



OFFICE OF THE GOVERNOR  
HAGÁTÑA, GUAM 96910  
U.S.A.

EXECUTIVE ORDER NO. 2016-02

RELATIVE TO ADOPTING THE 50-YEAR STRATEGIC VISION  
OF GUAM, AND CREATING THE GUAM 2065 COMMISSION TO  
DEVELOP THE EIGHT COMPONENT PLANS THAT WILL  
COMPRISE THE COMPREHENSIVE GUAM MASTER PLAN

**WHEREAS**, the objectives of Executive Order No. 2014-013 having been met by the Imagine Guam Steering Committee, the Imagine Guam initiative now must enter a planning phase in order to create the Comprehensive Guam Master Plan; and

**WHEREAS**, this master plan will be based upon the 50-year strategic vision of Guam, which was created by a broad cross-section of the community through a lengthy and open public process; and

**WHEREAS**, the adoption of the strategic vision of Guam: Guam 2065, appended to this Executive Order, will unify the executive agencies and cause open collaboration and coordination of all planning, holding all efforts to fidelity in the achievement of the strategic vision.

**NOW, THEREFORE, I, EDDIE BAZA CALVO**, *I Maga'lahren Guåhan*, Governor of Guam, by virtue of the authority vested in me by the Organic Act of Guam, as amended, do hereby order:

1. **Adoption of Guam 2065.** The document appended here, *Guam 2065*, authored by the delegates contributing to the creation of the 50-year strategic vision of Guam at three visioning conventions, is hereby adopted as the official 50-year strategic vision of Guam. The government of Guam



executive branch, all its agencies, instrumentalities, and public corporations, are hereby ordered to coordinate and collaborate with the Bureau of Statistics and Plans in the formulation of future plans and the amendment of existing plans to conform with this vision. All such agencies, instrumentalities and public corporations are instructed to come into compliance with the provisions of §1204 and §1214, Title 5, Guam Code Annotated, relative to the harmony of current plans, coordination of efforts, and the authority of the Bureau of Statistics and Plans.

2. **Creation & Authority of the Guam 2065 Commission.** There is hereby established, within the existing authority and framework of Executive Order No. 2014-013, the *Guam 2065 Commission*. The Commission is charged to do the following:
  - a. To lead a grassroots public information campaign of *Guam 2065*, gathering input from communities on how such communities envision how change can affect their areas. All plans developed under the auspices of the Comprehensive Guam Master Plan shall be developed from and with the input of the communities of Guam.
  - b. To continue the provisions of Section 1b of Executive Order No. 2014-013, in collaboration with the Guam Economic Development Authority, and to exercise the authority granted in §1204 and §1214, Title 5, Guam Code Annotated, overlaying existing government of Guam plans and current planning processes, and integrating such plans and processes into the Comprehensive Guam Master Plan.
  - c. In accordance with the authority granted by §1210, Title 5, Guam Code Annotated, and this Executive Order to create the Comprehensive Development Plan for Guam (aka Comprehensive Guam Master Plan), its chief mission being the attainment of the 50-year-strategic vision, *Guam 2065*, by developing the following component plans:
    - i. **Guam Land Master Plan.** Develop a master plan that will achieve the strategies set forth in §1201(b) of Title 5, Guam Code Annotated.



- ii. **Guam Capital Improvements Plan.** Develop a comprehensive capital improvements plan to include systems and modes of personal and mass transportation (air, land, sea), energy production and consumption, water distribution and wastewater disposal, flood, stormwater and erosion mitigation, environmental protection, waste disposal, and public buildings, facilities and equipment.
- iii. **Guam Tax Code Plan.** Create the most sensible tax code, to include incentives and partnerships with the private sector, to sustain the community and achieve the strategic vision via funding requirements of the other seven components of the master plan.
- iv. **Government of Guam Modernization Plan.** Commission the modernization of laws, regulations, and the government structure needed to achieve the strategic vision in all facets of public service.
- v. **Guam Social Stabilization Plan.** Set forth actionable strategies and steps to remedy social ills and stabilize society for the achievement of the strategic vision. This economic development and social development plan will address disease control and prevention, crime, corrections, behavioral health, civil rights, accessibility, cultural diversity, veterans' services, youth services, and the reversal of poverty.
- vi. **Guam Workforce Rehabilitation Plan.** Coordinate and work with the Department of Labor and the Guam Workforce Investment Board to develop – according to the process and protocol of adopting the Workforce Investment and Innovation Act State Plan – a workforce rehabilitation plan. This plan will set forth actionable strategies and steps to train and place those who currently are unemployed and underemployed. This rehabilitation plan also will address rehabilitation of at-risk high-school age Guamanians and immigrants, whom the Imagine Guam education blueprint will not be able to capture in time.
- vii. **Guam Career Paths Plan.** Gather human resources professionals from each industry to establish a matrix of career fields needed to build the industries and community



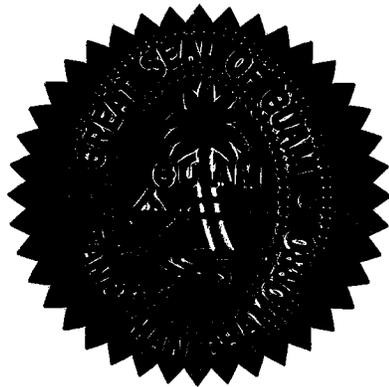
envisioned. The Commission will create a list of careers needed to build and sustain the industries and public workforce of 2065. This list will not be an exact enumeration of jobs. It will identify the career paths needed between now and 2065 to build the economy and community of the future.

- viii. **Guam Education Blueprint.** Gather educators and curricula planners from public and private schools to determine standards, alignments, curriculum, and the physical and Information Technology (IT) needs to move future generations into the established career paths. The Commission will identify the skills-sets, standards, and resources needed to prepare current and future students into these career paths. This means adopting and supporting school curricula, learning methods, and ladders of alignment from education to workforce development throughout the growth of a child into adulthood. Establish core competencies and post-secondary qualifications students need to attain for each career field. Gather engineers and technology experts to take the needs provided by educators and curricula planners, and plan the physical plant of the new school setting. Establish the long-term funding needs.
- d. **Membership on the Commission.** The Commission shall be chaired by the Director of the Bureau of Statistics and Plans. The other members of the Commission shall be the chairpersons so appointed by the Governor to lead the eight component plans referenced above.
- e. **Secretariat of the Commission.** The Secretariat, charged with the implementation of the Commission's decisions, shall consist of the administrators of the Guam Coastal Management Program, Planning Information Program, Business, Economics and Statistics Program, Socio Economic Planning Program, and the Guam State Clearinghouse. The GCMP administrator shall serve as the executive director of the Secretariat.
- f. **Approval by the Policy Team.** The Commission shall present plans for approval by the Governor, in accordance with statute, to the Imagine Guam Policy Team for additional scrutiny and compliance with the 50-year-strategic vision.



- g. **Reports.** The Commission shall, from time to time, report its progress to the Imagine Guam Policy Team and Steering Committee.
3. **Assistance & Administrative Support.** All departments and agencies of the Government of Guam are hereby directed to provide such assistance as possible to aid the steering committee in carrying out its duties and responsibilities, including the provision of staff, technology and administrative support.
4. **Consultants.** The steering committee, with the approval of the Governor, may consult with outside experts and, through the procurement of a government entity or agency, retain the services of such experts/advisors or consultants as necessary in the performance of its duties.
5. **Designation of Cabinet Support.** The Governor may from time to time designate such other cabinet or executive staff members who shall attend project meetings or events.

**SIGNED AND PROMULGATED** at Hagåtña, Guam this **31st** day of **March, 2016.**



  
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**EDDIE BAZA CALVO**  
*I Maga'lahaen Guåhan*  
Governor of Guam

## **Narrative of Guam 2065**

The people of Guam are the healthiest and the happiest in the world. The island ranks first in the index of Gross National Happiness. This is the result of progress that is founded upon our faith in God and our system of consciousness, which has become our societal norm: aguaiya, agofli'e', a'umitde, afa'måolek, arespeta, amamåhlao, ageftåo, yan a'adahi.

Guam is a modern, globally-recognized center of Chamorro culture, trans-Pacific commerce, and sustainable living. The Chamorro people had long since exercised their inalienable right of self determination. Despite climate change, technological advancement, and major geopolitical shifts, Guam is a tropical paradise that is neither overdeveloped nor lacking in progress or competency in the global arena.

The island is the epicenter of the arts, trans-Pacific shipment, athletic training, tourism, marine and scientific research, medical care, and financial services throughout the Pacific.

We are a multi-cultural community of mixed races who live by the core values of our shared Chamorro culture: the protection and advancement of the Chamorro language, culture, and Catholic heritage, the respect for our environment, and the strengthening of family through health, education, self reliance, and sustainable development. We speak Chamorro and other languages.

The people of Guam are healthy and active, having affordable access to medical care and healthy living opportunities from cradle to grave. Rates and incidence of disease are low. Medical care is available on island, with a full integration of services and specialties that attract patients from off island for care here. This interconnectedness is more cultural than it is programmatic or systematic: the all-encompassing health care model includes care at home and focus in schools. Medical professionals conduct public outreach, utilizing mobile clinics. There is an emphasis on natural care, recognizing the importance of the Suruhanu in healing and wellness.

Part of this culture is the normal affinity for fitness and physical activity. The streets are lined with people walking, running, exercising, and enjoying outdoor physical activities.

This is the result of two developments: the physical infrastructure that promotes physical activity, and a comprehensive strategy that increases athleticism and global competitiveness in sports. The strategy focuses on five main points: policy, excellence in physical education, environmental stewardship, leadership capacity, and global competitiveness.

Physical activity, sports, and recreation are promoted and supported throughout the lifespan of our people. There are many opportunities for residents of all ages and varying abilities to be actively engaged and physically fit. In this culture, residents are

encouraged and follow the nationally-recommended minutes for physical activity as part of a healthier, holistic lifestyle.

Children, from preschool through graduation are given rigorous and competitive physical education in schools. This curriculum serves as a foundation for those with competitive aspirations.

We produce expert instructors, coaches, and leaders who take beginning athletes and turn them into elite competitors. Our institutions of higher education help by providing top level courses in physical education sports nutrition, physical therapy, and sports.

Training programs provide the foundation for and development of globally-competitive athletes, who successfully participate at a regional, national, and international level. Our athletes, coaches, facilities, and programs are among the best in the world, attracting international attention, interest, and tourism.

The environment includes varied and accessible avenues for residents and visitors to engage in physical activity, sports, and recreation through bike paths, walking trails, and state-of-the-art facilities in all schools and villages, to name a few.

The island's parks, which existed 50 years prior, are rehabilitated. There is a nature trail and hiking trails. The mayors have designated marine and cultural parks, with numerous latte stone monuments and historical parks with hologram park tours that attract outdoor activity.

The marine parks are part of the Guam Marine Conservation Program, which regulates the sustainability of our marine resources. Government-academic partnerships yield cutting-edge research in aquaculture and marine hatcheries. The top five marine species identified for restocking 50 years prior now flourish, adding both to the list of tourist attractions and the places where residents engage in marine activity for fun, training, and competition.

Residents and visitors enjoy vibrant parks and thriving ecosystems. Monuments, cemeteries, and public buildings are a testament to the ingenuity, culture, and heritage of the people. This is the result of laws and policies that incentivize businesses, land owners, and developers to adopt green practices.

Physical activity and green space are not limited to public parks and designated recreation areas. These are valued in our neighborhoods and homes as well.

Homes are the foundation of our families and are built to encourage family and neighbor engagement, to develop bonds to care and look out for one another.

There are a variety of home types: single-family homes, multi-family homes, transitional and group homes, and mixed-use homes, where one can work and live. There

also are a variety of forms of ownership that are accessible for families and individuals at all stages in their life and at all income levels. Homes are wired for utilities, communication and technology, with provisions for in-home health care delivery. They will be safe and secure to withstand the strength of Mother Nature.

Our neighborhood communities will be transit-oriented, mixed-use communities where you can move around, live, work and play in your self-sustaining community. All facets of daily life are accessible within safe walking distance of a family's home, including jobs, passive and active recreation facilities, worship, education, healthcare, childcare, entertainment, shopping, farming, etc. Multi-use community centers are also within walking distance of homes and are the primary resource and transit center for the community. These centers will provide jobs, education, worship, language/cultural education and promotion, and entrepreneurial guidance.

Guam will have a diverse and adaptable transportation network, where the primary modes of transportation are walking, biking small electric vehicles and mass transit. Our transportation network of paths and roadways are places where everyone, no matter whether they're eight or 80, on a bike or in a wheelchair, can be safe and comfortable getting around. Privately owned vehicle use is minimal and not necessary to lead a productive life.

To sustain and connect these various modes of transportation, each village will have a transit center in the vicinity of the community center. Within each village, the transportation infrastructure will have been adapted from the current car-centric infrastructure to a diverse network of walking and bike paths, along with smaller roadways dedicated to small vehicles (golf-cart types, mopeds, etc.) and privately-owned vehicles (POVs). This network of smaller scale infrastructure in each village is interconnected with other villages' smaller scale infrastructure, and also feeds each neighborhood to the village center and transit center. From the village transit center, larger scale infrastructure to support small vehicles, POVs and mass transit systems/vehicles connect that village's transit center with other village transit centers and major activity centers. This larger scale infrastructure will have used our current roadways in the most efficient way possible, and will be adaptable to respond to traffic patterns at different times of the day.

The infrastructure needed for this diverse set of transit options include: storage and maintenance facilities of varying scales for bikes, small vehicles, and mass transit vehicles, and the development of transit centers where all modes of transportation are supported. The smaller scale infrastructure within the villages includes paved and natural walking and bike paths, and paved and natural roadways for small vehicles, where speed is reduced. Mass transit will include permanent infrastructure investment where necessary (such as an electrical trolley system, trains and tracks, etc.), but will largely be free-standing vehicles that can adapt to changing trip patterns. Safety, efficiency and health will be of primary importance for this infrastructure development.

Water transportation throughout the region and among coastal villages has also been developed and adds to the variety of transportation modes available to residents and visitors.

There also exists a new village. All forms of fine arts, film production, graphic arts, and creative writing have a place in Guam's first Arts Village. It promotes an artistic atmosphere that reflects the Hafa Adai spirit, prioritizes the needs of Chamorro arts, and welcomes diversified and artistic perceptions, both traditional and modern. Businesses are welcome in the village, but must contribute to both the financial and environmental sustainability of the village. Local businesses have priority over foreign entities in this village.

The village is located in an area accessible to the general public, coexisting peacefully with the beauty and inspiration of Guam's natural environment. Its geographic quadrants house different arts. Each quadrant contains happenings respective of its arts, but culturally promotes the mentality that all arts co-exist within the village proper. Only walking traffic is allowed within the village, except all accommodations are made to include appropriate transportation for people with disabilities. There are access roads for vehicles that supply the performance spaces and businesses that operate in the village.

The village accommodates world-class level arts productions as well as arts development. Artists have ample space to create, cultivate, and develop art. The village links to entities that serve the arts, such as the University's theater, school performance and art spaces, the ISLA Center for the Arts, CAHA, and GAX, to name a few. It is a launch pad for budding artists interested in making a career in their respective artistic field. It is the amalgamation of professional artists seeking to deepen the breadth of local arts and projecting local talent outward, globally.

The village contains both indoor and outdoor performance spaces, concert halls, art galleries, studios, classrooms, and areas that support local indigenous arts and crafts. These spaces accommodate audiences up to 1,500 people.

The production of traditional and modern plays, music concerts, dance shows, fashion shows, art, music, theater and film festival produced locally and brought in from elsewhere are exhibited in this village. It is a hub for educational courses within all aspects of the arts with programs that link to schools and colleges locally and globally, with an exchange of artists and educators who share their knowledge and experience with the local community and the rest of the world.

Our villages, homes, businesses, and systems and means of transportation are 100-percent independent from fossil fuels. Guam's energy and infrastructure consist of effective, sustainable, reliable, and affordable technologies. Our need of utilities and means of transportation is satisfied, without compromising the ability of future generations to meet theirs. We leverage our island resources into unique electricity platforms by using and perfecting solar, OTEC, wind, and nuclear power technologies.

We employ ocean-driven hydropower plants. Automobiles use hydrogen fuel cells, or lighter and improved batteries. Our personal vehicles include magnetic-gliding and flying drone cars. This is not to mention our common use of walkways and bikepaths for short-distance travel, and our commute by train for farther distances.

We are a zero-waste society, where almost everything consumed is either recycled or composted. The compost is then used to amend and enhance Guam's soils for greater productivity. Bio solids are reused and appropriately composted. Stormwater is effectively managed to eliminate or at least significantly reduce its environmental impacts to our lands and marine ecosystems. Effective rain catchment systems on government, business, and residential structures further strengthen the sustainability of our water resources. Bioretention areas, rain gardens, and other methods of low-impact development are prevalent.

Our advanced and sustainable infrastructure also is accessible. Universal design is incorporated in all buildings and structures. The train system is accessible, and so are personal vehicles, which do not require human drivers. Supermarkets are heavily automated with retail environments that promote the independence of people with disabilities. High-tech, intelligent voice-activated buildings are complemented by moving sidewalks in shopping and tourism areas.

Guam is the model and envy of the world in accessibility. We offer specialized respite care, with fully-integrated voucher systems for respite care, which is provided by robots as well. There are self-employment systems, zero-tolerance for discrimination in the workplace, and robots at home and in businesses that help people with disabilities to become self sufficient.

Our advancement in technology and science began with rigorous STEM curriculum and access to technology in schools. Part of the curriculum is how to sustain technology. Science is a baseline curriculum in schools. We developed aquaponics as an industry, along with deep-sea research, aqua tourism, and telecommunication, with the invention of the 2065-version of what was known as the iPad 50 years earlier.

The University of Guam is the research hub of the Pacific. It is home to a medical school, with many doctoral programs that people throughout the region aspire to join.

Guam's leadership in the region has improved wealth among Pacific Islanders, helped them to adapt to climate change, led to less reliance on imports outside Pacific islands, increased interdependence, and enhanced the commercial and political power of the Pacific on the global stage.

Advanced studies in maritime navigation, aeronautics, science, technology, engineering, mathematics, agriculture, trade law, finance, and maritime law have paved the way for Guam to become the center of excellence and regional growth in banking, shipping, trade, sustainable technologies and best practices, and telecommunications.

Part of the region's success is the remarkable development of Micronesia over the past 50 years. Accelerated and sustainable development, which began with the Micronesia Chief Executives Secretariat, took off following the creation of the Micronesian Development Bank. The bank, which partnered with the Asian Development Bank in its early years for access to its global portfolio, provided development loans to the islands of Micronesia for the initiatives that built the region's strong economy and leadership in sustainable futures.

These trade and development initiatives were created by the Micronesian Commerce & Trade Consortium, headquartered in Guam.

Guam's seaports and airport have been developed and enhanced with advanced and sound infrastructure. Part of this development includes regional economic and free trade zones. Transshipment from different parts of the world to the Pacific via Guam is a major industry, along with the Guam-chartered shipping line, which services the Pacific and Asia.

The island utilizes its infrastructure and location to leverage advanced telecommunication links, making Guam the leader in high speed information transmission through the Regional Telecom Hub.

Our competence in the sciences, commitment to sustainable practices, and advanced research has made Guam the leader and the center for sustainable futures. Our science-, research-, and manufacturing-based industries provide Pacific islands with technology and best practices that fit the needs of our islands.

These island-produced technologies are not alone in the use of resources indigenous to the Pacific for consumption and for trade. Guam is also the center of the regional stock exchange, which makes engagement in trading commodities and services indigenous to the region possible.

This also makes Guam the leading exporter of talent and expertise in hospitality, educational tourism, and food security, along with the industries previously mentioned (medical care, renewable energy, science and technology, shipping, finance, telecommunications, and marine life).

Guam produces much of the plant- and meat-based consumables. Indoor-hydroponic vertical farms complement family-sized gardens and computerized container farms. We trade agriculture with the region and use by-products for biofuel.

A "Good for Guam - Good for Me" campaign, which promoted the return of residents to Guam, led to a pool of highly-educated professionals, who helped to enhance attitudes and commitment to education. Among the consequences were the development of a multinational research company and the influx of visitors who come to Guam to pursue primary, secondary, and post-secondary education.

Now in its 100th year of development, the hospitality industry continues to yield major economic benefit for the people and the region. Guam is an exciting, safe, fun filled and environmentally-pristine tropical resort destination that attracts diverse global travelers who can enjoy the rich variety of accommodations, world-class spas, golf, shopping, athletic facilities, and entertainment attractions. The caring and giving nature of our people anchor the gracious hospitality spirit that permeates throughout the island, and which assures the sustainability of our largest “export” industry.

We achieved our mission to brand, market, and sell a unique and enduring “Hospitality and Service” experience to our local residents and visitors by:

- Articulating and promoting the authenticity of our cultural heritage
- Intensifying those attributes, and living our lives, in a manner that define our island’s unique sense of place
- Developing and maintaining the hospitality service culture through a robust training and development agenda
- Fostering community pride by promoting mutual respect, enthusiasm, and harmony throughout the value chain for goods and services
- Making a difference in improving the island’s quality of life
- Maintaining a clean, safe and beautifully-landscaped environment
- Creating and maintaining a bipartisan public policy framework that will ensure the long-term sustainability of a healthy economy and society.

While we enjoy the fruits of our labor and ingenuity, we are also known as a people with a strong sense of justice, compassion, and the belief that our success is measured by the progress of the weakest within our community.

We value self reliance and we have societal systems in place that provide safety nets for those who fall on tough times. For those who are not caught by that safety net, social services exist to catch them, but only to the degree that they find their own motivation to succeed outside the system.

For those who are motivated outside our values and who behave in a way that harms others, the justice system provides intense interventions to rehabilitate that behavior.

We have an efficient system for community safety, based on a holistic approach reflective of our values, culture, and resources. The proactive approach to community safety includes:

- Community-based law enforcement and active neighborhood watch systems
- Community learning centers with positive outlets of interest shown to deter crime (educational and applied agriculture, creative arts, etc.)
- Programs and resources for families, schools, and workplaces that teach conflict resolution, non-violent communication, as well as how to identify and respond to destructive or at-risk behavior before it leads to crime.

Every person is treated as a member of the community who has the right to safety, as well as fair and efficient due process, should they enter the system. When someone is convicted of a crime, the person has access to mediation, rehabilitation, and transitional programs for reentry, whenever possible and reasonable. In criminal cases, basic assessments are made in consideration of a person's age, history, etc., with corresponding treatment programs or corrections.

All civil cases are treated equitably and fairly according to the law. Laws, policies, personnel, technology, and resource allocation within the system are regularly assessed, modified, and streamlined to reflect Guam's unique and changing circumstances.

The justice system is a partner in the development of the people's character and her commitment to people, especially in the darkest of times.

Our commitment to justice, civil rights, and civil liberties is buoyed by a common and high standard of transparency and truth pervading the community. Journalism is globally aware and locally relevant. The love of news starts at an early age. The medium for news is as fluid as the technology that abounds, and is everywhere. Technology complements education. Journalists will thrive without fear of repercussion in all encompassing news environment. Journalism is an everyday responsibility, with more citizen journalists joining the effort, united in one goal of a better Guam and a better world. Community emerges as responsible partners in transparency, news relevance, and credibility.

The island has a healthy generation of professional and citizen journalists, who have passion, inspire, and are grounded in the real challenges of the day.

The world looks to Guam as a center of diversity and not only the place where America's Day Begins, but where America's News Begins.