

Future Vision Report



Prepared by
the Future Vision
Commission

March 4, 1995



METRO

FUTURE VISION COMMISSION

Len Freiser, Chair, Future Vision Commission

Judy Davis, Urban Planner

Mike Gates, former Metro Councilor

Mike Houck, Urban Naturalist

Wayne Lei, Environmental Manager, Portland General Electric

Robert Liberty, Director, 1,000 Friends of Oregon

Peggy Lynch, Community Activist

John Magnano, Clark County Board of Commissioners Chair

Peter McDonald, Farmer

Susan McLain, Vice Chair, Future Vision Commission and Metro Councilor

Alice Schlenker, Mayor of Lake Oswego

Rod Stevens, Financier

Robert B. Textor, Futures Anthropologist

Marilyn Wall, Attorney

Alternates

Linda Peters, Washington County Board of Commissioners Chair

Ted Spence, Transportation Planner

Fred Stewart, Realtor

TABLE OF CONTENTS

	Page
Preamble	i
Values	1
Vision Statements and Action Steps	2
Introduction	2
Each Individual	6
Our Society	8
Our Place	11
Implementation	16
Appendices:	
• Commissioners' Statements	A-1
• Record of Meetings	B-1
• Bibliography	C-1
• Commentors on the Future Vision	D-1
<u>Additional Reports Available on Request</u>	
• Settlement Pattern Report	
• Carrying Capacity Report	
• Work Styles Report	
• Education Report	

PREAMBLE

In 1805, Lewis and Clark came to this region, sent by President Jefferson on a journey of peace and friendship, scientific exploration, conquest and discovery. Beginning in the 1840s, thousands of pioneers made an arduous 2,000-mile, eight-month trek along the Oregon Trail to river valleys with rich farmlands and mountains with vast forests. Today, people are still attracted to this region for its jobs, natural beauty and culture of livability. Simply put, this is a great place to live. We want to keep it that way.

However, today we are on an equally arduous journey into the future, one that challenges our expectation that this will continue to be a place where people choose to invest their talents and energy to keep what is good and fulfill our hopes for this land and all its people. We must act now and together. We offer this vision of the nine-county region in 2045 as a first step in developing policies, plans and actions that serve our bi-state region and all its people.

The bi-state metropolitan area has effects on, and is affected by, a much bigger region than the land inside Metro's boundaries. Our ecologic and economic region stretches from the Cascades to the Coastal Range, from Longview to Salem. Any vision for a territory this large and diverse must be regarded as both ambitious and a work-in-progress. We offer this document in that spirit.

This vision has been developed with the expectation that individual dreams and efforts will matter. Our region is a place that rewards those who commit themselves to keeping it a great place to live. It is a place where people act to meet the future, rather than wait to cope with its eccentricities. History teaches the often cruel lesson that a community that does not possess a clear vision of the kind of future it wants is not likely to be satisfied with the one it gets. Making the effort to identify what we want, and then acting purposefully and collectively to achieve it, is critical.

Your Future Vision Commission has attempted to reflect the hopes and conscience of the people who live here - we are neither oracles nor social engineers. Rather, we affirm differences in thought and ways of life. We celebrate the individual as well as the community. We encourage self-reliance and self-fulfillment as well as civic participation and civic pride.

VALUES

Our way of life in this region embodies a number of interconnected values that are essential to facing the future wisely:

- We value taking purposeful action to advance our aspirations for this region, shaped by the realization that we should not act to meet our needs today in a manner that limits or eliminates the ability of future generations to meet their needs and enjoy this landscape we are privileged to inhabit.**
- We value natural systems for their intrinsic value, and recognize our responsibility to be stewards of the region's natural resources.**
- We value the greatest possible individual liberty in politics, economics, lifestyle, belief and conscience, with the full understanding that this liberty cannot be fully realized or long endure unless accompanied by shared commitments to community, civic involvement and the health of our environment.**
- We value the conservation and preservation of natural and historic resources. Widespread land restoration and redevelopment must precede any conversion of land to urban uses to meet our present and future needs.**
- We value economic development because of the opportunities it affords us all, but recognize that there can be true economic development only with unimpaired and sustainable natural ecosystems, and suitable social mechanisms to ensure dignity and equity for all and compassion for those in need.**
- We value our regional identity, sense of place and unique reputation among metropolitan areas, and celebrate the identity and accomplishments of our urban neighborhoods and suburban and rural communities as well.**
- We value participatory decision making which harnesses the creativity inherent in a wide-range of views, dissenting and consenting, about the past, present and future.**
- We value a life close to the beauty and inspiration of nature, incorporated into urban development in a manner that remains a model for metropolitan areas into the next century.**
- We value vibrant cities that are both an inspiration and a crucial resource for commerce, cultural activities, politics and community building.**
- We value meeting the needs of our communities through grassroots initiatives that are always aware of and in harmony with the collective interest of our metropolitan community.**
- We value a cultural atmosphere and public policy that will ensure that every child in every community enjoys the greatest possible opportunities to fulfill his or her potential in life. It is, after all, primarily for them, and for their children, that we propose this vision.**

VISION STATEMENTS AND ACTION STEPS

Introduction

The Metro Charter, approved by voters in 1992, calls for the creation of two new planning products: the Future Vision and the Regional Framework Plan. The Future Vision is described in the Charter as follows:

(1) Future Vision. (a) Adoption. The council shall adopt a Future Vision for the region between January 15, 1995 and July 1, 1995. The Future Vision is a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life. The Future Vision is a long-term, visionary outlook for at least a 50-year period. As used in this section, "region" means the Metro area and adjacent areas.

(b) Matters Addressed. The matters addressed by the Future Vision include but are not limited to: (1) use, restoration and preservation of regional land and natural resources for the benefit of present and future generations, (2) how and where to accommodate the population growth for the region while maintaining a desired quality of life for its residents, and (3) how to develop new communities and additions to the existing urban areas in well-planned ways.

...

(e) Effect. The Future Vision is not a regulatory document. It is the intent of this charter that the Future Vision have no effect that would allow court or agency review of it.

Metro is also directed to develop a *Regional Framework Plan* consisting of a number of individual plans which address issues of regional significance--the transportation system, the urban growth boundary (UGB), water resources, air quality and housing densities, among others. The relationship between the Future Vision and the Regional Framework Plan is explained in the Charter as follows:

The Regional Framework Plan shall: (1) describe its relationship to the Future Vision, (2) comply with applicable statewide planning goals, (3) be subject to compliance acknowledgment by the Land Conservation and Development Commission or its successor, and (4) be the basis for coordination of local comprehensive plans and implementing regulations.

Your Future Vision Commission has developed this document in response to both the requirements and the spirit of the Charter. The following vision statements, in concert with the Future Vision map, provide the *conceptual statement* sought by the framers of the Charter and directly addresses Charter requirements in the following ways:

- The Region. Our area of interest is not the *three-county* or *four-county* area, but nine counties (Clackamas, Clark, Columbia, Cowlitz, Marion, Multnomah, Polk, Washington

and Yamhill) which interact now and will interact more completely in the future. We can no longer afford to view ourselves apart from this larger context, itself a part of Cascadia, North America, the Pacific Rim and the world. We are part of a truly international economy.

Population Levels and Settlement Patterns. Our work has depended on population projections and allocation scenarios developed through existing planning processes in Oregon and Washington. The Future Vision map depicts the relationship between this written document and the geography of the nine-county, bi-state region.

Carrying Capacity. This metropolitan area, like all others, exceeded its ability to meet the physical needs of its people long ago. Our style of life depends on the importation of energy, materials, capital and brain power from all over the world. We have also found that traditional biological models of population carrying capacity are simply too narrowly drawn to be of much use in a metropolitan setting. Determining the sustainability of even current population levels at our existing quality of life is greatly complicated by uncertainties due to future technological and global economic changes. In addition, there are difficult questions of value which must be addressed first, since values can be the basis for an analysis of carrying capacity but cannot be derived from such a study. For these reasons, it may not be possible to choose a single sustainable population level for the region.

In fact, the question is not so much whether we have or have not exceeded carrying capacity in some absolute sense, but whether our continuing inhabitation of this place is occurring in a manner that will allow us to meet established criteria for protecting human health and the environment while serving our values associated with livability and sustainability. Available information does suggest that increases in population will continue to degrade natural systems, absent significant changes in how we grow. Quite simply, carrying capacity must be viewed and discussed in a cultural and social as well as physical context.

Consequently, we have chosen to approach carrying capacity as an issue requiring ongoing discussion and monitoring. We believe that the relevant question is not when carrying capacity will be exceeded, but how we will collectively restore, maintain and/or enhance the qualities of the region central to sustaining our health, the quality of the natural environment and the ability of future generations to take action to meet the needs of their time.

Sustainable communities will come about through the skillful blending of factual data, our values and new ideas in a public discussion occupying a place of honor in this region, not through blind adherence to numerical thresholds that cannot be specified, much less met. Hence, carrying capacity is not a one-time issue, a single number, a simple answer, but an ongoing question for us all.

New Communities. This vision does not call specifically for the creation of new communities. We choose instead to focus on the restoration and redevelopment of what already has been committed to non-resource use. However, the values, vision statements and map, taken together, describe the nature of our region in 2045, and as such can be used as a template for what any community, new or old, ought to embody.

Other Issues. There are a number of issues that, in the future, will challenge some of our assumptions. These issues include:

- New telecommunications and information technologies are upon us, but their effects on quality of life and urban form are not yet known.
- Some aspects of our quality of life are likely to deteriorate with growth, while some will be enhanced.
- There almost certainly will be a change in the ways we use fossil fuels in the next 50 years.
- Our sense of region likely will change as technology and the economy change.

After long discussion, we recognize that these issues and more will have profound and largely unknown implications for our vision and this region. Nonetheless, we must move forward with the belief that our region will rise to the challenges as they become apparent.

Vision Statements

Our vision statements fall logically into three groups:

1. **Each Individual** - The development of each individual as a productive, effective member of this region. We believe that this region must make clear and unambiguous commitments to each individual in order that we all may have a vibrant, healthy place to live. This does not mean that our region must be all things to all people. It cannot be. Rather, we seek the full participation of individuals in the prosperity of this region, accompanied by their own acceptance of responsibility for stewardship of their community and region. Three vision statements of our aspirations for individuals are presented under the headings of children, education and participation.
2. **Our Society** - The ability to state and act on the collective interest of our communities through civic involvement, a strong economy and vital societal institutions. The ability to work together, in the truest sense, is the hallmark of great communities and flourishing societies. Engaging people with each other and with our economy to solve problems and act on dreams is the cornerstone of our ability to move forward into the future. Six vision statements of our aspirations for our society are presented under the headings of safety, economy, diversity, civic life, vital communities and roots.
3. **Our Place** - The physical landscape of the nine-county, bi-state region, the settlement patterns that have evolved within it and the economy that continues to evolve. We live in a landscape of great variety and beauty, a stage for an enviable range of possibilities. Preserving that vast sense of diversity must be the core of our legacy of inhabitation. Eight vision statements of our aspirations for our place are presented under the headings of rural land, variety in our communities and neighborhoods, a life in nature, walking, linkages, downtowns, equity and growth management.

The vision statements have been developed with the elements of the Regional Framework Plan in mind. Clearly, Metro has a critical role to play as planner, convener, monitor and leader. However, as in the past, the success we achieve in the future will be a collaborative accomplishment. Keep in mind that the usefulness of this or any Future Vision for advising and guiding policy and regulation is entirely dependent on its scope and persuasiveness. Developing and adopting a Future

Vision offers an unparalleled opportunity to create an environment of consensus and predictability in the region for what Metro's planning and policy making ought to accomplish.

EACH INDIVIDUAL (I)

I-1 Children

In 2045, the welfare of children is of critical importance to our present and future well-being. Creating and sustaining public and private initiatives that support family life are among our highest priorities.

To achieve this vision:

- Recognize the needs of children as a critical metropolitan issue, and ensure that responsibility is assigned and assumed for meeting those needs.
- Regularly review surveys of children and families, and incorporate the results in all facets of planning and policy making in the nine-county region.
- Incorporate the needs of children for healthy, safe and accessible living environments in Regional Framework Plan elements dealing with the transportation system, housing, urban design and settlement patterns, and parks and open space.
- Develop new partnerships involving business, government, citizen, cultural and educational organizations to incorporate the needs of children and their families as a part of planning, budgeting and administrative processes.

I-2 Education

In 2045, education, in its broadest definition, stands as the core of our commitment to each other. Life-long learning is the critical ingredient that enables the residents of this region to adapt to new ideas, new technologies and changing economic conditions. Our commitment to education is a commitment to equipping all people with the means to not only survive, but to prosper in this region.

To achieve this vision:

- Work with other government entities and with educational and cultural organizations to ensure that:
 - Parents are aware that the foundation of a child's language is developed in the first six months of life, and that infants should be read to from birth.
 - Public library policies, staffing and resources are strong enough to reach out and effectively serve all citizens.
 - Children receive an education that prepares them for post secondary and life-long learning.
 - Our educational system includes both English literacy and foreign languages, an understanding of evolving information technology and the ability to engage national and international opportunities at home, in the community and on the job.

- Provide adequate public and private support for a variety of institutions of higher education to meet needs for life-long learning, including obtaining college degrees, improving job skills and simply enjoying the excitement of learning.
- Create and enhance cooperative ventures linking public and private enterprises to ensure that:
 - Community arts and performance centers, community libraries and schools, colleges and universities, concert halls, galleries, museums, nature centers and theaters are each vital links in an integrated educational system for all residents.
 - Opportunities exist for all children and community residents, regardless of income, to engage in the visual, literary and performing arts in community centers close to their homes.
 - Higher education in the metropolitan area serves the people and communities of our nine-county region. Here, higher education is truly a reflection of the needs of our people, the role of the region in an international economy, and the unique opportunities afforded by our natural environment and history.

I-3 Participation

In 2045, all residents, old and young, rich and poor, men and women, minority and majority, are supported and encouraged to be well-informed and active participants in the civic life of their communities and the bi-state region. Ours is a region that thrives on interaction and engagement of its people to achieve community objectives.

To achieve this vision:

- Include citizen involvement and education programs as a core function of all government institutions, including schools.
- Promote an atmosphere of inclusiveness and tolerance of social, political, racial and economic differences.
- Provide adequate funding to enable broad-based participation in civic affairs by all economic groups. Set goals for the involvement of community members and work actively to achieve them.
- Initiate and facilitate ongoing discussion of this Future Vision in neighborhood and community forums.
- Coordinate a region-wide web for disseminating and collecting information that utilizes public libraries, schools, business and civic organizations, and neighborhood and community groups.
- Strengthen neighborhood, community and regional public library resources and continue to offer free reader, reference and information services to all.

OUR SOCIETY (S)

S-1 Safety

In 2045, personal safety within communities and throughout the region is commonly expected; it is a shared responsibility involving citizens and all government agencies. Our definition of personal safety extends from the elimination of prejudice to the physical protection of life and property from criminal harm. Our hope and expectation is for a society whose residents do not expect safety or protection to rely on guns or physical violence.

To achieve this vision:

- Recognize that true community safety results from a collaborative effort involving citizens, their government and business. Support local initiatives to address public safety issues in this manner through targeted public investment.
- Identify and address public and personal safety issues in the Regional Framework Plan elements dealing with transportation, urban design and bi-state coordination.
- Identify public safety as a metropolitan-area-wide issue, rather than simply the concern of a single jurisdiction or agency.
- Train community members in alternative means for dispute resolution.
- Co-sponsor with community groups activities that are designed to increase community cohesion and the interaction of community members with each other.

S-2 Economy

In 2045, our bi-state, regional economy is diverse, with urban and rural economies linked in a common frame. Planning and governmental action have created conditions that support the development of family-wage jobs in accessible centers located throughout the region.

To achieve this vision:

- Direct all regional planning efforts to include equitable economic progress for communities throughout the region as a critical component for modeling and evaluation.
- Address the further diversification of our economy, the creation of family-wage jobs and the development of accessible employment centers throughout the nine-county region in the Regional Framework Plan elements for transportation, rural lands, urban design, housing and water resources.
- Actively foster and recruit enterprises that are attracted to our natural environment and to the human resources already here--those firms that need what we have, not what we are willing to give away.

S-3 Diversity

In 2045, our communities are known for their openness and acceptance. This region is distinguished by its ability to honor diversity in a manner that leads to civic cohesion rather than a narrow separateness.

To achieve this vision:

- Focus public policy and investment on the creation of mixed-use communities that include dedicated public space and a broad-range of housing types affordable for all.
- Reinforce cross-cultural understanding and tolerance through positive celebration of our region's diverse heritages and support for cultural expressions.
- Publicly recognize efforts, both public and private, that encourage all citizens to be full participants in the civic and economic life of the region.
- Address the creation of community cohesion and a true civic culture in Regional Framework Plan elements concerned with urban design, housing and bi-state governance.

S-4 Civic Life

In 2045, citizens embrace responsibility for sustaining a rich, inclusive civic life. Political leadership is valued as an essential ingredient for engaging citizens in this task.

To achieve this vision:

- Enact campaign finance and other reforms which make the pursuit of elective office and the expression of minority views without fear of retribution a realistic goal for all citizens.
- Strongly support public involvement in government initiatives, and provide resources needed to develop innovative ways to expand opportunities for participation and to make participation more useful and effective.

S-5 Vital Communities

In 2045, communities throughout the bi-state region are socially healthy and responsive to the needs of their residents. Government initiatives and services have been developed to empower individual communities to actively meet the needs of their residents. The economic life of the community is inseparable from its social and civic life. Coordinated initiatives for health care and support for meeting basic needs are extended to those in need, where they live.

To achieve this vision:

- Identify needs and solutions to community problems at the neighborhood level, and actively work to enlist all units of government in supporting and acting on these grassroots agendas rather than allowing governmental entities to insulate themselves from participating.

- Incorporate specific expectations for a basic standard of living for all citizens in Regional Framework Plan elements concerned with urban design, housing, transportation, and parks and open space.
- Recognize the presence of areas of chronic poverty as an issue for metropolitan action. Support regional and local initiatives to address chronic poverty through targeted public investments, revisions in tax codes and metropolitan tax-base sharing.

S-6 Roots

In 2045, our history serves us well, with the lessons of the past remembered and incorporated in our strategies for the future. Our fellow citizens know our cultural history, and this knowledge helps them ground social and public policy in the natural heritage we depend on and value so dearly.

To achieve this vision:

- Preserve designated historical sites/structures, and use public incentives and investments as necessary to preserve our history.
- Specifically incorporate historic preservation and landscape ecology in Regional Framework Plan elements concerned with transportation, housing, urban design, rural lands and the UGB, parks and open space, and bi-state governance.
- Include historical sites and events within the region in public events, school curricula and planning.

OUR PLACE (P)

P-1 Rural Land

In 2045, rural land shapes our sense of place by keeping our cities separate from one another, supporting viable farm and forest resource enterprises, and keeping our citizens close to nature, farms, forests and other resource lands and activities.

To achieve this vision:

- Develop and implement local plans, the UGB and the rural lands elements of the Regional Framework Plan to:
 - Actively reinforce the protection of lands currently reserved for farm and forest uses for those purposes. No conversion of such lands to urban, suburban or rural residential use will be allowed.
 - Allow rural residential development only within existing exception areas or their equivalent. Rural residential development shall retain the rural character of the area, and be consistent with nearby farm and forest practices, the ability of natural systems to absorb new development and the capacity of currently available public services.
- Work with the departments of agriculture and forestry in both states to develop a broad program of public education about and contact with this region's agricultural and forest products and producers.

P-2 Variety in Our Communities and Neighborhoods

In 2045, our region is composed of numerous distinct communities, open to all, which together provide a wide variety of healthy, appealing and affordable housing and neighborhood choices. They are physically compact and have distinct identities and boundaries. Truly public space exists in every community and serves as the stage for a rich and productive civic dialogue.

To achieve this vision:

- Continue to encourage a choice of neighborhood types, including new neighborhoods with suburban densities, neighborhoods of traditional (pre-World War II) densities, and mixed-use neighborhoods of a more urban design.
- Provide incentives, including preferential funding for the acquisition of Greenspaces and development of transportation facilities, to communities which act to provide a range of housing types for people of all income levels within their boundaries.
- Link the granting of building permits for single-family detached structures to the creation of mixed-use neighborhood centers.
- Develop and implement community plans to clarify and strengthen distinct identities. To the extent possible, develop boundaries between communities using parks, rivers, streams, floodplains and other landscape features.

- Make the development of complete mixed-use and mixed-income communities the central focus for Regional Framework Plan elements dealing with housing, urban design, and parks and open space.

P-3 A Life in Nature

Our place sits at the confluence of great rivers--the Columbia, Lewis, Sandy and the Willamette and its tributaries--which dominate the landscape. This is a region of water, volcanic buttes, and forest-clad mountains and hills. The metropolitan region is a unique ecosystem, one which encompasses urban, rural and wild settings within a common landscape. In 2045, our region is known for the intelligent integration of urban and rural development into this common ecosystem as evidenced by:

- Improved air and water quality, and increased biodiversity.
- Views of Mt. Hood, Mt. St. Helens, Mt. Rainier, Mt. Adams, Mt. Jefferson and other Cascade and coastal peaks, unobstructed by either development or air pollution.
- Ribbons of green bringing greenspaces and parks within walking distance of every household.
- A close and supportive relationship among and between natural resources, environmental quality and the economy of the region.
- Restored ecosystems protected from future degradation and decline.

To achieve this vision:

- Ensure that Regional Framework Plan elements for transportation, the UGB, rural lands, urban design and settlement patterns, parks and open space, and bi-state governance actively seek the objectives of this vision statement.
- Work with partners in the region to develop comprehensive interpretive programs for the metropolitan ecosystem to provide all citizens with the information they will need to act as stewards for the quality of the natural environment.
- Manage watersheds to protect, restore and maintain the integrity of streams, wetlands and floodplains, and their multiple biological, physical and social values.
- Create an interconnected mosaic of urban forest that provides multiple benefits to neighborhoods, including shading and reduction of temperature extremes, aesthetics and habitat for local wildlife.
- Value the quality of natural resources and the landscape alongside other variables when assessing the costs and benefits of new development and/or attracting new enterprises to the region.

P-4 Walking

In 2045, residents of this region can shop, play and socialize by walking or biking within their neighborhoods. Walking, biking or using transit are attractive alternatives for a wide-range of trips within neighborhoods, between important regional centers and outside the urban area. This region is known for the utility of its non-auto transportation alternatives.

To achieve this vision:

- Focus the urban design, settlement pattern, housing, transportation, and parks and open space elements of the Regional Framework Plan on the design of new neighborhoods and retrofit of old ones to better support walking, biking and transit use.
- Design and operate the region's high-capacity transit system as the foundation for regional development and redevelopment.
- Design and operate public transit systems to complement pedestrian movement.
- Review and continually revise, as necessary, local land use plans and transportation policies to dramatically increase the mode split for walking, and to ensure the close interconnection of land use and transportation planning initiatives.
- Make new commitments to funding arterial streets, and bicycle and pedestrian facilities.
- Focus the transportation element of the Regional Framework Plan on two central issues: the creation of walkable neighborhoods and employment centers, and goods movement.

P-5 Linkages

In 2045, goods, materials and information move easily throughout the bi-state region. Manufacturing, distribution and office employment centers are linked to the transportation and communication systems in a comprehensive and coordinated manner.

To achieve this vision:

- Incorporate goods movement and telecommunications technologies in Regional Framework Plan elements concerned with transportation, urban design and settlement patterns, and bi-state governance.
- Utilize new technologies and targeted public investment to move the work to workers, rather than workers to the work.

P-6 Downtowns

In 2045, downtown Portland continues to serve an important, defining role for the entire metropolitan region. In addition, reinvestment, both public and private, has been focused in historic urban centers such as Ridgefield, Camas, Vancouver, Gresham, St. Helens, Beaverton, Hillsboro, Molalla, Woodburn and others throughout our bi-state region. This pattern of

reinvestment and renewal continues to be the centerpiece of our strategy for building and maintaining healthy communities.

To achieve this vision:

- Target public and encourage private investment in infrastructure and workforce development in existing neighborhoods, town centers and downtown Portland.
- Address reinvestment in urban centers in the Regional Framework Plan elements concerned with the UGB, transportation, urban design and settlement patterns, and bi-state governance.

P-7 Equity

In 2045, the tradeoffs associated with growth and change have been fairly distributed throughout the region. Our commitment to managing growth with an eye on the future is matched by an equal commitment to social equity for the communities of today and tomorrow. The true environmental and social cost of new growth has been paid by those, both new to the region and already present, receiving the benefits of that new growth.

To achieve this vision:

- Identify the presence of pockets of poverty as a metropolitan problem. Address the issues associated with chronic poverty in locations throughout the nine-county region through such mechanisms as tax base sharing, pursuing changes in tax codes, overcoming physical and economic barriers to access, providing affordable housing throughout the area and targeting public investments.
- Ensure that the costs of growth and change are borne by those who receive the benefits.
- Develop fair and equitable funding mechanisms and investment strategies for all public infrastructure needed to support growth and to keep infrastructure and service levels from declining as growth occurs.
- Address issues associated with chronic poverty in locations throughout the region in all Regional Framework Plan elements.

P-8 Growth Management

In 2045, growth in the region has been managed. Our objective has been and still is to live in great cities, not merely big ones. Performance indicators and standards have been established for the Future Vision and all other growth management efforts, and citizens of the bi-state region annually have an opportunity to review and comment on our progress. The results of that review process are used to frame appropriate actions needed to maintain and enhance our regional quality of life.

To achieve this vision:

- Annually produce a *state of the region* report on our progress toward achieving the objectives of the vision statements listed above, followed by a survey to determine whether the public is

satisfied with that progress. Short- and long-term actions will be shaped by this review and the results will be reported to the people of the region.

- Use the values and vision statements in this document as the starting point for developing evaluative criteria used to create each element of the Regional Framework Plan.
- Broaden the elements of the Regional Framework Plan to include environmental quality, sustainability, public safety, the welfare of children and education.
- Create an accountable bi-state, nine-county institutional framework for discussing and addressing issues which extend beyond Metro's jurisdictional boundaries, and incorporate such an institution in the Regional Framework Plan element concerned with bi-state coordination.

IMPLEMENTATION

We recommend that the Metro Council, upon the adoption of the Future Vision, identify and act on measures to implement the vision conscientiously, affirmatively and pro-actively. The Metro Charter calls for the Metro Council to adopt a Future Vision, and to "describe the relationship" of the Regional Framework Plan to that Future Vision. Further, the Charter specifically prevents the Future Vision from having any "effect that would allow court or agency review of it."

Clearly, the ambition for implementation of the Future Vision, as expressed in the Charter, is quite modest. However, we live in a region which is home to communities of substantially greater ambition. In fact, our participation in this project has impressed on us that our nine-county, bi-state region deserves our individual and collective attention, affection and stewardship. We cannot delegate the future or our quality of life to others, for these are tasks whose outcome depends on us all.

We believe that implementing actions could include, but not be limited to, the following:

1. Regional Framework Plan - We have attempted to address specific Regional Framework Plan elements in the actions we have identified to achieve each vision statement. The Metro Council should use those proposed actions at the beginning of the process for creating Regional Framework Plan elements in order to ensure there is a relationship between the Future Vision and the Regional Framework Plan to *describe*.
2. Vision Index - The Metro Council could use the vision statements to create a *vision index* for use as a diagnostic or evaluative tool in planning, policy making and budgeting. The Metro Council could direct that the vision statements be incorporated in new or ongoing initiatives to guide the formulation of decision criteria. As examples, the following kinds of questions might be asked:
 - Will the action or plan assist in improving the welfare of children?
 - Will the action or plan help to extend educational resources to the people of the region more effectively or comprehensively?
 - How, if at all, will the action or plan enable or improve the ability of people throughout the region to compete for jobs or other opportunities?
 - Will the action or plan, through its development and implementation, serve as a vehicle for enabling wider participation in policy formation and planning?
 - Does the action or plan support and encourage efforts to engage citizens and business to join with government to improve public safety?
 - Will the action or plan add to efforts to diversify our economy and encourage the creation of new enterprises best able to further other regional objectives?

3. Public Discussion of Governance - A public re-evaluation of the appropriateness of the structures of governance in our region to address 21st Century problems and issues, especially those at the neighborhood and regional levels, needs to occur.
4. Annual State-of-the-Region Review - Of critical importance will be efforts to promote, lead and engage the citizens and communities of the region in an ongoing discussion of our future. The Metro Council and Metro Executive should commit themselves to a cooperative monitoring program with regional partners that is designed to provide the data needed to evaluate whether Metro is achieving the goals it has set for itself. The best plans, left unattended and unexamined, will not secure the future for this region that it deserves. In fact, the investment being made in plans must be complemented by a relatively small commitment to monitoring and evaluation, as proposed here, if the value of that planning is to be realized.

Metro should begin by recruiting a technical advisory team to provide advice and review during the development of a short list of statistical indicators or benchmarks for assessing progress toward implementing the Future Vision and the Regional Framework Plan. Such a list is not meant to be exhaustive. Rather, it should include key quantifiable indicators that, when discussed in a public forum, would direct attention to trends requiring urgent action. It is a list of the *canaries* that alert us to hazards ahead. Based on our work, we believe that an initial list of indicators for this task could be:

I-1 Children - Readiness to learn (already collected by the Oregon Progress Board).

I-2 Education - Adult literacy; student skill achievement; time for the unemployed to be rehired and/or to attain their previous income.

I-3 Participation - Voter turnout in local and Metro races; number of candidates in local and Metro races (available from counties).

S-1 Safety - Crime rates by crime; perception of crime surveys; percentage of schools with no reported crimes.

S-2 Economy - Household income; per capita income; business formation; business failures; business license activity by economic sector (much is already in the Regional Land Information System - RLIS).

S-3 Diversity - Bias crime rate; standardized segregation index (census).

S-4 Civic Life - Number of active neighborhood associations, citizen planning organizations (CPO), etc.; number and types of voluntary associations by community.

S-5 Vital Communities - Number of newspapers, radio stations, cable access studios, etc., by community; proximity of public/civic space to households; number of self-nominations for recognition of neighborhood achievements.

S-6 Roots - Number of designated structures saved/demolished; number of annual celebrations of place and history by community.

P-1 Rural Land - Number of acres in farms with gross sales of at least \$40,000 outside UGBs; number of lots less than or equal to five acres in size outside of UGBs; number of acres of land zoned for exclusive farm or forest use converted to other classifications.

P-2 Variety in Our Communities and Neighborhoods - Number of dwelling units within a quarter mile of parks, shopping, transit and public buildings; percentage of households able to afford the median sale price for housing by community.

P-3 A Life in Nature - Number of rivers and streams that meet instream flow needs during the summer months; number of water bodies that meet state and federal instream water quality standards; number of rivers and streams in a degraded condition which have active restoration efforts under way; net loss or gain of wetlands compared to 1994 survey; number of species of plants and animals, and their distribution compared with 1994 survey; percentage of population living within a quarter mile of both a neighborhood park and a natural area/greenspace; number of watersheds managed for multiple values; number of days that region is in compliance with state and federal air quality and visibility standards.

P-4 Walking - Pedestrian environment factor by community/jurisdiction; number of miles of bike lanes by community; mode split for walking by community.

P-5 Linkages - Commodity flow indicators from 1994 study; intermodal shipping activity at ports in the region.

P-6 Downtowns - Vacancy rates in downtowns by type of use and by downtown; percentage of business in downtowns, by downtown.

P-7 Equity - Children in poverty by community; percentage of households paying no more than 30 percent of their monthly gross income for housing by community; new jobs by jurisdiction.

P-8 Growth Management - Population density region-wide and by community; percentage of urbanized area.

Note that in some cases Metro already collects the data required. In addition, a number of these indicators are drawn from the Oregon Benchmarks and are, therefore, monitored by the state. In some instances, Metro will need to initiate new data collection and surveying activities. However, in all cases, the information collected will be of value to Metro's other planning efforts, and to those of other jurisdictions as well.

The Metro Executive and Metro Council can use these indicators in a public process to discuss the state of the region, and whether we are moving further from or closer to our goals as described by the Future Vision. The outcome of the monitoring effort and discussion, on an annual basis, should be used by Metro to establish priorities for planning and implementing activities in the coming year. In addition to advising the Metro Council and Executive on the development of the list of indicators and data collection methods, the technical advisory team could also assist with interpreting the results. It is our belief that the list of indicators should be kept short as a means of

focusing attention on the region as a whole, rather than on the status of its individual parts.

5. **Regional Study Fellowships** - The region needs a consistent and ongoing research program to better inform its planning efforts. One component of that program could be the creation of regional study fellowships, developed in collaboration with academic institutions and funded through corporate donations and foundation grants. Fellows would develop projects linked to the implementation of the Future Vision and the Regional Framework Plan. The fellows would be chosen through a competitive process and the results of their work would be presented in a public forum. The fellowships would give Metro and the region access to the experience and talents of area professionals, offer the fellows the opportunity to recharge and explore an issue or set of issues in depth with few distractions, and give area communities access to cutting-edge thinking about the challenges of the future.

Whatever the course that is chosen, the fundamental objectives must always be to ensure that no issue is dealt with in isolation, and that a broad cross-section of our region's people are involved in discussing, debating and shaping our path to the future. Undoubtedly, there are many more ways to use the Future Vision to achieve these objectives. We offer the five outlined above to suggest that it can be done in an efficient manner.

As a region, our aspiration should be to match the spectacular nature of our landscape with an equally spectacular and regular civic celebration of our sense of the region--truly our sense of place. For it is only through the creation of a shared and far-reaching culture of this place that we will be able to gracefully and magnificently rise to our responsibilities for stewardship, and adapt to the dynamism of the world we live in, now and in the future.

I:\CLERICAL\SHERRIE\FVC

APPENDICES

APPENDIX A

COMMISSION MEMBERS' STATEMENTS

We must preserve and enhance communities where people want to live and work and play. To achieve this we need to think about the Region as a whole, as well as about our own neighborhoods -- and how everything is interconnected. Our Future Vision gives us goals to work toward. Without such a vision we are likely to go in different directions that won't add up to the future we all want. -- *Judy Davis, Future Vision Commissioner and urban planner.* [Tel 274-7219]

Future Vision celebrates human scale, neighborhood, walking -- it is a document with a human face. At its heart, our vision is a dedication to children. It is they who inherit the world we make. Therefore, before we act, we must ask how our action will affect children. -- *Len Freiser, Chair of the Future Vision Commission.* [Tel 232-4946]

Communities that have a strong identity and a strong sense of where they are going, operate best. The Future Vision provides that sense of direction. -- *Mike Gates, Future Vision Commissioner and former Metro Councilor.* [Tel 656-0399]

Nature cannot become some place we go to. It should be an integral part of the urban and rural landscape -- literally in everyone's back yard. Nature is not an extra frill, a few isolated pieces that are left over after the Region has developed. Where else in the world can you watch great blue herons court, mate, and raise their young; swim, canoe or kayak; stroll through a 5000-acre forest preserve -- all within sight of the downtown skyline? Nowhere else! That's what the Future Vision intends to preserve throughout the Metro Region. -- *Mike Houck, Future Vision Commissioner and urban naturalist.* [Tel 225-0016]

When you do growth management through regulations, rules, and public meetings it is all black and white. The charge of the Future Vision Commission is to provide as much color as possible. To the extent that one can do this in so many words: You should be able to see Mt. Hood, salmon in our rivers, and muskrats in our sloughs -- and perhaps hear the laughter of children as they enjoy these gifts in an urban setting. -- *Wayne Lei, Future Vision Commissioner and environmental manager, Portland General Electric.* [Tel 464-8988]

Our region is our neighborhood and we need to care about the well being of all of our neighbors. We will not succeed as a region unless we devote as much concern and resources to protecting and improving economic, social and environmental conditions in the poorer parts of the region as we devote to the wealthiest. Equity helps everybody. -- *Robert Liberty, Future Vision Commissioner and Director of 1,000 Friends of Oregon.* [Tel 487-1000]

It's the PEOPLE of this Region who are the heart of Future Vision. People live in homes we build; picnic in parks we support; shop in our stores; fish in our streams; work in our businesses; learn in schools we provide; drive on our roads; walk on our sidewalks; and celebrate our heritage together. And it will be the PEOPLE of this Region who will insure a tomorrow for our children and grandchildren. -- ***Peggy Lynch, Future Vision Commissioner and community activist.*** [Tel 646-4580]

Future Vision recognizes that we are irreversibly linked. It will help bring our communities together to create something greater than the sum of our individual parts. -- ***John Magnano, Future Vision Commissioner and Chair of the Clark County Board of Commissioners.*** [Tel 360/699-2232]

I visualize a society where diversity is celebrated; where people live in relative harmony in interesting communities in which jobs, services, and shopping are more easily accessible, with fewer automobiles; where there is a tight, crisp Urban Growth Boundary beyond which natural resource industries can thrive without undue pressures; and where all people in the entire Region have access to educational, cultural, recreational and social services. -- ***Peter McDonald, Future Vision Commissioner and farmer.*** [Tel 625-7437]

I hope when people read the Future Vision they will see the interconnectedness of our communities and see that we don't share just space, but also many values and goals. We've tried to take everyone's ideas and values and create a document that people can feel comfortable with. -- ***Susan McLain, Vice Chair of the Future Vision Commission and Metro Councilor.*** [Tel 357-9215]

Our future relies on the creativity of business, investors, neighbors, and planners -- to cooperatively design communities in new patterns. Patterns with far more options for housing, for transportation, and for workplaces. Together we can build a diverse, thriving, sustainable economy that protects our high quality of life. For make no mistake about it: our choice is not between jobs and quality of life. We must plan for both. We can't have one without the other. -- ***Linda Peters, Future Vision Commissioner and Chair of the Washington County Board of Commissioners.*** [Tel 693-4545]

Our Culture is one where the values of even one individual can make a difference, and collectively these values will be reflected in the Future Vision, thereby sustaining and enriching our livable communities. -- ***Alice Schlenker, Future Vision Commissioner and Mayor of Lake Oswego.*** [Tel 635-0213]

We must manage our unique balance of human and natural environment -- and this includes transportation services which must blend into and support our Region's economy and environment. By putting our values first and incorporating them into our Future Vision, we will secure this balance. We are already the envy of the nation, and the Future Vision will help us keep it that way. -- ***Ted Spence, Future Vision Commissioner and transportation planner.*** [Tel 245-1549]

Now let's hope they follow through. -- **Rod Stevens, Future Vision Commissioner and financier.**
[Tel 222-3217]

For the past 200 years our Region has been a pearl in the making. We are a community that demands excellence in our environment, both man-made and God-given. The Future Vision is our collective commitment to the generations that will follow us. -- **Fred Stewart, Future Vision Commissioner and realtor.** [Tel 289-4970]

As one who has lived in and studied a number of European and Asian cultures, I am continually struck by the comparative excellence of our own special culture here in the Metro region -- with its priceless values of livability and the good life for all. But danger looms. We might take our special Culture so much for granted that we lose it, and become just another undistinguished American area. We must steer, not drift, into our future. The Future Vision, when adopted and conscientiously used by our Metro Council, will serve as a trustworthy moral compass for years to come. -- **Robert B. Textor, Future Vision Commissioner and futures anthropologist.**
[Tel 223-6370]

The Future Vision's challenge is to conceptualize the future of our Region. The Vision commits to preserving the uniqueness of our Region for each individual, for society, and for our physical place, by retaining the values that are the hallmark of our distinctive Northwest lifestyle and outlook. -- **Marilyn M. Wall, Future Vision Commissioner and attorney.** [Tel 238-0333]

APPENDIX B

RECORD OF MEETINGS

The following dates are when the Future Vision Commission met from December 1993 to January 1995.

December 6, 1993
December 20
January 10, 1994
January 24
February 7
February 28
March 7
March 12
March 21
March 28
April 11
April 18
May 2
June 6
June 13
June 27
July 11
July 25
August 8
August 15

August 22
August 29
September 12
September 19
September 26
October 3
October 17
October 24
October 31
November 7
November 14
November 21
December 5
December 12
December 19
January 9, 1995
January 23
January 30
February 28

APPENDIX C

FUTURE VISION COMMISSION PARTIAL BIBLIOGRAPHY

Future Vision Reports

Carrying Capacity and Its Application to the Portland Metropolitan Region, Wim Aspeslaugh, April 1994.

Workstyles Study, Steve Schriver, March 1994.

Settlement Patterns in the Portland Region: A Historical Overview, Carl Abbott, January 1994.

Reference Material for Portland Metropolitan Region

The Regional Forecast, Portland-Vancouver Metropolitan Area Forecast 1990 - 2040, Metro, November 1993.

1992 Oregon Values and Beliefs Study Transit and Growth Management Findings, Decision Sciences, Inc., May 1993.

2020 Visions: A Long View of a Changing World, Richard Carlson and Bruce Goldman, 1990.

Building a Livable Future. 1991 Regional Growth Conference Proceedings, Metro, 1991.

Facts of Life in Portland, Oregon, Elaine Friedman, 1993.

Final Observations and Recommendations Regarding the 'True Cost' of Growth, Ross & Associates for the State Agency Council for Growth Issues, December, 1992.

Housing Issues Report, Metro, March 1991.

How Should Our Community Grow?, Metropolitan Planning Commission, 1966.

Merchants, Money and Power: The Portland Establishment 1843-1913, E. Kimbark MacColl, 1988.

Oregon Benchmarks. Standards for Measuring Statewide Progress and Government Performance, Oregon Progress Board, December 1992.

Picture This...The Results of a Visual Preference Survey, A. Nelessen Associates, June 1993.

Planning a Livable Future: Growth Strategies for the 21st Century. Proceedings of the 1990 Regional Growth Conference, Metro, 1990.

Planning Process for the Portland Region, Architectural Foundation of Oregon/Regional Alternatives Planning Process, December 1992.

Portland's Changing Landscape, Larry Price, Department of Geography, Portland State University, 1987.

Portland: Planning, Politics, and Growth in a Twentieth-Century City, Carl Abbott, 1983.

Portland Metroplex: 2015 Trends and Analysis, S/2 Intelligence, June 1993.

Region 2040: Choices for the 21st Century. Summary of Round 2 of Public Involvement, Cogan Sharpe Cogan, January 1993.

Regional Urban Growth Goals and Objectives, Metro, September 1991.

Report on Stakeholder Interviews. Metro 2040 Project, Round 1, Cogan Sharpe Cogan, July 1992.

Telephone Survey for the Region 2040 Project, Decision Sciences, Inc., April 1992.

Willamette Valley: Choices for the Future, Lawrence Halprin & Associates for the Willamette Valley Environmental Protection & Development Planning Council, 1972.

Local Community Vision Projects

A Guide to Community Visioning. Hands-on Information for Local Communities, Oregon Visions Project, 1993.

Chehalem Future Focus Snapshots, Survey Research Report, A Newsletter for the Citizens of Newberg, and Steering Committee Meeting Agenda for December 12, 1991.

Future Focus 2010: A Vision Statement about Corvallis, May 1989.

Perspectives. Phase I: Community Futures Workshops & Surveys. Synthesis of Public Input, Prepared by: BREDOUW, Seattle, Washington, February 7, 1992., and ***Random Sample Survey Highlights***, Riley Research Associates for Clark County, Washington, December 1991.

Preliminary Forest Grove Vision Statement, June 1991.

Forest Grove Vision Statement, December 1991.

Envision Gresham Project Steering Committee Recommendation, October 1991. ***Inside Gresham: A City Newsletter***, September/October 1991.

Multnomah County Visions. The 1990's and Beyond, Multnomah County Citizen Involvement Committee, September 1989.

Regional Vision Projects

1000 Friends of Massachusetts: A Vision, 1000 Friends of Massachusetts.

Bay Vision 2020, Bay Vision 2020 Commission, May 1991.

Creating Our Future: Steps to a More Livable Region, Greater Vancouver Regional District, 1993.

Creating Our Future: Critical Choices Consultation, Greater Vancouver Regional District, May 1993.

Dealing with Change in the Connecticut River Valley: A Design Manual for Conservation and Development, Massachusetts Department of Environmental Management, December 1990.

Regional Sourcebook: Defining the Future Regional Choices for the Charlotte Metropolitan Region, Carolinas Urban Coalition.

Region at a Crossroads: Time to Choose. Vision 2020. Growth Strategy and Transportation Plan for the Central Puget Sound Region, Puget Sound Council of Governments, May 1990.

Reviving the Sustainable Metropolis. Guiding Bay Area Conservation and Development into the 21st Century, The Greenbelt Alliance.

Growth Management

Abolish the Suburbs, Casco Bay Weekly, July 1993.

Can Selfishness Save the Environment, Matt Ridley and Bobbi Low, *Atlantic Monthly*, September 1993.

Choices for Oregon's Future. Part 1: A Handbook on Alternative Scenarios for Oregon Planners, March 1988.

Citistates, Neil Pierce, 1993.

Design With Nature, Ian McHarg, 1971.

Earth in the Balance: Ecology and the Human Spirit, Al Gore, 1993.

Edge City: Life on the New Frontier, Joel Garreau, 1991.

The Experience of Place, Tony Hiss, 1990.

Growth Management: Keeping on Target, Douglas R. Porter, ed., 1986.

Land Use in Transition: Emerging Forces and Issues Shaping the Real Estate Environment, The Urban Land Institute, 1993.

Land Use Strategies for More Livable Places, The Local Government Commission, June 1992.

New Theory of Urban Design, Christopher Alexander, et. al.

No Exit, Barbara Vobejda, The Washington Post National Weekly Edition, March 1993.

Post Capitalist Society, Peter Drucker, 1993.

Strategic Growth: Taking Charge of the Future. A Blueprint for California, Office of Planning and Research, State of California, January 1993.

The Middle Path for the Future of Thailand: Technology in harmony with Culture and the Environment, Sippanonhda Ketudat, 1990.

US Melting Pot Starts to Brew a Bitter Taste, Jonathan Tilove and Joe Halliman, The Oregonian, August 1993.

Whites Flee Immigrants for 'whiter' States, Jonathan Tilove and Joe Halliman, The Oregonian, August 1993.

Winning the War on Smog, Gregg Easterbrook, Newsweek, August 1993.

Toronto

Guidelines for the Reurbanisation of Metropolitan Toronto, Berridge Lewinberg Greenberg Ltd. for the Municipality of Metropolitan Toronto, December 1991.

Livable Metropolis: The Municipality of Metropolitan Toronto Draft Official Plan, Metropolitan Toronto, September 1992.

Metro Main Streets Economic Feasibility Study, Metropolitan Toronto, 1990.

Metropolitan Toronto Key Facts, 1992, Metropolitan Toronto Planning Department, December 1992.

Shaping Growth in the GTA, A Community Report, Berridge Lewinberg Greenberg, Ltd. for the Greater Toronto Coordinating Committee, 1991.

Study of the Reurbanisation of Metropolitan Toronto, Berridge Lewinberg Greenberg Ltd. for the Municipality of Metropolitan Toronto, December 1991.

The GTA: Concepts for the Future, Metropolitan Toronto Planning Department, November 1990.

Towards A Livable Metropolis, Metropolitan Toronto Planning Department, May 1991.

GTA 2021: *The Challenge of Our Future*, including six supporting reports:

GTA 2021 - Infrastructure;

Planning For People and Communities;

A Vision for the Countryside;

Meeting the Challenge;

Sustainable Economic Growth;

Urban Form: Bringing the Vision into Focus; and

Growing Together: Towards an Urban Consensus in the Greater Toronto Area,

The Office for the Greater Toronto Area, December 1991.

APPENDIX D

COMMENTORS ON THE FUTURE VISION

Dr. Nancy Wilgenbusch
President, Maryhurst College

Sondra Pearlman
Oregon Children's Theatre

Hazel DeLorenzo
Chamber Music Society

Rosemary Furfey
Water Planner, Metro

John Charles
Oregon Environmental Council

Paul Ketcham
Portland Audubon Society

Lorna Stickel
Portland Water Bureau

Chet Orloff
Oregon Historical Society

E. Kimbark MacColl
Historian

Ken Buelt
Aurora Farmer

Ron Mobley
Cornelius Farmer

Gussie McRobert
Mayor of Gresham

Jim Rapp
City Manager, Sherwood

Ed Whitelaw
ECO Northwest

John Mitchell
U.S. Bank

Don McClave
Portland Chamber of Commerce

Mary Tobias
**Tualatin Valley Economic Development
Corporation**

Bob & Dee Dee Kouns
Crime Victim's Assistance

About Metro

Metro is the directly elected regional government that serves more than 1.2 million residents in Clackamas, Multnomah and Washington counties and the 24 cities in the Portland metropolitan area.

Metro is responsible for growth management, transportation, and land use planning; solid waste management; operation of the Metro Washington Park Zoo; regional parks and greenspaces programs; and technical services to local governments. Through the Metropolitan Exposition-Recreation Commission, Metro manages the Oregon Convention Center, Civic Stadium, the Portland Center for the Performing Arts and the Expo Center.

Metro is governed by an executive officer and a seven-member council. The executive officer is elected regionwide; councilors are elected by district.

For more information about Metro or to schedule a speaker for a community group, call 797-1510.

Metro offices are located at:

**600 N.E. Grand Avenue
Portland, OR 97232-2736
Phone: 503/797-1700
Fax: 503/797-1797**

**Executive Officer
Mike Burton**

**Metro Auditor
Alexis Dow**

Councilors by District

**District 1
Ruth McFarland**

**District 2
Don Morissette**

**District 3
Jon Kvistad**

**District 4
Susan McLain**

**District 5
Ed Washington**

**District 6
Rod Monroe**

**District 7
Patricia McCaig**