implementation of other strategies</p> <p>*Package benefits from energy, water, waste, and green infrastructure strategies for current and future end users and businesses.</p> <p>*Coordinate with development standards; consider a flexible menu approach”</p>			1	<p>*Brand & Identity</p> <p>*Investment Return</p> <p>*Development & Operational Advantages</p>	
	<p>*Port: discuss internally and establish program goals</p> <p>*Inventory existing resources and programs (to avoid duplication)</p> <p>*Identify potential grant funding</p> <p>*Talk with Metro and partners to identify existing resources to initially establish the position</p> <p>*Identify the right scale for the concierge service area</p> <p>*Interview existing and potential businesses to understand support needs that could be satisfied by the program.</p>	<p>*If feasible, identify potential funding sources for a Eco-Concierge position. Focus on funding sources based on savings created by Gresham Vista and other eco-efficient projects and programs to create a self-sustaining position. The position may need to be funded in the interim.</p>		2	<p>*Investment Return</p> <p>*Development & Operational Advantages</p>	

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Appendix A4: Pilot Program Case Studies and Resources

Pilot Program Case Studies and Resources

In addition to the case studies and resources available in the Eco-Efficient Toolkit, below are a few additional case studies and resources that were identified and developed during the Eco-Efficient Pilot Program to assist the Pilot Communities understanding and assessment of potential strategies.

Eco-Concierge Program

Eco Concierge is a hands on, lifestyle and behavior change management service available for residential and business applications. The program offers corporate clients a unique blend of bespoke employee engagement programs, leading edge expertise in sustainable lifestyles and behavior change tools, refreshing innovation, and complete flexibility in design and delivery . This service is provided by One Planet Living.

<http://www.ecoconcierge.org/>

District Dashboard

To create a District Dashboard, whether available online and/or visible in the public realm, key metrics would be developed for the district with a concept for a coordinated display system to integrate into data displays (kiosks, building lobbies, smart phone apps, etc.). These metrics can include conventional ones like energy, water, waste, and transit boardings, as well as others such as relationships fostered, businesses formed, coffee served, bird species sighted, etc. The dashboard will tell the story of the District, its positioning relative to competitors, and will be valuable from a branding standpoint. Dashboards are also useful to create competition amongst building users and others and have been shown to improve efficiencies through behavior change motivation.

An example of a District Dashboard is the Seattle 2030 District Building Dashboard being used by commercial property owners in Seattle, WA.

<http://buildingdashboard.net/seattle2030district/>

New Columbia Green Infrastructure

One of the first comprehensive neighborhood green infrastructure strategies to be constructed in the US, the 100-acre New Columbia development sets the bar for sustainable stormwater management in a CSO basin. Almost 100% of stormwater is managed within the district through both green street and decentralized private property facilities. In addition to the sustainability benefits of New Columbia, implementation of the green infrastructure strategy reduced public infrastructure investments by over \$1.5M while significantly reducing private development capital and operational costs.

http://mithun.com/projects/project_detail/new_columbia/

Taggart D Basin Green Infrastructure

Building on the success of New Columbia, green infrastructure was utilized in the Taggart D CSO basin to meet regulatory requirements while enhancing community vitality and connectedness. The \$63M green infrastructure retrofit program was significantly less expensive than the \$122M retrofit program initially developed with conventional grey stormwater solutions. Green infrastructure incentives were developed by BES to catalyze private stormwater action.

Seattle Green Factor

The Seattle Green Factor is an example of a flexible menu approach tied to performance goals. The Green Factor is a landscape requirement designed to increase the quantity and quality of planted areas in Seattle while allowing flexibility for developers and designers to meet development standards. Permit applicants in affected zones must demonstrate that their projects meet the Green Factor by using the Green Factor Score Sheet. The scoring system is designed to encourage larger plants, permeable paving, green roofs, vegetated walls, preservation of existing trees, and layering of vegetation along streets and other areas visible to the public.

<http://www.seattle.gov/dpd/permits/greenfactor/Overview/>

EcoDistricts Toolkit:

EcoDistricts Organization - Engagement and Governance

This toolkit was developed by the Portland Sustainability Institute as a resource for stakeholders who are interested in advancing sustainability in their neighborhood or district. The toolkit focuses on building engagement and interest in a shared vision, and provides guidance for the long-term goal of creating a local governance structure that can implement actions to meet EcoDistrict goals. This toolkit, published June 2011, Version 1.1, is available online.

http://www.pdxinstitute.org/images/posi_publications/Toolkits/3_toolkit_ecodistrict_organization_v_1.1_final.pdf

Lloyd EcoDistrict Board: Governance and Organization

“The Lloyd EcoDistrict aspires to be the most sustainable business district in North America.”

- Business and property owners in the Lloyd district created a Lloyd EcoDistrict Board in 2011.
- The Board is primarily comprised of property owners; also includes few key public partners – the City of Portland and Metro.
- The Board formalized and created a Declaration of Cooperation, or charter, signed by all Board members. Oregon Solutions facilitated the group and helped with development of the Declaration of Cooperation.

- The Board is committed to their mission and has agreed to work together for the next three years to realize their vision. Each partner contributes \$10,000 per year for three years to support operations of the EcoDistrict.
- The Lloyd EcoDistrict developed an investment strategy, identifying viable projects, the roles for various partners (including private, public, and private third party providers). The investment strategy also provides an established vision and strengthens market certainty.

The mission of the Lloyd Ecodistrict is to prioritize projects and policy endeavors from a “triple bottom line approach,” that is, we strive to create the kind of business district where people, planet and profit are equally considered as we invest resources. We strive to create viable and replicable business cases so that we may lead by example in areas of resource conservation and efficiency, restorative development and social equity.

<http://ecolloyd.org/>

Seattle 2030 District: Governance and Organization

“A Business Alliance to Achieve High Performance in Real Estate”

In 2010, over 40 civic leaders, working together as a private-public and voluntary entity, created the Seattle 2030 District Planning Committee and adopted the 2030 Challenge for Planners. The Challenge targets a district scale, focuses on medium to large buildings that are privately owned, to reduce energy, water, and transportation impacts. The 2030 District provides members a roadmap to own, manage, and develop high performance buildings by leveraging existing market resources and by creating new tools and partnerships to overcome current market barriers. It is also a strategic undertaking to help the City of Seattle meet its own goal of carbon neutrality by 2030 and represents a major investment in Seattle’s future.

The Seattle 2030 District is an interdisciplinary public-private collaborative working to create a groundbreaking high-performance building district in downtown Seattle. With the Architecture 2030 Challenge for Planning providing performance goals, it seeks to develop realistic, measurable, and innovative strategies to assist district property owners, managers, and tenants in meeting aggressive goals that reduce environmental impacts of facility construction and operations. These collective efforts will establish the District as an example of a financially viable, sustainability focused, private sector driven effort that maximizes profitability and prosperity for all involved.

Committed members:

- Support the goals, participate in programs
- Share information about energy, water use and transportation data of their buildings
- Support the Committee, participate in decision-making and provide mentorship

- Receive access to benefits:
 - Investment grade energy, water, and transportation building assessment
 - Training and ongoing support for use of carbon calculator, Energy Star Portfolio Manager
 - Innovative energy efficiency finance plans and access to energy efficiency equity and debt markets
 - Clinton Climate Initiative preferred purchasing alliance for discounts
 - CCI/BOMA toolkit

The Seattle 2030 District Workplan includes:

- Create an organizational framework to activate the 2030 district
- Define the context and establish targets for achieving goals
- Develop the solutions
 - Energy efficient contracting packages
 - Streamlined permitting services
 - Outreach and training
- Implement the improvements
- Continuous assessment

<http://www.2030district.org/seattle/>

The Northwest Connector

- A free service for Oregon businesses.
- An online buyer-supplier database for business-to-business interaction.
- A tool for locating detailed company information including specific capabilities, products and services.
- Proven business development tool.

www.oregon4biz.com/connector

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Appendix A5: Sample Workshop Agendas

Meeting Agenda

To:	Miranda Bateschell, Metro; Ken Anderton, Port of Portland	Date:	August 9, 2012
From:	Mithun	Project #:	11269.10
Re:	Pilot Community Kick-Off Workshop: Port of Portland 8/15		

Pilot Community Kick-Off Workshop: Port of Portland Headquarters, 8/15, 10:00 am – 12:00 pm

Agenda Draft

- | | |
|---------|--|
| 5 mins | Welcome and Introductions |
| 10 mins | <p>Project Purpose and Need (Miranda and Ken)</p> <ul style="list-style-type: none"> • Pilot the EEE Community Investment Toolkit to implement an eco-efficient business strategy for a specific employment area in order to achieve triple-bottom-line returns in the community. Support the 2040 Growth Concept, increasing economic sustainability through more efficient infrastructure, site design, and utilization of land through redevelopment. • Development of a Community Implementation Action Plan for Gresham Vista. To include: responsible parties, timing, and priority of each confirmed strategy. • Port, City goals and relationship to current consulting work. Debrief on final EcoIndustrial seminar held 8/14. |
| 15 mins | <p>Project Schedule and Process</p> <ul style="list-style-type: none"> • Review project process, workshops, and interim activities • Discuss potential schedule, coordination, and considerations |
| 5 mins | Exercise Overview |
| 30 mins | <p>Exercise #1: Outcomes and Workplan</p> <ul style="list-style-type: none"> • Outcomes: <ul style="list-style-type: none"> ○ How will success of this pilot be measured? How will strategies be evaluated? Is there interest in using specific metrics or types of assessment? ○ What level of detail will the action plan achieve? What outcomes are part of the planning process and which are actions to pursue following development of the implementation plan? ○ Identify already completed Toolkit strategies or those currently underway |

- How will Action Plan be used, adopted, and implemented?
- Workplan/ Scope:
 - Review scope and final deliverables
 - Confirm focus/ study area
 - Discuss baseline information available or needed, including anticipated employment growth
 - Discuss any potential challenges, level of development through this scope, and areas of alignment with current consulting work

10 mins BREAK

20 mins Exercise #2: Stakeholders and Engagement

- Establish Working Group members, including public agencies, private businesses and land owners, and business or economic development groups. Participation and leadership. Discuss invitation process.
- Roles and Responsibilities
- Identify preliminary list of stakeholders for interviews and testing strategies
- What relevant processes or outreach (re Gresham Vista site and/or eco-employment concepts) have the identified stakeholders been involved in the recent past? What were the ideas or outcomes from the outreach? Are there common messages or language we should include in our communications with stakeholders, to ensure the eco-efficient concepts resonate with them?

15 mins Workshop Wrap-Up and Next Steps

FINAL DRAFT Project Schedule

8/20	Baseline Information Request to LA/WG
9/10	Information to Contractor for briefing packet preparation
9/17, 9/18, 9/19	Workshop 2: Screen Opportunities
10/1-10/19	<i>Stakeholder Interviews</i>
10/17	Conceptual Pre-feasibility of screened strategies to LA/WG
10/24-11/02	Workshop 3 & 4: Assess Strategies/ Action Plan Development
Week of 11/5	Debrief with Lead Agency
11/20-11/30	Delivery of final Implementation Action Plan

Meeting Agenda

To:	Miranda Bateschell, Metro; Karla Antonini, City of Hillsboro	Date:	November 6, 2012
		Project #:	11269.10
From:	Mithun team	Project:	Hillsboro Old Town Eco-Efficient Employment Pilot
Invited	Karla Antonini, City of Hillsboro Economic Development; Miranda Bateschell, Metro; Peter Brandom, City of Hillsboro Sustainability Program; Melissa Brue, Tasty Bites Bakery; Jim Collias, Zylight; Rob Dixon, Hillsboro Assistant City Manager; Jim Feemster, Old Town resident and business/property owner; Lisa Goorjian, Hillsboro Parks and Recreation; Jaime Miranda, M&M Swap Meet; Carrie Pak, Clean Water Services; John Southgate, Hillsboro Area Chamber of Commerce; Peter Van Houten, EG Metals; Adam Wittenberg, Old Town commercial property owner; Gene Zurbrugg, Old Town commercial and residential property owner		

Re: Hillsboro's Old Town Business Strategy Workshop

Business Strategy Workshop 2
November 8, 2012, 1:00-4:30pm
Clean Water Services 2550 SW Hillsboro Hwy - Tualatin Room

Meeting objectives

- Review Old Town business sustainability strategies from Workshop 1, 'pre-feasibility' analysis and survey outcomes, and identify any additional strategies for consideration.
- Discuss whether and how the possible strategies will address current conditions and known barriers or offer additional opportunities to achieve triple bottom line returns.
- Prioritize Old Town business strategies for immediate implementation and for longer term goals.
- Develop an Old Town Sustainable Business Action Plan, ready to be implemented
- Define next steps to establish a local business network that connects Old Town businesses into the larger Hillsboro business community.
- Identify other potential Old Town business participants for the network.

Agenda

- 1:00p **Welcome and Introductions** (facilitator: Deb Meihoff, Communitas)
- 1:10p **Recap:** project and outcomes from Workshop 1 (Erin Christensen, Mithun)
- **Project Goal:** Assist business and property owners in developing a collaborative Business Strategy for the study area
 - Outline typical strategies/actions and examples of similar business collaboratives in other communities
- 1:25p **Presentation and discussion:** Pre-feasibility analysis (Deb Meihoff)
- Hear the outcomes from the working group survey, stakeholder interviews, and assessment performed to determine the interest and feasibility moving forward.
 - Review results with goals and desired outcomes
 - Group discussion of key findings
- 1:50p **Exercise:** Prioritization for Immediate Implementation (facilitators: Erin and Deb)
- What should happen now? What is the best first step to moving forward with the priority strategies? Then, what's next?
- 2:20p BREAK
- 2:45p Group 1 Exercise: Action Plan details
- Work through the list of strategies to identify responsible parties, timing, relative level of effort or resources required, and agreed-upon priority level of each strategy
- Group 2 Exercise: Business network elements
- Explore the best format for a business network that addresses the needs of Old Town businesses. Discuss what sort of functions an online and in-person organization might serve, what business types might be able to work well together or have common interests, and the suite of tools or formats that will offer the greatest level of support to Old Town businesses. Brainstorm ideas that will lead to:
 - Better and more readily available local supply chains - within Old Town and within the city of Hillsboro
 - Maximized business competitiveness and profitability in the area
 - Reduced waste and transportation costs to local business
 - Greater access to funding options (like tax credits) for retrofits, expansions, or building energy- and resource-efficient facilities

- o Access to technical support to achieve sustainable business results

- 4:00p Share Outcomes from each group exercise, Wrap up and Next Steps (Karla Antonini)
- 4:30p Adjourn

Resources

The Northwest Connectory: www.oregon4biz.com/connectory

- A free service for Oregon businesses.
- An online buyer-supplier database for *business-to-business* interaction.
- A tool for locating detailed company information including specific capabilities, products and services.
- Proven business development tool.

Hillsboro's Old Town Business Working Group
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MITHŪN

Mithun | Pier 56
1201 Alaskan Way, #200
Seattle, WA 98101

Mithun | Solomon
660 Market Street, #300
San Francisco, CA 94104

mithun.com