

Future Vision

March 12, 1994

Retreat, 9 - 4 p.m.

Room 370

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FUTURE VISION STATEMENT  
(PARTIAL DISCUSSION DRAFT)

[NOTE: To provide material for discussion at our Retreat on Sat Mar 12, at the Future Vision Commission meeting on Mon Mar 7, I distributed my latest proposed draft of the first eight sections of a possible Future Vision Statement. Since you were not able to make that meeting, I include those eight sections in this fax message. I also include a new section on "Logistics."

All this material is highly tentative, and designed just to stimulate discussion. I am not deeply ego-involved. In fact, at our Retreat on Saturday I plan to check my ego at the door (but not my values). So, please, critique this stuff ruthlessly. I will not be offended.

Meanwhile, please feel free to get in touch by phone (223-6370). If you want to fax anything to me (223-2521), please phone first, so I can reboot my computer to receive it (because I still haven't solved all my software compatibility problems). Thanks.

-- Bob Textor.]

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PREAMBLE

We, the undersigned members of the Metro Future Vision Commission, herewith submit to the Metro Council and to our fellow citizens this Statement of our collective vision of a desirable fifty-year future for the people of our Region.

History teaches that a community that possesses a clear, shared vision for its future is much more likely to end up satisfied with that future, as it becomes their present -- than is a community without such a vision. We therefore hope that the Council will adopt this Statement, with changes as deemed appropriate, and that the Statement will then become a guiding document for future policy-makers throughout the

1 Region. This, we believe, will substantially increase the chances for a  
2 desirable, livable future for all our people.

3 This Statement is a broad description of desired end-states, and  
4 not a detailed plan for how to reach those end-states. Such detail will  
5 best be handled in subsequent documents, such as the Regional Framework  
6 Plan, and by the thousands of decisions that local elected bodies will  
7 inevitably make over the next half century.

8 In writing this Statement, we speak only for ourselves. However,  
9 we have consulted with numerous fellow citizens, which gives us reason  
10 to believe that our Statement embodies values that are widely shared in  
11 the Metro Community. We thank these citizens for their input.

### 12 13 TIME HORIZON

14 The time horizon for this Statement, given to us by the Council,  
15 is A.D. 2040. We project that the desirable future way of life here  
16 envisioned will be realized by this date, and in some respects well  
17 before then.

### 18 19 A REGION WITH MULTIPLE BOUNDARIES

20 Our Metro Region has no single boundary. To visualize our common  
21 future intelligently, we must conceive of these boundaries flexibly,  
22 depending on the particular problem under consideration -- whether  
23 ecological, logistic, economic, or demographic. An added reason for  
24 flexibility is that some of these criteria will change radically through  
25 time. Examples:

26 \_ A prime ecological criterion is watershed. Ecologically,  
27 we conceive of our Region as bordered roughly by the Lewis River on the  
28 north, the Coast Range on the West, the Cascades on the East, and the  
29 drainages of the Tualatin, Sandy, Clackamas, and lower Willamette  
30 Valleys.

31 \_ The logistic criteria include the high probability of new  
2 forms of rail transportation making it possible to travel from Roseburg  
3 or Seattle to Portland in about an hour. With the ever-increasing use

1 of the new information technology, Metronians will be in ever closer  
2 contact with people worldwide, and telecommuting will become a major  
3 feature of our regional employment market.

4 \_ The economic criteria include the near-inevitability of a  
5 continuing trend toward regional and global integration of economic  
6 functions.

7 \_ For logistic and economic reasons, the borders of our area  
8 demographically are also subject to profound change, just as they have  
9 been ever since the 1840s, to the point where today Portland and Salem  
10 are in the same federal statistical area.

### 11 GOVERNANCE

12 We note in passing that virtually no aspect of our Regional future  
13 is subject to the authority of just one governmental unit. Regardless of  
14 what boundary criterion one uses, parts of our Metro Region are beyond  
15 the jurisdiction of the current Metro government. And even within that  
16 jurisdiction, with respect to any given problem, some authority is  
17 likely to be exercised by the federal government, two states, several  
18 counties, and various municipalities.

19 This Vision Statement takes no position concerning how our  
20 Regional governance might be organized in the future, but instead  
21 focuses on the desirable way of life that these various governments must  
2 find ways to deliver to our people. Despite all this governmental  
3 complexity, we believe that, with good leadership and good citizenship,  
4 we in the Metro Region can take charge of our common destiny -- design  
5 it intelligently, pursue it vigorously, and enjoy it fully.

### 6 SEEING OUR FUTURE AS A WHOLE

7 In writing this Statement, we have tried to visualize the Metro  
8 future as a whole system of values in action -- a "Metro Culture" --  
9 that will preserve and enhance the good life for all of us, and  
10 especially for those as yet unborn. We here envision a Metro Culture  
11 that will integrate our basic ecological, political, legal,

1         - Strong emphasis is placed on public parking, on-street or  
2 in multi-story parking structures, thus achieving efficient land use.<sup>4</sup>  
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4                                 ECONOMICS

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7                                 ENVIRONMENT

8                 @@@@@@@@@@@@.....  
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10                                COMMUNITY WELL-BEING

11                @@@@@@@@@@@@.....  
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13                                SENSE OF PLACE

14                @@@@@@@@@@@@.....  
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16                                LIFE-LONG LEARNING

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19                INTELLECTUAL, EXPRESSIVE, AND RECREATIONAL LIFE

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2                                A FINAL WORD

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1           \_ Arterial streets extend across the built-up portion of the  
2 Region, with one every mile or so, designed to define and strengthen  
3 existing neighborhoods. Where possible, these arterials have four or  
4 six lanes. Speed limits are no higher than 30 miles per hour. Numerous  
5 bus lines serve these arterial routes, with new routes added to meet  
6 shifting needs. Wide right-of-ways make possible on-street parking,  
7 bike lanes, and pedestrian-friendly sidewalks. There are pedestrian  
8 crossings every few hundred meters, and local feeder streets every  
9 several hundred. Along each arterial are numerous commercial  
10 establishments, mixed with apartments either vertically or horizontally.  
11 Three blocks on either side of these arterials are zoned for high  
12 density residences. The overall effect of this multi-faceted planning  
13 is to foster the development of neighborhoods where we can do much of  
14 our shopping and socializing without using personal vehicles. This in  
15 turn benefits small entrepreneurs and fosters neighborhood identity and  
16 loyalty.<sup>1</sup>

17           \_ Any new freeways or major highways are planned and sited  
18 to link effectively into the existing general system in a manner that  
19 supports economic development by the cost-effective distribution of  
20 goods and services throughout the Region and beyond, and that also  
21 safeguards the environment. Laws require that new major shopping  
22 centers be located close to freeways or major highways.

23           \_ The Region enjoys an optimum combination of light rail and  
24 commuter railroad services. Light rail lines extend from Portland to  
25 Hillsboro, and from Vancouver to Oregon City. Rail transit services  
26 extend from Tualatin and Lake Oswego to downtown Portland.

27           \_ New high-capacity transportation corridors --whether for  
28 use by light rail, commuter railroad, bus, or high-occupancy personal  
29 vehicles -- are developed as needs arise, so as to serve the overall  
30 environmental, economic, and social needs of the entire Metro  
31 Community.<sup>2</sup> The design for such corridors adheres to the LUTRAQ  
32 principle of zoning districts near rail stations for mixed residential,  
33 commercial, and light industrial uses.<sup>3</sup>

1 but I feel that sometimes one must first go "too far" in  
2 order to realize just where "far enough" is. Please read it  
3 in this spirit, as a way of helping you make up your own mind  
4 where "just right" is. -- Bob, Mar 10/94.]  
5

6 [Map or maps to be attached if needed.]

7 We anticipate that during the projection period new transportation  
8 technologies will probably emerge that will be dramatically more energy-  
9 efficient and non-polluting than those available in 1995. In due course  
10 many of us will probably be driving electrically powered personal  
11 vehicles, and possibly even hydrogen-fueled ones. Our vehicles will  
12 probably be "intelligent" in the sense that computer systems will insure  
13 safe speeds and distances between vehicles, thereby enabling our major  
14 highways to carry much heavier traffic loads with safety and without  
15 congestion. If and as these innovations emerge, we envision that our  
16 Metro Community will take full proactive advantage of them.

17 However, since the specific features of these new technologies  
18 cannot be reliably predicted, we must also envision a future based on  
19 existing technology. Here are its essentials.

20 \_ In general, government strongly encourages walking and  
21 biking. Zoning and other measures insure wherever possible that each  
22 neighborhood has numerous stores and services close enough to walk or  
23 bike to.

24 \_ In general, government provides a thorough-going and  
25 demand-responsive public transit system. This system is so convenient  
26 and cost-effective that most of us use it much of the time. Public  
27 transit vehicles have bicycle racks and other bike-friendly features.

28 \_ Public finance arrangements insure that we each pay our  
29 fair share of the true overall social and environmental cost of using  
30 personal vehicles. These arrangements might include requiring each of  
31 us to pay a user fee based upon our computer-monitored monthly usage of  
32 personal vehicles; or providing all of us with fareless public transit  
33 throughout the Region.

1            \_ To have true civic democracy -- especially in an era of  
2 frequent electronic polling -- our schools must teach citizenship with  
3 skill and passion.

4            \_ To maintain our environmental consciousness, all  
5 Metronians, including those residing in city cores, must have daily  
6 opportunities to experience nature in their neighborhoods.            \_ To  
7 sustain our tradition of natural spontaneous friendliness -- a quality  
8 visitors quickly notice and widely laud -- we must have an economy that  
9 will sustain high employment at family-wage jobs.

10           \_ To lead a truly examined and fulfilling life, we must  
11 maintain a vibrant system of lifelong learning opportunities.

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13                                 DEMOGRAPHY

14                 [Map or maps to be attached.]

15                 @@@@@@@@@.....

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17                                 SETTLEMENT PATTERN

18                 [Map or maps to be attached.]

19                 @@@@@@@@@.....

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21                                 LOGISTICS

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3                 [NOTE: This version of "Logistics" is my rendering of  
4 selected key ideas purloined from John Fregonese's valuable  
5 informal paper of Mar 7. It has already had helpful  
6 criticism in phone calls from Ted Spence and Ken Gervais.  
7 Thanks to all.

8                 One of the key issues that we face is how to find the  
9 golden balance between the extremes of seemingly  
0 platitudinous general statements about the Metro future, on  
11 the one hand, and seemingly paranoid attempts to micro-manage  
2 it, on the other. The section that follows might well be on  
3 the micro-management side of the fulcrum. I realize this,



1 right to an unpolluted workplace and environment, and unimpaired  
2 sustainable natural ecosystems.

3       \_ Our Metro Culture will minimize environmental degradation,  
4 in part by requiring that those who do the degrading will pay user's  
5 fees that reflect the true cost of such degradation -- while also  
6 insuring that such fees do not cause distress for the least privileged.

7       \_ Our Metro Culture will maximize convenience and  
8 efficiency in transportation of persons and goods -- while also  
9 minimizing residential crowding, traffic congestion, pollution, and  
10 environmental degradation.

11       \_ Our Metro Culture will embody the most creative uses of  
12 the new information technology for the economic, political, and  
13 personal benefit of all Metronians -- while also supporting institutions  
14 that provide the unique ambience of direct personal contact.

15       \_ Our Metro Culture will encourage maximum intellectual and  
16 aesthetic stimulation and innovation -- while also encouraging a  
17 reflective life that takes into account the wisdom of the past.

18       \_ Above all, our Metro Culture will, through public and  
19 private schools and all other means, affirmatively seek to insure that  
20 every Metronian child -- regardless of gender, race, ethnicity,  
21 religion, family, wealth, or residence -- will maintain the greatest  
22 possible opportunity to fulfill her or his potential in life.

### 23 24                                   MAKING THE CONNECTIONS

25       Each major element of our Vision Statement is intended to support  
26 the other elements. It is the intelligent design of these connections  
27 among elements that will make the difference between an excellent future  
28 and a mediocre one. For example:

29       \_ To have responsible and equitable environmental policies,  
30 we must have political leaders who know how to listen creatively, and  
31 who are beyond reach of corruption.

1 Metronians clearly lies less in preventing than in managing demographic  
2 growth.  
3

#### 4 USING OUR VALUES TO GUIDE CHANGE

5 Only by consistent action based on the key values of our emerging  
6 Metro Culture can we prevent outside demographic, technological, or  
7 economic forces from destroying that very Culture. Among these key  
8 values-in-action are the following.

9 \_ Our Metro Culture will assign the highest priority to the  
10 preservation and enhancement of our livability -- while also making  
11 plans and provisions for the orderly accommodation of newcomers who  
12 move here, often attracted by that very livability.

13 \_ Our Metro Culture will emphasize pride in our special  
14 Metro identity and sense of place -- while also encouraging our  
15 knowledge of other cultures and languages worldwide, with whose peoples  
16 we will be in ever-closer contact as the global economy continues to  
17 expand inexorably.

18 \_ Our Metro Culture will allow the greatest possible  
19 individual liberty in politics, economics, ethnicity, lifestyle,  
0 belief, and conscience -- while also instilling social responsibility  
1 toward the Community as a whole.

2 \_ Our Metro Culture will provide maximum economic  
3 opportunity for all our people -- while also offering suitable social  
4 mechanisms to insure equity for all, and compassion for those in need.

5 \_ Our Metro Culture will encourage the preservation and  
6 enhancement of the best possible built environment -- while also  
7 conscientiously protecting and preserving our natural environment.

8 \_ Our Metro Culture will allow and support individual  
9 choice in housing arrangements -- while also encouraging a settlement  
0 pattern creatively designed to provide maximum environmental, aesthetic,  
1 recreational, and other benefits for our entire Community.

2 \_ Our Metro Culture will enable all our people to live an  
3 abundant life -- while also systematically protecting our people's

1 technological, economic, social, and aesthetic values into a harmonious  
2 whole that will inspire the commitment and pride of all Metronians.

3 Like all cultures, our regional Culture will constantly evolve.  
4 Our future Metro Culture will be an outgrowth of our present Culture,  
5 just as the present one has grown out of our past, dating all the way  
6 back to the days of President Jefferson.

### 7 A FUNDAMENTAL PROBLEM

8 A fundamental problem we face, in envisioning a desirable future  
9 Metro Culture, is that many of the key values of our present culture  
10 were crystallized during a historic situation of low population density  
11 and wide open spaces. With the passage of time, as the population of  
12 our nation has grown, so has that of our Region.

13 Whether we like it or not, it seems inevitable that the population  
14 of our Metro Region will continue to grow for some while, for at least  
15 the following reasons:

16 \_ The overall population of our nation is growing, and the  
17 demographic momentum is such that net growth will persist for several  
18 more decades. This is true even if we make the most optimistic  
19 assumptions about widespread use of family planning practices, and about  
20 federal control of immigration.

21 \_ We live in a federal republic which essentially guarantees  
2 freedom of movement from state to state (including the freedom of Metro  
3 people to move elsewhere).

4 \_ Our livability will attract people from elsewhere,  
5 including many who will choose to live here yet earn their living by  
6 telecommuting to distant places.

7 Therefore, a fundamental challenge of this Vision Statement is to  
8 design ways to preserve the essence of our Metro Culture's key values  
9 despite the unavoidable future necessity to accommodate more  
0 Metronians.

11 While our Vision includes and favors appropriate action by elected  
2 authorities to find legal, ethical, and practical ways of moderating net  
3 population inflow, the key to a satisfying future way of life for all

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ENDNOTES

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1 Among the 1995 models for this type of neighborhood development in Portland are N.W. Twenty-third Avenue and Hawthorne Boulevard.

2 We envision that government will be alert to the preservation of possible future high-capacity traffic corridors, safeguarding them against designation for other, shorter-term uses. Example: the Barbur Boulevard Corridor.

3 Any new light rail construction must be carefully considered, because:

- Light rail is expensive to build.
- It is also inflexible, in that it cannot easily be re-routed to meet changing needs.

On the other hand, light rail has the advantage over commuter railroad that it can function on city streets, along with buses and automobiles.

The inflexibility of light rail has its positive side, in that it can sometimes be a factor used to reassure investors in long-term housing or commercial developments that accessibility to public transit is highly likely to be permanent. Partly for this reason, light rail has the advantage that it provides a political basis for designing multi-purpose districts that will concentrate populations to a reasonable degree, and hence encourage not only the use of public transit, but also walking and biking to stores and services.

4 Zoning for personal vehicle parking will generally require floor-area ratio of at least .5.

KLEIN'S COLLECTED THOUGHTS ABOUT PUBLIC INVOLVEMENT

Tell me, I'll forget  
Show me, I might remember  
But involve me and I'll understand. - Old Chinese proverb

You have two ears and one mouth. Listen twice, speak once. - Old American proverb

You can count on people and creatures to do the things that they believe will benefit them most.  
- Michael Le Bouef

No matter what happens, there is always someone who knew it would. - Anon.

There are two things people want more than sex and money ... recognition and praise. - Mary Kay Ash

The art of government is conducting business in such a manner as to satisfy the irritated without irritating the satisfied. -

People don't care how much you know, until they know how much you care ... about them. - Zig Ziglar

You can observe a lot just by watching. - Yogi Berra

If you want a track team to win the high jump, you find one person who can jump seven feet, not seven people who can jump one foot each. - Terman's Law of Innovation

All snakes that wish to remain in Ireland will please raise their right hands.-       Attributed to St. Patrick

Everything has been thought of before, but the problem is to think of it again. - Johann W. von Goethe

People are usually more convinced by reasons they discovered themselves than by those found by others. - Blaise Pascal

A man convinced against his will, is of the same opinion still. - Samuel Butler

All our knowledge has its origins in our perceptions. - Leonardo da Vinci

Generally, the theories we believe we call facts, and the facts we disbelieve we call theories. - Felix Cohen

Extremists think "communicating" means agreeing with them. - Leo Rosten

If other people are going to talk, conversation becomes impossible. - James McNeil Whistler

Don't talk unless you can improve the silence. - Old Vermont proverb

You can get further with a kind word and a gun, than you can with a kind word alone. - Al Capone

He had occasional flashes of silence that made his conversation perfectly delightful.  
Sydney Smith

Trend is not destiny. - Lewis Mumford

Do not use a hatchet to remove a fly from your friend's forehead. - Old Chinese proverb

There are some people who, in fifty-fifty propositions, insist on getting the hyphen too. -  
Laurence J. Peter

We can't all be hero's because someone has to sit on the curb and cheer as they go by. - Will  
Rogers

I never give them hell. I just tell the truth and they think its hell. - Harry S. Truman

It is every citizen's duty to support his government, but not necessarily in the style to which it  
has become accustomed. - Laurence J. Peter

I'm proud to be paying taxes in the United States. The only thing is . . . I could be just as proud  
for half the money. - Arthur Godfrey

A fanatic is one who can't change his mind and won't change the subject. - Winston Churchill

Diplomacy is the art of letting someone else have your way. - Daniele Vare

When I see the Ten Most Wanted Posters ... I always have this thought. If we'd made them feel  
wanted earlier, would they be wanted now! - Eddie Cantor

The foolish and the dead alone never change their opinions. - James Russel Lowell

Whenever two people meet there are really six persons present. There is each person as the see  
themselves, each person as the other person sees them and each person as they really are. -  
William James

The most dangerous thing in the world is to try and leap a chasm in two jumps. - David Lloyd  
George

There is nothing permanent except change. - Heraclitus

Long rang planning does not deal with future decisions, but with the future of present decisions.  
- Peter Drucker

The Bible tells us to love our neighbors, and also to love our enemies; probably because they are  
generally the same people. - G. K. Chesterton

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed  
it's the only thing that ever has. - Margaret Mead

Don't take life too seriously. You will never get out of it alive. - Elbert Hubbard

# THE 21ST-CENTURY OFFICE

Whether we'll be toiling on kitchen tables or corporate campuses, the future means change



**I**n business publications, two distinct visions of the workplace of the future are taking shape: the work-at-home-in-your-sweatsuit scenario, and the corporate campus as an all-encompassing center of our lives. Which one ultimately becomes more common could have a profound effect on everyone's personal lives in the next century.

Working at home has long been

touted as a growing trend, but is it really? *American Demographics* (Aug. 1993) reports that while the number of home workers ranges between 20 million and 39 million depending on whom you ask, only about 7 percent of them (or 1.3 million people) are actually working full time. The Roper Organization claims that the proportion of home workers has not grown in a decade, and the Bureau of Labor

Statistics reports only a modest growth (although they do not count telecommuters, that is, company employees who work from home full time). But New York-based LINK Resources—which annually surveys home work—disagrees, saying that for eight years the home worker force has grown consistently and that “growth [in 1992] was fastest among telecommuters” (a group that grew 20 percent between 1992 and 1993, according to *American Demographics*).

However many at-home workers there are, their numbers are large enough to cause some communities to rezone neighborhoods so that certain kinds of work, mostly of the symbolic analyst variety, can take place there, according to the design magazine *Metropolis* (Oct. 1993). Interestingly, although it is these types of workers—lawyers, writers, architects, and brokers—that most people think of as working out of their homes, exclusively home-based workers are more likely to be in blue-collar professions, such as truck driving and housecleaning, says University of Hawaii researcher Diane M. Masuo in *American Demographics*.

Whatever their profession, home-based workers are a happy lot. They point to the many advantages of working at home: freedom, personal control of their schedules, lack of commuting hassles, and child-care flexibility. Although bosses tend to be nervous about telecommuters, they should relax and approve, according to *Garbage* (April/May 1993), because studies show that home workers get 5 to 19 percent more done than office workers.

But if it's productivity bosses are after, perhaps building a luxury corporate campus is the best move. Companies like Microsoft, Reebok, and Esprit have developed sprawling workplaces that function more like posh villages, fulfilling so many needs that workers almost never leave. Software publisher Borland International's new campus in Scotts Valley, California, might be the apex of this trend, reports *Business Ethics* (Sept./Oct. 1993). It has an Olympic-size pool, a restaurant with big-screen TV, a freshwater stream running through the lobby, drycleaning service, and a fitness center complete with personal trainers. “This is a very stressful business, and we felt we could get the most out of

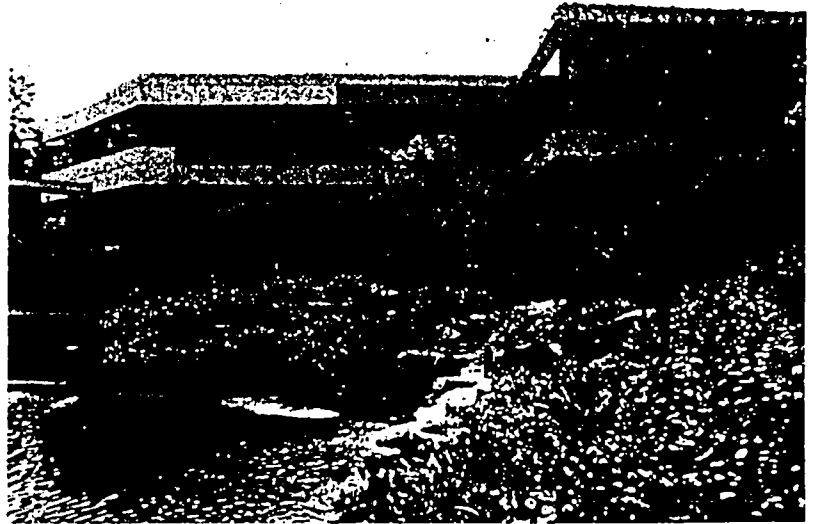
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COURTESY MICROSOFT

our employees by giving them the most we could," explains Borland's PR manager. Maybe campus dormitories are next—after all, if you put the beds right next to the desks, workers won't even have to go home to sleep.

Of course, in a somewhat different vision of a corporate campus—and so far this is *only* a vision—workers don't have desks at all. Wired (Dec. 1993) notes that Jay Chiat of Chiat/Day Advertising hopes to create a workplace where employees have no private offices or phone numbers, but rather check in each day with an office concierge who issues them "the correct items for the day: If you'll be on the road, a PowerBook and a cellular phone; if you're part of a team, the keys to a locker and the number of a 'project room.'" This approach takes the worker-as-tool philosophy to a rather unsettling extreme, but perhaps it's just scarily efficient enough to happen.

The world of work is rapidly going beyond the 9-to-5, desk-and-Rolodex version of today's office. But which of these workplace scenarios—working at home or on campuses—will become more common in the



Home away from home: Microsoft's well-equipped corporate campus in suburban Seattle is one scenario of the workplace of tomorrow.

next millennium is hard to predict. Which you'd prefer probably depends on whether you're a worker or a boss. But either way a question remains: Don't both of these visions suggest an increasing alienation, from our colleagues in one case and from our

friends and family in the other?

Fortunately, there may be a more flexible and human compromise, an example of which is already taking place in Southern California, according to *Business Ethics* (March/April 1992). A small group of companies has opened

**real people**

*Heidi Pastorfeld  
De Cathedral Peak, Yosemite, CA*

**real food**

**real taste**

**energy for your mind & body**

**CLIF BAR**

New Flavor for '94 — Crunchy Chocolate Chip.  
All flavors are more moist and chewy.  
And they're lower in fat.

Heidi doesn't just want to "do an energy bar." She wants to enjoy a bar that's rich in natural flavors and textures. So instead of "doing" an extruded bar, she'll take a moment to savor the taste and moist, chewy texture of a Clif Bar. Clif Bars are made with whole grains, fruit and natural sweeteners. Clif Bars are also high in complex carbohydrates and low in fat. They contain no fructose syrup, wheat or dairy products.

For more information, call 1-800-845-KALF. PLEASE SERVICE #171



the Telecommuting Work-Center in Riverside, California, built to accommodate 55 telecommuters. The center has everything an office worker needs—a fax, computers, copiers, modems, a lunchroom, and colleagues—and was

designed to reduce the three- to four-hour daily commutes some Southern Californians face.

Maybe that happy-medium solution offers the best future workplace scenario of all. —Lynette Lamb

made the 1990 College Market Best-seller List.

What's behind the strip's strange allure? Partly, at least, a youth culture that likes change—in everything from sloppy grunge clothing to TV's *Seinfeld*, which similarly claims to be "about nothing" and avoids pat endings.

Like *Seinfeld*, "Jim's Journal" finds no subject too trivial and specializes in observations that ring tiny bell with fans. In one strip, Jim realizes while showering that he's forgotten his towel in his bedroom. He calmly uses his roommate Tony's towel, then notices that "it smelled like Tony."

Jim also resembles the legions of aimless campus "slackers," though Dikkers notes that he created Jim long before the Generation X lifestyle became popular.

"If you read the pompous article: in *Time* magazine," Dikkers explains, "they say the twentysomethings feel baby boomers took everything good. There are no more good jobs. There's a huge deficit. There's not as much hope. I'm sure that's part of what people see in Jim."

CONTINUED ON PAGE 4

C O M I C S

# UNREMARKABLE JIM

*This cartoon antihero is a big man on campuses*

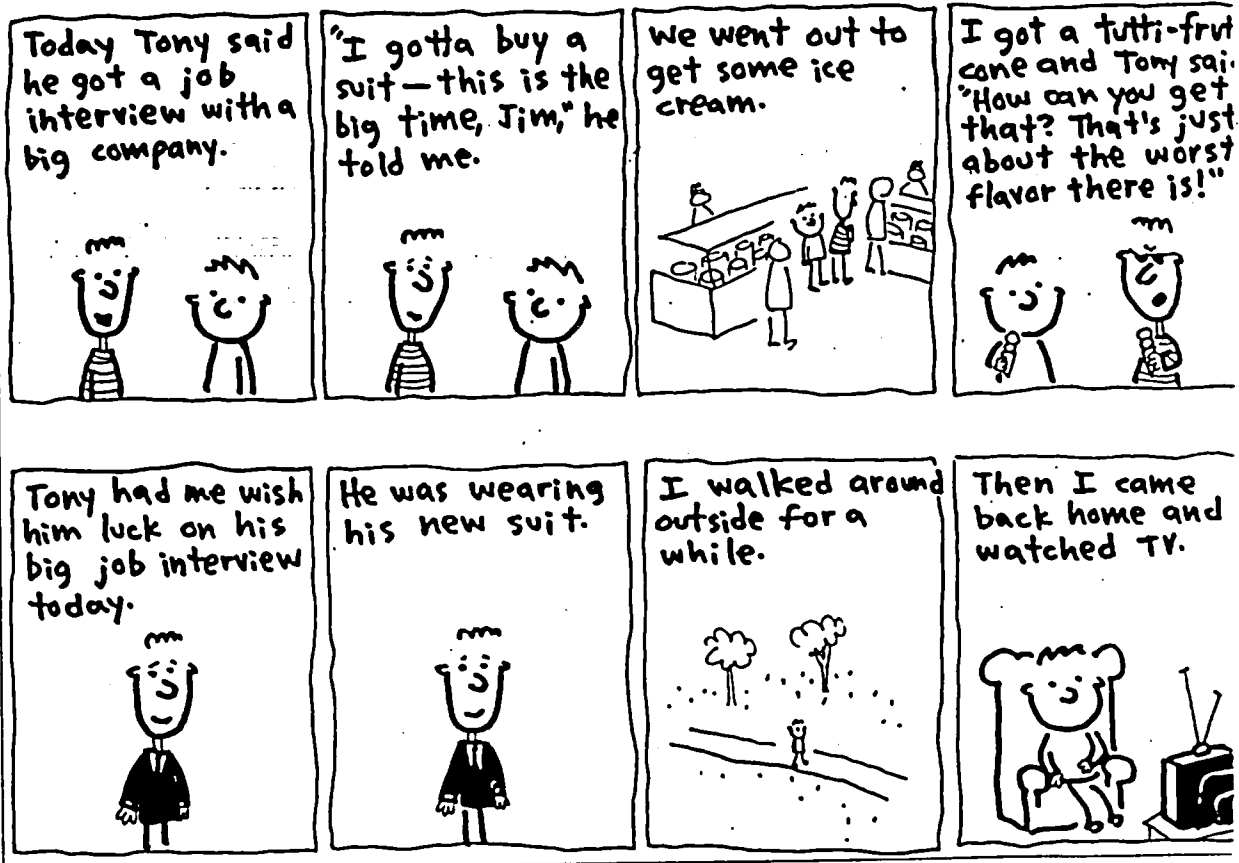
**J**im is entirely unremarkable. His college years were pointless, his low-wage job is mundane, and his face is as blank as a snowman's.

But on college campuses students wear Jim T-shirts as status symbols, and *Rolling Stone* touts him in its top 10 lists.

Jim is the deadpan protagonist of "Jim's Journal," an anti-comic strip created six years ago by Scott Dikkers. Turned off by "Garfield" and its formulaic peers, Dikkers, now 28, created a strip without punch lines, without

action—a strip "so minimalist that it was saying absolutely nothing," he says. An example: The sticklike Jim sits motionless in four consecutive panels. In the last, Jim says, "I didn't do anything today."

Jim may sound as if he's wandered out of a frustrating existential novel, but that hasn't hurt his popularity much. "Jim's Journal" now runs in 50 college newspapers, and Universal Press Syndicate has released two collections of the strip. One of them, *I Went to College and It Was Okay*,



March 11, 1994

TO: Future Vision Commission  
FROM: Judy Davis *Judy*  
RE: Indicators of Sustainable Communities

I have recently discovered that several groups in Washington State are actively writing visions for their communities based on the idea of sustainable communities. A portion of 1993 draft documents from Seattle and Thurston County are attached. A similar effort is getting under way for Willapa Bay. In all cases, these visions are spearheaded by non-profit groups, not a governmental body.

I have attached the following materials:

From Sustainable Seattle's "Indicators of Sustainable Community," June 24, 1993 draft:

- A list of 40 indicators
- A statement of what makes a good indicator
- Details on two of the 20 indicators which were researched for this report.

From "A Sustainable Community Roundtable Report ...in the South Puget Sound Region," April 22, 1993 (Earth Day) draft:

- A list of indicators and criteria for choosing them
- A statement "What is a sustainable community?"
- Table of contents--(there is a vision and other information for each of 8 categories)
- An example of vision statement (Education)--all are presented as vignettes
- An example of additional information that is provided for each category (Population)
- A summary of indicators (with sections from visions)

Please let me know if you would like the full copies of these reports.

# The Sustainable Seattle Indicators of Sustainable Community

Master List - June, 1993

*These 40 indicators – selected from a broader list of 100 developed through the 1992 Civic Panel process – were chosen for data development because they meet the criteria for good indicators as described on page 3 of this report. The first 20 twenty indicators have been researched and are presented herein; data for the second set of twenty indicators is currently being researched. Your comments and suggestions are welcome.*

## ENVIRONMENT

- \* Wild salmon runs through local streams  
Biodiversity in the region (specific indicator species to be identified and indicator to be developed)
- \* Number of days per year air quality fails to meet air quality standards  
Amount of topsoil lost in King County  
Acres of wetlands remaining in King County
- \* Percentage of Seattle streets meeting "Pedestrian-Friendly" criteria

## POPULATION AND RESOURCES

- \* Total population of King County (with annual growth rate)
- \* Gallons of water consumed per capita
- \* Tons of solid waste generated and recycled per capita per year
- \* Vehicle miles traveled per capita and gasoline consumption per capita
- \* Renewable and nonrenewable energy (in BTUs) consumed per capita  
Acres of land per capita for a range of land uses (residential, commercial, open space, transportation, wilderness)  
Amount of food grown in Washington, food exports, and food imports  
Emergency room use for non-emergency purposes

## ECONOMY

- \* Percentage of employment concentrated in the top ten employers
- \* Hours of paid employment at the average wage that would be required to support basic needs  
Real unemployment, including discouraged workers, with differentiation by ethnicity and gender  
Distribution of personal income, with differentiation by ethnicity and gender  
Average savings rate per household  
Reliance on renewable or local resources in the economy (specific indicator to be developed)
- \* Percentage of children living in poverty
- \* Percentage of citizenry that can afford adequate housing
- \* Per capita health expenditures

## CULTURE AND SOCIETY

- \* Percentage of infants born with low birthweight (including disaggregation by ethnicity)  
Ethnic diversity of teaching staff in elementary and secondary schools  
Number of hours per week devoted to instruction in the arts for elementary and secondary schools  
Percent of parent/guardian population that is involved in school activities
- \* Juvenile crime rate
- \* Percent of youth participating in some form of community service  
Percent of enrolled 9th graders who graduate from high school (by ethnicity, gender, and income level)
- \* Percent of population voting in odd-year (local) primary elections
- \* Adult literacy rate  
Average number of neighbors the average citizen reports knowing by name  
Equitable treatment in the justice system (specific indicator to be developed)  
Ratio of money spent on drug and alcohol prevention and treatment to money spent on incarceration for drug and alcohol related crimes  
Percentage of population that gardens
- \* Usage rates for libraries and community centers
- \* Participation in the arts  
Percent of adult population donating time to community service  
Individual sense of well being
- \* *Indicators researched for this report.*

year effort to create positive change in our area.

Sustainable Seattle is administered by Metrocenter YMCA, a non-profit community service organization, and governed by an independent board of trustees. Monetary support has come in the form of small grants and donations from foundations, corporations, and individuals. The bulk of our work has been done by volunteers.

**THE INDICATORS PROJECT |**

The work on this project was begun by a volunteer Task Team of some fifteen people in the fall of 1991. That group developed the indicators concept and took a draft list through four iterations, producing a document that then became the focus for a much larger review process.

In the Spring of 1992, Sustainable Seattle convened a Civic Panel of more than 150 distinguished citizens from many different sectors of Seattle society, with the goal of expanding the Task Team's work. The process consisted of four plenary meetings in addition to individual and committee work.

At its final meeting in December 1992, the Civic Panel proposed 99 indicators grouped into ten topic areas. In early 1993 the Task Team began a technical review process, with the goal of refining the Panel's suggestions and winnowing the list down to a manageable size. Data collection began shortly thereafter, and data availability further modified our selection.

**WHAT MAKES A GOOD INDICATOR? |** These Indicators of Sustainable Community have been selected because they meet the following criteria, which were developed by the Task Team.

*Good indicators ...*

- *are bellwether tests of sustainability, and reflect something basic and fundamental to the long term economic, social, or environmental health of a community over generations.*
- *can be understood and accepted by the community as a valid sign of sustainability or symptom of distress.*
- *have interest and appeal for use by local media in monitoring, reporting and analyzing general trends toward or away from sustainable community practices.*
- *are statistically measurable in our geographic area, and preferably comparable to other cities/communities; a practical form of data collection or measurement exists or can be created.*

**A WORK IN PROGRESS |**

The first 20 indicators were chosen for data development because they provide a good overview of key trends, they demonstrate how the indicators can be used and interpreted, and there was some degree of confidence in the available data.

A second set of 20 indicators still to be developed include some that will require new designs and data gathering.

Some will involve testing public opinions and attitudes.

While these indicators have not been derived from a scientifically tested and refined model of sustainability (for such models are not to be found), neither are they arbitrary, having evolved through dialogue with people of knowledge and insight. We do not present them as perfect, nor even complete. Indeed, we expect the dialogue on what constitutes a sustainable society, what makes a good indicator, and what the indicators mean to continue into the indefinite future.

We do, however, feel confident that this first draft of the indicators tells us something important: while some aspects of life in the Seattle/King County area are improving, others are rapidly moving away from the direction of sustainability and demand urgent attention from as many of us as possible.

The geographic scope of an indicator depends on the context and accessibility of the data, with some indicators referring to Seattle city limits, others to King County (our first choice, when available), and still others placing Seattle in a regional context. Each indicator measures an important dimension of sustainability, but this collection is not intended to be a comprehensive measurement of all its dimensions.

**FINDING LINKAGES |**

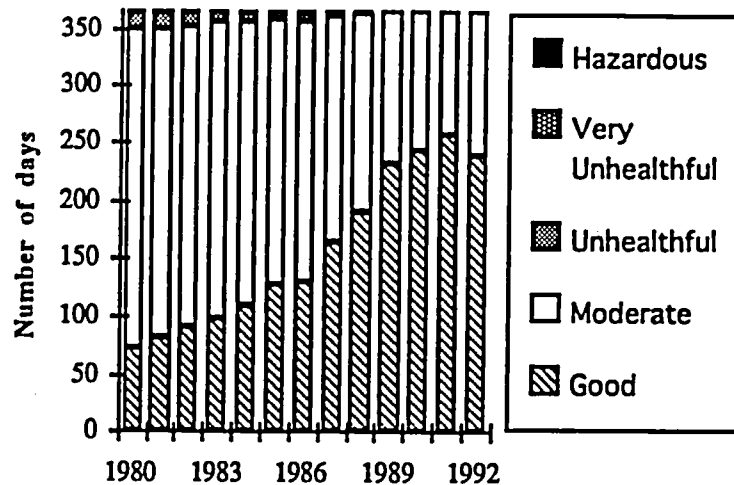
Indicators are not a new idea. They have long been useful in science, economics, public policy, health, and many other

**DESCRIPTION** | Air quality is fundamental to a healthy natural and human environment. Air pollution in any significant amount can make life unpleasant or even dangerous. This indicator measures the number of days during the calendar year that air quality was considered to be good, moderate, unhealthful, very unhealthful, or hazardous. The determination is based on the levels of four key pollutants considered both most prevalent and most harmful: carbon monoxide, suspended particulate matter, sulfur dioxide, and ozone. Carbon monoxide and sulfur dioxide emissions result from the burning of fossil fuels such as oil, coal, and gasoline. Particulate matter is composed of dust, soot, and other compounds. Ozone, the main component of "smog," is created when other emissions are exposed to sunlight.

**DEFINITION** | Air quality is monitored by the Puget Sound Air Pollution Control Agency according to the Environmental Protection Agency's Pollutant Standards Index (PSI), which measures the levels of carbon monoxide, suspended particulate matter, sulfur dioxide, and ozone. The daily level of each pollutant is compared to a threshold or concentration that is defined as acceptable (or "good"). If any pollutant exceeds this level, air quality for the day is characterized by the pollutant that exceeds the "good" standard to the largest degree. An increase in the number of "good" air quality days indicates improvement in air quality.

## Air Quality in Seattle

as measured by the  
Pollutant  
Standards  
Index



**INTERPRETATION** | Air quality has steadily improved in the Seattle area since 1980, with some fluctuations (which can reflect weather patterns). The number of "good" air quality days has increased from 73 in 1980 (20% of the total days in the year) to 239 in 1992 (65%). The "unhealthful" or "very unhealthful" days have decreased from 18 to 1, and there have been no "hazardous" days reported during this period.

**EVALUATION** | The data suggest that we are moving towards sustainability. There is some concern that air quality improvement has reached a plateau, with little change since 1989. Also, the impact on the natural environment of even "good" air quality has not been evaluated. Finally, local fluctuations and pockets of

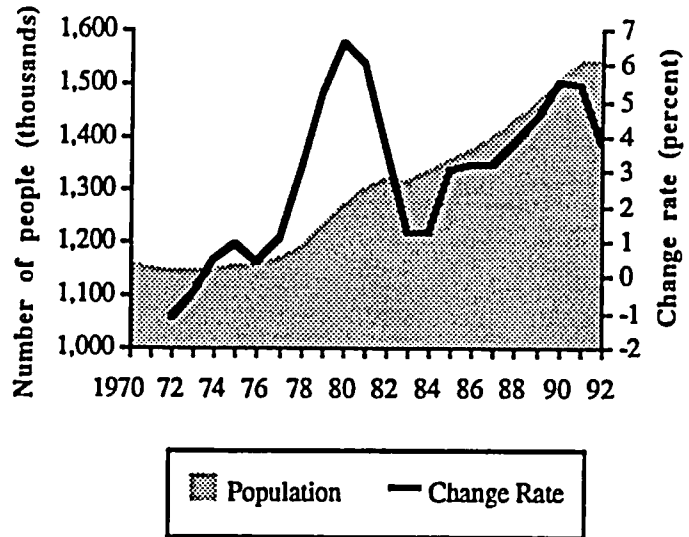
unhealthful conditions may remain.

**LINKAGES** | Air quality is strongly affected by transportation and population patterns. Poor air quality can lead to restrictions on economic development, preventing permits from being issued to industries and discouraging tourism. It can increase health care costs, as it negatively affects the health of infants, older people, and persons with respiratory disease. Sulfur dioxide emissions eventually make their way into land and water as acid rain and snow. And finally, poor air quality can increase social stress, affecting the perception of health and quality of life for all persons.

**DESCRIPTION** | The faster population grows, the harder it becomes to make progress toward sustainability.

Population growth increases population density and drives urban and suburban sprawl. If managed unwisely, population growth can lead to more traffic, a loss of wilderness and open space, higher crime rates, and many other social and environmental problems. At some point, a population can become too large for the local environment to sustain it with adequate water, air quality, and other resources. At the same time, a shrinking population – while often good for traffic congestion and environmental quality – can be an indicator of a depressed and shrinking economy.

## Population of King County



**DEFINITION** | King County population data was furnished by the Forecasting Division of the Washington State Office of Financial Management. In the years between official U.S. Census data (taken in 1970, 1980, and 1990), the population figures cited are the OFM's official estimates. Rolling three year growth rates are used to illustrate variances in the pace of growth throughout the 22-year period. The King County Planning and Community Development division assisted with data interpretation.

**INTERPRETATION** | There were 1,564,500 people living in King County in the spring of 1992 – 400,000 more than inhabited the county in 1970. King County is the thirteenth largest county in the nation in terms of population, and ranks twenty-seventh in population density. The county experienced a rapid growth spurt between 1977 and

1982, with the population increasing at an annual rate of 2.5 percent. The area experienced another growth spurt of comparable magnitude from 1987 to 1992, expanding by 2.3 percent a year. By 1992, however, growth rates were beginning to level off. King County population is expected to increase at an annual rate of 1.5 percent in the 1990s, a pace somewhat slower than the 1.9 percent rate experienced in the 1980s.

**EVALUATION** | A local economic boom and positive nationwide publicity have contributed to King County's rapid growth in recent years, although with the recession of 1991 and 1992 the pace has slowed down. Analysts expect the growth rate to continue to decrease slightly through the remainder of the 1990s. Although the actual "carrying

capacity" of King County is debatable, a slowly growing or stable population makes sustainable policies easier to formulate and implement.

**LINKAGES** | Population drives numerous other social and environmental indicators. Population directly affects land-use patterns, and can indirectly affect crime rates, wildlife, water and air quality, traffic, energy consumption, and other areas.

# A Sustainable Community Roundtable Report on progress toward a sustainable society in the South Puget Sound region

1993  
DRAFT

## Primary Indicators

### Resource consumption

- Water: consumption per person
- Raw materials: pounds of waste per person
- Energy: electricity consumption per person from non-renewable sources
- Food: sales of locally-produced food at Olympia Farmers Market

### Natural environment (biodiversity)

- Number of species in annual Audubon Society bird count
- Number of coho salmon smolt returning from Deschutes River to Budd Inlet

### Economy (diversity)

- Number and percent of employees working for top five employers

### Social environment (basic needs met)

- Number and percent of people living below poverty level

### Education

- Percent of 9th graders who go on to complete high school

### Health

- Number and percent of babies born with low birth weight

### Transportation

- Percent of commuters driving alone

### Population

- Total population

Why  
Indicators  
Chosen

- Reflect at least one aspect of something basic to the long-term health of the community
- Can be easily understood as a valid sign of more or less sustainability
- Are measurable in our region and can be compared to other communities using readily available data
- Have interest and appeal for use by the local media in monitoring, reporting, and analyzing trends.

## What is a Sustainable Community?

In the Roundtable's view, a sustainable community respects its own diversity, values the complexity of the natural world, and accepts responsibility for the social, economic and ecological well-being of present and future generations through individual and collective actions.

The term "sustainable community" has been widely used since publication in 1987 of *Our Common Future*, a report by the United Nations World Commission. The report defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." It established humanity's economic future as irrevocably tied to the integrity of natural systems. It declared that sustainability was impossible without improving the economic prospects of the world's poorest people.

*Our Common Future* set the agenda for global debate about sustainable future which culminated in last June's Earth Summit bringing together over a hundred world leaders and tens of thousands of non-governmental participants in Rio de Janeiro. The Rio Declaration of principles, Action 21 agenda, and agreements on climate change, biodiversity and forests have given us all a mandate for action as individuals, organizations, communities, and nations.

Activities may be considered sustainable when they:

- Use materials in continuous cycles
- Use renewable sources of energy
- Come mainly from human potential, i.e. communication, creativity, and spiritual and intellectual development
- Respect and support complex ecological relationships

Activities may be considered non-sustainable when they:

- Require continual input of non-renewable resources
- Use renewable resources faster than their rate of renewal
- Degrade the social and natural environment
- Require resources in quantities that could never be accessible to people everywhere
- Lead to the extinction of other life forms

A sustainable community might be envisioned as one:

- That is at a human scale (everyone can participate and influence)
- Where basic needs are equally accessible to all (food and water supply, shelter, employment, health care)
- In which human activities are harmoniously integrated into the natural world
- That supports healthy human development and can be successfully continued into the indefinite future

# GOVERNMENT INDICATORS

4

6

37

37

38

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*Why this report?*

*Community visions*

**8** *Resource Consumption*

**9** *Water*

**10** *Energy*

**11** *Raw Materials*

**12** *Food*

**13** *Natural Environment*

**16** *Economy*

**20** *Social Environment*

**24** *Education*

**28** *Health*

**30** *Transportation*

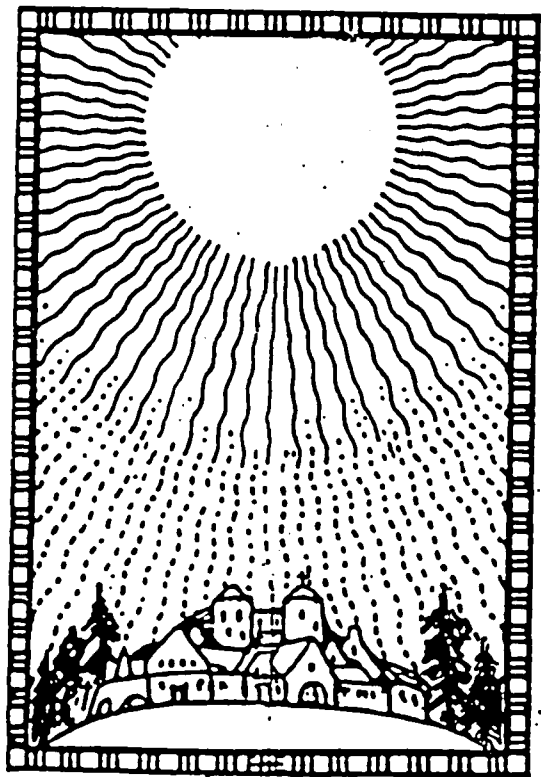
**34** *Population*

*Further Reading*

*How You Can Participate*

*Summary of Indicators*

*Steps in the Right Direction*





As you bicycle toward one of the community's educational parks, you are eagerly anticipating the chance to show it off to your friend who is visiting from abroad. Approaching the main circle of buildings, you feel a pulse of excitement as you notice people of all ages involved in various activities. Directly ahead, one group congregates boisterously around a large table strewn with papers and books. Fifty yards beyond, actors from a community theater are rehearsing with students. You pass an elder sitting under a tree, her audience captivated by her tales of olden times.

Here and there, small close-knit groups of people are listening to lectures conducted in time-honored fashion. Self-absorbed individuals sit and lie about with their books and papers. A dozen children are playing on the fanciful sculptures in the playground. Just beyond them, several youngsters are intent on building some sort of structure next to the wooded area.

You explain to your friend that these educational parks are centers of learning for people of all ages to explore knowledge and develop skills for personal fulfillment and community prosperity. Designed for cooperative learning, multiple use, and year round activity, the parks are the hubs of the community educational network that spans elementary and secondary levels, specialized academic and

vocational training, and adult education of all kinds.

You hasten to add that educational activities take place throughout the community. Students spend two or three days a week, individually and in groups, exploring the cultural and natural resources of the community and region. Most adults spend at least a few hours each week sharing their skills and knowledge with children. Special



workshops and classes of all kinds are offered in neighborhood and community gathering places. And, of course, most households have access to global information networks through electronic telecommunication.

One of the many benefits of this community-based system is the mutually-beneficial exchange of knowledge and skills. For example, you explain how specialists from the college faculties and student interns routinely assist local community and government agencies with strategic planning and problem-solving. Colleges are organized to bring the latest interdis-

ciplinary knowledge to bear on practical issues of the day. Their research and development activities are closely linked to immediate and long term community needs.

Although everyone in the community considers themselves both a teacher and a learner, those who earn their living by teaching have one of the most prestigious roles in the community, and many of the best and brightest youths aspire to teach. Teachers are continually updating their skills to keep pace with new knowledge, and they are free to experiment with new methods and styles of teaching and learning.

Upon entering one of the resource buildings, you are swept away as usual by the serene, yet purposeful feeling of your surroundings. As with the scene outside, everywhere you look there are students — young and old — busily engaged in a some interesting activity, or just sitting quietly resting or thinking. The infectious impulse of involvement arises directly from the students who, from their earliest years, have been free to pursue their own interests within a learning environment that reflects the full richness of the community and the unlimited potential of the human being.

## A Global Perspective on Growth

Globally, human population is growing exponentially, driven by high birth rates in many of the world's poorest countries. It took until 1800 for the world's population to reach one billion at the beginning of the Industrial Revolution. Since then, population doubled by 1930 and again by 1975. At present rates, today's population of 5.5 billion will double by 2040. Before then the global social and economic system is likely to "overshoot" planetary limits and collapse, according to planetary computer models described in *Beyond the Limits*, by Donella H. Meadows.

Fortunately, despite this grim outlook, the computer models also point a clear path to a sustainable future that is actually better than our unsustainable present. The steps are simple, though they will require heroic levels of cooperation to accomplish:

- Gradually reduce growth to reach a stable population size
- Reduce total material consumption with increased equity in standard of living
- Drastically and rapidly increase efficiency of material and energy use

In Thurston County, we are experiencing our own version of rapid growth and its impacts on our social and natural environment. We have an opportunity to manage this growth as a community and as individuals in a way that contributes to humanity's response to the planetary population challenge. The crux of the issue for us is not so much birth rate but resource consumption: how much land each person uses and how efficiently each person uses materi-

als and energy. Intuitively, it seems obvious that Thurston County could accommodate quite a few more people if we lived in smaller houses, closer together; if our houses, vehicles, and appliances were energy efficient; if we used fewer material goods and wasted less; if we all "wanted" or were satisfied with having LESS.

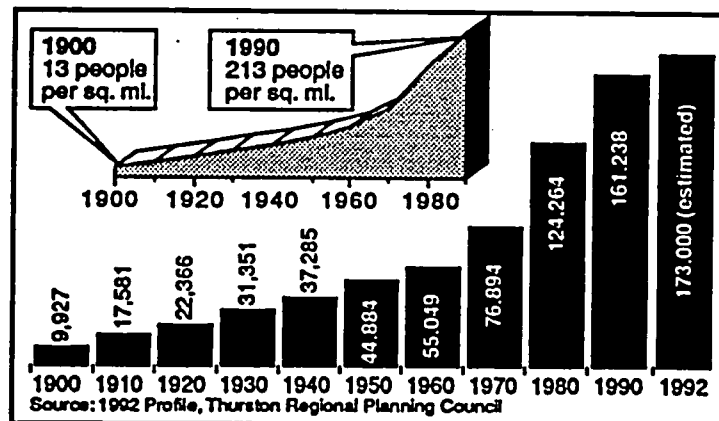
For us, the issue also is not so much quantitative growth as it is qualitative development. Fortunately, while there are limits to growth (there is only so much land), there are no limits to development — the creativity and intelligence with which we can adapt ourselves to these physical limits.

*"The sustainable society [we have modelled]... is one the world could actually attain ... It has 7.7 billion people, and enough food, consumer goods, and services to support every one of them in material comfort. It is continually improving technology to protect its land, reduce its pollution, and use its nonrenewable resources with high efficiency. Because its growth slows and eventually stops, its problems are manageable and are being managed."*

—Donella Meadows, *Beyond the Limits*

**IN A SUSTAINABLE COMMUNITY**, population size is within the "carrying capacity" of the land, water, and air. (This is still undefined.)

Primary indicator: Total population



The primary indicator is the trend in human population, assuming a direct relationship between population size and impacts on the human community and the entire ecosystem.

Secondary indicators track actual human impacts based on resource consumption (see pages 9-12), pollution (see pages 14-15), and demographic factors such as age and population flux. Measures include:

- Population flux (net change in population due to in and outmigration, births and deaths) (see chart on page 36)
- Age trends in population (see chart on page 36)
- Percent of population living in urban growth management area (about 60% in 1990)

## In a Sustainable Community...

*...resource consumption is balanced by resources assimilated by the ecosystem. The sustainability of a community is largely determined by the web of resources providing its food, fiber, water, and energy needs and by the ability of natural systems to process its wastes. A community is unsustainable if it consumes resources faster than they can be renewed, produces more wastes than natural systems can process, or relies upon distant sources for its basic needs. Careful use of resources is necessary in order to sustain future generations.*

*Primary indicators:*

- Water: consumption per person (157 gallons/day in 1991)
- Raw materials: pounds of waste per person (23.6 lbs/week in 1992)
- Energy: electricity consumption per person from non-renewable sources (13.44 kwh per day in 1992)
- Food: sales of locally-produced food at Olympia Farmers Market (\$1.28 million, 73% of sales in 1992)



*...a healthy natural environment sustains an abundant variety of human, animal, and plant life.*

*Primary indicators: biodiversity*

- Number of species in the annual Audubon Society bird count (117 in 1991)
- Number of coho salmon smolt returning from the Deschutes River to Budd Inlet (133,000 in 1988)



*...a diverse economy supports everyone through satisfying, productive work. The economy emphasizes quality and development rather than quantity and growth.*

*Primary indicator: Economic diversity*

- Number and percent of employees working for the top five employers (28,409 employees, 47% of total in 1992)

All indicators in the 1993 *State of the Community* report refer to Thurston County, Washington.

*...the basic needs of all are met, within a social environment that fosters active participation in political and cultural life, equity, cooperation, and respect for all.*

*Primary indicator: Poverty*

- Number and percent of people living below poverty level (15,907 people, 10.1% of total population in 1990)



*...everyone is engaged in lifelong education. Throughout their lives, people develop the skills, knowledge, and attitudes needed to participate actively in a complex, interdependent, rapidly changing society.*

*Primary indicator: High school graduation*

- Percent of 9th graders who go on to complete high school (86% in 1992)



*...people are generally in good health physically, emotionally, and spiritually. The health care system, emphasizing wellness and preventive health care, is accessible to all.*

*Primary indicator: Low birth weight*

- Number and percent of babies born with low birth weight (112 babies, 4.7% of live births in 1990)



*... most daily needs can be met by foot, bicycle, or public transportation. Public and private vehicles are powered by clean, renewable fuels.*

*Primary indicator: Drive-alone commuters*

- Percent of commuters driving alone (82% in 1993)



*...population size is within the "carrying capacity" of the land, water, and air. (This is still undefined.)*

*Primary indicator: Total population*

- Total population (174,300 in 1992)

## **Public Comment**

**Kurt Survance  
281-4832  
281-3865 FAX**

*After listening to much debate about the proper level of specificity to incorporate in the Future Vision Statement, I have framed a sample subsection to illustrate what I feel is a reasonable balance between statute-like detail and vague generality. As well as having some illustrative value, I think the paragraphs below frame an idea I would like to see addressed in the Future Vision Statement.*

**The rivers, lakes, streams and wetlands of the Metro area are a unique and irreplaceable resource. Their careful management shall be of primary importance, and to the extent possible, lands adjoining them should be made accessible to all citizens. To this purpose government shall identify the portions of these lands suitable for public ownership and develop a plan for their acquisition over time.**

**Government should insure that lands adjoining rivers, lakes and wetlands, whether under private or public ownership, will be managed according to the following principles:**

- 1) The preservation of existing undeveloped areas is of primary importance. We recognise that there are so few of these areas in the metro region left undisturbed that no further encroachment ought to be made on them.**
- 2) All commercial and industrial redevelopment of river frontage and natural wetlands shall be founded on principals of environmental responsibility and recognition of the public's right of access to our lakes, rivers, and wetlands. Whenever development is proposed that will have a negative environmental impact or restrict public access to these resources, the burden of proof to show a clear and compelling need shall lie with those making the proposal.**