

William Hudnut
“Working Together Sure Beats Competing Separately”

May 17, 2004 – 7:00 pm
Idaho Historical Museum

Dave Bieter, Mayor of Boise:

I want to welcome you all to the Historical Museum tonight. Thank you all for coming; this is a good crowd on a Monday night. I am the intro to the introducer. I think we all know how important the issues in this whole valley are. Just in my time in the city, we have been working very hard on how to approach all the challenges that we face. Not the least of which is transportation.

COMPASS, of which the city of Boise and all the cities in Ada and Canyon County are members, has undertaken quite a comprehensive effort along with the Idaho Transportation Department to extend to five counties our comprehensive long-term planning. That effort, and tonight is the official kickoff, is called *Communities in Motion*. There is literature in the back with website and information about that effort. I urge you to take it before you go.

It is a real pleasure for me to be involved in this lecture tonight and as the “introduction to the introducer,” I also get to plug the books that are for sale. Mr. Hudnut’s books are for sale at some savings off the regular price. There will be a book signing after that.

It is great to see you all here tonight. These issues are so important; it is so great to have someone of Mr. Hudnut’s caliber who has seen these issues up close in an area like Indianapolis and across the country. Without further ado, I would like to introduce the introducer and that is Commissioner Judy Peavey-Derr [and chair of the COMPASS Board].

So thank you all very much.

Judy Peavey-Derr, Ada County Commissioner & 2004 Chair of the COMPASS Board

Thank you very much. It is my honor and pleasure to have had time with Mr. Hudnut today from breakfast this morning to lunch to this evening. I can guarantee you are in for a real treat. It is a pleasure that he came all the way to Boise, Idaho (as an aside to Hudnut: I believe this is the second or third time you have been here). I am sure you will notice that he will offer you a perspective informed by wisdom and experience, which is important for us to hear at this time in Ada County and Canyon County.

His presentation “Working Together Sure Beats Competing Separately,” speaks to issues we are concerned about today. William Hudnut is a Senior Resident Fellow at the Urban Land Institute in

Washington, D.C. He is a former four-term mayor of Indianapolis and a U.S. Congressman. He is also an author, speaker, and clergyman among other things. During his sixteen-year tenure as mayor of Indianapolis, his stated goal was to build a cooperative, compassionate and competitive city. While there, he established a national reputation for revitalizing that city with public-private partnerships and became regarded as an entrepreneurial leader, willing to take risks. He was elected as the nation's outstanding mayor in 1988. His list of appointments and accomplishments and awards is lengthy and includes honorary degrees from 12 colleges and universities. You will learn a lot tonight. Pay attention. Thank you very much. Welcome Mr. Hudnut.

William Hudnut, III

Thank you Judy Peavey-Derr, I appreciate that very generous introduction. Good evening ladies and gentleman. It is a pleasure to be here; I love my trips to Boise. As she said, this is my third or fourth time I've been here. Mr. Mayor, you have a wonderful city, and I sure wish you well in your leadership, I know you will do a great job. You have a great area here. From Washington D.C and the Eastern seaboard it's so nice to come out to a place where the air is so clear, the sun is shining, and the beautiful clouds scuttling over head, and the grass is green. Here in the Treasure Valley, you really have a treasure; it is just an incredibly beautiful place. I would imagine that one of the reasons why you are growing as fast as you are is because it is such a nice place to live, work and raise a family. I do not know where each of you live, but I know you all live here in the Treasure Valley. Maybe it is in Boise, Caldwell, or it is somewhere else. However, you are lucky. Many people around the country would envy you, if they knew what kind of community that you have here in terms of natural assets and amenities, and the people you have. I have met so many warm hearted and generous concerned people today.

I spoke to the RTTF (Regional Transportation Task Force) at breakfast. At lunch the commissioner (Peavey-Derr) invited me to speak to COMPASS, the Metropolitan Planning Organization (MPO), and now we're here tonight for a general meeting for the public.

Let me give you a little bit of a fix of who I am and the institution that I work for, which is the Urban Land Institute (ULI). There are a couple of people here who are members of that. Phil (Kushlan, Executive Director, Capital City Development Corp) is a member, as is Quentin (Knipe, attorney, Stoel Rives)-- and they would love to sign anybody up for membership who might be interested. Read through the material (provided on your chairs). You may get more out of that than you get out of my remarks. We are an organization of some 20,000 people, national and international in our reach. We research and try to educate people on best practices when it comes to land use. Our mission is to promote responsible leadership in the use of the land in

order to enhance the total environment. We are concerned as we struggle with these problems of how to manage growth; we're concerned with smart growth, and we're concerned with master-planned communities. You have some around here in Boise. Frank Martin is a member of ULI and he has developed one outside of the city here (Hidden Springs). We're concerned about creating a sense of place, about place-making, and what you can do to feel rooted and in a day and age where people are so mobile. We are concerned about multi-family housing, infill housing, golf course and resort development, and reclamation of brownfields. We have programs to try to help cities solve some of their land use problems.

Just to give you one example, in Kenosha, WI, there was an old abandoned factory site. The factory had been torn down and all that was left was a yard or so of concrete with a lot of pollution underneath and weeds growing up through it. It had been an old Nash factory where they made the Nash automobile and it had been a Simmons mattress and then Chrysler had it for awhile, and now it is all gone. Therefore, they called us up in 1996 and said would you be willing to come here and do one of your Advisory Service Panels, which are efforts that we make for a week to go into a community with people from all over the country. There are usually about 12 (on the panel)-- developers, architects, market analysts, consultants, and designers, people who are in the land use business either directly or indirectly, who come in and make recommendations about what we can do to turn this situation around. So, we went in and I was a member of that panel. We walked all around this site. We tramped around it and saw the weeds, the cracked concrete, the pollution, and all the rest of it. We interviewed about 100 citizens in the early part of that week. Then we closeted ourselves and made some suggestions and recommendations, which became public and were subsequently printed. To make a long story short, they turned it into something called Harbor Place, which now has a lot of green grass in it, and all the concrete is gone. They followed our recommendations with transportation access, by the roads into this area. There is a marina, playground, fishing along the boardwalk, and literally hundreds of units of housing sprouting up on this place, which used to be a very desolate, derelict, abandoned industrial site.

The point I am trying to make is we run these types of programs to help cities, to help cities grow and grow. We were in Boise in 1995, for one of these Advisory Services Panels. I was not with them then; they talked about growth management, and they could see that the growth was coming to Idaho. They tried to help prepare for that by making some recommendations.

So we have these programs, we want to be of use to communities. We have memberships, full memberships, associate memberships, public agency memberships; all of this is described in the brochures that have been placed out on your chairs. We are hoping to get a (ULI) District Council started here, call it a Chapter if you want to. We have 38 of them around the country. We hope to get one going in Idaho and

particularly in Boise. They have already signed up about 80 people to become members. Thanks to no small part of the leadership of the two individuals whom I just mentioned (Kushlan and Knipe). They are looking forward to having 100 members and becoming a fully qualified district council. I hope that some of you will be motivated in helping them with that.

In my opinion, thinking about land use and how we use the land is one of the most important subjects we can discuss. Because, we do not inherit the land from our forefathers and mothers so much as we bequeath to our children. I worry sometimes what my children and grandchildren are going to grow up into. Are they going to grow up and not be able to afford the kind of life that our generation has had? Are they going to grow up and find that there has been all kinds of low-density un-planned developments sprawling all out through nice greenfield area? Are they going to grow up into an urban situation where there is lots of air pollution? Where there is lots of congestion? Where there is traffic gridlock? Or is there a better way?

I am reminded of the opening lines of Winnie the Pooh. I have an 11-year old at home and of course, at one time he was 1,2,or 3. I have enjoyed reading to him about Christopher Robin. I think the opening scene of Winnie the Pooh, where he drags Winnie down the stairs behind him and Winnie goes “Bump...Bump...Bump” on the back of his head. It is as far as Christopher knows the only way to bring Winnie down the stairs, Bump...Bump...Bump. Sometimes he feels there could be a better way, another way, if only he could stop bumping for a moment and think about it. The question: is there a better way to go down stairs? Is there a better way to plan for our future than what we are doing? Is there a better way to what we are doing? Is there a better way to work together?

I was over in Utah, a couple of years ago, speaking to the Municipal League in Utah. The Mayor of Sandy, UT told me a story, which is amusing and makes the point about working together. He said that a neighboring jurisdiction, which was completely independent of his jurisdiction in Sandy, built a rather large highway or arterial that came right down to his city and dumped a lot of traffic down into one of his neighborhoods and he didn't care for that too much. The people all griped about it and so he went out with the Public Works Department and put those concrete barriers that you see in highway construction along the border so that no cars could come through. He winked at me and said; “now we plan together.” I think that is the lesson that we have to learn. Working together toward a better future, so we do not have to go bump...bump...bump down the road of life.

I told a story earlier today, about my father who very much enjoyed playing chess. It is a very cerebral game and it takes about 45 minutes. My dad was a good chess player, he could always beat my brothers, and me and I am the oldest of six children. He found himself on lower Broadway in New York City at an antique

store and looking in the window admiring a beautiful hand carved ivory chess set. While he was admiring it, the little proprietor came out and said would you like to come in and play a game of chess. My father said sure; so, they went in and sat down to play a game of chess. It did not take 45 minutes; it took about ten. They were standing up and shaking hands, and my father had got beat. He said, “my goodness you are a good chess player. What is the secret of your game?” The proprietor said to him, “the secret of the game is to begin at the end of the game and work backwards.”

I am elected to a four-year term and I am elected and re-elected. What are my goals, where do I want to be four years out, when I am done being mayor? Eight years out when I am done being mayor? Or in the case of Indianapolis, 16 years out when I am done being mayor? For those of you who are wondering, I left office voluntarily. There four ways to leave office and three of them are not any good. I did not die, I was not impeached or recalled, I was not defeated--I just stepped aside. I just thought 16 years was enough. Who needs the grief anymore? Consequently, I had 16 years in which to try to accomplish some of the goals that I had.

In long-range planning – in getting a five-year strategic plan together -- we have to think ahead, we have to look toward the future. You can't just walk around in a circle like a dog that is trying to find a nice place to lie down and then go to sleep and say with your thumb in your mouth... “come wheel or come woe my status is quo.” That is not what leadership is about. That is not what building a city is about. Building a city is about having a vision of where we want to go and trying to do something to solve it. In asking, where do we want to be, four years out? Where do we want to be 25 years out? Or maybe even 50? Where do we want to be as a region? In an exploding area of the country, where the population is growing and where people want to come to live because of the beautiful quality of life that you have here. What do we need to know to get there then? Part of the answer, and there is an awful lot to answer, but part of the answer is we have to learn to think and work regionally and understand the regional perspective of what we do.

What is the region? Regions are the social, economic, geographical units in which we create our goods and deliver our services. Regions are organisms, not necessarily jurisdictions. They're where people listen to the same radio stations, or read the same newspapers or watch the same television. They're the competitive engines in today's global knowledge intensive economy, which you have latched into with some of the great high tech stuff you are doing here.

Fortune magazine has noted that national and international businesses looking to relocate do not want just a city. They want a region that can provide business necessities and quality of life amenities according to *Fortune* magazine. Regions include urban, suburban and exurban and rural areas and cities, counties, and they

are all clustered together, in one area. We hire from a regional labor force, we count on a regional transportation system to move the people and materials involved in the regional economy. We rely on regional infrastructure to keep the bridges, roads, and sewers all intact and functioning. We live in a regional environment, where water and air quality do not recognize the traditional political boundaries. So we live in the 21st century, which is the “century of the region.” You have a tremendous region in the Treasure Valley. Over in Oregon, Henry Richmond, who is the head of the 1000 Friends of Oregon organization, says, and I quote, “Today national goals are being undercut because the fragmented form of government in metropolitan areas is inheritably incapable of approving development patterns which meet the needs of the entire region.”

So, the challenge is work together regionally, getting a regional perspective. The challenge is to work together or hang separately, or compete individually. The challenge is to find some kind of intelligent and viable middle ground between individuality and commonality. Between individual rights and property rights, which we all respect and we all support. Doing something for the common good and will. The commonwealth is a partnership for the common good. Somehow we have to transcend area parochialisms, fragmentation, self-interest, and ask “what is good for the region?” And stretching all the way from Mountain Home to Ontario...what is good for the Treasure Valley?

It is not just happening here. Let me give you some quotes from elsewhere around the country. Here is one from Hartford, Connecticut, from somebody in the Chamber of Commerce: “If we continue to do what we have done in the past 20 years, we are going to lose.” Jeff Ireland, Mayor of suburban Dayton outside of Hartford said, “the way our society is changing, the way businesses look at what is going to be good for them, I don’t think they have the time to deal with all of the interjurisdiction squabbling.” I think he is right. Multi-national corporations are not interested in petty jurisdictional squabbling. From Louisville, Kentucky, Greg Wathan, who is the public affairs manager for the greater Louisville economic development partnership says, “our goal is to have businesses locate in the region. Louisville is the heart of the region, and the outlying areas are the arms and legs that make a community work.” Substitute the word Boise for Louisville. Boise is the heart of the region and the outlying areas in the Treasure Valley are the arms and legs that make the entire region work. We are all part of it together. The hipbone to the anklebone, no, the hipbone is not connected to the anklebone! What is the hip...the leg bone? The leg bone is connected to the anklebone! You know, if my toe hurts, I hurt all over, I cannot walk properly. If I have a toothache, I hurt all over. If somebody hurts in Mountain Home it may makes some hurt in Ontario. Maybe that is too far fetched. The point is that no man is an island under himself as John Donne the (17th century) poet once said. “We are part of the main land, we

are all in it together, ask not for whom the bell tolls” to quote Ernest Hemmingway. “It tolls for thee.” That is what he wrote the book about, for whom the bell tolls.

The California general assembly speaker in the year 2001, Robert Herbstburg, says, “The winners in the new economy will be the regions that learn to work together. To relieve traffic congestion, to build affordable housing, to preserve open space, and to promote economic development.” You see how people all over the United States are recognizing the importance of thinking, acting, and working together on a regional basis. One final quote from Cleveland, Ohio from somebody who is a trustee of a local \$170 million foundation says, “We been individual cities competitive with each other, which is very parochial --- he is talking about the area around Cleveland in Cuyahoga County --- and that doesn’t sell in the 21st century. Working as region we can become something, none of us individually can possibly be.”

As you pile these quotations on top of each other, you begin to understand that the message is “United We Stand Divided We Fall.” Working together sure beats competing separately. Cooperate or vegetate. Live together or hang separately. Think, plan, work together, and understand that what is good for one is good for all. Conversely, what hurts one hurts all. Ask not for whom the bell tolls, but change that binds my brother binds me. You know it is something that is deep in our Western Civilization. The idea that Alexis D’ Toqueville perceived was so important here in America was that everybody working together in voluntary associations could make a difference, where we can transcend narrow self-interest for the sake of doing something good for the community in which we live. I do not see him here, but Kirk Sullivan (Partner, Veritas Advisors) told me this morning about the CEO of Boise Cascade. It stuck me that this gentleman is a very good corporate citizen because he said (to employees): “do something for your community, find a place to volunteer, do something to give back.” I think that is terrific and we all have to recognize that we’re in it together. Some of you heard me talk earlier today, heard me tell a story about a Mayor in a neighboring jurisdiction of Indianapolis who invited me, as the mayor of Indianapolis, to come to her jurisdiction to cut a ribbon on a new building. I said, Deedee, “why would you invite me? It is your tax base, the property tax is going to help you, it is not going to help me, and on and on and on.” She said, “Bill don’t be short-sighted, did you ever stop to think that probably at least 50 or maybe 60 or 70 percent of the people that work in this new building live in your community?” She saw and I saw as the result of her teaching me that what happened in her town, farther out was going to indirectly help Indianapolis because we were all in that region together.

So all over the country, by the for profit and non-profit sectors, communities are wondering how they can come together and wrestle with the problem of solving cross-cutting jurisdictional issues. What are they? There are a whole lot of them: economic development, environmental degradation and pollution, job training,

affordable housing. There are four million working families in America that have critical housing needs because they spend more than half their income on housing. That is creating a tremendous mismatch. They are not dead beats, they are not on welfare, they are working families. The mismatch between jobs and where people live is growing because you have to drive to qualify (for a mortgage). A lot of these people can't qualify because their income level for a mortgage closer in so they move farther and farther out and get farther and farther away from the place they work until they have these inordinately long commutes. California has this problem in great magnitude. San Carlos, CA had voted to lend at interest free rates \$100,000 to each city worker so he/she could live near where they worked, to not have to commute 40 miles. In California you cannot buy a shoebox for a half million dollars. These people were forced to live way, way out. The council was going to try to give them some help with a down payment. Affordable housing, crime and drugs, traffic congestion, land use and transportation planning, overcoming fiscal inequalities and disparities---these are the kinds of problems that you need to wrestle with if you care about what is happening in you region. There are people wrestling with it.

There are conversations going on right now in Buffalo, NY, in Pittsburgh, PA, and in Wichita, Kansas. They have gone on in Kalamazoo, Michigan, gone on and succeeded in Louisville, KY. Conversations about how cities and counties can work more closely together and maybe even become merged, like we had in Indianapolis, like we had in the city and the county, where the strong Mayor system was installed and the Mayor was the chief county executive as well as the chief executive of the city. The debate is being driven not so much by reformist zeal, not so much by duplication or inefficiencies, nor triggered by convoluted Rube Goldberg systems of government, as by the perception that we will not be economically competitive if we do not learn to work together. On the argument that regions that tangle in multiple layers of government exhaust their energy competing internally, rather than positioning themselves in the new global economy.

I think you are fortunate here in the Treasure Valley to have some mechanisms in place. You could call them building boxes for the expression of partnership, of collaboration and cooperation, and of regional thinking and action. There is the Treasure Valley Partnership, and it was my privilege to come out and speak to them in 1997 at their founding meeting. I have the document with me in my briefcase, a copy of the original Treasure Valley Partnership agreement, which was signed by many of the mayors of the cities in the Treasure Valley as well as representatives of commissioners in Ada and Canyon County. (The agreement) is a pledge to work together, to solve certain problems relating to everything to water, land use, transportation, open space and all of the rest of it. You have got ValleyRide, the regional public transportation authority, in Ada and Canyon Counties. That is a start. You have COMPASS, the metropolitan planning organization. They are working on developing a long-range transportation plan. It is more than just a two-county effort, or

it is going to be, as I understand it. It is going to involve five more counties. So, you are broadening your vision. That is important. Conrad Adenauer, the Chancellor of Germany said, “we were all born under the same sky, but we don’t all have the same horizons.” He is right. Some of us have a very narrow view of our responsibilities, a rather parochial view of our role as an elected official, without trying to enlarge our vision to include others. You have ACHD (Ada County Highway District), the county, cities, all working together in coordinating a countywide land use transportation growth management plan effort. That is good, that is a building block.

You have RTTF, which I think is a wonderful initiative by the private sector, by the business community. They said, “we have a problem that is developing with transportation...we have to think about it now as well as where we want to be 25 years out.” You begin at the end of the game and you work backwards. If congestion is bad on I-84 now, what do you think it is going to be a little farther down the road, when there are more cars coming. Where is it going to end up? I do not know the answer to that, but I do know they are trying to think about it now and that is good. Do you realize that (the number of) registered passenger automobiles Ada County in 1990 was 185,000? In 2002, 254,000 cars, which is an increase in just 12 years of some 70,000 cars. So, what is it going to be in 2020 or 2025? Canyon County had 81,000 in 1990 and in 2002, 124,000. Where is that going to put you? It is going to put you at more cars and more people wanting to come to the Treasure Valley.

Your job is going to be how to control growth, manage growth, direct growth, and guide growth, whatever the proper verb is. Not to create growth. You are going to have it because it is such a good place and so many people are going to want to live here. How do we shape that growth intelligently? How do we practice “smart growth?” The vehicle miles that were traveled in the year 2000 in Ada County were 6.3 million. It is projected that in 2025 it will be 12.5 million. Doubled. Same thing with Canyon County, in 2000 2.4 million-vehicle miles of travel a year. In 2025, it is estimated it will be 4.47 million miles. We are growing and there is not much you can do to stop it. “No growth” is not the answer. Large lot zoning is not the answer either, that just increases sprawl. We are going to have to learn the lesson of density in America. It is a hard lesson to learn.

People say: “I am against sprawl and I am against density.” Well you cannot have it both ways. America is going to grow by 60 million people, between 2002 and 2025. These people are going to have to live somewhere and I think a lot of them are going to want to live in the Northwest. Twenty five percent of that group is going to be immigrants. You already have a substantial population of Hispanics here. That is not going to turn around. America is becoming more diverse. They are going to live along the seaboards. They are not going to go to the Midwest for the most part. They will go to Chicago but that is about the only city that I

can think of. They will not necessarily come to Indianapolis in any great numbers. Indiana is a “net out” immigration state. They are going to go to the places where the quality of life is.

Young people in Generation Y and Generation X are inclined to choose their job second and place where they live first. They say that is a nice place to live; I will go there and then get a job because I have this portable skill called the laptop computer. I know how to use it. I can go on a mountaintop, become an eagle out in the Rockies, and make millions. Or I can go to Boise because it is such a nice place to live. I can find a job there, at Micron or Hewlett Packard. I want to be able to do my biking, skiing, kayaking, and that is where I want to go. Then I will find a job.

So, the problem is a transportation system that seems to be less and less capable of supporting rapid and efficient movement of people and goods throughout the valley. What are we going to do about it? Some things have to be handled locally, such as labor-intensive goods and services that do not benefit from economies of scale and involve local authority, like a Parks Department or maybe fire and police, or the educational system, social services.... But there are other things that should perhaps be handled on a large, regional basis, such as goods and services with large capital costs, where there are economies of scale that can be affected and large amounts that can perhaps be consolidated. For example, Wichita is located in Sedgewick County, Kansas, which is reputed to be one of the most governmentally overloaded communities in the entire United States. I discovered when I went there to talk about consolidation of the city and the county. There were 40 different agencies in that one county that were responsible for some part of the transportation system. I said to them, “my goodness you have many chuckholes here. Why couldn’t you buy asphalt in a great big bulk and save a lot of money, rather than each community of 40 buying it on there own? Wouldn’t you save some money...could you not consolidate personnel services, human services, purchasing, and so forth?” I think the answer to that is yes, but the people voted it down, not just once, twice, but three times. But water systems, sewers, and maybe trash collection and disposal, resources, like the port, if you have a port. Indianapolis did not have a port, you do not have a port. Airports, medical centers, museums, stadiums, but above all, land use. Roads, highways, and mass transit, and transportation planning, and land use planning. That is what we have to think about. How we can put them together? I think it is important. The question is you know what can we put in place to promote better land use and transportation planning. The critical need it seems to me, not to create new regulatory tools for local governments to use. Most states and local governments have a good bit of land use powers for use within their boundaries. All zoning, they say, is local. The gap to be filled is to encourage, require, or incentivize land use and transportation planning among local jurisdictions...between local jurisdictions, not within a given local jurisdiction.

The Mayor of Sandy, UT said “now we plan together.” They told me in Pittsburgh about a place where two communities came together; one community has a certain width of its streets -- 26 feet or whatever it is. One has a narrower width for their streets. They just do not mesh, the sidewalks do not fit together, and all the rest of it. How can we handle our growth in such a way that we learn to work across the jurisdictional line so easily we could keep us from realizing the vision of a regional approach to land use planning? That, I guess, is the key question. States, generally speaking, are not too sympathetic to this and there are many people who yawn or say “oh my gosh” when they hear me talking about regionalism. “He wants to homogenize everything up into one great big governmental unit.”

We do not want the whole Treasure Valley to be run by one Mayor, because that is not really what we are talking about when we say words like regionalism or metropolitan areas. States must allow regional authorities like COMPASS and the MPOs to strengthen their regional planning by gaining more control over the federal dollars. The goal is to transition a COMPASS, i.e. metropolitan planning organizations, or a new authority, from advisory bodies to fully empowered functioning authorities. Let me give you some examples. Georgia the GRTA (Georgia Regional Transportation Authority) was set up with the state legislature a few years ago by the Atlanta Chamber of Commerce because EPA (Environmental Protection Agency) was coming down on them and saying, “you have an air pollution problem and if you don’t solve it we are going to close you down.” There is going to be no more construction, no more highway building, and on and on and on. So, they set up GRTA.

I do not know what has happened to GRTA recently because they changed administration and Governor Roy Barnes went out and a new governor came in who is the opposite political party. I am not sure where GRTA stands but a statute gave it the authority to issue a billion dollars in revenue bonds and a billion dollars in GO (General Obligation) bonds. It gave them the authority to assist local governments and to financing mass transit or other projects to alleviate air pollution. It gave them the authority to approve land transportation plans and land use plans in throughout the region in the 14 counties, as well as to approve or disapprove the use of federal or state funds for transportation project associated with major developments. Tremendous power.

Take the MET Council (Metropolitan Council), the one in Portland. They have these elected officials, they are appointed in the Twin Cities area, but this MET Council has the responsibility for some major things. In the area, whether it is water, sewer, roads, and they also have programs to overcome the fiscal disparities that exist in a region. Where you have some poor communities and some wealthy communities; for many years they have had this program that is called “tax base sharing,” in an effort to overcome the fiscal disparities. In tax

base sharing in the Metropolitan area around Minneapolis and St. Paul, they take 40 percent of the increment of new revenues generated by new construction, either housing or commercial, and they put that into a pot. They re-allocate those monies based on a formula, so that the poorer communities get more assistance and benefit from the growth that is happening somewhere else. To me it makes sense, but it is political dynamite to try and go that route. Many people will say “do not take the money away from us, we need it.”

They have a RAT Tax (Regional Asset Tax) in Pittsburgh, Alleghany County. Everybody in the whole community is taxed on the museums, ballparks, port authority, zoo, and the regional assets that are in that county. People all over the county pay for services. It is just one county. Still that is just a start.

Here in Idaho, you have the possibility, it seems to me, to establish with state assistance a regional transportation and land use authority. It will take state action to do that, it might be a new authority, and it might be an expansion of the MPO. Traditionally speaking, the 385 MPOs throughout the country do not have much clout. They do not have the ability to make their plans stick if people do not want them. The RTTF is recommending that the State Legislature create by statute a regional transportation authority. This would probably extend from Mountain Home to Ontario, becoming a regional approach to transportation planning. It is purposed that the regional transportation authority should and I am quoting, “Plan, make decisions, implement its decisions, and protect future transportation corridors from encroaching development. Promote all modes of transportation and have jurisdiction over them.”

I do not know whether you need light rail here or not; I think maybe you do not because you are not ready for it yet. Maybe you are ready for a trolley car system inside of Boise. I do not think this community has enough density population to warrant going after a light rail system now. Even though light rail system helped in Portland, helped tremendously in Denver. It has really led to the resurgence of some of the inner ring suburbs; old industrial suburbs that were in decline and now coming back because they have a transit stop there.

What I am talking about is more transportation choices, for this area, so that not everyone has to be on I-84 for 60 minutes to travel 12 miles in the morning and in the evening. Construct and maintain all local and regional transportation facilities and have jurisdiction over them. Have input as an equal on state transportation facilities in the region. Have authority over land use relative to transportation infrastructure. Accept public input. Purchase and preserve transportation corridors, and on and on and on. I think that is a very bold, far sighted recommendation: “where do you want to be 20 years from now?” Will the regional transportation authority help you get there? I think it will, but in order for it to work it is going to require collaboration. It is going to require cooperation, partnership, and utilization of those building blocks that I mentioned earlier. It is

going to require a spirit of inclusiveness that tries to transcend self-interest to see what is good for the community as a whole. Bob Knight was the mayor of Wichita, Kansas for 12, maybe 16 years. I went there two or three times to talk about unified government because they were promoting it there. Bob Knight stood up and said, “I will be willing to step aside in favor of the county executive if you vote in some kind of consolidated government.” I thought that was a very magnanimous thing to do for an elected politician. He did it because he wanted to try to strive for the higher good. It did not work. The county voted it out and the city voted it in. They still have a mayor and a county executive. I am not knocking county executives but all I am saying is that it takes a spirit of magnanimity to make this work. That is what political leadership is all about.

A political leader at his or her best will be a consensus builder, will be somebody who tries to develop coalitions...who prepares the groundwork. We were involved 20 years ago in the building of a dome stadium in Indianapolis. It was going to be an expansion of our convention center. I could not just sit up in the mayor’s office and say, “we are going to have this.” We had to prepare the ground, cultivate the groundwork, communicate our vision, and motivate other people to get involved. We had public hearings in neighborhoods, speaker’s bureaus that went out to churches, civic organizations, and PTAs to talk about it. We had one-on-ones with the media. We had a Greater Indianapolis Progress Committee that discussed this. We had regional civic organizations that discussed this. We finally figured out a way to do it, and we got the legislature behind us to give us permission to do it since we were not a home rule state. To make a long story short, we were able to build an \$80 million facility as an expansion of our convention center, where now the Indianapolis Colts play football; we have about 280 other days of events filling a 60,000-seat auditorium. The Colts are saying it is inadequate now and they need more suites and all the rest of it, which is another story!

The point I want to make is that we took time to work together, to get the Republicans and Democrats working together, the city and the county, labor and business and so forth, to build a spirit of cooperation. Leadership involves creating positive change. I think where there is political will, there will be a way. They cannot be discouraged. Churchill said, “Never, never, never, never, give up.” You have to have the courage of your convictions and you have to believe in tomorrow, that is what America is all about. Believing in tomorrow, that is the frontier mentality. I was wandering through (the historical exhibits about) the Chinese people who were trying to find gold, back 150 years ago or whatever it was. They believed in tomorrow. They believed that they could make a better life for themselves and so did the other immigrants. The Basques, who came here, were pursuing their dreams. We have dreams, we have visions, and we have to work hard to make it happen. Because regional thinking and the belief that regional remedies are essential is not universally held belief. So, I would conclude by encouraging you keep on keeping on when it comes to this business of doing

what you can in promoting regional thinking, particularly in the areas of land use planning and transportation planning. I leave with you a very optimistic quote from Daniel Webster, who said some words that I think are great. I discovered them one day when I was in Congress. For those of you who may not be aware, I was lowest of the low when I was in Congress. I was a freshman, and I was a Republican when the Democrats dominated Congress and we were not in the majority, so we had a lot time to listen particularly if you were a freshman like I was...bottom of the seniority pool. So my mind would wander around while all of the greats of state were waxing eloquent down there at the well of the House (U.S. House of Representatives), looking around, maybe like you have been for the last 45 minutes. Incidentally there are 362 tiles in the ceiling here. I counted them during Judy's introduction! Just kidding, Judy just kidding! My mind was wandering around all of the sudden it fastened on the something that was engraved on the marble there at the top of the United States House of Representatives, which was up above the speaker's chair. You know, where Tip O'Neil used to fall asleep during the State of the Union speeches. Up above the American flag, up above the words In God We Trust, up above the frescos of Lafayette and Washington, and up above the press gallery. Right where the ceiling and the wall come together engraved in the keystone of that arch are words of Daniel Webster that seem to me to speak to the challenge and the opportunity and the privilege and the responsibility that is ours today 150 years or so after he said them:

“Let us develop the resources of our land, call forth its powers,
build up its institutions, promote all its great interests and see whether or not we also
in our day and generation may not accomplish something worthy to be remembered.”

My friends in the Treasure Valley I think it is our job to keep that dream alive. All good wishes and thanks so much for your attention.

Questions & Answers:

Q: What can we do about rural areas being gobbled up, if you please, by urbanized land development, more residential, commercial, gas stations, strip malls and such?

A: The American Farmland Trust says that 45.6 acres of greenfields are being gobbled up every day by developers. The fact and the matter is that America is spreading out. We are becoming much more decentralized and the densities in central cities are much less, than they were in 1950. The average is that the land use, urbanized land use is growing at least 2.5-4 times as fast as the urbanized population. So, we are

spreading out and sometimes we are not doing it in a planned fashion. So the question becomes what can we do to save our greenfields, preserving our open space, and that is a tough question to answer because America is going to grow. Homes are going to be built. The National Association of Home Builders says that 80 percent of the American people want their own home. That is the American dream. What is driving all of this growth? Some groups want different kinds of living. Maybe in the younger generation that was raised in suburbia but is tired of suburbia and fighting the traffic and the congestion and feeling a psychological rootlessness that characterized some aspect of suburban living...that you spend the day in the car going from one place to another. So, they might want to come back downtown.

I think there are three demographic cohorts that are tending to move back downtown. I call them the singles, the mingles, and the jingles. The singles are the young professionals, the high tech, and the people who have the tremendous talent to hook into the Internet, get wired, and do anything from anywhere. They love the amenities of urban living. I was down Austin, TX, which is a haven for the creative class, with Dell computer and everything else down there. I read that they had a motto for the city, which was "Keep Austin Weird." I thought that was a misprint and meant to say "Keep Austin Wired." I asked the mayor and others about it that and they said no, "Keep Austin Weird" -- keep it unique, keep it different, keep it funky. Keep it as a place where people want to go because they like the music or they like to hang out or they like the recreational opportunities. There is a sense of place. "I want this location and then when I get there I will find a job or I am being interviewed by Hewlett Packard. I go to Boise and they take me up into the mountains I see where I can ski, where I can bike ride, I see where I can kayak. Maybe I do not ever want to kayak but I am glad it is there." So, they want to come here.

The second group, the mingles, are the couples. Living either with or without the benefit of clergy, and gay and lesbian couples, and I do not want to get off on that subject. Basically, with kids, if they have kids with preschoolers, although I think you have a good educational system her compared to some in the northeast. There is a myth that urban education is bad and we have to have suburban education for our kids. I think to a certain extent that is a myth although it is grounded in fact but any way. The mingles are the craftsperson, the graphic artist; they have artistic type of skills and want to live downtown because they like the amenities of urban living. I saw a bunch of sidewalk café's today as I was walking around today in downtown Boise. You know that is neat. Sit outside, eat, converse. The singles and the mingles like the amenities of urban living. Then there are the jingles.

Jingles are the happy empty nesters. The last kids graduated from college and there dog has died and they want to get out of their five bedroom house and they don't want to take care of their ten acre green grass

anymore. They want to come downtown near the culture, near to the amenities, near to the places of entertainment and of intellectual stimulation. Near to the center of a lot of action. So I think there is hope that this is not a trend yet and it will help it revive and help to revive many downtowns throughout the United States. But meanwhile, that there are a lot of other people who want to move out, who have the American dream of a single family home out in the suburbs. What can you do to keep this dream from simply sprawling out throughout rural America and gobbling up more and more of the green space? Which gets to your question.

[**note:** the other three questions were not recorded because the audiotape ran out]

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