

GOAL ED 1 **Competitive Advantage:** Diversify and expand the economy to give Hillsboro, the region, and the state a competitive advantage.



Building  
Economy and  
Infrastructure

- POLICY ED 1.1 Competitive advantage.** Maintain and strengthen the City’s competitive economic advantages, including access to a highly-skilled workforce; robust local workforce development; business diversity; competitive business climate; quality educational institutions; and globally-competitive utilities, public facilities, and services.
- POLICY ED 1.2 Diverse range of employment opportunities.** Foster a diverse range of employment opportunities to benefit Hillsboro, the region, and the state.
- POLICY ED 1.3 Employment-land supply.** Pursue an ample employment land supply to benefit Hillsboro, the region, and the state.
- POLICY ED 1.4 Traded-sector and target industry retention, expansion, and recruitment.** Sustain the ongoing vitality of the City’s traded-sector\* and targeted industries by aligning plans and investments to retain, expand, and recruit employers and investment in Hillsboro.
- POLICY ED 1.5 Business Innovation.** Facilitate scale-up\* and business innovation opportunities where new or incubating companies\* can create a sense of place and benefit from co-location, proximity to transit, affordable space, mentorship, and shared services.
- POLICY ED 1.6 Partnerships.** Leverage program and resource partnerships with local, regional, and statewide stakeholders, such as governments, educational institutions, economic development and business organizations, and major employers, to attract and retain employment and investment.
- POLICY ED 1.7 Economic resiliency.** Pursue collaborative and innovative approaches to strengthen and sustain Hillsboro, the region, and the state’s economic resiliency\*.
- POLICY ED 1.8 Energy, water, and climate change challenges.** Reduce the vulnerability of Hillsboro, the region, and the state’s economies to energy, water, and climate change challenges.

\* Asterisks indicate terms with specific definitions included at the end of this section.

GOAL ED 2 **Utilities, Facilities, and Services:** Catalyze economic development through high-quality utilities, public facilities, and services.

- POLICY ED 2.1 **Competitive utilities.** Maintain existing public utility assets and invest in the expansion of high-quality utilities\* to catalyze economic development.
- POLICY ED 2.2 **High-quality public facilities and services.** Maintain and invest in expansion of high-quality public facilities and services\* to catalyze economic development.
- POLICY ED 2.3 **Multi-modal transportation.** Develop safe, well-connected, and efficient multi-modal\* transportation facilities that improve access to employment areas while facilitating freight movement capabilities.
- POLICY ED 2.4 **Hillsboro Airport.** Leverage the long-term viability of the Hillsboro Airport facility.
- POLICY ED 2.5 **Coordination of utilities, public facilities and services.** Coordinate the type, design, timing, and location of utilities, public facilities, and services with other public agencies, utilities, the private sector, and property owners to move employment land closer to development-ready\* status.
- POLICY ED 2.6 **Financing of utilities, public facilities, and services.** Adopt additional funding methodologies, as needed to fund the necessary extension of utilities, public facilities, and services.

GOAL ED 3 **Land Supply:** Manage land supply to meet short and long-term economic development needs of Hillsboro, the region, and the state.

- POLICY ED 3.1 **Supply of developable employment sites and flexibility.** Sustain a supply of developable employment sites and adequate flexibility to meet the short- and long-term needs of Hillsboro, the region, and the state.
- POLICY ED 3.2 **Employment land designation.** Adopt land use designations in a manner that accommodates projected employment growth.
- POLICY ED 3.3 **Employment land lot sizes.** Manage employment land to provide a range of available and developable lot sizes to accommodate a variety of uses, industry clusters\*, and emerging market opportunities.
- POLICY ED 3.4 **Higher density employment land.** Pursue development of higher employment densities employment in areas with planned or existing enhanced transportation connectivity; access to transit; and utilities, public facilities and services.

\* Asterisks indicate terms with specific definitions included at the end of this section.

- POLICY ED 3.5 **Health and education campuses.** Promote the stability and growth of health and education campuses\* as essential service providers, centers of innovation, workforce development providers, and major employers that can also provide amenities to the surrounding neighborhoods.
- POLICY ED 3.6 **Revitalization and reinvestment.** Support additional investment in existing Employment Areas\*, Regional Centers\*, Town Centers\*, and along targeted Corridor\* areas, such as assembly of existing small employment parcels for redevelopment, programs supporting adaptive reuse, and identification of options to mitigate and/or redevelop sites and structures.
- POLICY ED 3.7 **Employment land supply.** Pursue additional employment land when the Hillsboro Planning Area\* will not accommodate the 20-year projected demand to meet local, regional, and state needs.

GOAL ED 4 **Equity:** Promote economic development opportunities for individuals and small and emerging businesses to ensure equitable access to resources.

- POLICY ED 4.1 **Individual training.** Encourage collaboration between local K-12 schools, trade schools, colleges, and employers to facilitate individuals' access to cutting-edge career development, workforce programs, technology, and other high-quality educational opportunities.
- POLICY ED 4.2 **Entrepreneurial opportunities.** Expand opportunities for small business and business development across our diverse community.
- POLICY ED 4.3 **Retain existing businesses.** Create strategies to retain existing businesses and mitigate displacement resulting from redevelopment and/or increasing land values.

GOAL ED 5 **Livability:** Develop and sustain a vibrant City to support economic development.

- POLICY ED 5.1 **High-quality public realm.** Plan, develop, and enhance a high-quality public realm\* that complements adjacent development and uses.
- POLICY ED 5.2 **Development impacts.** Ensure architectural and site designs that limit impacts on surrounding neighborhoods and that respect the fundamental characteristics of applicable Hillsboro design type designations\*.
- POLICY ED 5.3 **Innovative architecture and site design.** Facilitate innovative architectural and site designs that complement and enhance the public realm, particularly at the edges of development sites, to enhance their integration into adjacent uses.

\* Asterisks indicate terms with specific definitions included at the end of this section.

- POLICY ED 5.4 **Distribution of commercial areas.** Disperse the types and sizes of commercial opportunities throughout the City in proportion to the needs of the area.
- POLICY ED 5.5 **Shopping, dining, entertainment, and recreation options.** Facilitate and disperse an array of shopping, dining, entertainment, and recreation options throughout the City that help attract and retain major employers.
- POLICY ED 5.6 **Employee Housing Choice.** Provide a wide range of housing choices to accommodate different types of employees who want to work and live in Hillsboro.
- POLICY ED 5.7 **Locational compatibility.** Focus economic development in Employment Areas, Regional Centers, Town Centers, Neighborhood Centers\*, and along Corridors.
- POLICY ED 5.8 **Innovation economy.** Plan for new and innovative economic trends, such as the sharing economy\*.
- POLICY ED 5.9 **Environmental sustainability.** Pursue environmental sustainability\* actions that aim to preserve natural resources and reduce environmental impacts.

## DEFINITIONS

**Corridors:** Major streets that may accommodate higher densities and intensities and feature a high-quality pedestrian environment and convenient access to transit. Corridors provide critical connections to centers, and serve as major multi-modal transportation routes for people and goods.

**Development-Ready:** Lands available for development within 180 days, with appropriate zoning to allow industrial or traded-sector uses.

**Economic Resiliency:** Reducing the vulnerability of economies to crises and strengthening their capacity to absorb and overcome severe economic shocks while supporting strong growth.

**Employment Areas:** Areas that serve as hubs for regional commerce. They include industrial land for high tech, business parks, manufacturing, and other business uses. These areas should include limited supporting commercial and retail uses to serve employees. These areas should contain multi-modal commuting options and good connectivity to regional transportation facilities for the movement of goods and cargo.

**Environmental Sustainability:** Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Gentrification:** An under-valued area that becomes desirable, resulting in rising property values and changes to demographic and economic conditions of the neighborhood. These changes sometimes include a shift from lower-income to higher-income households, and often there is a change in racial and ethnic make-up of the neighborhood's residents and businesses.

\* Asterisks indicate terms with specific definitions included at the end of this section.

**Health and Education Campuses:** Essential healthcare and education service providers in a defined geographic area that serve as a major sources of jobs, workforce development, and innovation.

**Hillsboro Design Type Designations:** See descriptions in Design and Development Goals and Policies.

**Hillsboro Planning Area:** Hillsboro City limits as well as unincorporated areas where the City is ultimately responsible for comprehensive planning and implementing regulations to govern future development per the urban planning intergovernmental agreement and other intergovernmental agreements with Washington County.

**Incubating Companies:** New and start-up companies that require an array of business support resources and service to develop, such as physical space, capital, coaching, common services, and networking connections.

**Industry Clusters:** Groups of similar and related firms in a defined geographic area that share common markets, technologies, worker skill needs, and which are often linked by buyer-seller relationships.

**Multi-Modal:** Transportation facilities or programs designed to serve many or all methods of travel, including all forms of motor vehicles, public transportation, bicycles, and walking.

**Neighborhood Centers:** Areas with a mix of retail and services to meet day-to-day living needs of the immediate neighborhood with less density and intensity than Regional or Town Centers. These areas have a high level of connectivity to the immediate neighborhood by walking or biking, with the potential for transit access nearby.

**Public Facilities and Services:** Facilities and services provided by government agencies, service districts, or other public entities to meet the health, safety, and welfare needs of the public, including but not limited to police and fire protection, recreation facilities and services, transportation system and services, energy and communication services, health and education services, zoning and subdivision control, and local government services.

**Public Realm:** The system of publicly-accessible spaces made up of streets, pathways, rights of way, parks, open spaces, and public and civic buildings and facilities, as well as publicly-accessible spaces in private development (including lobbies and courtyards) where appropriate and mutually agreed upon.

**Regional Centers:** Compact hubs of high-density housing, employment, and commercial uses supported by high-quality transit, multi-modal street networks, and supportive amenities and services.

**Resiliency:** See Economic Resiliency.

**Scale-Up:** Companies looking to expand in terms of market access, revenues, added value or number of employees.

**Sharing Economy:** An economic model in which individuals borrow, rent, or trade goods, services, space, and/or other resources from each other, typically via the internet.

**Town Centers:** Areas comprised of medium to high intensity mixed-use development containing housing, commercial, retail, and civic uses. These areas are well served by transit, have supportive amenities, and are accessible by the surrounding neighborhood by walking or biking.

\* Asterisks indicate terms with specific definitions included at the end of this section.

**Traded Sector:** Industries and firms that produce goods and services sold outside the region.

**Utilities:** Fundamental services necessary to support community health, well-being, and economic function, including but not limited to electricity, natural gas, water, sewer, telecommunications, and waste management services.

#### REVIEW HISTORY

<b>Date</b>	<b>Reviewed By</b>
3.15.16 - 5.9.16	Internal Committee Meetings – <i>Comments Incorporated</i>
5.24.16	Economic Opportunities Analysis Subcommittee – <i>Comments Incorporated</i>
6.9.16	Technical Advisory Committee – <i>Comments Incorporated</i>
6.23.16	Citizen Advisory Committee – <i>Comments Incorporated</i>
10.26.16	Planning Commission – <i>Comments Incorporated</i>

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