



PASSAGES:NORTHWEST
global mandates/local initiative

REPORT

MAY 1981

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PASSAGES:NORTHWEST

global mandates/local initiative

. toward human development in the 80's

PASSAGES:NORTHWEST, a regional conference on human development in the 80's, was held May 16-23, 1981, in multiple locations. Participants were from the states of Oregon, Washington and Idaho representing the private, public, voluntary and local sectors. A total of 1,280 persons contributed to the input of the conference process.

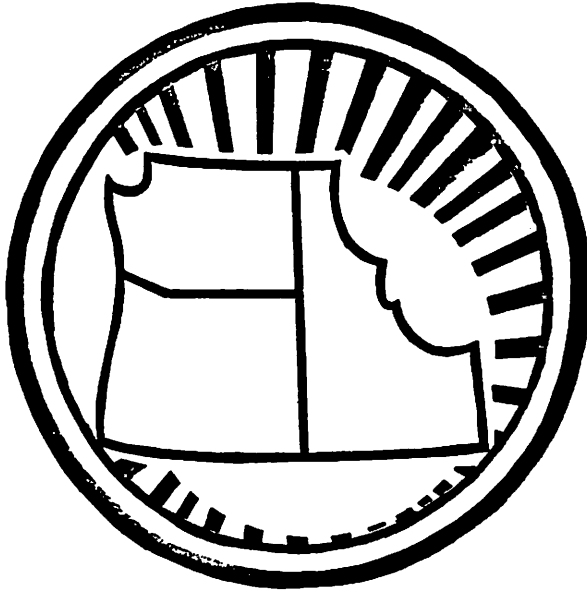
The intent of these activities was to articulate the emerging consensus on directions in all aspects of human development. This included the sharing of issues, practical insights, successes and innovations from all parts of the region.

The groundwork for PASSAGES:NORTHWEST consisted of dialogue with people in the three states to gather insights into the transformations that are taking place in the world, the nation and the region. From December 1980, through April 1981, conversations were held with an average of five individuals in one hundred forty-four towns across the three states. The conversations were focused on local and regional issues, current challenges and local initiatives accomplished or being implemented. The Regional Symposium was held in Pendleton, Oregon, May 16-17, and was followed by four days of local practicum interviews and group meetings involving 530 persons in seven geographical divisions. The Directions Assembly was held in Vancouver, Washington, May 22-23.

The products of the conference were an analysis of issues and trends, historical mandates, strategic directions, catalytic actions and program campaigns. The conference provided new perspectives to build networks and alliances to accomplish common objectives for those concerned with human development in the Northwest. All of the work by everyone is for the benefit and use of the residents of the Northwest and may be applied in whatever way is most appropriate.

The conference process included the following parts:

- I. Over a six month period, Town Visits with individuals and groups in all parts of the region gathered a broad-based input on development issues and local initiatives.
- II. A two day Regional Symposium in Pendleton, Oregon analyzed the current situation, examined the future issues and stated the historical mandates for human development through the 80's in the Northwest.
- III. Local Practicum events in seven geographic divisions tested the work of the Symposium by obtaining illustrations of the issues and mandates, clarifying their articulation and indicating future directions for development efforts.
- IV. A two day Directions Assembly in Vancouver, Washington discerned the emerging consensus on human development directions, outlined strategic action components and proposed practical means for their catalytic implementation across the region.



TOWN VISITS

The Town Visits were conducted by volunteers to document local initiative in communities across the Northwest. In the six months from December 1980 to May 1981, over one hundred forty communities were visited. These towns were selected from a list of one hundred sixty which had held Town Meetings, Community Forums or Special Issues Forums in the last four years. Other towns were also selected to ensure representation of diverse geography and socio-economic conditions.

The circuit teams visited with a wide variety of community groups and individuals representing a number of perspectives on the community's life. The interviews gathered data on challenges facing the communities and the local initiatives already taking place.

The significant local initiatives such as increased voluntary activities, new partnerships between agencies, innovative service delivery and creative business ventures highlighted the necessity of sharing these success stories with other communities. In addition the common challenges of Northwest communities indicated the need for a cooperative approach to solutions across the region.

The lists of issues from these visits as well as the indications of trends toward new dimensions of local initiative were included in the dialogue throughout the process of PASSAGES:NORTHWEST.

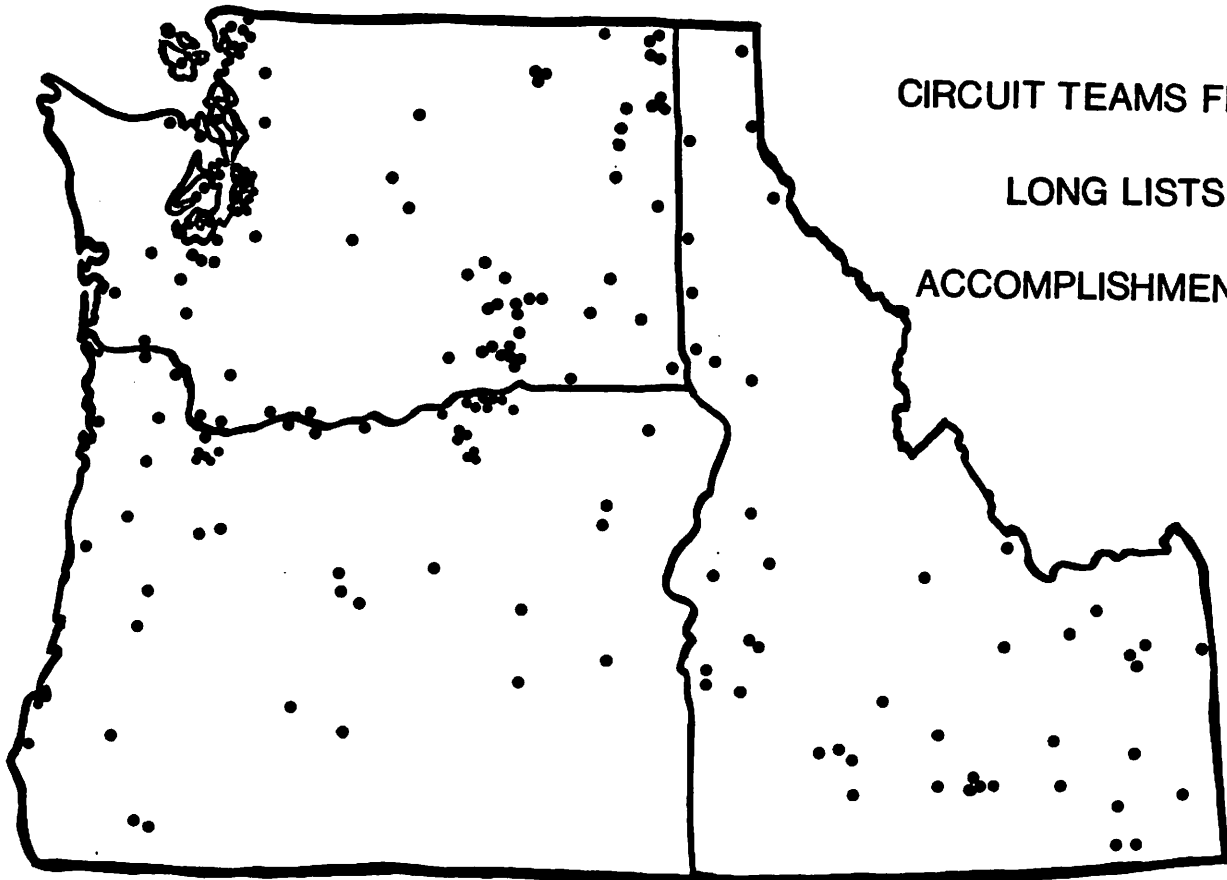
"The older people have the dreams -The younger people have the energy to do them. We've got to work together to make things happen."

-High School Student
from Idaho

"Everytime I come into this Community Recreation Center, I realize that this is a miracle, a sheer miracle."

-Senior Citizen

NORTHWEST COMMUNITIES ON THE MOVE



CIRCUIT TEAMS FIND
LONG LISTS OF
ACCOMPLISHMENTS

Washington

Bainbridge Island
Basin City
Belfair
Bellevue
Bellingham
Benton City
Bremerton
Buckley
Burien
Camas
Carson
Chewelah
Cle Elum
Colville
Connell
Cusick
Custer
Deming
Elma
Eltopia
Entiat
Finley
Ford
Friday Harbor
Granite Falls
Issaquah
Kahlotus
Kennewick
Kent
Lacey
LaCrosse
Langley
Lawrence-Deming
Mabton
Marietta
Mattawa
Mesa
Metaline Falls
Mt. Vernon
Napavine
Nooksack
Normandy Park
Northport
Olympia
Othello
Pasco
Pasco, East
Pataha City
Pateros
Port Hadlock
Raymond
Reardon
Renton
Rochester
Rock Island
Roy
Royal City
Seattle
Sequim
Skamokawa
Snoqualmie
Spokane
Stellacoom
Tacoma
Vancouver
Wenatchee
West Richland
White Salmon
Yakima
Yale Valley-Cougar

Oregon

Arlington
Applegate
Beavercreek
Bend
Boardman
Burns
Camas Valley
Cascade Locks
Charleston
Coos Bay
Coquille
Culver
Damascus
Drewsey
Echo
Elmira
Eugene
Garibaldi
Gilchrist
Gold Beach
Haines
Heppner
Hines
Ione
Irrigon
Juntura
Langlois
Medford
Menlo Park
Mitchell
Monroe
Mosier
Murphy
North Bend
North Plains
North Powder
Oregon City
Pamleton
Portland
Powell Butte
Rufus
Salem
Seneca
Siletz
Silver Lake
Terrebonne
Umatilla
Wallowa
Westport
Yamhill

Idaho

Burley
Boise
Castleford
Clark Fork
Cottonwood
Coeur d'Alene
Declo
Hagerman
Hazelton
Hemmett
Kallooy
Kuna
Lapwai
Marsing
Moscow
Notos
Osburn
Paul
Plummer
Potlatch
Wallace
Winchester
Worley



... ALONG THE WAY!

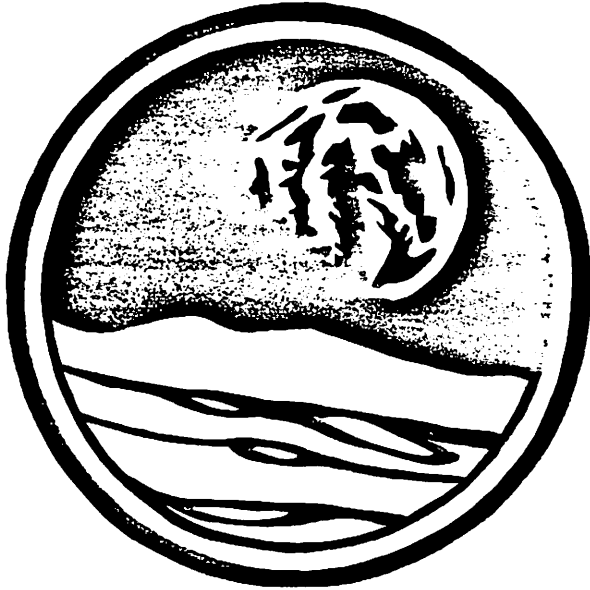
The city of Cascade Locks, Oregon has its own cable tv channel that is used for relaying school, county, town, public and private news to the community.

The town Pateros, Washington, is host to a fine lakeside park that is free to anyone who needs a place to throw down a sleeping bag.

Monroe, Oregon 8th grade students are taking CPR classes. The entire school helped raise the money for the "resuscitator Annie" used in the courses.

A rancher in Hazleton, Idaho is raising money and interest for a new senior citizen's center. He has offered seed money for the project and is working on raising additional funds.

Elmira, Oregon has a neighborhood watch program. Volunteers using cars equipped with C.B. radios patrol this rural area. The local grange donates money to help defray the cost of gas.



*... We have all now seen for ourselves how
very small is our heaven-born earth, and
how perilous our position on the surface
of its whirling, luminously, beautiful orb.*

-Joseph Campbell

REGIONAL SYMPOSIUM

The Regional Symposium was held on May 16-17, 1981, in Pendleton, Oregon. Participants came from communities in Oregon, Washington and Idaho and represented the private, public, voluntary and local sectors. The Symposium wove together participant experience and community interview data, engaged in dialogue with guest panelists, reviewed excerpts from current articles and met in a series of workshops and plenary sessions. Descriptions of seven underlying issues and nine historical mandates related to human development in the 80's summarized the work of the Symposium.

The Symposium used a variety of approaches to enable participants to get distance from immediate pressures in order to make a realistic appraisal of the future of the region. The opening session constructed a 160 year timeline from 1900 to 2060 in order to discern fundamental social trends. This work provided a backdrop for participants working in teams to discuss obstacles related to human development in the coming decade. This data was plotted on a social process model to reveal underlying configurations of current issues across the region. The remainder of the Symposium was devoted to articulating a set of historic mandates facing the region. The Symposium reflected on the implications of these mandates for each of the four sectors. Finally, the participants gave suggestions for the practicum teams to test the comprehensiveness of the issues and gather information on the local manifestations of the mandates during their visits the following four days.

"We have the consciousness -
we need the spark that catalyzes
it into action."

-Retired Businessman,
Oregon

"I can handle getting lights in
our local ball field by catalyzing
folks to raise \$30,000. But I don't
have any idea of how to get things
done that require the next level up,
the level beyond one community."

-Director of Community Center

THE PANEL DISCUSSIONS

"When you need help, ask for it everywhere!" was one bit of advice given by Mayor Chuck Shadduck of Burley, Idaho, during his presentation on the Local Communities Panel. Mayor Shadduck spoke of the response of many volunteers to the needs of the city and of the innovation in services which Burley has instituted. These included the Annual City Tour, the "Howdy, Burley!" breakfast and the second municipal microstrainer sewage treatment plant in the U. S.

Larry Foltz, CAP Director from White Salmon, Washington, told of the successes in local communities along the Columbia Gorge who are experimenting with exciting energy alternatives. Some of these were huge windmills in Klictitat County, water shared from White Salmon to Bingen, and geo-thermal weels which power the town of North Bonneville.

Representing the Neighborhood Associations of Salem, Oregon was Polly Hare, who emphasized the need for volunteer agencies, local neighborhood associations and local governments to be educated on how to work together. She said Salem's active Neighborhood Associations and the Project '90 economic diversification effort are demonstrating the capacity to see difficult situations through to the end.

Ruth Rawson, who said she was wearing three hats, "a senior volunteer, a small town resident, and a active citizen in Spokane, Washington," pointed to the 6-8 seniors in Cusick, Washington who are not funded by anyone and are still doing a Nutrition Center and have an active Seniors Program. Ruth declared, "If they can do it in Cusick, anyone can."

Symposium participants directed questions to the panèlists and participated in further discussion of the issues facing communities and the creative responses possible. Conversation focused on the excitement generated from the presentations and raised the question of "What forms are needed to share these positive local stories authentically with more people?"

MULTI-SECTOR PANEL RAISES QUESTION OF SERVING HUMAN NEED

"I'm excited working with volunteers who are at the top of their energy level - giving to others' stated Pat Sarriugarte, Director of the Office of Voluntary Participation, Boise, Idaho, during her presentation on the Multi-Sectors Panel. Pat displayed a poster advertising volunteer programs which was printed by an Idaho corporation, and told of other participation as volunteers from the workplace give resources to a skills bank.

Scott Stahr, an executive with Rolls Royce, Inc, USA of Bellevue, Washington, emphasized the changes occurring within the private sector which are requiring that management and corporate decision-makers listen to all ideas. "Never under-estimate the value of someone's ideas - no matter how large or small," Scott stated, "The person on the line is the one who knows."

The emergence of coalitions for responding creatively to human needs marked Bruce Pennel's presentation as Director of Rural Resources, Colville, Washington. He told how partnerships between the city and other organizations helped start a volunteer center, and how other coalitions are helping gain rural clout.

"In a time of public funds cutbacks, the rural areas which represent much of the Northwest, must look toward new rural coalitions that will deliver needed services," stated Richard Gay, Director of Blue Mountain Economic Development Council, Pendleton, Oregon. He recalled the historical basis for local rural mobilization to meet the needs of the times and said, "This will have to be recreated to respond to the human suffering of tje rural poor and the elderly."

An engaging dialogue followed these presentations which revolved around the fact that we are moving into a new era when perhaps another sector, other than the public, will take the lead in responding to human needs. Someone posed, "What if our multi-sector society is giving form to a new sector - the 'network sector'?"

LOCAL COMMUNITIES PANEL EXPLORES ISSUES AND SHARES CREATIVE RESPONSES

THE UNDERLYING ISSUES

After setting a broad context through looking at the Social Trends emerging today, participants grappled with the issues facing the region. The following articulation summarizes the discussion. On the next page is a chart and descriptive statements on the Historical Mandates toward Human Development in the Northwest.

1. **INADEQUATE BASIC SERVICES.** The underlying issue is inadequate funding and inequitable distribution of basic services to meet varied needs within diverse geographies. Related issues include imbalance in government funding, inadequate tax base, urban vs. rural rivalries for service and funding, poor fire and police protection, inadequate public transportation and health, unprioritized energy production tradeoffs, government mandated but unfunded services, and growth without adequate planning or order.
2. **NON-DIVERSIFIED ECONOMY.** Most Northwest communities lack the economic and employment security of a diversified economy, as seen in the number of single industry communities which have experienced high unemployment and welfare dependence when an industry fails or leaves the area. When local economy collapses, housing stock deteriorates and buildings are abandoned. Related to this issue is that collateral for loans applied to affordable housing is less available, high interest rates have created housing shortages and higher market values.
3. **UNCOORDINATED PARTICIPATIVE STRUCTURES.** This major issue points to the uncoordinated structures for broad-based citizen participation in dealing with practical issues of community and regional life. Examples include the wasted youth energy in nonproductive activities, ignored resources of elderly, women, and youth, and the lack of support structures. In addition, segments of the population are not included in decisions, land use planning is often without a consensus, people are unaware of their power and do not get positive feedback on their involvement.
4. **INADEQUATE PLANNING TECHNIQUES.** Communities lack knowledge of long-range planning techniques. Training in the techniques for planning is not readily available nor is the access to resources for implementation. Generally individuals are unaware of their own capacities for participating creatively in the planning process. The success stories of other communities (and their own in some cases) are not communicated as an encouragement.
5. **HUMAN RESOURCE EMPLOYMENT.** Available human skills are not matched with the economic needs of the region. Many people have inappropriate or inadequate skills for the highly specialized job markets. There is especially high unemployment among youth as well as in particular geographic locations. Another related issue is the fact that investment capital is not being applied to new ventures.
6. **UNDISCIPLINED RESOURCE USAGE.** Finite resources are being used without regard for future availability, often because people are unknowledgeable about the accelerating impact of past and present industrial operations on resources such as timber, soil and water. In many places current water and sewer services are not adequate and hydroelectric capacities will not meet the future requirements of the growth of this region. The claim upon the abundant resources of the Northwest from other regions is often not welcomed in light of present patterns.
7. **INSULAR LOCAL/REGIONAL COMMUNICATION.** There is a concern for the lack of effective communication both at the local and regional levels. This is sometimes described as top-down policy directives that stifle local initiative. There is also a tendency of the press to view good news as unsaleable, which promotes distrust and prevents communication of local community success stories.

"Often the rural economy is a crisis economy."

-Rural Planner

"We are seeing the emergence of a "new" poor. A man with a \$500 unemployment check and a \$360 mortgage each month can't cope. When they have to ask for help, they get angry. That's when change will begin."

-CAP Worker, Oregon

"Youth unemployment is high. Education does not prepare youth for work fields. They are unskilled and untrained."

-Businessman, North Powder

THE HISTORICAL MANDATES

DEMONSTRATING REGIONAL RESPONSIBILITY		ENGAGING REGIONAL FORCES	ENSURING HUMAN RIGHTS	
DEVELOPING RESOURCE POTENTIAL	CREATING ECONOMIC BASE		PROVIDING HUMAN SERVICES	CREATING REGIONAL STORY
6 EXEMPLARY NATURAL RESOURCE USAGE	2 ADEQUATE FINANCIAL STRUCTURES	1 NEW PARTICIPATION MODELS	4 SERVICE DELIVERY COALITIONS	8 EMPOWERED REGIONAL COMMONALITY
7 HUMAN RESOURCES DEVELOPMENT	3 DIVERSIFIED LOCAL ECONOMIES		5 VIABLE INCLUSIVE CARE SYSTEMS	9 FUTURIC MEDIA COVERAGE

Human Development in the 80's requires

Engaging regional forces through...

1. New Participation Models - the transformation of the means by which people engage in and become responsible for local and regional decisionmaking.

Creating economic base through...

2. Adequate Financial Structures - broad based creative financing combined with an equitable tax base and accessible investment capital. As the private sector assumes increased responsibility for public services, the necessity for tapping private foundations, business contributions, and fundraising plans becomes imperative. New forms of taxation are necessary to replace vanishing federal funds and sources shrunken by inflation.
3. Diversified Local Economies - offering new and various industrial possibilities, an expanded marketplace, and the potential for full employment.

Providing human services through...

4. Service Delivery Coalitions - formation and strengthening coalitions to plan for the human factor in service delivery and to ensure access to necessary services.
5. Viable Inclusive Care Systems - development throughout the Northwest of effective alternative care structures with a comprehensive delivery system to all segments of society, ensuring for the traditionally excluded the possibility of taking a responsible productive role in the community. This encompasses the requirements for affordable housing, viable education alternatives, transportation availability, meaningful involvement for youth and women, and public security systems.

Developing resource potential through.....

6. Exemplary Natural Resource Usage - the preservation of Northwest ecological gifts and balances while providing for responsible power and water distribution, ensuring local energy sufficiency both now and in the future, and allowing for balanced growth.
7. Human Resources Development - the mobilization of local volunteer potential and leadership in making decisions about the use of resources and in the provision of necessary local services.

Creating regional story through...

8. Empowered Regional Commonality - a new conceptualization of the Northwest which leads to creation of a universal story, which goes beyond geographic, political or imaginal barriers and includes the relationships with peoples of the Pacific Rim nations.
9. Futuric Media Coverage - use of diverse forms to ensure local, regional and global information exchange, responding to community needs, expanding the base of knowledge, and pushing the imagination toward practical solutions.

"What's needed is getting people to view government as it could be and localizing responsibility."
-City Planner

"We need to be moving from sickness care to health care."
-Director, Health Care Agency



The force of Mount St. Helens' eruption-equal to that of a 10-Megaton bomb- instantly awed us. But it soon became apparent that cleaning up after the mountain might require even more energy. -The Spokesman-Review, Spokane, Wa.

LOCAL PRACTICUMS

On the anniversary of Mount St. Helen's eruption, teams from PASSAGES:NORTHWEST set out in seven directions from Pendleton, Oregon traveling to all parts of the Northwest. During the four days from May 18-22, 1981, individual interviews, group discussions and strategy forums were conducted. Persons from all sectors of society participated in these formats which tested the work on the Regional Symposium by giving local examples and illustrations of the issues and mandates, clarifying their articulation and indicating future directions for development efforts.

From Burley, Idaho to Bellingham, Washington; from Medford, Oregon to Colville Washington; from Burns, Oregon to Sequim, Washington; from Cougar, Washington to Kellogg, Idaho, people talked of the issues facing communities. Many of these centered around unemployment, energy, environment, growth planning and provision of services. As the question of new directions and needed breakthroughs was posed, hundreds of innovative ideas were put forth. Many groups were already engaged in experimental programs in citizen participation, alternative energy solutions, use of volunteers, education, seniors activities and rural service delivery.

After 11,000 miles and conversations with 530 people in over 50 different communities, the teams returned to the Directions Assembly in Vancouver, Washington. All of the input gathered from these events was pulled together and presented in reports to the Assembly and was also used in proceedings as the directions for the future were discerned.

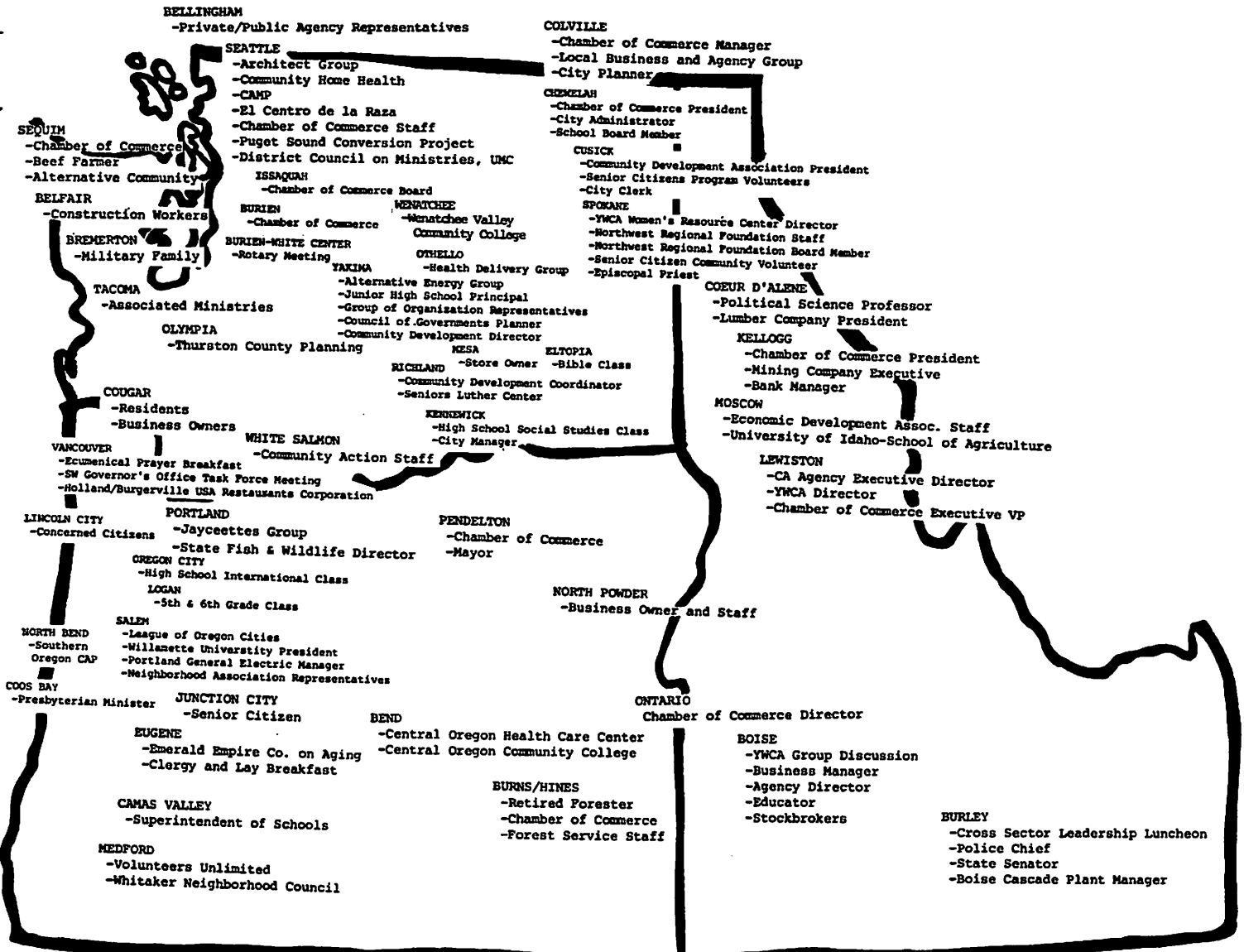
"The key symbolic event of the entire Cougar Mt. St. Helen's anniversary celebration was the spontaneous parade complete with the one member Cougar band, playing the flute, no less!"

-Owner of General Store

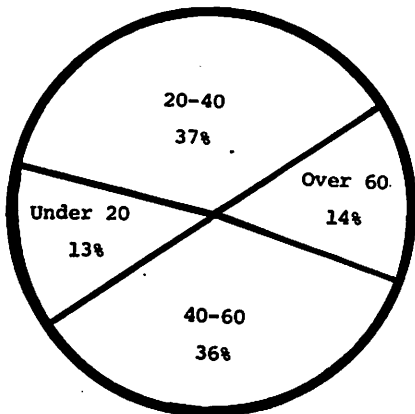
"Hearing this helps me to know what I want to do with my life."

-High School Junior

INTERVIEWS AND EVENTS ACROSS THE NORTHWEST

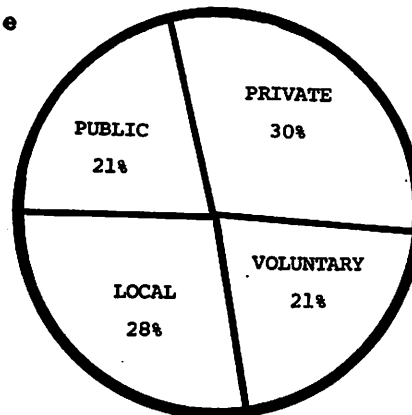


Participation profile



PERCENT OF PARTICIPANTS BY AGE GROUPING

FEMALE 46%
MALE 54%



PERCENT OF PARTICIPANTS BY SECTOR ROLES



If these discoveries of transformation are to become our common heritage for the first time in history, they must be widely communicated. They must become our new consensus, what "everybody knows."

-Marilyn Ferguson

DIRECTIONS ASSEMBLY

May 22-23, 1981, the Directions Assembly was held in Vancouver, Washington. Participants came representing communities throughout Oregon, Washington and Idaho from all sectors of society. Calling upon the insights of the participants and the discoveries, data and learnings from the local practicum visits, interviews and meetings, the Assembly uncovered the regional advantages, strategic directions, and programmatic thrusts. Participants identified five Northwest campaigns that will catalyze coordinated actions for effective human development in the '80's.

The work of the Directions Assembly gathered the issue illustrations, the mandate breakthroughs and other illustrations from the practicum week allowing the participants to look at the whole region "at once." One participant even commented, "Although I have lived in the Northwest all my life, I never had such a grasp of the entire region before." From this perspective the advantages of the Northwest region were stated. From this vantage point, participants worked in teams to discern the bold moves or major thrusts of coordinated actions that were called for in the regional data to deal seriously with the issues of the Northwest. From this, general arenas of strategy emerged. Next participants stepped back from the work and talked about the Northwest from the perspective of strategy. The walk-about/talk-about allowed people to spin on the possibilities, needs, issues, and necessary initiating locations for responsive action. From this standpoint, components for the strategies were listed, refined and talked through to give a comprehensive scope to the strategies impact. In the final session, participants created campaigns that will catalyze the strategies within the next year across the region.

"The key is that my employer says that community service is part of my job."
-Manager of Private Utility

"We are beginning to learn the true costs of voluntary action."
-Senior Citizen

THE REGIONAL STORY

Over roundtables after dinner, Assembly participants wrote a story, song and symbol for the Northwest Region. The presentations of the finished "art forms" was a grand celebration of the wonder, potential and uniqueness of the region.

End of the Trail: Start of the Journey

Some came by foot, others by covered wagons across rivers, over mountains to a new ambience. Who were these brave people? They were the rugged, courageous people who settled the Great Northwest. These adventuresome pioneers found a land rich in natural resources and physical beauty.

It was a land teeming with abundance and energy. Towering mountains, breathtaking sage brush scape, lush green forests formed a Mecca for tourist and traveler - a beautiful land and seascape to behold. The harnessing of water has turned the arid, thirsty earth into fertile waving fields of grain and Eden-like pockets of lush fruit bearing trees. The pent up energy of churning waterways spawns the power, light and heat for the diverse enterprises of the region. Prolific forests give wood for home and shelter and paper, paper, paper fill the huge communication gaps of the region.

The Pacific Northwest is cautiously becoming one of the major hubs of human invention and creativity for the globe. We find ourselves on many edges at once: ecological responsibility, holistic health and medicine, high technology industry, cultural incorporation, economic relations with Asia and innovative agricultural methods. How we keep on the edge and move into the future will be dependent on maintaining our pioneering spirit in taking on the wilderness of the new and preserving the great hew heritage that has been built over the last 140 years.

Northwest Promise (Tune: Shenandoah)

O Great Northwest
How you have claimed me
How I love your golden valleys
Your mountains vast and deserts dry
Your sea that pounds the shoreline
Land that's filled with promise.

O Great Northwest
Your claim is growing
Pioneers from many lands
Building now a bold new future
Of care for all that's given
Life that's filled with promise.

O Great Northwest
We're at a crossroads
Looking toward a globe that's changing
Calling forth a new decision
To be a sign of hope
Future filled with promise.



THE STRATEGIC DIRECTIONS

ENSURING FUTURIC DEMONSTRATIONS				
ENABLING COMPREHENSIVE PARTICIPATION				
EXPANDING FOUNDATION SKILLS	CATALYZING CITIZEN INTERACTION	PROVIDING INVOLVEMENT ALTERNATIVES	FACILITATING INFORMATION ACCESS	DEVELOPING SUPPORT STRUCTURES
MARKETABLE SKILLS TRAINING toward optimum employment	VIABLE CITIZEN PARTICIPATION toward localized decisions	HUMAN RESOURCES UTILIZATION toward service delivery	INFORMATION EXCHANGE SYSTEMS toward community innovations	EXEMPLARY CONSERVATION PROJECTS toward creative alternatives
SMALL COMPUTER APPLICATION toward information accessibility	INTERACTIVE PARTICIPATION TECHNOLOGIES toward inclusive participation		COMPREHENSIVE COMMUNITY EVALUATION toward relevant planning	REGIONAL FUNDS CO-OP toward available capital
	EFFECTIVE COMMUNITY GOVERNANCE toward structural responsiveness		DEMONSTRATION FUTURES EVENTS toward regional networks	

Two year directions-

IN THE ARENA OF PROVIDING INVOLVEMENT ALTERNATIVES:

Human Resources Utilization toward providing basic needed services through utilizing currently unemployed persons, the elderly and unengaged youth. This would involve: 1) redefining community involvement roles, 2) providing computer data base, 3) revitalizing volunteer services and 4) promoting citizen participation.

IN THE ARENA OF CATALYZING CITIZEN INTERACTION:

Viable Citizen Participation toward localizing participation in decision-making processes through contemporizing the historic "town meetings" using experimental formats, modern communications theory and appropriate technology. This would involve: 1) establishing intensive demonstration models, 2) re-establishing "historic" rural meetings, 3) establishing experimental urban forums and 4) promoting citizen participation legislation.

Interactive Participation Technologies toward ensuring the inclusive participation of all citizens and the interaction between various sectors of society. This would involve: 1) investigating Cascade Locks, Oregon's closed circuit model, 2) demonstrating mail-order ballot viability, 3) demonstrating interactive micro-processor balloting and 4) creating interaction technologies and training modules.

Effective Community Governance toward ensuring structural responsiveness through enabling communities to develop more effective and participative governing structures. This would involve: 1) assuming human services responsibility, 2) designing viable citizen forums, 3) coordinating local action groups and 4) re-defining public structure roles.

STRATEGIC DIRECTIONS STATEMENTS, CONTINUED

IN THE ARENA OF FACILITATING INFORMATION ACCESS:

Information Exchange Systems toward innovative local growth through promoting greater exchange of learnings and successes between communities and the availability of new data for local communities. This would involve: 1) encouraging inter-community success sharing, 2) utilizing data resource centers, 3) holding "futures" workshops and 4) maximizing information access tools.

Comprehensive Community Evaluation toward ensuring community plans that are created from actual situations through opportunities for comprehensive community self-examination and evaluation. This would involve: 1) assessing local services delivery, 2) surveying appropriate technology utilization, 3) holding economic sufficiency audits and 4) developing four year plans.

Demonstration Futures Events toward developing regional networks that involve the private, public and voluntary sectors in demonstrating viable planning options that will stimulate the creative imagination of the Northwest. This would involve: 1) organizing public sector forums, 2) developing private sector seminars, 3) holding voluntary sector conferences and 4) catalyzing cross-sector events.

IN THE ARENA OF EXPANDING FOUNDATION SKILLS:

Marketable Skills Training toward achieving optimum employment through a creative approach to developing the appropriate and employable skills of residents of local communities. This would involve: 1) building local industry apprenticeships, 2) developing alternative skills training, 3) initiating appropriate skills re-education and 4) establishing cross-industry task forces.

Small Computer Applications toward ensuring accessibility of information through proficiency with new information technology tools for effective problem-solving in homes, agencies and community groups. This would involve: 1) assisting school computer training, 2) holding computer application workshops, 3) developing amateur computer networks and 4) holding home computer fairs.

IN THE ARENA OF DEVELOPING SUPPORT STRUCTURES:

Exemplary Conservation Projects toward developing creative means for energy and resource conservation through effective utilization of old and new natural resources. This would involve: 1) popularizing environmental preservation stories, 2) establishing efficient codes, 3) broadcasting successful local energy programs and 4) encouraging local reforestation efforts.

Regional Funds Co-op toward guaranteeing availability of necessary capital through developing the system to acquire funds for economic development and human services delivery. This would involve: 1) creating graphic presentation models, 2) soliciting private and public donors, 3) determining applicable delivery systems and 4) maintaining foundation/region interchange.

"The community has to own all of its problems - the poor, the young, the old, the sick. They won't go away. The question is how to care for the whole community."

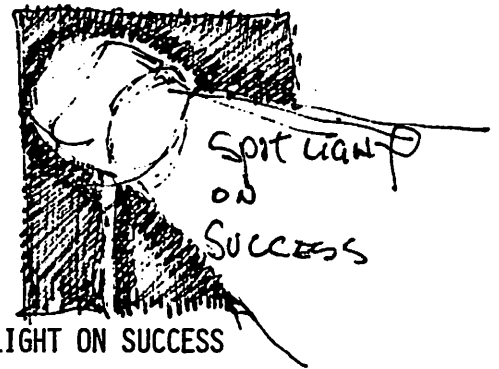
-Director, Human Resources

"Satisfaction is often derived from being critics. We forget the necessity for someone to risk and create the future."

-School Superintendent

THE CATALYTIC ACTIONS

After looking at the strategic directions for moving on human development in the Northwest, the question of "getting started" was addressed. The following diagram represents the five catalytic campaigns which were described and planned by the Directions Assembly participants. Much excitement was generated over the possibility of doing each of the campaigns. Many specific recommendations were made about the who, what, when and where and even as to the cost and support of these ventures.

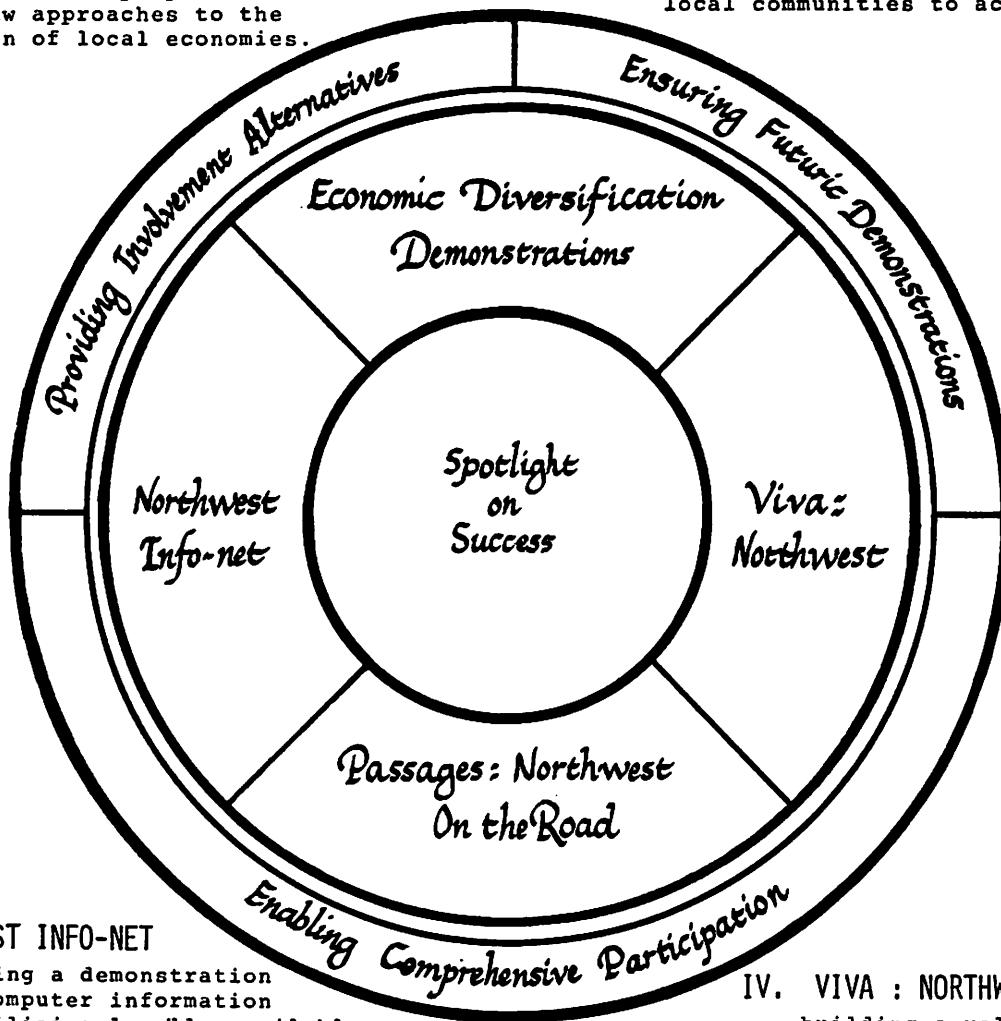


I. SPOTLIGHT ON SUCCESS

...utilizing community stories of successful ventures in presentations throughout the region such as slide shows, press releases, TV shows, displays, newsletters, etc....to underscore what is possible for local communities to accomplish.

II. ECONOMIC DIVERSIFICATION DEMONSTRATIONS

...holding a series of workshops in six targeted high unemployment areas to catalyze new approaches to the diversification of local economies.



III. NORTHWEST INFO-NET

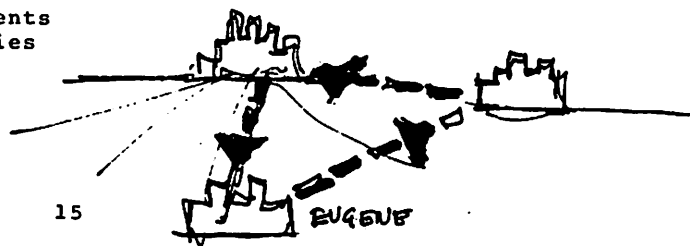
...establishing a demonstration network for computer information exchange...utilizing locally available computers and sharing information which is needed in local communities.

IV. VIVA : NORTHWEST

...building a voluntary corps network based on partnerships between the private and the voluntary sectors to support local services delivery systems and to enhance the engagement of human potential.

V. PASSAGES : NORTHWEST ON THE ROAD

...organizing a series of county events and regional conferences of communities to identify local needs and develop creative responses.

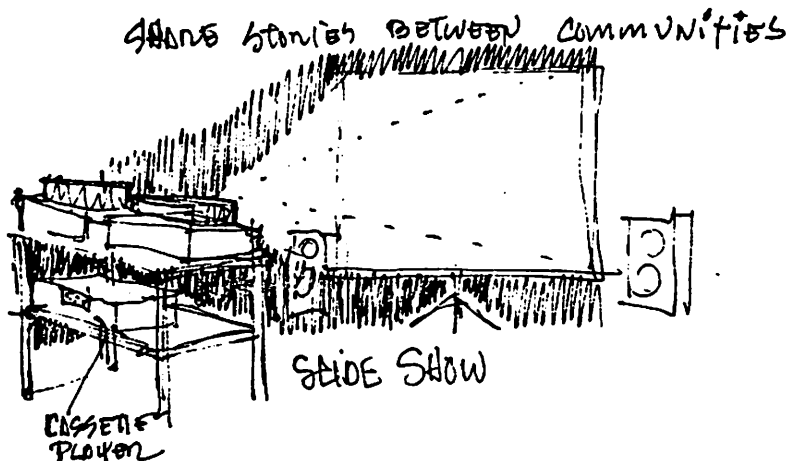


THE FUTURE?

As the more formal proceedings of PASSAGES:NORTHWEST drew to a close, people began to reflect on what they had done and what they had experienced. A sense of belonging to the whole region was paramount. Many questions were also evident as people began to contemplate the kind of actions and decisions required to make Human Development a reality.

Some things seemed to be evident - that a new consensus was emerging which pointed to local responsibility for the implementation of new directions; that enabling the five named "Campaigns" would indeed make a significant difference in the perception and the reality of local accomplishments; that the dialogue on the future of the Northwest was far from completed and must be stimulated in many more locations throughout the Region; and that new forms of working together were being called for which would mean leaving some of the familiar ways aside.

This report does not, nor can not, contain the assumption that any one group or organization or person bears the responsibility for "seeing things through", but rather declares what hundreds of people in the Northwest are saying, thinking and doing and challenges others to join this effort.



"In every organization there has to be that group that plays the role of enabler."

-Agency Director

ACKNOWLEDGEMENTS

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The following is a representative listing of those who have supported the PASSAGES:NORTHWEST conference.

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This document reports the work of participants in PASSAGES: NORTHWEST, held in multiple locations in Oregon, Washington and Idaho May 16-23, 1981. The events of the conference are a participatory experimental format facilitated by the staff of the Institute of Cultural Affairs (I.C.A.).

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. Private and voluntary in nature, the ICA has offices in 32 nations and operates as a not-for-profit intra-global organization. The Institute has over twenty five years experience working with communities and has had a full-time staff in the Northwest, located in Seattle, for twelve years.

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