

Investing in Portland's Future

PDC

PORTLAND DEVELOPMENT COMMISSION

Portland Development Commission

2008-2009 Sustainability Plan

Approval:



Bruce A. Warner
Executive Director

12/31/08
Date



PDC's 2008-2009 Sustainability Plan

Background

The Portland City Council passed Resolution No. 36468 in December 20, 2006, establishing the Sustainable City Government Partnership among all the bureaus and offices. The Resolution required each director to appoint a Sustainability Liaison with direct access to management and decision makers. The liaisons would, at a minimum, manage the development of their bureau's annual Sustainability Plan and annual Sustainability Progress Report. PDC's 2008-2009 Sustainability Plan has been sent to the Office of Management and Finance and the Sustainable Development Commission for their review, and it will be compiled into the annual city-wide sustainability report.

Sustainability Plan

The Portland Development Commission's (PDC) Sustainability Plan lays out a set of goals, objectives and actions to improve the sustainability of internal and external business operations. The Plan creates the opportunity for PDC to position itself as a model in sustainable urban and economic development, and internal business operations.

The environmental, social and economic sustainability imperatives that drive PDC's Plan have been clearly documented by national and international governments and research institutions. To address those imperatives, PDC's green development policies, practices and initiatives continue to help transform markets, and set a national example in advancing the development of high performance building construction, a sustainable green economy, and a more socially equitable community. This Plan will guide PDC to continue making progress in addressing these needs.

PDC's six Sustainability Plans are displayed below.

PDC's Sustainability Plan Goals

External Operations Sustainability Goals

1. Establish a PDC-wide Sustainability Team to manage Strategic Goal implementation
2. Enhance and implement PDC's Green Building Policy, sustainability initiatives and practices
3. Grow sustainability expertise among community contracting and development firms
4. Expand sustainable economic development

Internal Operations Sustainability Goals

5. Reduce energy use, and climate and environmental impacts
6. Enhance PDC's sustainability culture through education and training

PDC's Sustainability Vision

The Portland Development Commission advances cutting-edge sustainable development policies and practices to transform the City and commercial markets.

Sustainability Mission

Enhance PDC's leadership in accelerating sustainable urban and economic development across the Portland region.

City of Portland Sustainability Policies and Goals that Impact the Sustainability Mission of the Portland Development Commission

- [Sustainable City Principles](#)
- [Green Building Policy](#)
- [Green Streets Policy](#)
- [Solid Waste Management](#)
- [Sustainable Paper Use Policy](#)
- [Sustainable Procurement Strategy](#)
- [Salmon and Trout Recovery](#)
- [Energy Policy](#)
- [Global Warming Policy](#)
- [Biofuels Requirements of City-Owned Vehicles](#)
- [Willamette River Greenway Plan Update](#)
- [2005 Portland Watershed Management Plan](#)
- [Urban Forestry Policies and Rules](#)
- [Ecoroofs Policy](#)

The Portland Development Commission's 2008-2009 Sustainability Progress Report will be available in the fall of 2009. The Report will document PDC's achievements in fulfilling the objectives of this Plan.

Portland Development Commission - 2008-2009 Sustainability Plan

Goal One: Establish a PDC-wide Sustainability Team to Manage Strategic Goal Implementation

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible
Replace the volunteer-based Green Team with a Sustainability Team staffed by employees that represent all PDC programs and who are responsible for assisting with achieving the objectives of this Plan and of the Sustainability Strategic Goal	The full Sustainability Team is operational and fully functioning	PDC Directors appoint Team members	January-09	Cindy, Colin Sears, Karl Dinkespiel
		Team will develop its basic operating structure (co-chairs, frequency of meetings, use of committees, assignments etc.)	February-09	Colin and Cindy, Sustainability Team
		Develop a Sustainability Team Policy that defines the Team's structure, authorization, reporting mechanisms, goals and responsibilities	March-09	Colin and Cindy, Team, OSC, UDD, Team managers, Executive Sponsor, HR
Stimulate organization-wide ownership and accountability for sustainability programs, projects and decisions	Team members represent 20% more PDC programs, and participation in the execution of the Plan increases by 20% in comparison to Green Teams' activities during 2007-08	Team members will update their position descriptions, individual goals, performance measures, and other personnel requirements commensurate with their Sustainability Team responsibilities	June-08	Sustainability Team Members

Goal Two: Enhance and Implement PDC's Green Building Policy, Sustainability Initiatives and Practices

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Continue to integrate sustainability goals and requirements into all business procedures and report on accomplishments	The green building/sustainability tracking and reporting system is operational	Standardize a process to certify project completion green certification requirements (Certificate of Completion)	2008-09	Peter E., Ross P., Michael P., Cindy, OSC
		Develop agency-wide system to track and annually report on green building and environmental accomplishments	2009-10	Cindy, Tom/ IT, Alfred, OSC, Performance Measurement Program
Support the city's long-range goal of developing a Portland Eco-District	The planning process and primary participants are identified	Convene a one-day Eco-District Summit for 30-40 participants to identify project goals, a planning/development process, interested parties and potential locations	2008-09	Sustainability Program, Central City Team, POSI, Mayor's office
Enhance Green Building Policy Compliance Assistance Program and advance sustainability initiatives	Percent of projects that meet or exceed PDC's certification requirements	Complete and disseminate the Affordable Housing Incentives Tool to development community; develop an online version	2008-09	Cindy, Karl
		Complete and disseminate Portland State University study on monetizing the costs/benefits of green and healthy affordable housing measures	2008-09	Cindy
		Develop feature for public website listing all PDC-funded LEED or Earth Advantage certified projects, with links to fact sheets on each project	2008-09	Sustainability Program, Public Affairs, Webmaster, Neighborhood Team
		Complete and disseminate the Portland/Seattle Cost of "Green" Study for Affordable Housing to developers and others	2008-09	Cindy
		Develop informational brochures on green building to assist the development community	2008-09	Sustainability Program, Public Affairs
		Contingent on final approval of the new Green & Healthy Affordable Housing Policy, begin preparations for its implementation and for other new city green building policies	2009-10	IT Dept., Sustainability & Operational Teams

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Goal Two: Enhance and Implement PDC's Green Building Policy and Sustainability Practices

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Apply sustainability practices to PDC programs beyond traditional Green Building Policy applications	Asist one or more PDC programs to develop green guidelines or standards	Examine innovative approaches to green development, such as assessing the feasibility and <i>value proposition</i> of promoting the electrification of parking lots in PDC parking projects	2008-09	Sustainability and UDD Teams
		Work with Storefront program to develop green standards and guidelines for clients	2008-09	Dana DeKlyen, Cindy, Storefront & Sustainability Programs

Goal Three: Grow Sustainability Expertise Among Community Contracting and Development Firms

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Connect with small, minority and women contractors and nonprofit developers through neighborhood outreach and involvement, provide training opportunities for M/W/ESB and non-profit firms	Number of small, minority, and women contractors and nonprofit developers receiving technical or financial assistance from PDC	Work with community partners to develop a mentoring program for developers, including small, emerging, women and minority firms who lack green development experience	2008-09	Steve Green, John Classen, Sustainability Program, Diversity Council
		Assess feasibility of establishing one or two satellite locations of PDC within target communities for meeting space and to provide assistance	2008-09	CBE, UDD Teams & Sustainability Program
		Work with OAME, NAMCO, Hispanic Metropolitan Chamber and other community organizations to develop sustainability a training agenda for M/W/ESB firms and explore new funding paths	Annual	CRE & Sustainability Program
		Revise PDC's business equity "Good Faith Effort" procedures	2008-09	CBE & Sustainability Program
		Target outreach to development relationships--banks, non-profits, community organizations--to better leverage PDC funding and assistance for M/W/ESB communities	2008-09	CBE, Sustainability Program, Nieghborhood, Central City and Financial Investment Teams
		Develop and market formal training agenda that addresses PDC's business and social equity goals	Annual	Cindy, Wendy W. - CBE & Sustainability Program

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Goal Four: Expand Sustainable Economic Development

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Business retention, expansion and recruitment to businesses with targeted sustainable industries	40 businesses receive business development tools	Provide business development tools through existing PDC programs to foster sustainable target industry development	2008-09	
	5 businesses receive financial assistance	Provide financial incentives to sustainable industries through existing PDC programs	2008-09	
	5 targeted trade shows and 2 selected events attended with partners	Attend targeted trade shows and selected events with partners	2008-09	
	5 sustainable businesses are recruited to the Portland region	Identify companies and employ targeted recruitment efforts	2008-09	
Accelerated innovation and growth of Portland sustainable industries	10 leading businesses in sustainable industries are interviewed	Gather strategic information from leading businesses in sustainable industries	2008-09	Business and Industry Team & Sustainability Team
		Develop Green Collar Jobs initiatives	2008-08	
	Support opening of Portland+ Oregon Sustainability Institute	Implement Catalytic Target Industry Initiatives	2008-09	
Technical assistance to Portland businesses that seek to learn and adopt sustainable business practices	3 green building focus groups are convened	Link sustainable industry professionals and products to service providers	2008-09	
	5 businesses receive Sustainable Business Assistance	Provide technical assistance using the Sustainable Business Assistance Program (SBAP) for businesses that want to identify and implement sustainable strategies	2008-09	
	25 businesses are referred to the BEST Business Center	Refer local businesses to the BEST Business Center. A partnership with OSD that provides free business conservation services in a one-stop format	2008-09	

Goal Five: Reduce Energy Use, Climate and Environmental Impacts

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Seek approval for PDC's Draft Sustainability Policy and procedures (Energy, Recycling, Purchasing, Paper Use)	Policy is approved by the Executive Director and procedures are approved by the OSC	Draft Policy procedures	2008-09	Dan S., Robin R., Cindy - Sustainability Team, OSC
Identify opportunities to reduce energy use, and the percentage of PDC staff commuter trips in single occupancy vehicles	Purchase of 100 percent green renewable energy	Purchase green power by FY 2009-10 (and hybrid car)	2009-10	Bruce G., Cindy - Sustainability program
		Examine feasibility of applying for an Energy Star rating for Kalberer Building	2008-09	

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Goal Five: Reduce Energy Use, Climate and Environmental Impacts

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Seek opportunities to reduce energy use, and the percentage of PDC staff commuter trips in single occupancy vehicles (continued)	Percent reduction in the average annual staff single-occupancy vehicle miles traveled during the work commute	Install photo motion sensors in the closets, bathrooms, etc that lack them and recalibrate existing sensors that are ineffective	2008-09	Facilitites
		Develop a baseline for staff commuter trips using a survey	2008-09	Dan S., Jerrohn J., Ana I., Cindy, consultant?
		Participate in non-SOV commuting promotions including the Carefree Commute Challenge and Bike Commute Challenge.	2008-09	Sustainability Team
		Assess the feasibility of telecommuting and alternating 4-day work weeks or instituting a 4-day work week at PDC	2008-09	Human Resources
Reduce PDC waste generation, promote recycling and reduce exposures to toxic	Recycle at Work certification earned from OSD	Assess maintenance contract to determine if PDC can require the use of Green Seal 37 compliant cleaning products	2008-09	Bruce, Cindy
		Examine business processes and brochure printing protocols, identify unnecessary waste, recommend changes	2009-10	Robin, Cindy - Sustainability Program, Public Affairs, OSC
		Propose replacing desk trash cans with recycling containers, with a central trash receptacle on each floor or row	2008-09	Robin, Cindy - Facilities & Sustainability Program
		Propose the replacement of disposable water bottles with reusable water pitchers and glasses	2008-09	Sustainability Program
		Require a mandatory "percent recycled content" message on all printed materials	2008-09	Public Affairs

Goal Six: Enhance PDC's Sustainability Culture through Education and Training

Objective	Measure of Success	Action Items	Completion Schedule	Individuals Responsible to be Delegated by Team Managers
Infuse sustainability into PDC's culture and operations	Ten or more formal opportunities for staff training are arranged	Distribute the Sustainability Plan and 2008-2009 Sustainability Report to staff for use as an educational/marketing tool	Annual	Sustainability Team
		Develop, distribute 2008-9 Sustainability Plan and presentaton to each UDD Team and at the All Staff Meeting at least once a year	Annual	Sustainability Program, Sustainability Team, UDD Teams, Central Services
		Develop 2009-10 Sustainability Report	Annual	Sustainability Program, Sustainability Team, UDD Teams, Central Services
Provide PDC Staff with training opportunities that equip them to become sustainability professionals, prepared to implement PDC's sustainability-related policies	New employees receive information on sustainability policies as part of their official orientation	Assess staff training needs, develop a training calendar that includes professional, technical and other training opportunities, and arrange training	Annual	Alfred, Lisa Abuaf, Wendy, Ana, Karl, Cindy
		After PDC's Organizational Transition, assist staff to incorporate sustainability into their work plans and performance measures	June-09	Sustainability Team, OSC, UDD Managers, HR
		Provide staff training on new policies and procedures and develop tools to assist with implementation	Annual	Sustainability Program, OSC, Sustainability Team, HR
		Create a Sustainability Policy training module for new employees	2008-09	Human Resources & Sustainability Program