



Metro | Agenda

Meeting: Metro Technical Advisory Committee
 Date: Wednesday, May 15, 2013
 Time: 10 a.m. – 12 p.m.
 Place: Metro Regional Center, Council Chamber

Time	Agenda Item	Action Requested	Presenter(s)	Materials
10 a.m.	CALL TO ORDER / ANNOUNCEMENTS	Information	John Williams, Chair	
10:10 a.m.	Eco-Efficient Employment <i>Objective: Learn more about eco-efficient projects in the region's employment areas and discuss additional opportunities for applying these strategies</i>	Information / Discussion	Miranda Bateschell	In packet
10:55 a.m.	Delivering the Region's Vision for Transit Now and in the Future <i>Objective: MTAC members understand TriMet's short-term & long-term budget outlook, what that means for how TriMet is planning to deliver the region's vision for transit service as expressed through the Climate Smart Communities project and the Regional Transportation Plan</i>	Information / Discussion	Eric Hesse, TriMet	At meeting
12:00 p.m.	ADJOURN			

MTAC meets on the 1st & 3rd Wednesday of the month. **The next meeting is scheduled for June 5, 2013.**

For agenda and schedule information, contact Alexandra Eldridge: 503-797-1839, Alexandra.Eldridge@oregonmetro.gov.

To check on closure or cancellations during inclement weather, please call 503-797-1700#.

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Metro | Memo

Date: Wednesday April 24, 2013
To: Metro's Technical Advisory Committee
From: Miranda Bateschell, Senior Regional Planner
Subject: Eco-Efficient Employment Pilot Projects:
Implementing Metro's Community Investment Toolkit

Background

The Community Investment Toolkit is part of Metro's effort to provide local jurisdictions with innovative solutions and best practices to achieve local community aspirations and the region's vision. Metro highlighted sustainable business strategies in Volume 3: Eco-Efficient Employment. In response to the shifting business landscape of the 21st century, many businesses are adopting eco-efficient strategies to gain a competitive advantage and attract an innovative, educated workforce. Both local and international trends indicate that eco-efficient businesses can realize improved financial and environmental performance by choosing operations that produce more with less – less water, less energy, less capital, less land, less waste. To remain competitive, local governments in the region need to be prepared for and support these changing business needs and practices.

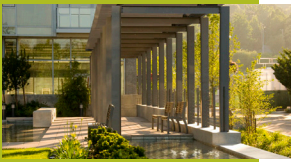
Project Overview

In 2012, Metro launched pilot projects in the cities of Hillsboro and Gresham to implement eco-efficient strategies in specific employment areas. The pilot projects deliver long-term value by facilitating collaboration among business owners, property owners, nonprofit organizations, and various public agencies and departments. As regional convener, Metro provided technical support in developing action plans for implementing eco-efficient strategies and helped build capacity and partnerships in the local communities. The resulting action plans illustrate how public-private partnerships in the region can use eco-efficient strategies to build vibrant, sustainable employment areas. The attached case studies summarize the pilot projects for those who may wish to consider similar strategies. The full reports and implementation plans are available at: www.oregonmetro.gov/communityinvestment

As a result of the pilot project, Old Town Hillsboro and the Gresham Vista Business Park each have an Eco-Efficient Action Plan, which 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. Lead agencies, the City of Hillsboro and Port of Portland, have committed to leading implementation of the plans over the next year, and they shared their experiences with MPAC on April 24th. Their lessons learned and tips for implementing similar projects throughout the region are in the case study materials.

Please consider these projects and how they might apply to your own community.

1. Is your community considering eco-efficient strategies in employment districts or other areas?
2. Do you think you would use this model of a collaborative, action planning process to identify the best eco-efficient tools for that area?
3. Are there specific eco-efficient tools you would need more information on that were not addressed in these pilot projects?
4. What areas in your community would benefit from the eco-efficient planning process?



CASE STUDY

Gresham Vista Business Park Eco-Efficient Action Plan

In response to the shifting business landscape of the 21st century, many businesses are adopting eco-efficient strategies to gain a competitive advantage and attract an innovative, educated workforce. As the region implements the 2040 plan for growth, Metro is working to help communities sustain economic competitiveness, create jobs and build prosperity. Both local and international trends indicate that eco-efficient businesses can realize improved financial and environmental performance by choosing operations that produce more with less – less water, less energy, less capital, less land, less waste. These efficiencies are achieved through high-performance infrastructure, 21st century site design, and revitalization through redevelopment and the effective use of existing urban areas.

Metro highlighted these sustainable business strategies in the **Community Investment Toolkit: Eco-Efficient Employment** and in 2012, launched a pilot program to encourage implementation in local communities. The Eco-Efficient Pilot Program delivers long-term value by facilitating collaboration among business owners, property owners, nonprofit organizations, and various public agencies and departments. As a regional convener, Metro provides technical support in developing action plans for implementing eco-efficient strategies and helps build capacity and partnerships in local communities.

Gresham Vista Business Park

At 221 acres, Gresham Vista Business Park in northeast Gresham is one of a few undeveloped large-lot industrial sites in the Portland metropolitan region. The business park was identified as a key economic development opportunity site in the Metro-led East Metro Connections Plan. It also presents a significant opportunity to redefine the Port of Portland's pre-development activities to promote triple-bottom-line benefits on industrial sites and to attract innovative industries. With its size, location, and the benefits of onsite utilities, including the PGE substation and wetland areas, Gresham Vista has the potential to leverage these assets and realize operational and resource efficiencies for current and future users. The action plan developed for the business park illustrates how public-private partnerships in the region can use eco-efficient strategies to build vibrant, sustainable communities. This case study summarizes their experiences for use by other communities who may wish to consider similar strategies.

Nuts and bolts

The eco-efficient action plan process for Gresham Vista Business Park drew everyone to the table. The on-the-ground actions proposed for sustainable development and 21st century design will help attract innovative industries and serve as a model for other large-scale industrial sites in the Portland metropolitan region.

– Shirley Craddick
Metro Councilor

- ▶ **The Eco-Efficient Pilot Program** utilizes a community driven, engagement-based framework. The pilot program enabled a consulting team to facilitate decision-making and provide technical assistance to pilot communities interested in eco-efficient strategies. The pilot plan framework acknowledges that collaboration and partnerships between public, private, institutional, and nonprofit sectors are often necessary to realize eco-efficient strategies. As a result, the framework is strongly structured around engagement and outreach to encourage interaction between various stakeholders, facilitate development of common goals and vision, and forge interactions that may develop into partnerships.

The pilot program framework includes workshops with pilot community working groups, a preliminary feasibility assessment, and stakeholder interviews to identify strategies from Metro's Eco-Efficient Toolkit that are most viable to implement in the specific study areas. Working groups also identify proponents, partners, and stakeholders that can take the lead, and recommend a series of next steps to achieve implementation. The consulting team developed preliminary assessments to address technical feasibility of potential strategies when specifically applied to the pilot community sites. The pilot communities then developed and made a commitment to an action plan.



- ▶ **Gresham Vista Working Group** The eco-efficient action plan was developed through a series of workshops with the Gresham Vista working group comprising the Port of Portland, the City of Gresham, and local businesses.

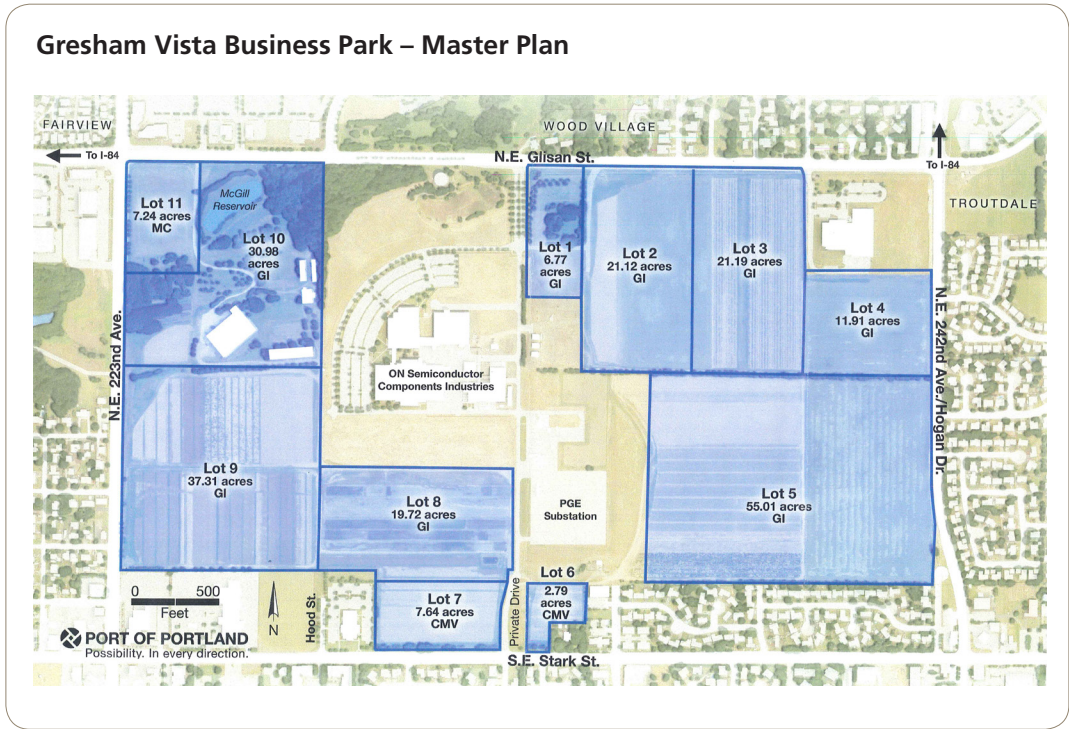
Ken Anderton, Senior Business Development Manager, Port of Portland
Joe Mollusky, Real Estate Program Manager, Port of Portland
Tom Bouillion, Planning Manager, Port of Portland
Ryan Parker, Development Project Manager, Port of Portland
Dorothy Sperry, Environmental Affairs Manager, Port of Portland
Jamey Berg, Environmental Specialist, Port of Portland
Richard Vincent, Environmental Program Manager, Port of Portland
Lise Glancy, Government Affairs Manager, Port of Portland
Janet Young, Economic Development Director, City of Gresham
Ron Papsdorf, Government Relations Manager, City of Gresham
Jim Swier, ON Semiconductor
Theresa Haskins, Business Markets Manager, PGE
Ross Waggoner, General Manager, Frontier Communications
Miranda Bateschell, Metro

Implementing eco-efficient business strategies in the Gresham Vista Business Park can help to support long-term value:

Partnerships The Eco-Efficient Pilot Program facilitated collaboration among business owners, public agencies, and departments within the Port of Portland. 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 may not be possible for an individual developer or land owner. Gresham Vista showcases public-private partnerships through collaboration with the City of Gresham and other businesses and stakeholders.

Development and operational advantages Eco-efficient strategies have the potential to streamline regulations and permitting, and reduce and improve the predictability of operational costs for Gresham Vista businesses and property owners. The timing of the Port’s pre-development activities is key to optimizing infrastructure and development standards. Green buildings and infrastructure can help to reduce costs for energy, water, stormwater, and waste, increasing the competitive advantage of the site and attracting new industry.

Identity and green brand The pilot program 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.



Pilot community
An employment area selected by Metro to develop an eco-efficient action plan.

Lead agency The agency in an pilot community that 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 community, represent interests of constituencies or members, and commit to assisting the lead agency with implementation.

Eco-efficient business strategies make sense for the 21st century by reducing the cost and environmental impact of how we do business.

– Tom Hughes
Metro Council President

Putting it together

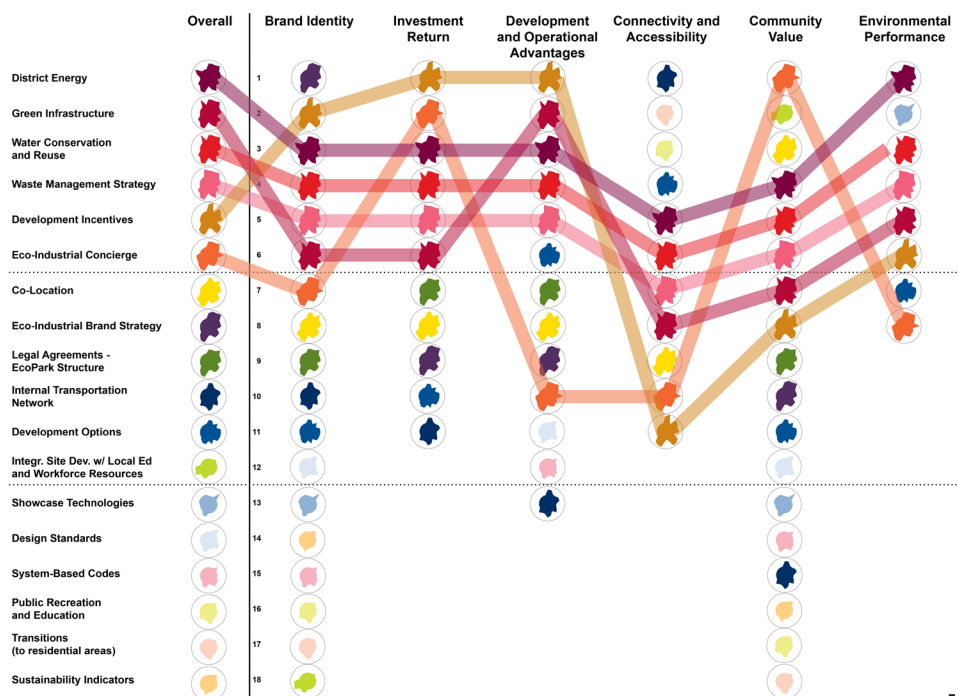
Partners in Project Green

Partners in Project Green is an initiative to transform one of Canada's largest employment areas into an eco-business zone by using economic development and climate change initiatives to green existing businesses and attract new industry. The 30,000-acre industrial area around the Toronto International Airport provided employment for more than 355,000 people, requiring large amounts of energy and emitting approximately 1.7 million tons of greenhouse gas emissions per year. In 2008, the Toronto and Region Conservation Authority and the Greater Toronto Airports Authority began providing technical assistance to existing businesses to realize the financial benefits of addressing environmental issues through targeted sustainability programs, including feasibility assessments, building retrofits, purchasing and development practices.



- ▶ **The Gresham Vista Eco-Efficient 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.
- ▶ **Vision and goals** Through workshops and drawing from policy and previously developed materials, the working group developed the following goals for Gresham Vista Business Park:
 - Establish a strong brand and identity that is attractive to users, employees, and differentiates the site
 - Ensure a return on investment including financial feasibility, revenue, and meeting target industry clusters
 - Offer development and operational advantages for users that maintain flexibility and leverage the large lots
 - Provide connectivity and accessibility of utilities and transportation network to users
 - Create a regional model for a sustainable development that is a good neighbor to surrounding communities and improves employment opportunities
 - Set a high standard environmental performance for air quality, energy management, natural resource, and waste minimization goals
- ▶ **Feasibility and assessment** The Gresham Vista working group developed a framework for a triple-bottom-line assessment for potential pre-development activities to improve the positioning of properties. This framework was developed from a basis of existing Port of Portland goals and policy, and through facilitation by the consulting team during the workshops. The framework was then used to evaluate potential strategies. Based on this evaluation, testing market viability of the priority strategies with stakeholder interviews, and feedback from the working group, priority 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 framework as shown in the figure below.

Strategy summary and evaluation



MITHUN

Immediate actions and next steps 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 nonprofit stakeholders, including the City of Gresham, existing site users PGE and ON Semiconductor, and Metro’s waste management and transportation programs. The Gresham Vista Eco-Efficient 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.

There are several actions that can be led by the Port in cooperation with public, private, and nonprofit partners to immediately catalyze implementation of the priority strategies for Gresham Vista. The action plan identifies several steps that should be completed by the end of 2013 to advance the priority strategies. The Port of Portland has committed to leading the Gresham Vista Action Plan, and will report to the working group periodically over the next six months. The priority strategies are related to the capital improvement strategy and described below with immediate action items. Secondary strategies will include eco-concierge, water conservation and reuse, waste management, and a district energy strategy.

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
- 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 of Portland decision on direction for stormwater infrastructure approach based on triple-bottom-line 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

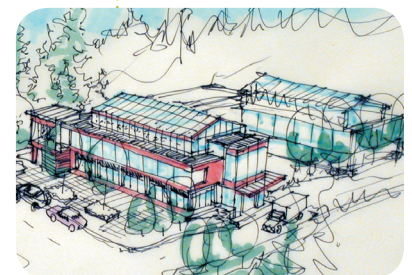
- Coordinate with the City of Gresham on pre-permitting and expediting
- Craft a few development and end user scenarios to sharpen the brand and marketing of the site, identify the likely benefits and attributes desired and best locations for specific user types, and refine the master plan to respond to desired user group needs
- Complete a 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

Priority strategies

- **Integrated site master plan**
 - district energy strategy
 - water conservation and reuse
 - waste management
 - multi-modal site access
- **Development standards and incentives**
- **Eco-concierge**
- **Green infrastructure**

The Maplewood Project

More than 40 local governments, businesses and community organizations partnered with the District of North Vancouver, B.C. in an intensive three-day integrative planning charrette to map resources and assess opportunities in a predominately industrial, 500-acre area of land just north of Vancouver. The process explored resource flows of energy, material and water in the area, and evaluated infrastructure systems for inefficiencies and improvements. The partners of the Maplewood Project produced an integrated site master plan that helped identify opportunities to create a potential tax revenue stream increase in the range of \$21 to \$26 million.



Keep in mind

TaigaNova Eco-industrial Park

The City of Wood Buffalo in Alberta, Canada, partnered with the Wood Buffalo Housing and Development Corporation to incorporate high-performance infrastructure and 21st century design strategies into the bylaws and development guidelines of the TaigaNova Eco-industrial Park. The city requires construction and environmental management plans to measure and mitigate development and life cycle impacts of a project. Guidelines also require developers to assess site resource flows of energy, fuels, lubricants, water, materials, products and waste, along with resource needs such as training, logistics and transportation to help identify opportunities for synergies and efficiencies. To respond to individual property needs, the city's design standards are flexible, only requiring developers meet 22 of the 43 standards.



- ▶ **Collaboration** Eco-efficient employment strategies focus on business and infrastructure efficiencies, making both public and private organizations responsible for certain actions. Using the workshop framework ensured diverse stakeholder interests were included in the planning phase, and helped build a sense of ownership needed for implementation. The workshop process occurred over a four month period, which helped the project maintain momentum. That said, it is important for communities to be attuned to their particular set of stakeholders and time available for eco-efficient planning to determine whether a slower pace is needed to increase comfort with decision-making and/or reduce demand on participants schedules. Establishing a few members of the working group as a core team is helpful in setting up the project, identifying the right stakeholders, and checking-in with participants throughout the project.
- ▶ **Readiness assessment** This is a key element in the process as it further refines the project and determines whether it has the foundation necessary to bring a working group together to develop an action plan for the specific employment area. While brief, the assessment covers key information to determine the likelihood the action plan will take hold once the pilot project process is over. Key elements include assessing the activity of the market, recent planning efforts, and the interest and energy level among local businesses and property owners. Holding an assessment meeting is integral to lining up different objectives, clarifying desired deliverables and outcomes, and shaping the project proposal.
- ▶ **Applicability** While the application of the Eco-Efficient Toolkit, strategies, and pilot program may vary significantly depending on local political, regulatory, and physical conditions, there is great value in sharing lessons and resources regionally. For most local communities, the knowledge that eco-efficient strategies have been successfully implemented elsewhere is invaluable to support the possibility of implementation in their own community. In many cases, technical assistance and facilitation support may be the needed impetus to catalyze action and implementation. The pilot communities agreed that the pilot program framework can be of value for multiple sites and projects. Participants feel as though they could easily use the same process for different types of projects and in different communities around their jurisdiction.
- ▶ **Suitability** The process seems best suited for local governments or employment- and development-related nonprofits (e.g. chambers of commerce or community development corporations) to act as lead agency while engaging a broad range of public, private, institutional and utility representatives. Identifying the right working group members at the beginning is important in making the process work and establishing action items with dedicated responsible parties. Think through the desired outcomes to ensure the right mix of stakeholders is represented. The working group process can be valuable for understanding the needs of multiple stakeholders and getting everyone moving together in the same direction. There is tension between keeping the working group small enough to get through the process efficiently and effectively, while including an array of stakeholders. Interim stakeholder interviews and surveys can help bring in additional voices while keeping the working group a manageable size.
- ▶ **Technical expertise** Some level of consultant support and independent facilitation may be necessary to ensure a productive outcome. Participants viewed the dedicated facilitator as the central piece to getting so much work done in so little time with a diverse group of people. Providing preliminary feasibility assessment whether through stakeholder interviews, working group surveys, or triple-bottom-line analysis is also critical in moving the working group to make decisions and develop the action plan. Engaging regional and local representatives from places that have implemented these strategies may be a valuable asset to explor-

ing alternatives and identifying specific action items. An introductory meeting to review all of the relevant Metro resources available to the community could also help the community expand the list of potential strategies.

Functionality Throughout the series of workshops, working groups used Metro’s Community Investment Toolkit as a reference guide that provided additional practical ideas for consideration. With a specific project and/or development site identified, participants found the toolkit more accessible and usable. The toolkit case studies were critical in understanding strategies and providing some level of assurance that strategies they have not yet personally tested have proven feasible in other communities.



The City of Portland has a district cooling system that offers on-demand chilled water through an underground distributed piping network to meet the air conditioning and cooling needs for all the buildings of the Brewery Blocks in the Pearl District. Brewery Blocks circa mid 1990s (left). Brewery Blocks circa mid 2000s (right).

Doing nothing is not an option. The longer we do nothing, the more it will cost our region and the nation, both environmentally and economically. Protecting the environment is essential for our economy and our future.

Peggy Fowler, CEO
Portland General Electric
The BEST Business Center,
accessed August 11, 2010
bestbusinesscenter.org/about-us/

Tips for implementation

- Consider employment areas that are ready for investment and have plans and policies already aligned around economic development and sustainability.
- Use the Readiness Assessment form to select, refine, and prioritize projects.
- Identify key community and business leaders committed to the success of the selected project area to serve on the core project team.
- Spend enough time refining the project with the core team and identifying the right stakeholders to participate on the project’s working group.
- Survey the toolkit to identify eco-efficient strategies and see how other communities have successfully implemented the tools under consideration in the project area.
- Assess strategies through interviews, surveys, and triple-bottom-line assessments even if based on order of magnitude estimates.
- Identify next steps, timing, responsible leads, team members, and required resources for each action item.
- Consider hiring a consultant, engaging Metro, or seeking input from other communities with eco-efficient planning and implementation experience.
- Appoint an independent facilitator to keep the working group on task and encourage decision-making.

Metro

Making a great place

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Metro Council President
Tom Hughes

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

Auditor
Suzanne Flynn

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[www.oregonmetro.gov/
connect](http://www.oregonmetro.gov/connect)

Resources

- **For more information and a copy of the Gresham Vista Eco-Efficient Action Plan, contact:**

Metro

600 NE Grand Ave.
Portland, OR 97232
503-797-1839
www.oregonmetro.gov/communityinvestment

- **For more information on implementation of the action plan, contact:**

Port of Portland

7200 NE Airport Way
PO Box 3529
Portland, OR 97208
503-415-6000
www.portofportland.com

- **For more information on the EcoDistricts Assessment Methods, visit:**

www.pdxinstitute.org

- **For more information on examples of eco-efficient employment projects from other communities, contact:**

Partners in Project Green

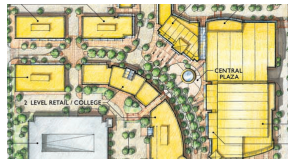
Toronto and Region Conservation Authority
5 Shoreham Drive
Toronto, Ontario
M3N 1S4
416-661-6600
www.partnersinprojectgreen.com

The Maplewood Project

District of North Vancouver
Sustainable Community Development Department
604-990-2387
www.district.north-van.bc.ca

TaigaNova Eco-Industrial Park

Wood Buffalo Housing and Development Corporation
9011-9915 Franklin Ave.
Fort McMurray, AB T9H 2K4
780-799-4050
www.wbhadc.ca
TaigaNova Development Management Team
780-799-4074
www.taiganova.com



CASE STUDY

Old Town Hillsboro Eco-Efficient Action Plan

In response to the shifting business landscape of the 21st century, many businesses are adopting eco-efficient strategies to gain a competitive advantage and attract an innovative, educated workforce. As the region implements the 2040 plan for growth, Metro is working to help communities sustain economic competitiveness, create jobs and build prosperity. Both local and international trends indicate that eco-efficient businesses can realize improved financial and environmental performance by choosing operations that produce more with less – less water, less energy, less capital, less land, less waste. These efficiencies are achieved through high-performance infrastructure, 21st century site design, and revitalization through redevelopment and the effective use of existing urban areas.

Metro highlighted these sustainable business strategies in the **Community Investment Toolkit: Eco-Efficient Employment** and in 2012, launched a pilot program to encourage implementation in local communities. The Eco-Efficient Pilot Program delivers long-term value by facilitating collaboration among business owners, property owners, nonprofit organizations, and various public agencies and departments. As a regional convener, Metro provides technical support in developing action plans for implementing eco-efficient strategies and helps build capacity and partnerships in local communities.

Old Town Hillsboro

The Old Town area, located just southwest of downtown Hillsboro, is designated as a regional employment center and characterized by a mix of industrial uses, as well as residential pockets. There is no other place in Hillsboro where such diverse activities co-exist in close proximity to each other, and adjacent to both downtown Hillsboro and Jackson Bottom Wetlands Preserve. Old Town 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. With the support of a Community Planning and Development grant from Metro in 2012, planning is already underway by the City of Hillsboro to develop a reinvestment strategy for the area. The action plan illustrates how public-private partnerships in the region can use eco-efficient strategies to build a vibrant, sustainable community and support thriving businesses in Old Town. This case study summarizes the city's experiences for use by other communities who may wish to consider similar strategies.

Nuts and bolts

The eco-efficient pilot program launched in Old Town Hillsboro provided the opportunity for our small business and property owners to engage and build networks, collaborate with public sector agencies, and create a shared vision for the area that can attract funding and investment that may not otherwise be available to an individual business or public agency.

– Kathryn Harrington
Metro Councilor

► **The Eco-Efficient Pilot Program** utilizes a community driven, engagement-based framework. The pilot program enabled a consulting team to facilitate decision-making and provide technical assistance to pilot communities interested in eco-efficient strategies. The pilot plan framework acknowledges that collaboration and partnerships between public, private, institutional, and nonprofit sectors are often necessary to realize eco-efficient strategies. As a result, the framework is strongly structured around engagement and outreach to encourage interaction between various stakeholders, facilitate development of common goals and vision, and forge interactions that may develop into partnerships.

The pilot program framework includes workshops with community working groups, a preliminary feasibility assessment, and stakeholder interviews to identify strategies from Metro's Eco-Efficient Toolkit that are most viable to implement in the specific study areas. Working groups also identify proponents, partners, and stakeholders that can take the lead, and recommend a series of next steps to achieve implementation. The consulting team developed preliminary assessments to address technical feasibility of potential strategies when specifically applied to the pilot community sites. The pilot communities then developed and made a commitment to an action plan.



► **Old Town Hillsboro Business Working Group** The eco-efficient action plan was developed through a series of workshops with the Old Town Hillsboro Business Working Group comprising the Hillsboro Chamber of Commerce, the City of Hillsboro, and local businesses and property owners.

Government and other employment service organizations

Peter Bandom, Hillsboro Sustainability
Karla Antonini, Project Manager, Hillsboro Economic Development
Doug Miller, Hillsboro Planning
Carrie Pak, Clean Water Services
John Southgate, Hillsboro Area Chamber of Commerce
Miranda Bateschell, Metro

Area business and property owners

Jaime Miranda, M&M Swap Meet
Jim Feemster, On the Deck
Adam Wittenberg, Hillsboro SunWest
Gene Zurbrugg, Zurbrugg Development Co.
Peter Van Houten, EG Metals
Jim Collias, Zylight

Implementing eco-efficient business strategies in Old Town can help to support long-term value:

Partnerships Through the 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 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 Eco-efficient strategies have the potential to streamline regulations and permitting, and reduce and improve the predictability of operational costs for Old Town businesses and property owners. 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 the 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 Old Town 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 the workforce.

Pilot community
An employment area selected by Metro to develop an eco-efficient action plan.

Lead agency The agency in a pilot community that 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 community, represent interests of constituencies or members, and commit to assisting the lead agency with implementation.

Eco-efficient business strategies make sense for the 21st century by reducing the cost and environmental impact of how we do business.

– Tom Hughes
Metro Council President



Putting it together

Innovista Eco-Industrial Park

The small town of Hinton in Alberta, Canada, created a sustainable industrial park by using an eco-industrial development checklist of 80 different guidelines including predevelopment planning, energy and water systems, parcel layout and orientation, landscaping and open space design, construction, and access and movement. City staff works one-on-one with developers in the Innovista Eco-Industrial Park to implement relevant sustainable development practices from the flexible menu guidelines (ideally 50 out of 80) and gives recognition for their efforts in adopting 21st century design standards.



- ▶ **The Old Town Hillsboro Eco-Efficient 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.
- ▶ **Vision and goals** Through workshops, the working group developed the following goals for Old Town Hillsboro:
 - Provide a range of traded sector services and goods through local businesses
 - Support business incubation
 - Employ a business network that collaborates to achieve greater operational efficiencies and development advantages
 - Leverage the unique characteristics and sense of place including adjacency to downtown, transportation access with highways and rail, relatively low rents and range of available space, and a diverse mix of business and industry
- ▶ **Feasibility and assessment** The workshop process for the eco-efficient pilot program was a critical first step in convening a range of public, private, and nonprofit economic development stakeholders to discuss the future of Old Town and how to promote sustainability, vitality, and competitive advantage for the area. Through the workshops, the Old Town business working group developed a framework vision and list of challenges to overcome. The framework and stakeholder interviews were then used to evaluate the potential implementation strategies for Old Town. A survey was also developed for local businesses to test level of interest and potential commitment to different strategies as well as preferred forums for future engagement.

Through evaluation and feedback, select 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.

	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

Immediate actions and next steps Achieving the goals and vision for a sustainable, thriving Old Town Hillsboro relies on the partnership and collaboration of a range of stakeholders. The Old Town Hillsboro Eco-Efficient 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. There are several actions for public, private, and nonprofit economic development partners to immediately catalyze implementation of the priority strategies for Old Town. The City of Hillsboro has committed to oversee implementation of the action plan and will report on progress periodically over the next year.

City of Hillsboro

- Review the action plan for investments that could be considered in future evaluations of the city's reinvestment strategy for this area
- Consider incorporating a sustainable business brand when capital improvements and infrastructure investments occur through signage, etc., to display physical evidence and strengthen the collective vision
- 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
- Hold exploratory conversations with Metro Waste Management, the Old Town Hillsboro Sustainability Program and other programs to inventory existing technical assistance available to Old Town businesses

Hillsboro Area Chamber of Commerce

- Convene a formational meeting for an Old Town business consortium 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
- Develop brochure of existing available networking programs
- Research best models for an online business-to-business system and test the idea of a manufacturing directory and/or networking forum for small non-retail businesses
- Communicate existing services and incentives or resources available to businesses

Business and property owner working group members

- Share information about the eco-efficient pilot program and the 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

Priority strategies

- Old Town business consortium
- Regional stormwater facilities
- Small business/manufacturing directory and/or forum
- Stormwater – technical assistance/user guide
- Waste/byproduct exchange system
- Small business technical assistance

Keep in mind

BEST Business Center

The Businesses for an Environmentally Sustainable Tomorrow (BEST) Business Center is a one-stop shop for businesses in Portland, Oregon, to evaluate their operations in the areas of energy, water, waste and recycling, purchasing, green building and transportation.

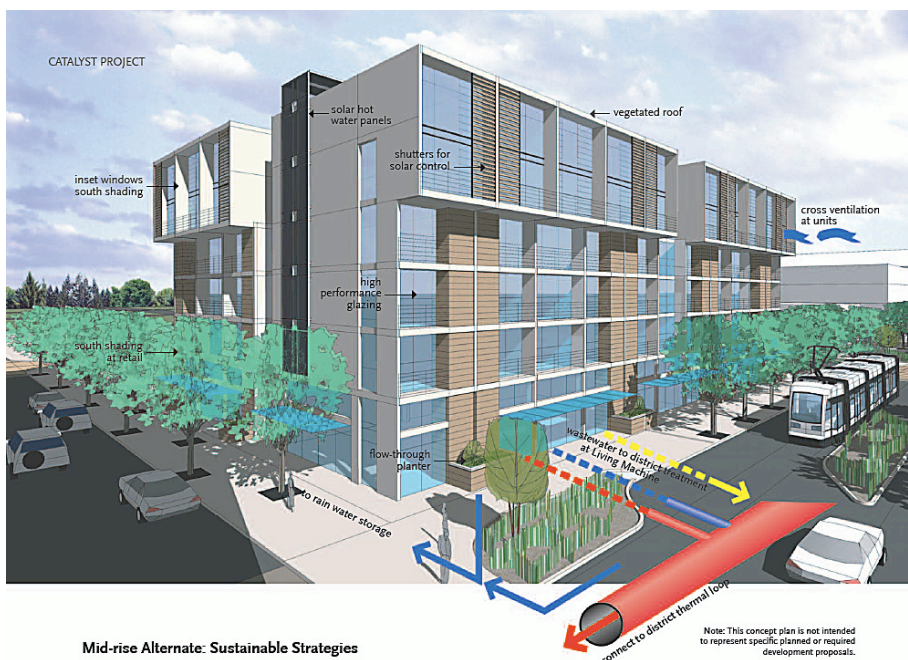
The business center streamlines access to financial incentives and technical assistance to help businesses conserve resources, improve efficiencies, save money and provide a healthy workplace for employees. The BEST Business Center was created through a partnership with city and regional government programs and utility companies including the City of Portland Bureau of Planning and Sustainability, City of Portland Water Bureau, Metro, Pacific Power, Portland Development Commission and Portland General Electric.

The BEST Business Center helped us evaluate what changes we could make that would be most beneficial to the environment, our guests and our community.

– Mike Duggan,
Property Manager,
McMenamins
Kennedy School

The BEST Business Center,
accessed August 11, 2010
[bestbusinesscenter.org/
about-us/](http://bestbusinesscenter.org/about-us/)

- **Collaboration** Eco-efficient employment strategies focus on business and infrastructure efficiencies, making both public and private organizations responsible for certain actions. Using the workshop framework ensured diverse stakeholder interests were included in the planning phase, and it helped build a sense of ownership needed for implementation. The workshop process occurred over a four month period, which helped the project maintain momentum. That said, it is important for communities to be attuned to their particular set of stakeholders and their time available for eco-efficient planning to determine whether a slower pace is needed to increase comfort with decision-making and/or reduce demand on participants' schedules. Establishing a few members of the working group as a core team is helpful in setting up the project, identifying the right stakeholders, and checking-in with participants throughout the project.
- **Readiness assessment** This is a key element in the process as it further refines the project and determines whether it has the foundation necessary to bring a working group together to develop an action plan for the specific employment area. While brief, the assessment covers key information to determine the likelihood the action plan will take hold once the pilot project process is over. Key elements include assessing the activity of the market, recent planning efforts, and the interest and energy level among local businesses and property owners. Holding an assessment meeting is integral to lining up different objectives, clarifying desired deliverables and outcomes, and shaping the project proposal.
- **Applicability** While the application of the Eco-Efficient Toolkit, strategies, and pilot program may vary significantly depending on local political, regulatory, and physical conditions, there is great value in sharing lessons and resources regionally. For most local communities, the knowledge that eco-efficient strategies have been successfully implemented elsewhere is invaluable to support the possibility of implementation in their own community. In many cases, technical assistance and facilitation support may be the needed impetus to catalyze action and implementation. The pilot communities agreed that that the pilot program framework can be of value for multiple sites and projects. Participants feel as though they could easily use the same process for different types of projects and in different communities around their jurisdiction.



Mid-rise Alternate: Sustainable Strategies

Suitability The process seems best suited for local governments or employment- and development-related nonprofits (e.g. chambers of commerce or community development corporations) to act as lead agency while engaging a broad range of public, private, institutional and utility representatives. Identifying the right working group members at the beginning is important in making the process work and establishing action items with dedicated responsible parties. Think through the desired outcomes to ensure the right mix of stakeholders is represented. The working group process can be valuable for understanding the needs of multiple stakeholders and getting everyone moving together in the same direction. There is tension between keeping the working group small enough to get through the process efficiently and effectively, while including an array of stakeholders. Interim stakeholder interviews and surveys can help bring in additional voices while keeping the working group a manageable size.

Technical expertise Some level of consultant support and independent facilitation may be necessary to ensure a productive outcome. Participants viewed the dedicated facilitator as the central piece to getting so much work done in so little time with a diverse group of people. Providing preliminary feasibility assessment whether through stakeholder interviews, working group surveys, or triple-bottom-line analysis is also critical in moving the working group to make decisions and develop the action plan. Engaging regional and local representatives from places that have implemented these strategies may be a valuable asset to exploring alternatives and identifying specific action items. An introductory meeting to review all of the relevant Metro resources available to the community could also help the community expand the list of potential strategies.

Functionality Throughout the series of workshops, working groups used Metro's Community Investment Toolkit as a reference guide that provided additional, practical ideas for consideration. With a specific project and/or development site identified, participants found the toolkit more accessible and usable. The toolkit case studies were critical in understanding strategies and providing some level of assurance that strategies they have not yet personally tested have proven feasible in other communities.

Tips for implementation

- Consider employment areas that are ready for investment and have plans and policies already aligned around economic development and sustainability.
- Use the Readiness Assessment form to select, refine, and prioritize projects.
- Identify key community and business leaders committed to the success of the selected project area to serve on the core project team.
- Spend enough time refining the project with the core team and identifying the right stakeholders to participate on the project's working group.
- Survey the toolkit to identify eco-efficient strategies and see how other communities have successfully implemented the tools under consideration in the project area.
- Assess strategies through interviews, surveys, and triple-bottom-line assessments even if based on order of magnitude estimates.
- Identify next steps, timing, responsible leads, team members, and required resources for each action item.
- Consider hiring a consultant, engaging Metro, or seeking input from other communities with eco-efficient planning and implementation experience.
- Appoint an independent facilitator to keep the working group on task and encourage decision-making.

Chicago Waste to Profit Network

The Chicago Manufacturing Center created the Chicago Waste to Profit Network to provide members with in-depth support to implement by-product synergy, a sustainable practice that uses industrial by-products as raw material for other industrial processes. This process helps reduce waste, business costs, and greenhouse gas emissions and promotes the efficient use of natural resources through material reuse. The network works with businesses to develop a sustainability and growth strategy based on the business' priorities and environmental goals. The strategy establishes incremental steps that result in increasing payoffs and cost savings.

Our work with CMC has made an enormous difference for us. As a small company, you have to be ahead of the market. People who wouldn't give us an interview in the past now want to talk.

– Marvin Klein, President,
PortionPac Chemical
Corporation
Chicago Manufacturing Center,
accessed August 11, 2010
www.cmcusa.org

Metro

Making a great place

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Metro Council President
Tom Hughes

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

Auditor
Suzanne Flynn

Stay in touch with news,
stories and things to do.

[www.oregonmetro.gov/
connect](http://www.oregonmetro.gov/connect)

Resources

► **For more information and a copy of the Old Town Hillsboro Eco-Efficient Action Plan, contact:**

Metro

600 NE Grand Ave.
Portland, OR 97232
503-797-1839
www.oregonmetro.gov/communityinvestment

► **For more information on implementation of the action plan, contact:
City of Hillsboro Civic Center, Economic Development**

150 East Main St.
Hillsboro, OR 97123
503-681-6177
www.ci.hillsboro.or.us

► **For more information on examples of eco-efficient employment projects from other communities, contact:**

Chicago Waste to Profit Network

Chicago Manufacturing Center
312-542-0430
www.cmcusa.org/index2.cfm

Businesses for an Environmentally Sustainable Tomorrow (BEST) Business Center

503-823-7037
503-823-3919
www.bestbusinesscenter.org

Town of Hinton

Economic Development Department
2nd Floor, 131 Civic Center Road
Hinton, AB T7V 2E5
780-865-6004
www.eip.hinton.ca
www.town.hinton.ab.ca

Materials following this page were distributed at the meeting.

Project Goal

Eco-efficient business strategy for an employment site

Actions to implement eco-efficient projects



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

Framework & Process

- Community driven
- Engagement based
- Facilitate decision-making
- Technical assistance

Kick-Off & form
Working Group

Workshop 2:
Screen
Opportunities

Workshop 3:
Assess
Strategies

Workshop 4:
Action Plan
Development

Implementation
Action Plan

Readiness Assessment

- Project/Study Area
- Existing engagement / planning efforts
- Project team capacity
- Community leverage
- Plan and policy alignment
- Market readiness
- Property owner readiness
- Built environment readiness



Old Town Sustainable Businesses: City of Hillsboro


Karla Antonini



-Efficient Employment Pilot
 Pilot Area
 Transition Zones

CITY OF HILLSBORO
 PLANNING DEPARTMENT
 Comprehensive Range Planning
 1000 Main Street, Fourth Floor
 Hillsboro, OR 97123-4028

Southwest Plan Area
Existing Conditions
- Southwest Plan Aerial -

 Southwest Plan Area
 Downtown Framework Plan Area

 City Limits
 Urban Growth Boundary



Various Uses



Industrial Uses



Conflicts with Residential and Industrial Uses



Old Town Working Group

- Peter Brandom, Hillsboro Sustainability
- Karla Antonini, project manager, Hillsboro Economic Development
- Doug Miller, Hillsboro Planning
- Carrie Pak, Clean Water Services
- John Southgate, Hillsboro Area Chamber of Commerce
- Miranda Bateschell, Metro
- Jaime Miranda, M&M Swap Meet
- Jim Feemster, On the Deck
- Adam Wittenberg, Hillsboro SunWest
- Gene Zurbrugg, Zurbrugg Development Co.
- Peter Van Houten, EG Metals
- Jim Collias, Zylight

Old Town Vision

- Local businesses and business incubation
- Business network
- Operational efficiencies and development advantages
- Leverages its unique sense of place
- Maintains diverse mix of business and industry



Old Town Priority Strategies

	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
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Old Town Implementation Action Plan

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

Old Town Next Steps

- Fold into Reinvestment Strategy
- Coordinate with Chamber of Commerce to:
 - Create Old Town Sustainable Business Consortium
 - Develop small business manufacturing directory and/or forum (citywide)
- Work with Clean Water Services to create a stormwater technical assistance guide for businesses owners and developers
- Maintain and build new partnerships



Gresham Vista Business Park: Port of Portland

Ken Anderton

Port Eco-Industrial Development Studies

Visit to Devens, MA Eco-Industrial Park
Cogan Owens Cogan/Re-Tem

Fall 2011

Port Eco-Industrial Development Strategy
Cogan Owens Cogan/Re-Tem

Oct. 2012

GGBP Eco-Efficient
Employment Implementation
Plan

Metro/Mithun

Jan. 2013

Lot 5 Green v.
Traditional
Infrastructure
Analysis/Concept Plan

Williams Creek

Jan. 2013

GGBP Working Group

Port of Portland

- Ken Anderton, Senior Business Development Manager
- Joe Mollusky, Real Estate
- Tom Bouillion, Planning Manager
- Ryan Parker, Development Project Manager
- Dorothy Sperry, Environmental Affairs Manager
- Jamey Berg, Environmental Specialist
- Richard Vincent, Environmental Program Manager
- Lise Glancy, Government Affairs Manager

City of Gresham

- Janet Young, Economic Development Director
- Ron Papsdorf, Government Relations Manager

Jim Swier, ON Semiconductor

Theresa Haskins, Business Markets Manager, PGE

Ross Waggoner, General Manager, Frontier Communications

GVBP Vision

- Employment Opportunities
- Strong Brand Identity
- Investment Return
- Development and Operational Advantages
- Connectivity and Accessibility
- Industrial Sustainability Model
- Community Value
- Environmental Performance

The background on the left side of the slide is a green vertical panel. It features a circular diagram with various ecological terms and arrows. The terms include 'terrestrial mammals', 'reptiles', 'mammals', 'amphibians', 'wetland core habitat', 'vertebrates', 'invertebrates', 'habitat linkages', and 'mammals'. The diagram consists of dashed lines and arrows connecting these terms in a circular pattern, suggesting a complex ecological network.

GVBP Priority Strategies

PRIMARY

- 1) Integrated site master plan
- 2) Green infrastructure
- 3) Development standards and incentives

SECONDARY

- 1) Eco-concierge
- 2) Water conservation/reuse
- 3) Waste management
- 4) District energy

GVBP Next Steps

- Implementing Action Plan
- Community Planning & Development Grant Application
- Marketing the eco-efficient business strategy at GVBP
- Maintain working group partnerships

Evaluation

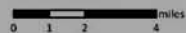
- Pilot communities satisfied
- Process was right fit
- Built capacity
- **Replicable**
- Slight refinements suggested
- Independent facilitation necessary

Delivering the Region's Vision for Transit Now and in the Future

MTAC
May 15, 2013

2040 Growth Concept Map

January 1, 2011



Overview: The Metro 2040 Growth Concept defines the form of regional growth and development for the Portland metropolitan region. The Growth Concept was adopted in December 1995 through the Region 2040 planning and public involvement process. This concept is intended to provide long-term growth management of the region.

The map highlights elements of parallel planning

efforts including: the 2015 Regional Transportation Plan that outlines investments in multiple modes of transportation, and a commitment to local policies and investments that will help the region better accommodate growth within its centers, corridors and employment areas.

For more information on these initiatives, visit <http://www.orgrowthmetro.gov/2040>

- Central city
- Regional center
- Town center
- Station communities
- Employment land
- Parks and natural areas
- Neighborhood
- Main streets
- Corridors
- Existing high capacity transit
- Planned high capacity transit
- Proposed high capacity transit tier 1
- Mainline freight
- High speed rail
- County boundaries
- Urban growth boundaries
- Neighbor cities
- Airports
- Intercity rail terminal



Outline

1. Long-term budget situation
 - Unsustainable health care costs
 - Averting the crisis
2. Transit Investment Priorities (TIP)
 - Service Enhancement Plans
 - Climate Smart Communities
3. FY14 Budget and Service Plan
 - Reliability and Crowding
 - Initial Westside Service Enhancement
4. Discussion

More and Better Service

- Focus on Customers
- Enhance Fiscal Stability
- Build Partnerships for Transit Growth

Focus on the Customer

Service

- Frequent
- Reliable

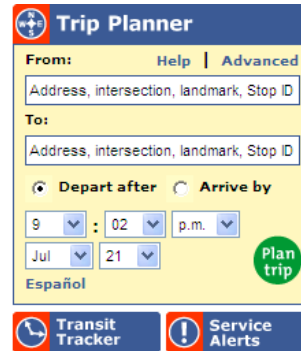
Access

- Pedestrians, Bikes
- Park & Riders

Amenities

- Shelters
- New vehicles

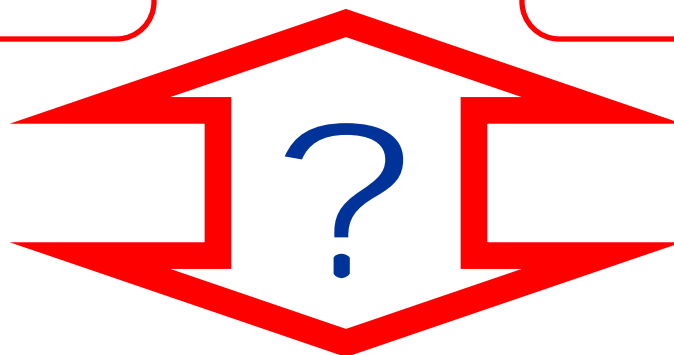
Customer Information



Reinvestment, Improvement & Expansion

Need reinvestment in
Frequent Service and
Expansion

Region needs TriMet to
triple transit mode share



Since 2009, TriMet riders had
to endure \$43 million worth
of cuts and fare increases

Ridership growth
stalled; expecting
losses if any more cuts

Runaway costs and more service cuts

Issues

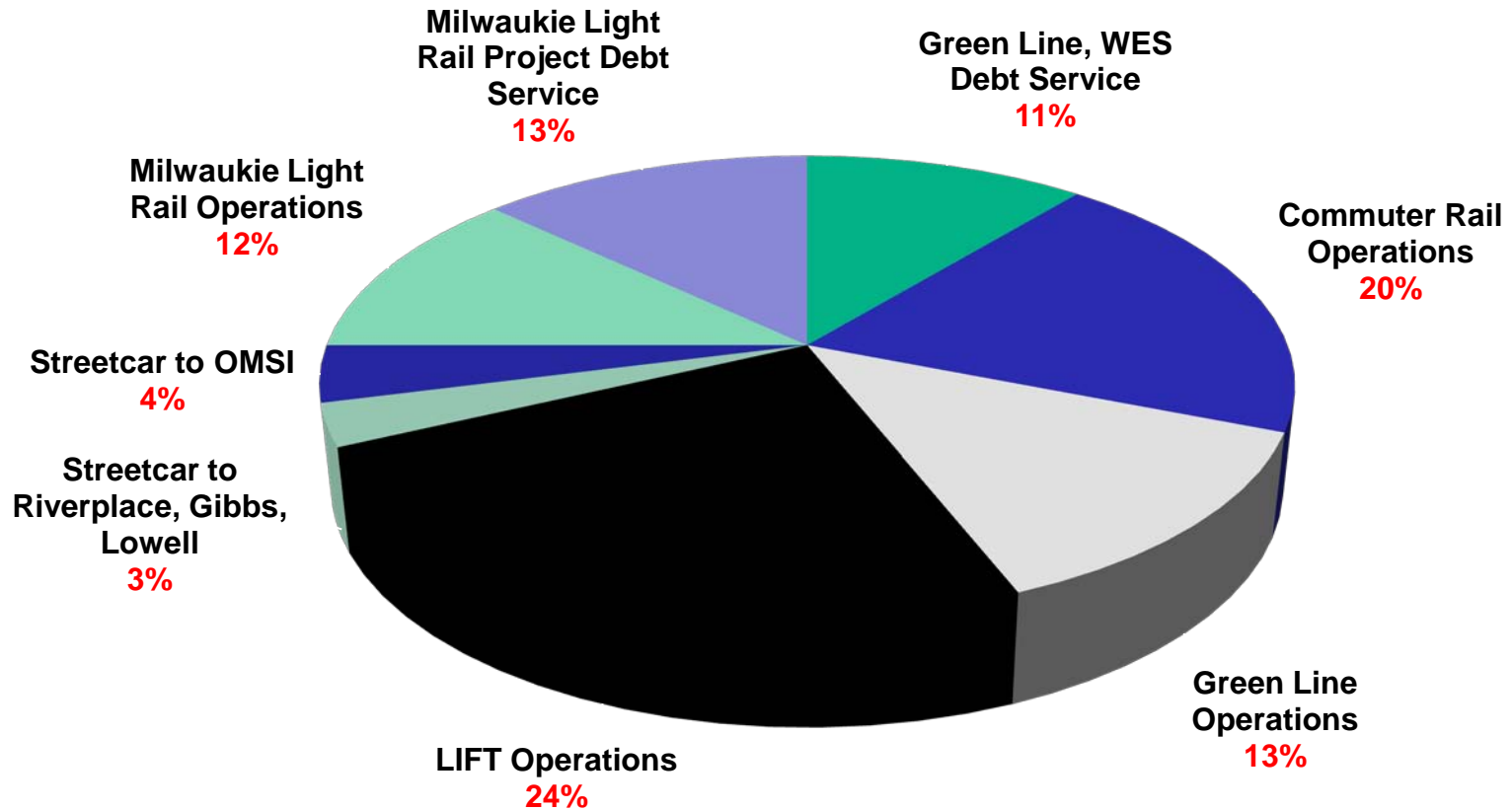
- 3% minimum union COLA for active and retirees (\$15M above inflation over last ten years)
- Rich active and retiree medical benefits
- Absenteeism
- Interest arbitration law
- State of good repair

Not issues

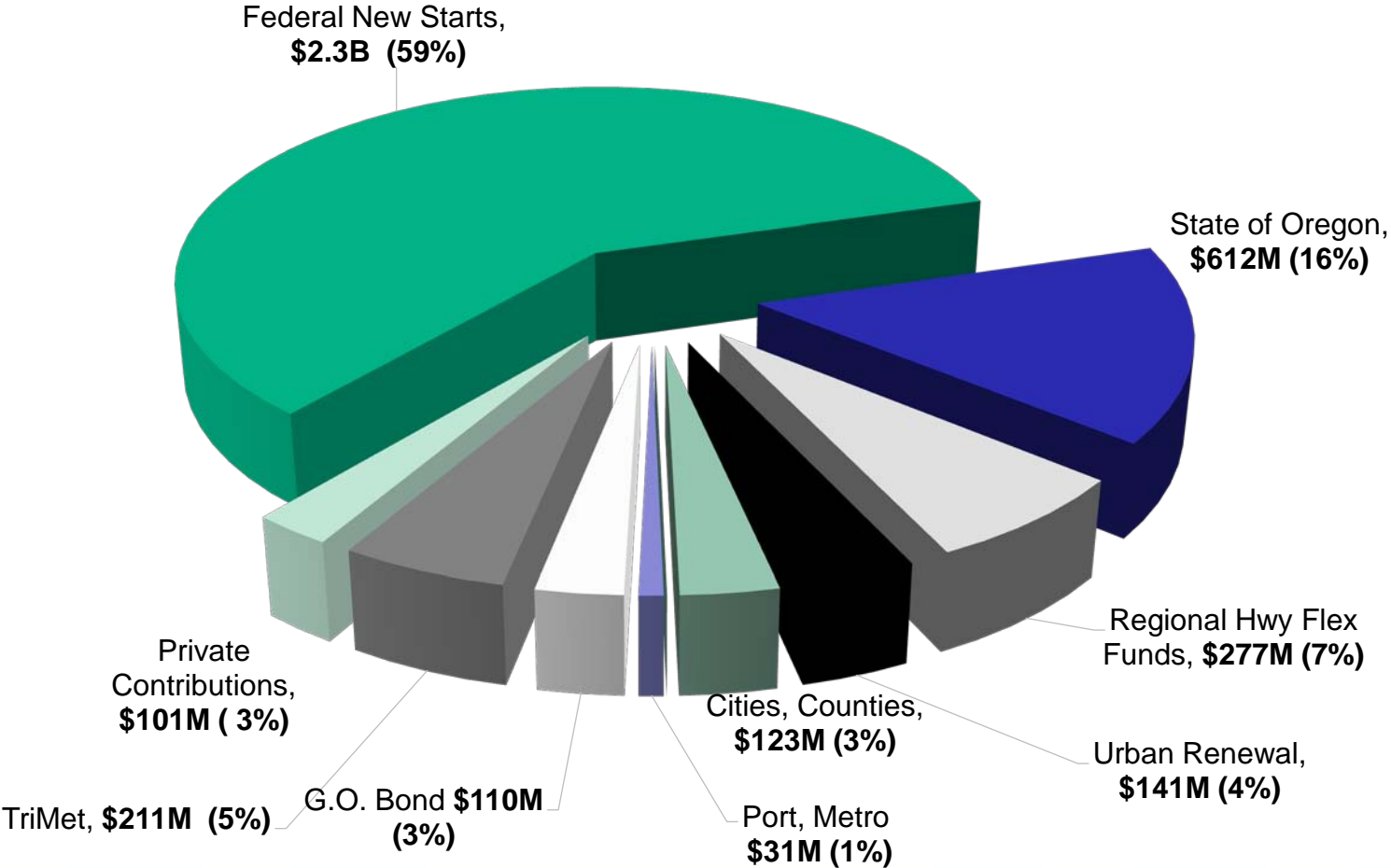
- Operating revenues per capita higher than peers
- Payroll tax is sustainable
- Rail investments
- Ridership
- Efficiency

Expanding rail service - not a cause

Use of revenues from previous increment snapshot in FY16 (\$38 million)



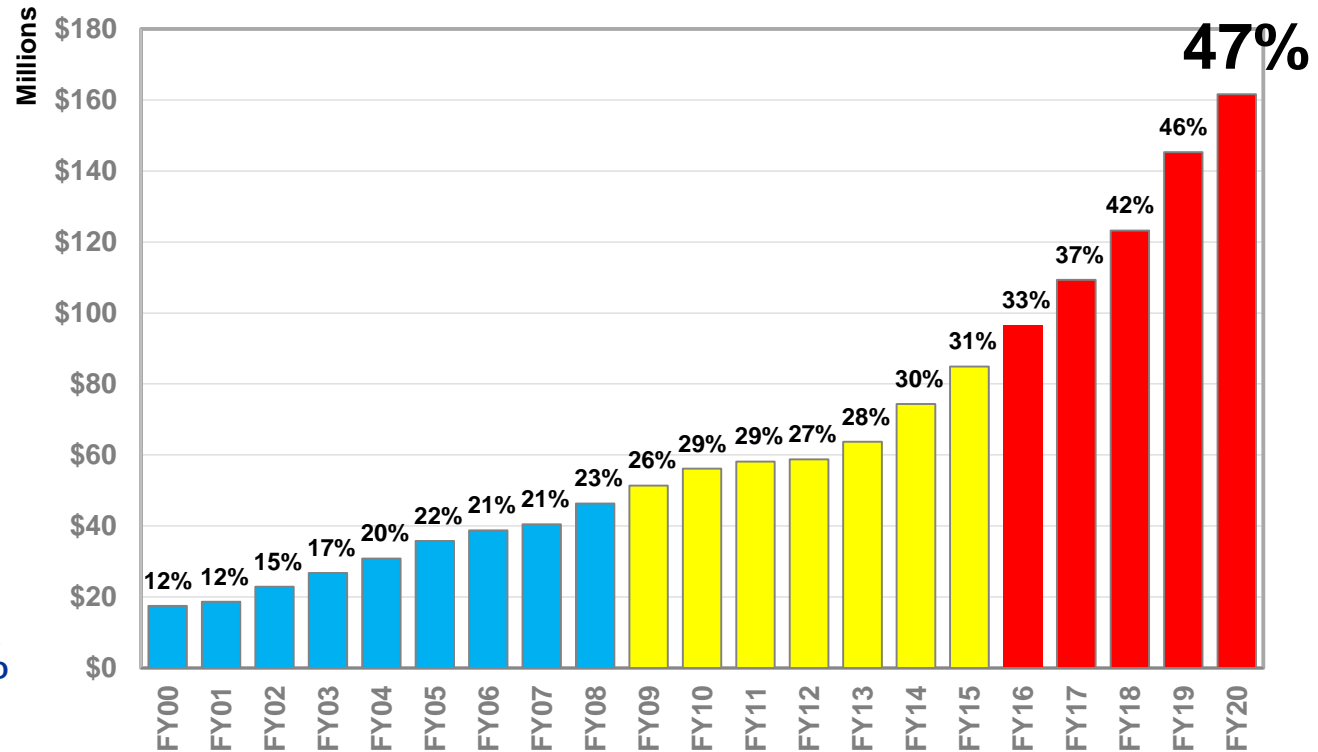
TriMet has paid for just 5% of 30-year regional rail construction program



At Issue: Healthcare Costs

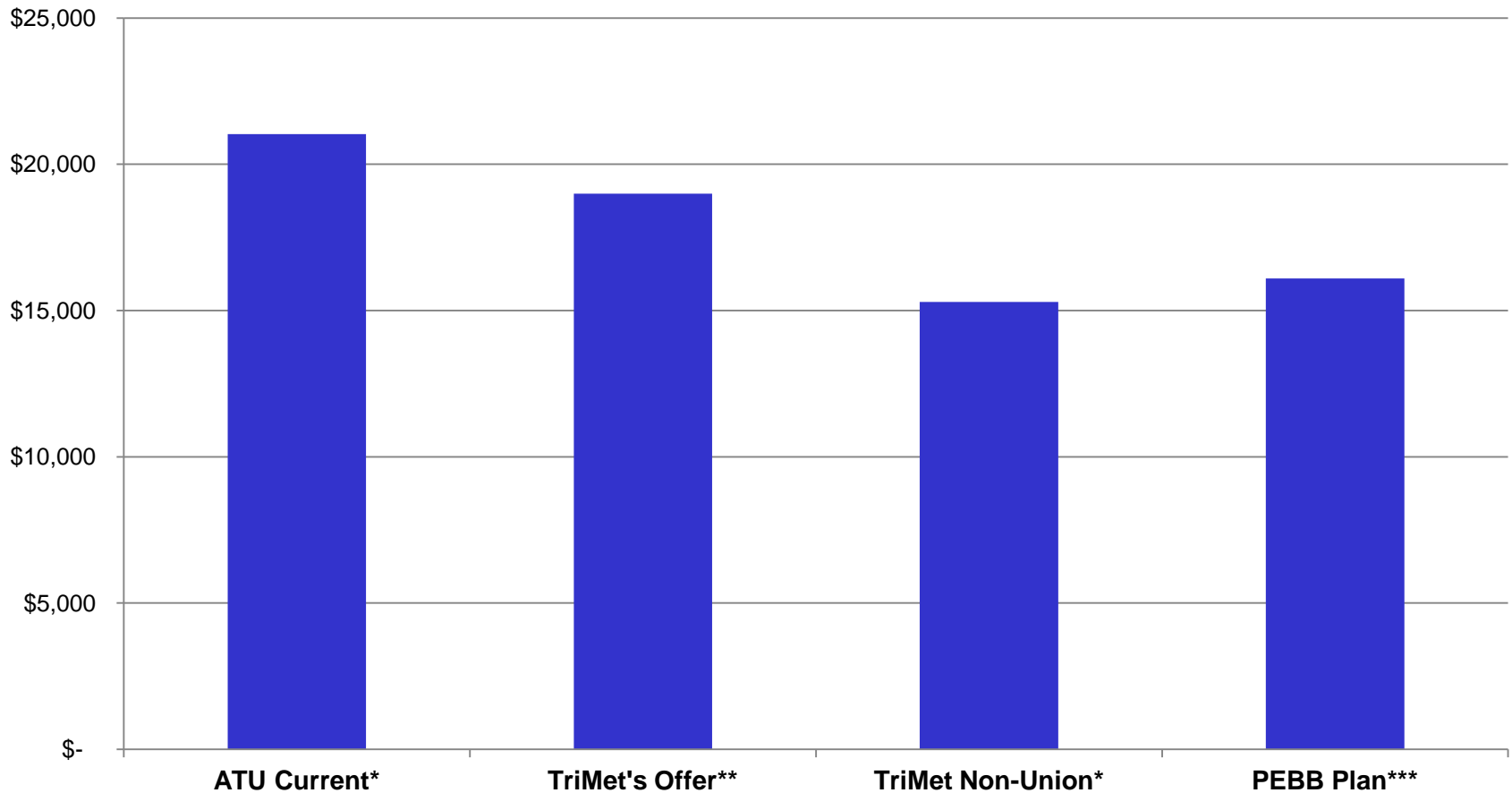
- Costs Unsustainable
- Costs have grown from 12% of payroll tax in FY00 to 28% in FY13.
- If trend continues, active and retiree health benefits costs projected to be 42% of underlying payroll tax revenues in five years and nearly 50% in 7 years

Active & Retiree Medical Expenses as a % of Base Payroll Tax Revenues:



Comparing Medical Benefits

Weighted Annual Average PPO Plan - 2013 Rates



This graph assumes Public Employees Benefit Board (PEBB) PPO rates would apply to TriMet's union employees

*TriMet's 2013 PPO Rates 90%/10% co-insurance, \$150/\$450 deductible plan design

** Mercer - TriMet 2014 Plan Options - Regence less 10% to determine 2013 Rates

*** Public Employees Benefit Board (PEBB) 2013 Rates applied to TriMet

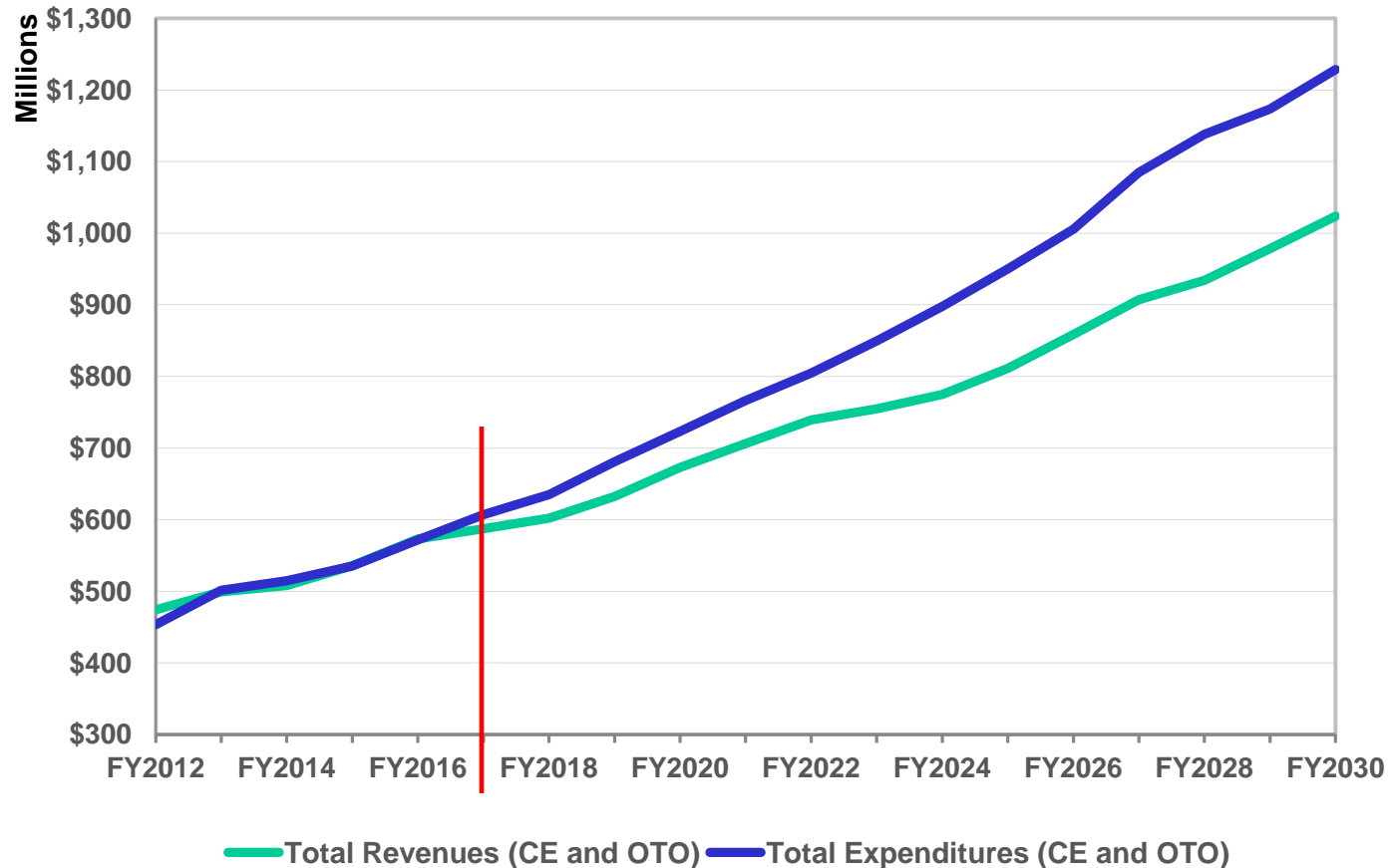
Approaching TriMet's Service Crisis

Projected Post Arbitration Revenue Expenditure Imbalance

Revenue-expenditure imbalance:

- (\$19) million 2017
- (\$48) million 2020
- (\$142) million 2025
- (\$200) million 2030

Status Quo: Total Revenues and Expenditures

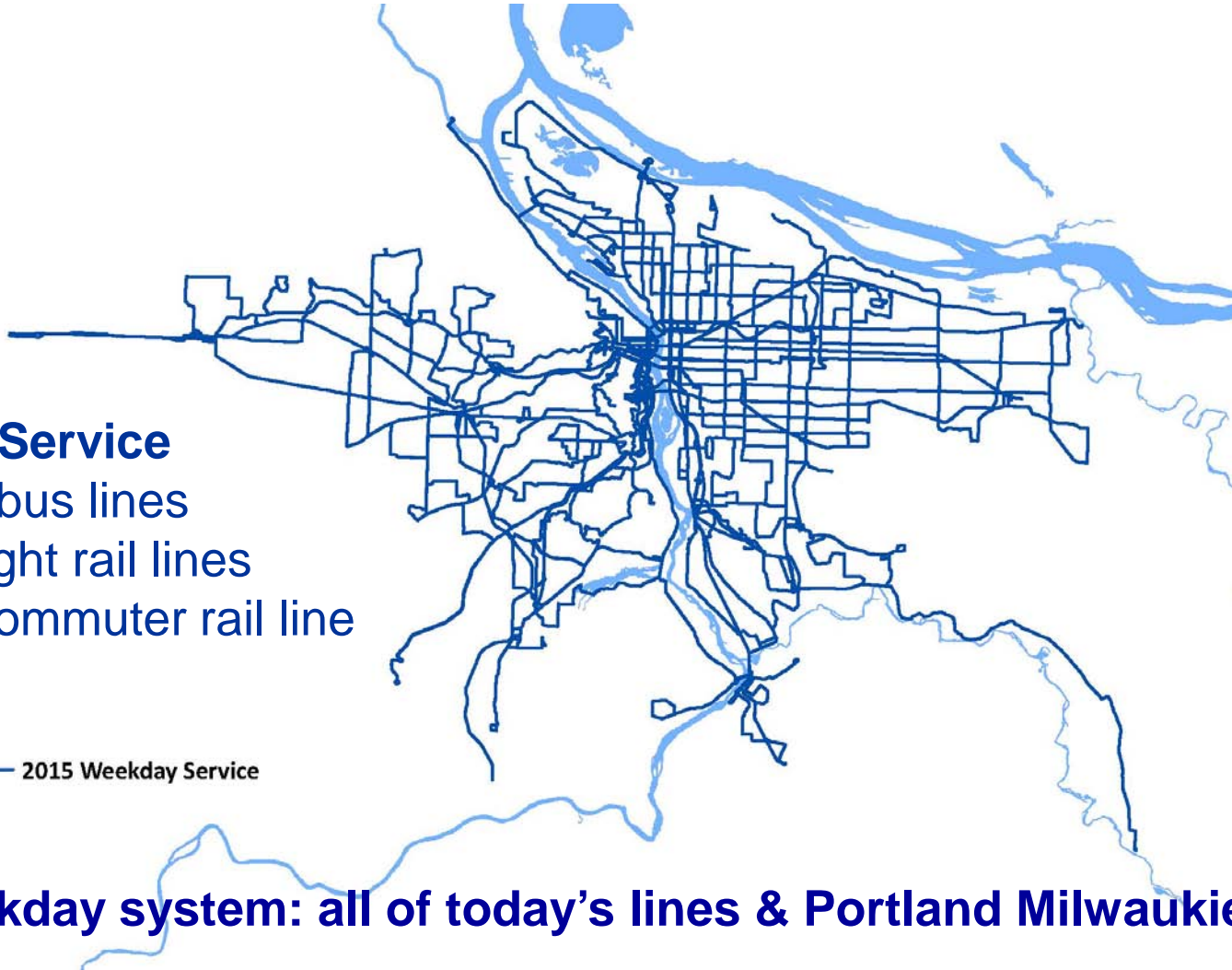


TriMet's Service Crisis

FY15 Service

- 79 bus lines
- 5 light rail lines
- 1 commuter rail line

— 2015 Weekday Service



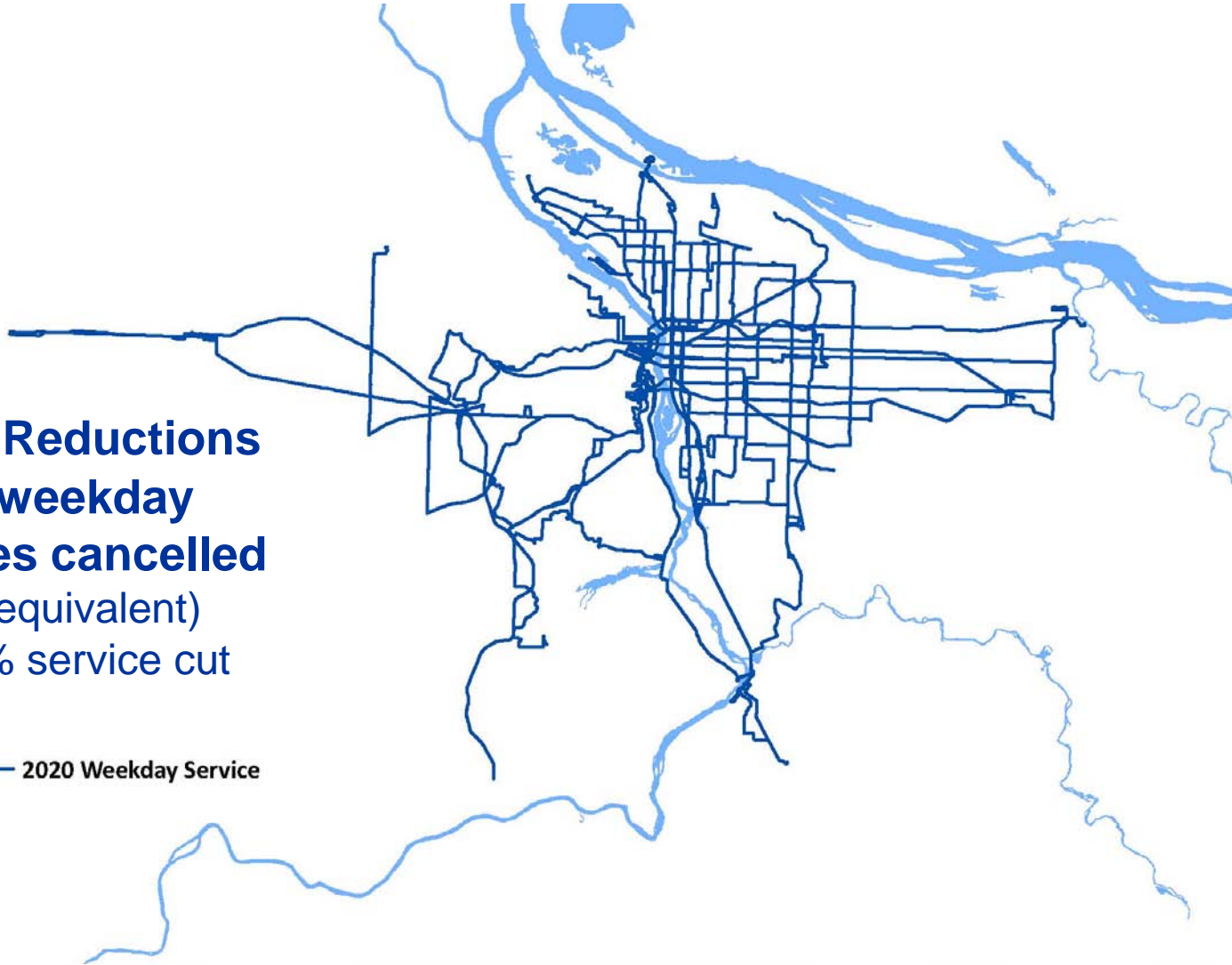
2015 weekday system: all of today's lines & Portland Milwaukie Light Rail

TriMet's Service Crisis

FY20 Reductions

- 49 weekday lines cancelled (or equivalent)
- 34% service cut

— 2020 Weekday Service

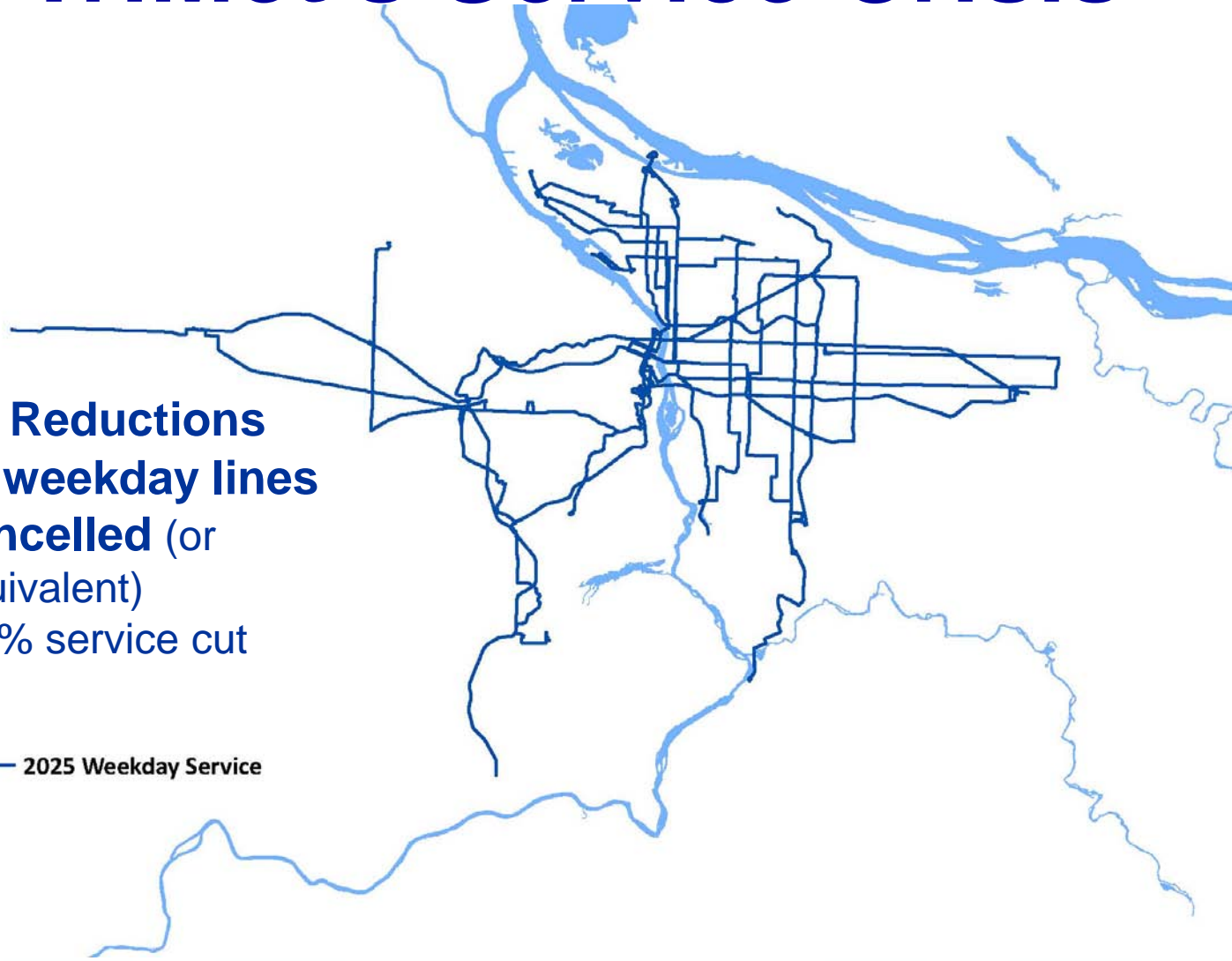


TriMet's Service Crisis

FY25 Reductions

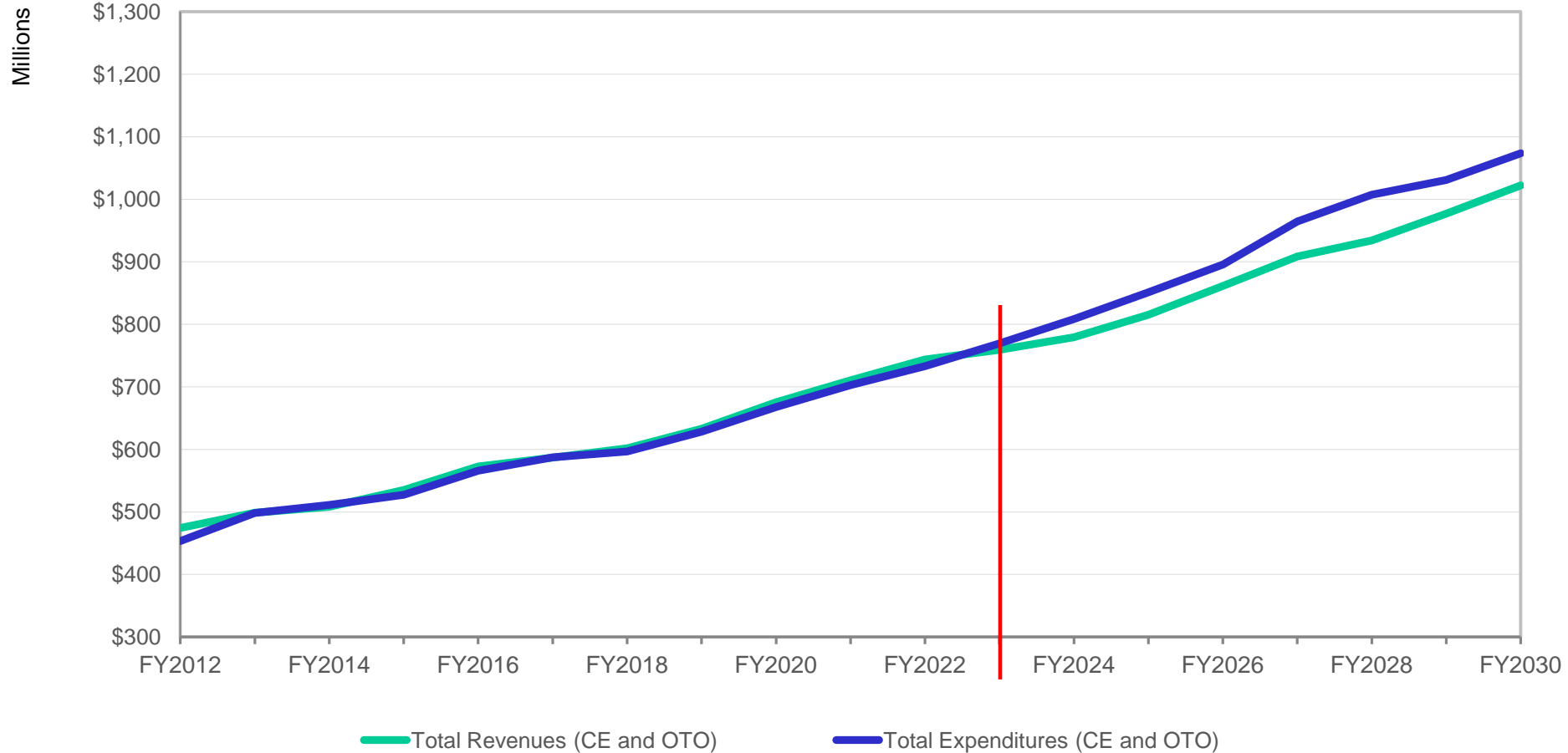
- **63 weekday lines cancelled** (or equivalent)
- 70 % service cut

— 2025 Weekday Service



Current TriMet Offer: Delays TriMet's Service Crisis

Recommended: Total Revenues and Expenditures



Transit Investment Priorities (TIP)

- Policy Framework
- Service Planning
 - Service Enhancement Plans
 - Annual Service Plans
- Performance Measures
 - By route, stop and jurisdiction
- Partnerships for Transit Growth
- Shaping Budget Priorities

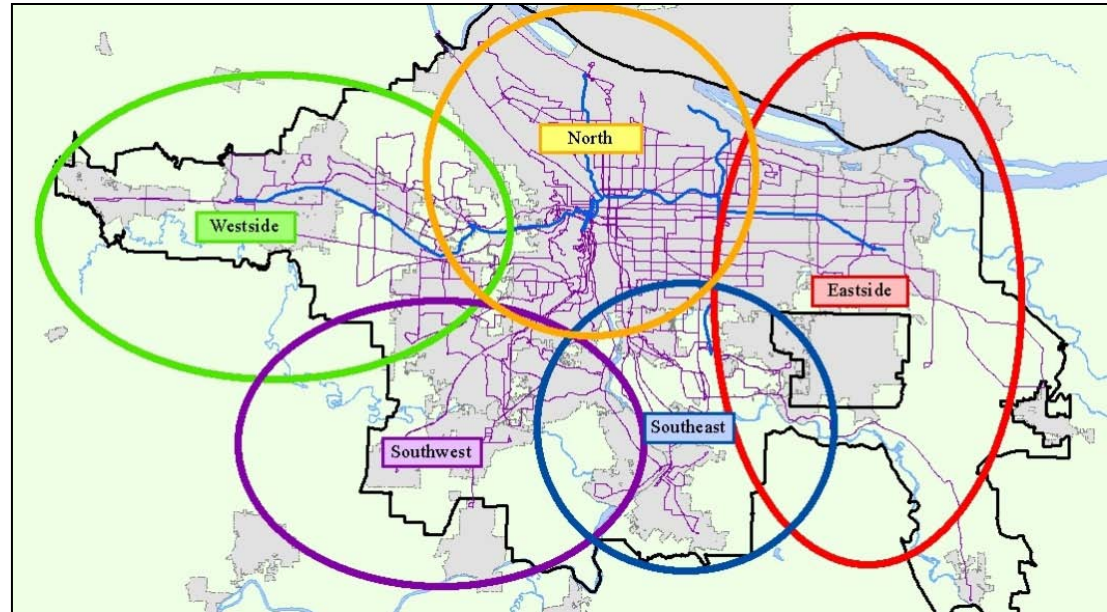
Service Enhancement Plans: A Different Approach

Listening & Learning

- Sub-area plans
- Listening tour
- Survey
- Demographic analysis
- Visions

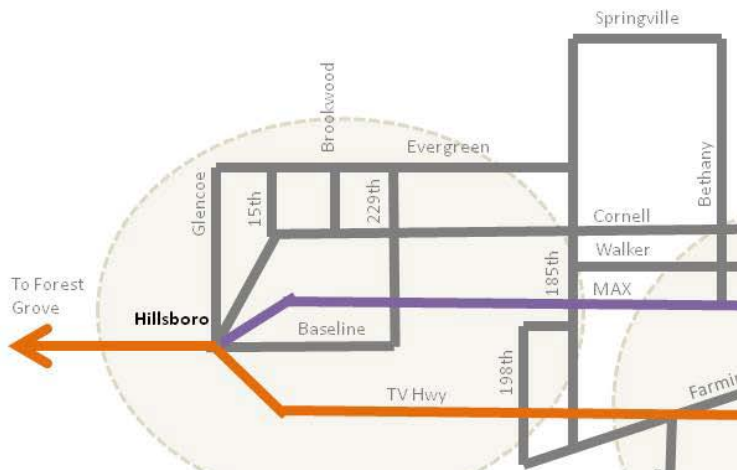
Plan Identifies

- Near-term low-cost improvements
- Long-term vision for service
- Public/private partnerships for improved operations
- Access to transit needs and pedestrian improvements



The Vision

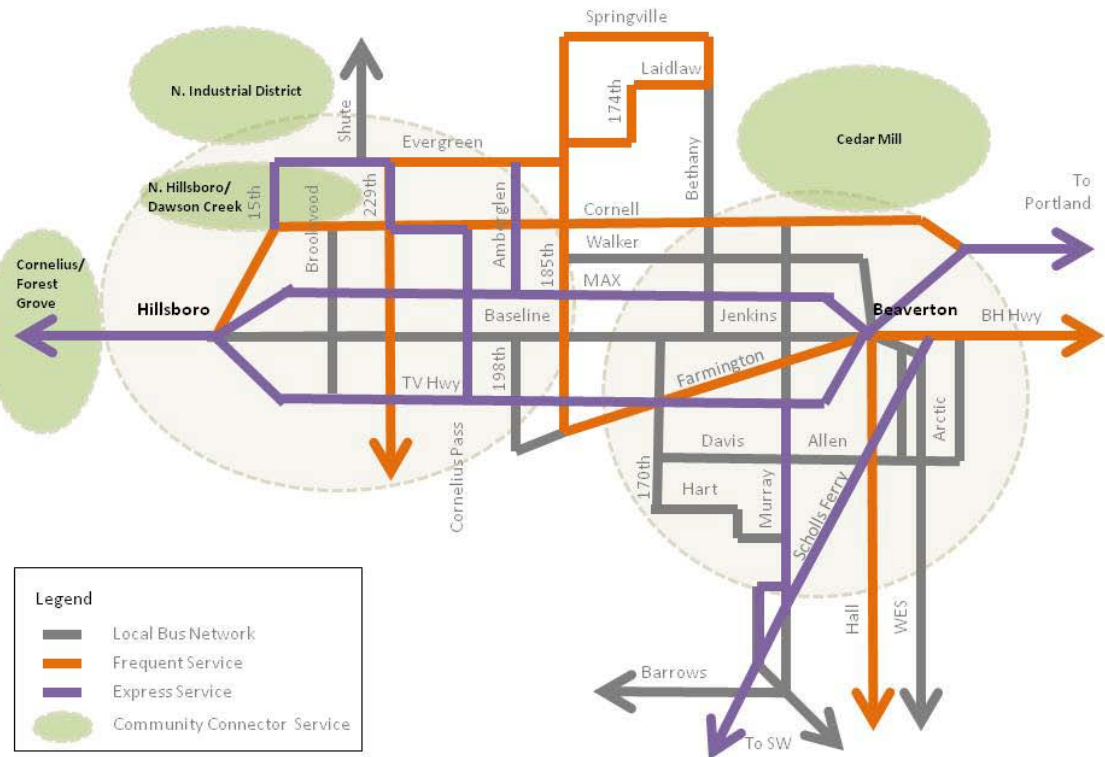
Existing Westside Transit Network



Legend

- Local Bus Network
- Frequent Service
- Express Service

Westside Service Enhancement Vision



Legend

- Local Bus Network
- Frequent Service
- Express Service
- Community Connector Service

Climate Smart Communities

- Initial testing suggests transit performs well
- Outreach to data suggests public support
- Transit growth in Climate Smart scenario will be guided by Service Enhancement Plans



Full Implementation

What It Will Take:

- Reform the cost structure
- Continued Employment Growth
- Partnerships for safer streets and bus priority



Federal Funding

- Regionally-directed funding for high capacity transit bonds
- MTIP Regional Flexible Funds
 - through FY2013
 - FY 14-15
 - Future
- Other federal funds
 - Formula Rail & Bus Maintenance
 - Grants (e.g., clean fuels) bus purchases
 - Transit Enhancements
 - JARC
 - New Freedom

Capital Investments

Portland-Milwaukie LRT



PORTLAND-MILWAUKIE
LIGHT RAIL TRANSIT PROJECT

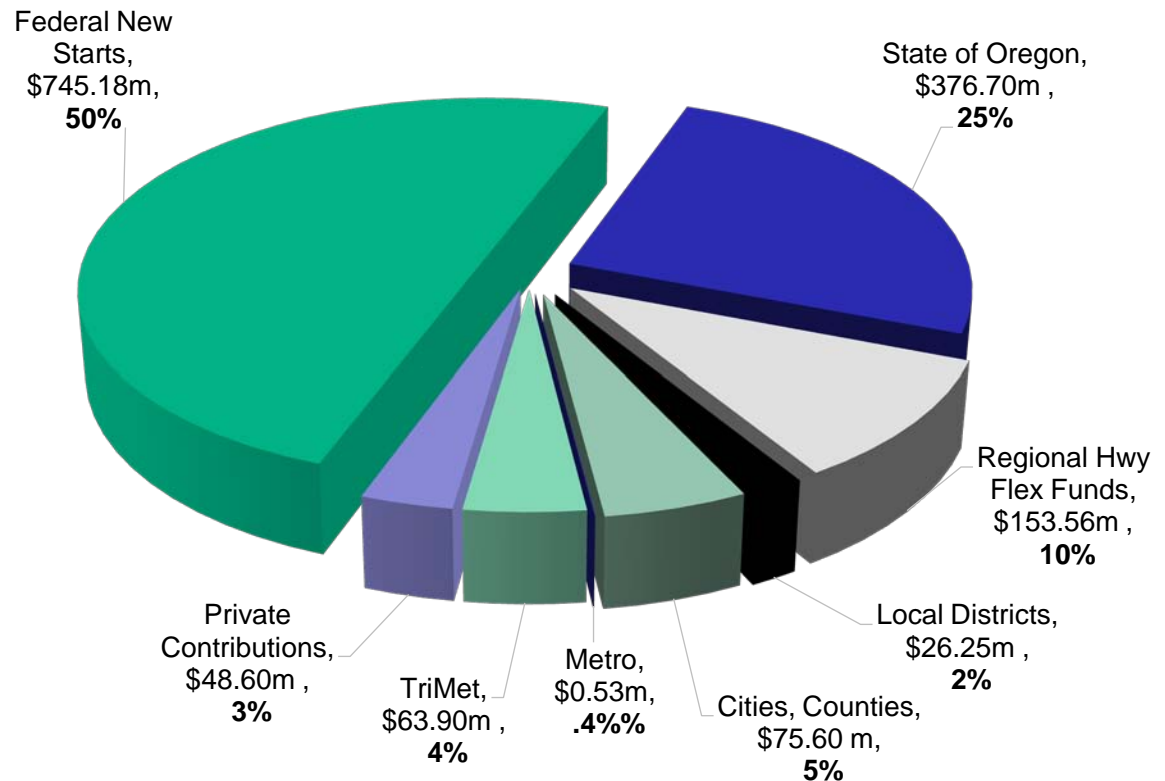
- On schedule and on budget for Fall 2015 opening
 - Construction 40% complete
- FFGA signed May 2012
 - \$94.51M in FY13, \$100M proposed for FY14-FY18

Portland-Milwaukie LRT funded with local partners

State of Oregon
Metro/region flex funds
City of Portland
Portland Development
Commission
Clackamas County
City of Milwaukie
TriMet

Local property donations:

- Portland
- OHSU
- Willamette Shore Line
- ZRZ
- PCC
- PSU



MTIP Regional Flexible Funds

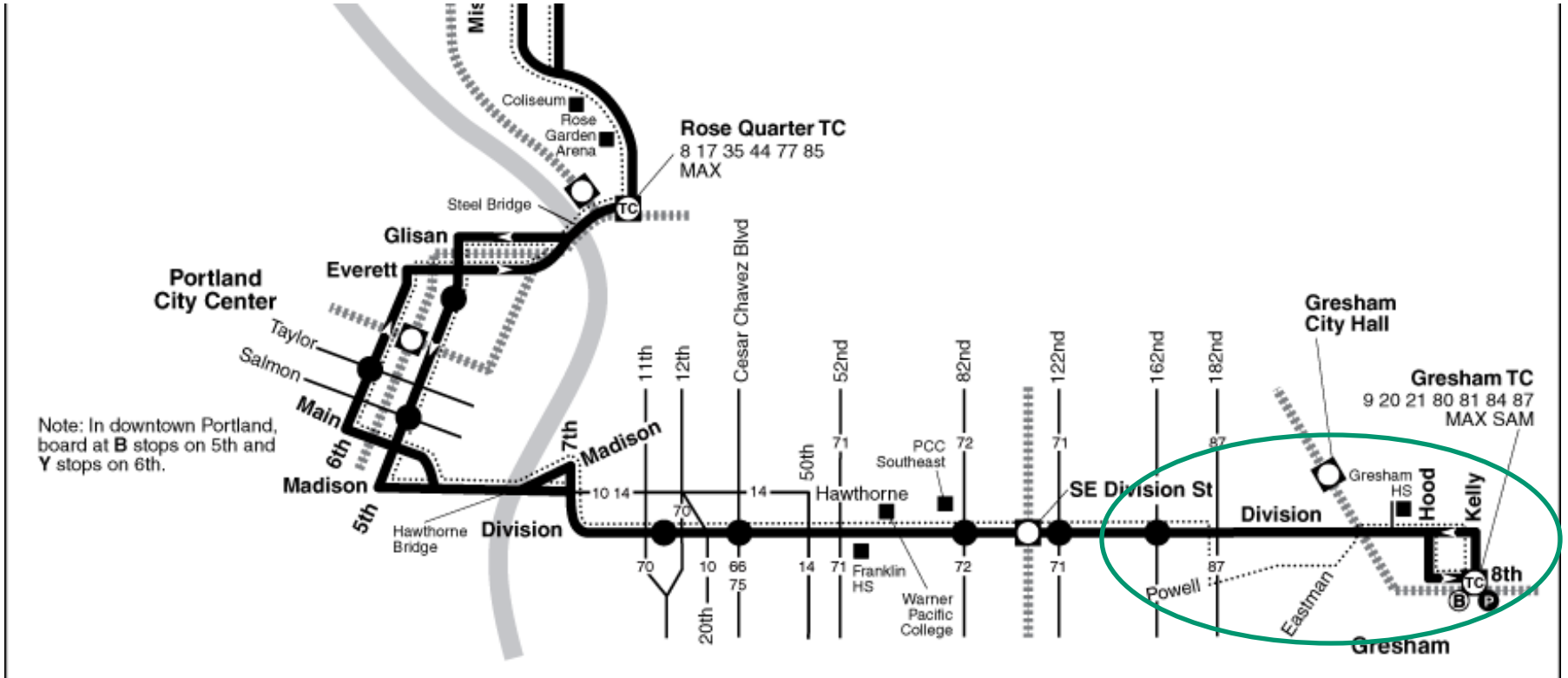
Historically, TriMet received funds for

- High Capacity Transit bonding
- Bus Stop Development Program

No longer eligible; partnership is needed

- Expands safe access to transit and enhances community livability

Signal Priority



Safe Crossings



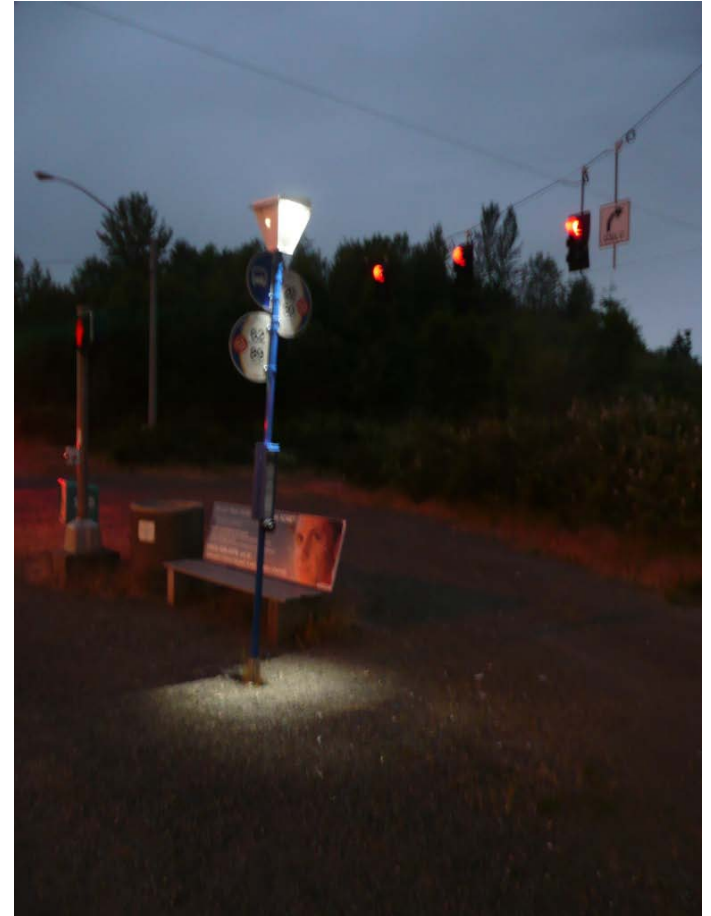
Pedestrian Access Improvements



High Capacity Shelters & Seating



Solar Lighting - Safety



FY 14 Budget Priorities

Budget reflects two key agency priorities:

- Fiscal Stability
- Service Reliability

Fiscal Stability

- *Medical Benefits*
 - To maintain and grow the system to meet regional demands, reducing growth in active and retiree medical benefit costs is an absolute necessity.
 - This is TriMet's number one priority to ensure long-term fiscal sustainability.
- *Pension Funding*
 - Currently, the union defined benefit plan is 52% funded. In this budget, TriMet will increase funding of this plan.

Service Reliability

- *Stability for Riders*
 - The budget assumes no fare increases and no service cuts this year
- *State of Good Repair*
 - Substantially increases bus replacements and uses new federal funds to rehabilitate older portions of the rail system
- *Service Fixes*
 - Adds service to address overcrowded lines, poor connectivity and delays due to increased congestion
 - Delivers first increment of Westside Service Enhancement

FY 14 Budget Assumptions

Key revenue and expenditure assumptions:

- Modest growth
- No federal funding surprises
- TriMet's current labor contract proposal is successful
 - July 2012 binding interest arbitration decision is upheld

Priorities

- Adds operators to deal with service hours issue
- Bus replacement purchases increase and accelerate
 - From 40/year planned for FY13-FY16 (160 buses) up to 254
 - **FY13 – 70 buses**
 - **FY14 – 64 buses**
 - **FY15 – 64 buses**
 - **FY16 – 60 buses**

Summary

- Without changes to unsustainable healthcare costs, TriMet will face a service crisis
 - #1 Fiscal Priority
- Confident we will fix the problem, we're working with partners to develop a bold regional vision for transit.
 - Service Enhancement Plan and Climate Smart Scenarios
- FY14 budget is a step in the right direction
 - Contract negotiations are finally getting started?

Discussion