

SPEECH BEFORE THE
BUSINESS WOMEN'S ASSOCIATION

APRIL 8, 1985

BY

RICK GUSTAFSON, EXECUTIVE OFFICER

A SENSE OF THE REGION

THANK YOU FOR INVITING ME TO SPEAK TO YOUR GROUP THIS EVENING. I AM DELIGHTED TO TALK TO SUCH A DISTINGUISHED ORGANIZATION OF BUSINESS WOMEN.

I'M GOING TO TELL YOU ABOUT SOME MAJOR CHANGES HAPPENING IN OUR REGION. BUT SINCE THERE ARE ALWAYS SOME SKEPTICS IN THE AUDIENCE, I'D FIRST LIKE TO TELL YOU THE STORY ABOUT THE BRAVE YOUNG MAN WHO HAD JUST FINISHED HIS PERIOD OF TRAINING AS A MEMBER OF THE ROYAL CANADIAN MOUNTED POLICE. BEFORE HE WENT OFF INTO THE WILDERNESS ON HIS FIRST ASSIGNMENT, HIS FELLOW MOUNTIES GAVE HIM A FAREWELL PARTY. AS A GOING-AWAY GIFT, THEY PRESENTED HIM WITH A COMPLETE MARTINI-MAKING SET--A BOTTLE OF CANADIAN GIN, SOME VERMOUTH, A MARTINI MIXER, A STIRRER, EVEN A BOTTLE OF OLIVES. THE NEW MOUNTIE THANKED HIS FRIENDS MOST GRACIOUSLY, BUT HE COMMENTED THAT HE REALLY DIDN'T SEE A MARTINI SETUP AS A VERY APPROPRIATE GIFT FOR SOMEONE GOING OFF ALONE, INTO VIRTUALLY UNSETTLED TERRITORY, TO SEARCH OUT A WANTED CRIMINAL.

"AH!" SAID ONE OF HIS FRIENDS, A MORE EXPERIENCED MOUNTIE.
"YOU'LL FIND IT TO BE A VERY IMPORTANT PART OF YOUR EQUIPMENT
INDEED. YOU MAY BE OUT THERE IN THE VAST WILDERNESS, TOTALLY ALONE,
FOR WEEKS OR MAYBE EVEN MONTHS. SOONER OR LATER, YOU WILL YEARN FOR
THE SOUND OF ANOTHER HUMAN VOICE. THEN YOU WILL REMEMBER YOUR
MARTINI SET. YOU'LL TAKE IT OUT, START TO MAKE YOURSELF A MARTINI,
AND IN 10 SECONDS FLAT THERE'LL BE SOMEONE AT YOUR SHOULDER SAYING,
"THAT'S NOT THE WAY TO MAKE A MARTINI!"

SOME OF US RESIST CHANGE EVEN IF WE ARE IN AGREEMENT ABOUT OUR
DESTINATION. IT'S LIKE THE STORY OF A BOY SCOUT WHO SHOWED UP AT
HIS TROOP MEETING WITH A BLACK EYE. WHEN HIS SCOUTMASTER ASKED HIM
WHAT HAD HAPPENED, HE REPLIED THAT HE HAD TRIED TO HELP A LITTLE OLD
LADY ACROSS THE STREET. "HOW IN THE WORLD," ASKED THE SCOUTMASTER,
"COULD YOU GET A BLACK EYE DOING THAT?" TO WHICH THE SCOUT
REPLIED: "SHE DIDN'T WANT TO GO!"

METRO IS LIKE THE BOY SCOUT, TRYING TO LEAD ASPECTS OF THE
REGION INTO THE FUTURE, BUT THE REGION JUST DOESN'T SEEM READY TO
GO. WE CAN LEARN FROM THE NATURAL TENDENCIES OF BOTH PARTIES TO
WANT TO GO IN OPPOSITE DIRECTIONS.

I'D LIKE TO TAKE THIS OPPORTUNITY TO VISIT WITH YOU THIS
EVENING ABOUT HOW WE, AS CITIZENS OF THE METROPOLITAN AREA, CAN
COLLECTIVELY LOOK TO THE FUTURE.

AFTER A PERIOD OF ECONOMIC INSTABILITY, OUR REGION IS ENTERING A PERIOD OF SLOW BUT STEADY GROWTH. THE REGION IS VERY DEFINITELY CHANGING, AND WILL CONTINUE TO CHANGE IN THE AREAS OF ECONOMIC DEVELOPMENT, TOURISM, PUBLIC FACILITIES AND INDUSTRIAL GROWTH. THE REGION IS SLOWLY DEVELOPING A SENSE OF IDENTITY, AS IT REALIZES THE NEED, ONE FOR THE OTHER, JUST AS THE LITTLE OLD LADY IS SLOWLY REALIZING SHE NEEDS THAT BOY SCOUT.

YET, THERE IS A GROWING SENSE THAT COOPERATIVE ACTION AND ACTIVITY ARE NEEDED FOR US TO GROW TOGETHER INTO A TRULY URBAN COMMUNITY. THE ECONOMIC PROBLEMS OF THE EARLY 80S CREATED THE NEED FOR ACTION TO BE ABLE TO ADDRESS THE ECONOMIC PROBLEMS OF THE RECESSION. THERE HAS BEEN MUCH DISCUSSION ABOUT WHAT IS NEEDED NOW IN OUR REGION TO HELP US HELP OURSELVES.

COMING OUT OF THESE DISCUSSIONS IS A GREATER SENSE OF TRUE INTERDEPENDENCE. WE NOW RECOGNIZE THAT WE ARE DEPENDENT ON EACH OTHER AND MUST PULL TOGETHER FOR OUR COMMON GOOD. FORCING THIS AWARENESS IS THE GROWTH OF ECONOMIC DEVELOPMENT ACTIVITIES OUTSIDE THE CITY OF PORTLAND, THE TRADITIONAL ECONOMIC LEADER OF OUR REGION. ACTIVITIES SUCH AS NEW INDUSTRY AND POPULATION IN-MIGRATION ARE HAPPENING INCREASINGLY IN WHAT WE FORMERLY DESIGNATED AS "THE SUBURBS." VANCOUVER, GRESHAM, BEAVERTON AND MILWAUKIE WERE ONCE CONSIDERED BEDROOM COMMUNITIES. THE WEALTH AND WORKERS ONCE FLOWED INTO PORTLAND. NOW, TRADITIONS ARE CHANGING, WEALTH IS SPREADING, GROWTH IS DISBURSING, AND ALL THESE TRENDS CAUSE A NEED FOR MORE COOPERATION.

IT HAS BEEN SAID THAT "DEMOGRAPHY IS DESTINY." AT METRO, WE HAVE PUT TOGETHER A FORECAST FOR THE REGION. I'D LIKE TO SHARE SOME INTERESTING PROJECTIONS FOR THE YEAR 2005 WITH YOU TONIGHT.

1. POPULATION GROWTH IS FORECAST FOR EVERY COUNTY, BUT THE HIGHEST GROWTH IS PREDICTED NOT FOR MULTNOMAH COUNTY BUT OUR NEIGHBOR TO THE WEST: WASHINGTON COUNTY. IT IS PREDICTED TO GROW BY 149,000 PEOPLE. IN CLACKAMAS COUNTY, POPULATION IS EXPECTED TO GROW BY 116,000 PEOPLE. MULTNOMAH COUNTY, THE LARGEST AREA, WILL GROW BY ONLY 103,000.

2. EMPLOYMENT GROWTH IN THE THREE-COUNTY AREA IS EVEN MORE SURPRISING: HERE IN CLACKAMAS COUNTY, EMPLOYMENT WILL GROW BY OVER 72 PERCENT. MULTNOMAH COUNTY EMPLOYMENT WILL GROW BY OVER 28 PERCENT. BUT "RURAL" WASHINGTON COUNTY, NOW WITH 107,000 JOBS WILL GROW 112 PERCENT.

THERE IS A STANDING AGENDA OF NEEDS THAT THE REGION MUST ADDRESS IN ORDER TO GROW INTELLIGENTLY IN THE NEXT 10 YEARS. THESE NEEDS INCLUDE IMPROVED CONVENTION AND STADIUM FACILITIES, THE MAINTENANCE OF AN EXCELLENT ROAD SYSTEM, AND THE PROVISION OF ADEQUATE JAIL SPACE. ALL OF THESE NEED IMMEDIATE AND CONTINUING ATTENTION, IF THIS REGION IS TO REMAIN LIVABLE IN THE FACE OF SO MANY CHANGES.

I AM CONVINCED THAT THERE ARE SUFFICIENT RESOURCES TO ACHIEVE EACH OF THESE GOALS. HOWEVER, IT IS IMPERATIVE THAT THIS REGION AND ALL OUR PUBLIC ENTITIES WORK TOGETHER TO PROVIDE FOR THE REGION'S GROWING NEEDS. THE RESOURCES NECESSARY TO SOLVE OUR PROBLEMS ARE SPREAD OVER SEVERAL JURISDICTIONS.

METRO IS IMPORTANT BECAUSE OUR BOUNDARY ENCOMPASSES THE URBAN AREAS OF THE THREE-COUNTY REGION. METRO CAN'T AND WON'T DO THE JOB ALONE; THE RESPONSIBILITY AND CAPABILITY MUST BE A COOPERATIVE EFFORT AMONG ALL CONCERNED JURISDICTIONS AND CITIZENS. TODAY, I AM ENCOURAGED BY THE WILLINGNESS OF ALL JURISDICTIONS TO WORK TOGETHER TO SOLVE REGIONAL PROBLEMS.

GROUNDWORK HAS BEEN LAID IN TWO MAJOR PROBLEM AREAS. RECENTLY, THE THREE COUNTIES HAVE JOINED TOGETHER WITH METRO TO ADDRESS THE GROWING PROBLEM OF LACK OF ADEQUATE JAIL SPACE. TRANSPORTATION HAS HAD AN EVEN LONGER HISTORY OF COOPERATION. FOR THE PAST 10 YEARS, THE REGION HAS REAPED THE BENEFIT OF THE COOPERATIVE EFFORT OF JPACT, THE JOINT POLICY ADVISORY COMMITTEE ON TRANSPORTATION. OUT OF THE JPACT FORUM HAVE COME THE I-205 FREEWAY IN MULTNOMAH COUNTY AND THE BANFIELD LIGHT RAIL LINE. OTHER PROJECTS INCLUDE HIGHWAY 212 AND THE OREGON CITY BYPASS. LOCAL JURISDICTIONS ARE ALSO ACTIVELY DISCUSSING A REGIONAL GAS TAX FOR THE MAINTENANCE OF OUR SHARED ROAD SYSTEM.

SEVERAL GROUPS HAVE EMERGED, LATELY, ALONG WITH A CLACKAMAS COUNTY GROUP, TO LOOK AT BUILDING A DOMED STADIUM IN THE PORTLAND AREA. THIS ACTIVITY CLEARLY REFLECTS A GROWING SUPPORT OF SUCH A FACILITY IN OUR COMMUNITY. THE THREE COUNTIES, THE CITY OF PORTLAND AND METRO HAVE FORMED THE REGIONAL CONVENTION, TRADE, AND SPECTATOR FACILITY TASK FORCE TO ASSESS OUR NEEDS FOR THIS TYPE OF FACILITY AND FOR FUTURE TRADE CENTERS. THESE ARE BUT A FEW EXAMPLES OF THE COOPERATIVE EFFORTS THAT HAVE BEEN MOUNTED LOCALLY TO ADDRESS THIS AREA.

NO ONE ORGANIZATION IN THE REGION HOLDS ALL THE POWER, CERTAINLY NOT METRO. NO ONE HAS TO GIVE UP ANYTHING, EITHER. ALL JURISDICTIONS WILL BENEFIT FROM THE COOPERATIVE PROBLEM-SOLVING EFFORTS NOW UNDERWAY. THIS IS WHAT IS SO EXCITING. WE DO NOT NEED WHOLESALÉ GOVERNMENT REFORM OR DRASTIC CHANGE. WE HAVE THE ABILITY AS A REGION TO ADOPT AN AGENDA FOR OUR FUTURE, AND THIS AGENDA WILL BE ADDRESSED AS A COOPERATIVE EFFORT THROUGHOUT THE METROPOLITAN AREA.

WE HAVE SEVERAL EXAMPLES OF SUCCESSFUL EFFORTS TO POOL OUR RESOURCES TO SOLVE PROBLEMS ON A REGIONAL BASIS:

1. THE PORT PROVIDES EXCELLENT SERVICES TO FOREIGN AND DOMESTIC TRADE. THEY ALSO RECEIVE CONTINUOUS SUPPORT FROM THE VOTERS. PUBLIC MONEY WAS RECENTLY VOTED FOR A DRY DOCK AND TERMINALS 1 AND 2. THE SERVICES PROVIDED AT THE AIRPORT ARE ALSO EXCELLENT.
2. THE REGION HAS A WORKABLE LAND USE PLAN WHICH PRESERVES LAND FOR FARMING AND FOREST USE, AND DELINEATES AREAS THAT CAN BE USED FOR GROWTH. WE ARE PROJECTED TO HAVE AMPLE LAND ZONED FOR INDUSTRIAL GROWTH FOR THE NEXT 20 YEARS.
3. THE WASHINGTON PARK ZOO IS THE LARGEST PAID TOURIST ATTRACTION IN THE STATE OF OREGON. PUBLIC ACCEPTANCE AND SUPPORT OF THE ZOO IS HIGH, AND THE QUALITY OF THE EXHIBITS IS CONTINUING TO GROW.
4. THE REGION'S PUBLIC TRANSIT SYSTEM RUN BY TRI-MET IS AN EXCELLENT SERVICE, RECOGNIZED NATIONALLY AS ONE OF THE BEST IN THE COUNTRY.

HOWEVER, THERE ARE ALSO SHORTCOMINGS IN THE REGION: FOR EXAMPLE, WE AS A REGION DO NOT PROMOTE TOURISM WELL. THE REGION LACKS ADEQUATE CONVENTION, TRADE, AND SPECTATOR FACILITIES. OUR ROAD MAINTENANCE AND CONSTRUCTION IS NOT KEEPING UP WITH THE NEEDS OF A GROWING POPULATION. THE LACK OF ADEQUATE JAIL SPACE IS LEAVING AN INCREASING NUMBER OF CRIMINALS ON THE STREETS. THE CENTRAL CITY IS FINDING IT IMPOSSIBLE TO PROVIDE THE IMPORTANT REGIONAL SERVICES AS THE WEALTH OF THE COMMUNITY DISPERSES. WORKING TOGETHER CAN HELP SOLVE THIS PARTICULAR DILEMMA. THE ZOO, FOR EXAMPLE, WAS ONCE PROVIDED BY THE CITY OF PORTLAND. IT WAS A STRUGGLE FOR THE CITY TO FUND AND RUN SUCH A LARGE FACILITY. NOW THAT IT HAS REGIONAL TAXING POWERS, THE ZOO HAS EXPERIENCED A DRAMATIC TURNAROUND THE PAST 10 YEARS.

IN SETTING A NEW AGENDA FOR THE TRANSITION INTO THE 90s, THE CONCEPT OF WORKING TOGETHER REACHES EVEN GREATER IMPORTANCE. AS NEW APPROACHES ARE NEEDED TO SOLVE PROBLEMS, NEW ROLES WILL BE FORGED IN URBAN REGIONS. THIS IS A GREAT, NEW OPPORTUNITY TO SHAPE THE DYNAMICS OF "URBAN TOGETHERNESS," IF YOU WILL. ECONOMIC GROWTH, IN FACT, DEPENDS ON OUR WILLINGNESS TO JOIN HANDS AND PULL TOGETHER FOR THE COMMON GOOD. THE NEED FOR CREATIVE, NEW APPROACHES TO PRIVATE AND PUBLIC PROBLEM-SOLVING WILL SPUR THIS DEVELOPMENT. INTERACTION IS DESIRED AT ALL LEVELS OF GOVERNMENT, AND WITH PRIVATE AND COMMUNITY ORGANIZATIONS.

THESE GROUPS WILL HAVE TO BE SENSITIVE TO EACH OTHER'S NEEDS. BUT MORE IMPORTANTLY, THEY WILL HAVE TO BE SENSITIVE TO THE NEED FOR CREATING A CLIMATE FOR NURTURING INNOVATION, INVENTION AND EXPERIMENTATION -- THINGS WHICH LEAD TO THE GROWTH OF NEW PRODUCTS, SERVICES AND BUSINESSES. JANE JACOBS, THE URBAN PLANNER, HAS DESCRIBED THE "NEW" URBAN AREA AS A "CITY-REGION." HER BOOK, "CITIES AND THE WEALTH OF A NATION" CALLS FOR A MORE FLEXIBLE AND DECENTRALIZED GOVERNMENT AND PLANNING PROCESS. THE TIME HAS CLEARLY COME TO CLARIFY THE CENTRAL ROLE OF THE REGION AND TO ESTABLISH NEW APPROACHES TO ENCOURAGE REGIONAL ECONOMIC DEVELOPMENT.

ANOTHER BOOK, "THE M-FORM SOCIETY," TEACHES US SOMETHING ABOUT HOW ECONOMIC POLICY IS FORMED IN JAPAN AND HOW SUCH STRUCTURES CAN BE CREATED, HERE. IT IS ENCOURAGING, AS IT PROVIDES THE CHANCE FOR MORE VOICE IN REGIONAL POLICIES, AND NEW AVENUES TO STIMULATE THE ECONOMY. SPECIAL INTEREST GROUPS WILL HAVE A NEW WAY TO PARTICIPATE IN POLICY ISSUES, AND THE PRIVATE SECTOR WILL HAVE THE CHANCE TO INTERACT WITH GOVERNMENT FOR THE ECONOMIC GOOD OF THE REGION. WORKING TOGETHER REACHES A NEW DEFINITION, IN THIS AUTHOR'S VIEW. A NEW BALANCE BETWEEN COOPERATION AND COMPETITION WILL BE REACHED BY ALL PARTIES.

METRO STANDS ON THE THRESHOLD OF THIS NEW COOPERATIVE MOVEMENT, ABLE TO HELP COORDINATE MEMBER GOVERNMENTS, AS NEEDED. WE HAVE SHOWN SUCCESS WITH COOPERATIVE TRANSPORTATION PLANNING THROUGH JPACT, THE JOINT POLICY ADVISORY COMMITTEE ON TRANSPORTATION. THE ZOO IS NOW RUN BY METRO, SUCCESSFULLY FOR THE REGION.

WE HOPE TO ENCOURAGE GREATER COOPERATION BETWEEN DISIDENT GROUPS IN THE REGION. THUS, METRO CAN PLAY A GREATER ROLE IN THE GROWTH OF OUR REGION'S FUTURE. ONE THING IS FOR CERTAIN. WE CAN ONLY IMPORVE OUR FUTURE THROUGH GENERAL AGREEMENT BY ALL PARTIES. WITHOUT THAT AGREEMENT, NOTHING WILL BE ACCOMPLISHED. YOU, AS A CITIZEN AND BUSINESS LEADER, CAN PLAY A ROLE IN FORGING THAT AGREEMENT. LET'S LOOK AHEAD AND LOOK TOGETHER.

AS JOHN GALSWORTHY SAID, "IF YOU DO NOT THINK ABOUT THE FUTURE, YOU CANNOT HAVE ONE." I WOULD ENCOURAGE EACH OF YOU TO BEGIN THINKING OF THE KIND OF FUTURE YOU WANT FOR YOURSELVES AND YOUR CHILDREN AND GRANDCHILDREN. WITH MORE PARTICIPATION, FROM PEOPLE SUCH AS YOU, WE CAN MAKE THIS REGION MORE VITAL AND ALIVE. WE CAN PROVE THE PHILOSOPHER RIGHT WHO SAID, "MEN COME TOGETHER IN CITIES IN ORDER TO LIVE; THEY REMAIN TOGETHER IN ORDER TO LIVE THE GOOD LIFE."

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TESTIMONY

RICK GUSTAFSON
METROPOLITAN SERVICE DISTRICT EXECUTIVE OFFICER

TO

JOINT LEGISLATIVE COMMITTEE ON TRANSPORTATION

October 22, 1985

1:00 p.m.

Hearing Room "B"

Good afternoon to the co-chairs of the Joint Legislative Committee, Senator Cease and Representative Lindquist, and to the members of the Committee. My name is Rick Gustafson, Executive Officer of the Metropolitan Service District.

I would like to address you regarding the importance of your deliberation during the interim session toward a gas tax recommendation for the 1987 Session. Such a measure is vital to continue the progress of financing the unmet needs of this state's highway system. The challenge ahead of you is to establish which needs are not being met, and ensure that a legislative recommendation is crafted to correct this problem. The concept of equalization as noted on your agenda relates to the issue of targeting highway funding increases to where it is needed rather than simply as a continuation of past formulas.

To develop a proper legislative proposal, we must establish a consistent definition of what it takes to maintain and improve the state's full transportation system; we must assess the suitability of existing funding sources for meeting these needs; and we must design the legislation to fill the gaps.

ODOT, the Association of Oregon Counties, and the League of Oregon Cities have initiated an effort to supply the necessary facts. I believe they have adopted the proper outlook on their objective. They have recognized that it is not productive to carefully determine how to reapportion a source of funds that is too small but that it is wise to expect new funding recommendations to be targeted to the areas of greatest need. I suggest you look to this effort to provide necessary information.

Let me elaborate on the nature of the problem and why it is important to target new revenues. We have talked often in the past of the concept of a single statewide transportation system and the importance of equally meeting the needs of the full system. However, the fact is, different parts of the system are more equal than others. Because of the large number of different agencies responsible for different segments of the statewide highway system, and the complexity of the funding mechanisms available, the levels of funding available vary widely.

The responsibility for the statewide highway system rests with a long list of state, federal and local agencies with revenues provided by federal highway, transit and forestry agencies, the state highway fund, city and county gas taxes, urban renewal districts, property taxes and various private contributions from developers and improvement districts. As a result of this complex situation, parts of the system have the luxury of being a deluxe system while other parts are barely scraping by. Furthermore, this occurs without a conscious decision on which parts of the system should or should not be funded at a higher level.

The same type of complexity exists in the area of education finances. In order to deal with the wide variation in education costs versus resources, the state has assumed a role of "equalization." That is, resources are targeted to compensate for variations in costs versus resources (i.e., student population vs. assessed valuation).

Let me give you several examples of the complexity of the funding situation:

- First, in the area of federal highway funds, this state as a whole receives almost as much federal highway funding for construction purposes as is available in the full state highway trust fund. However, because of the areas of national interest, this resource is heavily concentrated on a particular class of road with very little flexibility to shift funds between these classes. The largest part of the federal highway funds are committed to improvements on the interstate system and to bridge improvements, while much lesser amounts are available for other state highway improvements and to city and county roads.
- Next in the area of disbursing state highway trust funds to the cities and counties -- these are distributed on the basis of population size without regard to the size of each jurisdiction's road responsibilities or the division of responsibilities between cities and counties. In addition, this formula does not necessarily provide the resources to areas of economic growth.
- A third area is that of the federal forestry receipts. The amount of forestry receipts available to the counties is almost equal to the combined amount of state highway trust fund revenues distributed to the cities and counties. However, these funds are not available to all the counties and are heavily concentrated in certain counties.
- A final area is that of local gas taxes and general fund revenues -- these funds are very important local resources where they are collected to cover the shortfalls created by the other distribution formulas.

Because of this patchwork of revenue sources, attempting to adopt further increases in the state gas tax as simply a continuation of the status quo is unwise. Heretofore, all jurisdictions needed road funds and, therefore, any increase was a step in the right direction. Future increases should be more sensitive to and discriminate better where the increase, in fact, should be targeted.

In deliberating the alternatives, you should also take into consideration the consequence of inaction in the next session. If a suitable funding package is not adopted, several consequences will result:

- First and foremost, various parts of the statewide transportation system will remain underfunded and to the traveling public for no apparent reason -- potholes will persist in one area while new construction will proceed elsewhere. Because of the complexity of who owns what and what types of funds are available, there will not be a distinguishable pattern of what is being funded and what is not being funded to the motorist.
- Second, local initiatives will be undertaken to fill the gap with other sources. Again, due to the complexity of who owns what, this will mean various types of property taxes, gas taxes, urban renewal districts, developer funding schemes, and who knows what else. And, again, with no distinguishable pattern to the taxpayer of who pays for what and why.

The ramification of this trend to the state is very clear: increased use of local gas taxes and an increased burden on the property tax. In the case of local gas taxes, this has a ripple effect on a number of other issues. First, it results in a shift in the highway funding burden from the truck to the auto since gas is taxed without a commensurate weight/mile tax. Second, it results in changes in the gasoline retail business with hardships at jurisdictional boundaries and, finally, it makes state measures more difficult to adopt.

In summary, I applaud the past efforts of the Legislature and the two transportation committees, and emphasize that the job is not done. The future stability of funding for the full state highway system is at stake. In order to develop a legislative package that makes sense, careful thought on a broader range of issues will be necessary to target the funds to the areas of greatest need.

I would also like to remind you that the issue of highway funding should be addressed in combination with that of transit funding. There is clearly a relationship between the level of highway funding needs and the level of transit service available. With most transit districts, the state plays a much more significant role in transit finance than is the case here. I look forward to future hearings of the Committee on transit issues.

THE FUTURE ISN'T WHAT IT USED TO BE

A philosopher once sagely observed: "The future isn't what it used to be." The truth in this paradox centers around change. In fact, someone suggested that the times we live in should be marked, "Subject to change without notice."

We all know that change is the order of the day. Megatrends are overtaking us and changing our lives. We also know that change has not spared this region. Change has hit hard with bewildering consequences. The once-isolated Northwest is being buffeted by the same winds that are hitting all areas of the country.

It is in this context that I want to speak about our beautiful region -- and note that I say "region." We can no longer speak of a city or county, suburbs or farmlands. We can and must speak in terms of this region, roughly encompassing the three counties ~~in~~ the Portland metropolitan area.

In the "good old days" the cities and counties provided services in an orderly fashion according to their own needs. As more services were desired, a patchwork of different service districts were formed to provide sewers, schools, libraries and other ^{desired} functions. Then a funny thing happened in the 1950s. People started to move out of the cities into the suburbs, requiring more services in

larger and larger areas. The patchwork of services spread to cover these areas. It worked, for a while.

Then in the 60s and 70s, change hit this region in a big way: population growth. The strain on services became unbearable as urban sprawl challenged our resources. More people were driving ^{traveling} farther or taking the bus more often to work. More people were ^{greater distances} needing more police, fire, water, sewer and library services. More people were, in fact, a big problem for this region. But these people forced us to "grow up" from a town to a city to a region in terms of service provision.

AT this time several regional districts were formed, including Tri-Met for the transit system and the Metropolitan Service District for waste disposal management, zoo operations and local government services. Metro was formed by a ^{30-member} ~~citizen~~ committee called the Tri-County Local Government Commission. It was shaped by the Oregon legislature and approved by a vote of the people in 1979 at the height of the growth strain hitting the area.

In describing the work of the Tri-County Local Government Commission in forming Metro, I am reminded of the wise man of ancient China who was noted for his wisdom and ability to solve problems. One day, a merchant came to him seeking advice. It seems that the merchant had a problem in his accounting department.

"I have six men and six abacuses but my needs have expanded to the point where I need a twenty percent increase in output. But

I can't afford to hire more accountants; and even if I could, one would not be enough and two would be too much."

The wise man pondered the problem for several days and finally summoned the merchant. "The solution to your problem is simple," he told him. "Each of your present accounting staff must grow another finger on each hand. This will increase your abacus output exactly 20 percent and will solve your problem."

The merchant smiled, his problem was solved. He started to leave, paused a moment, and looked at the wise old man. "O, Wise One," he said. "You have truly given me the solution to my problem, but how do I get my people to grow extra fingers?"

The wise man puffed on his pipe. "That is a good question. But alas, I only make policy recommendations. The details of execution are up to you."

This story expresses my current quandry at Metro. The Metropolitan Service District/^{policy} was formed and approved by the voters. The details of execution were left up to us. Metro was formed to provide management of regional services and is only being used in a limited way, today.

Metro, however, was formed in a spirit of cooperation and a recognition that we in the region have a common agenda. It was an exciting new way of looking at things. ^{a way that no other} In the past seven years Metro has performed its assigned tasks competently. The Washington ^{place in} Park Zoo is a leading example of a formerly city-owned facility ^{the} that was given regional status and funding under Metro. In the ^{country} ^{has} ^{the cost} ^{to} ^{be}

time since the changeover, the Zoo has become the largest paid tourist attraction in the state! It has won national awards of excellence for the Cascades and ~~Alaska Tundra~~ ^{Penguin} exhibits. The Washington Park Zoo is now a facility worth the pride of the entire region -- a far cry from what it used to be.

Metro's ~~Solid Waste Department~~ is building a system for disposing of the region's refuse. (Two thousand tons a day are trucked to the St. Johns Landfill; that's enough to fill the Memorial Coliseum every month.) We are managing the St. Johns Landfill in a safe and efficient manner, and we have built the region's first transfer center in Oregon City. Both utilize private contractors chosen by the lowest bid. Metro is developing a program to reduce waste in the region, and to encourage more recycling and reuse of resources that are now thrown away. Perhaps you noticed the Waste Reduction advertisement in this Sunday's Oregonian?

Metro's third function is to provide local government services, including transportation planning. We have the only transportation plan in the region. This came about when all the government bodies responsible for transportation in the region decided to come together at Metro offices and work jointly to solve regional problems. This is the only regional transportation group in the nation, and as a result, our region gets proportionally more federal funds than other areas of the country.

Clearly, then, there is a place for regionalism. Our community

has accomplished many things regionally and cooperatively. Are you thinking regionally, now? Victor Hugo said, "There is one thing stronger than all the armies in the world, and that is an idea whose time has come." I truly believe that regional service provision is an idea whose time has come. Now, what about the future of this region?

As we all realize, we have a rapidly changing future. The spread of population throughout our region has also spread the wealth and the issues throughout our region. This situation presents fresh opportunities, but opportunities carry with them obligations. Then what are our new obligations?

First: In order to draw more tourism and convention business into this region, we must build a new convention center. Where to locate this center and how to pay for it are questions being resolved now. The decision to fund a convention center on a regional basis is an essential key to its success.

Second: Highway financing is ~~also~~ a crucial issue to our economic development in this region. The greatest needs are for urban arterials and industrial access, ^{streets} which are roads not funded by the state. There have been proposals for a regional highway fund, in fact.

Third: Transit funding is already regional. We have one of the finest transit systems in the nation, but our resources to fund this system need to be rethought.

Fourth: Parks and libraries are two other services which could be organized and funded on a regionwide basis. There is not much sense in having three counties all buying/computer systems and ^{separate library} three different sets of books.

having 4 different purchasing policies acquisition

What is happening is a new order of things: a regional basis for organizing, funding and providing needed community services. By pooling our resources and looking for answers together, it is only logical we all benefit by regionwide coordination of services. This regional approach can be more innovative, more accountable and much more cost effective than the current patchwork quilt of small service districts ~~and overlapping governments.~~ *invisible boards*

After all, we are talking about major public investments needed in our not-to-distant future. Investments, I might add, that can be well within our means, ~~to pay for.~~ Our problem, then, is to stretch these resources, ^{+ set priorities} ~~which will need to be a combination of public and private funds.~~ We know / we need to do and we know the issues I mentioned should be dealt with on a regional basis.

But I ask you to

Let's stop right there! (Pause) There is one remaining hurdle. Who is going to solve these regional issues, and how are they going to do it? We have Metro, the Port of Portland, Tri-Met, the Governor, the Mayor, and the County Commissioners who all talk regional and control some part of the pie. The needs, as I have outlined, are obvious. The way to solve them is obscure.

We know certain issues need to be dealt with on a regional basis; we know the solutions mean a lot to this community. We have to decide who will solve regional problems.

~~I would like to submit that Metro was formed seven years ago to handle regional issues. I believe our time has come. Picture the wise man of ancient China giving advise to the puzzled merchant. Picture Phil Bogue as the wise man and Carl Halvorsen as the merchant. Picture the Tri-County Local Government Commission working to come up with a way to organize this region. Picture the outcome, Metro, and the work it has taken to move from policy recommendation to detailed execution. Metro's last seven years have not been easy -- sort of like growing another finger on each hand.~~

Metro may not be the only way to handle regional services. But a clear choice must be made ^{all yours} by you, the people of the region, about how you want this region to be organized. Keep in mind the philosopher who said, "The future isn't what it used to be." Then look forward with pleasure to the future of a well-organized and well-managed region; a region that can support economic growth and welcome the coming population growth.

Will Metro be given ^{the} regional leadership role or will Metro be set aside? Metro's future depends on your decision.

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November 21, 1985

PROPOSED REVISIONS TO CITY METRO AGREEMENT FOR
THE OPERATION OF THE ST. JOHNS LANDFILL

(New Section) METRO's Management Responsibilities.

a. The City retains ownership of the landfill and an obligation to ensure that adequate and economical solid waste disposal facilities are made available to City residents and businesses. In connection with METRO's responsibilities for administering and operating the landfill and regulating rates, METRO shall develop and implement a management policy by July 1, 1986 which identifies METRO's strategy for promoting City's obligations to ensure the provision of adequate and economical solid waste disposal facilities to City residents and businesses and for assuring capacity at the landfill until a new regional disposal facility is operational.

b. METRO shall submit quarterly reports to City on January 1, April 1, July 1 and October 1 to advise City as to the status of compliance with the management policy.

c. The Commissioner of Public Works for the City and the Executive director for METRO shall meet quarterly to review METRO tonnage and financial reports, assess current solid waste activities and recommend necessary revisions to the management policy.

New Section (In place of former Section 11)

Preservation of Landfill Capacity; Waste Tonnage Targets;
Fees.

a. In recognition of City's need to insure that the landfill has sufficient capacity to remain open until it has been replaced by new regional disposal facilities, METRO agrees to make every effort to meet the annual tonnage target and cumulative targets for the years 1986-1991 as set forth on Exhibit ____, attached hereto and incorporated by reference herein.

b. In any year in which waste deposited in the landfill exceeds the target for that year by more than 10%, METRO will pay to City a fee per ton as set forth in Exhibit ____ for every ton of waste deposited throughout the year. Provided however, that METRO shall not be required to pay the fee if the cumulative total of waste deposited is below the cumulative target for that year.

c. METRO will pay the fee to the City the first business day of February in the year following any year in which the target is exceeded by more than 10%. METRO shall accompany the fee payment with a report identifying the amount of tonnage deposited during the prior year and the amount of tonnage above the target level for the prior year. For purposes of this section, a year shall begin January 1 and end December 31.

d. In any year in which waste deposited in the landfill exceeds the target for that year, but by less than 10%, payment of the fee by METRO shall be deferred until the first business day of February in the second year following the year in which the target is exceeded. Provided however, that METRO shall not be required to pay the fee if the cumulative total of waste deposited over the two year period is below the cumulative target at the end of the second year.

e. City shall use funds received from payments by METRO pursuant to this section for:

(i) Planning and developing of the end use for the landfill site; or

(ii) Encouraging regional waste reduction measures or the development of interim disposal facility capacity.

Section 7. Methane Gas Control and Recovery.

a. Retain.

b. Methane Recovery.

(i) METRO and City are negotiating [have entered into] the attached agreement, Exhibit _____, with BioGas Technology Inc. for the operation of a methane gas recovery system at the landfill. In this agreement and in any future agreements for the operation of a methane gas recovery system, METRO and City agree to

share the gross revenues from the recovery of methane on an equal basis. No deductions for costs shall be permitted prior to allocating to each party its equal share of revenues without prior written agreement of the parties.

(ii) The terms of the agreement and of any future agreement for the operation of a methane gas recovery system shall require that the operator submit monthly royalty payments to METRO and to City which reflect an equal division of METRO and City's share of the revenues.

(iii) If in connection with the operation of a methane gas recovery system it becomes necessary or desirable for METRO and/or City to make capital improvements to the methane recovery facility at the landfill, METRO and City shall jointly determine which party shall bear responsibility for the costs and in what proportion. Until METRO and City reach such an agreement, neither capital improvement costs nor any other costs shall be deducted from City's share of the revenues.

(iv) METRO shall be responsible for management and administration of the methane gas recovery system project pursuant to the agreement with the operator, attached hereto as Exhibit _____. METRO shall be entitled to an equal share of revenues from the methane

gas recovery system project so long as this agreement is in force. Upon termination of this agreement, revenues from the methane gas recovery system project shall belong to the City.

(v) To the extent that any of the provisions of the attached agreement for the operation of the methane gas recovery system conflict with provisions of this agreement, the provisions of this agreement shall control.

(Add to existing Section 9) Retention of Powers; Imposition of Charges; Assessments. Except as provided in this agreement, City retains all governmental powers it has over the subject property. Specifically, City reserves the right to impose additional charges or assessments on users of the landfill. Any such charges or assessments shall be collected by METRO in connection with METRO's collection of disposal fees, and thereafter transferred to City. City shall use the funds raised by imposition of any such additional assessments or charges for such purposes relating to regulation of solid waste as are to determined to be appropriate by the Sewerage Systems Administrator, including but not limited to the planning and development of the end use of the landfill, and implementation of recycling collection and waste reduction measures.

Section 14. Hazardous Wastes.

a. Retain.

b. Retain.

c. (i) Neither METRO, its agents nor employees shall knowingly accept any quantity of hazardous wastes for disposal in the landfill. In the event that DEQ requires or METRO and City jointly determine that collection points are necessary or desirable for receiving small quantities of hazardous wastes for ultimate disposal at an approved hazardous wastes disposal facility, METRO shall locate, construct, finance, and operate such collection points. Provided, however, that METRO's decisions with respect to the establishment of collection points, including but not limited to decisions with respect to location, construction, finance and operation shall be subject to review and approval by the City.

(ii) In no event shall hazardous wastes be stored for a period longer than eighty-nine (89) days.

(iii) All collected hazardous wastes must be isolated from the landfill, including all surface, subsurface and adjoining properties. Upon request by City, METRO shall provide City adequate assurances that hazardous wastes are isolated as required.

(iv) In the event a collection point is established, METRO agrees to develop a list of potential

users and notify potential users of the availability of the collection facility.

(New Section) End Use. City retains responsibility for planning and developing the end use of the landfill site. For purposes of this agreement, "end use" refers to the use of the landfill site once operation as a disposal facility has ceased. City's planning and development efforts for the end use of the landfill site shall be made with the participation of METRO, the surrounding community and adjacent property owners.

(New Section) Waste Reduction and Recycling Plans. City and METRO agree to coordinate the development of City's obligation to prepare a recycling collection plan by July 1, 1986, pursuant to the Recycling Opportunity Act, ORS 459.165-200, and METRO's obligation to prepare a waste reduction plan by January 1, 1986, pursuant to 1985 Or Laws Chapter 679. METRO's exercise of its responsibility to prepare a waste reduction plan shall not interfere with or jeopardize City's exercise of its responsibility to prepare a recycling collection plan.

SCHEDULE A

<u>Year</u>	<u>Target (tons)</u>	<u>% Reduced</u>	<u>Target +10%</u>	<u>Cumulative Target</u>	<u>Capacity Remaining (Year End)</u> ^a	<u>Fee</u>
1985	720,000 (actual-est.)	--	--	--	3,030,000 ^b	--
1986	627,400 ^c	9%	690,100	627,400	2,402,600	\$ 5/ton
1987	592,800	6%	652,100	1,220,200	1,809,800	\$ 10/ton
1988	559,700	6%	615,700	1,779,900	1,250,100	\$ 15/ton
1989	526,600	6%	579,300	2,306,500	723,500	\$ 20/ton
1990	493,500	6%	542,800	2,800,000	230,000	\$ 25/ton
1991	230,000 ^d	7% ^d	253,000 ^d	3,030,000 ^d	-0-	\$ 25/ton

a) Assumes 1600 lbs/cubic yard.

b) Source: Metro data.

c) The target for 1986 is derived by subtracting the results of Metro's planned waste reduction/diversion measures for 1986 (totalling 120,800 tons) from Metro's projected landfill volume for 1986 if no waste reduction/diversion measures are introduced (748,200 tons).

d) 1991 figures are for 6 months (January 1-June 30)

OPTIONS FOR MANAGEMENT OF NEW REGIONAL CONVENTION CENTER

There are several options available for managing the new regional convention center, but prior to discussing those options certain principles have been stated as essential in selecting any of the options.

Principles

1. There will be only one operating commission for all convention, trade, and spectator facilities in the metropolitan area.
2. That commission will have direct responsibility for operating all facilities on a day-to-day basis.
3. That commission is either directly accountable to the governmental agency that is responsible for the operating commission, or is the board of directors.
4. If problems occur with the commission, the responsible governmental agency shall have the power to change the operating commission.

Options

There are two significant issues regarding the management structure of the regional convention center: 1) which regional authority will place the G.O. bond measure before the voters; and 2) what will be

the relationship of this new body issuing G.O. bonds with the City of Portland and the existing ERC.

For the purposes of discussion, there will be two commissions referred to:

"Regional Commission"

This can be the Metropolitan Service District, the Port of Portland, or a commission empowered by either Metro or the Port of Portland to be responsible for the new convention center.

"ER Commission"

This Commission is required to exist by the City of Portland charter. A charter amendment would be necessary to eliminate the commission.

Either commission appears to have the authority to contract through intergovernmental agreement with the other commission to preserve the principle of one operating commission in the metropolitan region.

In light of these facts, there are two options available:

1. ER Commission remains as the operating commission for all facilities in the metropolitan area including the stadium, Coliseum, new convention center, and possibly the Expo Center. The regional commission contracts for operation

of the convention center with the ER Commission. The regional commission retains the ability to withdraw from the contract if they feel the operation of the facility is not in keeping with their agreement. If this option is selected, there should be a long-term commitment by the City of Portland to move toward the regional commission operating all facilities in the metropolitan area at the appropriate time.

2. Regional commission assumes operation of all facilities. The ER Commission contracts with the new regional commission to operate the Coliseum and stadium transferring responsibilities to the new commission. All the employees from the ER Commission are transferred to the new regional commission, the City of Portland considers a charter amendment abolishing the ER Commission, and transferring all resources to the new regional commission.

There are several advantages and disadvantages to each of the options.

Option #1:

- A. This option is certainly the least disruptive since the ER Commission already has a staff, operates the facilities and books conventions today.
- B. The City of Portland has made a long-term investment

in facilities and may be reluctant to immediately give up all those responsibilities to a new regional commission. There is outstanding indebtedness for the stadium.

- C. The suburban jurisdictions will be suspicious of the ER Commission which is totally a City commission operating facilities in which suburban residents have invested.
- D. This option could be seen as a transition option toward a full regional commission. A subsequent vote on additional facilities could cause the transfer of all facilities. The new regional commission would have an opportunity to get into the business and use a longer term transition to that service.
- E. Transitions in major government reform like this have not always worked that well and often fail to achieve the intended reform leaving the region with an unworkable interim step.

Option #2:

- A. Provides for direct regional representation on a regional commission whether it is the Port of Portland or the Metropolitan Service District.
- B. The City of Portland has transferred resources to the

Metropolitan Service District with the landfill operation and the Zoo. Both were conducted at the time that the responsibility was transferred to the Metropolitan Service District rather than through a transition. In the case of the Zoo it was a wholesale transfer of employees and resources.

- C. This option would potentially disrupt the administration and force the creation of a completely new board. Certainly some transition plan for the board could be established for the regional commission which might alleviate some of those difficulties.

- D. Some questions may be raised with regard to the City's continuing indebtedness and their ability to assure proper management of the investments they have made.

RG/gl

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Choice of Agency to Issue Bonds

The Metropolitan Service District and the Port of Portland are both empowered to fund, through G.O. bonds, convention and spectator facilities. The Port of Portland has a much stronger track record of issuing bonds, building major facilities. The Metropolitan Service District has not issued G.O. bonds, has built significant facilities in solid waste and the Zoo, and has a board that is directly elected. ~~The purpose of the law as written with regard to the Metropolitan Service District is to provide general regional services, while the Port of Portland had the authority given in the law, there is some question raised as to whether such an activity is appropriate for the Port. The Port certainly has expressed this in their letters, suggesting that full agreement needed to be reached with all jurisdictions before the Port would consider participating in such an activity.~~

centers *has* *to finance convention*

If an appointed commission separate from either the Port of Portland Board or the Council of the Metropolitan Service District were desired, such a structure could be established under the auspices of either organization. Metro has direct authority to establish commissions to operate services in the metropolitan area. The Port could establish a subcommittee or a commission, with an understanding with local officials, as to the nature of that advisory committee or subcommittee of the Port. In the case of option #2 requiring an operating commission, it would appear appropriate to explore the notion of a new regional commission appointed by the body responsible for issuing the G.O. bonds.

The choice between the Port and Metro seems to come down to existing good track records versus designated government responsible for the long-term future. The Port would appear to have some advantages in issuing bonds for the convention center; Metro would seem to have advantages providing the longer-term structure for all convention, trade, and spectator facilities.

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RG SLIDE SHOW FOR COG CONFERENCE

AUG. 9, 1986

M. Matteson

REGIONAL COOPERATION SPARKS A CONVENTION CENTER

SLIDE

VOICE

1. Mountain photo
Oregon Country! It began as vast wilderness with unsurpassed natural beauty.
2. Oregon Country map
The boundaries of Oregon Country were decided in a spirit of cooperation: In 1818, the United States and Great Britain agreed to a ten year joint occupancy of what was named Oregon Country -- an area much larger than our state today.
3. Wagon train
Pioneers from the East made the difficult trek to Oregon Country on the Oregon Trail. Perhaps independent at first, life on the trail was hard and pioneers needed to help one another to survive. More cooperation!
4. Covered wagon
Like here where the wagons had to be lowered down the steep, mile-long Laurel Hill on the Barlow Trail.
5. Columbia river painting
The rivers were easier to travel and the area opened up by way of steamboats.
6. Portland with stumps
Portland at first looked like a field of stumps as trees were cleared to build houses and stores. Thus our first nick-name: Stumptown!
7. Men in semi-circle
Here residents gathered to celebrate a momentous occasion -- one that took cooperation to achieve:
8. State seal
In 1859, Oregon became the 33rd state to be admitted to the Union.

9. Horse and carriage
Portland was a one-horse town with a few buildings along the riverside. The city grew through the cooperative work of the growing citizenry.
10. Carriages/buildings
Until it almost had a traffic problem! Think of the street-cleaner's job!
11. Church spire
Funds were raised to build churches and other types of buildings.
12. Buildings/theater
Here is the first Portland theater to the right, conveniently located next to the GEM Saloon! Things were certainly pleasant at the turn of the century.
13. Fire horses
Then fire! All the new buildings were wooden structures, and they burned often and easily. The city's first organized and cooperative effort was in fire control.
14. Group of firemen
The volunteer fire brigade was on call night and day. Thanks to their cooperative efforts, many of our beautiful old-time buildings still stand today.
15. Burnt-down building
Except for this 20 block area consumed by fire. Volunteer firemen from Portland, Salem, Oregon City and Vancouver fought this fire. The first regional cooperation!
16. Aerial photo
But rebuilding began immediately and it started looking like a real city, again.

17. Stables
Carriages became fashionable so stables were built and became a booming business.
18. Carriage house
This private carriage house still stands across from the Oregonian Building on Broadway.
19. City scene
As the city grew, however, there was more need for public transportation as not everyone was affluent enough to own a horse and carriage like these mansion-owners.
20. Rails
Rails were built. . .
21. Horse/carriages
And horse-drawn trolleys were first tried.
22. Trolley line construction
A private firm started building a trolley line....
23. Trolley cars
And it was uphill all the way! In fact, 40 different private companies have operated passenger service on Portland streets.
24. Fountain
Private efforts in other areas were more long-lasting: like the Skidmore Fountain...
25. Pittock Mansion
And the Pittock Mansion on the hill, built by the original owner of The Oregonian newspaper.
26. Steel Bridge
The Steel Bridge went up to span the Willamette in 1888, one of many bridges to help the growing traffic move from the West to the East side.

27. Portland Hotel Portland began attracting more visitors and the large Portland Hotel was built.
28. Theaters Theaters sprang up (with beer wagons).
29. Steamboats Steamboats plied the rivers,
30. Dept. stores And department stores sprang up downtown.
31. Fair buildings Portland even sponsored the Lewis & Clark Exposition and Fair that attracted over 2 million visitors to our fair city in 1905.
32. Old aerial photo From the air, Portland looked like a vibrant, growing city surrounded by natural beauty.

Next page for Metro transition.....

33. Portland skyline today
As the region grew and spread, the need for regional services became apparent in the late 1970s.
34. Metro Center
So Metro was formed by the State Legislature and approved by the region's voters in 1978. Metro began life as a unique regional government in January of 1979.
35. Metro districts map
Metro is unique because it is headed by a 12-member elected council (this map shows the 12 sub-districts for their election). Metro also has an elected executive who represents the whole region. In this respect, Metro stands alone as the only elected regional government in the country.
36. CTCRC slide
Our responsibilities, as mandated by state law, include the management of solid waste disposal in the region. Here is our 3-year-old refuse transfer center in Oregon City, south of Portland. Garbage is brought here and trucked to the landfill in North Portland.
37. Zoo slide (elephant)
We operate the Washington Park Zoo, which includes the care of many creatures BIG....
38. Zoo slide (chimps)
and small. Our zoo is the largest paid tourist attraction in the state, and has made tremendous strides in the past 7 years.
39. Freeway traffic
Our Transportation Department does regional transportation planning, including the dedication of federal highway and transit funds coming into the region.
40. TPAC meeting
Consensus is reached among all local governments as to the best way to spend these funds. Our Regional Transportation Plan guides this effort.

- Metro map*
41. ~~Portland aerial~~ As for the future of the region, Metro has the power to take on certain new services and to form a taxing district, as needed.
42. Zoo construction In 7 ½ years, Metro has shown that it can build and operate large facilities, such as those at the zoo; provide efficient services; and help the region reach consensus on mutual concerns.
43. CTS Committee Just 18 months ago, a committee was formed by the local governments in the region to study the need for new convention, trade and spectator facilities. As you can see from this list, the committee represents the public and private sector, united in search of ways to boost our region's economy through tourism.
44. Convention site Last May, the committee decided that a new convention center was their top priority project. They selected this site on the east side of the Willamette directly across the river from here.
45. Holiday Union area plan This area was selected because of its proximity to other facilities, downtown and Lloyd Center services, and transportation access.
46. Ground level plan This schematic drawing shows space for exhibit and meeting rooms.
47. Traffic access map The location has access to the new light rail line which will open in September.

48. Costs

The convention center costs will be divided four ways, indicating a high level of cooperation and support. First Metro will seek a general obligation bond issue in the fall. State funding will be requested in the upcoming legislative session. And a local improvement district tax will be placed on businesses in the convention site area. A county hotel-motel tax for promotion and operation has already been increased.

49. Memorial Coliseum

As part of the committee's master plan for facilities, the management of all recreational facilities was placed under the operation of a regional entity, and Metro was selected to be the governing body. These facilities will eventually include the Memorial Coliseum shown here, which was built in the 1960s and is currently operated by the City of Portland.

50. *Portland aerial*
~~Metro map~~

Portland, like most metropolitan areas, has a growing sense of interdependence as a region -- especially economic interdependence. We see a growing need to cooperate on a regional basis. After almost 8 years, our mission to develop regional government is becoming reality. The convention center project is the first step of a growing trend toward regionalism. Metro's advantage is providing direct accountability to the people. The cooperation that formed Oregon Country and then local government is alive and well, today!

51. The end

Thank you for listening. Are there any questions?

RICK GUSTAFSON SPEECH

Change is a positive force in our community. I am running for Metro Executive because I believe in the changes we are making in regional government. I believe we can save money. I believe we can assure a better future by pooling our resources and cooperating on a regional basis.

Metro represents change -- it was conceived as a result of the changing needs of our region; it has had to develop new ways to address those needs; and it will continue to be the center of change as this region moves into the future. The task of coordinating local and regional interests hasn't been easy but has been challenging. Metro has run up a string of changes that are of significant benefit to the communities it serves.

The Washington Park Zoo is a leading example. It is hard to remember but it wasn't long ago when the people of this region looked upon the zoo as a losing proposition. The City

of Portland turned over the zoo to Metro in 1976. In the time since the changeover, the zoo has become the largest paid tourist attraction in the state! It has won national awards of excellence for the Cascades and Penguinarium exhibits.

---Kids getting ready

---Wolf howl

---educational experience; natural habitat

Metro's Washington Park Zoo is now a facility worth the pride of the entire region it draws from -- a far cry from what it used to be.

Metro is bringing about changes in the way this region is dealing with its garbage. You have probably read or heard of our recent campaign "Together We Can Get Out of the Dumps". We are trying to make people aware of the garbage problem and the changes they can make by recycling. Oregonians value their

environment. Today over 22% of all our waste is recycled -- one of the highest rates in the nation. But we shouldn't stop there.

Metro is implementing a major waste reduction program. Not only will we reduce waste through recycling, but we are looking at new technologies for recovering waste. In the next year, we hope to select the best "tried and proven" technology for processing waste into fuel or a product.

Changing habits are also being encouraged at the state level. Today, everyone is assured of the opportunity to recycle as a result of legislation requiring that every community have curbside pick-up available for recyclables.

Another important part of Metro's program is helping people solve the problem of what to do with their yard debris. Metro backed efforts to start yard debris recycling. Today, there are several companies who are successfully turning yard debris into mulch and other products.

- Floyd Dee
Dee's Yard Debris
- When I first saw him
- energetic entrepreneur
- Christmas tree recycling

These are new approaches which will work to reduce our need for landfills. However, we still need a landfill in this region. While no one wants one in their neighborhood, landfills today are a far cry from the dumps of the past. St. Johns Landfill is clean and odorless and is being managed more efficiently than ever before. Last year, Metro achieved a savings of over 30% as a result of competitive bidding for the operation of the St. Johns Landfill.

Another important function of Metro's is transportation planning. We enjoy a tremendous amount of cooperation throughout the Metro area. This regional cooperation has resulted in saving planning time and money. It has also resulted in this region receiving a greater share of federal highway funds.

- Tri-Met, State, Metro in same computer room
- sharing same information

It is a credit to this region that we can put together a workable program with a high level of agreement. Metro has played a major part in reaching this consensus.

Another example:

- How it feels to be stuck in traffic
- change in response time
- Hawthorne/Ross Island bridges

This cooperation has improved our air quality. In 1978, this region had 100 carbon monoxide violations; in 1985 we had 3.

I am proud of the accomplishments of Metro in its short existence. The voters face a decision as to who will head this changing organization. Metro has the ability to bring about changes which will benefit the region -- not change for change sake but those which are brought about from a cooperative effort of the cities and counties which make up the Metro region -- planned changes which will benefit everyone. I have demonstrated the experience and ability to bring people together and continue the dialogue necessary to resolve the tough issues facing this region.

One of the responsibilities of the Metro Executive is to propose solutions to regional problems. I have a program for this region -- a program which will continue to move this region forward. My priorities are to:

- Ensure dollars for road and transit projects
- Expand the role of the zoo as a tourist attraction
- Increase recycling
- Build a garbage recycling facility
- Develop needed transfer stations and a new landfill
- Promote tourism by building a convention center

Every step that Metro takes must be ratified by local governments or the citizens. And every step along the way, we need to hear from citizens.

Solving regional problems is a complex business -- change always is. I never thought it would be easy. I will continue listening to citizen concerns while making those tough decisions. I will continue to work with local governments and our communities to build on the work already done to achieve future successes.

A better zoo, solution to garbage disposal problems, recycling, clean air, better transportation, more jobs for our citizens -- TERRIFIC GOALS, significant changes in a world where changes must represent solutions -- not more problems. That's what I represent and why I ask for your support as Metro Executive.

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STATEMENT FROM: Rick Gustafson, Executive Officer, Metro

REGARDING: The update to the Downtown Parking and Circulation Policy

Members of the Planning Commission. I'm Rick Gustafson, Executive Officer of the Metropolitan Service District. Thank you for this opportunity to testify on Portland's proposed updated Parking and Circulation Policy. Metro has taken a role in the development of this Policy by being a member of the Downtown Parking and Circulation Study's Technical Advisory Committee for the past year. Metro's comments on the updated Policy relate to two areas -- regional transportation, which Metro is responsible for, and air quality, where Metro has been designated by the Governor as the lead planning agency.

From a regional transportation perspective, adoption of the proposed Policy is very important. The number of cars that enter the parking garages of downtown Portland ultimately affects the efficiency and viability of the highway system regionwide. Without positive actions taken by local jurisdictions, our already crowded freeways will become severely congested in the coming years.

The present Policy, with its parking lid, combined with important transit service improvements made by Tri-Met, have held the number of cars entering the downtown fairly constant over the last five years. This, in turn, has enabled the freeway loop around the downtown, as well as most major arterials entering the City, to work fairly well. The proposed updated Policy, with the Management Program, will help ensure that this will continue in the short term, while Metro and other jurisdictions are developing long-term solutions as part of the adoption process of a Regional Transportation Plan.

Without the parking lid, the number of cars entering downtown Portland will increase greatly, contrary to goals for increased transit ridership, cleaner air, and energy conservation. And, the Parking Management Program is vital to ensure an effectively administered parking lid. Metro therefore urges your adoption of both the updated Parking and Circulation Policy and the Parking Management Program. We would also recommend that, in Section II - A-1, p. III - 4 of the Parking Management Program, you include Metro as another agency that the Parking Manager would cooperate with when preparing recommendations for parking rates and the number of carpool spaces in City-owned garages, again because of the regional issues involved.

With respect to the air quality, we have four recommendations to strengthen the proposed air quality plan. First, the plan will ultimately become part of the federally-mandated air quality State Implementation Plan. The Metro Council must adopt this plan and submit it to the State Environmental Quality Commission and

finally to EPA. For this reason, the Air Quality Plan should state not only when the downtown as a whole will be in compliance with the federal carbon monoxide standard, but also where the specific violation areas are projected to be, how bad they will be, and what the consequences will be if another policy alternative were chosen. The answers to these issues are already known; they just need to be incorporated into the Air Quality Plan.

Secondly, the date requested for an extension of the carbon monoxide attainment deadline is 1987. The extension should only be requested to 1985, the projected attainment date.

Thirdly, the Air Quality Plan should contain a discussion of the alternative air quality control strategies considered, but discarded, as well as a description of the specific measures which the City is committing to.

Lastly, we approve of the goals that the Parking and Circulation Policy sets for long and short-term parking space allocation by parking sector. We strongly urge that the Parking Manager ensure the goals are being met, particularly in those sectors projected to be in violation of the carbon monoxide standard.

That concludes our remarks. Thank you for your attention.

LAND USE PLANNING
by Rick Gustafson

In 1973, Oregon took a dramatic step in the passage of SB 100: the primary goal was the preservation of agricultural land and provision for orderly growth in our urban areas. This landmark legislation recognized that land use is an issue of Statewide significance. Now is not the time for the State to choose to turn its back on that significant commitment.

After nearly a decade of strong State commitment to developing comprehensive land use plans, now is the time for the State to take an aggressive role, not by regulation and enforcement, but by providing incentives for implementing the comprehensive plans.

There have been major accomplishments since the passage of SB 100. Oregon has substantially slowed the trend of conversion of agricultural land. The credit belongs to the Statewide Goals established by the Land Conservation and Development Commission (LCDC). Also significant was the cooperation at the local level in developing comprehensive plans for our communities. This unprecedented level of cooperation was achieved in large part by direct State financial support and the commitment on the part of the legislature and the LCDC in seeing to it that these plans were completed.

There are many who argue now that the comprehensive plans are developed, it is time for the State to turn its attention to other issues. The issue in 1973 is the same issue as in 1981--the preservation of agricultural land and the efficient use of our public services and public investments in urban areas. This should not be an eight-year phase which ends with the completion of the plans but must be a continuing effort of Statewide interest. The State should not withdraw from its involvement in helping to plan for our future. There are some who would propose that the State do exactly that--in fact, there was legislation this session proposing such an approach. Those are clearly shortsighted remnants of the efforts to repeal the State planning laws in 1976 and 1978.

I am not going to argue that the rules and goals of State Land Use Planning are always efficient, simple, evenly administered or without need for change. The implementation of the first effective land use planning in the United States has been a struggle. METRO, local governments in the Portland area, as well as many local governments throughout the State experienced a difficulty in establishing plans that that were acceptable under the Statewide Goals. There was a great deal that was arbitrary, poorly interpreted, sloppily done. But to be honest, the easy part of land use planning has been completed. The more difficult job of following through on the plans that have been adopted is still in front of us. The State should continue to play a critical role in seeing to it that the plans are carried out. How can they do that?

First, the State must maintain its commitment to land use planning and provide more positive incentives to local governments to carry out their plans. There are exciting concepts contained in the comprehensive plans, but it will be difficult, if not impossible, to implement many of them. The State must be helpful in providing grants to help local governments. These grants would assist in providing pilot programs for innovative housing and enable long-range capital improvements programs which are necessary to carry out the comprehensive plans.

Second, the State continues to be the greatest provider of resources for those public facilities needed to implement comprehensive plans. Sewer, water and road funds as well as economic development loans are some of the tools that the State has available to help local jurisdictions carry out the promises made in the comprehensive plan. Very little has been done in seeing to it that these resources are programmed directly with the established plans. In fact, I would contend the major shortcoming of the State is that there has been almost no effort to bring the major resources of the State in line with the plans that have been adopted locally.

The next few years will be an important period in determining whether the State and local governments in Oregon are determined to take advantage of the planning process. There must be a commitment between the State and the local governments involved to program the development called for in the comprehensive plans and to provide the appropriate resources to get the job done.

Only through this commitment to well-planned development and the preservation of agricultural lands will we be able to realize the dream those felt in 1973 when they started the planning process. The answer is not to walk away from the planning process and weaken State policy. The answer is to strengthen the State policy by making it more effective, more responsive and remembering the original goals established in the formation of LCDC.

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