

**COVER**  
**2035 Comprehensive Plan - Recommended Draft**

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July 2015

Portland's Comprehensive Plan Update

For more information, visit: [www.portlandoregon.gov/bps/pdxcompplan](http://www.portlandoregon.gov/bps/pdxcompplan)

## INSIDE COVER

### **Portland's 2035 Comprehensive Plan guides how and where land is developed and infrastructure projects are built to prepare for and respond to population and job growth.**

All cities and counties in Oregon are required to have a Comprehensive Plan. The new Comprehensive Plan addresses future development, but it also includes expectations for how and when community members will be involved in land use decisions. It helps coordinate policies and actions across City bureaus, as well as with regional and state agencies.

### **This plan is built on a solid foundation.**

The 2035 Comprehensive Plan is built on the 2012 Portland Plan, the Climate Action Plan, and Portland's 1980 Comprehensive Plan, which was Portland's first Comprehensive Plan developed under the statewide land use planning system. The new Plan continues the commitment to linking land use and transportation decisions. It expands the reasons for, and approaches to, improving Portland as a place that is walkable, bikeable, and transit-friendly with active main streets. The Plan continues Portland's commitment to compact development, with active employment centers, expanded housing choice, and access to parks and open space.

The **Portland Plan** brought together more than 20 agency partners and thousands of residents, businesses, and nonprofits to create a strategic plan to make Portland prosperous, healthy, educated, and equitable. It provides a structure for aligning budgets and projects across numerous public agencies, guiding policies with an eye toward the year 2035, and a five-year action plan to get things started. The Portland Plan is organized around an equity framework, three integrated strategies, and a set of measurable objectives to track progress.

The Comprehensive Plan is Portland's primary tool to implement the Portland Plan. The equity framework and the three integrated strategies — Healthy Connected City and Economic Prosperity and Affordability, in particular — provide the foundation for the Comprehensive Plan's goals and policies, capital project lists, and maps. The Measures of Success for the Portland Plan will also be used to track progress against the Comprehensive Plan.

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## **Vision**

Portland is a prosperous, healthy, equitable, and resilient city where everyone has access to opportunity and is engaged in shaping decisions that affect their lives.

## **Guiding principles — Not just where but HOW Portland will grow.**

The Comprehensive Plan includes five Guiding Principles — to recognize that implementation of this plan must be balanced, integrated and multi-disciplinary. The influence of the Guiding Principles can be seen throughout the Plan, as they shape many of the individual policies and projects.

The Guiding Principles are:

- **Economic prosperity** – Support a low-carbon economy and foster employment growth, competitiveness, and equitably distributed household prosperity.
- **Human health** – Avoid or minimize negative health impacts and improve opportunities for Portlanders to lead healthy, active lives.
- **Environmental health** – Weave nature into the city and foster a healthy environment that sustains people, neighborhoods and wildlife. Recognize the intrinsic value of nature and sustain the ecosystem services of Portland’s air, water, and land.
- **Equity** – Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, and improving socio-economic opportunities for under-served and under-represented populations. Inform and involve Portlanders in decisions that affect them.
- **Resilience** – Reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to changes from natural hazards, human-made disasters, climate change, and economic shifts.

*For more information on how the Guiding Principles are used, please see About the Plan and Chapter 1: The Plan.*

## **Portland is expected to grow.**

Portland's economy, neighborhoods, resources, natural setting and the lifestyle options they support continue to attract new residents to the city. Over the next 20 years, Portland is projected to add approximately **260,000 new residents** to the roughly 620,000 people who live here today, and about **140,000 new jobs** to the 370,000 jobs in Portland now.

## **If done well, this growth is part of achieving the Comprehensive Plan Vision.**

The longstanding commitment in Portland is to grow UP, not OUT. This course initially was set in 1972 with State Bill 100, and later through the creation of the Metro Urban Growth Boundary. These laws were intended to protect prime farm and forest land, the agricultural economy, natural resources, and environmental health. The Urban Growth Boundary also protects places that Portlanders love and depend on.

Portland also is a City of great neighborhoods. The attractiveness of these neighborhoods to existing and new residents is impacted by housing choices, and the proximity of convenient services, schools, parks and other destinations. Having good access and other connections are also important including transit, safe streets, trails, and other public spaces.

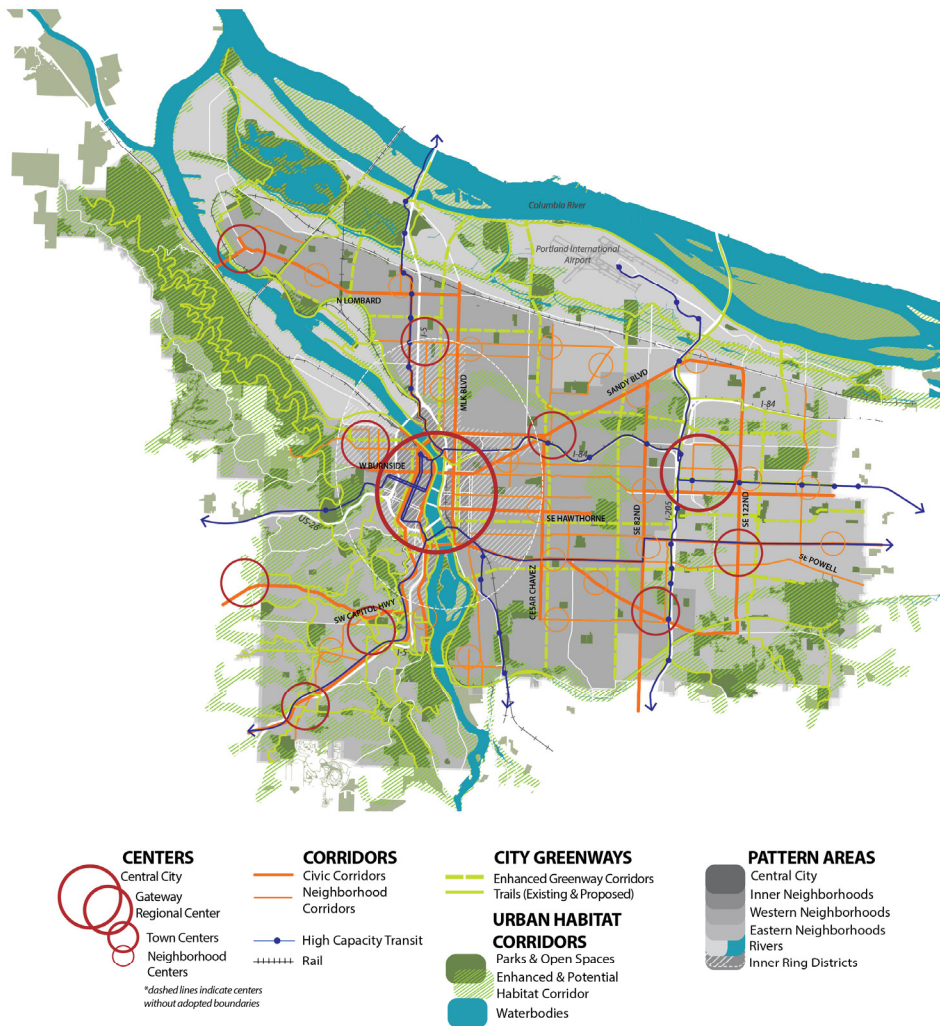
The Comprehensive Plan proposes to use new growth to help expand access to employment and great neighborhoods. The Plan guides growth to Centers and Corridors. Growing up and not out supports the clustering destinations and makes access by transit, walking, wheelchair, and bicycle more practical and desirable. In turn, this helps reduce the amount of driving needed to access work and services.

Focusing growth and investments in centers and along corridors also makes good use of existing infrastructure capacity and encourages efficiency in new infrastructure investments, such as streets, sidewalks, transit lines, water and sewer lines, and parks.

## **A city's form matters.**

The Urban Design Framework in the Comprehensive Plan shows how the Vision and Guiding Principles in the 2035 Comprehensive Plan are reflected in the location and form of future change.

# URBAN DESIGN FRAMEWORK



*For more information on the Urban Design Framework, please see Chapter 3: Urban Form in the Goals and Policies and review the Urban Design Direction document.*

## **What the new Comprehensive Plan can accomplish**

The following pages summarize what each of the Guiding Principles is intended to accomplish.

**Economic prosperity** – Support a low-carbon economy and foster employment growth, competitiveness, and equitably distributed household prosperity.

A robust and resilient regional economy, thriving local businesses, and growth in living wage jobs are all critical to ensuring household prosperity. In the past decade, job growth in Portland was relatively flat. While the economy is picking up strength, it is important to plan for the long term, and implement policies and make investments that improve Portland’s ability to weather economic change and improve household prosperity for all Portlanders.

Portland’s job market is poised to expand by more than 140,000 jobs between now and 2035. This forecast is based on many factors, including past trends and land capacity. Realizing this forecast will take focused work. The 2035 Comprehensive Plan includes policies and projects to support job growth.

- **Re-invest in Brownfields** – Industrial areas have nearly 500 acres of under-utilized contaminated brownfields. New public policies that support brownfield remediation included in this plan support programs that leverage the private investment needed to bring these contaminated properties back into productive use.
- **Increase sites for businesses and employment opportunities, especially in East Portland** – To improve access to living wage jobs in East Portland, the Comprehensive Plan Map shifts some commercial and residential land to employment land.
- **Preserve existing industrial sites and intensify the level of use and development of sites** – The Plan includes policies that encourage businesses to grow on existing sites, as well as policies to ensure that existing industrial land is protected from commercial and residential development encroachment. The Citywide Systems Plan and the Transportation System Plan also include freight-related infrastructure projects that will improve access to employment land, and better connect opportunity sites to the region and to other parts of the state.
- **Provide for employment growth at colleges and hospitals** – Campus institutions like colleges and hospitals are Portland’s fastest growing job sector today, and they are expected to continue to grow. This Comprehensive Plan includes policies that facilitate growth within existing institutional campuses and call for the creation of clear rules for maintaining and improving neighborhood compatibility in implementation tools.
- **Recognize prosperity is about more than job growth** – Business and job growth does not take place in a vacuum. It is influenced by the quality of the city as a place to live, the education system, availability of capital, and the natural and built environments. Policies and implementation actions that support Centers and Corridors, Urban Habitat Corridors, and City Greenways, all make Portland a more attractive location for people to work and live, and run businesses.



**The city's success depends on achieving broad community prosperity.** The 2035 Comprehensive Plan recognizes that upward mobility for lower-income households and closing the racial income gap are essential to building a strong, sustainable, and resilient city economy.

The Plan's approach to job development is rooted in the need to help all Portlanders attain economic self-sufficiency, and find long-term economic success. Part of the approach focuses on the needs of business to grow. The Plan provides land for growth of traded sector businesses, educational and health campuses, and small businesses.

The Plan also focuses on increasing living wage opportunities for Portlanders with a wide range of educational backgrounds, aptitudes, and skills. Manufacturing businesses, healthcare facilities and educational institutions all offer these kind of opportunities.

Household prosperity varies greatly by employment type. In 2012, the average wage for retail and service workers in Portland (\$26,000) was far below the level needed to sustain a household. The Portland Plan's measure of success for household prosperity uses a self-sufficiency index based on the income needed to meet basic household needs, including the cost of housing, childcare, food, healthcare and transportation. In Portland, this is approximately \$36,000 per year for one adult and an infant. By contrast, the average wage for an industrial worker in Portland is \$55,000 per year, and the average wage in hospitals is \$62,940. Industrial and institutional jobs provide better opportunities for many to earn a living wage, but living wage job creation is critical across all employment sectors.

**Human health** – Avoid or minimize negative health impacts and improve opportunities for Portlanders to lead healthy, active lives.

**Portland’s physical environment has a significant effect on health.** The 2035 Comprehensive Plan incorporates consideration of human health into decisions about urban form and growth. It does this in a variety of interconnected ways. Growing in Centers and Corridors to create complete neighborhoods is a core concept that brings together many facets to support human health.

- **Increase access to complete neighborhoods** – Complete neighborhoods are places where people of all ages and abilities have safe and convenient access to more of the goods and services needed in daily life. These are places where they can get to grocery stores, schools, libraries, parks and gathering places safely on foot or by bike. They also are places that are connected by convenient transit to jobs and the rest of the city.

The conveniences of complete neighborhoods make it easier for people to live active lifestyles and integrate exercise into their daily lives. Complete neighborhoods are places where youth can spend time, learn and play. They are places where people are out and about putting more “eyes on the street” that can help improve one’s sense of safety. They also help reduce the amount of time spent doing errands and in a car. All of these things can make living just a little bit easier, and a lot less stressful.

- **Strengthen consideration of environmental justice** – Environmental justice is the equitable treatment and meaningful involvement of all people in public decision-making as it applies to who benefits and who bears the cost of development and growth. This also applies to decisions on how the Plan will be implemented and enforced.

These policies are particularly relevant to plans and investments that impact communities that have been historically under-served and under-represented in public processes and decisions, and have historically carried the burden of adverse effects from city planning and implantation. Policies throughout the Plan support the meaningful involvement of Portlanders in public decisions.

- **Build City Greenways** – A network of safe, accessible, and attractive streets, trails, parks, and open spaces can make it easier to choose healthier lifestyle choices. This network complements complete communities by encouraging active living, community interaction, and nature in neighborhoods. Walking, biking, and using public transit become the easy choice.

Driving less reduces household costs, improves personal and environmental health, and lowers carbon emissions and air pollution. A transportation network that integrates nature into neighborhoods, increases access to the outdoors, provides corridors for wildlife movement, and helps manage and clean stormwater will significantly improve environmental health. Access to open spaces and parks increases opportunities for recreation, relaxation, and learning.

**Environmental health** – Weave nature into the city and foster a healthy environment that sustains people, neighborhoods, and wildlife. Recognize the intrinsic value of nature and sustain the ecosystem services of Portland’s air, water, and land.

**Portland has a wealth of natural resources** – It is located at the confluence of two major rivers near rich forest and farmland, and between mountain ranges. All these provide a beautiful setting for a city, and important habitat for wildlife. Salmon, beaver, deer, elk, and more than 200 species of birds – including bald eagles and peregrine falcons – live in or travel through Portland. Natural resources and open spaces also perform important services: they clean Portland’s air and water, stabilize hillsides, soak up rainwater, and manage floodwaters; and they add to the sense of place and community.

**Portland also has an extensive system and network of public open spaces** – Streets, parks, trails, open spaces, and natural areas link people and wildlife to places around the city and the region. Some of these places are big and busy, connecting people to jobs and businesses to businesses. Others, like the Springwater Corridor, are quieter pathways for walking, jogging, or rolling. Places like Columbia Slough and Smith and Bybee Lakes constitute a network of natural resource areas that support native species of birds, fish, pollinators, and other wildlife. These connections help strengthen sense of place, support the movement of goods, people and wildlife, encourage active lifestyles, and improve ecological health.

**But, many of these natural resources are at risk** – The potential losses are ecological, economic, aesthetic, and spiritual. Urbanization has filled floodplains, causing seasonal flooding. Streams are unable to support healthy fish populations. Trees that trap carbon, reduce heat island effects, and provide habitat may be vulnerable to development. Without thoughtful intervention, natural systems will suffer.

The 2035 Comprehensive Plan includes policies and investments that will expand the public space system, increase mobility and access to services through low-carbon transportation, and reduce the impact of development on natural resource systems.

- **Design development to work with nature** – Development that includes native landscaping, stormwater swales, trees, green roofs, and rain gardens will help clean the air, store water, and reduce energy costs by cooling buildings in the summer. Designing with nature will directly improve water quality, reduce stresses on the stormwater management system, and contribute to cleaner air in the region.
- **Support nature-friendly infrastructure** – The Comprehensive Plan includes policies and investments that manage stormwater, protect resources, and enhance natural areas and open spaces. Trees, natural areas, stormwater swales, and open spaces make up what is referred to as Portland’s “green infrastructure.” Green infrastructure helps minimize risks from flooding and landslides, helps to cool the city – reducing impacts from the urban heat island effect, and creates an overall healthier and more pleasant environment for people.
- **Preserve and enhance Urban Habitat Corridors** – Public and private spaces around the city – from rivers and streams, to Forest Park and Powell Butte, to

backyards with native plants — provide safe and healthy places for resident and migratory fish and wildlife to move through or stay in the city. They also clean and store water, reduce landslide and flooding risks and provide places for people to learn, play and experience nature. Preserving existing places and enhancing others will weave nature throughout the city.

**Equity** – Promote equity and environmental justice by reducing disparities, minimizing burdens, extending community benefits, increasing the amount of affordable housing, and improving socio-economic opportunities for under-served and under-represented populations. Inform and involve Portlanders in decisions that affect them.

The 2035 Comprehensive Plan provides a framework to ensure Portlanders more equitably share in the benefits and burdens of growth and development. This includes recognizing and taking past inequities into account when making decisions. Several core concepts in the Plan work together to promote equity and environmental justice.

- **Invest to reduce disparities** – High quality basic services are essential to Portland’s future success. However not all communities in the city have access to basic services, like sidewalks and developed streets, effective stormwater management systems, parks, and open space. Often, it is low-income households and Portlanders of color who have inadequate services.

Portland has many miles of unpaved roads and even more miles of streets without sidewalks. Most of these places are east of I-205 or in the Cully and Brentwood-Darlington neighborhoods. This crescent has the greatest concentrations of poverty and greater racial and ethnic diversity than the city as a whole, as well as a high number of transit-dependent residents. Moreover, East Portland is where much of the affordable family housing is located, and where many families who once lived in areas with many amenities have moved, in search of more affordable housing.

- **Make infrastructure decisions that advance equity** – This requires a process by which decisions are made based on awareness of how past decisions have affected equity. This challenges unconscious assumptions about how decisions affect different groups. The core questions are who benefits from an investment, who is burdened, who pays, and who decides. Some form of this approach should be used across the spectrum of infrastructure decisions from big-scale long-range plans, like the Citywide Systems Plan, through project design and implementation.

Several City bureaus are developing tools to help ask and answer such questions. An equity analysis can help prioritize where and when the City invests in infrastructure to ensure that low-income communities, communities of color and people with disabilities have more equitable access to infrastructure.

- **Include under-served and under-represented populations in decisions that affect them** – Portland has a long history of community involvement and a neighborhood association system. As the city grows, it is becoming more diverse. It is essential that the needs and interests of all community members are considered.

Efforts must be made to improve services for groups that have not been well represented in past decision making - people of color, immigrants and refugee communities, people with disabilities, renters, low-income Portlanders, older adults, youth, and the lesbian, gay, bisexual, transgender and queer (LGBTQ) community. A new paradigm of

community involvement and engagement — one that supports intercultural organizing, recognizes that diversity is an advantage, and works to achieve equitable outcomes — must be embraced. This paired with Portland’s neighborhood organization network can create a robust and more inclusive community involvement system, informed by principles of environmental justice.

- **Address displacement of residents** – Neighborhood improvement is often the result of public and private investments that increase a neighborhood’s livability. This can create many benefits for existing residents, including increased access to services and improved neighborhood walkability. These same improvements also can make a neighborhood more attractive to new and potentially higher-income residents. Greater demand for the limited supply of housing in the neighborhood will increase property values for existing property owners and housing costs for new residents.

This change can force some existing residents out of revitalizing neighborhoods due to unaffordable increases in the cost of housing. This displacement of lower-income households also often results in a change to the ethnic and racial make-up of a neighborhood’s residents and businesses.

This type of gentrification and displacement is a long-standing concern in Portland. To meet our equity goals, it is essential that efforts are made to work with communities who have and are experiencing inequitable outcomes. It is also essential that more federal, state, and local resources are available to increase the development of permanently affordable housing in high opportunity neighborhoods.

- **Provide for on-going affordability** – Portland is in the midst of a housing development boom. Still, the city has been adding people faster than housing. Since 2010, there are approximately 27,000 new residents in the city, but fewer than 10,000 new housing units have been added to the supply. The number of new dwelling units under construction has rebounded to pre-recession levels in 2014 and 2015, but many of those units are now yet finished and available for rent. This has put pressure on the housing market and increased housing costs across the board. This cost pressure is greatest for lower income families.

Only a few hundred of these new units have been built under programs for long-term low-income affordability. While 27 percent of Portland households earn less than \$36,750 (half of the current median family income for a family of four), only about 7.5 percent (20,300 units) of the housing stock is publicly subsidized and maintained as affordable to these households. Other housing in Portland may be affordable to this group, but there are no protections to ensure it remains that way.

In the Portland Plan, the City set a goal to increase the existing supply of long-term affordable housing, to reach 15 percent. To meet this ambitious goal, new funding and other approaches to produce affordable housing will be needed.

- **Create regulations that acknowledge that “one size does not fit all”** – Portland has increased in area since 1980 — annexing most of East Portland and some of West Portland. Many of these neighborhoods were developed after WWII. They have

distinct characters that differ from Inner Portland and the Central City. Despite these differences, they were required to meet the same development standards as Inner Portland, and these areas developed without the needed street, sidewalk and stormwater infrastructure. This Plan recognizes that one size does not fit all and includes new policies intended to protect the qualities that people value about East and West Portland, while supporting human and environmental health and safety, and investments that promote transit use, walking, and biking.

**Resilience** – Reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to changes from natural hazards, human-made disasters, climate change, and economic shifts.

Resilience means reducing the vulnerability of our neighborhoods, businesses, and infrastructure to withstand challenges — environmental, economic, and social — that may result from major hazardous events. A resilient Portland is one that can bounce back, move forward, and become stronger over time.

Prosperity, human health, environmental health, and equity are all essential components of resilience. The 2035 Comprehensive Plan has a spectrum of policies that work together to improve Portland’s resilience — growth in compact Centers and Corridors, provision of City Greenways and Urban Habitat Corridors, expansion of living wage employment opportunities, investments to fill the infrastructure gaps in under-represented and under-served communities, and responsiveness to the differences among Portland’s neighborhoods.

Portland faces many natural hazards, which can have environmental, economic, and social impacts.

- Floods or landslides can disrupt roads and transit services. They can affect commuting patterns and timely access to jobs or school, as well as the movement of commercial traffic and freight.
- A significant earthquake could threaten lives and seriously affect Portlanders’ daily lives for an extended period of time.
- Oregon’s climate is changing. Over the past 30 years, average temperatures in the Pacific Northwest have increased about 1.3 degrees Fahrenheit. The number of extreme high nighttime minimum temperatures has increased. Mt. Hood’s glaciers have decreased in length as much as 61 percent over the past century. Climate change poses a serious threat not just to Oregon’s natural treasures — forests, mountain snows, and rivers — but also to our jobs and our health. Portland’s future climate will likely be characterized by hotter, drier summers with more heat waves, and warmer, wetter winters. This will mean increased risk of flooding, wildfire, and landslides.
- Extreme heat events threaten personal health and reduce the viability of construction and other outdoor employment.
- Economic and energy shocks [\[add more\]](#)

Effectively managing risks involves assessing the likelihood that an event will occur, as well as the potential consequences such as injury or fatalities, environmental degradation, or economic loss. Certain populations, including low-income households, communities of color, people with disabilities, renters, and older adults may be less able to prepare for and recover from impacts from natural hazards, economic disruption, and climate change impacts.



The 2035 Comprehensive Plan help manage risks in several ways.

- **Encourage growth in lower-risk areas** – The Plan’s Urban Design Framework focuses growth in centers and corridors outside of high-risk areas. Comprehensive Plan Land Use Map changes include downzoning (reduced density) in parts of East and West Portland where there are greater risks of landslides or floods.
- **Invest to reduce risks** – The Comprehensive Plan, including the Citywide Systems Plan, identifies infrastructure investments to reduce risks of failure and increase the city’s ability to withstand and respond to a natural disaster. Improvements are planned to protect Portland’s critical infrastructure services such as drinking water, sewage treatment, and bridges. These systems are necessary to protect Portlanders’ safety and security and support the region’s economy. For example, infrastructure investments planned for Portland’s secondary groundwater supply in outer northeast Portland enables water to be provided when the primary Bull Run system needs to be supplemented.
- **Neighborhood resilience** – Investments to create complete neighborhoods, including multi-modal streets, grocery stores, and parks can help improve community resiliency to natural hazards by providing access to local services, offering multiple ways to get around, and fostering community connections. Parks, community centers, and other public buildings can also play a role in emergency response – as locations for cooling centers, emergency shelters, and communication centers.
- **Low-carbon economy** – Fossil fuels are a finite resource, and disruptive swings in oil and natural gas prices impact households and businesses. An advanced low-carbon community will be more stable, prosperous, and healthy than one that remains dependent on fossil fuels. With the growing awareness and recognition of the need to reduce carbon emissions to mitigate the effects of climate change, there are, and will continue to be, opportunities to build new businesses to commercialize new, more efficient, and renewable technologies.

Hundreds of Portland businesses are already exporting products, technologies, and services developed to respond to climate change – from highly efficient building components, to stormwater management tools. As the world moves to a low-carbon economy and invests in climate-ready communities, Portland businesses will reap the rewards of their leadership.

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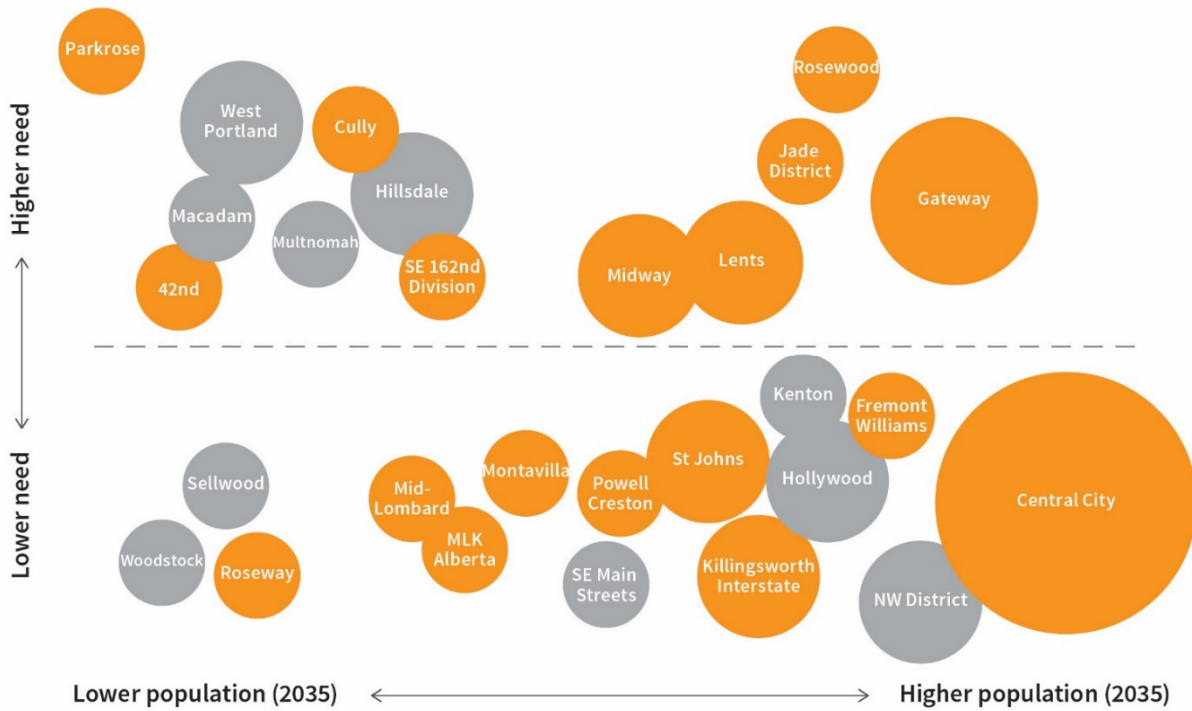
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Some additional materials we may want to include here or in other parts of the plan...

**1. Invest to reduce disparities**

**2. Invest to enhance neighborhoods and accommodate growth**



**3. Respond to opportunities and maintain existing services**

**4. Fill service gaps and accommodate growth**

<<Terminology box>>

**Under-served** means people and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Due to historical inequitable policies and practices, disparities may be recognized in both access to services and in outcomes.

**Under-represented** recognizes that some communities have historically and currently not had equal voice in institutions and policy-making and have not been served equitably by programs and services. In this Climate Action Plan, the terms under-served and under-represented focus action and implementation attention toward:

People/Communities of color: Individuals or groups who identify as African and African American, Native American/Indigenous Nation/ Native Hawaiian, Asian-American or Asian/Pacific Islander, and/or Latino/Hispanic/Chicano descent.

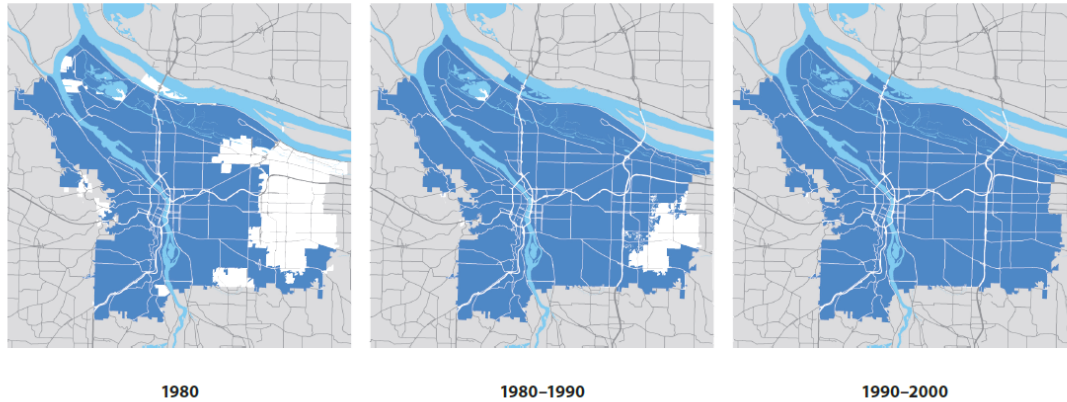
Low-income populations: People, households, families and neighborhoods with below-average incomes. Because of socioeconomic patterns, low-income also overlaps with people of

color and many older adults. However, a focus on low-income people does not substitute for a focus on racial and ethnic justice.

<<Terminology box>>

<<Annexation box>>

**Annexations — The shaded areas of the maps show the City of Portland boundary.**



Between 1980 and 2000, the City of Portland annexed nearly all of what is commonly referred to as East Portland and smaller portions of West Portland. These annexations increased Portland's land area by 25 percent. These areas also had very different development patterns from the rest of Portland. Much of the newly annexed areas were developed during and after the post-World War II period in a traditional suburban, auto-oriented style.

In the late 1990s, a swiftly growing economy, newly extended sewer service, and multi-family zoning in annexed East Portland neighborhoods combined to result in rapid redevelopment east of I-205. Quickly, many single-family neighborhoods with houses on deep lots, transformed into apartment buildings and town houses. Unfortunately, the transportation infrastructure and the commercial services needed to create vibrant and accessible neighborhoods was not provided. New development was expected to bring new services. However, for a variety of reasons, many new street connections were not made. Southwest Portland saw significantly less development than East Portland, and also has lower development potential in the future.

<<Annexation box>>

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**What is infrastructure investment and why is it important?** The City of Portland owns and maintains numerous facilities, from water pipes and reservoirs; to stormwater swales and sewers; to parks, streets, and recreational trails. These are basic systems needed to protect the health, safety and well-being of Portland households and businesses. The ability to meet these basic needs is critical. Infrastructure investments are valuable and represent generations of investment. They also require constant maintenance, repair and attention. In some areas, they highlight generations of disinvestment.

## **Caring for Portland's infrastructure**

There are three types of core infrastructure concerns that service providers must always consider:

System maintenance – This is about taking care of existing infrastructure so it can continue to meet community needs and work efficiently.

System deficiencies – This includes determining where systems do not meet basic levels or needs, and analyzing who is and is not being served. It is also about meeting state and federal requirements.

Future needs – This includes assessing which facilities need to be upgraded or replaced to avoid major problems or to meet growing demand.

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