

METRO

Memorandum

Planning Department
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503/220-1537 Fax 273-5585

DATE: March 2, 1993
TO: Metro Council
FROM: John Fregonese
SUBJECT: Implementation of the Charter Planning Mandates

Introduction

The new home rule charter adopted by the Metro voters in November laid out two specific planning tasks to be accomplished in the next few years. It also makes growth management Metro's prime purpose. Implementation of the Charter will be one of the Planning Department's main responsibilities over the coming years.

But planning for growth has always been one of Metro's main responsibilities. We currently have a comprehensive, ongoing planning program. In implementing our existing program, we have current obligations to meet federal and state deadlines for regional planning. We have many planning tools in place and several new tools in the works. The challenge of the charter is to combine the existing body of planning tools and the planning work in progress with the requirements of the new Charter. If we are successful, we will make maximum use of the work already done, keep the momentum of existing planning projects, and meet our planning obligations placed on us by the federal and state governments.

Charter Requirements

The Charter requires two planning products: the Future Vision and the Regional Framework Plan. These are very different in scope, and their roles must be understood to decide which existing planning programs will help produce the products desired, which ones need to be modified, and what new tasks need to be added to fully implement the charter's responsibilities. It is helpful to contrast these documents.

Future Vision

The Future Vision as it is described in the charter is a classical "vision" document. By itself, it would accomplish nothing. However, if it really describes a regional vision, and if it encourages

other, more detailed and specific implementation of the vision, it could lead to inspired planning that produces lasting benefits.

The Future Vision document, therefore, should concentrate on the more permanent characteristics of our area. These include our value systems, and the qualities of our natural and built landscape, such as the rivers, lakes, communities, neighborhoods, and scenic views we wish to maintain. The Future Vision needs to discuss communities, our resource base, the sustainability of our development, and intergenerational equity questions in a broad, non-institutional way. It needs to paint the picture of the region of the future, but not necessarily tell us how to get there.

The Charter clearly lays the Future Vision out on a separate path from the Regional Framework Plan. The document is non-regulatory. It's authors are the Future Vision Commission. Compliance with the Future Vision is not mandatory, rather, the Regional Framework Plan needs to show how the Future Vision was considered. It need only be updated every 15 years. It is the touchstone, the measure of our success, the most general road map for regional planning. The Metro Council has ultimate authority to adopt this document after consultation with MPAC.

Regional Framework Plan

In contrast, the Framework Plan is a mandatory, specific planning document. It is legally binding on every local planning program in the region. It contains a specific list of elements to the plan, that cover a broad range of regional growth management concerns. While it includes areas where Metro is currently active (Urban Growth Boundary, Greenspaces) it also requires plan elements in areas new to Metro (Urban Design, Housing Densities). As a implementation document, it must be technically accurate, based on real world data. The charter requires that local plans and ordinances comply with, and that Metro seek state acknowledgement of the Framework Plan. MPAC, not the Future Vision Commission, is the advisory committee to the Council. It is a thoroughly Metro document, specifically geared to insuring that the regional goals for growth management are accomplished. It requires updating at least every 5 years, implying that the Framework Plan process requires continuous fine tuning to adjust to new conditions and the efficacy and equity of implementation measures.

In short, the Future Vision outlines our dream. To use an analogy, it is what we want our house to look like when it is finished. The Framework Plan contains the blueprints spelling out the specific ways to bring our dream into reality. It is the blueprints that tell us how to build the house. The following table summarizes some of the differences.

Future Vision	Regional Framework Plan
No Mandatory Compliance	Mandatory Compliance
No Land Use Findings	Land Use Findings
Updated every 15 Years/At least 50 year outlook	Updated every 5 years/ 20 year outlook
Future Vision Commission advises Council	MPAC Advises Council
General Topic areas	Specific Topic Areas
Large Geographic Region	Metro Boundary (with some exceptions)

Existing Planning Programs and 2040

In the face of these requirements, Metro must attempt to maximize the investment in past and current planning programs. Metro has several existing, adopted planning products and activities, such as RUGGO, Local Coordination, the Regional Transportation Plan, and the Greenspaces Master Plan that provide a foundation for the Charter's mandate. Each of these can be used to provide elements for the Framework Plan and each provides a foundation to inform the Future Vision.

Metro is currently in the midst of a planning project called Region 2040. This project was conceived before the Charter was adopted. Region 2040 contained elements of both the Future Vision and the Regional Framework Plan. Like the Future Vision, it was intended to produce a non-regulatory planning guide for the very long term. It's planning scope includes an analysis of affects on areas outside our current boundaries. Like the Regional Framework Plan, it is intended to give technical support to ongoing planning, such as the Regional Transportation Plan and Urban Reserves.

However, 2040 is and should be a multi-year planning program that will lead to and inform the development of both the charter required Future Vision and Regional Framework Plan. We have invested a year and a great deal in this project. Region 2040 has acquired a significant momentum of its own. The project's name is constantly appearing whenever the topic of

regional planning is discussed in State and local government documents, and in the press. It has a constituency in local governments, stakeholder groups and with the citizens of the Region. Therefore, we should make maximum use of this project's existing investment and momentum. We believe that the best way to do this is to not change the project's name, which has wide name recognition.

Rather, Region 2040 is the process that leads to the products of the Future Vision, the Regional Framework Plan, and other related work products such as the Regional Transportation Plan and Urban Reserves. In this manner, Region 2040 becomes the integration vehicle for the charter mandates and our other planning mandates.

Deadlines and 2040

The reason that Region 2040 has evolved as a visionary document including specific planning information is that we are facing decisions on state and federal required planning in the near future that we want Region 2040 to inform. Specifically, there are two important planning deadlines in the near future. These are 1) Urban Reserves, due for completion in May of 1994, and the update of the Regional Transportation Plan (RTP), due in May of 1995.

To make these decisions using the information generated by Region 2040, the council must reach a decision on the following items;

- 1) Which of the 2040 concepts will the Council choose for our further planning. This is the "so called" up or out decisions.
- 2) deciding where the expected population growth will occur for the next 20 years, called a growth allocation, and
- 3) What is the best philosophy to follow for implementing transportation solutions (arterial improvements, freeways, high capacity transit, other types of transit, etc.).

The Dilemma

The dilemma involved in the integration of the Future Vision work and Region 2040 turns on the following simple facts. There is no budget for support of the Future Vision Commission. Even if funds were available, appointing and organizing the Commission much before July would be difficult. The reality is the same staff who would be required to get the Commission underway are those now working on 2040, and one or the other effort would be neglected. If the Commission began work in July, its members would need at least three months to organize and lay out their work program to write the Future Vision. This means that the Commission cannot begin its work on the substantive issues of the Future Vision until September of 1993. There is no time for the Future Vision Commission to deliberate and have an impact on the Region 2040 process if we keep the original decision date of December, 1993.

The Solution

The solution we propose is for the Council to make a decision on a Region 2040 concept no later than May of 1994, incorporating the work to date of the Future Vision Commission. The Commission then can finish the rest of its work by the end of 1994, and hold hearings and adopt its vision within the deadline imposed by the Charter.

In the interim, it is important that we not enter a "planning paralysis", as we wait for these major decisions. While we wait, we should adopt a policy of making only "No Regrets" decisions. The theory is this: we have before us several possible long term paths, but in the short term, there are a number of actions we can take that we would do in any case. An obvious example of a "no regrets" decision is Transit Station Area Planning, something that we would do under any of the three concepts. In other words, there are "no regrets" in taking actions such as these, they do not foreclose many options, and they allow our agency to operate in the short term without planning paralysis. All the decisions that must be taken before the completion of the Future Vision and the Regional Framework should, as much as possible, conform to the philosophy of No Regrets.

However, No Regrets is a weak long term decision making strategy. Sooner or later tough decisions that foreclose options must be made. Once the Charter planning mandates are achieved, we may more easily set out on a path that begins to set a clear direction, foreclosing options as we choose a definite course. This decision making strategy allows us to both make our short term decisions with minimal input from the Future Vision Commission, and allow them significant policy choices on the Future Vision.

Conclusions

The Region 2040's work scope should be expanded in the long term so that the project leads to two major products: the Future Vision, and the Regional Framework Plan. In addition, the 2040 Process should inform, as much as feasible, the interim decisions that must be made.

However, the current work plan for Region 2040 Phase II should continue largely unchanged, except for the decision making phase. The Future Vision Commission will be informed by the basic research performed by this phase of 2040, especially by the investigation of modeling and its revelation of the relationships between land use and transportation decisions and actions.

As much as possible, Metro should make decisions that are "No Regrets", which leave options open for the Future Vision and Regional Framework Plan to decide.

I have attached a draft workplan that outlines an integrated approach for the Future Vision and the Regional Framework Plan.

Planning Committee approved 4-27

METRO

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Memorandum ⁰⁰⁵⁻⁰ *005-0*

DATE: April 12, 1993

TO: Metro Council

DRAFT

FROM: John Fregonese

SUBJECT: Future Vision Work Plan

In devising the work plan, I have used the work of the Oregon Chapter of the APA. It has had a Visions Project Committee organized for some time, and they have worked on compiling techniques for visioning projects. Many such projects have been conducted around the state in the last few years. In the Metro region, Beaverton, Gresham, Portland, Forest Grove, and West Linn have all conducted or are conducting visioning exercises.

The Visions Project's goal was to compile a comprehensive guide for this process, and make it available for use in any community. Since it draws on the experiences of several Oregon cities, both large and small, it is a good place from which to begin in our process. I am including a copy of a couple of pages from the unpublished draft that I think are especially helpful in thinking about this work.

The key to the Oregon Model is a four step process - Community Profile, Trend Statement, Vision Statement, and Action Plan. In comparing this process with Future Vision and 2040, it is clear that most of the difficult and expensive work is already funded through Region 2040. My evaluation of where we are in comparison to the Oregon Model is as follows:

- **Community Profile.** The basic research for this work has been completed through RUGGO, Region 2040 Survey, and several other works such as the Oregon Business Council's Values and Beliefs survey. Metro is itself probably the best source of demographic, physical, and transportation data for the region. However, a concise and cogent description of the current situation needs to be formulated.

- **Trend Statement.** The 2040 modeling work will provide much of the analysis for this. However, these trend studies need to be expanded to deal with the Charter mandated topics, such as educational resources and carrying capacity.

● **Vision Statement.** This is again the main work of the committee. The job is somewhat complicated in that the Charter requires an analysis of topics beyond those usually found in most visions.

● **Action Plan.** This element should only be cursorily addressed by the Vision Commission, as most of this work will be carried on by the council in formulating the Regional Framework Plan.

With this in mind, the following is a rough breakdown of Commission activities that would lead to the development of a Future Vision, coordinated with the activities of the overall Region 2040 planning process.

1) Committee Organization - July 1993 - August 1993

The first step is for the Committee to organize, meet each other, review the work plan and budget, and focus on the task at hand. This phase would take two months. This would include an all day workshop. The tasks in this phase would include:

1) A full day retreat, where the commissioners discuss their reasons for joining Future Vision, and what they hope to achieve.

2) Discussion on the Charter, and how Future Vision relates to Region 2040 and the Regional Framework Plan.

3) What Planning activities Metro is currently undertaking, especially the work of Region 2040 and how they relate to Future vision

4) New areas of planning responsibility mandated by the charter.

5) The role of the Future Vision in the Charter planning process.

2) Values and Visions - August 1993 to December 1993

The first research task is to compile the values and beliefs held in common by the people of the region. A great deal of research has been done in this area, and reviewing, compiling, and drawing conclusions on what is valued in common is the key to formulation a vision. The following resources are available, at a minimum

Surveys: Oregon Business council's Values and Beliefs survey

Region 2040 values survey

Visual Preference survey

Other public opinion polls, related to values, concerns, and beliefs. These

could be either regional or statewide research.

Other Visions:

Oregon Shines (State of Oregon)
Future Focus (City of Portland)
Envision Gresham
Forest Grove Community Visioning Project
Imagine West Linn
Beaverton at the Crossroads

After this research is conducted, a summary should be developed, and produced when the Region 2040 technical work is done, in December 1993. This will help inform the choice of urban forms.

3) Natural Environment - *January 1994 - May 1994*

The natural environment should be surveyed, and the lasting landforms that are important to the region and communities of the region should be defined. The work that the Greenspaces Master plan has completed is one of the major works, but also 10 essential elements, and historic documents that define what has been important over time, as well as new areas of concern. These will include such large scale features as the Willamette River, Columbia River, Forest Park but also smaller parks and natural features, as well as vistas that define the region. Local plans should also have an inventory of important areas. All of those of regional significance should be mapped and described.

4) Settlement Patterns - *January 1994 to May 1994:*

The historic settlement patterns, and what caused them, should be investigated. The Region 2040 options at this point will show some possible future directions for growth.

5) Carrying Capacity - *January 1994 to May 1994.*

The fixed carrying capacities of the region should be defined for area, water, and air, and energy. These should be already be available from various sources. The range of reliability (e.g. for water, the frequency of drought) . The current and historic use of these resources should be cataloged, and what future options exist for more efficient use of existing resources. Just in the last generation, significant advances in pollution control and energy and water end use efficiencies have increased the net carrying capacities of the region.

6) Future Changes - *January 1994 to May 1994*

What changes the future may bring. These include forecasts from Region 2040, the 2040 concept plans, and studies by futurists regarding the change that may be coming in technology, the type of work, demographic changes the work force, global trading patterns and economic growth, and other long range forces that will affect our region.

7) Scenario Selection - This would be the analysis of the Region 2040 Concepts from the point of view of the Future Vision Commission.

At this point, a second interim report should be prepared, cataloging those things that are static, that will not change with time, those that are dynamic, a that could change but that we want to retain as they are, and those changes that we may want to change in the future. An analysis of how these are affected by the Region 2040 Concepts should be included. This should be produced prior to May, to inform the interim growth concept decision of the Region 2040 project.

8) Future Vision Development.- *June 1994 - December 1994*

The final drafting of the Future Vision will take the preferred Council decision on the 2040 concept, and finalize the work from the two interim reports into a completed document. This should take about three months, with an additional three months for the final public involvement and decision making process.

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“ For
your
information,
let me
ask you
a few
questions. ”

Sam
Goldwyn

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The four steps in the Oregon Model are:

Step One: Profiling the Community

The first step is to profile the community; that is, to identify the characteristics of the local area, such as geography, natural resource base, population, demographics, major employers, labor force, political and community institutions, housing, transportation, educational resources, and cultural and recreational resources. This step usually includes the development of a statement of community values.

- **Driving question :** “Where are we now?”
- **Planning activities:** Research and data collection, compilation and analysis. If a values statement is developed, additional activities such as a community survey, meetings, etc. may be required.
- **Products:** Community profile, values statement.

Step Two: Analyzing the Trends

The second step is to determine where the community is headed if current trends and activities continue. It involves analyzing research to determine current and projected trends and their potential impact on the community. A “probable scenario” based on identified trends is also developed to describe what the community will look like

at some point in the future if it stays on its current course. (As discussed later, more than one scenario may be developed.)

- **Driving question:** “Where are we going?”
- **Planning activities:** Determination of current and projected trends, assessment of their future impact. Creation of probable scenario through task forces, work groups, community meetings and brainstorming sessions, or other means.
- **Products:** Trend statement, probable scenario.

Step Three: Creating the Vision

The next step involves the actual development of a vision for the future: What does the community want to become? What does it want to look like? Based on identified community values, a “preferred scenario” is developed to describe what the community might look like if new responses to identified trends are set into action. Ultimately, the community’s vision statement is based on this preferred scenario.

While developing the vision involves imagination, the process is also firmly grounded in reality. By basing their efforts on the facts and trends affecting the community, citizens can create a vision that is realistic and achievable.

- **Driving question:** “Where do we want to be?”
- **Planning activities:** Creation of a preferred scenario and

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final vision through task forces, work groups, community meetings, brainstorming sessions, or other means.

- **Product:** Preferred scenario, vision statement.

- **Planning activities:** Identification of goals, strategies, actions, implementation agendas and priorities through task forces, work groups, or stakeholder meetings.
- **Product:** Action plan.

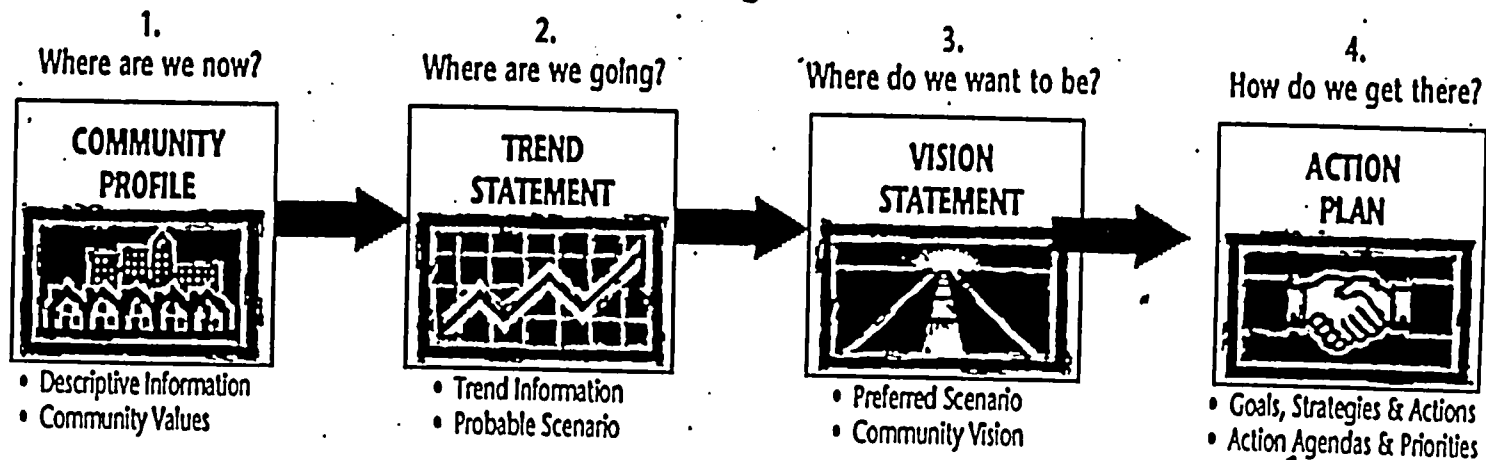
Step Four: Developing an Action Plan

Once the vision has been developed, an action plan can be created to achieve it. The action plan should be as specific as possible, including steps to be taken, assignment of responsibilities and timelines.

- **Driving question:** "How do we get there?"

While some communities place great importance on developing an action plan, others feel they can accomplish as much or more simply by developing a shared vision, making sure it reflects the community's values, and communicating it well. In such cases, community leaders are more concerned with citizens getting a picture of the vision in their own minds than with writing out specific action steps. The idea is that if they can "see" the vision and commit to it, right actions will follow.

The Oregon Model



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Decisions for the 21st Century

Metro Region 2040 Update

Spring 1993

Why You're Getting This Newsletter

The reason for creating this new publication, the Region 2040 Update, is you. Many of you in the Portland metropolitan area have shown an interest in regional issues that affect livability. Despite busy lives and hectic schedules, people have said they want to get involved. Those already involved want to learn more and be kept up to date.

The Region 2040 Update is one of many ways for people to learn about and explore regional issues. We hope it will keep you informed about the latest in regional land-use and transportation issues associated with Region 2040, and more importantly, that it will enable us to keep in touch. We want to hear from you.

The Region 2040 Update will be sent periodically, on an as-needed basis. In every issue, there will be a tear-off section so you can express your opinions and ideas and send them to us. In addition, you can always write to us at: Public Involvement - Region 2040, Planning Department, Metro, 600 NE Grand Ave., Portland, Oregon 97232-2736, or call at 797-1750. We look forward to hearing from you.

REGION

Decisions for the 21st Century

Region 2040 is managed by Metro. Funding is provided by Metro, Tri-Met, the Oregon Department of Transportation, and local governments in the region.

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To learn more about Region

2040 and to find out how to get

involved in Phase II, please write

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METRO

What is region 2040?

Metro's Region 2040 is a long-range planning program that will allow people in this region to help decide what the region will be and look like in the next 50 years - through the year 2040. These decisions will affect the region's livability for many years and so must be made carefully and with considerable public input.

Decisions that must be made as part of Region 2040 will determine, for example, whether we add more land to the urban area to accommodate future growth. We must ask questions such as, "Do we grow up or grow out?" and "What will our transportation system look like?"

Region 2040 will lead to the development of a Regional Framework Plan, which must be adopted by the Metro Council in 1997. Region 2040 will outline the broad policy decisions that must be made to determine how the region should grow. The program serves as the basis for developing the Regional Framework Plan, which is a mandatory, specific document that will affect every local planning program in the region.

Depending on decisions made during the Region 2040 process, the changes at the neighborhood level may involve: the density of new development, the preservation of greenspaces, the level of transit service, and the availability of jobs and shopping.

These are just a few of the important changes that may occur. There will continue to be many opportunities for the public to influence the Region 2040 decision-making process. Please write or call to find out how to get involved.

What is Metro?

Metro is the directly elected regional government that serves Clackamas, Multnomah and Washington counties and the 24 cities that make up the Portland metropolitan area.

Metro is responsible for solid waste management, operation of the Metro Washington Park Zoo, transportation and land-use planning, urban growth boundary management, technical services to local governments and, through the Metropolitan Exposition-Recreation Commission, management of the Oregon Convention Center, Memorial Coliseum, Civic Stadium and the Portland Center for the Performing Arts.

DRAFT Public Discusses Regional Values in Phase I

Metro estimates that it directly reached more than 20,000 citizens during Phase I of its Region 2040 program, asking many of them questions about their regional values and tradeoffs and receiving valuable input on how the region should grow during the next 50 years.

Since public involvement is a key component of Region 2040, it was particularly important that we reach a wide variety of citizens as we launched Region 2040. We found that many people in this region were knowledgeable about land use and transportation issues and that they wanted their opinions and ideas to be incorporated into the Region 2040 decision-making process.

Who we met with

We met with citizens, government officials, and civic, business and environmental groups. We set up public workshops and open houses in different parts of the region; we talked directly with neighborhood planning organizations; we went before local city councils and met with interested groups such as developers and environmentalists; and we discussed Region 2040 and took viewer call-ins on a local cable television station.

Citizen responses

Another public outreach tool we used was a regional telephone survey of more than 400 people that asked what people liked and disliked about where they lived. In general, people said they liked about their neighborhood was its quietness and accessibility to work, shopping, and recreation. They liked having a country or rural feeling and large lots.

Asked about dislikes, the survey respondents mentioned three times more often than any other was traffic congestion. In addition, three times more people thought the quality of life in the region would get worse in the next 20 years than thought that it would improve. The reasons they cited were: a growth rate that they considered too high, crime, traffic congestion, and a deteriorating environment.

In addition to the scientific survey, Metro also informally asked for feedback from community leaders, citizens through a series of workshops, local government officials and special interest groups. These individuals and groups also were asked what they liked and disliked the most about the region. The overwhelming responses



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People liked the quality of life and easy access to the region's amenities, and disliked a congested transportation system.

ere that people liked the quality of life and easy access to the region's amenities, and that they disliked was a congested transportation system.

is apparent paradox — that people like having access to where they want to go but don't like all the other things on the road — illustrates the need for citizens to understand that Region 2040 involves tradeoffs. People must decide what is most important to them and make their choices and decisions accordingly. Other key responses during our conversations with people in Phase I included:

Asked about investment for transit versus investment for roads, respondents reported wanting a balanced transportation system, recognizing the automobile would remain a key part of the system, but that future investment in transit was equally important.

There are a variety of views about what should constitute the pattern of new urban development. Should it be relatively dense like downtown Portland's high-rise apartments and east Portland's small residential lots? Or should development be more of a 1980s style of development with two-story apartment buildings and larger lot subdivisions?

There were many responses when people were asked if they preferred having their neighborhoods separated from their workplace or shopping areas, or whether they wanted all of these components combined in a mixed-use urban form. There was a clear consensus, however, in that people definitely want choices about where they live and the types of housing available. Metro translated these opinions and values into a series of draft growth concepts. (See story, page 4)

Growth concepts

Metro went back to the public last fall to ask people if we created a reasonable range of draft alternatives to accommodate growth. In general, we heard that the growth concepts did reflect the reasonable range of alternatives. We recorded many specific comments about the draft concepts, which have been incorporated into the refinement of the concepts as part of Phase II.

A common concern expressed by citizens, local governments and community leaders was the need to consider stopping or slowing down growth as part of the Region 2040 decision-making process. We heard a steady stream of, "What about a 'slow-growth' option as one of the growth concepts?" whenever we went to the public for their input.

As a result, Region 2040 will introduce the slow-growth issue as part of Phase II. We will be asking questions about why the region should or shouldn't grow and what are the consequences and feasibility of slowing growth. The issue of slow-growth will become a part of the policy questions being asked in Phase II.

These three growth concepts are in draft form only and will be discussed in considerable detail with the public during Phase II. A distinct possibility is that no one particular growth concept will be selected; instead, it may be that some combination of two or more concepts will be adopted.

For a detailed summary of the public comments received during Phase I of the Region 2040 planning process, contact Mary Weber at 221-1646, ext. 117.

DRAFT Grow Up or Gro

An Explanation of the Growth Concepts.

There's no such thing as a growth concept that satisfies everyone. As part of Region 2040, we've developed three growth concepts, each of which illustrates an idealized theory of how growth might occur.

While we know there's no growth concept that will meet everyone's values, by exploring these versions, we're able to draw out the logical consequences and see where they might lead us.

Taken as a whole, our current analysis — examining the consequences — will provide answers to a few key questions:

- What are the tradeoffs created by each concept?
- By looking at these tradeoffs, what strengths and weaknesses of each concept become apparent?
- How can we combine the strengths of each concept into the best possible growth management policy for the region?

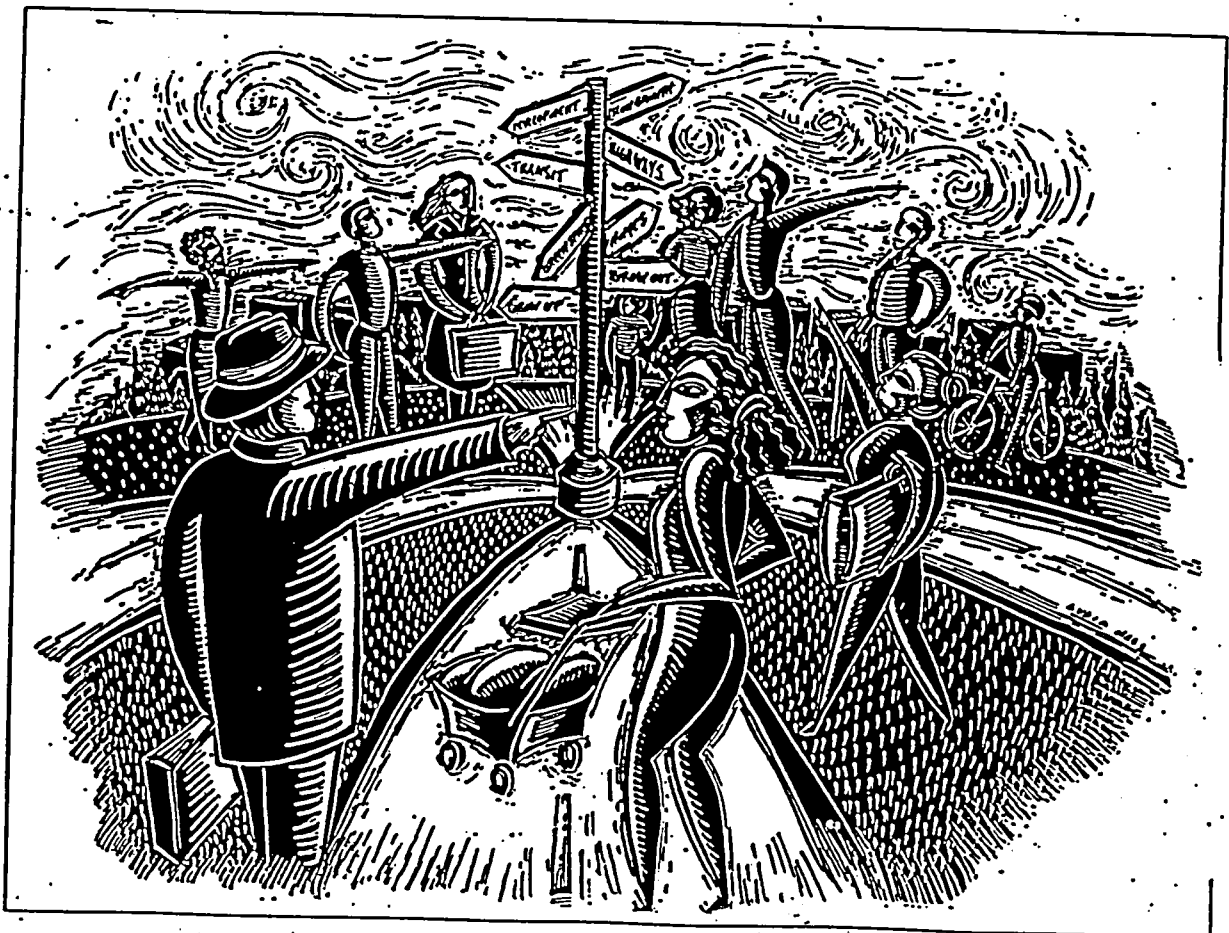
During Phase I of Region 2040, we developed the three growth concepts, based largely on regional values expressed by the public. During Phase II, we also are

adding a "base case" concept, which looks at what would happen if we continue with current land-use policies. The base case acts as a frame of reference, so that we can compare what would happen if we continue current policies versus adopting new ones.

What, then, are we doing to examine these concepts more closely and to test their consequences? Technical work being done includes evaluation of the costs, benefits and consequences of the base case and each concept. Once that analysis progresses, we will know more about where growth is likely to occur and what transportation system improvements should be made.

Also included in the evaluation of the concepts is an examination of issues such as costs of infrastructure (specifically sewer and water), housing affordability, the extent of government regulation, and economic opportunities.

Once the information is complete, we will bring it to the public as part of the decision-making process of Region 2040. By knowing the consequences associated with the base case and each growth concept, citizens will be able to help make informed choices about the best growth management policies for the region.



What is the
relationship between what
people say they want
and what they can get?
What tradeoffs are
people willing to make
to realize the values
they consider most important
in their community?

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Base case

The base case examines issues related to our current growth policies, including: how many acres of land would need to be added to the urban growth boundary to accommodate growth, what kind of traffic congestion is likely to occur, and what infrastructure costs are associated with various growth levels?



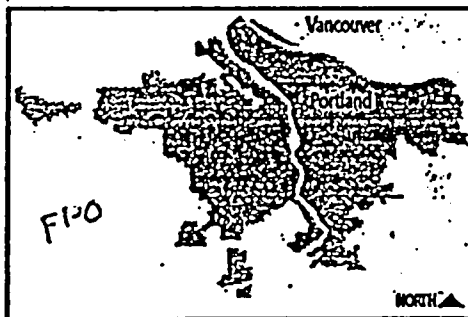
Concept A

Like the base case, Concept A examines what would happen if most of the growth occurs outside the urban growth boundary. Unlike the base case, Concept A may rely on increased densities and more mass transit to relieve congestion and air quality problems.



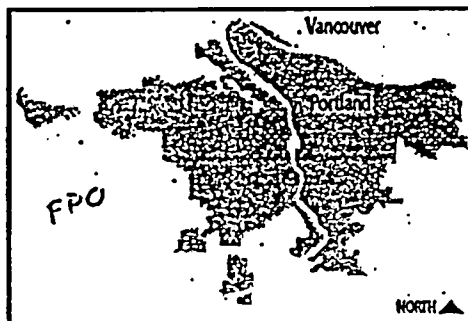
Concept B

Concept B accommodates growth within the existing urban growth boundary. This would send growth inward, with an emphasis on mass transit, development occurring on vacant land within the boundary, and on increasing densities within existing development patterns.



Concept C

Concept C combines some aspects of A and B. Like Concept B, there is more intense use of land within the existing urban growth boundary. Like Concept A, there also is development outside the boundary but instead is concentrated in new communities. A greenbelt of land acting as a buffer between developed areas would need to be created.



Why do we have to grow?

In Phase I we presented three draft growth concepts to the public and delivered the message that we have a choice - to grow up or grow out. Some citizens made it clear that they did not like the choice. We heard a consistent refrain of, "Why do we have to grow?"

Some people said that population and employment estimates for the year 2040 were too high. Other citizens accepted the estimates but suggested that the region could simply choose to accommodate fewer people.

Behind these questions lie specific concerns about growth. Some believe that new development or growth is being subsidized by the people who already live here and that government is encouraging growth. Other concerns are that more growth will mean a decrease in the quality of public services and that already scarce natural resources will become further degraded and overburdened. Still others maintained that a more populated region automatically means a decrease in the quality of life because of increases in crime, pollution and noise.

These are real concerns. Because so many citizens wanted us to consider a "no growth" or "slow growth" approach, the Metro Council directed the Region 2040 team to include in its Phase II work a study of growth pressures - or what happens if we try to influence growth, rather than simply accommodating it.

The first part of the study on growth pressures will identify and analyze factors that influence growth. It will look at why people are moving into the region and how our birth and death rates affect growth. The second part of the study will identify actions that could be taken to discourage or encourage growth.

It's not a simple matter of shutting down Oregon or Metro boundaries to newcomers. Aside from the reality that much of our growth is self-generated - we're having babies and living longer - there are many legal issues about growth pressures that must and will be examined during our analysis.

Federal laws, for example, grant people the constitutional right to live wherever they choose. Oregon laws mandate that we have plans to provide housing and services for our residents.

DRAFT



Metro Charter Provides Tools for Carrying Out Region 2040

Together, Region 2040, the Future Vision, and the Regional Framework Plan will guide us toward what the citizens of the region say they want: a carefully shaped regional future that does not sacrifice quality of life for growth.

When voters approved a home-rule charter for Metro last November, Metro's primary focus became shaping long-range growth policies for the region. The charter allowed voters to determine the form and function of regional government, instead of having that decision-making responsibility lie in the hands of the state legislature.

As a result of voters approving the charter, the Metro Council recently created an integrated planning program that combines the best portions of current planning efforts, federal and state plans, and charter-mandated growth management. The result is a series of pieces that fit well together and bolsters the entire planning program into a stronger whole.

The three major pieces integrated to create that stronger whole are: Region 2040, a Future Vision, and the Regional Framework Plan. What exactly are these components and how do they fit together?

Region 2040 – Region 2040 is a long-range planning effort that looks at land-use and transportation issues as they relate to regional growth during the next 50 years – through the year 2040. Metro has been working on Region 2040 for the past year, building considerable name recognition and citizen input.

Region 2040 has served as a major planning system in the region and is the umbrella that works in conjunction with, and will be implemented primarily through, local plans.

Future Vision – The 1992 home-rule charter requires the adoption of a "vision" that looks at least 50 years ahead and shapes policy about an entire range of factors that affect livability.

It goes beyond land-use and transportation issues. The Future Vision will concentrate on the "big picture" that features some of the permanent characteristics in our area – such as our values, the qualities of our natural and built landscape, the region's economic base, and educational and social issues. Its geographic focus includes looking beyond Metro's current boundary and into other communities that may be affected by regional growth, such as Sandy, Canby, North Plains, Boring and Estacada.

It will be a regional vision and will paint a picture of how our region should be. It will be updated at 15-year intervals, since the basic quality-of-life issues it addresses likely will remain relatively constant.

The Future Vision will be crafted by a Future Vision Commission, appointed by the Metro Council. The commission consists of representatives from academic, private and government interests and will forward its recommendation to the Metro Council. The council then will adopt a vision between January and July, 1995.

Regional Framework Plan – Also a requirement of the charter, the Regional Framework Plan will set regional policies that affect every local planning program in the region. The charter contains a specific list of elements that the Regional Framework Plan must address, including the urban growth boundary, greenspaces, urban design and housing densities. Other elements may be addressed as needed by the Metro Council.

It is a specific document designed to implement policies and will be updated every five years to meet the changing needs of the region.

How, then, do these three elements – Region 2040, the Future Vision, and the Regional Framework Plan – fit together?

The key to understanding Region 2040's relationship with the Future Vision and the Regional Framework Plan is that Region 2040 serves as the common work element. The work being done as part of Region 2040 will lead to its two primary work products – the Future Vision and the Regional Framework Plan.

In short, the Regional Framework Plan and the Future Vision are the products, and Region 2040 is the process that gets us there.

The Future Vision will show us where on a large scale the region should go. The Regional Framework Plan provides the tools to get there. Region 2040 is the process for development of both.

Together, the three components will guide us toward what the citizens of the region say they want: a carefully shaped regional future that does not sacrifice quality of life for growth.

Growth Concepts to Coordinate with Greenspaces

One of the most important challenges we face in Region 2040 is to develop policies that shape future growth but do not sacrifice the natural environment we value so highly in the Portland metropolitan area.

Citizens have stated emphatically that greenspaces — natural areas, greenways and open space — are important to our quality of life. Metro recognizes the importance of coordinating its Greenspaces and Region 2040 programs and will address common issues among them during Phase II of Region 2040.

When the Metro Council adopted the Metropolitan Greenspaces Master Plan in July, 1992. The plan outlines goals and policies for a cooperative regional system of natural areas, open space, trails and greenways for wildlife and people. The Greenspaces program is a nationally recognized model for the protection of natural areas in an urban environment. Decisions on urban form now will affect choices future generations can make on accessibility of natural and open spaces.

Each of the three Region 2040 urban form concepts under consideration influences policies and criteria for protection of natural areas identified in the Greenspaces Master Plan. The greenspaces ramifications, for example, if Concept B were adopted include the manner in which potential greenspaces are given priority. If the urban growth boundary is held in place and the majority of population growth is accommodated within the boundary, it becomes important to give priority greenspaces protection to land within the urban growth boundary.

If the choice is made to move the boundary outward and expand for population growth, as in Concepts A and C, there will be more growth pressure on land outside the boundary. As a result, those lands may need priority protection.

In looking at these and other issues, Metro will coordinate efforts to use greenspaces to help design the region's urban form. The result will be carefully planned growth that doesn't sacrifice the natural environment for the sake of development.

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It's important to realize that the success or failure of any plan is in how it looks at eye level.

Urban Design Project to Paint Picture of Future Region

Developing a regional plan of the magnitude of Region 2040 is a tremendous undertaking. Even the basic numbers involved can be daunting: a million new inhabitants, half a million new jobs, 100,000 acres of new city, and hundreds of miles of new roads, sewers, and water lines.

These numbers, faraway as they sound now, definitely will affect us in our daily lives. It's important to realize that the success or failure of any plan is in how it looks at eye level. It is up to Metro to explain how the consequences of these numbers will affect people in their neighborhoods, at their place of business, or where they shop.

To illustrate this, Region 2040 will include a detailed look at how a neighborhood would change under the conditions of the three basic growth concepts — Concept A, Concept B and Concept C. We will construct a hypothetical one-square-mile area that represents many places in the region that could experience change in the coming years. The area will be partially developed, with remaining land allotted for potential urban development.

Our hypothetical square mile likely will contain some familiar scenes. There will be a small shopping center developed in the late 1960s. A few residential neighborhoods will be shown clustered around cul-de-sacs. The cul-de-sacs are connected by what once was a country road but that now is burdened by a heavy flow of commuter traffic. Several apartment complexes dot the hillside along well-traveled roads. The remnants of a rural hamlet are still visible, including a few historic structures. A hilltop forest and a creek provide wildlife habitat and open space. But mostly the land is vacant.

By focusing on this square mile area, we will be able to show how the next 50 years might change the area if it developed according to the urban form described in each of the three growth concepts. We will illustrate the change through realistic pictures of how things would look in 2040. In other words, we will apply real constraints to our hypothetical situation, so that it is an accurate and realistic depiction.

It's important for the citizens of this region to be able to visualize potential changes in their community, rather than simply reading about them. With Region 2040's urban design project, the future will come alive in a visual and realistic way.





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How Citizens Can Get Involved in Region 2040

Expect to hear a lot from us in 1993. As part of the public involvement portion of Region 2040, we are working to make it easier for people to voice their opinions about how the region should grow. One way of doing that is our coming to you in your community.

Many people currently involved in the Region 2040 planning process already are active in their neighborhood planning associations or in business or civic groups. The focus for Region 2040 in 1993 is to reach out to people who have never participated in land use and transportation planning, as well as to devise meaningful ways for those people already involved to stay involved. We are working at ways to enhance our public involvement efforts so that we will be able to travel to malls, libraries, senior centers and community events with the Region 2040 program.

We also will be working with Metro's new Committee for Citizen Involvement to get input about new and better ways of reaching the public about Region 2040. Our goal for 1993 is to reach 100,000 people.

During Phase I, we gathered people's views on values for the region and developed draft concepts that highlight the tradeoffs associated with those values. In Phase II, we will be asking people to go a step further: How significant is the gap between what people say they want and what they can get? What tradeoffs are people willing to make to realize the values that are most important to them?

Look for Region 2040 to be discussed in the coming months and as the major focus of Metro's Regional Growth Conference on October 4. The public will have many opportunities to be involved during the latter part of 1993 and early 1994.

To learn more about Region 2040 and to find out how to get involved in Phase II, please write to: Public Involvement - Region 2040, Planning Department, Metro, 600 NE Grand Ave., Portland, Oregon 97232-2736, or call at 797-1750.

Your Opinion Counts

Please fill this out and return to Metro.

Name _____

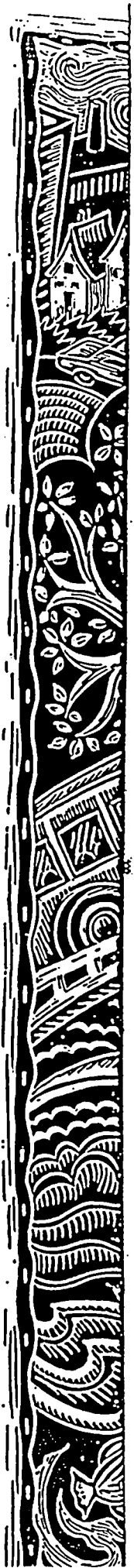
Address _____

Are you currently on Metro's Region 2040 mailing list? Yes ☐ No ☐

What information would be helpful in order for you to help make decisions about how this region should, or shouldn't grow during the next 50 years?

Please give your comments about this publication.

Other comments about regional growth issues or Region 2040?



Portland State University

P.O. Box 751, Portland, OR 97207-0751

cc Fresno
Ken G.

MEMORANDUM

May 13, 1993

TO: Andy Cotugno, Metro

FROM: Ethan Seltzer, Institute of Portland Metropolitan Studies

RE: Future Vision Memo

Attached is a memo outlining the discussions that we had. Please review this and let me know if it still makes sense to you. If so, then I will confer with folks here to put a price on things and review timelines. This kind of process can be done in time for the adoption of Future Vision as specified by the charter. Time extenders include lack of availability of key researchers, completely different expectations on the part of Future Vision Commission members and/or other interested parties (including MPAC), or a desire to accumulate more resources prior to designing and starting this project.

Thanks!

ES:ae

Attachment

Future Vision - Concept Workplan

I. Future Vision Mission

By charter, the Future Vision is:

"a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life. The Future Vision is a long-term, visionary outlook for at least a 50-year period."

The charter goes on to state that the matters to be addressed by the Future Vision include but are not limited to:

"1) use, restoration and preservation of regional land and natural resources for the benefit of present and future generations, 2) how and where to accommodate population growth for the region while maintaining a desired quality of life for its residents, and 3) how to develop new communities and additions to the existing urban areas in well-planned ways."

The charter specifically states that the Future Vision is not a "regulatory document", and that it is the intent of the charter that the Future Vision "have no effect that would allow court or agency review of it". The only specific effect of the Future Vision noted by the charter is that the Regional Framework Plan shall "describe its relationship to the Future Vision".

II. Key Objectives

The Future Vision, as described by the charter, should explain or describe the region in several key categories:

a) Landscape - specific direction to address issues pertaining to settlement patterns, carrying capacity of the land, and the location of growth all suggest that the Future Vision should first, develop an understanding of the landscape, how we've come to inhabit it, and where our current patterns of use seem to be taking us. In this instance, the term "landscape" is taken to mean the intersection of the natural environment and the built environment as mediated by the culture of our communities. When speaking of landscape, the Future Vision should focus on the underlying relationships in the region uniting natural systems and local communities.

b) Carrying Capacity - specific mention is made of the concept of carrying capacity and the limits to growth inherent in the landscape, airsheds, and watersheds of the region. Carrying capacity is often referred to as an absolute concept, though like the term "efficiency", it has many relative attributes. For example, the carrying capacity of our land depends on the density we build at. The carrying capacity of our food supply was probably exceeded long ago, and

now depends on imports from around the world. If by carrying capacity we mean access to resources needed to sustain life, we can go far past the point where quality of life has been reduced to a cinder before we reach that biological point of no return. Therefore, the Future Vision must describe carrying capacity with respect to quality of life and the dynamics of urban systems if the carrying capacity concept is to emerge as an important element in the way we think about this region as a place.

c) Intergenerational Equity - The charter speaks to the needs of present and future inhabitants. This suggests that the Future Vision needs to specifically address the responsibilities of this generation to the ones to follow. Currently, we are fortunate to inhabit a landscape that embodies three important qualities:

- Possibility: residents of this region can expect rewarding and chance encounters with the natural environment in their communities. At any time, it's possible to see hawks and herons flying overhead, to hear geese and coyotes making their calls in the night, to smell the freshness of an ocean breeze or the changing of the seasons, even though we are living in the fastest growing, most densely populated part of the state.
- Abundance: in Oregon the challenge is not getting things to grow but cutting them back fast enough. Salmon and steelhead can be caught in the Willamette River in downtown Portland and in area streams. Each season brings a fresh harvest of fruit and vegetables from local producers. In short, we live in an abundant landscape that enriches the lives of its inhabitants.
- Access: it is relatively easy to move between city and country, mountains and coast. There are a variety of housing and job opportunities in virtually every community. Citizen participation in planning and governance is both a tradition and, in some cases, the law. Relative to other large metropolitan areas, this is one where government remains relatively close to the people.

Taken together, these qualities suggest a high degree of connectedness between the built and natural environments, healthy natural systems, and communities responsive to the needs of their people. The Future Vision needs to address these and other issues in terms of their operation today, but especially as our legacy to those who will follow and be faced with their own needs and choices.

d) Growth and Change - The region will grow and change. Even without growth, the region will change, but by all accounts our long-term outlook should be one that anticipates more people and more activity in the future. The Future Vision must reflect an understanding of the sources of growth, the sources of change, and the actions and interactions required to ensure that positive aspects of growth and change will be evident in our quality of life in the years ahead.

With these categories in mind, the Future Vision should explain in a highly accessible manner how the region "works", what we like about it, and how our actions, as households, communities, and jurisdictions, should be guided to enhance the qualities underlying our quality of life. In essence, the Future Vision should be an engaging description of what every citizen should know about living in this region. Hence, the Future Vision should emerge as the pre-eminent statement of what this region means as a place, and how that knowledge can be used to sustain and inspire the people who come to live here.

III. The Future Vision Commission

The role for the Future Vision Commission can be regarded as embodying important elements of synthesis and translation. Neither this generation nor any other starts with a blank slate. Our challenge is to make choices and take actions which meet our needs while not sacrificing the options available to future generations to meet their own. However, just as we are creating the context within which choices will be made in the future, we are making our choices in a context created by the choices made since prehistory and the last glacial advance.

Therefore, the Future Vision Commission will be called on to present a unified view of our context for action. This is a task of synthesis, drawing on the cultural, political, economic, and natural history of the region. In addition, this task needs to include the values and objectives of present-day communities, and the expectations and policies that describe the future currently being sought. Through this task of synthesis, the Future Vision Commission will be able to describe how we currently define that elusive term "quality of life", and how that definition is related to and shaped by the natural and cultural qualities of our region.

The second and perhaps most central task is one of translation. With the charge for the Future Vision in mind, and a thorough knowledge of the working of our region provided by the synthesis activities, the Commission needs to develop a set of geographically specific objectives and principles for the future growth of the region. In this case, the Commission will be translating its understanding of how the region works, what "quality of life" means in the context of this specific place, into tools useful both for informing decisionmakers and for monitoring the cumulative affect of future growth and change on our landscape and communities.

IV. The Future Vision and Region 2040

The Future Vision is in the enviable position of not having to be cast in the same planning and regulatory framework as Region 2040 or the Regional Framework Plan. The Future Vision, by charter, is encouraged to look beyond the limitations of jurisdiction, time, and legal structure to the underlying dynamics that create and sustain identity and quality of life. However, rather than simply regarding the Future Vision as something that might be impacted by the Regional Framework Plan, it should and will be incorporated as input to Region 2040.

In addition, the Future Vision Commission will have access to the extensive citizen participation activities of Region 2040 to develop information on current visions and values as part of its synthesis activities. Therefore, the Future Vision will both inform the choices to be made in Region 2040 and draw information from the Region 2040 process critical to the Commission's requirement to understand the nature of present day needs, attitudes, and expectations.

V. Suggested Future Vision Tasks

1) Commission Organization: the Future Vision Commission will be appointed by early June. At the first meeting of the Commission, members should be briefed on the origin of the Future Vision project, expectations of those involved in its creation, and the relationship of the Future Vision to other Metro and charter-mandated planning projects. The Commission should receive information describing the region, its natural systems, and economy, and on past values and visions work. Time should be allowed for commission members to get to know each other and to speak about their own expectations for the product and process. Additional meetings should be scheduled for these initial tasks if needed. A date should be selected for a one-day workshop on the scope of work. Lead Responsibility: Metro Staff. Summer, 1993.

2) Scoping the Process: the Future Vision is expected to be a living document, with the first iteration of the vision leading to others over time. Fortunately the Oregon Visions Committee of the Oregon Chapter of the American Planning Association has developed an "Oregon model" for community-based visioning. Although this process was developed with single jurisdictions in mind, it should be used as the starting point for laying out the process to be used by the Future Vision Commission. To develop a scope of work leading to a final product, the Oregon Visions Committee members, resource people drawn from the faculties of PSU and U of O, and other key "process" experts will be invited to a one-day scoping session. Background materials for the day will include:

a) the Oregon model;

b) a research paper summarizing work by John Friedmann and Clyde Weaver, Michael Hough, Ian McHarg, Kevin Lynch, Ann Spirn, Richard Forman, and Dan Kemmis along with materials describing the work of the Watershed Regeneration Trust in Toronto, the Regional Plan Association in New York, and the Greenbelt Alliance in the San Francisco Bay area; and

c) materials drawn from local efforts including Region 2040, RAPP, Knowing Home, CRAG, Portland's Changing Landscape, and planning histories by Carl Abbott and others.

The product of the day will be a workplan resulting in the production of the Future Vision. The proposed workplan will be used as the basis for the one-day scope of work workshop of the Commission. The Oregon Visions Committee will be asked to serve as an ad-hoc technical advisory committee for the project. Lead Responsibility: PSU. Summer, 1993.

3) Basic Background Reports: Four reports should be produced to augment the materials already produced for Region 2040 and other futures planning efforts:

i) Landscape Ecology Report: An analysis of the region's ecosystems and landscape ecology should be prepared in a visually stimulating and useful format. This report should include information about critical natural systems and their current status, as well as about elements of the region's landscape associated with sense of place and community identity. The result of this report should be a clear picture of carrying capacities for air, land, and water in the metropolitan area, and factors likely to affect gross carrying capacities in the future. Lead Responsibility: Metro Staff. Fall, 1993.

ii) Trends, Values, and Visions: A synthesis of locally adopted visions, value surveys, and portrayals of the future in the form of plans, scenarios, and other materials. The product will be a report outlining the values and beliefs held in common by the people of the region. Additional information on major technological, societal, and cultural trends likely to affect households, communities, and settlement patterns will also be summarized and included. Lead Responsibility: PSU. Fall, 1993.

iii) History of Settlement: A report outlining the historic settlement dynamics of the region, and the actions taken through investment, policy/planning, and/or the application of new technologies to create or affect change. This report could be presented in the form of an atlas, showing maps of settlement at different periods accompanied by photos, charts, and other background information describing the dynamics of the time. The purpose of this report is to show the unique and common regional characteristics operating to affect settlement at different points in time. Lead Responsibility: PSU. Fall, 1993.

iv) Economic Setting: A report outlining the economy of the region and the trends for its important sectors in time and location. In particular, attention will be paid to identifying regional characteristics that have influenced the nature and extent of regional economic growth, and the likely operation of those characteristics in the future. Lead Responsibility: PSU. Fall, 1993.

4) Citizen Involvement: Due to budget constraints the Commission will need to consider ways to meet its citizen involvement needs through other planning projects, particularly Region 2040, and the work of other jurisdictions and agencies. The Commission may want to consider holding a series of hearings early in the process to assist with the identification of issues and important regional attributes. These hearings should be a combination of invited and open testimony. The Commission should also consider developing a series of questions that it would like answered by communities, jurisdictions and agencies, and then provide sufficient time for those answers to be incorporated in background documents and Commission discussions. Lead Responsibility: Metro Staff. Ongoing.

5) Future Vision Drafting and Testing: Using the basic background reports, products from other planning projects, and citizen involvement activities, the Commission should draft a vision statement and set of principles to be used to evaluate planning efforts. The vision statement and principles should be presented in the form of pictures, charts, and annotated maps explaining the likely use of the landscape over time should the vision statement be acted on. To test the draft vision statement and principles, the Commission should use them to comment on the urban form choices presented by Region 2040 and their inclusion in the public involvement process leading to the conclusion of Region 2040 will provide additional public review. The use of the Future Vision for this purpose should be evaluated and the results of the evaluation should be used along with public comment in the Region 2040 process to modify and revise the draft. Lead Responsibility: PSU. January to May, 1994.

6) Public Hearings: The Commission should hold public hearings on the draft vision statement and principles prior to revision and submission to the Metro Council for adoption. Lead Responsibility: Metro Staff. September, October, November, 1994.


7) Metro Council Adoption: January, 1995.

METRO

Planning Department
2000 S.W. First Avenue
Portland, OR 97201-5398
503/220-1537 Fax 273-5585

Memorandum

FILE

DATE: April 27, 1993
TO: Metro Council
FROM: John Fregonese 
SUBJECT: Future Vision Work Plan

In devising the work plan, I have used the work of the Oregon Chapter of the APA. It has had a Visions Project Committee organized for some time, and they have worked on compiling techniques for visioning projects. Many such projects have been conducted around the state in the last few years. In the Metro region, Beaverton, Gresham, Portland, Forest Grove, and West Linn have all conducted or are conducting visioning exercises.

The Visions Project's goal was to compile a comprehensive guide for this process, and make it available for use in any community. Since it draws on the experiences of several Oregon cities, both large and small, it is a good place from which to begin in our process. I am including a copy of a couple of pages from the unpublished draft that I think are especially helpful in thinking about this work.

The key to the Oregon Model is a four step process - Community Profile, Trend Statement, Vision Statement, and Action Plan. In comparing this process with Future Vision and 2040, it is clear that most of the difficult and expensive work is already funded through Region 2040. My evaluation of where we are in comparison to the Oregon Model is as follows:

- **Community Profile.** The basic research for this work has been completed through RUGGO, Region 2040 Survey, and several other works such as the Oregon Business Council's Values and Beliefs survey. Metro is itself probably the best source of demographic, physical, and transportation data for the region. However, a concise and cogent description of the current situation needs to be formulated.

- **Trend Statement.** The 2040 modeling work will provide much of the analysis for this. However, these trend studies need to be expanded to deal with the Charter mandated topics, such as educational resources and carrying capacity.

● **Vision Statement.** This is again the ^{out}main work of the committee. The job is somewhat complicated in that the Charter requires an analysis of topics beyond those usually found in most visions.

● **Action Plan.** This element should only be cursorily addressed by the Vision Commission, as most of this work will be carried on by the council in formulating the Regional Framework Plan.

With this in mind, the following is a rough breakdown of Commission activities that would lead to the development of a Future Vision, coordinated with the activities of the overall Region 2040 planning process.

1) Committee Organization - July 1993 - August 1993

The first step is for the Committee to organize, meet each other, review the work plan and budget, and focus on the task at hand. This phase would take two months. This would include an all day workshop. The tasks in this phase would include:

1) A full day retreat, where the commissioners discuss their reasons for agreeing to serve on Future Vision, and what they hope to achieve.

2) Discussion on the Charter, and how Future Vision relates to Region 2040 and the Regional Framework Plan.

3) What Planning activities Metro is currently undertaking, especially the work of Region 2040 and how they relate to Future vision

4) New areas of planning responsibility mandated by the charter.

5) The role of the Future Vision in the Charter planning process.

2) Values and Visions - August 1993 to December 1993

The first research task is to compile the values and beliefs held in common by the people of the region. A great deal of research has been done in this area, and reviewing, compiling, and drawing conclusions on what is valued in common is the key to formulation a vision. The following resources are available, at a minimum

Surveys: Oregon Business council's Values and Beliefs survey

Region 2040 values survey

Visual Preference survey

Other public opinion polls, related to values, concerns, and beliefs. These

could be either regional or statewide research.

Other Visions:

Oregon Shines (State of Oregon)
Future Focus (City of Portland)
Envision Gresham
Forest Grove Community Visioning Project
Imagine West Linn
Beaverton at the Crossroads

After this research is conducted, a summary should be developed, and produced when the Region 2040 technical work is done, in December 1993. This will help inform the choice of urban forms.

3) Natural Environment - *January 1994 - May 1994*

The natural environment should be surveyed, and the lasting landforms that are important to the region and communities of the region should be defined. The work that the Greenspaces Master plan has completed is one of the major works, but also 10 essential elements, and historic documents that define what has been important over time, as well as new areas of concern. These will include such large scale features as the Willamette River, Columbia River, Forest Park but also smaller parks and natural features, as well as vistas that define the region. Local plans should also have an inventory of important areas. All of those of regional significance should be mapped and described.

4) Settlement Patterns - *January 1994 to May 1994:*

The historic settlement patterns, and what caused them, should be investigated. The Region 2040 options at this point will show some possible future directions for growth.

5) Carrying Capacity - *January 1994 to May 1994.*

The fixed carrying capacities of the region should be defined for area, water, and air, and energy. These should already be available from various sources. The range of reliability (e.g. for water, the frequency of drought) should be evaluated. The current and historic use of these resources should be cataloged, and what future options exist for more efficient use of existing resources. Just in the last generation, significant advances in pollution control and energy and water end use efficiencies have increased the net carrying capacities of the region.

6) Future Changes - *January 1994 to May 1994*

Examination of what changes the future may bring. These include forecasts from Region 2040, the 2040 concept plans, and studies by futurists regarding the change that may be coming in technology, the type of work, demographic changes in the work force, global trading patterns and economic growth, and other long range forces that will affect our region.

7) Scenario Selection - This would be the analysis of the Region 2040 Concepts from the point of view of the Future Vision Commission.

At this point, a second interim report should be prepared, cataloging those things that are static, that will not change with time, those that are dynamic, a that could change but that we want to retain as they are, and those changes that we may want to change in the future. An analysis of how these are affected by the Region 2040 Concepts should be included. This should be produced prior to May of 1994, to inform the interim growth concept decision of the Region 2040 project.

8) Future Vision Development. - *June 1994 - December 1994*

The final drafting of the Future Vision will take the preferred Council decision on the 2040 concept, and finalize the work from the two interim reports into a completed document. This should take about three months, with an additional three months for the final public involvement and decision making process.

Adoption

Future Vision

2040 Technical

	Concept Definition Model Development	Jan 1993
Committee Organization Values & Visions	Sketch Modeling Fine Modeling	July 1993
	Concept Report and Integration	Dec 1993
Natural Environment Settlement Patterns Carrying Capacity Future Changes	Decision Making	
Scenario Selection	Concept Selection	May 1994
Future Vision Development	Region 2040 Phase III	July 1994
Future Vision Report		December 1994

“ For
your
information,
let me
ask you
a few
questions. ”

Sam
Goldwyn

The four steps in the Oregon Model are:

Step One: Profiling the Community

The first step is to profile the community; that is, to identify the characteristics of the local area, such as geography, natural resource base, population, demographics, major employers, labor force, political and community institutions, housing, transportation, educational resources, and cultural and recreational resources. This step usually includes the development of a statement of community values.

- **Driving question:** “Where are we now?”
- **Planning activities:** Research and data collection, compilation and analysis. If a values statement is developed, additional activities such as a community survey, meetings, etc. may be required.
- **Products:** Community profile, values statement.

Step Two: Analyzing the Trends

The second step is to determine where the community is headed if current trends and activities continue. It involves analyzing research to determine current and projected trends and their potential impact on the community. A “probable scenario” based on identified trends is also developed to describe what the community will look like

at some point in the future if it stays on its current course. (As discussed later, more than one scenario may be developed.)

- **Driving question:** “Where are we going?”
- **Planning activities:** Determination of current and projected trends, assessment of their future impact. Creation of probable scenario through task forces, work groups, community meetings and brainstorming sessions, or other means.
- **Products:** Trend statement, probable scenario.

Step Three: Creating the Vision

The next step involves the actual development of a vision for the future: What does the community want to become? What does it want to look like? Based on identified community values, a “preferred scenario” is developed to describe what the community might look like if new responses to identified trends are set into action. Ultimately, the community's vision statement is based on this preferred scenario.

While developing the vision involves imagination, the process is also firmly grounded in reality. By basing their efforts on the facts and trends affecting the community, citizens can create a vision that is realistic and achievable.

- **Driving question:** “Where do we want to be?”
- **Planning activities:** Creation of a preferred scenario and

final vision through task forces, work groups, community meetings, brainstorming sessions, or other means.

- **Product:** Preferred scenario, vision statement.

- **Planning activities:** Identification of goals, strategies, actions, implementation agendas and priorities through task forces, work groups, or stakeholder meetings.

- **Product:** Action plan.

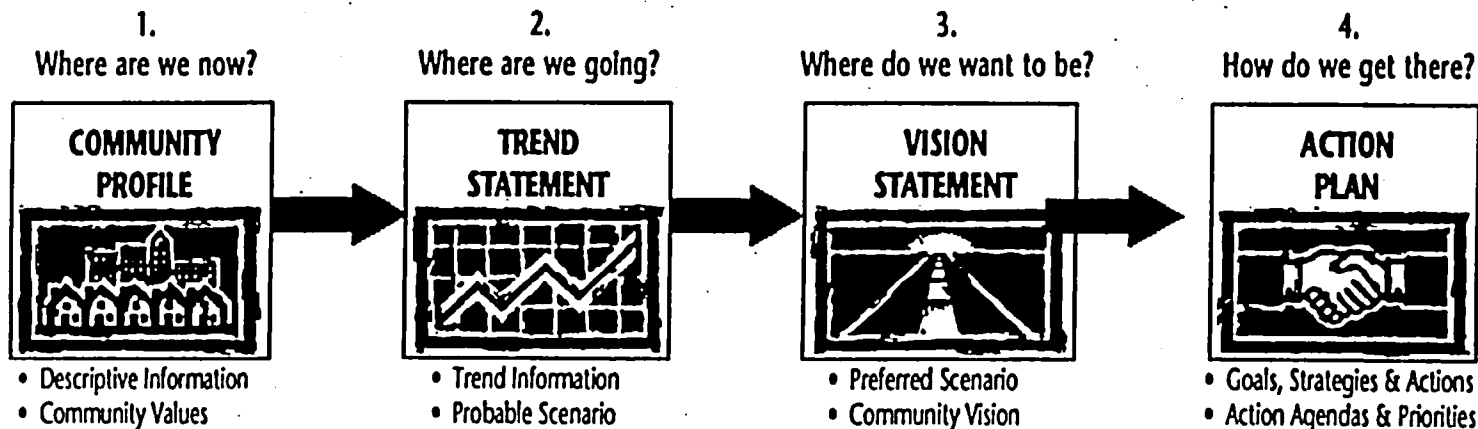
Step Four: Developing an Action Plan

Once the vision has been developed, an action plan can be created to achieve it. The action plan should be as specific as possible, including steps to be taken, assignment of responsibilities and timelines.

- **Driving question:** "How do we get there?"

While some communities place great importance on developing an action plan, others feel they can accomplish as much or more simply by developing a shared vision, making sure it reflects the community's values, and communicating it well. In such cases, community leaders are more concerned with citizens getting a picture of the vision in their own minds than with writing out specific action steps. The idea is that if they can "see" the vision and commit to it, right actions will follow.

The Oregon Model



METRO

Planning Department
2000 S.W. First Avenue
Portland, OR 97201-5398
503/220-1537 Fax 273-5585

Memorandum

DATE: March 2, 1993
TO: Metro Council
FROM: John Fregonese
SUBJECT: Implementation of the Charter Planning Mandates

Introduction

The new home rule charter adopted by the Metro voters in November laid out two specific planning tasks to be accomplished in the next few years. It also makes growth management Metro's prime purpose. Implementation of the Charter will be one of the Planning Department's main responsibilities over the coming years.

But planning for growth has always been one of Metro's main responsibilities. We currently have a comprehensive, ongoing planning program. In implementing our existing program, we have current obligations to meet federal and state deadlines for regional planning. We have many planning tools in place and several new tools in the works. The challenge of the charter is to combine the existing body of planning tools and the planning work in progress with the requirements of the new Charter. If we are successful, we will make maximum use of the work already done, keep the momentum of existing planning projects, and meet our planning obligations placed on us by the federal and state governments.

Charter Requirements

The Charter requires two planning products: the Future Vision and the Regional Framework Plan. These are very different in scope, and their roles must be understood to decide which existing planning programs will help produce the products desired, which ones need to be modified, and what new tasks need to be added to fully implement the charter's responsibilities. It is helpful to contrast these documents.

Future Vision

The Future Vision as it is described in the charter is a classical "vision" document. By itself, it would accomplish nothing. However, if it really describes a regional vision, and if it encourages

other, more detailed and specific implementation of the vision, it could lead to inspired planning that produces lasting benefits.

The Future Vision document, therefore, should concentrate on the more permanent characteristics of our area. These include our value systems, and the qualities of our natural and built landscape, such as the rivers, lakes, communities, neighborhoods, and scenic views we wish to maintain. The Future Vision needs to discuss communities, our resource base, the sustainability of our development, and intergenerational equity questions in a broad, non-institutional way. It needs to paint the picture of the region of the future, but not necessarily tell us how to get there.

The Charter clearly lays the Future Vision out on a separate path from the Regional Framework Plan. The document is non-regulatory. It's authors are the Future Vision Commission. Compliance with the Future Vision is not mandatory, rather, the Regional Framework Plan needs to show how the Future Vision was considered. It need only be updated every 15 years. It is the touchstone, the measure of our success, the most general road map for regional planning. The Metro Council has ultimate authority to adopt this document after consultation with MPAC.

Regional Framework Plan

In contrast, the Framework Plan is a mandatory, specific planning document. It is legally binding on every local planning program in the region. It contains a specific list of elements to the plan, that cover a broad range of regional growth management concerns. While it includes areas where Metro is currently active (Urban Growth Boundary, Greenspaces) it also requires plan elements in areas new to Metro (Urban Design, Housing Densities). As a implementation document, it must be technically accurate, based on real world data. The charter requires that local plans and ordinances comply with, and that Metro seek state acknowledgement of the Framework Plan. MPAC, not the Future Vision Commission, is the advisory committee to the Council. It is a thoroughly Metro document, specifically geared to insuring that the regional goals for growth management are accomplished. It requires updating at least every 5 years, implying that the Framework Plan process requires continuous fine tuning to adjust to new conditions and the efficacy and equity of implementation measures.

In short, the Future Vision outlines our dream. To use an analogy, it is what we want our house to look like when it is finished. The Framework Plan contains the blueprints spelling out the specific ways to bring our dream into reality. It is the blueprints that tell us how to build the house. The following table summarizes some of the differences.

Future Vision	Regional Framework Plan
No Mandatory Compliance	Mandatory Compliance
No Land Use Findings	Land Use Findings
Updated every 15 Years/At least 50 year outlook	Updated every 5 years/ 20 year outlook
Future Vision Commission advises Council	MPAC Advises Council
General Topic areas	Specific Topic Areas
Large Geographic Region	Metro Boundary (with some exceptions)

Existing Planning Programs and 2040

In the face of these requirements, Metro must attempt to maximize the investment in past and current planning programs. Metro has several existing, adopted planning products and activities, such as RUGGO, Local Coordination, the Regional Transportation Plan, and the Greenspaces Master Plan that provide a foundation for the Charter's mandate. Each of these can be used to provide elements for the Framework Plan and each provides a foundation to inform the Future Vision.

Metro is currently in the midst of a planning project called Region 2040. This project was conceived before the Charter was adopted. Region 2040 contained elements of both the Future Vision and the Regional Framework Plan. Like the Future Vision, it was intended to produce a non-regulatory planning guide for the very long term. It's planning scope includes an analysis of affects on areas outside our current boundaries. Like the Regional Framework Plan, it is intended to give technical support to ongoing planning, such as the Regional Transportation Plan and Urban Reserves.

However, 2040 is and should be a multi-year planning program that will lead to and inform the development of both the charter required Future Vision and Regional Framework Plan. We have invested a year and a great deal in this project. Region 2040 has acquired a significant momentum of its own. The project's name is constantly appearing whenever the topic of

regional planning is discussed in State and local government documents, and in the press. It has a constituency in local governments, stakeholder groups and with the citizens of the Region. Therefore, we should make maximum use of this project's existing investment and momentum. We believe that the best way to do this is to not change the project's name, which has wide name recognition.

Rather, Region 2040 is the process that leads to the products of the Future Vision, the Regional Framework Plan, and other related work products such as the Regional Transportation Plan and Urban Reserves. In this manner, Region 2040 becomes the integration vehicle for the charter mandates and our other planning mandates.

Deadlines and 2040

The reason that Region 2040 has evolved as a visionary document including specific planning information is that we are facing decisions on state and federal required planning in the near future that we want Region 2040 to inform. Specifically, there are two important planning deadlines in the near future. These are 1) Urban Reserves, due for completion in May of 1994, and the update of the Regional Transportation Plan (RTP), due in May of 1995.

To make these decisions using the information generated by Region 2040, the council must reach a decision on the following items;

- 1) Which of the 2040 concepts will the Council choose for our further planning. This is the "so called" up or out decisions.
- 2) deciding where the expected population growth will occur for the next 20 years, called a growth allocation, and
- 3) What is the best philosophy to follow for implementing transportation solutions (arterial improvements, freeways, high capacity transit, other types of transit, etc.).

The Dilemma

The dilemma involved in the integration of the Future Vision work and Region 2040 turns on the following simple facts. There is no budget for support of the Future Vision Commission. Even if funds were available, appointing and organizing the Commission much before July would be difficult. The reality is the same staff who would be required to get the Commission underway are those now working on 2040, and one or the other effort would be neglected. If the Commission began work in July, its members would need at least three months to organize and lay out their work program to write the Future Vision. This means that the Commission cannot begin its work on the substantive issues of the Future Vision until September of 1993. There is no time for the Future Vision Commission to deliberate and have an impact on the Region 2040 process if we keep the original decision date of December, 1993.

The Solution

The solution we propose is for the Council to make a decision on a Region 2040 concept no later than May of 1994, incorporating the work to date of the Future Vision Commission. The Commission then can finish the rest of its work by the end of 1994, and hold hearings and adopt its vision within the deadline imposed by the Charter.

In the interim, it is important that we not enter a "planning paralysis", as we wait for these major decisions. While we wait, we should adopt a policy of making only "No Regrets" decisions. The theory is this: we have before us several possible long term paths, but in the short term, there are a number of actions we can take that we would do in any case. An obvious example of a "no regrets" decision is Transit Station Area Planning, something that we would do under any of the three concepts. In other words, there are "no regrets" in taking actions such as these, they do not foreclose many options, and they allow our agency to operate in the short term without planning paralysis. All the decisions that must be taken before the completion of the Future Vision and the Regional Framework should, as much as possible, conform to the philosophy of No Regrets.

However, No Regrets is a weak long term decision making strategy. Sooner or later tough decisions that foreclose options must be made. Once the Charter planning mandates are achieved, we may more easily set out on a path that begins to set a clear direction, foreclosing options as we choose a definite course. This decision making strategy allows us to both make our short term decisions with minimal input from the Future Vision Commission, and allow them significant policy choices on the Future Vision.

Conclusions

The Region 2040's work scope should be expanded in the long term so that the project leads to two major products: the Future Vision, and the Regional Framework Plan. In addition, the 2040 Process should inform, as much as feasible, the interim decisions that must be made.

However, the current work plan for Region 2040 Phase II should continue largely unchanged, except for the decision making phase. The Future Vision Commission will be informed by the basic research performed by this phase of 2040, especially by the investigation of modeling and its revelation of the relationships between land use and transportation decisions and actions.

As much as possible, Metro should make decisions that are "No Regrets", which leave options open for the Future Vision and Regional Framework Plan to decide.

I have attached a draft workplan that outlines an integrated approach for the Future Vision and the Regional Framework Plan.

Urban Streams Council

a program of

The **Wetlands** Conservancy

June 19, 1993

To: Future Vision Commission
From: Mike Houck
Re: Introductory Meeting

Unfortunately, and somewhat ironically, I will be unable to attend the get acquainted meeting because I've been asked by the National Park Service and 1000 Friends of Florida to give a presentation to the newly established Florida Greenways Commission. They apparently feel the Metropolitan Greenspaces Program, Oregon's land use planning, etc. exemplify, in part at least, what they should be doing. Other presenters will be Chicago's Open Lands Program, NPS's Rivers & Trails Conservation Assistance Program metropolitan corridors program (Richmond, VA), Maryland's statewide greenway effort and other regional and state-wide open space initiatives.

Since I could not be at the initial meeting I wanted to share a few thoughts in writing regarding where we might be headed with the future vision commission. First, the reason I agreed to serve on "yet another" committee was that I view Metro's role and the roles of local jurisdictions and state and federal agencies in defining what our region will look like in 50 to 100 years as the most important activity that will occur in the next decade. This seems to me to be an opportunity for use to put it all together...to take all the work of Future Focus, RUGGO's, Greenspaces, RTP as well as historical perspectives offered by Lewis Mumford, John Charles Olmsted, William H. Whyte and others and develop an integrated approach to regional growth management that is based on a landscape ecology approach that is consistent with Ian McHarg's Design With Nature approach to regional planning.

I would request that Metro make available the following documents, either in the form of a Future Vision Library at Metro or (preferably) for each Commission member:

- o Design With Nature, Ian McHarg (should be required reading!)
- o John Charles Olmsted's 1903 report to the Portland Park Board which Portland Parks can make available to us
- o Another regional planning document...my vote at this point would be Regeneration by the Toronto Waterfront Regeneration Trust. I know Andy Cotugno, David Ausherman, et al have copies. Other examples might be some of David Goode's work at the London Ecology Unit (especially his stuff on restoration, urban wildlife for urban people, etc.) and Vancouver, BC's Green Zone stuff.

Sorry to miss you all at the first meeting. I'd like to request that we set a calendar for the coming year soon so we can all avoid as many conflicts as possible. As always, I'm ready and willing to lead a tour of regional Greenspace sites for the group at the drop of a hat.

Cheers!
Mike Houck

Dis
FU

ROBERT L. LIBERTY
ATTORNEY AT LAW

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Mr. Len Freiser, Chair
Future Vision Commission
1215 SE 16th Avenue
Portland, Oregon 97214-3707

13 July 1993

RE: Agenda for the Retreat & Related Thoughts About Contents Of The Future Vision Documents/Products And Our Work Schedule

Dear Mr. Chairman,

As you suggested at the meeting yesterday, I have put into writing both my suggestions regarding the agenda for our retreat on 3 August and some thoughts under each heading that may help us focus our work that day.

A. The Contents Of The Future Vision Document/Work Products (regardless of form)

What are the topics or subject matters which the Future Vision work products, should address, (regardless of the form these products take)?

At a minimum we need to address the topics which the Charter requires us to consider. Below is a list of the subjects contained in Chapter II, §5(1)(a) and (b) of the Charter, which I have tried to organize in a logical sequence:

DEFINITIONS

1. Defining the "region" to which the future vision applies (§5(1)(a) line 3; lines 6-7) (NB: By the end of the decade, the Metropolitan area will almost certainly include all or parts of six counties; Multnomah, Washington, Clackamas, Clark, Yamhill and Columbia. It may also include parts of Marion County.)
2. Defining "carrying capacity" (as used in §5(1)(a) lines 3-5)
3. Defining "quality of life," something we are charged with "maintaining" (§5(a)(2) line 3-4)

PROJECTIONS OF THE RATE OF GROWTH AND THE CONSUMPTION OF LAND AND NATURAL RESOURCES

1. Projected "population levels" (§5(1)(a) line 3) and regional "population growth" (§5(a)(2) line 3-4)
2. Future Vision implies some analysis of the projected "use" of regional "land and natural resources" (§5(1)(b) line 2)

INVESTIGATING CONSTRAINTS ON GROWTH

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)

RECOMMENDATIONS FOR THE FUTURE

1. Future Vision is to identify the regional "land and natural resources" which are to be:
 - (a) "used"
 - (b) "restored;" and
 - (c) "preserved." (§5(1)(b)(1) lines 1-2)
2. 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)
3. 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)

B. Relationship Of The Future Vision To Other Metro Planning Mandates, Policies and Programs

The Future Vision document's/work product's relationship to the following planning mandates, policies and programs needs to be considered (in my rough order of priority):

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.*

C. Work Schedule, Staffing and Budget

In connection with the work schedule, I note that page 3 of Metro's most recent *2040 Update* identifies four "key dates" including; May 1994; Adopt an urban form; Grow up or grow out?; May 1995: Adopt a Regional Transportation Plan. The choice among the alternative urban forms and a regional transportation system plan, will address a great deal of the subject matter of the Future Vision. While Metro may have until June of 1995 to adopt the Future Vision, in effect much of this will be decided next May.

D. Public Participation and Education About The Future Vision Process and The Contents Of The Future Vision Recommendation to the Metro Council

1. Role of Metro Citizen Involvement Committee
2. Role of the Metro Policy Advisory Committee
3. Role of Neighborhood Associations and Nongovernmental Organizations
4. Pro-active outreach to rural constituencies
5. Should the Future Vision be voted on?

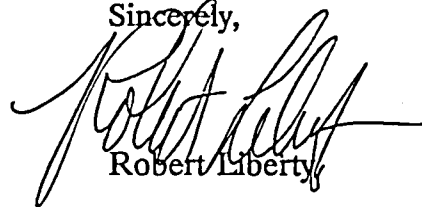
E. Form Of The Future Vision Work Product(s)

The questions which we may wish to address under this heading include:

1. What form should the work product(s) take: A conventional plan? A video? A map? A symphony? All of these?
2. If one of the work products is a plan document, how long should it be? How much of it should be text?
3. Should preparation of some of the work products be deferred pending final adoption of a Future Vision by the Metro Council?
4. What should the role of the Future Vision Commission be in the preparation of each of the work products?
5. How is the final product to be distributed within the region?

I hope these suggestions and ruminations are helpful. I look forward to seeing you on 3 August.

Sincerely,



Robert Liberty

cc Commission Members
John Fregonese
Ethan Seltzer

Future Vision Commission
Suggestions for Work Product

Rod Stevens

What is the final document?

1. A land use document that outlines the urban form of the Portland area, including the relationship between residential areas, job centers, shopping precincts, transportation arteries and open space.
2. A pictorial document with a three-dimensional, birds-eye view of how the region might look, that can be understood by people on the street..
3. A statement of simple but specific goals that can easily be tested against benchmarks. Such an example is "a child should be able to bicycle to the store".
4. A statement of organizing principles that will guide preparation of the framework plan. Such an example is: "Each community shall have a clear set of boundaries and a clearly defined, mixed-use community center".

M E M O R A N D U M



METRO

Date: August 5, 1993
To: Future Vision Commission
From: Ken Gervais
Re: Notes from 8/3/93 meeting

Enclosed are first copies of the proposed outline for your final report, OUTLINE, and a typed copy of the VALUES you articulated.

Minutes for the meeting will be available next week and will be sent to you before your August 16 meeting.

If you have any questions or comments please call me at 797-1736.

cc: Andy Cotugno, John Fregonese, Ethan Seltzer



METRO

PREFACE

Letter from future

What is document

Definition of visioning - where it fits

What do we want vs. What will be forced upon the region

What is growth? / Why should we grow? / What do we get from growth?

Pro / Con - Is growth good / bad?

I. DEFINING THE REGION

Geographic Scope: - Metro

- N. Will. Valley
- Eugene to Vanc. B.C.
- West Coast
- Pacific Rim

Physical Form

History of Development - when/where/why

Values + Icons

Natural Setting

Cultural Setting

Socio-Economic Setting

Demography

"Knowing Home"

"Nature nearby"

Symbols

Identity

II. WHERE WE ARE / WHERE WE ARE HEADED

(base case)

Trends (pessimistic) plus affect on our values

Technological Trends

Social Trends / Demographic Trends

Occupational Trends

Migration - (Why do we have to grow?)

What might we lose?

III. THE VISION / CONCEPT

Large - Fold-Out Map with Annotation

Social Equity

Peoples Lives, Values, Ideals

Privacy vs. Sociability

Aesthetics - Architecture / Landscape consistent with human values

What do we expect to see - What is the vista? (poetic)

What should we keep?

What should we change?

What should we add?

Gender, social class, plus social mobility

Citizenship in the citistate

Political Freedom

Value Diversity

Tolerance / Diversity

IV. TEXT ON 8 TOPICS (With Benchmarks)

- Urban Form
- Urban Design
- Transportation - including new technology
- Rural Form
- Greenspace
- Water
- Telecommunications
- Air
- Housing (Density, Affordability)
- Education / Life-long and relationship to jobs formal/informal
- Economy
- Community Values and Aspirations
- Cultural Resources
- Benchmarks / Performance standards
- Energy
- Social Delinquency - Drugs/Crime

V. IMPLEMENTATION

- Problems
- Recommendations
- Public Outreach
- Resources to develop ideals
- Roles and Responsibilities
 - individual
 - corporate
 - government/governance

VI. RELATIONSHIP TO OTHER PLANS, DOCUMENTS AND PLANNING EFFORTS

VII. TECHNICAL APPENDIX (see Robert Liberty's letter of 7/13)

Carrying Capacity Report



METRO

VALUES

- Pride of the region is justified.
 - Access to quality natural environment inside the city.
 - Nature needs to be within reach.
 - Relatively clean government.
 - Quality plus diversity of arts.
 - Healthy economy
-
- Scale - relates to human ability to impact region
 - Geography - mountains, rivers, hills
 - Icons - reindeer, Rose Gardens, Mt. Tabor, Oaks Park
 - Neighborhood diversity - different lifestyle choices, but well blended.
 - Viable human activity centers balanced with quality natural environments
 - Friendly, spontaneous people
 - Magnificent built environment
 - Volunteerism / participation
 - Old Town / Historic qualities
 - Good community activities / festivals
-
- Time to enjoy and examine life
 - Sense of civic responsibility
 - Daily access to natural environment
 - Natural beauty
 - Modest size
 - Economic / social ties to state - "This is downtown Oregon"
 - Our sense of region needs to include Clackamas / Washington Counties, Vision should encompass that diversity
 - Cultural diversity adds qualities to region
 - Natural environment
 - Quality public schools

- Sense of civic belonging
 - fear: new developing areas are not part of a community
- People have a stake in their community
- Clean air, sweet water
- Neighborhoods, cities that are a place
- Clear distinction between urban and rural
- Access to many different places plus activities, cultural and historic time periods
- Commitment to education
- Access to outdoor education

- Central City
- Access to U-Pick / Ag.
- Pacific Rim connections
- Open space / greenspace
- Sense of small community / small town in a big region
- High level of citizen involvement
- Love downtown - Dislike dysfunctional suburbia
 - Need to overhaul past mistakes
 - Need to preserve critical resources

- Family
- Mobility of experience
 - go from city to rural
 - go from mountains to beach
- Citizen voice counts
- Helping hand - citizens plus public agencies want to help each other
- Family has a broad interpretation - extended family - clusters of regional interest

M E M C R A N D U M



METRO

To: Future Vision Commission
From: Ken Gervais 797-1736
Date: August 20, 1993
Re: Future Vision Concept Statement

ACTION REQUESTED: Review

PSU is now ready to go to work. Please review Ethan Seltzer's memo of July 6, 1993 attached.

We are all anxious to see that assistance from the Institutue of Portland Metropolitan Studies fits in with your objectives and the outline which you have been preparing.

**INSTITUTE OF PORTLAND METROPOLITAN STUDIES
SCHOOL OF URBAN AND PUBLIC AFFAIRS
PORTLAND STATE UNIVERSITY**

**FUTURE VISION CONCEPT STATEMENT
JULY 6, 1993**

I. Future Vision Mission

By charter, the Future Vision is:

"a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life. The Future Vision is a long-term, visionary outlook for at least a 50-year period."

The charter goes on to state that the matters to be addressed by the Future Vision include but are not limited to:

"1) use, restoration and preservation of regional land and natural resources for the benefit of present and future generations, 2) how and where to accommodate population growth for the region while maintaining a desired quality of life for its residents, and 3) how to develop new communities and additions to the existing urban areas in well-planned ways."

The charter specifically states that the Future Vision is not a "regulatory document," and that it is the intent of the charter that the Future Vision "have no effect that would allow court or agency review of it." The only specific effect of the Future Vision noted by the charter is that the Regional Framework Plan shall "describe its relationship to the Future Vision."

Taken together, these sections of the charter suggest that the Future Vision should be a compelling statement of principles regarding the stewardship of the region's landscape and communities. Although the Future Vision is not intended to be a plan, especially a "land use plan" as called for by the Oregon Statewide Land Use Goals, it should be specific enough so that its application to any specific geographic location is easy to understand. The Future Vision should be a useful tool for stewardship, a "users guide" to the metropolitan area.

The Future Vision must clearly identify those features and relationships in our landscape that are central to our sense of place and should never change. It should also identify the forces of change acting on the region and identify those that are positive, those that are potentially negative, and those that could be either positive or negative depending on the circumstances.

Finally, the Future Vision should suggest strategies for stewarding those important landscape features and relationships most vulnerable to those forces of change. The Future Vision must be developed and portrayed in a manner that is useful to groups or individuals charged with or otherwise making choices affecting urban form and structure.

II. Key Objectives

The Future Vision, as described by the charter, should explain or describe the region in several key categories:

a) **Landscape** - specific direction to address issues pertaining to settlement patterns, carrying capacity of the land, and the location of growth all suggest that the Future Vision should first, develop an understanding of the landscape, how we've come to inhabit it, and where our current patterns of use seem to be taking us. In this instance, the term "landscape" is taken to mean the intersection of the natural environment and the built environment as mediated by the culture of our communities. When speaking of landscape, the Future Vision should focus on the underlying relationships in the region uniting natural systems and local communities.

b) **Carrying Capacity** - specific mention is made of the concept of carrying capacity and the limits to growth inherent in the landscape, airsheds, and watersheds of the region. Carrying capacity, though often referred to as an absolute concept, is, like the term "efficiency," a relative concept. For example, the carrying capacity of our metropolitan land area to accommodate new households depends, at least in part, on the density we build at. The carrying capacity of our metropolitan area food supply was probably exceeded long ago, and now depends on imports from around the world.

If by carrying capacity we mean access to resources needed to sustain life, we can go far past the point where quality of life has been reduced to a cinder before we reach that biological point of no return. The Future Vision must identify the decision points for the region at different levels of population and density, and with respect to the use of technology for meeting community needs while stewarding critical landscape features.

c) **Intergenerational Equity** - The charter speaks to the needs of present and future inhabitants. This suggests that the Future Vision needs to specifically address the responsibilities of this generation to the ones to follow. One way to address this is to identify the characteristics of quality of life we currently enjoy, and to propose strategies for maintaining them in a mutually supportive and

sustainable manner. For example, we are fortunate to currently inhabit a landscape that embodies three important qualities:

- **Possibility:** residents of this region can expect rewarding and chance encounters with the natural environment and with each other in their communities. At any time, it's possible to see hawks and herons flying overhead, to hear geese and coyotes making their calls in the night, to smell the freshness of an ocean breeze or the changing of the seasons, even though we are living in the fastest growing, most densely populated part of the state. In many parts of the region, it's also possible to meet friends, family members, and neighbors in the course of shopping, work, or simply taking a stroll at lunch or in the evening.
- **Abundance:** in northwestern Oregon the challenge is not getting things to grow but cutting them back fast enough. Salmon and steelhead can be caught in the Willamette River in downtown Portland and in area streams. Each season brings a fresh harvest of fruit and vegetables from local producers. In short, we live in an abundant landscape that enriches the lives of its inhabitants. Historically, this abundance in our landscape has also meant economic opportunity for a large segment of our population. Today, with an economy of quite different characteristics evolving in the state, we are faced with the challenge of finding new and sustainable links between our economy, employment for our people, and the stewardship of our landscape.
- **Access:** it is relatively easy to move between city and country, mountains and coast. There are a variety of housing opportunities in virtually every community. Jobs are critically needed in our largest and smallest communities, though the same patterns of movement to employment are observed here as in other metropolitan areas. Citizen participation in planning and governance is both a tradition and, in some cases, the law. Relative to other large metropolitan areas, this is one where government remains relatively close to the people.

The Future Vision should identify how these, and undoubtedly other characteristics of our region operate today, how they are inter-related, and what needs to be done to sustain them as our legacy to those who will follow and be faced with their own needs and choices.

d) **Growth and Change** - The region will grow and change. Even without growth, the region will change, but by all accounts our long-term outlook should be one that anticipates more people and more activity in the future. The Future Vision must reflect an understanding of the sources of growth, the sources of

change, and the actions and interactions required to ensure that positive aspects of growth and change will be evident in our quality of life in the years ahead. More specifically, the Future Vision should anticipate the affects of different rates of change and population growth, and our ability to cope with the consequences of those different rates.

e) Geography - The Future Vision needs to be developed with respect to a territory descriptive of the forces at play and the resources affected. To some degree, this is an area extending the length of I-5 from Medford to Olympia, and from the coast to the high desert. To start, the Future Vision should employ a base map portraying the area from the crest of the Coast Range to the crest of the Cascades, and from Polk County to Castle Rock along I-5.

f) A "Conceptual Statement" - The Future Vision is not intended to be a comprehensive plan in the legalistic sense that we know in Oregon. It should operate at a scale appropriate to the geographic scope of the effort and its time horizon. Hence, questions of zoning or of specific densities may not be usefully addressed by this effort, and might better be delegated to subsequent Regional Framework Plan activities. It may be more helpful to think of the Future Vision as analogous to the Statewide Planning Goals rather than to a local comprehensive plan or the Urban Growth Boundary. Nonetheless, the Future Vision must be specific enough so that its application to the landscape can be mapped. In this respect, the Future Vision is akin to the older, traditional examples of "comprehensive planning," with the products taking the form of tools for decision making and conceptual or thematic maps.

With these categories in mind, the Future Vision should explain in a highly accessible manner how the region "works," what we like about it, and how our actions, as households, communities, and jurisdictions, should be guided to enhance the qualities underlying our quality of life. In essence, the Future Vision should be an engaging description of what every citizen should know about living in this region. Hence, the Future Vision should emerge as the pre-eminent statement of what this region means as a place, and how that knowledge can be used to sustain and inspire the people who come to live here.

III. The Future Vision Commission

The role for the Future Vision Commission can be regarded as embodying important elements of synthesis and translation. Neither this generation nor any other starts with a blank slate. Our challenge is to make choices and take actions which meet our needs while not sacrificing the options available to future generations to meet their own. However, just as we are creating the context within which choices will be made

in the future, we are making our choices in a context created by the choices made since prehistory and the last glacial advance.

Therefore, the Future Vision Commission will be called on to present a unified view of our context for action. This is a task of synthesis, drawing on the cultural, political, economic, and natural history of the region. In addition, this task needs to include the values and objectives of present-day communities, and the expectations and policies that describe the future currently being sought. Through this task of synthesis, the Future Vision Commission will be able to describe how we currently define that elusive term "quality of life," and how that definition is related to and shaped by the natural and cultural qualities of our region.

The second and perhaps most central task is one of translation. With the charge for the Future Vision in mind, and a thorough knowledge of the working of our region provided by the synthesis activities, the Commission needs to translate its new-found understanding into tools for stewardship. This begins with the identification of what ought to be stewarded, how it might be affected by growth and change, and what strategies should be employed to do the job. The work of the Commission should also result in the development of a system for monitoring the cumulative affects of future growth and change on our landscape and communities.

IV. The Future Vision and Region 2040

To some degree, both Region 2040 and the Future Vision are systematic efforts to refine and improve RUGGO. Whereas Region 2040 is directed at refining RUGGO with respect to the RTP, UGB, and other land use decisions, Future Vision is in the enviable position of not having to be cast in the same planning and regulatory framework as Region 2040 or the Regional Framework Plan.

The Future Vision, by charter, is encouraged to look beyond the limitations of jurisdiction, time, and legal structure to the underlying dynamics that create and sustain identity and quality of life. Hence, the Future Vision should be fundamentally be concerned with relationships and linkages. The Future Vision is not so much about the urban design principles underlying a mixed use urban center, but the relationships between employment and housing, wheels and walkers.

The Future Vision should be specific about relationships between city and country, urban core and suburb, metropolitan region and the state, economy and the environment, and built and natural, among others. Whereas Region 2040 will develop a concept of urban form to be used for guiding land use decisions, the Future Vision should articulate the relationships that underlie quality of life in a manner that can be used to evaluate and shape land use decisions.

The Future Vision Commission will have access to the extensive citizen participation activities of Region 2040 to develop information on current visions and values as part of its synthesis activities. The Commission will also have access to all technical and background materials prepared for the Region 2040 project.

In addition to providing comment during the Region 2040 process, the Future Vision Commission should use the Region 2040 process to test its own products. Region 2040 provides an excellent vehicle for determining whether the products likely to come from the Commission's work are specific enough to be effective. Applying the Future Vision to Region 2040 will give the Commission a true "field test" of its work.

V. Suggested Future Vision Tasks

The following tasks can be developed in anticipation of Commission needs and prior to completing the detailed work plan:

1) **Commission Organization:** the Future Vision Commission will be appointed by early June. At the first meeting of the Commission, members should be briefed on the origin of the Future Vision project, expectations of those involved in its creation, and the relationship of the Future Vision to other Metro and charter-mandated planning projects. The Commissioners should also take time to simply get to know each other. Most important, Commission members should have the opportunity to share their objectives for serving on the Commission, and the "breakthroughs" that they would like to see in the region as the result of having a Future Vision.

2) **Scoping the Process:** the Future Vision is expected to be a living document, with the first iteration of the vision leading to others over time. The work plan should be developed accordingly. Fortunately, there are people and organizations in the community with experience in community goal setting and "visioning." To develop a scope of work leading to a final product, the Oregon Visions Committee members, resource people drawn from the faculties of PSU and U of O, and other key "process" experts could be involved in a one-day scoping session, the product of which would be a process white paper for the Commission. Background materials for the day would include:

a) the Oregon Visioning Model prepared by the Visions Committee of the Oregon chapter of the American Planning Association, along with the work over the past few years of the Metropolitan Area Planning Directors on regional planning issues and processes;

b) a research paper summarizing work by John Friedmann and Clyde Weaver, Michael Hough, Ian McHarg, Kevin Lynch, Ann Spirn, Richard

Forman, and Dan Kemmis along with materials describing the work of the Watershed Regeneration Trust in Toronto, the Regional Plan Association in New York, and the Greenbelt Alliance in the San Francisco Bay area; and

c) materials drawn from local efforts including Region 2040, RAPP, Knowing Home, CRAG, Portland's Changing Landscape, and planning histories by Carl Abbott and others.

3) Basic Background Reports: Six reports, focused on this notion of linkages or relationships, should be produced to augment the materials already produced for Region 2040 and other visioning efforts. Collectively, these reports could be titled "The Interactive Landscape," or something like that:

i) Landscape Ecology Report: An analysis of the region's ecosystems and landscape ecology should be prepared in a visually stimulating and useful format. This report should include information about critical natural systems and their current status, as well as about elements of the region's landscape associated with sense of place and community identity. The report should include an assessment of carrying capacities for air, land, and water in the metropolitan area, and factors likely to affect gross carrying capacities in the future.

ii) Trends: An assessment of emerging trends, from local to international levels, that will provide an essential part of the context for the growth and change of the metropolitan area well into the next century. Cultural, economic, technological, and institutional trends will be evaluated for their ability to critically affect the ecology, quality of life, settlement patterns, and patterns of activity throughout the region.

iii) Values, and Visions: A synthesis of locally adopted visions, value surveys, and portrayals of the future in the form of plans, scenarios, and other materials. The product will be a report outlining the values and beliefs held in common by the people of the region, and the ways in which those values have emerged in the form of plans and policies guiding growth and development.

iv) History of Settlement: A report outlining the historic settlement dynamics of the region, and the actions taken through investment, policy/planning, and/or the application of new technologies to create or affect change. This report could be presented in the form of an atlas, showing maps of settlement at different periods accompanied by photos, charts, and other background information describing the dynamics of the time. The purpose of this report is to show the unique and common

regional characteristics operating to affect settlement at different points in time, and how relationships with our history do and should shape our future.

v) **Education and the Economy:** A report outlining the economy of the region and the trends for its important sectors in time and location. Specific attention will be paid to the role of education in the growth of the economy, particularly with respect to attracting and retaining family wage employment. Other topics will include the identification of regional characteristics that have influenced the nature and extent of economic growth, and the likely operation of those characteristics in the future. The product should speak specifically to the relationships between the economy and the region as a unique place, the economy and the natural environment, and the economy and the people of the region and state.

vi) **Carrying Capacity:** A report outlining the carrying capacity concept, and providing several scenarios for its application to the metropolitan area through the Future Vision. The Commission will need to decide how it wants to define carrying capacity for a range of resources, and how it will apply those definitions to the development of the Future Vision. This is a task identified in the charter, and this report should provide the conceptual underpinnings for the discussions of the Commission.

These three activities will help to frame the work of the Commission as Commissioners get to know each other and their task. the development of the final work plan for this project should include, among other things, specific attention to the following:

a) **Citizen Involvement:** Due to budget constraints the Commission will need to consider ways to meet its citizen involvement needs through other planning projects, particularly Region 2040, and the work of other jurisdictions and agencies. The Commission may want to consider inviting community based organizations, cultural groups, local jurisdictions, and environmental and business groups to provide testimony on specific topics or questions during the course of Commission meetings. All meetings of the Commission will be open to the public, and could include the opportunity for public comment as a standing part of the agenda.

b) **Future Vision Drafting and Testing:** Using the basic background reports, products from other planning projects, and citizen involvement activities, the Commission should draft a vision statement and set of principles to be used to evaluate planning efforts. The vision statement and principles should be

presented in the form of pictures, charts, and annotated maps explaining the likely use of the landscape over time should the vision statement be acted on. To test the draft vision statement and principles, the Commission should use them to comment on the urban form choices presented by Region 2040 and their inclusion in the public involvement process leading to the conclusion of Region 2040 will provide additional public review. The use of the Future Vision for this purpose should be evaluated and the results of the evaluation should be used along with public comment in the Region 2040 process to modify and revise the draft.

c) Public Hearings: The Commission should hold public hearings on the draft vision statement and principles prior to revision and submission to the Metro Council for adoption in January, 1995.

ATTACHMENT A

Terms and Conditions

- 1) The Institute of Portland Metropolitan Studies ("the Institute") shall:
 - a) Provide coordination and technical assistance for the Future Vision Commission. The Institute shall provide the time of Ethan Seltzer for this purpose up to a maximum of 8 hours per week. At a minimum, this shall include assistance with the development and implementation of the Future Vision work plan, definition of and contracting for technical reports identified as needed by the commission and according to the work plan, drafting and editing of reports and commission findings, attendance at all meetings of the commission, direct consultation with the Chair and Vice-Chair of the commission, coordination of Metro staff and Portland State University subcontractors, and periodic reports to the Metro Council. The Institute will bill Metro monthly at a rate of \$50 per hour plus 15% for overhead.
 - b) Develop technical reports and memoranda. The Institute shall seek subcontractors among the faculty of Portland State University or other institutions of higher education to provide background reports on the carrying capacity concept, work plan, landscape ecology of the region, history of settlement, values and visions, and the economy and educational resources of the region. Additional topics may be identified as the project proceeds. Individual report budgets and scope of work shall be developed in consultation with Metro staff. Metro shall have the right to reject a proposed subcontractor and/or scope of work, and ask either for a revised scope or to contract directly with another vendor. If the reports desired by the commission require more than a total of \$52,000 to produce, Metro shall be responsible for identifying the additional required resources.
- 2) Metro shall:
 - a) Commit a minimum of \$75,000 to this contract according to the terms and conditions of this attachment.
 - b) Provide an Associate Regional Planner at 1.0 FTE to support the activities of the commission. The Associate Regional Planner will be supervised directly by the Land Use Supervisor, in consultation with the Institute.
 - c) Provide all logistical support for the commission including but not limited to arranging for the time and place of all meetings, recording or otherwise documenting the proceedings of all commission meetings,

taking and disseminating minutes of all commission meetings, producing and disseminating meeting agendas and related materials, maintaining a mailing list for the Future Vision project, arranging for graphics and data support for the commission, and other tasks related to the day-to-day operation of the commission as identified by the Chair and Vice-chair or by Metro staff in consultation with the Institute.

d) Make appropriate staff members available to ensure the smooth and efficient coordination of all other Metro planning and policymaking projects with the Future Vision project.

e) Keep the Metro Council informed of the routine progress of the Future Vision project.

f) Provide resources to ensure adequate citizen participation in the Future Vision project through the activities of the 2040 planning project and/or other Metro planning projects.

3) This agreement shall be in effect for one year. To ensure continuity, Metro shall grant the Institute a right of first refusal for the renewal of the contract for a second year, or through the adoption of the Future Vision by the Metro Council, whichever comes first.

4) This agreement can be terminated at any time with the agreement of both parties.

Portland State University

P.O. Box 751, Portland, OR 97207-0751

MEMORANDUM

December 17, 1993

To: Robert Textor Ken Gervais
Peggy Lynch Mike Houck
Karen Buehrig John Fregonese
Sherry Oeser Len Freiser

From: Ethan Seltzer, Director

Re: Citizen Involvement Meeting

We arrived at the following tasks/conclusions at our meeting the other day:

- 1) Sherry will develop a calendar for the Region 2040 public involvement program. The calendar will identify the target date for the event or activity, the opportunity available to the Future Vision Commission, and the date by which the Commission must provide questions, comments, and/or commitments for involvement to participate. Once the calendar is developed, the Future Vision Commission will identify the events or activities that it wants to be involved in and will assign Commission members to them.
- 2) The Future Vision Commission needs an engaging, creative informational device to explain its mission, area of interest, workplan/timeline, and opportunities for involvement. Karen will work with Lisa Creel and Janis Larsen to develop a prototype for Commission consideration ASAP.
- 3) The Future Vision Commission needs to consult with the Metro CCI regarding ways to better connect with the public. Ethan will contact Gail Cerveney to see if we can get on the January agenda.
- 4) We need a term to identify our territory, and the people that live within it. Bob Textor will contact the Oregonian to see if they would be willing to sponsor a contest to identify options, and ultimately use the result of the contest to identify a standing page in their "Metro" section. He will report back to the full commission to determine whether there is interest in pursuing this notion.
- 5) Teacher in-service training might be a terrific way to incorporate the work of the Commission and 2040 into school discussions and projects. Peggy will develop a list of training contacts at each of the ESDs, and Mike Houck will mull over the possibility of developing a one-day workshop for teachers.
- 6) There needs to be a speakers kit to support anyone enlisted to speak publicly on Metro and its programs. Karen and Sherry will communicate the notion of a "travelling bag" to those in Public Affairs and elsewhere charged with arranging for and supporting speakers.
- 7) The Future Vision Commission will need to connect with editorial boards. Commission members will be asked to volunteer to make the contacts. Karen will work with Public Affairs to develop a list of newspapers in the region and news departments for the electronic media to systematically link Commission members to news outlets.

ES:ae

Portland State University

P.O. Box 751, Portland, OR 97207-0751

January 25, 1994

To: Members of the Future Vision Commission

From:  Ethan Seltzer

Re: Developing the Future Vision

A number of questions were raised at the end of the last meeting regarding the work of the Commission and the extent to which an implementable vision would result. I offer the following observations in response with the hope that the Commission will take them up either at the next few meetings or at its retreat on March 12.

1) The members of the Commission have not yet agreed on what, exactly, a "future vision" is. To some members of the Commission, the vision is a plan. At the meeting the suggestion was made that the vision is to be about land use and transportation, and the map of Region 2040 Concept B was, in fact, what the vision should look like. To others, the vision is a set of principles to which the yet-to-be-developed Regional Framework Plan should be held accountable. In this instance, the vision is not a plan, sketched out in the form of a land use map, but a catalogue of fundamental relationships that need to be maintained in order to maintain sense of place and quality of life.

In discussion, the first view was offered in response to the impending adoption of an urban form concept through Region 2040, and the desire to link implementation of the vision directly to land use and transportation planning processes well-incorporated in the jurisdictions of the region. The second view was linked to the stated desire for reaching beyond physical land use relationships to the quality of community life and the relationships among people.

It is also interesting to note that the oft-cited table of contents, developed by the Commission on August 3rd, also contains this unresolved tension between views. In fact, the draft statement that the Commission is now working on results directly from the proposed Chapter III, entitled "The Vision/Concept." Ironically, the discussion at the last meeting dismissed the effort to develop the draft as "not the vision."

Therefore, to move ahead and produce a vision, the Commission must agree internally on what it believes will constitute a "future vision." Continuing to avoid the resolution of this issue will only fuel a recurring discussion of the virility of the product.

2) The Commission needs to resolve any lingering concern about the degree to which its work is responding to the Charter. The Charter states that the Future Vision is:

"...a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water, and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life....The matters addressed by the Future Vision include but are not limited to: (1) use, restoration, and preservation of regional land and natural resources for the benefit of present and future generations, (2) how and where to accommodate the population growth for the region while maintaining a desired quality of life for its residents, and (3)

how to develop new communities and additions to the existing urban areas in well-planned ways."

To assist the Commission, we will soon have reports on:

- a) Settlement Patterns - what, historically, have been the forces that have generated the settlement patterns we see today? What might be the drivers for settlement pattern in the future?
- b) Carrying Capacity - what has been the experience of others with the application of the concept of carrying capacity to metropolitan regions? How can carrying capacity and sustainable development principles be applied here?
- c) Jobs of the Future - what will a "workplace" consist of in the future? Where will people be employed and how will the way in which employment takes place affect communities and neighborhoods?
- d) Atlas - Karen and I are developing an atlas for the Commission, some of which was available for your review at the last meeting. We will soon have more although we ask for Commission members to recognize that we may not have, nor be able to buy, information to blanket the entire study area in all instances.

In addition, Ken Gervais and I have met with members of the Charter Committee to try to better understand what they intended by putting "education" into the mix. They stated that education, as it is currently included, is intended to be dealt with in the context of all facets of the vision, and not as a stand-alone topic. They also let us know that it is present in the Charter largely because the votes to take it out were traded for another concept elsewhere in the document.

Finally, the issue of population remains. A speaker at the recent slow/no growth forum suggested that there should be an ongoing dialogue regarding population projections and desired population levels, especially since there is no clear path to "settling" the issue. The carrying capacity paper will address population to some degree, but the Commission might want to sponsor a broad-ranging discussion of population as a means to better understanding how to respond to the direction in the Charter. At a minimum, Commission members will receive and should read the report for the slow/no growth project by ECO Northwest.

Again, as noted above, the Commission must resolve for itself what a "future vision" is. The materials being developed for the Commission will respond to the charge in the Charter. Additional work can be done and other information already at Metro can be secured to assist the Commission in its task. Members of the Commission have already been furnished with a draft of the Region 2040 Study Interim Report, which includes population projections and a description of the Base Case, the path we're on. Commission members will receive a final version of that report and are urged to read it.

3) The Commission should discuss the role that icons could play in constructing the vision. The icon concept is very powerful. The things that the Commission has identified as icons make key inter-relationships visible. For example, a view of Mount Hood relies on sensible transportation patterns and use of transportation infrastructure, industries that fit the ecology of our region, sensitivity in the way that the built environment intervenes in view corridors, and the expectations of the people here that these views are critical to sense of place, navigation, and inspiration.

All that from simply identifying a view of the mountain as crucial to our future in this region. Similar stories can be told for other icons identified by the Commission, and for their operation in specific locations in the region. In addition, as one member of the Commission noted at a previous meeting, we can propose the icons of tomorrow as well as identify the icons of today. Consequently, the Commission can identify not only the icons to be maintained and enhanced, but those that should be created as well.

For example, what is our icon for community life? What could be an icon for the "children" theme? Although it would be nice to have icons as clear as Mount Hood in all cases, I suspect that we may not be able to be precise enough at this time. In some cases, a collage, as mentioned by one of the members, in passing, at the last meeting, may have to suffice.

The point is not to seek a single theme to dominate the vision, but a series of clear principles, or icons, that, applied to the region, inform the behavior of individuals and institutions. Imagine a Regional Framework Plan responsible and held accountable for the stewardship of icons. One way to get started on this is to look at the Commission's stated desire to build the vision around what ought to be kept, changed, or added, and express it in terms of icons.

4) There is enough time to do this job effectively. However, as noted above, the longer that fundamental agreement about the nature of the task remains elusive, the less time there will be for the Commission to do its job. Nonetheless, the workplan that you have agreed to and which carries you through the March 12 retreat will move you a long way down the road towards your goal.

One unique and "courageous" aspect of your efforts is the decision of the Commission to write its own vision. I believe that you've made the right decision. However, it requires a relatively high degree of commitment on the part of each member throughout the duration of the project. It may be useful for the Commission to discuss the ways in which members want to spend the time they have available for this effort.

5) Implementation is an art, not a science. Your message needs to be clear and compelling, by itself, if it will have the constituency for making it compelling in regulation or any other means for implementation. Please note that implementation is not limited to regulations and codes. As noted by Paul Ketcham, they are extremely important and must be part of the mix.

However, a vision about a style of life in a place is ultimately about the operation of a culture and society in a place. Many of those rules of operation are based on values, shared values, and it will be critically important for the Commission to consider how the vision becomes ingrained in the shared values of the people and communities of this region. This can be a very intriguing, creative, FUN aspect of your work!

6) The Commission needs to discuss how it adds value to the planning in the region. There is already a Region 2040 Study. If you want to make it better or different, then work on Region 2040. Future Vision gives the Commission a unique opportunity to contribute in a manner that no other planning effort has or is likely to. The world doesn't necessarily need another comprehensive plan right now. It does need clear statements about what we care about, what we'll go to the mat for, and how we'll go about doing it. The Commission can choose to be advisory to Region 2040, or it can choose to be a cultural force in the region, or some combination. The choice is up to you but it needs to be made to enable you to move forward as a group.

7) Commission members need to speak up. All members of the Commission are critical to the success of this effort. Particularly in the absence of agreement on a number of the issues noted above, silence is difficult to interpret. Please feel free to let the Chair, myself, Ken, or Karen know how we can make it easier of all voices to be heard.

I hope these comments are useful to your thinking about the Commission and its task. Please feel free to call me should you have any comments or questions.

Thanks!

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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.

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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

ROBERT B. TEXTOR
3435 N.W. Luray Terrace
Portland OR 97210-2726

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

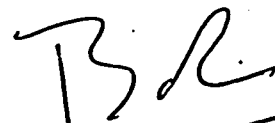
Re: Education and Economic Abundance

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,



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

The 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,

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



©1993 by Herb Block in *The Washington Post*.

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

It'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.

Portland State University

P.O. Box 751, Portland, OR 97207-0751

MEMORANDUM

May 6, 1994

To: Policy Subcommittee, Metro Future Vision Commission

From: Ethan Seltzer

Re: What is a vision statement?

The terms "vision" and "vision statement" can be defined in a number of ways. The "Guide to Community Visioning", produced by the Oregon Visions Project, defines these terms as follows:

"Virtually every step forward in the progress of mankind has begun with a dream. Seeing something in the mind's eye has been the first step to achieving it in reality.

Visioning is simply a process by which a community envisions the future it wants, and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become. Once a community has envisioned where it wants to go, it can begin to consciously work toward that goal.

A vision is the overall image of what the community wants to be and how it wants to look at some point in the future. A vision statement is the formal expression of that vision. It depicts in words and images what the community is striving to become. The vision statement is the starting point for the creation and implementation of action plans." (page 7)

A number of communities have taken the time recently to develop visions. For example, the City of Gresham has developed "Envision Gresham" and developed a strategic action plan to implement it. Forest Grove has developed a community "vision statement", itself composed of 12 "visions of the city". In that document, the visions are very concise--3 to five words--and followed by an explanatory paragraph. Their 12 visions are:

- i) Small town atmosphere maintained.
- ii) Diverse and vital neighborhoods.
- iii) Working and planning together.
- iv) Space to breathe.
- v) Residents enjoy mobility.
- vi) Protecting our human resources.
- vii) A prospering city.
- viii) Urban opportunities in a rural setting.
- ix) We are culturally diverse.
- x) The arts have something for everyone.
- xi) Essential services well-planned.
- xii) Quality education available to all.

I provide these to underscore the fact that visions and vision statements can take many forms. Perhaps most important is the requirement that they mean something to the community to which they apply, and are stated or depicted in a manner that easily lends them to application through whatever means are effective and acceptable to the community.

At our meeting on May 2, I proposed that you start with your statement of values, restate them, where necessary, as vision statements, develop indicators to assess the status of and track the

Policy Subcommittee, Metro Future Vision Commission
May 6, 1994
Page 2

trends for those vision statement, and then develop recommendations for implementation, both through the regional framework plan activities and other efforts. To further develop this proposal, I've revised the value statements in the "place" section in the form of vision statements, and proposed indicators and implementation recommendations. This is done, not as a definitive statement, but in response to the request of the Policy Subcommittee for a place to start its discussions.

ES:ae

attachment

Our Place

• Rural land shapes our sense of place and is a contributor ~~contributes~~ to the environmental and economic productivity of this area. ~~To recognize the importance of rural land and the resource economy it supports, this region is committed to:~~

- ~~--preventing the urbanization of all land currently set aside for farm and forest use;~~
- ~~--not adding to the supply of rural residential sites currently available; and~~
- ~~--adopting strategies for sustaining features of the rural landscape that reinforce agricultural and forestry enterprises while providing a link to this region's urban past and future.~~

Indicators:

- acres of land reserved for farm and forest use
- number of rural residential homesites available
- acres of land served by irrigation districts
- number of agricultural and forest product processors
- gross farm gate receipts (by county)
- agricultural and forest employment
- agricultural and forest product exports
- attendance at county fairs
- exhibitors at county fairs (number and type)

Implementation Recommendations:

- Development and implementation of regional framework plan elements shall actively reinforce the protection of lands currently reserved for farm and forest uses for those purposes. (note: we should probably include a list of all of the RFP elements and respond to each one, either with specific direction or to indicate that there is no connection)
- Metro and the Future Vision Commission will work with _____ to develop a broad program of public education about and contact with this region's agricultural and forest products producers.
- etc.

• Our region is ~~will be~~ composed of numerous communities which offer citizens a wide variety of healthy, appealing housing and neighborhood choices. They ~~are will be~~ physically compact and have distinct identities and boundaries. ~~Wherever possible, boundaries~~ Boundaries between communities ~~will be~~ have been developed through the use of parks, rivers, streams, creeks, and other landscape features.

Indicators:

- number of active neighborhood or citizen planning organizations
- number of households paying in excess of 30% of their gross income for rent
- percentage of new housing units that are multifamily (per year)
- number of neighborhood or civic festivals per year
- number of subdivisions within which multifamily housing is available or planned
- etc.

55 **Implementation Recommendations:**

56
57 --Target greenspaces, transportation, and other funds to communities which
58 act to provide a range of housing types within their boundaries.

59 --Link the provision of building permits for single family detached
60 structures to the creation of mixed use neighborhood centers.
61 --etc.

62
63 • We will design our physical urban future have designed our region with nature. Our
64 region is known for will be characterized by the intelligent integration of urban and rural
65 development with natural systems as evidenced by:

- 66
67 -- improving air and water quality, and increasing biodiversity;
68 -- views of Mt. Rainier, Mt. St. Helens, Mt. Hood, Mt. Jefferson, and other Cascade and
69 coastal peaks, unobstructed by either development or air pollution;
70 -- ribbons of green bringing greenspaces and parks within walking distance of every
71 household;
72 -- a close and supportive relationship between natural resources, landscape, and the
73 economy of the region; and
74 -- active efforts to restore damaged ecosystems, complimented by planning and
75 development initiatives that preserve the fruits of those labors.

76
77 **Indicators:**

- 78
79 --air quality
80 --water quality
81 --species counts
82 --number of protected view corridors
83 --acres of protected habitat
84 --acres of parks
85 --miles of hiking trails and greenways
86 --acres of habitat restored
87 --number of employees in environmental service sectors
88 --participation in environmental education programs
89 --percentage of population within a 10-minute walk of protected open space
90 --groundwater elevations
91 --etc.

92
93 **Implementation Recommendations:**

94
95 --Proposed regional framework plan elements will positively affect the
96 indicators listed above.

97 --Metro and the Future Vision Commission will work with partners in the
98 region to develop interpretive programs for the ecosystem(s) of the area
99 --etc.

100
101 • Residents of this region will be able to can shop, play, and socialize through by walking or
102 biking within their neighborhoods. Walking, biking, or using transit are will be attractive
103 alternatives for all citizens making all types of trips within neighborhoods, between important
104 regional centers, and outside of the urban area. The development of a complete street system has
105 will occur in a manner which allows this This region to be is known for the quality of its non-
106 auto transportation alternatives.
107
108

109 **Indicators:**

- 110
111 --non-auto mode split(s)
112 --pedestrian attractiveness (by neighborhood)
113 --acres of land zoned for neighborhood commercial uses
114 --etc.

115
116 **Implementation Recommendations:**

- 117
118 --(projects by regional framework plan element which address the
119 indicators listed above)
120 --etc.

- 121
122 • ~~The transportation system within the region will be a network of highways, transit routes and~~
123 ~~modes, arterials, rail facilities, and pathways.~~ The easy movement of goods and materials
124 throughout the bi-state region ~~is will represent~~ a competitive advantage for our economy.
125 Manufacturing, distribution, and office employment centers ~~will be~~ are linked to the transportation
126 system in a comprehensive and coordinated manner.
127
128 • Our bi-state, regional economy ~~is will be~~ diverse, with urban and rural economies linked in a
129 common frame. Planning and governmental action ~~will seek to create~~ **have created** conditions
130 that support the development of family wage jobs for low income households, and in locations
131 throughout the region.
132
133 • Downtown Portland ~~will continue~~ **has continued** to serve an important, defining role for the
134 entire metropolitan region. In addition, ~~we will target~~ reinvestment, **both public and private,**
135 **has been focused** in historic urban centers such as Ridgefield, Camas, Vancouver, Gresham,
136 St. Helens, Beaverton, Hillsboro, Molalla and others throughout the bi-state region. ~~as the~~ This
137 **pattern of reinvestment has been** the centerpiece of a ~~reinvestment~~ strategy for building and
138 maintaining healthy communities.
139
140 • The tradeoffs associated with growth and change ~~will be~~ **have been** fairly distributed
141 throughout the region. The true environmental and social cost of new growth **has been paid by**
142 ~~those, will be paid by these,~~ both new to the region and already present, receiving the benefits of
143 that ~~new~~ growth.
144
145 • Growth in the region ~~will be~~ **has been** managed. Our objective **has been** and still is to live
146 in great cities, not merely big ones. Performance **indicators and standards have been** ~~will be~~
147 established for the Future Vision and all other growth management efforts, and citizens of the bi-
148 state region ~~will~~ annually have an opportunity to review and comment on our progress. The results
149 of that review process ~~will be~~ are used to frame appropriate actions needed to maintain regional
150 quality of life.

**Future Vision Commission
Values Summary
April 13, 1994 - DRAFT**

In 1805, Lewis and Clark came to this region on a journey of peace and friendship, scientific exploration and discovery. Beginning in the 1840's, thousands of pioneers made an arduous 2,000 mile, eight month trek along the Oregon trail to river valleys with rich farmlands and mountains with vast forests. Today, people are still attracted to this region for its jobs, natural beauty, and reputation for livability. Recognizing that we must act to maintain and enhance these qualities, we offer this vision of the bi-state region in 2045 as a first step in developing policies, plans, and actions to serve the region and its people.

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

This statement of values has been developed with the expectation that individual dreams and effort will matter here. Ours is a region that rewards those who commit themselves to keeping and making it a great place to live. As inhabitants of this bi-state region, we are committed to:

- 1) Each Individual - the development of each individual as a productive, effective member of their community.
- 2) Our Society - the ability to state and act on the collective interest of individuals through civic involvement, collective action, and societal institutions.
- 3) Our Place - the physical landscape of the bi-state region, the settlement patterns that have evolved within it, and the economy that continues to evolve.

Each Individual

- Education, in its broadest definition, will form the core of our commitment to each other as shown by:
 - the availability of a high quality education to all, emphasizing skills for learning how to learn in the earliest years, and life-long learning opportunities thereafter;
 - an emphasis on foreign languages, technology, and the ability to engage national and international opportunities at home, in the community, and on the job;
 - the integration of community institutions...libraries, schools, museums, community centers, etc....with this educational mission; and
 - opportunities for all children and community residents to engage in the visual and performing arts in community centers in their neighborhoods.
- Workforce development from Battleground to Salem and all points in between will be a key priority for government and educational institutions. A cornerstone for that activity will be the development of a well-educated workforce capable of contributing to the development and intensification of local, national, and international trade and commerce.

- This will be a place where all residents, old and young, rich and poor, men and women, minority and majority, are supported and encouraged to be active participants in the civic life of their communities and the bi-state region. Ours will be a region that thrives on interaction and engagement of its people to achieve community objectives.
- Children are our most precious resource for the future. Their welfare and education are of critical importance to our present and future well-being. Creating and sustaining economic and social programs that support family life will be among our highest priorities.

Our Society

- Personal safety within communities and throughout the region will be a right as well as a shared responsibility involving citizens and all government agencies. Our definition of personal safety will extend from the elimination of racism and sexism, to the physical protection of life and property from criminal harm.
- Our communities will be characterized by a sense of openness and acceptance as shown by a commitment to the provision of a range of housing types and costs, and the creation of inviting public spaces open to all. This region will be distinguished by its ability to honor diversity in a manner that leads to civic cohesion rather than a narrow separateness.
- Our objective is no less than the greatest individual liberty framed by a high degree of tolerance and individual civic responsibility. Political leadership will be valued and recognized to be in service to community life. Here, civic pride will be a virtue, not a vice.
- Broad-based civic literacy, including the ability to participate in government and community-based future visioning activities, will be a hallmark of what we have achieved. Individual civic responsibilities will be known and understood at the neighborhood, local, and regional levels. The information needed by informed, involved citizens will be free and easily available throughout the region.
- The neighborhood will be our safety net. Government initiatives and services should be developed to empower neighborhoods to actively meet the needs of their residents. The economic life of the neighborhood will be inseparable from its community life. Coordinated initiatives for health care and support for meeting basic needs will be extended to those in need, where they live.
- We will be well-served by our history, with the lessons of the past remembered and incorporated in our strategies for the future. The cultural history of this region will be evident and will connect human history to the natural history we depend on and value so dearly.

Our Place

- Rural land shapes our sense of place and contributes to the environmental and economic productivity of this area. To recognize the importance of rural land and the resource economy it supports, this region is committed to:
 - preventing the urbanization of all land currently set aside for farm and forest use;
 - not adding to the supply of rural residential sites currently available; and
 - adopting strategies for sustaining features of the rural landscape that reinforce agricultural and forestry enterprises while providing a link to this region's urban past and future.

- Our region will be composed of numerous communities which offer citizens a wide variety of healthy, appealing housing and neighborhood choices. They will be physically compact and have distinct identities and boundaries. Wherever possible, boundaries between communities will be developed through the use of parks, rivers, streams, creeks, and other landscape features.
- We will design our physical urban future with nature. Our region will be characterized by the intelligent integration of urban and rural development with natural systems as evidenced by:
 - improving air and water quality, and increasing biodiversity;
 - views of Mt. Ranier, Mt. St. Helens, Mt. Hood, Mt. Jefferson, and other Cascade and coastal peaks, unobstructed by either development or air pollution;
 - ribbons of green bringing greenspaces and parks within walking distance of every household;
 - a close and supportive relationship between natural resources, landscape, and the economy of the region; and
 - active efforts to restore damaged ecosystems, complimented by planning and development initiatives that preserve the fruits of those labors.
- Residents of this region will be able to shop, play, and socialize through walking or biking within their neighborhoods. Walking, biking, or using transit will be attractive alternatives for all citizens making all types of trips within neighborhoods, between important regional centers, and outside of the urban area. The development of a complete street system will occur in a manner which allows this region to be known for the quality of its non-auto transportation alternatives.
- The transportation system within the region will be a network of highways, transit routes and modes, arterials, rail facilities, and pathways. The easy movement of goods and materials throughout the bi-state region will represent a competitive advantage for our economy. Manufacturing, distribution, and office employment centers will be linked to the transportation system in a comprehensive and coordinated manner.
- Our bi-state, regional economy will be diverse, with urban and rural economies linked in a common frame. Planning and governmental action will seek to create conditions that support the development of family wage jobs for low income households, and in locations throughout the region.
- Downtown Portland will continue to serve an important, defining role for the entire metropolitan region. In addition, we will target reinvestment in historic urban centers such as Ridgefield, Camas, Vancouver, Gresham, St. Helens, Beaverton, Hillsboro, Molalla and others throughout the bi-state region as the centerpiece of a reinvestment strategy for building and maintaining healthy communities.
- The tradeoffs associated with growth and change will be fairly distributed throughout the region. The true environmental and social cost of new growth will be paid by those, both new to the region and already present, receiving the benefits of that new growth.
- Growth in the region will be managed. Our objective is to live in great cities, not merely big ones. Performance standards will be established for the Future Vision and all other growth management efforts, and citizens of the bi-state region will annually have an opportunity to review and comment on our progress. The results of that review process will be used to frame appropriate actions needed to maintain regional quality of life.

FAX TRANSMITTAL

TO: Ethan Selzer725-5199FROM: Wayne Lei

PORTLAND GENERAL ELECTRIC COMPANY
121 SW Salmon St., 3WTCBROS
Portland OR 97204

DATE: May 20, 1994PAGES: 5 (Including Cover Page)

VERIFICATION NO. (503) 464-7428/464-8970

COMMENTS:

Ethan:

Didn't see any need to mess with
indicators/the "how to" statements of your
'Our place' piece. I did expand on the
ones I gave you earlier. I like the way

i:\es\fax.cvr
This is heading. Nice Job! Wayne

Statements of How We Achieve & How We Measure

OUR PLACE

In 2045, the easy movement of goods and materials throughout the bi-state region is a competitive advantage for our economy. Manufacturing, distribution, and office employment centers are linked to the transportation system in a comprehensive and coordinated manner.

■ We will achieve this vision by:

Encouraging free market communication and transportation services and developments that are contained in a fixed, urban growth boundary.

■ We will keep track of how we're doing by monitoring:

- The increase of businesses relying on multi-mode, -node transportation in the Metro region
- The increase in transportation grants from Federal and State sources
- The decrease in per capita miles driven
- The increase in innovative transportation, communication and energy usage initiatives including:
 - ⊖ Use of electric vehicles
 - ⊖ Use of station cars for mass transit users
 - ⊖ Integration of transportation & communication pathways
 - ⊖ Distributed energy sources including photovoltaic applications
 - ⊖ Undergrounding most utility wiring connections for esthetic and reliability reasons

In 2045, our bi-state, regional economy will be diverse, with urban and rural economies linked in a common frame. Planning and governmental action have created conditions that support the development of family wage jobs for low income households, in locations throughout the region.

■ We will achieve this vision by:

Expansion of the responsibilities of the regional governance body to ensure coordinated and equitable economic progress.

■ We will keep track of how we're doing by monitoring:

- A level or increased percentage of fresh fruits/vegetables/flowers delivered to the Metro region from regional producers
- Increased neighborhood rehabilitations - revitalizations based on diversified manufacturing & service businesses that locate in those areas
- Increased economic incentives of small to medium sized businesses to locate in the inner urban core
- Increased economic incentives for large, multi-national corporations to sub-contract work to Metro-region small and medium sized companies as partners in manufacturing and services support

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

- We will achieve this vision by:

Encouraging market forces and infrastructure planning (streets, roads, utilities, sewers, etc.) that concentrates on downtown Portland as "core" within a fixed, urban growth boundary.

- We will keep track of how we're doing by monitoring:

- Periodic livability surveys with target results that indicate a majority (7 out of 10) of respondents know of other distinct "village" or urban center points within the Metro region
- The continued, healthy presence of small-town newspapers and other localized, "village" fellowship and communication devices.... this is a main indicator that other urban centers indeed exist
- Annual comparisons of fixed North-South and East West transect profiles spanning the downtown & surrounding metropolitan area-- these profiles, when "smoothed" will always mimic a "bell-shaped" curve in form

- Periodic surveys collected in randomly selected neighborhoods suggest that health services, food shopping, recreational, cultural and educational opportunities are sufficient and accessible in what folks perceive as their "neighborhood"

In 2045, the tradeoffs associated with growth and change have been fairly distributed throughout the region. The true environmental and social cost of new growth has been paid by those, both new to the region and already present, receiving the benefits of new growth.

- We will achieve this vision by:

Providing regional examples and leadership in implementing specific or implicit, market-based "Users fees" that tax negative outcomes e.g., pollution, instead of positive benefits e.g., profits that generate jobs.

- We will keep track of how we're doing by monitoring:

- Increased location of industries that create environmentally benign products or services (e.g., electric vehicles) in the Metro region
- Evidence of time of use rates for utility services
- Decreases in public and private subsidies that do not consider environmental and social impacts
- Improved air and water quality
- Decreases in the need for command and control environmental regulation
- Higher valuation of urban, "previously used land" by real estate listings

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

■ We will achieve this vision by:

Annually, requiring the regional governance body to describe the "state of the region" in a concise manner pointing out strengths and weaknesses in performance and then requiring a ballot vote of the citizenry indicating simply whether they are satisfied or not with growth management performance. The report is largely quantitative while the ballot vote is a qualitative measure of performance thereby matching hard facts against expectations. Short and long-term corrective actions will be deduced from these results.

■ We will keep track of how we're doing by monitoring:

- That each political entity (whether municipal or not) will have meaningful input into an overall regional planning document & sign-on as a "stakeholder"
- The term "Portland-style sprawl" doesn't exist in annually-conducted, word searches of five randomly selected Metro periodicals
- Evidence of regionally integrated planning and management processes spanning environmental, economic, transportation (infrastructure), social, educational interests
- National, positive polls by disinterested parties always rate the Portland-region in the top five regardless of how trivial the topic.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-7000

RECEIVED

OFFICE OF THE ASSISTANT SECRETARY FOR
COMMUNITY PLANNING AND DEVELOPMENT

SEPT. 8, 1994

TO: FRIENDS, COLLEAGUES & OTHERS
CONCERNED FOR THOSE TO COME

FROM: ANDREW EUSTON, FAIA

THE ATTACHED STATEMENT^{*} ASKS
WHAT CAN BE DONE NOW, SOON AND
THEREAFTER, IF OUR \pm 200 YR. OLD
INDUSTRIAL CIVILIZATION IS TO HOLD
OUT, SHIFT AND REBALANCE ITSELF
SO AS TO BECOME AND TO REMAIN AS
SUSTAINABLE INTO THE FUTURE.

YOU SEE, IT IS NOT SUSTAINABLE NOW.
IN 1992 THE NATIONAL ACADEMY OF SCIENCE
OF THE U.S., THE ROYAL SOCIETY OF LONDON,
THE ISI SCIENCE SUMMIT ON WORLD POPULATION
AND THE UNION OF CONCERNED SCIENTISTS
EACH ISSUED WARNINGS TO THIS EFFECT.

(SEE THE U.S.C.'S PRESS RELEASE ATTACHED)

* "OUR COMMUNITY SUSTAINABILITY IMPERATIVE" - ATTACHED

IF INDEED THERE IS HOPE, IT MUST COME OUT OF OUR CONSCIOUS AWARENESS AND INTENTIONALITY. THAT MEANS TO ME ONE IS EITHER INVOLVED SOMEHOW IN THE HEALING PROCESS OR PART OF STATUS QUD - THAT IS, PART OF THE PROBLEM. AS JOHN LOCKE PUT IT, "HELL IS TRUTH SEEN TOO LATE." (From 9919 - N. Myers, ed. p. 159)

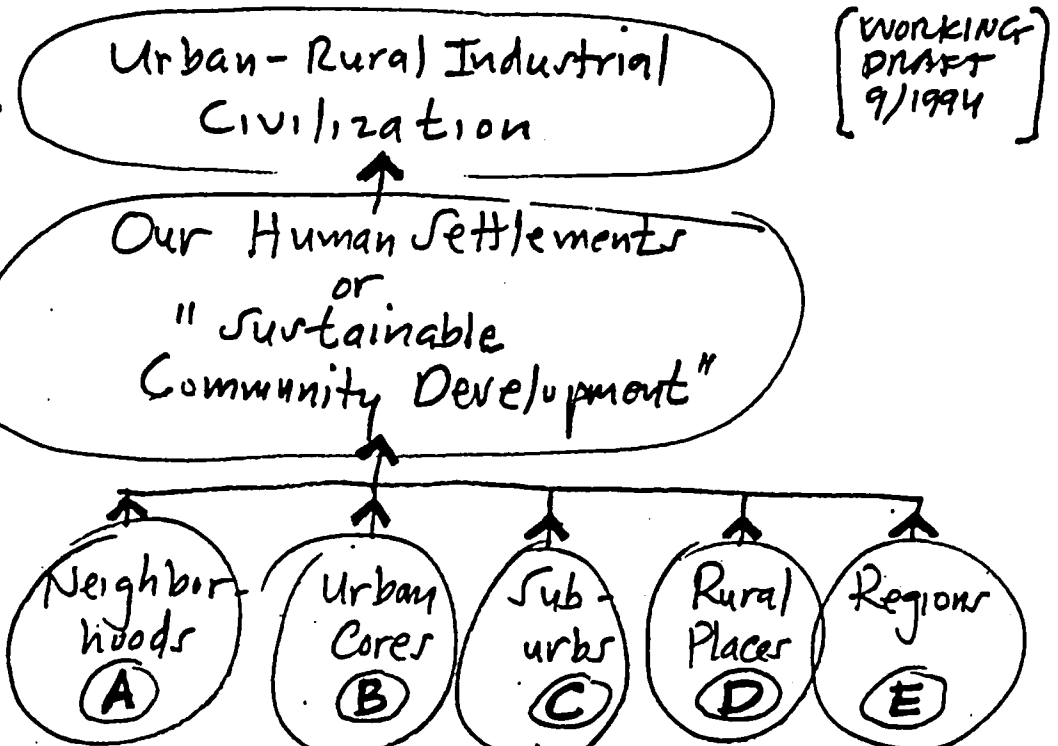
URBANIZATION - ITS SPRAWL, CONSUMPTION, TOXICS AND INEQUITIES - CAN BECOME REBALANCED. THESE REQUIRE A REFORMED CULTURAL AGENDA, MEANINGFUL ETHICS AND AUTHENTIC CONCERN FOR OTHERS. WE CAN BE PLAYERS. IT'S A MATTER OF PERSONAL CHOICE, OR ONE CAN BE LULLED BY THE MISINFORMATION, LACK OF TRUTHFUL LEADERSHIP, THE NORMS AND HABITUATIONS DELIVERED BY OUR MEDIA, GOVERNMENT AND LEADERS.

THE PACKET OF FOUR ^{PAPERS} DOCUMENTS HERE
ARE OFFERED TO YOU ON MY OWN 60TH
BIRTHDAY. IT'S BEEN REAL ENOUGH. I'VE :
BEEN TO THE GM 1939 "CITY OF THE FUTURE"
WORLD'S FAIR EXHIBIT; SAT IN THE BACK OF
THE BUSES WITH AFR-AMER. SAILORS AND
OFFICERS (in Penjacola, WWII); AND WATCHED
THE EARLIEST HOLOCAUST FOOTAGE BEING
SHOWN TO NAVAL AIR CADETS; PERSONALLY
HELD THE DETONATION PINS OF THE TWO WWII
ATOM BOMBS BACK HERE IN DC. NOTHING HAS
TROUBLED ME MORE THAN WITNESSING OUR
NATION'S LACK OF ATTENTION TO HOW WE BUILD
THE FUTURE - IN TERMS OF LAND, RESOURCE
AND HUMAN INSULT. IT NEED NOT BE SO.

A MOVEMENT IS IN BEING THAT MY WIFE
JUSANNA AND I CALL THE COMMUNITY SUSTAIN-
ABILITY MOVEMENT. HUNDREDS OF PEOPLE NOW
FORM IT AND MANY THOUSANDS ARE IN THE
WINGS. THEIRS IS THE MOST HOPEFUL SIGN
THAT I'M AWARE OF FOR WHAT'S AHEAD.

A FRAMEWORK FOR UNDERSTANDING THE ELEMENTS OF SUSTAINABLE COMMUNITY DEVELOPMENT OR "SCD"

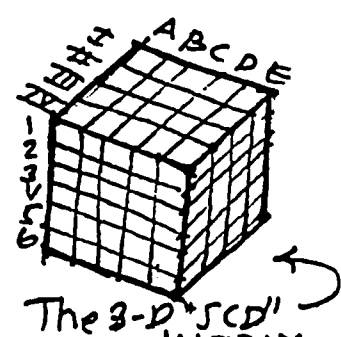
PREPARED FOR THE PRESIDENT'S COUNCIL ON SUSTAINABLE DEVELOPMENT BY ANDREW EUSTON, FAIA/HUD

- The overall system we depend upon → 

[WORKING DRAFT 9/1994]
- Its major physical expression & source of impact on us & nature →
- Its scales of physical governance or of Sustainable Community Development →
- Its systems of infrastructure or physical (incl. technological) support. →

1	physical networks (transp./utilities)	systems
2	physical in-fill (housing/offices/etc.)	"
3	communication (telecommuting/marketing/etc.)	"
4	natural ecological (urb. forests/aquifers/etc.)	"
5	regional resources	and systems
6	global resources	and systems
- Its essential action elements for implementing Sustainable Community Development →

I	Community Partnership (social)
II	Community Enterprise (econ.)
III	Community Conservation (env'l.)
IV	Community Design (integration)



The 3-D "SCD" MATRIX

3 Our Community Sustainability Imperative



by Andy Euston

Extreme ecological and sociological imbalances have put our global urban-rural industrial civilization on a slippery slope to eco-hell. To reverse its decline requires a conscious choice by humanity to embrace sustainability — defined here as the creative re-balancing of civilization's economics within the dictates of Earth's natural ecological systems of support. A scant 20 to 30 years is thought to be our window of opportunity in which to redirect the forces that have led to our current predicament. If so, as a matter of ethical choice, sustainability is to confront us until this global urban-rural industrial civilization makes its transition to economic and to ecological re-balancing or otherwise desists.

Three further assertions expand upon this thesis:

- First, soon enough and then for generations to come, choosing for a sustainable civilization shall prevail as the central ethical context for all peoples not otherwise preoccupied with their own survival.
- Second, the sustainability of human settlements — or, community sustainability — presents our most concrete, constructive, and hopeful focus as ethically concerned people.
- Third, our choosing for community sustainability depends upon the merging of our ethical concerns with a creativity that's based upon fullest access to the truths of our civilization's economic behavior and its ecological consequences. Far more focus, far more thought, far more information of far higher quality and above all, far more truthfulness shall be required of our civilization, if it is to correct its course in time enough to become sustainable.

Transition From Tradition To Trust

As a species that is in a race with time, a transition to community sustainability is required of us. To be fruitful, this transition must integrate economics, ecology, information, and understanding within a sense of urgency. To manifest this transition demands deliberate choice, the understanding of which is our species' shared challenge.

Most people, however, remain content to adhere to our traditionally perceived reality — the perception of our civilization as it goes today. At its base, this view operates from a

stance of fear rather than one of trust. One consequence — our separation from nature — may yet be civilization's undoing. We have inherited civilization and have become hypnotically engrossed in it, maximizing its traditional domination of nature. Ultimately, if we are to realize community sustainability, it is vital that we make a transition from this traditional mistrust of nature to the understanding and trust of it.

Sustainability as a Pioneering and Unifying Force

Where does choosing for community sustainability lead us? Uncertainty is one certain destination. It should be clear that for generations to come the precise sustainability of any choices will remain in question. Moreover, given the little being done to structure civilization's specific options for sustainability, how soon may we hope to be comfortable with what makes for a positive global outcome? Uncertainty notwithstanding, sustainability remains our most ethical and our most hopeful choice.

The broadest potential for American society, in fact, may be in our making the hopeful choice to become sustainable community pioneers. Implicit in our self-identity as Americans is a commonly held view, right or wrong, that we are the global pace-setters. In fact, on the negative side, we've done and still do the most to make matters worse, ecologically speaking. This is a matter of scientific record.

On the positive side, despite the record, as a people we identify, at least mythically, with "the good, the true, and the beautiful." We are imbued with a deep collective expectation of personal freedom — whether we always have it authentically or not. We take greatest pride in our pioneering characteristics. Partly for such reasons we continue to inspire emulation. When we choose to lead the way in the creation of sustainable communities for ourselves, then we as Americans may hope to have positive effects upon other peoples. While this can be one hopeful outcome, there is potential for yet another consequence of our species' now choosing for sustainability. If once internalized as a guiding purpose, sustainability may offer civilization a curative for healing its many strains of divisiveness.

These remarks and assertions were framed and delivered by Andrew F. Euston as an invited citizen and on his own time outside of his job as Senior Urban Design and Energy Program Officer and Director of Sustainable Enterprise Explorations for the U.S. Department of Housing and Urban Development.

What Does Community Sustainability Imply Today?

What is to be the nature of community sustainability as a focus of civic concern? In the U.S., with an increasingly aware citizenry and unlimited information system possibilities in the wings, many communities already are beginning to define this for themselves.

Up to now, our strong suit has been with quality of life campaigning — a livability focus. That's been complex enough — involving historic preservation, waterfronts, theme parks, mixed-use development, transportation-related development, city celebration, farmers' markets, ball parks, convention centers, as well as varieties of neighborhood improvements, planned unit developments, newer pedestrian pocket communities, and traditional neighborhood development concepts. The list goes on. This is what we have gotten good at doing.

What is next for our communities is finer and finer tuning that begins to define sustainability. Gradual progress is being made. Paragons of the livability focus abound where sustainability is the next logical step: places such as Charleston, S.C., Chattanooga, Baltimore, Cleveland, Seattle, both Portlands, or certain university towns such as Davis, Boulder, Ann Arbor and even Cambridge, Mass. Some places are becoming more explicit about sustainability than others. One cannot extol any of these, for the transition from campaigns for livability to, say, growth management, or to environmental quality is still fresh enough. Far less tested are local campaigns for sustainability.

America's authentic sustainable community choices will require an entirely new grasp of local options. As yet, local jurisdictions do not consider sustainability to be a routine feature of their deliberations. In sum, the challenge lies in making our communities work, making them nurture us while serving us in an ecologically harmless way. What needs to happen now is growth — growth in dialogue at the local community level.

Technology as the Immediate Political Challenge

William Ruckleshouse — the one-time EPA Administrator — offered, in *Scientific American's* 1989 sustainability issue, his view of the transition required to reach sustainability. The transition, he projected, would equal the combined order-of-magnitude shifts of our species from a hunter-gatherer society to agricultural, and from the agricultural to the industrial. This is a colossal transition to contemplate, demanding an enormous ethical shift.

In the meantime, we can do far better technologically. I am struck by the number of technologies we have hidden under bushels, so to speak, which could make us so much more secure were they in use today. Technology "happens" outside community purviews, being the creature of big industry, government, and other less-than-accessible domains. Yet, for want of existing data on the subject, I hazard the guess that forty percent of energy and resource consumption in a community is initiated through choices exercised at the local level. Most of the rest, presumably, is initiated in other cities — exercised by non-local choice makers such as federal and state officials, or by absentee-owners, be they corporate or otherwise. As the hemorrhage of local capital through fuel costs has become an unacceptable luxury, this aspect of energy has gradually received community level attention. This trend can only escalate as technology's effects upon community sustainability become articulate and focused at the local level.

In transportation, we could have a whole new industry building TAXI-2000 personal rapid transit, or "PRT," comparables in our suburbs and even some urban cores. Chicago is in process of testing this system, which has six key patents held by the University of Minnesota and an elevated, monorail, three-passenger, fully automated concept for moving multitudes. It would build out in net-like loops to embrace whole metropolitan areas with one-stop, ultra-high-efficiency mobility.

In architecture there could be the use of lower energy input and locally accessed construction materials. Appropriate technology wizard Pliny Fisk of Austin has begun to demonstrate this through the use of such substances as fire-proofed and mud-stiffened straw for building blocks, caliche (a clay) for walls and floors, sulfur (a most abundant resource) for high-strength beams, walls, hard-surface counters, and as a general substitute for concrete (an enormously energy-intensive substance to produce).

In public works there is the overdue shift from hard-edge, conventional water treatment facilities that must chlorinate and then de-chlorinate. These facilities yield soiled fluid effluents and in many places, such as Philadelphia, represent the largest point sources of air pollution. The alternatives, using natural biological processes and, ideally, far less piping and pumping, include decentralized waterfowl lagoons, biomass greenhouse, and other algae digestion and plant root, water treatment methodologies.

In agriculture, use of rock dust, radionics,

Technology "happens" outside community purviews. Yet, forty percent of energy and resource consumption in a community is initiated through choices exercised at the local level.

*When the
wake-up call
from Heaven
or Hell comes,
where will
Americans have
stood on the "s"
word issue —
on sustainability?*

biodynamic agriculture, Sonic Bloom and other "miracle" technologies will one day revive our soils and, hence, our food from its nutritional value declines of 40–50 percent since World War II due to mining and burn-out of our soils. From this will come energy conservation, increased oxygen generating biomass, and healthier food for healthier people.

In energy, my own work has led to the Sustainable City Project of San Jose, San Francisco and Portland, Oregon. Last year it reported out the first urban system menu for aligning energy efficiencies and production opportunities with other urban priorities like water conservation, air quality, home-to-job proximity or district heating and cooling. Copies of both The Sustainable City Project Report and its forthcoming community workbook are available from San Jose's Office of Environmental Management.

One hears that the Chinese are experimenting with a vacuum-driven, power generation device that uses water as fuel. We hear about other non-threatening alternatives using hydrogen. The Canadians are advancing with that potential. Hydrogen peroxide is said to have a safe, efficient power production potential. In India, a Nicholas Tesla-derived perpetual motion device reportedly is in practical use. Then there are the advances in wind, geothermal, solar, tidal power, heat pump, thermal storage, and other technologies. The timely positioning of such benign technologies is one of civilization's prime political challenges.

What serves to hide such sustainable appropriate technologies has been a combination of professional, governmental, corporate preemption, and scientific orthodoxy obstacles. When combined politically, they protect the unsustainable status quo. When added to the deception, subversion, and investment preemption that abound in the economies of modern civilization, they pose civilization's greatest barrier to cures for its untenable historic patterns of eco-destruction.

Sustainability as an Explosion That Lasts

Whatever it may mean, sustainability has exploded onto the scene within the past 2 to 3 years! Hundreds of conferences have been held to explore it. Communities, universities, corporations, writers and clerics are involved.

Near the head of the line are the Sustainable City Project communities of San Jose, San Francisco, Portland, Ore., and a score of advisory communities. All three places keep

up with each other now. Each has secured sizable citizen input, media cooperation, and private sector collaborations. The project has devised a strategic menu to put energy considerations into place within prevailing urban priority agendas. San Jose has an analysis service for commercial construction, a residential rating system, audits for industrial sites, and a strategy replete with committees and plans for a new public institute. San Francisco deals in more long-term objectives with three targeted areas: commercial building codes, large development resource planning — in 1988 they produced the first urban design, energy guide manual — and a transportation management process. Portland has worked to expand its state-of-the-art policy for energy begun in 1978.

In 1989 Richmond/Wayne County, Ind., population 68,000, put on a four-day workshop on Sustainable Urban-Rural Enterprise or "SURE." Since then, a citizens' coalition has been chartered as SURE, Inc. to raise the dialogue on their subject to audible levels. This has engaged the local Chamber of Commerce, their unions, Earlham College, and Indiana University East. Ball State University's Center for Energy Research/Education/Service at Muncie has provided the community with three years of applied project, major multi-disciplinary technical assistance. SURE is now completing what we call a "sustainability scan" of noteworthy activities and features of their small bioregion. The city and county governments are undertaking a range of new actions thanks to the flow of helpful information and encouragements from SURE, Inc.

Other community groups introducing comparable arrangements to those of SURE-Richmond/Wayne include Sarasota's Florida House Foundation's "Campaign for SURE," the Sustainable Cambridge (Mass.) Coalition, Sustainable Seattle, the Los Angeles Ecological Cities Coalition, the combined efforts of Lancaster (Penn.) Mediation Center and Lancaster County Environmental and Heritage Alliance, Santa Fe's Community Economic and Ecological Development Institute, and Santa Barbara's Gildea Institute.

Toward Coherent Understanding

When the wake-up call from Heaven or Hell comes, where will Americans have stood on the "s" word issue — on sustainability? "Sustainability" is a potent word, precisely because of what it means. It offers a rhetorical handle by which to gain coherent understanding that is central to both the pragmatic and the ethical contexts of current reality. Coherency is

sustainability's great potential consequence — its greatest promise for these pivotal times — for it is to demand the truth of us.

Where better to begin with truthful answers than where we live — at the level of community?

See page 15, col. 3, for author's resource list.

Abridged and revised version of "Creating Community Sustainability — Our Civilization's One Ethical Choice," a plenary address before the "EcoCommunities: Toward Global Sustainability" Conference at Cornell University, Ithaca, NY, April 30–May 2, 1992. © 1992 Andrew F. Euston, FAIA.

Choosing For Community Sustainability — 16 Considerations

1. Our civilization's choices now derive from our economics.

2. Our civilization's economics have undercut our species by causing calamitous biospheric destruction and ecological disruptions.

3. Our economics should therefore derive from our civilization's basic reality — defined here as an urban-rural industrial civilization, utterly dependent upon natural ecology.

4. Our individual and collective identity today is therefore as citizens of this urban-rural industrial civilization.

5. Billions of people — about 60% of us — dwell in urbanized settlements already.

6. As our species persists with its geometric population increases it is fast becoming dependent as a whole upon urban civilization.

7. Our species' collective identity as urbanized citizens leads us to our prime responsibility to self, others, and descendants — specifically to reconcile our urban civilization with its biosphere supports.

8. This responsibility has become an overriding matter of ethics, economics and urgency for our species, this re-balancing of urbanized civilization with the biosphere that it depends upon.

9. For the concerned individual, this re-balancing that our species must so urgently attain can begin at the level of community — in cities, in towns, in counties, and even at the scale of bioregions, when organized as large but manageable units of ecology.

10. Our choice ahead for coming to terms with our lives, our future, and the fate of all future generations can be understood, therefore, as the choice for creating sustainable communities.

11. To honor our identities as citizens of urban-rural industrial civilization, we must be active about the specific economic and physical choices that are available at the level of community.

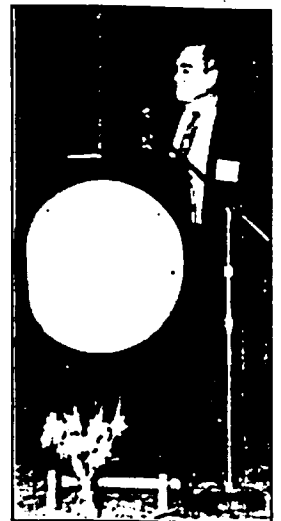
12. Creating sustainable communities also requires that, beginning at the local community level, we as a species must rethink, reshape and redesign our ethical, economic and physical choices.

13. In this decade of millennial transition, America must decide between choosing for sustainability through deliberate community enterprise or choosing for delays that risk limiting us to the choice of survival alone.

14. The choice for sustainability is a choice for creativity and enterprise — a hopeful choice, whereas, the choice for survival is a dismal one.

15. Here in America, the challenge of choosing for community sustainability becomes, at base, a challenge of choosing for sustainable enterprise and making it operational within our system of economics — in many ways a perfectly natural choice for people of pioneering spirit.

16. Globally, this forced conjunction of economics, of urbanization, and of civilization's dependence upon sensitive biospheric ecological systems can serve to unify us as a species. A new generative pragmatism — one that re-balances today's traditions of male-dominated generativity with the timeless pragmatism of female nurturance — may be possible through these means. It can define a commonly held basis for individual and collective identities for perhaps the first time in our two and one half million years of evolutionary history. This emergent grasp of reality can serve to overcome the divisiveness that would fatally delimit our familiar, traditional understanding of reality.



Andrew F. Euston, from the U.S. Department of Housing and Urban Development, gave his personal views about the role of public policy in creating sustainable communities.

Community Sustainability Across America: A Sampling of Principles and Projects

by Susanna MacKenzie Euston

President/Executive Director, Community Sustainability Resource Institute

Editor, *Community Sustainability Exchange*

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Today as many communities across America face economic, ecological, and social decline, there is much debate on how to reverse this disturbing trend. What is becoming clear is that we can't solve our communities' problems with the outworn, quick-fix, segmented approaches of the past. New ways, that embrace creative processes, emphasize long-term thinking and inspire citizens to unite in proactive efforts to improve their communities, are needed.

In response, a number of innovative individuals and organizations have been exploring and developing principles, programs and technologies that offer the promise and hope of eventual stability and health for our communities—or *community sustainability*. This article looks at principles that support the evolution of community sustainability, several community case studies, and examples of tools that communities may use to explore their options.

Because each community's personality and resources are unique, processes to reach community sustainability necessarily vary. Some have been "doing" sustainable community development without calling it such for years. In fact, the community whose story follows just barely had environment, much less sustainability, on its "radar screen" when its citizens began working together in 1984.

One Community's Story

In a series of events over a five month period, more than 1700 people joined together to shape their community's future. Historically, the inspiration behind the effort originated around Earth Day 1970 when the city gained the distinction of being the "worst polluted city" in America. At that time, steps were taken by government and business to improve the city's air quality, a goal significantly realized by 1974. But air pollution wasn't the only problem and 1984 found the city in a state of general decay: Infrastructure and housing were crumbling, the quality of education was suffering, the economy was depressed, social problems were rampant and morale was low. Desperation finally brought the city's citizens together in a public participation process that provided an open forum and welcomed all ideas for pulling the city out of its chasm of despair. Out of that process a new vision was born, one that brought a different kind of recognition to Chattanooga, Tenn.,

during Earth Day 1990—that of the “nation’s best turn around story.”

The “turn around” of Chattanooga went beyond clean air to include downtown and neighborhood revitalization, capital investments worth several hundred million dollars that have stimulated the economy, expansion of the job base, and the development of needed social and educational programs. Although its original exercise, sponsored by Chattanooga Venture, included only one environmental goal out of 40, many environmental benefits, including an extensive greenway system, flowed from the consensus to make the community a more healthful and beautiful place in which to live. As civic pride took over, it propelled a metamorphosis that has established Chattanooga as a model for similar processes in other communities across America. In 1993, the community came together again to reassess and clarify their direction and build upon their successes. Today, its newly completed Re-vision 2000 process, in which over 3,000 people participated over a two month period last year, has further expanded the community’s environmental, economic and social goals for the next six years. In all, the city’s process is an example of a nascent community sustainability initiative at its best.

The Community Sustainability Movement

The community sustainability movement has been underway for several years in the United States. What is “community sustainability”? The United Nations’ Brundtland report defined its antecedent, sustainable development, as development “that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.”¹ The goal or ethic of community sustainability builds upon the U.N. definition, with the process to reach it emphasizing economic development that considers its impacts upon, and is balanced with, a community’s natural ecological systems of support, and that enhances the quality of life for all. The process involves the evaluation and moderation of human choices upon the entire community. Integral to that process is a fundamental understanding of the interrelatedness of economic, ecological, built and social systems, and their impacts, favorable or unfavorable, upon one another. Ultimately, a balance-seeking process is involved where one system is not developed at the expense of, but rather in harmony with, the others.

Creating Community Sustainability: Some Considerations

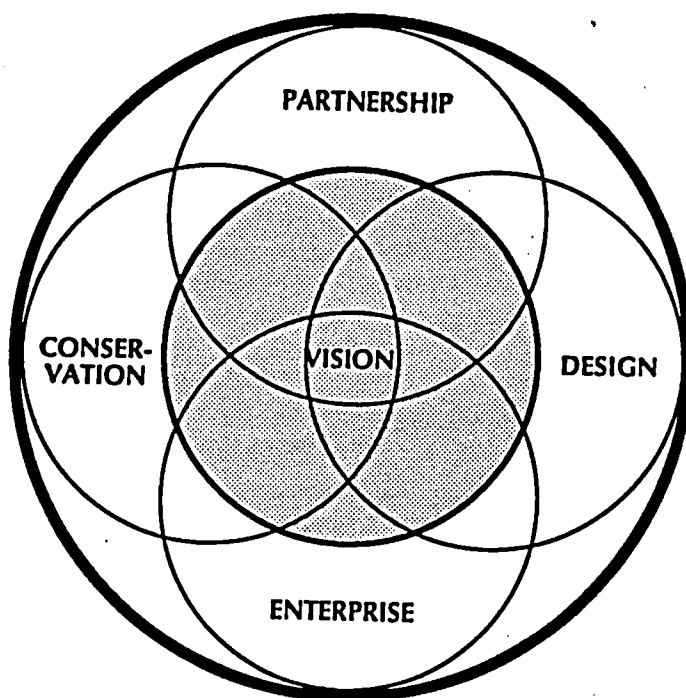
Also integral to the discussion of community sustainability is community “scale”: Although community occurs at many levels—family, neighborhood, city, county, bio-region, state, nation, or planet—a discussion of community sustainability is most practical at local levels where every

person can be heard, contribute and exert leverage on community choicemaking.

Another consideration is community "contexts." The broad topic of community may be interpreted to include the following four, major, interrelated contexts: Community Partnership, Community Enterprise, Community Conservation and Community Design. Essential to the relationship and function of these contexts is Community Vision. An understanding of these theoretical contexts, their linkages to and potential impacts upon one another and upon the whole, can help communities more clearly and thoughtfully evaluate their economic, ecological, physical and social choices as they work toward creating community sustainability:

- *Community partnership* implies the building of harmony and consensus, purpose and shared goals among a community's diverse base of citizens. It is inclusive, bringing all stakeholders from the public, profit and non-profit sectors to the process, a process that can bridge racial, cultural, ethnic, lifestyle and age groups.
- *Community enterprise* is the business of creating a strong, diverse base of local urban and rural/ agricultural products and services, which can provide a community increased stability in the midst of an uncertain global economy. It is also about developing information systems and

COMMUNITY CONTEXTS



cultural options that support a community's functional, intellectual and social viability. True-cost accounting becomes the basis for economic decisions, which are made with the long term health of the community in mind.

- *Community conservation* addresses non-physical concerns such as cultural diversity and skills, as well as the physical environment, local to global, including the natural environment, natural resources, rural agricultural lands, and the urban or rural built environment.
- *Community design* is a particularly vital element of community sustainability, providing a physical context and a vehicle in which community partnership, enterprise and conservation can flourish or decline. The relationship of homes, businesses and cultural opportunities to one another, and the transportation methods that support their interrelationships, increase or diminish the ability of citizens to relate to the community in healthy, productive ways, and impacts the environment in myriad ways. The process to determine community design can provide a vehicle for citizen participation and consensus-building in a community that is in search of balance and regeneration.

Community vision is the thread that binds; it is the glue. It is a reciprocal process that creates and at the same time supports the other four contexts. Implicit in the modern sense of "vision," or "visioning," is a strong sense of commitment to transformation. Where an idea is the forerunner of manifesting anything either physical or non-physical, vision breathes life into the idea. A shared vision created by the citizens of a community—in a broad-based, citizen participation process—authorizes, authenticates, and empowers community choices and the methods used to achieve them.

In all, community sustainability builds upon an empowered, involved citizenry. It evolves not from a "top-down" process but rather from a unifying of disciplines, economic sectors and otherwise diverse populations that work together toward an understanding of a community's present needs and a plan to achieve its future sustainability. Communities across America are beginning to work with these concepts in a unified way to realize sustainability. Let's take a look at a few of these communities, as well as some initiatives that address concrete, physical aspects of sustainability.

Broad-Based Community Sustainability Initiatives

Continuing our exploration of Chattanooga, Tenn., we learn that a very simple question—"What do you want your community to look like in the year 2000?"—was asked of its citizens in both of

their visioning processes: It was not complicated with economic, environmental or sustainability theory or rhetoric. It was simple and to the point. Each person could relate to it in his or her own way. The answers provided during Vision 2000 produced 40 community goals that inspired over 200 projects that led to the benefits noted in the first paragraph of this article. Chattanooga's Revision 2000 process asked the same question, and yielded 27 further goals shaped from some 2,500 suggestions. Since Revision 2000, several significant projects have been developed that include: a number of new greenways; a public/private partnership between an electric vehicle manufacturer and the Chattanooga Area Regional Transportation Authority (CARTA) that is replacing fossil-fuel run, public transportation with electric busses; and a new city-wide curbside recycling program, the new, downtown center for which will provide employment to the physically and mentally challenged; and an energetic program supporting neighborhoods (about 10, to date) in visioning, goal-setting and implementation strategy planning processes. A world away from the traditional industrial city of 10 years ago, Chattanooga's overall goal is to become an international environmental and sustainability center.

Sarasota, Fla., is another community where a more traditional participative process was employed last year to shape a vision for the county's future—but with a focus on sustainability. A month-long series of town meetings, facilitated by the Florida House Foundation, culminated in the 20 / 20 Foresight Sarasota County Design Charette aided by an out-of-county, volunteer design assistance team. Held over a long weekend, and consisting of presentations by leaders from the public, profit and non-profit sectors, with written input from 700+ other citizens, the team reviewed the testimony and organized the community's inputs into an eight-page supplement to (and paid for by) the local newspaper. Summarized was Sarasota's vision for their county in the areas of land use, mobility, communications, ecology, neighborhood and community, agriculture/aquaculture and economics going into the 21st century. As a member of that team, I watched the transformation of participants who, although polarized (environmentalists and developers, for example) at the beginning, became active partners in visioning their county's future by the end of the process.

In other communities—Richmond/Wayne County, Ind., and Arlington, Va., for example—citizens have formed coalitions to support education around, and projects to achieve, sustainability. Richmond/Wayne County's group, Sustainable Urban/Rural Enterprise (S.U.R.E.) Inc.—formed in 1989 as an outgrowth of a program called Sustainable Enterprise Explorations of the U.S. Dept. of Housing and Urban Development's Energy Division²—began with the rekindling of the local farmer's market and a diversification the local agricultural base. The group has identified a 10-year list of goals that include the development of urban garden centers, infill housing, energy efficiency, housing rehab, and the use of permeable pavement. It has also devised a curriculum for sustainabil-

ity education.

The Arlington Community Sustainability Network, underway now for a year, has held monthly public meetings to explore sustainability principles and options for the community. It sponsored an energy fair last year and is currently involved in a community visioning process.

State and National Initiatives

States, too, have picked up the sustainability banner. Minnesota is seeking "ways to go about the business of protecting the environment and developing the economy" with their Minnesota Sustainable Development Initiative as a beginning framework. Kentucky hosted the United States first national gathering in response to Agenda 21 of the Rio conference in May 1993. In 1992, New Mexico's Department of Environment and the Governor's office sponsored a three-day conference, *Toward a Sustainable Environment in 1992*.³

On the national level, the President's Council on Sustainable Development (PCSD) was established in June 1993 by President Clinton. The council's 25 members—from business, industry, environmental and conservation organizations and other non-governmental organizations, as well as Cabinet members—will "explore and develop policies that encourage economic growth, job creation, and effective use of our natural and cultural resources." The Council meets quarterly, most recently (after two meetings in Washington, DC) in Seattle, Wash. Future meetings will be held in Chicago, Ill., Washington, D.C., and Chattanooga, Tenn.

Technologies to Support Community Sustainability

There are an increasing number of innovative tools available to communities in their quest for sustainability.

Appropriate building technologies are being pioneered in many venues across America. Leading innovators in this area include the Center for Maximum Potential Building Systems in Austin, Texas, which has pioneered in indigenous building material use and leads in formulation of green builder incentive programs (City of Austin) and construction standards for public buildings (State of Texas); and the Center for Resourceful Building Technology in Missoula, Montana, which has produced a demonstration house using predominantly recycled materials.

Computer related tools include communications opportunities on computer networks, such as Econet and the Internet, and computer-aided planning and design software. Examples of software

include: PLACES (Planning for Community Energy, Environmental and Economic Sustainability) developed under the sponsorship of the state energy agencies of California, Oregon, and Washington, GIS (Geographic Information Systems) and a variety of visual simulation software that can allow a community to see what proposed options for development look like *before* they are chosen.

Academic programs in sustainability are beginning to show up at universities around the country, with Slippery Rock University of Slippery Rock, Penn., the first to offer a master's degree program in this emerging field. Slippery Rock's program consists of three tracks: "agroecosystem" ecology (sustainable agriculture), built environment energy management, and sustainable resources management.

The movement toward community sustainability is picking up speed and will hopefully reach critical mass short of the 10 to 20 years scientists estimate we have in which to get the rebalancing of the planet's ecology underway. And there are the many urgent questions surrounding humanity's social and economic future.

But the many exciting sustainable community development projects underway around the United States and the world can give us all renewed hope. The important thing is to bring these concepts and technologies into our own communities, explore their relevancy to our unique situations, test them, modify them, or redesign them to fit our needs—or better yet, come up with fresh approaches that can expand our options for a sustainable future.

1 The United Nations' World Commission on Environment and Development, *Our Common Future*, Oxford University Press, 1987.

2 Sustainable Enterprise Explorations, c/o Andrew F. Euston, Senior Urban Design & Energy Program Officer (CPD), U.S. Department of Housing & Urban Development, Room 7244, Washington, DC 20410

3 Scruggs, Patricia, *Guidelines for State Level Sustainable Development*, Center for Policy Alternatives (1875 Connecticut Avenue, N.W., Suite 710, Washington, DC 20009), 1993.

For more information on community sustainability initiatives around the country, contact the Community Sustainability Resource Institute, P.O. Box 11343, Takoma Park, MD 20913; Phone 301 588 7227.

UNION OF CONCERNED SCIENTISTS

PRESS RELEASE

EMBARGOED UNTIL:
10:00 am, Wednesday, November 18, 1992

CONTACT: Eileen Quinn
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(202) 332-0900

WORLD'S LEADING SCIENTISTS ISSUE URGENT WARNING TO HUMANITY

Many of the world's most prominent scientists, including a majority of the science Nobel laureates, appealed to the peoples of the world to take immediate action to halt the accelerating damage threatening humanity's global life support systems. The "World Scientists' Warning to Humanity," signed by 1,575 scientists from 69 countries, has been sent to government leaders of all nations.

The Warning catalogs the damage already inflicted on the atmosphere, oceans, soils, and living species, and stresses that continuation of many destructive human activities "may so alter the living world that it will be unable to sustain life in the manner that we know....A great change in our stewardship of the earth and the life on it, is required, if vast human misery is to be avoided and our global home on this planet is not to be irretrievably mutilated."

Dr. Henry Kendall, a Nobel laureate (1990, Physics), and Chairman of the Union of Concerned Scientists, coordinated the appeal. Signers include 99 out of the 196 living scientists who are Nobel laureates, as well as senior officers from many of the most prestigious scientific academies in Europe, Asia, North America, Africa, and Latin America.

"This kind of consensus is truly unprecedented," remarked Dr. Kendall. "There is an exceptional degree of agreement within the international scientific community that natural systems can no longer absorb the burden of current human practices. The depth and breadth of authoritative support for the Warning should give great pause to those who question the validity of threats to our environment."

The appeal focuses on the environmental and resources damage caused by overconsumption in the industrialized countries -- the world's largest polluters -- and the pressures on the environment caused by poverty and spiralling populations in the developing world. The scientists emphasize the urgency of the problem. As they note in the appeal, "No more than one or a few decades remain before the chance to avert the threats we now confront will be lost and the prospects for humanity immeasurably diminished."

Calling for a new ethic in caring for ourselves and the earth, the signers of the Warning ask for the help of their scientific colleagues, heads of governments, business and industrial leaders, religious leaders, and citizens throughout the world. Specifically, the Warning identifies five critical tasks:

- more -

Developing nations must realize that environmental damage is one of the gravest threats they face, and that attempts to blunt it will be overwhelmed if their populations go unchecked. The greatest peril is to become trapped in spirals of environmental decline, poverty, and unrest, leading to social, economic and environmental collapse.

Success in this global endeavor will require a great reduction in violence and war. Resources now devoted to the preparation and conduct of war — amounting to over \$1 trillion annually — will be badly needed in the new tasks and should be diverted to the new challenges.

A new ethic is required — a new attitude towards discharging our responsibility for caring for ourselves and for the earth. We must recognize the earth's limited capacity to provide for us. We must recognize its fragility. We must no longer allow it to be ravaged. This ethic must motivate a great movement, convincing reluctant leaders and reluctant governments and reluctant peoples themselves to effect the needed changes.

The scientists issuing this warning hope that our message will reach and affect people everywhere. We need the help of many.

We require the help of the world community of scientists — natural, social, economic, political;

We require the help of the world's business and industrial leaders;

We require the help of the world's religious leaders; and

We require the help of the world's peoples.

We call on all to join us in this task.

WORLD SCIENTISTS' WARNING TO HUMANITY

INTRODUCTION

Human beings and the natural world are on a collision course. Human activities inflict harsh and often irreversible damage on the environment and on critical resources. If not checked, many of our current practices put at serious risk the future that we wish for human society and the plant and animal kingdoms, and may so alter the living world that it will be unable to sustain life in the manner that we know. Fundamental changes are urgent if we are to avoid the collision our present course will bring about.

THE ENVIRONMENT

The environment is suffering critical stress:

The Atmosphere

Stratospheric ozone depletion threatens us with enhanced ultra-violet radiation at the earth's surface, which can be damaging or lethal to many life forms. Air pollution near ground level, and acid precipitation, are already causing widespread injury to humans, forests and crops.

Water Resources

Heedless exploitation of depletable ground water supplies endangers food production and other essential human systems. Heavy demands on the world's surface waters have resulted in serious shortages in some 80 countries, containing 40% of the world's population. Pollution of rivers, lakes and ground water further limits the supply.

Oceans

Destructive pressure on the oceans is severe, particularly in the coastal regions which produce most of the world's food fish. The total marine catch is now at or above the estimated maximum sustainable yield. Some fisheries have already shown signs of collapse. Rivers carrying heavy burdens of eroded soil into the seas also carry industrial, municipal, agricultural, and livestock waste - some of it toxic.

Soil

Loss of soil productivity, which is causing extensive land abandonment, is a widespread byproduct of current practices in agriculture and animal husbandry. Since 1945, 11% of the earth's vegetated surface has been degraded - an area larger than India and China combined - and per capita food production in many parts of the world is decreasing.

Forests

Tropical rain forests, as well as tropical and temperate dry forests, are being destroyed rapidly. At present rates, some critical forest types will be gone in a few years, and most of the tropical rain forest will be gone before the end of the next century. With them will go large numbers of plant and animal species.

Living Species

The irreversible loss of species, which by 2100 may reach one third of all species now living, is especially serious. We are losing the potential they hold for providing medicinal and other benefits, and the contribution that genetic diversity of life forms gives to the robustness of the world's biological systems and to the astonishing beauty of the earth itself.

Much of this damage is irreversible on a scale of centuries or permanent. Other processes appear to pose additional threats. Increasing levels of gases in the atmosphere from human activities, including carbon dioxide released from fossil fuel burning and from deforestation, may alter climate on a global scale. Predictions of global warming are still uncertain — with projected effects ranging from tolerable to very severe — but the potential risks are very great.

Our massive tampering with the world's interdependent web of life — coupled with the environmental damage inflicted by deforestation, species loss, and climate change — could trigger widespread adverse effects, including unpredictable collapses of critical biological systems whose interactions and dynamics we only imperfectly understand.

Uncertainty over the extent of these effects cannot excuse complacency or delay in facing the threats.

POPULATION

The earth is finite. Its ability to absorb wastes and destructive effluent is finite. Its ability to provide food and energy is finite. Its ability to provide for growing numbers of people is finite. And we are fast approaching many of the earth's limits. Current economic practices which damage the environment, in both developed and underdeveloped nations, cannot be continued without the risk that vital global systems will be damaged beyond repair.

Pressures resulting from unrestrained population growth put demands on the natural world that can overwhelm any efforts to achieve a sustainable future. If we are to halt the destruction of our environment, we must accept limits to that growth. A World Bank estimate indicates that world population will not stabilize at less than 12.4 billion, while the United Nations concludes that the eventual total could reach 14 billion, a near tripling of today's 5.4 billion. But, even at this moment, one person in five lives in absolute poverty without enough to eat, and one in ten suffers serious malnutrition.

No more than one or a few decades remain before the chance to avert the threats we now confront will be lost and the prospects for humanity immeasurably diminished.

WARNING

We the undersigned, senior members of the world's scientific community, hereby warn all humanity of what lies ahead. A great change in our stewardship of the earth and the life on it, is required, if vast human misery is to be avoided and our global home on this planet is not to be irretrievably mutilated.

WHAT WE MUST DO

Five inextricably linked areas must be addressed simultaneously:

1. **We must bring environmentally damaging activities under control to restore and protect the integrity of the earth's systems we depend on.**

We must, for example, move away from fossil fuels to more benign, inexhaustible energy sources to cut greenhouse gas emissions and the pollution of our air and water. Priority must be given to the development of energy sources matched to third world needs — small scale and relatively easy to implement.

We must halt deforestation, injury to and loss of agricultural land, and the loss of terrestrial and marine plant and animal species.

2. **We must manage resources crucial to human welfare more effectively.**

We must give high priority to efficient use of energy, water, and other materials, including expansion of conservation and recycling.

3. **We must stabilize population. This will be possible only if all nations recognize that it requires improved social and economic conditions, and the adoption of effective, voluntary family planning.**

4. **We must reduce and eventually eliminate poverty.**

5. **We must ensure sexual equality, and guarantee women control over their own reproductive decisions.**

The developed nations are the largest polluters in the world today. They must greatly reduce their overconsumption, if we are to reduce pressures on resources and the global environment. The developed nations have the obligation to provide aid and support to developing nations, because only the developed nations have the financial resources and the technical skills for these tasks.

Acting on this recognition is not altruism, but enlightened self-interest: whether industrialized or not, we all have but one lifeboat. No nation can escape from injury when global biological systems are damaged. No nation can escape from conflicts over increasingly scarce resources. In addition, environmental and economic instabilities will cause mass migrations with incalculable consequences for developed and undeveloped nations alike.

- Exerting control over environmentally damaging activities to restore and protect the integrity of the earth's systems that we depend on;
- More effective management of resources crucial to human welfare;
- Improving social and economic conditions in developing nations and expanding access to effective, voluntary family planning in order to stabilize the world's population;
- Reducing and eventually eliminating poverty; and
- Guaranteeing sexual equality, including recognizing women's control over their own reproductive decisions.

These areas are inextricably linked and must be addressed simultaneously. The Warning documents the need for prompt and comprehensive solutions that address the root causes of environmental damage and unrestrained population growth. It notes the obligation of the developed nations to provide aid and support to developing nations.

"We are endangering the ability of our world to support humanity," notes Dr. Kendall. "We simply cannot continue the course we're on; nature won't allow it. We must all pay careful attention to the words of this distinguished group of scientists and act before it is too late."

Sustainability Comes to Main Street

Principles to live—and plan—by.

By Timothy Beatley and
David J. Brower, AICP

"Sustainable" has become the decade's newest buzzword. The term came into wide use in the late 1980s with publication of *Our Common Future*, the report of the World Commission on Environment and Development (often called the "Brundtland Commission" after its organizer, Gro Harlem Brundtland, the former prime minister of Norway). The idea was further spread by last year's Earth Summit in Rio, sponsored by the United Nations Conference on the Environment and Development. Speakers at these events made it clear that Planet Earth is in the midst of an ecological crisis.

It is a mistake, however, to associate the idea of sustainability only with developing countries and global issues. It can and must be accepted by developed countries because they (we) are the major consumers of the world's resources and the major producers of its waste and pollutants. They are the countries most in need of what has come to be called "sustainable development"—development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

In the U.S., the concept of sustainable development has been advanced by several recent developments. The idea has become the focus of the National Commission on the Environment, convened last year by the World Wildlife Fund, and it was highlighted by Vice President Albert Gore in his 1992 book, *Earth in the Balance*. In cities across the country, information networks and "sustainable community" coalitions have been formed to promote the concept.

The planning and design professions have begun to pay more attention to these subjects, too, as reflected by articles in planning journals and by a growing list of books reflecting the various perspectives on sustainability. The topic is beginning to show up in planning curriculums as well. The University of Virginia and the University of North Carolina offer courses on sustainable development. Conference programs are beginning to reflect the new interest, too. APA's national conference this month includes a panel on the topic,

and the overall theme of next month's American Institute of Architects national meeting is sustainable communities.

We believe that the planning profession should be paying even more attention to the concept of sustainability. The idea has the potential to make connections between the traditional concerns of city and regional planning and more recent concerns about such issues as the global environment and social inequity.

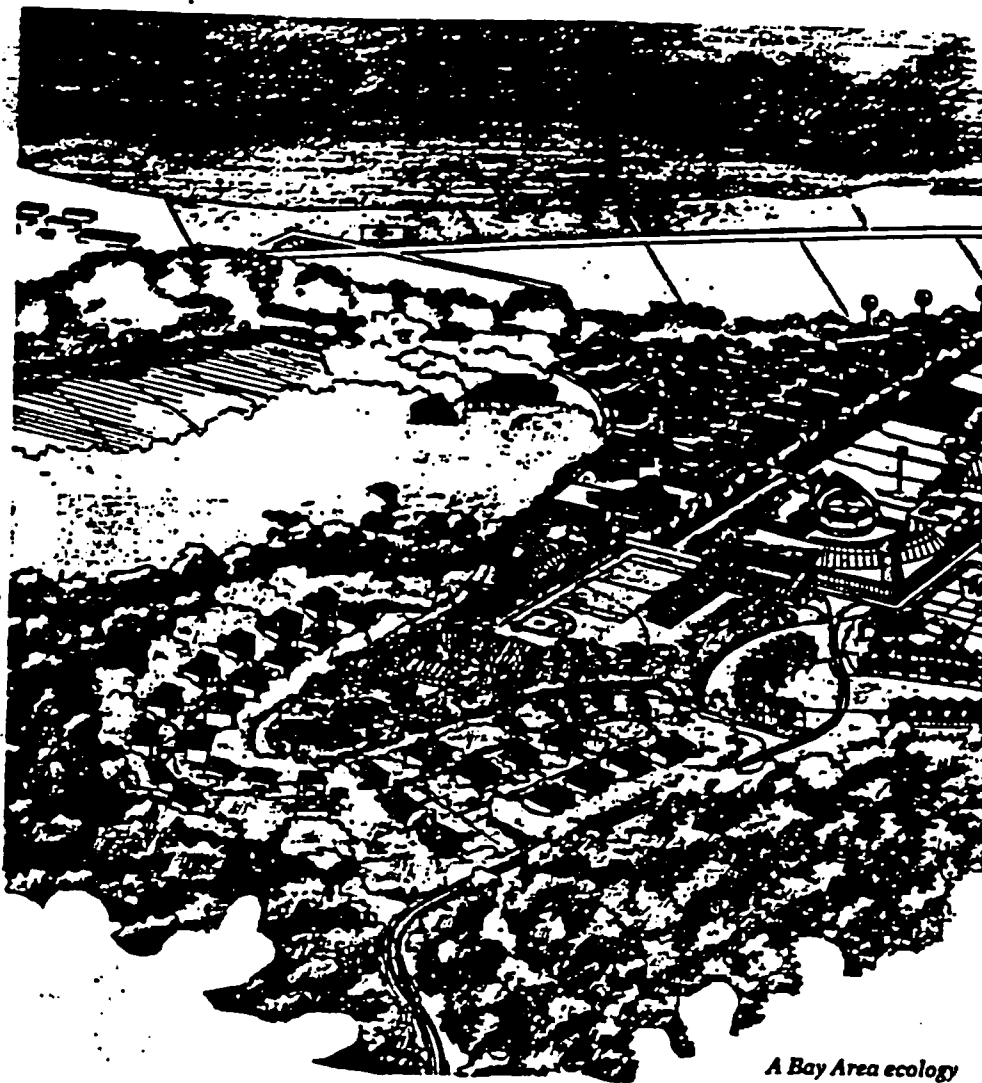
Sustainability is a fundamental organizing principle against which to evaluate all of a community's proposed actions and policies. It implies a search for creative ways of accomplishing change. It also suggests that public programs and policies will be viewed in an integrated fashion. Sustainable communities can no longer treat land use, the environment, housing, transportation, social services,

and safety as isolated issues. Rather, they will be viewed as overlapping issues that require integrated strategies.

In its most basic meaning, the word *sustainability* implies "lasting." And for us, sustainable communities are communities that will create places of enduring value.

The ecological city

Sustainable communities acknowledge environmental constraints—from limited groundwater and wetlands to global climate change. Current patterns of urban development and growth, and current strategies for organizing and operating human settlements, are wasteful, environmentally damaging, and ecologically unsustainable. Sustainable communities work to live within physical and biological limits.



A Bay Area ecology group has proposed that a model sustainable community be built at the Presidio, the San Francisco army base slated to become part of the Golden Gate National Recreation Area.



We recognize that most planners—and most communities—will have to implement this new idea incrementally, but it is our view that every American community has the potential to promote sustainability in meaningful ways. The idea is clearly *not* limited to unique places like Cerra Gordo, Oregon, or Arcosanti, Arizona.

Many localities already have adopted programs to protect sensitive lands through open space acquisition and growth management systems. Boulder, Colorado, with more than 20,000 acres of open space, is perhaps the best example. And Austin, Texas (in collaboration with Travis County and others), has developed a wildlife habitat conservation plan covering some 30,000 acres.

Sustainable communities aim at reducing the exposure of people and property to natural hazards. In North Carolina, both Charlotte and Raleigh have created greenways that will lessen flood hazards and create public open spaces. The Outer Banks village of Nags Head has adopted an innovative plan to regulate development in the path of coastal storms. Portola Valley, California, is steering new con-

struction away from areas of high geologic risk, and Los Angeles requires that buildings be retrofitted to withstand earthquakes and other natural hazards.

Sustainable communities seek to reduce air and water pollution and the consumption of nonrenewable resources. In 1990, for example, Toronto resolved to reduce its net carbon dioxide emissions by the year 2005. Portland, Oregon, has attracted commuters from their cars and onto an extensive light rail system. Davis, California, has long pushed for bicycle use. Cities like San Jose promote greater use of renewable energy sources such as solar energy, and others, including Tucson, set water conservation standards on new development.

Many cities have attempted to reduce solid waste through curbside recycling programs and collection pricing systems. Seattle has set a goal of reducing its waste stream by 60 percent in the next five years, and, through its recycling and waste reduction efforts, is moving in that direction. Berkeley prohibits the use of CFC-creating polystyrene plastic foam containers. Austin has a "Green Builder" program for evaluating the ecological soundness of designs and building materials proposed by participating builders.

Sustainable communities try to lessen the wasteful consumption of land by promoting more compact and contiguous development patterns—for example, by encouraging infill development. Again, Boulder and Portland are examples. Both have imposed urban growth boundaries to contain sprawl, to separate urban and rural areas, and to protect open space. Reducing urban sprawl and encouraging

higher average densities helps, in turn, to achieve many of the goals of environmental sustainability, from energy conservation to sensitive lands protection. More efficient land-use patterns also can create more vibrant urban spaces and can help to stop the separation of different classes and races of people within our metropolitan areas.

A sense of place

Sustainable communities promote a sense of place. The city of Denver has for many years restricted development in certain "view protection zones" to ensure the city's visual connection to the Rocky Mountains. And Austin has sought to protect views of the state capitol, arguably the symbolic center of the city. Sustainable communities are also aesthetically pleasing and visually stimulating communities.

The fields of architecture and urban design have much to offer in creating such communities. A positive sign is the great interest in recent years in neotraditional planning and the reexamination of the American small town. Sustainable communities should seek to promote a suitably human scale and the integration of activities and uses (the ability to walk to shopping and schools, the close proximity of home and work).

But sustainability involves more than design. Sustainable communities, borrowing from Jane Jacobs, seek to promote safety through land-use patterns that lessen opportunities for crime, and through such grass-roots strategies as community policing. They are also communities with a rich cultural life, vibrant public spaces,

After 23 years, Paolo Soleri's Arcosanti project near Phoenix is only three percent built, but it's still an inspiration for many. Soleri calls it an "arcology," defined as architecture and ecology working together to produce a new urban habitat.



and the kind of civic architecture that promotes interaction among different social and economic groups.

The socially just city

The communities we are talking about share a concern for all their citizens. They seek to eradicate poverty and ensure a dignified life for all residents. They strive to create spatial patterns and living environments in which all individuals and groups are treated fairly. And they involve all social and economic groups in decision making.

More specifically, a socially just city provides equal opportunity to all its residents. That means access to basic public facilities and services, such as health care, schools, and transportation, and adequate

and meaningful employment. Such a city seeks to act fairly in siting hazardous land uses so poor and minority areas won't bear the brunt.

Sustainable communities provide housing opportunities for all their residents. Under Oregon's state land-use planning law, for example, all cities must ensure that enough land is zoned to accommodate the full spectrum of housing types. In Massachusetts, local zoning can be overruled if affordable housing is at stake. And in New Jersey, state law obliges localities to provide their fair share of the affordable housing needed in their region.

Sustainable communities are democratic. They develop planning processes and decision structures that encourage public participation, and the involvement



Bamberton, near Victoria, British Columbia, calls itself the "first sustainable community." The Miami firm of Andres Duany and Elizabeth Plater-Zyberk was hired by the

What It Means to You

Admittedly, sustainability is a term whose exact meaning is exceedingly hard to pin down. But to its proponents, there's no doubt that it's worth the effort. "There is a lot of evidence," says the University of North Carolina's David Brower, "that continuing our current development patterns and practices will lead to catastrophe. It is our obligation as human beings, and especially as planners, to work toward the objective of sustainability."

To that end, Brower is offering a two-semester graduate planning course on sustainability beginning next fall. The first semester will examine the literature and "figure out how the idea can be incorporated into planning practice." The reading list will include Vice President Gore's *Earth in the Balance* and *Choosing a Sustainable Future*, the report on the Rio Earth Summit, published recently by Island Press (800-828-1302). The spring semester will be a workshop focused on a particular community. Tim Beatley says the University of Virginia offers a graduate seminar on the topic. Its aim is "to get students to think about how sustainability relates to urban planning and to cities."

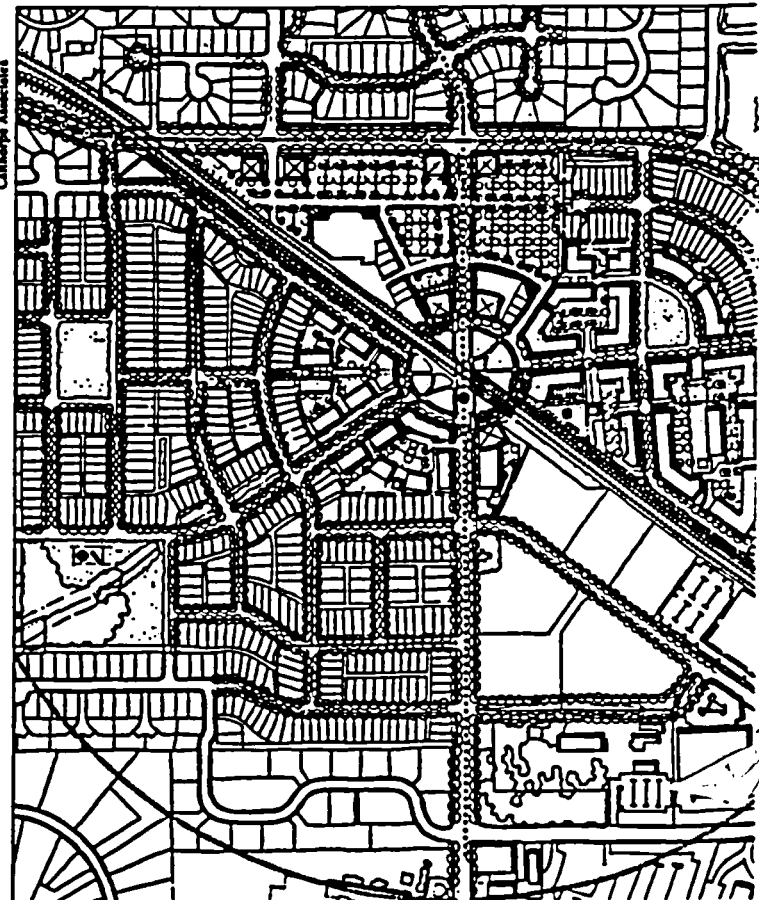
Both authors are also on the conference circuit. Brower will be part of a "Sustainable Cities" panel during this month's national APA conference in Chicago. It's one of several sessions on the topic. In June, Chicago hosts the American Institute of Architects conference, which has adopted sustainability as its general theme.

APA has become involved on another front, as a participant in the 40-member Alliance for a Sustainable Materials Economy. In February, the group sent a letter to President Clinton, urging his administration to work toward a resource-efficient economy by offering tax credits for community-based environmental enterprises, buying recycled products, supporting public-private materials recovery partnerships, and creating a special commission "charged with furthering national policies to create an economy that protects the environment, conserves natural resources, and employs our people."

According to Andrew Euston, senior urban design and energy program officer at the U.S. Department of Housing and Urban Development and in many ways the leading figure in the "sustainability movement," the real action is on the local level.

Six years ago, Euston started the "Sustainable Cities Project," which focused on energy-conservation activities in three cities, San Jose and San Francisco, California, and Portland, Oregon. The project is explained in a 1991 book published by Public Technology, Inc., (call PTI at 202-626-2400 for ordering information). A workbook is available from the energy office in each of the three cities.

Euston's particular interest now is to create what he calls "civic coalitions for sustainability." His model is a group he





South Island Development Corporation to design a community with the "look and feel of a small coastal village." Plans call for 12,000 residents on the 1,560-acre site.

of a variety of community groups. Sustainable communities make sure the interests of all groups are considered, and that all voices in the community are heard.

Putting it all together

While many of the goals and programs discussed here are not new or unique in planning, we believe that the vision of sustainable communities has the potential to connect them in compelling ways.

U.S. communities face new and serious ecological constraints—some at the local level, such as shrinking landfill capacity, some at the global level, such as long-term climate change. The concept of sustainability can help localities

respond to these challenges—while at the same time creating places of enduring value.

Vice President Gore argues in *Earth in the Balance* that environmental protection must become "the central organizing principle for civilization." In a similar spirit, and for similar reasons, we believe that planning must make sustainable communities the single organizing concept for planning now and into the 21st century.

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helped start in 1989 in Richmond and Wayne County, Indiana, under the rubric, "Sustainable Urban/Rural Enterprise." There are now many similar coalitions around the country; they're described in a newsletter called *S.U.R.E. Exchange* (call 301-588-7227 to order).

Recently, notes Euston, the states have started getting involved. The governor of Kentucky is sponsoring a conference May 25-28 in Louisville called "From Rio to the Capitols: State Strategies for Sustainable Development" (call 502-564-2611 for

details), and the Florida Cooperative Extension Service has scheduled "Community Sustainability: A Future That Works" in Sarasota. May 25-27 (call 813-951-4240).

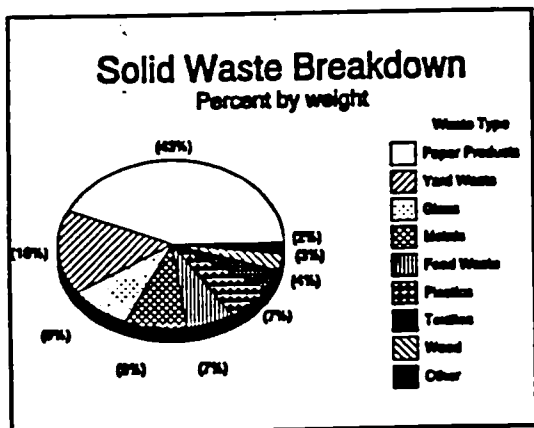
The next step is to involve the federal government. Ruston, for one, would like to see community sustainability made a centerpiece of the new administration's domestic policy.

For descriptions of actual projects—built and unbuilt—several publications are helpful. *Earthword* is an irregularly published "journal of environmental and social responsibility," produced by the Eos Institute in Laguna Beach, California (\$20 for four issues; call 714-497-1896 to order). *The Urban Ecologist*, published quarterly by a well-established nonprofit group called Urban Ecology in Berkeley, is "dedicated to developing and communicating a new vision of ecologically and socially healthy cities—or ecocities." (Annual membership is \$30; call 510-549-1724).

Sustainable Cities is a compendium of presentations made at the 1991 Ecocity conference in Los Angeles. It includes a plan by Joseph Smyth of Thousand Oaks for converting an old shopping center in Anaheim into a sustainable community. The book is \$20 from Eco-Home Media in Los Angeles (213-662-5207). Peter Calthorpe's new book, *The Post-Suburban Metropolis*, is due out this month from the Princeton Architectural Press (\$24.95 in paper). It is based on Calthorpe's belief that "environmentally benign places and technologies are fundamentally more humane and richer than those which are demanding and destructive of natural ecosystems." Calthorpe says the new book pays more attention to urbanism ("which makes communities socially vibrant and alive") than his 1986 *Sustainable Communities*, coauthored with Sim van der Ryn.

Finally, look for *The New Urbanism: Toward an Architecture of Community*, by Peter Katz, due out this fall from McGraw Hill. Katz, a marketing consultant in the San Francisco area, has surveyed 25 sustainable and neotraditional projects in the U.S. and Canada. Among them are a neotraditional development in Miami, the first test of Dade County's neighborhood traditional zoning code, and Bamberton, a major union-funded effort in British Columbia.

Ruth Knack, Planning



A "sustainability profile" produced last fall by the Sustainable Cambridge Coalition in Massachusetts pointed out that the average local resident generates 2.3 pounds of solid waste a day (better than the national average, which is four).

Peter Calthorpe produced this model of a "transit-oriented development" for 1000 Friends of Oregon. The light rail station is surrounded by the village green, with commercial development and high-density housing nearby. Radial streets connect to the townhouse and single-family neighborhoods.

CHANGING COURSE: AN OUTLINE OF STRATEGIES FOR A SUSTAINABLE FUTURE

Walter H. Corson

Current trends in population growth, resource use and environmental degradation may not be sustainable for more than a few decades. This article summarizes these trends, proposes a broad definition of sustainability that includes ecological, environmental, economic, social, ethical, cultural and political dimensions, and lists changes needed to make human activity more sustainable. Also considered are barriers to change, general strategies for change, specific agents and instruments of change, and inherent conflicts between social goals and ecological sustainability. More than a hundred indicators are identified for assessing progress towards ecological and societal sustainability at the global, national and local level. Examples are given of promising initiatives representing progress towards a sustainable future.

There is ample evidence that present rates of population growth, resource consumption and pollution are harming our air, water, land and other natural resources; the longer these unsustainable trends continue, the more they jeopardize our future well-being. Societies need to recognize the full environmental, economic and social costs of human activities, and develop strategies and incentives for change to ecologically and socially sustainable paths.

Unsustainable trends

The environmental impact of human activity is largely the product of three quantities: the number of people, the amounts of resources each person uses, and the environmental pollution and degradation caused by that resource use.¹ Between 1950 and 1990, the world's human population more than doubled (from 2.6 billion to 5.3 billion), domestic livestock population grew 1.8-fold (from 2.3 billion to 4.1 billion), grain consumption rose 2.6-fold, water use nearly tripled, fish consumption grew 4.4-fold, and energy use quintupled. Over the same period, global consumption of wood and copper roughly doubled; steel production quadrupled;

economic output nearly quintupled; industrial production grew sevenfold; aluminium output and the use of chemical fertilizers increased roughly 10-fold; world production of organic chemicals, major sources of air and water pollution, rose 20-fold; and global air travel, which causes significant atmospheric pollution, soared nearly 70-fold.²

On average, resource use per person nearly tripled between 1950 and 1990. This growth, coupled with a doubling of human population, resulted in roughly a sixfold increase in human impact on the global environment during the four decades.³ Human activity is now altering the Earth's basic life-support systems and cycles, including the atmospheric system and the carbon, nitrogen, sulphur, biologic and hydrologic cycles.⁴

Evidence of increasing human impact includes rising levels of greenhouse gases in the atmosphere, spreading acid damage to forests and lakes, depletion of the protective ozone layer, increasing fresh water scarcities, groundwater pollution, soil erosion and degradation, loss of forests and other habitats, depletion of marine fisheries, and extinction of plant and animal species.⁵

Dimensions of sustainability

As concern mounts over environmental threats and their implications for the future of life on Earth, interest is growing in the concepts of ecological and societal sustainability. Accompanying peoples' environmental concerns are anxieties about economic and social trends that broaden the interest in sustainability to include a wide range of issues. While ecological sustainability is a relatively new concept, if present trends continue, sustainability could soon become a major public issue.

The long-term aspect of sustainability is central to the widely cited definition of sustainable development from the 1987 report of the World Commission on Environment and Development, *Our Common Future*: 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.⁶ The concept of sustainable development may involve inherent conflicts between shorter-term economic and social goals and longer-term ecological sustainability. Conditions and practices considered socially desirable, such as high income levels and living standards, may result in environmental degradation and be ecologically unsustainable. And practices that appear sustainable in a local context may not be sustainable if they excessively deplete resources from surrounding areas or other regions.⁷

A survey of works on the topic suggests that sustainability is a multidimensional concept with a number of interrelated aspects or dimensions, including ecological, environmental, economic, technological, social, cultural, ethical and political dimensions.⁸ Regarding the ethical dimension, two aspects are emphasized: *intragenerational equity* (among individuals and groups living now), and *intergenerational equity* (between current and future generations).⁹ This article proposes indicators for 12 dimensions of sustainability, with examples for the global, national and local levels (see 'Monitoring progress towards sustainability' below).

Needed changes

Many studies have considered the kinds of changes necessary to reverse current trends and shift to a sustainable course. A sustainable future will require shifts in personal values, beliefs, attitudes and goals, and substantial alterations of economic, social and political practices. The needed changes include the following:

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- *economic transitions* to economies that improve product quality rather than increase output, and include the cost of social harm and natural resource degradation in the price of goods and services;
- *resource transitions* to greater reliance on nature's 'income' of renewable natural resources, without excessively depleting nature's 'capital' of non-renewable resources;
- *environmental transitions* from activities that degrade natural resources to practices that protect and restore the biosphere and its life-support systems;
- *technology transitions* from resource-depleting, pollution-producing technologies to efficient, environmentally benign, sustainable methods in manufacturing, energy production and agriculture;
- *energy transitions* from inefficient energy use and heavy dependence on fossil fuels to efficient energy utilization and increased reliance on renewable, low-polluting energy sources such as solar power;
- *transportation transitions* from heavy reliance on fossil-fueled motor vehicles to the use of efficient options such as rail systems and low-emission vehicles utilizing electric motors and fuel cells;
- *agricultural transitions* from farming methods that rely heavily on chemical inputs and degrade croplands to low-input, regenerative practices that use organic fertilizers and integrated pest management;
- *dietary transitions* from resource-depleting, meat-centred diets to greater consumption of grains, cereals and other plant products;
- *demographic transitions* to low birth and death rates and stable or reduced human populations that are in balance with resource and environmental constraints;
- *lifestyle transitions* to sustainable consumption and behaviour patterns that emphasize the quality rather than the quantity of consumption;
- *social transitions* to societies that put people first, before bureaucracies and institutions; reduce poverty and meet basic human needs; and achieve an appropriate balance between rights and responsibilities;
- *gender transitions* from male dominance of public policy to full access for women to education and career opportunities, and full female participation in making and implementing decisions at all levels of society;
- *political transitions* to people-oriented policies, human-scale development programmes, and participation of all stakeholders in setting goals, making decisions and implementing policies;
- *information transitions* to improve the collection, management and dissemination of information about natural and social systems through improved education programs and means of communication;
- *ethical and worldview transitions* to views that reject the dominant, growth-oriented social paradigm; that recognize the need for more equity between wealthy and poor, and between present and future generations; that value natural resources and respect all forms of life; that see the Earth as a living, interdependent system in which people depend on a finite biophysical environment that imposes biological and physical restraints on human activities; and that recognize the need for stewardship of the Earth to ensure human survival.¹⁰

Barriers to change

There are many psychological, economic and social barriers to recognizing

environmental degradation and other unsustainable trends, and to making the personal and institutional changes needed to move towards a sustainable future. Such barriers include the following:

- peoples' inability to perceive that environmental degradation is occurring at all, or that it is occurring fast enough to require change;
- lack of perception that degradation represents a serious threat or could cause personal harm;
- misinformation, conflicting information and uncertainties about the seriousness of degradation, about its causes, or about the effectiveness of changing policies or behaviour designed to reverse the degradation;
- the assumption that it will be easier to adapt to environmental degradation than to prevent it;
- the belief that measures to reverse degradation would be difficult or costly, that costs would greatly outweigh benefits, or that possible benefits would be insufficient or delayed;
- the belief that the economic resources or physical means for causing change are unavailable, inaccessible or inadequate;
- the belief that action to reverse allegedly unsustainable practices is incompatible with one's beliefs or worldview (eg environmental protection is not compatible with the belief that natural resources should be exploited rather than conserved);
- institutional rigidity, bureaucratic momentum and unwillingness or lack of motivation to change long-standing policies or practices;
- the existence of organizations or groups with strong vested interests in the status quo that oppose change, or with views that deny the need for change.¹¹

General strategies for change

Many general strategies have been suggested for analysing and resolving the 'global problematique'—the complex, interrelated ecological and socioeconomic problems that characterize our current unsustainable course. Some of these strategies are listed below:

- change peoples' beliefs, worldviews and behaviour;¹²
- encourage respect for the rights and welfare of future generations; evoke the principle of intergenerational equity;¹³
- employ a holistic, integrated, multidisciplinary systems approach to problems, causes and solutions;¹⁴
- combine single sector and multisectoral or cross-sectoral analyses of problems and solutions;¹⁵
- design policies that address and alleviate several problems in different sectors;¹⁶
- redefine the scale of major problems and subdivide them into manageable parts;¹⁷
- develop consensus-building processes for solving problems;
- develop a sense of community as a context for seeking solutions to problems;
- employ mediation and conflict resolution methods in seeking solutions to problems involving opposed interests;
- involve all significant stakeholders in seeking solutions;
- anticipate and prevent problems before they become serious and difficult to correct;

- give priority to issues with a high probability of serious consequences;
- integrate criteria for sustainability into all sectors and levels of governance;
- generate organized pressure for change to move towards sustainability, and direct that pressure where it will have the greatest effect.¹⁸

Specific agents of change

Many specific agents and instruments of change have been proposed to alter unsustainable policies and behaviour. Some of these proposals are listed below:¹⁹

Changes in values, beliefs and lifestyles

- Promote an ecological worldview and a respect for all forms of life.
- Recognize each person's share of scarce natural resources such as land and fresh water.
- Recognize the distinction between inherent basic needs, and wants induced through advertising.
- Adopt simpler lifestyles and emphasize the positive pleasures of low-consumption lifestyles.
- Adopt a conserving orientation.
- Employ compelling metaphors, such as the Earth is a living system.²⁰

Economic and technological measures

- Estimate and publicize the full social and ecological costs of natural resources, goods and services.
- Phase out government subsidies for natural resources such as timber, water, minerals and grazing land so that their prices reflect the full costs of their use.
- Phase in full-cost pricing so producers and consumers begin to absorb the full costs of commodities.
- Implement 'sustainable development accounting' for nations, regions and business firms so their accounts include the costs of harm to natural and human resources caused by their activities.
- Implement ecological tax reform by increasing taxes on destructive activities such as pollution and deforestation, and lowering taxes on income from constructive activities such as work or savings.
- Reduce the external debts of developing nations through debt-for-nature exchanges and other means.
- Provide government incentives and form public-private partnerships to promote development and implementation of sustainable technologies.
- Direct government purchases to assist commercialization of efficient and resource-conserving technologies.
- Shift government support from military expenditures to sustainable enterprise projects and programmes to reduce poverty and protect the environment.
- Establish environmental standards for certification of consumer products.
- Promote environmentally responsible advertising.²¹

Population policies

- Create economic incentives for small families and phase out incentives that encourage reproduction.

- Make contraceptives and family planning services available to all who desire them.
- Improve healthcare, education and employment opportunities for women.
- Consider limiting births through a transferable birthright plan.²²

Improvements in governance

- Develop foresight capability in government for analysing long-term trends and their implications for policy.
- Implement principles of sustainability (eg integrated resource management) at all levels of government.
- Promote civic education and develop effective political leadership.
- Reorient national security policy, giving more emphasis to economic, social, demographic, environmental and natural resource factors.²³

Information management

- Increase public recognition that population growth, rising consumption and environmentally harmful technology are all important causes of environmental damage.
- Develop indicators of ecological and socioeconomic sustainability for nations, communities and business firms.
- Publicize indicators of sustainability on a regular basis similar to the reporting of economic indicators such as growth and unemployment rates.
- Make sustainability an integral part of news reporting.
- Increase the distribution and publicity for 'state of the world' reports and action agendas from authoritative groups.²⁴

Education

- Include 'state of the world' reports in formal and informal education programmes.
- Work for ecological literacy at all educational levels.
- Make ecological and societal sustainability an integral part of educational curricula and institutions.
- Employ role playing and visioning as a method to promote community sustainability.
- Incorporate sustainability themes in television programming.
- Use social marketing and motivational communication techniques through the mass media to alert the public to environmental threats, and to build public support for environmental protection and sustainable lifestyles.²⁵

Public participation

- Increase public participation in policy making on sustainability issues through public fora, conferences, dialogues and electronic town meetings involving representatives of all significant stakeholders, including business and industry; federal, state and local authorities; labour; scientists and technicians; educators; women; indigenous people; youth and children; grassroots organizations; and citizens groups.

- Use fora on sustainability issues to build coalitions and develop consensus on the issues.²⁶

The effectiveness of social change programmes

Social change efforts that focus mainly on alerting the public to threats such as environmental degradation or resource depletion are often inadequate for changing attitudes, and usually ineffective in altering behaviour. As noted above, motivational programmes must overcome obstacles to action such as misinformation on environmental issues and lack of specific information on how to act (eg how to use energy more efficiently).

The absence of a strong link between attitudes and behaviour suggests the importance of tangible economic and social incentives to promote change. While economic incentives have been shown to be important, non-financial aspects of social change efforts can make more difference in their effectiveness than the size of the incentive offered.

Many factors influence the effectiveness of social marketing initiatives and social change programmes. These include the nature of the social change message itself, how it is delivered, and whether the programme employs supporting strategies and engages a variety of groups in the social change process.

Among the priorities for effective social change programmes are the following:

- use a clear and convincing message, authoritatively and effectively delivered, that explains the need for change, likely benefits to be gained, and specific steps to be taken;
- employ a comprehensive programme for change involving a wide variety of strategies and techniques such as education and training, demonstration projects, media campaigns, legislative action and community support programmes;
- develop links with a wide variety of partners, including the media; public and private agencies; business; and professional, advocacy, and community groups;
- enhance the status and credibility of groups involved in the programme;
- use an appropriate mix of benefits, support services and means to overcome barriers to change;
- use a proactive approach, linking action based on previous experience with programmes designed to prevent undesirable future consequences, as in preventive medicine.²⁷

Monitoring progress towards sustainability

Information is available for creating indicators to estimate the degree of ecological and socioeconomic sustainability for communities and nations, and to assess progress towards sustainability at the local, national and global level. Data exist for all important dimensions and sectors, including the natural resource, economic, social and political sectors. Taken together, data for the various sectors of a community or nation can comprise a 'sustainability profile'. Numerical data (such as a country's population growth rate) and non-numerical information (such as the extent of a country's family planning programme) can both be converted to indicators. Indicator data can be used to calculate or estimate scale values, with data judged 'most sustainable' given a value of 10 or 100, and those deemed 'least sustainable' a value of 0.

Sectoral indicators can be combined into sustainability indexes for individual communities or nations. Indicator data from different years can show trends over time. Indicators can help judge the sustainability of current practices, allow comparisons between communities and between nations, and help define and publicize new standards and measures for assessing progress towards a sustainable future.²⁸

As discussed above, sustainability should be considered as a multidimensional concept. Table 1 gives examples of indicators for 12 dimensions of sustainability; natural resources and the environment (subdivided into 17 categories), transportation, economy, socioeconomic equity, social environment (with four subcategories), population, health, education, culture, recreation, political participation and involvement, and government stability and effectiveness.

Different socioeconomic factors may have different effects on ecological and environmental sustainability; for example, a high education level could contribute to ecological sustainability, while a high income level may have a negative ecological impact. Examination of the links between socioeconomic indicators and measures of ecological sustainability could help clarify to what extent different economic and social aspects of 'sustainable development' are ecologically sustainable.

In Table 1, indicators relevant to the global, regional, national, or local level are followed by a G, R, N or L, respectively. For categories in the natural resource dimension, the table includes indicators that measure the environmental impact of nations and communities both as a whole and on a per person basis. The table gives data sources for most indicators listed.

TABLE 1. INDICATORS OF SUSTAINABILITY: SELECTED EXAMPLES

Dimension	Indicator (G, R, N, and L denote global, regional, national, and local level)
<i>Natural resources and environment</i>	
Energy	Energy use, total and per person ^a (G,N,L) Energy efficiency index ^a (N), % of energy from renewable sources ^a (G,N,L) Energy imports as % of consumption ^a (N), Fossil fuel reserves ^a (G,N)
Non-fuel minerals	Aluminium consumption per person, % of aluminium recycled ^b (N) Metal reserves ^a (G), Metal reserves index ^a (N)
Solid waste	Municipal solid waste, total and per person ^{a,d} (G,N,L) % of glass and paper recycled ^{a,d} (N,L)
Hazardous waste	Hazardous waste generated, total, per person, and per km ² ^{a,d} (N,L) Emissions of selected gaseous, liquid and solid toxic substances (N,L)
Atmosphere and climate	Greenhouse gas emissions, total and per person ^a (G,N) Carbon emissions from energy use (G,N,L) Atmospheric concentration of carbon dioxide ^a (G), Average global air temperature ^a (G)
Acidification	Emissions of sulphur and nitrogen oxides, total and per person ^{a,b} (N) Acidity of rainfall, surface water, soil ^b (L)
Air pollution	Emissions of traditional air pollutants ^a (N) Concentrations of carbon monoxide, nitrogen and sulphur oxides, ozone ^b (L)

Table 1. continued

TABLE 1. CONTINUED

Dimension	Indicator (G, R, N, and L denote global, regional, national, and local level)
Ozone layer depletion	Consumption of ozone-depleting chemicals, total and per person ^b (G,N,L) Atmospheric concentrations of ozone-depleting chemicals ^a (G) Ozone layer depletion, global average and regional (G,R,N) Ultraviolet radiation levels (N,L)
Noise	% of population disturbed by traffic noise ^a (N,L)
Fresh water supply	Water withdrawals, total and per person ^{a,d} (G,N,L) Water withdrawals as % of water resources ^a (N,L) Renewable water supply per person ^a (N), Groundwater levels (L)
Fresh water quality	Nitrogen and phosphorus concentration in major rivers ^{a,e} (R) Concentration of nitrogen, phosphorus, and organic chemicals in surface and groundwater ^b (L) Biological and chemical oxygen demand ^b (L)
Food and agriculture	Index of food production per person ^{a,d} (G,N), Grain production per person (G,N) Food import dependency ratio ^a (N), % of food consumption produced locally (L) Pesticide use ^{a,b} (N), % of food produced without chemical pesticides (L)
Land and soil	Rate of rural to urban conversion (G,N), % of area in parks, gardens, open space (L) Land degradation as % of vegetated land ^a (G,R) Rate of soil loss from water and wind erosion (G,N)
Forests	% of land area in forest and woodland ^a (G,N,L) Deforestation rate ^{a,d} (G,N), Reforested area as % of deforested area ^a (G,N)
Natural habitat	% of land under protected status ^a (G,N) Number and extent of protected areas ^a (G,N,L), Protected area index ^a (N)
Wildlife	% of wildlife species at risk ^a (G,N,L), Species risk index ^a (N)
Marine resources, fisheries	Marine fish catch as % of estimated sustainable yield ^{a,e} (G,R) Coastal ocean pollution index ^a (N), Municipal and industrial discharges to coastal waters ^b (L) Total suspended solids and biological and chemical oxygen demand in coastal waters ^b (L)
Transportation	Total production of automobiles, bicycles ^a (G,N); Passenger cars per 1000 people ^a (G,N,L) % of people using public transportation (L), % of people using car pools (L) Measures of passengers and freight carried by air, rail and road ^{a,e} (G,N)
Economy	Gross world product per person ^a (G), Gross domestic product (GDP) per person ^a (N) Domestic national product corrected for harm to human and natural resources (N) Unemployment rate ^a (N,L), Inflation rate ^a (N) Budget deficit or surplus and export-import ratio as % of GDP (N)
Socioeconomic equity	% of population living in absolute poverty ^a (G) Income ratio of highest 20% of households to lowest 20% ^{a,e} (G,N) GDP per person for developing nations as % of GDP for industrial nations ^f (G) Years of schooling, females as % of males ^a (N), % of parliament seats held by women ^a (N)

Table 1. continued

TABLE 1. CONTINUED

Dimension	Indicator (G, R, N, and L denote global, regional, national, and local level)
<i>Social environment</i>	
Human development	Human development Index ^a (N,L), Life expectancy at birth ^a (G,N) Expenditures for education and health per person and as % of GNP ^a (G,N,L)
Housing	Average number of persons per room in housing units ^a (N,L)
Utilities	% of households without electricity ^a (N,L), Telephones per 1000 people ^a (N,L)
Security	Intentional homicides per 100 000 people ^a (N,L), War-related deaths ^a (G,N) Military expenditures as % of combined expenditures for education and health ^{a,j} (G,N)
Population	Annual rate of population increase, Birthrate per 1000 people, Population density ^a (G,N,L) Access to birth control index ^a (N), % of married couples using birth control ^{a,d} (G,N)
Health	Life expectancy at birth ^{a,d} (G,N,L), Infant death rate and child death rate ^{a,d} (G,N,L) Calorie supply and protein consumption per person, Access to safe drinking water ^a (N)
Education	Literacy index ^a (N), Schooling index ^a (N), Environmental awareness index (N) % of population over age 25 with high school education (N,L)
Culture	Daily newspaper circulation per 1000 people ^a (G,N), Radios per 1000 people ^a (G,N) Book titles published per 100 000 people ^a (N), Circulation of library materials per person (L)
Recreation	Public park area per 1000 people (N,L)
Political participation and involvement	% of population registered to vote (N,L) % of population voting in elections ^a (N,L) Political freedom index ^a (N) Civil rights index ^a (N)
Governmental stability and effectiveness	Changes of government indicator ^a (N), Communal violence indicator ^a (N) Government efficiency index ^a (N) Government employees as % of total population (N,L) Perceived responsiveness and effectiveness of government (L)

Data sources for the indicators:

- ^a World Resources Institute, *World Resources 1992-93* (New York, Oxford University Press, 1992); World Resources Data Base.
- ^b UN Environment Programme, *Environmental Data Report 1991-92* (Cambridge, MA, Basil Blackwell, 1991).
- ^c Organization for Economic Cooperation and Development, *Environmental Data Compendium 1993* (Paris, OECD, 1993).
- ^d UN Development Programme, *Human Development Report 1993* (New York, Oxford University Press, 1993).
- ^e Lester R. Brown *et al.*, *Worldwatch Institute, Vital Signs 1992, 1993* (New York, W. W. Norton, 1992, 1993).
- ^f Ruth Sivard, *World Military and Social Expenditures 1993* (Washington, DC, World Priorities, 1993).
- ^g Population Crisis Committee, *World Access to Birth Control* (Washington, DC, 1992).
- ^h Population Crisis Committee, *Population Pressures: Threat to Democracy* (Washington, DC, 1990).
- ⁱ Population Crisis Committee, *The International Human Suffering Index* (Washington, DC, 1992).
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- ^k Andrew Shapiro, *We're Number One: Where America Stands and Falls in the New World Order* (New York, Vintage Books, 1992).

Signs of progress

Although many unsustainable global trends continue to worsen, there are positive signs. For example, production of clean-burning natural gas is increasing, while coal and oil consumption have levelled off; use of renewable energy from solar, wind and geothermal power is rising; output of ozone-depleting chemicals is falling, and their atmospheric concentration is levelling off; bicycle production is climbing while automobile output is steady; military spending is dropping; and infant and child mortalities are declining.²⁹

In addition to these positive trends, there are many public and private initiatives that could help reverse negative resource and environmental trends. In her 1990 book, *Signs of Hope*, Linda Starke describes scores of governmental and private measures to promote a sustainable future, taken since the 1987 publication of *Our Common Future*, the report of the World Commission on Environment and Development. Michael Marien's 1992 bibliographic survey, 'Environmental problems and sustainable futures', summarizes 255 works published since the WCED report; over 100 of these discuss aspects of a sustainable future.³⁰

In reviewing initiatives to implement more sustainable practices, it is apparent that many promising efforts are neither purely public nor private, but represent participation by government, non-governmental organizations (NGOs), business, and many other groups. A few of the many initiatives at the international, national and local levels are summarized below; a number of these represent partnerships or cooperation among public and private groups in the interest of sustainability.

International initiatives

Since 1970, United Nations conferences on global issues such as development, the environment, and population have engaged governments, raised public awareness, and created significant action agendas. More than 60 multilateral environmental agreements have been signed since 1972 to protect wildlife, the oceans and the atmosphere. The 1992 UN Conference on Environment and Development held in Rio de Janeiro created the UN Commission on Sustainable Development and the Earth Council to monitor follow-up and compliance with the conference's action plan, Agenda 21. The UN Environment Programme, the UN Development Programme, and the World Bank are implementing the Global Environment Facility, designed to help developing countries protect the global environment.³¹

Several international fora of parliamentarians now provide opportunities for elected officials from national governments to discuss environmental protection and other global issues; these fora include Parliamentarians for World Action and Global Legislators for a Balanced Environment. Recent initiatives involving representatives of local governments include the World Congress of Local Governments, the International Council for Local Environmental Initiatives, and the International Union of Local Authorities.³² Many non-governmental organizations are working on various aspects of sustainability; they include groups such as Friends of the Earth International, Greenpeace International, The World Conservation Union, and World Wide Fund for Nature. In the policy research area, 12 private organizations in North America, Latin America, Europe and Asia have formed the Consortium of Institutes for Sustainable Development.³³

National initiatives

At least 160 countries have produced national reports on environment and development, and more than 50 countries say they are making environmentally benign development central to their economic strategies. At least five nations have developed specific national environmental plans, including Canada, France, the Netherlands, Norway and the UK; all five have set targets for reducing solid waste generation and emissions of carbon dioxide, sulphur oxides, and ozone-depleting chemicals. The 12-nation EC has adopted some 280 items of environmental legislation. Most industrial nations now levy a gasoline tax that averages nearly twice the pre-tax cost of the gasoline. Various countries are changing taxes and subsidies to help protect natural resources and the environment; they include Brazil, Germany, the Netherlands, Japan and the Scandinavian countries.³⁴

Japan has developed 'New Earth 21', a 100-year strategic plan to counter global warming and ozone depletion that includes accelerated energy conservation and renewable energy development, a phase-out of ozone-depleting chemicals, and reforestation. Japan's 'New Sunshine' programme to develop innovative energy and environmental technologies calls for spending about \$12 billion over the next 28 years. The country's International Centre for Environmental Technology Transfer plans to train 10 000 people from developing countries over the next decade in environmental technology and management. And working with local governments, Japan's Environment Agency is using local environmental indicators of pollutant emissions, waste generation, and water use for policy planning and review.³⁵ Government agencies and NGOs in a number of countries are developing indicators to measure ecological, environmental and socioeconomic aspects of sustainability; the countries include Japan, the USA, Canada, Mexico, the 12-nation EC and India.

The USA recently created the President's Council on Sustainable Development that includes several cabinet members; it will develop policies to encourage job creation and effective use of natural resources. The US Environmental Protection Agency is implementing several programmes to reduce pollution and promote efficient resource use. The programmes include a plan to reward companies that voluntarily cut pollution and improve efficiency, the Green Lights programme to encourage industry and institutions to install energy-efficient lighting, and an initiative to lower computer-related electricity use.

Governments and private groups are establishing environmental standards for consumer goods. In Germany, the government's Blue Angel programme has certified more than 3000 products, including cars, batteries, deodorants and recyclable items. Canada's Environmental Choice programme has awarded its seal of approval to motor oils, water-based paints, and other products. In the USA, the non-profit Green Cross organization has certified more than 300 products on criteria such as biodegradability and content of recycled materials, and the non-profit Green Seal programme has devised standards to judge products on the environmental impact of their production, use and disposal.³⁶

To illustrate the potential of public-private partnerships for reversing unsustainable trends, Population Communications International (PCI) has helped several governments to promote family planning and lower birthrates. In Mexico, between 1977 and 1986 when five television soap opera programmes emphasizing family planning were aired, nearly 140 000 people enrolled in family planning clinics, and the country's population growth rate declined by 34%. Similar results were achieved in several other Latin American countries, and family planning soap

operas have helped increase contraceptive use and reduce desired family size in India and Kenya. PCI is now working with governments in the Philippines, Nigeria, Tanzania and Pakistan, and has been invited to help develop family planning soap operas in several other countries.³⁷

In developing nations there are many examples of innovative programmes that contribute to sustainability in areas such as family planning, health, education, land reform, agroforestry, agricultural pest control, watershed restoration, water conservation and energy efficiency. Many of these programmes involve both public and private initiatives and resources.³⁸

Canada's network of 'round tables' on the environment and the economy exemplifies public-private cooperation. The National Round Table fosters discussion and action among all stakeholders on measures needed for sustainable development; it is augmented by similar initiatives at the provincial and local levels.³⁹

In the USA, the Global Tomorrow Coalition is initiating Sustainable America, a national programme to create and document sustainable development strategies, and to encourage incorporation of sustainability principles in decision making at all levels. GTC will form a national consortium for this purpose, including representatives from government, for-profit corporations, educational institutions and non-profit groups. In another initiative, Renew America's Partners in Success programme matches community environmental problems in the USA with proven problem-solving strategies that ensure the replication of a successful programme.

Many other national non-profit organizations are working for sustainability; in the USA, these include the Environmental Defense Fund, National Audubon Society, National Wildlife Federation, Natural Resources Defense Council, and Sierra Club. Friends of the Earth International includes 52 national members; Greenpeace International has some 8 million individual members and maintains national offices in 26 countries. In the USA, the National Consortium for Environmental Education and Training is working to improve environmental education dramatically; in Canada an 11-member coalition of education organizations has a similar goal. In both countries a number of colleges and universities are developing new programmes focusing on the environment and sustainability.

Subnational and local initiatives

In the USA, a number of states are moving to promote sustainability. Kentucky recently held a major conference on state strategies for sustainable development; Oregon's Benchmarks programme has set goals and performance measures for sustainability; Washington's Environment 2010 Plan includes 75 major programmes; and Colorado has completed a study of socioeconomic trends and indicators. Minnesota's Milestones programme has defined 20 goals and 79 indicators to measure progress; the state's Sustainable Development Initiative has created teams to develop strategies in seven sectors. Various states have programmes to increase energy efficiency and renewable energy use.

A number of cities are developing indicators to measure environmental quality and assess progress towards sustainability; in the Western hemisphere these include Cambridge, Massachusetts; Chicago, Illinois; Jacksonville, Florida; Seattle and Olympia, Washington; Toronto, Ontario; and Quito, Ecuador; European cities include London, Rouen, Stockholm, Vienna and Zurich. In the USA, various cities have initiated projects to improve energy efficiency and other aspects of

sustainability; among these are San Francisco and San Jose, California; Sarasota, Florida; Richmond, Indiana; Portland, Oregon; and Chattanooga, Tennessee. The US National Association of Counties has created a taskforce on sustainable development. In Europe, some 35 cities are part of the World Health Organization's Healthy Cities network. There are similar networks in 18 other countries with about 375 member cities and towns. Worldwide, the International Council for Local Environmental Initiatives is working with the UN Environment Programme to enrol 100 municipalities by 1995 in a global campaign to reduce greenhouse gas emissions.⁴⁰

Business initiatives

Many companies around the world are learning that by acting to protect public health and the environment, they can improve their public image and often save money in the process. In the USA, the best known example is 3M Company's 'pollution prevention pays' programme; the company reports that it has avoided the release of nearly 600 000 tons of pollutants and saved more than \$530 million since 1975. Dow Chemical has several programmes to reduce toxic wastes and raise consumer awareness of toxic risks. Procter and Gamble and other companies are implementing lifecycle analysis, a procedure that compares resource requirements and environmental impacts for different product options from initial production to final product disposal.

Other promising business efforts include Volkswagen's recyclable car programme and Henkel's non-phosphate detergent product in Germany, the Swiss-based Holderbank Group's programme to make cement production more energy-efficient, Alcoa's sustainable bauxite-mining operation in Australia, Mitsubishi's reforestation project in Malaysia, and Aracruz Cellulose's sustainable forestry programme in Brazil. These examples are among 38 case-studies included in the Business Council for Sustainable Development's publication, *Changing Course: A Global Business Perspective on Development and the Environment*. The International Chamber of Commerce has created the Business Charter for Sustainable Development, a voluntary initiative to improve environmental performance that has been adopted by more than 1000 business firms worldwide.⁴¹

Conclusion

The wide range of local, national and international efforts under way to implement sustainable practices offers hope that environmental degradation can be reversed before population growth, resource consumption, and harmful technologies cause irreparable damage. But many negative trends show no sign of slowing, and several have accelerated, including deforestation, soil erosion, stratospheric ozone depletion, and loss of plant and animal species.⁴² The time to reverse these trends is short. As Worldwatch Institute's *Saving the Planet* put it, 'The nineties will be the environmental decade—whether we want it to be or not. Already, it is a lost decade for many ecosystems and people, but it is also a last chance to begin turning things around.'⁴³ It is urgent that we change course quickly and move towards a sustainable future.

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3. The estimate of a sixfold increase is obtained by applying the Ehrlichs' formula stating that environmental impact is the product of the number of people, resource use per person, and environmental degradation caused by that resource use (see reference 1):

Growth factor for world population = 2.1

Growth factor for the number of units of resources used per person (the increase per person calculated as the average growth in the use of wood, water, food, energy, metals and chemicals) = 5.8 divided by 2.1 = 2.8

Very rough estimate of the growth factor for pollution and other environmental impacts per unit of resource use (based on the average of estimated changes in environmental impacts worldwide resulting from changes in the production and use of wood, water, food, energy, metals and chemicals) = 1.1

Increase in environmental impact = $2.1 \times 2.8 \times 1.1 = 6.5$

Looking ahead, at its present growth rate world population will double between now and 2035, and resource use per person will probably continue to increase in developing countries. The factor with the greatest potential to slow the growth of environmental impact may be technical changes (such as improved information technologies) that can reduce environmental degradation from resource use.

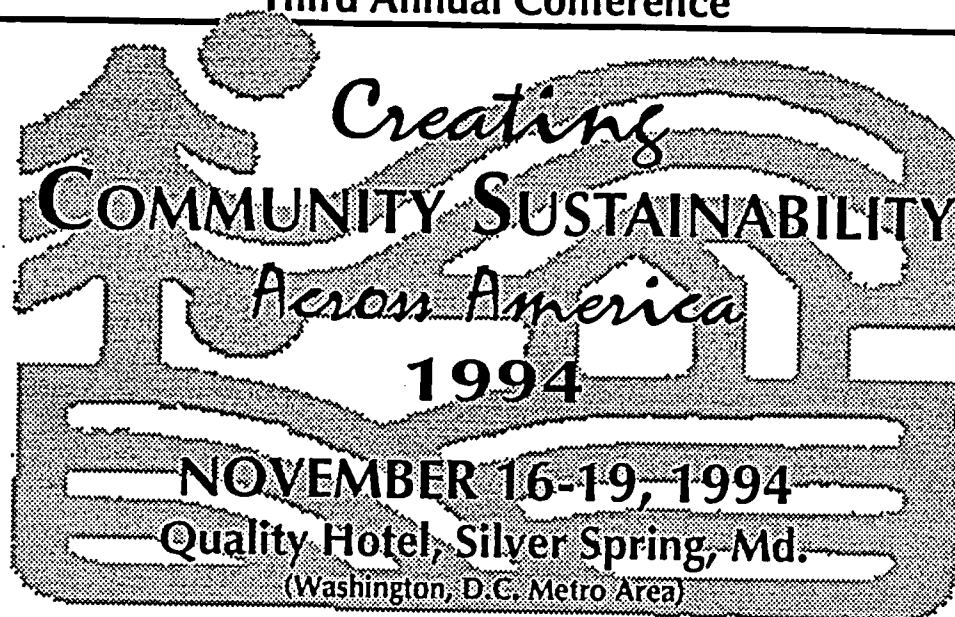
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7. See Rodney White and Joseph Whitney, 'Cities and the environment: an overview', in Richard Siren, Rodney White and Joseph Whitney (editors), *Sustainable Cities: Urbanization and the Environment in International Perspective* (Boulder, CO, Westview Press, 1992).
8. See Dennis R. Pirages (editor), *The Sustainable Society* (New York, Praeger, 1977); Lester R. Brown, *Building a Sustainable Society* (New York, W. W. Norton, 1981); Lester W. Milbrath, *Envisioning a Sustainable Society: Learning Our Way Out* (Albany, NY, State University of New York Press, 1989); Brian Burrows, Alan Mayne and Paul Newbury, *Into the 21st Century: A Handbook for a Sustainable Future* (Twickenham, UK, Adamantine Press, 1991); James Garbarino, *Toward a Sustainable Society* (Chicago, IL, The Noble Press, 1992); Mark Roseland, *Toward Sustainable Communities: A Resource Book for Municipal and Local Governments* (Ottawa, Ontario, National Round Table on the Environment and the Economy, 1992); Siren, White and Whitney, *op cit*, reference 7; and World Resources Institute, 'Dimensions of sustainable development', *op cit*, reference 2, pages 2-11. For a comprehensive review of recent literature on major environmental issues and the key aspects of sustainability, see Michael Marien, 'Environmental problems and sustainable futures', *Futures*, 25(8), October 1992, pages 731-757.
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10. Sources for these transitions include: Lester R. Brown, Christopher Flavin and Sandra Postel, *Saving the Planet* (New York, W. W. Norton, 1991); Willis Harman, *Global Mind Change* (New York, Warner Books, 1990); Milbrath, *op cit*, reference 8; Alan S. Miller, *Gaia Connections* (Savage, MD, Rowman and Littlefield, 1991); David Osborne and Ted Gaebler, *Reinventing Government* (Reading, MA, Addison-Wesley, 1992); Hazel Henderson, *Paradigms in Progress: Life Beyond Economics* (Indianapolis, IN, Knowledge Systems, 1991); Jeremy Rifkin, *Biosphere Politics* (New York, Crown Publishers, 1991); Stephan Schmidheiny, *Changing Course: A Global Business Perspective on Development and the Environment* (Cambridge, MA, MIT Press, 1992); James Gustave Speth, 'Six steps toward environmental security', *The Christian Science Monitor*, 22 January 1990; and World Commission on Environment and Development, *op cit*, reference 6.

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12. See, for example, Harman, *op cit*, reference 10; and Milbrath, *op cit*, reference 8.
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14. See, for example, Burrows, Mayne and Newbury, *op cit*, reference 8, pages 193-199; and Meadows, Meadows and Randers, *op cit*, reference 2, chapter 1.
15. For example, to slow the loss of biological diversity, effective measures include slowing population growth, halting deforestation, and making agriculture sustainable as well as protecting endangered species; see Global Tomorrow Coalition, (Walter H. Corson, editor), *The Global Ecology Handbook* (Boston, MA, Beacon Press, 1990), page 314. A recent survey by the UN Environment Programme suggests that national environmental policies have become increasingly cross-sectoral and integrated: Tolba and El-Kholy, *op cit*, reference 5, page 695.
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18. Alan T. Durning, *How Much Is Enough: The Consumer Society and the Future of the Earth* (New York, W. W. Norton, 1992), page 147.
19. On instruments and strategies of change toward sustainability, see Brown, Flavin and Postel, *op cit*, reference 10; Marien, *op cit*, reference 8; Global Tomorrow Coalition, *op cit*, reference 15, chapter 16; and *Managing Planet Earth: Readings from Scientific American Magazine* (New York, W. H. Freeman, 1990, originally published in *Scientific American*, September 1989), especially the last five articles.
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 25. On the use of social marketing, see reference 27. Because media-driven consumption is an important cause of ecological decline, the advertising media could have the potential for reversing the decline. Alan Durning has suggested there is no reason that advertising, commercial television, and shopping centres cannot be redirected by 'constraining advertising to its appropriate role of informing buyers, turning television to conserving ends, and replacing shopping malls with real communities'. Durning, *op cit*, reference 18, page 135.
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 32. See Siren, White and Whitney, *op cit*, reference 7, page 310.
 33. For information on the Consortium, contact the International Academy of the Environment, 4 chemin de Conches, Conches, Switzerland.
 34. Jonathan Parker and Chris Hope, 'The state of the environment: a survey of reports from around the world', *Environment*, January–February, 1992, pages 18ff; Robert Cahn, 'Where green is the color', *The Amicus Journal*, Fall 1992, pages 8–11; Julie Hill, 'National environmental plans: a comparative survey of the national plans of Canada, France, The Netherlands, Norway, and the UK' (London, The Green Alliance, January 1992); Andrew Hurrell and Benedict Kingsbury (editors), *The International Politics of the Environment: Actors, Interests, and Institutions* (Oxford and New York, Clarendon Press, 1992), summarized in *Future Survey*, July 1993, page 5; and Tolba and El-Kholy, *op cit*, reference 5, chapter 22. On gasoline taxes, see Ruth Sivard, *World Military and Social Expenditures 1991* (Washington, DC, World Priorities, 1991), page 41; in contrast to other industrial nations, the US tax is only about one-third the cost of the gasoline. On taxes and subsidies, see International Institute for Sustainable Development, *The Greening of Government Taxes and Subsidies: An International Casebook on Leading Practices* (Winnipeg, Manitoba, forthcoming).
 35. Yali Peng, 'The earth summit and Japan's initiative in environmental diplomacy', *Futures*, 25(4), May 1993; Yasuhiko Ishida, 'Regreening the Earth: Japan's 100-year plan', *The Futurist*, July–August 1993; *The Hydrogen Letter*, August 1993; Yuichi Moriguchi, 'Activities on environmental indicators in Japan', paper prepared for the World Resources Institute Workshop on Environmental Indicators, Washington, DC, December 1992.
 36. World Resources Institute, *The 1992 Information Please Environmental Almanac* (New York, Houghton Mifflin, 1992), page 49.
 37. 'Background on Population Communications International and its role in family planning soap operas in various countries' (New York, PCI, May 1992). See also Heidi Noel Nariman, *Soap Operas for Social Change* (New York, Praeger, 1993).
 38. See, for example, World Resources Institute, *op cit*, reference 2, chapters 3 and 4; Tolba and El-Kholy, *op cit*, reference 5, pages 720–729; The World Bank, *World Development Report 1992* (New York, Oxford University Press, 1992); and Walter V. Reid *et al*, *Bankrolling Successes: A Portfolio of Sustainable Development Projects* (Washington, DC, Environmental Policy Institute and National Wildlife Federation, 1988).
 39. *National Round Table Review*, Fall 1991 (Ottawa, National Round Table on the Environment and the Economy).
 40. For details of the community sustainability movement, see *Community Sustainability Exchange*, a publication of the Community Sustainability Resource Institute (PO Box 11343, Takoma Park, MD 20913, USA); and Corson, *op cit*, reference 28. For details of the Healthy Cities movement, see World Health Organization, 'Twenty steps for developing a Healthy Cities project' (Copenhagen, WHO Regional Office for Europe, 1992). Fourteen cities are working together to reduce carbon dioxide emissions; see L. D. D. Harvey, 'Tackling urban CO₂ emissions in Toronto', *Environment*, September 1993.
 41. Schmidheiny, *op cit*, reference 10; and Bruce Smart (editor), *Beyond Compliance: A New Industry View of the Environment* (Washington, DC, World Resources Institute, 1992). For other business initiatives in the USA, see *Renew America, Environmental Success Index 1992* (Washington, DC, 1992).
 42. Brown, Flavin and Kane, *op cit*, reference 2, page 15.
 43. Brown, Flavin and Postel, *op cit*, reference 10, page 30.

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\$250 Until 10/20/94 • \$350 After 10/20/94

THE COMMUNITY SUSTAINABILITY RESOURCE INSTITUTE'S Third Annual Conference



Join This Year's Gathering of Sustainability Innovators and Practitioners

This year's explorations of quickly evolving sustainability initiatives pick up where we left off last year, surveying the latest in innovative concepts, technologies, and new—as well as updated—community case studies. Join 440 practitioners—including community organizers, energy and environment specialists, planners, engineers, developers, architects, business and industry leaders, members of city and state agencies, government leaders, educators, religious leaders, health professionals, utility personnel, and manufacturers—as they map both the progress and the direction of this new movement here and abroad, with the goal of creating cities and communities that support human beings, a healthy environment, and ultimately, a sustainable future. The conference will feature:

A Wednesday “intensive” in which regional organizing concepts will be examined and regional work groups (including international, if requested) will explore the characteristics of their regions and the existing sustainability activity in them.

Thursday and Friday “core days” with...

Plenary presentations by leading exponents of sustainability. Emphasis will be on the interrelationships and integration of sustainable community partnership, enterprise, conservation and design. Topics include community empowerment, mobilization and participation; sustainable enterprise and economics; agriculture and the environment; urban infrastructure systems; technologies; personal sustainability; and communications strategies.

Breakout panels and workshops. Topics include: community participation, enterprise, sustainable use of land, the built environment, waste management, transportation, energy, agriculture, eco-justice, health, education, computer networking, and local, state and federal government policy. Each topic will be examined from an integrative perspective that includes social, economic, ecological, and design factors.

A Saturday program, that continues the regional work groups' focus from Wednesday. With fresh ideas from the previous three days, groups will participate in a vision, goal-setting and strategy session. Communications strategies will be added. Final reports by work groups will be made in a general session before the close of the conference.

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Plenary Speakers

THURSDAY



HAZEL HENDERSON is an independent futurist, international consultant on development policy, and a syndicated columnist for Inter-Press Service (Rome) and the Los Angeles Times-Mirror Syndicate. She has pioneered the overhauling of economics since her articles on corporate social responsibility (1968), conflict resolution (1971), and "greening" economics (1973) appeared in the *Harvard Business Review*. Her books include *Creating Alternative Futures* (1978) and *The Politics of the Solar Age* (1981 & 1988) and *Paradigms in Progress* (1991 & 1992). She has served as a advisor to the US Office of Technological Assessment, the National Science Foundation and the National Academy of Engineering. Ms. Henderson held the Horace Albright Chair in Conservation at the University of California, Berkeley, in 1982, and currently serves on the boards of several national organizations.



FRANCES MOORE LAPPÉ AND PAUL MARTIN DU BOIS, Co-Directors, Center for Living Democracy, Brattleboro, Vermont. Both are best-selling authors with decades of hands-on leadership in social change organizations. Their book, *The Quickening of America: Rebuilding Our Nation, Remaking Our Lives*, was published in April by Macmillan to critical acclaim. Ms. Lappé also wrote *Diet for a*

Small Planet in 1971 and co-founded the Institute for Food and Development Policy in 1975. She received the Right Livelihood Award in 1987 for her "vision and work healing our planet and uplifting humanity." Dr. Du Bois is the author of *The Hospice Way of Death*, concerning health care policy, and *Modern Administrative Practices*, a widely used textbook in graduate courses on leadership in human services. He has been active in community development and education, and has consulted on leadership issues in state governments, minority training programs, human service agencies and professional association. Dr. DuBois has received numerous honors, travel awards and research grants, and published over thirty articles.

WILLIAM K. SHIREMAN, President, Global Futures and California Futures, uses a market-based approach to further sustainable community enterprise. As major author of California's Bottle Bill and other legislative efforts on recycling, Shireman has learned that community-based businesses are integral to sustainable development. Experience in dozens of communities shows that more jobs and increased levels of sustainable development can result from using incentive methods to cultivate economic development.

FRIDAY



DR. ROBERT GILMAN, PhD, Director, InContext Institute, Bainbridge, Wash. Previously an astrophysicist, Dr. Gilman, since 1975, has devoted himself to the study of global sustainability, futures research, and strategies for positive cultural change. He is the founding editor of INCONTEXT magazine. He has a wide background in cultural history, innovation theory, sustainable economics, appropriate technology, and resource conservation. With his wife Diane, he designed and hand-built their own solar home. They now live in Winslow Co-Housing, one of the first cohousing projects in the United States based on the Danish model for community living.



specializing in sustainable construction and remodeling of buildings and solar greenhouses.

RICHARD REGISTER, President, Ecocity Builders, Berkeley, California. Mr. Register was the founding president of Urban Ecology, Inc. (1975) and the convener of the "First International Ecocity Conference" in Berkeley (1990). He has written numerous articles on ecological issues for newspapers and magazines and authored the book, *Ecocity Berkeley—Building Cities for A Healthy Future* (1987). He is presently completing another book, *Ecocities*, to be published in 1995. He runs a business

FRIDAY (cont.)

GREG WATSON, The Nature Conservancy, Eastern Regional Office, Massachusetts. Mr. Watson has been with the Conservancy since June 1993 and is currently working on issues of sustainable economic development. He has served as the Commissioner of the Massachusetts Department of Food and Agriculture; Executive Director of the New Alchemy Institute; Assistant Secretary for Science and Technology within the Massachusetts Executive Office of Economic Affairs; a consultant to the State, coordinating a network of neighborhood-based farmers' markets in the Greater Boston Metro area; and a science teacher at Charles River Academy and Thompson Island Education Center.

WEDNESDAY & SATURDAY

ANNE BEAUDRY, Principal of Millennium Communications Group Inc., Washington, DC, is a communications strategist with substantial experience with non-profit and policy organizations. Her major focus has been strategic communications planning, including organization and issue positioning, message development, and media relations. Her activities have included media campaigns for a broad range of clients, government/community relations, communications campaigns, organizational development, and political campaign workshops. Ms. Beaudry was a founder of the Conference on Alternative State and Local Policies, now the Center for Policy Alternatives in Washington, DC.



ELEANOR MCCALLIE COOPER, President, Cooper & Company, Chattanooga, Tennessee. Ms. Cooper has over 20 years of experience in the field of community education and public process. She has organized local and regional programs that have resulted in greater public awareness, community consensus-building, and collaborative efforts of business, government and community organizations. She served as the Executive Director of Chattanooga Venture, which spearheaded a community-wide planning process that involved citizens throughout the community in creating a vision and accomplishing goals that have revitalized the area. Eleanor Cooper and Gianni Longo (below) are founding partners of The Vision Planning Collaborative, a national consultancy for community and regional visioning.

GIANNI LONGO, President, Urban Initiatives, New York City. Mr. Longo has a long history of involvement in the development of vision processes. In 1984, he was responsible for the design and implementation of Vision 2000 in Chattanooga, Tenn. The first vision process of its kind in the country, it is credited with having generated many economic, ecological, and social improvements, and over \$793 million dollars in investment in the community. He has also applied visioning techniques to assist the cities of: Kingsport and Nashville, Tenn.; New York City and Warwick, New York; Cape Coral, Fla.; and New Haven, Conn.

MOLLY HARRISS OLSON, Executive Director, President's Council on Sustainable Development (PCSD), Washington, DC. Ms. Olson brings to the position extensive experience and understanding of the economic, scientific, and environmental issues related to sustainable development. She has worked as Special Assistant to the Director of the Bureau of Land Management at the U.S. Department of Interior with responsibility for ecosystem management; and, with the Environmental Minister of Australia, where she conducted a major review of that government's funding for the environment. She has lectured and published extensively on environmental issues and has been a member of the Editorial Board of *Wildlife Australia* magazine.



RICHARD E. TUSTIAN, AICP Senior Fellow, Lincoln Institute of Land Policy. Mr. Tustian has over 30 years experience in managing urban change in the United States. He is engaged in education and research and also provides educational and consulting services to local and state governments, universities, and other institutions. He was Planning Director for Montgomery County, Maryland, for over 20 years. During this time, in the face of dramatic population growth, he developed innovative growth management tools and techniques. He is acknowledged as the planner who, in cooperation with others, developed and integrated these tools into one of the most comprehensive and effective growth management systems in the U.S.

Draft Agenda

WEDNESDAY

7:30 a.m.

REGIONAL SUSTAINABILITY: EXPLORATION OF REGIONAL ORGANIZING TOOLS

Registration—Continental Breakfast

8:30 a.m.

Plenary—CSRI Staff—Welcome and Introduction of Morning Speaker

9:00 a.m.

Plenary Speaker—Richard E. Tustian, AICP, Senior Fellow, Lincoln Institute of Land Policy—Regional Organizing Concepts

10:30 a.m.

Instructions for regional work groups—Andrew F. Euston, FAIA

10:45 a.m.

Breakout sessions—In regional groupings—Scans of regional characteristics, sustainability initiatives

12:30 p.m.

Lunch—With regional work groups

1:00 p.m.

Luncheon Speaker—Molly Harriss Olson, Executive Director, President's Council on Sustainable Development—The PCSD's Progress to Date

2:00 p.m.

Breakout Sessions—Scans of regional characteristics, sustainability initiatives, etc. (continued)

4:00 p.m.

Plenary Session—Regional Wrap-up (Reports from regional groups, and discussion of Saturday's format)

5:30 p.m.

Dinner on own

8:00 p.m.

Special Evening Program: Don Conroy, President, National Coalition of Religion and Ecology; Diane Sherwood, New Paradigm International—*Sustainability and Spirit*

THURSDAY

7:30 a.m.

CORE PROGRAM—AN INTEGRATIVE EXAMINATION OF SUSTAINABLE CONCEPTS, TECHNOLOGIES AND COMMUNITY INITIATIVES

Registration—Continental Breakfast

8:30 a.m.

Plenary Session—Susanna MacKenzie Euston, President/Executive Director, CSRI—Welcome & Introduction of Keynote Speaker

9:00 a.m.

Keynote Speaker—William E. Hoglund, Vice President, General Motors Corporation, Member of President's Council—Sustainable Development (invited)

10:20 a.m.

Plenary Speakers—William Shireman, President, California Futures—Community Enterprise

11:15 a.m.

Networking—Book Store—Exhibits: Open throughout the conference (thirty-minute breaks between all sessions)

12:15 p.m.

Lunch

1:00 p.m.

Luncheon Speaker—Hazel Henderson, Author of *Paradigms of Progress: Life Beyond Economics*

2:00 p.m.

Breakout Sessions (1-1/2 hours)—7 concurrent panels & workshops (see Panel Overview, next page)

4:00 p.m.

Breakout Sessions (1-1/2 hours)—7 concurrent panels & workshops (see Panel Overview, next page)

6:00 p.m.

Reception

7:00 p.m.

Banquet

8:00 p.m.

Banquet Speakers—Frances Moore Lappé & Paul Martin DuBois, Authors of *The Quickening of America: Re-Building Our Nation, Remaking Our Lives*—Community Partnership

FRIDAY

7:30 a.m.

CORE PROGRAM—AN INTEGRATIVE EXAMINATION OF SUSTAINABLE CONCEPTS, TECHNOLOGIES AND COMMUNITY INITIATIVES

Registration—Continental Breakfast

8:30 a.m.

Welcome & Introduction of Speaker

9:00 a.m.

Plenary Speaker—Greg Watson, Nature Conservancy Eastern Regional Office—Community Conservation

10:30 a.m.

Breakout Sessions (1-1/2 hours)—7 concurrent panels & workshops (see Panel Overview, next page)

12:15 p.m.

Lunch

1:00 p.m.

Luncheon Speaker—Robert Gilman, In Context Institute—Personal Sustainability

2:00 p.m.

Breakout Sessions (1-1/2 hours)—7 concurrent panels & workshops (see Panel Overview, next page)

4:10 p.m.

Plenary—Richard Register, EcoCity Builders, Author of *Ecocity Berkeley*—Community Design

5:30 p.m.

Dinner on own

8:00 p.m.

Special Evening Program: Mencer Donahue Edwards, National Co-Chair, Citizens Network on Sustainable Development, Moderator—*Parallel—But Not Yet Intersecting: A Roundtable Examination of Three Movements: Environmental Justice, Sustainable Communities, and Eco-Villages*. (Open to the Public)

SATURDAY

7:30 a.m.

REGIONAL SUSTAINABILITY: A VISION FOR FUTURE REGIONAL COLLABORATION

Continental Breakfast

8:30 a.m.

Regional Group Caucuses

10:00 a.m.

Plenary Session—Gianni Longo, Urban Initiatives & Eleanor Cooper, Cooper & Company—Regional Visioning Process

12:30 p.m.

Lunch—with regional groupings

1:30 p.m.

Luncheon Speaker—Anne Beaudry, President, Millennium Communications—Communications Strategies

2:30 p.m.

Breakout sessions by region—prepare reports for final plenary

3:30 p.m.

Plenary Session—Regional Reports—Closing

4:00 p.m.

Conference Ends

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Panel & Workshop Overview

DRAFT*

BREAKOUT SESSIONS—WEDNESDAY, NOVEMBER 16, 1994

W-A (10:45 a.m.)	Regional Workgroups—Scans of regional characteristics and sustainability initiatives
W-B (2:00 p.m.)	Regional Workgroups—Scans continued, preparation of preliminary reports for afternoon plenary session

PANELS AND WORKSHOPS—THURSDAY & FRIDAY, NOVEMBER 17 & 18, 1994

	SESSION 1 Thursday 11/17/94 2:00 p.m.	SESSION 2 Thursday 11/17/94 4:00 p.m.	SESSION 3 Friday 11/18/94 10:30 a.m.	SESSION 4 Friday 11/18/94 2:00 p.m.
TRACK A Community Initiatives	Community Case Studies I	Community Case Studies II	Community Case Studies III	Community Case Studies IV
TRACK B Partnership	Education Programs	Community Participation & Empowerment	Communications & Media	Public & Personal Health
TRACK C Enterprise	Funding Support for Sustainability	Green Enterprise & Corporate Activity	Public/Private/Non-Profit Partnerships	EC/EZ Zones & Sustainable Comm. Development
TRACK D Conservation	Energy Issues	Waste Management Systems	Food Systems & Sustainable Agriculture	Human Resource Development
TRACK E Design	Land Use & Transportation Integration	Green Building & Infrastructure Technologies	Urban Revitalization & Suburban Retrofit	New Towns, Eco-Villages & Co-Housing
TRACK F Cross Cutting Issues	Urban & Rural Indicators & Assessment	Urban/Suburban/Rural & Metropolitan Integration	National & Local Policy Agendas	International Sustainability Initiatives
TRACK G Workshops	Building Community Capacity to Create a Sustainable Future	Community Sustainability (Computer) Network	Building With the Sun in Mind	Complex Systems & the Science of Surprise

SATURDAY, NOVEMBER 19, 1994

S-A (8:30 a.m.)	Regional Workgroup Caucuses
S-B (2:30 p.m.)	Regional Workgroups—Preparation of final reports

*Final agenda and panel and workshop overview will be sent with conference confirmation letter.

About the Community Sustainability Resource Institute

The Community Sustainability Resource Institute (CSRI) is a national, 501(c)(3), non-profit organization located in the Washington, D.C. metropolitan community of Takoma Park, Md. Since 1990, CSRI has focused on the potential and activation of community sustainability as the major force for solving our current global economic, social, and environmental crisis. Intrinsic to realizing community sustainability, however, is a move away from the fragmented, narrow decision-making of the past into a new, integrative form of decision- and choicemaking that recognizes the inter-relationships of our natural, built, economic and social systems of support and their impacts upon one another. To this end, CSRI promotes and supports inter-disciplinary, cooperative initiatives to advance community sustainability at the local, regional and national levels. Its publications, conferences, community forums, and technical assistance are designed to encourage inter-disciplinary programs and to link the sustainability processes and achievements of community groups, non-profits, research and education organizations, government agencies, civic organizations, academic institutions, and businesses.

In addition to its annual conferences—*Exploring Community Sustainability* in 1992, last year's *Creating Community Sustainability Across America (CCSAA)* 1993, and this year's *CCSAA'94*—CSRI's programs include the following activities:

- **Regional Conferences**, with the first—*Regional Sustainability: Exploring Appalachia's Urban-Rural Future*—to take place in Chattanooga, Tenn., April 26-29, 1995;
- **Community Sustainability Exchange** (published 8-12 times a year), a publication that highlights upcoming conferences and other events, profiles sustainability initiatives, and provides overviews of sustainability concepts and tools;
- **Journal of Community Sustainability** (to be published three times a year), which features articles on sustainability theory, action agendas, tools and technologies; and
- **Community Sustainability Speakers Series**, a monthly forum featuring prominent sustainability thinkers and activists, co-sponsored with the National Building Museum in Washington, D.C.

Hotel & Travel Information

CONFERENCE LOCATION: The Quality Hotel of Silver Spring, 8727 Colesville Road, Silver Spring, Maryland, is located just 1 1/2 miles from the Capitol Beltway (495) exit 30B (Colesville Road South). The Hotel is conveniently located just three blocks from the Metro and six miles from the attractions of Washington, D.C.

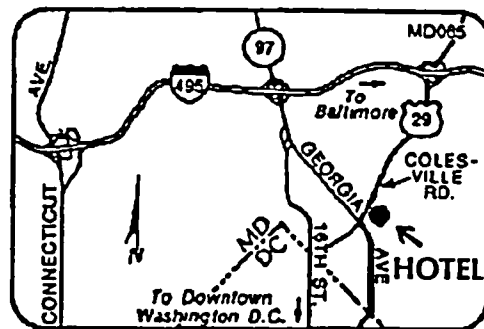
HOTEL ACCOMMODATIONS: Our special conference daily rates are \$70.00, single and \$75.00, double, + 12% tax. These rates include a full Breakfast Buffet. Please call and reserve your room no later than October 18, 1994. To make a reservation you may contact the hotel directly at 1 800 376 7666, (Monday - Friday 9:00 a.m. to 5:00 p.m.). Be sure to identify yourself as a participant of the Community Sustainability conference. For a list of other hotels in the area, please call 301 588 7227.

PARKING INFORMATION: The hotel has limited complimentary parking for overnight guests only. All other conference attendees need to use the Public Parking garage directly across from the hotel (corner of Spring and Colesville). Long term parking is available in the 9 hour meters (Silver in color) at \$.40 hour.

AIRLINE INFORMATION: Continental Airlines is the official airline of the conference.

Attendees may call the convention central desk at 1 800 468 7022, 6 a.m. - 7 p.m., Central Standard Time, Monday through Friday, or 8 a.m. - 6 p.m. CST Saturdays and Sundays. Give the identification number as JHKWD5. Continental Airlines and Continental Express offer 5% discount off the lowest applicable fare at the time of booking, 10% off discounted, unrestricted fares, or at least 45% off full first class fares and 45% off full coach fares. These discounts are only applicable within the continental United States.

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Please note: space is limited this year to 440 people, which is filling fast.
To reserve your place at the conference, please register as soon as possible.

FOR MORE INFORMATION on sponsorship or exhibiting opportunities, call Liz Fox, 410 643 8260; on the conference program or registration, call Susanna MacKenzie Euston, CSRI, at 301 588 7227; email csri@igc.apc.org.

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Please fill this form out completely. If something doesn't apply to you, please mark it N/A.

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The registration fee for four full days of program, continental breakfast, morning and afternoon breaks, luncheons and a Thursday evening banquet is \$250 before 10/20/94, and \$350 after 10/20/94. Because of the integrative nature of the conference we strongly encourage you to attend all four days.

REGISTRATION FEE SCHEDULE: (* PLEASE INDICATE WHICH DAYS YOU WILL BE ATTENDING, IF NOT ALL FOUR.)

# OF DAYS	REGULAR REGISTRATION FEE			CSRI MEMBER RATE (10% DISCOUNT)					
	On/Before ² 10/20/94	After 10/20/94	STUDENT ³	Before 10/20/94		WED. 11/16/94	THURS. 11/17/94	FRI. 11/18/94	SAT. 11/20/94
<input type="checkbox"/> ALL FOUR	\$250	\$350	\$150	\$225 ⁴					
<input type="checkbox"/> THREE	200	280	120	180	*				
<input type="checkbox"/> TWO	175	245	105	158	*				
<input type="checkbox"/> ONE	125	175	75 ⁵	113	*				

Please check day(s) you will be attending

2) Must be postmarked ON or BEFORE 10/20/94 3) Subject to space availability 4) Non-Profit Endorsers: one representative at CSRI rate of \$225; before 10/20/94. 5) Students attending one day only: for Thursday Banquet, add \$10

PLEASE HELP US TO ALLOCATE SESSION ROOMS BY CIRCLING THE FOUR SESSIONS THAT YOU ARE MOST LIKELY TO ATTEND (SEE "PANEL & WORKSHOP OVERVIEW"): 1-A 1-B 1-C 1-D 1-E 1-F 1-G 2-A 2-B 2-C

2-D 2-E 2-F 2-G 3-A 3-B 3-C 3-D 3-E 3-F 3-G 4-A 4-B 4-C 4-D 4-E
 4-F 4-G

MEAL REQUIREMENTS: ☐ Vegetarian ☐ Regular ☐ Food Allergies _____

- FEE OPTIONS:**
- Conference Registration Fee \$ _____
 ** Thursday Banquet—Students \$ _____
 - CSRI Annual Membership Fee \$ _____

<input type="checkbox"/> Basic individual membership	\$30.00
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Comments on Last Year's *Creating Community Sustainability Across America 1993*

The conference was excellent, and just as last year's conference prompted me to get [our community's] effort started, I believe this year's event will prompt a lot more positive work.

—Local Community Group Facilitator

You are to be complimented on the success of this [conference]; a remarkable gathering of so much cutting edge work.

—Environmental Designer

Thanks again for inviting me to the conference. It was an inspiring and enlightening event. I was able to meet all the people I've been reading about all these years!

—Entrepreneur

The memories of your conference, and information obtained there, are all very valuable to me. I am separately writing to your co-sponsors to express my high regard for your work and goals.

—University Professor


Congratulations on an inspiring and active conference. It offered many interesting networking opportunities.

—National Environmental Organizations Representative

Portland State University

P.O. Box 751, Portland, OR 97207-0751

September 13, 1994

To: Members of the Future Vision Commission
From:  Ethan Seltzer
Re: Charge to the Subcommittees

Attached to this memo, as requested at your last meeting, is a copy of your June 14 draft that I've annotated to reflect places where you might want to focus your discussion. All additions are in *italics*, all proposed deletions are shown as ~~strikeouts~~, and all comments and edits are shown in **bold**. Both subcommittees should start their discussions with a review of these comments. In addition, please consider the following issues:

- What criteria, expectations, or directions do you want to alert Metro to for each of the Regional Framework Plan elements listed in the charter, beyond those already noted in your draft? This is your chance to include in the "actions to achieve" and "monitoring" sections direction to Metro for ways to translate the vision into the framework plan pieces. When the Charter states that Metro shall "consider" the affect of the Regional Framework Plan on the Future Vision, it doesn't provide any insight as to what that consideration should entail. This is your chance to spell that out. In general, the "words" subcommittee should look at ways to address the Framework Plan elements in Each Individual and Our Society, with the "mapping" subcommittee providing the major focus on this task in Our Place.
- The "mapping" subcommittee should specifically address the issues noted in Our Place and ways to include your "icons" in the map and vision, or at least to review whether they're adequately reflected and addressed. A copy of that list is attached.
- The "words" subcommittee should specifically address the comments under the introduction, values, Each Individual, and Our Society.

Please feel free to contact Ken Gervais or myself should you have any comments or questions.

Thanks!

Future Vision Commission
Values, Vision Statements, and Action Steps
June 14, 1994 - DRAFT

A Note to the Reader...

Metro has been assigned a number of new planning responsibilities through the approval of the Metro Charter by the voters in 1992. The Charter calls for the creation of two new planning products: the Future Vision and the Regional Framework Plan. The Future Vision is described in the Charter in the following general terms:

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

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

...

(e) Effect. The Future Vision is not a regulatory document. It is the intent of this charter that the Future Vision have no effect

27 that would allow court or agency review of it.”

28
29 Metro is also directed to develop a “Regional Framework Plan” consisting of a number of
30 individual plans for issues of regional significance--the transportation system, urban growth
31 boundary, water resources, air quality, and housing densities, among others. The relationship
32 between the Future Vision and the Regional Framework Plan is explained in the Charter as
33 follows:

34 “The regional framework plan shall: (1) describe its relationship to the Future Vision, (2)
35 comply with applicable statewide planning goals, (3) be subject to compliance
36 acknowledgement by the Land Conservation and Development Commission or its
37 successor, and (4) be the basis for coordination of local comprehensive plans and
38 implementing regulations.”

39 The Charter goes on to require that local comprehensive plans, and subsequent land use decisions,
40 be consistent with the Regional Framework Plan.

41
42 For the purposes of this project it is important to recognize that the “strength” of the Future Vision
43 is entirely dependent on its scope and persuasiveness. It is an unparalleled opportunity to create an
44 environment of consensus and predictability for what, in broad terms, Metro’s planning and
45 policymaking should accomplish. Nonetheless, at a very early stage of its work, the Future Vision
46 Commission committed itself to presenting the vision in a manner which emphasizes the need for
47 accomplishment and collective action. It is not enough to envision sustainable, productive,
48 welcoming communities. Rather, adoption of this or any other vision for the region must be
49 accompanied by a new commitment to acting on our collective aspirations in both big and little
50 ways. Truly, the future starts today.

51
52 You will also note that our vision statements go beyond traditional categories associated with land

53 use planning and the physical landscape of the region. We have done so because this vision has
54 been developed from the perspective of the household, where the principal questions about the
55 future start with questions about our commitments to individuals and the communities they live in.
56 From this vantage point, more traditional land use planning concerns can be viewed as community
57 development issues rather than simply as isolated policy initiatives.

58
59 Therefore, the Future Vision presented here adds value to ongoing debates about the region and its
60 growth and change in two principal ways. First, we have presented growth management in a
61 frame which includes people and their communities, the "view from the household". Second, our
62 area of interest, as described below, is not the "3-county" or "4-county" area, but eight counties
63 (Clackamas, Clark, Columbia, Cowlitz, Marion, Multnomah, Washington, and Yamhill) which
64 interact now and will interact more completely in the future.

65
66 The charge for the Commission in the Charter clearly anticipates and allows this breadth of
67 substance and geography. That said, we want to underscore our belief that implementation of the
68 Future Vision will occur through the joint efforts of a broad range of individual and institutional
69 actors, and not solely through the offices or efforts of Metro. Metro has a critical role to play as
70 planner, convener, monitor, and leader. However, as in the past, the success we achieve in the
71 future will be a collaborative accomplishment, not a solo note.

72
73 We also take seriously those aspects of the charge having to do with carrying capacity and
74 population levels. This metropolitan area, like all others, exceeded its physical carrying capacity
75 long ago. Today, our style of life here depends on the importation of energy, materials, capital,
76 and "brain power" from all over the world. Quite simply, carrying capacity must be viewed and
77 discussed in a cultural and social as well as physical context.

79 *For that reason, and based on our review of the carrying capacity concept, we*
80 *have chosen to approach carrying capacity in the vision as an issue requiring*
81 *ongoing discussion and monitoring, rather than as a finite limit or number*
82 *beyond which population should be limited or decreased. We believe that the*
83 *relevant question is not "when" carrying capacity will be exceeded, but "how" we*
84 *as a region and within our communities will ~~respond to~~ maintain and enhance the*
85 *qualities of the region central to sustaining our health, the quality of the natural*
86 *environment, and the ability of future generations to take action to meet the issues*
87 *of their time. Hence, carrying capacity is not a one-time issue, but a focus for*
88 *ongoing discussion and debate. We present these vision statements as the*
89 *framework for that discussion, the monitoring as a means for having an informed*
90 *discussion in the decades ahead, and the maps accompanying this draft as a first*
91 *step in linking the future growth of this region to specific locations.*

92 Note to Subcommittee's: please review this language. Their needs to be an
93 explanation of how you've regarded the carrying capacity portion of your
94 charge, and this would be an appropriate place for it.

95 The values and vision statements presented below, in concert with the extensive modelling of
96 population distribution in the Region 2040 and Clark County Growth Management Planning
97 projects, are intended to frame what must be an ongoing public discussion in this region for many
98 years to come. Sustainable communities will come about through the skillful blending of factual
99 data, our values, and new ideas in a public discussion occupying a place of honor in this region,
100 not through the blind adherence to numerical thresholds that can barely be specified and can't be
101 met. Eternal vigilance is the price of sustainability.

102
103 To support its work, during the past year the Commission has received reports on settlement
104 patterns, carrying capacity, and future workstyles in the metropolitan area. It has discussed the

105 factors which define "quality of life" for us in this region, and has listened to community members
106 offering their views of the task for the Commission and the nature and focus for its product (see
107 attached bibliography). From these activities, the Commission has identified a broad set of values
108 for our region. Those values have now been translated into a series of vision statements and
109 augmented by a set of maps. This document summarizes the work of the Commission to date, and
110 will serve as the broad outline for what will be the proposed Future Vision.

FUTURE VISION

Preamble...

In 1805, Lewis and Clark came to this region, sent by President Jefferson on a journey of peace and friendship, scientific exploration and discovery. Beginning in the 1840's, thousands of pioneers made an arduous 2,000 mile, eight month trek along the Oregon trail to river valleys with rich farmlands and mountains with vast forests. Today, people are still attracted to this region for its jobs, natural beauty, and culture of livability.

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

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

This vision has been developed with the expectation that individual dreams and effort will matter. Our region is a place that rewards those who commit themselves to keeping and making it a great place to live. History teaches the sometimes cruel lesson that a community that does not possess a clear vision of the kind of future it wants is not likely to be satisfied with the one it gets. Making the effort to identify what we want, and then acting purposefully and collectively to achieve it, is

137 critical.

138

139 Values...

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

142

143 • We value taking purposeful action to advance our aspirations for this region, but realize
144 that *we cannot act to meet our needs today in a manner that limits or*
145 *eliminates the ability of future generations to meet their needs and enjoy*
146 *this landscape we're priveleged to inhabit.* ~~selfishly taking actions today that~~
147 ~~eliminate choices and opportunities for future generations is not acceptable.~~

148 **Note to Subcommittees: this statement has been changed to more directly**
149 **reflect the current accepted definition of sustainability, with a plug for**
150 **landscape as well. This comes from your carrying capacity discussion.**
151 **Comments?**

152

153 • We value the greatest possible individual liberty in politics, economics, lifestyle, belief,
154 and conscience, but realize that this liberty cannot long endure unless accompanied by an
155 enlightened responsibility toward the community and our environment as a whole.

156

157 • We believe that our first commitment to the landscape of the region must be to the
158 conservation and preservation of natural and cultural landscape resources. Our next tier of
159 concern should be for the restoration or redevelopment of resources already committed to
160 sustaining our communities and economy. Only after we have determined that we've
161 exhausted other options should we look to the conversion of land to urban uses to meet our
162 present and future needs.

• We value maximum economic opportunity balanced by suitable social mechanisms to insure equity for all and compassion for those in need.

• We value economic development because of the opportunities it affords us all, but recognize that true economic development means protecting everyone's right to an unpolluted workplace and environment, and unimpaired and sustainable natural ecosystems.

• We value our regional identity, sense of place, and unique reputation among metropolitan areas, but also the identity and accomplishments of our urban neighborhoods and suburban communities as well.

• We value participatory decisionmaking which harnesses the creativity inherent in a wide range of views about the past, present, and future.

• We value a life close to the beauty and inspiration of nature, incorporated into urban development in a manner that remains a model for metropolitan areas into the next century.

• We value meeting the needs of our communities through grass-roots initiatives, but always questioning whether local actions will be in the collective interest of our overall metropolitan community.

• Above all, we value a cultural atmosphere and public policy that will insure that every child in every community enjoys the greatest possible opportunities to fulfill his or her potential in life. It is, after all, primarily for them, and for their children, that we write this

Vision Statement.

Note to Subcommittees: A thought...is it possible and/or desirable to “boil” these value statements down into ones dealing with the following themes - stewardship, sustainability, diversity, landscape, community, and access to nature? If so, what could we provide as defining statements for each of these terms?

Vision Statements, Actions, and Indicators...

Our Vision is composed of the following vision statements and the accompanying maps. For each vision statement, we have identified actions to be taken, starting today, to realize our 50-year goals. We have also identified indicators that will be monitored and discussed on an annual basis as a means for continually engaging the community in piloting this region towards its future. The vision statements, proposed actions, and indicators have been developed with the elements of the Regional Framework Plan in mind. At a minimum, we envision that these indicators shall be used as criteria for evaluating planning options, *for informing our ongoing discussion of carrying capacity, and* for possible inclusion in the Regional Framework Plan. In addition, Metro’s annual budgeting process shall address the vision statements and the actions identified here to ensure that implementation of this Future Vision is pursued – conscientiously, affirmatively, and proactively.

The vision statements are sorted into three groups, based on our belief that as inhabitants of this bi-state region, we are committed to:

- 1) Each Individual - the development of each individual as a productive, effective member of this region. We believe that this region must make clear and unambiguous commitments to each individual in order to have a vibrant, healthy place to live. This

doesn't mean that our region must be all things to all people. It can't. Rather, our challenge is to speak clearly about what we can and will do to support the ability of individuals to participate fully in the prospering and stewardship of this region.

2) Our Society - the ability to state and act on the collective interest of our communities through civic involvement, a strong economy, and vital societal institutions. Working together is the fundamental ingredient for great communities and flourishing societies. Engaging people with each other and with our economy to solve problems and act on dreams is the cornerstone for how we go forward into the future.

3) Our Place - the physical landscape of the eight-county, bi-state region, the settlement patterns that have evolved within it, and the economy that continues to evolve. We live in a landscape of great variety and beauty, a stage for an enviable range of possibilities. Preserving that vast sense of potential must be the core of our legacy of inhabitation.

Each Individual (I)

- I-1 In 2045, children are our most precious resource for the future. Their welfare and education are of critical importance to our present and future well-being. Creating and sustaining economic and social programs that support family life are among our highest priorities.

- We will achieve this vision by:

- --Developing new partnerships involving business, government, citizen, cultural, and education organizations to incorporate the needs and act on opportunities for children and their families as part of planning, budgeting, and administrative

241 processes.

242 • We will track how we're doing by monitoring:

243 --percentage of children living in poverty

244 --availability and quality of childcare

245 --percentage of children lacking access to dental and medical care

246 --(add other indicators from Benchmarks and from Oregon Childrens" Agenda)

247 --number of partnership efforts which act on the needs of children and their families

248 **Note to Subcommittees: If children are our "most precious resource", then**
249 **what can we add to the things we'll do and monitor to reflect that? Is there**
250 **a tie-in with the Regional Framework Plan in any way?**

251 • I-2 In 2045, education, in its broadest definition, stands as the core of our commitment to each
252 other as shown by:

253

254 -- the availability of a high quality education to all, emphasizing skills for learning how to
255 learn and life-long learning;

256 -- an emphasis on English literacy and foreign languages;

257 -- an understanding of evolving information technology, practical experience with its use,
258 and the ability to engage national and international opportunities at home, in the
259 community, and on the job;

260 -- the integration of community institutions (libraries, schools, museums, community
261 centers, and others) with this educational mission; and

262 -- opportunities for all children and community residents to engage in the visual and
263 performing arts in community centers close to their homes.

264

265 • We will achieve this vision by:

266 --Working with other government entities and with educational and cultural

267 organizations to ensure that:

268 - new parents are aware that the foundation of a child's language is

269 developed in the first six months of life, and that infants should be read to

270 from birth;

271 - public library policies, staffing, and resources are strong enough to reach

272 out and effectively serve children ages two to twelve, as well as all others;

273 and

274 - children receive an education that brings them to the entry level

275 competency of post-secondary education.

276 --Helping the region utilize all public and private enterprises in the education and

277 growth of residents to ensure that:

278 - community arts and performance centers, community libraries and

279 schools, concert halls, galleries, museums, magnet and theme schools,

280 nature centers, and theaters are considered as vital links in the education of

281 children; and

282 - Business and industry develop ways to work with children in the areas of

283 human relations, international relations, education for individual

284 development and for the workplace, and advances in science and

285 technology.

286 --Helping the region ensure universal access for children, regardless of income, to

287 learn, participate in and perform in art, dance, drama and music.

288 **Note to Subcommittees: can we add things here from the paper on**

289 **education given to the Commission by Nancy Wilgenbush?**

290 • We will track how we're doing by monitoring:

291 --reading readiness scores of preschool-age children

292 --percentage of school-age children participating in art, band, choral, dance,

293 orchestra, and theater productions
294 --percentage of school-age children to whom programs co-sponsored by business
295 and industry are available
296 --percentage of high school juniors able to read and write a foreign language
297 --readiness for post-secondary education and/or technical employment
298 --percentage of high school juniors reading and writing at grade level
299 --per student school expenditures
300 --per capita library, museum, community center, and arts expenditures
301 --number of library cards issued by community
302

303 • I-3 In 2045, workforce development from Longview to Salem and all points in between is a
304 key priority for action by government and educational institutions. A cornerstone for that activity
305 is the development of well-educated citizens who are capable of contributing to the development
306 and intensification of local, national, and international trade and commerce.

307 **Note to Subcommittees: is this an extension of the “education” vision**
308 **statement? If so, can it appear as an “action to achieve” item in I-2, above?**
309 **If not, how can we clarify its uniqueness?**

310 • We will achieve this vision by:
311 --Supporting efforts in Oregon and Washington to transform public education
312 through efforts to put students in problem solving roles, successfully work in
313 interdisciplinary teams, increase the use of technology, offer day care and other
314 social services within the school setting, offer specialized training associated with
315 high performance workplaces in partnership with employers, establish high
316 standards for mastery, and invest in continuing education.
317 --Providing adequate public and private support for a variety of institutions of
318 higher education to meet needs for life-long learning, including obtaining college

319 degrees, improving job skills, and simply enjoying the excitement of learning.

320 • We will track how we're doing by monitoring:

321 --percentage of high school students enrolled in professional-technical educational
322 programs

323 --percentage of students able to demonstrate proficiency in prose literacy and
324 quantitative skills

325 --percentage of adults capable of functioning professionally and socially in a second
326 language

327 --percentage of employer payroll dedicated to training and continuing education for
328 employees

329 --percentage of displaced workers re-employed within 24 months and earning at
330 least 90% of previous income

331

332 • I-4 In 2045, all residents, old and young, rich and poor, men and women, minority and
333 majority, are supported and encouraged to be active participants in the civic life of their
334 communities and the bi-state region. Ours is a region that thrives on interaction and engagement of
335 its people to achieve community objectives.

336 **Note to Subcommittees: can this be combined in some way with S-4 and**
337 **S-5? My suggestion would be to move this into some sort of new vision**
338 **statement in "Our Society". If you don't want to combine I-4, S-4, and**
339 **S-5, then it will be important to make them sufficiently different so that**
340 **they each communicate something distinctive.**

341 • We will achieve this vision by:

342 --Developing inclusive citizen involvement and education programs as part of all
343 government institutions, including schools.

344 --Promoting an atmosphere of inclusiveness and tolerance of social, racial, and

345 economic differences.
346 --Providing adequate funding to enable broad-based participation by all economic
347 groups.
348 --Establishing objectives for accessibility for all citizens to all civic programs and
349 events, and actively seeking their achievement.
350 --Initiating and facilitating ongoing discussion of this Future Vision in
351 neighborhood and community forums.

- 352 • We will track how we're doing by monitoring:
- 353 --effects of fees on access to civic programs and activities
 - 354 --type and accessibility of community events
 - 355 --availability of mini-grants or other funding to promote involvement
 - 356 --type and number of leadership forums
 - 357 --type, number, and accomplishments of public information programs
 - 358 --availability of public information in each community
 - 359 --private-public partnerships which further civic involvement
 - 360 --number of applicants per open board or commission position by community

361
362 Our Society (S)

- 363
- 364 • S-1 In 2045, personal safety within communities and throughout the region is commonly
365 expected as well as a shared responsibility involving citizens and all government agencies. Our
366 definition of personal safety extends from the elimination of prejudice, to the physical protection of
367 life and property from criminal harm.

- 368
- 369 • We will achieve this vision by:
- 370 --Implementing community policing programs.

- 371 • We will track how we're doing by monitoring:

372 --emergency and public safety services response time
373 --number of crime watch groups
374 --crime rates by neighborhood and community
375 --public opinion surveys of personal and neighborhood safety
376 --recidivism rates for those convicted of committing crimes

377
378 • S-2 In 2045, our bi-state, regional economy is diverse, with urban and rural economies linked
379 in a common frame. Planning and governmental action have created conditions that support the
380 development of family wage jobs in locations throughout the region.

- 381
382 • We will achieve this vision by:

383 --Including economic coordination and analysis in all regional planning and
384 policymaking efforts to ensure coordinated and equitable economic progress.

- 385 • We will track how we're doing by monitoring:

386 --percentage of fresh fruits/vegetables/flowers/other products delivered to the Metro
387 region by regional producers
388 --business expansions which occur at or near current locations
389 --supplier relationships between major employers and other firms in this region
390 --number of "working poor"
391 --economic linkages between and within communities in the region
392 --crime rates

393
394 • S-3 In 2045, our communities are known for their openness and acceptance. This region is
395 distinguished by its ability to honor diversity in a manner that leads to civic cohesion rather than a
396 narrow separateness.

397

398

- We will achieve this vision by:

399

--Focusing public policy and investment on the creation of mixed-use communities

400

which include dedicated public space and a broad range of housing types.

401

--Providing leadership and visibility for efforts, both public and private, to make all

402

citizens full participants in the civic and economic life of the region.

403

- We will track how we're doing by monitoring:

404

--incidence of housing and employment discrimination

405

--reported hate crimes

406

--ethnic, racial, demographic, and income composition of communities, boards and

407

commissions

408

--rates of involvement by all groups in educational and cultural opportunities

409

--training and other assistance targeted to under-represented groups

410

411

- S-4. In 2045, citizens respond to a high degree of individual liberty by embracing responsibility

412

for sustaining a rich, inclusive civic life. Political leadership is valued and recognized to be in

413

service to community life. Here, civic pride has become a virtue, not a vice.

414

Note to Subcommittees: please see note above under I-4.

415

- We will achieve this vision by:

416

--Enacting campaign finance reform at all levels.

417

--Continuing to strongly support public involvement in planning, future visioning,

418

and policymaking, and providing resources needed to develop innovative ways for

419

expanding opportunities for participation and making it more useful and effective

420

for citizens and communities.

421

- We will track how we're doing by monitoring:

422

--the cost of running for and holding public office locally and regionally

423 --the diversity of our political leaders relative to the diversity of our general
424 population in terms of gender, economic status, race, and ethnicity
425 --voter registration and turnout rates
426

- 427 • S-5 In 2045, broad-based civic literacy, including the ability to participate in government and
428 community-based future visioning activities, is a hallmark of what we have achieved. Individual
429 civic responsibilities are known and understood at the neighborhood, local, and regional levels.
430 The information needed by informed, involved citizens is free and easily available throughout the
431 region. All individuals, communities, levels of government, public institutions, private
432 organizations, and businesses are part of the social contract.

433 **Note to Subcommittees: please see note above under I-4.**

- 434 • We will achieve this vision by:

435 --Coordinating a region-wide web for disseminating and collecting information,
436 involving public libraries, schools, business and civic organizations, and
437 neighborhood and community groups.

438 --Strengthening neighborhood, community, and regional public library resources to
439 continue to offer free reader, reference, and information services to all.

- 440 • We will track how we're doing by monitoring:

441 --percapita expenditures on public library and civic information services
442 --public attitudes regarding the effectiveness and responsiveness of societal
443 institutions, including government, business, civic and neighborhood
444 organizations, and service-oriented nonprofit organizations
445

- 446 • S-6 In 2045, all our neighborhoods are socially healthy and responsive to the needs of their
447 residents. Government initiatives and services have been developed to empower neighborhoods to
448 actively meet the needs of their residents. The economic life of the neighborhood is inseparable

449 from its community life. Coordinated initiatives for health care and support for meeting basic
450 needs are extended to those in need, where they live.

451

452 • We will achieve this vision by:

453 --Identifying needs and solutions to community problems from the neighborhood
454 level, and actively working to enlist all units of government in supporting and
455 acting on these grassroots agendas rather than allowing governmental entities to
456 insulate themselves from participating.

457 • We will track how we're doing by monitoring:

458

459 • S-7 In 2045, our history serves us well, with the lessons of the past remembered and
460 incorporated in our strategies for the future. Our fellow citizens know our cultural history well,
461 and this knowledge helps them ground social and public policy in the natural heritage we depend
462 on and value so dearly.

463

464 • We will achieve this vision by:

465 --Preserving designated historical sites/structures, and using public incentives and
466 investments as necessary to preserve our history.

467 --Incorporating historical sites and events in the region in public events, school
468 curricula, and planning.

469 • We will track how we're doing by monitoring:

470 --percentage of neighborhoods or municipalities that have active history
471 associations

472 --percentage of neighborhoods or municipalities that maintain a historical museum,
473 interpretive center, or library

474 --adequacy of historical markers, monuments, etc. in each community

475 --percentage of municipalities or neighborhoods that have an annual historic festival
476 or ceremony

477 --number of buildings, trees, or sites preserved for historic or ecological value

478

479 Our Place (P)

480

481 • P-1 In 2045, rural land shapes our sense of place by keeping our cities close to nature,
482 providing open areas and produce, and contributing to the environmental and economic
483 productivity of this area.

484

485 • We will achieve this vision by:

486 --Developing and implementing local plan and regional framework plan elements to
487 actively reinforce the protection of lands currently reserved for farm and forest uses
488 for those purposes. No rezoning of such lands to urban, suburban, or rural
489 residential use will be allowed. Non-farm, rural residential development will occur
490 only within existing exception areas or their equivalent. (note: we should probably
491 include a list of all of the RFP elements and respond to each one, either with
492 specific direction or to indicate that there is no connection)

493 --Metro and the Future Vision Commission will work with the Departments of
494 Agriculture and Forestry, in both states, to develop a broad program of public
495 education about and contact with this region's agricultural and forest products
496 producers.

497 • We will track how we're doing by monitoring:

498 --acres of land reserved for farm and forest use

499 --number of rural residential homesites available

500 --acres of land served by irrigation districts

- 501 --number of agricultural and forest product processors
- 502 --gross farm gate receipts (by county)
- 503 --agricultural and forest employment
- 504 --agricultural and forest product exports
- 505 --attendance at county fairs
- 506 --exhibitors at county fairs (number and type)
- 507 --number of agricultural and forest product service and supply companies in the 8-
- 508 county region
- 509 --number of farmers' markets, U-pick's, and other farm to consumer markets
- 510 --acres of land in publicly owned open space and parks, or protected by publically
- 511 held easements
- 512 --acres of land in farms with gross sales of \$40,000.00 or more in 1992 dollars
- 513
- 514 • P-2 In 2045, our region is composed of numerous communities which offer citizens a wide
- 515 variety of healthy, appealing housing and neighborhood choices. They are physically compact and
- 516 have distinct identities and boundaries. Boundaries between communities have been developed
- 517 through the use of parks, rivers, streams, creeks, and other landscape features. Truly public space
- 518 exists in every community, and serves as the stage for a rich and productive civic dialogue.
- 519
- 520 • We will achieve this vision by:
- 521 --Targeting greenspaces, transportation, and other funds to communities which act
- 522 to provide a range of housing types within their boundaries.
- 523 --Linking the provision of building permits for single family detached structures to
- 524 the creation of mixed use neighborhood centers.
- 525 --Developing and implementing community plans to clarify and strengthen distinct
- 526 identities.

- 527 • We will track how we're doing by monitoring:
- 528 --number of active neighborhood or citizen participation organizations
- 529 --number of households paying in excess of 30% of their gross income for rent
- 530 --percentage of new housing units that are multifamily (per year)
- 531 --number of neighborhood or civic festivals per year
- 532 --number of subdivisions within which multifamily housing is available or planned
- 533 --average single family lot size by jurisdiction
- 534 --number of parking spaces per 1000 square feet of commercial and office
- 535 development by jurisdiction
- 536

- 537 • P-3 In 2045, our region is known for the intelligent integration of urban and rural development
- 538 with natural systems as evidenced by:

- 539 -- improving air and water quality, and increasing biodiversity;
- 540 -- views of Mt. Rainier, Mt. St. Helens, Mt. Hood, Mt. Jefferson, and other Cascade and
- 541 coastal peaks, unobstructed by either development or air pollution;
- 542 -- ribbons of green bringing greenspaces and parks within walking distance of every
- 543 household;
- 544 -- a close and supportive relationship between natural resources, landscape, and the
- 545 economy of the region; and
- 546 -- active efforts to restore damaged ecosystems, complimented by planning and
- 547 development initiatives that preserve the fruits of those labors.

548 **Note to Subcommittees: this is a great statement! However, it is carrying**

549 **all the water for issues of sustainability and for the underlying basis for**

550 **your carrying capacity discussion. How about splitting a new vision**

551 **statement off from here that deals directly with carrying capacity,**

552 **sustainability, and stewardship? The ongoing dialogue regarding carrying**

capacity could appear here under "action to achieve". Alternatively, we can simply count on the values statements and P-3 as it stands to carry these ideas, and the carrying capacity discussion could go into "actions" in P-8.

- We will achieve this vision by:

- Proposed local and regional framework plan elements will positively affect the indicators listed above.

- Metro and the Future Vision Commission will work with partners in the region to develop interpretive programs for the ecosystem(s) of the area.

- We will track how we're doing by monitoring:

- air quality

- water quality

- species counts

- number of protected view corridors

- acres of protected habitat

- acres of parks

- miles of hiking trails and greenways

- acres of habitat restored

- number of employees in environmental service sectors

- participation in environmental education programs

- percentage of population within a 10-minute walk of protected open space

- groundwater elevations

- P-4 In 2045, residents of this region can shop, play, and socialize by walking or biking within their neighborhoods. Walking, biking, or using transit are attractive alternatives for all citizens making all types of trips within neighborhoods, between important regional centers, and outside of the urban area. This region is known for the quality of its non-auto transportation alternatives.

579

580

- We will achieve this vision by:

581

--Designing new neighborhoods and retrofitting old ones to better support walking,

582

biking, and transit use.

583

--Implementing the Transportation Planning Rule.

584

--Developing new commitments to funding arterial streets and bicycle and

585

pedestrian facilities.

586

--(use language in various transportation related strategic plans and policies)

587

- We will track how we're doing by monitoring:

588

--non-auto mode split(s)

589

--pedestrian environmental factors (by neighborhood)

590

--acres of land zoned for neighborhood commercial uses

591

--miles of bike lanes

592

--etc.

593

594 • P-5 In 2045, the easy movement of goods, materials, and information throughout the bi-state

595 region is a competitive advantage for our economy. Manufacturing, distribution, and office

596 employment centers are linked to the transportation and communication systems in a

597 comprehensive and coordinated manner.

598

599

- We will achieve this vision by:

600

--Encouraging market-based communication and transportation services and

601

developments that are contained in a fixed urban growth boundary.

602

- We will track how we're doing by monitoring:

603

--number of businesses relying on multi-mode and multi-node transportation in the

604

region

605 --number and magnitude of grants received from State and Federal sources to
606 support innovative programs including but not limited to: electric vehicles, station
607 cars, integration of transportation and communication pathways, distributed energy
608 sources including photovoltaic applications, undergrounding of utility wiring
609 connections for reliability and aesthetic purposes, and other initiatives which link
610 transportation, communication, and energy conservation objectives together.

611 --per capita vehicle miles travelled

612
613 • P-6 In 2045, downtown Portland continues to serve an important, defining role for the entire
614 metropolitan region. In addition, reinvestment, both public and private, has been focused in
615 historic urban centers such as Ridgefield, Camas, Vancouver, Gresham, St. Helens, Beaverton,
616 Hillsboro, Molalla, Woodburn, and others throughout the bi-state region. This pattern of
617 reinvestment continues to be the centerpiece of our strategy for building and maintaining healthy
618 communities.

619
620 • We will achieve this vision by:

621 --Targeting public investment in infrastructure, workforce development, and for
622 other public purposes to existing town centers and downtown Portland.

623 • We will track how we're doing by monitoring:

624 --surveying public attitudes regarding the quality and vitality of town centers and
625 downtown Portland

626 --number of local newspapers targeted to town centers

627 --surveys of shopping behavior and opinion to determine the roles that downtown
628 Portland and other town centers play in meeting the needs of households and
629 supporting neighborhood identity

630 --percentage of the region's housing in downtown Portland and other regional

631 centers

632

633 • P-7 In 2045, the tradeoffs associated with growth and change have been fairly distributed
634 throughout the region. The true environmental and social cost of new growth has been paid by
635 those, both new to the region and already present, receiving the benefits of that new growth.

636

637 • We will achieve this vision by:

638 --Providing leadership and assistance for incorporating pricing as an effective tool
639 for discouraging behavior and investments that have negative effects and
640 encouraging those that have positive effects.

641 --Developing fair and equitable funding mechanisms for all public infrastructure
642 needed to support growth and to keep infrastructure and service levels from
643 declining as growth occurs.

644 • We will track how we're doing by monitoring:

645 --location of industries in the region which benefit from our commitment to
646 maintaining quality of life, the environment, and a high degree of urban system
647 function

648 --use of peak and off-peak pricing to encourage conservation and improve system
649 efficiency

650 --air and water quality

651 --percentage of building permits granted for redevelopment of restored or restorable
652 sites

653

654 • P-8 In 2045, growth in the region has been managed. Our objective has been and still is to live
655 in great cities, not merely big ones. Performance indicators and standards have been established
656 for the Future Vision and all other growth management efforts, and citizens of the bi-state region

657 annually have an opportunity to review and comment on our progress. The results of that review
658 process are used to frame appropriate actions needed to maintain and enhance our regional quality
659 of life.

660 **Note to Subcommittees: see note under P-3. Also, we need to speak**
661 **directly to the organization/coordination of institutions to sustainably**
662 **manage natural resources. At issue here are such things as coordination,**
663 **jurisdictional boundaries, and accountability to the resources and the**
664 **communities that depend on them. Should this be a separate vision**
665 **statement? Can it be better incorporated here?**

666 • We will achieve this vision by:

667 --Annually receiving from Metro a "state of the region" report which concisely
668 points out the trends, strengths, and weaknesses in performance towards the vision
669 statements listed above, followed by a survey to determine whether the public is
670 satisfied with our progress. Short and long-term actions will be shaped by this
671 review, and the results will be reported to the people of the region.

672 • We will track how we're doing by monitoring:

673 --percentage of governmental bodies in the region incorporating monitoring for the
674 purposes stated in this vision in their own local planning and assessment processes

675 --whether the term "Portland-style sprawl" is ever observed in state and national
676 publications

677 --national polls rate this region as one of the top five for living, doing business, and
678 other purposes

From: Ken Gervais
 To: smtpgate:"ethan@UPA.PDX.EDU"
 Date: 10/4/94 9:30am
 Subject: Oct. 3 Mtg

Both sub committees met yesterday. David Ausherman staffed the map group at which Rod, Mike Gates, John Magnano, Susan McLain, Houck attended. Words had Len Freiser, Textor, Lynch, Davis, and Lei, with Bill Atherton in attendance and chiming in a couple of times. Oh, Tom Coffee sat in on the map section until it was adjourned about 5:45 and then joined the words group for a while.

Peggy announced that she had attended a meeting on the Valley Task Force where David Bishop of ODOT had made a presentation. She suggested that we invite him to make a presentation to the Commission.

Bob Textor agreed to be scribe (he did take notes, but gave me a tape which I will pass on to you. I started off with an overview of points which I encouraged them to think about while editing this draft.

1. Read as though you were trying to sell this document to the Metro Council, how would you like to be told that you shall do this and that, do they want to phrase some of this a little differently?
2. Watch for absolutes and over statements. These are real easy for critics to pick apart.
3. Beware that trying to anticipate questions that the Regional Framework Plan might ask is risky, given that we don't even know what the plan elements are going to be (nine are listed, but we may have 15 or more, counting state and other requirements).
4. Don't presume that the Council will think it is a good idea to keep the Future Vision Commission on an ongoing basis.
5. Be careful with the use of the word "We" when describing what some public or other agency is going to do.
6. Label the indicators for monitoring progress as suggestions for now, some of them don't look like they can be observed and others might cost a good deal of money, it is too early to settle on more than a suggested list for these.
7. Consider a list of statements either in the letter of transmittal or in the body of the Vision which conveys the message that members were aware of and talked about the context in which this vision is presented. Among the items I suggested they consider were:
 - a. achieving this Vision won't be easy, our historic pattern has been to waste and move on, this is a big change
 - b. that some aspects of our quality of life will be deteriorated with growth, in other words we are realists
 - c. that the Vision points the way to governance questions for the 9 County (we did resolve that it is 9 Counties) but there will be tremendous resistance to dealing with this need
 - d. that techno fix and techno change will be momentous, but we do not attempt to predict ^{their} its direction or implications
 - e. that there almost certainly will be a change in the way we use our remaining fossil fuels in the next 50 years, but we do not attempt to predict the effects

f. that we do this for ourselves in the sense that no future generation is expected to owe us anything, we do it because we think it is the right thing to do to pass on something nearly as good as what we got to work with, and from this we derive our own satisfaction

g. the unknowability of it all and the fact that this Vision is a heading that future Commissions, Councils and generations will modify

h. ^{and} that this is only one definition of a region, it lies within the Cascadia, pacific rim, regions of the world, all of which impact this region and are to some extent affected by it.

i. lastly that if this Vision is successful a lot of people are going to want to come here.

Note, item h. was brought up by Len, he objected to most of these items, and there certainly was no consensus on their inclusion, also note that I did not present them exactly as recorded here. I do think they are a good set of talking points for the Members to be thinking about.

Bill Atherton made the point that he was most interested in how the decision of how many people to accommodate was going to be made, he was looking for a process.

I have notes through the draft and we should go over these this week when you are feeling better.

Peggy observed that I was recommending some items differently than you had and suggested that the full Commission should hear those differences with both of us present. She said she was uncomfortable having me make these suggestions when you were not there.