



**METRO**

Meeting: **FUTURE VISION COMMISSION**

Date: February 7, 1994

Day: Monday

Time: 4:00 p.m. - 6:30 p.m.

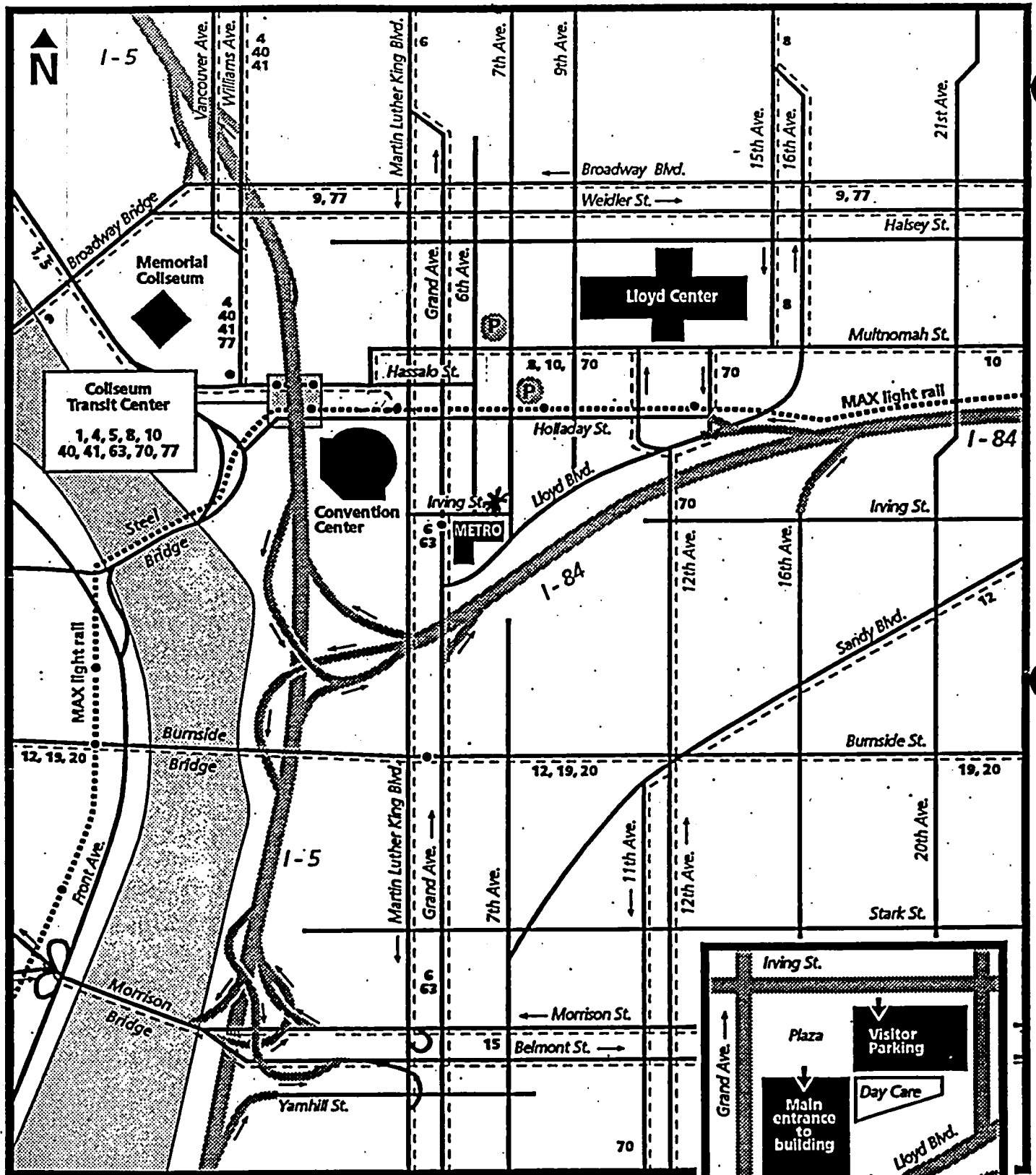
Place: Metro, Room 370

Approximate  
Time  
 5 minutes

- |   |             |
|---|-------------|
| 1. CALL TO ORDER  |             |
| 2. ROLL CALL  |             |
| 3. PUBLIC COMMENT ( <i>two minute limit, please</i> )                                     |             |
| 4. MINUTES<br><u>Approval</u> of January 24, 1994 Minutes                                 |             |
| 5. COMMENTORS - SENSE OF PLACE<br>Chet Orloff, Kimbark MacColl, Gussie McRobert, Jim Rapp | 135 minutes |
| 6. OTHER BUSINESS   | 5 minutes   |
| 7. PUBLIC COMMENT on Items not on the Agenda  | 5 minutes   |

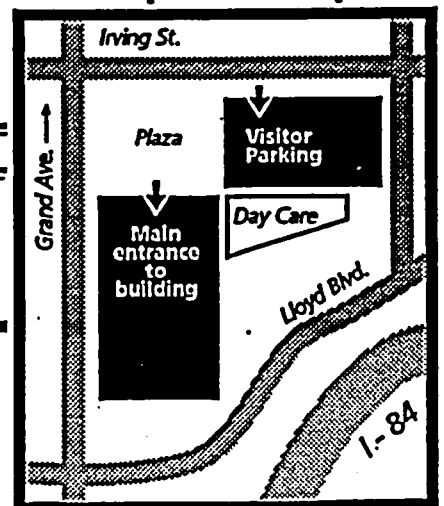
Other materials in packet:  
 Information provided by Mike Houck  
 Sub-committees meeting schedule provided by staff

Please R.S.V.P. to Barbara Duncan at 797-1750  
 by February 4th if you are unable to attend



**Legend**

- = bus route
- 70 = bus number
- = street
- Ⓟ = public parking; \$2 half day, \$4 full day
- ▬▬▬▬ = freeway
- ⋯⋯⋯⋯ = max
- = bus/max stop



Enter Metro visitor parking from Irving Street (time limit 4 hours per visit). Enter Metro Regional Headquarters from the plaza.

**FUTURE VISION COMMISSION**  
**Meeting Summary, January 24, 1994**

Members in attendance: Len Freiser, Chair; Lisa Barton-Mullins, Judy Davis, Mike Houck, Wayne Lei, Robert Liberty, Peggy Lynch, Peter McDonald, Susan McLain, Alice Schlenker, Ted Spence, Rod Stevens and Robert Textor.

Others in attendance: Karen Buehrig, Ken Buelt, Barbara Duncan, Ken Gervais, Paul Ketcham, Ron Mobley, Brad Schaumburg, Ethan Seltzer and Larry Shaw.

**I. Call to Order and Roll Call**

The meeting was called to order and a quorum declared at 4:10 p.m. by Chair Freiser.

**II. Public Comment**

There was no public comment.

**III. Minutes**

Correction: Silicon Valley not Silicone. Minutes of the January 10th meeting were accepted as submitted.

**IV. Environmental and Agricultural Commentors**

Chair Freiser thanked Paul Ketcham for coming back as time ran out last meeting.

Paul Ketcham of the Portland Audubon Society stated that in his opinion this is a visioning process now, not a description of how to get there but where do we want to go. What is unique about this region, why do people come here? It is the quality of life. There is not a lot that keeps this region from being like Los Angeles, generic suburban mall landscapes exist here as well as anywhere in the country. The region is endowed with a good climate, natural beauty, a population that is not yet too big and a citizenry that places high value on environmental protection. The vision integrates environmental and economic issues well. What is needed is viable natural environments that allow migration and healthy breeding populations for genetic diversity. The vision reflects some of the cutting edge ecosystems management policies now being implemented.

Regarding regulation versus incentive, Mr. Ketcham stated that incentive works in theory but not in the real world. It is better and cheaper to preserve resources now than attempt to restore them later (e.g. daylighting streams that were culverted). There may be resistance to a plan, but Portland is a test case and has a number of unique regulatory abilities, many cities and regions are watching to see how we do. Mr. Ketcham encouraged the Commission to follow through with the plan to implementation.

Bob Textor asked about disincentives and fair cost. Mr. Ketcham stated that there is a strong need for regulation. The ability to account for and charge for the negative externalities of actions is a long way off, if it could be implemented at all. Mr. Ketcham stated that he takes issue with those who say that the American Dream can continue without any changes. New methods and types of development have to be

implemented across the board, not in scattered pockets on the landscape.

Robert Liberty asked how can the vision document influence the political process if it is non-regulatory? Mr. Ketcham stated that the Commission's greatest asset is persuasion, to the public and the elected officials.

Alice Schlenker stated that the citizens of the region are likely to view progressive implementation more favorably than officials might think. If the Commission writes a document that reflects the land use laws that we have the document would already be ahead.

Brad Schaumburg (guest of Bob Textor) stated that Portlanders would strongly support a vision to preserve quality of life. The qualities that draw people here endow them with a great passion for preserving them.

Mike Houck stated that the Olmstead plan for Portland of 1903 was not regulatory but has been a guide for literally generations of people planning open spaces in Portland.

Ted Spence asked if ways of life can be retained while adding 1/3rd more people to the region? Mr. Ketcham responded that under existing comprehensive plans, no. The Greenspaces inventory showed a lot of "open spaces" zoned for development. Zoning needs to be changed to accommodate density *and* preserve open space.

Ron Mobley who works with the North Willamette Extension Office stated that to talk about agriculture in the metropolitan region you need to see the bigger picture first. Oregon's farm gate (crop value as it leaves the farm) is \$2.5 billion, processing adds another \$1.5 billion to the economy. Agriculture is about 27% of Oregon's economy and is tied to 20% of the jobs. Also tourism factors in and the many fairs and events centered on agriculture. It is a diverse, stable industry (about 150 different commodities), but 85% of the product leaves Oregon, only 20% with value added (processing), the national average is 45% of a state's product leaving the state with value added, the goal is to add more processing jobs in Oregon. In the metro area (Clackamas, Washington, Multnomah and Yamhill counties) the 1992 farm gate value was \$588 million. Clackamas County is the number two county in the state for production and Multnomah is 17 out of 36 counties.

Also discussed were the environmental effects of farming and the possibility of a "practices" act to regulate pesticide use, topsoil and water conservation methods. Ron Mobley stated that he hoped that it would not be necessary to legislate that. The farmers will do whatever will result in the best production and lower costs. For agriculture to thrive, educated entrepreneurial farmers are needed with new methods such as different plants (more native varieties or new varieties). The rural urban interface is an issue and will become larger as residential growth reaches into the urban fringe areas.

One of the biggest crops in the metro area is nursery stock. Blueberries, herbs and wine are growing in production and can be sold directly. Nursery trades may be a source of medium to high level paying agriculture jobs. Because much of the nursery

stock growing doesn't really use the soil, they can be located on slope lands and on lesser quality soil land. Members also discussed extension agents and policies towards the conversion of farmland into other uses. Since 1964 Washington County has lost half of its agricultural land to development for other uses.

Ken Buelt who farms about 800 acres in Western Washington County stated that the agricultural landscape provides a sense of place. The small towns, festivals and landscape features of agriculture add to the quality of life for all area residents. However, the urban/rural interface is difficult as residents of new neighborhoods may resent the dust or smells of agriculture. There are now constraints on the movement of farming equipment on some roads. The region is fortunate in that the rainfall alone can support many crops and that allows farmers to compete in price with crops from elsewhere that have the cost of irrigation added.

Mr. Buelt spoke about development that is expected in Western Washington County in the areas around Highway 26. Everything to Deschutes Road is committed and will not be agriculture in ten years. On the map Mr. Buelt talked about proposed expansions by Forest Grove and North Plains that could hem in farmland and decrease viable size farming plots. Access to agricultural products and services become an issue when farms are in isolated pockets.

On the issue of environmental impacts of farming Mr. Buelt said that some of the environmental regulations have been beneficial once incorporated, such as cover cropping any field left open over winter. The cover crop can add nitrogen and the farmers will practice that for the benefits to production.

Susan McLain asked what the vision can say about the rural/urban interface. Ken Buelt stated that there should not be small amendments to the UGB. It is frustrating that Metro does not have jurisdiction in Gaston and North Plains. On the state level there are protection for farmlands but that can get lost on the County and local government level, the financial appeal of selling farm land for a golf course is hard to ignore.

Rod Stevens asked if, in light of the expected farm conversion just mentioned, does the Region 2040 Base Case underestimate sprawl? What size lot would be the minimum for a viable farming operation and to stop martini farms?

Ken Buelt stated that some of the Hewlett Packard type campuses can take up a lot of acreage. The lot needs to be as large as possible, 20 acres is not a viable farm operation. Martini farms can happen with large tracts as well and then most of the farmland could be leased. He prefers that there be no further division of farm parcels.

Robert Liberty stated that under state land use law you can buy 1,000 acres and not be entitled to a house.

#### V. Other Business

A second draft vision document was distributed to supersede the 1st draft already mailed to members. Chair Freiser stated that he assigned members to new sub-

committees, the four previous topic sub-committees and new committees: Implementation and Public Involvement.

Peggy Lynch asked what the purpose of the meetings would be, wasn't the whole group supposed to work together now.

Chair Freiser stated that the small groups are more manageable, they can work on editing the second draft vision document. Susan McLain stated that as deadlines approach, the smaller groups will be able to get more accomplished and the main meetings are taken up hearing commentors.

Robert Liberty stated that the Commission is diverging from the plan made at the first retreat, to work on a preamble to the text, but not the text. The draft currently could only be an introduction to the text, to satisfy the Charter the text will need a much greater level of detail. The committees should not be editing the draft but writing their section of the document.

Alice Schlenker stated that the draft is not complete or visionary and agreed with Robert Liberty's direction for the committees. Robert Liberty stated that a minority of the Commissioners believe that the Charter's primary focus is land use and transportation.

Ted Spence stated that the vision is what we want, not how we get there, as has been pointed out, and is broader than land use and transportation. The Regional Framework Plan and Region 2040 deal with implementation.

Ethan Seltzer stated that the Charter does mention carrying capacity and population allocation but at what scale? The focus of the Commission needs to be addressed. To respond to the Charter three items will soon be available:

- a settlement pattern paper
- a paper on carrying capacity
- an economy and employment report

Commissioners discussed a specific plan versus an overall vision. Rod Stevens stated that the vision document needs to direct those working on the Regional Framework Plan. Peggy Lynch stated that every element always comes down to the people of the region. Bob Textor stated the document should be a vision of cultural values and a way of life. Peter McDonald stated that we should work from the Table of Contents list. Alice Schlenker stated that it makes sense to look at basic realities such as housing, water and waste management.

Rod Stevens suggested that the committees meet in the next two weeks and prepare a workplan for the next 6 months to accomplish the goals in the Table of Contents. Members agreed with that proposal and decided to hold off on the two new committees until discussion at the next meeting.

There was discussion on the timeline for the 2040 decision by Council and public involvement.

Alice Schlenker requested that a complete packet of all the information on each topic be developed and be available when that topic is discussed.

There was a discussion of the No Growth/Slow Growth commission briefing held on January 19th. Robert Liberty stated that he considered making a motion for FVC to recommend that Metro spend more time and money on that topic, but he decided to wait until the report is complete. Mike Houck stated that there was basic misunderstanding and mis-communication about the purpose of that meeting (commission briefing versus public forum). Susan McLain stated that if people did not know that the briefing on the 19th was only one of many meetings on this topic it would appear to be imbalanced.

Rod Stevens brought up the question of the vision document being hurt by association with Metro, is the FVC a Metro committee or an independent body? Discussion followed.

Ethan Seltzer announced that FVC is on the agenda at the Metro Committee for Citizen Involvement on Thursday, January 27th.

Upcoming dates: FVC meetings - February 7th and 28th (no mtg 21st, Pres. Day)  
FVC retreat - March 12 (Saturday)

The meeting was adjourned at 6:55 p.m.

Respectfully submitted by Barbara Duncan.

Future Vision Subcommittee Meeting Dates, Times and Places

Community and Social Well-Being

Monday, January 31, 1994  
10:30-Noon  
Room 601

Judy Davis, Wayne Lei, Susan McLain, Lisa Barton-Mullins  
Left Message - Fred Stewart

Economic

Tuesday, February 1, 1994  
3-4:30  
Room 370 A

Wayne Lei, Bob Textor  
Left Message- Mike Gates, Ron Correnti

Sense of Place

Wednesday, February 2, 1994  
12-2 pm  
Room 270

Robert Liberty, Ted Spence, Rod Stevens, Bob Textor  
Unable to Attend - John Magnano, Peter McDonald

Environment

Thursday, February 3, 1994  
9-10:30 am  
Room: Council Annex

Judy Davis, Peggy Lynch, Susan McLain, Alice Schlenker  
Unable to Attend - Mike Houck



**Urban Streams Council**

a program of  
The **Wetlands** Conservancy

January 26, 1994

To: Regional Trails & Greenspaces Advocates  
From: Mike Houck  
Re: Nathaniel Reed, Florida Greenway Commission

I did follow up with Mr. Reed and he has graciously offered to meet with us at 2:30 pm on Friday, February 25th after his City Club talk—to which you are cordially invited as well. I will pick up Mr. Reed and bring him to Metro to meet with Greenspace folks, Region 2040 staff and the Regional Trails Committee.

I think the most appropriate role for Mr. Reed would be to fill us in on what the Florida Greenway Program is all about and to use the 2:30 meeting, which I think we should set for approximately 1 to 1/2 hours as his schedule is quite tight; to kick off the Oregon Greenway conference that Ed McMahon of The Conservation Fund and Keith Hay of the Greenway To The Pacific mentioned at your last meeting.

Please put this date on your calendar and RSVP to Mel Huie at Metro, 797-1731 to let him know if you are coming. There will be limited space but we want to accommodate as many trail and greenway folks as possible for what will be a stimulating discussion. As I mentioned during the last meeting, Mr. Reed is extremely articulate and one of the nation's leading conservationists. I am really excited that you will have a chance to meet him and that we'll have a collective opportunity to share greenway information with the state of Florida.

Sincerely,

  
Mike Houck

cc Ed McMahon  
Keith Hay



F.Y.I. -

THE CITY OF MILWAUKIE PRESENTS

# NEAL PEIRCE

*A nationally recognized columnist and lecturer on urban affairs*

**"Can Cities Survive?"**

Monday, February 14<sup>th</sup>  
2 p.m.

St. Johns Episcopal Church  
2036 SE Jefferson, Milwaukie

No RSVP necessary for this event

*Peirce will take the livability pulse of the region and explore the factors that could make Milwaukie a leader. How do cities like Milwaukie survive within the region?*

**"Citistates and Survival of the Region"**

Tuesday, February 15<sup>th</sup>  
9 - 11:30 a.m.

Meito Council Chambers  
600 NE Grand, Portland

Call 725-5170 to RSVP

*Peirce will explore the question, "What does regional community mean?" How does our region compare with other regional efforts? What fate awaits us?*

Cosponsored by the City of Milwaukie and the Institute of Portland Metropolitan Studies.

**FOR MORE INFORMATION • CALL 652-4410**



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F.Y.I. -

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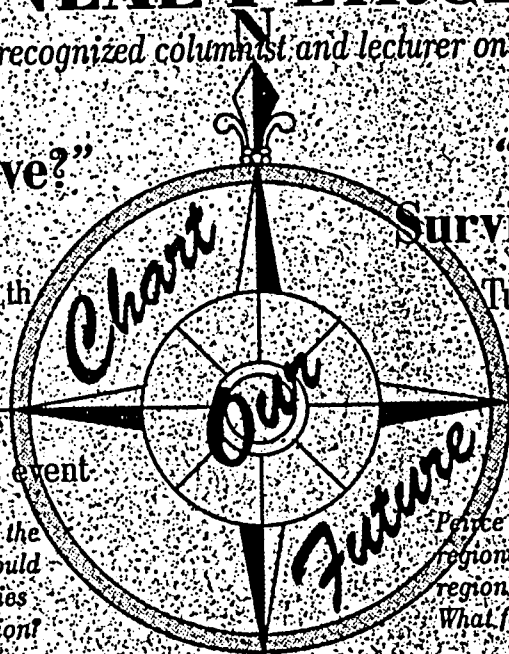
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TELEPHONE (503) 228-1456  
 FACSIMILE (503) 228-0171

MEMO

TO : Rod Stevens  
 FROM : Frank Josselson  
 DATE : February 7, 1994  
 RE : Future Vision Commission

Rod - here are some things the Commission should know about me:

1969-71 Law clerk for Honorable Anthony J. Celebrezze, United States Court of Appeals for the Sixth Circuit (Michigan, Ohio, Kentucky, Tennessee). Judge Celebrezze had been HEW Secretary for Presidents Kennedy and Johnson.

1971-73 Assistant Attorney General of Ohio. General Counsel (attorney for all state agencies). Drafted and successfully lobbied legislation creating Ohio Environmental Protection Agency, all Ohio's surface mining laws, all Ohio's modern air and water pollution laws, the NPDES permit program and Ohio's first Clean Air Act implementation plan. Worked with minority counsel of U.S. Senate Public Works Committee drafting Federal Water Pollution Control Act Amendments of 1972 (now known as the "Clean Water Act") and testified to that same committee in oversight proceedings on the Clean Air Act.

1973-76 First full-time environmental and land-use lawyer at Stoel-Rives firm.

1975-79 LCDC hearings officer. Prior to creation of LUBA (in 1979), heard appeals of local land use decisions and wrote recommendations to LCDC (all of which were adopted). Cases included the Portland Urban Growth Boundary disputes (lasted 4 years); City of Sandy v. Clackamas County case (first established working distinctions between "urban" and "rural" lands); several other important policy-making cases.

Member, Executive Committee, Real Estate and Land Use Section of Oregon State Bar. Founder, Editor-In-Chief and Associate Editor, Oregon Real Estate and Land Use Digest (1978-88); Legislative Director and lobbyist for Real Estate and Land Use Section.

Appointed both by Clackamas County and by the cities of Clackamas County to Metro Charter Committee in March 1991.

LAWRENCE R. DERR  
 OF COUNSEL

# "Vision for a Livable Community"

Speech to Portland City Club

Tom Walsh

January 17, 1992

Good afternoon City Club members and guests. Thank you for the opportunity to be here.

I want to talk today about the need for this region to develop a shared vision for a livable community. We are at a crossroads in our growth and development. And we are facing a critical choice: We are either going to be the masters of change, or its victims. The question is: Are we going to think through and plan the future we want for this very special community of ours—or are we going to let the forces of growth overrun us?

That eminent American philosopher, Yogi Berra, used to say, "When you come to a fork in the road, take it!" Great advice, Yogi. But now we must ask ourselves, "Which path do we take?"

Today I'd like to discuss some of the alternatives. First, I'll discuss where we stand today in terms of our livability; then, how a few other cities have dealt with growth, and what we can learn from them; and, finally, where we in Portland might go.

In my mind, a livable community has three parts: its physical, its cultural or human parts and its economic attributes. I'm going to focus today on just the physical aspects of a livable community—not by any means to exclude the others, which are just as important and deserve equal analysis, but only to narrow our discussion.

The fact is: The physical part of our livable community is facing some major threats.

First among those threats is population growth. Oregon's population is growing at twice the national average. Last year alone, Washington County grew by 5.7 percent. At that rate, in the next five years Washington County will add another 100,000 people—the equivalent of two Beavertons. Regionwide, a half million more residents are expected here by the year 2010. That's roughly the same amount of growth we had from 1950 to 1990—but in *half* the time.

The big question is: Where are we going to put all those people?—some of them our daughters and sons. We're already starting to bump up against the regional urban growth

boundary. And there is mounting pressure to expand it. Much of that pressure stems from the fact that development inside the boundary is occurring at only about 70 percent of planned densities.

Another threat to our physical community is exploding traffic congestion. Residents in Washington and Clackamas counties who were recently surveyed listed traffic as their number one concern. Westside light rail will alleviate some of the traffic in Washington County, but it's an improvement mainly needed to keep congestion from getting any worse. A recent ODOT study projects 2.5 million additional daily trips in this region in the next 20 years. Tri-Met's analysis shows nearly 100 percent of those trips would have to be taken on transit to keep congestion from reaching stop-'n-go levels on *all* major routes during rush hours. Put into context, Tri-Met currently carries 4 percent of all trips in the region.

At the same time, we're seeing a lagging investment in infrastructure—including transportation, wastewater, storm sewers and other utilities. The City of Portland needs \$1 billion now just to get its current sewer system up to standards. In transportation, state wide we are about \$19 billion short of the funding needed to restore and maintain our deteriorating roads. About half of that unmet need is in the Portland metropolitan area.

If you add up everyone's wish list for the highways, transit system and utilities needed to support 500,000 more people—it comes out to \$23 billion. Spread across the 1 million people in the tri-county area—we're talking about \$23,000 per person to pay for the systems needed to support growth. That's not exactly a free lunch.

So we're likely to fall short on infrastructure. The question is, by how much? The more compactly we grow, the better we'll do. All these costs are cheaper with compact development than with sprawl.

Air quality is another source of concern. The number of vehicle miles traveled in the Portland region has been growing by about 6 percent a year. To stay within federal clean air guidelines, we will need to reduce that to

only 2 to 4 percent a year—or face tough federal mandates to force our compliance.

The important point is that these threats can be overcome. It all depends on how we grow. Traffic congestion and air pollution are not an inevitable part of growth—they are the result of growing the *wrong* way. Downtown Portland provides an example of growing the *right* way. The key elements in that success story were the downtown plan and an investment in transit. The downtown area has grown from 56,000 jobs in 1975 to 86,000 jobs today—over 50 percent growth. At the same time, air quality has improved and traffic congestion has decreased slightly.

With a little will and imagination, threats can be turned into opportunities. That happens to be our specialty in Portland. This city is known for getting ahead of change, and turning change to its advantage. That's one of the reasons Portland is today the last unspoiled major urban area in the United States.

Now we have a golden opportunity: To show that it *is* possible for a major urban area to grow without losing its charm; that urban sprawl, gridlock and central city decay are not inevitable; that an economic boom *needn't* mean a livability bust.

We also have the opportunity to learn from others. Phoenix, Los Angeles and Seattle provide some valuable lessons for us in what *not* to do. All three are tragic examples of "paradise lost"—cities once considered jewels in America's crown that have since lost their unique appeal. All three have expanded "out" rather than "up." Their suburbs have grown at the expense of their central cities.

And their metropolitan areas today are choking on traffic congestion and air pollution.

The story of Seattle is especially insightful—and, I might add, truly sad. In the course of a decade—the 1980s—Seattle went from being one of the most livable cities in the country, to the sixth worst congested in the United States.

How did it happen?

The Puget Sound area went through a period of very rapid growth in the 1980s. During that decade, the Seattle region alone added ½ million people.

But the region had no overall vision or strong planning to guide its growth. The result was urban sprawl. While the population grew by 38 percent from 1970 to 1990, the amount of land that was consumed or surrounded by urban development increased by

87 percent. The number of vehicle miles traveled increased 136 percent—Four times the rate of population growth. At the same time, the level of funding for transportation dropped in terms of real dollars.

Seattle is now trying to play "catch-up." But the costs are enormous. The city has identified the need for more than \$20 billion in capital investments and \$10 billion in operations and maintenance for transportation improvements. Those \$30 billion of expenditures *would* not improve congestion from today's levels: They would simply keep it from getting significantly worse. I've said it before and I repeat it here: If you want to see what Seattle will look like in 20 years, go to Los Angeles.

Other cities have managed growth differently, with more positive results.

Vancouver, B.C., and Toronto, planned ahead for their growth. Both have been able to grow without losing their character and appeal.

Toronto is an especially striking example. I had the pleasure of visiting that lovely city last October. Interestingly enough, Toronto has grown at the same rate as Los Angeles—but it has only *one* major freeway at its core.

Toronto has grown in a non-traditional way: up, not out; through density, not sprawl. The city has 2.2 million people; 25 percent of all trips are taken on transit. Compared to the Portland region, Toronto has twice the population, four times the density and 10 times the transit ridership. Its transit network consists of subways, light rail, streetcars, trolley buses and commuter trains.

The provincial government is very effective in encouraging compact development. It does not prohibit growth outside the metropolitan area; it just doesn't provide roads or transit to serve it.

The contrast between Toronto and Seattle is both striking and compelling. It raises fundamental questions for us in Portland: What do we want this metropolitan area to look like 25 years from now? Do we want to control our future, or be controlled by it?

Many groups in the region have tried or are trying to address the future in their own impressive ways. Portland Future Focus, the Central City Plan, Metro 2040, the City's Regional Rail Program and the recent "Envisioning Gresham" effort, among others, deserve real applause. This City Club itself produced an outstanding visionary work in May, 1980, with its "Report on a Vision for Portland's Fu-

ture."

Clearly, we have no shortage of vision in this community. The shortage is in agreement and action. We as a region have not yet agreed on a clear, cohesive picture of what we want to be and what we want to look like as we grow.

The message I bring you today is: It is time now to create that collective vision. We need to start today and we need to complete it soon.

Why? Because, judging by the experience of other cities, we have only three or four years, at most. Then the choice will be made for us. Los Angeles is the way it is today not because people want it that way, but because they missed the chance to make their choice. Seattle had its opportunity to choose in the mid-1970s. Now, instead of driving toward the future they want, they're spending all their time looking at life in the rear-view mirror, wondering, "What'd we hit?"

If we *don't* make our choice, if we don't get ahead of change, the forces of growth will push us toward irreversible sprawl. We're already headed in that direction. If we *succeed* in implementing our current land use and transportation plans, we still have 85 percent of all growth outside the Portland City limits, and more than double today's traffic congestion.

That's a pretty dismal forecast.

Let me suggest an alternative. Suppose, two decades from now, the Portland area looks like this: *It is a thriving urban area with some 2 million people. Compact, though not crowded; set off from surrounding farm and forest lands by a distinct, unchanging urban growth boundary. Within the urban area, there are plenty of parks and open spaces, but little vacant land left sitting neglected.*

*Most of the buildings are low- to mid-rise. Development is concentrated along major transit corridors and the region's four light rail lines. Two more lines are getting underway. Land use and transportation have been carefully planned and integrated to make it easy to get around. Compact urban "villages" have been developed around major transit stops. These consist of everything from a regional shopping center, to a major industrial site, to a mixed-use center offering affordable housing as well as employment, retail and cultural activities. A million trips a day are taken on transit. The average commute to work takes 20 minutes.*

*The lifestyle in the region is more urban*

*than suburban. Despite considerable growth, the metro area has retained a "neighborly" feel to it. The city is bustling, but also provides for citizens' quiet time. In Portland, unlike most American cities, people spend their interludes of quiet in parks, in open spaces, along the rivers and in museums—rather than entombed in lonely autos stuck in traffic jams.*

I've just described the vision we at Tri-Met believe will best ensure mobility and livability as the region grows. Our mission, as we see it, is to enhance everyone's mobility. We plan to do that through major initiatives that boost ridership, improve customer service and strengthen our partnership with land use authorities to achieve compact development.

But, ultimately, pursuing our own *separate* vision won't work. Transportation is just one piece of the puzzle. And transportation needs to follow—not lead—the land-use plan that reflects this community's vision for itself.

The Westside project provides a good example. We are beginning final engineering on Westside light rail this month. It is an exciting transportation project, to be sure. But unless it becomes part of an overall strategy for growth, it's a billion dollar investment in pursuit of a vision we've not yet set.

So—What do we do next?

I think there are three things:

First, we must begin immediately to develop a mechanism for the private and public interests in the region to come together. Their job would be to deliberate the choice at hand and secure a vision that is understood and supported by leaders in the region as well as private citizens.

Second, take the steps to achieve the vision. The region should, through Metro, develop a truly comprehensive land-use plan that fits the adopted vision. After that would come the transportation and utility plans to support the land-use plan, and the funding mechanisms to pay for them.

As a third and final step—While we're in the process of deliberating our regional vision, let's stop the current slide toward suburban sprawl: Let's just freeze the Urban Growth Boundary. Once we've decided our vision, we can go back and adjust the boundary, if needed. But until then, let's declare a moratorium on sprawl.

As for freezing the Urban Growth Boundaries—to quote what Mark Twain once said about Wagner's music, "It's not as bad as it

sounds." The area within the region's Boundaries can easily accommodate our projected growth for the next 20 years. If the City of Portland alone builds at the densities called for in its comprehensive plan, it can accommodate an additional 400,000 people just within the city limits. Villages at 100 light rail stations could accommodate another 300,000 people. This means higher densities, not high-rises. It means densities like what you see today along Hawthorne Boulevard—not in Chicago or New York.

There is a special place in all of this for City Club leadership. This club ranks among the city's foremost advocates of looking ahead and pursuing bold new ideas. Your 1980 report on "A Vision for Portland" is an excellent example. It called for a performing arts center and convention center; government with a more regional focus; expanding OMSI and the Children's Museum; promenades, shops, and housing along the waterfront; joining the Eastside with the Central Business District; and, I might add, neighborhoods clustered around light rail transit stations. All of those ideas were precursors to change.

That City Club report also noted: "National and international forces will change Portland to an unrecognizable megalopolis if we are not vision-oriented and firm in our resolve to accomplish this vision."

If ever there was a perfect organization to spearhead our regional vision, it is this one. Precisely because you have no specific authority, and no vested interest in the issue beyond the overall livability of this community, this City Club has an unparalleled opportu-

nity to lead the way—to define the process for determining our regional vision; to suggest the steps; and to recommend a schedule to complete the task all within 36 months.

As Peter Drucker once said, "We develop goals (a vision) not so we know what to do in the future, but so we know what to do *today*."

You can help lead us through the proper forum for debating our vision—so that the outcome is not one more study or report, but *the* definitive pronouncement.

I challenge you today to take that initiative and to guide us forward.

In conclusion, I would simply say: The clock is ticking.

Let me quote from an illuminating 7-part series of articles on managing growth that ran in the *Seattle Times* in October of 1989—in which Neal Pierce and a team of urban experts evaluated the city's problems and potential. There is an eerie sense of premonition in the conclusion offered by the *Times'* editors:

"The traffic jam hasn't replaced Mt. Rainier, the Space Needle, Douglas fir or salmon as a symbol of the Puget Sound area. But, then, there was a time when Los Angeles County was symbolized by orange groves rather than freeways and smog."

It *is* too late for Los Angeles. It *maybe* too late for Seattle. But it is *not* too late for us.

As my favorite Kennedy (Robert F.) once said, "The future is *not* completely beyond our control. It is the work of our own hands."

For your help, and for your thoughtfulness, thank you.



ROBERT B. TEXTOR  
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Tel: 503/223-6370

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Mon Feb 7, 1994

To: Mr. Len Freiser, Chair, Future Vision Commission  
Members, Future Vision Commission  
Staff to Future Vision Commission

From: Bob Textor

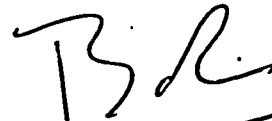
Re: Education and Economic Abundance

Dear Colleagues:

Inclosed is a recent article by Prof. Lester Thurow of the Sloan School of Management, MIT, which I believe provides some powerful ideas for our Vision Statement, about the connection between the educational and economic facets.

Note especially the highlighted passage concerning the way the French manage to goad industrial and business firms into offering career-long training to their employees. This use of the taxing power to produce a positive result without trying to micro-manage that result, strikes me as worthy of our consideration.

Cheers,



Handwritten signature of Robert B. Textor, consisting of the letters 'B' and 'R' in a stylized, cursive font.

be better than what we have been witnessing for the last few years and while it may be better than what the Japanese or Germans will do this year, it is quite simply not enough. It is not the kind of renewed growth the United States needs to address the true cancers eating away at the fabric of the American system and denying the American dream to the future.

Yes, 2.5% growth will be good for many American companies and probably good for the stock market and real estate values as well—although the best bet of 1994 will be speculating on rising interest rates.

### Big challenges

But if we want to address the problems of the homeless, the underclass and AIDS...if we want to bring an end to the accumulation of federal debt...if we want to revitalize the stagnating living standards of middle America...if we want an America that is able to invest heavily in the creation of stable democracies and new markets in Russia and China—in short, if we want an economic system that rises to peak performance again, we need much stronger growth.

What is needed is 4% to 5% real growth rates at a minimum—and not for just one peak economic year but sustained over a multiyear period.

### More changes

Even more important than the economy's statistical performance, of course, are the changes in social and political performance—and in the business framework that are needed to promote productivity and long-term savings and investment. Unfortunately, these changes get harder to debate in a recovery because short-term growth trends tend to obscure the need for long-term solutions.

That's the challenge of the next 12 to 18 months—to try to keep the focus on what America needs to do over the long term.

Otherwise, we face a downward spiral into ever-shorter, weaker recoveries, interspersed with ever-longer, deeper recessions. **CI**

## SOLUTIONS

Lester Thurow  
Massachusetts Institute of Technology

# The Third World-ization of America can be prevented

**T**he decade of the 1990s is going to be very much like the decade from 1945 to 1955. In 1945 fascism had been defeated, and the world economy had been destroyed in a combination of the Great Depression and World War II.

The issue was, what kind of a post-World War II world did we want to build?

It's important to remember we didn't get it built instantly. The Marshall Plan was invented in 1949, four years after the war was over. The reason it was invented is that there was no recovery in Western Europe, no recovery in Japan...and the British economy was on the edge of collapse.

It wasn't until 1953-1954 that the post-World War II recovery really started...triggering the economic boom that we enjoyed for the next 40 years.

### Awesome changes

The 1990s are comparable due to the defeat of communism.

This time the world economy hasn't been destroyed because of a depression and a war. But—the world economy is being bent out of shape or being bent into a very different shape by a set of fundamental forces.

One of those, of course, is that half of the land mass of the world and 40% of the people of the world who used to live under communism are effectively going to join the capitalist world. That isn't going to make life different

only for *them*...it's also going to make life different for those of us who live in the old capitalist world.

The post-World War II system was ending anyway, because it was a system built to revolve around the United States, which was the giant economic pole of the world. On the day World War II ended, 75% of the GNP of the entire world was inside the United States. When you were talking about the world economy, you were talking about America, because it was three-quarters of the total.

### The new, new world

Not because of failure, but because of success, we have now created a three-polar world with Japan, Europe and the United States, and the institutions that worked in that single-polar world, what we know as the GATT-Bretton Woods trading system, just don't work very well in a three-polar world.

There's also a series of technological revolutions that I believe are fundamentally changing how countries get strategic economic advantage, and, therefore, they're fundamentally changing how we earn a good wage.

Finally, the 1980s were a speculative bubble—like Tulip Mania, the South Sea bubble, the Mississippi land bubble, the Roaring 1920s—

Lester Thurow is one of America's best-known and most provocative thinkers on political-economic subjects. A professor of economics and management at MIT's Sloan School of Management, Thurow's most recent book is *Head to Head: The Coming Economic Battle Among Japan, Europe, and America*.

bubbles have a lot in common—they all burst at the end.

### The 1980s

I don't know what name the historians will eventually give the 1980s, but it won't be the Great Depression, (though we are already at the end of the fifth year of a world growth rate of only 1.5%).

Maybe in the history books the 1990s will go down as the Great Stagnation.

How is that change in the world economy affecting one group in the United States...basically the bottom 60% of the workforce?

If you're thinking about social responsibility, this is a group that everybody ought to think about very hard.

Why was it that in the past Americans got paid more than people elsewhere in the world? Were we smarter than other people? No. Did we work harder than other people? No. Did we save more money than other people? No.

### The turn

Americans got a wage premium for four reasons...

The first reason is that in the 19th and 20th centuries, the heart of economic success was found in raw materials, and Americans had more natural resources per capita than any other country on the face of the globe by a factor of 10. Here's a list of 12 names that's fascinating. This is a list which appeared in *The Wall Street*

*Journal* on January 1, 1900. It's the 12 largest firms in the United States at the beginning of this century: The American Cotton Oil Company, The American Steel Company, The American Sugar Refining Company, Continental Tobacco, Federal Steel, General Electric, National Lead, Pacific Mail, People's Gas, Tennessee Coal and Iron, US Leather, US Rubber. Ten of the 12 companies were natural-resource companies.

Think about it—National Lead was one of the 12 biggest companies in America. What's the other interesting thing about that list? Eleven of the 12 are dead. Only one company, General Electric, is still alive.

### The little company trap

Of course, what it tells you, at least in the American form of capitalism, is that we need small companies that grow to be big companies, because most of the big companies are not going to last for a hundred years.

To be a successful economy you've got to have some big companies. So we need a continual process of renewal of the big companies, which do some things that small companies can't do, like research and development, exports, etc.

### Save...save...save

The second thing that led to an American wage premium is that we lived in a rich country. And because we were in a rich country, people saved more.

Because we saved more, we invested more.

Because we invested more, we worked with more machinery.

Because we worked with more machinery, we had higher productivity.

Because we had higher productivity, we'd earn a higher wage.

### Technology advantage

The third advantage we had was technology. We could work with technologies that were better than what was found in the rest of the world. The first great American technical invention, of course, was interchangeable parts.

If you think of it—from the very be-

ginning we did things to the British which the Japanese have been doing to us. Americans walked around the British textile mills, memorized them, came back to the United States, built them and ran them 10% better.

Have you ever heard that story before? The Japanese with cameras looking at American companies and then running them 10% better? *The answer:* Copy to catch up.

Americans weren't the scientific leaders of the world until after World War II. But Americans were the process technological, business-type leaders by the turn of the century. So you would get a premium working for an American company because you would work with superior technology.

### Greatest invention

The final great advantage Americans had was the world's greatest invention: Mass public universal education.

The first public school in the world was in Massachusetts in 1842.

The first compulsory education law was in Massachusetts.

The first 180-day school year was in Massachusetts.

The first public university was in America.

We tend to forget that most of the rest, even of the industrial world, didn't attempt to educate everybody until after World War II. For a hundred years, we were attempting to educate everybody. We didn't succeed, but we at least talked about trying, and we did more than any other country.

If you read a business history book written around 1900, it will talk about how American workers were the phenomenon of the world.

They could work without supervision that other people had to have... they could adopt technologies that were too complicated for the rest of the world. *There was a simple reason:* We could read, write and count when most of the rest of the world could not. That is a tremendous advantage.

### Science revolution

Now, in the 21st century with the development of a global economy,

...SOME OF THE REASONS...

## Head to Head

America should set itself a goal to design a tax and expenditure system where consumption rises 1% per year, less rapidly than the GNP. If this were done for a decade, America would have world class savings and investment, and no one's consumption would have to fall—it would just grow slightly more slowly.

One does not need to devastate the present to protect the future. One just needs to be concerned about the future.

From Lester Thurow's *Head to Head: The Coming Economic Battle Among Japan, Europe and America*. Warner Books, 1271 Avenue of the Americas, New York 10020 \$12.99

something has dramatically changed that equation.

The first thing that happened is the green revolution—and the material science revolution has basically kicked raw materials out of the equation. Nobody will get rich based on raw materials in the 21st century unless you're Brunei and have half the world's oil and only 100,000 people.

If you take the price of raw materials, corrected for inflation, in 1990, it's 40% below where it was in 1970.

Bet on another 40% decline in the next 20 years.

Raw materials are going to pour out of the old Soviet Union like you can't believe. Who was the world's largest producer of almost every metal you can think of? The old Soviet Union.

Who has the world's best steel industry today? The Japanese.

Who has no iron ore and no coal? The Japanese, and that's why they're the best. They can buy the coal and iron ore where it's cheapest and best, put it in bulk ocean carriers, bring it to coastal Japan, run the facilities and dominate the world's steel industry with no natural resources.

So you won't get paid a premium because you work with more natural resources in the future.

**Asset revolution**

The second thing that's happened, of course, is the *global-logistics-world-capital-market-telecommunications-computer revolution*.

What that means is I, an entrepreneur in Bangkok, can build a facility that is just as capital-intensive as any that can be built in the United States, despite the fact that you live in a country that has a per capita income 22 times mine.

If I can't do it, one of your entrepreneurs will set up the facility in Bangkok and sell back into your market. You're not going to get a wage premium anymore because you work with more machinery than I do, because we all borrow in New York, London and Tokyo. So your machine premium has gone away.

Technologically, the revolution that

has occurred is called the art of reverse engineering. The name of the game used to be invent a product the rest of the world can't build. What everybody really wanted was to be a Polaroid—invent a unique product, set a monopoly price and live very nicely for 35 years on the profits. The problem is that with the increase in education around the world and the art of reverse engineering, that isn't possible anymore.

**Power now**

Think of the three biggest new products introduced in the world economy in the last 20 years—*video camera/video recorder*—invented by Americans...*fax*, invented by Americans...*CD player*, invented by the Dutch.

When it comes to the billions of dollars of sales, hundreds of millions of dollars of profits and millions of jobs, who owns those three products? The Japanese, who didn't invent a single one of them.

If I can make your product cheaper than you can make your product, I'm going to take your product away from you and the fact that you've invented it is going to do you remarkably little good.

The problem is if you don't have more natural resources and you don't have more capital and you don't have better technology, what is the only source of sustainable long-run competitive advantage? The skills and education of the workforce.

There is no more premium for natural resources, there is no more premium for capital. There is, however, a premium for technology.

**Education gap**

The problem with the skills and education of the American workforce is illustrated by the fact that at age 18, Americans are behind. No matter how smart they are and how good the schools they go to are, not one could pass the French baccalaureate exam. Not one of us could pass the Japanese exam, not one of us could pass the

**IS ANYONE PLANNING?**

**TRW's Joe Gorman Tells It Like It Is**

What's wrong with the way the American system's working? Few business leaders can articulate the problems as sharply, eloquently and candidly as Joseph T. Gorman, chairman and CEO, TRW.

At a dinner in New York recently, Gorman observed that "tragically we have allowed ourselves to govern and be governed by processes that represent the very antithesis of sound strategic planning."

**National agenda**

"Thus, despite all our strengths, successes and even triumphs, we are facing extraordinarily serious social and economic problems.

"On the social front—poverty, unemployment, lack of opportunity, crime, drugs, unskilled workers, illiteracy, substandard housing, ghettos, racial tensions and violence, unwed teenage mothers, school dropouts and unacceptable and growing gaps between the Haves and Have Nots.

"And, on the economic side... budget deficits, trade deficits, non-competitiveness in global markets, low productivity gains, inferior quality of products, lower corporate profitability, erosion of manufacturing base, a weakened dollar, exploding health care costs and a crumbling infrastructure."

**Interdependence**

"It should be emphasized that these social and economic problems are interdependent and that we must move on both fronts with equal vigor and commitment or they will surely tear us apart."

"We cannot solve these interconnected problems without massive doses of profound change.

"Therefore, maintenance of the status quo is not a viable option for the United States. The only real questions go to the specific nature of the changes required."

German exam. But what saves us is that we then go to colleges where we work harder while the rest of the world plays.

### University power

The first two years at the University of Tokyo are sandbox. After passing that tough high school exam they do approximately nothing but get drunk for two years.

That's when Americans work the hardest. And so by age 22 there are a group of Americans that have caught up. Then we put graduate schools on the top of that—schools that the rest of the world lacks.

By age 27 to 28, Americans are the best-educated workforce in the world. There are two PhDs in biotechnology in the US for every one in the rest of the world. At the top, we are very, very good—inefficient getting there, but very good at the top.

### US vs. China

If you take American high school graduates who don't go to college and test educational performance, where do Americans stand relative to the rest of the world? They're basically ninth-graders.

If you take the average graduate, let's say, of a Washington, DC high school, how many people do you



think there are in China that have skills at least that good? For all practical purposes, infinity—hundreds and hundreds and hundreds of millions. The communists ran lousy economies, but they ran good school systems.

Why should I pay an American high school worker \$15,000 a year, when I can get somebody better in China for \$30 a month?

The answer is I can't...and I won't.

What we are now talking about is what economists know as factor-economy. If you have Third World skills, even if you live in the United States, you'll make a Third World wage.

### Reality now

When I was a graduate student at Harvard studying international trade, factor-price equalization was always taught with a smile, because it was right in theory, but we didn't have a global economy so nobody could point to it in reality. *The reality is here*—now.

### Third World country

What's happening in the United States is we are building a Third World society inside a First World society. The question is, can we do anything about that?

One part of the answer—but only part—is that you have to turn out people at the bottom that have education and skills at least as good as those in the rest of the world. That's a dual problem.

Part of it has to do with kindergarten-through-high school education. "What is the greatest gap in American education?" The greatest gap is *not* K-12 education.

The greatest gap—we don't have a system of post-secondary education for the noncollege bound.

### National systems

The Germans have their apprenticeship program. The Singaporeans have their bonding program. The French have their 1% of sales program (details below).

We don't have a program. In fact, American companies put a lot less money into training their workforce

than companies do in either Germany or Japan, partly because of high turn-over rates. They're not irrational—there's a perfectly rational reason for doing it.

The problem is not so much which way we should do it—but deciding to do it the same way...as opposed to arguing about which way to do it.

Now, I'd love us to have the German apprenticeship training program, but that's very difficult to run.

I'll settle for the French system. In the French system, the government collects a 1% sales tax. It's put in a training account in your company's name. If you spend it on training, it's your money. If you don't spend it on training, the government keeps it.

Now, the government doesn't want any money. Its purpose is to stop corporations from free-loading the training system, because the American training system is "*you train, I'll hire.*" No company wants to train because they'll just lose their trained workforce to another company that will offer a little bit of a wage premium.

But to return to the fundamental question—how do we really build a system? We must understand the system is more important than the individuals, even though we don't like to think about that in America.

### Capitalistic myopia

Capitalism is a great system—with one defect. It's myopic, because with any reasonable interest rate, the discounted net present value of a dollar eight years from now is approximately zero, so capitalistic firms only plan seven, eight years into the future. There are just lots of things you have to do that require more lengthy planning. In some sense, the economic purpose of government in a capitalistic society is to represent the interests of the future to the present. For example, take education. Suppose you were looking at education from the standpoint of a hard-nosed capitalist. Would you ever give your kids 16 years of education? That's a zilch

investment. Sixteen years of money in and nothing out. Very risky and no payoff. You wouldn't do it.

If every person is educated, you get enormous synergy and enormous payoff for the society, but it can't be organized on a capitalistic basis.

It has to be organized on some other basis. If you look at the key industries of the future—and we could argue they're the right ones or not—that doesn't make any difference, you have to have some strategy in the modern world economy, some system for getting those industries.

I could tell you the system in Japan.

I can tell you the system in Europe.

There has to be some American strategic way to play the game.

### Interesting times

Let me close with a Chinese curse. The curse is, "May you live in interesting times." For the average American, that doesn't sound like a curse, that sounds like a good wish. But that's, of course, because the Chinese are much wiser about psychology than we are.

Interesting times mean times when you have to change and build new systems. The Chinese know that human beings don't like to do that. Human beings like the old system and doing the old things day after day after day.

Americans say something which is a lie. We say, "I love to change." When we've said that, what we mean is, "I'm going to love to watch *you* change. I don't intend to change at all."

The problem is that we are living in very interesting times. We live out there where there's a very different world and that very different world is producing a Third World economy here—with falling wages in the bottom 60% of the American workforce.

### Bottom line

I think that's a world we can't afford to live in for very long. In the long run—the bottom is not going to just economically strangle the bottom. In the long run, it's also going to economically strangle the top. **CI**

## CRISIS

Martin Mayer, *The Brookings Institution*

# Social Security Creative Accounting...and The Road to Disaster

**I**t's budget season again, and from all corners we shall soon be hearing about deficit reduction and the need to stop the government from absorbing so much of the nation's savings.

What we will not hear, unfortunately, is an honest account of just how much of those savings the government really does absorb, because each year's growth in the Social Security and federal retirement trust funds will be subtracted from each year's real deficit figures before the government publishes them.

Nor is the debate likely to offer any suggestions about what we might do to improve our productivity if we stopped dumping these trust funds into the rathole of the deficit.

Looking into the future, the trust funds, already huge, will be our most rapidly growing pool of savings. If we continue to waste that money, we damage not only the future potential of our economy, but also the chance that people now in their 30s and 40s will receive the retirement benefits they think they have earned.

### The road to disaster

There are better paths to take, and I shall suggest one. But it goes uphill at the beginning. To choose a new path, we need to have a firm and clear understanding of the damage we will do to our country and our children if we stay on the course we are now following.

Though the budget President Clinton bludgeoned through the Congress last summer is doubtless less destruc-

tive than a straight-line continuation of his predecessors' policies would have been, the tragic secret of the President's "economic plan" is that it produces the largest cumulative five-year deficit the country has ever known.

Presidents Reagan and Bush, as President Clinton has repeatedly pointed out, added *three trillion dollars* to the national debt in *12 years*.

The budget President Clinton sent to Congress, which was in aggregate very close to what Congress passed, was *planned to add another \$1.858 trillion* to the national debt in *only five years*.

### Creative accounting

Over the course of these five years, the Treasury is expected to pay \$334 billion in interest on the government bonds the Social Security and other trust funds hold as their sole legal investment. In the "consolidated" budget, which is what the President and Congress present to the public, *that \$334 billion paid to the Social Security and federal retirement trust funds is in effect taken back as revenues to the government*.

We also subtract from the deficit, of course, the \$142.5 billion the government will keep because Social Security taxes on today's working population yield more than has to be paid to today's Social Security recipients.

...and we subtract from the government's deficit the \$174.2 billion Con-

Martin Mayer is a guest scholar at The Brookings Institution, working mostly on a 20th anniversary revision of his best-selling report *The Bankers*. He is the author of 28 books, most recently *Nightmare on Wall Street: Salomon Brothers and the Corruption of the Marketplace*, Simon and Schuster 1230 Avenue of the Americas, New York 10020. \$23.



**METRO**

Notes from February 2, 1994 Sense of Place Meeting

From the Board:

Map:

- Settlement Patterns
  - Densities (high/low residential)
  - Urban Centers
  - Boundaries
  - Rural/Urban greenspaces
    - Farms/forest greenspaces, rivers, parks, wildlife corridors, resource conservation
- Transportation Corridors
- Major Public Facilities (include second airport?)
- Major Physical Landmarks
- Major Urban Landmarks (significant buildings, terwilliger drive)

Narrative:

- Population Trends
  - over time and by geography
- Air Quality Standards
  - for major categories of contaminants
- In stream Water Quality
- Indicator Species
- Quality of Life measures
- Parks and Greenspaces
  - including park accessibility and transportation times
- Activity patterns (live, work, play, shop)
- Economic implications
  - economic effects and how the economy is affected

Unresolved:

- Specific location of commerce and industry
- Description of transportation mode splits

The following comments regarding Sense of Place were received from commentor E. Kimbark MacColl:

*E.K. MacColl*  
**The Georgian Press**  
Jan. 31, 1994

Dear Karen:

Thank you for the working draft of the Future Vision document. I really have nothing to add. At some point it will have to be narrowed down to sharpen the focus. I remember when Tom McCall and his staff were preparing to develop public support for SB 100 in late 1972, they (along with Lawrence Halprin) created a series of illustrated scenarios covering the Willamette Valley, contrasting the present with the possible future. This is easier done when dealing the "sense of place". Gaining public support will be essential; at some point the underlying values will have to be stressed and clearly highlighted.

This is a long time-consuming process - a never ending process. You have made an excellent start. Hopefully the Oregonian could run a series of graphically illustrated and charted articles as the document nears completion. Some TV coverage would also be essential.

Good luck. I doubt that I can attend the meeting on Feb. 7th. It is our anniversary and we will be attending the symphony.

*Best wishes,  
E.K. MacColl*

2620 S.W. Georgian Place, Portland, Oregon 97201



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Mon Feb 7, 1994

To: Mr. Len Freiser, Chair, Future Vision Commission  
Members, Future Vision Commission  
Staff to Future Vision Commission

From: Bob Textor

Re: Revision of Draft of Lead-In to Vision Statement

Dear Colleagues:

Here is the latest draft of my suggested lead-in. It incorporates suggestions from various of you, for which thanks.

Based on my experience of having helped many individuals and groups develop their vision statements, I feel strongly that there are three key ingredients that our final Statement must have.


- ◆ It must be driven by our shared values.
- ◆ It must be multi-faceted.
- ◆ It must show the connections among facets.

This is my best effort to develop a lead-in that will immediately establish these three key ideas in the reader's mind.

Probably, I have intellectualized too much. Probably, whatever of these ideas we decide to put into the Statement will need to be made more vernacular.

Anyway, this draft will at least let you know what my basic approach is, and help you decide to what extent you consider this approach useful.

Cheers,



1 METRO FUTURE VISION STATEMENT

2 PREAMBLE

3 WE, THE MEMBERS OF THE METRO FUTURE VISION COMMISSION,  
4 having been chartered by vote of the people, and appointed by the  
5 Metro Council, herewith submit to the Council and to our fellow  
6 citizens our Vision Statement for the fifty-year future of our  
7 Metro Community. While it is true that we Metronians<sup>1</sup> are  
8 subject to the authority of a federal republic and two of its  
9 states, nonetheless, within broad limits, we can take charge of  
10 our common destiny -- design it intelligently, pursue it  
11 vigorously, and enjoy it fully. Within limits, we CAN be masters  
12 of our fate, and captains of our soul.

13 Most of us who have signed this document will be gone before  
14 A.D. 2040. We do, though, hold it to be our sacred duty to do  
15 what we can to bequeath to our children, and to their children,  
16 an overall Metro lifeway that will maximize the chances for all  
17 of them to enjoy a safe, free, abundant, and fulfilling life.

18 SEEING IT WHOLE

19 We must see it whole, this future Metro lifeway. We must  
20 jointly envision an overall Metro Culture that will serve to  
21 preserve and enhance the good life for all Metronians, especially  
22 those as yet unborn. On behalf of the people of Metro, we here  
23 envision a Metro Culture that will integrate our basic  
24 ecological, political, legal, technological, economic, social,

25 <sup>1</sup>[The terms "Metronian" and "Metro Culture" are here used as  
26 temporary terms, pending the Commission's decision as to what  
27 terms to use. -- RBT]

28 and aesthetic values into a harmonious whole that will inspire  
the love and loyalty of all Metronians.

30 All cultures constantly evolve. Our future Metro Culture  
31 will be an evolutionary outgrowth of our present Culture, just as  
32 the present one has grown out of our past, dating all the way  
33 back to the days of President Jefferson.

34 But here a serious problem arises. Many of the key values  
35 of our present culture were crystallized during a historic  
36 situation of low population density and wide open spaces. With  
37 the passage of time, as the population of our nation has grown,  
38 so has that of our Region. Whatever we might wish, our national  
39 demographic momentum is such that there is no way to prevent this  
40 trend from continuing for at least several more decades.  
41 Therefore, a fundamental challenge of this Vision Statement is to  
42 design ways to preserve the essence of our Metro Culture's key  
43 values despite the unavoidable future necessity to accommodate  
44 more Metronians.

#### USING OUR VALUES TO SHAPE POLICY

46 Some changes are beyond our control, such as our national  
47 demography. Most of them, though, are at least partially subject  
48 to our guidance.

49 How do we provide that guidance? We believe that we should  
50 use our cultural values to guide change. We believe that we  
51 should NOT sit by passively and allow demographic, technological,  
52 or economic factors impinging from the outside, to force us to  
53 surrender to the violation of our basic values, bit by bit. We  
54 believe that the following values of our present Metro Culture  
55 are of basic importance in guiding us as we chart our course  
56 toward A.D. 2040.

57 ♦ Our Metro Culture will assign the highest priority  
58 to the preservation and enhancement of our deeply valued  
59 livability -- while also making plans and provisions for the

60 orderly accommodation of newcomers who move here, often attracted  
61 by that very livability.<sup>2</sup>

62 *We don't need to give up our cars or gardens,*  
63 *and all of us can actually have more choices*  
64 *of whether we will drive, bike, or walk to*  
65 *the playground or a friend's house.*

66 ♦ Our Metro Culture will seek to preserve wide options  
67 for future generations of Metronians to make their own decisions  
68 as they seek to adapt to new challenges and create new  
69 opportunities -- while also preserving their opportunity to  
70 continue enjoying the best of our great Pacific Northwest  
71 tradition.

72 *Twenty years ago, the Saturday Market was a*  
73 *new opportunity. Today it is part of our*  
74 *Metro cultural tradition.*

75 ♦ Our Metro Culture will emphasize pride in our  
76 special Metro identity and sense of place -- while also  
77 encouraging our knowledge of other cultures and languages  
78 worldwide, with whose peoples we will be in increasingly close  
79 contact as the global economy expands inexorably.

---

80 <sup>2</sup>[In this series of bullet items, each value is balanced by  
81 a counterpoising value. This is as it should be, for no culture  
82 ever pursues a single value to the exclusion of all other values.  
83 For example, in the general American culture, the most emphasized  
84 and distinctive value is (in my view) individual freedom/autonomy  
85 -- yet virtually all Americans would agree that this must be  
86 balanced by individual and social responsibility. -- RBT]

88 *Every Metronian child will be educated in*  
89 *state and regional culture and history, and*  
90 *certifiably competent to conduct a serious,*  
*practical conversation in a foreign language.*

91 ♦ *Our Metro Culture will allow the greatest possible*  
92 *individual liberty in politics, economics, ethnicity, lifestyle,*  
93 *belief, and conscience -- while also instilling social*  
94 *responsibility toward the Community as a whole.*

95 *A visit to the Japanese Memorial Garden in*  
96 *Tom McCall Waterfront Park is enough to*  
97 *remind anybody that neither freedom nor*  
98 *responsibility can be taken for granted.*

99 ♦ *Our Metro Culture will encourage the widest possible*  
100 *citizens' initiative and participation in governmental affairs --*  
101 *while also requiring conscientious respect for the law.*

102 *Oregon was one of the first states to adopt*  
103 *the initiative and referendum, and also the*  
104 *first to pass a Bottle Bill. This same*  
105 *spirit will be harnessed to enable us to make*  
106 *and enforce firm decisions about keeping the*  
107 *open countryside close to the urban portions*  
108 *of our Region.*

109 ♦ *Our Metro Culture will provide maximum economic*  
110 *opportunity for all our people -- while also offering suitable*  
111 *social mechanisms to insure equity for all, and compassion for*  
112 *those in need.*

113                    *Homelessness is an unacceptable social evil.*  
114                    *Every Metronian will have basic food and*  
115                    *shelter.*

116                    ♦ Our Metro Culture will encourage the preservation  
117 and enhancement of the best possible built environment -- while  
118 also conscientiously protecting and preserving our natural  
119 environment.

120                    *Standing at any spot anywhere in our Region,*  
121                    *one will be able to turn around and see green*  
122                    *beauty somewhere.*

123                    ♦ Our Metro Culture will allow and support individual  
124 choice in housing arrangements -- while also encouraging a  
125 settlement pattern creatively designed to provide maximum  
126 environmental, aesthetic, recreational, and other benefits for  
127 our entire Community.

128                    *With leadership, imagination, and competence,*  
129                    *we will find ways to discourage excessively*  
130                    *large residential yards, and design*  
131                    *reasonably compact housing to preserve and*  
132                    *enhance the privacy, dignity, and beauty of*  
133                    *our living arrangements.*

134                    ♦ Our Metro Culture will minimize environmental  
135 degradation, in part by requiring that those who do the degrading  
136 will pay user's fees that reflect the true cost of such  
137 degradation -- while also insuring that such fees do not cause  
138 distress for the least privileged.

139                    *No free rides for those who would seek to*  
140                    *"externalize" their costs.*

141                    ♦ *Our Metro Culture will enable all our people to live*  
142                    *an abundant life -- while also systematically protecting*  
143                    *everyone's right to an unpolluted workplace and environment, and*  
144                    *unimpaired sustainable natural ecosystems.*

145                    *We will be able to eat the fish we catch in*  
146                    *the Willamette River any day in the year.*

147                    ♦ *Our Metro Culture will maximize convenience and*  
148                    *efficiency in transportation of persons and goods -- while also*  
149                    *minimizing congestion, pollution, and environmental degradation.*

150                    *Wise zoning rules, truly convenient public*  
151                    *transportation, and liberal use of electric*  
152                    *automobiles will reduce many "impossible"*  
153                    *dilemmas to solubility.*

154                    ♦ *Our Metro Culture will embody the most creative uses*  
155                    *of the new information technology for the economic, political,*  
156                    *and personal benefit of all Metronians -- while also supporting*  
157                    *the unique ambience of direct personal contact.*

158                    *Metronians will enjoy the benefits of*  
159                    *worldwide contact afforded by the new*  
160                    *information technology, but also the pleasure*  
161                    *of face-to-face contact through our region's*  
162                    *incredible tradition of annual festivals for*  
163                    *every imaginable purpose.*

164           ♦ Our Metro Culture will encourage maximum  
165 intellectual and aesthetic stimulation and innovation -- while  
166 also encouraging a reflective life that takes into account the  
167 wisdom of the past.

168           *We are a reading culture. Our schools and*  
169           *libraries will be "state of the art" in*  
170           *providing human and electronic library*  
171           *services.*

172           ♦ Above all, our Metro Culture will, through public  
173 and private schools and all other means, affirmatively seek to  
174 insure that every Metronian child -- regardless of gender, race,  
175 ethnicity, religion, family, wealth, or residence -- will enjoy  
176 the greatest possible opportunity to fulfill her or his potential  
177 in life.

178   SEEING THE CONNECTIONS

179           Each major element of the future Metro Culture we here  
180 envision is intended to support the other elements. It is the  
181 intelligent design of these connections among elements that will  
182 make the difference between excellence and mediocrity. For  
183 example:

184           ♦ To have responsible and equitable environmental  
185 policies, we must have political leaders who care and who listen.

186           ♦ To have true civic democracy -- especially in an era  
187 of frequent electronic polling -- our schools must teach  
188 citizenship with skill and passion.

189           ♦ To sustain our tradition of natural spontaneous  
190 friendliness -- a point visitors quickly notice and rave about --  
191 we must have an economy that will sustain high employment at  
192 family-wage jobs.



193           ♦ To lead a truly examined and fulfilling life, we  
194 must enjoy a vibrant system of lifelong learning opportunities.

195   OUR METRO REGION

196           Our Metro Region has no single boundary, and should not  
197 have. To visualize our common future intelligently, we must  
198 conceive of the Region flexibly, guided mainly by demographic,  
199 ecological, logistic, and economic criteria.

200           ♦ The demographic criteria have been shifting since  
201 Oregon City was founded during the 1840s, to the point where  
202 today Portland and Salem are in the same federal statistical  
203 area.

204           ♦ The ecological criteria include our present  
205 watershed, which embraces territory from the Lewis River in the  
206 north, south to include the northern Willamette Valley, plus the  
207 valleys of the Clackamas, Tualatin, and Sandy Rivers.

208           ♦ The logistical criteria include the high probability  
209 of new forms of rail transportation making it possible to travel  
210 from Roseburg or Seattle to Portland in about an hour. With the  
211 ever-increasing use of the new information technology, Metronians  
212 will be in ever closer contact with people worldwide, and  
213 telecommuting will become a major feature of our regional  
214 employment market.

215           ♦ The economic criteria include the near-inevitability  
216 of a continuing trend toward regional integration of economic  
217 functions.

218           For such reasons, we have no choice but to regard our Region  
219 flexibly, as one of multiple and changing scope.

220           One point, though, is clear: the Region's present government  
221 jurisdictional boundaries often do not accurately reflect the  
222 above complexities. We here take no position on how these  
223 boundaries might or might not shift in the future. Rather, we

224 simply assume that, one way or another, our political structures  
225 will evolve in ways that will allow our citizens to promote the  
226 essential values of our Metro Culture.

227 FACING THE DEMOGRAPHIC REALITIES

228 Whether we like it or not, it seems inevitable that the  
229 population of our Metro Region will grow, for at least the  
230 following reasons:

231 ♦ The overall population of our nation is growing, and  
232 the demographic momentum is such that this net growth will  
233 persist for several more decades.

234 ♦ We live in a federal republic which essentially  
235 guarantees freedom of movement from state to state (including the  
236 freedom of Metronians to move elsewhere).

237 ♦ Our livability will attract people from elsewhere,  
238 including many who will choose to live here yet earn their living  
239 by telecommuting to distant places.

240 While future leaders of Metro may well find ethical, legal,  
241 and workable ways of moderating net population inflow -- and we  
242 hope they do -- the key to a satisfying future way of life for  
243 all Metronians clearly lies also in managing demographic growth.  
244 Only by managing growth proactively and scrupulously, guided by  
245 the values of our Culture, we can we succeed in preventing growth  
246 from undermining that very culture.

247 Word count: 1966

PEGGY LYNCH 

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 Beaverton, OR 97005-3244

January 28, 1994

To: Gail Cerveny, Chair, METRO CCI  
 fax: 797-1793

Re: Public Involvement and Future Vision

Thanks for the opportunity to speak before MCCI about the Future Vision project and please thank the members for their brainstorming session. We look forward to continuing conversations in order to connect the people to the vision. The following are my notes from the meeting. Please correct or add at will.

1) Most important is a quick and easy-to-understand piece for the general public on all of the projects going on under the 2040 process. If MCCI members cannot easily understand all the elements, then it is ridiculous to expect the general public to understand the difference between concepts, visions, framework plans, etc. Suggestions included a visual showing 2040 as an umbrella and each project/deadline as a rain drop or drawing a hand and the fingers could be each of the projects within 2040. Additionally, a short paragraph explaining each element of 2040 would be useful before going out to the public. THIS SHOULD BE A PRIORITY PROJECT FOR METRO PUBLIC RELATIONS.

2) To connect schoolchildren and their parents with Future Vision, run a region-wide contest asking for their 50-year vision--with free passes to the Zoo as prizes--there could be many levels of winners, targeting all age groups, with prizes ranging from a one-day pass to a year-long family pass for the "grand prize".

Future Vision needs a logo or cartoon for self-identity. One suggestion was a telescope looking to a "City of Oz".

4) A Town Hall program was also suggested.


5) MCCI will have a neighborhood group map/data available for FVC members and others to use in order to set up speaking engagements around the region. Perhaps FVC members should join with Metro Councilors and others in order to stretch the speakers bureau as far as possible.

6) In order to have quality visioning brainstorming sessions, perhaps there should be four regional workshops to reach interested citizens. (Peg's question: Would MCCI help sponsor such workshops?)

Gail, we look forward to additional suggestions. Most of all, we need MCCI's citizen expertise to reach as many people as possible for all the Region 2040 projects. I hope MCCI reviews all the citizen involvement plans on 2040 and that you respond to staff and Metro Council on those involvement plans. As Councilor Von Bergen and I agree--"It's the process for which MCCI is responsible". Without an open, out-reaching, informational process, citizens have no way to have a voice in public decisions.

I'm sure Judy Shioishi will be getting the FVC member roster to your members. We hope to hear from you in the near future. Thanks for all your work--and congratulations on your second year as MCCI Chair.

cc: Future Vision Commission and Sherry Osher (Metro Planning P.R. staff), fax 797-1794  
 Ethan Seltzer, fax 725-5199  
 Metro Council, fax 797-1793



## Dealing in Dreams

Some Thoughts on the Future Vision Statement by an Outside Observer

Kurt Survance

274-8647

It seems that the Future Vision Committee is divided in its perception of what the purpose of the Future Vision Statement should be. Deadlines are starting to slip and those charged with delivering the statement on time are beginning to show concern. After attending a few meetings as an observer, I have some thoughts on the matter. Since much is spoken about citizen involvement, I thought I would share my thoughts with you.

Without regulatory power, the influence of the Future Vision Statement is entirely dependent on the will of our present and future leaders to be guided by it. It cannot defend itself against short-sighted or self-serving leadership by mandating or prohibiting any actions whatsoever. Given inferior leadership, it is much more likely that a highly specific, regulatory-like document would be quickly buried and forever forgotten. Whatever broader vision it embodied would be buried along with the politically and economically sensitive portions of the document.

But you are not charged with regulating either the present or the future, your task is to envision a desirable future and point us a path to it. You are not expected to lead us there. Assume that you will have the kind of sympathetic leadership that it will take to implement a well-reasoned plan for our future, for if you do not have that, nothing you do will be to any purpose anyway. The Future Vision Statement can best serve our present and future leaders as a statement of vision, not of policy.

Even the best of our founding fathers were unable to see the future clearly enough to write specifically for it. The laws and regulations they enacted in their time are for the most part irrelevant to the 21st century. What continues to guide us are their broadest statements of principle and vision

:

*...We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness...*

*...That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed...*

The Future Vision Statement will have no statutory power to prevail over indifference or outright opposition to its intent. It can never be an effective legal weapon against those who would attempt to develop the future for their own benefit rather than that of the community. If you try to craft it in a quasi-legal manner, it will immediately disappear unread into a file cabinet somewhere. You must instead offer a compelling vision of a future that might inspire persons from diverse walks of life to participate in that vision. Your statement should not seem threatening to the independent communities who are certain to greet the statement with the suspicion that it is just another intrusion into their affairs, for if you do not have their support, you have nothing.

A truly compelling vision statement should include a rich mix of cultural values, not simply land use, transportation and garbage. Important as these are, few people would be inspired to dream over the dry details of such a document while many could find something in it to dislike. If the statement is to be so limited in scope, it would be much more efficient to reduce the committee to three or four planning professionals who could put the Future Vision Statement together in a month and then file it for all time alongside their many similar plans, studies, and proposals. The rest of you could go home.

You have an opportunity to do something extraordinary. The future includes everything.

**ROBERT L. LIBERTY**  
**ATTORNEY AT LAW**

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**D R A F T**

**TO:** Sense of Place Committee of Future Vision Commission  
**FROM:** Robert Liberty  
**DATE:** 2 February 1994  
**RE:** Outline of Committee and Commission Work Product On Land Use

Here is my description of the work product for the Committee and the Commission addressing the land use and transportation components of the Charter.

**A. Maps**

**Map #1: Regional Land Use And Transportation In 1990 (33" x 36")**

Generalized map of land uses and transportation corridors in 1990 for the broader region (Salem to Longview, Mt. Hood to Saddle Mountain)

- 1990 UGBs
- Federal land ownership boundaries
- Land uses categorized into urban residential, urban commercial, urban industrial and urban other, rural residential, rural commercial and industrial, farm use, forest use, publicly owned recreational lands
- Major transportation corridors, with the traffic volumes indicated for auto, bus and heavy rail for freight and passengers (includes railroads, river traffic, air traffic)
- Major natural features and resources, including rivers and major streams (with water quality problem areas identified), watersheds, topography, airshed boundaries, and populations of important or symbolic wildlife species (e.g. heron rookeries, coho runs, cougars)
- Excludes city, state and county boundaries.

## **Map #2: Urban Land Use And Transportation In 1990 (33" x 36")**

Generalized map of urban land uses and transportation corridors in 1990 for the Portland metro UGA, with inset maps for nearby cities within the region, (e.g. Sandy, North Plains, Canby, Newberg), displaying the following information:

- 1990 UGBs
- Land uses categorized into residential, commercial, industrial, park or open space, public facilities
- Major urban transportation corridors, with the traffic volumes indicated for auto, bus and light rail.
- Employment by transportation zone or other standardized unit, showing the major employment centers with their share of the total and the absolute number of jobs.
- Residential population density, by a common standard (e.g. people/acre or ha) illustrated by tint or shading
- Undeveloped land; undeveloped potential park
- Existing parks and open space
- Location of major public facilities (schools, colleges, libraries, water reservoirs, water treatment plants, sewage treatment facilities, solid waste facilities)
- Excludes city, state and county boundaries.

## **Map #3: Regional Land Use And Transportation In 2040 (33" x 36")**

Generalized map of land uses and transportation corridors in 2040 for the broader region (Salem to Longview, Mt. Hood to Saddle Mountain) showing the following changes since 1990:

- 2040 UGBs with land use shown within the expanded area
- Federal land ownership boundaries (adjusted?)
- Land uses categorized into urban residential, urban commercial, urban industrial and urban other, rural residential, rural commercial and industrial, farm use, forest use, publicly owned recreational lands. Changes in these uses since 1990 are shown with different colors, shading or a different spectrum of colors for each type of change.
- Major transportation corridors, with the traffic volumes indicated for auto, bus and heavy rail for freight and passengers (includes railroads, river traffic, air traffic)

- Major natural features and resources, including rivers and major streams (with water quality problem areas identified), watersheds, topography, airshed boundaries, and populations of important or symbolic wildlife species (e.g. heron rookeries, coho runs, cougars) with changes since 1990 emphasized.
- Excludes city, state and county boundaries.

**Map #4: Urban Land Use And Transportation In 2040 (33" x 36")**

Generalized map of urban land uses and transportation corridors in 2040 for the Portland metro UGA, with inset maps for nearby cities within the region, (e.g. Sandy, North Plains, Canby, Newberg) showing the following changes since 1990:

- 2040 UGBs
- Land uses categorized into residential, commercial, industrial, park or open space, public facilities
- Major urban transportation corridors, with the traffic volumes indicated for auto, bus and various forms of light rail, heavy rail, with new or significantly improved transportation facilities emphasized.
- Employment by transportation zone or other standardized unit, showing the major employment centers with their share of the total, the absolute number of jobs and changes since 1990.
- Residential population density, by a common standard (e.g. people/acre or ha) illustrated by tint or shading, with changes since 1990 highlighted in some way (perhaps by shading.)
- Location of major public facilities (schools, colleges, libraries, water storage facilities, water treatment plants, sewage treatment facilities, solid waste facilities) with new facilities emphasized and an indication of their capacity.
- Undeveloped land; undeveloped potential park
- Parks and open space with additions emphasized by shading or tint.
- Excludes city, state and county boundaries.

These are the parts of the Charter requirements which the four maps will address:

1. The maps implicitly define the "region" to which the future vision applies (§5(1)(a) line 3; lines 6-7)
2. Future Vision is to identify the regional "land and natural resources" which are to be "used," "restored" and "preserved." (§5(1)(b)(1) lines 1-2) The maps



would show the changes in use for some of the resources and the level of protection given to those resources designated for preservation.

3. Future Vision is to address future "settlement patterns" (§5(1)(a) line 3), and identify "how and where to accommodate the population growth for the region" (§5(1)(B)(2) lines 3-4). This would be shown through the changes to the UGBs and the changes in population densities.
4. The Future Vision is specifically required to address the question of "how to develop new communities and additions to the existing urban areas in well planned ways." (§5(1)(b)(3) lines 5-6) (Same as above.)

## B. Tables

The tables would supplement the maps, providing more precise detail, especially the detail needed to express the information relevant to the concept of "carrying capacity."

- Population over time, for the Portland metro UGA, the major cities (within their existing boundaries) and the counties, at 5 year intervals
- Household size, at 5 year intervals
- Employment by sector at 5 year intervals
- Income distribution at 5 year intervals
- Number of educational institutions over time, by type (public and private elementary and secondary schools, community colleges, public and private colleges and universities) with some estimate of additional investment needed per decade to sustain current teacher-student and other levels of performance.
- Total urban trips by mode (including pedestrian and bicycle), at 5 year intervals, within the Portland metro UGA
- Timing and cost of major transportation investments (includes arterial network retrofitting)
- Air quality for major categories of contaminants, at 5 year intervals.
- Surface water quality at representative testing points (e.g. Columbia at the Interstate 5 bridge, Willamette at the Broadway Bridge, Clackamas at Carver, Tualatin at its confluence with the Willamette, etc.)
- Salmon runs for a representative sampling of rivers, at 5-year intervals and including data and estimates about runs in earlier years. (It would be nice if the table began in 1840 or 1890)

- Wildlife populations over time for a representative sampling of species
- Domestic water consumption per capita, at 5-year intervals
- Water supply by source, over time, for major supplies (e.g. Bull Run, major well fields, individual wells), by sub-area within indications of timing and cost of major improvements.
- Water consumption by category, over time.
- Publicly owned parks and open space per capita, over time (will require careful geographic disaggregation)

I believe these tables address, in a different way, the points addressed by the maps. In addition they address the following elements in the Charter's description of the Future Vision:

1. Determining the carrying capacity of the land resources of the region (§5(1)(a) line 4)
2. Determining the carrying capacity of the water resources of the region (§5(1)(a) line 4)
3. Determining the carrying capacity of the air resources of the region (§5(1)(a) line 4)
4. Determining the ability of the educational resources to accommodate projected growth in the region (§5(1)(a) line 4-5)
5. Determining the ability of the economy to accommodate projected growth in the region (§5(1)(a) line 4-5)

#### C. Text

The text would cover two major topics; the verbal, aspirational vision of the future which the Commission has been working on, and implementation.

The Future Vision's relationship to the following planning mandates, policies and programs would be discussed:

1. The Regional Framework Plan. (See §5(2)(c) of the Charter)
2. The Regional Urban Growth Goals and Objectives (RUGGOs). (I assume the Future Vision should be consistent with the RUGGOs, given their history and their description of their applicability. See pages 2, 7 and 13 of the RUGGOs, describing their relationship to subsequent planning efforts including the Region 2040 study. NB the RUGGOs antedate the Charter.)

3. Urban Growth Boundary Management Policies (See ORS 268.390(3))
4. Current and anticipated Functional Plans, including the Regional Transportation Plan and Green Spaces Program. (See ORS 268.390(1), (2))
5. State planning mandates, including adoption of the regional Transportation System Plan pursuant to the Goal 12 (Transportation) Rule OAR 660-12-000 *et. seq.* and the Urban Reserves Rule, OAR 660-21-000 *et. seq.*

In addition, the implementation section would discuss the need for changes to governmental structures and the process of administration which may be necessary to achieve the vision. Topics to be considered are:

- Providing a secure funding source for Metro's planning activities.
- Consolidation and/or reconfiguration of units of local government.
- Changes to financing arrangements for key facilities, including transportation improvements and open space acquisition.
- Property tax base pooling.



RECEIVED

FEB 4 1994

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February 3, 1994

Len Freiser  
Chairperson  
Future Vision Commission  
600 NE Grand Ave.  
Portland, OR 97232-2736

TEXT OF PUBLIC COMMENTS THAT I WOULD LIKE TO PRESENT

Dear Sir:

Here are the comments that, had time permitted, I would have presented at the 1/24/94 meeting. I am a native Oregonian, graduate of OSU's school of Engineering, father, computer consultant, and concerned citizen. I am currently working on a book that projects what the world is most likely to be like in the year 3000 by making projections on current trends. Naturally, I realize that past experiences don't always hold true when projected into the future, and this is one of the reasons for this letter.

I urge the members of Metro's Future Vision Commission to apply the test of time when making your recommendations. Too often we Americans only look into the short-term future and then adopt policies that could not be justified if we had the wisdom to look further into the future. Examples range from the high school student, anxious to earn money, takes a job rather than finishing his education, to our government's financing of its national debt using short, rather than long-term bonds and failing to adopt policies that eliminate the mounting debt. What does this have to do with our region's future?

I urge you to look into the future sufficiently far enough to assure that your future imagines can be sustained indefinitely into the future. We can do this with our national parks, national borders, national treasures, etc., so, why apply the same ideal to our precious region? Portland's fathers had the insight to designate the Bull Run watershed as a preserve for Portland's future nearly a hundred years ago, and so why can't we take a similar look into the future?

The year 2040 is not that far away, and I am sure that we will be able to accommodate current growth somehow until then, but what about the years 2080, 2100, 2200, 2300, etc.? I respectfully submit to the commission that any dreams that you have for our region's future in the year 2040-2080, won't be valid in the year 2100 and beyond unless we get at the root causes of our current dilemma.

The no-growth slow growth committee essentially said that we must accept our fair share of the growth of the nation's population and that any efforts to divert or to stop growth would most likely fail. This fact, which I accept, is bad news to those of us who don't want to see our region's quality of life deteriorating to the level of Boston-Washington DC corridor or LA region.

Metro says to us that we have to accept all of the people who want to live here and this is a source of frustration for many who don't understand why. I urge the commission to expand its horizon to identify the root causes of our regions growth so that the electorate will be better informed about why we are growing at the rate that we are. Once the voters are well informed, then perhaps a national consensus will be formed to actually do something about the root causes. Please don't turn away from a clear examination of the root causes of why you are meeting and of why future generations may have to see our region's quality of life deteriorate.

Most people don't realize that the region's growth we are planning for and experiencing now comes from two sources: 1) national population growth, 2) job seekers migrating from other regions such as the "rust belt". **Change one or both of these sources of population, and our region's growth could stabilize, along with that of the rest of the nation.**

Although it is seldom discussed, our nation's population growth could be dramatically reduced or eliminated if we developed the national will to gain control of our borders by implementing the appropriate immigration policy. This is because most American's naturally limit the number of children they have and hence have already achieved a sustainable level of population "growth". The US Census for 1990 has details on which demographic group is growing the most and I would recommend that this be researched. Surprisingly, our immigration policy is one of the two major factors driving our region's growth. Although I am not against immigrants, after all, the US wouldn't be what it is today without immigrants, however, I think that it is time we asked our selves, "How many more can we accommodate", and "Are we going to allow our country to become overpopulated along with third world countries which may never have a stable population?"

The second area, migration within the US, is also worthy of mention because a significant number of people come here because we happen to have a few more jobs available then the NE or Texas, etc. On one hand, we are trying to find ways to pay for growth (i.e. new highways, planning, emissions testing, etc. and on the other hand, we are offering tax incentives for businesses to relocate here. If the relocated businesses only hired local residents, our region's growth wouldn't be impacted, however, this is far from what actually happens. Why not imagine a future where local regions work together with businesses and to provide incentives for relocation where infrastructures are already in existence? By not having to build new schools, roads, freeways, local regions would have lower taxes and hence a higher quality of life. But how could we get by without growth? Perhaps the available jobs could be shared by using much shorter work weeks? I would like to imagine a future where the population has stabilized, our forests and fisheries are harvested at a sustainable rate, and where our citizens enjoy living in stable communities where congestion from growth is no longer a problem.

In conclusion, to those who feel the above is beyond the scope of the Future Vision's charter, I would like to remind you that unless the root causes of our region's growth are identified and dealt with, our regions growth is destined to continue unabated until our region is choked by people, vehicles, and air pollution. I hope that you will be able to identify a hypothetical population stability point or value which will be achieved during the next century provided your recommendations for stabilizing our nation's population are adopted at the national level. This point could then be used as a basis for your assumptions and visions or our future. This will also highlight the appropriate actions that our region's voters and politicians must take if they are to play their part in making your vision come true.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Tucker". The signature is fluid and cursive, with a large initial "T" and a long, sweeping underline.

Tom Tucker

(This is the Mike Gates version of the FVC document. It is liberally plagiarized from earlier versions. Feb 3, 1994)

### A Future Vision

This is a vision FOR the future, not OF the future.

Children born today will spend a lifetime carrying out the essential tasks required to mold this vision into a reality.

Our agricultural past includes the parable of the fence post. The person turning the first furrow had only one goal- never lose sight of the fence post on the far end of the field. A single glance to the right or left meant every furrow that followed would be further askew.

Our children need easily identified fence-posts. For them we provide this summary of our lifelong learning of what our region should keep, change and add. It should be seen as a woven fabric instead of a list of singular targets. Included are these points:

\*\* People need to have a "sense of place". Views of Mount Hood must be unobstructed for all the generations that follow. It is a simple task requiring little or no money while providing inspiration and focus. It is the one thing everyone can share.

\*\* It is more important to be taught HOW to learn than WHAT to learn. Changes are coming in faster waves. With such training it is possible to constantly adapt, and at less expense socially and economically.

\*\* People must be given tools of expression in many mediums and venues. Expression is crucial for both mental health and physical well-being. The tools must begin to be acquired in childhood.

\*\* A sense of safety is something people give to one another. It begins with an infant being given attention and transforms to lesser and greater courtesies before being formalized in codes of law or structures of government. We have a never-ending social responsibility for each other and to each other.

\*\* We are entrusted with a region of natural beauty and elaborate ecosystems. The area wildlife must be preserved and the aura of ever-present green maintained.

\*\* A significant portion of life is spent engaging in some form of commerce. It is necessary in a world where no one is self-sufficient. Our region must operate as an integral part of an international economy while satisfying basic needs of people here.

(Note: A longer life span is no guarantee of stronger commitment or wiser action in moving toward the fence post.)

## FOUNDATION OF THE FUTURE VISION

The Future Vision Commission has a mandate- prepare a clear statement that can guide planning in many facets of society for the next fifty years.

Such a mandate involves listening to people such as yourself before taking action. Consistently we have heard it proposed the goal should be a just, safe and equitable society- one that utilizes the land to sustain and enhance the natural as well as built environment; one that has a rich culture and effective educational programs; and, one that provides strong economic and employment opportunities.

We have learned from you it is important to KEEP "livability", CHANGE transportation modes, and ADD vitality to an already resilient economy.

The foundation of the Future Vision is our expectation for children- a clear image and concept that will affect their lives, their play and learning, their work and livelihood, their families, their homes and communities, their health and environment.

The short text of this report is written as an affirmation. The tone is intended to be one of accomplishment, describing the region when the fence post has been reached successfully. The longer text that follows as an appendix proposes some steps to take along the way.

\*\*\*\*\*

## OUR SENSE OF PLACE

We are sensitive to our place in nature. We define it as the snow-draped cones of Mount Hood and Mount Saint Helens shimmering above sailboats on the Columbia, a silver-bright salmon pulled from the waters of the Willamette just steps away from office towers, clouds catching in the firs of the low hills, the rich green patchwork of farms and forest lands in the valleys.

Our communities have grown on nature's foundation, developing the identity of the area. At the heart of the region is the bustle



of people, the energy of a city, ringed by distinct neighborhoods tree-shadowed and close-knit. Today the vibrant urban center reaches out to include older farm towns like Beaverton, Forest Grove, Sandy, Hillsboro, Newberg, now lively with their own urban centers. The historic districts of Vancouver and Oregon City add a reminder of how much has been accomplished, and why people have always been coming here.

The region is linked economically to Longview and Kelso to the North and Salem to the South, from the crest of the Coast range to the crest of the Cascades.

But, the essence of our sense of place has little to do with how we make money. It is best exhibited in what we have chosen to protect. Vehicle and pedestrian paths are constructed in a fashion that offers views of Mount Hood. Tracts of land have been bought up with public money for the sole purpose of saving them from our economic impulses and transforming them into parks to soothe us.

We tie ourselves together generation to generation when we pass statues, travel over scenic bridges, glimpse the winter-time sun, or ride along the abundantly landscaped roadways.

Yesterday, today and forever we describe our area as green and wet, and above all alive. It is where we live and who we are.

#### AN OVERVIEW OF OUR COMMUNITIES

We have energetic, safe and secure communities, no matter how the community border is defined. Our region operates best as a mix of vital and liveable cities, suburban neighborhoods and rural surroundings.

A number of "main streets" exist, bustling with businesses, theaters, galleries, restaurants, music clubs, and residences for people of all ages. The area is strong in sports and arts with a great variety of public programs, festivals and celebrations. An abundance of creative architecture is used to cleverly mingle our homes, apartments and townhouses giving everyone privacy and dignity.

Neighborhoods maintain their identity by mixing commercial, community and residential uses along central transportation

corridors. Electric cars are common, and the frequent pedestrian and bicyclist traffic blends into a human collage of activity on the tree-lined street, sidewalks being social centers of their own. Small knots of people cluster at the streetcar and lightrail stations, touching and talking animatedly about the new eight-foot-tall guard for the basketball team.

When the tradition was begun to "grow up instead of out" people found the conveniences of life moved closer to them. The merchants make a good living selling high quality items and giving individual service to people they know on a first name basis. And, they live in the neighborhood, too.

Large outlets handle heavily discounted items sold in great volume and are usually situated near the edge of the region, often in light industrial areas. There are gas and diesel fueled trucks and service vehicles, but the owners pay heavy fees for the privilege of operating them. To get to the discount outlet the family uses an electric car, not much larger than an antique golf cart and rented for the one-way trip at one of the local pick-up/drop-off stations.

"Fringe communities" are much like the mixed community areas in the urban centers, but with a bit less commerce. The amenities of a close-knit neighborhood are sought after as a way to protect and nurture children. Having stores, the civic center, school, the library and church within walking distance takes a higher priority than extra space in the home.

The large-lot homes at the edge of the region serve as the boundary which gives the urban area its sense of proportion while acting as a promise to the rural community that the flood of humanity does have its limitations. People make a living at farming diverse kinds of cash crops and landscape nurseries.

There are a vast number of volunteer groups working to solve community problems. Each community is distinguished by a high level of civility and public participation in government while maximizing its individual flair.

### HOW WE GET IT DONE

The focus begins with each child born and carries through the full spectrum of a vital and productive life. Every child is treated as an investment for society.

Being highly valued from its first breath, a babe is nurtured physically, mentally and emotionally. We recognize it is cheaper to start the child out strong than to have to carry it forever.

A strong learning base begins at home by providing every household with means to receive a wide range of communications. Families are considered the primary mechanism for reaching people of all ages, extended families being any reistered group of two or more who have declared financial co-dependency.

The role of school systems is to allow each person to learn at their own pace. The old-fashioned term "student" is rarely used because we know learning never ceases. Schools are structured for individual tutoring as needed throughout life. The role of teacher is as mentor and motivator, example and guide. There are still classrooms, but few in number since they are used solely to develop social skills in areas such as citizenship and language.

Neighborhood arts groups, community centers, libraries, museums, nature centers and schools operate as partners with parents in helping children reach their full potential. Libraries are social centers for expression as much as reading rooms. Our region has cultural, educational and recreational opportunities ranking with the best in the world.

The arts are as basic to education as is academic curriculum. Early and ongoing participation in the arts is encouraged for a lifetime of enrichment, sense of accomplishment and confidence. The singular power of the arts is used to provide all children with a shared background. The arts establish an even playing field.

Armed with knowledge and the confidence to act, a diverse populace continues the legacy of strong citizen involvement to solve the breadth of issues from neighborhood to regional levels. Free expression allows everyone to get beyond symptoms to a deeper understanding of root causes and to share the pains or experiences motivating each person. From understanding comes consensus and the

will to act.

Revitalized neighborhoods stand as testament to how school, government, business and community work together to provide needed training and employment. Public agencies work with employers and employees to provide life-long educational opportunities, which has a side-effect of mutual understanding and respect.

The common use of technology to reduce business and personal costs means there is a large portion of employees engaged in "home employment". Variable work hours free up people to go beyond just earning a living to taking on more responsibility in their community. This flexibility allows an aging population to continue in the work force at their discretion.

It is understood the way to have inexpensive government is for everyone to take a piece of the load voluntarily. It is also recognized that timely, accurate, and accessible information is a requisite for a democratic society. A key government role is to provide access to information so an informed populace can make its wishes known. Elected officials are as much administrative as representative since the "will of the people" is identified at frequent open electronic balloting.

Extended age is the norm making early death very poignant. Emphasis is placed on preventive medicine. When illness or injury occur, medical and social service organizations strive to allow their patients and clients as much dignity as possible. Life expectancy is nearing one hundred years so individuals, public institutions, communities, private organizations and businesses are ever mindful of the need to include elder citizens in their plans.

Business is a blend of economic effectiveness and defense of the environment. Since there is such an emphasis on quality instead of mass production, the popular measure of success for a product is speed of delivery as much as its price.

Technology has been harnessed to develop shared use of land for multiple transportation modes. Light-rail, streetcars, trucks, cars and pedestrians co-exist in fluid corridors.

The real estate industry has continued its vital role as a guardian of the region's quality of life by stream-lining the

process for exchanging residences and business locations and now focusing on the services involved in the move. Since the amount of land became scarce laws and codes have changed to include the theme of dual utilization. The best realtors are still the most creative.

The legal and insurance industries maintain the time-honored duties of refining the edges of our society, setting measurements for appropriate behavior and acceptable risk, especially regarding how we handle our money and possessions. Our region leads the nation in defining the "value of life", based on activity of the research university and its sponsoring genetics industry corporations.

One advantage we have by setting boundaries for urban growth is our basic infrastructure. When it was determined that "carrying capacity" was to be a topic revisited by government at regular intervals it was also decided flexibility was to be built-in for movement and sizing of water lines, utility lines, sanitary and storm sewer systems. This means we can adapt fairly quickly if the values of our society change to allow a slightly denser population.

Our ethnic diversity is easily seen at the various churches, synagogues and temples of worship. Religious institutions have become reinvigorated as a place for people to express their hope for one another and unite around the source of their faith.

Our form of government has such high participation levels that restrictions are readily balanced between protecting citizens, encouraging business and enhancing the natural environment.

#### OUR NATURAL ENVIRONMENT

We have sustained the region's distinctive landscape features: forested volcanic buttes and ridgetops, broad plant-covered plains and low oak and fir-clad hills. We see the region as a unique thriving ecosystem in which people and the built environment are integral parts.

Productive agricultural lands border the sinuous Tualatin River floodplain where a series of national wildlife refuges are managed for both crop and natural values. Stewardship over all

manner of forests and vegetation combined with water quality land-use incentives have created high economic value in the agricultural landscape. Farming has been promoted broadly in the Tualatin, Clackamas and Willamette River basins.

Elsewhere, portions of the Sandy, Clackamas and Willamette River corridors are administered to maintain faithfully restored fish and wildlife stocks, high water quantity and quality, and effective flood control.

Unlike most metropolitan regions, which have eliminated their streambeds and replaced them with concrete canals, we have retained our large and small waterways as part of our urban and rural infrastructure- we call it "greeninfrastructure".

Over fifty percent of these green areas are treated as an integrated system of open spaces and wildlife refuges, connected by the regional trail system.

Communities and neighborhoods are encouraged to create natural "gateways" between them, with "feathered" gradients along borders of more densely populated centers blending into the agricultural hinterland.

A visitor flying into the region is struck by the image of an intricate mosaic of greenway networks, with the populated areas standing out like stars in a green firmament.

#### COMMERCE AND ECONOMICS

The key to the healthy economy of our region is its attractive communities. Everyone demands a high "quality of life", defined as a spectacular natural environment, exceptional cultural and educational standards, vital main streets and human-scale neighborhoods.

Employers utilize skilled, confident and healthy populations to provide an employee base, even if the jobs are often at home. The region protects its quality of life because making money can be done anywhere, but enjoying life is still seen as a privilege to be protected here for both employers and employees.

Government policies support partnerships with business and recognize the need for: a sound investment atmosphere; access to

liveable areas; and, a strong, positive sense of place in a global economy.

The region has efficient domestic and international hubs of transportation and communication to promote small to large businesses, trade and industrial activities. One of the stronger economic identities for the region is its financial district, which is considered by some to be a "Switzerland of the West".

As part of keeping ahead, the region has a research university aimed at high-tech industries. It is an attraction to a diverse core of creative people constantly using their proximity to develop synergistic results.

The central theme for most businesses in our world in the year 2040 is "economy of scale". Big is no longer necessarily better.

NOTE TO FUTURE VISION COMMISSION MEMBERS: This work is incomplete:

- 1) the crucial area of "carrying capacity" is inadequately defined, based on our charge from the charter;
- 2) there are several topics that could be more elaborately or eloquently discussed;
- 3) the order in which the general topics are presented and the concepts are developed is debatable;

MRC



RECEIVED

January 20, 1994

Metro Council  
600 NE Grand Avenue  
Portland, OR 97232

Re: "Slow/No Growth" and Citizen Involvement

Dear Metro Council Members:

I write because after attending Metro's panel discussion on "No/Slow Growth," I am profoundly concerned about the way in which Metro is (1) treating citizen input on this issue, and (2) framing the discussion. I write as one who individually, as well as my organization, supports Metro's role in land use planning and believes that generally, the Region 2040 program is progressing well. It is because I support Metro and 2040 that I express my concern that what I saw at the conference will undermine public trust in Metro's 2040 effort.

The "Slow/No Growth" conference was prompted by citizens throughout the region asking whether we have to grow at all, or at the projected rate. They want information about the growth options available to the region, and the positive and negative consequences of those options. If the conference and resulting report are the extent of Metro's response to these concerns, then you are simply burying the issue for explosion later.

First, the conference was held on a workday, from 7:30 - 9:30 am, a time which is inconvenient for the average citizen to attend. Consequently, the attendees were the usual suspects: I understand that Metro did not even announce the conference to the press, and that the only reason the press knew about it was because other invitees informed them. There was certainly food for thought presented and I'm sure we all benefitted, but the conference was by no means a public response to the public question of whether we have to grow.

Second, the moderator's description of the views of those who want slow and no growth options considered was condescending, and his treatment of some citizens who asked questions was, to me, extremely inappropriate.



Third, the selection of the panelists was very unsatisfying. I, like many others, am still struggling with the question of whether we should try to slow growth. I, like many others, am searching for concrete information about the positive and negative effects of various methods to slow growth, and about the positive and negative effects if we don't slow growth, but rather try to plan for it.

However, rather than presenting a diversity of perspectives on whether and how to accommodate growth, at least two of the speakers - Edwin Mills and Ed Whitelaw - presented the standard economist's view that slow or no growth are counter-productive, without any real examination of that conclusion. Doug Porter began to suggest methods that other jurisdictions had used to try to slow growth, and I would have liked to hear more from him about the negative and positive consequences of those. Thus, most of the speakers simply dismissed the question the public is asking - should we stop or slow growth? Mr. Mills seemed particularly uninformed about Oregon.

Only Larry Orman seemed to have an open mind on the issue and appreciated its importance to the public. And he said something very significant, which Metro should seriously take to heart: that we have to find a common language to discuss these issues, so we do not become polarized.

I think that Metro's attitude as evidenced in the conference was a step towards polarization. Metro has lumped slow and no growth together, which I think are very different, and positioned them as the opposite of accommodating growth. This is as simplistic as the other notion Metro keeps saying, that we have to "grow up" or "grow out." None of these is very informative, and in fact I think they misinform the public as to what 2040 is all about.

Rather, growth should be looked at as a continuum, with a variety of tools available to both slow and accommodate growth. We should be looking at each of these tools, and evaluating their impacts, both negative and positive. Some were hinted at at the conference: internalizing the external costs of different forms of development; limiting or directing the location of new industrial enterprises; requiring new residential development at the fringe to pay a fair share of the costs of servicing it; not building new infrastructure if we do not want development in certain locations; greenbelting the metropolitan area; congestion pricing; and more. I would like to have heard from speakers who are advocating "sustainable development" and "sustainable economies."

Slow/No Growth  
January 20, 1994  
Page 3

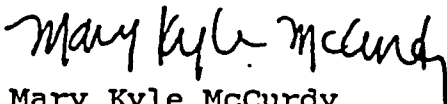
Metro does not seem to appreciate that the only "information" the general public has now are the ill effects of our recent rapid growth which they experience every day: traffic congestion; increasing housing costs from out-of-state "equity refugees"; sprawling suburbs consuming farmland; a distancing from their local governments and neighbors. It is understandable, therefore, that many citizens would question whether we should continue to grow, and would mistrust government's ability to accommodate any and all future growth well.

These perspectives need to be treated with respect and aired fully. I want the 2040 process to work, and for there to be regional acceptance of the final product. However, Metro is not going to get that if what happened at the conference continues.

We ask that the Metro Council adopt a resolution directing Metro staff to, as part of the 2040 project, examine and compare specific mechanisms to slow growth, including an evaluation of their social and economic consequences, and to involve the public in a meaningful way in this discussion. These should be considered with the tools we are already looking at to accommodate all growth.

Thank you for consideration of our perspective.

Sincerely,



Mary Kyle McCurdy  
Staff Attorney

c: Future Vision Commission  
Andy Cotugno  
John Fregonese

1 Ed Mills:

2 No Growth is counterproductive. In Oregon it is seen as anti-  
3 business/leads to higher prices, unemployment.

4 Mills argues for policies that improve life.

5 Ed Whitelaw:

6 Businesses that would bypass Portland will not go to Eastern Oregon  
7 but to Seattle and Vancouver, B.C.

8 Stop growth and you stop getting the best people and firms

9 Limit growth, decrease income

10 Improve life and you get growth/policies that limit growth make  
11 life worse.

12 Douglas Porter:

13 Portland is unique, there are no other models -- no other metro  
14 area in US has the power of Metro to influence growth.

15 When cities restrict growth, people move further away, thus adding  
16 to the commute problems.

17 Larry Orman:

18 Nation is watching Portland. We are ahead of the curve.

19 No growth is not a real issue. People are concerned about rapid  
20 change, and that the area is getting too big. What we should  
21 concern ourselves with is Wise Qualitative Development.

22 Future Vision is the vehicle for the discussion of wise qualitative  
23 development.

24 Make the UGB permanent -- focuses the discussion

25 "Common Language" is key to the discussions -- State ideas clearly  
26 and simply that describe real issues

27 Carrying capacity is a function of \*technology/\*consumption/\*people  
28 --there are no answers, but it stimulates discussion

29 Major policy should be investment in education (the "knowledge  
30 society")