



HILLSBORO OLD TOWN SUSTAINABLE BUSINESS

IMPLEMENTATION ACTION PLAN



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JANUARY 2013

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Hillsboro MAX service, Hillsboro, OR

Table of Contents

- 1. Executive Summary.....8
- 1.1 Value proposition..... 8
- 1.2 Strategy and vision summary10
- 1.3 Recommended strategies matrix.....11
- 1.4 Immediate actions and next steps 12

- 2. An Eco-Efficient Hillsboro Old Town.....16
- 2.1 Background and opportunity.....16
- 2.2 Sustainable Business Implementation Action Plan: Big Ideas and strategy summary 18
- 2.3 Sustainable Business Implementation Action Plan: Achieving the vision and strategies21
- 2.4 Hillsboro Old Town Sustainable Business Implementation Action Plan Matrix..... 22

Appendices

- A1. Eco-Efficient framework and process
- A2. Hillsboro interim feedback summary
- A3. Hillsboro stakeholder and business strategy survey
- A4. Relevant case studies and resources
- A5. Hillsboro workshop agendas
- A6. Hillsboro Old Town Readiness Assessment



Vision for Old Hillsboro, Sabrina Henkhaus



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.

The Old Town area of Hillsboro is designated as a regional employment center and characterized by a mix of industrial uses, as well as residential pockets. There is nowhere else in Hillsboro, and perhaps in the region, where such diverse activities co-exist in close proximity to each other, and adjacent to both downtown Hillsboro and Jackson Bottom Wetlands Preserve. It is located within the Downtown Hillsboro Urban Renewal Area and the South Industrial and Downtown Enterprise Zones. The Downtown Framework Plan, Hillsboro 2020 Vision and Action Plan, and Downtown Urban Renewal Plan all establish a policy context for a revitalized Old Town that supports existing and new business through sustainable development.

Implementing Eco-Efficient business strategies in Old Town can help to support long-term value:

Partnerships:

Through the Eco-Efficient Pilot Program, exploratory discussions with business owners revealed a desire to consider business-to-business networks, as well as business collaboration with public sector agencies. Because Old Town includes a wide range of many smaller businesses in comparison to large lot industrial users in the north part of the City, it has the unique challenge and opportunity for a broader diversity of industry types and potential for shared infrastructure and resources. Through collaboration and networks, Old Town also has the potential to articulate a shared vision, collectively address anticipated challenges, and attract or qualify for sources of funding and investment that may not be available on an individual business level or even to a public agency.

Development and Operational Advantages:

There is potential to streamline regulations, permitting, and reduce operational costs for Old Town business and property owners through Eco-Efficient strategies. These advantages are particularly important because of expected redevelopment and business expansion over the next five to fifteen years. Green buildings and infrastructure can help to reduce costs for energy, water, stormwater, and waste, increasing competitive advantage of the area. It can also attract businesses and employees that share an environmental ethic. In particular, they can help to address stormwater and traffic challenges in Old Town. Committing to specific strategies improves predictability for potential investors and developers.

Community Identity and Brand:

The Old Town area of Hillsboro has not always enjoyed a strong identity, yet it holds great potential to become known as a center of innovation and an incubator for and supplier of local business. Old Town businesses can help others meet their local business utilization and environmental goals. By developing a collective vision for the future of Old Town and committing to specific actions, businesses and the City can position Old Town as a unique opportunity for economic development and investment that is consistent with 21st century needs and attractive to businesses and workforce.

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 Old Town Sustainable Business 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 Old Town Business Working Group comprised of the City of Hillsboro, the Hillsboro Chamber, and local business and property owners. It includes feedback from stakeholder interviews, and technical analysis by the consultant team.



First Hill Streetcar, Seattle, WA /
Modern Mobility

1.2 Value Proposition

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

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

The following summary describes the components of this vision, strategies to help achieve the vision, and potential related outcomes.

VISION	STRATEGIES	POTENTIAL OUTCOMES
Local Business Support and Incubation	Small business technical assistance Stormwater – technical assistance/ user guide	Existing business retention and new business attraction
Network for Operational and Development Advantages	Old Town business consortium Small business/ manufacturing directory and/or forum Waste/ byproduct exchange program Stormwater – regional facilities	Functioning networks to support waste and stormwater efficiency goals
Leverage unique sense of place	Old Town business consortium	Old Town as a recognized area in the region; attract new development

1.3 Priority Strategies Matrix

The following summary describes the strategies and how they achieve the long-term vision for Old Town businesses.

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

1.4 Immediate Actions and Next Steps

There are several actions that can be taken by public, private, and non-profit economic development partners to immediately catalyze implementation of the priority strategies for Old Town.

Achieving the goals and vision for sustainable, thriving Old Town business relies on the partnership and collaboration of a range of stakeholders, including various departments in the City of Hillsboro and the Hillsboro Area Chamber of Commerce. The City of Hillsboro has committed to implement this Action Plan for Old Town, and will report on progress periodically over the next year.

City of Hillsboro

- Review this Implementation Action Plan for potential investments that could be folded into the investment form process to be considered in future evaluations of the Reinvestment Strategy
- When capital improvements and infrastructure investments occur, like streetscapes, consider incorporating the Old Town Sustainable Business brand through signage, etc., to display physical evidence and strengthen the collective vision
- Regional stormwater facilities: Coordinate between Public Works and Clean Water Services to begin first steps of a sub-basin stormwater approach and scope a drainage master plan for Old Town
- Waste/ by-product exchange program: Sustainability Program to hold exploratory conversations with Metro Waste Management and other existing programs to inventory existing technical assistance available to Old Town businesses

Hillsboro Area Chamber of Commerce

- Old Town business consortium: Convene a formational meeting with a range of businesses to ascertain interest for this group. Based on demonstration of sufficient interest, identify preferred meeting protocols and communication methods, immediate priorities for the group, outreach to other businesses, and a brand for the Old Town Eco-Efficient businesses
- Small business/ manufacturing directory and/or forum (citywide): Develop communications piece of existing available networking programs; research best models for an online business-to-business system; and test the idea of a networking forum for small non-retail businesses.
- Small business technical assistance: Communicate existing services and access to incentives and resources to businesses

Business and property owner Working Group members

- Share information about the Pilot Program and the Implementation Action Plan with other businesses and property owners
- Participate in formational meeting to explore an Old Town business consortium and help to identify priorities for the group
- Reach out to other businesses who could benefit from participating
- Consider participation in a regional stormwater approach



Harley Marine, Seattle, WA / **Brownfield Redevelopment; Expansion and Reuse; Financial Incentives; Innovative Infrastructure**



2 An Eco-Efficient Hillsboro Old Town

2. An Eco-Efficient Hillsboro Old Town

2.1 Background and Opportunity

As a follow on to the successful establishment of an Urban Renewal District in the downtown area in 2010, the City is currently engaged in developing an Old Town Reinvestment Strategy, which will prioritize capital improvements for consideration. This area is already characterized by a cluster of “home grown” business operations that are producing goods and services for the local economy (e.g., prepared foods, small machinery, wood products manufacturing). A few businesses (e.g., Zylight Instruments – www.zylight.com) are also growing a national and international market. Existing uses in the Old Town area include retail, office, government services, light and heavy industrial, multi-family and single-family residences, an airplane salvage business, a tortilleria, mobile home parks, a concrete batch plant, scrap metal collection and sorting, active railroad lines. It is adjacent to both downtown Hillsboro and a beautiful wetland, Jackson Bottom Wetlands Preserve, that provides important ecosystems services and is a regional recreational draw.

Pairing the Reinvestment Strategy work with additional resources brought to bear through the Eco-Employment Toolkit project enables the City to focus more effort on opportunities to grow local businesses in a way that directly promotes sustainability, and to undertake additional outreach efforts targeted at sustainable employment outcomes. The City’s goals for participation in the Pilot Program included:

- Facilitating an interaction between businesses in the area to explore opportunities;
- Exploring sustainable approaches to support start-ups, niche, and public/private partnerships; and
- Educating participants to help define a broader definition of sustainability (triple bottom line).

Hillsboro Old Town EEE Focus Area

The Eco-efficient Employment (EEE) pilot generally applies to the emerging mixed use and employment transition areas east of Dennis Avenue, South of Walnut to Fifth Avenue, including the ‘gateway’ area along First Avenue around Walnut and the railroad tracks, but not including low-density residential areas in the southeastern section in the areas of Cedar and Maple Streets. The focus employment area for the Old Town EEE Pilot is described in Figure 1, below. Transition zones where employment is adjacent to residential areas have also been designated on the Figure 1 map. Through the pilot, a unique need to address small and traded-sector, non-retail businesses was discovered. The focus was also intended to address these business types, many of which are located in the geographic study area.

Relationship to Old Town Reinvestment Strategy

The Eco-Efficient Pilot Program and the Reinvestment Strategy are complimentary projects that each has a slightly different focus for the Old Town Area. Figure 1 shows the geographic extent of the EEE Pilot (in green), and the extent of the Old Town Reinvestment Strategy (in red, labeled Southwest Plan Area), which is broader.

Key differences of the Pilot Program in comparison to the Reinvestment Strategy:

- The Pilot Program includes the soft side of revitalization - building a collaborative group that has the motivation and buy-in to carry out implementation; strategies to be pursued may be more about developing relationships and community capacity than real investment - resource pooling or sharing, establishing local business to business procurement streams, etc.;
- The Reinvestment Strategy focuses on prioritizing capital investments for consideration;



Figure 1. Eco-Efficient Employment Hillsboro Old Town Pilot Project study area



New Columbia Portland OR
/ Sustainable Landscapes; Design
Guidelines

- The Pilot Program digs deeper on issues of transition between heavy industry and mixed use and on the strategies that tie together economy and ecology;
- EEE Working Group is focused on private sector involvement - business and property owners; and
- The Reinvestment Strategy has a Technical Advisory Group (TAC) that is primarily comprised of public sector agencies and stakeholders.

These projects leverage work products, for example, strategies that are prioritized as part of the Implementation Action Plan may fold in to the investment form process to be considered in future evaluations of the Reinvestment Strategy. This is one of the first steps that Economic Development should take to proactively coordinate these projects.

2.2 Sustainable Business Implementation Action Plan: Big Ideas and Strategy Summary

The Pilot Program workshop process was a critical first step in convening a range of public, private, and non-profit economic development stakeholders to discuss the future of Old Town and how to promote sustainability, vitality, and competitive advantage for the area. Through workshops, which are described in Appendix 1, the Old Town Business Working Group developed a framework of a vision and challenges to overcome. The framework and stakeholder interviews were used to evaluate the potential implementation strategies of interest for Old Town.

Through evaluation and feedback, the following strategies were identified as the most viable, timely, and effective for various partners and stakeholders to pursue. They also have the greatest opportunity for and commitment to on-the-ground implementation. Each strategy is described below to include objectives and scope.

1. Old Town business consortium:

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

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

2. Stormwater – regional facilities:

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

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

3. Small business/ manufacturing directory and/or forum:

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

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

4. Stormwater – technical assistance/ user guide:

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

- Updated development and construction standards, including a flexible menu approach
- Business outreach
- Technical assistance and guidebooks
- Collaboration between agencies to streamline permitting
- Include innovative tools or case studies from other jurisdictions

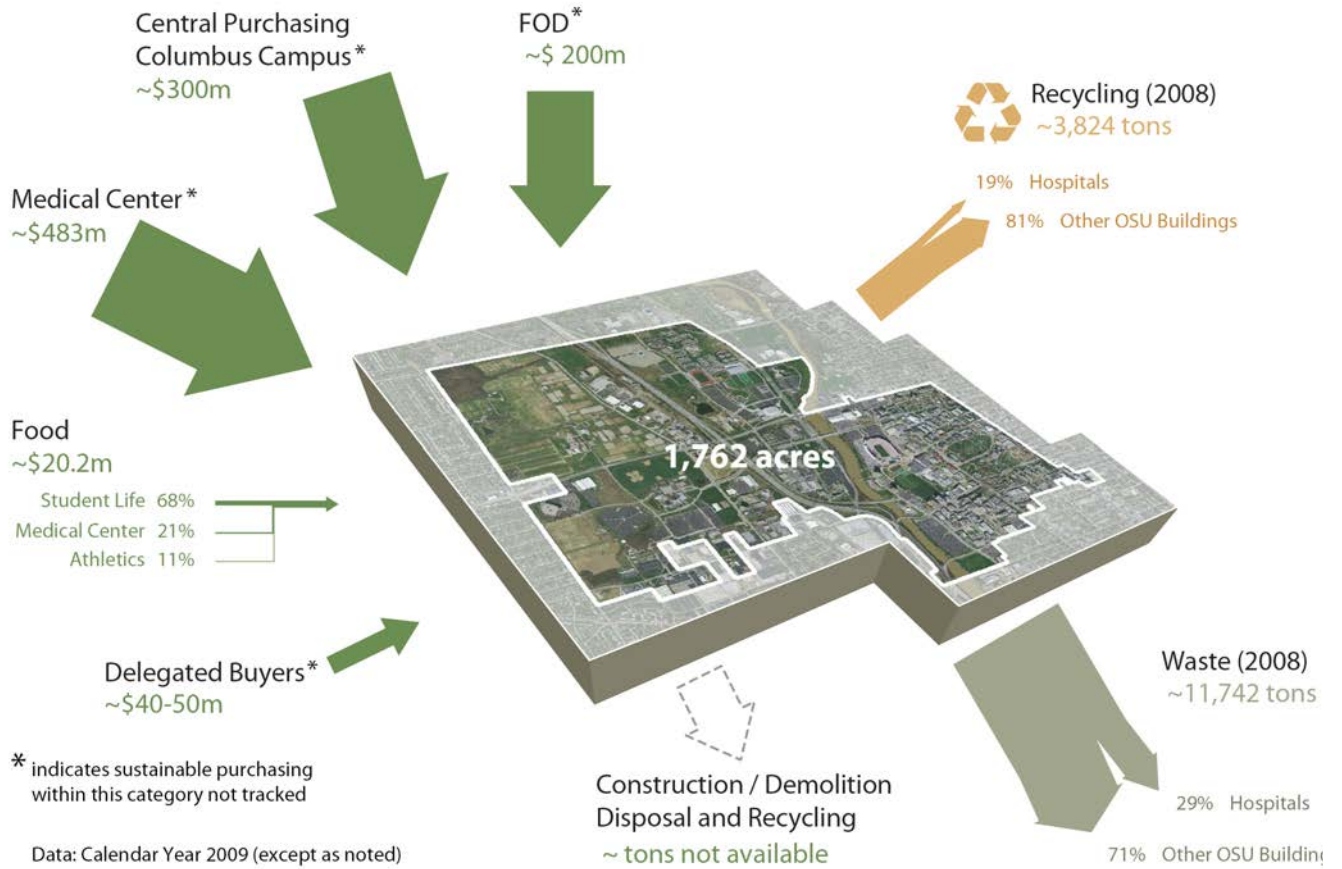
5. Waste/ byproduct exchange system:

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

- An appropriate forum or exchange to facilitate communication
- Incentive program to encourage building product salvage in demolition



Puyallup City Hall, WA
/ Sustainable Landscapes; Strategic
Public Investments



Ohio State University Sustainability Plan - Materials Resource Flow Diagram / Resource Mapping; Technical Assistance Networks and Programs; Performance Benchmarking

- Comprehensive recycling and reuse program, including industrial and food waste

6. Small business technical assistance:

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

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

2.3 Sustainable Business Implementation Action Plan: Achieving the Vision and Strategies

Achieving the vision for sustainable, thriving Old Town business relies on the partnership and collaboration of a range of public, private, and non-profit economic development stakeholders, including various departments in the City of Hillsboro and the Hillsboro Area Chamber of Commerce. The priority strategies were specifically targeted because they are intended to make progress toward the goals and vision. The Implementation Action Plan is organized around these priority strategies, and is intended to act as a roadmap to identify next steps and timing, responsible leads and team members, and required resources.

The City of Hillsboro has committed to implement this Action Plan for Old Town, and will report on progress periodically over the next year. Now is the time to act on what is important to improve environmental and economic performance in Old Town, and to build competitive advantage for this employment hub.

2.4 Hillsboro Old Town Sustainable Business Implementation Action Plan Matrix

HILLSBORO OLD TOWN SUSTAINABLE				
STRATEGY	PRIORITY	LEAD		IMPLEMENTATION
		RESPONSIBLE PARTY	POTENTIAL PARTNERS	IMMEDIATE ACTIONS
Coordination with Reinvestment Strategy	High	City of Hillsboro Economic Development	City of Hillsboro Planning	Review the IAP for potential investments that could be folded into the investment form process and considered in future evaluations of the Reinvestment Strategy
1. Old Town Sustainable Business Consortium	High	Hillsboro Area Chamber of Commerce	*Old Town business community *City of Hillsboro *Washington County *CWS *County assessor's office (?)	1 Determine level of interest 2 Establish meeting protocols and communication methods 3 Develop and brand a new name for the district 4 Outreach to other businesses 5 Formational meeting - identify immediate priorities
2. Stormwater - Regional Facilities	High	Public Works - City of Hillsboro	*CWS *All property owners *Old Town Consortium members	1 Create sub-basin drainage master plan 2 Communicate with property owners about the sub-basin delineation and opportunities for regional facilities
3. Small Business/ Mfg Directory and/or Forum (Citywide)	Med	Hillsboro Area Chamber of Commerce	ResourceFull Use (web-based resource exchange) PCC PSU City of Hillsboro	1 Online B2B - research best models and develop recommended system (intern?) 2 Test idea of networking forum for small non-retail businesses 3 Set agenda and purpose 4 Develop simple communications piece of existing networking programs available to small businesses in Hillsboro (brochure, webpage, etc)
4. Stormwater - Technical Assistance / User Guide	Med	Public Works - City of Hillsboro	*CWS *All property owners	1 Update D&C (development and construction standards) 2 Businesses to join the CWS listserv 3 Chamber and CWS meeting to discuss issues and opportunities for partnership
5. Waste / Byproduct Exchange System	Low	City of Hillsboro Sustainability Program (Peter Brandom)	*ResourceFull Use (web-based resource exchange) *Rebuilding Center *Metro Land Use *Metro Waste Management / Sustainability Center *City of Hillsboro *EG Metals	1 Exploratory meeting with Metro Waste Department to inventory technical assistance available 2 Explore viability of forum, craig's list, etc 3 Research and communicate information available for demolition permits (RRR) 4 Contact Rebuilding Center for possible branch location in Hillsboro
6. Small Business Technical Assistance	Low	Hillsboro Area Chamber of Commerce		1 Communicate existing services (Chamber)

BUSINESS IMPLEMENTATION ACTION PLAN

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

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Appendices

A1. Eco-Efficient Framework and Process

A2. Hillsboro Interim Feedback Summary

A3. Hillsboro Stakeholder and Business Strategy Survey

A4. Relevant Case Studies and Resources

A5. Hillsboro Workshop Agendas

A6. Hillsboro Readiness Assessment

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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 Method 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.

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

Readiness Assessment

The Readiness Assessment form is a brief but important step in selecting pilot projects for the work program. There is a section requesting some base information on the potential project area and a list of seven questions. The response fields are limited to keep effort to a minimum while providing needed information. Both Metro staff and the consultant team were available for questions in completing the assessment form. The Readiness Assessment form submitted by the City of Hillsboro for Old Town Businesses is available for reference in the Appendix A6.

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.

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 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.

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 Old Town Sustainable Business Working Group are available in Appendix A5.

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Appendix A2: Hillsboro Interim Feedback Summary

A2. Hillsboro Interim Feedback Summary

Prepared by Communitas

In late October and early November consultant team members Communitas and Mithun conducted stakeholder interviews and a participant survey, with the goals of better understanding the sustainability interests of Old Town businesses and willingness for partners to assist with implementation.

Each session began with a brief recap of project intent and strategies identified by the working group in the first workshop. Following is a summary of the input along with a copy of the survey administered. The ideas and feedback discovered through the interim stakeholder outreach was incorporated into the November workshop and accounted for in the action plan recommendations.

Major Themes of Stakeholder Input

Networking and Collaboration

- There are strong partners in the community, available to assist Old Town businesses with organizing a local network and aiding with implementation of needed physical improvements. Specifically, the Hillsboro Chamber of Commerce, Clean Water Services Stormwater Management group, and City of Hillsboro's Economic Development and Sustainability staff have offered their expertise and assistance to moving forward with priority strategies.
- There is a continued need and interest in networking local companies, especially networking small (non-retail) businesses in Old Town into the larger Hillsboro network.

Infrastructure and Regulatory Issues

- Understanding and creatively addressing stormwater management in the industrial portions of Old Town is critical for additional investment and business activity in the area. Businesses and Clean Water Services are interested in exploring options for regional stormwater facilities that could lead to better stormwater management outcomes as well as private reinvestment and development in the area.
- There may be interest in a coordinated and comprehensive waste management and/or district energy system for Old Town, but the participants require more information to understand the benefits and how it would impact their business models.

Small, Traded-Sector, Business Needs and Opportunities

- Old Town businesses are interested in accessing resources available to smaller businesses with lower levels of investment (<\$250,000) to help them grow and expand in the area. There is a perception that financial incentives are available only for large corporations.
- Beneficiaries of the Enterprise Zone financial assistance are required to establish goals for local sourcing of supplies and services. There is a great opportunity to match up smaller Old Town businesses with the larger Enterprise Zone corporations for mutual benefit. The Chamber sponsors an annual purchaser's tradeshow, which could be a good way for small businesses to be introduced to new partners.
- There are many opportunities for the local businesses to plug into the resources of the Chamber, as well as other organizations such as the Oregon Micro Enterprise Network, Oregon Entrepreneurs Network and the Oregon Manufacturers Extension Program.

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Appendix A3: Hillsboro Stakeholder and Business Strategy Survey

A3. Hillsboro Stakeholder and Business Strategy Survey

A short, online survey was developed for stakeholder and Working Group member feedback. The objective of the survey was to test their level of interest and potential commitment to various strategies that could be implemented through the Eco-Efficient Pilot Program. Early in the outreach process, it was recognized that different stakeholder groups have varying ability to participate in workshops. The survey was specifically developed with the needs of small business owners in mind, who are time-constrained and can more easily participate at their convenience online.

Below is the survey form, which was administered by the consultant team. The results were shared with the Working Group in Workshop 3 and helped to inform the priority and viability of various strategies being considered.

SURVEY: Sustainable Business in Hillsboro's Old Town

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

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

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

Comments

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

[open ended]

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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 Hillsboro Business 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: Seattle Sustainable Infrastructure Initiative p. 35
- 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: Toronto Project Green technical assistance p. 61
- EEE Toolkit: Hinton Innovista EcoIndustrial Park Menu Approach p. 93
- EEE Toolkit: St. Louis Union Seventy Center p. 119

Additional Case Studies and Resources

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

Ecodistricts Toolkit:

Ecodistricts Organization - Engagement and Governance

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

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

Lloyd Ecodistrict Board: Governance and Organization

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

Business and property owners in the Lloyd district created a Lloyd EcoDistrict Board in 2011.

- The Board is primarily comprised of property owners; also includes few key public partners – the City of Portland and Metro.
- The Board formalized and created a Declaration of Cooperation, or charter, signed by all Board members. Oregon Solutions facilitated the group and helped with development of the Declaration of Cooperation.
- The Board is committed to their mission and has agreed to work together for the next three years to realize their vision. Each partner contributes \$10,000 per year for three years to support operations of the EcoDistrict.
- The Lloyd EcoDistrict developed an investment strategy, identifying viable projects, the roles for various partners (including private, public, and private third party providers). The investment strategy also provides an established vision and strengthens market certainty.

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

<http://ecolloyd.org/>

Lloyd EcoDistrict

Home FAQ Who We Are What We Do Resources News Blog Contact

TRAIL BLAZERS
PIONEERING SUSTAINABLE COMMUNITIES

How are you a trail blazer for the environment?
Portland's First EcoDistrict

Kids high living the Blazers' new "Living Wall" at the annual Green Game

Welcome to Lloyd EcoDistrict

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

Welcome to the Lloyd EcoDistrict. We are a thriving, engaged, organized business district in the area of inner Northeast Portland known as the Lloyd District. We value people, planet and profit equally in a "triple bottom line" approach to all we do.

Lloyd EcoDistrict Mission – The Lloyd EcoDistrict will prioritize projects and policy endeavors from a "triple bottom line approach," that is, we strive to create the kind of business district where people, planet and profit are equally considered as we invest resources. We strive to create viable and replicable business cases so that

Featured News

[Portland Streetcar Opening – Center Loop Line Connects the Lloyd EcoDistrict to Downtown, OMSI](#)

Portland Streetcar launches the Center Loop Line on Saturday, September 22nd. The first train is scheduled to depart from OMSI at 11:00 am. Visit the Oregon Convention Center Plaza for live music, vendors and community information, including the Lloyd EcoDistrict table. Ride the Center Loop line for free during opening. [Read More...](#)

Seattle 2030 District: Governance and Organization

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

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

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

Committed members:

- Support the goals, participate in programs
- Share information about energy, water use and transportation data of their buildings
- Support the Committee, participate in decision-making and provide mentorship
- Receive access to benefits:
 - Investment grade energy, water, and transportation building assessment
 - Training and ongoing support for use of carbon calculator, Energy Star Portfolio Manager
 - Innovative energy efficiency finance plans and access to energy efficiency equity and debt markets
 - Clinton Climate Initiative preferred purchasing alliance for discounts
 - CCI/BOMA toolkit

The Seattle 2030 District Workplan includes:

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

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

New Columbia Green Infrastructure

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

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

Taggart D Basin Green Infrastructure

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

Seattle Green Factor

The Seattle Green Factor is an example of a flexible menu approach tied to performance goals. The Green Factor is a landscape requirement designed to increase the quantity and quality of planted areas in Seattle while allowing flexibility for developers and designers to meet development standards. Permit applicants in affected zones must demonstrate that their projects meet the Green Factor by using the Green Factor Score Sheet. The scoring system is designed

to encourage larger plants, permeable paving, green roofs, vegetated walls, preservation of existing trees, and layering of vegetation along streets and other areas visible to the public.

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



New Columbia Green Infrastructure, Portland, OR

The Northwest Connector

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

www.oregon4biz.com/connector



The Northwest Connector


A new business development tool for Oregon
Spring, 2010



What is the Northwest Connector?

- An online buyer-supplier database for business-to-business interaction.
 - A Unique way for companies to connect
- A tool for locating detailed company information including specific capabilities, products and services.
- Proven business development tool
 - Promotes companies & fosters business interaction
 - Grows through portals, partnerships

www.oregon4biz.com/connector



Businesses that Benefit

- Any Oregon business in traded-sector industry
- Cuts across all industry & technology clusters at every level of the supply chain
- Not intended for retail or hospitality industry



Benefits for Buyers

- Increases pool of potential suppliers
- Information is deep and wide
- Coverage goal is comprehensive across
 - ✓ Oregon industry industrial/technology base
 - ✓ Oregon's economic regions
- Leverages long term investment
 - ✓ Both public and private
 - ✓ Infrastructure in-place
- Non-Profit "ownership" places high value on inclusiveness
 - ✓ Small firms not precluded by cost
- Expansion ongoing, updates continuous



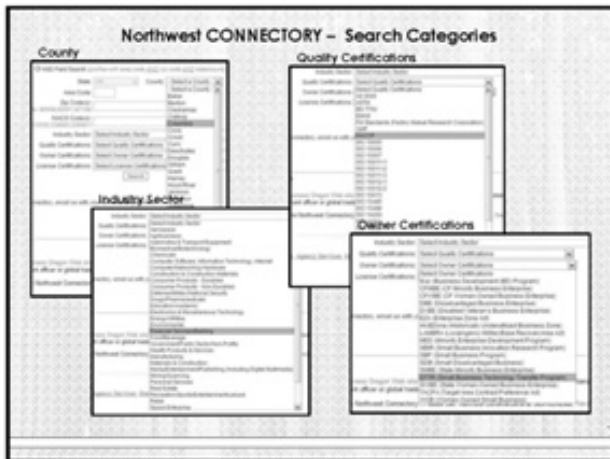
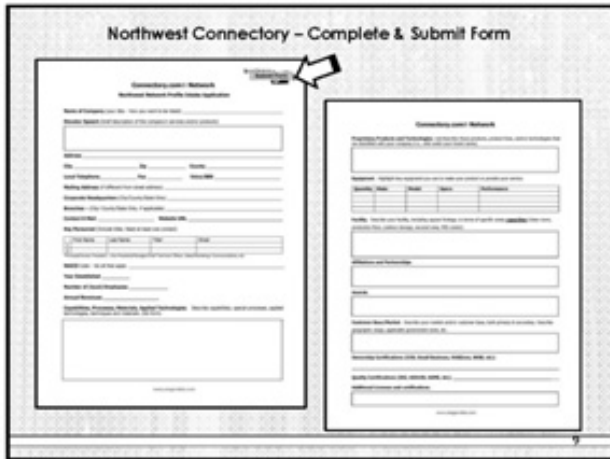
Business Information

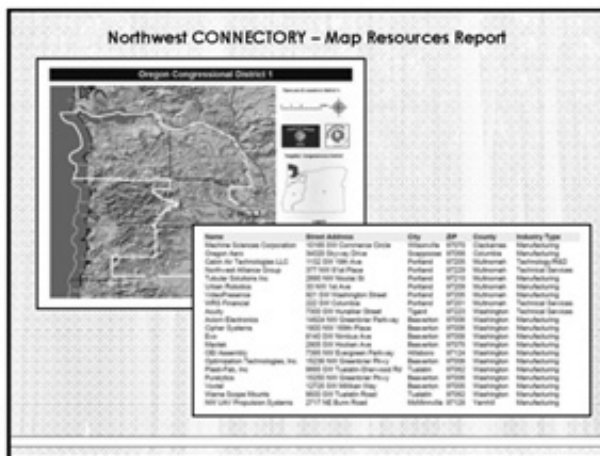
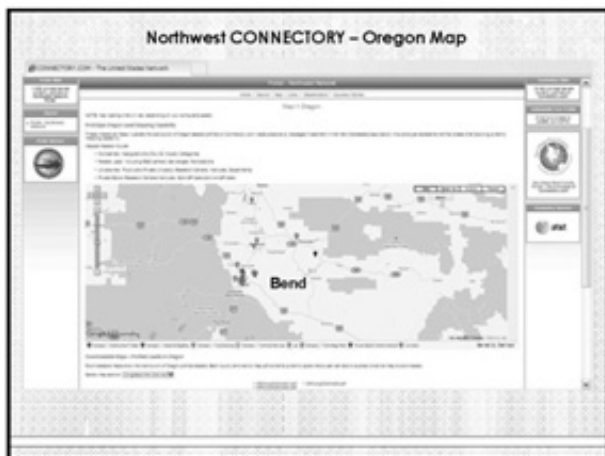
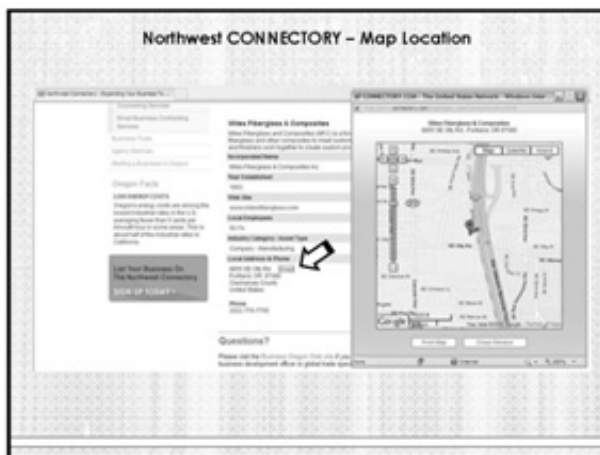
Company Info Location, Personnel, Annual Sales, Employees, Year Founded	Capabilities Unique Capabilities/Solutions, Applied Technologies, Special Materials
Industry Codes SIC, NAICS, NCP	Staff Expertise Education, Experience
Facility/Equipment Make, Model, Quantity, Performance, Capacity	Certifications Quality, License
Products/Technologies Proprietary, Lines Carried	Customer Base Industry Sectors, Geographic Range, Named customers
	Awards & Affiliations



Does it Cost?

- **Business Oregon** partnered with **PNDc** to make this service free for Oregon businesses
- There are no fees to sign up or use the services of the Connector





Steps in the Process

- Companies **submit** profiles about their products, services and capabilities.
- Connectory.com staff **verify** the information submitted.
- Once a profile is “**live**” on the system, users can search almost any field to find companies with the precise service, product, or capability they need.
- Connectory.com staff require companies to review and **update** profiles annually so the database remains current.

Join the Network

- Fill out and submit an online intake form via www.oregon4biz.com
- Contact your local business development officer or global trade specialist if you need help.
- Respond to the confirmation email you will receive within 1-2 weeks of submitting your form to make your profile “live” on the system.

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

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Appendix A5: Hillsboro Workshop Agendas



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	Date:	July 24, 2012
		Project #:	11269.10
From:	Mithun	Project:	Eco-Efficient Employment in Action
Re:	Pilot Community Kick-Off Workshop: Hillsboro 7/25		

Pilot Community Kick-Off Workshop: Hillsboro, 7/25, 2:30 – 4:00 pm

Agenda Draft

- 5 mins Welcome and Introductions
- 10 mins Project Purpose and Need (Miranda and Ali)
 - 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 Hillsboro Old Town sub-area. To include: responsible parties, timing, and priority of each confirmed strategy.
 - Hillsboro goals and relationship to Old Town Community Reinvestment Strategy
- 10 mins Project Schedule and Process
 - Review project process, workshops, and interim activities
 - Discuss potential schedule, coordination, and considerations
- 5 mins Exercise Overview
- 20 mins Exercise #1: Workplan and Outcomes
 - Outcomes:
 - How will success be measured? How will strategies be evaluated? Established or new criteria?
 - Metrics and Assessments
 - How will Action Plan be used, adopted, and implemented?
 - Workplan:

- Establish study area and participants (decision makers willing and able to be actively involved).
- Identify already completed Toolkit strategies or those underway already
- Discuss Short, mid, and long term employment growth for the study area
- Discuss any potential challenges, level of development, and areas of alignment with Old Town Community Reinvestment Strategy
- Economic development not really part of scope but inventory is needed; who to assist

10 mins BREAK

20 mins Exercise #2: Stakeholders and Engagement

- Establish Working Group members, including public agencies, private businesses and land owners, and community groups. Participation and leadership.
- Roles and Responsibilities
- Establish stakeholder group for interviews and testing strategies
- Relationship to HOT outreach and messaging

10 mins Workshop Wrap-Up and Next Steps

Meeting Agenda

To: Miranda Bateschell, Metro; Karla Antonini, City of Hillsboro
Date: October 1, 2012
Project #: 11269.10
From: Mithun team
Project: Hillsboro Old Town Eco-Efficient Employment Pilot
Invited Karla Antonini, City of Hillsboro Economic Development; Miranda Bateschell, Metro; Peter Brandom, City of Hillsboro Sustainability Program; Melissa Brue, Tasty Bites Bakery; Jim Collias, Zylight; Rob Dixon, Hillsboro Assistant City Manager; Jim Feemster, Old Town resident and business/property owner; Lisa Goorjian, Hillsboro Parks and Recreation; Jaime Miranda, M&M Swap Meet; Carrie Pak, Clean Water Services; John Southgate, Hillsboro Area Chamber of Commerce; Peter Van Houten, EG Metals; Adam Wittenberg, Old Town commercial property owner; Gene Zurbrugg, Old Town commercial and residential property owner

Re: Hillsboro's Old Town Business Strategy Workshop

Business Strategy Workshop 1
 October 8, 2012, 12:00n-2:00pm (lunch provided)
 Clean Water Services 2550 SW Hillsboro Hwy - Tualatin Room

Meeting objectives

- Share an overview of the pilot project and examples from other communities around the country- developing and implementing a business strategy for a specific employment area in order to achieve better environmental, economic, and social returns (triple bottom line) in the community.
- Hear from area businesses and property owners what the current conditions are that offer opportunities to achieve triple bottom line returns and some of the known barriers.
- Explore opportunity to develop a local business association or network organization to implement the Old Town Business Strategy.
- Identify other potential Old Town business participants

Agenda

- 10 min **Welcome and Introductions** (facilitator: Deb Meihoff, Communitas)
- 15 min **Project overview and model examples** (Erin Christensen and Doug Leigh, Mithun)
- Project Goal: Assist business and property owners in developing a collaborative Business Strategy for the study area.
 - Outline typical strategies/actions and examples of similar business collaborative in other communities
 - Introduction to Metro's EcoEfficient Toolkit
- 35 min **Old Town Considerations** (facilitator: Deb Meihoff, Communitas)
- Hear from business interests and property owners about current conditions operating in Old Town - opportunities for a more sustainable business climate, things that could get in the way, potential business networks to build on or explore
- 5 min **Overview of Group Exercises**
- 35 min **Exercise 1: Identify potential Business Strategies for Feasibility Testing** (facilitators: Erin and Deb)
- Discuss potential advantages of a business network and functions that an organization might serve. Discuss what business types might be able to work well together or have common interests. Brainstorm ideas that will lead to:
 - Maximized business competitiveness and profitability in the area
 - Better places to work, optimizing employee health
 - Reduced waste and transportation costs to local business
 - Greater access to funding options (like tax credits) for retrofits, expansions, or building energy- and resource-efficient facilities
 - Access to technical support to achieve sustainable business results
 - New or enhanced small business networks that create additional opportunities
 - And other objectives that will address barriers identified
 - Review brainstormed ideas and develop a draft goals or mission statement for a potential network.
- 10 min **Exercise 2: Stakeholders and Engagement** (facilitator: Deb)
- Recap outreach identified in the project Work Plan
 - Feedback on the best way to invite interest and participation in a potential network. How to reach out to potential partners?

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
- Recap outreach, research, and/or preliminary feasibility assessment to confirm and test the mission and potential network goals/priorities with other businesses prior to the next workshop
- Next workshops
 - Scheduling: Potential days/times
 - Focus: (1) Present feedback on network that has been received; (2) prioritize strategies, and (3) draft an Strategy Action Plan including next steps, priority timing of action steps, potential partners, and committed parties

Meeting Agenda

To: Miranda Bateschell, Metro; Karla Antonini, City of Hillsboro
Date: November 6, 2012
Project #: 11269.10

From: Mithun team
Project: Hillsboro Old Town Eco-Efficient Employment Pilot

Invited Karla Antonini, City of Hillsboro Economic Development; Miranda Bateschell, Metro; Peter Brandom, City of Hillsboro Sustainability Program; Melissa Brue, Tasty Bites Bakery; Jim Collias, Zylight; Rob Dixon, Hillsboro Assistant City Manager; Jim Feemster, Old Town resident and business/property owner; Lisa Goorjian, Hillsboro Parks and Recreation; Jaime Miranda, M&M Swap Meet; Carrie Pak, Clean Water Services; John Southgate, Hillsboro Area Chamber of Commerce; Peter Van Houten, EG Metals; Adam Wittenberg, Old Town commercial property owner; Gene Zurbrugg, Old Town commercial and residential property owner

Re: **Hillsboro’s Old Town Business Strategy Workshop**

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

Meeting objectives

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

Agenda

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

- Access to technical support to achieve sustainable business results

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

Resources

The Northwest Connector: www.oregon4biz.com/connector

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

Hillsboro's Old Town Business Working Group
Page 3 of 3

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Appendix A6: Hillsboro Readiness Assessment

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: ***Alwin Turiel, AICP, Long Range Planning Manager***

Lead Agency: ***City of Hillsboro***

Project/Study Area Name: (provide a map indicating the area) ***Hillsboro Old Town Planning Area***

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

As a follow on to the successful establishment of an Urban Renewal District in the downtown area in 2010, the city is currently engaged in developing an Old Town Reinvestment Strategy. Work on the strategy is being accomplished using funding from a Metro CET grant. This area is already characterized by a cluster of "home grown" business operations that are producing goods and services for the local economy (e.g., prepared foods, small machinery, wood products manufacturing). A few businesses (e.g., Zylight Instruments – www.zylight.com) are also growing a national and international market. Pairing the Reinvestment Strategy work with additional resources brought to bear through the Eco-Employment Toolkit project would enable the city to focus more effort on opportunities to grow local businesses in a way that directly promotes sustainability, and to undertake additional outreach efforts targeted at sustainable employment outcomes.

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):

A stakeholder list has been developed for the Old Town Reinvestment Strategy that is in excess of 80 individuals representing public and private interests in the Old Town Planning Area. Several of the identified stakeholders represent organizations with active property interests in the area. Thus, there is an active, engaged group of individuals who will likely have an interest in participating. The list includes commercial and residential property owners (some of which are public agencies), business owners, leaders in the Latino community, and others.

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?)

The Old Town Reinvestment Strategy includes a public involvement plan (PIP), which has been recently approved by the City Planning Commission sitting as the Goal 1 Citizen Involvement Advisory Committee (CIAC). The PIP was intentionally designed to accommodate additional efforts if the need and funding for them are identified. The Eco-Efficient Employment project could provide the reason and resources for that additional stakeholder and community outreach. In particular, it could be used to support additional

direct outreach to business and property owners in the area, and to increase the focus on business recruitment and retention efforts that are coordinated with investments in public infrastructure.

SECTION 2. CRITERIA/ QUESTIONS

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

City staff can provide the minimum level of engagement described in the 31 May 2012 project memo.

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

As mentioned previously, following the successful establishment of an Urban Renewal District in the downtown area in 2010, the city turned to work on a downtown zoning project and several site specific projects. The Old Town Reinvestment Strategy is part of the Phase 2 work that grew out of adoption of the Downtown Framework Plan in 2009. The area is both within the downtown urban renewal district and is identified as a CDBG entitlement area. In addition, over one-third of it is located in a city Enterprise Zone. Thus, several specialized public funding mechanisms are potentially available to leverage private capital investment in the area. The degree to which eco-efficient strategies are adopted may be a function of how those opportunities are presented to and ultimately accepted by private business/property owners.

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

Please see the Downtown Framework Plan excerpt included with this Assessment Form. The city works closely with Washington County, Clean Water Services and the Hillsboro School District who are all public partner-property owner interests in the Old Town plan area. Collaboration between public agencies is strong, with all public agencies with property interests in the area participating in the Old Town Reinvestment Strategy. One of the goals of that strategy is to identify and potentially implement one or more pilot projects in the area within the next five years that can achieve benefits for multiple agencies.

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

The potential for the area's redevelopment has long been recognized, but work is currently underway to better articulate that opportunity. One of the key deliverables of the Old Town Reinvestment Strategy is a market niche analysis currently being prepared by the consultant lead, ECONorthwest. The results of this work will inform the final reinvestment strategy by helping the city identify what public investments will likely create the largest redevelopment benefits.

»» **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?

The area includes several underused parcels zoned for industrial use. These parcels are privately held and at least two of them are potentially for sale. The city has also been contacted by the owners of two large commercial properties interested in exploring redevelopment opportunities. In addition, the area contains a number of large parcels held in public ownership with institutional uses.

»» **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 first two questions posed above will be addressed through the Old Town Reinvestment Strategy work. It is hoped that several of the other questions regarding redevelopment barriers will also be addressed through the study. Additional resources to explore these questions could enhance project outcomes and lead to a higher impact strategy with multiple public and private benefits by increasing the focus on improving the ecological functioning of the built environment through strategic investment..

ROLES/ DEFINITIONS/RESPONSIBILITIES

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

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

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

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

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

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