

- Read the text of this workbook, then respond to the enclosed questions.
   Answer as many questions as you'd like based on your interest and experience. Complete the workbook with family, friends, neighbors or colleagues to stimulate discussion on the issues addressed.
- 4. Fill in your name or your organization's name, address and telephone number on the back page, so that we might contact you in the future.
- 5. Send your completed workbook to Citizens Coordinate for Century 3, P.O. Box 1028, San Diego, California, 92112.



A birds-eye view of the San Diego region as depicted by Lynch and Applegard.

#### Toward Permanent Paradise Workbook

UR MISSION

Over twenty years ago, two internationally renowned urban planners, Kevin Lynch of the Massachusetts Institute of Technology and Donald Appleyard of the University of California, Berkeley, were retained through a grant from the Marston Family to conduct a "regional reconnaissance" of the San Diego region. They documented their

review in Temporary Paradise? - A Look At the Special Landscape of the San Diego Region.

With Temporary Paradise? as our inspiration, Citizens Coordinate for Century 3 (C-3) is developing a major public policy manifesto for balancing the future needs of our built and natural environments -- a contemporary implementation strategy for the still relevant principles set forth in Temporary Paradise?. We call this effort "Toward Permanent Paradise".

The operative word is "Toward", for true paradise is unattainable and subjectively defined, but we, as citizens, must always strive to improve our quality of life. Since our founding in 1961, C-3 has advocated community aesthetics and rational planning that is sensitive to the unique landscape in which we live. We believe that our natural and built environments must be coordinated to protect and enhance the value of each, especially as the San Diego-Tijuana area makes the rapid transition to a major urban region within the Pacific Rim community of cities.

Our quality of life depends on many elements, of which the quality of our environment and communities, as well as our economy, are paramount. We believe these elements are interdependent. As our population continues to grow, a healthy economy allows us to afford measures to protect our environment and reinvest in our communities. Conversely, we believe that the quality of where we live is a major asset which attracts and retains the educated workforce, inventors, and entrepreneurs that are the foundation of our future economic prosperity.

This workbook is an adjunct to our introductory brochure, which you should read first. The workbook is divided into the major topics that *Temporary Paradise?* addressed. For each topic, we present what *Temporary Paradise?* stated over 20 years ago, some observations of what has occurred since, and several questions for the future. These observations are not meant to be all-inclusive. The purpose of our

observations is to remind the reader that some actions have been taken and our environment continues to change.

Please take time to answer the questions in the workbook as specifically as you can. A C-3 committee comprised of our members and guests from other organizations, representing diverse perspectives, will use completed workbooks to gain new insights, facilitate dialogue, educate participants, and develop *Toward Permanent Paradise*, a manifesto of principles for implemention.

We intend to meet with groups who wish to discuss the issues and questions raised. If you are interested, please call us. This exercise is not a survey. We want your thoughts, visions, ideas, creativity, and recommendations. Do not feel constrained by the space provided. You can expand your positions, if you wish, with additional paper.

We hope this effort, with your help, will break down barriers, build bridges, and lead to the implementation of a common vision for our region's landscape into the 21st Century.

#### EMPORARY PARADISE? FRAMEWORK

Lynch and Appleyard's 'regional reconnaissance' of San Diego addressed eight major topics that form the framework for this workbook:

- 1. Valleys and Canyons
- 5. Older Communities
- 2. The Seacoast
- 6. The Major Centers
- 3. Getting About
- 7. The Mexican Connection
- 4. Growth Where? Of What Kind?
- 8. The Environment

We have added the airport to the list of topics covered due to the magnitude and complexity of this still pressing issue.

Temporary Paradise? contained many compelling photographs like the 1916 view of Mission Valley shown on page 4. Lynch and Appleyard also provided illustrations of planning scenarios, existing and future, some of which are shown here.

We appreciate your perspective and thank you for your participation.

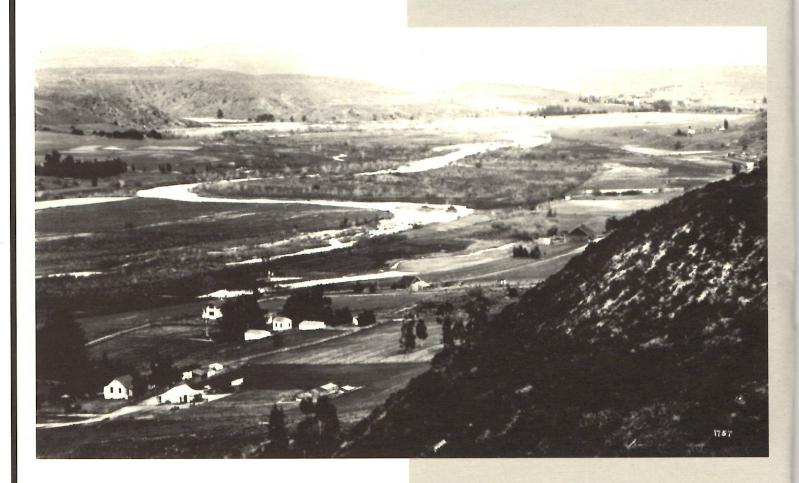
TEMPORARY PARADISE'S VISION OF SAN DIEGO

#### Valleys and Canyons

# T EMPORARY PARADISE said over twenty years ago:

The valleys and canyons are San Diego's priceless asset... They are a naturally connected system of open space that is close to almost every locality... It is of great importance that San Diego now, at the last moment, preserve all the remaining undeveloped valleys and canyons... Keep the building up on the mesas... Flood plain and hillside zoning will help... Public purchase of valley land will also be necessary... perhaps the use of transferable development rights... sides should be left to their natural vegetation... the flat floor should be devoted to public uses... No further channeling of the streams... No more highways, not even transit lines, should be carried along these green fingers... roads should cross at right angles... above the valley floor, leaving the floodway open... San Diego has a unique opportunity to develop as a two-level city... one level a greenway undisturbed by city traffic... an opportunity other cities must create laboriously by artificial means.

- Many jurisdictions have passed hillside protection ordinances, and canyons such as Tecolote, Penasquitos, San Clemente, and Maple Canyons have been preserved. Mission Trails Park was established.
- Some valleys and canyons continued to be developed, filled, or threatened, such
  as Mission Valley, Sorrento Valley, Twin Oaks Valley, and the San Luis Rey River Valley
- Opportunities for future preservation and full or partial restoration exist, such as in the San Luis Rey River Valley, the San Pasqual Valley, the San Dieguito River Valley (a preservation work-in-progress), the San Diego River, the Otay River Valley, and the Tijuana River Valley.



What are your favorite valleys and canyons? Why?
Do you have suggestions on how to preserve our valleys and canyons? What is government's role? What is the private sector's ro
Who should pay for the acquisition and management of valleys and canyons? How should these costs be financed?
If we preserve much of our remaining valleys and canyons, where should growth and new development occur

#### The Seacoast

## EMPORARY PARADISE said over twenty years ago:

In the people's minds the ocean shore is the most important asset of the city... Beach attendance in the region has recently been increasing with great strides: for the last decade at a rate which doubles every six years.... Most of San Diego's outer shore is in public hands, although some of that is military ownership. Mission Bay is remarkable -- one of the great public works of this country...

The ocean shore should be the possession of all those who live in the region... San Diego is one of the few cities in Southern California with a wide range of incomes and housing in its coastal neighborhoods... Keep private development back from the water's edge... Make the beaches accessible without destroying the local communities behind them... Encourage housing of mixed price and type to locate along the shore... Control the height and bulk of shorefront development... In the long term, remove all uses from the shore which are not water-related, and not residence or recreation.

- Beach attendance increased as population grew. In 1990, there were 26 million visitor-days. 20% of beach visitors were from outside San Diego County.
- About 75% of San Diego's coastline is in public ownership, of this, about 40% is in military ownership.
- Our supply of public coastline has not changed much in 20 years, and is limited.
- The City of San Diego adopted an updated Mission Bay Master Plan in 1994, but funding to implement parts of it remains uncommitted.
- Much of the Downtown waterfront has been redeveloped
- Affordable housing in the coastal zone has diminished.
- The Mission Bay to San Diego Bay link has been conceptualized, but how it will be implemented is still a question.



Should night-time access be provided at all beaches? Why or why not?
Who is responsible for the preservation of coastal resources and how should it be paid for?
How should views be preserved to the coastline? Should affordable housing be maintained in the coastal zone? If so, how
Do you believe our access to the harbor waterfront is adequate? If not, how should access be improved?

#### Getting About

# EMPORARY PARADISE said over twenty years ago:

People experience their environment by travelling through it... Transportation systems set the character of cities... In many parts, San Diego's freeway system is magnificent... It was put in place largely prior to development, and is still today not badly congested, except in certain locations and at certain times... Great ribbons of concrete snake through the canyons, pass over valleys and the Bay on splendid, massive supports, intersect in giant curves over sheets of ivy and ice plant... They are the masterpieces of 20th Century engineering...

The Cabrillo Freeway, as it passes through the lush canyon of Balboa Park and into the beautifully landscaped intersection with I-5, was described by many of our respondents as their favorite piece of freeway... Elsewhere than in the confined Cabrillo canyon, with its lavish use of water and its old trees, the effort to create a green setting is abortive... The spaces are too big, too bare of trees, too open; it takes too much water... The adjacent urbanized land, which has its back to the freeway and yet is undergoing a rapid change due to that freeway access, is the effective visual setting, and it is nondescript... San Diego is an auto city, but it is beginning to see the costs of its narrow transportation base... Air pollution is an immediate problem... The rapid spread of the region is associated with the automobile, and so is the disruption of residential neighborhoods by freeways... The bus is the fundamental unit of a public transportation system...but only if frequency, character, and location of service is much improved... Fixed rail can offer a fast, comfortable trip... The stations can be an important community focus... Stations should be located where they can reinforce existing centers where higher densities are possible... Cycling to work is also possible -- the climate is ideal.

- Twenty years ago the region had 16.3 miles of freeway per 100,000 population; today it has 11.0 miles per 100,000 population.
- Most freeway dollars were spent increasing the capacity of existing routes. About
   46 miles of new freeways have been built here since Temporary Paradise was written.
- The Metropolitan Transit Board and Horth County Transit District have approved plans for a light-rail system throughout San Diego County.
- The San Diego Trolley operates over 30 miles of trolley tracks to downtown San Diego from South Bay and East County. The next phase will take the Trolley through Mission Valley to a point east of Jack Murphy Stadium.
- In 1977, the average commute time was 14.3 minutes (8.9 miles). In 1990, it was 18.8 minutes (10.2 miles).
- A commuter rail service between Oceanside and Downtown San Diego, "The Coaster," began service in February, 1995



1	Do you believe our freeways and roads are sensitive to the region's landscape and topography? Cite a good example and bad example.
2	Is the State of California (Caltrans) adequately landscaping our highways? Please explain.
3	How should we encourage greater use of alternative transportation, such as express buses, bicycles, lightrail, and pedestrian travel?
4	How do you see transportation affecting regional land-use patterns? Would you favor greater density mixed-use development to encourage public transportation use?
5	Should people who use public transportation pay the full operating costs or should everyone contribute through public subsidy? If public transportation is not subsidize, how should it be provided?

#### Growth Where? Of What Kind?

# EMPORARY PARADISE said over twenty years ago:

The continuing rapid growth of San Diego is a serious issue... The growth of the region probably cannot be stopped, short of drastic national, even international action... The relative growth of the southwest is still a strong trend... Regional actions might be able to modify the rate of growth to some degree... The region can certainly redirect the location of growth, and modify its nature...

At this point, the considerations of environmental quality become crucial... What did we see?... That rapid growth has outrun public services... The landscape is being carelessly destroyed... the form of settlement itself is inappropriate... Streets are too wide... Development is at such a huge scale, and of such a single type, that not even skilled design could prevent a sense of endlessness, of remoteness from the natural setting... The location of this inland development puts more people in a climate which is hotter in summer and colder in winter, where they must expend more water more energy to remain comfortable... Please note these suburbs are not substandard in any legal sense... In official terms, they are properly done.



- Population has grown 120% between 1965 and 1990; 68% was due to migration into
  the region, and 32% was due to natural increase. Population is projected to grow by nearly 1.3
  million people between 1990 and 2015; 48% will come from in-migration, and 52% from natural
  increase.
- More than 262,000 acres of a total 1.2 million acres were developed in the urbanized area of the region between 1971 and 1990. In 1971, 77% of the total land was vacant. By 1990, that figure dropped to 55%. Much of this vacant land is not developable.
- The incorporated areas of the San Diego region have a total of 83,000 vacant gross acres available for development.
- The average density of new growth for the San Diego region between 1975 and 1994 has been 4.0 dwelling units per residential acre in the urbanized region. At these densities we may run out of developable land within the next 20 years.
- In the past 20 years rapid residential and commercial growth occurred in the I-15 corridor, Rancho San Diego, University Town Center, the I-78 corridor areas, and the I-8 corridor towards Alpine.
- Growth management plans have been developed in several of the region's cities.
   The San Diego Association of Governments is currently preparing a regional growth management plan.



1	Has development in San Diego grown too fast, steadily, or not fast enough? Please explain.
2	What do you think about the quality and pattern of growth in the San Diego region? Should this continue in the future? If not, how should it change?
3	Which do you recommend for the future, low density that uses more land or higher density that uses less land, preserving more for open space? Give an example of a community and a city that represent the density you recommend? Why do you like them?
4	Would developments centered around trolley or bus centers encourage more transit use?
5	Where should future growth occur?

#### Older Communities

# EMPORARY PARADISE said over twenty years ago:

The San Diego Region contains communities of all sizes, levels of cohesion, income, race and environmental quality... 34 communities in the City alone, each with its own profile of problems... People are more aware of environmental problems than they were even a few years ago and less willing to accept poor conditions... Community concerns were particularly directed towards the threat of more freeways passing through the area; the lack of other public facilities; poor medical services, shopping centers, internal circulation and neighborhood conditions; unpaved streets and sidewalks: lack of landscaping and street lighting.



#### S INCE THEN

- The population of older communities has increased considerably in the past 20 years (for example, San Diego's Mid-City area grew 58 percent from 1975 to 1994), while public facilities, such as utilities, parks and schools, have not. Infill development was encouraged without funding for required facilities. The strain on public facilities was compounded by overcrowding due to larger households and the lack of quality affordable housing.
- Many older communities in the city of San Diego and suburban cities have depended on increasing grassroots activism to bring attention to their problems.
- Older commercial districts in some communities have benefited from diverse sources of reinvestment. Some smaller districts utilized business improvement districts, while formal redevelopment programs resulted in Horton Plaza and Gateway Center. Diverse commercial districts such as San Diego's Gaslamp Quarter, Hillcrest, Adams Avenue, and Hewport Avenue. Chula Vista's 3rd Street, La Mesa's downtown, Escondido's downtown, Carlsbad's Village, Encinitas' and Solana Beach's Old Highway 101, and Oceanside's downtown are evolving. These districts continue to face competition with new commercial centers in the region.
- Many older neighborhoods remain interesting and vital, with distinctive architecture and a sense of place not found in some suburbs. They are pedestrian-friendly and attract

residents of diverse socio-economic and ethnic backgrounds.

 Some neighborhoods north of 1-8 such as Clairemont and Mira Mesa are now older communities themselves, experiencing some of the same problems typically considered characteristic of neighborhoods south of 1-8.



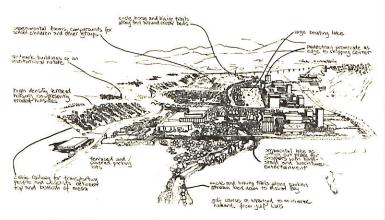
1	Do you believe that the lack of quality schools and education in a neighborhood can cause a community to decline? If schools in a community are deficient, how can they be improved?
2	How should we save our older communities from decline? Is it a regional responsibility?
3	How should we finance the required improvements to infrastructure and public facilities that are necessary?
4	Should density (infill housing) be increased in older urban neighborhoods near public transportation corridors? If yes, how can we make infill housing and commercial development both economically feasible and aesthetically appealing?
5	How can we keep older commercial districts competitive?
6	Why would you choose to live in an older community? Alternatively, why would you live in a new suburb?

#### The Major Centers

# EMPORARY PARADISE said over twenty years ago:

The centers of a city are the places that people identify with, sharing reflected glory or shame, depending on their quality... People are proud of cities whose unique centers present a clear image to themselves and to visitors...

Downtown San Diego presents a clear image from the outside... Its buildings, although moderate in height and not unique, cluster well together... Downtown suffers from a dichotomy of use... Its principal economic function is that of an office center, whose workers come and go in brief periods, and are most of the day indoors... Yet downtown is the principal shopping and entertainment center for the lower-income neighborhoods around it: their residents are more dependent on the facilities that downtown affords and use its public space more intensely.



Mission Valley is the second downtown of the region and its future appears gloomy... It presents a fragmented and uninspiring image... High or bulky buildings are scattered about like pieces of an uncompleted jigsaw puzzle... Parking lots, storage yards, and fast roadways fill the spaces between... This center valley, the largest and most dramatic in San Diego south of the Penasquitos Canyon and the superb San Dieguito River Valley, is now just an urban trench... The freeway approach promises some excitement, but that promise quickly collapses. Down in the trench one must drive from one store to another; it is impossible to walk.

- Downtown San Diego has undergone a renaissance in the development of office, retail, hotel, and housing uses. In 1993, 21% of the region's office space was located in downtown San Diego. Almost 7,000 housing units exist in Centre City, of which 14 percent are vacant.
- Regional centers of activity in the City of San Diego, such as Mission Valley, Golden Triangle, and Sorrento Valley & Mesa, continued to expand, mostly without a major commitment to pedestrian amenities
- Other major centers of regional importance exist in the suburban communities
  as well, such as the downtowns Escondido, El Cajon and Chula Vista. A new major center
  is planned at Otay Ranch. These centers compete for regional cultural, institutional,
  governmental, commercial, and educational facilities.



1	How many major centers can the region support, and where?
2	Should one of these centers be dominant? If so, which one and how should its dominance be reinforced?
3	Should regional institutional and cultural uses, such as the main library, be concentrated in a dominant major center or distributed around the region?
1	What kind of land uses should occur and what kind of public facilities should be provided in the major centers?
5	What kinds of amenities would enhance the character of our major centers?
6	What would it take to encourage you to choose to live in Downtown San Diego or another major center in the region?

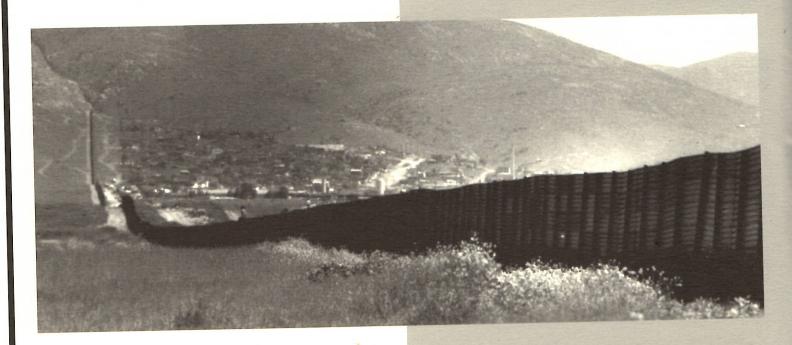
#### The Mexican Connection

# TEMPORARY PARADISE said over twenty years ago:

All the official maps go blank at the border... The U.S. maps are white below the line, while the Mexican maps are white above... Newspapers on either side give no more than 4% of their space to what is happening on the other side... To see the border from the air is a visual shock... The fence runs ruler-straight and heedless across valley and mesas: open fields on one side, crowded settlements pressed hard against the fence on the other...

The Tijuana River dies in a muddy pool just by the big border crossing, which with all its slots and lanes for cars, looks for all the world like a giant starting barrier at the dog track... Over 30 million persons cross the border every year, the largest volume of flow across any international border in the world... U.S. citizens go south for shopping or recreation; Mexican citizens go north to shop or to work... Legal and illegal immigrants move over the line, and many other things as well: piped water, sewage, smoke and dust, money, goods, and floodwater... Many residents of Tijuana commute to service or factory work on the U.S. side, or work in U.S. branch plants on the Mexican side... Tijuana shows every sign of becoming a major industrial center, closely linked to the U.S. economy... It is Tijuana that makes San Diego truly unique among the great U.S. cities... Uitality comes from the interchange between two cultures when they communicate with each other.

- The North American Free Trade Agreement (MAFTA) was signed by the United States, Mexico, and Canada.
- About 60 million border crossings occur annually, twice as many as 20 years ago.
   Fifty thousand commuters cross the border each day for work, school, and business.
- According to Mexican Census figures the population of Tijuana was 340, 583 in 1970 and 747,381 in 1990. The estimated 1993 population was 947,000 and the projected 2013 population is almost 2.5 million.
- Development of Zona del Rio (The River Zone) is underway with offices, hotels, banks, and retail space planned for the area.
- Hew sewage treatment plants have been funded. Mexico has built a sewage treatment plant in Tijuana.
- Under 600 acres of industrial/commercial land have been developed in Otay Mesa
   Over 1,000 acres have been developed in Mesa de Otay
- An international, intermodal transportation hub has been proposed for Ensenada.



1	How should the residents of the San Diego and Tijuana-Ensenada regions work together to protect the natural environment, improve our built environment, build our economies, and enhance our cultural links?
2	To what extent do you believe the San Diego regional economy should be linked to that of Tijuana-Ensenada?
3	Should we aid Tijuana with its water and sewage treatment infrastructure? Are there other infrastructure and public facilities we should develop jointly?
4	How should we coordinate urban and regional planning with Tijuana?
5	How could the border crossing zones between San Diego and Tijuana be improved?

#### The Airport

## EMPORARY PARADISE said over twenty years ago:

San Diego Bay has a very special scale: ample and yet intimately enclosed, changing its quality with every shift of light... The sunset is visible: one sees the relation of land and water: the city center can be seen from a distance, in its maritime setting... These views of the Bay are the symbol of San Diego... Airports should be separated from residential areas... Since the coast and the Bay are prime locations for residence, and airplanes find no real pleasure in them, the airports should be moved... Lindbergh, as the most dangerous and annoying one, and the one now requiring expansion, should be the first... Lindbergh Field and the Marine Corps Depot, together with some of the cluttered growth just north of them, would furnish another 2,000 acres in a strategic location through which waterways might run to relink the bays... returning the Bay to San Diego will maintain the inner city as a prime place to live and ease the pressure for suburban growth... Airplanes dominate San Diego... They are constantly overhead... To see them come down over laurel Canyon onto Lindbergh Field is a dramatic spectacle, but the noise and the danger of a crash threatens many people... San Diego must be freed of its aerial subjection,... heavy aircraft do not belong there..

- Lindbergh Field air traffic has grown from less than 5 million in 1975 to 12 million annual passengers today.
- Steep topography, urban development, noise impacts, and a short runway limit instrument landings and hours of operation, particularly for large aircraft carrying large loads for long distance flights.
- Most international travel must first go through another gateway city such as Los Angeles or San Francisco.
- San Diego does not have a major industrial park near its major airport, Industrial facilities for primarily aerospace firms exist near Lindgergh, but these operations are downsizing or closing.
- Relative to several other large cities in the United States, San Diego does not use its airport as a major and strategic facility to deliver air cargo for the region's manufacturers.
  - Air cargo exports from California to other countries has increased.
  - Several alternative airport locations have been suggested and/or studied, including a twin airport along the border with Mexico, negotiated use of Tijuana's Rodriguez Rirport, a floating airport off the coast, re-use or joint-use of Miramar, a new airport east of the I-15 across from Miramar, a Southern California regional airport in Riverside County, and others
  - The San Diego Unified Port District has considered expanding Lindbergh if land is made available through the closure of adjacent military bases.



#### The Environment

# T EMPORARY PARADISE said over twenty years ago:

We recommend... a plan for the environmental quality of San Diego and to begin a continuous environmental planning process...

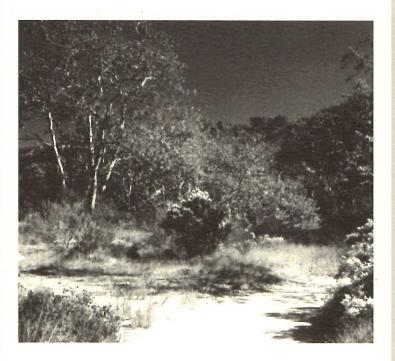
(1) Make the first detailed assessment of the quality of San Diego's environment and how it is perceived and used by its people.

(2) Analyze how the city's environmental quality is created today, and propose strategic changes in that process.

(3) Propose images and policies for the future city that will stimulate public discussion and provide a framework for the present scattered efforts to improve the quality of San Diego.

(4) Recommend effective public actions for some of the most urgent environmental issues...

The environmental plan will not simply be a plan for conserving nature, nor just for beautifying the city. It will deal with six basic values, which might be thought of as the environmental rights of any citizen: Livability, Access, Sense of Place and Time, Responsiveness, Pleasure and Sensibility, and Conservation.



- Sprawling suburban communities have developed along freeways and have altered the boundaries of the region.
- Air quality in the San Diego Air Basin exceeded state clean air standards 79 days in 1994 compared to 90 days in 1993 and 192 days in 1981.
- The Tijuana River Valley has been designated a preserve. A plan for the Otay River
  Valley has been prepared. Mission Valley became a catch basin for a mix of development.
  A regional park from the sea to the mountains is being assembled in the San Dieguito River
  Valley.
- Around San Diego Bay no new communities have developed around the northern head and will not until the future of Lindbergh Field is determined, scattered recreational areas have been developed; uses along the downtown waterfront have changed and the waterfront continues to be redeveloped, wetland preserves have been established, primarily in South Bay.
- Formosa Slough has been protected as a result of citizen action
- Beaches and Mission Bay often are closed due to pollution associated with urban runoff and sewage system break-downs
- Citizen initiated preservation efforts, such as Save Our Forests and Ranchlands, and several private conservancies have attempted to preserve elements of the region's natural environment.
- San Diego imports more than 90 percent of its water. The regional water system is being upgraded and water reclamation is planned.
- San Diego County is one of the most bio-diverse counties in the United States, because
  of the region's wide variety of eco-systems, from desert to mountains to the coastal zone.
  An unprecedented effort to protect San Diego's native habitats is underway. Four major
  programs within the County are working together to map the region's biological resources and
  create a regional multi-species, multi-habitat preservation system. The degree to which it
  is implemented will depend on the level of public and private support.

1	Temporary Paradise asked these same questions over twenty years ago.  Will San Diego and Tijuana continue as border towns, each at the end of its nation's line of development, and each dependent on an exotic and uncertain economy? Or can they realize their role as a bicultural metropolis, the center of a great natural region, safely sustained by the resources of that region?
2	Will San Diego grow as an extension of Los Angeles, and in that city's image, or can it find a new form, adapted to its own site and climate, a form which conserves water, air, and energy, and supports the well-being of its people?
3	Will the region make sure that its amenities are available to all its people, regardless of nationality or income, or will present inequities continue to grow at the regional scale?
	How can this region organize itself to conserve and enhance the quality of its environment, without losing touch with the local people in whose name that quality is being conserved?

#### OW YOU CAN SHAPE THE FUTURE OF YOUR REGION

As our mission statement below right indicates, Citizens Coordinate for Century 3 (C-3) is dedicated to translating vision into action in *Toward Permanent Paradise*.

Toward that end, our goal is to obtain input from a broad spectrum of county residents. This *Toward Permanent Paradise* workbook will help to facilitate and document this valuable input. Through a series of public forums, meetings and individual citizen input, we will develop our recommendations for San Diego's future landscape.

We invite you to join us in this endeavor and to participate in the many other activities C-3 is

constantly undertaking to ensure a better quality of life in the region.

To receive a *Toward Permanent Paradise* workbook, support the project, or for membership information, please call Citizens Coordinate for Century 3 at (619) 232-7196 or write to us at P.O. Box 1028, San Diego, California, 92112.

To return a completed workbook, please enclose in a manila envelope and mail to Citizen's Coordinate for Century 3 at the above address.

As fellow concerned citizens, we thank you for your active interest in the future of the San Diego region.

# Shopping Center Designation D

#### Mission

To establish a non-partisan, non-profit organization of informed citizens which will strive for the conservation and improvement of the quality of the environment in the San Diego region.

To present objective information, constructive opinion, and educational programs, reflecting the deliberation of its members. To weigh all matters in view of the contribution toward achieving the highest standards of environmental quality, physical design, economic benefit, and social progress.

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