

**Proceedings  
of The 1998**

# **Annual Leadership Symposium**

***Two States, One Region:  
The State of the Bistate Region***

**November 20, 1998  
Oregon Convention Center  
Portland, Oregon**

**Hosted By:**

**The Institute of Portland Metropolitan Studies  
College of Urban and Public Affairs  
Portland State University  
and  
Washington State University Vancouver**

**The 1998 Annual Leadership Symposium  
Two States, One Region: The State of the Bistate Region  
November 20, 1998  
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## Introduction

The Institute of Portland Metropolitan Studies was created to better connect the resources of higher education to the issues of the six-county Portland-Vancouver Metropolitan Area, and to bring new attention to critical regional issues. Annually the Institute organizes a Leadership Symposium to bring citizens and leaders together to hear new information and ideas about the metropolitan area and its issues, and to discuss and identify new courses of action.

For the past two years we have been privileged to be able to bring Governors Gary Locke and John Kitzhaber to the same podium to discuss issues of bistate significance. The Portland-Vancouver region is one of only 44 metropolitan regions in America that span a state boundary. Vancouver is now the second largest city in our region. The jobs in the metropolitan area, particularly on the Oregon side of the river, make our economic region a powerhouse in the Pacific Northwest.

At our 1997 event, the Governors challenged us to develop a short list of issues to focus bistate interest and activity. We've learned a few things about bistate issues since the first event. Although many issues are common to communities in the metropolitan area, not all issues can be addressed at a metropolitan scale. For example, school funding and quality are issues everywhere, but differences in school financing from state to state make a regional response unlikely.

On the other hand, there is a short list of issues that will require a response at a metropolitan scale. Responding to the listings of salmon and steelhead populations under the endangered species act, addressing transportation issues in the I-5 corridor, dredging the Columbia River channel, the provision of affordable housing, and the availability of jobs in all parts of the region will require bistate thinking, collaboration, and innovation. These issues, along with continuing to build a metropolitan sense of place and community emerged at our second event in 1998 as cornerstones of a bistate agenda for the future.

In addition to the Governors this year, we were joined by two other distinguished speakers. Former Oregon Governor Neil Goldschmidt inspired the audience with his 10 prescriptions for building and sustaining a worldclass region. Bill Dodge, Executive Director of the National Association of Regional Councils, spoke about the work going on in other communities to work across the often deep divides created by state boundaries.

This year we had 290 people registered for the event. The evaluations that were returned tell us that those in attendance were very satisfied with the event, and we got some good suggestions for next year. Two comments stand out in particular. The first is that we ought to start focusing on bistate issues as metropolitan issues. That is, in addition to bridging a state line, we need to continue to invest in building relationships throughout the metropolitan region. Linking Clark County communities to those south of the Columbia is important, but linking communities east and west of the Willamette, or north and south of Burnside, are equally important and pressing challenges.

Second, there is tremendous interest in taking action. Participants wanted to know what would follow the symposium, and how discussion of bistate issues could and would lead to new initiatives. Right now we're pursuing two parallel activities. First, we have put together a team of graduate students to profile the issues requiring urgent attention identified at the event. Those issues include transportation, growth management (jobs/housing balance), environment (endangered species, air quality), education (k-12 and higher education), and building the regional community.

Briefing papers will be developed describing who is doing what, and how folks can get involved. We are also doing this to determine how, if at all, this Institute should be involved. Some of these issues have well-developed activities already underway. If we can add value to the activities out there, we will. Otherwise, where the lead is being taken, we'll try to help you find out who to contact and how to connect. The briefing papers will be sent to all participants in the symposium, and posted on our web site. (<http://www.upa.pdx.edu/IMS/bistate.html>)

At the same time, we are beginning to think about what we ought to focus on at our 1999 event. Our planning is just getting underway, and our research on the issues outlined above will certainly shape our plans. Nonetheless, if you have ideas for us, please feel free to write, phone, fax, or e-mail.

Finally, there would not be an annual event without the strong support of our sponsors, all of whom are listed on the inside front cover. These organizations have made it possible for the symposium to take place, for us to send you these proceedings, and the follow-up activities now underway. Our thanks to them and to the participants for making the 1998 event both possible and successful.

# Oregon and Washington: The State of the Bistate Region

**Hosted by:** Institute of Portland Metropolitan Studies  
(College of Urban and Public Affairs, Portland State University)  
Washington State University Vancouver

**Sponsored by:**

City of Portland	M.J. Murdock Charitable Trust
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Metro	

**Agenda:**

- 7:30 am**      **Registration and Coffee**
- 8:30 am**      **Presentation of the Colors -** Buffalo Soldiers/Pacific Northwest Chapter, 9th and 10th (Horse) Calvary Association
- 8:35 am**      **Welcoming Remarks -**  
Jay Waldron, Chair, Institute of Portland Metropolitan Studies Board  
Ed Washington, Metro Councilor and Member, Institute of Portland Metropolitan Studies Board  
Judie Stanton, Clark County Commissioner and Member, Institute of Portland Metropolitan Studies Board
- 8:50 am**      **Introduction of Oregon Governor John Kitzhaber -**  
Rob Drake, Mayor, City of Beaverton and Member, Institute of Portland Metropolitan Studies Board  
Presentation by Governor John Kitzhaber
- 9:10 am**      **Introduction of Washington Governor Gary Locke**  
Ginger Metcalf, Executive Director, Identity Clark County and Member, Institute of Portland Metropolitan Studies Board  
Presentation By Governor Gary Locke
- 9:30 am**      **Questions and Answers**

**10:00 am**      **Break**

**10:15 am**      **State of the Region Report - “What Defines the Region?”**  
Ethan Seltzer, Director, Institute of Portland Metropolitan Studies

- 10:40 am**      **Identifying the Issues - Small Group Discussions**  
Introduction by Thane Tienson, Symposium Organizing Committee and Member, Institute of Portland Metropolitan Studies Board
- 12:00 pm**      **Lunch**
- 12:30 pm**      **Building a Region that Works -**  
Introduction by Thane Tienson, Symposium Organizing Committee and Member, Institute of Portland Metropolitan Studies Board  
Presentation by Neil Goldschmidt
- 1:15 pm**      **Building a Region that Works- Small Group Discussions**  
Introduced by Tom Koenninger, Editor, Columbian and Member, Institute of Portland Metropolitan Studies Board
- 2:30 pm**      **Making a Difference with Bistate Partnerships -**  
Introduction by Ed Washington, Metro Councilor and Member, Institute of Portland Metropolitan Studies Board  
Presentation by Bill Dodge, Executive Director, National Association of Regional Councils
- 3:00 pm**      **Town Meeting -**  
Questions and Answers/Small Group Discussion Results with Bill Dodge, Executive Director, National Association of Regional Councils
- 3:45 pm**      **Adjourn**



# Welcoming Remarks

## Jay Waldron

I want to begin by thanking the Buffalo Soldiers. Their appearance is always a highlight of this conference.

Welcome everyone to a great, great regional day. It's perfect regional weather. As Governor Kitzhaber knows, the three things I like to do in life are ski, whitewater raft and fish, so I look at days like today as fun under construction.

I'm Jay Waldron, chair of the board of The Institute of Portland Metropolitan Studies, which is a unit of the College of Urban and Public Affairs at Portland State University. We have two prime purposes. One is to connect the issues facing the metropolitan region with the resources of higher education, and second, to serve as we are doing today as a catalyst for discussion and solutions to critical regional issues. I'm an environmental attorney at the Schwabe Williamson and Wyatt firm.

Last year I had the pleasure of moderating this bistate conference, which was held in Vancouver with a similar theme "Two States, One Region." This year, we're going to talk about the state of the bistate region.

Last year, Governor Locke told us to focus on the big issues: education, environment, the economy and especially the salmon issue. Governor Kitzhaber suggested that this group make a short list to begin developing a consensus to provide regional leadership with local ownership. He, too, said to address the salmon issue and to start thinking about how the Columbia River unites us, rather than separates us.

Both governors are going to follow up on their talks from last year, and they'll be available for questions. After that, we will hear from Ethan Seltzer, the director of the Institute, who will give a "state of the region" report. Then we will have a great deal of time for table discussion about regional issues.

For lunch, we'll hear from former mayor and governor Neil Goldschmidt, who has spent some time thinking about his vision for the region. Then we'll have some more discussion, and later this afternoon we'll hear Bill Dodge, the executive director of the National Association of Regional Councils, who is an expert in how bistate regions, like ours, work together. I think he'll discuss some very specific nuts and bolts actions.

We couldn't hold this symposium without our 17 sponsors. I'm going to mention the first five: The Greenbrier Companies; the rail car company that is always willing to step up on civic issues; the Samuel Johnson Foundation, which has provided funding; the Portland General Electric Company; Safeway, which has provided flowers and other amenities for this conference; and my law firm Schwabe Williamson and Wyatt.

I also want to thank the organizing committee which includes Ginger Metcalf, Mayor Rob Drake, Thane Tienson and Ethan Seltzer. I'd also like to ask the board members to stand as I read their names. Board members here are: Don Barney, Anne Berblinger, Duane Cole, Rob Drake, John Godsey; Betsy Johnson, Joan Johnson, Tom Koeninger, Ginger Metcalf, Bill Scott, Judy Stanton, Michael Sykes, Carl Talton, Fran Tangen and Ed Washington.

Thank you. This part is the "color within the lines" section. If you would look at your packet during the day, you'll see the evaluation form. There is a summary of many of the bistate issues, and we are going to use that as a guideline.

With that, I would welcome the president of Portland State University, Dan Bernstein to give some welcoming remarks.

### **Daniel Bernstein**

Good morning. It is important to build partnerships, and we at Portland State are very proud to be forming a partnership with Washington State University in Vancouver. WSU has been an important co-sponsor of this year's event as well as the event last year. We are looking forward to strengthening our partnership with WSU in the years ahead.

The Institute and the College of Urban and Public Affairs of Portland State are integral parts of what makes PSU an urban university. Convening events like today's is a hallmark role that higher education can play in keeping and making this terrific region an even better place to live and to do business. Portland State plays an important and unique role in the metropolitan area. Creating partnerships both with higher education and with partners in the business and civic community will be critical features of how we work to serve this region even better.

The notion of a bistate region is a challenging notion, but it is clearly the right one. Fundamentally it brings forward two important principles. First, it acknowledges that we are all in this together, and that we are spread over a territory that a few years ago in our imagination would have stopped at the state line. Second, it speaks centrally to the need to cross boundaries to advance the interests of the entire region. These two principles will guide us into the next century. Your willingness to be specific today will be an important gift to all of us. Thank you.

### **Jay Waldron**

Now we'll have some welcoming remarks from Ed Washington from Metro.

### **Ed Washington**

Good morning. Wait a minute. Sorry folks, I'm gonna have to say something to you. As an African American, when we greet each other in the morning or any time, particularly if there is a group of us, we say it a little bit better. We hate wimpy "good mornings."

Let's try it again. Good morning!

(Response from audience) Good morning!

It's much better. Those of you who have been around here long enough know we don't like those kinds of "good mornings." Governor John Kitzhaber and Gary Locke, Ms. Metcalf, Mayor Drake and Jay Waldron, and all of you out there, welcome to the Institute. Welcome to this conference, which is going to be a great one. It's going to be great because we are at our best here in Oregon when it's raining, and it's raining hard. So I tell you this is going to be a very, very good conference.

There's just one small piece of advice that I would give all of you as we go through the day. I think one there's one really essential thing we need to do — we need to symbolically dry up the Columbia River. We know we can't get rid of it, because we'd have problems with the salmon. But I think that in order for us to continue to do the job that we have started we need to dry up the river. So as you move forward today, keep that in mind. Dry up the river, work hard and do not forget to say good morning the proper way from here on out. Thank you very much.

### **Jay Waldron**

To make the welcoming remarks, I'd like to introduce Commissioner Judy Stanton from Clark County.

### **Judy Stanton**

Okay, I'm going to test you, too. Good morning!

(Response from audience) "Good Morning."

Why, thank you. And thank you for warming them up, Ed, that was great. I am pleased to bring greetings on behalf of those from north of the river that Ed wants to dry up.

You know, that's the way we usually describe where we live. We may have billboards claiming I am not an Oregonian, but if I'm back east and somebody asks me where I'm from, I'll invariably say, "I live in Clark County, Washington. That's just across the Columbia River from Portland, Oregon."

I grew up in Oregon — in Bend and Corvallis and Portland. Then I moved to Clark County 32 years ago. Many of our residents once lived on this side of the river. Even though it's true that we are not now Oregonians, we are indeed, along with those of you from this side of the river, residents of one region. And for us to effectively address the many issues we have in common, we must address them regionally. Doing so will not diminish the individual identities that we both cherish.

Earlier this week, our board was discussing ways that we could help our residents learn how they can participate in the recovery effort for Lower Columbia steelhead. We talked about how great

it would be if we could work together with the Portland side of the river to develop a campaign with a common identity. We could use the same tag line and logo and collaboratively put together materials. After all, we share the same media market, so why confuse our residents with two different messages as we both work to save the same fish?

Columbia River fish don't recognize political boundaries. They call both sides of the river home. No matter how good a job the north side of the river does in our fish recovery efforts — and we intend to do a very good job indeed — we will not recover the threatened fish species unless the south side also does a good job, and vice versa. This is a bistate issue in the truest sense. We'll sink or swim together.

The same is true for issues relating to the Portland airport, air quality and assuring affordable housing within a reasonable distance of the places people work. We are here today to develop a bistate agenda. You will probably discuss issues like those I've just mentioned and others like transportation, growth management, tax structures and the latest, which side of the river should get an amphitheater.

After we've chosen our agenda, we need to create more working relationships across the Columbia River. My hope for the day is that we make progress toward the time when working together on issues is business as usual — the norm rather than the exception. I would be gratified if we finish up today with some action plans, even if they are just small steps that move us in that direction. Thank you for coming to share your day and your thoughts.



# Governor John Kitzhaber

## Rob Drake

Thank you Jay, and good morning. Ed, was that good enough?

Before I introduce our first speaker, I'd like to have us honor and recognize the people who financially backed this program today and made it possible. CTRAN from Vancouver; the City of Portland; Clark County Communications, GTE; The Home Builders Association, M.J. Murdock Charitable Trust; the City of Vancouver; Metro; Norris Beggs & Simpson Real Estate; Northwest Natural; PGE; The Port of Portland; The Port of Vancouver, U.S.A.; Safeway; Samuel S. Johnson Foundation; Schwabe Williamson and Wyatt law firm and the Greenbrier Companies.

It's with a great deal of pleasure and a sense of honor that I introduce today the governor of Oregon. I'll give you a bit of his background, which I think is very impressive and worth repeating.

Oregon's governor is certainly bistate, and his background reaches across both sides of the river. He was born in Washington, but he grew up in Oregon and graduated from South Eugene High School. After graduating from Dartmouth College in 1969, Governor Kitzhaber returned to Oregon and attended the University of Oregon Medical School, now the Oregon Health Sciences University.

Dr. Kitzhaber practiced emergency medicine in Roseburg, Oregon for 13 years. In 1968, he was elected to the Oregon House of Representatives. In 1980, after one term in the House, he was elected to the first of three terms in the Oregon Senate representing Douglas County and parts of Jackson County. In 1985 he was elected Senate president and served with distinction in that capacity until 1993.

As Senate president, he oversaw the passage of major legislation, including the Oregon Health Plan and the Oregon Education Act for the 21st Century. As state senator he became nationally recognized for his role in authorizing the ground-breaking Oregon Health Plan. He is credited both with crafting the plan as well as bringing disparate interest groups together to pass the law. The Oregon Health Plan went into effect in February 1994.

Governor Kitzhaber received the American Medical Association's Dr. Nathan Davis award in 1992 for outstanding contributions to health care. He also received recognition for his leadership in the field of environmental stewardship, including the prestigious Neuberger award presented by the Oregon Environmental Council. On November 8, 1994 John Kitzhaber was elected to his first term as governor. He recently was re-elected to a second term.

Last October, a year ago, he became a father to his son Logan. For recreation, the governor enjoys fly fishing, exploring Oregon's wild rivers and attempting to reason with the Oregon Legislature.

Please welcome Oregon's governor, John Kitzhaber.

### **Governor Kitzhaber**

Thank you, thank you very much.

Thank you very much Rob. Howdee! (Response from audience) Howdee!

There's only one thing I hate worse than a wimpy good morning, and that's an anemic howdee.

Gary, it's good to be with you again today. Welcome to Oregon, and welcome all of you to this conference. I am very pleased to participate again in this bistate conference. As you just heard, when I spoke to this conference last year I had essentially two messages. The first message was to establish that, while Oregon and Washington are two separate states, they are nevertheless bound together by common features and values and interests, and indeed, common challenges. Second, that because of our shared regional identity, I stress the vital importance of working regionally to meet these challenges that both states face.

Against that background, the point that I want to make today is that if we hope to preserve and strengthen the special qualities that define not just Oregon and Washington, but the northwest region, then we have to develop a new way of governing that essentially rejects artificial boundaries and focuses instead on larger shared objectives. That's the purpose of this year's conference — to identify a list of those shared objectives and to develop a brief but definite list of issues that cross the river, if you will, and therefore demand not just an Oregon response, not just a Washington response, but rather a shared regional response.

The broad dimensions of some of those issues were apparent a year ago, but today I'll focus on one of those in particular. It has ramifications that far exceed the short term we use to describe it — that is managing growth, so that we don't lose those special qualities that make our region such an exceptional place to live.

Here in Oregon, I have proposed to do that by way of targeting the very issues that people — no matter where they live or what they do — define as the essence of that rather vague term we call “quality of life.” That's something former Governor Tom McCall referred to once as the Oregon mystique, but he might just as well have said the Northwest mystique, because it's that specialness of place that no one can really define but everyone indeed can recognize. For some people it might be watching the sunset on the coast, and for other people it might be watching the sunrise from the crest of the cascades, and for others it might be not getting stuck in traffic, or having open spaces, or greenways, a good economy, affordable housing, or a vital downtown commercial and residential sector, or clean air, or clean water, or healthy fish.

But however we individually define quality of life, it's clear that today the challenges and the threat to that quality of life in the region are probably greater than they've ever been before. The resolution of that threat can't be undertaken simply by one state, but it has to be undertaken regionally. I can list some of the threats facing Oregon, and I am sure there are parallels on your

side of the river. For example, we are getting 35,000 new Oregonians a year. In Oregon, our highways are suffering from a decade of disinvestment and are in a rapid state of deterioration. In this metropolitan area — this bistate metropolitan area — the rate of miles driven is increasing at twice the rate of vehicle registrations. Which means that not only are there more cars on the road, but we are driving farther and using our cars more often.

Housing costs have skyrocketed, making affordable housing harder and harder to find. And perhaps most seriously in my mind is that there is among the general public a growing sense of skepticism about government, a sense of skepticism about long-range planning and a general unwillingness to make the kind of thoughtful infrastructure investments necessary to manage these quality of life challenges facing Oregon today.

So on the one hand, we have an unprecedented set of challenges, and on the other hand we have a very skeptical public that is not quite sure of government's role in meeting these challenges. But at the same time, people in the region don't want to work in one town and be forced to live in another town simply because there is a lack of affordable housing. And people on both sides of the river don't want the transportation arteries clogged by congestion and their air fouled by the accompanying pollution. And people don't want to see farms and forests paved over with cul-de-sacs and sprawled development. And people in Oregon and Washington don't want to see the downtowns and community centers die because we have allowed commercial strip development to occur on roads outside of our communities. And they certainly don't want to pay the exorbitant costs of serving low density sprawl with water and sewer facilities. They don't want to pay to build bypasses around strip commercial development along state highways. And they don't want to pay to expand highways between cities simply to accommodate commuters — many of whom are commuting because of the lack of affordable housing near where they work.

So on the one hand we have growth pressures that are threatening our quality of life in a whole host of ways on both sides of the river. Air quality, water quality impacting our fish runs, the ability to move people and products around the region, the ability to afford a home. At the same time there is a lack of consensus on how to address these issues that everyone recognizes are changing the face of the region.

Yet they are common challenges, interconnected challenges, they are challenges that don't recognize political borders. One state alone can't clean up an airshed, and one state alone can't clean up a watershed. With more jobs in Washington County and more affordable housing in Clark County, commuters create a congestion problem that affects all of us and impacts the quality of life of everyone on both sides of the river.

To meet those challenges it seems to me we need at least three things. We need some new tools, we need to view these issues as what they are — regional issues that require us to act in concert to address them. And third, and perhaps most importantly, and perhaps of most difficulty, is that we've got to somehow overcome the current public attitude about public investments, which I'll touch on in a moment.



Concerning new tools, let me simply give you one example that I think lends itself well to a regional approach. That's what we are calling the Oregon Livability Initiative, which is designed to interface and give us new tools to address the growth that's occurring around us. It has two elements to it. One is the 21st Century Community Fund, which is a lottery- and gas tax-backed bond account. The second part is a mechanism to coordinate the investments that are made from this infrastructure account.

The fund will use existing revenues from our lottery and our state transportation funds to make targeted investments in four areas. One, to rebuild rural and distressed urban economies. Second, to reward and provide incentives for the development of affordable housing. Third, to revitalize downtowns and main streets, and fourth, to reduce sprawl and traffic congestion.

But just having the resources for thoughtful infrastructure investments isn't enough. We've got to be able to strategically coordinate those investments so that they actually address quality of life issues on a regional basis. And to do that, we set up what we call a community solutions team. The team is made up of the heads of the five agencies that effect how communities develop physically: Economic Development, Land Conservation and Development, Transportation, Housing and Environmental Quality.

This group is responsible for working with city and county leaders to make sure that state investments and local investments aren't mutually undermining each other. Because neither Oregon, Washington nor the region can afford to encourage development or subsidize development that creates the need to drive farther or that congests our roads and highways or that undermines our main streets or downtowns. Instead, we've got to make sure that jobs are located near affordable housing, that we manage our highways in ways that don't create congestion, and that our local zoning ordinances don't conflict with our overall environmental objectives.

Now, that's one example of an area of extraordinary importance to the region that calls for bold action and that must be coordinated across state lines. I think it would be very useful to create something commensurate to the community solutions team to work across the border on these community development issues. The team could coordinate growth management in a growing metropolitan area that doesn't respect the Columbia River as a political boundary.

Another example is the creation of a balanced transportation system. A coordinated effort will have both an economic and environmental component, since it will affect not only our ability to move goods and services throughout the region, but it will also impact the quality of our airshed. Another is the challenge of the federal listing of steelhead on the lower Columbia, a circumstance that affects people and communities throughout the bistate region.

And another is the need to manage and protect the national treasure that we share in the magnificent Columbia River Gorge national area. And the list goes on and on. But to secure these kinds of solutions and to make progress in managing the growth that is impacting our quality of life, we have to deal with a larger and perhaps more serious and certainly a more intractable issue — that is the eroding belief in the value of public investment. And as I told the Central City Summit yesterday in Portland, I think a lot of that flows from the loss of a sense of community.

Here's what is facing us in Oregon, and I assume in Washington, judging from a couple of the votes on the light rail issue north of the river and the most recent vote here on light rail. It's the development of a rather troubling, but unwitting, coalition between people in fundamentally different philosophic camps as they relate to infrastructure investments.

I believe that public infrastructure investments are a necessary prerequisite to the creation of wealth and opportunity, and in fact, the history of this nation and certainly the history of the west has been the history of private investment following public investment. Consider the railroads, the highway system, much of the renovation that happened in the central city here in Portland, Oregon. But increasingly, this kind of public investment is viewed on the one hand as wasteful government spending by people who don't want government to expand and as an evil subsidy to growth by people who don't want growth. If you build it, it will come.

So the people who oppose government spending and the people who oppose growth are not necessarily together philosophically, but they are creating this critical mass from a political sense. It's making it almost impossible to develop the consensus that we need to address the growth pressures that are impacting everyone throughout the region.

So as a backdrop to the short list that you are going to be creating today, consider the challenge of recreating the agreement in our society that public investment can in fact create public benefit. How can we reaffirm that communities both large and small, including regions, can create a vision for what they want to be, then can work together to make the investments necessary to achieve that vision?

Recreating that agreement means to me recognizing and taking seriously a fact that is very prevalent in Oregon and I think possibly in Washington as well. That's the fact that as our population increases and as we become more ethnically and culturally diverse, and as growth begins to alter our landscape, we are facing new challenges in simply knowing who we are — as Oregonians and as Washingtonians and as a bistate region. We are losing a sense of common purpose and of connection. That's the sense of community that, at least in this state, has been the glue that for decades has bound us together and has kept us from cracking apart into a whole host of separate pieces.

But that's exactly what's happening in Oregon today, and we can't let it happen in Oregon, and we can't let it happen in Washington, and we can't let it happen as a region.

In the great matters that will shape our future, Oregon and Washington are much more than separate geographic zones, they are a bistate region bound together by a shared history and a shared heritage, a Northwest heritage and indeed, by a shared destiny. So let's never forget that the great Northwest, which we will selfishly define as Oregon and Washington, is not just a special place. It's a special place for people to live, and it's that rare quality of life that this region has to offer that has attracted people here from across the nation and from around the world.

This place is somewhere people want to be, and if we, through our shortsightedness or unwillingness to create a sense of common purpose, lose that quality of place and livability, we will have lost not only our identity, but we will have lost our heritage as well.

I believe that the future is a matter of choice, not a matter of chance. So let's resolve today to move beyond the constraints of our political and our geographic boundaries and to recreate that sense of community, and that commitment to place, and that common purpose that will truly allow us to choose our own future and the future of this region. Thank you.



# Governor Gary Locke

## Ginger Metcalf

Thank you Jay. I'm a country girl so I am going to say "howdee!"

(Response from audience) Howdee!

No, no, no no no no, don't do it back, we don't want to blow the lid off this place. Rob stole part of my introduction and thunder this morning. My instructions from our boss, Ethan Seltzer, were to introduce the sponsors from our side of the river, Rob, so I get to do it again, okay?

Let me begin by thanking the Clark County sponsors of today's event. They are the City of Portland, Clark County, The M.J. Murdoch Charitable Trust, CTRAN, who provided transportation. Thanks to the folks from southwest Washington and the Port of Vancouver and especially Byron Hanke. Byron has been very committed to building a stronger region and bridges across the river. Byron is retiring at the end of this year, and I'm speaking to the camera, Byron, in case you've lost count — it's 42 days, then you get to practice retirement. Things like lounging in the lazy-boy and exercising with the remote control. But I understand from Diane that he's well experienced with those activities already.

And our sponsor Northwest Natural. Northwest Natural has made a very strong commitment to building bridges across the river also. Unfortunately, not the steel and concrete type that we really need, but they are building partnership bridges which are very essential to the region.

Last year, I introduced myself as the bistate woman and explained my bistate suit that I was wearing. I can't top the bistate suit story this year, because I didn't have time to go shopping, so I will launch right into introducing Governor Locke. However, I did have time to do just a little bit of shopping.

Last year I was rather disappointed in both governors' lack of training in bragging and show and tell 101. So I wanted to demonstrate to them this morning what they are supposed to do when asked if they have recent photos of Emily and Logan. Now watch this closely as I whip this out of my pocket.

This thing unfolds and it has all the pictures in it that you'll need. So I want you both to take these home and practice. Next time when you are asked you'll be properly prepared.

Few of us can claim that our grandfathers were here around the turn of the century. Governor Locke's grandfather was. Little did Grandpa Locke know what he started.

Washington's 21st governor has served as deputy King County prosecuting attorney, 11 years as Washington state representative and as chief executive of King County, the 13th largest county in the nation, I might add.

Governor Locke's number one priority as governor is education. He has worked with the legislature to increase funding for education, health care and job training. In the spring we will join Governor and Mrs. Locke and Emily in welcoming a new little Locke into our family. Grandpa Locke would be mighty proud. Again welcome.

## **Governor Locke**

Thank you very much, thank you. Well, everybody's been saying "good morning" and "howdee" and things like that. We ought to just have one big "thank you" for everybody. Thank you. I do really want to thank Ginger for the introduction, but I really want to thank the organizers and sponsors of today's conference. We cannot repeat enough their invaluable contributions and their support for making this bistate conference possible.

After listening to Governor Kitzhaber, I feel like there's nothing really else to say, and we just ought to open this up for some questions and answers, because I very much enjoy listening to Governor Kitzhaber. He is in fact one of the great governors in the United States, and he is always a very eloquent, thoughtful and thought-provoking speaker.

Last year I talked about some themes of economic development, environmental protection and education. I'd like to talk a little bit more about those, if I can, because I think that those issues are still paramount within our region.

Focusing our efforts on cross-border cooperation and collaboration is a great way to prepare for a new century — a new century in which borders will clearly be less important than ever before. And this is true not just for the Portland/Vancouver metropolitan area, but for all of us everywhere on earth. The major problems of our time, problems ranging from global warming, and air pollution to the AIDS epidemic, are truly borderless. And the new technologies of our time, from satellites to computer networks, challenge us to think differently about what it means to be a city, a state or even a nation. So cooperation across borders is truly a wave of the future, and it's the only way to solve our biggest and our most difficult problems. Finding ways to enlarge our sense of community and common purpose will be key to this effort. And that's why this conference is so important.

I'd like to talk about three issues that exemplify this need for cross-border cooperation. The first is, of course, saving our salmon. And on this issue Oregon and Washington are fraternal twins. We both face challenges we've never faced before, and neither of us can rise to these challenges without an unprecedented level of cooperation and collaboration.

The Columbia River no longer divides Oregon and Washington. It actually unites us. And that's why Governor Kitzhaber and I have been working so closely together on this very issue. We know that we have to find a new and better way of governing this river, and we know that we have to work with the federal government and indeed create a better relationship with Canada, the country to the north of us.

And it's clear that saving salmon requires a new and higher level of environmental consciousness in even the urban areas. Salmon recovery is at its core about much more than saving fish. If we take care of our environment, if we are good stewards of our rivers and our streams and the land that sustains us, the salmon will return. But if we fail to do what's necessary for salmon we will fail at something far larger than saving fish. We will fail at saving the very quality of life that makes living in the Pacific Northwest very special and distinctive — those very things that

Governor Kitzhaber was talking about. That northwest style quality of living, however we define it, that's what's really at stake.

Second, we actually share a common destiny as partners in Pacific Rim trade and investment. And with our new colleague, Governor Gray Davis in California, we have an opportunity to create a Pacific agenda that we all can take back to Washington, D.C. Together, we can raise the profile of the Pacific Rim in America's foreign and trade policies in ways that will benefit wage earners, entrepreneurs and farmers in our own states. These are concerns that are vital to the leading edge industries of the Portland/Vancouver area.

Third, both Washington and Oregon are working to raise the level of academic achievement in our public schools and to create seamless systems of lifelong learning. You know, in our state for instance, our constitution calls the state's paramount duty to be the education of children. That perhaps was relevant in the 1800's and through much of the 1900's, but it's not really relevant for the 21st century.

Our paramount duty in the State of Washington must now be viewed as the education of people of all ages, because there is that hunger out there for education. We know so many people who are working during the day and going back to school at night for a new degree to change professions, or simply to update their skills. There is a hunger out there for lifelong education, and it's our responsibility, at least in our state, to provide that and to satisfy that hunger.

It's certainly true that among the states we have separate school systems, but the challenge that we face is the same on both sides of the Columbia. It would be a big mistake to think that the differences in our two education systems mean that we don't have to work together on this issue. Learning, no less than international trade, is becoming a borderless enterprise.

The Western Governors University, which will begin offering online classes next year, is just one example of this. But here's another in our State of Washington. One of our two-year community colleges has linked up with old Dominion University in Virginia to offer four-year degrees in engineering. The on-line learning from old Dominion is offered to our students at the same price that it would cost a Virginia student, with no out-of-state tuition being charged.

Now this should make loud bells ring in the heads of every educator, every student and every prospective student. And it should alert every policy maker to the possibility of sharing resources to make more learning available to more people and at less cost.

In my state, there's an innovative private firm that's developing on-line advance placement classes, so that high school students in the small rural schools can get the same advanced placement classes and credits that are available to their urban counterparts. And in our most innovative school districts, our educators have developed very popular and successful cyber-school programs for students who are actually home-schooled. These programs link students and teachers with interactive video technologies that work in tandem with their home computers.



We also have examples of high school students who are taking courses from colleges and universities while still at the high school. They are participating in their junior and senior year events but receiving college credit, which will ultimately speed up the journey through college and save them and their parents and our colleges and universities money. And students who have used distance learning report that they have actually had more interaction with tutors and teachers than they've had in regular classrooms.

So, I believe that there's an urgent need for all of us to work together to see how we can use these new distance learning technologies to make educational opportunity available to more of our students, more of our citizens no matter where they live. We need to talk about what our respective systems have to offer each other and how we can capitalize on the very special strengths and specialties of our existing academic programs.

Washington State University is already making use of these distance learning technologies in creative ways, and I hope that you'll learn more about them before this conference ends. And in the upcoming session of the legislature in the State of Washington that convenes in January, I'll be proposing additional funding to make sure that we are hooking up the distance learning potentials among all Washington schools for people of all ages.

These three issues — salmon, international commerce and education — will be just the beginning of a fuller cross-border agenda for the 21st century. On both sides of the Columbia, our success at building that agenda depends on two underlying efforts.

The first is the effort to restore the public's faith in government by making all of our public institutions more efficient and less expensive, but most importantly more focused on service to citizens. Reinventing government is not a one-term, one-shot proposition. It's a long-term struggle to transform the institutions of democracy in preparation for a new era. Cross-border cooperation must be seen in this context and as part of that effort.

The second underlying effort is the equally long-term challenge of creating a renaissance of citizen activism and engagement — some of the very things that Governor Kitzhaber was talking about.

We know that the era of big government is over, but if government is to do less, citizens must do more. And instead of trying to design a government program to solve every problem, we must design new partnerships, partnerships that revitalize people's sense of personal and community responsibility.

That's not easy, but it's absolutely necessary to saving our salmon, to succeeding in the global economy and to raising the academic achievement of our children. With respect to salmon, that means more citizen engagement in restoring our rivers and our streams: planting shrubs and trees along the river banks; cleaning up our environment; conserving our natural resources.

And in education, it means more citizen involvement within our schools and not just expecting our educators to do it themselves or even just with parents. It means all of us volunteering as tutors and helping children learn to read. If all of this seems like the work of a lifetime, rather than the

agenda of a one day conference, that's because it is. But the work of a lifetime is done one day at a time and one conference at a time.

So once again I'd like to thank and congratulate the organizers of this conference and all of you who have taken the time to be here and to participate in the shaping of the future of this great metropolitan area. You are on the right track, you are doing it at the right time. And your work will make a positive difference in the future of our salmon, our children and our democracy, and in keeping the Pacific Northwest, Washington and Oregon a great place to live, work and raise a family. Thank you all very much.

# Questions and Answers with the Governors

## Jay Waldron

Thank you very much, Governor Locke. We'll now throw it open to questions. Governor Locke is a little bit time constrained. Let's begin with a question from Multnomah County Executive Beverly Stein.

## Beverly Stein

Thank you. This is great to see everyone here, and I want to thank the governors for their great presentations.

As a result of last year's conference, my counterpart, Clark County Commission Chair Betty Sue Morris, and I met several times. We talked about some of the issues that cross the river for our counties. And I made the surprising discovery that the distance between the City of Portland and the City of Vancouver is exactly the same as the distance from the City of Vancouver to the City of Portland — it goes both ways.

And for me, it raises the issue of perception. And my question relates to that. There are a lot of issues you have both raised that require a high degree of cooperation, new kinds of relationships and new trusts between the people of Oregon and the people of Washington. Tell me if you would your honest assessment of some of the perceptions that the people of Washington have about the people of Oregon and the people of Oregon have about the people of Washington. What are the perceptions that may impede our ability to respond to the issues of salmon, to respond to lifelong learning, to respond to international trade and transportation? Thank you.

## Governor Locke

Well, I'll start. I really don't have any perceptions of attributes of Oregon that would be impediments to achieving those things. If anything, for instance, on salmon we really look to the State of Oregon. In the State of Washington we actually use Oregon as a model for our efforts toward salmon recovery. And we've watched very carefully what Governor Kitzhaber and all of you have been able to do on that, but also what the courts have said with respect to your salmon recovery plan. And so we are using Oregon as a role model on this.

With respect to education, I haven't heard of any elements or factors that are impediments to us coming together. I think that we really are beginning all to recognize that the whole notion of in-state/out-of-state tuition is really an artificial barrier. As I said, Old Dominion University now is starting to come into the State of Washington and charging in-state rates for four-year degree programs, at a cheaper cost than what some of our four years schools are offering. This is serving as a wake-up call.

So I really think that so many things that we face on a global, international scale are beginning to register with the policymakers of both Washington and Oregon, and that we are all having to deal with these issues and come together to come up with solutions in this very global economy.

### **Governor Kitzhaber**

I guess I'd agree Bev. Maybe it's because I'm from Roseburg and Eugene and live in Salem, and I'm not right up here on the border. I know there's a good natured rivalry that we banter about, but I think on the larger issues I'm not aware of any obstacles. We've competed for industrial sites before, but that I think is a very understandable issue. And I think any negative perceptions can easily be eliminated by the tone taken by our civic and business leaders when they talk about issues of regional concern.

I think if industry leaders on both sides of the river, the governors, the mayors, the commissioners talk about, for example, a joint transportation plan for the region, or the interrelationship between jobs and affordable housing, I think people pretty quickly get beyond the bantering and recognize it's a serious problem that needs to be solved through collaboration and cooperation.

### **Tom Koenninger**

Last year I stood in line at the Quay in Vancouver to ask the governors about protection of the Columbia River Gorge and how they would work together to strengthen that protection. Unfortunately, a year later that issue has not gone away, so I will ask at this time how will the governors work together to enhance the protection of the Columbia River Gorge. Of course as you know it is intensified with the issue of the Bea house.

### **Governor Kitzhaber**

Gary wants me to take this one. I'll start this — I just got reelected, you see.

There are a couple things we need to do, and the first one is that we need adequate funding out of both states to provide the resources necessary for the Gorge Commission to do its job. And both of us were hamstrung by legislative assemblies that were simply unwilling to provide us the resources necessary to do that job.

I think the issue of the Bea house is a very unfortunate example of what happens when you underfund a public agency that is supposed to be reviewing things on the front end and simply doesn't have the staff to do it. I think some of the responsibility can be attributed to what is in my view a rather shortsighted attitude in some quarters in both the Washington and Oregon legislative assemblies. That attitude assumes that by under-funding something you can make the problems go away. And this house is an example of where you actually intensify the problems.

So one, we need to put adequate funding in our budgets. We haven't discussed this directly, and I am sure that Gary will speak to this, but we need to get adequate resources into the budget and then we need you folks who care about the Columbia Gorge to be a whole lot more active than

you were so that the Columbia Gorge debate isn't just a footnote on a 10 billion dollar budget. The legislative assemblies in both states should be made aware that this is a resource and a treasure that we are going to protect, and we have to have adequate funding to do so.

### **Governor Locke**

I will echo Governor Kitzhaber's comments. Actually, our staffs and Governor Kitzhaber and I have on very numerous occasions talked on the phone specifically about the level of funding and how much I might be able to provide if we can get a match from Oregon. When our legislatures did not come forth with the funding, we on the Washington side used money from the Governor's Emergency Fund to try and shore up the operations of the Gorge Commission. But clearly, you know this really gets back to something that Governor Kitzhaber said in his remarks: it's akin to something that I've always been saying about the State of Washington.

For those of us born in the Pacific Northwest, why do we stay here? And if we are not from the Pacific Northwest, what brought us here in the first place and what keeps us here? And are we confident that the qualities of life that we so much cherish, however we define them, the same ones that Governor Kitzhaber was talking about — the sunsets, the mountain ranges, the water, and open spaces — are we confident that these qualities will be present 10, 15, 25 years from now if the status quo continues?

And that's if the status quo continues. And that's why it's so important to support the activities of the Gorge Commission. The commission defines part of the environment and the quality of life in this immediate part of the Vancouver/Portland metropolitan area up the Columbia River. That's why we really need to keep working on this.

### **Question**

When Washington's petroleum refineries ship gasoline to the tri-cities, first they ship it to Portland, then it's loaded onto river barges and shipped up the Columbia River. When loaded onto barges, the gasoline releases thousands of tons of gasoline fumes into Portland's air. Right now, there's a proposal in the State of Washington to build a new gas pipeline across Washington. That pipeline, which will be approved in Washington, will have the effect of reducing air quality in Portland.

I would like to ask both governors this: are you aware of this pipeline, of its implications for Portland's air quality, and if you think it's an appropriate candidate for a bistate approach to air pollution and energy problems?

### **Governor Locke**

First, I'll start because it's a pipeline going through the State of Washington. We are very aware of it, and it's now being reviewed by the various state agencies that have to deal with the permitting. There are some safety and environmental issues, because it's an underground pipe with a lot of the same environmental issues that faced the Trans-Alaska pipeline.

The proposed line would be crossing or going under rivers and streams, many of which are salmon-bearing rivers and streams. A leak could definitely harm aquifers, And you know the rest of the story there. So it's something that is under intense review in the state of Washington. Of course, there may be a lot of benefits, not only economic but also environmental benefits in terms of reducing the traffic, the conventional way or the current way of transporting these petroleum products.

### **Governor Kitzhaber**

I am not aware of this particular project. I'll state that up front. But I will say that I think it's an excellent example of the potential for cooperation: a proposed Washington pipeline that is putting fumes into the Portland air shed. It's not really the Portland airshed, it's the Vancouver airshed as well. It's our airshed. If the Governor sees where assistance from our government or our agencies would be helpful in dealing with this, I'm sure that we would be more than willing to step up and work with him.

### **Question**

I'm glad to see that we are addressing issues of managing growth, but at some point we have to look at an end to growth. Growth can't continue indefinitely. So, at what point do we begin to envision a region that is no longer growing? At what point do we begin to think about quality of life, not just 10 or 25 years from now, but seven generations from now.

## **Governor Locke**

Well, I think, you know that Governor Kitzhaber has Logan and I have Emily. Maybe since we are expecting a second, the burden falls on me to answer this.

Emily will be a big sister in March. I don't know whether she'll have a little brother or a little sister — but growth is us. And for us to say that our region will never grow or that we are going to have zero population growth is, I think, completely unrealistic. I think it is completely unrealistic.

Just three weeks ago during a dinner conversation with my brother-in-law, I was talking about the need for our colleges and universities to grow and expand. I said that over the next 20 years our state colleges and universities will grow by almost 50 percent because of the kids of the baby boomers and all the other adults who want to go back for college education and job training and re-training.

My brother-in-law said "How can that be? You know, families are smaller these days." And I pointed out to my brother Peter that Mom and Dad had five children, but my older sister Miriam had two kids, my sister Janie, had three, I will have two, my younger brother has three kids, my youngest sister has three kids. So that's — I haven't really counted up, but 12, 15. That's a lot.

These are 12 or 15 grandchildren who will in the next 10 or 15 years be ready to enter into colleges or universities. So even if every family kept to two children, we are still going to be growing. At our clan meetings now, when we all get together that's some 20 people running around, including the adults.

The challenge that we have is not to stop growth, or to have zero population growth. The challenge is that growth is us. Then there's one nephew who's already gone through college and has gotten married and will be starting a family. So the challenge is really to grow wisely and to manage that growth while still preserving our environment and our quality of life.

## **Governor Kitzhaber**

Well, I'll take a cut at it. When I was in medical school here, I was actually the president of the chapter of the Zero Population Growth group. That's probably why I waited until I was 50 to have a child. I married a Canadian who never belonged to that society.

It's a difficult question to answer, and I think first we need to recognize, echoing what Gary said, that even if you build a wall around the tri-county area, according to Metro, about 30 percent of the growth impact here the children of current residents. That get's back to ZPG. Maybe we should get back to that concept for the public debate. But there are a lot of people moving here, there's no question about it, and I've given this a lot of thought. I don't know of any way to stop that in-migration, short of two proposals, neither which I think are acceptable.

You could put the economy in the tank. We did that in the 1980's and we actually had an out-migration from Oregon. People just didn't have jobs. Or we can destroy the quality of life so no one wants to come here, but that doesn't help us either. And I think the real question is coming to terms with some very difficult issues that we have to make right here.

If you look at Europe, if you travel through parts of Germany and France, they have very compact development. And their communities have open spaces and green spaces inside them, but they are very compact by our standards. The population density in Oregon is pretty sparse. I'm not saying I want it to get any bigger, I'm with you philosophically on that, but the question is, "How do you do it?" And I think we have to come to terms with the fundamental issue. There's two things people hate. They hate sprawl and they hate density.

And so the challenge of the 21st century is to somehow figure out how you increase density, maybe we need a better word for it that doesn't imply impacting quality of life. If there's a place that's done a good job with that, it's downtown Portland. It does have mixed-use development, it has residential areas, it has open spaces and access to amenities. It has a two-thirds finished light rail system. . .

So I think the challenge is to try to really focus on that, because what happens — and this is very typically American — is that you don't want anyone else to come, but people like their five-acre parcel out in the country. And obviously, land is a finite resource. So I think we just have to get a lot smarter about managing growth, and we have to make some real tough decisions. If we aren't willing to make the decisions, then we will reach a point where people won't come here anymore, and probably some of us will leave. I just hope we don't get there.

### **Joanne Bowman**

Good morning, Governors. I am a part of the Oregon State Legislative body, and our session will also start in January. I would like to hear some ideas from both governors about how we could jointly introduce legislation that will have an impact on the water quality issues that we have in common.

### **Governor Kitzhaber**

Well, on our side of the river, we have adopted a program that started with Senate Bill 1010. It essentially puts the Department of Agriculture in charge of making sure that those stream reaches that run through agricultural land meet federal water quality standards. Under our salmon plan, we are required to have in place an active management plan on each one of those water-compromised streams within a five year period. So there's a piece of legislation that Governor Locke might look at that deals with the agricultural component.

I think there's a larger issue that we have to come to terms with. I don't have any legislation drafted on this yet, but I would like to give you some idea about it. You could clean up the agricultural contribution to the degradation of the Willamette River. You can do a lot by looking at the Forest Practices Rules to see what changes could be made there to improve the impact of



those other natural resource industries. But the problem that's unaddressed is the urban contribution.

You could take all the other factors out, and the amount of pollutants that the City of Portland and Eugene and Salem dump into the Willamette River is phenomenal. And it's things like people putting fertilizers on their lawns. It's people washing their car in the driveway with non-biodegradable detergent. That all ends up in the Willamette River.

I've got this idea, and you're going to laugh when I tell you about it. I thought it up in the middle of the night. What is the urban equivalent of the rural watershed council?

The heart of the Oregon plan is what's called the watershed council, for those of you in Washington. It's simply a group of people in a watershed who get together and develop a strategy to do incremental things on the streams — whether it's planting trees or riprapping or whatever to improve the water quality in that area.

Well, to me the urban equivalent of the local watershed council is storm water drainage systems. Not very sexy. But if you look at a map you can see little drains going into big drains and going into bigger drains. And if you pick a certain size outflow, you've got a collection area that would lend itself to an organization similar to a neighborhood association.

For each group, technicians could measure the output at a given point and analyze it and find out exactly what's coming into the stream from that neighborhood. Then it would be possible to develop the same kind of local involvement as we see with the watershed councils — individual actions, volunteer actions, to actually make an impact on that area's contribution to the river.

So I'm convinced there's a lot of strategies you can use in rural area, but the biggest non-point management challenge for water quality is the urban challenge. Somehow we have to figure out how to deal with that.

And I don't think there's a law or a regulation that can make it happen. You have to figure out how to incent people and change the environmental ethic, like we did with the bottle bill. Make people more aware of their everyday actions, their impact on their environment and on the larger watershed.

### **Governor Locke**

One of the key things that we will have to explore is trying to have some consistency or uniformity in environmental regulations between our two states. We don't want to get into the position where our businesses and our citizens are moving from one state to another to take advantage of what they might consider more lax environmental rules.

There will be some natural competition between the two states in terms of attracting new industries, but we don't want to be pitted against each other with respect to the expansion of existing businesses. Increased employment for one state at the expense of higher unemployment

for the other state is simply not acceptable. We should cut down on the potential for a business to feel that one state has an advantage, or has looser standards on environmental protection.

But we can also learn from each other in terms of what environmental procedures work that make it attractive to be in that particular state in terms of the ease or the streamlining of permitting and processing and various land use policies. I think that's the way in which we ought to be trying to reach some sort of equilibrium if we are to really focus on the Pacific Northwest as one region as opposed to two warring states.

The other thing that I might mention is that there is a State Representative Don Carlson over there. Maybe you and he ought to get together and figure out what issues you see in common and how you can join together and join forces.

But there's one other thing. When you talk about legislative agendas, we need to really work together on these issues of education in which people are going back for job training and retraining. And in that context, this border truly is becoming an irrelevant border. So the whole notion of in-state and out-of-state student tuition policies might be irrelevant as well.

If we continue to focus on these skirmishes when Old Dominion University is already coming in from Virginia and not charging out-of-state tuition for its courses, we might become so mired in some of our little day-to-day issues that suddenly we are overwhelmed or taken over by institutions far, away — farther away than we can ever imagine.

I have to leave now, but I'd like to end with this, since you have pointed out that the legislature will be meeting in January. Our legislature meets every year for a two year cycle, like the Congress's. This coming legislature in our state of Washington, like in Oregon, will be serving in the year 1999 until January of the year 2001. So our next legislatures will have one foot in the 20 century and one foot in the 21st century.

They will have opportunities to write the concluding chapters to this 20th century and to start the legacy for the 21st century. Let's just hope that those legislatures, and all of us in government, all of us as citizens, as concerned people of the Pacific Northwest, don't squander this opportunity to write a fitting final chapter to the 20th century. Let's try not to squander the opportunity to set the course for a legacy of the 21st century that will make our children and our grandchildren proud.

Thank you all very much.



# Ethan Seltzer - State of the Region Report

## Ethan Seltzer

Thank you very much Jay, welcome back, or “Yahoo!”

(Audience response). Yahoo! Okay. A new tradition is born.

We are delighted that you are here. We are really appreciative of the efforts of our organizing committee and of our sponsors and of WSU-Vancouver for extending its reach across the river on more than one occasion,. And thank you to Hal Dengerink who is here with us today, the dean of the WSU-Vancouver Campus.

My purpose today is to bring you up to date on some of our bistate relationships since last year and to give you some information about the state of our bistate region. The state of the region talk may seem like a daunting task — it’s a big region and there’s a lot going on. When you checked in this morning you got a booklet of information, and most of what I am going to talk about now is going to be drawn from that.

I’d really like to thank Dr. Meredith Newman and her students at WSU Vancouver for the section on the environment; Chris Deffebach from Metro for the I-5 corridor materials; Lise Glancy and Dave Lohman from the Port of Portland; Diane Perry from the Columbia Channel Coalition; and Byron Hanke and Maureen, Chan-Heflin, who are here with us today, for their information about the Port of Vancouver, the Port of Portland and about the channel.

I’d like to thank our grad students Ted Knowlton and Bill Cunningham for listing some of the regional relationships. I’d really like to thank Northwest Natural and Greg Kantor, who is here today, for supporting our critical metropolitan issues survey, and finally Joe Cortright and Kim Burnett and the rest of the Regional Connections Project Team for the information on the regional economy. This rundown is not just gratuitous. It’s a reminder that these issues are difficult, and that none of us can resolve them alone.

So what’s happened since last year?

Last year, the governors challenged us to be specific about what we as a bistate community wanted to achieve. The point wasn’t to design a new institution or create a comprehensive list of issues, rather, as Governor Kitzhaber noted, the task was to come up with a short list of issues that we as a bistate community could pursue. At last year’s event, there was considerable consensus about what we had in common and what we needed to know, but there was little consensus about which issues ought to rise to the top of a bistate agenda.

A lot has happened since last year. Mayors Vera Katz and Royce Pollard held the first ever public meeting to explore issues of common concern, and even explored a joint empowerment zone application to HUD.

Multnomah County Chair Bev Stein noted the meetings that she's had with Clark County Commissioner Betty Sue Morris to bring the counties closer together. The intergovernmental relations representatives from a wide range of jurisdiction and agencies on both sides of the river have met to exchange information and to discuss state and federal priorities.

Staff from the Portland Development Commission, the Columbia River Economic Council, the Oregon Economic Development Department and the ports have met to discuss joint marketing, work force interests and to conduct an industrial land inventory in the region. The Ports of Vancouver and Portland, along with five other lower Columbia River ports, have joined together to pursue the dredging of the river channel to accommodate the next generation of container ships.

The Oregon Department of Transportation, Washington Department of Transportation, Metro, CTRAN, Tri-Met, the cities of Portland and Vancouver and many others impressed the socks off of us with their coordination. They did a masterful job around the trunnion repair project on I-5, which actually has led to new discussions of bistate transportation issues ranging from the high occupancy vehicle lane test on I-5 north to the high speed rail proposal, to commuter rail discussions. The most recent overture came from the Regional Transportation Council to the Joint Policy Advisory Committee on Transportation at Metro to engage in more formally interlinked transportation planning in the I-5 and I-205 corridors.

Identify Clark County has studied the reasons for bridge lifts on the I-5 bridges, and the result has been a smoothing of the flow across those bridges during peak traffic periods. The group they brought together for this effort was no less extensive than any of the others I have mentioned, and that work continues.

After our conference last year, Multnomah County Educational Service District joined with its counterparts in southwest Washington. They've held joint events and discussions about common projects. Business leaders from both sides of the river have been convened by Northwest Natural to discuss ways to institute regular contact and consultations regarding their common interests.

And the list really goes on. The Buffalo Soldiers have chapters in both northeast Portland and the City of Vancouver and are jointly hosting Buffalo Soldiers Reunion '99, a national event which will be held here in our region. The salmon and steelhead crisis promises a whole new level of bistate interaction. The Lower Columbia River Estuary Study establishes a whole new realm of common ground. The Columbia Gorge Scenic Area and its issues are always in front of us, as was mentioned earlier today.

The Oregon Historical Society is lending furniture to the Grant House on Officer's Row, and the boards of our most important regional, cultural and civic institutions find themselves with bistate membership. And clearly, as we found at our event last year, there's a long list of issues that these two sides of the Columbia River have in common, there's an awful lot going on. Congratulations to all who have worked so hard on these bistate issues.

Although our bistate relationships are becoming more cooperative, more coordinated and more collaborative, the governors' challenge remains. What does the short list of issues look like? And if we can identify that list starting with this event today, what needs to be done to make sure that we don't lose sight of them in the press of the daily mail or local political reality. And to get you thinking in those terms, I'd now like to turn to a few things that might help our discussion.

First of all, what is our bistate region? We are talking about an area that includes six counties: Clackamas, Multnomah, Washington, Yamhill and Columbia Counties in Oregon and Clark County in Washington. It's our economic region.

There are about 1.7 million people living here with us now. Over 90 percent of those folks live in Clackamas, Clark, Multnomah and Washington Counties, and for those of you who are keeping track of that, 18 percent of the metropolitan area population lives in Clark County.

We have over one million jobs in this region. We have about 50,000 firms with a payroll. About 60 percent of the region's covered employment is in Multnomah and Washington counties. The reality is that both Clark County and Clackamas County residents depend heavily on jobs found outside their counties of residence but within the metropolitan region.

With over 150,000 manufacturing jobs in our bistate region, the Portland area ranks 20th among metro areas, ahead of such manufacturing powerhouses as Pittsburgh, Baltimore, Kansas City and Cincinnati. We have a lot of manufacturing jobs here, and as a percentage of our total employment, manufacturing jobs are a higher percentage here than they are even in the St. Louis region — again, another region that I think we associate with industrial and manufacturing employment.

Using the most recent data that we have available, our gross regional product is about 60 billion dollars annually. And that puts us just ahead of the Czech Republic on an international scale.

This next fact is striking, I think, because it speaks to our ability to do so many things that we've heard about this morning. Our economy in this region, at least in the Oregon counties, is now larger than the economy of the rest of Oregon's 31 counties combined.

Now, no one in this region is a stranger to the growth that we've experienced in the last few years. Between 1992 and 1997 we added 180,000 jobs, which is equivalent to adding an entire Eugene/Springfield metropolitan area to our employment. Per capita income is up sharply since 1987. But we are not quite yet at the peak that we reached in the late 1970's when our income in this region was at 111 percent of the national average.

Average wages are also up sharply. The average wage in our region is about \$30,000, which is significantly higher than the rest of Oregon.

But I think the most important thing to keep in mind again is that as our incomes grow, as our prosperity increases, the difference between this region and its counterparts, particularly the rest of the state of Oregon, becomes more striking.

Our region has seen a dramatic increase in the number of adults 25 years of age or older with a college degree, and if the 2000 census continues the trends that we've been able to observe, we may see this metropolitan area among the most educated in the nation. I'm proud of the job we're doing in higher education in the region, but I think it's also important to recognize that an awful lot of those highly educated folks — about 66 percent of the population in this region — are a result of in-migration.

And you know, for all our citizens doing so well, there are also citizens here who aren't doing so well. Our poverty rate in this metropolitan area has historically been less than in the rest of the state of Oregon, less than in the nation. Nonetheless, during the early 1990's both here and nationally, we saw an increase in the poverty rate, especially among residents 25 years old and younger. And while we have seen income growth at all levels, by far and away the highest gains have been made in the very highest income levels.

We suspect, based on the information available to us, that Multnomah County has a higher poverty rate than the rest of the region, one that approximates that of the nation. On the other hand, we don't really know that much about what's going on in other parts of our metropolitan area because of data limitations. Anecdotally, at least, we do believe that there are pockets of poverty that persist, and in fact, may be growing throughout this region.

And I would say that despite the persistence of poverty in our region, our performance overall in recent years is a striking portrait of a growing region with a changing economy, one that is competitive and innovative and in many ways returning benefits to most of the people living here. We think the strength in this economy is due to a number of major and primary sectors in the economy, some of which will be no surprise to you.

High tech is extremely important, employing over 60,000 people in this economy. Metals, machinery and transportation equipment employs about 41,000. We have a lot of employment in production of heavy trucks, rail cars, shipbuilding and specialized machinery. Lumber and wood products are extremely important, perhaps not as important as they used to be, but still very important in this economy.

The nursery products industry, a relatively new entry in our economy, has really emerged as an agricultural powerhouse. That industry is very concentrated here in the metropolitan area. Specialty foods and craft beverages — like the Widmer Brewery, for those of you who've been there — are significant. We are an important center for a variety of specialty food products, including fresh and processed fruit, premium wines, craft beers and ales and other major products.

In addition, we have employment in groups of industries that frankly we know are concentrated in some ways but which we need to know more about. For example, creative and professional services. More than 40,000 regional residents work in legal, engineering, accounting, management and creative services. Jay, you know legal is definitely part of what we define as a creative and a professional service. Just wanted to let you know.

Transportation distribution is extremely important here. This industry, in partnership with our two ports, is very much a part of who we are and where we are going.

Temporary employment is big, perhaps the fastest growing sector. In many ways it supplies all the rest of the economy. So in terms of the economy, there's a lot going on.

But what's on the minds of our citizens? Again, thanks to generous support from Northwest Natural, we've been able to conduct a random sample telephone survey across all six counties. We used the same questions that we used in our 1996 survey, thereby enabling us to take a look at how, if at all, citizen attitudes have changed. A complete summary of this survey is included in your conference packet.

We found that the top three issues on the minds of citizens in 1998 in order of importance are: number 1, quality education; number 2, crime reduction; and number 3, protecting environmental quality. And when you round out the top five issues, you would include managing regional growth and fair state and local taxes.

As an interesting note, in 1996 we found that education and crime reduction again were ranked one and two. But fair state and local taxes ranked ahead of environmental protection in 1996. Managing regional growth rounded out the top five at that point.

In an open-ended way we asked what citizens thought was the one most critical issue facing the six-county region, and this year 19 percent identified transportation, 16 percent identified education, 16 percent growth and 13 percent crime.

Given the margin of error of the survey, I think it's also safe to say that there are a lot of issues on the minds of the public, and it probably would be wrong to say that there is one issue that is more prevalent than another. On the other hand, transportation has moved up significantly in peoples' minds, which, given the recent vote on light rail, is, if not ironic, certainly paradoxical. But we'll have a chance to talk about that in just a moment.

Finally, after raising each issue, we asked our respondents what one issue should be more important than it currently is — taking into account how people look at these issues, what ought to be more important to the community. Thirty percent mentioned the educational system as being something that ought to be more important. Ten percent mentioned the environment, nine percent mentioned managing growth.

And I think these echo strongly the comments that we heard from the governors. Interestingly, we found little to no geographic difference in the responses. People seem to feel the same about the importance of the issues no matter where they live.

Now, let's talk about a few of the bistate issues that are certainly going to capture our attention for the rest of the day. Undoubtedly there are many others, but there are a few I wanted to highlight. Take a look at the environment, and two issues in particular deserve specific mention.



They already have been brought to our attention this morning — air quality and salmon and steelhead.

The Pacific Northwest is the only region in the nation where all the metropolitan areas meet the ozone standard. Nonetheless, any degradation in air quality is a threat to health, a threat to our views of the mountains and to further industrial growth. New EPA particulate standards are going to be a huge challenge for us in the near future, particularly as population growth increases.

You can't pick up the newspaper without being reminded that the salmon and steelhead problem is a front burner issue. Right now we still don't know what will be required in the metropolitan area as a response to the listing of the steelhead. While some believe that the listing of these fish under the Endangered Species Act will shut things down, others see in these issues an opportunity to strengthen our hold on our brand as the environmental region. And in either case, we can assume that the following kinds of concerns will require a quick coordinated and innovative response in the months ahead.

Flood plain, riparian zone and wetland protection efforts are going to have to be stepped up. Stormwater management and combined sewer overflows will escalate as issues of critical concern in everything that we do within these watersheds. And changes in the management of the Columbia and its major tributaries, along with possible dam modification or removal, will have a direct impact on portions of our economy that depend on irrigation, river transportation and perhaps the cost of electricity. The environmental issues are very much before us and very much on the bistate stage.

Let's move to the transportation system. The transportation system is clearly a regional resource. It's important, as we know, not only for moving people, but for moving goods. Every community in this region faces important transportation challenges, and these challenges are physical, they are political, and they are, most acutely, monetary. In shorthand terms, we know of over \$310 million in needed improvements, and we've got about \$75 million to spend.

Perhaps the best illustration of the challenges that we face can be found in the I-5 corridor — a swath running from the I-205 intersection north of Vancouver to just south of Wilsonville. This is our primary trade corridor. It is at capacity right now, and any excess capacity in that corridor or in the I-205 corridor is projected to be consumed by 2015.

The ramifications of congestion in the corridor extend to a wide range of issues. It's not just what's happening on the highway. It affects movement of goods, access to the ports, access to the region's largest industrial areas, our residents' access to jobs and passenger rail activities. Also, access to major freight transfer points, barge traffic and the ability for time-sensitive, high value shipments to reach air cargo facilities in the region.

Assuring the I-5 corridor to function effectively stands as a major challenge to the economic health and quality of life in our region, and responding to the challenges will require a bistate response. We have some good indications that we can rise to the challenge. The bridge closure experience of a little over a year ago is proof, and today there's a range of products that may help to shape a solution.

The test of the HOV lane may be part of it. Congestion pricing may be part of it, as must ongoing exploration of enhanced rail and bus transit options for commuters between the two states. And a proposal from the Regional Transportation Council of Southwest Washington to create a more formal bistate body for joint transportation planning has been submitted, as I noted earlier, and it will be extremely important in dealing with the I-5 corridor.

Finally, if you are looking for one issue that really pulls together all the issues that we've been talking about, you don't have to look much further than the issue of dredging the Columbia River channel to accommodate deep draft ships. This region is now the tenth largest exporter in the nation. The value of our exports is over nine billion dollars per year, and the value of high tech exports has doubled to more than three billion in just the last three years. Whereas our export base in the 1980's was dominated by bulk natural resource commodities, in the 1990's it is dominated, at least in terms of value, by value-added products.

For many reasons, some historic, the current role that this region plays in trade and export activities has some dramatic competitive characteristics. We are the largest bulk port on the west coast. We are the only port on the west coast served by two competing railroads. The vitality of our ports is intertwined with our regional economy and our relationships with other parts of the nation and with the world. However, dredging the channel to remain open to and competitive for the next generation of ships is also of enormous significance to the environmental challenges that we face.

Where to put the dredge spoils is getting public scrutiny now, but that's only one of many issues that we are going to have to contend with as we move forward with this issue. Recovering salmon and steelhead populations has to do not only with the actual dredging but with the management of flows and levels and the river itself. This issue, then, brings into focus all the issues facing us in a bistate context as well.

Environmental quality, fish, transportation, the economy, growth and growth management and our ability to work effectively across many jurisdictional boundaries are all on the table with the dredging issue. Each must be carefully and honestly considered, and to fail to do so threatens our ability to address even a small portion of this issue. This is an issue that joins our past with our present and with our future, and as such it offers an unparalleled opportunity to imagine what kind of region this will be in 20 to 50 years.

So what next? Well, first, we're a region in solid shape. We have a growing economy, we have opportunity here, we have a desire for interaction across state lines and across jurisdictional lines. We have concerns about the future. These are good things, these are things that can help us.

We have a lot in common, and our lives and livelihoods are becoming increasingly intertwined. This is a region today that is drawing national and international attention because of what it has accomplished in the last 30 years.

Think about this region and how you and many others live here. Our quality of life has to do with jobs and schools and neighborhoods and with the fact that we can put mountains and rivers and the ocean into the same sentence with them.

Today we are in the midst of two huge transitions. First, we are well into making a transition from an economy rooted in the productive capacity of our working landscape to one based on a worldwide knowledge economy. And second, we are in a transition here in this region from competing on the basis of cost to competing on the basis of quality. We used to be really cheap, you know. We used to be cheap housing, cheap land, and cheap, but well-educated, labor.

But we are not cheap anymore. We're not the most expensive place in the west, but the days when we could simply offer ourselves up for pennies on the dollar are over.

So what does it mean to compete on the basis of quality? Well, first, we need to be as good or better than our competitor regions when it comes to quality of life and business climate — that's quality of life in the broadest terms. Second, we need to be exceptional at those things that can only be done in this region. Phoenix will never be much of a place for anadromous fish and hazelnuts, I can promise you that.

Austin will have a tough time offering snow-capped mountains and an ocean all within a day's drive. Therefore, this is the time, if not past time, for sorting and prioritizing issues. There are new forces at work, and we need to develop an understanding of what it will take to create incentives for action at a bistate scale. We need to choose the issues carefully.

Make no mistake, we should be glad about what we are and what we have to work with. However, recognize that we have benefitted greatly from the intentional efforts of leaders and communities to insure that this would be a great place in the future. Mobilizing the stewardship, vision and leadership needed to maintain our successes — much less create our legacy — remains a crucial challenge before us.

Thank you very much.

## *Bistate Fast Facts*

### **What is the bistate region?**

- **Boundaries** - Six counties (Columbia, Clackamas, Multnomah, Washington, and Yamhill in Oregon, and Clark in Washington) comprising the Portland Metropolitan Statistical Area.
- **Population** - About 1.7 million people, over 90% in Clackamas, Clark, Multnomah, and Washington Counties. About 310,000 or about 18% of the metro area total is in Clark County.
- **Jobs** - Over 1 million jobs. About 50,000 firms with a payroll. Almost 60% of the region's covered employment is in Multnomah and Washington Counties. Both Clark County and Clackamas County residents depend heavily on jobs found outside of their county of residence, but within the metropolitan region.
- **Manufacturing** - With over 150,000 manufacturing jobs, the Portland metropolitan area now ranks 20th among metro areas, ahead of such manufacturing powerhouses as Pittsburgh, Baltimore, Kansas City, and Cincinnati. As a percentage of total employment, we have a higher percentage of our employment in manufacturing than St. Louis.
- **GRP** - Gross Regional Product of about 60 billion dollars annually, which places us just ahead of the Czech Republic. The metropolitan area economy is now bigger than the rest of Oregon's 31 counties combined.
- **Exports** - This region is now the tenth largest metro exporter in the nation. The value of our exports is over \$9 billion per year, and the value of high tech exports have doubled to more than \$3 billion in the last three years. Whereas our export base in the 1980's was dominated by bulk natural resource commodities, in the 1990's it is dominated by value-added products.

### **The growth we've experienced in the last few years:**

- Added 180,000 jobs between 1992 and 1997, a number equal to all the jobs in Lane County.
- Per capita income is up sharply since 1987. We were actually below the national average then, but since 1987 have seen rapid increases that are bringing us back close to our peak in the late 1970's when our per capita income in the metropolitan area was about 111% of the national average.
- Average wages are also up sharply. The average wage in our area is about \$30,000, significantly higher than the rest of the state. Most revealing, the gap between our average wages and those of the rest of the state of Oregon, for example, was 13% in 1979. Today, after 15 years of economic restructuring, our average wage is now about 32% greater than the rest of Oregon.
- A dramatic increase in the number of adults 25 years of age or older with a college degree. The 1996 American Communities Survey for Multnomah county suggested that

34.2% of the adult population in the City of Portland over the age of 25 had a college degree. If this is confirmed by the 2000 census, it would place Portland among the most highly educated cities in the nation, particularly among cities in metropolitan areas. The increase is most likely due to in-migration, now accounting for over 66% of our annual population growth.

- The poverty rate in the metro area has historically been less than in the rest of the State of Oregon and less than in the nation. Nonetheless, during the early 1990's, both here and nationally, we saw an increase in the poverty rate, especially among residents 25 years old or younger. In the last decade, while we have seen income growth at all levels, the greatest gains have been made among those in the highest income levels. Further, Multnomah County has a poverty rate that much more closely approximates that of the nation, a much higher rate than for the metropolitan area as a whole. Due to data limitations we don't really know where the other metro area counties fit into this picture. Anecdotally we have heard that pockets of poverty are persisting and growing in other areas throughout the region.

## **What are the sources of strength in this economy?**

**Electronics and High Technology:** Embracing computers, electrical equipment, instruments and software, this cluster of firms directly employs nearly 60,000 in the region.

**Metals, Machinery and Transportation Equipment:** The region has nearly 41,000 workers in these sectors, with significant concentrations in primary ferrous and non-ferrous metals, titanium, heavy trucks, railcars, shipbuilding and specialized machinery.

**Lumber and Wood Products:** Despite the restructuring of production in rural Oregon, Portland remains an important administrative, manufacturing and wholesaling center for the wood products industry. Wood products firms employ more than 23,000 in the region..

**Nursery Products:** The fastest growing component of the state's agricultural sector, nursery products production--including greenhouse plants, ornamental trees and shrubs, and flowers and bulbs--is concentrated in the metropolitan area. This sector employs over 5,000 in nursery products, and nearly 3,600 more in related landscaping.

**Specialty Food/Craft Beverages:** Portland is an important center for a variety of specialty food products, including fresh and processed fruit, premium wines, craft beers and ales, and other niche products. Collectively firms in these segments employed nearly 3,500 workers.

**Creative and Professional Services:** More than 40,000 regional residents work in legal, engineering, accounting, management, and creative services. Portland has a significant location quotient for engineering and architectural services, motion picture production, and advertising. Many of these, and other professional services are closely related to other

clusters, and the boundaries and size of this cluster cannot be determined based solely on published data.

**Transportation and Distribution:** Nearly 100,000 of the region's workers are employed in transportation and wholesaling activities. It is clear however, that important segments of the wholesale sector are part of other clusters--i.e. wood products wholesaling, electronics wholesaling, metal service centers and scrap. Ascertaining the boundaries and role of this cluster will require further analysis.

**Temporary Employment:** Nearly 24,000 people work as temporary employees in the metro area. Temporary employment is one of the region's fastest growing categories. It appears that many of these workers are employed in other clusters. Temporary employment is an important supplier of labor in the region; determining its role will be a future task.

## What are the issues of concern to citizens?

--The top three issues, in order of importance are:

- | <b>- 1998 -</b>                    | <b>- 1996 -</b>                     |
|------------------------------------|-------------------------------------|
| 1. Quality education               | 1. Quality education                |
| 2. Reduce crime                    | 2. Reduce crime                     |
| 3. Protect environmental quality   | 3. Fair state and local taxes       |
| 4. Manage regional growth          | 4. Protect environmental quality    |
| 5. Fair state and local taxes      | 5. Manage regional growth           |
| 6. Productive economy for jobs     | 6. Productive economy for jobs      |
| 7. Maintenance of infrastructure   | 7. Range of social services         |
| 8. Efficient transportation system | 8. Maintenance of infrastructure    |
| 9. Range of social services        | 9. Adequate & affordable housing    |
| 10. Adequate & affordable housing  | 10. Efficient transportation system |

--Respondents were asked, open-ended, what they thought was the one most critical issue facing the six county region. Below are the responses:

<b>1998</b>	<b>1996</b>
16% education	21% education
19% transportation	21% growth
16% growth	14% transportation
13% crime	12% crime

If we combine the categories of transportation and growth, we find 35% rating the combination the most critical issue in 1998 and 1996. Attitudes about crime have not changed, but fewer people this year may consider education to be the single most critical issue. Considering the margin of error inherent in survey research, the most valid conclusion is that there is no one dominant issue on people's minds.

--After rating each issue, respondents were asked if one of the issues should be more important than it is currently, and 30% mentioned the educational system, 10% mentioned the environment, 9% mentioned managing growth, 9% mentioned crime, 7% said state and local taxes, and 6% mentioned transportation. Education again is mentioned as the priority issue, with growth, transportation, and environmental issues following close behind.

--Little to no geographic difference in the responses...people seem to feel the same about the importance of the issues wherever they live.

# Neil Goldschmidt

## Thane Tienson

Thank you. Many people and factors have conspired to bring about the favorable reputation that we in this area enjoy today. But if one were called upon to name a single individual who mattered more than all the others in creating that image and making Portland a symbol of progressive urban government, today's keynote speaker would get that recognition.

Elected mayor of Portland at the age of 32, he was the country's youngest big city mayor. He quickly stamped city government in his own image, attracting so many of the most able, bright, energetic and visionary people to be found anywhere to work together to prevent the city's decay. Under this man's leadership, Portland elected not to build more freeways and instead, tore one down. The city became a national model for mass transit, building a light rail system and a downtown transit mall.

His administration made a commitment to preserve Portland's neighborhoods, to create new downtown housing and to revitalize the city's aging business core. So impressive were this mayor's achievements that President Carter tapped him to become Secretary of Transportation, a position he held until 1981. As Secretary of Transportation he was particularly active in helping to revive the country's auto industry and spearheading efforts to de-regulate the airline trucking and railroad industries.

From presidential cabinet member, our speaker joined the private business sector, serving as the international vice president and Canadian president of operations for the region's premier home grown Fortune Five Hundred company, Nike. Then, sensing a need for a person of his stature and experience to lead the state out of nearly eight years of recession, our guest was persuaded to leave a successful business career and return to public service by running for governor. As Oregon's governor from 1987 until 1991, he led the Oregon comeback.

During his term, he redesigned and reinvigorated the state's economic development efforts, overhauled the state's workers compensation system, and initiated an investment strategy to repair the state's deteriorating infrastructure. He pursued international trade relations, made several trips to the Pacific Rim and Europe, and opened new offices overseas. He created an innovative program for economic development and produced the state's first long range economic development strategy.

Since completing his term as governor, our speaker has continued his interest in children's issues through the Oregon Children's Foundation that he co-founded in 1991 — an extraordinarily successful program to help early literacy for kids five to seven years old. The foundation has enlisted over 7,000 people as volunteers in this incredible program.

Our guest also has single-handedly, I think, stopped Portland's park blocks from being blighted by a high rise parking lot, and he has continued in so many efforts to make this region a more livable one. It's not unfair to say that we in this region have lived off the legacy of Neil Goldschmidt for



an entire generation, and we have also continued to benefit from his boundless energy, his dedicated commitment to the region and its citizens. He is a continuing inspiration, a teacher, a mentor, a role model, as influential out of public office as he was in it. I think of him as the first citizen of the bistate region. It is my great pleasure and privilege to introduce our speaker. Please join me in welcoming Neil Goldschmidt.

## Neil Goldschmidt

Wow! Bring on the tombstone.

It seems to me totally suiting to the sort of the geographic structure that brings us here today that 25 percent of the people who are equal partners in this deal are so far back in the room they can neither see nor hear the program.

Thank you very much, it's nice to be here. Let me start by saying that President Ronald Reagan collected stories that people in the former Soviet Union used to tell one another, and the one I want to tell you today is one I particularly like. After I tell it I think you'll understand why it might apply to my presentation today.

It is the story about a commissar who visited a collective farm, and as he was visiting he stopped the first farmer that he met, and he asked about life on the farm. And the man he stopped said "Oh, it's wonderful. I've never heard anyone complain about anything since I've been here." And the commissar, quite pleased by that answer followed it up with a question, "Well, what about the crops?" "Oh," the farmer said "The crops are wonderful." To which the commissar said, "Gee, that's great news."

So the commissar asked him another question "Well, what about the potatoes?" "Oh sir," the farmer said, ". . .there are so many potatoes that if we put them in one pile they would touch the foot of God." And the commissar said, "Just a minute, in the Soviet Union, there is no God." To which the farmer said "Well, there are no potatoes either."

When you are all done listening to this you may name this the "No Potato" speech. I began my political life running for a non-partisan position on the Portland City Council. One of my canvassers, Frank Westley, a Portland State professor, went up to a door, I think in Northeast Portland, to hand out literature for me in that race and was asked, "Is your candidate Jewish?" And Frank Westley answered, "No, ma'am, it's a non-partisan race."

When Frank came back to canvassing headquarters at my brother's house, and my brother told me this story, I said to him, "Frank, you know I'm Jewish, don't you?" He said, "Oh, yes, I know you're Jewish." I said, "Well, why didn't you tell her I was Jewish?" He said "The bigots don't deserve an even break."

I always liked the fact that Portland State had a place for this man. This has made me feel very good.

Years later, I ran as a Democrat for Governor, and I quickly began to understand that there was a difference between that and running for a non-partisan race. An experience I was told Senator Mark Hatfield had on the road in Oregon might illustrate the kind of change I'm trying to express to you.

I'm told that during one of the senator's speeches, someplace on the road in Oregon, he found himself constantly being interrupted by a drunk. The drunk shouted, "I am a Republican." And no matter what Mark tried to do to pacify the drunk . . . for example he told him he was pleased he was a Republican, but could he sit down so he could proceed with his speech and so on. But no matter what he tried to do to pacify him, the drunk just kept shouting, "I'm a Republican."

Senator Hatfield finally paused and said, "May I ask the gentlemen why he is a Republican?" To which the drunk replied, "My grandfather was a Republican, my father was a Republican and I am a Republican." Senator Hatfield then asked, "My friend, suppose your grandfather had been a jackass and your father had been a jackass, what would you be?" And the drunk pretty swiftly replied, "A Democrat."

Well, so much for the switch to running as a non-partisan to running as a Democrat. I got elected as governor anyway, and with it you might expect would come instant fame and instant name recognition. And the answer to that is, "no, not exactly, not really." One time when I was governor, after visiting schools for the Children's Agenda, we received a letter from the mother of a seven-year-old Heppner boy after our visit to a school there. And she told me that after my visit to his school, when she picked up her son at the grade school, he got into the car and was very animated, very excited. She finally got him strapped down in his seat belt, and he was saying "Mom, I got . . ." talking very fast, and she couldn't understand him. She finally said her son, "Lonnie, say it slowly, very slowly." "Mom, I got to meet Arnold Goldfish."

And she looked at her son Lonnie and said, "Really now, who is that?" "He's the president of Oregon."

President of Oregon has a nice ring to it . . . and the Republicans accuse me of a lot worse.

Let me start with my thoughts for today. They'll eventually come out in the form of 10 points. In some ways they are only connected by my interest in what brings you together and in my passion that none of us here should ever have to settle for less than we know we should have for ourselves and our grandchildren.

Mao said it. He said let a thousand flowers bloom. Even though he was the one who said it, don't discount the idea. Think about it. If a group of neighbors ever needs to open the doors and windows of their minds and hearts to new ideas, to different approaches, to building new ways of accomplishing the futures they desire, it is the people in this room and those they represent.

If you are in this audience today and you have a title, if you are a stakeholder in things as they are now, know that you can succeed best when there are more people taking ownership of the opportunities and problems among us. A civil rights leader and mentor of mine named Aaron Henry taught his young civil rights staff in the 1960's that you can only have freedom by giving it away. It is true about influence as well.

The powerful need to share their authority with more citizens. It produces for us a sense of competence. They need to share their authority with us and with our children. So, for all of you

who are thinking about where we go next, you need to understand that our ability to bring their confidence to our side is affected by their investment personally in whatever these agendas are.

I think it is fair to say that their confidence in our assessments of what is needed to amass capital for mass transport and other targeted public efforts isn't working well enough. We need terribly for our governments to successfully influence private investment. If we are serious about succeeding, we need to find ways to incent private behavior to join our cause on behalf of a high quality of life for us and our children. Falling back on regulation isn't the answer. Changing the way we think about who owns the problems and opportunities is essential. By broadening our base of stakeholders and communicating effectively with our voters about the need for public capital, we can achieve our growth agenda much better than through more regulation.

Next, if you don't like the current tax system in your home state, move across the river. Our different tax systems are an advantage. Both sides should stop complaining about it. Oregonians like to complain about wealthy neighbors and business associates who've moved to Clark County to avoid Oregon's income tax. Washingtonians complain about how much tax is taken out of their Oregon based paycheck and how little they get for it.

Yet, if wealthy Portland area Oregonians couldn't find an answer to the problem Oregon creates for them by not having a state capital gains tax, if they couldn't fix this by moving just across the Columbia River, might they not have to move to someplace like Nevada? And if they had to move that far away to establish residency to protect their estates, wouldn't this deprive the region of their charitable support, their investment capital and above all their leadership and creativity which can continue because they remain at home?

The flight by business and stock-owning Oregonians to Clark County is Oregon's fault. Not the fault of those investing nor certainly of our cross-river neighbors. Clark County is the eighth highest county taxpayer of income taxes to the Oregon State treasury. Clark County residents who pay income taxes in Oregon should be thanked. Thank you very much. And Oregonians should expect them to care what is accomplished for the public good with their contributions.

If Clark County continues to successfully develop its economy, Oregon residents working there will become major contributors to local and state coffers in Washington as well, and they too will care how Washington government spends their tax money. In the meanwhile, it profits no one for Clark County participants in the Oregon economy to pretend they get little or nothing for the taxes they pay. They are great supporters and great users of specialty medical services, cultural, aviation and consumer services, among dozens of available Oregon-supported resources.

My next point. We are partners. God, geology and history have seen to it. Our communication skills just haven't implemented the partnership yet. If we were in the same state, we'd be working on the same problems. In truth, is communication between Portland and rural Washington County better than Vancouver-Portland communication? Or between Oregon City and Milwaukie and their Clackamas County Board? Or any other communications issue on the Oregon side of the river? Communication is not only an across-the-Columbia issue.

Before Metro, we worked together across the Columbia in CRAG, the Columbia Regional Association of Governments. Clark County has sent great representation to regional councils for a long time. Us old timers remember Mayor Jim Gallagher, Commissioner Grainger, who served with Portland City Commissioner Lloyd Anderson, and favorite Beaverton Mayor Bill Young, and Clackamas County Commissioner Bob Schumacher in the 1970's

In fact, the layout of the airport today was determined largely out of respect for Dick Grainger and Gallagher. At one time, the Port proposed to build a runway that would have directed flights over the City of Vancouver — but we didn't allow that to happen.

We are still great partners and need to continue to be. Washingtonians are not second class regional citizens in the eyes of Oregonians. Not now, not ever.

Ask yourself this. If the four counties that depend on the swift movement of freight throughout the region were all in the same state, would we still be postponing improvements to Interstate 5? We need to find ways to demonstrate to all of our citizens how true this commitment to one another is.

Next, end cutthroat economic competition. No one should subsidize businesses to win them to one or the other side of the Columbia River. There is a limited amount of industrial land, and all of it — absolutely all of it — will be fully developed. Let's focus together on two things. Helping our existing businesses grow and supporting quality new investment. A quality sighting on either side of the Columbia is a win for the whole region.

Next, suburban dwellers in all four counties need to end the delusion that the future of the region's downtowns is of no importance to them. Our region needs downtown Vancouver, downtown Beaverton or Oregon City or Gresham or wherever to succeed. We need it for quality of life, for diversity and efficiency.

Cities and towns are places of beginnings and places of endings for our citizens, where they congregate for entertainment, for work, for medical services, professional services and more. But they are also places of municipal overburden, places where the people falling through the gaps of our society congregate: the drug afflicted, the alcohol addicted, those in need of mental health services, those least able to pay, whether for housing or transportation or food. They impact tremendously the cost of education in whatever district they choose to reside.

This is a tale well known in the region's largest school district, where nearly 50 percent of the children are eligible for free and reduced lunches quite simply because their parents, foster or real, cannot afford to pay for hot meals for them. But can anyone in this region, in any location, rural or city, truly believe that the collapse of this great urban school district will not affect the population and expense for them to provide education to their children in their neighborhoods?

And the answer, of course, is no! No more than we can believe that the failure to successfully build downtown Vancouver won't be just as big a defeat for intelligent regional development as if it were on the Oregon side of the Columbia.

Next. Announce a moratorium for tours for visiting dignitaries . We haven't gotten it right here yet. We have not got it right yet. And for every hour, for every day we spend talking with out-of-towners about an unfinished past we are one hour and one day closer to a complete disconnect with our own citizens. They are voting to take control with new annexation policies and more. Pay attention! There will never be a tradeoff big enough to buy back the time we are wasting or justify the self-delusions that travel with our slide shows and statistics.

Are you as worried as I am about the coming headlines in popular and professional publications about the Portland Metro area heralding the "failed experiment"? If you are, then let's call a halt to bragging, to self-congratulatory conferences, tours, interview and publications, and get to work building a new language of trust.

I will tell you a story. President Carter told me in the Oval Office that he would like me to be his next Secretary of Transportation. When Dave Yeaden and I came out of there, we made an early stop at the Department of Transportation. The only surviving member of the press corp, a fellow named Bob Holland, called up and said he heard I was there and could he come up and see me. And I said, "Sure!"

So he came up, and he said to me the following. "You are going to have a honeymoon with the press." I said, "Gee, that's great. I've been mayor for 8-1/2 years, and the honeymoon in Portland is long since gone." I said "Why will I have a honeymoon?" He said, "Well, they are going to build you up." "How so?"

"Well, they are going to tell stories about the transit mall, and they are going to tell stories about transportation in Portland, and they are going to talk about your family and on-and-on-and-on." I said, "Why are they going to do this?" He said, "Because they are going to build you up." I said "Why are they going to build me up?" He said, "Because they never like to tear a small man down."

We are enjoying one of the great national buildups. Please don't believe your own clippings, because at the first evidence that this deal is coming apart, they are going to tear us to pieces.

Great regions have great higher education centers. Every governor in modern times in Oregon, and every major private leader who has had the time to look deeply at this issue has concluded that neither the quantity nor the quality of the offerings in the Metro region in post-secondary education is good enough.

Oregonians should be grateful for the added higher education horsepower Washington State University is bringing to our region. We should also applaud the improvements at Oregon Health Sciences University, born of its new public corporation, and those coming to PSU from the new higher ed funding formula, both of which are the children of Governor Kitzhaber and his administration.

But to our region's definition of quality of life, we must attach a powerful quotient of personal independence, and the foundation for such qualities of independence in large part is built on education beyond K-12. The Oregon side has been unable to capture and build a vision that fully captures the contributions of all of our private and public post-secondary colleges and universities. Something much larger than the sum of those institutional parts is needed, and without it I think we are kidding ourselves about what a long-term future holds for us. Our children are the region's greatest legacy.

The true test of regionalism is not how effectively we implement our shared interest in land use and transportation. Those are the foundations. We need to build on top. Land use and transportation form the foundation on which we build a regional home for all. The ultimate shape of our home should be a design that shelters, nourishes and fulfills our shared commitment to our children.

Suburban taxpayers may think that this is a code for shifting their tax dollars to pay for black inter-city children. My experience teaches me that city taxpayers are equally ignorant about the children in need in the unincorporated areas or smaller cities only minutes away. In truth, our children are in jeopardy in all parts of this region, and I believe the juvenile crime statistics across the bistate area demonstrate it conclusively.

This region needs a compact to make this a world-class place for children to live and grow. This means reaching out to our impacted children wherever they live. Just as we have come to consider the salmon an indicator species of the quality of environment, our children are the indicator species for our region's true life blood.

If we lose our children in bureaucratic red tape, if we don't prevent our kids from making that last bad choice that converts them from a child with a problem to a kid with a record, if we fail to provide a good education or the tools to fight drug use and child abuse, if decent medical care isn't available, how secure can our future be?

So where do we go from here? I believe we return to square one. We remember why we care. We know time is not our friend and that we are the living proof of an old adage that no good deed goes unpunished. We are being overrun by a world that wants to live and work with a quality of life that's the best.

Reportedly Albert Einstein once said that the significant problems we face today cannot be solved at the same level of thinking as when we created them. If he said these words, I agree with them. These need to be our watchwords. And we can find anecdotal proof that some among us are already finding new ways to think, to plan and to act.

The region's effort led by Mike Thorne, Tom Walsh and Mayor Katz to build light rail into Portland International Airport without any federal funds, with a major cross-region cooperation between Metro and all the parties and a private company is quite amazing. So, too, is Portland State University's decision to accept for in-state tuition purposes those Washington State residents who meet the minimum GPA requirements. And the efforts of our two port authorities

to build closer working relationships and to assure a cooperative commitment to deepening the Columbia River channel and to protecting 78,000 jobs effected by river commerce is another I would mention.

All of us know of other examples. But while we are looking for good public behavior, our citizens continue to keep the important private realities in front of us. Our lives are inextricably connected. As an example, consider the 2,000 Portland Oregon Symphony season ticket holders from Clark County who comprise an important 10 percent of the total season subscribers to that most important cultural institution.

The approach of the 1970's has run out of steam. We need new thinking, and that means new people and participants. We cannot be defensive. Our values and our objectives work best when sent out on the offensive. Falling back on a regulatory only approach will fail us and the ideas which we know are right.

We know that we can sell this region as having a great economic climate and that both sides of the river will share in this success. We have been, and continue to be, partners, and now we are both losing the race to mediocrity that occurs when growth runs over the quality we inherited and that we vowed to protect.

So what do we do next? My final item — think big, think big, thing big. Half dreams didn't get us the progress we cherish, and they won't get us to any future that can matter to our children and grandchildren.

The components of thinking big? Let me try a few of these on. First, stop pretending that elected officials and government staffs can fix the light rail problem or the higher ed problem or the local school's funding problem or the roads or the highway problem or whatever else is on your list.

Second, for a moment, stop what you are planning. Stop all of our meetings, stop and think. Who and what will it take to refill our intellectual tanks, our political tanks and re-energize a coalition for the next 20 to 25 years?

Third, the answer is our citizens. It is going to take time, but they deserve the time. It means everyone starts at the beginning with facts, ideas and opinions. Is there a risk that we will be taken someplace that we didn't plan to go, or perhaps arrive at a few places we thought we would go but in ways we didn't anticipate? Of course, yes.

Fourth, we need to stop the pell-mell haste to the ballot. We need to ask for something scarcer and more valuable than a vote on more taxes. We need to ask for our citizens and our leaders' time. We need to get the leaders of this region to give us two years of clear thought, analysis recommendations, and above all, commitments to action.

It won't only be a roads and light rail agenda. To magnetize people to a flag for the future, create an opportunity for everyone to sort through any and everything that is critical to their economic



and social future. The agenda must give voice to the deeply felt and intellectually compelling connections which experiences tell us can make a difference in the development of a strong society. The new agenda, I predict, would find room for higher education and for planning for the children of our shared future or for other cares and concerns that are the true personal passions of our neighbors and families.

Our history joins us across the Columbia. The remarkable story about John McLaughlin begins at Vancouver barracks and was completed in Oregon City. The story of Lewis and Clark's courageous journey touches both our shores. We shared a war effort to build liberty ships which encouraged migrations to both sides of the river by the men and women who came to build them. Once, we were all known as the Oregon Territory.

Oregon Territory, a destination, a dream, a place that was different and a place to make a difference. And so today, each one of us is called to dream again, to rebuild our momentum to a common destination, but even more to loosen our hold on our authority long enough to encourage others to join us. We need to share, so that together we can make a difference or perhaps even turn over a tired but just cause to fresh legs, fresh hearts and minds.

I am reminded of an African proverb which says "When spiderwebs unite they can tie up a lion." But when a region unites it can save its children, its salmon, anything, including our futures. We have seen glimmers of ways to build this web of our shared future. This conference and the activities it fostered starting last year, have been, and can be a continuing important source of inspiration.

My personal and heartfelt thanks to our two governors, Locke and Kitzhaber, for encouraging and sustaining this initiative, and to all who make it happen. Let me close by asking you to remember Hesiod's words from 700 B.C., almost 3,000 years ago. "The best is he who calls men to the best. And those who heed the call are likewise blest, but worthless who call not, but rest."

There is no rest ahead. Thank you, and good luck.

**Jay Waldron**

Talk about imparting a sense of urgency! Time for a few questions from the audience.

**Question**

Neil, you mentioned private/public partnerships and education. Particularly higher education. Could you expand on that theme a bit?

**Neil Goldschmidt**

Well, I was privileged to appoint a commission to look at higher education in the Portland Metropolitan area on the Oregon side of the river, examining the efforts to try to find a

partnership between private colleges and Portland State, partnerships between community colleges and four year schools, Oregon State Health Sciences University and so on. It was a terrible disappointment. While some quality products, including library integration and sharing have come out of that, mostly what the private citizens took away with them is the amazing political turf fighting and bureaucracies that exist in higher education.

It's why I am struck by the two steps Governor Kitzhaber has taken: to spin the Health Sciences University into a public corporation to deal with the realities in the marketplace — the way health care is funded. And now what he is doing with his Board of Higher Education to try to put some performance incentives in the higher ed system.

But folks, we in the tri-counties are the richest area in Oregon. Let me just talk about this for a minute. Fifty percent of the wealth in 36 counties is parked in three counties in the Portland area. We have three first rate community colleges, a growing four-year institution in Portland State, an Oregon Graduate Institute, Reed College, Oregon Health Sciences University, plenty of basic research, a primate center and no serious private vision driven by the people who need it here.

And it is fairly clear now to higher ed that there isn't any way they can produce this vision by themselves or through the community colleges. I think Washington State's arrival here has been a wake up call. I think it's going to be a terrific addition to the region.

But frankly, Washington State is in Pullman, and the power in the State of Washington is up in the King County area. In Clark County, they face similar problems to those that the folks in downstate Oregon complain about. That is: how much are we really going to get as the share of the future.

So, to me, this is an issue that, like war, isn't best left to the generals. And I don't have a plan, I just think that in the end it's a mistake for us to believe that we can grow without the intellectual capital produced by great educational clusters.

Within minutes of here, we have Willamette University, we have Pacific University. We have all of these resources, each with some area of specialization. We have Oregon Institute of Technology from Klamath Falls now presenting two-year programs here. We aren't short of opportunity.

Think about where we want to go in the next 25 years. Now look at the enormous increase in money that's going to be available from federal research grants and the National Institutes of Health and other places, and ask yourself how much of the available public and private research money is going to come to these four counties. The answer today is not a very large share. And that's a mistake in terms of creating the kind of economy that's friendly to the rivers, friendly to the streams, friendly to the environment and creates the kind of intellectual capital that feeds change and feeds growth.

## **Question**

Good afternoon. I am going to paraphrase a portion of your speech, and if I get it too wrong, correct me please. I apologize in advance. "Washingtonians need to stop complaining about not getting enough back from their income tax money that they pay to Oregon. Services such as medical, aviation and others benefit the non-residents." Is that a pretty accurate paraphrase?

**Neil Goldschmidt**

Yes.

**Question**

Okay. My question is this. We cannot ignore the Columbia River when it comes to salmon and other issues and then suddenly remember it when it comes to taxes. And I've got three questions.

How are these services that you mention paid for? Are they paid for by the income tax, and if not, do residents who work in Oregon use those services more than non-residents? .

**Neil Goldschmidt**

Let's just make it simple. The Port of Portland, which owns Portland International Airport, is trying valiantly to take itself off the property tax rolls and to be self-funded. But for the moment, and for a long time, it has collected property taxes. The Port used that money to build reliever airports in Hillsboro, and I think it bought one out in Clackamas County with the goal of making sure that Portland International Airport itself would not exceed capacity.

Just as a matter of curiosity, are you aware of any other airport supported by taxes from Clark County that Clark County people use? And the answer, I think, is no. Now, they pay landing charges, and they pay major facility charges, whatever is collected on the ticket. But the truth is that the aviation infrastructure that this region has, the basis of which is Portland International Airport, has in part been helped by property taxes paid only by Oregonians.

I don't think Oregonians should whine about it. I'm thrilled that the airport works for Clark County, because it's the combined muscle of everybody using it that brings the airlines with more services and so on. But what I want you to understand is that the taxes paid by Oregonians do benefit somebody in Clark County.

God willing, I hope that the people in Oregon who are working in Clark County are making a contribution, and it is seen as positive as well. My point really is, that in the final analysis, Clark County residents should be expected to care how that money is spent. And we should stop saying "Well, it's none of your business because you don't vote here." I think that's not right.

On the other hand, I think there's a tendency to say we pay taxes and get nothing for them. And I think that's also wrong. Now you had a second question?

**Question**

The final point was that the employers pay the property taxes instead of paying the Washington residents a higher salary. So in a roundabout way the Washington residents who work in Oregon are still paying property taxes.

### **Neil Goldschmidt**

I'm not arguing that they don't pay. The question is do they get something for what they spend? And I hope the answer to that is yes, and they should care about that.

### **Question**

You seem to allude to a regional think tank. Do you have any particular vision about that, and if so, might that include people from other parts of the state, as opposed to just the Portland and Vancouver metro region?

### **Neil Goldschmidt**

First of all, I don't have any particular ideas about a think tank. I know that the Portland Chamber has been making an effort to get across the river and listen and participate with its colleagues in Clark County, and I hope the reverse is being done. I genuinely believe that if we can't energize the private sector, and I don't mean private business alone, but private sector institutions — it could be the Council of Churches — if we cannot get that sector energized about the importance of this, there is just enough suspicion about anything that government is advocating to make almost any proposal, whether it's wise or not, perilously close to defeat.

It takes no money to beat initiatives. This is the thing you've got to understand. Anybody with a little bit of cash can defeat almost any major measure that's spending millions. Any analysis you want to do of any ballot measure, you give me \$250,000 and give the other side a million, I will create enough doubts that I can defeat it.

What wins that election eventually is having enough private people who have taken ownership of an issue and who spread the word in their churches, their neighborhood organizations, their business associations, professional trade groups and unions. In some fashion, as they are talking to each other on the shipping dock or in the hospital waiting room or wherever it is, at their bridge club, they say, "Yeah, I know they are running all these ads, but my husband and I have been going to these coffees in our neighborhood for two years. We know this proposal is good for everybody."

And it's too easy in our society to divide us up. That's why what's going on here today is such a refreshing thing. But all I want to say to you is if you believe that if we can get us folks and the government talking to each other we've got this handled, I don't believe it. As to whether other people should participate, well, first of all some of the best examples of good ideas are probably

going to come from somewhere else, so I would assume folks would just reach out for those folks and invite them in.

## **Question**

Neil, first of all I want to say thanks a lot for being here. And I just wanted to get your thoughts after the failure of the South/North light rail ballot measure. What do you think the best transportation options are now? What should we be talking about and discussing for new options on transportation in the region?

## **Neil Goldschmidt**

I believe light rail will be back in front of our voters at some point. My belief is that it will take two years of hard work before it gets there. During the campaign, Tom Walsh and the people who led it tried to say repeatedly to the voters, it really wasn't about light rail, it was about the whole idea of how we wanted to live, and our neighborhoods and the quality of life on our side of the river. But I do think that it was a discouraging circumstance in which to have an election, and I say that for three reasons.

First, the Oregon Legislature sent us to the ballot one time before on this. That disastrous measure was set up to fail, and it did. They made us go statewide. So we went out already once with this measure and had it tanked. In the meanwhile, the State of Oregon pulled the pin and dropped out of the process, so they really aren't an important contributor any longer. Clark County got it to the ballot, and it lost.

So by the time we showed up on this ballot what did our citizens know? It wasn't truly going to connect the region the way the original vision said it would. Originally, the north/south leg was to be from Clackamas County, all the way to Clark County. By the time of the election, it wasn't going to reach that far.

Secondly, it was going to end someplace in north Portland, the logic of which was a little bit harder to explain, and third, we had opposition on the ballot, which at least the person who is speaking today has been predicting for the last two years was inevitable. And you saw how much damage people can do with arguments that are raised and not handled until the last minute in a campaign.

This election was not about light rail, but that's all anybody got to vote on. We didn't spend two years getting ready for this election. It was prepared fairly late. And my advice to the people of this region is, the next time you decide to take a measure like that to the ballot, you better think long and hard. We may not get more than one more bite at this apple.

I do think that if light rail to the airport can be built successfully, and Clark County folks are suddenly sitting there with light rail parked literally at the edge of the Glen Jackson Bridge, and if we can get back to work on this in this region, not just on light rail, but on roads and land use and open space, on all the components, we have a real chance to win on this issue.

But if you live someplace where you are trying to get out of because the crime problems are bad, if you are in a place where your kids can't get treatment on demand for drugs, you are **not** impressed by people's arguments about convention centers. And we need to give people a way to give voice to the passions they have that take them to their churches and community organizations and civic efforts to build a real quality secure life for them, their children, their parents and so on.

That's why I tried to say today that I don't think that the topic of light rail is exactly the conversation we need to be having across the river. When I was governor, we had an experience not very many blocks from here of a young girl who was beaten up pretty badly by a gang of kids. And it didn't get any press, it just got to our office privately. I came up to Portland, and I had not been out on the street with police patrols here in many, many years, and I did not have any idea how fast the gang problem had moved.

We started a gang task force — Bud Clark and myself, Mike Schrunk and Charlie Turner, who was the U.S. Attorney. And the word at the time from the people who work with these kids was that, "In two years, I promise you these gangs are going to be in Hispanic communities and white communities. They'll be in suburbia, they'll be everywhere." Not these same kids, but "the problem."

And it's happened. There's just no hiding from the difficulties we struggle with in our life. Here's the point, now. This is a place to which people move because they believe if it's possible to make a difference by investing their time any place in the world, it is in this region. This region. Not just to make a difference in the air quality, not make a difference in cleaning up the Columbia, not make a difference in making sure that we have jobs. I mean make a difference. Because when it's all done and we earn the income, we have the jobs, we have places for our kids to work when they grow up, it's safe, it feels good, it's right. And that passion for doing it right can't be triggered by continuing to shove ballots measures about capital investment at the citizens.

In the sixties, people in Seattle had a measure on the ballot called "Forward Thrust," and all we remember here is they didn't pass light rail, their big transit measure. But just look at what they got done with a very broad agenda. It fueled them for 20 years, and I am completely comfortable that we can do the same thing on human service issues, education issues and anything else our citizens want to do. Thank you very much.

**Jay Waldron**

What passion. What a remarkable man. Thank you.

## **William Dodge**

### **Ed Washington**

Thank you, Jay.

Mr. William Dodge has been assisting community leaders and citizens in addressing regional challenges for the past three decades. As Executive Director of the National Association of Regional Councils, Mr. Dodge assists regional councils by representing their interests before Congress, state legislatures and other groups, sharing information and offering technical assistance for fostering regional cooperation.

Regional councils are multipurpose voluntary organizations that conduct collaborative planning processes and deliver common services to address inter-jurisdictional challenges. Mr. Dodge has made presentations to scores of regional gatherings of community leaders and citizens, conducted workshops for regional organizations and taught courses in graduate schools of public affairs and administrations. He has guided strategic planning processes and recently wrote a manual entitled "Shaping a Region's Future: a Guide to Strategic Decision Making for Regions."

Finally, he has guided exploration of regional decision-making and just completed a book entitled "Regional Excellence: Governing Together To Compete Globally And Flourish Locally." Mr. Dodge holds a Bachelor's Degrees and a Master's Degree in Civil Engineering from Cornell University and a Master's Degrees in Foreign Affairs from the University of Virginia. Please give a warm Portland welcome to Mr. William R. Dodge.

### **William Dodge**

Thank you. I very much welcome this opportunity to meet with you, and I can say this with some conviction after being here all day. I've heard some budding, and maybe even some already committed, regionalists. You are addressing the critical concerns in this region, from transportation to economic development, to air and water quality and especially growth.

You have made growth in this region a topic of such common conversation that you probably discuss it as much at breakfast as the rest of the country talks about their sports teams or the weather. You are breathing life into initiatives that foster regional cooperation and build regional community, and you are to be commended very much so. NARC, as we are affectionately called, strongly commends you for it.

I would especially like to commend the region's two governors for taking the lead in these bistate conversations, and also to the institutions that hosted this undertaking today, Portland State University and Washington State University, Vancouver.

As Ed mentioned, NARC traditionally has represented regional councils of governments and metropolitan planning organizations. But now it is reaching out to include the entire regional

community, to private, non-profit, academic, civic and now multi-sector regional organizations. There's quite an explosion going on out there in terms of regional organizations.

In fact, we are now doing the first phase of a national census of regional organizations, and we are finding just in the initial survey something like an average of a dozen regional organizations in each of the regions that we have surveyed. So I very much think NARC is the right organization to help provide leadership for the regional movement, and it's the reason I became its executive director a year ago, and the reason that I want to share some comments at the close about some of the things NARC is undertaking.

But you've asked me to share some thoughts on bistate regional partnerships, and I want to do that. First, I want to provide a little bit of background. I want to talk about and share a few observations on the state of regions and what that means for regional partnerships. And finally, I want to share some thoughts with you on building bistate partnerships, and I hope I know enough to know I don't know enough to recommend anything to you. And I hope you'll take that in context as I share this with you.

I am not trying to recommend anything as much as I'm trying to mine the experience of other regions around the country. But first, a little information on bistate partnerships. At last count, there were something like 44 interstate regions, that is, regions that cut across two, or in some cases three, different states. Most are accidents of history that go back to land grants from kings or political compromises, especially over slavery.

Some are designated the way they are because of natural boundaries, most often rivers, as is the case here. But I think the fact that so many exist in some ways is a confirmation that regions really are living organisms. They really are driven by economic and other sorts of forces. They are not constrained in any way by either political or natural boundaries. Also, the people who live in regions and the neighborhoods and the jurisdictions of regions — how can I say this nicely — are really in many ways closet regionalists.

Think about it. We live in one jurisdiction, we work in another, we shop in a third, we recreate in a fourth and we don't give a moment's consideration to showing our visas when we cross some sort of a jurisdictional boundary. We act like regionalists, but we still don't find it publicly very good to admit honestly that we truly are regionalists.

Well, those 44 regions represent something like less than 10 percent of the regions nationally. But, these 44 affect almost a third of the population, and they exist in two-thirds of the states. So it's not just a phenomenon here, it's a phenomenon around the country as well.

These multi-state areas include a majority of the largest metropolitan regions in this country. And all of these regions, these bistate or tristate regions, have informal and formal partnerships.

Let me start with the more formal ones, the ones that are the result of interstate agreements. Eighteen, or slightly less than half of these regions, have interstate regional councils. That is, they have compacts creating interstate regional councils. Places like the Metropolitan Washington



Council of Governments, which cuts across Maryland, Virginia and The District of Columbia, or the Mid-America Council, which includes both sides of the Kansas City (Kansas and Missouri) region.

These carry out a variety of planning responsibilities: transportation, air and water quality. Now a lot are doing growth management, economic development and delivering a variety of services. But for the most part, they don't deliver the really major services. The rare exceptions are Metro here, as well as to some degree Metro in Minneapolis/St. Paul.

Now 26, or more than half of these regions, don't have interstate regional councils at this point, and that includes, of course, this particular region. Beyond regional councils are also a number of other interstate agencies that have been created by an interstate agreement, and they are uniquely defined for delivering particular services in any region. The greatest majority of these are for delivering transit, airport services, some sewer and water, some port authorities. And there's a lot of them in a few places. New York has a half dozen of them, Philadelphia has three or four, Washington has three or four.

I guess you'd say the granddaddy of all of them is the Port Authority of New York and New Jersey, created in 1921. It is a multi-billion dollar superpower. It delivers all sorts of services, from bridges to tunnels to roads to office buildings to port facilities to a huge variety of activities. Some of these entities stand on their own fiscally. That's the case with most of the port authorities. Some receive an automatic ongoing subsidy, and that would be most characteristic of transit authorities.

But there's not a large number of these organizations, and that's in spite of the fact that, at least from the federal perspective, it's fairly easy to create them now. They are automatically approved without having to go through the intensive federal reviews that one used to have to go through. If you create an interstate compact now, it automatically qualifies at the federal level.

So why do we have so few? In part because the obstacles to creating them are almost insurmountable. To get approval for their formation you have to have state and local entities willing to delegate power. There must be a compelling urgency to give up these powers one way or the other to create these compacts. You have to negotiate the voting powers for the governing bodies of these organizations, and it's a little bit like creating the United Nations.

So on one hand, you want to provide representation for everyone, but on the other hand you have to do something to respect the superpowers that might be part of one of these compacts.

To make these entities operational, you have to mesh them with state laws and taxes and cultures and, invariably, whatever you agree to in the compact runs against some state legislation or state taxing policy. You have to keep all the parties in the partnership. If anyone departs from the partnership, it can wreak havoc for the longest time.

For example, let's look at Metro in the Washington, D.C. area, that area's transit authority. One or another of the jurisdictions was holding that organization hostage by refusing to come up with

its share of the costs of financing that transportation system. The federal government was the worst offender. The federal government even tried to force the region to build a number of roads and other improvements before it would make its contribution available.

The court cases that came out of that resulted in an extended conflict that was eventually resolved, but this is an example of how it's possible for any one of the partners to derail these efforts at any time.

And you have to anticipate change, or you very easily create an interstate agreement that no longer has validity over time. You have to anticipate the fact that the challenges that are coming along will be different from the challenges today, and you have to build enough flexibility into these organizations to respond to what is coming.

Yet these formal agreements are terribly critical, especially if you really want to put some clout behind creating these agreements. If you really want to create the authority, you really want to create the taxing powers, the things that you often need to carry out services effectively at a regional level, then you have to think about creating some sort of an interstate agreement.

But there's an enormous array of less formal bistate partnerships that can develop equally successful strategies for assessing regional challenges. There are all sorts of coalitions of public officials that now exist around the country. But there's a growing array of organizations in other sectors as well.

You now have regional Chambers of Commerce, regional industry councils. You have regional marketing mechanisms. You have, as we've seen here today, university institutes that do regional studies. There's sort of an explosion in regional civic organizations around the country, bringing citizens together to deal with common issues — regional United Ways and now even the development of regional leadership forums, bringing the leadership of regions together in a regular way to serve as a clearinghouse for dealing with new challenges as they come along.

Now for a few observations on regional cooperation and the implications it has for bistate partnerships. The first observation is that all major local challenges are regional in scope. It's interesting. I use a test as I travel around and meet with people. I'll ask people, "Identify for me five challenges that you are dealing with in your particular jurisdiction." And invariably I find three, four, sometimes all five of those challenges are things that cannot be dealt with within the constraints of that jurisdiction. You have to get together with neighbors, you have to get together across the entire county.

These days, more often than not, you have to get together across a multiple county area, whole regions. In fact, it's not unusual that some of the issues talked about require thinking about these super regions, like Cascadia here, that stretch all the way from the other Vancouver down through Portland. The bottom line is, I think, that bistate partnerships have to have some flexibility on a geographic level.

Another observation is that all strategies for addressing regional challenges require some sort of partnerships. Economic development programs must be regional in scope to attract global attention. The region truly is the basic unit of competitiveness in the global economy. If you are going to have a successful stall in that global farmer's market it has to be a regional one.

We heard today how educational programs have to work seamlessly, and they truly have to do that across regions if we are going to develop the workforce of the future. We know the same is true for highway, for transit, for air and water quality. Even regional crime and drug teams are becoming more critical, because criminals flee very easily from one boundary or one jurisdiction to another.

Moving welfare moms into the workforce requires regional strategies, because these folks often live in different jurisdictions from where they are going to find jobs. Central city and inner-ring suburbs need to engage the entire region in addressing their poverty challenges. They cannot stem the flight of wealth alone, they have to have the internal strategies to do the community revitalization, but they have to couple these with the external strategies for sharing wealth so that they have a chance to do the revitalization they want to do without watching this enormous flight of wealth from their jurisdictions.

I think the bottom line is that bistate partnerships have to involve all interests. Regional partnerships have to involve all interests in designing and implementing doable strategies.

One more observation is that developing effective regional partnerships requires the brains and backbones of regional councils and other regional organizations. I have a bias on this subject, but I have a sense that if we didn't have something like regional councils at the beginning of this decade we would have invented them by now. And the reason for that is that regional decision-making has shifted from being an incidental nicety to a critical necessity. As much as anything else, we need to have mechanisms that can provide forums like this, where people can come together and talk about the common issues that cut across regions.

They become the regional front porches, playing the same sort of role that front porches did in neighborhoods of yore. Or taking the place of the old country store in more rural areas.

I heard an acronym the other day that I think really captures at least half the battle in regional cooperation. I'm not sure how to pronounce it, but it is something like BORPSAT. It's basically "bunches of the right people sitting at the table," BORPSAT. Bunches of the right people sitting at the table. But we need lots of BORPSATs if we are going to have successful regions. We also need to have mechanisms that are, what I like to characterize as Mr. Roger's mechanisms — that comes from living for a couple of decades in the Pittsburgh, Pennsylvania area and having this great awe for Fred Rogers.

We need benevolent puppeteers. We need people who will bring together the right regional actors at the right time on the regional stage to deal with the common challenges. So the bottom line regional councils and other regional organizations need to provide the front porches and country stores and even be the Mr. Rogers' mechanisms that build effective regional partnerships.

Observation number four is that the regional challenges are getting tougher. I think there is a recognition that we really have to deal with the tough issues. You've done a superb job of that over the last two decades in dealing with growth. The same is true of inter-community disparities, whether fiscal or economic or racial.

We just plain don't attract people to come to regions, we don't attract state and federal government funding, and we really don't have competitive regions unless we address tough topics. I think the reason for that is that people come to believe that if we take on the tough topics we truly believe in the future of the places that we live.

Now I think that superb things have been done for this region. That and an advertising campaign that says "visit but don't stay," have been all you need to attract all of the desirable residents that you want for this region. So the bottom line is if we are creating partnerships, they have to address the tough challenges.

Observation five is perhaps the most difficult one to deal with. The tough regional challenges need to be addressed together. There's a growing sense that no one of these challenges stands alone. You can't deal with transportation without dealing with air and water quality, without dealing with economic development, without dealing with public education, without dealing with growth. Everything is tied together, everything is much more interconnected.

In some ways, as a couple of people have already mentioned today, the most powerful impetus for regional cooperation at this point in time is a growing realization that we cannot have a high quality of life without it. We cannot have the jobs we want, the neighborhoods we want to live in, the amenities we want to enjoy unless our regions work.

Neighborhoods won't work unless regions work. And this is perhaps the first critical challenge of the 21st century, maybe the one that will make us all committed regionalists. The bottom line. Bistate partnerships either have to be multipurpose or have to work cooperatively together on interrelated challenges.

Now, a few thoughts on building these partnerships. This may be the one place I'll give some unsolicited advice, and that is, don't begin by looking for the ideal partnership, it just plain doesn't exist. And it can also be a very self-defeating pursuit. Talking about the ideal mechanism is a very easy way to get into organizational politics and have people talking about winning and losing.

Rather — now let me throw out a radical sort of idea, one that struck me when I was writing Regional Excellence. Rather, I would suggest developing a SARGE, a strategy for achieving regional governance excellence. And by governance, before I scare somebody into thinking I'm talking about regional government by governance with the "ce" on the end of it, I'm really talking about no more than how we come together to deal with the common challenges that we are addressing.

But I think we need these sort of strategies. We need these SARGE's. We need to engage the whole community in putting them together. I think you've made a great start here in many ways toward creating a SARGE. You've engaged the two governors, you've engaged Neil Goldschmidt, who is obviously an incredible regional treasure to take advantage of. Maybe this is the focus of the next leadership symposium.

But what would be involved in doing a SARGE? Well first, there's a need to look at what you're facing in terms of regional challenges. What have you dealt with? What are you dealing with? What's coming along in the future?

In fact, I have an interesting idea. Maybe we could create a kind of timeline that showed the types of challenges we've wrestled with over time. Or maybe we do it geographically and have some overlays to show how each of these challenges overlay with other challenges.

We also need to look at what sort of partnerships we have to address regional challenges. I was just blown away, I don't know if you were as well, but hearing how much is already going on. I think it is terribly important to understand what we are already doing. How well is that network operating? How well is that network of mechanisms working now?

And again, I think it would be nifty to look at this in a visual sort of way, using a three-dimensional model showing how all of these different regional entities connect or don't connect. I suspect it wouldn't look very stable at this point in time, but if you looked at it visually you might begin to see where you have the strength and the connections and how to make it work.

Maybe the toughest part is developing a vision of how we want to govern the region in the future. Without vision, we tend to make any partnership as good as any other partnership. And as we create each new partnership, it may or may not contribute to our ability overall to do a more effective job of governing ourselves in the future. So I think we need some sort of a vision. And then having done that, put together a strategy to move from where we are to where we want to be in terms of a vision.

Now the test of success for me is being able to say to ourselves: we now can address emerging regional challenges in a timely and effective manner. We can take advantage of common opportunities before they are lost. We can deal with common threats before they explode in a crisis. Or another way of looking at it would be saying with some confidence that we are doing a better job today than we were yesterday in dealing with these common challenges, and we have every reason to believe we are going to be dealing with them better in the future.

Now, what will go into these Sarge? I don't really want to dwell on this, but in Regional Excellence I talk about various types of initiatives around the country that I think fit into a strategy for achieving regional governance excellence. There are some steps to make regions more prominent, to make them more visible, make them more important. You've talked about some of these things. Hosting symposiums like this one, maybe doing regional visitations to other bistate regions. Take a whole delegation and go to another region.

Beg, borrow and steal all the ideas other regions are using. Celebrate regional success, the larger regional success, celebrate the bistate activities that succeed. Maybe have some sort of an annual regional excellence day or week. One of the things that we are helping put together which might be a model is in the St. Petersburg/Tampa Bay Region. They are going to hold something in early 1999 called "First Week."

Many of you are familiar with the "First Night" celebrations that many communities hold as a celebration of New Year's Eve. In this Florida region they are talking about doing something called "First Week," the first three days of the New Year. The focus will be on making resolutions in that region for things that we will collectively do to build a sense of region.

We need to make regions equitable, we need to reverse the widening economic fiscal and racial gaps between communities across regions. I heard a little bit of this today. Certainly, there are places where the rich are getting richer and the poor are probably getting poorer.

Why is this issue critical? It's very difficult to have partnerships if the partners do not feel equal, and they feel they are becoming even more unequal over time. And we have a lot of very successful options for dealing with this that have been demonstrated very successfully around the country in terms of sharing regional revenues and financing particular sorts of improvements.

Some places now have regional asset districts, where the region collectively says it is important that we all get together to support certain cultural and recreational and other sorts of assets. We have regional approaches for targeting regional development. In the county where I live, Montgomery County, Maryland, there's not a regional but a sub-regional approach toward promoting integration both by class and race.

For 20 years now, the county has required all developers to set aside 15 percent of new housing for low and moderate income people. Now, they aren't penalized, they are allowed to build over what the zoning allows, but it has created this rainbow by class and race across the entire county. And the interesting thing is it applies equally to the tract mansions out in Potomac as it does to the townhouses close in to the District of Columbia. So we need to create this equal opportunity playing field for all communities in order to achieve regional excellence.

We need to make regions empowering. We need to make everyone think of themselves as a regional citizen and create all kinds of interactions, in all sectors, to make this happen. And I heard a lot of that energy today. Bringing the unlikelies together to discuss the unmentionables and do the unheard of. That's what regional cooperation is really about.

And you do that with regional leadership programs. A couple of places now are designing curricula on regions that will be used in the primary and secondary schools. So you start people thinking about regions very early on. Provide citizens with regional information.

I think one of the serious problems we have right now is that we've gotten people's attention, but what next? People really know there's something larger than their neighborhood or jurisdictions, but they have no idea how to get connected with that larger thing, and they less understand what

it is when they do get connected. One of the challenges for all of us is to be able to take these very complex large issues with large dollars and large areas and bring them down to a level so that individuals and families and neighborhoods understand the implications of decisions that are happening at the regional level.

Not an easy challenge. We need to support a regional citizenship that pursues these initiatives. We need to convert people from being NIMBYs, “Not in my backyard,” to RIMBYs, “the region is my backyard”

And finally, we need to make regions institutionalized and create networks. To create this network of mechanisms we don't need all powerful regional government, but we need to make these networks work. We're probably going to need some special authorities before we're finished. We are certainly going to need some private and academic and civic and non-profit and other sorts of groups. I think we're going to need some multipurpose groups, like the leadership forums.

Some places now have so many different regional mechanisms, we've actually created mechanisms to help them coordinate and share information of their activities.

We need to institutionalize and develop our capacity for achieving regional excellence. We need, as Neil Goldschmidt was saying, "to think big." And maybe one way to think big is to think about developing something as ambitious as a SARGE to guide making our regions prominent, equitable, empowering, institutionalized and strategic.

In closing, let me just share with you something exciting that's going on at NARC. Last year we started a noble experiment. It was what we called a National Regional Summit. We put it together from an idea to an action in less than two months. We had two dozen co-sponsors. We had close to 600 people in attendance, and we had the greatest assemblage of regional wizards you've probably ever seen. We broke into small groups like you did here today, and we put together an equally audacious activity. We put together a National Regional Agenda.

We asked what are the things we could do locally and at the state levels and national levels to really foster effective regional cooperation. And now we've got groups of people taking bits and pieces of that and carrying them out over this year.

We are going to do the same thing in March of 1999, a second National Regional Summit. For this one we are also going to put together a “state of the regions report” at the national level — taking what you've done here and others have done and extracting the essence into a national report on the state of regions.

We are probably going to be focusing attention on the two hottest topics that came out of the last one. One, not surprisingly to any of you I'm sure, is shaping and balancing regional growth. The other, probably not a surprise either, is building diverse regional communities.

There might even be an international component. The Eurocities Group now wants to send a delegation to the summit, and we are also getting interest from other places around the world. We might even produce the International Regional Summit the day before the full conference starts and bring together regional organizations from around the world.

So, bring your regional friends and family. The conference will be March 20 and 21. I'll be happy to provide any information that would be useful.

Last but not least, one comment and one short story. The comment comes from the mentor for the work that I did on Regional Excellence and someone who has been a supporter in so many ways. John Gardener has done a little bit of everything, but most notably he is a renowned community builder. Speaking of regions, he said, "to think intelligently of the future is to think regionally."

And last, one of my favorite stories, this one compliments of Dan Kemmis, who talks about how studies of primates indicate that they are always creating new behaviors. Many of those behaviors go absolutely nowhere, but some get carried on. One monkey will introduce an idea to another monkey, and then that activity will spread to a third and a fourth monkey. Then something fairly phenomenal happens. After very few monkeys adopt this new idea, all of a sudden the whole species adopts it.

Now it's not absolutely clear what this number is, and it probably changes from behavior to behavior, but it's not thousands and thousands. It's more like a hundred or two hundred or a lower number. So this gives me some hope that for topics as difficult as regional cooperation we don't have to convince everybody, one by one. Maybe eventually we'll create enough of a critical mass — maybe there are enough people in this room to make this happen across the region.

So, may you think intelligently of the future, may you find the hundred monkeys and begin to achieve regional excellence. I thank you very much.

I passed out some information on NARC, and if you are interested in our activities I'll be happy to chat with you. I thank you very much for this opportunity to share some thoughts with you about fostering regional cooperation.

## **Jay Waldron**

Last year you asked us to find someone who knew about other regions and what works, and that's why we have Bill here. So we thought a good part of this would be the question and answer period. Bill, you have a microphone there. I'd like to have one of the groups begin by asking Bill some questions about what you talked about. Get his wisdom about what works.

## **Question**

Mr. Dodge, as you looked at one of the 44 regions you mentioned, what would a typical tax structure appear to be? What would it look like?



## **William Dodge**

The only places that really have easy regional tax structures are the ones that are in single states and there you have some places where you have dedicated taxes of one sort or the other that do a variety of different things.

You often have dedicated taxes for transportation activities or systems, sometimes for a particular sort of facility, like a convention center, some are for probably all too many baseball and football stadiums, things of that sort.

You also have two places, Denver and Pittsburgh, which now have regional asset districts where you basically have a dedicated tax that is going to support what is deemed to be regional assets. These can run again from baseball and football stadiums to libraries to recreational facilities and parks, the things that you consider of regional significance that ought to be collectively supported. There are only two places in the country that share taxes at the regional level. The Minneapolis/St. Paul area has done it for 20 some years, and now Montgomery County in the Dayton, Ohio area, which has the complexity of having both sales and income taxes, so they had to work out an arrangement to share both of them.

When you get into multistate regions, I'm not aware of any examples of true regional taxing authorities. The closest we have just happened in Kansas City, where on both sides of the border they passed look-alike sales taxes to fund, interestingly enough, a facility which is on the Missouri side of the river. So you basically have a dedicated tax from the Kansas side of the river that's going to support a facility on the Missouri side of the river. But it's not really a regional tax as much as it is a look-alike tax passed in the two different states.

Where you have the need to finance something on a regional basis, where it's bistate or tristate, it usually is not done in the form of taxing authority, it's done in the form of a commitment to come up with a certain amount of money and each of the jurisdictions has to figure out on its own how to come up with the money. So you are not so much creating a taxing authority as you're giving up a share of the cost of financing.

In the Washington region, for example, there's a classic example of financing. To pay for Metro each of the jurisdictions, the states and in this case the federal government contribute a certain part of the cost for the construction and the operation of the Metro system.

## **Question**

Do you know of an example of a region that successfully organized its community colleges and institutions of higher education to meet work force training needs and the needs of small and medium size businesses for management excellence and process improvement? If so, how does it work?

## **William Dodge**

The simple answer is I do not know of one. But that could just be my ignorance, they could very well be out there. There are some college and university consortia organized around the notion of joint marketing of their own institutions. And there are also a couple of coalitions doing collaborative efforts to create economic spinoffs of technologies developed by the colleges and universities. Instead of each of them trying to do that on their own, they are creating essentially a research park or some sort of facility where they share the costs and the marketing and the putting together of those sorts of coalitions.

It's a very good question, I do not know where that's going on. There are a lot of regional strategies now, developing regional strategies around education, now that education has become so critical and people are focusing on how you make a seamless transfer from level to level. They are looking at how you transition from the primary to the secondary to the higher education systems in such a way that people do not drop out of the system.

And the most important thing, of course, is you bring everybody that you can up to the level of skills that the workforce is going to demand in the future. So there's much more thinking of how you tie that together. We heard some of these ideas talked about this morning, like giving students the opportunity to take college level courses, to take advance placement courses even if their schools don't offer them. All those experiments are being tried, and educational institutions are all of a sudden becoming much more like the rest of us in figuring out how to work collaboratively.

### **Question**

Are there other places in the United States that have an environmental issue that joins two states, like the listing of the salmon under the Endangered Species Act, where the states have cooperated and addressed an environmental problem jointly?

### **William Dodge**

Yes, definitely. I don't know if there is anything quite as defining as the salmon in a bistate or tristate area. There are endangered species types of challenges that other regions have wrestled with. Some would argue that the only thing that has ever stopped the growth machine in Los Angeles for example, is the Endangered Species Act. Nothing else seems to abate the continued growth of that region.

But I think the one that is obviously a hot topic in a lot of other parts of the country is the whole question of air quality. That issue, whether it's in a single state or bistate or multistate region is creating very interesting dynamics in a lot of places around the country. Even in the Washington, D.C. area, they are constantly fighting with how to come within the standards that are established for air quality. So I think that air quality is definitely an issue that is bringing all the interests across regions together. But I can't think of anyone that has quite the same sort of compelling interest that salmon does in this region.

### **Question**

Bill, are you familiar with any other regions that might share our neighboring situation — Vancouver and Portland — and the possibility, the challenges and the chances of getting tolls removed from our telephone calls?

### **William Dodge**

I think that's a superb idea. This, by the way, was the issue that in some ways brought the Winston-Salem region together. Because there you had a case of three communities, Winston, Salem and Greensboro, being cheek to jowl, plus Highpoints, which was not that far away. It was a region that was divided in every way you can imagine, even though it was literally across the street from each other in terms of what you physically had on the ground.

You had two different regional councils, you had totally separate regional organizations serving both halves of that region, and you also had different telephone calling areas. So it literally was a toll call to call about a block away, and one of the first things that brought that larger region together was making the collective argument that the toll system didn't make sense.

I'm not sure what they did, but they were able to get a toll-free calling area that represented more of the real region than had been there before. It's also been a continuing battle in the Washington, D.C. area. In the Washington, D.C. area, you have to dial the area code across the state line. So to me, that is one of those tangible sort of benefits that everybody can see occurring. If you can put something like that in place all of a sudden, you've made a case with everyone in the region about the benefits of coming together on a regional basis. Of course, you've got to have a cooperative telephone company to do that, but I think there are probably ways to work out that arrangement.

### **Question**

Could you comment on the role that the media plays in regionalism? We talked at our table about the role of newspapers, and how newspapers tend to zone their papers and zone their information, which doesn't allow for individuals around the region to hear about what else is happening in other parts of the region. That's the print media. Television tends to focus on the issues that are specific to the largest jurisdictions. Can you give us some comments on that?

### **William Dodge**

Actually, this is one area where I think there's lots of hope. If there is any industry that recognizes the region without much of a challenge it is the media. When you think of the marketplace for the media, it's as far as those radio waves will go, or the T.V. waves, or as far as you can successfully sell your newspaper. So if there's any industry that almost automatically sees its market grow as the region grows, it is the media.

And in many places, the media have responded to these changes very quickly. It's one of the things I check when I travel around. You often see the word "region" used not once, but

repeatedly in the promos for the local news at nighttime. Most all of the local sections, or what used to be local sections, in newspapers are now metro sections of newspapers. So I think from a marketing perspective, it's not only an easy sell, I think most of the media have gotten the point.

I think the real difficulty, though, is covering the region. It's very tricky and still falls between the cracks. Anywhere you go in the country, we get great coverage of the police blotter. In fact, I think one of the things that I've noticed watching the local news, now that it has gone regional, is that people realize that not all of the horrible crimes happen downtown. There are some pretty nasty, bizarre things that happen out in suburban and fairly rural settings.. I don't know if that's good or bad to have that happen, but you now do see that coverage around the region.

The difficulty is that I don't think most of the media has yet figured out how to cover the region. There isn't any particular advancement path for a reporter through the entire region. If you're on the city desk, you probably want to get off of it and get into some other part of the newspaper, because it's sort of a dead end. And some places now have regional reporters. You actually can be hired as a regional reporter, but generally it's the bigger papers that do that.

You have now a number of the larger newspapers with special editions throughout the region. That, by the way, cuts both ways. There was an excellent analysis recently done of the Los Angeles Times to point out that the story you read in the Orange County edition is not the same story you read in the Los Angeles division. Actually, it's not so much that it's misleading news, it's that you selectively have covered the story from the perspective of what you think will appeal in those two jurisdictions. So sometimes, even when you go to this regional coverage, you don't necessarily get regional coverage as a result in the newspaper.

But I would say that if you got the media together with those of you who are interested in figuring out how to tell the story, I think you could have a lot of influence. One of the things that's beginning to happen with some of the regional councils around the country is that the media are contacting them when there is a regional story and the reporters want some information very quickly. If you're on TV, you like to have some backdrop of a chart or a table or a map that shows you something about the region. Or, if you are the print media, you want to be able to run the same sort of thing in the newspaper.

And now some of the newspapers and the TV and radio stations have developed connections with regional organizations that can very quickly provide them with the news and the information they need. The reason this is so critical is that the media are the best communication devices we have in terms of getting the story out day after day about the region. You can have an event like this, and it will get some media coverage, but then there's a long period of time before the next event gets coverage.

But if the media all of sudden have picked up on the idea of regionalism, and if these ideas are being talked about day after day after day, that has a substantial impact on the public's perception. They become aware that they are part of a region and they live in a regional community. So I think there's a lot of hope in that area.

## **Question**

Thank you. I wonder if you might share with us what your experience is in dealing with what might be described as unique features. Things that you do not want to duplicate around the region but you want one of for the region, or two of for the region.

For example an amphitheater, which is being discussed here. Or, a baseball stadium, or an art museum, or a convention center or a historic district. What are the unique things that you see about dealing with those issues, facilities or features?

## **William Dodge**

Well, we still tend to deal with regional challenges more out of crisis than out of vision. The ideal regional challenge is one where we've all tried to deal with something individually, we've all failed miserably and somebody's holding some sort of Sword of Damocles out there that if we don't do something in the next 12 to 18 months cooperatively the world's going to come to an end. That's the ideal regional challenge.

That's still the one that gets our interest and participation and encouragement, and probably that's the one where you can get people to bury some of their parochial interests and actually come together and do something collaboratively. But the problem is, if you pick battles that aren't there, then you might just end up spinning your wheels in some way or the other. If there is no sense of crisis in this region that more than one amphitheater will be devastating, you might have to go through the experience of at least wrestling with it for awhile, or maybe even ending up having two amphitheaters.

Now it's nice to think that if we can do things out of vision, we can think about the collection of facilities we need, and probably you can't do this facility by facility. Neil Goldschmidt made reference to Forward Thrust in the Seattle region, and I think the most superb part of what they did is getting input from everybody about what the region needed. And they came up with a whole collection of stuff, so by the time they put the package together there was something for everyone in the package. Everybody came out with something as a result of it.

If you try to do it facility by facility, everything becomes a dog fight about who wins and who loses. But if you can somehow or other figure out a package of things, so that somehow or the other you get some balance among the things that you are trying to do, you may be successful. That's where I think vision can help shape the thinking.

But unfortunately, to get vision you often have to broaden the conversation much beyond what people immediately want to talk about. They want to talk about the amphitheater. They don't want to talk about all the other things that we might be thinking about simultaneously and how to put them together in some sort of a coordinated fashion.

I don't know enough about the issue, and I don't mean to discourage you from getting into topics that you want to do something about. If there isn't something compelling about getting into the conversation, you can spend a lot of energy on something you can't have much influence over. So, at this point in time, there is enough compelling stuff on the regional agenda that you probably can do. But my suggestion on that one is try to either make some sense out of that individual decision or couple it with some other types of decisions.

## **Question**

This is not so much a question about theory but a practical issue. In some ways, we're a little bit unbalanced. We have more jobs in Washington County relative to the other counties, a little bit more people and a little bit more bedroom community in Clark County. It's been a way that some

Oregonians have avoided the urban growth boundary. Is there another bistate region just like that in the United States, and if there is, what have they done or not done about it? Is there some other place, sort of like us, two states and a little out of balance?

### **William Dodge**

In fact, I think most of the regions probably fall into that category, and I'm not sure which is more difficult to deal with, quite honestly: the ones where you have a larger partner and a smaller partner are probably more characteristic of most of the bistate regions. When I was talking about mid-America in Kansas City, that's the case. It's a case in most of the regions around the country. You don't have equal size on either side of the state line. And actually, as difficult as it sounds, I assure you it's a whole lot more difficult when you've got two fairly sizeable places jostling for position. Tampa and St. Pete in the last couple of years have just decided that there is something larger than each of them alone.

I have questions in my own mind whether the Washington, D.C. region has figured that out yet. There you've got a group of 800 pound gorillas, all who have no hesitancy at all to stomp around in the jungle any time they want to and end up killing a lot of regional initiatives and a lot of other things. We've got the extreme at Fairfax County, which I am not sure even thinks of itself as a jurisdiction any more. They are somewhere between a nation and a separate planet in terms of the way they look at themselves.

So, as difficult as it is in this sort of situation, when you are dealing with a lot of people who are jostling for who has the primary place, that's no easy battle to fight. Again, I think it's the question of picking your battles. Pick the ones where there's enough common interest and enough compelling need so that everybody can benefit from doing this, and to some degree avoid some of the places where there are too many dangers. If you do want to do a regional visitation, go to a couple of other places that are in a similar situation that you're in and see how they deal with this particular sort of challenge.

# Discussion Groups Report

## What are the critical issues facing your community?

- Transportation (25 mentions) - ranging from addressing road congestion to the lack of public transportation alternatives. Freight movement and channel dredging were also important at the community level.
- Growth Management (23 mentions) - the desire to maintain quality of life through growth management is an important issue at the local level as well as at the bi-state level.
- Education (21 mentions) - involving improvements in K through 12 education as well as higher education. Groups felt that higher education should play a stronger role in workforce development as well as research. Elementary education is seen as a way to address crime.
- Environmental Quality (21 mentions) - groups identified the endangered salmon, along with air pollution and environmentally sustainable cities as issues important in their community.
- Citizen Involvement (11 mentions) - many groups talked of the need to address public skepticism as an important step in solving local as well as regional problems. This included efforts to involve and educate the public and to address any mistrust of elected officials or government in general.

## Which of the critical issues identified at your table are bistate rather than local or subregional in scope, and should be addressed with a bistate effort?

- Transportation (44 mentions) - the groups were quite clear about the need to approach this as a “system” rather than “road” issue. Also included here was the channel dredging issue, funding, the airport, the links to the economy and to industrial lands, and the elimination of toll charges and use of technology to eliminate/reduce the need to travel.
- Growth Management (32) - sprawl, jobs/housing balances, the provision of affordable housing, access to services, the region’s carrying capacity, and simply coordinating land use planning were all included here.
- Environment (31) - responding to the listings of steelhead and salmon led the list. Water quality and quantity, the river, the gorge, air quality, and creating common environmental standards through a bistate environmental commission all received mention.
- Building the Regional Community (30) - the notion of the metropolitan area as a place, with a common culture and shared values, and being able to engage people in that idea received a lot of attention. In addition, groups identified getting the media engaged, governance, connecting Olympia and Salem, leadership, creating a long-range vision for the region, and sharing responsibility for children as important issues.



- Education (17) - creating a seamless “k-higher ed” system, with easy access and common tuition charges.

**If we can successfully address the bistate issues identified in the morning discussion, how would this region be the same or different in the future?**

- Environmental Quality (17 mentions) - healthy waterways and restored fish runs were seen as immediate benefits of successful bistate approaches. Also mentioned were more environmentally sustainable communities, cleaner air, and less urban sprawl. Here maintenance of the existing environment was often suggested.
- Increased Public Activism (13 mentions) - these responses varied from more public trust in elected officials to a greater sense of place and community. Group members feel that the process of addressing bistate issues will increase civic participation and spirit.
- Better Leadership (13 mentions) - Having more effective bistate leadership will result from addressing regional issues. This also refers to effective communication between agencies and groups, and generally a more unified vision concerning the goals of the bistate region.
- Education/ Workforce Development ( 11 mentions) - according to group members, working at the bi-state region will be effective at improving the education of our children and will enable our workforce to meet future challenges.
- Transportation/ Public Transit (11 mentions) - groups generally suggested that maintenance rather than improvement can be expected with regard to traffic congestion. Public transportation opportunities were seen in a more positive light.

**Which of the bistate issues must be addressed soonest?**

- Transportation - the I-5 corridor issue, with attention to both capital projects and transportation demand management efforts, and the channel dredging issue.
- (tie) Education - creating, funding, and providing access to a seamless “k-higher ed” system in the metropolitan area.
- (tie) Environment - responding to the listings of steelhead and salmon and creating a more formal bistate effort to address and manage environmental quality issues.
- Growth Management - better coordination of land use planning with attention to issues of affordable housing.
- Building the Regional Community - engaging metropolitan area residents in discussing and thinking about the region as a place with common interests, and proactively working to restore faith in civic institutions and processes.

Note that many of the groups commented on the interconnected nature of these issues. That is, the issues relate and addressing one will ultimately lead you to all the others. There was some concern that a bistate focus could be interpreted to exclude or simply ignore the need for

strengthening intra-metropolitan relationships generally. The suggestion was made that we begin to work on these issues as metropolitan issues rather than as bistate issues to make the next steps more inclusive.

## Registrants

Deborah Abraham	Washington State University Vancouver
Val Alexander	Board of Directors, Friends of Clark County
Don Allen	Sandy City Council
Patrick Allen	Regional Development Officer, Oregon Economic Development Department
Jeff Anderson	The Oregon Community Foundation
Monty Anderson	Planning Director, City of Washougal
Michael Andrews	Fund Manager, Enterprise Foundation
A. J. Arriola	Office of Finance and Administration, Portland State University
Bill Atherton	Metro Council
Betty Atteberry	Executive Director, Westside Economic Alliance
Rick Attig	Associate Editor, The Oregonian
Bill Bach	Senior Manager, Port of Portland
Ronald Barca	Friends of Clark County
Don Barney	Barney & Worth
Dan Bartlett	Milwaukie City Manager
Gerald Baugh	Senior Project Manager, City of Vancouver
Margie Becker	Ports Division, Oregon Economic Development Department
Anne Berblinger	U.S. Economic Development Administration
Daniel Bernstine	President, Portland State University
Rose Besserman	Vancouver City Council
Mary Jean Bey	League of Women Voters
Kirsten Birkeland	Campus Communications Coordinator, Washington State University Vancouver
Bryan Boehringer	Government Relations Assistant, Oregon Health Sciences University
Jerri Bohard	Section Supervisor, Clark County Long Range Planning
Malcolm Boswell	LMI Specialist, Oregon Employment Department
Jo Ann Bowman	Oregon State Representative
Joanne Boys	City of Washougal
Tom Bradley	Commissioner, Port of Vancouver
Thera Bradshaw	Clark County Emergency Services
Richard Brandman	Principal Program Director, Metro
Mark Brown	Director of Government Relations, City of Vancouver
Randy Bruegman	Clackamas County Fire District
Tom Brumm	Intergovernmental Relations Manager, Oregon Economic Development Department
Trina Buitron	District Staff Office of Congressman Blumenauer
David Bunnell	Commissioner, Clackamas River Water
Scott Campbell	The Columbian
Don Carlson	Representative, State of Washington
Brian Carrico	Planner II, Clark County Long Range Planning

Annelore Cashion	(Clark County)
Robert Cashion	(Clark County)
Lanny Cawley	Executive Director, Port of Kalama
Maureen Chan-Hefflin	Communications Manager, Port of Vancouver, USA
Foster Church	Reporter, The Oregonian
Bill Ciz	Traffic Section Manager, Oregon Department of Transportation
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Duane Cole	Newberg City Manager
Elsa Coleman	Deputy Director, City of Portland Transportation Office
Maggie Collins	Planning Consultant
Pat Collmeyer	Research Manager, Neil Goldschmidt Inc.
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Joe Cortright	Consulting Economist, Impresa
Andy Cotugno	Transportation Planning Director, Metro
Bill Coutant	Reporter, Daily Journal of Commerce
Dianna Cruz	Program Assistant, Downtown Vancouver Association
Tom Cusack	Director, Multifamily Housing, U.S. Department of Housing & Urban Development
Howard Cutler	Housing Manager, Portland Bureau of Housing & Community Development
Jason Daughn	Office of Senator Ron Wyden
Lynda David	Senior Transportation Planner, Southwestern Washington Regional Transportation Council
Diane Davis	
Steve Dearborn	Governmental Affairs Director, Greater Vancouver Chamber of Commerce
Ryan Deckert	Oregon State Representative
Chris Deffebach	Senior Planner, Metro
Rob DeGraff	Associate Vice-President, Association for Portland Progress
Hal Dengerink	Dean, Washington State University Vancouver
Ruth Ann Dodson	Government Relations Manager, Portland Metropolitan Chamber of Commerce
Russ Dondero	Professor, Pacific University
Troy Doss	J.D. White Company
Rob Drake	Mayor, City of Beaverton
Cynthia Eardley	
Susan Ellinger	Planner II, Clark County Long Range Planning
Aaron Ellis	Public Affairs, Port of Portland
Larry Ellis	Seafirst Bank
Alan Ely	Institute of Portland Metropolitan Studies
Walter Evans	Attorney, Schwabe Williamson & Wyatt
Toni Farrenkopf	Clinical Psychologist, Toni Farrenkopf and Associates
Alan Fletcher	Deputy General Manager, Clackamas River Water
Bruce Fontaine	Commissioner, Clackamas River Water

Lianne Forney	Communications Director, Clark County Communications
Bill Fromhold	President, Greater Vancouver Chamber of Commerce
Anita Gahimer	Manager, Port of Skamania County
Benjamin Gassaway, Jr.	Assessor, Clark County
Karry Gillespie	Director, Center for Community Research
John Godsey	Consulting Engineering Services (IMS Board of Directors)
Kevin Gorman	Executive Director, Friends of the Columbia Gorge
Rebecca Graham	Coordinator of Marketing & Research, The Communitas Group
Patrick Greene	Program Manager, Columbia River Economic Development Council
Tim Grewe	Director, Office of Finance & Administration, City of Portland
Ed Gronke	(Clackamas County)
John Hall	Metro Regional Strategies Board, Portland Development Commission
Wayne Hamersly	Director, Oak Lodge Sanitary District
Janet Hammer	Institute of Portland Metropolitan Studies
Judie Hammerstad	Commissioner, Clackamas County
Richard Harmon	Director, Portland Organizing Project
Allyson Harris	Public Relations Specialist, Northwest Natural
Jeanne Harris	Vancouver City Council
Bob Hart	Senior Transportation Planner, Southwest Washington Regional Transportation Council
Tom Hartley	Director of Operations, CTRAN
Tana Hasart	President, Clark College
Scott Hewitt	News Reporter, The Columbian
Mary Higgins	Friends of Clark County Board of Directors
Larry Hilderbrand	Associate Editor, The Oregonian
Sue Hildick	Director of Government Relations, Oregon Health Sciences University
Shari Hildreth	Deputy Southwest Washington Director, Office of Senator Slade Gorton
Kurt Hillman	American West Steamboat Company
Lisa Shaw Hix	City of Vancouver
John Hoefs	Director of Maintenance, CTRAN
Janet Holen	Columbia River Gorge Visitors Association
Charles Holzweissig	Reporter, KBOO
Steve Horenstein	Horenstein & Duggan
Dena Horton	Washington State University Vancouver
Deborah Howes	Reporter, KBOO
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Joan Johnson	Citizen Activist - Washington County (IMS Board of Directors)
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Dean Lookingbill	Transportation Director, Southwest Washington Regional Transportation Council
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Peggy Lynch	Citizen Activist
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Camas City Council  
Executive Director, Oregon Business Council

## About the Institute...

### Mission...

The Institute of Portland Metropolitan Studies is a service and research center located in the College of Urban and Public Affairs at Portland State University. The mission of the Institute is to serve the region and further the urban mission of Portland State University by:

- providing new access to the resources of higher education for area communities;
- helping to make an understanding of the metropolitan area of strategic value to citizens, faculty, students, elected officials, and civic leaders;
- providing a neutral forum for the discussion of critical metropolitan policy issues;
- creating partnerships linking faculty, students, and community groups to meet community and scholarly objectives; and
- sponsoring public service research.

We serve both as a “new front door” for higher education and as an active participant in the civic life of the metropolitan area. We act as a broker, making new connections between the community and higher education, and new connections within the community between community interests from throughout the metropolitan area.

### Board and Programs...

The Institute is governed by a 23-member Board, appointed by the President of the University and drawn from throughout the six-county area. The Board is responsible for establishing policy to guide the development of the Institute and its programs, and to assist the Institute with securing the resources necessary for fulfilling its mission.

Two primary initiatives form the core of the Institute’s activities:

**I. Creating University-community Partnerships** - Annually the Institute seeks to develop one or more partnerships involving faculty, students, and community groups. To date, the following partnerships have been developed:

- Gresham Urban Design Studio - Partners include the Institute, Professor Rudy Barton of the PSU Architecture Department, and the City of Gresham, a fast-growing suburban city with many urban design questions.
- Portland Today - Partners include the Institute, the undergraduate Natural Science Inquiry program directed by Professor Bill Becker, and the City of Portland Energy Office. The result is an annual report on the state of the City’s natural environment.
- Center for Community Research - Partners include the Institute, Director Karry Gillespie, and the Urban League of Portland. The Center will seek to assist

community-based groups by providing them with technical and, in some cases, research assistance to meet the expectations of funders and policymakers for documentation of community needs and program outcomes.

In addition, the Institute provides contacts for student-initiated projects, access to student interns for community groups, and seeks project “clients” for faculty and their classes.

**II. Promoting Metropolitan Collaboration** - Many if not most community issues are common to a wide range of metropolitan area communities. To promote the creation of new collaborative partnerships to address truly regional issues, the Institute has developed several projects to help explain the common features of life in the metropolitan area:

- Metropolitan Clearinghouse - a searchable database containing current information on reports, plans, and other products developed by area jurisdictions, agencies, and organizations.
- *Metroscape* - an atlas and mirror of the metropolitan area, published twice a year for a general audience.
- *The Catalyst* - our quarterly newsletter bringing you news of the Institute and the region.
- Annual Leadership Symposium - an annual event designed to provide civic and elected leadership with cutting-edge ideas about leaders and their communities.
- *Metropolitan Briefing Book* - the Institute’s biennial compilation of critical metropolitan issues, values, and emerging regional trends.
- The Institute Web Page - designed to present the six-county metropolitan region. The Institute is a part, a small part, of this incredibly interesting and desirable place to live.
- PSU@HOME - a mobile storefront for the Institute and the University that provides access to and training for the use of geographic information systems in communities throughout the region.
- Regional Connections - an analysis of the major clusters that make up the region’s economy, including an assessment of the relationships within and among clusters and with the geography of the metropolitan area.

**For more information about any of these projects, to be placed on the mailing list, and/or to receive a copy of our publications list, please contact:**

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