

group 6 - LWVOR and LWVPDX PROGRAM PLANNING 2021-2022

**Re City/Metro/State governance, economic development, taxes
Betsy Pratt and Marsha Gulick, co-discussion leaders
Tuesday, January 26, 2021, at 9:30 am**

LWVOR POSITIONS (page # is location in LWVOR Position document)

**Governance - campaign finance reform, citizen participation & access,
Civil Discourse, p 1**

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LWVPDX POSITIONS (page # is in LWVPDX Position document)

**City of Portland - City Government, Planning, Economic Development, p
3;**

Multnomah County - County Government, p. 6

Social Policy - Affordable Housing Financing and Administration, p 8

Regional Issues - Promotion of Orderly Metropolitan Government, p 11;

Metropolitan Government, p 11; Regional Planning and Governance, p

12; Metropolitan Transportation, p 12; Port of Portland, p 13

NOTES FOR DISCUSSION LEADERS: There are many LWVOR and LWVPDX positions that apply to city/county/metro and state governance. You do not need to review all of them, although you are welcome to do so. The following positions are also assigned to other discussion groups: LWVPDX Affordable Housing Financing and Administration, Metropolitan Government, Regional Planning and Governance, and Metropolitan Transportation.

If there is a topic for which there is no LWVUS, LWVOR or LWVPDX position, the League cannot advocate for public policy changes on that topic. If your group believes we need a position on a topic, you may suggest a study or concurrence with a position from another state or local League. A study, restudy or concurrence must be approved by the membership before it is adopted.

You also may suggest forming a LWVPDX Interest Group for topics related to positions about which members want to learn or presenting an educational event on any public policy topic.

LWVOR Positions

Campaign Finance Reform

LWVOR uses the LWVUS position on campaign finance reform as the basis for legislative and statewide action. Members adopted the position in 1973 following a study initiated by the 1972 Convention. The League supports measures to “improve methods of financing political campaigns in order to ensure the public’s right to know, combat corruption and undue influence, enable candidates to compete more equitably for public office and promote citizen participation in the political process.”

Citizen Participation and Access

“The League of Women Voters believes democratic government depends upon the informed and active participation of its citizens and requires that governmental bodies protect the citizen’s right to know by giving adequate notice of proposed actions, holding open meetings, and making public records accessible.” LWVUS Principles

“We must promote an open governmental system that is representative, accountable and responsive.” LWVUS Representative Government position

Citizen participation and access are also important parts of LWVOR positions on Land Use and the Judicial System, and LWVUS positions on Campaign Finance, Citizens Right to Know/ Citizen Participation, Environmental Protection and Pollution Control, Natural Resources Public Participation, United Nations, and International Relations Trade Policy. Because of these scattered positions, we collect here our combined history of advocacy for Citizen Participation and Access.

Civil Discourse

“Promote civil discourse through action and education for all government bodies, staff, and citizens for the purpose of improved public policy decisions and processes. Civil discourse means, at a minimum, mutually respectful, courteous, constructive, and orderly communication.”

Constitutional Provisions, Adopted 1963; Revised 1980

- A) The League of Women Voters of Oregon believes that the Oregon Constitution should be a basic framework of state government, free of obsolete material and statutory detail. It should guarantee basic democratic rights to the people of the state by:
 - 1) Providing a bill of rights;
 - 2) Reserving initiative and referendum powers to the people.
- B) The Oregon Constitution should provide for a legislative assembly that is: 1) Apportioned on a population basis, under a system that provides flexibility,

- adequate safeguards and enforcement procedures ensuring reapportionment after every federal census;
- 2) Adequately salaried with the amount of salary specified by statute;
 - 3) Permitted to meet in annual sessions.
- C) The executive branch should be strengthened by provisions:
- 1) Fixing authority and responsibility in the office of governor. The governor should be given the power to reorganize the administrative functions of the state government subject to legislative review and possible veto;
 - 2) Limiting the number of departments;
 - 3) Granting the power to appoint department heads to the governor with the consent of the Senate;
 - 4) For an item veto and an executive budget;
 - 5) Setting salaries by statute;
 - 6) Allowing no constitutional impairment of the state civil service system.
- D) Administrative – Post Audits (concurrence, 1980)
- 1) Post audits of state and local governments should be conducted in a political manner.
 - 2) The office performing post audit should function independently of the Legislature and the executive department.
 - 3) The office should be given appropriate enforcement tools.
- E) The Oregon Constitution should provide for a judicial system uniform in organization and administration with:
- 1) Full time, legally trained judges paid by the state;
 - 2) Rule-making power vested in the Supreme Court;
 - 3) Mandatory retirement of judges;
 - 4) Judicial appointments that are made by the governor from a slate presented by a judicial nominating committee.
- F) The Oregon Constitution should provide for effective local government (1943, 1963) by:
- 1) Allowing city and county home rule;
 - 2) Reserving to the Legislature authority to provide for local government flexibility to meet future needs.
- G) Revision of the constitution in the future should be permitted by use of the constitutional convention, initiative amendment, or legislative amendment.

Statutes, constitutional amendments, and administrative decisions that implement these positions may be supported by the League.

Economic Development Revenue Bonds, Adopted April 1983

- A) The League of Women Voters of Oregon supports the authority to issue Economic Development Revenue Bonds by the state, ports, and cities with more than 300,000 population.
- 1) In issuing Economic Development Revenue Bonds, top priority should be

given to those projects which diversify the economy and/or create jobs. However, consideration should also be given to assisting economically depressed areas and attracting industries to locate in Oregon.

2) Possible unfair competition which might result from bond issuance should be examined at the local level.

B) In addition to the Economic Development Revenue Bond program, the League of Women Voters of Oregon supports other state and local economic stimulants such as upgrading education at all levels and exploring various types of financing methods.

Election Laws, Adopted 1987; Revised 1997

The League of Women Voters of Oregon recognizes that election procedures and voter information are critical elements to an informed and participating electorate.

A) Registration Process. The League of Women Voters of Oregon believes a variety of practices is necessary to provide the public with adequate information regarding where and how to register, under what circumstances and how to re-register, notice of election dates, and content of the ballot. The League supports:

1) A registration process which is accessible, well publicized and easily understood, as well as easy to implement and administer;

2) Mail-in registration forms which are widely available;

3) Oregon implementation of the National Voter Registration Act which includes registration process training for agency personnel and the designation of additional registration sites;

4) Implementing a statewide centralized registration list;

5) A registration cut-off requirement that does not disenfranchise otherwise qualified voters. B) Elections Process. The League of Women Voters of Oregon believes elections should be conducted in a manner which encourages voter participation and supports:

1) No more than four annual, regularly scheduled, election dates;

2) A formula for cost-sharing between the state and the counties for the state portion of the primary and general elections;

3) Evaluating the timing of the Oregon Primary; and

4) Expediting the process for filling vacancies in federal offices.

C) Voting Process. The League of Women Voters of Oregon believes citizens are entitled to voting procedures which provide ease of ballot access and use and supports:

1) Use of vote-by-mail in all elections. Every effort should be made to preserve ballot secrecy to prevent fraud.

2) Use of the permanent absentee ballot, provided methods and timelines for counting such ballots are improved, unless and until vote-by-mail in all elections is implemented; and

3) Shortening the time between sending out mail ballots and their required return date.

D) Voter Education Process. The League of Women Voters of Oregon supports publication and distribution of a state Voters' Pamphlet prior to statewide elections and believes that:

1) The state has an obligation to provide voters with accurate information so that voters can make reasoned choices;

2) All ballot measures must be included with official explanatory statements, an official advisory opinion on constitutionality, effects of a "yes" and "no" vote, a fiscal impact statement, and summaries of the main arguments for and against the measures;

3) The number of arguments for and against the measures to be included should be limited;

4) The fees charged per page should more clearly reflect the actual costs; and

5) Ballot titles and measures need to be stated in clear, concise language and should avoid confusing negatives.

E) The League of Women Voters of Oregon supports a mandatory certification procedure for all county chief elections officials.

Election Methods, Adopted 2017

The League of Women Voters of Oregon recognizes that election methods affect how voters participate in our democracy, who can run for office, and who can get elected. Therefore, the League supports election methods that:

- Encourage voter participation and voter engagement.
- Encourage those with minority opinions to participate.
- Are easy to use.
- Are verifiable and auditable.
- Promote access to voting.
- Promote competitive elections.
- Promote sincere voting over strategic voting.
- Discourage negative campaigning.
- Prevent political manipulation (e.g. Gerrymandering).
- Are compatible with vote-by-mail elections.

The League of Women Voters of Oregon does not believe that plurality voting is the best method for promoting democratic choice in all circumstances. For single-winner systems, the League supports ranked-choice voting; we do not support range or approval voting.

The League of Women Voters of Oregon supports election systems that elect policy-making bodies—legislatures, councils, commissions, and boards—that proportionally reflect the people they represent. We support systems that

promote stable government, but we do not support systems that protect the two-party system.

The League of Women Voters of Oregon supports enabling legislation to allow local jurisdictions to explore alternative election methods. If an alternative election method is adopted, then funding for startup and voter education should be available.

The League of Women Voters of Oregon does not support nonpartisan elections for state legislators.

(Previous position) Adopted 2009

The League of Women Voters of Oregon believes that any election method should be evaluated on its ability to:

- Promote voter participation.
- Be simple and easy for voters to understand.
- Be verifiable and auditable.
- Promote access to voting.
- Promote competitive elections.
- Prevent political manipulation.
- Be compatible with vote-by-mail elections.

The League supports enabling legislation to allow local jurisdictions to explore alternative election methods, e.g. instant runoff or fusion voting. If a local jurisdiction adopts an alternative election method, that jurisdiction should bear the costs of startup and voter education. Only after experience and evaluation at the local level should the state consider alternative election methods for statewide adoption.

The League does not support nonpartisan elections for state legislators.

Fiscal Policy – Tax System, Adopted 1965-66, 1973; Revised 1971, 1973, 1979, 1984, 1992, 1993, 1999; Educational Update 1999*

A) **Evaluating Taxes.** The League of Women Voters of Oregon believes any tax proposal should be evaluated with regard to its effect on the entire tax structure. The League supports the following criteria for evaluating taxes and tax systems.

- 1) A tax system that is based on ability to pay, but that applies a benefits-received principle wherever reasonable and that recognizes the role of social expediency;
- 2) A tax system that is equitable, adequate, stable, easy to administer and as simple as possible;
- 3) A tax system that takes into account the taxes levied by all levels of

- government covering the same tax base;
- 4) A tax system that is flexible enough to adjust to social and economic changes (e.g., population shifts, development of new industry, demands for more services and changes in business cycles);
 - 5) A tax system that recognizes the individual's responsibility for government services by providing for broad sharing of the tax burden.

B) Fiscal Responsibility

- 1) The League of Women Voters believes local government should have primary responsibility for financing non-school local government. Local services mandated by the state should have state funding.
 - 2) A tax limitation is justified if it provides safeguards in the regulation of state and local services and economy. A limitation is not desirable if it prevents provision of services, disrupts government functioning, inhibits progress or results in loss of local control.
 - 3) We believe economy should be achieved by efficiency and responsible administration. If cuts are necessary, preference should be given to cuts based on an established priority of services so that least essential services are reduced or eliminated first.
- C) **Income Tax.** The League of Women Voters of Oregon supports the income tax as the most equitable means of providing state revenue. The income tax should be progressive, compatible with federal law and should apply to the broadest possible segment of Oregonians.
- D) **Sales Tax.** The League of Women Voters of Oregon supports the adoption of a sales tax provided:
- a) The rate cannot be increased without approval of the voters;
 - b) Regressivity is reduced through:
 - (a) a tax credit or rebate and
 - (b) exemptions for items such as food, rent and utilities.
- E) **Property Tax.** The League of Women Voters of Oregon supports the use of the local property tax for partially financing local government and local services.

Exemptions to the General Property Tax. The League of Women Voters of Oregon believes:

1. Social values justify:
 - a) exemptions to charitable, educational and benevolent organizations;
 - b) exemptions to fraternal organizations only to the extent of actual charity performed; c) partial exemption of church property with fees to be paid for local government services directly benefiting the property, such as police and fire protection. Exemptions designed to create a favorable climate for attracting new industry should be competitive with those of other states.
2. Economic values justify tax deferral and special assessment at less than real market value on farmlands and forest lands.
3. Eligibility for an exemption should require:

a verified statement of the taxpayer;
proof of income from all individuals seeking an exemption on their
home-stead- if eligibility for the exemption is based on income.

4. Exemption laws should be periodically reexamined to determine whether they are justified.
5. Exemption of some classes of personal property is justified if a tax on them would be too difficult or costly to administer.

F) **School District Financing.** The League of Women Voters of Oregon believes: 1) The major portion of the cost of public schools should be borne by the state. a) The state should provide sufficient funds to give each child an equal, adequate education.
b) All specifically state mandated programs should be financed by the state. 2) Local districts should be allowed funding alternatives to provide educational programs. 3) Apart from state mandates, local control of the educational programs should be maintained.
4) A stable state system for financing public schools is crucial for long range planning.

G) **Emergency Clause.** The League of Women Voters of Oregon supports removing the emergency clause restriction on revenue measures. The importance of such measures warrants:

- 1) Either more support than a simple majority; or
- 2) More signatures than currently required on a petition to refer.

Redistricting, Adopted 2007

Congressional and legislative redistricting should advance the fundamental purposes of representative democracy and a republican form of government by affording the people a meaningful choice in electing their representatives and holding the government accountable to the people.

The League of Women Voters of Oregon believes that the Oregon legislative and congressional redistricting system should be efficient, adequately funded, based on well-defined criteria, subject to a reasonable and effective timetable, and have an open and public process.

1. Any redistricting plan should assure that voters are effectively able to hold their public officials accountable, responsible, and responsive, and be based on the following criteria:
 - Adhere to all federal constitutional and legal requirements, such as that every district should have equal population, be contiguous, and meet the requirements of the Voting Rights Act;

- Promote competitiveness and partisan fairness;
 - Consider other criteria, such as respect for political subdivisions, communities of interest, and geographic barriers.
1. Any redistricting plan should be developed independently of the Legislature in a nonpartisan manner with substantial public input. The Legislature may be afforded an opportunity to review the plan and accept or reject it.
 2. The Oregon Supreme Court should promptly review and rule on any challenge to a redistricting plan and require adjustments if the criteria have not been met.
 3. Oregon should conduct redistricting only once during each decade following the federal census.

LWVPDX Positions

City Government (2020, 1991, 1965, 1963, 1961)

The League of Women Voters of Portland believes that a thriving, livable city requires a city government that meets these criteria: accountability, responsiveness, equity, efficiency, effectiveness, transparency, and nonpartisanship.

Our members believe that to more fully meet these criteria, Portland needs to improve its government structure. The highest priorities for change are to improve citizen representation by increasing the number of commissioners, to institute a city manager, and to establish the City Council as a legislative or policy-setting body. We also support electing some or all city councilors by district.

Within the City Council, the mayor should have the same voting power as the other members, establish the council agenda in collaboration with the other councilors, run the council meetings, prepare a city budget for council consideration, and serve as the formal representative of the city.

We support adequate and thoughtful long-range planning in accordance with other published League positions.

We also support adequate and thoughtful coordination with other local governments in accordance with other published League positions.

We believe city government should solicit broad and inclusive input through fully representative, accessible and robust public involvement processes that reflect best practices. The city should also provide adequate feedback on how community input has been used in its decision-making.

Planning (2009, 1974, 1973)

The League of Women Voters of Portland supports comprehensive long-range city planning based on:

- Citizen involvement at all stages of the planning process;
- Communication and coordination among citizens, citizen advisory groups, and city and regional planning agencies;
- Consideration of environmental, social and economic impacts of proposed plans and actions;
- Determination of long-range goals and priorities.

Goals should include:

- Area-wide orderly growth and development;
- A visually attractive urban community with a sustainable and healthful environment and a healthy economy;
- Quality infrastructure and public facilities designed to meet the needs of residents and businesses;
- Fair distribution of tax burdens and government investment.

Economic Development (2015)

The League of Women Voters of Portland believes that economic development is a proper concern for governmental entities including the City of Portland. We define economic development to include the broadest range of activities that contribute to the stability, growth and diversification of the Portland economy, measured by the increase and rate of increase in the median family income and standard of living in Portland.

The most important factors to be considered when promoting economic development are:

- Quality and number of jobs
- A healthful environment
- Creation and preservation of open spaces
- Neighborhood revitalization that benefits existing residents
- Effects on existing local businesses
- Equity issues
- Ability to attract private investment
- Overall return on investment of public funds.

We believe effective strategies to advance economic development goals include infrastructure development, targeted job training, and protection of the industrial land base including brownfield reclamation. Other tools that may be employed with appropriate restrictions and accountability include participation in public-private partnerships, tax increment financing (TIF) for urban renewal, loans of public funds to private enterprises, and

tax credits and abatements.

Prosper Portland (formerly known as The Portland Development Commission (PDC)) is Portland's principal redevelopment and revitalization agency. When Prosper Portland uses tax increment financing for urban renewal, the City must consider the impact on overlapping taxing jurisdictions and the essential services they provide. The City should perform regular performance audits to study the effectiveness of urban renewal and TIF in the delivery of the financial benefits promised to taxing jurisdictions. The City should have a limited ability to amend urban renewal areas' duration, maximum indebtedness, or acreage. Urban renewal districts should be reserved for areas that are physically deteriorated, unsafe, poorly planned, or economically stagnant.

The League supports reviewing the City's system of regulations, fees and taxation to identify unnecessary impediments to businesses operating in the city. City regulations should be less vulnerable to differential interpretation at the permit level. Designated staff should assist businesses in navigating development regulations.

The League supports greater investment in education at all levels, including specific workforce training programs as a key component of local efforts to spur economic development. Educational institutions, private industry and government should cooperate to create a workforce with skills relevant to the needs of local industry.

The Auditor's office should evaluate the expenditure of economic development funds and the effectiveness of those expenditures in accomplishing the stated goals. Governmental agencies should hold recipients of public dollars accountable with binding agreements for recovering funds when promised goals are not met.

We support transparency and public participation in all phases of economic development projects: planning, monitoring, and evaluating.

Affordable Housing Financing and Administration (1981) Excerpt
that addresses administration & financing:

As a general policy, the League of Women Voters of Portland does not favor city acquisition of buildings for low-income housing or SRO units. Only if all other means for retaining low-income housing or buildings of historical importance have failed, should the city purchase such property. The League recommends that some entity other than the city administer buildings acquired in this manner.

The League favors financing of any such building acquisitions by tax increment

funds, housing and Community Development Block Grants or revenue bonds.

County Government (2004, 1983, 1978, 1976, 1964, 1958)

In the interest of providing economical and efficient county government that is responsive to the people, the League of Women Voters of Portland supports home rule for Multnomah County.

The League of Women Voters of Portland also supports:

- Separation of administrative and legislative functions;
- Salaries of elected officials based on recommendations by outside professional consultants with final approval by the Board of County Commissioners;
- A paid lobbyist (intergovernmental liaison) to represent Multnomah County's interests; • Election of Multnomah County Commissioners and Auditor;
- Appointment of Sheriff, Assessor and Director of Elections;
- Election of County Commissioners from single-member districts;
- Freedom for an elected official to run for another office without having to resign from his/her current office;
- Filling of vacancies on the board of County Commissioners by appointment, with appointees free to run for election;
- No limit on the number of terms elected officials may serve;
- Clearance of initiative petitions by their sponsors with an officer similar to legislative counsel to ensure correct wording and legal application.

Promotion of Orderly Metropolitan Government (2000, 1994, revised 1979, 1967) The Leagues of Women Voters of Portland and Clackamas County believe that a sense of regional community is vital in dealing with regional issues. We support efforts aimed at developing and expanding this sense of regional community among all residents of the Portland metropolitan region.

We support coordination, cooperation and the delivery of services at a broader level (including bi-state), when needs justify it.

We support a regional government with power to enforce its decisions and with adequate and equitable financing. We support changes in state legislation and the Metro charter which are justified in order for Metro to carry out its prescribed functions.

We recognize that Clark County, Washington, is an integral part of the Portland metropolitan region, and we support Clark County being a participant in regional

decision-making, should it wish to do so.

Metropolitan Government (2000, revised 1994, 1992)

The Leagues of Women Voters of Portland and Clackamas County support a regional government composed of:

- A council of not more than 13 councilors elected from defined districts; and
- An Executive Director, preferably to be appointed by the council.

Metro should continue to perform the following services and functions: Oregon Zoo, solid waste management, Oregon Convention Center, Metropolitan Exposition-Recreation facilities, transportation planning, surface water run-off coordination, planning and development, and information and assistance to local governments. The Leagues of Women Voters of Portland and Clackamas County support Metro's involvement in planning for: a parks system, sewage systems, and water supply and distribution systems, in conjunction with local jurisdictions.

The Leagues of Women Voters of Portland and Clackamas County support the following revenue sources for Metro: service or user fees; an excise tax on users of district services or facilities; per capita dues paid by counties, the Port of Portland and Tri-Met; federal and state funds; and general obligation and revenue bonds. The Leagues of Women Voters of Portland and Clackamas County also support Metro's consideration of the use of an income tax for additional funding.

Metro should strive to develop visibility and foster communication with the public and local governments by the use of government officials and private citizens on advisory committees, and by creative methods of providing information about its activities to its constituents.

Regional Planning and Governance (1996)

The Leagues of Women Voters of Portland and Clackamas County believe the following issues are of regional concern:

- **Growth management** - affordable housing, long-term planning, parks/open space, urban growth boundaries/densities, economic development
- **Natural systems management** - water, air quality, solid waste/recycling
- **Regional infrastructure** - transportation including ports and airports, sewers, storm water drainage
- **Human services and amenities** - arts, libraries, education, health service, mental health
- **Public safety** corrections, police, emergency preparedness

We believe that efficiency, political feasibility, and economy should be determining factors in cooperative efforts among local governments. Intergovernmental

agreements are one method of resolving issues that local governments cannot solve by themselves.

We believe that the entire area benefits from having regional attractors for arts, sports, and recreation. User fees and hotel-motel taxes should be part of the funding for these facilities.

Metropolitan Transportation (1998, revised 1994, 1987, 1977)

Transportation of People. The Leagues of Women Voters of Portland and Clackamas County support a metropolitan mass transportation system which is regional, serving all surrounding communities. The system should be integrated into a well-planned metropolitan community and should be a help in preserving the vital city core. It should be a means of equal access for drivers, non-drivers, students, elderly, and handicapped to metropolitan areas, especially to those areas of high employment. The system should be designed with consideration for economy of land use and should not significantly add to sight, sound, or air pollution, nor destroy the livability of the area involved. It should be competitive in convenience, duration and quality of ride with private cars to reduce traffic congestion. The system should be efficient and economical, with attention to cost control and financing; it should be flexibly financed.

We believe financing for a metropolitan mass transportation system should be from a combination of national, state and regional sources. We support diversion of designated gasoline tax funds and use of motor vehicle license fees for mass transit, recognizing that this may mean an increase in these taxes. We support vehicle taxes based on energy efficiency. Keeping in mind special considerations for special categories of service, we believe that mass transit riders should contribute toward the cost of their ride through fare differentials for different levels and types of service. We support a no-fare system within the city core.

In order to shift emphasis from automobile use to mass transportation, we endorse peripheral parking instead of additional core parking. To increase efficiency, small mass transit vehicles whenever feasible should be used for neighborhood districts and outlying communities; better use should be made of buses off-peak hours, and mass transit routes should enable movement directly from one outlying area to another.

Bicycle racks should be located at park and ride stations. We favor continual public education with respect to the mass transit system, conservation and efficient use of energy by public and private transportation, and traffic safety.

Transportation of Goods. The Leagues of Women Voters of Portland and

Clackamas County support the transportation of goods by a variety of modes, realizing the unique capabilities of each mode. Whenever possible, and taking into consideration the commodity and situation, we encourage the use of the most economic and energy-efficient mode, and also the use of multi-modal transportation systems. We believe that communities should have access to some mode of transportation for goods.

Transportation Routes. Transportation routes must be an integral part of all land use planning. Planning for the location and construction of transportation routes must weigh all social and environmental costs, including economy of land use, fuel shortages, and sight, sound and air pollution. Individual citizens and neighborhood groups must be kept informed and insured input and active participation in the planning, development and operation of any transportation program, especially for their own area. To minimize overlapping of functions, governmental agencies should coordinate transportation planning.

TriMet. The TriMet Board of Directors should be appointed by the governor with consideration of regional recommendations and broad district representation. The directors should be compensated for board-approved, out-of-district expenses. TriMet should continue to be a separate entity and should work with the regional government for planning and resource utilization.

We support a payroll tax within the TriMet service district boundaries, that is broadly based and is equitably shared between employer and employee.

Port of Portland (revised 1994, 1975)

The Leagues of Women Voters of Portland and Clackamas County support planned and regulated economic growth. When planning for economic expansion to accommodate population, government should balance economic needs with environmental concerns. The public should be consulted in all planning. Regulatory agencies should continue to enforce the law in their special spheres. We agree that voluntary association of the lower Columbia River ports in Oregon and Washington for planning and marketing might be beneficial. Any movement towards consolidation of the lower Columbia River ports should be initiated by the smaller ports. We agree that Port of Portland commissioners should be appointed by the Governor and to ensure continuity their terms should be staggered.