

SPEECH TO THE CITY CLUB - STATE OF THE CITY, JANUARY 10, 1975

THIS MARKS THE TWENTY-FIFTH MONTH IN THE LIFE OF THIS
ADMINISTRATION. WE HAVE WORKED VIGOROUSLY IN THE PAST 25
MONTHS, COMMITTED TO THE PRINCIPLE THAT WHAT HAS HAPPENED TO
THE OTHER CENTRAL CITIES OF AMERICA NEED NOT HAPPEN TO PORTLAND,
THAT THE HOPELESS SPIRAL THAT HAS DESTROYED OTHER CITIES --
INCREASING TAXES AND DECREASING SERVICES, INCREASING POLLUTION
AND DECREASING NEIGHBORHOOD LIVABILITY, INCREASING URBAN SPRAWL
AND DECREASING CITY POPULATION BASE -- A SPIRAL THAT FEEDS ON
ITSELF, COULD BE PREVENTED HERE. OUR EFFORT OVER THE PAST 25
MONTHS HAS BEEN TO SAVE PORTLAND FROM URBAN BLIGHT, DECAY AND
OBSCURITY.

TODAY I WILL REVIEW THE STRATEGY THAT HAS GUIDED US IN

THIS EFFORT AND REPORT ON OUR PROGRESS TO DATE. THIS STRATEGY
IS BASED ON THE FOLLOWING CONCLUSIONS:

1. SAVING PORTLAND MEANS PRESERVING AND PROTECTING PORTLAND'S
NEIGHBORHOODS.

OUR RESIDENTIAL NEIGHBORHOODS ARE THE BACKBONE OF THE
CITY. TO KEEP THEM HEALTHY, THE CITY MUST FOCUS ITS
EFFORTS ON A PROGRAM OF NEIGHBORHOOD STABILIZATION.

DESPITE SOME ANNEXATION, PORTLAND, LIKE MOST CENTRAL
CITIES, IS LOSING POPULATION -- SOME 5,000 PEOPLE OVER
THE PAST 5 YEARS. THIS OUTFLOW IS A DISTURBING INDICATION
THAT CITY RESIDENTS ARE CHOOSING TO RAISE THEIR FAMILIES
IN THE SUBURBS BECAUSE THEY NO LONGER ARE SATISFIED WITH
THE SECURITY, EDUCATION AND AMENITIES -- THE NEIGHBORHOOD --

THAT THE CITY HAS TO OFFER. SO THE FIRST AND MOST IMPORTANT AXIOM IS THAT WE MUST STEM THIS FLIGHT TO THE SUBURBS BY MAINTAINING AND UPGRADING THE LIVABILITY OF PORTLAND'S RESIDENTIAL NEIGHBORHOODS AND THE EDUCATION THEIR SCHOOLS PROVIDE.

2. DOWNTOWN PORTLAND MUST BE REVITALIZED AND MAINTAINED AS THE ECONOMIC AND CULTURAL CENTER OF THE METROPOLITAN REGION.

LIKE OLD TREES, CITIES DIE FROM WITHIN, FROM THE CORE OUT.

IF PORTLAND'S RESIDENTIAL NEIGHBORHOODS ARE THE CITY'S

BACKBONE, DOWNTOWN IS THE HEART. IN OTHER CITIES AROUND THE

NATION WHERE URBAN DECAY HAS SET IN, NOWHERE IS THE ROT

MORE EVIDENT THAN IN THE ABANDONED DOWNTOWNS, WHICH ALL

TOO OFTEN RESEMBLE BOMBED OUT WORLD WAR II RUBBLE.

ANY STRATEGY TO MAINTAIN THE LIVABILITY OF RESIDENTIAL

NEIGHBORHOODS MUST, THEREFORE, RECOGNIZE INTERDEPENDENCY
BETWEEN THOSE NEIGHBORHOODS AND THE DOWNTOWN. FOR EXAMPLE,
TRI-MET'S COMMITMENT TO HAVE TWICE AS MANY DOWNTOWN BOUND
RIDERS ON BUSES BY 1979 IS, IN PART, A COMMITMENT TO
PORTLAND'S RESIDENTIAL NEIGHBORHOODS TO HELP GET THE CARS
OFF NEIGHBORHOOD STREETS. OUR EFFORT TO IMPROVE DOWNTOWN
AIR QUALITY, TO MAINTAIN COMPETITIVE RETAILING, TO DEVELOP
DOWNTOWN HOUSING, TO KEEP THE CITY^{IS} ECONOMIC AND CULTURAL
HEART HEALTHY MUST BE POSITIVELY LINKED TO THE NEIGH-
BORHOOD STRATEGY.

5. THE CITY MUST BE BETTER ORGANIZED TO RESPOND TO THE NEEDS
OF THE NEIGHBORHOODS AND THE NEIGHBORHOODS MUST BE BETTER
ORGANIZED TO HELP ESTABLISH CITY PRIORITIES.

THE CITY MUST PROVIDE A STRUCTURE TO FOSTER IMPROVED COMMUNICATIONS BETWEEN NEIGHBORHOODS AND THE CITY. IN THE 1920'S AND 30'S, PORTLAND'S NEIGHBORHOODS FLOURISHED; THERE WERE ABOUT AS MANY NEIGHBORHOODS AND NEIGHBORHOOD ASSOCIATIONS THEN AS THERE ARE TODAY. THEN, AS TODAY, THE ORGANIZATIONS PROVIDED AN INVALUABLE STRUCTURE BY WHICH CITIZENS COULD EXPRESS THEIR NEEDS AND DESIRES, HELP THE CITY GOVERNMENT ESTABLISH ITS PRIORITIES AND, THEREBY, REAFFIRM THEIR COMMITMENT TO AND RELATIONSHIP WITH THEIR CITY.

WE STARTED TO LOSE THAT STRUCTURE AFTER WORLD WAR II, AND IT TOOK THE CRISIS OF URBAN RENEWAL PROJECTS AND URBAN FREEWAYS TO REMIND US THAT IN A REAL WAY THE CITY

IS THE PEOPLE. NOW WE MUST RENEW THE OLDER FORMS OF
COMMUNITY PARTICIPATION.

FOR ITS PART, THE CITY GOVERNMENT MUST BE PREPARED TO
RESPOND TO ITS NEIGHBORHOODS THROUGH A MORE FLEXIBLE,
COHERENT AND OPEN STRUCTURE. FOR THEIR PART, THE CITIZENS
IN OUR NEIGHBORHOODS MUST BE WILLING TO BUY INTO THIS
STRUCTURE WITH ACTIVE PARTICIPATION AND WITH PRIVATE
DOLLARS FOR HOME REPAIR AND OTHER IMPROVEMENTS. LIKE
THE CITY, NEIGHBORHOODS MUST BE PREPARED TO SPEND DOLLARS
ON PRIORITY ITEMS.

4. THE PROBLEMS OF THE CITY ARE INTERRELATED: AS SUCH THEY
MUST BE ATTACKED COHERENTLY AND ACROSS THE BOARD.

THIS CONCLUSION IS ESSENTIALLY AN URBAN POLITICIAN'S FORMULATION OF THE LAW OF ECOLOGY, "EVERYTHING RELATES TO EVERYTHING ELSE." BUT WITH URBAN PROBLEMS, IT HAS BEEN OBSERVED, THIS PERCEPTION OF INTERRELATEDNESS CAN LEAD TO PARALYSIS: IF EVERYTHING RELATES TO EVERYTHING ELSE, WHERE DO YOU BEGIN TO GO TO WORK? THIS LEADS TO

#5:

5. THE LEADERSHIP OF THE CITY MUST DEVOTE MOST ENERGY, DOLLARS AND POLITICAL EFFORT TO THOSE AREAS WHICH WILL YIELD THE MAXIMUM LEVERAGE OR RETURN. AND, A CITY GOVERNMENT WHICH CANNOT ADEQUATELY RESPOND TO SMALL PROBLEMS CANNOT CLAIM THE CONFIDENCE OF ITS CITIZENS TO TACKLE LARGE PROBLEMS.

THE MOST FEASIBLE APPROACH THAT I KNOW FOR CUTTING THE

GORDIAN KNOT OF INTERRELATED CITY PROBLEMS IS TO WORK
AT BOTH ENDS OF THE SPECTRUM: TO TAKE ON THOSE PROBLEMS
OF LARGEST CONCERN -- REGIONAL PRIORITIES, MAJOR PHYSICAL
ALTERATIONS TO THE FACE OF THE CITY, PROGRAMS OR POLICIES
WHICH FUNDAMENTALLY AFFECT THE LONG-RANGE SOCIAL WELFARE
OF THE CITY -- AND TO RESPOND FULLY AND ADEQUATELY TO
THE SMALL PROBLEMS AND NUISANCES WHICH ESTABLISH THE DAILY
ATTITUDE TOWARD CITY LIFE. THIS PROCESS SHOULD START
IN THOSE NEIGHBORHOODS WHICH HAVE EXPRESSED THE GREATEST
WILLINGNESS TO HELP THEMSELVES.

IT IS MY OBSERVATION THAT, JUST AS SOME CITIES ARE CAUGHT
IN A NEGATIVE SPIRAL, WE CAN DEVELOP A POSITIVELY
REINFORCING SPIRAL, WHERE THE INTERRELATEDNESS OF THE
PROBLEMS CAN BE USED TO GOOD ADVANTAGE IN DEVELOPING THE
INTERRELATEDNESS OF THE SOLUTIONS.

THESE ARE THE AXIOMS OF OUR STRATEGY. NOW LET ME CITE
SOME EXAMPLES OF THE PROGRAMS WHICH HAVE BEEN PART OF THIS
STRATEGY.

A. NEIGHBORHOODS

STABILIZING NEIGHBORHOODS IS AN ACROSS-THE-BOARD
PROPOSITION. WE HAVE GONE TO WORK ON THE PROBLEM BY
FOCUSING ON TRANSPORTATION, PLANNING AND ZONING, CRIME
AND DELINQUENCY, AND ACCESSIBILITY TO THE GOVERNMENT'S
DECISION-MAKING PROCESS. THE LINKAGES HERE ARE FAIRLY
OBVIOUS.

1) CITIZEN INVOLVEMENT REQUIRES STRUCTURE AND INFORMATION:

* WE CREATED THE OFFICE OF NEIGHBORHOOD ORGANIZATIONS,
BUDGETED \$104,000 IN 1973-74 AND \$140,000 IN 1974-75
FOR NEIGHBORHOOD COMMUNICATIONS.

* WE DEVELOPED CONTRACTS WITH NORTH AND NORTHWEST
NEIGHBORHOOD ASSOCIATIONS TO SUPPORT CITIZEN INVOLVEMENT
DIRECTLY.

* WE APPROVED AN ORDINANCE - STILL TO BE IMPLEMENTED -
TO ADVERTISE MAJOR ISSUES IN A MAJOR DAILY RATHER THAN
ASSUMING THAT EVERYONE READS THE DAILY JOURNAL OF
COMMERCE.

2) WE USED THE INFORMATION AND STRUCTURE TO INVOLVE
CITIZENS IN DECIDING THE FUTURE OF THEIR OWN NEIGHBORHOODS
THROUGH COMPREHENSIVE LAND USE PLANNING.

* A REJUVENATED PLANNING BUREAU HAMMERED OUT A
COMPROMISE NORTHWEST PLAN AND, AFTER TWO YEARS OF
STALEMATE, THE COUNCIL IS ADOPTING IT A SECTION AT A
TIME.

* THREE COMPREHENSIVE PLANS - CORBETT-TERWILLIGER,
UNION AVENUE, AND MARQUAM HILL - ARE ALL EITHER IN THE
FINAL STAGES OF PREPARATION OR BEING ADOPTED BY THE
PLANNING COMMISSION.

* THE CITY IS PUTTING TOGETHER A PROGRAM OF HOUSING
REHABILITATION USING FEDERAL HOUSING AND COMMUNITY
DEVELOPMENT FUNDS AND BASED ON FULL AND COMPLETE
NEIGHBORHOOD PARTICIPATION.

* THE CITY'S LEGISLATIVE PACKAGE RECOGNIZES THAT
HOUSING IS A CRITICAL NEED; WE WILL BE LOOKING FOR
LEGISLATIVE SUPPORT OF MEASURES TO PROVIDE INCENTIVES
FOR BOTH HOUSING CONSTRUCTION AND MAINTENANCE IN
NEIGHBORHOODS AND DOWNTOWN.

* WE WILL EMBARK ON SEVERAL NEW COMPREHENSIVE PLANNING

EFFORTS IN NEIGHBORHOODS DURING THIS CALENDAR YEAR.

3) PROTECTING NEIGHBORHOODS FROM THE AUTOMOBILE AND ITS
FUMES, NOISE AND DANGER IS A HIGH PRIORITY.

* IN A NUMBER OF SPECIFIC INSTANCES, AT 39TH AND
BURNSIDE, THE GOING STREET CONTROVERSY AND THE FREMONT
BRIDGE RAMPS, FOR EXAMPLE, WE HAVE SUCCESSFULLY DIRECTED
UNNECESSARY AUTO TRAFFIC FROM RESIDENTIAL NEIGHBORHOODS.

* THE COUNCIL'S DECISIONS ON I-505 AND THE MT. HOOD
FREEWAY CLEAR THE DECKS OF CONTROVERSIAL FREEWAY
DECISIONS IN THE CITY, AND IN A WAY THAT SUPPORTS THE
GOAL OF NEIGHBORHOOD STABILIZATION. WITH I-505,
THE CITY COUNCIL SELECTED THE CORRIDOR WHICH PROTECTED
THE FRAGILE RESIDENTIAL COMMUNITY IN NORTHWEST
PORTLAND, PROVIDED A GOOD LEVEL OF SERVICE, AND PLACED

THE BURDEN OF THE FREEWAY COSTS EQUITABLY ON THOSE WHO WOULD REAP ITS BENEFITS. AS FOR THE MT. HOOD FREEWAY, IN MY VIEW IT WOULD HAVE BEEN UNCONSCIONABLE FOR THIS CITY GOVERNMENT TO APPROVE CONSTRUCTION OF AN URBAN FREEWAY WHICH WOULD ABSOLUTELY GUT SEVEN RESIDENTIAL NEIGHBORHOODS, DESTROY 1% OF THE CITY'S HOUSING STOCK, REQUIRE INCREASED DOWNTOWN PARKING, AND, NOT BE BEGUN FOR A MINIMUM OF 5-7 YEARS, REQUIRE ANOTHER EXPRESSWAY AT 21ST AVENUE, PRECLUDE OTHER IMPROVEMENTS IN THE MEANWHILE, AND BE JAMMED TO CAPACITY WITH CONGESTION THE DAY IT OPENED.

* WE HAVE APPLIED FOR HIGHWAY BOND FUNDS TO IMPROVE POWELL, UNION, AND MACADAM TO TRUE BOULEVARD STANDARDS TO STOP CARS FROM CUTTING THROUGH NEIGHBORHOODS.

* WE ARE UNDERTAKING A COMPREHENSIVE ARTERIAL STREET STUDY TO DESIGN AN ARTERIAL SYSTEM THAT DOES NOT DESTROY RESIDENTIAL AREAS.

* WE SUCCESSFULLY IMPLEMENTED A TRAFFIC STRATEGY IN EASTMORELAND, AFTER SEVEN YEARS OF CONTROVERSY, PROVIDING AN EXPERIMENTAL MODEL OF NEIGHBORHOOD-WIDE TRAFFIC CONTROL.

4) AND FINALLY, CONTINUING TO DO THE SMALL THINGS IS A PREREQUISITE TO TACKLING THE LARGE ONES.

* WE IMPROVED OUR PERFORMANCE IN ANIMAL CONTROL:

--WITH THE SAME NUMBER OF COUNTY CONTRACTED OFFICERS, WE ISSUED NEARLY 500 MORE CITATIONS IN 1974 THAN IN 1973; THE CONVICTION RATE ON THESE 2,000 PLUS CITATIONS HAS BEEN 98%;

-WE'VE IMPOUNDED NEARLY 1,000 MORE DOGS THIS YEAR;

-A JOINT CITY/COUNTY CITIZENS ADVISORY COMMITTEE

IS GOING TO WORK TO DRAFT A NEW ANIMAL CONTROL

ORDINANCE DESIGNED TO ENCOURAGE SPAYING, NEUTERING, AND

LICENSING AND TO PROVIDE FOR BETTER ENFORCEMENT.

-A STATE-WIDE GROUP, THE OREGON STATE ANIMAL CONTROL

COUNCIL IS PROPOSING STATE-WIDE LEGISLATION, A REFLECTION

OF THE IMPORTANCE OF THIS ISSUE WHICH, IN 1972, COST

ALL ANIMAL CONTROL AGENCIES AND HUMANE SOCIETIES A

COMBINED 2.2 MILLION DOLLARS.

* WE CREATED A POLICE MOTORCYCLE TASK FORCE TO PATROL LARGE

PARKS AND OPEN PROPERTY AND PROVIDE A QUIETER SUMMER,

FREE OF MOTORCYCLE VANDALISM.

- * WE WILL HAVE A COMPREHENSIVE NOISE ORDINANCE
BEFORE THE COUNCIL NEXT MONTH FOR ADOPTION, REPLACING
THE LEGAL ANACHRONISM CURRENTLY ON THE BOOKS.

DOWNTOWN

FOR DOWNTOWN, OUR PROGRAM HAS SIMILARLY CONCENTRATED ON
BUILDING A COHERENT PROGRESSION FROM PLANNING THROUGH TO
IMPLEMENTATION.

- * THE WATERFRONT URBAN RENEWAL PROJECT, FOR WHICH
PLANNING IS ALMOST COMPLETED, PROVIDES US WITH A TOOL
TO WEAVE TOGETHER PARKING AND CIRCULATION POLICIES,
DEVELOPMENT REGULATIONS AND HISTORICAL PRESERVATION,
SOCIAL POLICY, BASE ECONOMIC ANALYSES, WATERFRONT
ESPLANADE DESIGN AND AN OVERALL GUIDING FRAMEWORK PLAN.

* THE EVOLUTION OF A COORDINATED IMPLEMENTATION PROCESS CAN BE SEEN IN THE LINKAGE BETWEEN THE 5TH-6TH TRANSIT MALL, THE PIONEER SQUARE PARK AND THE BLUE MOUSE GARAGE. OR ANOTHER EXAMPLE OF THIS KIND OF WEAVING TOGETHER IS THE FOSTER HOTEL REHABILITATION PROJECT. THIS JOINT EFFORT OF THE HOUSING AUTHORITY, THE FIRST NATIONAL BANK, THE CITY AND A FAR-SIGHTED PRIVATE INDIVIDUAL WILL RESULT IN SOME 80 UNITS OF LOW COST HOUSING, A MODEL, CERTAINLY, RATHER THAN A SOLUTION TO THE DOWNTOWN HOUSING GOAL. BUT THE INTERESTING FACT ABOUT THE FOSTER HOTEL PROJECT IS THAT IT IS A FALLOUT RESULT OF THE NORTHWEST NATURAL GAS DEVELOPMENT; THE TWO WERE TIED TOGETHER.

TRANSPORTATION

AS I INDICATED EARLIER, TRANSPORTATION IS ONE OF THE
SIGNIFICANT THREADS JOINING THE NEIGHBORHOODS AND DOWNTOWN.
FOR THAT REASON, TRANSPORTATION IS AN AREA THAT HAS CONSUMED
A LARGE AMOUNT OF MY PERSONAL TIME. MY STAFF CALCULATED THAT I
SPENT SEVEN DAYS OUT OF THE LAST FOUR MONTHS COMMUTING TO
AND FROM AND LOBBYING IN WASHINGTON, D.C., ON BEHALF OF
TRANSIT AID LEGISLATION IN MY ROLE AS CO-CHAIRMAN OF THE
U.S. CONFERENCE OF MAYORS TRANSPORTATION SUBCOMMITTEE. AND,
IN MY VIEW, IT WAS TIME WELL SPENT. FOR THE ENACTMENT OF
THE 11.8 BILLION DOLLAR TRANSIT AID BILL WILL MEAN SOME
23 MILLION DOLLARS FOR TRI-MET OVER THE NEXT SIX YEARS.

TRI-MET HAS SHOWN GREAT IMPROVEMENT AS WELL IN THE LAST
SIX MONTHS. TODAY TRI-MET PREVIEWED THREE NEW FEATURES:

THEIR MONTHLY PASS, THE FLAT REGIONAL FARE, AND THE DOWNTOWN FREE FARE ZONE. BUS SHELTERS ARE GOING UP AT A RATE OF 25 PER WEEK BEGINNING IN FEBRUARY. MANAGEMENT HAS BEGUN TO MARKET THEIR SERVICE MORE AGGRESSIVELY AND, AT THE SAME TIME, REDUCE THE PROJECTED DEFICIT, NOT BY REDUCING SERVICE, BUT BY CUTTING OVERHEAD. THE RESULT HAS BEEN AN IMPRESSIVE INCREASE IN RIDERSHIP: A 10½% INCREASE THIS YEAR OVER LAST. THE POINT IS THAT WE NEED TRI-MET TO SUCCEED. WE NEED IT TO SUCCEED SIMPLY BECAUSE WHEN IT DOES ITS JOB WELL, COMMUTERS ARE CONVERTED TO TRANSIT, CARS ARE TAKEN OUT OF NEIGHBORHOODS - AND THAT MEANS NEIGHBORHOODS ARE MADE MORE LIVABLE, CARS ARE TAKEN OUT OF DOWNTOWN - AND THAT MEANS OUR DOWNTOWN ECONOMY CAN USE ITS LAND RESOURCE MORE EFFECTIVELY THAN FOR SURFACE PARKING LOTS; IT MEANS THE DOWNTOWN AIR IS CLEANED UP AND

THAT DOWNTOWN IS RETURNED TO THE PEDESTRIAN, TO THE SHOPPER,
TO THE TOURIST TO US ALL.

CRIME AND DELINQUENCY

CRIME AND DELINQUENCY IS ANOTHER MAJOR CONCERN, A THREAD
THAT CUTS ACROSS NEIGHBORHOOD BOUNDARIES. IT IS AN AREA
WHERE I BELIEVE WE ARE GOING TO HAVE TO SHOW IMPROVEMENT IN
THE YEARS AHEAD. OUR CRIME PREVENTION BUREAU HAS ALREADY
HELD 1,392 MEETINGS WITH 26,513 INDIVIDUALS IN NEIGHBORHOOD
HOMES WITH OUR PROGRAM OF NEIGHBORHOOD PARTICIPATION TO
PREVENT RESIDENTIAL BURGLARY. NEW BURGLARY STATISTICS SHOW
THAT STRIKE FORCE ACTIVITY HAS SUCCEEDED IN REDUCING
RESIDENTIAL BURGLARIES IN THREE PATROL DISTRICTS BY 24%
OVER A TWO-MONTH PERIOD. IN ADDITION, WE WILL BE FOCUSING
INTENSIFIED EFFORTS ON CONVENIENCE MARKET ROBBERIES,

WHILE SEEKING TO BRING OUR PATROL OFFICERS IN CLOSER CONTACT
WITH THE COMMUNITIES THEMSELVES THROUGH A WALK AND TALK PROGRAM.

ECONOMY AND ENERGY

TWO NEW CONSIDERATIONS THAT WERE NOT ON THE AGENDA 25
MONTHS AGO ARE THE ECONOMY AND ENERGY. WHILE PORTLAND CAN
EXPECT TO SUFFER SERIOUS UNEMPLOYMENT WITH THE REST OF THE
COUNTRY, OUR CURRENT FIGURE OF 6.3% IS BY NO MEANS AS
TRAUMATIC AS THE 8.5% IN OAKLAND, 7.1% IN SEATTLE AND 8.0%
IN LOS ANGELES.

THERE ARE STEPS THE CITY EITHER HAS TAKEN OR WILL
TAKE TO HELP WITH THE ECONOMIC DIFFICULTIES:

- * FIRST, WE ARE ESTABLISHING AN ECONOMIC DEVELOPMENT
ADVISORY COMMITTEE OF CITIZENS UNDER THE OFFICE OF
PLANNING AND DEVELOPMENT TO FOCUS ON BOTH SOLO AND

JOINT CITY AND PORT OF PORTLAND ECONOMIC DEVELOPMENT

OPPORTUNITIES. PARTICULAR CITY FOCUS WILL BE ON AIDING

EXISTING CITY BUSINESSES WHOSE GROWTH REPRESENTS 75%

OF OUR JOB GROWTH OVER TIME.

* SECOND, THE CITY'S NEW MANPOWER PROGRAM MAKES IT

POSSIBLE FOR US TO CONTRACT WITH INDUSTRY TO TRAIN

UNEMPLOYED PERSONS FOR SKILLS WHICH ARE SPECIFICALLY

NEEDED, AND TO DO THIS USING FEDERAL DOLLARS.

* THIRD, WHILE SOME MAY DISAGREE, I WOULD SAY THAT THE

MID-YEAR BUDGET WHICH THE COUNCIL APPROVED WILL KEEP THE

CITY OUT OF FISCAL HOT WATER WITHOUT SACRIFICING SERVICE,

AT THE SAME TIME AS IT USES OUR RESOURCES TO SPREAD THE

ECONOMIC BURDEN EQUITABLY.

* FOURTH, A NEWLY ADOPTED BUSINESS LICENSE CODE WILL

REDUCE ADMINISTRATION COSTS ENOUGH TO SAVE \$750,000

OVER THE NEXT TEN YEARS WHILE SIMULTANEOUSLY SIMPLIFYING

FILINGS FOR BUSINESSES.

[WITH REGARD TO ENERGY, THE REALIZATION HAS DAWNED THAT WE
ARE NOT FACING AN ENERGY CRISIS ARTIFICIALLY CREATED BY OIL
CONGLOMERATES OR CHAUVINISTIC SHEIKS; RATHER, WE HAVE
ENTERED A NEW ERA DEMANDING A REASSESSMENT OF TRADITIONAL
GROWTH ASSUMPTIONS AND A SERIES OF CHANGES IN AMERICAN
LIFE STYLE. WE ARE NOW FACING A TRANSITION TOWARD AN URBAN
CONSERVATION ETHIC AND AWAY FROM THE NOTION OF THROW-AWAY
CITIES.] ULTIMATELY, THIS REDIRECTION WILL PROVE TO THE
BENEFIT OF BOTH OUR NEIGHBORHOODS AND THE DOWNTOWN, AS THE
MARKETPLACE BEGINS TO DICTATE THE WISDOM OF URBAN REINVESTMENT,
IMPROVED MASS TRANSIT, CLOSE-IN RECREATION AND SHOPPING

OPPORTUNITIES AND SO ON.

FINALLY, I WOULD SAY THAT THIS YEAR WE ARE BETTER PREPARED TO DEAL CONSTRUCTIVELY WITH THE TWIN PROBLEMS OF THE ECONOMY AND ENERGY. LAST YEAR, WITH GOVERNOR McCALL'S GREAT LEADERSHIP, OREGON FARED CONSIDERABLY BETTER THAN THE REST OF THE NATION, JURY-RIGGING A SUCCESSFUL CAR-POOL PROGRAM THAT SAVED ALMOST SIX MILLION GALLONS OF GASOLINE OVER THE PAST YEAR, A GASOLINE RATIONING PROGRAM, ELECTRICAL CONSERVATION PROGRAM, AND EMERGENCY FOOD AND FUEL PROGRAMS. THIS YEAR, WITH GOVERNOR STRAUB ABLY IN THE STATEHOUSE, I AM CONFIDENT THAT WE WILL BEGIN TO FIND COMPREHENSIVE AND LONG-TERM SOLUTIONS THAT WILL KEEP OREGON IN THE FOREFRONT OF INNOVATION.

CONCLUSION

SO IT IS WITH A SENSE OF CONFIDENCE AND MOMENTUM THAT
I ENTER THIS 25TH MONTH AND THE NEXT 11 MONTHS OF THE YEAR
AHEAD.

IN LINE WITH THE STRATEGY AND PROGRAMS WHICH I OUTLINED,
BY MID-1975 MOST OF THE TOOLS REQUIRED FOR NEIGHBORHOOD AND
DOWNTOWN SURVIVAL WILL BE IN PLACE; THIS STATE AND THIS
COMMUNITY HAVE ALREADY DEMONSTRATED A REAL CAPACITY TO
DEAL CONSTRUCTIVELY AND COOPERATIVELY WITH THE ENERGY CRISIS.
IN THE FUTURE I AM CONFIDENT THAT THIS RECORD OF PERFORMANCE
WILL CONTINUE.

OUR TWO REGIONAL AGENCIES, TRI-MET AND CRAG, ARE
CONTINUING TO DEVELOP AND GROW. CRAG IS GAINING THE CONFIDENCE
AND SUPPORT OF ITS CONSTITUENT MEMBERS; BY THIS SPRING,

CRAG WILL HAVE BOTH REGIONAL LAND USE AND TRANSPORTATION PLANS. I'VE ALREADY MENTIONED TRI-MET'S RIDERSHIP GAINS AND MANAGEMENT IMPROVEMENTS.

FINALLY, GROWING COOPERATION AMONG THE PORT OF PORTLAND, THE SCHOOL DISTRICT, TRI-MET, CRAG, MULTNOMAH COUNTY, THE GOVERNOR'S OFFICE AND THE CITY OF PORTLAND MEANS THAT FOR THE FIRST TIME SINCE I CAME ON THE CITY COUNCIL, THE OPPORTUNITY EXISTS TO DEVELOP A COMMUNITY GOALS AND ACTION PROGRAM. IN THIS NEXT YEAR, I WILL WORK TO SEE THAT SUCH A PROGRAM IS BEGUN, IF POSSIBLE, WITH THE BASIC BELIEF THAT CONSENSUS ON MAJOR LOCAL AND REGIONAL PROJECTS CAN BE REACHED AND IMPLEMENTED.