



BLUEPRINTHOUSTON
It's about your future

Leaders Conference Revised Values

Participants at the Leaders Conference in February 2003 worked in small groups to review draft Core Values and Supporting Values and respond to critical questions which were developed by the Steering Committee and Task Forces for Blueprint Houston. The output from the Core Values portion of the workshop. Responses to the Critical Questions will be presented in a separate document.

During the Leaders Conference a trained facilitator posed the following questions to the participants to guide the discussion of the Values:

1. Why are these values important?
2. What are these values not important?
3. What revisions/refinements would you propose to the Values?
4. Are there any additional values that should be incorporated?

Their responses were used to revise the Core Values and Supporting Values. In order to document the evolution of the Values, the Draft Core and Supporting Values, participant responses to questions 3 and 4, and the Revised Core Value are presented in this document. In certain cases, multiple groups reviewed the same values. Their comments have been considered together in revising the values and are listed together under the appropriate headings. Please note that the values will continue to be revised for language and content by ACP, the Executive Committee, the Steering Committee, and Task Forces.

Group 1: Families, Neighborhoods, and Communities

DRAFT Core Value: Families, Neighborhoods, and Communities

- a. Safe, healthy families and neighborhoods in a strong community.

Supporting Values:

- b. Improves the standard of living through economic opportunities.
- c. Supports neighborhoods, families, and children with adequate healthcare, childcare, after-school programs, good schools, recreational opportunities, public works, and public safety.
- d. Teaches individuals and families how to interact within the community.
- e. Values individuals.

What revisions/refinements would you propose to the Values?

- (d.) Support community through volunteerism and service to others. Clean up environment.
- Garbage is a big problem in neighborhoods. Beautification of neighborhoods.
- (d.) Teaches individual children and families to interact within the community
- Are there any additional values that should be incorporated?

REVISED Core Value: Families, Neighborhoods, and Communities

- a. Safe, healthy families and neighborhoods in a strong community.

REVISED Supporting Values:

- b. Improves the standard of living through economic opportunities.
- c. Supports neighborhoods, families, and children with adequate healthcare, childcare, after-school programs, good schools, recreational opportunities, public works, and public safety.
- d. Supports community through volunteerism and service to others.
- e. Values individuals.
- f. Maintains clean communities and promotes neighborhood beautification.

Group 2: Cooperation and Collaboration

DRAFT Core Value: Cooperation and Collaboration

a. A City that recognizes interdependence and actively seeks cooperation and collaboration.

Supporting Values:

- a. Recognizes that we do not exist in a vacuum but are part of a larger region. (ENV)
- b. Fosters cooperation and collaboration among citizens. (COM)
- c. Values the balance and coexistence of the rights of individuals and the good of the community. (ECO)
- d. Recognizes that sprawl hinders unity. (ENV)
- e. Promotes community cohesion and unity across geographic and economic barriers. (ECO)
- f. Values synergy and how actions and policies are interrelated.

What revisions/refinements would you propose to the Values?

- Have to fund core groups to be more inclusive (beyond specific interest groups)
- Need a cleaning house of specific core groups to develop issues (could blueprint Houston sponsor this?)
- Need to expand database of core participants
- groups need to identify core groups among existing dbase.
- Why shouldn't elected officials be cleaning house? (regional issue)

REVISED Core Value: Cooperation and Collaboration (NO CHANGES MADE)

Group 3: Culture

DRAFT Core Value: Culture

- a. A City recognized worldwide as a center of artistic and cultural excellence.

Supporting Values:

- b. Deepens our human experience.
- c. Enhances the City's competitiveness.
- d. Contributes to our economic vitality – a growth industry.
- e. Builds bridges of understanding.
- f. Celebrates our ethnic diversity.

Why are these Values important? (These comments are presented because no revisions were suggested during the workshop.)

- To recognize or cherish own assets, arts, historic, preservation, artists, artistic
- To integrate culture in education, spread through media
- Recognize and cherish cultural openness
 - We recognize, support and cherish as a center of artistic and cultural expression
- How the city looks matters

REVISED Core Value: Culture

- a. A City recognized worldwide as a center of artistic and cultural excellence.

REVISED Supporting Values:

- b. Supports culture and the arts to deepen the human experience.
- c. Enhances the City's competitiveness.
- d. Contributes to our economic vitality – a growth industry.
- e. Builds bridges of understanding.
- f. Celebrates our ethnic diversity and cherishes cultural openness.
- g. Integrates culture in education.
- h. Enhances the City's appearance.
- i. Cherishes its arts and artists, historic preservation, and cultural expression.

Groups 4, 5, 6, 7 and 8: 21st Century Economy

DRAFT Core Value: 21st Century Economy

a. A City with a strong, sustainable, diverse 21st Century economy with economic and employment opportunities for all.

Supporting Values:

- b. Connects economic goals with broad citywide implementation strategies.
- c. Seeks fiscal responsibility and efficient use of financial resources to reclaim AAA bond rating.
- d. Invests in innovation, research, and local entrepreneurship (including nanotechnology, pharmaceuticals, and environmental technology).
- e. Competes nationally and globally as an international city by reinforcing our ethnic and economic diversity.
- f. Empowers ethnic minorities as active participants in the decision-making process through education, literacy training, and economic opportunities.

Comments Group 4 – Energy

What revisions/refinements would you propose to the Values?

- City should be flexible to accept new industries
- Focus on the well being of Houston as a whole inclusively
- Add – become the best-educated city in the world
- Provide sufficient access to capital for businesses
- Recreational industries
- Make Houston visually and recreationally attractive
- Experience of the place
- Recognize the importance of cultural environment that can be accessed by all citizens
- (d) need educational infrastructure to support C is too specific.

Are there any additional values that should be incorporated?

Comments Group 5, 6, 7 – Technology, International Trade, and Economic Growth

What revisions/refinements would you propose to the Values?

- (d) Add newer forms of energy technology and continue investing regional transportation (new forms)
- Add new bullet – emphasize “homegrown” companies for local economic development
- Strengthen local businesses
- Houston as diverse community can provide professional and logistic support to businesses once established -, interdependencies and relationships global
- Amend (a) city w/ a “clean” strip
- With efficient mobility and economic employment opportunities for all
- Don’t do economic development at the expense of the environment

- Don't look at these issues in isolation of each other
- Economic incentives for local businesses
- (Before meeting- flyers to civic club and do more grassroots preparation)
- Need to inform kids unusual on job opportunities more grass roots efforts and empowerment. Disseminate information
- Economy should result in social equity
- Restore inner city
- Amend (A) A city with economic, employment, education and entrepreneurial opportunities for all"
- Add has no child left behind. No. (see Nellie's sheet)

Comments Group 8 - Balancing Economic Interests and Opportunities

What revisions/refinements would you propose to the Values?

- Additional tech. (.ex) incubators; "Bio Houston"
- Promote Micro-Businesses
- Publicize opportunities / better communication, improve public awareness
- Sustainability of existing communities, business

REVISED Core Value: 21st Century Economy

a. A clean, strong, sustainable, diverse 21st Century economy with an efficient mobility system, and economic, employment, education, and entrepreneurial opportunities for all to promote quality living in Houston.

REVISED Supporting Values:

People

- b. Connects economic goals with broad citywide implementation strategies.
- f. Empowers ethnic minorities as active participants in the decision-making process through education, literacy training, and economic opportunities.
- g. Ensures a well-educated and well-trained population.

Economy

- c. Seeks fiscal responsibility and efficient use of financial resources to reclaim AAA bond rating.
- d. Invests in innovation, research, and local entrepreneurship in new industries (including nanotechnology, pharmaceuticals, alternative energy, and environmental technology) through technology incubators, etc.
- m. Supports the preservation and expansion of existing businesses.
- e. Competes nationally and globally as an international city by reinforcing our ethnic and economic diversity.
- h. Promotes local economic development by strengthening local business, creating economic incentives, providing access to capital, and improving support network among businesses.

Environment

- j. Balances economic growth and sustainable environmental practices.

Miscellaneous

- i. Makes Houston aesthetically, recreationally, and culturally attractive.

- k. Disseminates information, improve public awareness, etc.
- l. Restore inner-city.

Group 9: Education and Workforce Development

DRAFT Core Value: Education and Workforce Development

- a. A City with an educated citizenry and skilled workforce essential for our city's economic and civic health.

Supporting Values:

- b. Values schools as the centers of neighborhood communities.
- c. Values lifelong learning.
- d. Values all skills that people bring to the community.
- e. Values a well-prepared and skilled workforce.

What revisions/refinements would you propose to the Values?

- Value educators
- Value high literacy rate
- Value accessible system providing opportunities for all citizens and workforce
- Value K-High education providing necessary and proportionate resources to education
- Value all citizens in the community
- Value collaboration between all education providers and holding leaders accountable

REVISED Core Value: Education and Workforce Development

- a. A City with an educated citizenry and skilled workforce essential for our city's economic and civic health.

REVISED Supporting Values:

- b. Provides an accessible, high-quality education system with kindergarten through high school and life-long opportunities for all.
- c. Values schools as the centers of neighborhood communities.
- d. Values all people and the skills they bring to the community.
- e. Values a well-prepared and skilled workforce.
- f. Values high literacy rate.
- g. Values teachers and other educators for their contributions.
- h. Values collaboration between all education providers.
- i. Provides the necessary and proportionate resources to education.
- j. Holds leaders accountable.

Group 10: Quality Urban and Natural Environments

DRAFT Core Value: Quality Urban and Natural Environments

a. A City that encourages sound environmental values and stewardship by individuals, communities, institutions, and government.

Supporting Values:

- b. Values the right of future generations to have at least as good of an environment as we enjoy today.
- c. Improves all key environmental indicators over time and uses environmental benchmarks to measure progress.
- d. Develops in ways that are sustainable and in sync with our environment.
- e. Plans several decades in advance.
- f. Teaches sustainability.
- g. Builds consensus for win-win environmental policies.
- h. Satisfies the interests of diverse stakeholders including nature centers, businesses, those with impaired health, and those of varying education, income, age and residence.
- i. Promotes individual environmental responsibility and stewardship.
- j. Understands and treasures the environment we have.

What revisions/refinements would you propose to the Values?

- Legislation
 - Greenspace
 - Air quality
 - How will things change?
- Global thinking Local Acting
 - Re-write chapter 42
 - Land use planning to combat the issue Dvlp. Map to show where the opportunity who spur
 - Re-vise current legislation
 - More regional planning
 - Get the city adopt LEED Leadership, Energy, Environment, Design
 - Habitat authority
 - Look at what is there first to establish and identify critical habitats
 - Provide to the city/county government with planning tools. To control efficient growth (sustainability)

REVISED Core Value: Quality Urban and Natural Environments

a. A City that encourages sound environmental values and stewardship by individuals, communities, institutions, and government.

REVISED Supporting Values

b. Values the right of future generations to have at least as good of an environment as we enjoy today.

- c. Improves all key environmental indicators over time and uses environmental benchmarks to measure progress.
- d. Develops in ways that are sustainable and in sync with our environment.
- e. Plans several decades in advance for the City, the region, and beyond to ensure efficient and sustainable development.
- f. Teaches sustainability.
- g. Builds consensus for win-win environmental policies.
- h. Satisfies the interests of diverse stakeholders including nature centers, businesses, those with impaired health, and those of varying education, income, age and residence.
- i. Promotes individual environmental responsibility and stewardship – think globally, act locally.
- j. Understands and treasures the environment we have and seeks to establish connection between residents and the natural environment.
- k. Identifies and protects critical habitats.
- l. Promotes environmentally sensitive design and construction through LEED (Leadership, energy, environment, design).

Groups 11, 12, and 13: Growing Smart

DRAFT Core Value: Growing Smart

- a. A City that grows beautifully by design.

Supporting Values:

- b. Recognizes that not all growth is good.
 c. Coordinates the planning of land use with transportation.
 d. Balances short-term economics with aesthetic values.
 e. Values history and promotes historical preservation.
 f. Fills with city with trees and shade.
 g. Values the right to live in the City without a car.
 h. Has a healthy and vibrant urban core, activity centers, and neighborhoods.
 i. Has a process for citizens and developers to achieve common ground.
 j. Values our waterways and other natural features.

Comments Group 11 – Managing Growth

What revisions/refinements would you propose to the Values?

- (D) Don't like S-T economics, need to look at L-T economics
- (D) Balance Eco Dev., Env.
- J- too many ambiguous – need refinement
- J- Values and preserves our air and waterways
- A- Growing beautiful isn't necessary growing smart
- A- Takes out beautiful – need to reflect rational growth
- A- Sprawl can be rational
- B. Qualitative Dev. Is more important than quantitative growth
- E. While recycling need to be accountable growth
- C- Coordinate to integrate
- G- Right to live and thrive

Are there any additional values that should be incorporated?

- Ability to “house” future growth
- Some values will prohibit affordable housing- need to address affordable housing and cost of living
- Need to balance smart growth with various needs
- Growth maintains affordable housing
- Value diversity and choices – transportation options, living options
- Choice a key value
- Value mixed-use (land use) and mixed income
- Growth program should be understandable, fair, with clear procedures
- Regional framework for decision-making

Comments Group 12 – Character

What revisions/refinements would you propose to the Values?

- A metropolis of all neighborhoods that grows intelligently by design
- Add water supply
- Add infrastructure limit with design
- Mixed use financial
- Diverse character
- The concentration, enhancement and integration of the built and natural environments
- S.V.D provide incentive
- People places – that are not commercial in nature multiple public spaces
- Entry level, entry – level Houston and entrepreneurship
- Resource conservation
- Promotes innovation
- Value the human scale

Comments Group 13 – Transportation

What revisions/refinements would you propose to the Values?

- Amend d. Choices: bike, car, transit, multiple choices, tele commute, safety – To add transportation systems brings a greater return on investment.
- Add: efficiency in land use planning , cost operation, transportation decision, land inside Houston that is not used – need more close in development
- Add: look at the whole equation- not just the cost of building a freeway the cost of living
- Amend G: broaden to choice not just car
- Amen B: because there is no consideration for efficient noise flooding and air quality as well as neighborhood preservation including external costs of living
- Amend I: explicit process for citizens
- for citizen developers, coordinate among public agencies, including city, county, state, federal Metro flood control, throughout the region
- Amend C: Recognize current land use and take into consideration the input on transportation decision including burden benefits as a part of every policy, budget, regulatory, CIP, and economic incentives.
- Combine E,F,J: Valuing history, promote historic preservation, fill the city with trees, shade, public art and value water ways and other natural features and built environment ie. Highway and roads
- Are there any additional values that should be incorporated?

REVISED Core Value: Growing Smart

- a. A City of neighborhoods that grow rationally/intelligently, sustainably, and beautifully by design.

REVISED Supporting Values:

- b. Recognizes that quality development is more important than quantitative growth.
- c. Coordinates to integrate the efficient planning of land use with transportation in every public policy, budget, regulation, CIP, and economic incentive program.
- d. Values the right to live and thrive in the City with safe and efficient transportation options (walk, bike, public transit, automobile, or telecommuting).
- e. Balances short- and long-term economics with aesthetic and environmental values.
- f. Values history and promotes historical preservation.
- g. Fills with city with trees, shade, nature, and art in public spaces.
- h. Has a healthy and vibrant urban core, activity centers, and neighborhoods.
- i. Has an explicit process for citizens, developers, public agencies (city, county, state, federal, and Metropolitan Flood Control) to achieve common ground throughout the region.
- j. Has an understandable, fair growth program with clear procedures(???)
- k. Values and conserves our air, water and waterways, and other natural features.
- l. Appropriately manages flooding.
- m. Values diversity and choice with regard to transportation and housing options mixing land uses and incomes.
- n. Promotes preservation and creation of quality affordable housing.
- o. Promotes the concentration, enhancement, and integration of the built and natural environments.
- p. Values human scale development.
- q. Infrastructure and water supply(???)

Group 14: A Healthy Community

Draft Core Value: A Healthy Community

- a. A City that provides good, affordable and accessible health care.

Supporting Values:

- b. Ensures that low-income seniors get the proper care, nutrition, and health services.
- c. Makes health services affordable and accessible.
- d. Helps families lead healthier lives.
- e. Improves the quality of the air all of us breathe.

What revisions/refinements would you propose to the Values?

- Change “good” to “excellent”
- Change B to “promote equitable appropriate health access, education, prevention)
- Participation to ensure optimal and appropriate health for all regardless of differences in age...”
- Drop “A” and concept of one core value
- E. make in door and out-door air safe to breathe
- Drop “low income”
- New F. “Decisions on the built environment (infrastructure) should reflect needs and health of all”
- New G. “All actions should be (enforceable, measurable, accountable against community standards” 8. Hold industry accountable for air quality
- H. respect for every individual time and needs (minimize wait time)

REVISED Core Value: A Healthy Community

- a. A City that provides excellent, affordable, and accessible health care.

REVISED Supporting Values:

- b. Promote equitable and appropriate health care access, education, and prevention to ensure optimal health for all regardless of difference in age, income, etc.
- c. Makes health services affordable and accessible and respects every individuals time and needs
- d. Helps families lead healthier lives.
- e. Makes indoor and outdoor air safe to breathe and holds industry accountable for air quality.
- f. Decisions on the built environment (infrastructure) reflect the needs and health of all.
- g. All actions are enforceable, measureable, and accountable against community standards.

Group 15: Homes and Shelter

DRAFT Core Value: Homes and Shelter

- a. A City that provides and maintains affordable and quality housing for its residents.

Supporting Values:

- b. Ensures safe and secure neighborhoods.
- c. Helps low-income families become homeowners.
- d. Helps low-income families fix-up their existing homes, particularly in the inner city.
- e. Improves standard of living in the ‘third world’ areas of our poorest communities.

What revisions/refinements would you propose to the Values?

- A ”community” for a “city”
- Add “all of its” residents
- “maintains” a wide choice of” Affordable
- Quality housing ‘and functioning neighborhood...’
- A community that provides and maintains a wide range of affordable housing choices and functioning neighborhoods for all of its residents
- B. add “functioning neighborhoods”
- Combine C and D
- Drop inner city as gentrification occurs, low income pushed to fringe
- Drop “third world” “e” drop
- Add supporting value that address the indigent
- Add wording about non-discrimination practice

REVISED Core Value: Homes and Shelter

- a. A Community that provides and maintains a wide choice affordable and quality housing choices and functioning neighborhoods for all of its residents.

REVISED Supporting Values:

- b. Ensures safe, secure, and functioning neighborhoods.
- c. Helps low-income families become homeowners and maintain their homes, particularly in the inner city.
- d. Improves standard of living in the our poorest communities. (DROP ALL TOGETHER?)
- e. Enforces nondiscrimination practices.
- f. Assists the indigent and homeless access safe, adequate housing (shelter?).

Groups 16, 17, and 18: Leadership

DRAFT Core Value: Leadership

- a. A City with that produces capable and accountable civic and political leadership committed to realize the City's long-term vision.

Supporting Values:

- b. Places a value on civic leadership.
- c. Invests in developing effective, diverse leadership.
- d. Creates leadership environment that encourages the long-term view.
- e. Embraces collaboration.

Comments Group 16 - Governance

What revisions/refinements would you propose to the Values?

- Fellowship- leaders give someone for us to follow
- Civitas (mandates citizen participation in process responsibility)
- Need to teach participation
- City capable, accountable and creative
- Add vision and all this will follow
- leaders give program/goal action plan
- Add vision – priorities
- Add trust of information source for by into follow
- Common long term goal

Comments Group 17 – Transparency and Accountability

What revisions/refinements would you propose to the Values?

- Accountable, capable and democratic civic and political leadership is essential for Houston to realize its long term vision. Supporting Values
- Leaders commit to justice and fairness
- Embrace collaboration between public and private sectors as well as different demographic and economic sectors of the city.
- Proactively solicit community involvement and develop civic leadership in all sectors of the community
- Promotes effective two-way communication
- Balances short term and long term needs of the community

Comments Group 18 – Leadership (No revisions suggested so comments from other questions are included below.)

Why are these Values important?

- Increase long term focus

- Prepares for long-term regional focus
- Eases budget constraints
- Population increase forces economic challenges ie: education, infrastructure, transportation
- Must instill core values to be inherited or passed on to next generation
- Core values will amply, provide for the aging population
- Financial leadership directly affects the services we provide that improve our (residents of Houston) “Quality of Life”
- Need diverse leadership because population is so diverse
- Informed population creates better informed policy decision makers
- Involved community members in decision making gives citizens a feeling of investment in the community overall.

Why aren’t these Values important?

- Not important if only 1 authority figure/ decision maker
- When population balance of ethnicity is out of proportion (ex. 99% Hispanic)
- Short-Term and current issues/concerns the need for long-term planning
- Civic leadership not important if small group of business community control political direction
- What revisions/refinements would you propose to the Values?
- Core value should include “financial” accountability
- Must still address short-term issues to realize long-term vision (should be added as a supporting value)
- Specify collaborative efforts (ex. Business, civic, political leaders; emphasis on youth and elderly groups)
- Long-term vision should make reference to Quality of Life
- Are there any additional values that should be incorporated?

REVISED Core Value: Leadership

- a. A City that produces capable, accountable, democratic, active, and creative(or innovative) civic and political leadership committed to justice and fairness, and to realizing the City’s long-term vision and a high quality of life in Houston.

REVISED Supporting Values:

- b. Invests in developing effective, diverse leadership.
- c. Proactively generates community involvement and develops civic leadership in all sectors of the community.
- d. Creates leadership environment that balances short-term and long-term needs of the community .
- e. Embraces collaboration between public, private, and civic sectors as well as different demographic and economic sectors of the City including youth, the elderly, immigrant groups, etc.
- f. Promotes effective two-way communication.

Group 19: Social Equity

DRAFT Core Value: Social Equity

- a. A fair and just City that provides opportunity and protection equally for everyone.

Supporting Values:

- b. Our diversity is a great strength and we capitalize on it as we grow.
- c. The doors are open to all and we will leave no one behind.
- d. Public policy is focused first on the least abled and least endowed.
- e. Public assets and liabilities are fairly distributed to all.
- f. Poverty creates hardship for the entire community and we will create policies to decrease it.

Are there any additional values that should be incorporated?

- A city of fairness and integrity provides equal opportunity, equal access, equal protection for everyone
- Houston must capitalize on - - not exploit – it's #1 resource which is: diversity
- Equal Access that ensures maximum utilization of all opportunities and resources by all.
- Public Policy of Inclusiveness
- Fair and equal distribution of public access and liabilities
- Social consequences of economic poverty are pervasive and must be resolved.

REVISED Core Value: Social Equity

- a. A City of fairness and integrity that provides equal opportunity, equal access, and equal protection for everyone.

REVISED Supporting Values:

- b. Capitalizes on – does not exploit – its number 1 resource: diversity.
- c. Promotes equal access to ensure maximum utilization of all opportunities and resources by all.
- d. Implements public policy of inclusiveness.
- e. Fair and equal distribution of public access (?assets) and liabilities.
- f. Strives to resolve the pervasive social consequences of economic poverty.