



BUREAU OF PLANNING AND SUSTAINABILITY OVERVIEW

Through partnerships and collaboration, the Bureau of Planning and Sustainability provides:

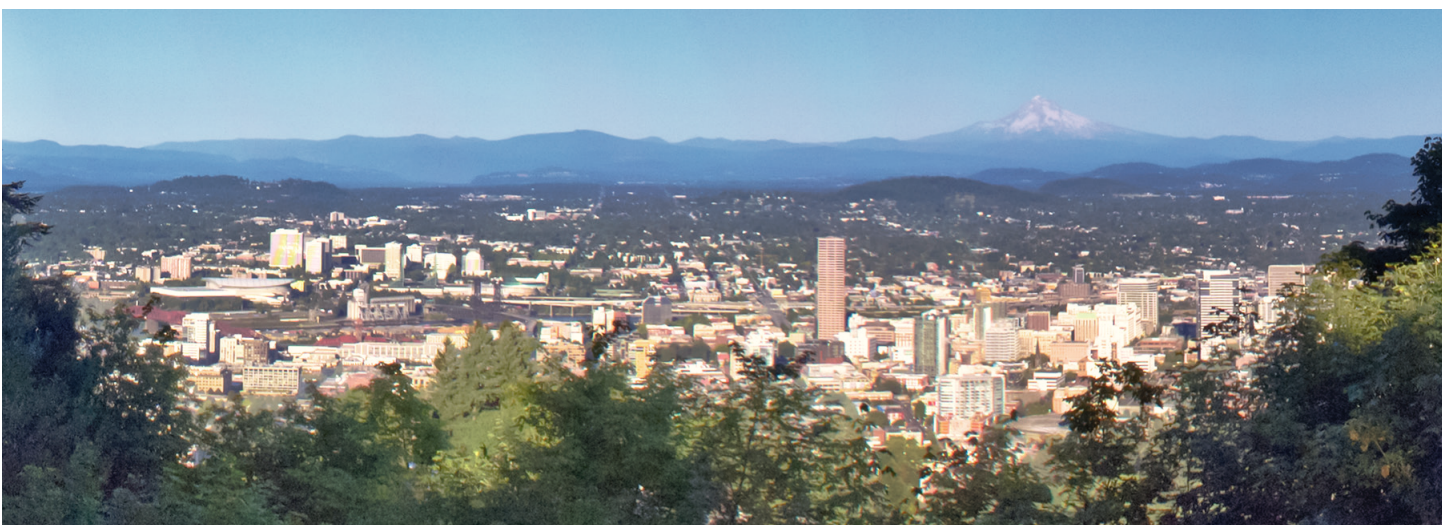
- 1) Citywide strategic and comprehensive land use planning.
- 2) Neighborhood, district, economic, historic and environmental research, planning and urban design.
- 3) Policies and services to advance energy efficiency, green building, waste reduction, composting and recycling, solar and renewable energy use, and local sustainable food production.
- 4) Policies to accelerate the transition to a low-carbon economy and prepare the community to respond to climate change.

OUR MISSION

Create a prosperous, educated, equitable and healthy city. To do this, we build partnerships; engage, inspire and educate residents and businesses; and advance policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

OUR GOALS

- A thriving and resilient city
- Healthy, complete neighborhoods
- Prosperity and affordability
- Thriving educated youth
- Equity and opportunity
- A low-carbon future



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



BPS 2011–13 Strategic Plan

The depth of staff expertise and extensive community engagement have established the bureau as a world-class "planning and doing" organization. This innovative, interdisciplinary approach strengthens Portland's position as a model of sustainable development practices and commerce.

The Bureau of Planning and Sustainability:

- Works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, nonprofits, businesses and the community to develop a cohesive vision for the future of Portland and take steps toward realizing that vision.
- Implements the Portland Plan. Activities include 1) an update of the Portland Plan indicators with PSU; 2) working with OMF to integrate the Portland Plan into future budgeting processes; 3) implementing specific projects assigned to BPS in the Portland Plan; 4) updating the City's Comprehensive Plan and related zoning codes; and 5) evaluating progress on the 5-Year Action Plan and regularly reporting to City Council on the 12 Measures of Success.
- Maintains and updates the Comprehensive Plan to guide the development and redevelopment of the city as a primary means of accomplishing our mission to be a prosperous, educated, healthy and equitable city. BPS also ensures City policies, programs, investments and regulations are consistent with the Comprehensive Plan and regional and State requirements.
- Develops, updates and evaluates City sustainability principles, climate protection strategies (including the Climate Action Plan) and related policies and programs that address sustainable government operations, high-performance building, ecodistricts, solar and renewable energy, energy efficiency, sustainable industries and sustainable food systems.
- Develops and updates policies and programs related to economic development, environmental protection, housing, historic preservation and community development; analyzes demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; and supports thriving neighborhoods and business communities.
- Administers the City's solid waste and recycling collection program and provides technical assistance and support to businesses, residents, nonprofit organizations and public agencies to reduce waste, and increase reuse and recycling.
- Seeks to expand the City's partnerships with public, private and community-based organizations, advancing collaborative and entrepreneurial approaches (including innovative financing) to foster sustainable practices and promote job creation by local companies producing sustainable technologies, products and services.

Director’s Office

Susan Anderson, *BPS Director*

The Director’s Office includes the bureau director and an executive assistant. The office provides direction and oversight for the entire bureau, and leadership for bureau, citywide, regional, national and international partnerships. This office also oversees the coordination and staffing of the Planning and Sustainability Commission.

Planning and Urban Design

Joe Zehnder, *Chief Planner*

Provides planning and urban design services related to strategic, comprehensive, integrated, long-range and district-level planning projects and issues.

Comprehensive Plan	Lead the development of a new State-mandated Comprehensive Plan, refinement plans and amendments. Coordinate with other Planning and Development bureaus (such as BDS, PBOT, Water, Parks, BES and PDC) to completely update the City’s Comprehensive Plan for the first time since 1988. Conduct thorough public involvement to encourage Portlanders to be a part of the process and ensure the new plan reflects the broadest community input. Almost all the following planning programs also have a role in the Comprehensive Plan Update project.
Code Development	Oversee major zoning code projects and regulatory improvement packages. Will play a major role in new code to implement new Comprehensive Plan.
District Planning and Area Projects	Provide community development planning and advocacy. Program acts as the “eyes and ears” of the City; district liaisons are assigned to each of Portland’s seven districts, where they establish relationships with community members, learn about issues and concerns, and problem solve.
Central City Planning	Develop a new plan for the Central City (CC2035) and manage code development for this unique district, which is served by Central City district liaisons.
River and Environmental Planning	Perform extensive research/analysis and stakeholder outreach to develop the River Plan (North Reach, Central Reach and South Reach). Program also includes natural resource planning, analysis and code development for the entire city.
Urban Design Studio	Provide urban form and design expertise related to City plans, code updates, public realm design and development plans.
Policy Planning	Provide policy research, analysis and development related to economic development, demographics, housing and Portland Plan implementation.
Metro and State Planning Coordination	Staff and coordinate City participation in planning processes and projects at the regional and State levels to ensure City planning efforts are in alignment.
GIS and Technical Services	Provide computer mapping and analysis, database development and graphic services.

Policy, Research and Innovation

Michael Armstrong, *Policy, Research and Operations Manager*

Provides research and analysis to inform policy, develops programs and demonstration projects, and provides monitoring and evaluation. Develops partnerships and acquires grant funding to support bureau and Citywide initiatives.

Climate Policy	Develop policy and seek funding to reduce carbon emissions and prepare for a changing climate. Monitor and report on progress in implementing the joint City of Portland/Multnomah County Climate Action Plan.
Clean Energy	Implement energy efficiency and solar and renewable energy programs that create local jobs and reduce energy bills and carbon emissions. Major recent efforts include developing and launching Clean Energy Works Oregon and the Solar Now! partnership.
Solid Waste and Recycling	Develop and implement policy and programs to reduce waste, increase recycling to 75 percent by 2015, and provide affordable, high-quality pick-up service. BPS regulates hauler services for residential and commercial sectors and sets collection rates for single-family homes.
Green Building and Development	Provide policy and technical assistance on high-performance buildings and districts. The Green Building program responds to 1,000 inquiries annually, provides technical assistance to ecodistricts, including district energy development, and provides research and policy around benchmarking existing buildings, new construction, and construction and demolition debris. Staff also assist City bureaus with energy efficiency, solar and renewable energy projects.
Historic Resources	Provide historic resources expertise, support and consultation to planning and development projects (including BPS, PDC, PBOT and Parks) and to community members, property owners and developers.
Asset Management	In coordination with capital bureaus, produce annual City Infrastructure Asset Management Report.
Sustainable Food	Develop policy and implement programs that strengthen the local food system by increasing food grown in Portland, supporting local purchasing from regional growers, processors, and suppliers and working to make healthy, affordable food available throughout the community. Serve as a liaison to farmers' markets, community-supported agriculture providers, and assist businesses and community groups in growing and sourcing food locally.

Sustainability Education and Assistance

Jill Kolek, *Manager*

Develops and implements programs, projects, events and educational campaigns to engage a diverse range of residents and businesses in new behaviors and organizational practices in the areas of waste reduction and recycling, climate action and thoughtful consumption.

Residential Education and Outreach

Engage and empower a diverse range of residents in actions related to sustainability and climate change. Strategies include campaigns, events, grass roots outreach, partnership development and community organizing.

- Be Cart Smart
- Be Resourceful
- Master Recycler Program
- Your Sustainable City Collaborative
- Neighborhood Clean-ups
- Climate Action Now!
- Fix-It Fairs

Technical Assistance, Business Networking and Recognition


Design and execute events, campaigns, projects and programs that provide recognition, information and assistance to businesses, multifamily property owners, organizations, schools and government facilities. The program informs and encourages behavior change in social and environmental sustainability, with a focus on waste, energy, water and transportation.

- Sustainability at Work
- Sustainable City Government Partnership
- Event Recycling and Composting
- Multifamily Waste Reduction Program


The bureau has two additional organizational units, Operations and Communications. The Operations staff provides administration, budget and finance, technical services and other central functions bureauwide to ensure efficient, effective operation of the organization. The Communications team assists programs with public information, materials production and website development.



Key Citywide Stats



The Clean Energy Works Portland pilot, now the independent nonprofit Clean Energy Works Oregon, accomplishments included 584 low-interest loans for energy remodels with at least 20 percent reduction in energy consumption in most homes; and employment for more than 400 workers including 48 new hires in the construction trade at nearly \$20.35 per hour.




Local carbon emissions have decreased 26 percent per capita since 1990, and total emissions are now 6 percent below 1990 levels, a sharp contrast to the 12 percent increase in U.S. emissions over the same period.


THE PORTLAND PLAN

Public involvement to create the Portland Plan included more than 300 public meetings and 20,000 comments from residents, businesses, neighborhoods and nonprofits. The adopted plan sets the roadmap for a more prosperous, educated, healthy and equitable Portland of 2035.

Today, 85 percent of Portlanders live within a half mile of a park or greenspace. The Portland Plan aims to increase this to 100 percent by 2035.



Portland is home to nearly 150 certified green buildings, and has more LEED (Leadership in Energy and Environmental Design) Platinum certified buildings than any other city in the U.S.

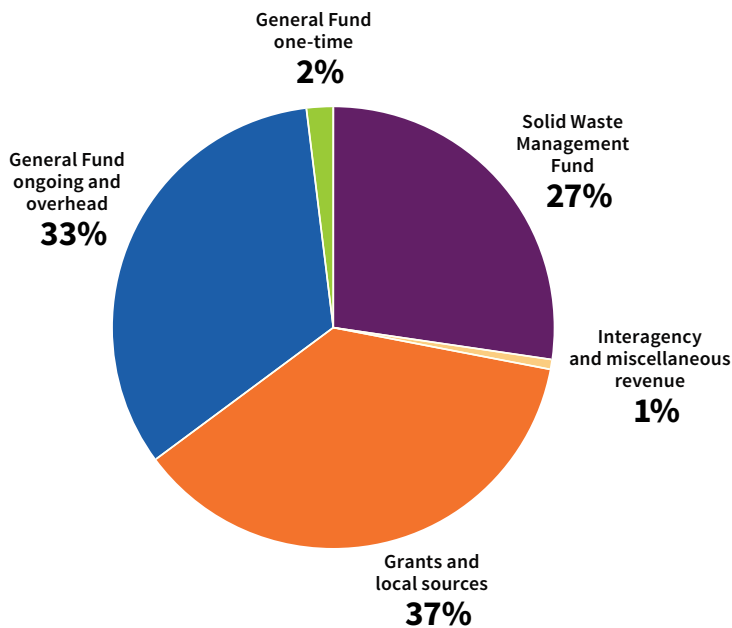


Portland businesses and households recycle about 70 percent of all waste, with updated numbers expected soon. Recent changes to the system have resulted in a 40 percent drop in residential garbage, and compost collection has tripled.

BPS Funding

BPS is funded from a variety of sources, as shown in Figure 1. Total grant funds vary year to year, but BPS consistently leverages limited general fund resources to attract investments from federal, State, and Metro grants and partnerships with nonprofit organizations and foundations. Similarly, Council has invested one-time dollars with BPS to achieve specific goals. This has ranged from \$467,000 to \$3.3 million in recent years.

Figure 1: Bureau of Planning and Sustainability FY12–13 Funding Sources



2012–13 RESOURCES	ADOPTED
Solid Waste Management Fund	\$6,175,462
Interagency and miscellaneous revenue	\$159,954
Grants and local sources	\$8,326,083
General Fund ongoing and overhead	\$7,506,270
General Fund one-time	\$440,022



BUREAU OF PLANNING AND SUSTAINABILITY KEY PROJECTS

Equity

In addition to our work related to equity that is part of Portland Plan implementation, BPS continues its broader work on equity issues. Portland has achieved demonstrable success in pursuing sustainable development, but we continue to face challenges in advancing equity, cultural competence and diversity development throughout the community. Development and implementation of major efforts like the Portland Plan and Climate Action Plan present critical opportunities to ensure that equity for all Portlanders is a central component of the Bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies and plans.

Comprehensive Plan

The City is currently in the State-mandated periodic review process, which requires an update of the City's Comprehensive Plan. The Comprehensive Plan is the legal and planning basis for guidance and regulation of development and growth of the city over the next 25 years. Metro forecasts approximately 132,000 more households and 140,000 new jobs in Portland by 2035. The new Comprehensive Plan is scheduled to be completed by the end of 2013. The first draft of the plan for public review (Discussion Draft) is scheduled to be published in December 2012. A major public review process and workshops will be held the first two quarters of 2013.

As part of the Comp Plan Update, staff and PEGs are exploring issues around gentrification, brownfield development, institutional and industrial land supply, and other topic areas represented in the Comp Plan.

West Hayden Island Plan and Annexation Agreement

West Hayden Island (WHI), which includes the westernmost 800 acres of Hayden Island, is currently within Multnomah County but is not part of the City of Portland. Prior to any development, the land must be annexed and zoned by the City. Metro regional policy has identified WHI as both regionally significant industrial land and a regionally significant Habitat Conservation Area. At the direction of City Council, BPS with Bureau of Environmental Services has been leading a process over the last 18 months to prepare a plan for annexation and development of up to 300 acres for a marine terminal, with the remainder of WHI for use as a habitat area with some trail access.

WHI has unique value as a natural area in the Columbia River ecosystem and as a site that can accommodate a deep water port terminal with full rail access. As part of the 2010 City Council Resolution #36805, BPS and BES staff have produced several additional studies to help inform any future planning decision including: 1) review of costs and benefits of developing part of the island; 2) reexamination of the forecast demand for port growth in Portland; 3) review of the supply of alternative sites for port development; 4) identification of nature-based recreational opportunities on WHI; and 5) an assessment of the potential health impacts on East Hayden Island residents that could result from marine terminal development. The draft plan and annexation agreement are currently scheduled for hearings at the Planning and Sustainability Commission in November and City Council in December 2012.



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Central City 2035 — Southwest/Northwest Quadrants

As part of the Comprehensive Plan update, BPS is also updating the plan for the Central City. The Central City is forecasted to grow by 37,528 households and 42,484 jobs by 2035. To date, this project has produced a concept plan for the entire Central City (CC2035 Concept Plan) for use as a guide for the more detailed plans for each of the Central City's four quadrants. The project has also completed the first of these quadrant plans for the North / Northeast Quadrant. Work on the NW and SW quadrants will take place as a single project starting in December 2012. The goal of CC2035 is to maintain and build the role and success of the Central City as a center for innovation and exchange. This goal emphasizes the unique contribution the Central City can make to economic development and urban living; as a center for higher education, culture, entertainment and retail; and a place with unique access to the Willamette River. The Central Eastside Quadrant will be completed in 2014, and the whole package will then be presented to City Council.

River Plan — Central Reach

The River Plan/North Reach was unanimously adopted by City Council in April 2010 and then appealed to LUBA. LUBA found that the City's Economic Opportunity Analysis was out of date; that analysis has subsequently been updated and approved by City Council as part of the Comprehensive Plan. Several industries appealed LUBA's findings to the Court of Appeals and the Oregon Supreme Court. Depending on how the Supreme Court rules, the River Plan could be back before the Court of Appeals or back to LUBA. Upon completion of the appeals, a revised River Plan can be submitted to City Council for consideration.

Barbur Concept Plan/ SW Corridor Plan

The Barbur Concept Plan will create a long-term vision for the six-mile Barbur Boulevard corridor, from Portland's Central City to the Tigard city limit. In early 2013, after an 18-month public process, a community working group will recommend future alternative land use concepts for the corridor. The concept plan will recommend key future transportation investments, stormwater solutions and future changes to City policy and zoning. The project is part of the larger SW Corridor Plan, which is looking at new high capacity transit from Portland to Sherwood. The SW Corridor Plan, led by Metro, will include a locally preferred transit alternative in June of 2013 and potentially lead directly into a NEPA process in late 2013. Portland's continued participation in the SW Corridor Plan will be critical to its success.

Climate Action Plan 2013

The 2009 Climate Action Plan directs BPS and other bureaus to carry forward a range of policies and programs that reduce greenhouse gas emissions, create jobs and advance equity. In spring 2012, BPS issued a status report on the first two years of implementation that showed significant progress, including a decline in carbon emissions to 6 percent below 1990 levels, compared to an increase of 12 percent for the U.S. overall. Local leadership on climate change is especially critical given the lack of decisive national action. Portland's history and success continues to help position local businesses to compete in the global transition to a low-carbon economy. The 2013 Climate Action Plan is an update to the original plan and will incorporate new goals and actions for the next three years.

Waste Reduction, Recycling and Composting

BPS is responsible for the collection of solid waste, yard debris, and recyclable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality garbage and recycling collection service at reasonable rates.

Residential collection is done by private hauling companies with franchises for specific areas of the city. In 2011, a new residential composting program was implemented to enable households to include food scraps along with yard debris for weekly collection. Garbage collection was changed to every other week pick-up. Results are showing an impressive 40 percent reduction in garbage with the new collection program, as well as a three-fold increase in compost.

The commercial waste program establishes service standards, issues permits and ensures compliance with the City's requirement that businesses recycle all paper and containers. Food scrap-generating businesses are required to separate food scraps for compost. Commercial service is not franchised or rate regulated in Portland. BPS is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.

Energy Efficiency, Solar and Renewable Energy

Businesses and residents spend more than \$750 million each year on energy, about two-thirds of which is from fossil fuels. Improving efficiency in buildings and shifting to solar and renewable energy sources present a major opportunity to lower long-term business and household costs, reduce carbon emissions, and build Portland's expertise in clean technologies, a promising export sector.

In September 2012, BPS partnered with the Building Owners and Managers Association, PDC and several energy efficiency organizations to launch the Kilowatt Crackdown Building Performance Partnership. Targeting medium to large office buildings, the program provides technical assistance to benchmark building performance, assess opportunities to improve efficiency and provide recognition for high-performing buildings. The program has a goal of working with 150 commercial buildings to achieve \$2 million in annual energy savings for building owners.

For single-family homes, BPS developed Clean Energy Works Oregon and launched it as an independent nonprofit. The new service delivers an integrated package of financing for home energy upgrades, repayment on utility bills over 20 years, excellent customer service and quality jobs. BPS secured more than \$20 million in federal grants to support the program, which has upgraded more than 2,000 Portland homes in the last two years.

BPS has also partnered with neighborhood associations and the Energy Trust of Oregon to accelerate the spread of solar energy in Portland. In the last three years, Portland residents and businesses have installed more than 1,000 solar energy systems, exceeding the goal set in the Climate Action Plan more than a year ahead of schedule.

In the City's own operations, BPS provides technical assistance to bureaus to identify and evaluate potential clean energy projects. The City's ongoing investments in efficiency and solar and renewables have reduced bureau energy bills by more than \$5.5 million per year.

Sustainability at Work

Sustainability at Work offers comprehensive, free assistance for Portland workplaces. Staffed by the City and its expert partners, the program's advisors assess opportunities to conserve resources, improve efficiency, save money, and provide a healthy and quality workspace for employees. Businesses taking concrete actions to conserve resources and improve efficiency are recognized with Sustainability at Work Certification.

Sustainability at Work services 1,000 businesses annually, making the process of implementing measures and accessing incentives as simple as possible, providing a high level of customer service and quality technical assistance. Businesses that have demonstrated excellence are highlighted through Sustainability at Work Certification and an annual recognition event.

Program partners include Metro, Pacific Power, Energy Trust of Oregon and the City of Portland bureaus of Transportation, Water and Environmental Services.

BUREAU OF PLANNING AND SUSTAINABILITY SIGNIFICANT ISSUES

- 1) **Volatile General Fund resources:** In recent years, ongoing General Fund resources allocated to BPS planning efforts have been insufficient to carry out the significant BPS workload. In response, City Council relied on General Fund one-time resources to supplement the bureau's core funding. In FY08–09, for example, Council approved \$3.3 million in General Fund one-time funding. In contrast, for FY12–13, only \$467,000 of one-time resources were allocated, a decrease of \$2.8 million. The result has been a lay-off of 20 staff, a significant reduction in technical and supporting contracts, and a reduced capacity to respond to Council planning priorities.
- 2) **West Hayden Island:** There is a good deal of controversy about the potential annexation and eventual development of West Hayden Island. These issues center on the natural resources mitigation plan and proposed mitigations for community impacts. Of particular concern are the results of the recent assessment of potential health impacts on Hayden Island residents resulting from port development. The overall issues surrounding the project involve the adequacy of the mitigations, the costs, the allocation of the costs to the Port and the impact of those costs on development feasibility. City Council also asked for a series of technical reports, including a cost-benefit analysis. The results of these reports could also be the basis for controversy.
- 3) **Infill development on commercial corridors and in hubs:** The design, size, density and parking provisions of new mixed-use buildings being developed on commercial streets have been the subject of recent controversy in several inner eastside neighborhoods. All of these aspects of infill development are being addressed in the Comprehensive Plan. The community has voiced interest in quicker action related to parking concerns. BPS has undertaken several studies to understand the parking impacts of recent development and will discuss the issues and potential options with the Planning and Sustainability Commission and the public in November 2012.
- 4) **River Plan/North Reach:** In an opinion released on June 22, 2011, the Court of Appeals concluded LUBA erred with respect to one issue: the need for additional Goal 15 inventories; State Land Use Goal 15 concerns the land along the Willamette River. The court sent the inventory issue back to LUBA. The Court of Appeals rejected the Gunderson, et. al argument that the River Plan/North Reach was inconsistent with Goal 15's requirement to protect lands committed to urban uses. The Court cited legislative intent and concluded that "the legislature's purpose in establishing the Greenway that is the subject of Goal 15 is to preserve the natural, scenic, and recreational qualities of land and historical sites, rather than to preserve industrial and other urban uses of land, along the Willamette River. ORS 390.314(1)." The Court of Appeals recognized that Goal 15 does not preclude the City from regulating urban uses within the Willamette River Greenway, as long as any changes or intensifications of uses are consistent with the goal. This particular part of the court's opinion has been appealed by Gunderson et. al to the Oregon Supreme Court, and the Supreme Court has not ruled yet. A ruling by the Supreme Court in favor of the Gunderson argument could impact the scope of the City's authority to regulate development on harbor sites.