GRESHAM VISTA

IMPLEMENTATION ACTION PLAN

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

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Taylor 28 Green Infrastructure, Seattle, WA / Innovative Infrastructure Techniques; Performance Benchmarking

1 Executive Summary

1. Executive Summary

1.1 Value Proposition

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.

Gresham Vista, at 221-acres, is one of a few undeveloped large-lot industrial sites in the Portland metro region. It presents a significant opportunity to redefine the Port's pre-development activities to promote triple-bottom-line benefits on industrial sites, and to position the Gresham Vista business park as one that is attractive to innovative industries. With its context and location, as well as strengths of on-site utilities including the PGE substation and wetland areas, it holds great potential to leverage these assets to realize operational benefits and resource efficiencies for future and current users.

Implementing Eco-Efficient business strategies at Gresham Vista can help to support long-term value:

Partnerships:

The Eco-Efficient Pilot Program facilitated collaborative discussions with business owners, public agencies, and departments within the Port. The Port is uniquely positioned to lead collaborative strategies and model approaches for realizing sustainable, high performance infrastructure and 21st century design to attract the next generation of business to employment areas across the region. This type of revitalization and innovation leverages the Port's capacity, and might not be possible for an individual developer or land owner. This type of public-private

partnership can be showcased at Gresham Vista in partnership with the City of Gresham and other businesses and stakeholders.

Development and Operational Advantages:

There is potential to streamline regulations and permitting, and reduce operational costs for Gresham Vista businesses and property owners through Eco-Efficient strategies. The timing of the Port's pre-development activities is prime to optimize infrastructure and development standards. Green buildings and infrastructure can help to reduce costs for energy, water, stormwater, and waste, increasing competitive advantage of and attracting industry to the site. Defining specific strategies also improves predictability for potential users and developers.

Identity and Green Brand:

The Working Group articulated the need to develop a unique identity and brand for Gresham Vista to attract users. By developing a collective vision and committing to specific actions, the Port can position Gresham Vista as a unique opportunity that is consistent with 21st century needs and attractive to businesses and workforce.

1.2 Strategy and Goals Summary

Through workshops and drawing from policy and previously developed materials, the Working Group developed 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 Eco-Efficient Pilot Project

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 Gresham Vista Eco-Efficient Implementation Action Plan provides goals and criteria for sustainable business growth, and establishes stakeholder-driven priority strategies, committed leads for actions, and next steps. It is a roadmap to achieve on-the-ground implementation of triple-bottom-line projects resulting in economic, social, and ecological benefits.

The Implementation Action Plan was developed through a series of workshops with the Gresham Vista Working Group comprised of the Port of Portland, the City of Gresham, and local businesses. It includes feedback from stakeholder interviews, and technical analysis by the consultant team.

The chart below describes the priority strategies to help achieve these goals. Some strategies achieve multiple goals.

GOALS	STRATEGIES
Brand and Identity	• Green infrastructure • Development Standards and Incentives • District energy strategy • Water conservation and reuse • Waste management
Investment Returns	• Green infrastructure • Development Standards and Incentives • District energy strategy • Water conservation and reuse • Waste management • Eco-concierge

Development and Operational Advantages	• Integrated Site Master Plan
	  • Green infrastructure
	  • Development Standards and Incentives
	  • District energy strategy
	  • Water conservation and reuse
	  • Waste management
	• Eco-concierge

Connectivity and Accessibility	• District energy strategy
Community Value	• Green infrastructure • District energy strategy • Water conservation and reuse • Waste management
Environmental Performance	• Green infrastructure • District energy strategy • Water conservation and reuse • Waste management

1.3 Recommended Strategies Matrix

Priority strategies are categorized by the type of action.

ACTION TYPE	PRIORITY STRATEGIES
Plans, Studies, & Strategies	Integrated Site Master Plan • District energy strategy • Water conservation and reuse • Waste management • Multi-modal site access
Programs, Codes & Standards	• Development Standards and Incentives • Eco-concierge
Capital Improvements	• Green infrastructure

1.4 Immediate Actions and Next Steps

There are several actions that can be led by the Port in cooperation with public, private, and non-profit partners to immediately catalyze implementation of the priority strategies for Gresham Vista. 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 priority strategies are related to the capital improvement strategy. Secondary strategies will include Eco-Concierge; Water conservation and reuse; Waste management; and a District energy strategy.

Priority Strategies and immediate actions are described below. Mid- and long-term actions for each strategy can be found in the Implementation Action Plan matrix in Chapter 2.

1. Integrated Site Master Plan:

- Finalize an integrated vision statement for the site
- Refine and re-run the triple bottom line model to evaluate and inform site investments, including a review of criteria, potential addition of indicators or targets, and review of the priority and scoring methodology in relationship to goals

Resource Collection and Monetization Pilot

A resource collection and monetization pilot is a program where businesses collect and separate materials that can be recycled. They then negotiate rates with haulers and seek potential for monetization of recycling various materials.

- Review the Site Master Plan with an integrated, systems approach, and finalize in coordination with potential end user type scenarios
- Coordinate Master Plan with potential end user types, locations, and attributes

2. Green Infrastructure:

- Obtain Port decision on direction for stormwater infrastructure approach based on TBL evaluation
- Establish an implementation framework to guide development that establishes roles of Port, the City of Gresham, and property owners
- Meet with the City of Gresham to discuss potential pre-permitting and new wellfield protection standards
- Establish an investment plan to identify costs, benefits, and incentives

3. Development Standards and Incentives:

- Coordinate with the City of Gresham on pre-permitting and expediting
- Craft a few development and end user scenarios to refine the brand and marketing of the site, identify the likely benefits and attributes desired and best locations for specific user types, and refine the master plan to respond to desired user group needs
- Feasibility study for integrated infrastructure systems to identify and avoid fatal flaws
- Identify specific development and operational cost savings, incentives available, and how to access

Secondary Strategies are summarized below. Additional detail can be found in the Implementation Action Plan matrix in Chapter 2.

4. **Eco-Concierge**: Support network available for current and future GVBP business partners focused on: reducing development and operational costs, operations technical assistance, 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, and water efficient site irrigation

6. **Waste Management**: Establish a district net-zero waste strategy that could include a GVBP resource collection and monetization pilot

7. **District Energy Strategy**: Innovative and cost effective energy strategy that could include: energy efficient buildings (existing and new), renewable energy (solar PV), district energy system, energy efficient street lights

Campus Village at Auraria TOD, Denver, CO / Innovative Infrastructure Techniques; Modern Mobility

2 An Eco-Efficient Gresham Vista

2. An Eco-Efficient Gresham Vista

2.1 Background and Opportunity

The Port purchased the 221 acre former LSI Logic site in November 2011 for $26.5 million. The Port has since renamed the site, now commonly referred to as the Gresham Vista Business Park. The acquisition was part of a broader strategy to be a leader in the field of industrial land development. The Port historically has played a large role in the advancement of industrial lands for employment developing over 5,000 acres, which has enabled significant private sector investment in the Portland metro region. 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. Since the Port's acquisition of the site, consulting work has been completed to educate the Port Development Team and key staff from the City of Gresham on the potential of an Eco Park/ Eco-Industrial concept and potential deployment of green stormwater infrastructure. The Pilot Program builds on this completed work to identify specific tools that will help move implementation forward and bring details to the existing master plan.

The Port's main goals in moving forward are to develop Gresham Vista in a way that:

- Meets new development standards
- Is a healthy and positive work place for onsite employees
- Minimizes impacts to neighbors and is seen as a community benefit
- Increases financial return on investment
- Has market acceptance

The Port and the City of Gresham intend to use the Eco-Efficient Pilot work as:

- A menu of eco-efficient options to consider as they begin implementing the master plan
- A resource for potential partnerships and funding
- A pilot to assess whether the Eco-Efficient Toolkit or Pilot Program framework could be used to assess other Port properties

Gresham Vista Focus Area

The Eco-efficient Employment (EEE) pilot applies to the entire 221-acre Gresham Vista site, including Lot 6 which was recently sold, and including the ON Semiconductor property, as indicated in **Figure 1**, below. The site is mostly zoned industrial, with a small portion of commercial / commercial mixed-use (CMX), and has historically been farmed. It is also relatively flat, has great access and

local infrastructure, making it ideal for industrial development. Site attributes include: reliable energy, with a substation on-site; available sewer and water infrastructure; some fiber availability; and good transportation access. The west side of the site has been submitted to the state for industrial readiness certification. The pilot also considered transition approaches to adjacent residential property on the southeast side of the site.

Relationship to Eco-Industrial Development Consulting Work

The Eco-Efficient Pilot leveraged the Eco-Industrial work products, including the reports and analysis, recently completed for the Port. The Eco-Efficient Pilot furthers these ideas specific to the Gresham Vista site and is focused on implementation next steps rather than staff education and high-level EID concept designs. The Eco-Efficient Pilot is also broader in identified strategies and tools than the EID concept explored with Cogan Owens Cogan.

Figure 1. Eco-Efficient Employment Gresham Vista Pilot Project study area

2.2 Eco-Efficient Implementation Action Plan: Big Ideas and Strategy Summary

The Gresham Vista Working Group developed a framework for a triple-bottom-line (TBL) assessment for potential pre-development activities to improve the positioning of properties. This TBL framework was developed from a basis of existing Port goals and policy, and through facilitation of the consultant team during the workshops. Additional information and detail are available in Appendix A5. The TBL framework was then used to evaluate the potential strategies identified through the Eco-Efficient Pilot workshops and the Eco-Industrial Development study previously completed for the Port.

GOALS	CRITERIA	INDICATORS/ TARGETS
Brand and Identity	Industrial User Needs Attractive to Site Selectors Attractive to Employees Brand & Identity	TBD
Investment Returns	Financially Feasible Port and Tax Revenue Targets Industry Clusters	
Development and Operational Advantages	Preserves Large Lots Simplifies Development Streamlines Permit Process Reduces Operational Costs	
Connectivity and Accessibility	Leverages Site Assets Site Circulation & Access	
Community Value	Model for Policy Goals Model for Industrial Development Good on-site neighbor Job Creation Alignment with East County Workforce Workforce Training	
Environmental Performance	Air Quality Energy Management Natural Resources Water Resources Waste Minimization	

Based on this TBL evaluation, testing market viability of the priority strategies with stakeholder interviews, and feedback from the Working Group, the following 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 2, Strategy Summary and Evaluation. This description includes the objectives and scope of each strategy.

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.

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.

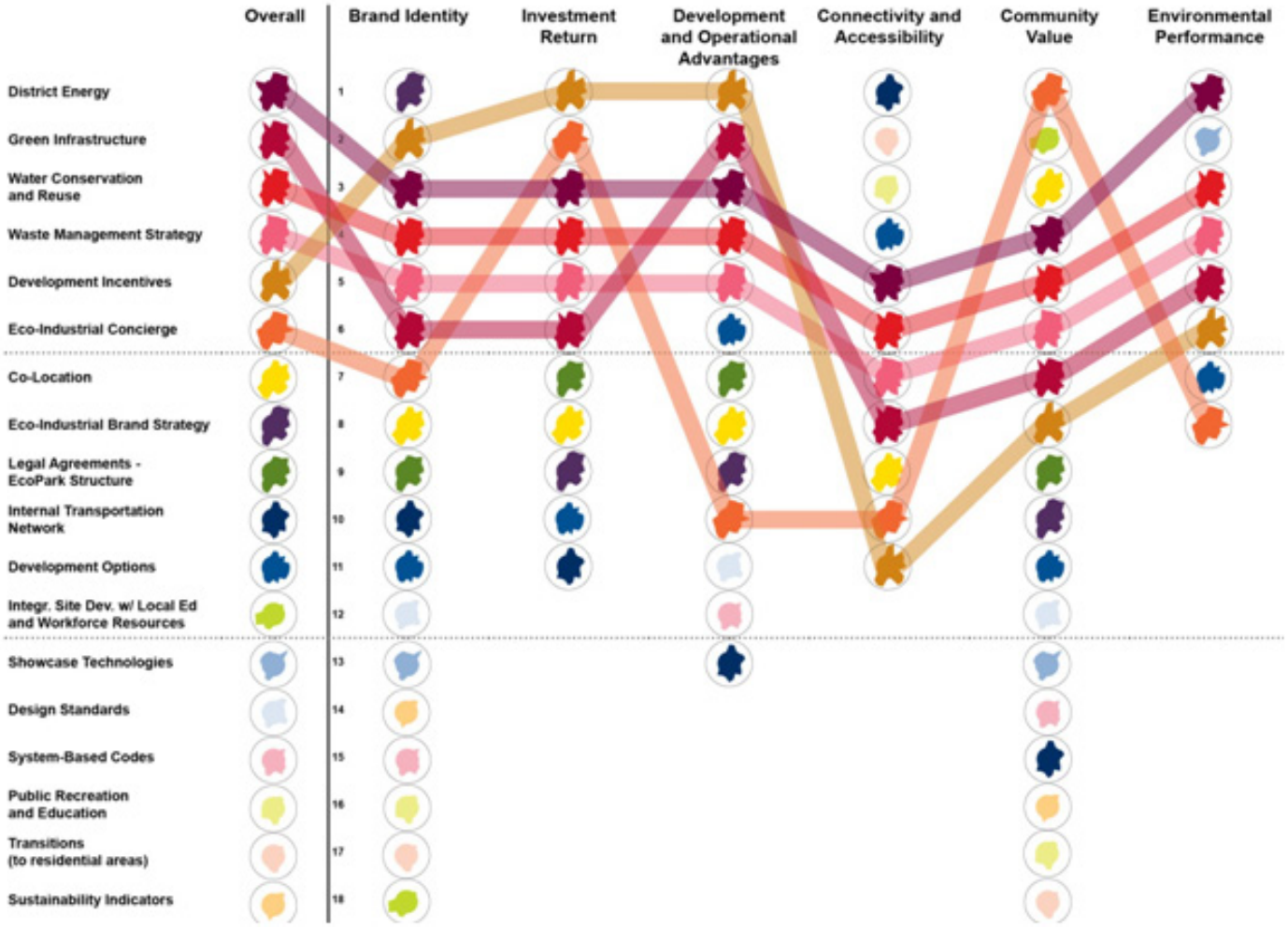

Figure 2. Strategy Summary and Evaluation. This figure represents the scoring of strategies against the evaluation criteria and how they achieve Gresham Vista goals. Each strategy is represented by a different color and the "spider-graph" plot of their total score. The Overall column on the left can 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.

2.3 Eco-Efficient Implementation Action Plan: 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 priority strategies were specifically targeted because they are intended to achieve multiple goals and criteria at the site. The Implementation Action Plan is organized around the priority strategies, and is intended to act as a roadmap to identify next steps and timing, responsible leads and team members, and required resources. It identifies primary strategies, related to capital improvements, and secondary strategies, which include programmatic elements and items that will require further study.

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.

South Lincoln/Mariposa Redevelopment, Denver, CO / Sustainability Indicators; Transitions; Strategic Public Investments; LEED-ND; Brownfield Redevelopment

2.4 Gresham Vista Eco-Efficient Implementation Action Plan

GRESHAM VISTA ECO-EFFICIENT						
STRATEGY / NEXT STEPS	KEY ELEMENTS	IMPLEMENTATION PRIORITY	PRELIMARY TRIPLE BOTTOM LINE RANKING	PORT'S RANKING	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	NOTES
IMMEDIATE ACTIONS: 6-12 MONTHS	MID TERM ACTIONS: 12-18 MONTHS	LONGER TERM ACTIONS	IMMEDIATE RESOURCE NEEDS	RELATIVE EFFORT (1=low, 3=high)		
*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: *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	*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	*Brand & Identity *Investment Return *Development & Operational Advantages *Connectivity & Accessibility *Environmental Performance	
*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.	*Develop a Green Infrastructure Concept Plan coordinated with the Site Master Plan *Finalize development standards including green infrastructure concepts			2	*Brand & Identity *Investment Return *Development & Operational Advantages	

3. Development standards and incentives	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	High	5th	3rd	Port of Portland; Marine and Industrial Development	Ec Dev't agencies: City of Gresham, State, County, Metro
4. Eco-concierge	Support network available for current and future GVBP business partners focused on: reducing development and operational costs, operations technical assistance, and networking	Med	6th	4th	Port of Portland; Marine and Industrial Development	*Metro

"*Determine and work through with City of Gresham pre-permitting / expediting items *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. *Determine / finalize feasibility and needs of integrated systems approach (focus on critical elements to avoid future fatal flaws) *Identify specific development and operational cost savings, incentives available, and how to access."	"*Develop legal structure / agreements necessary to proceed with implementation of other strategies *Package benefits from energy, water, waste, and green infrastructure strategies for current and future end users and businesses. *Coordinate with development standards; consider a flexible menu approach"			1	*Brand & Identity *Investment Return *Development & Operational Advantages	
	*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.	*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.		2	*Investment Return *Development & Operational Advantages	

5. Water conservation and reuse	"Innovative and cost effective water strategy that could include: water efficient buildings (existing and new), district recycled water system, and water efficient site irrigation"	Med: 12 months	3rd	5th	Port of Portland; Marine and Industrial Development	*City of Gresham	
6. Waste management	"Establish a district net-zero waste strategy that could include: beneficial rate plan for Gresham Vista businesses (leveraged rate) and resource collection and monetization pilot"	Med	4th	6th	Port of Portland; Marine and Industrial Development	*Metro - waste mgmt *ON *End users *[Port concierge]	
7. District energy strategy	Innovative and cost effective energy strategy that could include: energy efficient buildings (existing and new), renewable energy (solar PV), district energy system, energy efficient street lights	Med	1st	7th	Port of Portland; Marine and Industrial Development	*PGE *ON *Cities *Frontier Comm. *NW Natural *State *County *Corps *Metro - biz dev't *Metro waste mgmt *Metro natural areas *Metro transportation *End users	

		*Complete a refined TBL evaluation of a water conservation and reuse strategy includnig goals, projects, programs and investment/partnership strategy. Consider a Water strategy, Water efficient building program, District recycled water system, and Water efficient site irrigation. *Finalize development standards including water conservation and reuse concepts.	*Implement projects and programs determined viable		2	*Brand & Identity *Investment Return *Development & Operational Advantages *Connectivity & Accessibility *Community Value *Environmental Performance	
		*Assess Port's current waste management efforts and applicability to Gresham Vista. 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.	*Finalize development standards including waste management concepts		1	*Brand & Identity *Investment Return *Development & Operational Advantages *Community Value *Environmental Performance	
		*Meet with ON to discuss viability of a strategy and potential Solar PV program and Energy efficient building program *Meet with utilities to discuss viability of a strategy *Meet with City of Gresham to discuss potential pre-permitting and new wellfield protection standards *Establish a Gresham Vista energy strategy including goals, projects, programs, and investment/ partnership strategy. Assess an energy efficient building program, solar PV program, district energy system, and LED street lights.	*Implement projects and programs determined viable		3	*Brand & Identity *Investment Return *Development & Operational Advantages *Connectivity & Accessibility *Community Value *Environmental Performance	

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Appendices

A1. Eco-Efficient Framework and Process

A2. Triple Bottom Line Framework, Methodology, and Results

A3. Gresham Vista Stakeholder Interviews Summary

A4. Relevant Case Studies and Resources

A5. Gresham Vista Workshop Agendas

A6. Gresham Vista Readiness Assessment

A7. Excerpted Eco-Industrial Development Work Products

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Appendix A1:
Eco-Efficient Framework and Process

A1. Eco-Efficient 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 Toolkit strategies 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 Method1[1].

2.1 Pilot Community Selection and Start-Up

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.

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 submitted by the Port of Portland for Gresham Vista is available for reference in Appendix A6.

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

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 (2 hrs) 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 workplans 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 2 hour workshop with each Working Group to identify unique opportunities and screen 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 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.

Workshop 3: Assess Strategies

The consultant team facilitated a 2 hour 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.

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 4: Action Plan Development

The consultant team facilitated a 2 hour 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 roadmap 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. Agendas for the Gresham Vista Working Group are available in Appendix A5.

Appendix A2:
Triple Bottom Line Framework, Methodology, and Results

Life Cycle Assessment
Based on the Carnegie Mellon Economic Input-Output Life Cycle Assessment method, Metro's Regional Greenhouse Gas Inventory takes a more comprehensive approach, measuring direct emissions and energy purchase, as well as indirect emissions caused by the materials, products, processes and services throughout their entire lifespan.

World Resource Institute and the World Business Council for Sustainable Development www.wbcsd.org

Carnegie Mellon Economic Input-Output Life Cycle www.eiolca.net

A2. Triple Bottom Line Framework, Methodology, and Results

Framework

Background

Triple bottom line analysis evaluates environmental and social impacts of a project as well as the traditional financial return on investment. This approach is different from the narrower financial impact approach, which focuses only on direct budget impacts. Triple bottom line assessments address financial, environmental and social impacts in three steps. First, a list of criteria is created to describe the potential impacts. Criteria may be weighted differently to reflect the desired goals and priorities. Once criteria are developed, establishing performance measures will determine how well strategies or alternatives perform against the criteria.

Life Cycle Assessment

Based on the Carnegie Mellon Economic Input-Output Life Cycle Assessment method, Metro's Regional Greenhouse Gas Inventory takes a more comprehensive approach, measuring direct emissions and energy purchase, as well as indirect emissions caused by the materials, products, processes and services throughout their entire lifespan.

World Resource Institute and the World Business Council for Sustainable Development www.wbcsd.org

Carnegie Mellon Economic Input-Output Life Cycle www.eiolca.net
Conceptual information is developed to help scope the potential strategies and alternatives that are being considered. Second, strategies and alternatives are developed for evaluation. Cost estimates or quantification in some consistent physical units are developed; preferably standard valuation units so that possible project alternatives may be adequately compared. Elements are monetized whenever possible to evaluate financial impacts. Formulating a standardized checklist for evaluating project alternatives based on triple bottom line assessments will then allow for comparisons across different project alternatives. Third, the results are reviewed to identify preferred alternatives.

This type of analysis aligns capital improvement plans and project lists with a community's aspirations, vision, goals and comprehensive plans, rather than simply relying on fiscal thriftiness. Life-cycle assessment (LCA) is a methodology to assess environmental impacts, costs, and risks associated with all the stages of a project, capital improvement, or investment including production, operations

and maintenance, and disposal. It helps to avoid narrow decision-making and understanding of impacts. TBL and LCA use similar approaches to consider the full range of impacts, LCA addressing impacts over time. Used together, a local jurisdiction can account for the full financial, environmental and social impacts of any given investment over time. The triple bottom line analysis can also be performed in conjunction with a risk analysis, if desired.

Gresham Vista TBL Framework

During the Gresham Vista Eco-Efficient Pilot Program, a framework for a triple-bottom-line analysis was developed by the consultant team in collaboration with the Working Group. The steps completed during the Pilot Program include:

1. Develop a conceptual list of criteria
2. Select a list of potential strategies for evaluation
3. Perform a preliminary analysis of strategies against criteria
4. Report evaluation results to Working Group for consideration in prioritizing strategies

The intent of creating this TBL framework is to provide a basis for the Port of Portland to develop a more robust TBL analysis methodology to consider a variety of Eco-Efficient strategies in pre-development activities at Gresham Vista and potentially other Port sites. To refine and develop this TBL framework, key steps would include:

1. Review and refine criteria as needed
2. Conduct test runs and weight criteria
3. Establish performance measures (quantitative or qualitative) for each criteria
4. Develop adequate information, scoping, and cost estimates of screened or priority strategies into alternatives to perform the TBL evaluation

Conceptual Criteria

The conceptual criteria were developed through Workshops with the Working Group and are structured in a series of goals, or “big ideas.” These criteria were then plotted on the Evaluation Summary Template in a “spider-plot” fashion shown in Figure 1.

Figure 1. Evaluation Summary Template. This figure illustrates the template used to plot strategy evaluation against the range of criteria. A neutral influence on criteria is aligned with zero (dotted orange line), and a positive influence on criteria will radiate to the outer edge of the graph. Scoring used order of magnitude to determine influence.

The chart below describes the priority strategies to help achieve these goals. Some strategies achieve multiple goals.

GOALS	STRATEGIES
Brand and Identity	• Green infrastructure • Development Standards and Incentives • District energy strategy • Water conservation and reuse • Waste management
Investment Returns	• Green infrastructure • Development Standards and Incentives • District energy strategy • Water conservation and reuse • Waste management • Eco-concierge

Development and Operational Advantages	• Integrated Site Master Plan
	  • Green infrastructure
	  • Development Standards and Incentives
	  • District energy strategy
	  • Water conservation and reuse
	  • Waste management
	• Eco-concierge

Connectivity and Accessibility	• District energy strategy
Community Value	• Green infrastructure • District energy strategy • Water conservation and reuse • Waste management
Environmental Performance	• Green infrastructure • District energy strategy • Water conservation and reuse • Waste management

Potential Strategies for Evaluation

The following Eco-Efficient strategies from the toolkit were screened against the criteria for their potential at Gresham Vista. This list of strategies was developed from both the Eco-Efficient Workshops held with the Working Group and from the Eco-Industrial Development recommendations, which can be found in Appendix A7. These potential screened strategies, which are organized below according to the Eco-Efficient Toolkit sections, were evaluated using the TBL framework.

Strategy Key

Systems Approach
- Co-Location

High-performance Mechanisms
- Development Incentives
- Eco-Industrial Concierge
- Sustainability Indicators

Innovative Design and Development Codes
- District Energy
- Green Infrastructure
- Water Conservation and Reuse
- Waste Management
- System Based Codes
- Transitions to Residential Areas

Innovative Planning and Development
- Eco-Industrial Brand Strategy
- Internal Transportation Network
- Development Options
- Showcase Technologies
- Design Standards

Redevelopment and Reuse
- Legal Agreements - EcoPark Structure
- Integrated Site Development with Local Education and Workforce Resources
- Public Recreation and Education

1. SYSTEMS APPROACH

a. Co-location/resource mapping and waste stream reuse: Water/waste resource sharing and exchange

2. HIGH PERFORMANCE MECHANISMS

a. **Development Incentives:** Financial incentives/funding mechanisms (stormwater with rebated SDC)

b. **Eco-Industrial Concierge:** Technical assistance programs and networks: Onsite Eco center or Park office as part of Port-wide Eco center, the hub of environmental management and information collection with a goal of optimizing overall management. Assist tenants in continuously upgrading their resource management performance and provide on-site after-sales services for resource management, green procurement, energy efficiency, and company networking

c. **Sustainability Indicators:** a system to measure performance and results of projects critical to inform effective implementation and use of resources, otherwise known as benchmarking systems

3. INNOVATIVE DESIGN AND DEVELOPMENT CODES

a. **District Energy:** Innovative infrastructure techniques

b. **Green Infrastructure:** Sustainable landscape/green infrastructure master plan, reutilizing stormwater for graywater

c. **Water Conservation and Reuse:** Water conservation, stormwater reuse, wastewater reuse

d. **Waste Management Strategy:** Wastewater and material recovery for heat and district energy (potential energy recovery, district heating/cooling, or hot water industrial reuse)

e. **Systems-based codes:** incorporate standards related to integrated resource planning and life cycle impacts of development on individual energy, water and waste systems. They address common barriers in conventional codes to achievement of innovative and high performance design.

f. **Transitions** (to residential areas)

4. INNOVATIVE PLANNING AND DEVELOPMENT

a. **Eco-Industrial Branding Strategy**

b. **Internal Transportation Network:** Concentration of transportation access points to the site rather than individual access to all lots from main arteries to avoid congestion; traffic management on access roads through turning lanes and traffic lights, limited internal vehicle circulation from central access points to lots and shared parking; circular service road and path for pedestrian and bicycle use as well as electric service vehicles and internal shuttle

c. **Development Options:** Flexible menu approach

d. **Showcase technologies / district dashboard**

e. **Design standards/development standards for green infrastructure:** encourage technology and best management practices beyond existing standards for all development phases—site planning, construction, and operation. Apply best practice standards for buildings, facilities,

and operations through urban design standards, by-laws and voluntary tenant agreements.

5. REVITALIZING EMPLOYMENT AREAS (REDEVELOPMENT AND REUSE)

a. **Legal agreements/EcoPark structure**
b. **Integrated Site Development with Local Education and Workforce Resources:** Integrate site development with educational and job qualification resources in Gresham and the region (e.g. Mt. Hood Community College)
c. **Public Recreation and Education:** Make northwest corner accessible to public for recreation and environmental education

Methodology

Using the conceptual criteria, the consultant team developed a TBL framework tool to evaluate and screen strategies. To organize the TBL framework and evaluation, Puttman Infrastructure, Inc.'s AIM Model[1] was utilized as a basis. A simple assessment and scoring evaluation was conducted based on the following questions. Scores for each strategy range from -5 (negative benefit) to +5 (positive benefit) with neutral (conventional/business-as-usual) being 0.

The evaluation should be considered a high level, order of magnitude analysis, as detailed scoping, cost, and other information was not available for the strategies being evaluated. Each criterion was given equal weight, as no weighting exercise was completed, and there were no performance measures established. As such, the evaluation was qualitative, and based on the consultant team's understanding of strategies and criteria, and their professional opinion.

1. Brand and Identity

a. **Industrial User Needs**—Does the strategy satisfy needs of current and future industrial users such as operational input needs (i.e., electricity, water, materials), land development and use needs, workforce needs, etc.?
b. **Attractive to Site Selectors**—Does the strategy help to meet likely site selector requirements? Does the strategy help to differentiate GVBP from conventional business parks?
c. **Attractive to Employees**—Does the strategy help make GVBP a more attractive place for employees to work? Does the strategy help to provide a sense of pride for GVBP employees?
d. **Brand and Identity**—Does the strategy help to differentiate GVBP from conventional business parks? Does the strategy help to reinforce a potential brand/identity for GVBP?

1 Assess to Invest Model (AIM™): AIM is a decision-support tool developed by Puttman Infrastructure, Inc. that can be applied at various scales to identify potential investment opportunities and development scenarios to achieve project specific goals. The core engine—AIM Analytics—is a systems model that allows for simultaneous scenario development and comparisons across a number of user-defined technical, financial and investment criteria. Whether exploring goals such as LEED or net-zero, AIM makes it possible to rapidly assess project performance and explore investment opportunities to achieve goals by providing quantifiable and comparable results for stakeholder-specified scenarios.

2. Investment Return

a. **Financially Feasible**—Does the strategy generate an acceptable return on investment and payback period?

b. **Port and Tax Revenue**—Does the strategy help to increase Port revenues from lot sales (i.e., does the strategy help to increase lot value)? Does the strategy help to increase property tax values through increase property value (land and improvements)?

c. **Targets Industry Clusters**—Does the strategy reinforce the attraction of Port and Gresham target industry clusters?

3. Development and Operational Advantages

a. **Preserves Large Lots**—Does the strategy help to preserve large lots?

b. **Simplifies Development**—Does the strategy help to simplify development by providing certainty in development requirements for future property owners?

c. **Permit Streamlining**—Does the strategy help to simplify development permitting and operational regulatory requirements for the Port and property owners?

d. **Reduces Operational Costs**—Does the strategy help to reduce operations costs for property owners (i.e., electricity, gas, water, sewer, stormwater)?

4. Connectivity and Accessibility

a. **Leverages Site Assets**—Does the strategy leverage existing site assets such as the PGE substation, local fiber, water, sewer, etc.?

b. **Site Circulation and Access**—Does the strategy enhance site circulation and access for property owners?

5. Community Value

a. **Model for Policy Goals**—Does the strategy help to reinforce existing policy goals of the Port, Gresham and property owners?

b. **Model for Industrial Development**—Does the strategy help to provide an example for more sustainable industry land development?

c. **Good Neighbor to On**—Does the strategy enhance neighborly relations with On-Semiconductor and adjacent residential uses?

d. **Job Creation**—Does the strategy provide jobs opportunities?

e. Alignment with East County Workforce—Does the strategy provide job opportunities with the workforce of East County?

f. **Workforce Training**—Does the strategy provide workforce-training opportunities?

6. Environmental Performance

a. **Air Quality**—Does the strategy help to improve air quality associated with GVBP and its businesses?

b. **Energy Management**—Does the strategy help to reduce energy consumption associated with GVBP and its businesses?

c. **Natural Resources**—Does the strategy help to improve ecological functionality and natural resources on and adjacent to GVBP?

d. **Water Resources**—Does the strategy help to reduce water consumption, wastewater generation and stormwater runoff from GVBP and its businesses?
e. **Waste Minimization**—Does the strategy help to reduce waste generation from GVBP and its businesses?

Preliminary Results

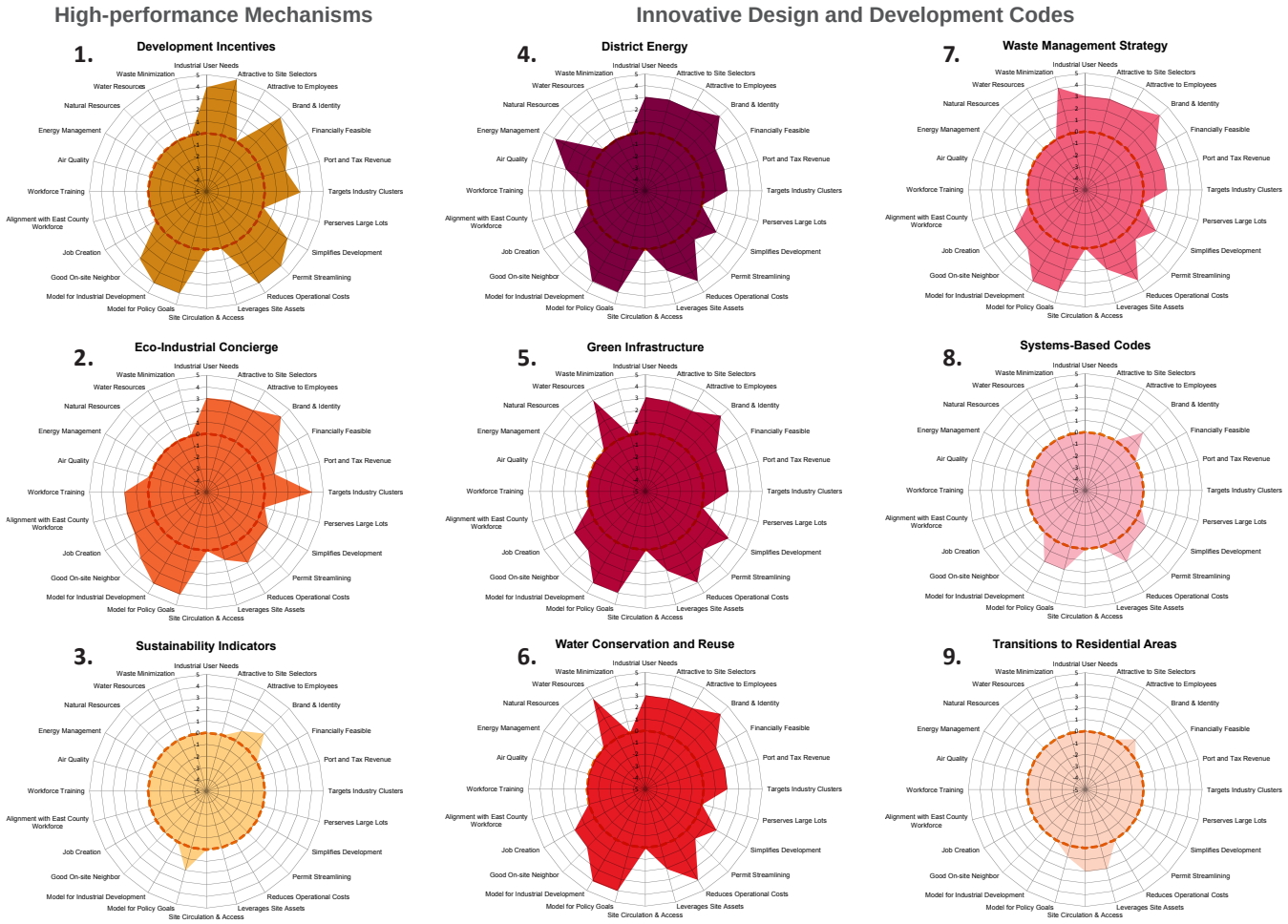
Prioritized EEE Strategies

Based on the scoring approach outlined above, the following preliminary results were presented to the Working Group in Workshop 3. To move forward with a TBL analysis methodology to prioritize investment projects, these preliminary results should be refined based on further development of the criteria and TBL analysis framework. The top strategies should also be conceptually developed in terms of scope and cost to inform a more accurate evaluation.

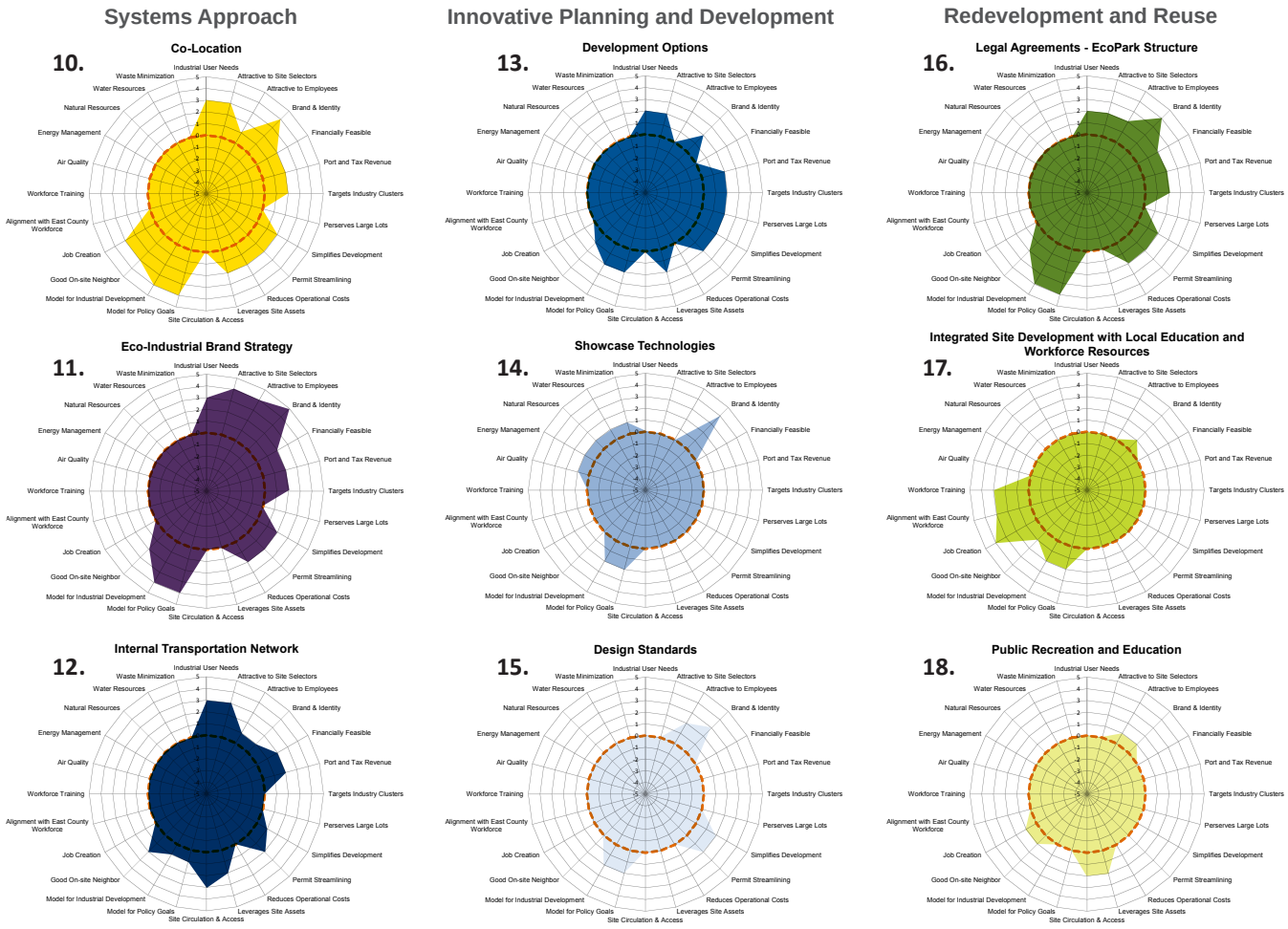
Based on the preliminary evaluation, the strategies are listed below in prioritized order based on overall score (top strategies in bold). Top strategies are focused on minimizing development and operational costs (priority given to current and future businesses vs. Port or community interests).

1. District Energy
2. Green Infrastructure
3. Water Conservation and Reuse
4. Waste Management Strategy
5. Development Standards and Incentives
6. Eco-Industrial Concierge

7. Co-Location
8. Eco-Industrial Branding Strategy
9. Legal Agreements (EcoPark Structure)
10. Internal Transportation Network
11. Development Options
12. Integrated Site Development with Local Education and Workforce Resources
13. Showcase Technologies / District Dashboard
14. Design Standards
15. Systems-Based Codes
16. Public Recreation and Education
17. Transitions (to residential areas)
18. Sustainability Indicators



Figures 1-9. Strategy TBL Evaluation Results. These figures depict the results of TBL evaluation for each strategy, showing how they each achieve Gresham Vista criteria and ultimately goals. The"spider-graph" plot of their total score uses a reference of the orange dotted line for strategies that are neutral, with positive benefit shown expanding toward the outer edge of the templates.



Figures 10-18. Strategy TBL Evaluation Results. These figures depict the results of TBL evaluation for each strategy, showing how they each achieve Gresham Vista criteria and ultimately goals. The"spider-graph" plot of their total score uses a reference of the orange dotted line for strategies that are neutral, with positive benefit shown expanding toward the outer edge of the templates.

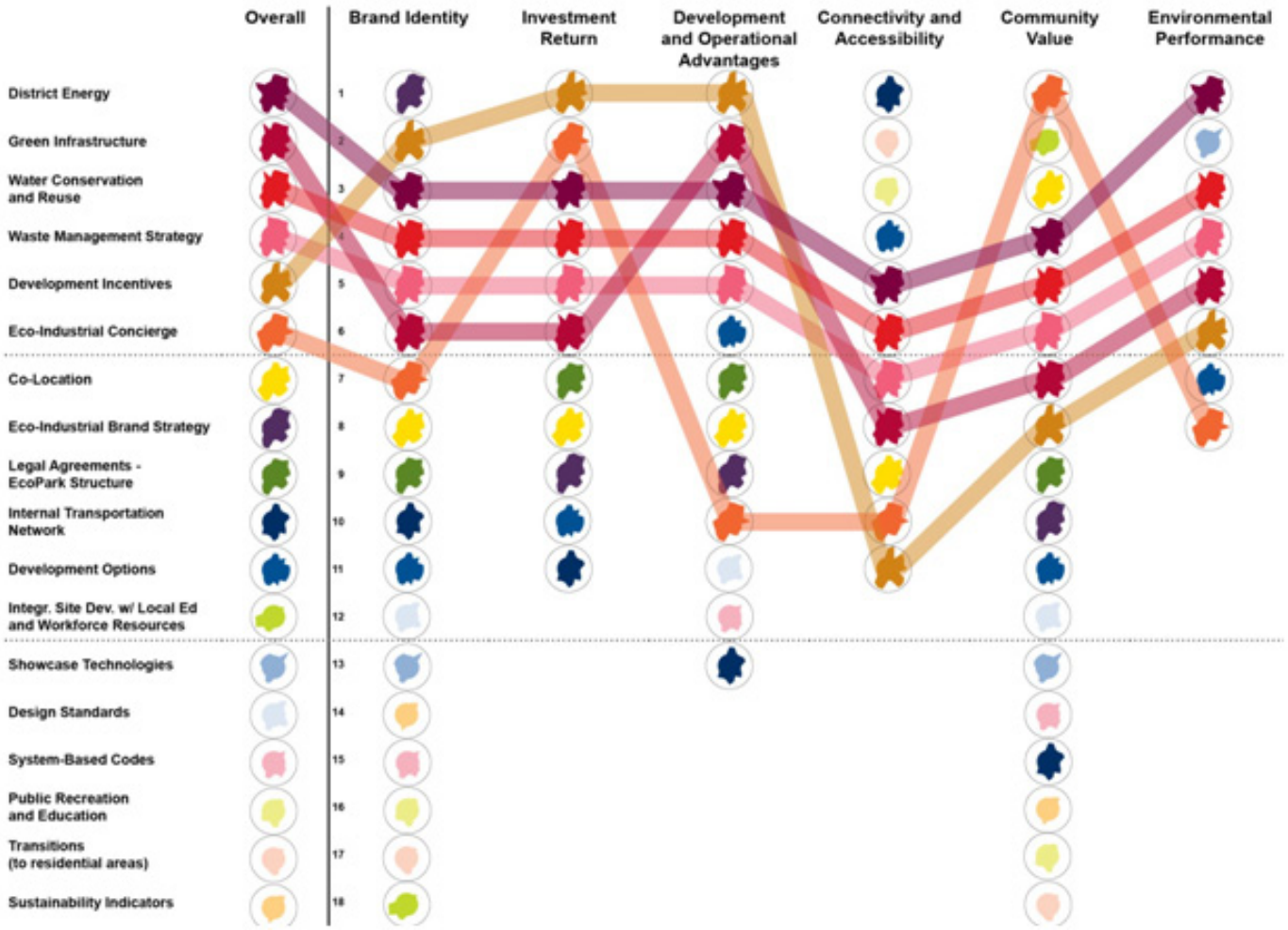


Figure 19. Strategy Summary and Evaluation. This figure represents the scoring of strategies against the evaluation criteria and how they achieve Gresham Vista goals. Each strategy is represented by a different color and the "spider-graph" plot of their total score. The Overall column on the left can 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. Numerical scores are given Figures 20-26.

Fig. 20.

Overall	Score
District Energy	46
Green Infrastructure	46
Water Conservation and Reuse	44
Waste Management Strategy	44
Development Incentives	43
EcoIndustrial Concierge	42
Co-Location	39
Eco-Industrial Brand Strategy	38
Legal Agreements - EcoPark Structure	32
Internal Transportation Network	24
Development Options	23
Integrated Site Development with Local Education and Workforce Resources	16
Showcase Technologies	13
Design Standards	13
Systems-Based Codes	10
Public Recreation and Education	8
Transitions (to residential areas)	6
Sustainability Indicators	5
AVERAGE	**27**

Fig. 21.

Brand and Identity	Score
Eco-Industrial Brand Strategy	16
Development Incentives	13
District Energy	13
Water Conservation and Reuse	13
Waste Management Strategy	13
Green Infrastructure	13
EcoIndustrial Concierge	13
Co-Location	11
Legal Agreements - EcoPark Structure	10
Internal Transportation Network	8
Development Options	6
Design Standards	5
Showcase Technologies	4
Sustainability Indicators	3
Systems-Based Codes	2
Public Recreation and Education	2
Transitions (to residential areas)	1
Integrated Site Development with Local Education and Workforce Resources	1
AVERAGE	**8**

Fig. 22.

Investment Return	Score
Development Incentives	8
Eco-Industrial Concierge	7
District Energy	6
Water Conservation and Reuse	6
Waste Management Strategy	6
Green Infrastructure	6
Legal Agreements - EcoPark Structure	6
Co-Location	6
Eco-Industrial Brand Strategy	6
Development Options	4
Internal Transportation Network	4
Design Standards	0
Showcase Technologies	0
Sustainability Indicators	0
Transitions (to residential areas)	0
Systems-Based Codes	0
Public Recreation and Education	0
Integrated Site Development with Local Education and Workforce Resources	0
AVERAGE	**4**

Fig. 23.

Development & Operational Advantag	Score
Development Incentives	11
Green Infrastructure	9
District Energy	7
Water Conservation and Reuse	7
Waste Management Strategy	7
Development Options	6
Legal Agreements - EcoPark Structure	6
Co-Location	6
Eco-Industrial Brand Strategy	6
Eco-Industrial Concierge	4
Design Standards	4
Systems-Based Codes	4
Internal Transportation Network	3
Showcase Technologies	0
Sustainability Indicators	0
Transitions (to residential areas)	0
Public Recreation and Education	0
Integrated Site Development with Local Education and Workforce Resources	0
AVERAGE	**4**

Figure 20-23. Evaluation Results and Scores

Fig. 24.

Connectivity and Accessibility	Score
Internal Transportation Network	5
Transitions (to residential areas)	4
Public Recreation and Education	4
Development Options	2
District Energy	2
Water Conservation and Reuse	2
Waste Management Strategy	2
Green Infrastructure	2
Co-Location	2
Eco-Industrial Concierge	1
Development Incentives	0
Design Standards	0
Showcase Technologies	0
Legal Agreements - EcoPark Structure	0
Sustainability Indicators	0
Systems-Based Codes	0
Integrated Site Development with Local Education and Workforce Resources	0
Eco-Industrial Brand Strategy	0
AVERAGE	**1**

Fig. 25.

Community Value	Score
Eco-Industrial Concierge	17
Integrated Site Development with Local Education and Workforce Resources	15
Co-Location	14
District Energy	12
Water Conservation and Reuse	12
Waste Management Strategy	12
Green Infrastructure	12
Development Incentives	11
Legal Agreements - EcoPark Structure	10
Eco-Industrial Brand Strategy	10
Development Options	5
Design Standards	4
Showcase Technologies	4
Systems-Based Codes	4
Internal Transportation Network	4
Sustainability Indicators	2
Public Recreation and Education	2
Transitions (to residential areas)	1
AVERAGE	**8**

Fig. 26.

Environmental Performance	Score
District Energy	6
Showcase Technologies	5
Water Conservation and Reuse	4
Waste Management Strategy	4
Green Infrastructure	4
Development Incentives	0
Development Options	0
Eco-Industrial Concierge	0
Design Standards	0
Legal Agreements - EcoPark Structure	0
Sustainability Indicators	0
Transitions (to residential areas)	0
Systems-Based Codes	0
Co-Location	0
Public Recreation and Education	0
Internal Transportation Network	0
Integrated Site Development with Local Education and Workforce Resources	0
Eco-Industrial Brand Strategy	0
AVERAGE	**1**

Figure 24-26. Evaluation Results and Scores

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Appendix A3: Gresham Vista Stakeholder Interviews Summary

A3. Gresham Vista Stakeholder Interviews Summary

Prepared by Communitas

In late October and November 2012, consultant team members Communitas and Mithun conducted a series of interviews representing Gresham Vista development interests (or potential interests), other site users, and real estate experts . The goal of the interviews was to provide a preliminary market assessment of Eco-Efficient strategies going into the final set of planning workshops. Stakeholders responded to questions about the more promising strategies, as they felt comfortable and applicable.

Each session began with a brief recap of project intent and strategies identified by the working group in the first workshop. From there, the interviews explored interests in partnership, marketability of the site, and/or perceived stigmas associated with the Eco-Efficient strategy.

This memorandum is a summary of the responses to each of the top priority strategies. The ideas and feedback discovered through the interviews was incorporated into the triple bottom line assessment during the November workshop and accounted for in the Action Plan recommendations.

Compiled Interview Responses

Green Infrastructure + Water Re-Use

- Green infrastructure was supported by all interview audiences, so long as it meets the return on development / business case for the site and/or helps to minimize risk for the end user.
- Establishing the green infrastructure as a regional system could be beneficial in further defining developable area and likely system development charges up front.
- Stakeholders cautioned the Port and the City to minimize land consumption devoted to swales and berming while still meeting the stormwater management needs. Land costs are significant - if green infrastructure reduces developable sites more than a traditional stormwater approach, is not likely to be financially feasible.
- There are significant utility lines on the Glisan side of the property that will need to be considered when developing stormwater swales. It is believed that the lack of easements on the site will require some work in the right of way.
- The role of water discharged from the Gresham Vista site plays in the City's overall wastewater system needs to be considered in planning for re-use. Some amount of water is necessary for dilution in the wastewater system.

- Overall, a green buffer provided by the green infrastructure could be positive for neighboring properties and employees. However, these benefits alone (absent financial feasibility or risk mitigation) do not make the strategy compelling enough to pursue—the business case must be made.

District Energy System

- Participants had more questions than answers about the district energy potential. There is willingness to look at opportunities.
- ON Semiconductor, in particular, is interested in approaches that can reduce their utility costs—the most significant expense for the company. Clean and consistent energy is necessary.
- The PGE plant on site represents a significant investment with much capacity. The need for additional alternative energy sources is unknown. District energy, given the existing plant, is not seen as offering a competitive advantage for Gresham Vista.
- Interviewees were intrigued by the idea of solar PV rooftop system, but noted caution about burdening the site beyond what the market will bear.

Waste Management

- There was modest interest in a comprehensive, net zero waste management system for the site. Non-Port participants were neutral on the idea.
- ON has a significant waste reuse and management system. Very little byproduct goes into the solid waste system.
- The Port intends to engage directly with their existing waste minimization team to discuss the potential at Gresham Vista. Further conversations with Metro's waste management team and potential partners (Portland State University and Mt Hood Community College) will be needed in the future.

Development Incentives

- The City of Gresham is leading the region in streamlining permitting - focusing on streamlining not likely to gain much more time than the City can already perform. However, the marketing of the site should stress Gresham's track record—it is a market advantage.
- The City and the Port should explore if additional permits will be required from State agencies and develop a strategy to help developers or users easily and quickly obtain approvals. Exploring the possibility of 'pre-permitting' some types of targeted development/ users is also supported. These types of incentives were appealing to all interviewees.

- The most significant financial incentive that can be offered is financing assistance for upfront development costs, especially system development charges. Gresham's Commercial Stormwater Adjustment Program should be promoted for the site.
- There are many financial incentives from the state that are targeted to certain industry sectors, but it is not clear if those incentives would be available to the types of users being targeted for Gresham Vista. Need to look more closely at the targets and what their particular financial needs are.
- The site is well served by utilities and road infrastructure. Some small improvements may have to be made to increase capacity of the site, but it is not generally believed that significant incentives will be needed for public services.
- The Troutdale Industrial Park CC&R's are a good example of simple, easy to follow development standards that make the site more attractive to users.
- Incentives to encourage new buildings to meet environmental sustainability targets, such as the LEED program, would be appropriate on this site. The Port's approach at Troutdale Reynolds Industrial Park is worth reviewing for applicability at Gresham Vista.

Eco-Concierge

- The concierge function could be extremely beneficial if the position assists with ongoing operations and maintenance of the various systems, and also functions as a 'match-maker', helping to improve local supply chain and waste stream efficiencies.
- The role would have to serve an area larger than just Gresham Vista. More work is needed to determine the right scale and where the person would be housed. The function could potentially be incorporated into the Port's property or asset manager role, depending on scope of services and skill set of manager.
- Offering the concierge service has the potential to be a market advantage (if programmed appropriately).

Other Feedback

- The development team needs to remember that Gresham Vista / Oregon is competing with other sites around the country, many of which have fewer land use and environmental regulations. There needs to be caution in adding to the perceived burden, so as not to detract good companies from locating here.
- Transit options to the Gresham Vista site are 'miserable'. ON attempted to operate a shuttle service to the light rail line years ago. It was difficult to manage the system effectively at their scale. As on-site numbers grow, there is the potential to revisit a district transit option.
- Freight access to the site is perceived as challenging with the steep hills. Brokers are careful in their showing the site to prospective users, minimizing exposure to the steeper sections.
- To be more attractive, the site needs more commercial amenities and services nearby - places employees can go off-campus for lunch and/or run errands, workout, etc.
- Other site considerations: The Port needs to address access for the City of Fairview Water Tank near Glisan; corporate and Homeland security will need to be addressed for ON and other end users; new wellfield protections need to be defined and better understood, so that the Port's development standards can accommodate the new regulations.

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Appendix A4: Relevant Case Studies and Resources

A4. Relevant Case Studies and Resources

The following case studies can be found in the Eco-Efficient Toolkit, available at http://library.oregonmetro.gov/files//eco-efficient_toolkit.pdf , and are highlighted because they are relevant to the Gresham Vista priority strategies. In addition to these case studies, Metro also provides programs that will likely be relevant to implementation of several strategies.

Eco-Efficient Case Studies and Resources

- EEE Toolkit: Baseline Assessments p. 26
- EEE Toolkit: Integrated Planning and Design Process p. 29
- EEE Toolkit: Triple Bottom Line Analysis p. 34
- EEE Toolkit: Seattle Sustainable Infrastructure Initiative p. 35
- EEE Toolkit: St. Paul District Energy p. 39
- EEE Toolkit: Beaverton Tektronix Materials Exchange p. 43
- EEE Toolkit: US Business Council for Sustainable Development p. 47
- EEE Toolkit: BEST Business Center p. 49
- EEE Toolkit: Devens Enterprise Commission/Eco-Efficiency Center p. 55
- EEE Toolkit: Toronto Project Green technical assistance p. 61
- EEE Toolkit: Wood Buffalo TaigaNova Eco-Industrial Park p. 71 (Development codes)
- EEE Toolkit: Seattle Green Factor p. 81
- EEE Toolkit: Black Diamond Industrial area Design Guidelines p. 83
- EEE Toolkit: Alameda County Bay Friendly Landscape Guidelines p. 91
- EEE Toolkit: Hinton Innovista EcoIndustrial Park Menu Approach p. 93
- EEE Toolkit: St. Louis Union Seventy Center p. 119

Additional Case Studies

In addition to these case studies and resources available in the Eco-Efficient Toolkit, below are a few additional case studies that may be relevant to Gresham Vista's Implementation Action Plan.

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/

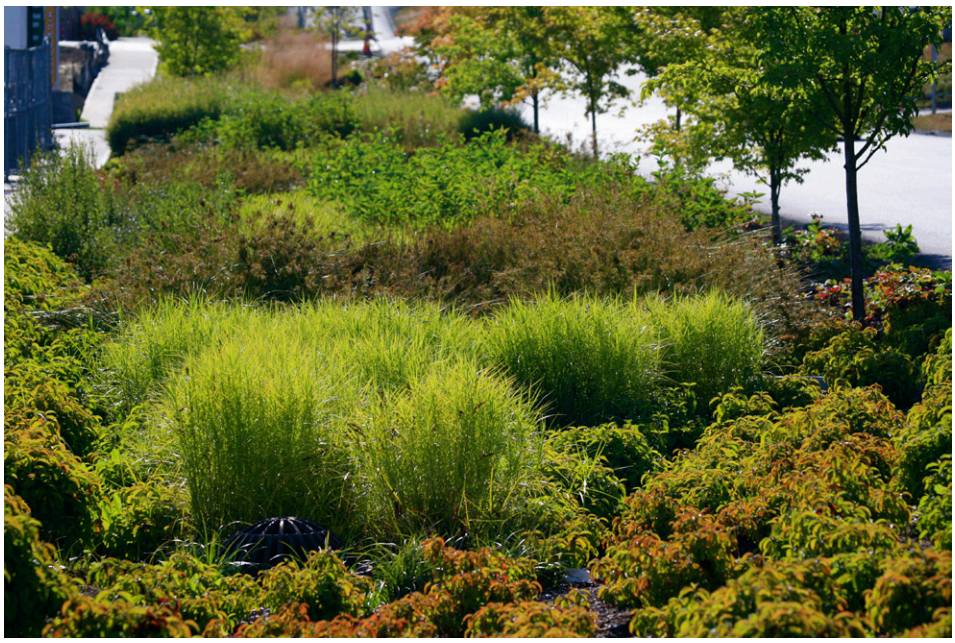
New Columbia Green Infrastructure

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 initial developed with conventional grey stormwater solutions. Green infrastructure incentives were development by BES to catalyze private stormwater action.

Seattle 2030 District Dashboard



New Columbia Green Infrastructure, Portland, OR

Metro resources

Metro currently houses several technical and financial assistance programs that support eco-efficient employment and help local partners implement these development projects.

Nature in Neighborhoods helps the region balance development, human needs and the health of natural systems catalyzing innovative, on-the-ground projects. The program grants funding for capital projects that re-nature neighborhoods; educates stakeholders about nature-friendly development practices that benefit the environment and local businesses; provides technical review of potential development projects; and connects developers, builders, jurisdictional staff, design professionals and citizens with "Integrating Habitats" design approaches that balance design excellence, ecological stewardship and economic enterprise.

The Regional Transportation Plan presents the region's policies, goals and system concepts for all modes of travel, funding strategies and local implementation requirements. The plan recommends how to invest public transportation funds during the next 25 years, laying the foundation to achieve the 2040 Growth Concept. In coordination with the Regional Transportation Plan, the **Regional Flexible Fund Allocation** process identifies projects to receive a portion of federal funds available in the region. Projects may be nominated by jurisdictions, transportation or transit agencies for any transportation category except local street construction. Metro allocates these funds according to policies established during each two-year funding cycle by the Metro Council and the Joint Policy Advisory Committee on Transportation. Recent funding cycles have prioritized projects with alternative modes of transportation and improvements that increase the vitality of the region's centers, employment and industrial areas.

Livable streets, part of Regional Transportation Planning, has published three handbooks that provide practical step-by-step methods for designing safe and healthy city streets. This supports implementation of the 2040 Growth Concept by providing tools to better integrate street designs with nearby land uses and create an environment that is not only attractive, but can slow traffic and encourage walking, bicycling and use of transit. These techniques can increase transit's share of the commute and reduce congestion impacts on the freight network. The handbooks also provide green street design guidelines that limit stormwater runoff, help protect stream habitat and support an eco-efficient transportation system.

Regional Travel Options supports employers across the region in empowering their employees to find an eco-efficient commute option, such as walking, biking or taking transit. The program partners with TriMet, Wilsonville SMART and transportation management associations to reach employers. Employers can learn how to subsidize transit and get tax credits; match carpoolers in their workplace or commuters working in the area; use subsidies to start vanpools; overcome barriers to biking and walking, such as providing showers and safe places to lock bikes; and more. These programs also provide personalized assistance to employees interested in learning about commute options. Together, employers using these programs have increased the use of transit, bike and walk commutes from 26 percent in 1996 to 35 percent in 2008.

The Development Center provides financial and technical assistance to support quality development in communities across the region. Through the Transit Oriented Development and Centers Implementation program, Metro helps bring about projects that concentrate a mix of retail, housing and jobs in downtowns, along main streets and in areas with good access to the region's transit system. Working with local city staff and developers on complicated projects results in new buildings, offices and jobs close to transit such as the Burnside Rocket in Portland's east side and Pacific University's College of Health Professions and College of Optometry campus in Hillsboro.

Waste reduction assistance programs help businesses reduce construction, food and office waste. These programs help contractors, architects and developers save money, earn green building credits and keep building materials out of the landfill. In partnership with other local jurisdictions, Metro provides a free green building hotline for information about green building strategies, materials, renewable energy, stormwater management and more. The Construction Salvage and Recycling toolkit provides a listing of more than 100 local recycling options, and BoneyardNW serves as an online marketplace for buying and selling used commercial building materials. Metro also offers on-site customized assistance for businesses to reduce food and office waste.

The Climate Preparation Planning Framework will outline recommendations to build resiliency to the risks of climate change in the region. Workshops were held to develop strategies that could prepare us for changes in natural, economic, built and cultural systems. A report will be released in the fall of 2010 to provide recommendations to regional stakeholders. Metro is a partner in developing the framework, which is an extension of the Climate Futures Forums hosted by the University of Oregon Climate Leadership Initiative.

The Brownfields Recycling Program works with property owners to assess the nature of possible petroleum-based contamination on vacant sites throughout the region using grant funds from the U.S. Environmental Protection Agency. The program's focus is to enable redevelopment, enhance property values and use land more efficiently in order to support implementation of the 2040 Growth Concept. The program conducts environmental assessments, provides technical assistance, helps identify sources of funding for cleanup and works with local community representatives on redevelopment plans. The program also conducts technical workshops for any group interested or involved in the restoration and redevelopment of brownfield properties.

Nature in Neighborhoods
503-797-1555
nature@oregonmetro.gov
www.oregonmetro.gov/nature

Transportation Planning
503-797-1915
trans@oregonmetro.gov
www.oregonmetro.gov/livablestreets
www.oregonmetro.gov/RFF

Regional Travel Options
503-813-7566
rto@oregonmetro.gov
www.oregonmetro.gov/traveloptions

Transit-Oriented Development Program
503-797-1757
www.oregonmetro.gov/tod

Waste reduction assistance programs
503-234-3000
www.RecycleAtWork.com

Climate Change Preparation Planning Framework
climlead.uoregon.edu/node/136

Brownfields Recycling Program
503-797-1562
brownfields@oregonmetro.gov
www.oregonmetro.gov/brownfields

Appendix A5:
Gresham Vista Workshop Agendas

MITHŪN

Pier 56, 1201 Alaskan Way, #200
Seattle, WA 98101
T 206.623.3344 F 206.623.7005

mithun.com

Meeting Agenda

To:	Miranda Bateschell, Metro; Ken Anderton, Port of Portland	**Date:**	August 9, 2012
		Project #:	11269.10
From:	Mithun	**Project:**	Eco-Efficient Employment in Action
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 Project Purpose and Need (Miranda and Ken)

- 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 Project Schedule and Process

- Review project process, workshops, and interim activities
- Discuss potential schedule, coordination, and considerations

5 mins Exercise Overview

30 mins Exercise #1: Outcomes and Workplan

- Outcomes:
  - 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	*Stakeholder Interviews*
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

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Meeting Agenda

To:	Miranda Bateschell, Metro; Ken Anderton, Port of Portland; Lise Glancy, Port of Portland; Ryan Parker, Port of Portland	**Date:**	October 1, 2012
		Project #:	11269.10
From:	Mithun Team	**Project:**	Gresham Vista Eco-Efficient Employment Pilot
Invited	Ken Anderton, Port of Portland; Miranda Bateschell, Metro; Jamey Berg, Port of Portland; Tom Bouillion, Port of Portland; Lise Glancy, Port of Portland; Theresa Haskins, PGE; Joe Mollusky, Port of Portland; Ron Papsdorf, City of Gresham; Ryan Parker, Port of Portland; Dorothy Sperry, Port of Portland; Jim Swier, ON Semiconductor; Richard Vincent, Port of Portland; Ross Waggoner, Frontier Communications; Janet Young, City of Gresham		

Re: **EcoEfficient Strategy Workshop: Gresham Vista / Port of Portland**

Pilot Community EcoEfficient Strategy Workshop 2

Monday, October 8, 2012 8:00 – 10:00 am

Port of Portland Headquarters – Anchor Room, 1st Floor, 7200 NE Airport Way

Meeting objectives

- Share an overview of the EcoEfficient pilot project with Working Group members - developing and implementing an eco-efficient business strategy for a specific employment area in order to achieve better environmental, economic, and social returns (triple bottom line) in the community.
- Hear a summary of recent EcoIndustrial feasibility work and proposed direction for Gresham Vista.
- Understand the existing context / development model for Gresham Vista and how it relates to potential EcoEfficient strategies
- Explore how a new development model and brand for the site could improve opportunities for Gresham Vista, as well as enhance operations of other users on and near the site
- Identify potential strategies to achieve the triple bottom line objectives held by the Port and City of Gresham

Agenda

5 min **Welcome and Introductions** (facilitator: Deb Meihoff, Communitas)

10 min **Project overview** (Erin Christensen and Doug Leigh, Mithun)

- Project Goal: Assist businesses, property owners, and local government partners in developing a collaborative sustainable development and business strategy.
- Recap ideas the Port and Gresham have identified as possible EcoEfficient strategies for the site
- Introduction to Metro's EcoEfficient Toolkit

10 min **Summary of Work to Date** (Ken Anderton, Port of Portland)

- Overview of EcoIndustrial and Stormwater Management/ Sustainable Infrastructure Concept
- Other context to share

5 min **Small Group Exercise** Overview

40 min Small Group Exercise

Group 1: Triple Bottom Line Framework (facilitator: Tom Puttman, Puttman Infrastructure)

- Test and refine a triple bottom line framework for Gresham Vista, including financial and environmental standards, criteria and benchmarks.

Group 2: Competitive Advantage (facilitator: Doug Leigh, Mithun)

- Determine Gresham Vista and area assets that lend a competitive advantage to maximize triple bottom line returns on the site. Identify potential short and long term EcoEfficient strategies to leverage the advantage.

10 min Group reports (Tom and Doug)

10 min **Wrap-up and next steps** (Deb and Erin)

- Summarize discussion: general agreement, major ideas and issues to be captured in the Implementation Action Plan
- Outreach, research and/or preliminary feasibility testing to be completed prior to the next workshop – goals for testing market viability of concepts and audiences
- Next workshop
  - Scheduling: Potential days/times
  - Focus: (1) Assess and prioritize the strategies that were established in today's workshop for pre-feasibility assessment and check against project goals; and (2) Develop details of the Implementation Plan with timing, potential responsible parties, priority of each strategy considering short, mid and long-term actions

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Meeting Agenda

To:	Miranda Bateschell, Metro; Ken Anderton, Port of Portland; Lise Glancy, Port of Portland; Ryan Parker, Port of Portland	**Date:**	November 6, 2012
		Project #:	11269.10
From:	Mithun Team	**Project:**	Gresham Vista Eco-Efficient Employment Pilot
Invited	Ken Anderton, Port of Portland; Miranda Bateschell, Metro; Jamey Berg, Port of Portland; Tom Bouillion, Port of Portland; Lise Glancy, Port of Portland; Theresa Haskins, PGE; Joe Mollusky, Port of Portland; Ron Papsdorf, City of Gresham; Ryan Parker, Port of Portland; Dorothy Sperry, Port of Portland; Jim Swier, ON Semiconductor; Richard Vincent, Port of Portland; Ross Waggoner, Frontier Communications; Janet Young, City of Gresham		

Re: **EcoEfficient Strategy Workshop: Gresham Vista / Port of Portland**

Pilot Community EcoEfficient Strategy Workshop 3

Friday, November 9, 2012 8:00 am – 12:00 pm

Port of Portland Headquarters – Anchor Room, 1st Floor, 7200 NE Airport Way

Meeting objectives

- Review sustainability strategies for Gresham Vista from Workshop 2, 'pre-feasibility' analysis, and summary of stakeholder interviews.
- Prioritize primary and secondary strategies for Gresham Vista using triple bottom line analysis, taking into account the project goals, criteria, and pre-feasibility analysis.
- Develop a Gresham Vista Sustainability Action Plan, with specific next steps and ready to be implemented.

Agenda

8:00a **Welcome and Introductions** (facilitator: Deb Meihoff, Communitas)

8:10a **Recap:** project and outcomes from Workshop 2 (Erin Christensen and Doug Leigh, Mithun)

- Gresham Vista Goals and Criteria, Recap "Big Ideas" from Workshop 1

8:20a **Presentation and discussion:** Pre-feasibility analysis (Deb Meihoff, Erin Christensen, Tom Puttman, Puttman Infrastructure)

- Hear the outcomes from the stakeholder interviews
- Review analysis of potential strategies with the triple bottom line framework according to criteria

8:50a **Exercise**: Prioritization (facilitators: Erin and Deb)

- Group reaction to pre-feasibility and discussion of key findings
- What strategies are showing the most promise for meeting the Port's goals and getting positive triple bottom line returns?

9:30a BREAK

9:45a **Group Exercise**: Action Plan details

- Define 1st and next steps for each priority strategy
- 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

11:00a Closing Summary and Next Steps (Ken Anderton)

11:30a Adjourn

Gresham Vista Goals and Criteria for Triple Bottom Line Framework

Brand and Identity

- Inviting and meets the needs of industrial users
- Attractive to site selectors
- Attractive to employees
- Creates identity for the area

Investment Return

- Financially feasible (with secured implementation funding)
- Gains high investment (Port revenue) and/or high tax revenues
- Meets and supports Gresham's target industry clusters

Development and Operational Advantages

- Preserves large lots for development while maintaining site flexibility
- Simplifies development requirements (such as stormwater management)
- Permitting and approvals time (streamlining)
- Improves utility efficiencies/costs (water, energy, waste)

Connectivity and Accessibility

- Leverages existing site assets such as the power substation, utilities (water, sewer, fiber, etc.), transportation network
- Addresses site circulation and preserves existing access

Community Value

- Regional model for joining market acceptance with public policy goals
- Is a port business model showcase of successful methods and partnerships - applicable to other Port projects / sites
- Good onsite neighbor to ON
- Increases the number, type, salary potential of employees
- Alignment with East County employees' skill sets
- Offers new or expanded workforce training opportunities, in partnership with Mt. Hood Community College

Environmental Performance

- Air Quality
- Energy Management
- Natural Resources
- Water Resources
- Waste Minimization

Appendix A6: Gresham Vista Readiness Assessment

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: Ken Anderton or Lise Glancy

Lead Agency: Port of Portland

Project/Study Area Name:

Gresham Vista Business Park (see attached master plan)

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):

The Port purchased the 221 acre former LSI Logic site last November for $26.5 million. The Port has since renamed the site and it is now commonly referred to as the Gresham Vista Business Park. The acquisition was part of a broader strategy to be a leader in the field of industrial land development. The Port historically has played a large role in the advancement of industrial lands for employment developing over 5,000 acres, which has enabled significant private sector investment into our region.

The site is mostly zoned industrial and has historically been farmed. It is also relatively flat has great access and local infrastructure, which makes it ideal for industrial development. The Port and the City of Gresham have a partnership agreement (IGA) that details our joint goals in marketing the site to create an employment center that attracts traded sector investment and local jobs.

Since the Port's acquisition of the site in November the Port has hired Cogan Owens Cogan and Williams Creek Consulting to educate our both the Port Development Team and key staff from the City of Gresham on the potential of an Eco Park concept and the potential deployment of green storm water infrastructure instead of a traditionally piped system. The consulting work will be completed by the middle of September with the bulk of the work being substantially complete by mid-August. The Port will then evaluate what was learned during the process and decide on what if any aspects of the Eco Park and green infrastructure to deploy.

The Port recognizes that it is going to take a group effort to develop this site and others to its fullest potential and has been in search for additional partners to assist in the efforts. After reviewing the Eco-Efficient employment in action project that Metro is championing the Port is interested in partnering with Metro to submit the Gresham Vista Business Park as a potential pilot project site. The Port believes that we can seamlessly dovetail the extensive work we have done in regards to Eco Park development and green infrastructure with Metro's initiative and would welcome the opportunity to discuss further.

Eco-Efficient Employment in Action

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): City of Gresham, East County Economic Alliance, Gresham Chamber of Commerce, local brokers and developers.

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?)

No. The site has been zoned industrial for many years and the Port does not believe there is a major public controversy for development of the site if done responsibly. The Port development initiatives are designed to enhance the quality of life of the community while providing for an excellent place to work. We believe we can do this by deploying appropriate setbacks from residences and deploying stringent development standards.

SECTION 2. CRITERIA/ QUESTIONS

»» **Project Team Capacity**: Is there support from leadership and from staff? Yes. What is the ability of the lead agency and partners to commit staff time and resources to this effort as described above? Developing the site is a strategic initiative for the Port and we are prepared to resource it accordingly.

»» **Community leverage**: What activities, outreach work/organizational development, and/or funding mechanisms have already gone into the area? We have spent $26.5 million for acquisition. $500,000 on planning and another $250,000 on due diligence.

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? The Port has a capital budget for onsite infrastructure. We are self- funding (meaning we need to get a reasonable return on our investment) thus any strategy must have a broad market appeal.

What social infrastructure is in place (community group, cluster of businesses in place, existing organizational structures) that can be leveraged? City of Gresham, East County Economic Alliance, Gresham Chamber of Commerce. NAIOP, On Semi Conductor and other East County businesses.

»» **Plan and policy alignment**: What plans and policies (public or private) have been adopted that lead toward the Eco-efficient strategies and goals? Gresham's Development code for handling of storm water. Some tax incentives for green infrastructure development.

Is there cross-agency alignment of local government policies for the area or are there unresolved conflicts? All parties seem to be aligned on the importance of this site for the region's future economic health.

Is there an ability to implement demonstration projects or pilot projects in the case of policy or regulatory barriers? Yes.

»» **Market readiness**: To what degree does market demand for change exist in the area? It is the only large lot (100 acre or more site) in the metro area. The Port has worked with Johnson and Reid on a market assessment for both Troutdale Reynolds Industrial Park and Gresham Vista. 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? The Port in partnership with Metro and other entities has commissioned the industrial land studies which highlight the need

for industrial lands for employment and economic development. The west side of the site has also been submitted to the state for industrial readiness certification.

How long have the local government, agencies and stakeholders been working to affect change in the area (toward Eco-efficient uses or otherwise)? Unknown.

»» **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? Not sure if this is applicable to this project.

»» **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? The site is well served with electrical, water, sewer, storm and transportation infrastructure. On the transportation side there could be some improvements to local intersections, which was detailed in Metro's eastside connections plan.

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.

Appendix A7: Excerpted Eco-Industrial Development Work Products

Work Products prepared by Cogan Owens Cogan for the Port of Portland

Port of Portland
Eco-Industrial Development Strategy
Seminar #3: EID Operations and Management

Port of Portland
Tuesday, August 14, 8 AM – Noon

AGENDA

Objective: Discuss potential application of EID best management practices to the Gresham Vista Business Park, including marketing, management activities, services, policies and standards, financial feasibility and performance metrics.

Schedule	Item	Presenter
8:00	Welcome and Introductions Review of seminar agenda	Ken Anderton, Port of Portland Steve Faust, Cogan Owens Cogan
8:10	Presentation. Devens Case Study Discussion. What aspects of the Devens model apply to Gresham Vista Business Park?	Peter Lowitt, Devens Steve Faust (for Jerry Johnson) All
9:30	Break	
9:40	Presentation. EID Scenario for Gresham Vista Business Park Discussion. Implications for Gresham Vista Business Park	Andreas Koenig, Re-Tem Global Brian Campbell All
11:00	Discussion. EID Implementation • Gresham Vista Business Park • Other Port properties	Steve Faust/All
11:50	Next steps	Ken Anderton
Noon	Adjourn	

August 14, 2012

Gresham Vista Business Park
Eco-Industrial Development Scenario

The Cogan Owens Cogan team is conducting three seminars for the Port of Portland and City of Gresham to learn about and discuss the Eco-Industrial Development (EID) concept and its potential application on Port properties and the Gresham Vista Business Park in particular. The first seminar provided an overview of EID principles and highlighted international examples. The second seminar described the physical aspects of EID including site design and infrastructure. The focus of the third seminar is EID marketing and management.

In response to requests for more details and examples of EID principles, the Cogan Owens Cogan team has prepared a scenario for the Gresham Vista Business Park (Park). The purpose of this scenario is to stimulate discussion about the potential application of EID principles to the Park and other Port properties.

Current Situation

Site Description

Gresham Vista Business Park (Park), owned by the Port of Portland, is a 221-acre site located in the northeast corner of Gresham, Oregon. The Park is adjacent to the cities of Fairview, Wood Village and Troutdale, approximately one mile south of I-84, a major east-west connection for the state. Four major arterial roadways form the Park's boundaries: NE Glisan Street, SE 223rd Avenue, NE 242nd Drive/Hogan Drive and SE Stark Street. While viewed as one site, there are currently three property owners in addition to the Port, including ON Semiconductor. The Port owns approximately 50% of the site. The Park is located within a convenient distance of a number of other important regional assets including the Columbia Corridor, Mt. Hood Community College, Troutdale Reynolds Industrial Park and Portland International Airport/Center.

The surrounding community is primarily single family residential with pockets of commercial activity near major intersections. Clear Creek Middle School is located within one half-mile to the east of the Park. A majority of the Park is zoned General Industrial, but three smaller lots are zoned for commercial uses. The *Gresham Vista Business Park Master Plan* (Master Plan) divides the site into 11 lots as seen in the map below:

The smallest of the Port-owned lots, lot 6, has been sold for development of a 10,300 square-foot medical facility. ON Semiconductor Components Industries owns and operates a facility on a large lot in the center of the site that also accommodates a Portland General Electric substation. A vacant production facility, formerly owned by the DuPont company, is situated on a parcel in the northeast corner of the site.

Most of the Park is flat, with steep slopes and the McGill Reservoir located in the northwest corner on lot 10. The highest elevations near the southeast corner of the Park offer spectacular views of Mt. Hood. Stormwater in the Park generally drains to the northwest towards the reservoir. Numerous swales and ditches collect stormwater throughout the site. The tree canopy also is most prominent in the northwest corner of the site with two tree stands located on lot 10 and extending into the ON Semiconductor site. In the same area, approximately two acres is protected by the City's Habitat Conservation Area designation. There also are several treelines that serve as a buffer to residential development and define lot boundaries.

As mentioned above, the Park can be accessed by any of four major arterials. The cities of Gresham and Troutdale recently partnered to make improvements to 242nd Drive, including sidewalks and bike lanes, a center turn lane and traffic signal coordination. Since the Park has yet to be developed, internal circulation is limited and lacks infrastructure to serve pedestrians and bicycles. There are two existing access points into the site: one each on NE Glisan and SE Stark Streets. Both are maintained by ON Semiconductor. The Park is served by two bus lines operated by Tri-Met. The #12 line travels from Sherwood through downtown Portland to Sandy Boulevard along the I-84 corridor and then heads south on NE 223rd Ave to the Park. The #20 line travels along Burnside and Stark Streets all the way from Beaverton to the Park in Gresham. The MAX Blue Line (LRT) spans from Hillsboro to Gresham and has two stops within one mile of the Park. The Park has access to several utilities including water, wastewater and natural gas facilities, as well as the PGE substation located on site.

Current Vision and Marketing

The vision of the Gresham Vista Business Park is to create a high quality, innovative and successful business park that leverages the benefits of existing infrastructure, while promoting high levels of economic and environmental performance. Gresham Vista Business Park seeks to take advantage of its highly desirable location to attract traded sector industries that will help to increase family wage jobs, improve the local tax base and provide economic prosperity for East County.

Gresham Vista Business Park has many attributes that make it an attractive site for a variety of potential purchasers:

- Skilled available workforce
- Strong existing manufacturing sector
- Large parcels
- Zoned for general industrial and commercial uses
- Incentives, including the Great Business, Green Practice Incentives, Commercial Stormwater Fee Reduction, System Development Charges Financing and Workforce Training programs
- Convenient access to I-84, Portland International Airport and I-205
- Established infrastructure
- Low-cost utilities
- Partnership with the City of Gresham
- Enterprise zone
- Strategic investments zone
- Expedited permitting

The *Port of Portland 2012 Marketing Plan* advocates a three-pronged strategy to market the Park:

1. Encourage area businesses in need of expansion to locate in the Park.
2. Target suppliers to area businesses, such as Boeing, ON, Microchip Technology, Boyd Coffee Company, Synetics Solutions, Cascade Corporation, Pella Vinyl, Wright Business Graphics, RR Donnelley and Benson Industries.
3. Recruit from target industry clusters, including:

- Clean Tech
- Energy storage
- Food processing
- Manufacturing
- Mixed commercial and incubator sites, retail/office mixed development
- Professional, scientific and technical services
- Warehousing/distribution

In its 2011 *Traded Sector Jobs Strategy*, the City of Gresham identifies manufacturing and clean technologies as its top two goals. Among the key partnerships listed in the Strategy is Mt. Hood Community College and existing programs that provide ongoing support to traded sector companies, such as iMatch, Work Keys, Small Business Development Center, customized training, and assistance to new business start-ups, as well as new resources like the Credentials, Acceleration, and Support for Employment (CASE) grant just awarded to MHCC.

EID Scenario

The EID scenario is a vision for how the Park could develop if EID principles are applied. The scenario is based on existing site conditions and assumes recommendations in the *Gresham Vista Business Park: Sustainable Infrastructure Analysis and Concept Development Plan* prepared by Williams Creek Consulting. It also considers regional and local economic development opportunities. It incorporates all of the essential qualities of EID:

- Industry as part of an ecosystem and community
- Establishing synergies and sharing of resources
- Facilitating the development of an industrial community
- Continuous adaptation of best practices for:
  - Eco-efficiency (energy, water, materials)
  - Green services (waste management, recycling)
  - Sustainable infrastructure (transportation, water resources/stormwater management)
  - Standards for planning, development and operations

10-Year Vision

Gresham Vista Business Park is the region's premier example of an Eco-Industrial Development that provides multiple benefits:

- For the Port of Portland – a catalyst for sustainable industrial development and a foundation of the Port's sustainability strategy.
- For the City of Gresham – a model of environmental quality and economic prosperity, Gresham Vista Business Park provides family wage jobs and is a demonstration of sustainable industrial development.
- For tenants – acknowledged commitment to sustainability, lower operational costs and an industrial network/community; may also provide lower development costs.
- For the community – family wage jobs and training, improved natural and built environment, community meeting space, combined service road and bicycle and pedestrian trails.

Goals and Key Features

Overall Goal: create an Eco-Industrial Development at the Gresham Vista Business Park that serves as a regional model and center of innovation for sustainable[1] industrial practices and technologies.

Development Standards

- Encourage technology and management best practices beyond existing standards for all development phases – site planning, construction and operation.
- Apply best practice standards for buildings, facilities, and operations through urban design standards, by-laws and voluntary tenant agreements.

Site Habitat (Ecosystem)

- Preserve existing habitats; integrate green infrastructure, landscaping, buildings and facilities.
- Off-set the physical footprint of the development and enhance the ecological capacity of the site.

[1] Sustainability uses the triple bottom line definition of providing benefits to the ecology, economy and community.

Green Infrastructure

- Sustainable water resource management system.
- Integrate stormwater management with building and facility design through on-site water retention and reuse systems, and green roofs (eco-roofs).
- Selected on-site wastewater pre-treatment (depending on type of industry).

Energy system

- Net zero carbon/emissions – promote generation of renewable energy on site to offset CO2 impact.
- Combined PV-solar thermal systems for production facilities.
- Ground source heat pump systems.
- PV enabled charging stations for electric vehicles.
- Biomass reuse with Gresham WWTP digester or on-site digester (depending on generated biomass volume).

Transportation

- Concentration of transportation access points to the site rather than individual access to all lots from main arteries to avoid congestion; traffic management on access roads through turning lanes and traffic lights.
- Encourage public transport through employee-incentive program, shared parking lots with internal shuttle and shuttle to MAX station with possible future MAX link to the site.
- Limited internal vehicle circulation from central access points to lots and shared parking; circular service road and path for pedestrian and bicycle use as well as electric service vehicles and internal shuttle.
- Zero-emission on-site service vehicles and shuttle bus to MAX station – PV electric or biogas through local generation.
- On-site charging/filling station.

Eco-Management

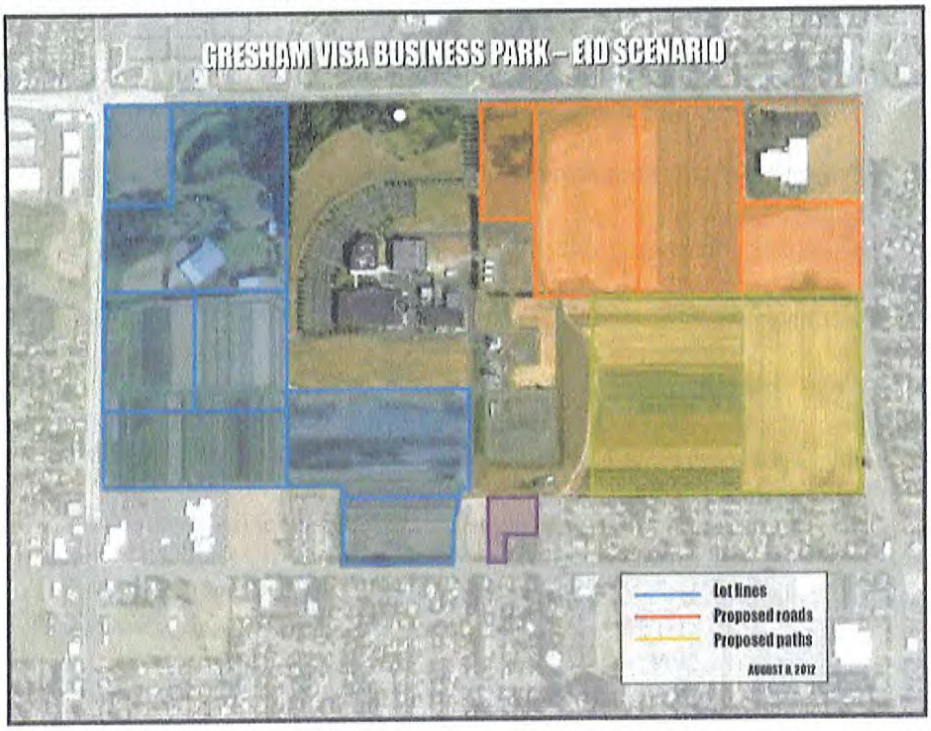
- Onsite Eco center or Park office as part of Port-wide Eco center. Eco centers are the hubs of environmental management and information collection with a goal of optimizing overall management.
- Assist tenants in continuously upgrading their resource management performance.
- Provide on-site after-sales services for resource management, green procurement, energy efficiency, and company networking.
- Water/waste resource sharing and exchange.
- Provide shared facilities services for waste management, recycling, equipment rental, maintenance.

Community Connections

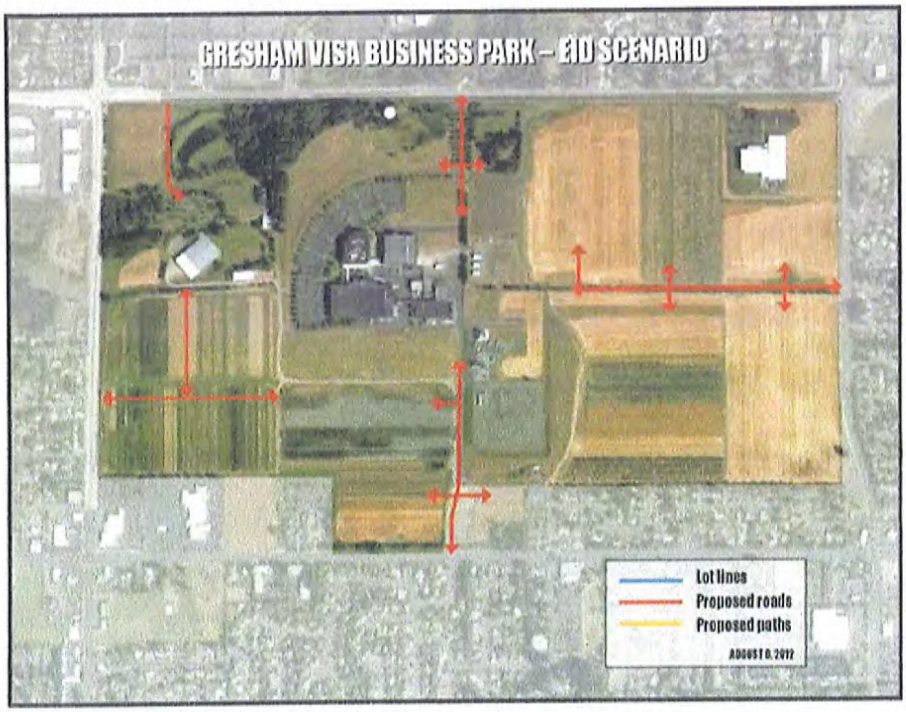
- Provide community education and social services at or near site – first aid unit, daycare, meeting venues.
- Make northwest corner accessible to public for recreation and environmental education.
- Integrate site development with educational and job qualification resources in Gresham and the region (e.g. Mt. Hood Community College).

Site Plan

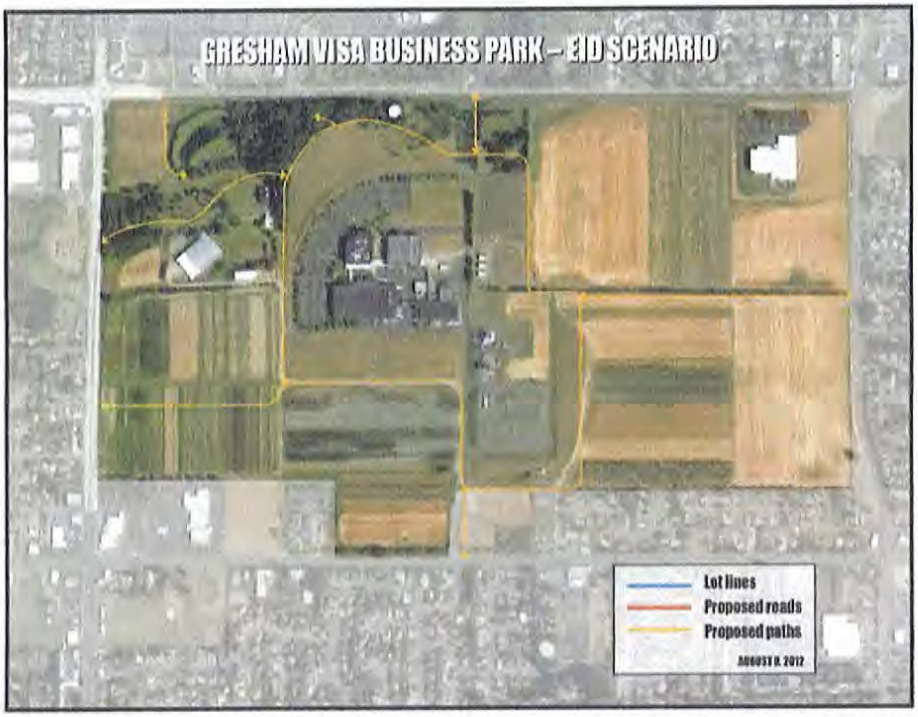
The site plan for this scenario retains, to a large degree, the vision set forth in the Master Plan. One significant difference is that Lot 9 is subdivided into three to six lots to provide a small lot option to allow for higher density setting. Lots 2, 3 and 4 also could be subdivided as needed.



Also differing from the Master Plan is the addition of two main entry points to the Park off of NE 242 Ave and NE 223rd Ave (at SE Ankeny St) to the two current entry points used by ON Semiconductor off of NE Glisan St and SE Stark St. Each of these four roads provide access to adjacent lots before ending at the ON Semiconductor site. A second entry point off of NE Glisan St is added to provide access to lot 11. The road extends up the slope to lot 10.



The four main entry roads all include bicycle and pedestrian facilities. They are connected by a service road for internal circulation of electric service vehicles, bikes and pedestrians that runs along the edges of the ON Semiconductor property and provides access to the natural area in the Park's northwest corner. Shared parking in several locations reduces the total number of parking spaces needed and allows more land for landscaping and stormwater features and buffers for adjacent residential areas.



Stormwater facilities in this scenario are derived from the *Gresham Vista Business Park: Sustainable Infrastructure Analysis and Concept Development Plan* prepared by Williams Creek Consulting. Recommendations include:

- Create a stormwater park in the northwest corner of the park to protect existing natural areas, manage stormwater, nourish ecosystems, enhance wildlife habitat, provide trails and other opportunities for recreation, and serve as an educational resource for area schools. This includes relocating the park facility currently situated on lot 1 to lot 10 to take advantage of the natural amenities in the area.
- Provide buffer swales through transportation and utility corridors to convey stormwater throughout the Park, undergo pre-treatment and infiltrate the soil.
- Harvest stormwater for reclamation and recirculation. The water reclamation system provides non-potable water to tenants for re-use, ultimately reducing the amount of runoff that is discharged offsite and the dependency on a potable water supply. This system should be integrated with on-site development water resource management measures.

The PGE substation is an obvious supplier of energy for the site. In addition, renewable energy sources, such as combined PV-solar thermal and ground source heat pump systems could be incorporated into building design. A biomass reuse process could be developed on site or in partnership with Gresham's wastewater treatment plant should businesses that generate organic matter locate in the Park. A fleet of electric vehicles is used for on-site circulation and shuttles to nearby MAX stations.

August 14, 2012

8

Marketing Strategy

Like the *Port of Portland 2012 Marketing Plan* and the *Gresham 2011 Traded Sector Jobs Strategy*, the marketing strategy for this scenario builds on regional and local synergies. The *Greater Portland Export Plan*, prepared by the Brookings Institution, identifies computer and electronic product manufacturing, clean technology, and athletic and outdoor equipment as primary export clusters. According to the report, tranportation equipment, machinery, recycled metals and other forms of manufacturing are central to the regional economy.

The *Portland Vancouver Metropolitan Region Comprehensive Economic Development Strategy*, prepared by Greater Portland Inc., identifies clean technology, advanced manufacturing, athletic and outdoor gear and apparel, and computer electronics and software as core clusters. Also highlighted are industries associated with Oregon's research universities, including green buildings and renewable energy, biotech, wave energy and electric vehicles and food processing.

Suppliers to local industries identified in the *Port of Portland 2012 Marketing Plan* provide excellent recruiting targets for the Park. Additionally, a partnership with nearby Mt. Hood Community College could bring workforce training, research and development, and incubation opportunities. The Park also is an ideal site for food processing businesses, as the adjacent Clackamas County ranked fourth among Oregon counties in 2011 with $332 million in gross farm sales.

Gresham Vista Business Park Industrial Targets

Source	Target Industries
Gresham 2011 Traded Sector Jobs Strategy	• Clean technologies • Manufacturing
Port of Portland 2012 Marketing Plan	• Clean technology • Food processing • Energy storage • Manufacturing • Mixed commercial and incubator sites • Professional, scientific and technical services • Warehousing/distribution
Greater Portland Export Plan	• Clean technology • Computer and electronic product manufacturing • Athletic and outdoor equipment
Portland Vancouver Metropolitan Region Comprehensive Economoic Development Strategy	• Clean technology • Advanced manufacturing • Athletic and outdoor gear and apparel • Computer electronics and software

Target Industries

The primary target industries for the Park in this scenario are the clean/green-tech and food processing industries. Lots 9 and 10 are marketed as a campus-like setting to green-tech and food processing industries for offices, research and development, warehouses and/or production. The food processing focus could be pursued in partnership with the Northwest Food Processors Association. Lot 10 is an ideal site for a company headquarters and serves as the site of an Eco center and workforce training facility in partnership with Mt. Hood Community College. The building includes meeting spaces for joint trainings that are available for community use.

A mix of commercial and employment uses on lot 11 compliment those on lots 9 and 10 and create an area of hightened activity in conjunction with adjacent commercial uses at the interesection and the park, trails and natural features on lot 10 and the ON Semiconductor site.

Lot 8 also is marketed as part of the campus and, as with lot 9, could be subdivided if needed. However, if not included as part of a cluster development, lot 8 will remain open to other uses. Lot 7 is identified as a site for small business incubation, possibly cluster related, and Park services. Lot 7 also could be attractive to a business that is complementary to the medical facility that will be built on lot 6.

Due to the shortage of large industrial lots in the region and state, lot 5 is reserved for a large industrial user. Interim uses that maintain an attractive environment, are on short-term leases and do not use permanent structures, such as current farming activites, could generate revenue while the lot is held for a long-term user. While the entire park is marketed to the clean/green-tech and food processing industries, lots 1-4 remain flexible to accommodate any user interested in those sites. The parcel in the northeast corner of the site, previously owned by DuPont, should be considered when planning for lots 3 and 4. Lot 1 could be an attractive space for ON Communications on-site expansion or suppliers.

Incentives

In addition to the many incentives provided by the City of Gresham, new incentives are tied to the 2023 Vision and Park standards, such as family wage jobs, enhancing the Park's ecological footprint, CO2 reduction, stormwater treatment and LEED certifications. A primary incentive is expedited federal and state permitting that could be achieved through Senate Bill 766, passed in the 2011 Legislative session, or the Governor's Regulatory Streamlining and Simplification Project, initiated in December 2011. At present, neither of these initiatives is operational. However, there are potential benefits to be gained by rewarding sustainable performance in the Park with expedited permits. An umbrella permit for the entire Park provides permits to individual tenants within 45 days should they meet certain environmental standards. Direct financial incentives also could be offered including reductions to the Park management fee, tax exemptions or reduction/waiver of system development charges. Additional incentives may be possible through the Energy Trust of Oregon.

Management Plan

Programs and Services

The Port of Portland maintains a strong management role as part of its overall sustainability strategy. The Port coordinates programs and services among all businesses in their portfolio, providing synergies among a diverse set of industries that are much greater than what can be provided at the Park in isolation. Programs and services offered could include, but are not limited to:

- Green consulting on systems, operations and buildings.
- Shared labor (clerical, security, etc.).
- Shared purchasing (paper, etc.).
- Joint training (permitting, compliance, etc.).
- Shared recycling and waste management.
- Hazardous waste storage and management.
- Networking.

Synergies

On-site synergies are limited by the number and type of companies. Potential co-location of companies for resource and by-product exchange needs to be evaluated during the site sale process. A tie-in with existing or zoned cluster development will encourage synergies.

Common Co-location Synergies:

- Energy cascading - shared energy source.
- Joint compressed air systems.
- Shared service facilities, parking structures and transportation systems.
- Cross-company sharing in best practices on resource efficiency.
- Economy-of-scale for recycling services.
- Joint procurement/green procurement.
- Exchange of by-products.
- Green building operations.
- Cooperation with Oregon BEST.

Food Industry Cluster

- Development of a food processing cluster can be integrated with the existing food processing industries in Gresham; expansion and supply chain extension can be located on site.
- On-site technology and quality extension service between regional producers and processing companies.
- Standards and certification service for organic products.
- Incubator facilities with shared office, laboratory space, technical laboratory.
- Job training programs with Mt. Hood Community College and Oregon University System extensions.
- Co-location of companies enables biomass reuse and circulation.
- On-site energy recovery (bio-digester, composting) through large-volume source material.
- Cooperation with Multnomah Food Institute.

Clean Tech Cluster

- Development of a clean tech cluster in line with existing Gresham Clean Tech initiative, creating focal point for start-up and supply chain companies.
- Incubator facilities with shared office, laboratory space, technical laboratory.
- Job training programs with Mt. Hood Community College and Oregon University System extensions.
- Link to established manufacturing industry for product development, cross-sector job training.
- Provide regional location for University of Oregon's Green Chemistry program.
- Provide a platform for the Jobs and Innovation Accelerator Challenge grant.

Standards

The *Port of Portland Site Development Guidelines, Performance & Grounds Maintenance Standards* and Gresham Development Code provide a solid foundation for Park EID Standards. In addition to those already in place, we recommend the following standards for this scenario:

- Park mission and bylaws that require a commitment to sustainability that must be agreed to by all tenants.

- Green Building – net zero energy, LEED or Living Building Institute.
- Stormwater – pervious pavements, rain gardens, rain harvesting.
- Green roofs – stormwater management, heat island prevention, air quality improvement, structural protection.
- Environmental Management – ISO 14001.
- Energy Management – ISO 50001ff.
- Urban design – shared/limited parking; density, multi-story buildings and under-structure parking are encouraged.

JOHNSON REID
LAND USE ECONOMICS

MEMORANDUM

DATE: August 1, 2012

TO: Steve Faust
COGAN OWENS COGAN

FROM: Jerry Johnson
JOHNSON REID LLC

SUBJECT: Eco-Industrial Development Strategy for the Gresham Vista Business Park

I. GENERAL COMMENTS

Evaluating the development of an Eco-Industrial Development Strategy (EID) starts with a basic accounting of the anticipated costs and benefits associated with this approach. In general, we would expect that up front and ongoing management costs would be marginally higher with an EID approach. In addition, depending upon the specific nature of the program, it may preclude or discourage a portion of the prospective tenant pool. On a benefit site, the program would likely have a marginal impact on the marketability of the site to tenants that value the EID program. Operational efficiencies and better management could also potentially increase achievable pricing. To the extent that the EID program is supportive of Port policy objectives, use of this approach could also provide less quantifiable policy benefits.

COSTS	BENEFITS
Program Development	Increased Marketability
Ongoing Management	Operational Efficiencies
Tenant Limitations	Policy Supportive

An example of an industrial development utilizing an EID program is Devens, a 4,400 acre community managed by MassDevelopment. The community has a mix of uses, but the industrial park is an estimated 1,800 acres. The Devens Park views the EID programs as value added services, providing collaborative purchasing services, joint training, networking and infrastructure. They also work with tenants to sell sustainable practices. The program provides a quantifiable benefit to many tenants, as well as a marketing and branding benefit. The extent to which this can be monetized is unclear. While it is seen as being an integral factor in the recruitment of tenants with sustainable mission elements such as Bristol Meyers Squibb, the pricing per acre in the park is largely consistent with market norms in the area. The key financial advantage of the program may be in accelerated absorption as opposed to higher achievable pricing.

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GRESHAM VISTA BUSINESS PARK - MASTER PLAN
TROUTDALE
To I-84
N.E. 242nd Ave./Hogan Dr.
WOOD VILLAGE
N.E. Glisan St.
Lot 4
11.91 acres
GI
Lot 3
21.19 acres
GI
Lot 2
21.12 acres
GI
Lot 1
6.77
acres
GI
Lot 5
55.01 acres
GI
PGE
Substation
Lot 6
2.79
acres
CMV
S.E. Stark St.
Private Drive
ON Semiconductor
Components Industries
Lot 8
19.72 acres
GI
Lot 7
7.64 acres
CMV
Hood St.
McGill
Reservoir
Lot 10
30.98
acres
GI
Lot 11
7.24 acres
MC
Lot 9
37.31 acres
GI
N.E. 223nd Ave.
FAIRVIEW
To I-84
N
0
500
Feet
PORT OF PORTLAND
Possibility. In every direction.

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