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A Report on a Vision of Portland's Future

City Club of Portland (Portland, Or.)
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REPORT ON
A VISION OF PORTLAND'S FUTURE


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Drawings appearing throughout the report were provided by students in the Portland Public Schools' Talented and Gifted Program (cover drawing by Laura Bullock, Senior, Franklin High School).
A VISION FOR THE CITY OF PORTLAND

Our overall vision is that Portland will become a more cosmopolitan city, with a rich mixture of the best of the past and the brightest of the future, with small surprises and large pleasures, comprising an informed, enthusiastic, and open-minded population ready to meet the difficult and often unpredictable challenges of the coming decades. This vision has seven major elements*:

* Development of the Willamette River as both a working river and an attraction with residential, commercial, retail, service, and recreational uses along public promenades flanking its banks; with ample docking facilities for industrial, commercial, commuter, as well as recreational purposes.

* Redevelopment of the "Near Eastside" (bounded by the River, Powell, S.E. 12th Avenue, and N.E. Broadway) with a shift in emphasis over a period of time from exclusively industrial and commercial to a mixed-use of residential, industrial, commercial, retail and services, including Produce Row and other distributive services; and the eventual joining of this area with the Westside Central Business District (bounded by the Stadium Freeway, Union Station, and the River).

* Development of the enlarged Central Business District as a 24-hour regional center offering a wide variety of uses and activities including residential, industrial, commercial, retail, service, educational, and entertainment facilities. It will include a performing arts center, a convention center, river-oriented restaurants, parks, shops, and public roof gardens.

* Development of innovative solutions to fill the need for increased housing options for all income levels throughout the City with the construction of well-designed, higher-density units and the conversion of already existing housing stock.

* Development of cohesive, economically-mixed neighborhoods by focusing on neighborhood schools as life-long educational, recreational, and social centers; limiting through traffic on neighborhood streets; and a mixture of uses, including: residential, commercial, carefully-placed industrial, retail, and service.

* Continued growth of a diversified economic base dispersed throughout the City which produces a net increase in jobs and has low energy requirements.

* Expanding use of telecommunications, which will off-set increases in commuter travel resulting from Portland's growth in population and business activity. A multi-modal transportation network will be developed as the private automobile becomes more and more expensive to operate.

*See Conclusions, page 302.
REPORT ON
A VISION OF PORTLAND'S FUTURE

"Vision: Something seen otherwise than by ordinary sight; something beheld as in a dream or ecstasy or revealed as to a prophet ... unusual discernment or foresight."

Webster's Collegiate Dictionary

"We can't live in the future, but we can send out scouting parties."

Burke Raymond, Gresham City Manager quoting Robert Theobald

"The future ain't what it used to be."

Arthur C. Clarke

To the Board of Governors,
City Club of Portland:

I. INTRODUCTION

A. Background

In June 1979, after several months' review of the Discussion Draft of the City of Portland's Comprehensive Land Use Plan, the City Club Committee to review that draft concluded:

"... a major failing of this Plan is that it has not provided citizens with a clear statement of the planners' vision of the city ..."

"...the Plan should include a clear, positive, perhaps futuristic, even idealistic statement of vision for the City -- a vision on which the details of the Plan can hang and which will provide a context for discussion and debate among the City's residents over the coming weeks and months."¹

The Committee recommended that:

"City planners should creatively approach the question of vision for the future of Portland, and this vision should take into account newly developed technology as well as lifestyles (which are changing in many different directions), demographics, economics, energy considerations, and 'livability' for a highly diverse population."²

The Committee was asked by the Club Research Board to review a second version of the Plan (Proposed Plan) after its release in September 1979. The Committee reported its findings in January 1979, and reiterated its earlier concerns with regard to vision, even though planners had included a section called "vision" in the Proposed Plan.³

². Ibid.
While the Discussion Draft and the subsequent versions of the Plan spoke to the pragmatic issues of land use and zoning in considerable detail, none seriously addressed anticipated major changes in our lifestyle, stemming from such events as the fast-approaching communications revolution or a chronic energy shortage.

The Recommended Comprehensive Plan forwarded to the City Council by the Planning Commission does not contain a major vision for the development of the City as recommended by the City Club. This plan is before City Council at this time (May 1980) awaiting additional amendments and subsequent adoption.

This lack of a vision, coupled with other concerns (some specific in location and some sociological and/or economic), prompted lengthy discussion among members of the City Club Committee and members of the Club Research Board. A decision was reached to form a new Committee to formulate "A Vision for the Future of Portland". This Committee was established in November 1979.

The charge to the "Vision Committee" was a departure from the City Club tradition of reviewing and reporting on major issues. The Committee's charge read in part:

"A Study Committee needs to assess the major elements and characteristics of the City of Portland which, combined, comprise the essence of the City's character and lifestyle of its residents, and what the character and lifestyle should be in the foreseeable future. Taking that assessment, the Committee shall analyze the elements of change expected for Portland in the next 20-30 years and design a context for evaluation of the current Draft Comprehensive Land Use Plan and other future planning efforts ... such a context may be labeled a 'Vision for the City'." (Emphasis added.)

This break with City Club custom was stimulated by the Board's belief that the City Club put aside neighborhood issues and political controversies to take a visionary look at Portland's future.

The Vision Committee heard this belief confirmed by witnesses time and again during the course of its extensive interview process. There was a consensus among witnesses that the City Club was the appropriate body to examine questions of vision for the City, to suggest means for their implementation, and to monitor that implementation. The influence of past City Club reports and the relevance of the reports' recommendations to the Vision Study are included as Appendix D.

B. Process

The Vision Committee was selected in November 1979. Because of the diversity of topics, the large number of witnesses to be interviewed, and the short time span of the study, the Committee agreed to interview witnesses in groups, by topics or by areas of expertise.

The Committee selected general topic headings and interviewed witnesses in these areas:

These subject areas provided the Committee with the opportunity to examine many interrelated issues and to compare testimony from one group of witnesses with that of other groups. In all, 13 groups of witnesses were interviewed, totaling 65 persons. An additional 23 individuals were interviewed by sub-groups of the Committee.

One major area not directly examined, but of primary concern, was the environment. The environment is an integral part of each of these topics and the Committee felt that residents of Portland and the metropolitan area would include in any vision for the City an environment which meets the already existing goals of the Department of Environmental Quality and the Land Conservation and Development Commission (LCDC). Thus, environment was not treated separately; rather all visions are based on the assumption that the City's residents will live in a healthy and clean environment.

C. Timing

The completion of the Vision Study was timed to have an effect on City Council's review of the Recommended Comprehensive Plan. The Plan has been under consideration by the City Council since November 1979 and is scheduled to be adopted sometime before July 1, 1980.

Given this time constraint, your Committee has, where possible, identified procedures by which the proposed vision can become reality. In some cases, however, a great deal more work must be done before realistic means of implementation can be found. While some of the ideas are site-specific, more are procedural, requiring continuing dedication and effort by Portlanders to bring them to fruition. Several witnesses indicated that even 20-30 years is a short time when considering a vision. Your Committee agrees and understands that for some of these ideas the first steps toward actualization will not take place until the Year 2000. However, we cannot afford the luxury of complacency or discouragement if this vision is to be realized. As business consultant Peter Drucker frequently notes in his writings on management, we develop goals (visions) not so we know what to do in the future, but so we know what to do today.

D. The Question of Vision.

In early discussions with witnesses and others, your Committee was cautioned that seeking a vision would be difficult. The Committee was also advised that writing a "vision" could be limiting in light of the relatively haphazard development of Portland to date, a process of development considered charming and appealing by many.

Your Committee at no time believed its role to be that of regulator or rule-maker. Rather it understood from the start that its role was to stimulate thought, to make suggestions to broaden the options presented in the Comprehensive Plan, and to encourage the citizenry to take actions which would lead the City to greatness in the 21st Century.
This vision and the accompanying list of supporting ideas is a combination forecast and wish-list developed through discussion and by consensus of the Committee. Some visions or ideas were expounded by witnesses and others by Committee members. As is so often the case with team efforts, it is sometimes difficult to identify the original author.

E. Interviews and Research

Information upon which this Committee's visions are based was gathered in five ways:

1. Interviews with expert witnesses (Appendix F);
2. Responses to requests for citizen input (i.e. the Oregon Journal poll (Appendix E), classroom exercises with Talented and Gifted Children (Appendix C), personal letters);
3. Primary research through the City Club poll conducted at three regular City Club meetings (Appendix E);
4. Extensive literature searches by Committee members and especially by the Committee's skilled intern, Terry B. Chadwick (Appendix G); and
5. Several day-long Committee work sessions were held, in addition to regular weekly meetings, where members exchanged ideas and brainstormed this complex subject. Included as Appendix A are some sample scenarios developed by the Committee as a means of projecting future possibilities.

Selection of witnesses was based on (a) specific expertise; (b) broad general knowledge; and (c) the Committee's attempt to balance known conservative and liberal elements.

Each group of witnesses was interviewed in a free-wheeling dialogue, starting with questions from the Committee, expanding to a general discussion of the current situation, and culminating in their visions of the future. There was considerable cross-over of concerns from one group to another, and similar visions were frequently offered by different witnesses.

F. Report Organization

As the interview phase concluded and Committee discussion turned to content and format of the report, the original 12 topics were regrouped alphabetically as follows:

- Communications
- Cultural
- Downtown/Near Eastside
- Economics & Industry
- Education
- Energy
- Government
- Neighborhoods
- Recreation
- Social/Spiritual
- Transportation

A matrix was developed to identify interdependence of topics. This matrix clearly confirmed what Committee members had repeatedly heard: visions and goals are intricately interwoven and no single vision or goal can be considered as independent or achievable by itself. The matrix is included as Appendix B.
II. HISTORY

Early on, the Committee agreed that before it could look into Portland's future, it needed a firm grounding in the past. Thus, the first witnesses called were, appropriately, historians. By the end of the study, the Committee concluded that it would be important to the readers, many of whom are not native Portlanders, to have the benefit of an historical perspective as well. A very brief history of Portland is included here to provide that background.

Back in the 1840's two New England traders tossed a coin to determine whether the "clearing" along the Willamette River would be called Portland or Boston. Settled originally by New Yorkers, in many ways their conservative heritage still lingers in the values and outlook of Portlanders.

River commerce was the life blood of the young settlement, bringing supplies for settlers and eventually returning with goods from the growing countryside.

The town was first platted by the traders in 1859. Laid out on a 200x200-foot block, it ran from the River to Fifth Avenue and from Oak to Jefferson Streets.

Portland's population grew from 800 in 1860 to 8,300 in 1870. During that time, the River was dredged to accommodate shipping. The first permanent link across the river, the Morrison Bridge, was begun in 1880.

The 25 year period prior to the turn of the century was marked by growth and consolidation. Brick and cast iron began to replace the wooden structures, and elegant homes started to appear in Northwest Portland.

The towns of St. Johns, Albina, and Sellwood sprang up along the East bank of the Willamette, and leading businessmen were investing in and developing farmland East of the River.

The first plans for the City, beyond the 200-foot grid, were influenced by John Olmsted in the early 1900s, when he traveled from New York to help design the Portland fairgrounds for the Lewis & Clark Exposition. He proposed the first masterplan for a park system in 1904.

A population and construction boom followed the Exposition and the 1909 plat of Laurelhurst is attributed to Olmsted's influence. With a few exceptions, land development was not related to any master layout and streetcars and interurban trains influenced how and where land was developed.

Portland's first City-wide plan was written by Edward H. Bennett in 1912. A proponent of the "City Beautiful" and influenced by European cities, his idea was the organic city with closely related parts and activities that were well-defined and not conflicting. Although overwhelmingly approved by the voters, the plan lacked enabling enforcement and was ignored by the City Council.

The philosophy of Portland's early growth was probably best summed up in 1918 by Isaac Hunt, Director of the Ladd and Tilton Bank, speaking before the Realty Board: "The development of the City is but incidental to the gratification of personal ambition. Build your fortunes and the growth of the City will follow."5

Portland's first Planning Commission was formed in 1918. The following year a major traffic artery plan, a park plan, and a zoning ordinance were submitted to the Commission. According to E. Kimbark

MacColl, four months were spent in neighborhood meetings and the Portland Realty Board spearheaded a vocal anti-zoning movement. Despite City Council passage of the ordinance, it was narrowly defeated when referred for popular vote, paving the way for four years of uncontrolled building, until passage of the 1924 zoning code. This code, drafted by the realty interests, remained in effect for thirty-five years, creating the framework for present-day Portland zoning.

In 1932 another major plan was written for Portland by Harland Bartholomew, a city planner from St. Louis. This plan, a 50-year comprehensive street and waterfront plan, marked the beginning of the still strongly-held ideal of single-family homes for Portland.

To plan for the postwar redevelopment of the City, Robert Moses, Park Commissioner for New York City, was asked to come to Portland in 1943. Moses came to the City in September with his staff; spent a week examining the City; and submitted his Portland Improvement Plan in November. Though not comprehensive with regard to land use, it was a plan to make Portland more driveable if not liveable, and many of his recommendations on traffic circulation were implemented.

Development in the 1950s and early 1960s was devoted to the automobile. Freeways were built through the City, blocks of historic buildings in downtown Portland were demolished to make way for parking lots, suburbia was born, and all planning seemed to cater to the convenience and mobility of the motor vehicle user. In the late 60s, the concerns of biologist Rachael Carson, author of Silent Spring, among others were creating an awareness of the environment, both natural and manmade. The concern for clean water and clean air was followed by a consciousness of what localized planning, or the lack of it, was doing to our surroundings.

The center of Portland was slowly decaying because of suburban, regional, car-oriented shopping centers. The Lloyd Center developing across the River from the central business district created strong competition for downtown merchants, and the South Auditorium Urban Renewal area was developed with its nationally famous fountains. Perimeter farmland was being lost to sprawling housing developments, and the cost of services to these outlying areas was becoming staggering. The City limits became meaningless.

Beginning in 1970, the City undertook studies for revitalization of the core area. Merchants, building owners, architects, citizens, and city staff developed the goals and guidelines for the inner City, which came together in the Downtown Plan for Portland, now being implemented. Front Avenue and Harbor Drive were combined and relocated to provide space for Waterfront Park. The Transit Mall and O'Bryant Square were developed and the Meier and Frank parking lot was acquired for future development as a downtown plaza. City-County consolidation was defeated at the polls after lengthy study and debate on its pros and cons. Neighborhood Associations were formed in all parts of the City and the developing Rivergate industrial area was annexed.

In 1973, to halt the inexorable sprawl of cities, the Land Conservation and Development Commission (LCDC) was created. Its Goals and Guidelines require all large cities to develop Comprehensive Plans, meeting certain criteria within the City, and establishing an Urban Growth Boundary to contain growth for the next twenty years.

The last decade has seen the change from permissive development to more restrictive procedures, governed by citizen participation, stiffer code requirements, design review, and bureaucratic administration.
III. PORTLAND 1980

Portland, wet, green, hilly, and friendly, has been judged in two national competitions to be one of America's most liveable cities. Portland is, nevertheless, a city with growing regional impact and great potential for change and improvement.

The Willamette River has been an underused asset for years, despite improved water quality and the creation of Waterfront Park. The River remains a dividing, rather than unifying force between the East and West Banks. However, there are positive plans for increased accessibility to its banks, optimum utilization, and overall beautification.

The Near Eastside and Lloyd Center areas are developing in their own way, their growth and change uncoordinated with that of the Central Business District. For instance, Produce Row, an excellent example of visionary planning which is to be completed in the next few years, has not been integrated into the life of the Central Business District.

The Central Business District (bounded by the Stadium Freeway, the River and Union Station) is strong and viable, but there is great concern over the pending development of multi-block projects and the steady proliferation of sky bridges that block views of distant mountains, nearby hills, and the river. The Central Business District is typically a 10-hour-a-day, five-day-a-week neighborhood that becomes quiet and deserted early in the evening. The performing and visual arts still suffer from the lack of proper facilities, and every year desirable convention business is lost due to the lack of a true convention center. There has been much talk, and until recently little else, about the development of these two vital assets for the City. The renewed interest in the performing arts center is encouraging.

Drawing by Laura Bullock, Senior, Franklin High School

Portland's single-family, detached dwelling ideal, strongly held since the 1930s, still prevails. Higher-density housing is strongly resisted in most neighborhoods throughout the City, as was clearly shown during the Comprehensive Land Use Plan hearings in the Spring of 1980. These hearings and the concurrent mayoral contest have focused attention on the neighborhoods and their development in a time of changing transportation means, escalating energy costs, and pressures for more intensive development as people return to the City from the suburbs or emigrate from other parts of the country. There is strong sentiment for maintenance of the status quo with its limited zoning and land use options. There is very little economic or racial mix within neighborhoods, and there are few convenience shopping opportunities for those without access to automobiles.

Portland is favored by a broad and diverse economic base that makes it less susceptible to recession than most cities. In spite of major industrial development in the Rivergate and Swan Island areas, Portland has seen some exodus of business and has been passed over by some new businesses, partially due to relatively high state and local taxes and the complexity of local business regulations.

Portland is still an automobile-oriented city, even though bus travel has increased greatly in recent years and the Transit Mall is working well as planned. However, firm plans are underway for the development of the first segment of a light-rail system with a second segment as well as a new transportation center in the planning stages.

Portland is favored with a progressive and sound public school system, even though 1980 finds it in a state of turmoil over the means of accomplishing an equitable racial integration and educational opportunity program. The area's universities, colleges, community colleges, and special educational centers such as the Oregon Museum of Science and Industry and the Oregon Graduate Center, offer a wide variety of educational opportunities to all Portland residents, yet they do not receive the local and state support necessary to fully realize their potential.

The Recommended Comprehensive Plan focuses mainly on zoning with no visual inventory to identify Portland's many assets for preservation or development. Nor is there a social-cultural element speaking to development and enrichment of these areas. The pending communications revolution with its certain impact on commuter travel and work patterns has so far been either unrecognized or ignored.

Portland is a thriving metropolitan center in a magnificent setting with a benign climate and, to a large extent, a proud and concerned citizenry. But all can be lost if a vision of future Portland is not developed, nurtured, and realized. The national and international forces of energy conservation, computerized telecommunications, world trade, air and water pollution, and shifting populations will change Portland to an unrecognizable megalopolis if we are not vision-oriented and firm in our resolve to accomplish this vision.

IV. DISCUSSION

Your Committee's vision is at variance with the Recommended Comprehensive Plan, especially as it addresses the use of the river and the development of the Near Eastside. In the process of developing this vision for the City, Committee members engaged in many hours of debate and discussion formulating ideas which could become part of the vision. Although the Committee's work spanned four months, there are several aspects of Portland's life that are missing from the report. The most obvious are health care, public safety and minority opportunity. These
omissions simply reinforce the recommendation that further in-depth study is required on these and all issues raised in this report.

The ideas presented here incorporate, but are not limited to, the testimony of witnesses. They are based on some generally accepted elements of that testimony and other research, including the following assumptions:

* The population of the metropolitan area will increase by at least 200,000 over the next 20-30 years.
* Higher density housing will be a necessity (increasing population, higher taxes, energy shortages, the need to use mass transit more efficiently, and land shortages within the Urban Growth Boundary).
* Key natural resources, particularly the energy supply as we have known it, will diminish and creative solutions must be found to limit the effects of such dwindling.
* With appropriate planning, these changes and rearrangements will generate many positive results.
* Developing technology will create further change which cannot yet be predicted, so our visions must be flexible.

As a result of these discussions, your Committee enumerated 83 various ideas which fall into the 11 areas researched and set forth below. Subject areas are set out alphabetically, without priority, in groupings the Committee found convenient for discussion. No group is, of course, truly separate from any other. The matrix (Appendix B) shows our view of the close inter-dependence of each group to the others.

These ideas are listed here not as absolute elements of our vision, but as possible parts of the whole. The ideas set forth are neither all-inclusive nor exhaustive, rather they are intended to stimulate further thinking and to provide an indication of the wide range of options available to the visionary. Some of the ideas are expanded in the form of scenarios in Appendix A.

It is our belief that the components of this vision are achievable over the next 20 to 30 years and that as one part of the vision begins to be realized, other parts of the vision will take shape as well.

A. Communications

The rapidly approaching communications revolution will drastically affect the entire fabric of society and Portland will be affected accordingly:

1. The home will become a major workplace option with employees "communicating" rather than commuting to work.
2. The intelligent use of interactive cable TV and computers will expand the public's knowledge of major issues and increase the public level of participation in the government process.
3. Telecommunications will allow long distance interaction (personal and professional) minimizing the need for travel.
4. All Portlanders will have ready access to usable information resources and services with many services such as banking, dispensing of medical information, and shopping available by computer.
5. Use of communications technology will be balanced with continued interpersonal relationships to provide face-to-face contact necessary for healthy human psyches.
B. Cultural

An expansion of the cultural facilities downtown will not only improve the intellectual climate of the City but will also generate economic benefits by attracting more people to the Central Business District both day and night:

6. A major performing arts center will be constructed in downtown Portland, perhaps as a part of a development of multi-storied buildings combining office, commercial, educational, and residential space to insure high-use and tourist interest, and will incorporate practice halls, subsidized studio space for artists, classroom space, restaurants and coffee shops, underground parking, retail space, and at least two auditoriums.

7. Resources of major performing arts institutions will be pooled, particularly in the areas of ticketing, costuming, construction and storage of scenery, and use of office personnel and equipment.

8. A private non-profit corporation will be formed to raise public and private funds and to operate the new center as well as the Civic Auditorium. Local and regional corporations and businesses will be encouraged to form an organization similar to the Minneapolis Club, in which they contribute a maximum of five percent of gross profits for charitable support.

9. A performing arts conservatory will be established and jointly run by local universities and colleges to provide more efficient and effective use of professional talent and attracting students and instructors from around the world.

10. Arts education in the City will be expanded via cable TV and other electronic media through improved school programs, and through community centers;

11. The Portland Art Museum will broaden its scope and specialize in exhibiting the work of contemporary Northwest artists. It will expand and increase its services by establishing a regular lecture series, opening a public restaurant or cafeteria and increasing its visibility as a tourist attraction. Also, the Museum Art School will be developed as a major regional art center, perhaps jointly funded with other educational institutions in the City to attract outstanding artists and teachers.

12. Art galleries will be encouraged to consolidate into a kind of "row" or "district" similar to artists' districts in other major cities and along the lines of the Sellwood antique district, which allows leisurely browsing with many shops located within easy walking distance of each other.

C. Central Business District/Near Eastside

The Central Business District will expand to encompass the Near Eastside, and housing opportunities and other amenities will be provided there to those wishing to live centrally:

13. The common notion of "central business district" will be expanded to include the Near Eastside, with Lloyd Center emerging as the northern anchor of this major commercial district.

14. A platform will be constructed over portions of the Near Eastside industrial area to provide new "land" which can be developed for mixed use. Such a platform might be built on piers 50 feet above the present streets, leaving the existing uses intact by and large. Light and air would be provided for present users by means
of openings in the platform as well as through the open sides. Buildings which exceed the platform height would be available for entry and use on both levels.

15. More housing in all price ranges and types will be developed, especially intended for those who work in the Central Business District, to establish a full-time constituency for this unique area. High-quality services and amenities, including schools, will be provided for families who live in this area.

16. The visual and physical linkage between the East and West banks of the River will be improved in the Central Business District with increased activity along the river banks, with perhaps a pedestrian bridge and a free shuttle bus between the two areas being added.

17. Promenades to and along the riverfront will be developed with shops, cafes, and other informal gathering places and with magnets at key points: Portland State University, Pioneer Square, Old Town, the intersection of Yamhill and Front Streets, Produce Row, etc.

18. The Eastbank Freeway (I-5) will be screened or partially enclosed, making the space usable for parks, housing, or commercial activities while leaving views of the Westside open from the freeway.

D. Economy

Since a healthy economy is the cornerstone of a healthy society, Portland must seek to expand its vital, varied, and vibrant economic climate. Portland in the year 2000 has the potential of being the most economically healthy city in the United States:

19. Citizens of Portland will recognize and understand Portland's growing role in the interdependent regional, national, and international economic system, i.e., expanding trade with China and other Pacific Rim countries.

20. The large, diversified private sector will be expanded in type, size, and location of industries:
   a. Type: industries with a direct relationship to the region's physical, social and economic environment will be promoted (river industries, energy efficient industries, outdoor recreation industries, and tourism);
   b. Size: cottage industries and small businesses will be encouraged to provide a self-sufficient, home-grown industrial base;
   c. Location: the downtown will house basic business activities with other businesses located in nodes or commercial centers throughout the City, thus alleviating congestion and allowing workers to live near their work, and providing economic anchors for all sections of the City.

21. Portland's reputation will be promoted as the city with outstanding worker productivity, attracting high-quality outside industries and investors.

22. Government and business relationships will improve with creative and flexible approaches to problem-solving, including cooperative use of community colleges to train and retrain people for industry.

23. Business and government will work together to set goals to meet environmental and social needs. Businesses which meet such goals creatively will be rewarded through the tax structure for doing so.
24. Business owners will understand that a healthy economy includes high-quality social, cultural, educational, and recreational institutions and will support these institutions through financial contributions, loaned executives, and other programs.

25. The business/worker relationship, including the institution of more profit-sharing plans, will grow as one of mutual respect with each recognizing the interdependence of the two in making Portland an excellent place to do business.

E. Education

A strong, multi-purpose educational system is essential to the future of Portland. Education will enrich the life of the City, creating a conducive atmosphere for learning in the arts, humanities, and applied and abstract sciences:

26. Education will be considered a life-long activity and training will be available to men and women interested in the option of sequential careers.

27. Schools will become focal points in the neighborhoods and will be expanded into full-time, multi-purpose/multi-service community centers to offer, in addition to traditional educational programs, such services as: day-care, early childhood education, drop-in facilities for the retired or elderly; general services such as library and mobile health care, computer terminals and cable TV for those without home access; vocational training, personal and vocational counseling, and various cultural and recreational activities.

28. Cable TV will provide self-learning opportunities with university courses from across the country available at home.

29. "Islands of excellence" (such as the open-heart surgery program at the University of Oregon Health Sciences Center) will develop in particular scientific, academic and artistic areas in Portland, attracting students and faculty from around the world.

30. Private and public institutions will increasingly cooperate with each other in providing educational services to a growing and diverse constituency. A permanent educational advisory commission will be established on a metropolitan level to facilitate this cooperation and to lobby for priority funding for all elements of the metropolitan educational community.

31. Colleges will work in an advisory capacity with elementary and secondary school systems to develop the best preparatory programs for college-bound students.

32. Business will cooperate with educators in providing career education, providing consulting and research services, sponsoring special business-related projects as well as training opportunities for students not interested in college work.

33. Education will stimulate a renewed interest in the need for citizen participation at all levels of the governmental decision-making process.

34. Sheltered workshops sponsored by businesses will be expanded at community centers/neighborhood schools to provide the emotionally, physically, and mentally handicapped with the opportunity to do productive work in non-threatening atmospheres close to their homes.
Portland, along with the rest of the nation, has grown up with the illusion of unlimited material and energy resources. However, the events of the past few years have proven the fallacy of such beliefs and energy has become a major constraint in planning and development policies:

Future solar and wind energy

35. A major re-evaluation of lifestyle and values will take place among residents at all income levels.
36. More attention will be given to insulation and passive solar heating, as well as other alternative energy sources.
37. A kilowatt allowance will be established for each housing unit, based on occupancy. Usage will be monitored by occupants and used at their discretion with greatly increased cost rates for use over the allowance.
38. New industries with low energy requirements will be given priority.
39. In large part, the City will become a transit and pedestrian-oriented place with small cars used for occasional personal or business trips and with bicycles and mopeds (used on special paths or specifically designated lanes) common as auxiliary transportation.
40. Commercial and industrial buildings will meet strict energy consumption standards and will incorporate solar panels for heating space and water.
41. Electric advertising signs will be limited, more for symbolic and aesthetic reasons than for actual energy savings.
42. A greater reliance will be placed on human energy rather than power tools and gadgets for simple tasks.
G. Government

City and County governments will be replaced by a tiered metropolitan government in which citizens will be able to participate more directly in local decisions:

43. The various local governments will be reorganized into a regional government with three distinct, interrelated levels such as metropolitan, district, and neighborhood.
44. Services will be provided at the appropriate level by the appropriate agency rather than duplicated throughout the region.
45. Campaign and election reform will include limiting terms of elected officials; public financing of campaigns; district representation; and special elections instead of appointments to fill vacant offices.
46. A Government Reorganization Study Commission will be formed to consider long range changes and will bring government and the governed into a closer and more trusting relationship.

H. Neighborhoods

Portland is a City of distinct neighborhoods, which contribute a great deal to its unique character. These neighborhoods will become more cohesive and retain their individuality over the years while, at the same time, recognizing their responsibility to the overall well-being of the City:

47. A system of partially autonomous neighborhood districts will be developed throughout the City, organized around historic areas, each with its own community center which will include schools, appropriate commercial and social service activities, police and fire services, cultural activities, a transportation center, and a clean, small-scale manufacturing/industrial area.
48. Broad housing choices and a mixed and diverse population will develop with lower and moderate-income housing constructed in all parts of the City, including the Central Business District.
49. Regulations will encourage developers to build quality low-cost housing and homeowners to convert large homes to multi-family units. Tax incentives will be offered to land owners and building owners to encourage higher-density or mixed use of their properties.
50. Small, clean, low-capital and low traffic businesses will be run from private homes or from other locations within the district, relying in large measure on communications technology and advanced electronics in their operations.
51. Condominium or other cooperative forms of ownership will increase and will be built as planned unit developments to offer the amenities of lower-density housing to residents and neighbors. In some cases, several 200 square foot blocks may be joined for a larger development.
52. Metropolitan legislation will enable public eminent domain law to assist future partnerships between government and private developers in assembling land for development.
53. Zoning will reflect less dependence on automobiles.
54. Streets will be closed in some areas to create cul-de-sacs reducing traffic through the neighborhood and making space available for mini-parks, gardens, or playgrounds.
55. Utilities in all new developments will be placed underground, and existing utility lines will be placed underground as repairs and replacements are scheduled.

56. The Central Business District will be recognized as a district unto itself and will be allowed to develop as a truly urban and cosmopolitan area with high-rises, cultural centers, tourist attractions, and amenities appropriate to the central district of a major city.

57. Rooftop landscaping will be required on all major buildings within the downtown area with enforcement of the design review requirement that all architectural drawings and renderings submitted for review must illustrate the anticipated actual configuration of roof surfaces. Existing buildings will be retrofitted primarily with screening through landscaping, and new buildings will be designed with elevator and mechanical equipment recessed into the building's upper-most floor avoiding mechanical penthouses.

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I. Recreation

The increasing costs associated with fuel and travel will cause a greater reliance on the City's Parks and Recreation System:

58. Existing parks will be re-landscaped with the addition of such facilities as swimming pools, basketball courts, playing fields, tracks, jogging/exercise trails, and tennis courts where feasible.

59. The "40-mile loop" trail, a pedestrian pathway that circles the city, and the Willamette Greenway will be completed.

60. Additional small parks will be created where possible through rooftop landscaping with this space made available to the tenants and with City Hall as a candidate for a model rooftop park.

61. The Eastbank (I-5) freeway will be partially covered over and housing, business, and park space created. The park might contain...
a shell for summer concerts, stalls and kiosks for flower and book sellers, esplanades for strolling, and small playgrounds.

62. A pedestrian bridge (a modern version of Florence's Ponte Vecchio) with shops and galleries will be constructed to span the Willamette. Perhaps the Burnside Bridge might be converted for such usage.

63. Smith and Bybee Lakes and the Columbia Slough will be reclaimed as first-class recreational areas for swimming, fishing, boating, and other water-related activities.

64. Ross Island will be developed as a bird sanctuary, and educational programs will be developed to use the Island for bird and wildlife study.

65. Existing educational/recreational institutions (Zoo, OMSI, Forestry Center, Children's Museum, etc.) will be expanded and developed to attract and accommodate regional and local visitors. Moreover, these institutions will be increasingly used in private and public education programs.

66. Parks will be closed to automobile and other motorized traffic on weekends, allowing freer access and more enjoyment for pedestrians, bicyclers, joggers, skaters, nappers, picnickers and, especially, children.

67. Parks and schools will be interconnected where possible with landscaped pedestrian and bicycle pathways. An independent Parks Commission will be created to work with the Portland Bureau of Parks to evaluate the entire park system and develop the most favorable way to connect them.

68. A domed stadium will be built. The stadium would accommodate all sports teams presently in the region as well as musical, religious, and other events calling for a large facility. The stadium will be built partially into the ground to avoid any visual disturbance to the neighborhood and will have all the conveniences of other similar major facilities such as closed circuit TV visible from all seats, slow motion and instant replay. An ice rink along with track and field facilities will make the stadium a center for the entire Northwest. The Stadium Task Force will be reactivated to re-examine questions of location, size, design, access, parking, and financing.

69. Portland's Coliseum will be converted into a full-time convention center, obviating the need to construct another similar facility. One or two major hotel chains will locate adjacent to the facility. The Convention Center Task Force will be reactivated to consider this and/or alternate locations and possibilities.

J. Social Services

A commitment to the well-being of Portland's young, old, poor, and neglected shapes our social vision:

70. Traditional social services (welfare, children's services, care for mentally and physically handicapped, care for the indigent, alcoholism treatment, etc.) will be provided as appropriate at neighborhood community centers. To augment the paid staff needed to perform these functions, retired professionals (including doctors, nurses, lawyers, social workers, psychologists) will be recruited to serve as mentors for the various programs. Volunteerism, an attribute for which Portlanders are known, on all
levels will be encouraged in order to be able to offer these services in the most economical manner.

71. "Wellness Clinics" will be a part of the neighborhood community centers, where the emphasis is on encouraging and maintaining physical and mental health through a variety of programs involving both physical and mental exercises and efforts.

72. Homemaker services will be provided for the homebound handicapped and the elderly, greatly reducing the need to place them in nursing homes and allowing them more independence, more opportunities to be productive, and greater comfort while being cared for on an as-needed basis in their own homes.

73. An equal share of higher-density housing and residential care facilities will be placed in all districts of the City with residents of various districts participating in decisions to determine the appropriate location of these within their own districts.

K. Transportation

As fuel prices rise and renewable energy resources dwindle, transportation systems will become multi-modal, involving a variety of mass transit and individual options:

74. Walking and bicycling along special lanes or paths will increase as common modes of transportation, with some variations on the bicycle.

75. Auto ownership will decrease and use of rental autos will increase for weekend, business, or other occasional trips.

76. Neighborhood transportation centers will be developed and will include a light-rail station with facilities for transferring from bus-to-rail, bus-to-bus, auto-to-bus, and auto-to-rail.

77. An extensive neighborhood carpool system will develop with pooled and shared vehicles based at neighborhood transportation centers.
78. Mass transit will develop around a nodal system rather than a linear system with the efficient planning of timed-transfers.
79. Neighborhoods will operate a van system to make frequent local runs to the transportation center.
80. The light-rail system will be expanded throughout the region with both radial and circumferential routes used to transport people during most hours, but also utilized during off-hours (from midnight to 5:00 a.m.) for the transport of goods.
81. Businesses will operate private vanpools providing mass transit for employees outside the regular system.
82. The River will be used as a transitway, particularly for excursion trips, and may eventually be used for commuter travel.
83. Flextime (the option to work hours of one's own choice) in business and industry will minimize peak loads for transit systems and will make better use of transit equipment during more hours of the day.

V. LATENT OPPORTUNITIES

In the Committee's discussion with the many witnesses it became apparent that Portland has many largely forgotten, ignored, or taken-for-granted assets which must not be ignored or taken for granted much longer. These assets should be identified, mapped and catalogued in a visual inventory and decisions should be made as to their short- and long-term value and use for the City. The following partial list of assets is to stimulate thinking only. This summary covers mainly physical and visual assets.

* City entrance vistas from all directions.
* Views out (from the city) in all directions.
* The Willamette River along both banks from the Columbia River to Milwaukie and Lake Oswego.
* The Columbia River South Shore from Sauvie Island to Troutdale.
* Smith and Bybee Lakes.
* Government Island.
* Ross Island-Hard Tack Island.
* Johnson Creek.
* Government Island.
* Highway corridors: Canyon Road, Cornell Road, Thompson Road, West Burnside Road, Skyline Drive and others.
* Sandy, Broadway, Division and Powell as potential landscaped boulevards.
* North Park Blocks.
* Portland's 200x200 foot blocks in the Central Business District, which provide the area with a unique human scale.
* Specimen trees throughout the City.
* Mt. Scott and Powell Butte undeveloped area.
* Portland's concerned and participating citizens.
* Portland's educational institutions.
VI. CONCLUSIONS: A VISION FOR THE CITY OF PORTLAND

Our overall vision is that Portland will become a more cosmopolitan city, with a rich mixture of the best of the past and the brightest of the future, with small surprises and large pleasures, comprising an informed, enthusiastic, and open-minded population ready to meet the difficult and often unpredictable challenges of the coming decades. This vision has seven major elements:

* Development of the Willamette River as both a working river and an attraction with residential, commercial, retail, service, and recreational uses along public promenades flanking its banks; with ample docking facilities for industrial, commercial, commuter, as well as recreational purposes.

* Redevelopment of the "Near Eastside" (bounded by the River, Powell, S.E. 12th Avenue, and N.E. Broadway) with a shift in emphasis over a period of time from exclusively industrial and commercial to a mixed-use of residential, industrial, commercial, retail and services, including Produce Row and other distributive services; and the eventual joining of this area with the Westside Central Business District (bounded by the Stadium Freeway, Union Station, and the River).

* Development of the enlarged Central Business District as a 24-hour regional center offering a wide variety of uses and activities including residential, industrial, commercial, retail, service, educational, and entertainment facilities. It will include a performing arts center, a convention center, river-oriented restaurants, parks, shops, and public roof gardens.

* Development of innovative solutions to fill the need for increased housing options for all income levels throughout the City with the construction of well-designed, higher-density units and the conversion of already existing housing stock.

* Development of cohesive, economically-mixed neighborhoods by focusing on neighborhood schools as life-long educational, recreational, and social centers; limiting through traffic on neighborhood streets; and a mixture of uses, including: residential, commercial, carefully-placed industrial, retail, and service.

* Continued growth of a diversified economic base dispersed throughout the City which produces a net increase in jobs and has low energy requirements.

* Expanding use of telecommunications, which will off-set increases in commuter travel resulting from Portland's growth in population and business activity. A multi-modal transportation network will be developed as the private automobile becomes more and more expensive to operate.
VII. RECOMMENDATIONS

Your Committee recommends that:

1. The City Club adopt these seven major elements as its vision for the City of Portland;

2. This vision be adopted by the Portland City Council as evaluative criteria for its decisions, including the adoption and implementation of the Comprehensive Land Use Plan. As a first step, a neighborhood-by-neighborhood inventory of visual features should be commissioned by City Council, and;

3. The City Club take a leadership role in examining options for implementation of the vision, and in monitoring that implementation over the next decades.

Respectfully submitted,

Molly Ackley-Cook
Yvonne Altmann
Pauline Anderson
A. Arnold Biskar
Adam M. Davis
Robert J. Frasca
Alan M. Gaylord
John Wiley Gould
Robert E. Kelley
Richard W. Norman
John W. Broome, Chairman

Approved by the Research Board on April 30, 1980 for transmittal to the Board of Governors. Received by the Board of Governors on May 5, 1980 and ordered printed and submitted to the membership for discussion and action on May 23, 1980.
Developing scenarios is an increasingly popular technique for projecting future possibilities. The following two scenarios, one reflecting changes in communications technology and the other in government restructuring, are included as examples of one means by which the Committee articulated its vision. These scenarios are designed to stimulate discussion and debate; they are not a representation of the Committee's vision for the future.

A. Communications

In the next two decades changes will take place that may be more dramatic than those which took place during the first hundred years of the industrial revolution. These changes will be the result of the electronics and telecommunications revolution. The way we communicate with each other for business and pleasure and with our government will be different. These changes will not only affect energy consumption and transportation, they will have a profound effect on family life and social institutions.

Let us look at a family in the year 2000 living in S.E. Portland near Mt. Scott. It is the Jones family. Jeff Jones and his wife, Nancy, are in their early 40s and their two children, Lee and Jonell, are 10 and 17 respectively.

SCENE I

Jeff is an accountant with a large firm in downtown. When he first joined the firm, work was a rat race; every workday involved two hours of battling traffic and hassling with downtown parking. At work it was the classic office atmosphere -- tons of paper, countless files and dozens of clerks and secretaries helping with basic bookkeeping and research.

Today, Jeff works three days a week in the comfort of his den in his Mt. Scott home. He "communicates" to work at the office downtown using telecommunications. Jeff can do basic bookkeeping and research any tax question from his home using a microcomputer, as well as hold meetings with staff without having to be in a central location.

The office downtown is not the place it was in 1980. Since Jeff's firm started using telecommunications and offering the home-workplace as an employment option it has benefited in many ways. By giving people the option of working at home, the office staff was cut to a minimum, requiring less office space and freeing financial resources for other activities. The firm used less energy and won a special energy conservation award.

City officials are pleased with a reduction in traffic and air pollution and a decrease in demand for office space in downtown. They attribute the developments partly to 40% of the white collar workers in Portland communicating to work two days or more a week.

Jeff sets his own hours. He is at home when Lee comes home from school and his "childcare" often involves joining his son for a jog in the late afternoon. The reduced number of trips to the office have meant gas and time savings for the Joneses and more family use of the neighborhood business district within walking distance of their home.

SCENE II

Jonell is a senior in high school and is a student intern at METRO, the regional government. She is enjoying her experience there researching issues for the council. Most of the research is conducted using microcomputers and computer conferencing. Yesterday she used the computer to gather information on how other governmental units around the United States have restructured local tax codes to cover individuals who are "communicating" to work. Jonell entered the following message into the terminal at METRO:
RE: Local Taxation. How can an individual who communicates his or her work to an office inside a jurisdiction from a place of residence outside the jurisdiction be taxed by that jurisdiction? Where is the income being generated? Request citations to legislation, court cases.

The message went out over a teleconferencing network to 100 other regional government research units, 50 state legislative research bureaus, 50 federal agencies and others. Within 5 days Jonell had received responses from a number of other governmental units around the United States. The information she gathered was used by METRO.

Jonell also takes some of her courses through the "teleuniversity" system, supplementing the core curriculum at her neighborhood school. The "teleuniversity" provides a wide range of media experiences and opportunities to interact with teachers, students and information locally and globally. Her magnet school serves as a 24-hour education and community center, as well as a node in the global teleuniversity network.

SCENE III

Nancy, a vice president for a large chain of grocery stores, used to travel up and down the West Coast to meet with people to develop local marketing plans for the stores in the chain. Nancy spends less time on the road now and accomplishes her tasks using teleconferencing. One afternoon a week ago Nancy discussed a new marketing plan with executives in Monterey, San Jose, Seattle and Spokane. The video meeting service linking the five locations allowed her to see and hear the other conferees at the same time. By the end of the afternoon a decision had been made and the plans finalized. The teleconferencing saved Nancy's company time, the cost of air travel, personal energy, lodging and entertainment. Nancy's company also uses telecommunications to develop agendas prior to necessary face-to-face meetings and to coordinate administrative and marketing activities.

SCENE IV

The Joneses regularly teleconference with other families in their neighborhood using a combination of computer conferencing and a more sophisticated device known in the 1980's as cable television. Matters of local concern are discussed, and resolutions passed are sent to the district level for action. The neighborhood, district and regional governments regularly use teleconferencing to "meet" with all interested citizens in their homes or at community centers to gather, refine and share policy preferences. Many more people are actively involved in government now since they can participate from home or from community centers at times and on issues of their own choosing.

SCENE IV

The fifth grade curriculum in Lee's school covers the importance of citizen participation in local government, its personal rewards and how to use computer conferencing and cable TV in the local government process. Lee recently "represented" his family in a neighborhood teleconference on how to allocate some tax revenue. He communicated the Joneses' desire to have more street lighting in their area of the neighborhood to the neighborhood council and others in the neighborhood tuned in to the cable TV. A competing demand for additional police patrols was entered into the network by families in another area of the neighborhood. Teleconferencing based on interactive computers and mathematically based public opinion processes allowed trade-offs to be recognized and appreciated and the disagreement to be negotiated and resolved.
The Joneses often use telecommunications for access to information services. With a touch of a button they have access to the data bases of major resources and institutions in the region, including continuing education, health services, library services and consumer information. All of the family banking and credit is handled from the home using telecommunications. Although most of the shopping can be handled this way too, Nancy and Jeff prefer to do some of their shopping in person. They use the consumer information data base first to get the latest prices and specials making the most of their time.

SCENE V

After graduation Jonell moved into the Hawthorne Village Apartments, on the East Bank of the river. The apartments are part of a complex of condominiums and townhouses built on the "new lands" created between the Burnside, Morrison and Hawthorne bridges, and extending from Union Avenue to within a block of the river. The 100-acre land platforms are fifty feet above the existing streets, leaving all of the warehouse district intact. Some of the taller existing building project through the platform and are utilized for loft apartments and shopping for the Village. There are openings over the street intersections below, providing light and air circulation.

The riverfront has been developed into a greenway with boat moorages and restaurants, and a terraced basin has been carved out of the riverbank for wading and swimming. All of this became possible after the citizens of Portland decided that the East bank freeway had been an expensive mistake of the Auto Age, and there was no reason to prolong the error for generations to come. The freeway was demolished and the main span of the Marquam bridge was barged down to the Columbia to become the new connection between Rivergate and Washington. Jonell now works fulltime for METRO. With offices just west of the river, it takes little time to walk to work. The three bridges have been altered to provide partially covered esplanades on their South side and vendors have lineal sidewalk cafes for coffee and snacks. The North side of the Hawthorne bridge has also been expanded to allow the small shops across the span.

B. Government Restructuring

In the following scenario, Scene I consists of imaginary excerpts from the Blue Book; Scene II is a government memorandum, and Scene III is a letter to the editor.

SCENE I

YEAR 2000 - OREGON BLUE BOOK - LOCAL GOVERNMENT DESCRIPTIONS

METRO - The area-wide government for all of Multnomah, Clackamas and Washington counties in Oregon and Clark County in Washington; 11-member council, elected on non-partisan basis from districts; executive officer elected at large; terms are 6 years in length, limitation of one term; independent tax base. Services: water and sewer, fire, port, land use planning, transportation, libraries, zoo, domed stadium, emergency planning and communications. History: Over 150 units of city, county and regional government were merged after discussions which began in the 70s, to form the integrated METRO/DISTRICT/NEIGHBORHOOD government for the four counties. It has proved to be a more efficient, economical and responsive form of government since policies are developed and services provided at the appropriate levels, with intervention only if problems cannot be resolved at that level.
PORTLAND DISTRICT - One of the 11 districts in METRO. Some of the other districts in METRO: Vancouver, Gresham, Beaverton and Milwaukie; 11-member council, elected on non-partisan basis from neighborhoods; executive officer elected at large; terms are 6 years in length, limitation of one term; independent tax base. Services: police, health and social services. History: major cities became districts and these were expanded so that all parts of the METRO region were in a district.

LAURELHURST NEIGHBORHOOD - One of the 11 neighborhood districts that make up PORTLAND DISTRICT in METRO; 5-member council, elected on non-partisan basis at large; executive officer elected at large; terms are 4 years in length, limitation of one term; independent tax base. Services: parks, street maintenance and repairs, street lighting, nuisance control (abandoned vehicles, overgrowth, refuse, rubble, noise), zoning.

SCENE II

MEMORANDUM

To: DIVISION STAFF
From: EXECUTIVE OFFICER, METRO
Re: PROJECT RED TAPE
Date: January 11, 2000

I was asked today to testify before a special House Committee in Washington, D.C. on PROJECT RED TAPE. The invitation noted the unique progress METRO has made in responsibly reducing the amount of government regulation. My compliments to all of you for a job well done. Please pass my sentiments on to the District and Neighborhood Councils and the citizen advisory committees. We have streamlined government and helped business and the consumer.

I have no doubt that one of the major reasons we continue to attract the very popular low-energy intensive industry to our area is because of the business climate we have created. It is a climate of easy access to current information and clearly defined government services free of bureaucratic delay and unnecessary regulation. PROJECT RED TAPE is a success.

SCENE III

FORUM - Oregon Journal - March 15, 2000

Dear Editor,

Senator Slipcooe's bill on telecommunications deserves speedy approval by the State Legislature. The bill would have the Oregon State Plan include a Communications Policy. It also establishes and funds a Telecommunications Department. The legislation would make state government more efficient and responsive to the needs of Oregonians.

METRO has made a strong commitment to microelectronics and telecommunications. It has used computers, in general, and computer conferencing in particular to:

1. Make intra and inter-region travel more efficient by using computer conferencing in place of certain meetings and to develop agendas prior to necessary face-to-face meetings;
2. Develop better coordination between Districts and Neighborhoods within METRO;
3. Develop better information sharing systems among local government officials in METRO and its Districts and Neighborhoods, as well as between local government and information/resource centers such as libraries and universities.

I strongly urge that our state government become part of the future, which was yesterday.

Duke Goodall
Director, Telecommunications
METRO
### TOPIC INTERDEPENDENCY MATRIX

Scores shown are the average ratings of the Vision Committee.

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**Score**

- **5** Very Highly Interdependent
- **4** Highly Interdependent
- **3** Moderate Interdependence
- **2** Low Interdependence
- **1** No Interdependence
APPENDIX C
STUDENT VISIONS OF PORTLAND

A sampling of ideas from students in School District #1 who were asked by the Vision Committee to submit their "vision" of Portland in the year 2000 A.D., follows:

DESCRIPTION OF YEAR 2000

Different,
Calm,
Clean air,
Solar energy in homes,
more people

More rivers,
more cars,
more animals,
more greenery,
more land

More industrials,
more cars,
more animals,
more greenery,
more land

SIDewalks

Cleanliness,
electric cars,
spaceneedle homes,
more recreation,
monorails

Underground travel,
robots,
spaceneedle homes,
more recreation,
monorails

Education computers,
not as many hotels,
cure for zits

Debbie Bales, Grade 6, Kelly School.

"Portland!" I couldn't believe it! You bought me a house in Portland! And yet on my same block! The block where I had so many good times with all my friends and neighbors. Oh, Steve let's go! Take me to it right now. I want to see what it looks like. But wait! First I've just got to call mother and tell her where I'm going; oh she'll be tickled and of course a little jealous."

We had moved from Portland to Los Angeles when I was 14. My father was having troubles with his job. He had been offered a job in Los Angeles as sports' editor for the "Times". So the next month we were packed and going. I had cried in my friends arms as we said our goodbye's, promising to write each day. After we arrived in Los Angeles I found it strange and different. Life went by like a tornado. First grade school, high school, college and then Steve. I met him in college and we had dated continuously. When we got married, we bought a small cottage overlooking the water. Life went by slowly and I enjoyed it. But when little Susan came I enjoyed it even more.

I was just putting Susan down for her nap when Steve came home. I was surprised to see him there in the living room when I walked out. His eyes were shining and that handsome smile of his was on his face. I was about to say hello when something on the coffee table caught my eye.
I went over to it and picked up a piece of paper. As I read it my heart started pounding hard and fast and I had to sit down for fear I would faint. The paper was a lease on a house, but what really confused me was the address where the house was located. I read it over - 6904 S.E. 19th, Portland, Oregon. I kept reading and reading it faster and faster. This was where I used to live! I read it again, the excitement in me growing more and more. When I looked at Steve, he was laughing.

Later that week as Steve, little Susan, and I were driving to the airport I asked Steve if this was real. He said yes it was real.

As we boarded the plane, I sat back and began to think. I was glad that Steve was taking me to the house first to make sure I wanted to live there. My next thought was what is Portland like? Is my neighborhood as much into the future as L.A.? My thoughts were then interrupted by the robot stewardess arriving with my coffee.

Portland was a little like L.A. The moving sidewalks crowded with shoppers and businessmen going to lunch, the stores with big windows all around, and the waterfront.

"Steve! The waterfront! Look, it's still here! Oh, come on, Steve, come and look with me!"

"Hold on there, Cassandra. We'll look at everything, but give me Susan."

As I handed Susan over to him I ran toward the waterfront. When I got there it was the same old thing. I took my shoes off and put my feet in the cold water, glad that I didn't wear nylons today.

After the waterfront we walked over to the moving sidewalk and let it take us where it pleased. The rest of the day we went from shop to shop and place to place. Each store seeming like the rest. When we arrived in Frank & Myer I couldn't believe it. In one part of the store there were robots, some fat and some thin, modeling in clothing, jewelry and underthings. In another part you could see a robot saleswoman trying to sell a diamond necklace to a customer and the robot trying very hard to smile at the same time. But what was best of all about this store was that they had a kiddyland where mothers could drop their children off while they shopped.

"Oh, Steve. If we live here that would be a perfect place for Susan to stay."

"Good Hon! Well, why don't we catch the monorail toward your old home."

As we arrived on 19th I was surprised. All the houses were like the Spaceneedle in Seattle that I had been on as a little girl. The inside was a treat, too! You took an elevator from the monorail stop up to which ever floor you wanted. The inside of the elevator had these buttons -

<table>
<thead>
<tr>
<th>Floor</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Garage</td>
</tr>
<tr>
<td>2</td>
<td>Living/Dining Room</td>
</tr>
<tr>
<td>3</td>
<td>Playroom</td>
</tr>
<tr>
<td>4</td>
<td>Master Bedroom</td>
</tr>
<tr>
<td>5</td>
<td>Bedroom</td>
</tr>
<tr>
<td>6</td>
<td>Guest Room</td>
</tr>
<tr>
<td>7</td>
<td>Kitchen</td>
</tr>
<tr>
<td>8</td>
<td>Exercise Room</td>
</tr>
</tbody>
</table>
Each of the bedrooms and the Living/Dining Room had bathrooms. As it turned out there were old friends left in the neighborhood. But the people who did live here were very nice.

On the plane trip back home I said to Steve, "I want it!" "O.K." you've got it".
"One reason is there's not that much pollution".
"Yes, I know."

Cassandra Macken, Grade 7, Sellwood Middle School.

This is the way I see Portland in 20 years.

Unless we find a way to control pollution, Portland would be ruined. If someone invented a substitute for gas that doesn't pollute, it would be a great achievement. Solar power would be used instead of electricity. There would be more parks, gardens, and forests with wildlife. The air would eventually clear up. New machines would be made to reduce work. There would be more science labs. There would be bigger buildings because of the fast-increasing population. There would be old historical monuments and sights. There would be more interesting architecture, like dome shaped buildings with big solar windows. Crime would decrease because of more efficient police forces and devices for protection from burglars. The streets would be cleaned by volunteer workers. Cars would use the gas substitute.

There would still be carnivals and neighborhood markets. There would be more centers for TAG and special homes for the poor and disabled. The neighborhoods would be alive with beautiful colors. There would be more underground travel. The slums would be improved a lot. Medical science would be improved. There would be animals running around, not having to worry about safety. Sports would be improved, too. The city would be more prepared for earthquakes because Mt. Helen's eruption would be written in the history books, as causing a bad earthquake in Portland. Prices would be lowered because of new and better machines. Music would still be there. The people would be more friendly. Nuclear power would be destroyed.

Diane Edmiston, Grade 6, Chapman School.

Smooth lines with just enough tension
worn with deflation rate pensions

Fruit trees would be a delicate gesture from city planners. Trees with fruit that can be reached by everyone, not just those who are tall! Simplicity, you see can be applied to the most complex of ideas.

If you aren't taking me seriously yet, please consider reading on and I'll be frank (or Tom or Fred or George).

I believe that people first organized into the city situation in the interest of security and to some extent social harmony followed. It (the city) is not a necessity for the perpetuation of the species although it is quite necessary for the development of technology. It is human nature to desire the advancement of technology simply because technology is a product of thought and ideas, therefore cities were, or are, inevitable. Please consider the possibility that what we have now is an idea or conception of a city; Portland is not really a city at all only a
contemporary of the 1980's definition or reality of their physical surroundings. Consider even, if I dare ask, that idealism (that is — a contemporary of 1980's definition) is in actuality logical reason suppressed by the oppressors, those who have the power in our system. Now here is my optimistic view of my reality in a city of the year 2000:

I perceive clean industry being a major economic focus of city life, although industry would be moved away from the river. Hopefully local businesses will regain control of the market or at least government will gain control. This is extremely important due to the fact that national and international companies could care less about the living conditions (created by them) of the city, they are out purely for profit.

Madeline Kerr, Grade 10, Grant High School
During its 60 year history, City Club has been involved in the development of the City of Portland through its research and reports in the areas of government, citizen participation, arts and recreation, education, transportation, and long range comprehensive planning. While many City Club reports have influenced City action, the following are among the most notable:

Planning for Transportation in Portland (1968): The Committee recommended "a strengthening of a single body responsible for area-wide and comprehensive planning". The report was cited several times in subsequent efforts by individuals and groups who worked toward the implementing legislation.

Journal Building Site Use, Riverfront Development (1969): In the opinion of Mayor Neil Goldschmidt it was effective in 1) encouraging the closing of Harbor Drive, 2) influencing the initiation of a riverfront study, and 3) clarifying the issues involved.

Supplemental Emergency Care to Injured and Stricken (1970): The report resulted in new planning for emergency care, improved care in most hospitals, and reorganization of the entire ambulance system.

Portland Municipal Zoo (1970): In his 1974 address before the City Club, Dr. Philip Ogilvie, Director of the Portland Zoo, stressed the direct relationship of the report's recommendations to the subsequent reorganization of Zoo management and changes in animal exhibition policy.

Sign Code Revision (1971): (report studied the Sign Code and recommended revisions thereto which would consider the relationship of identification and advertising signs to our buildings, streets and public spaces, for the purpose of enriching the appearance of our City and reducing traffic hazards). The report is being used in on-going Portland sign code revisions, and in revision efforts in Eugene and Seattle.

Urban Renewal in Portland (1971): (report studied history, structure and programs of the Portland Development Commission; relationship of programs to community objectives, to low and middle-income housing, and to community participation; advantages and disadvantages of autonomous agency). This was a thorough but controversial report, criticized by some as less objective than most City Club reports and clearly action-oriented. Soon after its publication some of the report's recommendations were put into effect, and its influence upon the personnel and later procedures of the PDC has been evident.

Coordination Among Agencies Involved in Disaster Planning in the Portland Metro Area (1979): Report Influenced the establishment of a City-County Disaster Response Task Force by City Commissioner Mike Lindberg and County Executive Don Clark in April 1980.
Thirteen City Club reports were reviewed during the course of this study (see Appendix G). Themes common to selected reports were:

Need for comprehensive, regional planning:

"...the land is too often wastefully or irrationally used. This aggravates problems of housing, community development, utilities, transportation, water supply, parks and recreation areas...we are weak in long-range planning." (Portland City Government, May 19, 1961).

"...the key elements of (a) sound metropolitan planning structure are that it be area-wide, comprehensive, susceptible to implementation, and in accord with public wishes." (Planning for Transportation in the Portland Metropolitan Area, December 6, 1968).

"A true comprehensive plan should be a continuing flexible program bringing together inventories and projected needs and goals for land use, transportation, and community facilities and services, taking into consideration the present and future social, economic, and physical environment. Such a program, ideally on a metropolitan-wide basis, should include not only decisions about goals for the future, but definite commitments of specific resources to meet such goals. We believe in the development of a comprehensive planning program that (1) establishes goals and sets priorities, (2) closely involves all elements of the community, (3) speaks to social and economic, as well as physical needs, and (4) provides for its implementation." (Urban Renewal, August 13, 1971).

"...goals are developed with consideration of all aspects of the area's human and physical environment...taken together, goals and objectives represent a set of guidelines for the future in ends to be achieved and in environmental and human values to be preserved." (The Need for Community Goals, June 29, 1973)

Need for an informed citizenry and citizen participation in planning:

"Involvement of neighborhood citizen groups in comprehensive planning will make urban renewal a part of an integrated process of community growth and change...In projects undertaken specifically for the benefit of residents and other users of a particular neighborhood, those people, through a representative organization, should have power to approve or veto any aspect of the project." (Urban Renewal, August 13, 1971).

"CRAG must follow a policy and develop a program that will insure maximum citizen participation in the planning process. This should include, as a minimum, ...an active information program designed to keep the public abreast of the activities and proposals." (Planning for Transportation in the Portland Metropolitan Area, December 6, 1968).
APPENDIX E
RESULTS OF CITY CLUB QUESTIONNAIRE

A self-administered questionnaire was distributed to City Club members at three Friday meetings. The questionnaire was designed to inform and to initiate thought, debate and discussion about Portland's past, present and future. The Vision Committee also used the instrument to survey a segment of City Club members about their attitudes towards visions for Portland. The questionnaire consisted of forty-two (42) closed-ended questions and two (2) open-ended questions. Two hundred (200) completed questionnaires were tabulated. The results are enumerated below. Totals may add to 100% ± 1% due to rounding.

Tables I, IV, V, VI show results for the City Club survey and the Oregon Journal Poll conducted by the newspaper for the City Club on February 12, 1980. Fifty questionnaires were received from the Journal poll.

Table II indicates that members of the City Club support doing more with the Willamette River to make it an integral part of city life, increasing neighborhood densities and helping small businesses in Portland. City Club members also see more ethnic diversity in Portland's future and great change as the result of the microelectronics and telecommunications revolution. Members do not agree that neighborhood groups do more harm than good and that Portland does not have what it takes to attract corporate headquarters. Strong feelings were indicated for statements regarding neighborhood groups and Portland State University.

Table III shows preservation of neighborhood quality is the most important goal/quality for City Club members. Other important goals/qualities are improving energy conservation and increasing transit ridership. Large numbers of City Club members were neutral on the goals/qualities of controlling the cost of sewer and water service, increasing use of local recreation facilities, and higher neighborhood density. Construction of low income housing in downtown and a new performing arts center were not perceived to be important goals/qualities. Community centers were not considered important.

City Club members were asked what opportunities have been lost in the past that would have benefitted Portland. A wide variety of responses were received. The following were mentioned most often: a domed athletic facility; a convention facility; trolley system; Mt. Hood freeway; city-county consolidation; annexation; pedestrians only on the Mall; the river; historic buildings.

How do City Club members want Portland to develop in the future? The most often mentioned responses were slower, without sprawl, with more density; and with preservation of quality of life.

Table I
Attitudes Towards Transportation & Energy Costs

<table>
<thead>
<tr>
<th>If transportation and energy costs continue to climb:</th>
<th>City Club</th>
<th>Journal Poll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would you rely on mass transit to go to work?</td>
<td>YES 62%</td>
<td>YES 56%</td>
</tr>
<tr>
<td></td>
<td>NO 38%</td>
<td>NO 44%</td>
</tr>
<tr>
<td>Would this be a change in your present practice?</td>
<td>YES 35%</td>
<td>YES 25%</td>
</tr>
<tr>
<td></td>
<td>NO 65%</td>
<td>NO 75%</td>
</tr>
<tr>
<td>For recreation, would you rely more on city resources (e.g., parks?)</td>
<td>YES 59%</td>
<td>YES 59%</td>
</tr>
<tr>
<td></td>
<td>NO 41%</td>
<td>NO 41%</td>
</tr>
<tr>
<td>Continue to take trips to other parts of the state?</td>
<td>YES 87%</td>
<td>YES 68%</td>
</tr>
<tr>
<td></td>
<td>NO 13%</td>
<td>NO 32%</td>
</tr>
<tr>
<td>Agree-Disagree Statements</td>
<td>Strongly Agree</td>
<td>Agree</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------</td>
</tr>
<tr>
<td>A. Portland's reputation for being farsighted is not deserved.</td>
<td>4%</td>
<td>34%</td>
</tr>
<tr>
<td>B. The most serious problem facing Portland is the energy shortage.</td>
<td>12%</td>
<td>31%</td>
</tr>
<tr>
<td>C. Portland does not have what it takes to attract corporate headquarters.</td>
<td>3%</td>
<td>20%</td>
</tr>
<tr>
<td>D. More should be done with the Willamette River to make it an integral part of city life.</td>
<td>50%</td>
<td>44%</td>
</tr>
<tr>
<td>E. The arts have suffered in Portland.</td>
<td>11%</td>
<td>30%</td>
</tr>
<tr>
<td>F. Higher population density in neighborhoods means a lower quality of life.</td>
<td>16%</td>
<td>26%</td>
</tr>
<tr>
<td>G. Clean industry will come to Oregon because of its innate qualities; it is not necessary to make it easier for industry to locate in Oregon.</td>
<td>10%</td>
<td>25%</td>
</tr>
<tr>
<td>H. Portland will see more ethnic diversity in the future.</td>
<td>12%</td>
<td>68%</td>
</tr>
<tr>
<td>I. Neighborhood groups do more harm than good.</td>
<td>3%</td>
<td>12%</td>
</tr>
<tr>
<td>J. We are at the beginning of a microelectronics and telecommunications revolution which will have dramatic and far-reaching impacts on society.</td>
<td>40%</td>
<td>54%</td>
</tr>
<tr>
<td>K. Portland's quality of life is going to slowly deteriorate in the years ahead.</td>
<td>4%</td>
<td>37%</td>
</tr>
<tr>
<td>L. Portland State University is not the quality institution it should be.</td>
<td>14%</td>
<td>40%</td>
</tr>
<tr>
<td>M. Telecommuting will make it possible for white collar workers to cut their trips to the office to three days a week or less by the year 2000.</td>
<td>6%</td>
<td>43%</td>
</tr>
<tr>
<td>N. People are more concerned about the entire city of Portland than about their own neighborhoods.</td>
<td>4%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Helping small businesses in Portland to expand is more important than attracting new industry to the city. 

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12%</td>
<td>48%</td>
<td>38%</td>
<td>3%</td>
</tr>
<tr>
<td>60%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Portland is a "drowsy" city.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>37%</td>
<td>51%</td>
<td>9%</td>
</tr>
<tr>
<td>40%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I am satisfied with the quality of the performing arts in Portland.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4%</td>
<td>53%</td>
<td>36%</td>
<td>7%</td>
</tr>
<tr>
<td>57%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The view of the mountains and hills from downtown Portland will be obliterated in the future by construction and pollution.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11%</td>
<td>32%</td>
<td>48%</td>
<td>9%</td>
</tr>
<tr>
<td>43%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In order to save energy, neighborhood densities must be increased and neighborhood services must be renewed.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16%</td>
<td>55%</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>71%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Portland is a liveable city because of luck and not because it was built on a vision or by a master plan.

<table>
<thead>
<tr>
<th>Strongly</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14%</td>
<td>42%</td>
<td>39%</td>
<td>5%</td>
</tr>
<tr>
<td>56%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Not Important - Important Scale

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Very Important And Absolutely Necessary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important</td>
<td>1</td>
</tr>
<tr>
<td>Control land use changes</td>
<td>1%</td>
</tr>
<tr>
<td>Protection of &quot;views&quot;</td>
<td>2%</td>
</tr>
<tr>
<td>Preservation of neighborhood quality</td>
<td>0%</td>
</tr>
<tr>
<td>Low income housing in downtown</td>
<td>10%</td>
</tr>
<tr>
<td>Construction of a new performing arts center</td>
<td>12%</td>
</tr>
<tr>
<td>Improve energy conservation</td>
<td>1%</td>
</tr>
<tr>
<td>Higher neighborhood density</td>
<td>12%</td>
</tr>
<tr>
<td>Strengthen the city economy</td>
<td>1%</td>
</tr>
<tr>
<td>Community centers every ten blocks</td>
<td>36%</td>
</tr>
<tr>
<td>Control cost of sewer and water service</td>
<td>7%</td>
</tr>
<tr>
<td>Underground utilities throughout the city</td>
<td>6%</td>
</tr>
<tr>
<td>Increase in transit ridership</td>
<td>1%</td>
</tr>
<tr>
<td>Keep housing costs down</td>
<td>7%</td>
</tr>
<tr>
<td>Employment opportunities for seniors</td>
<td>4%</td>
</tr>
<tr>
<td>Increase use of local recreational facilities</td>
<td>2%</td>
</tr>
</tbody>
</table>
Table IV
Dwelling Offered As Apartment
Would you favor allowing owners of larger homes to offer a portion of the dwelling as an apartment so more low-cost housing would be available?

<table>
<thead>
<tr>
<th>City Club</th>
<th>Journal Poll</th>
</tr>
</thead>
<tbody>
<tr>
<td>76% YES</td>
<td>61% YES</td>
</tr>
<tr>
<td>24% NO</td>
<td>39% NO</td>
</tr>
</tbody>
</table>

Table V
Need For City To Attract Citizens
Planners say Portland needs to attract more citizens within the city limits to maintain a solid tax base. Do you agree?

<table>
<thead>
<tr>
<th>City Club</th>
<th>Journal Poll</th>
</tr>
</thead>
<tbody>
<tr>
<td>79% YES</td>
<td>58% YES</td>
</tr>
<tr>
<td>21% NO</td>
<td>42% NO</td>
</tr>
</tbody>
</table>

Table VI
Region Wide Government
Many believe region-wide government would increase efficiency and save money for the taxpayers. Do you think having governmental services provided by an area-wide regional government is a good idea?

<table>
<thead>
<tr>
<th>City Club</th>
<th>Journal Poll</th>
</tr>
</thead>
<tbody>
<tr>
<td>78% YES</td>
<td>55% YES</td>
</tr>
<tr>
<td>22% NO</td>
<td>45% NO</td>
</tr>
</tbody>
</table>
APPENDIX F
PERSONS INTERVIEWED

Abbott, Carl, Urban Studies Center, Portland State University
Anderson, E. Dean, Special Assistant for University Relations, Portland State University
Anderson, Lloyd, Director, Port of Portland
Baker, Doug, Columnist, Oregon Journal
Banks, Ted, Staff, The Scanner
Bjoram, Ted, Church Growth Consultant
Bolander, David, Vice President, Human Resources, Pacific Power & Light
Bonner, Ernest, former Director of Planning, City of Portland; Bonner Planning of Oregon, Inc.
Bothman, Bob, Administrator, Metropolitan Branch, Oregon Department of Transportation
Bragdon, Paul, President, Reed College
Brainard, Dick, Architect/Planner
Butchek, Ken, Jazz Quarry
Cass, Peter, General Manager, Tri-Met
Chalmer, Bruce, General Manager, Portland Opera Association
Clark, Don, County Executive, Multnomah County
Clemans, Charles, Director, Intergovernmental Affairs, Portland Public Schools
Crandall, George, Associate Partner, Skidmore, Owings, & Merrill
Day, William, Attorney
DeWeese, Bill, President, Odyssey Productions, Inc.
Dotterer, Steve, Transportation Planner, City of Portland
Engbretson, Peter, Office of Public Safety Commissioner Charles Jordan
Ferriday, Virginia, Chairman, Portland Historical Landmarks Commission
Flug, Bob, Director, Video Access Project
Foster, Bernie, Publisher, The Scanner
Foster, Bobbie, Staff, The Scanner
Frisbee, Robert, Administrative Staff Assistant, Office of Multnomah County Commissioner Earl Blumenauer
Gies, Martha, Director, Northwest Media Project
Glickman, Harry, Manager, Portland Trailblazers
Graham, John, Manager, Oregon Symphony
Griggs, Joe, Chairman, Urban Design Committee, AIA
Gunderson, Rich, Cultural Director, Portland Bureau of Parks
Gustafson, Rick, Executive Officer, METRO
Gutjahr, Gil, Administrative Officer, Multnomah County Tax Supervising & Conservation Commission
Halvorson, Carl, President, Halvorson Mason Corporation
Hoffman, Michael, Vice-President, Lutz Service Corporation
Howard, John, President, Lewis & Clark College
Hunt, David, former Executive Director, Portland Development Commission
Jackson, Glenn, Chairman, Executive Committee, Executive Department, Pacific Power and Light; Chairman, Economic Development Commission, State of Oregon; former Chairman, Oregon Highway Commission
Jackson, Rev. John, Mt. Olivet Baptist Church; Co-Chairman, Black United Front
Jenkins, Donald, Director, Portland Art Museum
Jensen, Jay, Contemporary Crafts
Johnson, Steve, Information and Communications Specialist, Portland Community Resource Center
Johnson-Lenz, Peter and Trudy, Teleconsultants
Jones, Bob, Former Chairman, Metropolitan Arts Commission; Secretary-Treasurer, American Federation of Musicians, Local 99.
Kaeser, Linda, Associate Professor of Graduate Studies, School of Nursing, University of Oregon Health Sciences Center; former Administrator, Oregon Public Welfare Division
Katz, Myron B., Economist, Bonneville Power Administration; Member, Portland Planning Commission
Keefe, Lloyd, former Director of Planning, City of Portland
Kelly, Kevin, Economist, U.S. National Bank of Oregon
Kaiser, Linda, Associate Professor of Graduate Studies, School of Nursing, University of Oregon Health Sciences Center; former Administrator, Oregon Public Welfare Division
Keefe, Lloyd, former Director of Planning, City of Portland
Kelly, Kevin, Economist, U.S. National Bank of Oregon
Kaiser, Linda, Associate Professor of Graduate Studies, School of Nursing, University of Oregon Health Sciences Center; former Administrator, Oregon Public Welfare Division
Laster, Leonard, MD, President, University of Oregon Health Sciences Center
Latrell, Craig, Oregon Contemporary Theatre
Lee, Dorothy McCullough, former Mayor, City of Portland
Lengacher, Don, Central Division Manager, Portland General Electric
Lewis, Robert C., Industry Economist, Bonneville Power Administration
Look, Edward H., Executive Director, Oregon Community Foundation
Lutz, Art, Realtor/Developer, Lutz Service Corporation
MacColl, E. Kimbark, Portland Historian
Michelet, Robert, Assistant City Editor, The Oregonian
Miller, Ruth and Jack, Project Facilitators, Appropriate Assistance
Miller, Steve, Trust Officer, Trust Division, U.S. National Bank
Nagel, Evelyn, Director of Development, Oregon Symphony Association
Naito, William, Vice President, Norcrest China Company
Nelson, Jack, Mayor of Beaverton
Newman, Jonathan, Attorney, Hardy, McEwen, Newman, Faust & Hanna; past member, Portland Board of Education
O'Donnell, Terence, Portland History Coordinator, Oregon Historical Society
Parker, Don, Dean, School of Business Administration, Portland State University
Pasero, George, Sports Editor, Oregon Journal
Phillips, Bob, Vice-President, Oregon Software
Polani, Ray, Chairperson, Citizens for Better Transit
Randall, Robert, President, The Robert Randall Company
Raymond, Burke, City Manager, Gresham
Raymond, Dick, Management Development Consultant, Western SUN
Rose, Rabbi Emanuel, Congregation Beth Israel
Rosenbaum, Fred, Chairman, Housing Authority of Portland
Rubenstein, Ariel, Celebrity Attractions
Rusina, Fred, General Counsel, Schnitzer Steel Company
Scanlan, Robert, Vice President and Resident Manager, Coldwell Banker
Schenk, George, Adjunct Visiting Professor, Marketing Department, Portland State University
Sharpe, Sumner, Associate Professor, Urban Studies & Planning, Portland State University
Sheldon, George, former President, Portland Planning Commission; Architect, Sheldon, Eggleson & Reddick
Smet, Dodie, Publisher, Daily Journal of Commerce
Spanovich, Gary, former Transportation Planner, METRO
Sparksman, Grover, Broker-Appraiser, Fairfield Realty
Stacey, Bob, Attorney, Co-Director, 1000 Friends of Oregon
Staehl, Alfred, Architect
Sterling, Donald J., Jr., Editor, Oregon Journal
Stoel, Thomas B., Attorney, Stoel, Rives, Boley, Fraser & Wyse
Strain, Douglas C., Chairman, Electro-Scientific Industries, Inc.
Templeton, Hall, Templeton Foundation
Walker, Albert, Communications Consultant
Wallace, Robert F., Chairman of the Board, First National Bank of Oregon
Weston, Joe, President, Oregon Realty Board
Yeon, John, Architect
Zegretti, Stefano, Coordinator, Undergraduate Program, Urban Studies Center, Portland State University
APPENDIX G

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