

a better
future
of a better
now

2018 – 2020 STRATEGIC PLAN

**CITY OF PORTLAND
BUREAU OF PLANNING AND SUSTAINABILITY**

THE BUREAU OF PLANNING AND SUSTAINABILITY IS PLEASED TO SHARE OUR 2018-2020 STRATEGIC PLAN.

For decades, Portland has been a leader on land use planning, climate action, environmental stewardship and urban design. Over the past six years, we have created the blueprints for the next two decades of growth and development: the Portland Plan, Climate Action Plan, a new Comprehensive Plan and Zoning Code, and the Central City 2035 Plan.

However, given recent actions by our national leaders that affect basic civil liberties and economic and environmental policies, we find an urgent need to push harder and move more quickly. The world is looking to states, cities, the private sector and social movements to be bold and resourceful as we take action on climate protection and equity. In response, we will continue to work with local communities and our many business and government partners.

Together, we will leverage our resources to work on the major issues facing cities today: economic, social and environmental justice, climate action, housing for all, job creation, land use, urban design, historic resource preservation, resource conservation and sustainable development.

All of this work is taking place within a context of growth. Portland and the region are changing — the central city is evolving, neighborhoods are growing up, business and industry are continuing to thrive, and more housing types are opening up for Portland's changing demographics.



But these rapid changes also exacerbate inequities. Housing affordability, displacement, traffic congestion and environmental degradation are weighing on residents' minds and affecting their livelihoods. As Portland becomes more diverse, long-standing disparities in income, education and health outcomes have become more obvious and acute for many lower-income households and communities of color.

“ AS WE CREATE A MORE INCLUSIVE CITY, THIS STRATEGIC PLAN WILL HELP US ALIGN RESOURCES AND ACTIONS WITH OUR PARTNERS AND THE COMMUNITY TO MOVE FORWARD WITH THE NEXT GENERATION OF URBAN STRATEGIES FOR THE CHANGE WE WANT TO SEE. ”

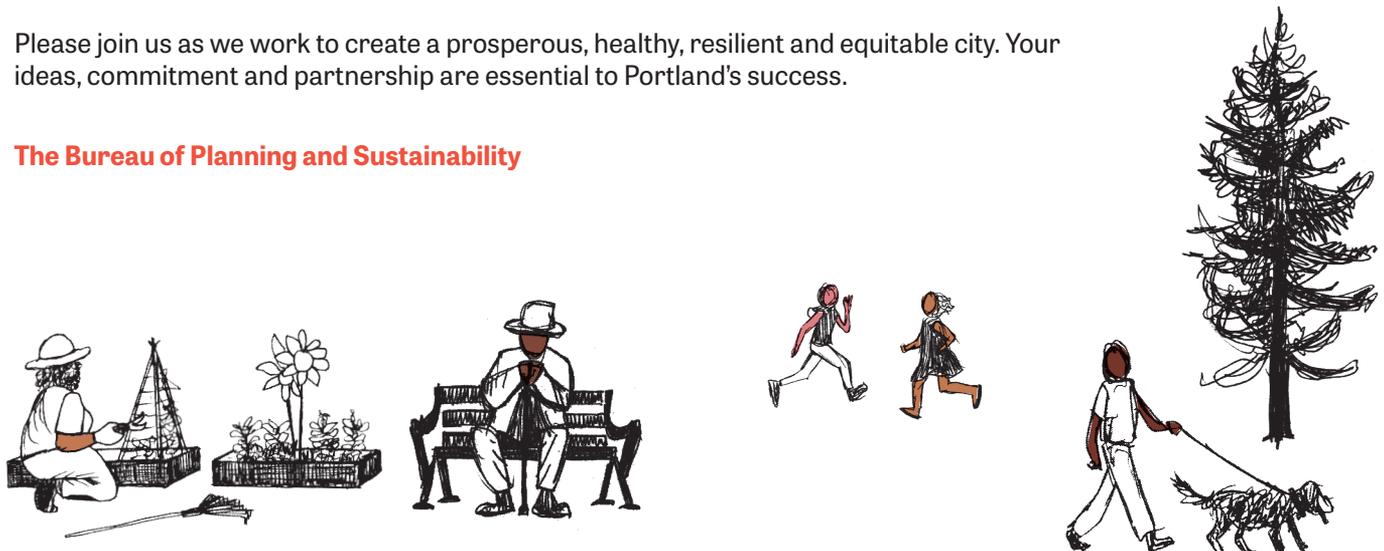
TED WHEELER
MAYOR OF PORTLAND

We must examine all facets of our work to identify who benefits and who may be harmed. We need to provide practical solutions to these urgent issues by advancing plans, tools and investments, which will help Portlanders now, and for future generations.

- › We will take risks and use new approaches, tools and technologies.
- › We will create new partnerships and leverage scarce resources.
- › We will rely on science, quality research and facts as we develop solutions.
- › We will listen to all Portlanders and rely on the wisdom of the entire community.

Please join us as we work to create a prosperous, healthy, resilient and equitable city. Your ideas, commitment and partnership are essential to Portland's success.

The Bureau of Planning and Sustainability



It's 2035.

**Portland is prosperous,
healthy, equitable and
resilient. All Portlanders
share in these positive
outcomes and can shape
the decisions that affect
their lives.**

VISION





OUR MISSION

BPS takes action to shape the future of Portland and advance climate protection for a more prosperous, healthy, equitable and resilient city now and for future generations.

WHAT WE DO

WE PARTNER TO:

Create and champion big picture plans that set the city on a smart course for the future.

- Portland Plan
- 2035 Comprehensive Plan
- Climate Action Plan
- Central City 2035 Plan
- River Plan
- Area and Neighborhood Plans

Establish development rules, code and policies that ensure we stay on course to achieve our goals for people, environment and economy.

- Zoning Code and standards for private and public development.
- Housing, environmental, economic and industrial land policies.
- Solid waste and recycling collection rules.
- Green building and energy policies.

Motivate voluntary and market-based action because a great city grows from the contributions of all of us.

- Engage, educate and collaborate with residents, businesses, community organizations and neighborhoods.
- Provide technical assistance and financing tools to build capacity.
- Recognize community innovators and leaders for their contributions and commitment.

Research, demonstrate and evaluate innovative approaches, using the best thinking available as we adapt to a fast-changing world.

- Investigate local conditions, national and international best practices, and pilot new projects and programs.
- Take action to inform and motivate policy-makers and the community on significant and emerging issues.



PHOTO BY COMMUNITY CYCLING CENTER

AT ITS HEART, BPS IS A CONVENER AND COORDINATOR FOR COMPLEX PROJECTS AND PLANS THAT BALANCE MULTIPLE OBJECTIVES AND SET THE DIRECTION FOR PORTLAND'S FUTURE.

IN COLLABORATION WITH PARTNERS AND THE COMMUNITY, BPS ALIGNS RESOURCES AND ACTIONS TO HELP DESIGN AND IMPLEMENT THE NEXT GENERATION OF URBAN STRATEGIES TO ACHIEVE COMMUNITY GOALS.



PHOTO BY AP





**BPS BALANCES THESE VALUES
TO REACH OUR COMMUNITY'S
AMBITIOUS GOALS**

HOW WE MEASURE PROGRESS.



PHOTO BY RALPH SANDERS



PHOTO BY RALPH SANDERS

BY 2035:

> 50 PERCENT REDUCTION IN CARBON EMISSIONS.

(From 1990 levels)

> AT LEAST 80 PERCENT OF PORTLANDERS LIVE IN HEALTHY CONNECTED NEIGHBORHOODS.

A healthy connected neighborhood includes transit, schools, parks, shopping, sidewalks, restaurants, bike paths, libraries, etc.

> 100 PERCENT OF PORTLANDERS HAVE EXCELLENT RECYCLING, COMPOST AND GARBAGE SERVICES.

> HOUSEHOLD PROSPERITY

90 percent of households are economically self-sufficient.

We also track:

- Self-sufficiency and income distribution by race.

> TRANSPORTATION

70 percent of Portlanders get to work without a car (single-occupancy).

We also track:

- Access to transit, bikes and sidewalks in all communities.

> ENERGY

All of Portland's electricity is generated from renewable sources by 2035. And by 2050, community-wide energy needs, including transportation, is met with 100 percent renewable energy.

> ENVIRONMENT

93 percent of all high- and medium-quality habitat areas are protected in the environmental zone.

> EQUITABLE COMMUNITY ENGAGEMENT

The demographic diversity of people participating in BPS programs and policy development is increased.

2018-2020 BPS Key Initiatives

These key initiatives focus on *urgent and time-sensitive actions* that BPS will lead in the next three years to advance the long-term goals of the City's recently adopted major plans.

- 01 **INCREASE HOUSING OPTIONS**
- 02 **CREATE AN EFFICIENT, LOW-CARBON BUILT ENVIRONMENT**
- 03 **GROW VIBRANT, SUCCESSFUL CENTERS**
- 04 **BUILD A 21ST CENTURY CENTRAL CITY**
- 05 **PURSUE SMART CITIES INITIATIVES**
- 06 **INCREASE REUSE, RECYCLING AND COMPOSTING**
- 07 **ADVANCE INCLUSIVE PROSPERITY**
- 08 **IMPROVE WATERSHED HEALTH AND RESILIENCY**

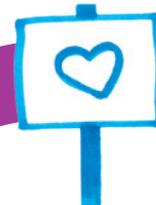
The Portland Plan, Climate Action Plan, 2035 Comprehensive Plan and Zoning Map, and the Central City 2035 Plan provide a broad context for growth and specific opportunities to advance healthy connected neighborhoods, a vibrant central city, and an equitable, low-carbon economy.

WE WILL:



CHAMPION
the implementation of
the Portland Plan,
2035 Comprehensive Plan
and Climate Action Plan.

Partner with City bureaus, agencies, residents, businesses and nonprofit organizations to ensure citywide decisions and investments create a more prosperous, educated, equitable, healthy, resilient and low-carbon community.



FOCUS
on equitable engagement
and development.

Build strong engagement practices for working with all communities to increase understanding and inspire change.

Be a convener and partner on community development projects to ensure more equitable decision-making.

Develop strategies and actions that result in investments to reduce long-standing disparities. Improve the effectiveness of how we do this work and how we measure success.

01 INCREASE HOUSING OPTIONS

Create opportunities for more housing supply and types of housing, including affordable and accessible housing, as part of increasing the ability of all residents to live in low-carbon, healthy connected neighborhoods.

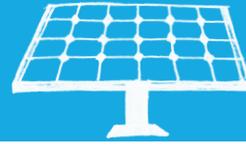
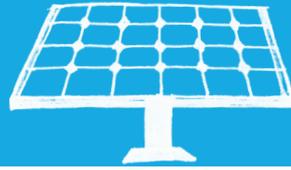
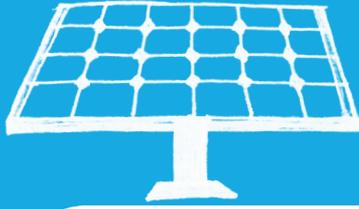
STRATEGIES: Work with the community to make improvements to the Zoning Code and Zoning Map. Provide technical and financial assistance to developers, homebuilders, buyers, sellers and renters.

EXAMPLES OF 2018-2020 PROJECTS

- > **Multifamily:** Change the rules to improve apartment development and allow other types of housing in multi-dwelling zones to be healthier, safer, energy-efficient, more attractive and responsive to the needs of the residents.
- > **Middle Housing:** Provide new locations and options for small-scale infill and lower price point units to create more housing stock and choices for Portland's growing population.
 - **Residential Infill:** Right-size new homes and increase housing options that blend into single-family neighborhoods.
 - **Accessory Dwelling Units:** Increase the development of ADUs across the city.
 - **Preservation:** Use zoning tools to reduce the risk of loss of middle housing to lower density conversions or infill.
- > **Homelessness:** Explore and pilot ways to increase the supply and range of more permanent housing options for homeless residents.
- > **Accessibility:** Increase the use of accessible design in construction of new housing. Promote remodeling of existing homes to support people with disabilities and the ability to age in place.
- > **High-performance Building:** Promote design and construction that conserves natural resources; increases energy and water efficiency; reduces the use of toxic paint and finishes; and protects the health of occupants in all buildings.
- > **Inclusionary Housing:** Continue to support, monitor and refine the inclusionary housing program to maximize its production of affordable housing.
- > **SW Corridor Equitable Housing Strategy:** Identify options to prevent displacement of existing residents, and increase investment in affordable housing along Barbur Boulevard, while increasing access to the benefits of future light rail investments.
- > **Historic Resources Inventory:** Develop a procedure for adding properties and removing properties in order to update the 34-year-old citywide Historic Resource Inventory (HRI) to make it an effective tool for honoring and protecting significant historic and cultural resources.

SOME OF OUR KEY PARTNERS: PHB, BDS, Metro, OPAL, Community Alliance of Tenants, Prosper Portland, TriMet, Rose CDC, PCRI, Hacienda and other CDCs





02 CREATE AN EFFICIENT, LOW-CARBON BUILT ENVIRONMENT

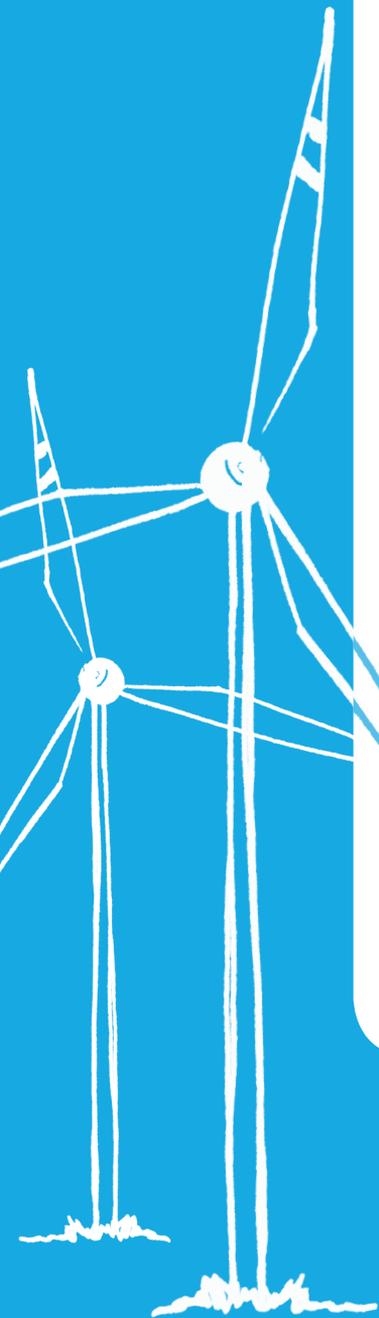
Reduce energy use in residential and commercial buildings. Advance efforts to reach the 100 percent citywide renewable energy goal for all sectors. Continue to lead by example in sustainable City operations.

STRATEGIES: Create the new 2020 Climate Action Plan. Build demand and equitable access for energy efficiency, solar and other renewable energy sources. Influence policies that lead to a just and equitable transition to a clean energy economy. Help build capacity in community-based organizations to participate in climate and energy policy discussions. Catalyze innovation by supporting clean energy demonstration projects.

EXAMPLES OF 2018-2020 PROJECTS

- **Home Energy Score:** Ensure all market participants have the information, tools and support needed to comply with the requirement and invest in smart energy efficiency improvements.
- **Community solar:** Engage in program development at Oregon Public Utility Commission to ensure projects in Portland have the opportunity to be built. Partner with community-based organizations to engage residents in developing community solar projects.
- **Resilient power:** Engage partners, funders and potential site hosts to pilot neighborhood-scale solar-plus-battery storage installations, which will enhance the community's capacity to respond to potential disasters, like the Cascadia earthquake and longer term impacts of climate change.
- **Net zero building code for new construction:** Collaborate with multiple partners to advocate for statewide energy codes that achieve net zero energy use.
- **Climate equity:** Ensure climate actions result in more equitable outcomes by deploying tools and resources to staff, including the Climate Action Plan Equity Implementation Guide.

SOME OF OUR KEY PARTNERS: Energy Trust of Oregon, Earth Advantage, New Buildings Institute, Northwest Energy Efficiency Alliance, the Coalition of Communities of Color, Verde, Oregon Public Utility Commission, Oregon Department of Energy, Multnomah County, PGE, Pacific Power, NW Natural, Climate Solutions, Oregon Environmental Council, Oregon Global Warming Commission



03 GROW VIBRANT, SUCCESSFUL CENTERS

Plan, invest and manage growth to increase the number of healthy, vibrant, complete centers and neighborhoods so they serve and benefit all Portland households.

STRATEGIES: Foster growth in and around mixed-use centers and in areas where these centers have yet to fully develop.

EXAMPLES OF 2018-2020 PROJECTS

- **Center strategies:** Develop a model approach for creating strategic action plans for emerging neighborhood centers. Include guidance on what makes a center best suited for these plans and when. Work with communities in East Portland and on the SW Corridor to undertake plans for specific centers.
- **Better zoning tools:** Complete the Design Overlay Zone Amendment (DOZA) project to add efficient and effective design review to the “center development” toolkit.
- **Transit corridors:** Support increasing equitable development opportunities as part of the planning and development of new high-capacity transit in the SW and Division corridors and streetcar lines.
- **Equitable transit-oriented development:** Lead the SW Corridor Equitable Housing strategy.

SOME OF OUR KEY PARTNERS: Prosper Portland, PBOT, PHB, EPAP, TriMet, Metro



04 BUILD A 21ST CENTURY CENTRAL CITY

Leverage major investments and new development to make the city core a center of innovation, learning, business, arts and culture, community, and low-carbon development that benefits all of Portland.

STRATEGIES: Influence partners, create policy, and raise capital for new housing, commercial, transportation and recreation projects for all.

EXAMPLES OF 2018-2020 PROJECTS

- **Better zoning tools:** Update the Central City Fundamental Design Guidelines and the design review process to increase the quality, economy and resilience of new design and development.
- **Improved public realm:** Plan, design and begin to build an improved integrated network of bike and pedestrian circulation and public spaces through PBOT’s Central City in Motion and the Green Loop projects.
- **Major new development:** Implement the Central City Master Plan code by participating in the development and review of property-owner-initiated plans for major redevelopment sites — OMSI, Clinton, South Waterfront and River Place.
- **Broadway Corridor:** Assist with Prosper Portland’s development of plans for the Broadway Corridor district with a focus on equitable and low-carbon development.
- **Rose Quarter (RQ) redevelopment:** Participate in an interagency team coordinating planning and development projects (design of I-5/Broadway/Weidler improvements), RQ operating agreement renewals, redevelopment of properties in the RQ vicinity, progress of the Albina Vision Plan and the Green Loop.

SOME OF OUR KEY PARTNERS: Prosper Portland, PBOT, OMF, PHB, ODOT, Portland Business Alliance, Venture Portland, Business for a Better Portland, Albina Vision group, Albina and NE District communities

05 PURSUE SMART CITIES INITIATIVES

Improve the quality of life for Portlanders and enhance engagement by using new technology and access to open data, with a focus on those in historically underserved communities.

STRATEGIES: Coordinate agency partners, do research and pilot projects, create policies related to technology and data, and convene community advocates to create a Smart Cities program that advances equity and puts people first.

EXAMPLES OF 2018-2020 PROJECTS

- **Smart Autonomous Vehicles Initiative (SAVI):** Create best practices for testing autonomous vehicles (AVs) so that public safety, environmental protection and transportation access for everyone, regardless of income, continues to be prioritized.
- **Reduce transportation-related carbon emissions by implementing Portland's Electric Vehicle (EV) Strategy:** Increase access to electric vehicles, especially for low-income people and people of color, and increase the number of EV charging stations in Portland needed to support the uptake of electric vehicles.
- **Open Data Program:** Establish a Data Governance team to develop processes for the publication, broad accessibility, and equitable sharing of data collected and generated by all City bureaus and by private sector companies, nonprofit organizations, academic universities and other parties working on behalf of the City.
- **Portland Urban Data Lake pilot:** Create a centralized system for storing, accessing, integrating and analyzing Smart Cities-related data to provide a foundation for data-driven decision making in the City of Portland.
- **Air Quality Sensor Deployment/IoT Sensor pilots:** Test lower-cost ambient air-quality sensors to better understand transportation-related pollution for future policy making. Explore pilots to test other Internet of Things (IoT) sensor devices to collect data useful to the City and the community.
- **Regional Smart Cities Action Plan:** Develop and implement an action plan for the City and regional partners to collaboratively fund and address issues such as accessible and safe transportation and housing.

SOME OF OUR KEY PARTNERS: PBOT, OCT, BTS, PBEM, Prosper Portland, Mayor Wheeler's Office, Metro, TriMet, Portland State University, University of Oregon, PGE, Technology Association of Oregon, Forth



06 INCREASE REUSE, RECYCLING, AND COMPOSTING

Increase recovery and reuse of high-quality building materials through adaptive reuse and deconstruction. Improve recycling and garbage collection systems at multifamily properties; decrease wasted food at businesses and increase compost of remaining food waste.

STRATEGIES: Create and implement policy, build awareness, promote action, deliver resources and assistance, and partner with industry and organizations.

EXAMPLES OF 2018-2020 PROJECTS

- **Wasted food:** Work with manufacturers, retailers, food service businesses and households to waste less food. Promote the rescue of edible food to feed the hungry and recover what food waste remains through composting and anaerobic digestion facilities.
- **Construction and demolition:** When structures are proposed for demolition, ensure deconstruction and salvage of the city's oldest and most historic houses and duplexes. Work with the construction materials reuse industry to increase demand for salvaged materials and promote workforce development opportunities.
- **Multifamily garbage and recycling services:** Develop policies and provide services and resources to address inadequate resident access to garbage and recycling collection services.

SOME OF OUR KEY PARTNERS: Metro, nonprofit housing providers, salvage and reuse industry, food businesses/industry, property managers, food rescue organizations, Oregon DEQ, garbage and recycling companies



07 ADVANCE INCLUSIVE PROSPERITY

Facilitate business and job growth that addresses the region's widening wage inequality, racial disparities and affordability hardships.

STRATEGIES: Develop programs, strategies and code changes in partnership with industry and organizations.

EXAMPLES OF 2018-2020 PROJECTS

- **Affordable commercial space:** Develop a zoning bonus tool alongside Prosper Portland's program to make affordable commercial space available for locally owned, minority- or woman-owned businesses.
- **Brownfields:** Collaborate with Prosper Portland to create a local property tax exemption program to encourage the cleanup and re-use of brownfield sites.
- **Middle-wage jobs:** Research the performance of local industrial development in terms of job density, throughput and support for middle-wage jobs, especially for people without a four-year college degree. Use this research to develop policies and actions that help increase middle-wage employment opportunities in Portland.

SOME OF OUR KEY PARTNERS: Metro, Prosper Portland, Venture Portland, Port of Portland, Micro Enterprise Services of Oregon

08 IMPROVE WATERSHED HEALTH AND RESILIENCY

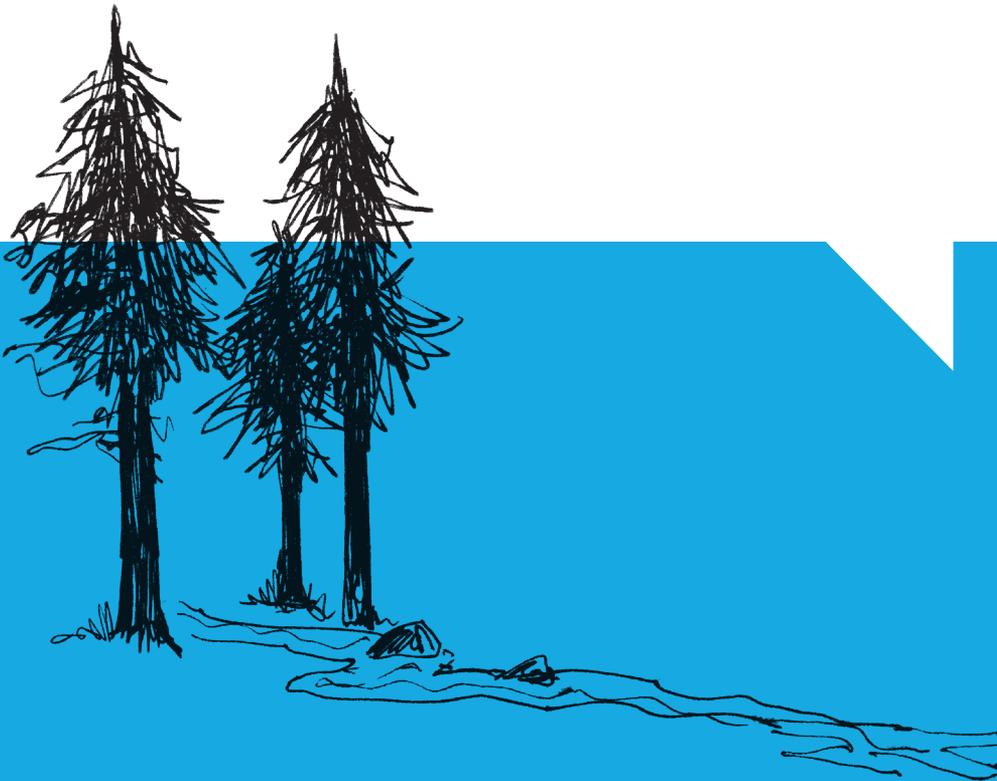
Protect and restore natural resources and floodplains in the face of climate change. Protect, restore and increase public use of the Willamette River.

STRATEGIES: Update the Zoning Code, Zoning Maps and Willamette Greenway Plan.

EXAMPLES OF 2018-2020 PROJECTS

- **Environmental overlay zone maps and code:** Update the environmental overlay zone (e-zone) maps to align with the newly adopted Natural Resources Inventory. Also update the e-zone code to create a consistent regulatory approach across the city and conformance with the 2035 Comprehensive Plan, as well as regional, state and federal regulations.
- **Willamette Greenway Plan and code for the South Reach:** Update the 1987 Willamette Greenway Plan including its policies, natural resources inventory, zoning regulations and maps, and actions for the city's southern Willamette riverfront.
- **FEMA/NOAA Biological Opinion:** Update Zoning Code, policies and other regulations in response to new FEMA rules.
- **Eastbank Crescent Plan:** Coordinate with partners and the community to achieve public recreation and natural habitat improvements on this complex site.

SOME OF OUR KEY PARTNERS: BES, PPR, Prosper Portland, OMF, PBEM, FEMA, NOAA, property owners, environmental and recreation advocates

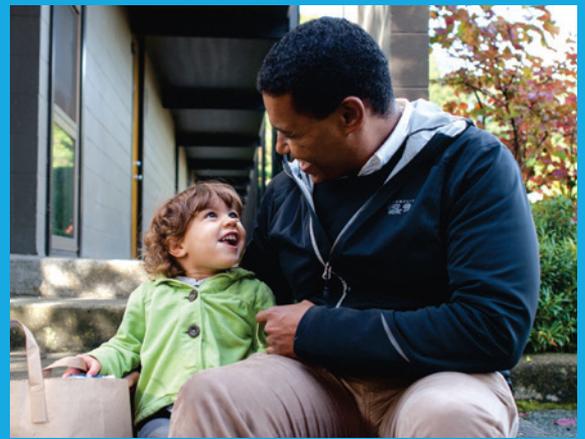


SO MANY ACRONYMS!

BDS / BUREAU OF DEVELOPMENT SERVICES
BES / BUREAU OF ENVIRONMENTAL SERVICES
BTS / BUREAU OF TECHNOLOGY SERVICES
CDC / COMMUNITY DEVELOPMENT CORPORATION
DEQ / OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY

NOAA / NATIONAL OCEANIC AND ATMOSPHERIC ASSOCIATION
OCT / OFFICE OF COMMUNITY TECHNOLOGY
ODOT / OREGON DEPARTMENT OF TRANSPORTATION
OMF / OFFICE OF MANAGEMENT AND FINANCE
PBEM / PORTLAND BUREAU OF EMERGENCY MANAGEMENT

PBOT / PORTLAND BUREAU OF TRANSPORTATION
PCRI / PORTLAND COMMUNITY REINVESTMENT INITIATIVES
PGE / PORTLAND GENERAL ELECTRIC
PHB / PORTLAND HOUSING BUREAU
PPR / PORTLAND PARKS AND RECREATION



In addition to the significant projects outlined in the strategic initiatives, you can count on BPS to keep up all the other important ongoing work to make Portland better now – and in the future.

BPS 2018-2020 Ongoing Workplan

> LONG RANGE PLANNING

- Implement the Portland Plan, 2035 Comprehensive Plan and Central City 2035 Plan.

> HEALTHY CONNECTED CITY

- Grow vibrant successful centers and corridors.
- Support the development of more complete neighborhoods.
- Protect natural resources and balance Willamette River uses.

> CLIMATE ACTION

- Reduce carbon emissions and ensure the benefits of the City's climate actions reach communities of color and low-income populations.

> ENERGY EFFICIENCY AND RENEWABLE ENERGY

Transition to 100 percent citywide renewable energy. Reduce energy use in all buildings.

> HOUSING AND ECONOMY

- Increase housing options for all Portlanders.
- Create an equitable and low-carbon economy.

> ZONING CODE

- Preserve Portland's historic resources throughout the city.
- Make improvements to the Zoning Code.



> EQUITY

- Use an equity lens to build accountability and responsiveness. Work toward eliminating racial disparities and maximizing opportunity for groups that are underserved and under-represented.

> SMART CITIES

- Coordinate the Smart City program to leverage open data and advance equity.

> COMMUNITY ENGAGEMENT AND ACTION

- Improve community engagement practices.
- Build and invest in community capacity.
- Foster sustainable communities.
- Promote sustainable workplace best practices.

> RECYCLING, COMPOST AND GARBAGE

- Deliver affordable, high-performing recycling, compost and garbage collection services.

> INTERNAL SERVICES & WORKPLACE EXCELLENCE

- Provide internal services ranging from finance and payroll to GIS, graphic design, communications and people services.
- Create an environment of continuous improvement, embodying the values and advancing the mission for equity and inclusion.



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Bureau of Planning and Sustainability
Innovation. Collaboration. Practical Solutions.

City of Portland, Oregon
Ted Wheeler, Mayor • Susan Anderson, Director

