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Choosing Our Future

A Minnesota Milestones Report

Preliminary Vision Statement

February 1992

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Minnesota Milestones is a planning process that began in 1991 with citizens sharing their visions for the future of Minnesota. During 1992 "milestones" or benchmarks will be added to the vision so that policy makers and citizens will have a tool to measure progress toward the state's vision.

Minnesota Planning is charged with developing a long-range plan for the state, stimulating public participation in Minnesota's future and coordinating public policy with state agencies, the legislature and other units of government.

For more information or copies of *Choosing Our Future* contact:



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St. Paul, MN 55155
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To the People of Minnesota

A year ago, my administration asked you, the people of Minnesota, to help us plan the future of our state for the next generation.

This project, known as *Minnesota Milestones*, is designed to come up with a long-range plan that contains measurements, or milestones, to measure our progress toward our goals. It is a way to make government and society more accountable to the people.

In a series of meetings around the state last summer, we asked you to think about the future of Minnesota. We asked you to look ahead 10, 20 or 30 years, and envision the kind of state you would like Minnesota to be.

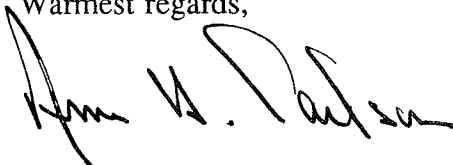
This report is the result of those meetings. It sets forth a vision for Minnesota, a vision that can be the basis for choosing the goals and indicators we will use to measure how we are doing.

In order for this vision to reflect the common ideals of the people of the state, we need your feedback. Are our priorities correct? Did we miss anything? Do you have additional ideas for Minnesota's future?

After reading the vision outlined on these pages, please take the time to fill out the accompanying questionnaire and let us know if we are on the right track.

To the hundreds of people who participated in the public meetings that made up the first phase of *Minnesota Milestones*, I thank you. Through your efforts, and the efforts of Minnesotans who will take the time to help us choose our future, we will make Minnesota a better place for our children and grandchildren.

Warmest regards,

A handwritten signature in black ink, appearing to read "Arne H. Carlson". The signature is fluid and cursive, with the first name "Arne" being particularly prominent.

ARNE H. CARLSON
Governor

Choosing Our Future

A Minnesota Milestones Report

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Introduction

MINNESOTA MILESTONES IS A NEW WAY OF THINKING about the future of the state. When completed, it will combine a long-range vision of what Minnesota should be like over the next three decades through the year 2020 with specific measures, or "milestones," to assess our progress and tell us if we are headed in the direction you—the people—determined.

The idea of developing measurable indicators in Minnesota to hold government accountable for results grew out of a similar project in Oregon called *Oregon Benchmarks*. *Minnesota Milestones* began in February 1990, when Governor Arne H. Carlson asked Minnesota Planning to create a long-range plan for the state complete with measurable goals and indicators. Fifteen public meetings were held around the state in which participants were asked to help develop goals for the future.

With the help of hundreds of Minnesota citizens who attended the meetings, Minnesota Planning has developed this preliminary "vision" statement as a first step in setting measurable goals.

Why does Minnesota need a vision for its future? Why dream about things that may never happen? The way we think about the future will change what we do today and tomorrow. We will be more likely to achieve our "preferred future" if we know what it is. This is as true for governments as for communities and individuals.

A vision is only successful if it moves people to act. Martin Luther King's "I have a dream . . ." speech would have been a splendid but empty vision without the thousands of people who have worked for civil rights. Our vision for Minnesota is not a "wish list" for government to fill. It is a dream that each of us in Minnesota can share by doing what we can to make it happen, for ourselves, our families, our communities, and our state.

Over the next several months, the vision outlined in the next few pages will guide us as we develop the goals and the actual "milestones" to measure our progress. The milestones will serve as guideposts to provide a way to hold accountable our programs, officials, institutions and communities.

DISCOVERING THE VISION:

Beginning in July 1990, Minnesota Planning organized a series of public meetings to seek the views of Minnesota citizens about the future of their state. More than 1,600 people attended meetings in 15 locations throughout the state.

Hundreds of invitations were sent out for each meeting. In addition, fliers and posters were distributed and meetings were publicized in local newspapers and on radio and television.

At the meetings, participants were divided into small groups of eight to 15 people. Each group had a trained leader to keep the discussion focused on Minnesota's future and to ensure that everyone had a chance to participate. Comments made in these small group sessions, which lasted up to two hours, were recorded and the results were analyzed and summarized. The small group reports formed the basis for developing the draft vision for Minnesota.

What Is a Milestone?

This "vision" is a first draft. As Minnesota Milestones continues, the vision will be modified and refined to reflect the views of Minnesotans.

NEXT STEPS:

A draft Minnesota Milestones report will be issued in spring 1992 containing the vision plus the actual Milestones, or indicators, to measure progress. Minnesotans then will have another opportunity to comment on how the vision or the Milestones can be improved.

The completed Minnesota Milestones report will be issued by December 1992 for review by Governor Arne H. Carlson and the Minnesota Legislature.

Even after the final report is issued, Minnesota Milestones will be a continuing process, as the goals and measurements continue to be modified, refined and improved.

MILESTONES ARE MEASURABLE GOALS for long-range planning by state and local government officials as well as society itself. Just as traditional milestones told travelers how far they had come, the *Minnesota Milestones* will tell Minnesotans and Minnesota's elected officials how much progress they have made toward the long-range vision for the future. *Minnesota Milestones* is based, in part, on the *Oregon Benchmarks* project, which used target date benchmarks to measure its goals through the year 2010. Here is an example of some of the benchmarks taken from Oregon's long-range plan:

Sample benchmarks or milestones from Oregon's long-range plan:					
Benchmarks	1980	1990	1995	2000	2010
Teen Pregnancy. Pregnancy rate per 1,000 females ages 10-17	24.7	19.5	9.8	8	8
Drug-Free Babies. Percentage of infants whose mothers did not use illicit drugs during pregnancy		89%	95%	99%	100%
Air Quality. Percentage of Oregonians living where the air quality meets government ambient air quality standards	30%	89%	100%	100%	100%
Crime. Overall crimes per 1,000 Oregonians per year	138	144	100	65	50
Personal Income. Oregon per capita income as a percentage of the U.S. average	99%	92%	97%	101%	110%
Manufactured Exports. Percentage of manufactured goods sold outside the United States		22%	28%	35%	50%
Work Force Adaptability. Percentage of displaced workers reemployed within 24 months and earning at least 90% of previous income					

Your Turn

NOW THAT WE HAVE SUMMARIZED what we learned from our first series of public meetings, we need to hear from you again.

After reading the draft vision statement that begins on page 3, please fill out the attached survey form and return it to Minnesota Planning by February 15, 1992. If you would like to share your thoughts in a letter, please send it to *Minnesota Milestones*, Minnesota Planning, 658 Cedar St., St. Paul, MN 55155 (FAX: 612-296-3698).

A Vision for Minnesota's Future

WE MINNESOTANS LIKE OUR STATE. We believe Minnesota is a good place to raise a family, to go to school, to enjoy life. We appreciate the natural beauty, the friendliness and sense of community, the good government, and the diverse economic opportunities. We believe strong values are important — spiritual beliefs, individual responsibility, volunteering, the work ethic and sharing with others. We appreciate our cultural diversity. These are the personal values that Minnesotans cherish and want to carry into the next century.

Minnesotans do not want growth and change to overpower our quality of life. We want to plan for the future. We want to deepen the values that have guided earlier generations, that have made Minnesota a leader in the nation. We want to begin now to build an even better place to live, a Minnesota to pass on proudly to our children and grandchildren.

When we talk about our hopes for the future, we share a vision with these common themes:

- Minnesota will be a community of people who respect and care for one another.
- We will protect and enjoy the natural world.
- Minnesota will have an economy that creates and shares wealth.
- Our citizens will be good thinkers, creative, always learning, with the skills to compete internationally.
- Our government will be responsive, efficient and close to its citizens.

A Caring and Secure Community

■ *Minnesotans believe that strong values are vital to our future — religious values, individual responsibility, caring for others, a work ethic, mutual respect, and non-violence.*

■ *The family, in all its forms, will be recognized as the cornerstone of our society, supported by community, business, and government.*

■ *Minnesotans want a revival of Main Street America — trust, safe streets, responsibility for elders, small town values.*

ENTERING THE NEXT CENTURY, Minnesotans want to have loving, caring communities. We will be good neighbors, taking our personal and community responsibilities more seriously. We will recognize the family, in all its forms, as the building block of our communities.

Minnesotans are proud of their ethnic heritage. They want to live in communities that celebrate both our common experiences and our diverse ethnic and cultural backgrounds. They want their institutions, such as courts and schools, to understand different cultures.

Government policies and business practices will help families thrive, and children will feel safe, nurtured, and highly valued. Parents will have flexible work arrangements with good child-care options, and those who wish to stay home with children during their formative years will have the resources to do so. The well-being of families will be strengthened by health care that everyone can afford. New community networks will bolster parents in raising their children, and social services and schools will work together with the whole family if it needs help. Extended families will remain vital, and creative housing options will give support and independence for seniors. We will adopt healthier lifestyles, with less use of alcohol and tobacco.

Minnesotans will feel safe in their homes, parks and streets. Innovative strategies to reduce violence in the media and to teach nonviolence to young people, along with economic safety nets, will make the state a leader in reducing violence. With safe streets, job creation and quality schools, inner-city neighborhoods will flourish.

A Place to Thrive

■ *Minnesota will be visually beautiful — a place to enjoy life.*

■ *We will change our personal and business habits to protect the air, the water, the land and the people.*

THE DAKOTA PEOPLE named our region “Minnesota” — the land of sky blue waters — and pure water will be our great natural resource of the next century. Major changes in our habits will give us a state that is not only clean and unpolluted, but green, open and free of congestion. Our cities will become more livable as housing stock is renewed, traffic congestion reduced and air quality improved.

To Minnesotans, quality of life means “elbow room.” It means pure lakes, rivers, and aquifers, scenic highways with vistas of cornfields or forests, and easy access to parks, lakes and woods. It means camping and biking, fishing and hiking, family reunions at a lake — activities that depend on a clean and green outdoors.

Minnesota will be a beautiful place in the year 2020. City dwellers will plant more gardens. The fruits of an unprecedented reforestation effort will grace urban and rural areas. Suburban and rural development clusters, and urban redevelopment areas, will be interspersed with protected green corridors that feature farms and gardens, forests, and recreational and commuter trails. Commercial and industrial development will be shielded by thick plantings of native pines and deciduous forests. Reclaimed prairie may teem with wildflowers, elk, and buffalo. Tourist areas will be year-round meccas, helping stabilize rural employment.

Creating and Sharing Wealth

HIGH LEVELS OF EDUCATION and technological expertise will fuel business innovation and growth throughout the state, making Minnesota competitive internationally and the preferred place to do business in the Midwest. The economy will be diverse, leavened by a fertile climate for small business. Small and mid-size manufacturing companies will create jobs that can support families.

The large gap between the “haves” and the “have nots” will be substantially narrowed. Jobs will be available for people of all skill levels at fair wages regardless of race or sex. The necessities of life will be affordable for all Minnesotans, and no one will be homeless.

By the year 2020, Minnesota will have in place bold policies to sustain its scenic and rural character, and to moderate metropolitan area growth by encouraging healthy rural communities. Family farms will prosper, and growing agriculture-processing industries will churn out new industrial and food products. Revitalized towns will attract talented young people back home, close to family. Regional centers will continue to grow, while small communities will be more specialized — some residential, others industrial, governmental, recreational or educational. Local webs of public transit will link these rural communities. Extensive foreign language education and ties forged by the state’s multicultural population will stimulate new global trade activity. Prosperity will come to the tribal nations in the state, flowing from diverse economic bases.

The most advanced and up-to-date systems of transportation and telecommunications will encourage economic growth in all regions of the state. Landscaped high-speed four-lane parkways will connect many regional centers: Minneapolis to Willmar and Marshall, Mankato to Rochester and Winona, Duluth to St. Cloud, Bemidji to Brainerd. High-speed rail will link selected growth centers with the Twin Cities, providing rapid access to the University of Minnesota, business centers, a world-class airport, and cultural and sporting events.

■ *Minnesotans want to narrow the economic gap between rich and poor and spread economic development across the state.*

■ *We want to be competitive in the international market, with an economy that encourages small businesses, creates wealth, and produces jobs that pay enough to support a family.*

■ *People in rural communities want their communities and family farms to prosper, with job opportunities for their children close to home.*

Learning

■ *Opportunities for learning will be plentiful throughout our lives and in all regions of the state.*

■ *Our schools and universities will be world-class, with high standards, yet tailored to the needs of the individual student.*

■ *With the support of family and community, children will come to school ready to learn.*

■ *It is hoped that racism, fear, and intolerance of the "other" will begin to be effectively dealt with in our lifetime through proper education of Minnesota's youth.*

■ *The arts, no matter how heavily funded, simply cannot thrive without public interest and support. Minnesotans need to be properly educated, from an early age, to appreciate the intrinsic value of art to the human community.*

LIFE-LONG EDUCATION WILL BE VALUED as the key to individual and community economic success. Minnesota's schools will be the most flexible and dynamic in the world. They will involve children, parents, grandparents, toddlers, and senior citizens in learning, service and recreation. They will be learning hubs, immersed in the activities of community, business and environment. Students will learn at industry sites, scientific labs, environmental centers, arts facilities, farms, language camps and history centers. While learning, youth will spearhead cultural and economic innovation in smaller communities.

Teen pregnancy and drug abuse will drop dramatically as positive learning experiences motivate young women and men to pursue higher goals in life.

Education standards will be internationally competitive, yet schools will meet the needs of individual students. Student progress will be rigorously monitored to ensure mastery of basic skills, critical-thinking skills and people skills. Young people will be able to begin internships or apprenticeships while in high school, and high percentages of all racial and ethnic groups will move on to college, technical institutes or vocational programs.

The University of Minnesota will be a world center of excellence in teaching and research, driving the state's technological economy. A streamlined system of universities, colleges, and technical institutes will provide diverse levels of advanced training designed to meet the needs of students and employers. As higher education becomes more responsive to students, graduation rates will steadily rise and adults of all ages will return to school for advanced education and training. Financial reforms and tuition policy will ensure that the costs of higher education remain within reach of students and their families.

Our native creativity will flourish in a growing mix of cultural organizations and events that will make Minnesota a rich place to live. From quilt-making to orchestras, from powwows to theater, culture will have a growing impact on our lives.

Government Close to the People

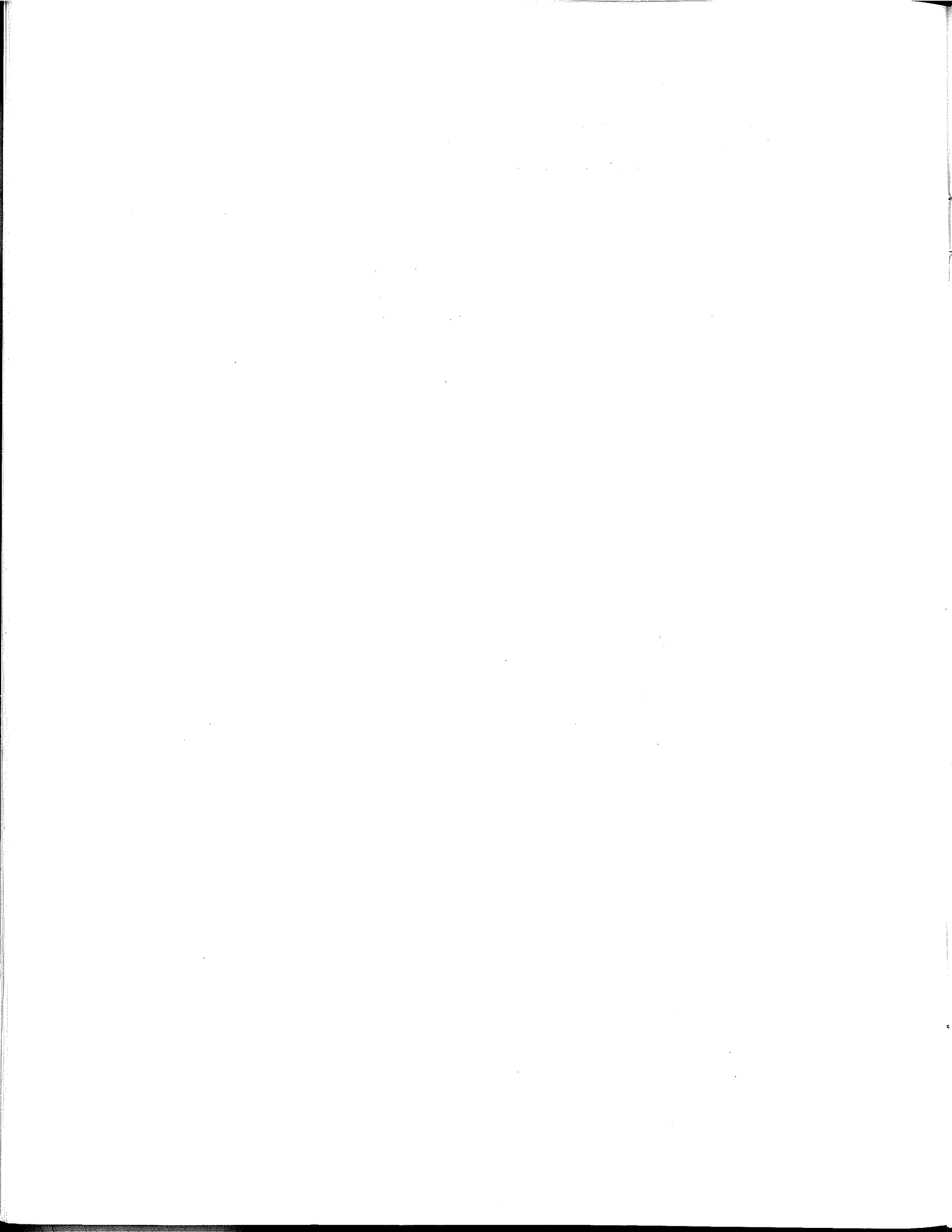
■ *Decision-making will be decentralized and accommodate community participation.*

A STRONG LOCAL "can do" attitude will craft Minnesota communities in the 21st century. Governments will have more "town meetings." State and local governments will be reshaped to be more "customer-driven" and more efficient. Services will be delivered on a multicomunity or regional basis, but

customized to the wishes of neighborhood and town-level decision-making bodies. New multicomunity coalitions will carry out bold grassroots plans to enhance lakes, watersheds and green space. For efficiency, some counties and townships will be paired or combined. The Legislature may be smaller, perhaps even unicameral; it will be more representative of Minnesota's diversity and less influenced by special interest groups and partisan politics.

Minnesotans from all regions will have a shared sense of purpose, resisting the temptation to become polarized between rural and metropolitan, urban and suburban. A common vision will keep us working together to shape a good future for all.

■ *Minnesota will remodel its state and local governments to make them more efficient and responsive to the citizens; some counties and townships may be merged.*



How We See Ourselves

IN 15 PUBLIC MEETINGS across the state attended by more than 1,600 people, we asked Minnesotans to tell us their dreams for Minnesota's future. Their responses ranged from the mundane to the inspired, but Minnesotans who talked with us had at least one hope in common: they want Minnesota to be a good place to be in the year 2020, for themselves, for their children or grandchildren, and for their communities.

Most of the ideas we heard can be loosely grouped under five general themes:

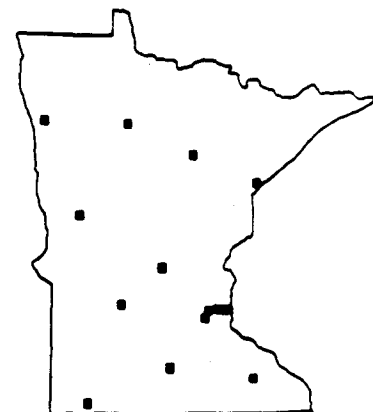
- A desire for vital communities in which people share responsibility, respect and care for others, and feel a sense of belonging
- A wish for livelihood and physical well-being for all
- A hope for full development of human potential through learning and the arts
- A commitment to protect and beautify the natural environment
- A demand for a government that is responsive, efficient and able to solve problems

These themes are the basis of the *Minnesota Milestones* vision statement, which can be found on page 3. This analysis is an attempt to systematically summarize and more fully report the broad range of ideas that emerged during the first phase of *Minnesota Milestones*. In addition to people who participated in the meetings, written comments were also received from citizens who were unable to attend. An explanation of how this analysis was conducted appears on page 26.

What Surprised Us

MANY OF THE IDEAS PEOPLE EXPRESSED were familiar ones often discussed in the media and in government, such as access to health care, lower taxes and higher standards for schools. But the public meetings also brought out ideas that surprised us. The ideas were surprising because they were said with unexpected frequency and emphasis, and across most or all of the communities we visited.

MILESTONES MEETING SITES



Minnesota Milestones meetings were held in fifteen locations around the state. Three meetings were dedicated to the special issues of children, environment and rural concerns. The meeting locations were as follows: Bemidji, Bloomington, Brookston, Duluth, Fergus Falls, Grand Rapids, Mankato, Minneapolis, Oakdale, Rochester, St. Cloud, St. Paul (two meetings), Willmar and Worthington.

- People want the **family** to be recognized as the cornerstone of society, with support from community, business and government for this role.
- At every meeting, people talked about **values** — having strong values passed on to the next generation. Chief among these is **individual responsibility** — for our own lives and families, for our community, and for the environment. As one person said, “We have a Bill of Rights; now we need a Bill of Responsibilities.” People want a change from the values of what writer Tom Wolfe called the “me generation” to responsible family, community, and environmental values.
- Many believe that the **socialization of males** must change to reduce violence and improve family life in the future.
- People expressed strong feelings that the **economic gap** between the rich and the poor is too large and must be narrowed significantly.
- People everywhere in the state are concerned about a perceived **tension between the Twin Cities and the rest of the state**. Many fear that the polarization, if it continues, will hurt the state as a whole.
- Residents of **rural communities** and small towns are concerned about the survival of their communities; they want their children to have a chance to live in these communities when they grow up.
- Minnesotans are open to **dramatic changes in government**, including reducing the size of the Legislature and possibly the number of counties in Minnesota. In general, they want less government, and they want government to be more efficient and responsive.
- Many commented that the **media need to be more supportive** of community values and reduce the amount of violence on television.
- People have essentially the **same desires for the future** in all regions of the state.

The next several pages summarize the areas where Minnesotans generally seem to agree. They have been organized into five broad categories — vital communities, livelihood and physical well-being, human potential, sustainable healthy environment, and responsive government — but many of the ideas spill over into more than one category. **The categories themselves are much less important than the ideas expressed within them.** Actual statements made by people who participated in the *Minnesota Milestones* meetings are included in the margins.

Vital Communities

Working Together

MINNESOTANS VALUE A SENSE OF BELONGING to a community. They appreciate good neighborhoods, local pride, and a statewide Minnesota identity.

Friendliness and sharing and caring for others are important to Minnesotans. In the year 2020, they want to have a sense of community in their schools, their downtowns and their neighborhoods. They want to preserve community, whether they live in the country, the city, or the suburbs.

Young people should be more involved in community service projects, Minnesotans believe. Community service outlets also should tap the energies and talents of retired people.

Minnesotans want a feeling of statewide unity. They don't want to be split into competing political or geographical factions; they want less litigation and more cooperative problem-solving. They believe in broadened citizen awareness and participation in government.

Whenever possible, they want to solve problems locally. Minnesotans believe citizens should take responsibility for their neighborhoods and communities.

Diversity and Opportunity

MINNESOTANS RECOGNIZE that in the year 2020 all regions of the state will be much more racially diverse, and that people of all colors and creeds need to be equal players in community and economic life. Every person, including those with mental or physical limitations, should have equal access to jobs, housing, and dignity.

As one *Milestones* participant said, "We should value the richness of each culture through education, information and cultural events so we can learn about, and not fear, others."

Finally, Minnesotans embrace the idea of a global perspective, sharing resources and developing partnerships around the world.

"I want a greater sense of community in the suburbs."

"We should be a state where nationalities are able to live together."

"Our tribal members will want to live in this area as long as the rivers flow and the grass grows green."

"Not a me-first society."

"I'd like to see our country a patchwork quilt, each square an essential individual."

"We need a court system that better understands cultural diversity."

"I want equality between the deaf and the hearing."

Housing

"I want abundant good affordable housing."

"I want to see creative senior housing options, in-home services, and modified building codes to provide wheelchair access in housing."

"We need adequate, well-maintained housing, especially in rural areas."

"We should have full employment, housing options, and homes for the homeless."

TO MINNESOTANS, good housing is a matter of dignity. Home ownership is one of our highest values. Minnesotans do not want anyone to be homeless.

Although "good housing" is difficult to define, Minnesotans believe that well-built, well-maintained housing is a matter of comfort and quality of life. It is a focal point for raising children and enjoying retirement.

Minnesotans want to ensure that senior and disabled citizens will have an adequate supply of creative housing options and in-home services so that they can continue to live in their own homes or other semi-independent settings. They want these options to be available in desirable locations near children and families, not just in urban high-rise apartment buildings.

Into the next century, many Minnesotans dream of owning at home at "the lake." They hope lake shore property will continue to be available and affordable, and that Minnesota's lakes will be well-managed and protected.

Crime and Safety

"I want us to have a less violent society."

"We need to get tough on crime and laziness."

"We need to change from a society of men who cannot deal with anger and victimize women."

MINNESOTANS ABHOR CRIME AND VIOLENCE — not just because it hurts individuals, but because it destroys the bonds of communities. People see crime as a threat to personal freedom and safety. They want to feel safe in their homes and to be free from fear in their neighborhoods and communities.

Minnesotans see a strong link between a breakdown in values and a rise in criminal behavior. When they talk about crime, they often talk about instilling a sense of personal responsibility, respect for others and tolerance for those who are different. They want a society where violence is not glorified and where violence is not an accepted way to deal with conflict.

Rural Communities

"Minnesota needs metro-rural diversity. I don't want it all to look like the Twin Cities."

"We need something to keep our youth home and to bring them back."

"We should bring state offices to rural areas."

MINNESOTANS WANT SMALL, healthy rural communities to dot the landscape in 2020. They place high value on having a choice of where to live. Many state residents prefer smaller rural communities for their traditional values, sense of belonging, strong family ties and uncrowded natural environment.

Rural Minnesotans wish to retain a lifestyle distinct from the metropolitan areas, and they see rural communities as a refuge from problems plaguing urban areas. At the same time, many rural Minnesotans don't believe rural communities can survive in isolation from the mass urban economy. They want transportation and the latest in modern communications that give them access to urban markets, services and amenities.

They also want health services and four-year colleges dispersed throughout the state. They envision a state in which a metro-rural political balance is retained, and their news is included in statewide media coverage. They want decentralization of state offices.

To achieve this ideal, they believe what is needed are more full-time, year-round jobs in rural areas and a more diversified rural economy. They want rural youth to have the opportunity to work and raise their families without moving away to metropolitan areas.

Cities and Suburbs

MINNESOTANS WANT their cities and suburbs to remain vibrant centers for living and working. They want city life to remain an option for families and individuals of all ages and incomes. Attractive, safe neighborhoods will be the building blocks for healthy cities in 2020.

Twin Cities residents want to maintain their housing, improve public facilities and maintain their property values. They want safe streets and good schools that will attract and hold families with children.

They want affordable public transportation, urban parks and green spaces, clean streets and other services and amenities that make it possible for people to live happily in higher density urban and suburban areas. At the same time, they don't want high property taxes to force people from their homes.

All Minnesotans place high value on the cultural and entertainment opportunities available in our cities. The theaters, museums, restaurants and parks make our cities great places to be. Minnesotans want to make sure their cities have a strong economic base with good jobs to keep our cities vital.

Livelihood and Physical Well-Being

Economy and Business

MINNESOTANS WANT A STATE where economic security is within reach for all. They know that Minnesota businesses and industries will have to be competitive in an increasingly global economy if Minnesotans are to maintain a high standard of living into the 21st century. They want a growing and sustainable economy that will create the wealth necessary for material comfort, pay for public services and provide the means to help the economically less fortunate. Minnesotans feel strongly that the economic gap between the rich and the poor is too wide and must be significantly narrowed.

"We want more access to the arts and cultural events throughout the state."

"I think we need to integrate minorities into rural Minnesota."

"I want affordable rural transportation between communities."

"We need good jobs in our cities ... not just service jobs."

"I want to keep middle class families in the cities."

"Let's not bulldoze the good parts of the city to make room for fancy new buildings."

"We need to keep property taxes down so seniors can stay in their homes."

"I want good schools in our neighborhoods."

"We need meaningful work for the next generation."

"I want a better distribution of wealth — not handouts, but a way people can work for money."

"We need state-wide economic development with an emphasis on wealth creation rather than mere economic activity."

"I want to see a re-emergence of the middle class with less disparity between athletes, CEOs and the very poor."

"Minnesota, including rural Minnesota, should be competitive in the global market."

"Make Minnesota a model for the United States for rural health care."

"There should be high taxes on cigarettes and tobacco."

"I want affordable health care at retirement."

"I want to see eradication of communicable diseases."

"I want to see an inter-city transportation system that does not require passage through the Twin Cities."

Minnesotans want public policies (taxes and regulations) that encourage enterprise and reward investment in job-creating businesses. They prefer an emphasis on smaller, locally owned businesses rather than corporate behemoths. They want expansion of high technology and high value-added industries that keep wealth in Minnesota.

Good paying, full-time jobs are essential — jobs that pay enough to support families, buy homes and send children to college. Minnesotans want wage equity across gender and race lines, and they want an economy that makes it possible for people to move beyond welfare to economic independence.

Minnesotans want economic prosperity to be spread more equally across the state. They want to be able to choose to live in small towns or rural areas without undue economic sacrifice. They want healthy local economies that sustain inner city neighborhoods, suburbs and rural communities alike.

Health Care

ILL HEALTH IS FEARED both for the pain and discomfort it brings and the high cost of medical care. Minnesotans want both good health and affordable, widely accessible medical care when needed in 2020.

Minnesotans do not have a clear preference for any particular kind of health care system in 2020, but they want it to be humane, respectful of human dignity and available to all regardless of ability to pay. They want good care to be available both in urban and rural areas. They place high emphasis on care for children, pregnant women and the elderly.

Minnesotans also want to be more healthy, with emphasis on disease prevention. They want more emphasis on healthy lifestyles and prevention of illness and accidents. People want a drug-free society, with less alcohol use, and they want cures for Acquired Immune Deficiency Syndrome (AIDS), cancer and other deadly diseases. They also want fewer people hurt or killed by violence.

Transportation

MINNESOTANS WANT A TRANSPORTATION SYSTEM in the year 2020 that efficiently moves people and goods around our cities and across the state. Outside the Twin Cities, people want quick, reliable transportation to the metropolitan area, but they also want public transportation linking towns and small cities without going through the Twin Cities.

In the Twin Cities, people want a combination of roads and mass transit that allows easy movement to jobs and shopping. They want energy-efficient transportation that saves money and minimizes pollution, traffic congestion and road construction. Many Minnesotans hope to be less reliant on automobiles in the future. They also believe it is important to have a world-class airport.

"We need economical unit trains, with speeds up to 180 miles per hour, between cities to move people and products."

Communications

MINNESOTANS SEE TELECOMMUNICATIONS as an important part of the state's future, a way to join together all Minnesotans and to join Minnesotans with the world. Telecommunications will help maintain small towns by making it easier to do business and will help the state to be a major-league player in the world economy in 2020, Minnesotans believe.

"We need to elevate telecommunications to the level of importance of roads."

The goal for some is the best telecommunications system for both the private and public sectors. They believe efficient, low-cost telecommunications will make it possible for Minnesota's smaller communities to participate in the global economy. Better communications also includes better access to sources of information at low cost.

"Telecommunications is necessary to maintain small towns and small schools."

"We need state-of-the-art telecommunications for both the public and private sectors."

Agriculture

MINNESOTANS BELIEVE THE FAMILY FARM is central to the life of rural communities in the future. They believe that thriving family-operated farms and related processing of agricultural products are the foundation for healthy rural communities.

"I want decent prices for farmers without the need for government programs."

Agriculture should become more of a value-added industry in the future, Minnesotans believe, with more production in Minnesota from agricultural commodities, sustainable farming practices, and development of new agricultural products. Farmers also will have more opportunity to be involved in the production and marketing of these products off the farm. A strong infrastructure will be needed to maintain the farm economy, including roads, elevators, and livestock markets.

"We should link production to processing and economic development."

"I want more government programs for farmers; more programs that will provide income if milk prices go down."

Development of Human Potential

Learning

MINNESOTANS VALUE LEARNING as an end in itself and as a critical path to good jobs and improved competitiveness in the world market. In 2020,

"Better education is important to minorities."

"We should be more competitive in world society, especially in math and science."

"Teaching should be geared to problem solving."

"We should foster the creativity of gifted students so they will stay."

"There should be more scholarships for Indians. Community colleges should be free."

"We have to be realistic about merging schools. We can't continue to support single community schools."

"Head Start should be available for all."

Minnesotans want their state to be recognized as a world leader in education at all levels, especially in math and science. They want high achievement standards for students. They want measures to ensure accountability for educational results.

Minnesotans want a world-class University of Minnesota, with a reputation far exceeding that of 1990. At the same time, they want affordable higher education for all Minnesotans, regardless of where they live. Minnesotans also want an educational system that meets the needs of special populations and of young people who do not go to college. People of all ages should be well-educated and have skills needed in the work place.

Minnesotans want children to be healthier and better prepared for kindergarten. They want schools to be more like family support systems, working with community agencies and parents to meet the needs of children. Learning will reach beyond classroom walls, involving the entire community. They want more students to learn foreign languages. They want children to be better prepared to participate in government and to be knowledgeable world citizens. Many Minnesotans want children to spend more time in school each year.

People want schools that are close to their neighborhoods and communities. Many believe that schools will be essential to sustaining small communities.

Children and Families

"We should focus on the family as the basic group in our society."

"Welfare laws should not force mothers to work."

"People should be educated in life skills — how to be parents, how to be a family."

"We need better child care, including care for sick children."

MINNESOTANS WANT FAMILIES to be the foundation of their communities in 2020. Most people readily acknowledge that healthy families can take many forms, but they want all families to be stable and to provide for the material and spiritual needs of children. This means that men will take a critical look at their role in families, and that all parents will end family violence. Minnesotans believe families ought to take an active interest in the education of their children. They want schools and other institutions to do a better job of teaching people the skills needed to manage and care for children and families.

Minnesotans want government and businesses to support families. They believe employers should make it easier for employees to care for children and other adult family members. They want both government and businesses to help solve the problems of dysfunctional families by coordinating services and helping parents spend more time with their children.

Strong Values

MINNESOTANS BELIEVE STRONG VALUES are vital to their future, and they see their values as unique. They place high value on responsibility for individual behavior, together with an ethic that emphasizes caring for others. Minnesotans believe government can help individuals, but they also expect individuals to take responsibility for their own welfare before looking to government.

Minnesotans value work, discipline, pride and craftsmanship. They want governments, schools and other institutions to honor effort and achievement. They see no place for laziness or low-quality work.

Minnesotans want to foster religious values, and to appreciate the contributions of churches and synagogues to moral education and community life. They want Minnesota to be a state in which schools, the media, the entertainment industry and other institutions support families and ethical behavior. They want their leaders and their institutions to be positive role models.

"The more we see change, the more we want things to stay the same. The things we most want to remain the same are our values."

"I want a revival of Main Street America — trust, safe streets, responsibility for elders, small town values."

"I want people to be more other-directed, less me-directed."

A Protected and Beautiful Natural Environment

CONCERN FOR THE ENVIRONMENT is both aesthetic and practical. On the aesthetic side, people want to protect natural beauty and open space, restoring landscapes that have been damaged by human actions. On the practical side, Minnesotans recognize that a fouled environment is a threat to health, economic vitality and leisure activities. People want clean air, clean land and clean water.

In 2020, they want Minnesota to be known as a place of unspoiled natural beauty. They want clean lakes filled with edible game fish. They want Minnesota's lands and waters to be undiminished in productivity and protected from pollution. People view Minnesota's vast water supply as a tremendous natural resource, the "petroleum of the next century."

Minnesotans' concern for the environment is closely linked to concerns about lifestyle, energy conservation and recycling. People want Minnesota businesses to take greater care of natural resources. As much as they want economic development, they do not want development at the expense of the environment.

"We should not only preserve both deciduous and evergreen forests, but reforest areas that have been deforested."

"In 2020, do we share our water? A few years ago during the drought, it was an issue between the Twin Cities and northern Minnesota."

"We need more sanitary sewers around populous lakes rather than individual septic systems."

"We should restore the native prairie."

Responsive Government and Quality of Life

Efficient Government

"Do we really need 87 counties with 87 court-houses and 87 jails?"

"We need better integration of people programs: health, education, welfare."

"I want to see more people running for elective office."

"Police and government officials should know sign language."

"We should limit terms of officials to eliminate pork barrel politics."

"We should limit regulation and keep responsibility at the lowest possible level."

ALTHOUGH MANY MINNESOTANS have high expectations for government, they want less of it and a bureaucracy that is simpler, more responsive and more efficient.

Many Minnesotans want fewer governmental units in the 21st Century, but they also want a government that is close to the people. They prefer local authority over central authority. They want fewer mandates from state government to local governments and schools. They want government to consult them, perhaps through more "town meetings." They want to be able to influence government decisions. Many want "grassroots" initiatives to be easier. Tribal governments want greater recognition by the state of their sovereignty and cooperation in problem-solving.

More than a few Minnesotans want a smaller Legislature. Some want a simplified unicameral legislature. Many think we need fewer counties in 2020. They believe consolidations could improve efficiency. They want good but cost-effective public services.

Minnesotans are tired of partisan bickering. They want a higher level of political discourse. They want public officials to observe high ethical standards, treat people with respect, put the public interest above private or partisan interests.

Quality of Life

"The quality of life in Minnesota needs to be maintained. I hope that our children will still be able to live here."

"They need jobs that can support families. Quality of life means a safe, clean environment, less stressful life, lower costs of business, smaller government, more diverse industry."

MOST OF THE PEOPLE WHO ATTENDED *Milestones* meetings or returned questionnaires said they enjoy a relatively good quality of life in Minnesota today, and they want to maintain that quality into the next century. By "quality of life," Minnesotans mean a happy and satisfying lifestyle, but they also value intangible factors. For many, an important part of quality of life is choice — where to live, how to spend leisure time, where to retire. To most Minnesotans, a good "quality of life" includes satisfying interpersonal relations, work and leisure, and environmental and aesthetic considerations.

"Minnesota should be a state of above-average quality of life, including education, open space, jobs, health, economics, environment and a loving, caring community," said one participant. Added another, "We need citizens who feel productive — with job and health care choices. People should feel what they do is of value."

No Mosquitoes on Garbage Mountain

"NO MOSQUITOES IN THE SUMMER and no potholes in the winter."

"No major snow storms before Thanksgiving."

"Minnesota should host the 2020 Winter Olympics on a mountain made out of garbage that would otherwise go to landfills."

These were a few of the unique and interesting ideas that came out of the *Minnesota Milestones* meetings. Some were quirky, some were profound, some were contradictory. Few had widespread support but all were thought-provoking. We present them here as a take-off point for creative thinking.

Enhancing Quality of Life and Beauty

- ADD AN OCEAN.
- Make cities and towns less drab by adding more color to our architecture and using more flowers in beds along walks and window boxes.
- Beautify highways by eliminating billboards and landscaping with wildflowers and hedges.
- Create plazas in the middle of communities like the ones in Mexico.
- Designate fingers of land extending into the Twin Cities as extensive fruit and vegetable production areas to provide open space, peace of mind, food, security and work.
- Use artificial intelligence and a state-wide fiber-optic telecommunications network to transform our education and health care systems and unify the state.
- Slow down the technology, and make the basics of soil, water, air, sunlight our highest priorities.
- An open-air baseball stadium with real grass.
- Free ice cream for all.

SOME THOUGHTS ON THE FUTURE:

"I am concerned with the current emphasis on quick fixes and instant gratification of desire at the expense of sensible investment in the future."

"My future lies in the hands of my children and their peers. They will be the ones passing and originating future laws."

"My concern for the future is for those that follow me — that they may be able to live in a peaceful, safe and healthy environment."

Preserving and Improving Environmental Quality

"We should be less dependent on non-renewable energy sources."

- "IN WILD LANDS lie the repositories of our national conscience. Protect and preserve nature."
- More fish.
- More wild turkeys.
- "I am concerned with an oversupply of wild animals. We are not running a zoo!"

Reducing Crime

"We should help families establish values by looking at what gambling's effect is and how entertainment is contrary to the values families are trying to establish."

- WE MUST PRESERVE our ability to walk around Minnesota's lakes without being mugged.
- Allow victims to torture criminals.
- Require perpetrators of nonviolent crimes to pay back victims, in lieu of incarceration.
- Develop a comprehensive state prosecution process with a mandatory state-wide arrest policy.
- Stop the drug war by providing drugs free to users. This would identify those who need help and stop the killing and the drug cartels.

Families and Family Life

"We need to meet the special needs of different kinds of families — single parents, deaf families, at-risk and fragile families."

- SHIFT THE CAREER CYCLE, so there is more time devoted to family life when the children are young and more time invested in careers when they are older.
- Provide flexible school schedules to match teaching hours with parents' work hours.
- Increase the driving age to 17.
- Have TVs that shut off automatically after two hours.
- Provide counseling for couples considering marriage, divorce, or having children.

Minnesota's Elderly

- START A "BIG GRANDMA" and "big grandpa" program, similar to Big Brothers, to help families learn life skills in such areas as parenthood.
- Create a Senior Peace Corps.
- Establish senior citizen advisory committees to mayors and city councils.
- Establish a commission of retired executives to recommend changes in government delivery systems to improve efficiency.

"I want health, security, peace and enough to retire on."

"Meals on Wheels and similar programs should be made available to all senior citizens."

Transportation

- CONSTRUCT A MASS TRANSIT SYSTEM in and around the Twin Cities, Rochester, St. Cloud and Duluth.
- Build a spaceport for the space shuttle and related spacecraft in North Dakota with high-speed train connections to Minnesota.
- Build an integrated, interconnected system of trails across the state to form a complete transportation system "backbone". The system would be coupled with locally maintained peripheral trails to spur tourism.

"We need to pave gravel roads."

"The bus system in the Twin Cities is too expensive, runs too infrequently and is too confusing to provide any real alternative to automobile transportation."

Education

- RETURN TO THE ONE-ROOM SCHOOLHOUSE where children help each other to learn.
- Provide peer counseling at schools.
- Extend K-12 to K-14.
- Provide tax credits for parents with students in college.
- Have schools create and duplicate educational materials: "Each school district creates one product and we have 100,000 end products to choose from." Have yearly contests to provide incentives and a diversified line of materials to fit different learning styles.

"I want to maintain or improve Minnesota's education for all children so that Minnesota will be known as a leader. When hiring, we should focus on quality."

Jobs, Taxes and the Economy

"Learning to work out of possibility, rather than out of problems. Learning to see and use differences as resources, rather than as areas for resistance. If we could really learn that, we would be 'overnight rich'."

"Not long ago, who cared about the price of eggs in China? Now people had better care."

"Limits must be set on companies who use temporary employment agencies. Too often temporary employees will work on the same assignment without benefits and at a lowered rate of pay for years at a stretch."

- WORKERS SHOULD LIVE nearer to their jobs, to curb pollution and energy consumption.
- More people should work out of their homes.
- Part-time work should have prorated benefits.
- Make new wealth or wealth producers, not wealth redistributors such as gambling.
- Have all individuals pay 3 percent of gross income up to \$150,000 to finance a health care system.
- Make state income tax a percentage of federal tax.
- Place a maximum 5 percent income tax on all gross income.
- Freeze property taxes for elderly persons with homes valued under \$50,000 to help them remain in their homes.
- Eliminate future cost-of-living pension and Social Security adjustments for households with net incomes over \$75,000 per year.
- Establish a Northwestern Minnesota Board similar to the Iron Range Resources and Rehabilitation Board.
- Establish Entrepreneurial Incubators, a new business promotion program.
- Cut farm production costs by substituting magnetic iron, a low-grade ore not useful for pelletizing, for petrochemical fertilizers.

Government

"We need harmony between towns and counties. More harmony between rural areas and towns. Some kind of unity county-wide. Maybe we should combine governments but keep control local."

- INSTITUTE INITIATIVE VOTING, recall and referendum.
- Reduce the voting age to 16.
- Have kids run for governor.
- More person-to-person and personal communications from government, including through music, "not just a talking head on TV."
- Distribute state employees across the state.

Differing Viewpoints

THE *MINNESOTA MILESTONES VISION* is a composite of ideas expressed by hundreds of individual Minnesotans, each with a slightly different idea of what Minnesota should be like in the year 2020.

Not all of what we want can be achieved simultaneously. Some of our goals, at least on the surface, are inconsistent with one another. In some cases, there were two or more distinct and conflicting opinions about an issue.

These areas of apparent contradiction or conflict are identified here. Some may be of interest to policymakers; most need further in-depth study to fully analyze. It is important to keep in mind, also, that many of the contradictions may in fact be only apparent. That is, they may merely point out the need to find new ways of thinking and new approaches to problems.

The Role of Government: Many people want government to play a larger role in solving problems. For example, some people want government to do more to solve the problems of family farms or dysfunctional families. Some of the same people, and many others, told us they want less government and lower taxes.

Government Size: Many people talked about wanting fewer governmental units or a smaller Legislature. However, they also want more local control, with government closer to the people. Government consolidation or downsizing of the Legislature, however, could make it more difficult for people to reach government officials.

Rural Communities and Lifestyle: Many people voiced support for vibrant rural communities, with well-paying jobs and access to urban services and amenities. This sentiment was particularly strong in locations outside the Twin Cities metropolitan area. At the same time, many rural residents felt strongly about retaining their communities' rural character -- low crime rates, community pride, and close-knit interpersonal relationships -- which often is diluted with growth.

Responsibility and Caring: Many Minnesotans yearn for a resurgence in responsibility for individual actions and individual welfare. At the same time, many Minnesotans spoke eloquently about the need for society to be more caring and helpful to people in need.

Families: Many people want mothers to be able to stay home with their children, but they also want people to work and stay off welfare. Today's high numbers of single mothers on welfare makes it difficult to achieve both goals simultaneously.

Unspoiled Scenic Beauty: With few exceptions, people want to protect scenic landscapes and fragile environments. But the dream of cabins and summer lake homes still has a strong hold on many Minnesotans. Lake-front residents want good roads and other urban amenities that put pressure on the environment.

Housing: Minnesotans want to solve the problem of the homeless, but they have ambivalent feelings about low-cost housing. They favor home ownership over renting, and don't like blighted housing in their communities.

Health and Medical Care: Minnesotans want low-cost health care, but they also want accessibility for all to the best medical care, which can be very expensive.

These apparent contradictions are not necessarily unsolvable. Some simply represent different levels of emphasis. Others will no doubt be resolved through creative thinking in the years to come.

Appendix

Bibliography

THE FOLLOWING REFERENCES were used to develop the foundation for the Milestone work program, a vision statement and for training Milestone facilitators in conducting small group discussion sessions.

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Content Analysis of *Milestones* Public Meetings

Purpose: The goal of the content analysis was to describe, organize, and summarize what people said at *Milestones* meetings and in survey responses.

Method: An analysis was made of statements people made in focus groups about the desired future. Statements were collected from a sample of focus groups at the public meetings and from a sample of surveys. All the statements of a selected group were included in the sample. The content analysis was based on more than 1,000 statements.

Two groups were picked at random from each of the 15 meeting locations, except for a special topics meeting in Willmar and a special environmental meeting in Duluth, which were analyzed separately. For Willmar, three groups were picked at random from the general groups and the special focus groups at that location (one each from the general, economic development, and agriculture were selected). Statements from the two Indian focus groups in Bemidji were also reviewed separately and then included in the analysis. A total of 31 groups were selected for the analysis out of 118 (26%). No distinction was made between afternoon and evening meetings. A selection of responses from surveys that had been mailed in were included in sufficient numbers to equal the total statements of about two groups. However, all of the survey responses were read in the analysis.

Each individual statement or group summary statement was transcribed from the recorder's notes to a separate index card. The transcription kept the original wording. Contiguous statements by a person relating to the same topic or connected in thought were put on a single card.

Interpretation: The transcribed statements were divided among six analysts to minimize the possibility of any one analyst's subjective interpretation of content. After the statements were put on index cards, the analysts jointly sorted the cards into obvious categories, going by statements on the cards. Then the analysts divided up the sets of cards, as organized, and proceeded to summarize them by category. The summaries, which are included in this report, may include some limited interpretation by the analyst but are representative of what people most commonly said. A sample of typical statements are included here in the content analysis along with each category summary.

Categories used in the analysis for grouping statements about the desired future are not mutually exclusive and should not be interpreted in isolation from one another. In fact, people often made statements that connected one category with another. Thus, the classification of statements was subject to some interpretation. For example, education was often connected with the economy in people's thinking about the future. Such statements were sorted to the

category that seemed to have the best fit to the speaker's meaning, but they might well belong in more than one category. Miscellaneous ideas were folded into the categories as most appropriate.

Connections among categories run throughout the content analysis and the vision statement. The vision statement builds on how the future might appear if the various categorical ideas were jointly to come about.

The number of statements that fell into each category varied. Categories with the most statements (more than 100) were government and learning. Most of the other categories had about 50 to 100 statements, except for transportation, communications, agriculture, housing, and crime, which had fewer (but still enough to summarize). The numbers of statements in the categories give a rough indication of how often the topics were discussed, subject to the qualification that many statements connect different categories, but the totals do not necessarily reflect how importantly people viewed these topics.

Verification: After the analysis was completed, the results were reviewed by staff who had attended all of the public meetings and read the meeting reports. Based on the review, topics that might have been overlooked or wrongly interpreted in the analysis were added or corrected. Although the content analysis was initially done from a sample of people's statements, the final result has a high level of accuracy in summarizing the main themes expressed at all the public meetings.

Minnesota Milestones meetings were held in the following locations:

August 7	Minnesota Riverland Technical College, Rochester
August 14	Worthington Community College, Worthington
September 5	Normandale Community College, Bloomington
September 10	Sawmill Inn, Grand Rapids
September 17	Willmar Technical College, Willmar
September 26	St. Cloud State University, St. Cloud
October 2	Natural Resources Research Institute, Duluth
October 4	Macalester College, St. Paul
October 16	Bemidji State University, Bemidji
October 23	Mankato Technical College, Mankato
November 7	Tartan Senior High School, Oakdale
November 8	University of Minnesota - Crookston, Crookston
November 14	Fergus Falls Community College, Fergus Falls
November 19	St. Paul Technical College; Humboldt Secondary Complex, St. Paul
November 21	Sabathani Community Center, Minneapolis

Minnesota Milestones Governor's Advisory Committee

THE *MILESTONE'S* ADVISORY COMMITTEE was appointed by the Governor to act as a sounding board and advisory body to the *Milestones* project.

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