EXHIBIT A

Regulatory Improvement Workplan:

Progress Report and Process Update

October 13, 2004

Prepared by:
Bureau of Planning
And
Bureau of Development Services

City of Portland

CITY OF PORTLAND, OREGON
BUREAU OF PLANNING

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October 4, 2004

Mayor Katz and City Commissioners
Portland City Council
1221 SW Fourth Avenue
Portland, OR 97204

Re: Regulatory Improvement Workplan: Progress Report and Process Update

Dear Mayor Katz and City Commissioners:

On behalf of the Bureau of Planning and the Bureau of Development Services, we are forwarding the *Regulatory Improvement Workplan: Progress Report and Process Update, October 13, 2004* for your consideration.

Resolution No. 36080 authorized the Office of the Mayor to develop a process for streamlining and updating the City's regulations for building and land development and improving the procedures and customer services for these regulations. In order to accomplish these goals, an annual Regulatory Improvement Workplan (RIW) was approved by the City Council to direct work in this area during the 2002/03 and 2003/04 fiscal years.

Part I of this report details the progress we made in addressing the items that were included in the 2002/03 and 2003/04 Regulatory Improvement Workplans. Included in the report are tables that provide the status of each of the items. As the tables illustrate, we made many improvements that clarify the codes and improve processes. These improvements required the cooperation of multiple City Bureaus. As a result of these accomplishments, we improved the implementation of City Codes, eliminated duplicative regulations, and improved the way we work with our customers through better outreach, education and delivery of service.

Resolution No. 36162 directed the bureaus to "continue to conduct public outreach for development of subsequent workplans and…[to] involve the Portland Planning Commission and the Development Review Advisory Committee in . . . developing future annual Regulatory Improvement Workplans." Part II of this report provides our recommendation for changes that will improve and streamline the process of identifying and selecting items for inclusion in future workplans. Key features include an online database that is highly accessible to the public, formation of a Regulatory Improvement Stakeholder Advisory Group, and consolidation of the RIW work tasks that amend the Zoning Code.

We respectfully recommend that the City Council pass the proposed Resolution which accepts the RIW update described in Part I of the report and approves the new process described in Part II of the report.

Sincerely,

Gil Kelley
Director, Bureau of Planning

Sincerely,

Ray Kerridge
Director, Bureau of Development Services

c: Portland Planning Commission
Development Review Advisory Committee

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Regulatory Improvement Workplan: Progress Report and Process Update Introduction

The Office of the Mayor initiated the Regulatory Improvement Workplan (RIW) in the summer of 2002. In August 2003, the Bureau of Planning and the Bureau of Development Services were assigned ongoing responsibility for coordinating the implementation of the Workplan. Resolution No. 36162 included the following language:

> *"D. The bureaus of Development Services and Planning will continue to conduct public outreach for development of subsequent workplans and will involve the Portland Planning Commission and the Development Review Advisory Committee in reporting on progress on the FY 03-04 Regulatory Improvement Workplan and developing future annual Regulatory Improvement workplans."*

This report carries out the directive given by City Council and is divided into two parts:

1) **Part I: Regulatory Improvement Workplan Progress Report**
   This portion of the report provides an update on the progress made to date through the Regulatory Improvement Workplan; and

2) **Part II: New Process for Selecting RIW Items**
   Part II describes the new process for selecting code and process improvement requests that will become part of future Workplans.

On October 13, 2004, City Council will take action on this document. Bureau of Planning and Bureau of Development Services staff will present a resolution asking Council to accept the progress report (Part I) and approve the new process (Part II).

Part I: Regulatory Improvement Workplan Progress Report

A. Background

On June 26, 2002, the Portland City Council approved Resolution 36080, which sought to "update and improve City building and land use regulations that hinder desirable development." This was the beginning of the Council's charge to build an effective process of continuously improving the City's development code regulations, procedures, costs, and customer service.

Part I of this report summarizes work done through the Regulatory Improvement Workplan (RIW) over the last two and a half fiscal years. This section gives an update of the following:

- Regulatory Rethink Project;
- Monitoring and Evaluation;
- Code-related improvements (formerly called Regulatory Code Improvement List, ReCIL); and
- Process-related improvements (formerly called Regulatory Process and Service Improvement Plan, RiPSIP).

B. Regulatory Rethink Project Update

The Bureau of Planning is the lead on the Regulatory Rethink project. Since the inception of the RIW, City bureaus have worked on amendments to their regulations and processes (described below). While bureaus continue to amend specific regulations that may be outmoded, contradictory, or overly complex, Planning has been charged with conducting a comprehensive review of the City's existing regulatory tools and how they work to implement the Comprehensive Plan goals.

This project will assess the City's current approach to regulating land uses and development and explore other approaches that may be used to better achieve City goals. It will primarily focus on the Zoning Code, but will also touch on other codes that affect development. It will also explore options for achieving City goals through non-regulatory tools. The assessment of existing tools will ask the following questions: What does each code regulate? What does each code do well/not do well? Which goals is each code designed to implement?

The Rethink Project will result in a 'white paper' that is intended to be a thought-provoking analysis of our current regulatory framework, as well an analysis of other approaches the city could take to shape development.

In June 2004, the Planning Bureau hired a consultant team to assist with evaluating existing approaches and recommending alternative approaches to regulating development in the city of Portland. In August, the team conducted a series of interviews with policy makers and implementers of the various development-related bureaus. The information gathered in the interviews, as well as previous work done through the RIW and other projects, will contribute to the first phase of the project, the Initial Assessment of the City's regulatory and non-regulatory tools. The Initial Assessment will be completed by November 2004.

C. Evaluation and Monitoring

The Bureau of Planning and Bureau of Development Services work together to monitor, evaluate and propose changes to the Zoning Code, as appropriate, for selected topics. The first few projects have focused on:

1) Accessory Dwelling Units;
2) Land Division regulations;
3) Transit Setback regulations; and
4) "No Net Loss" of housing potential approval criteria for Comprehensive Plan Map amendment requests.

The first project, an inventory and design critique of the Accessory Dwelling Unit provisions of the *Zoning Code* was completed in July 2003. This material was forwarded to the Portland Planning Commission and City Council. The City has adopted changes to a number of these regulations through Policy Package 2-B that became effective on March 5, 2004. On October 20, 2004, the City Council will hear proposals regarding setbacks for accessory structures, including Accessory Dwelling Units, through Code Maintenance 2004: Accessory Structures. Additional issues, such as elimination of System Development Charges, are still pending.

The second project, annual reports on implementation of the 2002 Land Division Code Rewrite Project took the form of presentations to the Planning Commission on the first and second anniversaries of implementation of these regulations. These reports provide the framework and information for adoption of regulatory changes (part of Policy Package 3, effective September 3, 2004). This first step looked primarily at administrative issues. This project will continue to look at site design and service provision issues in 2005.

Current projects include 1) a review of transit setback and related regulations, and 2) a review of the "no net loss" housing pool regulations. The Bureau of Development Services identified these two topics based upon current experience in implementing the Zoning Code.

D. Code-Related Improvements

As an ongoing commitment to improving the regulatory environment in the City, several bureaus have pursued amendments to the development codes each bureau implements. There are three main code-related components of the Regulatory Improvement Workplan. They are: 1) Technical Amendments; 2) Minor Policy Amendments; and 3) Major Policy Initiatives.

1) Technical Amendments: Code Maintenance

One component of the City Council's Regulatory Improvement Workplan is Code Maintenance, which has been led by the Bureau of Development Services. The annual project aims at the continual effort to improve the clarity and structure of the Zoning Code. It consists primarily of technical amendments intended to correct and clarify the Zoning Code in order to improve its administration, without changing basic policy or intent. Code Maintenance included 55 Zoning Code amendments in 2003 and 80 amendments in 2004.

2) Minor Policy Amendments: Policy Packages

Another component of the Workplan includes the annual development of a list of minor policy amendments of problematic code regulations. This effort is led by the Planning Bureau. The items selected for FY 2002-2003 and FY 2003-2004 are listed and summarized in the table beginning on page 5. Some of the issues raised were addressed through Policy Packages 1, 2, or 3, all of which are currently in effect.

3) Major Policy Initiatives

Issues that could be addressed most effectively in the larger context of a related project were referred to other ongoing efforts. These items are summarized in the table beginning on page 9. Identified issues were referred to the Environmental Code Improvement Project (previously part of Healthy Portland Streams), River Plan, Regulatory Rethink, Tree and Landscape Plan Project, and Industrial Lands Project.

Status Legend:	● = Completed	◐ = Ongoing	◔ = Underway
	⊘ = Refer to Notes for Status		○ = Preliminary Scoping

Summary of RIW Code-Related Items

FY 2002-2003 Regulatory Improvement Code Items			
Status	**Item**	**Lead Bureau**	**Notes**
●	**Tree Caliper:** Reduce the minimum required tree caliper for broadleaf trees from 3" to 2" and the minimum height for conifers from 6' to 5', in non-residential zones. (White Paper #10)	Planning	Completed in Policy Package 1-A. Effective November 14, 2003.
●	**Short-Term Bike Parking**: Revise the short-term bicycle parking development standards and allow racks in the right-of-way in limited situations. (White Paper #13)	PDOT	Completed in Policy Package 2-B. Effective March 5, 2004.
●	**"a" overlay**: Remove accessory dwelling unit provisions in the "a" overlay; revise duplex and triplex provision to eliminate special parking and owner occupancy requirements; and move provision allowing detached houses on small lots from the "a" overlay and allow within the base land division sections. (White Paper #16)	Planning	Completed in Policy Package 2-B. Effective March 5, 2004.
●	**Building Coverage definition:** Exclude eaves from the definition of building coverage. (White Paper #37)	Planning	Completed in Policy Package 1-A. Effective November 14, 2003.
●	**Non-Conforming Use Study**: Evaluation of the existence of nonconforming (both legal and illegal) commercial uses in residential zones. (White Paper #41)	Planning	This item was completed through a study titled "Evaluation of Nonconforming Commercial Uses," which was published on September 30, 2003. A summary was provided in Policy Package 2-B.
●	**Required Residential Development:** Eliminate the provision requiring residential development for building additions in the Central City Plan District. (White Paper #42)	Planning	Completed in Policy Package 2-B. Effective March 5, 2004.
⊘	**Interim Alternative E-zone Enforcement**: Provide a simple compliance approach for minor violations without the need for a Type III EN Review. (White Paper #46 & directive from City Council)	BDS	BDS created a proposal in Fall 2003 to address this item. However, due to significant community opposition, the proposal was not brought forward to Council. This issue will not be pursued as a separate item, but its core ideas are being explored as part of Planning's Environmental Code Improvement Project, tentatively scheduled for a hearing before Planning Commission in January 2005.

FY 2002-2003 Regulatory Improvement Code Items			
Status	**Item**	**Lead Bureau**	**Notes**
◔	**Tree & Landscape Standards**: Consolidate tree and landscape standards into one Code. (White Paper #47)	BDS	This project is moving forward as the "Tree and Landscaping Code and Manual Project." Input from staff and citizens has resulted in creation of a new "Tree and Landscaping Manual" that replaces one entire Zoning Code chapter and portions of others. This is part of BDS's broader "Tree and Landscaping Compliance Project." A proposed draft will be available for review in November 2004. The first Planning Commission hearing is scheduled for Jan. 2005.
◔	**Improved Compliance Tools and Processes**: Consolidate BDS-administered titles, provide new enforcement tools, provide clear and consistent appeal process for violations, shorten time frame for compliance, provide clear compliance procedures, and provide clean and consistent outcomes for non-compliance. (White Paper #48)	BDS	The Title 3 amendments were presented to City Council last Spring and Council deferred action on the amendments that would accomplish this item. To adequately address this issue, more citizen input is being sought.
◔	**Storm/Sanitary Sewer Requirements**: Create simple Public Works permits for small sewer extensions. (White Paper #55)	BES	A simple Public Works permit process has been developed and tested. It became clear that the proposed code changes were not achieving the desired results. BES decided that some improvements, such as offering in-house design on small projects, could be accomplished without code changes. BES is also working to modify the way that costs are tracked and invoiced at the end of a project. The scope of this has expanded to all BES public works permits. BES estimates that this will take an additional 9 months to complete. In the interim, improvements that will simplify and speed up simpler sewer extension projects without a code change have been identified and are in the process of being implemented.
●	**Awnings**: Exempt simple awnings in Design Overlay Zones from Design Review. (White Paper #A3)	BDS	Completed in Policy Package 2-B. Effective March 5, 2004.
●	**Land Division Items**: 9 amendments to land division-related code provisions. (White Paper #A6.1-6.6)	Planning	Completed in Policy Package 1-B. Effective November 14, 2003.
⊘	**Nonconforming Upgrades Menu**: Allow the list of nonconforming upgrades to be used as a menu, rather than a priority list. (White Paper #A25)	Planning	This item was discussed during the consideration of "Thresholds for Upgrading Nonconforming Development" project (effective May

FY 2002-2003 Regulatory Improvement Code Items			
Status	**Item**	**Lead Bureau**	**Notes**
			17, 2003). Because the threshold for triggering nonconforming upgrades was increased from $25,000 to $100,000, the benefits of allowing a menu-like approach were greatly diminished. The outcome of the discussions was that this issue should be addressed along with other costs of development, from SDCs to stormwater management upgrades. This larger project is entered as a requested improvement in the Regulatory Improvement Request (RIR) database. See Part II of this report.
●	**Non-Conforming Situation Review:** Reduce the review procedure from a Type III to a Type II in R and OS zones. Change the existing criterion from requiring applicants to demonstrate a "net decrease" in detrimental impacts to "no net increase" in detrimental impacts. (White Paper #A37)	Planning	Completed in Policy Package 1-A. Effective November 14, 2003.
●	**Inventory and assessment of Portland's industrial land supply and zoning issues** (White Paper #A38)	Planning	This item was addressed through a report titled "Citywide Industrial Land Inventory and Assessment: Inventory Report," published July 2003. A summary of the report was provided in Policy Package 2-B.
●	**Code Maintenance 2003:** Various technical amendments to the Zoning Code.	BDS	Completed in two packages of Code Maintenance 2003. Effective June 7 and July 1, 2003.

FY 2003-2004 Regulatory Improvement Code Items			
Status	**Item**	**Lead Bureau**	**Notes**
●	**Land Division Monitoring Package:** 67 amendments to the land division-related code provisions that were identified as barriers to effective implementation of the July 1, 2002 Land Division Code Rewrite. (White Paper #1)	Planning And BDS	Completed in Policy Package 3. Effective September 3, 2004.
◐	**Paving for Parking and Loading Areas**: Explore opportunities for reducing paving. (White Paper #4)	BES – technical standards BDS - implement ation	Draft guidelines for 5 categories of porous pavement systems are being finalized. The anticipated completion date is November 1, 2004. After they are finalized, BDS will work on methods of implementing the new guidelines.

FY 2003-2004 Regulatory Improvement Code Items			
Status	**Item**	**Lead Bureau**	**Notes**
●	**Impact Assessment Recommendation**: Create consistent processes for analyzing and considering impact of regulatory actions passed by bureaus, Planning Commission, and Council. (White Paper #2)	Mayor's Office	Completed on March 20, 2003 with the publication of the "Impact Analysis Workgroup: Report to Council" and is being used by Planning. Note: The Development Review Advisory Committee has continued to discuss the goals of Impact Assessment and is very interested in seeing it used for all City regulations and improving it over time.
●	**Nonconforming Upgrades for Wellfield Improvements:** Exempt improvements made to sites through the Wellfield Protection Program from required nonconforming upgrades. (White Paper #5)	Planning	Completed in Policy Package 2-B. Effective March 5, 2004.
○	**Public Recreation Trails on Comprehensive Plan**: Review public rec. trail placement on Comp Plan (Trail star symbol). (White Paper #7)	Parks and Planning	This item will be reviewed as part of a future phase of the Environmental Code Improvement Project and will address the issue in both environmental and non-environmental zones.
◔	**Public Recreation Trails Requirements**: Review public rec. trail requirements (standards, easements, r.o.w., maintenance, construction) (White Paper #7)	Parks	Work on this item is scheduled to begin in Spring 2005.
◔	**Public Recreation Trails Review Procedures**: Re-evaluate which land use review procedures are applicable to the construction of public recreation trails in environmental zones. (White Paper #7)	Parks and Planning	This item is part of Planning's Environmental Code Improvement project, tentatively scheduled for a hearing before Planning Commission in January 2005.
●	**Kenton Plan District Vehicle Sales:** Allow limited vehicle sales in the Kenton Plan District. (White Paper #19)	Planning	Completed in Policy Package 2-B. Effective March 5, 2004.
●	**Bed and Breakfast**: Evaluate the restrictions placed on B&Bs to conduct social gatherings and commercial meetings. (No White Paper)	Planning	Completed in Policy Package 3. Effective September 3, 2004.
●	**Minimum Lot Sizes in R5 and R2.5**: Establish a minimum lot size for development on existing lots in the R2.5 and R5 zones. Also, provide an exemption to the minimum lot size standards for vacant lots in those zones.	Planning	Completed in Policy Package 1-B (effective November 14, 2003) and Policy Package 2-A (effective December 10, 2003).
●	**Code Maintenance 2004:** Various technical amendments to the Zoning Code.	BDS	Completed in three packages of Code Maintenance 2004. Effective May 20, June 18, and July 16, 2004.
◔	**Code Maintenance 2004 – Accessory Structures:** Provide an allowance for covered detached accessory structures to be in the side and rear setbacks.	BDS	This item was included in Code Maintenance 2004, but was delayed. It is scheduled for a City Council hearing on Oct. 20, 2004.

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RIW Code-Related Items Referred to Other Efforts

Environmental Code Improvement Project (previously part of Healthy Portland Streams)			
Status	**Item**	**Lead Bureau**	**Notes**
◔	**Environmental Zone Exemptions**: Clarify activities that are not exempt from EN Review. (Old Item #42)	Planning	These items are part of Planning's Environmental Code Improvement project, tentatively scheduled for a hearing before Planning Commission in January 2005.
	Resource Enhancement Projects: Allow resource enhancement projects to be reviewed through the building permit process. (Old Item #43)		
	(Trails) **Applicability of Environmental Review Requirement**: Create a streamlined approach for repairing trails quickly to prevent stream damage. (Old Item #46)		
	(Demolition) **Development Standards in E-zones**: Allow demolition of structures in e-zones to take place w/o review when the demo is for the purpose of making the e-zone better through replantings. (Old Item #47)		
	Streamlined E-zone Enforcement: Provide a simple compliance approach for minor violations without the need for a Type III EN Review. (Old Item #46)		
	Maintenance of Vegetation in Environmental Zones: 33.430, Environmental Zones, does not address maintenance schedules for vegetation removal to allow the protection of [public] views for resources identified in the Scenic Resources Protection Plan. [Example: Pittock Mansion] (Old Item #45)		This item originally cited 33.480, Scenic Resource Zone, as also lacking a provision to allow for maintenance of vegetation. However, 33.480.040.A. clearly identifies a height limit that applies to both development and vegetation in View Corridors. Therefore, this amendment is not needed for Chapter 33.480.
◔	**Mitigation and Restoration Plantings and Irrigation**: Provide an allowance for irrigation watering for mitigation plants. (Old Item #25)	Planning	This issue has been referred to the Tree and Landscape Project (described below) scheduled for Planning Commission in January 2005.

Environmental Code Improvement Project (previously part of Healthy Portland Streams)			
Status	**Item**	**Lead Bureau**	**Notes**
○	**Mitigation Banking in E-Zones:** Allow watershed environmental improvement plan to be used by individual property owners and support on- and off-site mitigation. (Not an Old Item)	Planning	Metro is reviewing a regional mitigation option as part of their regional Goal 5 program; this work should be completed by spring 2005. Depending on what Metro does, the City may be able to participate in a region-wide program, or may choose to consider a City-wide approach. The topic is complex and would likely be part of a major environmental code update, currently scheduled for 2005-2006.
●	**Zone Map Errors:** Provide quicker process for correcting environmental zone mapping errors. (Not an Old Item)	Planning	In September 2003, BOP and BDS instituted procedural changes that make the process more efficient and, in many cases, less time consuming. We will continue to refine the process as we move forward with other environmental planning program changes.

River Plan			
Status	**Item**	**Lead Bureau**	**Notes**
○	**Greenway Overlay Zone:** Comprehensive review and update.	Planning and BDS	The River Planning process is expected to include an update of the greenway overlay zone. These items will be considered during this process. The River Plan is called for in the River Renaissance Strategy, which is currently under review. Anticipated start date for the River Plan is early 2005.
	Herbicides in the Greenway zone: A GW review is required, but removal of nuisance plants is allowed outright.	Planning and BDS	
	Greenway Trail and Public Viewpoints: An exemption for trail and public viewpoint requirements could be added for river-dependent and river-related industrial uses.	Planning and BDS	
●	**NCUs in the Greenway zone:** Establish proportionality between the value of the proposed development and the amount of required landscaping.	Planning and BDS	Completed in the Thresholds for Upgrading Nonconforming Development project. Effective May 17, 2003.

Regulatory Rethink			
Status	**Item**	**Lead Bureau**	**Notes**
◔	**Commercial Zones:** Re-evaluate the need for eight different commercial zones.	Planning	These items will be reviewed on a broader basis during the Regulatory Rethink Project. The project is in its first phase, which will result in an assessment of the City's existing regulatory tools, with an emphasis on the Zoning Code. The preliminary assessment is scheduled to be complete in November 2004.
	Plan Districts, Overlays, and Mixed Use Zones: Eliminate some plan districts, overlays, and mixed use zones.		
	Outcomes based zoning regulations: Modify prescriptive zoning regulations in Title 33 to be more outcomes based.		
	Allow 20% variance without a land use review		

Tree and Landscape Plan Project			
Status	**Item**	**Lead Bureau**	**Notes**
◔	**Tree and Landscape Standards:** Coordinate and streamline technical tree and landscape standards.	BDS	The Tree and Landscaping Code Project proposal is currently being prepared. A Planning Commission hearing is scheduled for January 2005 and the project will come before Council in early 2005.
◔	**Tree Preservation Plans:** Need to consolidate the tree preservation plan requirements.	BDS	This item is being explored through the Tree and Landscaping Code Project.
○	**Protection of foliage outside e-zones**	BDS	This item was considered as part of the Tree and Landscape Code Project, but is not included at this time because of the extent of the policy implications of this project.
◔	**Mitigation and Restoration Plantings and Irrigation**: Provide an allowance for irrigation watering for mitigation plants. (Old Item #25)	BDS	This item is being explored through the Tree and Landscaping Code Project.

Industrial Lands Project			
Status	**Item**	**Lead Bureau**	**Notes**
⊘	**New Industrial Zones:** Create a process for considering new zones as technology offers new types of industry.	Planning	This issue has evolved into a desire to provide added flexibility for a broader array of employment uses in industrial zones. It is being addressed for the Central Eastside Industrial District through the Central Eastside Industrial Zoning Project, which is scheduled for a Planning Commission hearing in December 2004. Its implementation in the Central Eastside will be monitored for potential expansion elsewhere in the city.

E. Process-Related Improvements

The programs and proposals listed below reflect the City's commitment to improving the development review process. These process improvement items are aimed at ensuring an efficient and predictable development review process. In addition, monitoring the application and enforcement of regulations for their effectiveness in achieving the City's development goals is part of the responsibility of the development review agencies and is an ongoing task. Seeking and implementing recommendations for improved customer services, permit processing, and compliance tools is also under the purview of the development review agencies.

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Summary of RIW Process-Related Items

FY 2002-2003 Regulatory Improvement Process Items			
Status	**Item**	**Lead Bureau**	**Notes**
◐	Enhanced services for small businesses	BDS/PDC	Appointed BDS Small Business Liaison, strengthened relationship between development review process and PDC's storefront improvement program, and published a revised BDS Small Business Guide to development services.
◐	Process re-engineering	BDS and others	Developed & trained BDS and interagency staff on the SMART process which enables us to do in-depth analysis on the permitting process and identify permitting improvements. We have completed the SMART process for the permitting of apartment buildings and are currently piloting the findings/improvements. Several other SMART analysis projects are underway.

FY 2003-2004 Regulatory Improvement Process Items			
Status	**Item**	**Lead Bureau**	**Notes**
◐	Develop clear materials/information for new applicants. (Process White Paper 1)	BDS	BDS is currently redesigning our web site to be more customer-focused. In addition, BDS is redesigning all of our written informational materials to guide customers through the process.

FY 2003-2004 Regulatory Improvement Process Items			
Status	**Item**	**Lead Bureau**	**Notes**
◐	Too many overly prescriptive regulations, too many layers of regulation, and the lack of an ongoing process to reduce regulations or remove regulations that are no longer effective, achievable, or reasonable. (Process White Paper 2)	BDS and others	The proposed Regulatory Improvement Workplan is designed to track these issues. Code administrators attempt to identify overly-prescriptive or obsolete regulations as they come across them and then refer them for inclusion in the regulatory improvement workplan (RIW).
◐	Use Customer Survey Results to identify phases of the permit process that warrant more detailed process reviews. Each of our customers have particular needs and bring differing levels of understanding to the process, BDS and interagency partners are developing specialized services for particular customers. (Process White Paper 3)	BDS and others	BDS has created new customer-focused programs as listed in this matrix. This is an ongoing program.
◔	Title 29: Let Neighborhood Associations Prioritize Violations (Process White Paper 4)	ONI	ONI Neighborhood Inspections has put together a stakeholder group to consider broad policy issues and form recommendations for changes to process. This will be one of many issues that this group will consider.
●	Appeal Processes-Ensure that appeals processes are available and publicized for each development bureau. (Process White Paper 5)	BDS and SWAT team	All bureaus that participate in the permitting process have developed appeals processes for their regulations. BDS has developed informational material that describes the appeals process for each bureau.
◐	Empower front line development review staff to make judgements that facilitate speed and project success. (Process White Paper 6)	BDS and other dev. review agencies	This is an on-going effort that is supported, in part, by increasing the technical training opportunities for line staff to build their expertise and confidence.
●	With 7 bureaus involved in development review and each having overlapping and different responsibilities for code implementation, disagreements on development projects are inevitable. Unfortunately the current system does not include a way to resolve these disagreement without going to Council. (Process White Paper 7)	BDS and other dev. review agencies	City Council adopted an ordinance spelling out a process, involving all the development review agencies, to resolve development review delays and conflicts. In addition, a regular meeting of the Development Review Managers from BDS and the service bureaus is now taking place to discuss both process improvements and facilitate project coordination.

FY 2003-2004 Regulatory Improvement Process Items			
Status	**Item**	**Lead Bureau**	**Notes**
⊘	Examine how the city can prepare background material for non-conforming situation reviews rather than requiring the owner to gather the information. (Process White Paper 8)	BDS	It would be very costly to the City and fees would have to be charged to the client if the City took on this responsibility. It is not appropriate for bureau staff to do this research as the property records are not in the City's hands and the City would be taking a legal responsibility in doing this research for the property owner. We recommend deleting this item from future lists and working on simplifying the regulations that relate to non-conforming uses.
●	There are so many different customers of the development review system who have differing needs and come to the process with different levels of expertise. Increase the number of project type teams, like the FPP program. (Process White Paper 10)	BDS and other dev. review agencies	In the past 2 years, we have accomplished setting up the following project teams: • FPP (facilities permit program) • FIR (field permit issuance) • Residential Multi-Track • Get Legal (compliance program) • Permit Night (open to all) • MPG (large project management) • Process Management
●	Develop a process for certifying development ready industrial and commercial sites. (Process White Paper 11)	PDC	The PDC, Mayor's Office and other development review bureaus compiled a catalogue of shovel-ready sites and submitted it to the State of Oregon for use in promoting Oregon for new industrial/commercial uses.
◔	Continue to examine alternatives to monthly code enforcement fees. (Process White Paper 12)	BDS and ONI	The Title 3 and Title 29 amendments were presented to City Council last Spring and Council deferred action on the amendments that would accomplish this item. To adequately address this issue, additional citizen input is being sought. ONI Neighborhood Inspections stakeholder group will also review this issue.

FY 2003-2004 Regulatory Improvement Process Items			
Status	**Item**	**Lead Bureau**	**Notes**
●	Applicants are not aware of problems until too late in the review process. Need a mechanism for red flagging problems that might be unknown to applicant at the front of the process. (Process White Paper 9)	BDS and other dev. review agencies	LUS Division has implemented the following: ❑ an optional service called "Early Plan Review" which allows a customer with a large project to come in early, before they would normally submit their plans for review, and get an early check for "red flags", etc. ❑ an optional service called "Early Land Use Review Assistance" which is separate and different from a pre-app conference, and can happen before or after a pre-app, and is intended to give customers additional assistance as they prepare their Land Use Review application. ❑ a new early electronic notification to the service bureaus on Subdivision Reviews, to allow issues to be raised earlier in the process. ❑ piloting the "Concept to Construction Program, which has a single planner carry a project all the way through the process, from early assistance, through Land Use Review, Plan Review, permit issuance, and inspection. The planner assigned acts as the project manager, and their familiarity with the project provides efficiency, predictability, and a single point of contact for the customer. All permitting informational materials announces that staff is available for "early assistance."

Part II. New Process for Selecting RIW Items

On August 13, 2003 the City Council assigned ongoing responsibility for coordinating the implementation of the Regulatory Code Improvement List (ReCIL) and the Regulatory Process and Service Improvement (RiPSIP) to the Bureau of Planning and Bureau of Development Services (BDS), respectively. The resolution (No. 36162) also directed the bureaus to "continue to conduct public outreach for development of subsequent workplans and…[to] involve the Portland Planning Commission and the Development Review Advisory Committee in reporting on progress on the FY 03-04 Regulatory Improvement Workplan and developing future annual Regulatory Improvement workplans."

This part of the report describes how Planning and BDS intend to carry out this directive. Before considering changes to the process, staff discussed the benefits and drawbacks of the process used in previous years with key stakeholders. In doing so, the need to modify the process by which items were selected for the RIW lists in previous years became evident. The new process, described below, addresses the stakeholders' concerns and incorporates many of their suggestions. In addition to the desire to make the process more efficient for staff, the public, and decision-makers, this process sets out a system that will become a routine and ongoing part of each bureau's work program. Planning and BDS believe this new process will be of great benefit by being more efficient and transparent.

A. Key Features of New Process

There are four key features that differ from the selection process used in previous years. They are:

1) **Regulatory Improvement Request (RIR) database**: Planning and BDS have constructed a database that will track all code and process improvement requests. The database will be available online and will be able to accept requests 24 hours a day/7 days a week. This is significantly different than past years when staff and the public were asked for their input only when a new list of priority items was being established. This feature ensures that a request can be made in a more timely fashion. The RIR database will go live by December 2004. A sample screen from the database is shown in Figure 1 on page 19.

2) **Regulatory Improvement Stakeholder Advisory Team (RISAT):** As part of the new process, the Regulatory Improvement Stakeholder Advisory Team (RISAT) will be establshed. Participation from the Citywide Land Use Chairs Group, the Small Business Advisory Council, and the Development Review Advisory Committee will be included on the RISAT. It will also include participants from various City bureaus. The primary mission of the group will be to advise bureau staff in prioritizing code amendment requests. In addition, the RISAT will be expected to advise staff as they explore potential solutions to issues raised. This was considered a key feature by the various stakeholders involved in developing this new process. One of the primary benefits of creating a group with diverse representation is that all interest groups are hearing and learning about the other groups' priorities.

3) **Regulatory Improvement Code Amendment Packages (RICAP):** Merging the technical amendments and the minor policy amendments into one package of amendments, called Regulatory Improvement Code Amendment Packages (RICAP) is

another key feature in the new process. Previously, these were proposed as two separate projects, Code Maintenance and Policy Packages. The purpose of this merger is to make the amendment process more predictable, efficient, and less confusing for all stakeholders.

4) **Overlapping consideration of current and future RICAPs:** The final feature of the new process is the ongoing, overlapping consideration of the current RICAP and the future RICAP at the Planning Commission level. In other words, when a current set of code amendments is proposed at a Planning Commission hearing, staff will also bring forth the list of items for the next (future) RICAP, which was priortized with input from the RISAT. This feature will make more efficient use of City resources and time and effort required by the public.

B. Description of the New Process

The process begins with submission of a request or idea that can come from a variety of sources. These ideas will be stored and sorted via a database with online access for adding new requests or searching existing requests. New requests will be assigned to a current code amendment package, a future code amendment package, an ongoing legislative project, to a bureau that administers a specific process, or to the existing monitoring and evaluation effort. This assignment will be made with the assistance of a new group, called the Regulatory Improvement Stakeholder Advisory Team (RISAT).

The current package of proposed amendments will be presented, along with a prioritized list of items for inclusion in the next package, through a combined review and hearing process before the Planning Commission. The Planning Commission's recommendation on the current package will be presented to the City Council along with a progress report on the RIW. The progress report will, Planning and Zoning. The list for the next package of amendments (including an update on non-Title 33 items) will then move forward for development of specific code language, and the cycle repeats. Council action to direct staff to begin working on the next package of amendments will no longer be necessary, as the finalized list of future code amendments will be decided by the Planning Commission.

Figure 2 on page 20 illustrates the new process.

C. Conclusion

The Bureau of Planning and the Bureau of Development Services have worked collaboratively in developing this new process. We've conducted extensive outreach and involved stakeholders in discussions about options for improving the previous system of selecting RIW items. The goals of making the process a routine and transparent part of each bureau's ongoing work program, making the RIW legislative planning process more efficient for everyone involved, and providing an ongoing and user-friendly method for submitting requests are all met with this process.

Figure 1: Sample RIR Screen

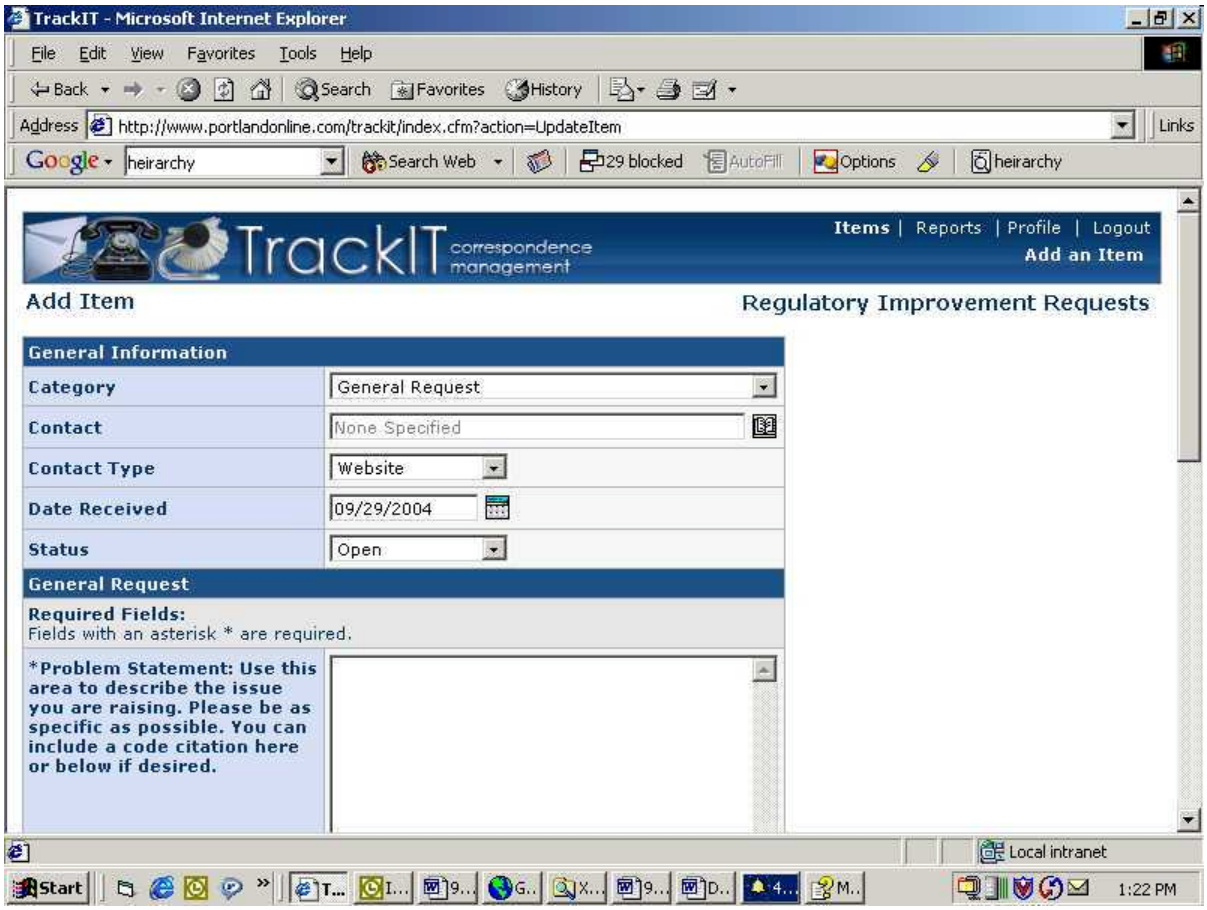
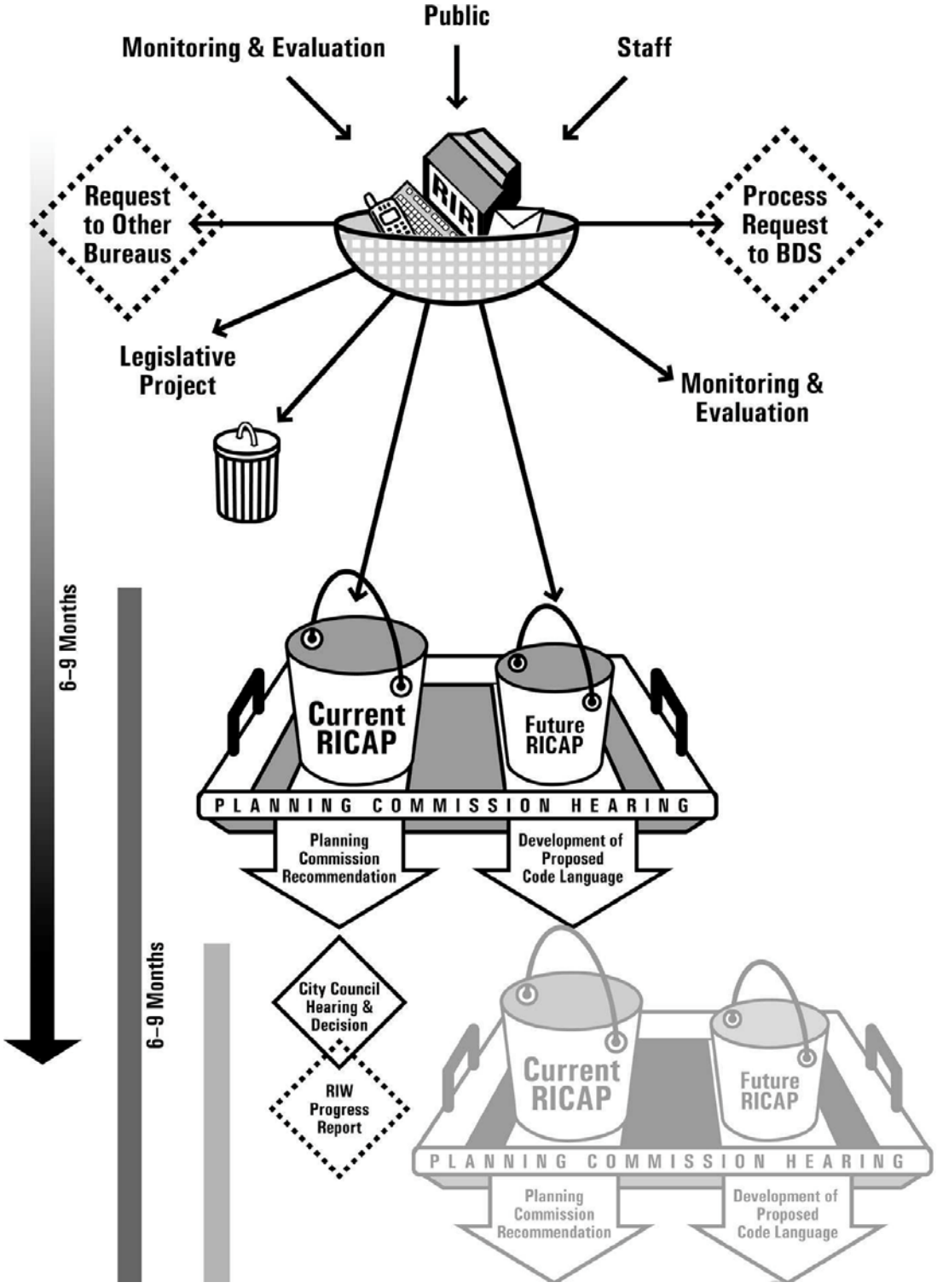


Figure 2: RIW Process Diagram



Appendix: Original White Papers on Pending Items

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
White paper No. 4

Bureau:	**Code Item Title:**
BES lead, with PDOT and Planning	Item 28: Parking and Loading PCC 33.266.120E Title 24 , and the Stormwater Manual

Description of the Problem With the Code:
Explore opportunities where reduced paving is appropriate: Existing regulations require all vehicle areas to be paved, which substantially increases the amount of impervious surface citywide. Consider situations where no paving, reduced paving, or pervious paving material may be appropriate. Changes to Title 24, which requires minimum paving standards for vehicle areas, and the Stormwater Manual, which addresses the quantity and quality of on-site stormwater, need to be considered. Subsequent changes to Title 33 may be needed.

Possible Solution or Concept:
The proposed concept is take a phased approach to addressing a number of code problems relating to paving in parking areas. The first phase, proposed for FY 03-04 is to develop a set of standards for alternatives to concrete or asphalt paving. These alternative standards could be based on use, location and maintenance requirements. This effort would be lead by the BES and would involve participation by other bureaus such as PDOT, BDS, and Planning [to differing degrees].

Future activities could include changes to Title 33 and to various zoning maps, as well as the potential of publishing a comprehensive Site Development Code (these would not be covered without additional funding).

The work on the standards should be accompanied with recommendations on where the allowance of such alternatives to paving should be allowed and where concrete or asphalt paving should still be required.

Desired Outcome of Change:
Reduce the amount of impervious surface citywide, while recognizing the objectives and requirements of Title 24 and the Stormwater Manual. Design standards which would provide the basis for reducing impervious surface in parking areas. The reduction in impervious surface is a critical goal of the city's stormwater program and Endangered Species Act program.

Process and Timeline for Developing the Standards:
BES would lead this process.

What resources are needed to develop the standards and are they available?:
BES**;** Planning and/or BDS would need resources to bring any follow up amendments to the Zoning Code forward, possibly as minor policy changes and/or Code Maintenance changes depending on the scope of change needed.

Who are the Stakeholders interested in this issue and how could they be involved in the standard development process?
Some property owners will support this issue
Some neighborhood land use activists will be concerned about this.
It would lead to a reduction in impervious surface which is a priority to BES and water quality advocates (and would need to adequately address possible contamination issues).
Transportation may have an interest in alternative paving on private property has/or does not have an impact on the adjacent right of way.

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
White Paper No. 7

Bureau:	**Code Item Title:**
Parks	Item 30 Public Recreational Trails PCC 33.272

Code Problem:

Review the public recreational trail requirements related to the following:

1. Trail standards
2. Dedicating easements and rights-of-way – process and requirements are not clear; need more information
3. City maintenance requirement – this requirement has financial impacts on PPR; need flexibility to refuse
4. Standards for city acceptance of deeded land – requirement is unclear; clarify that City is not obliged to accept donations of tracts or lots containing the Greenway trail
5. Certificate of occupancy and trail construction – nexus for requiring easements, trail construction, maintenance is in question. City policy needs to be reflected in requirements; PPR authority for review to be added
6. Placement of recreation trail symbol on the Comp Plan – trail location is conceptual but interpreted literally, making it difficult to ensure that easements can be acquired when needed and that trail is constructed in the appropriate location

Possible Solution or Concept:

The proposed concept is a phased approach to addressing the issues above. The first phase, proposed for FY 03-04, is to develop trail construction standards based on use, location and maintenance requirements. Parks and Recreation would lead the effort, which would include collaborating with other bureaus such as PDOT, BDS, Environmental Services and Planning [to differing degrees].

Review requirements related to easements, conditions under which the City is required to accept maintenance responsibilities and/or to accept land donations and if possible make changes via Code Maintenance activities. These requirements may be more appropriate in the proposed Site Development Code.

Review legislative history to determine whether changes in procedure or changes on the Comp Plan maps are needed to address item #6.

Future activities after FY 03-04 could include changes to Title 33 and to various zoning maps, as well as creating a comprehensive Site Development Code.

Desired Outcome of Change:

Clear and easy to understand language in City Code related to recreational trails, including information about process and procedures for negotiating and dedicating easements and including reference to PPR sign-off authority.

A set of standards for recreational trails that will include design, materials, construction, and maintenance based on use and location. A public information brochure (and digital form) or other tool similar to the *Columbia South Shore Slough Trail Permit & Construction Handbook*

Clear interpretation of the specificity of the recreational trail symbol.

Process and Timeline: 9 months minimum at .5 FTE

Trail Standards could be completed within 6 months, at .5 FTE. Actual time may need to be modified based on availability of other bureaus' staff to review and collaborate.

A minimum of three additional months (at .5 FTE) would be needed to complete Code language revisions and a public information tool about trails, easements etc..

A more complicated scenario involving Comp Plan Amendments and resolving issues of nexus for trail requirements would take at least a year and require BOP to take the lead. This is not suggested at this time.

What resources are needed to develop the standards and are they available?

Staff time and review time are needed. Standards and code analysis could be accomplished with .5FTE, assuming time available for inter-bureau review

Projects are not in PPR Planning and Development work program for FY 03-04

Who are the Stakeholders interested in this issue and how will they be involved in the code change process?

Bureau of Parks and Recreation staff (Planning & Development; Operations; Recreation Divisions); 40-Mile Loop Land Trust; SW Trails group; Trail user groups [e.g., Willamette Pedestrian Coalition; Bicycle Transportation Alliance, Neighborhood Associations, Watershed groups]; Property owners required to provide trails

If this project is part of a phased program and there are other activities that would follow this FY 03-04 project that are needed to fully address the problem, please identify those future activities and the bureaus involved.

Changes to Title 33 and Comprehensive Plan would require legislative process, led by Bureau of Planning. Would require City Bureau participation and public outreach. These are not recommended at this time.

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
Items Referred to Existing Planning and Policy Projects

Bureau: Planning	**Code Item Title:** Items 25, 42, 43, 45, 46, 47 and Mitigation Banking and Zone Map Errors
Existing Planning or Policy Project to Which Issues are Referred: Healthy Portland Streams	
Description of the Items Referred to the Planning or Policy Project:	
A. Mitigation and Restoration Plantings and Irrigation 33.248.090	**Provide an allowance for irrigation watering for mitigation plants.**
B. Environmental Zone Exemptions 33.430.080	**Clarify activities that are exempt from Environmental Review.** Existing language identifying activities that are exempt from Environmental Review is not always clear and difficult to implement. Identify a limited number of such clean-up/clarifications changes to the "exemptions" language, including how DEQ mandated clean-ups are reviewed. **C. Potential Outcomes** 1. Allows minor changes and activities that have no adverse impact on protected environmental resources.
D. Resource Enhancement Projects 33.430.170 33.430.250.B	**Allow resource enhancement projects to be approved as part of the building permit process.** Instead of subjecting resource enhancement projects to an Environmental Review, consider allowing them through an environmental plan check that is done at time of building permit application. Requiring a land use review is a disincentive to do the enhancement project, and the goal of the review can equally or better be accomplished through a plan check. Including additional standards for resource enhancement projects may accomplish this. **E. Potential outcomes** 1. Encourages applicants to initiate resource enhancement projects without the requirement of a land use review.
Environmental Zones 33.430	**Current wording in Chapters 430 and 480 do not adequately address maintenance schedules to allow for the protection of views that is required for some properties.** The Pittock Mansion is one such example.
Applicability of environmental review requirement 33.430.070	**Create a streamline approach for repairing trails quickly to prevent stream damage.** Current process requires full environmental review, which is costly and time consuming.
Development standards in environmental zones 33.430	**Allow demolition of structures in E-zones to take place without review when the demolition is for the purpose of making the E-zone better through re-planting, etc.**
Mitigation Banking in E Zones	Allow watershed wide environmental improvement plan to be used by individual property owners and support either on or off site mitigation.
Recreational Trails in E Zones	Review requirements for recreational trails in environmental overlay zone – modify language to allow approval of repairs and realignments more quickly.

Zone Map Errors 33.855.070	**Provide a quick, sure process to allow corrections to mapping of environmental resources**. There should be a quasi-judicial procedure to allow anyone to request addition or removal of an environmental zone on the zoning map, based on natural resources present or absent. The process should be available for when a resource is discovered that was not previously protected (e.g., a stream with no e-zone), and for when a property owner believes an overlay was applied in error or wishes to refine the line's placement. It should require an ESEE analysis, and reference to adopted legislative projects to ensure compliance with the bigger picture.

Are the issues identified above being addressed in the Planning/Policy project? If not, how can they be incorporated?
Yes, they will be considered as HPS moves forward.

What is the schedule for developing and presenting solutions to these issues? Include dates for Planning Commission and City Council action.

River Renaissance Regulatory Improvement Work Plan

Conditions report outlining regulatory improvement issues*	10/03
Public draft outlining regulatory improvement concepts*	1/04
Concepts to Planning Commission	3/04
Concepts to Council	6/04

Changes to the Environmental overlay zones and interim changes to the Greenway overlay zone

Discussion of Concepts	1/ 04 - 6/04 (some discussion will take place prior to 1/04)
Code to Planning Commission	Summer 04
Code to Council	Fall 04

* The regulatory improvement issues and concepts are related to the environmental and greenway overlay zones, stormwater regulations, etc.

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
Items Referred to Existing Planning and Policy Projects

Bureau: Planning	**Code Item Title:** 50, 51, 52, and 53

Existing Planning or Policy Project to Which Issues are Referred:
Riverside Plan

Description of the Items Referred to the Planning or Policy Project:

Item title	**Description**
Greenway Overlay Zone 33.440	**This chapter needs a comprehensive review and update.** The regulations in this chapter are outdated, and confusing to both the public and staff. **F. Potential Outcomes** 1. Facilitates the understanding and implementation of the Greenway regulations.
Applicability of Greenway Overlay review **33.440.310.B**	**This section requires review for the use of herbicides in Greenway zones, even though another portion of the code allows for the removal of nuisance plants outright.** This code section should allow treatment through an approved programs such as the Parks Bureau's NOAA Fisheries-approved Integrated Pest Management Program (IPM)
Greenway Landscape Standards **33.440.230**	**Establish proportionality between the value of proposed development and the amount of required landscaping.** Consider implementing the landscape requirements in the Greenway overlay zone similarly to how landscape requirements for nonconforming upgrades in Chapter 33.258 are implemented (i.e., limiting such upgrades to 10% of the project cost). This would establish proportionality between the cost of the required Greenway landscape requirements and the proposed development. **Potential Outcomes** 1. Promotes consistency with other Code provisions that require landscape upgrades.
Greenway Trail and Public Viewpoints 33.440.240	**An exemption to trail and public viewpoint requirements could be added for river-dependent and river-related industrial uses.** The Greenway Design Guidelines on public access (Issue B) do not apply to river-dependent and river-related industrial use applications, but that exemption is not included in the Greenway development standards. **G. Potential Outcomes** 1. Facilitates the development of river-related and river-dependent industrial uses.

Are the issues identified above being addressed in the Planning/Policy project? How? If not, how can they be incorporated?
Yes these issues will be considered.

What is the schedule for developing and presenting solutions to these issues?

River Renaissance Regulatory Improvement Work Plan

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Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
Items Referred to Existing Planning and Policy Projects

Bureau: Planning	**Code Item Title:** 8, 59, 100, and 102

Existing Planning or Policy Project to Which Issues are Referred:
Code Audit/Rethink Project

Description of the Items Referred to the Planning or Policy Project:

Item title	**Description**
H. Commercial Zones 33.130	**Reevaluate the need for eight different commercial zones.** Toward Code simplification, the need for eight different commercial zones should be reconsidered. **I. Potential Outcomes** 1. This simplification will facilitate the understanding and implementation of these Code provisions.
Plan Districts, Overlays, and Mixed-Use Zones	1. **Eliminate all (or almost all) plan districts, overlays, and mixed use (EG through RX zones). Replace them with menu-matrix zoning**. Menu-matrix zoning will use a limited list of options, but allow them to be combined in a variety of ways to produce a great variety of outcomes. It would also be much simpler to understand and administer – and to plan new districts. (Menu-matrix system described in Michaelson letter). 2**. Revisit transit street designation of part or all of Sandy Boulevard considering its "Main Street" designation.** Create incentives for property owners to "upzone" from General Commercial along Sandy.
Outcomes based zoning regulations	**Modify prescriptive zoning regulations to be more outcomes based.**
Allow 20% variance without Land Use Review	**Change the development standards in Title 33 to allow for 20% variance without a Land Use Review**

Are the issues identified above being addressed in the Planning/Policy project? If not, how can they be incorporated?
This project has not yet been scoped but intends to look beyond our existing "tool box" for different ways we might be able to achieve our goals, and look at different possible approaches for the City to consider. The Regulatory Rethink will be a "white paper exercise" which will outline an improved overall approach to how the Zoning Code and other codes can better work to implement the Comprehensive Plan.

What is the schedule for developing and presenting solutions to these issues?
12-18 months – these specific issues will be explored, but code will not be developed under this timeline. The project will also inform ongoing Major Policy Initiatives in the Bureau.

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
Items Referred to Existing Planning and Policy Projects

Bureau: Development Services	**Code Item Title:** Items 26, 27, and 28

Existing Planning or Policy Project to Which Issues are Referred:
TREES AND LANDSCAPING STANDARDS PROJECT

Description of the Items Referred to the Planning or Policy Project:

Item title	**Description**
J. Tree Preservation Plans 33.248.065 Title 20	**Need to consolidate the tree preservation plan requirements.**
K. Tree and Landscape Standards Title 33 Titles 10, 17, 20, 24	**Coordinate and streamline technical tree and landscaping standards, e.g., planting methods, material specifications, irrigation, etc.** **1. Consider reducing the required caliper of street trees from 3.5 inches to 2.5 inches.**
Protection of existing foliage outside of Environmental Zones	**Surprised there is not better protection of existing trees and other greenery in non-Environmental zones of the City.**

Are the issues identified above being addressed in the Planning/Policy project? If not, how can they be incorporated?
Yes.

What is the schedule for developing and presenting solutions to these issues? Include dates for Planning Commission and City Council action.
By end of fiscal year 2003-2004.

What stakeholders are interested in these issues?

How and when will the public be involved in this project?

Annual Regulatory Improvement Work Program– Proposed Top Ten FY 03-04
Proposal for Code Improvement
Items Referred to Existing Planning and Policy Projects

Bureau:	**Code Item Title:**
Planning	Possible new "industrial" zones

Existing Planning or Policy Project to Which Issues are Referred:
Industrial Lands Study

Description of the Items Referred to the Planning or Policy Project:

Item title	**Description**
Create a Process for considering new zones as technology offers new types of industry	[Can a firm that creates and ships millions of CDs qualify for the industrial sanctuary?]

Are the issues identified above being addressed in the Planning/Policy project? If not, how can they be incorporated?
How to address "industries of the future" is a key question in the work PDC and Planning are doing. In Phase One, being worked on at this time, Planning and PDC are conducting a comprehensive inventory of the city's industrial land supply to determine the availability and demand for industrial lands, the needs of industrial users, and development constraints and barriers to redevelopment of significant properties. In Phase Two of the project, Planning and PDC intend to use the GIS-based inventory for updating Portland's industrial sanctuary policy and zoning, for identifying and creating funding sources for redevelopment projects, and to assist businesses seeking to locate or develop property in the City of Portland. An intergovernmental agreement with PDC including an agreed upon scope of work for Phase Two has not been completed.

What is the schedule for developing and presenting solutions to these issues? Include dates for Planning Commission and City Council action.
The Industrial Lands Inventory will be completed this summer. Intergovernmental agreement with PDC will be completed this summer for Phase Two.

City of Portland
Bureau of Planning
Bureau of Development Services
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