

North American Eco-Municipality Network Update

January 2007

Prepared and Updated by Lisa MacKinnon and Bryant Moroder

Participants in the most recent North American Network teleconference: Joan Barlow (Sustainable Pittsburgh), Kelly Baxter (TNS Canada), Maureen Beezhold (Corvallis Chapter of NWEI), Bert Cohen (Portsmouth Listens), David Cook (TNS International), Ralph Copleman (Sustainable Lawrence), Greg David (Sustainable Jefferson), Beth Gehred (Sustainable Jefferson), Sherrie Gruder (UW-Extension, City of Madison), Peter Hawley (American Planning Association), Jerry Hembd (UW-Superior), Sarah James (Sarah James and Associates), Janet Karon (Sustainable Duluth), Lisa MacKinnon (1000 Friends of WI), Monica Magari (Tufts University), Bryant Moroder (Sustain Dane), Mary Rehwald (Alliance for Sustainability), Jane Silberstein (UW-Extension).

Modeled after the established Swedish eco-municipality effort, a strong and growing network of organizations supporting emerging eco-municipality efforts in the United States has formed the "North American Eco-Municipality Network" (the "Network"). The Network includes a growing list of academic institutions and non-profit organizations at the local, state, national and international levels with a broad range of expertise to share with one another.

The Network includes representatives from SEkom (National Association of Swedish Eco-Municipalities), The Natural Step International, The Natural Step Canada, Tufts University, 1000 Friends of Wisconsin, the Wisconsin Chapter of the American Planning Association, University of Wisconsin Extension, Sustain Dane, Alliance for Sustainability, University of Wisconsin – Superior, Sustainable Lawrence, Vandergriff Improvement Program, Sustainable Pittsburgh, Portsmouth Listens and Sustainable Sweden Association.

The North American Eco-Municipality Network was formed at a gathering of representatives from several organizations and emerging eco-municipalities in Madison, Wisconsin in June 2005. The group has set up a listserv to exchange information and resources and has held regularly scheduled teleconferences over the last year to discuss the further development of the Network.

The following initiatives and developments are part of an emerging first generation of eco-municipalities in the United States:

Community Updates

Wisconsin Region Eco-Municipalities and Natural Step Adopters

Chequamegon Bay region

The Chequamegon Bay Area includes the cities of Ashland, Bayfield, and Washburn, and the Bad River and Red Cliff Bands of Chippewa.

- **The City of Washburn** was the first city in the United States to pass a resolution in July 2005 declaring it an eco-municipality based on the Swedish model using the Natural Step Framework.
- **The City of Ashland** was the second city to pass a resolution in September 2005 declaring it an eco-municipality based on the Swedish model using the Natural Step Framework.
- **The Town of Bayfield** unanimously passed a resolution on October 16, 2006 to follow the Natural Step framework and join Washburn and Ashland as eco-municipalities. As far as we know, it is the first *town* government in Wisconsin and the U.S. to pass such a resolution.
- **The Cities of Bayfield and Superior** are considering adoption of similar eco-municipality resolutions.
- The planning committee of the Sustainable Chequamegon Initiative, a Project of the Alliance for Sustainability, has drafted a "Sustainable Chequamegon Initiative Strategic Plan for 2006-2011" that incorporates the Natural Step Framework.
- The public works committee is looking at biogas providers

- Ashland joined ICLEI
- The Alliance for Sustainability created a fundraising plan for \$25,000 to match a \$25,000 pending local private donation to fund a community office of sustainability.
- Initial funding for the community office of sustainability will support a full-time staff member, Brandon Boys, who began in early January 2007. Initial funding also will support four components, including a DVD project addressing solar energy and energy savings and a "Green Team Early Adopters Network": the Cities of Ashland, Washburn and Bayfield, Northland College and the Bad River Band of the Chippewa Nation. They are getting assistance with this from Chad Park of TNS-Canada.
- The Alliance for Sustainability received funding for a "rural canvass project": They will be going door-to-door to households to tell people what they can do to be more sustainable (inspired by Canmore, Canada's example and by Dr. Robert's sending TNS information to each household.)
- Four regional study circles currently scheduled: Two TNS for Communities, one Omnivore's Dilemma and one Voluntary Simplicity by the Northwest Earth Institute.
- Over 110 people have participated in Natural Step study circles in the Chequamegon Bay area to-date.
- A delegation of eight community members attended the June 2006 Sustainable Sweden Eco-Municipality Study Tour.
- The Alliance for Sustainability and other supporting local entities have hosted several community-wide events featuring Dr. Karl-Henrik Robert, Torbjörn Lahti, representatives from SEkom and the Swedish eco-municipalities, and Mayor Rocky Anderson of Salt Lake City.
- The City of Washburn public works committee is looking at biogas providers as one of its first eco-municipality initiatives.

Jefferson County

- Jefferson County, Wisconsin, population 75,000, is a conservative, agricultural county that borders Dane County to the east.
- Sustain Jefferson is the group leading the effort
- Sustainable activism here is aided by sources of knowledge and support coming from Madison / Dane County.
- In 2004, in response to Torbjörn Lahti's visit to Madison, an environmental activist from Jefferson County, Beth Gehred, attended the Sustainable Sweden tour. Her decision to go was informed by the work of environmental nonprofit groups active in the County.
- She inaugurated a study circle in Fort Atkinson in the spring of 2005 using materials provided by Sustain Dane from the book "The Natural Step for Communities". From this effort came several projects, including a stand selling rain barrels and other sustainable goods that sets up at the Fort Atkinson Farmers' Market.
- Greg David, a Jefferson County supervisor, CSA farmer and videographer, and Paul Moderacki, a municipal administrator from the Jefferson County village of Johnson Creek, attended the June, 2006 Sustainable Sweden tour. Upon returning, the two spent the summer of 2006 compiling a multi-media presentation to show around the county to inspire participation in new study circles that are getting underway in autumn 2006. An 8 DVD set with highlights of 2006 Sustainable Sweden tour and interviews are available to purchase.
- Starting next round of study circles and presentations to churches and other community groups to promote eco-municipalities and adoption of TNS
- Some video and audio cds of 2006 Sustainable Sweden Study Tour presentations are available from Greg David
- Working on countywide economic development plan that will include TNS principles
- **The Village of Johnson Creek** adopted the Natural Step framework in August 2006 to guide its decisions, operations and management.
- Related to its eco-municipality resolution, the Village of Johnson Creek also adopted a resolution requiring all non-residential village facilities to be built to LEED-Silver minimum standards.
- Residents, businesses and organizations from several Jefferson County communities are forming Natural Step study circles to learn more about sustainability and the eco-municipality model.

- Five TNS study circles were conducted in the spring of 2006 in the Jefferson County municipalities of Watertown, Whitewater, and Fort Atkinson. They will be starting 4-6 more in early 2007.
- County Economic Development Board members are interested in participating in upcoming TNS study circles
- Wisconsin Town and Country Resource Conservation and Development Council: (257 of them across US) is a 13 county organization that includes 13 Southeast WI counties (Dane Co., Washington Co and everything south and east of there). They have 4 teams and they want to change their energy team to a sustainable development team. Greg David is involved and they could use their organization to promote TNS throughout these counties.
- Training in facilitation of study circles was provided by a Sustain Dane consultant and 2004 Sustainable Sweden tour attendee, Phyllis Hasbrouck, to approximately twelve past circle participants to increase capacity for running the new circles. These twelve, and about forty others, are active in various education and outreach projects relating to sustainability, which have come from the study circles.
- Like Sustainable Duluth, Sustain Jefferson, as an entity, is coming into existence to help give structure to the activities of these committed and talented firesouls. They are working to become a 501 c3 and developing a website
- This group has been doing a number of presentations on TNS and the eco-municipality model:
 - Presented with Mary and Irene at the League of WI Municipalities conference in October
 - UW Madison Campus Planning Committee
 - Watertown city council, city managers from three counties down in the southern end of the state (Walworth, Rock, Jefferson)
 - Watertown senior center
 - Jefferson Co Daily Union
 - Milwaukee Catholics for Peace and Justice
 - Area Churches
- The City of Fort Atkinson is talking about joining the Climate Protection campaign
- US Senator Feingold came for a recent listening session and TNS people talked with him and he was very enthusiastic about the ideas and their work to promote it.

City of Madison

- In December 2005 **the City of Madison** passed a resolution to use The Natural Step framework to guide its decisions, operations and management and to fund a multi-day training in the framework.
- Madison has completed training of 25 city employees in The Natural Step framework (conducted by TNS Canada) to help institutionalize the sustainability principles in operations, management and policies across city departments.
- The Mayor has agreed to meet with trainees at least once every two months to support implementation of TNS training and application to city projects (examples: developing a green purchasing program, various energy analyses, application of the TNS framework to upcoming redesign of city-owned public housing, developing fuel efficiency standards for fleet vehicles, bio-diesel pilot project for engineering department vehicles, etc.)
- 22 staff members are also participating in a retro-commissioning training
- A Director of Facilities and Sustainability Coordinator position has been created by the mayor and will be housed in the city's engineering department. The focus of the position will be on city facilities and energy.
- 1000 Friends of Wisconsin, Sustain Dane and other community partners have been working to support the city in the TNS training and post-training implementation period.
- The city is focusing on applying TNS framework to internal operations of city and combining TNS with a "Fast Cycle Change Process" to successfully initiate projects
- Developed a project charter process developed to help mobilize implementation of TNS projects in city
- 10 Pilot Projects chosen to begin the implementation of TNS framework in city operations:
 1. Identifying energy wasters in city government.
 2. Commuting incentive programs for city employees.
 3. Fuel efficiency standard for the city fleet.

4. Green cleaning supplies and services.
5. Public housing.
6. Zoning code rewrite.
7. Solar panels and/or wind power at city facilities.
8. Bio-diesel pilot project for Engineering Department vehicles.
9. Garage door at Metro.
10. Bus wash and vacuum systems at Metro.

- A delegation of six Madison/Dane County community members participated in the June 2006 Sustainable Sweden Study tour.
- Over 130 people in the Madison area have participated in The Natural Step study circles developed and facilitated by Sustain Dane.
- Lisa MacKinnon and colleague Kevin Pomeroy will be teaching a 5-week course in March 2007 at the University of Wisconsin-Madison's Department of Urban and Regional Planning called "Planning the Sustainable Community", in which the eco-municipality model, TNS, and Canadian, European, U.S. and other case studies will figure prominently. The class registration is full and has a waiting list.
- Lisa MacKinnon has been delivering presentations statewide to various university, community and professional/organizational groups on the eco-municipality model, the Natural Step sustainability framework and examples and insights from the June 2006 Sustainable Sweden Eco-Municipality Study Tour.
- Lisa MacKinnon will be working with ESAM and Sustainable Sweden Association to plan U.S. coordination of the 2007 Sustainable Sweden Eco-Municipality Tour, and will also publicize SEkom's 2007 international eco-municipality conference in the region and to the network.
- Sustain Dane has hired its third full-time employee, Ann Scheerer, as full-time discussion course coordinator. Ann is a graduate of the TNS Master's program in Sweden.
- Sustain Dane has signed a Memorandum of Understanding with TNS Canada to begin distributing the TNS e-learning module Sustainability: Step by Natural Step.
- Bryant Moroder and Lisa MacKinnon were invited by TNS International to represent the North Eco-Municipality American Network and participate in a weeklong series of meetings in Stockholm in January 2007: a Sustainable Leadership Summit to spur cross-sector collaboration on sustainable development, the TNS-I annual meeting to give an update on the network activities, and a three-day intensive TNS training.

City of Marshfield

- The Marshfield city council in central Wisconsin has formed a committee to explore TNS and the eco-municipality concept and the possibility of becoming an eco-municipality.
- The city planner was very wary at first because she didn't want the city to just pass the resolution and then a year passes and nothing happens. The committee itself seems to be past that concern now.
- They have now formed some subcommittees based on city work (transportation, economic development, etc.)
- They are at the point where in the next several months they will pass a resolution and then hit the road b/c the subcommittees will have already done some advance work
- The Mayor and other city officials are eager to move this forward but they are concerned about how this affects the city's budget.

Other Wisconsin communities currently studying the eco-municipality model, Natural Step principles or participating in study circles: Dunn Co., Fort Atkinson, Grellton, Jefferson, Palmyra, Port Washington, Viroqua, Waterloo, Watertown, Whitewater

Duluth, MN

- Duluth, population 85,000 people, has a number of groups in addition to Sustainable Duluth, working on sustainability. Duluth is one of the Cities for Climate Protection and the city has established a Climate Protection committee and funded a Director of City Climate Protection through savings on climate protection related activities.
 - In January 2007, Duluth's Mayor announced the creation of a City Office of Sustainability in his state of the city address.
 - In April 2006, the Duluth City Council endorsed guidelines for sustainable community development, including the four Natural Step conditions (referred to as guidelines in the resolution and as objectives by the American Planning Association) and agreed to apply those guidelines whenever possible in its city planning, policy making, and municipal practices.
 - There's a regional Clean Energy Resource Team, or "CERT" focused on school education. Both St. Louis Co. and the City of Duluth are cutting costs by making a wide variety of simple, energy-saving changes.
 - There's an eco-industrial committee – The Eco-Industrial Development Network -- working to create a large eco-industrial park in the Duluth/Superior Twin Ports area.
 - There's a local foundation that contributes generously to progressive environmental projects and the foundation has asked them to come visit and probably submit a proposal. She's talking with Mike Purcell at TNS Canada about this.
 - Sustainable Duluth, which is a loosely organized ad hoc committee, is discussing initiating a quarterly gathering to network with these other groups.
 - Natural Step Training for city employees: The city provided an initial allocation of \$5,000 to train city staff on sustainability practices, which the Mayor of Duluth recently increased to \$10,000. The training will be conducted by the Director of the Cities for Climate Protection. Given the dire city budget situation, this was very good news.
 - The training probably will occur late spring or next fall and will be guided in planning by the director of Cities for Climate Protection, who will undoubtedly consult with Sustainable Duluth.
 - Sustainable Business Tour: On Oct. 27, Sustainable Duluth partnered with the City of Duluth to present a Sustainable Business Tour. People learned how five local businesses are actively reusing, recycling, reducing waste and working for a more Eco-Friendly Duluth. The city provided the bus for this tour.
 - University of Minnesota, Duluth (UMD) collaboration: David Syring teaches senior cultural anthropology students at UMD. He has a grant to provide funds for student projects to take students out into the community for hands-on experience with projects from which they will learn about the cultural changes necessary to engage a community in sustainability.
 - Car Share program: Several people have expressed interest in a car-share program in Duluth and are gathering information about feasibility.
 - Wind turbine production: Two participants of Sustainable Duluth are exploring the manufacturing of wind turbines in the Twin Ports
 - Educational collaboration: Sustainable Duluth is partnering with the Hartley Nature Center to present the North West Earth Institute's Sustainability study circles in February 2007.
 - The local Unitarian church will also do this same sustainable living course. They got a \$1 million grant match to do a LEED certified church building, as well.
- Winter gathering: The purpose will be to bring together community members to engage in some exercises that will help people get to know each other, reveal their sustainable priorities for the city and engage them in future projects.
- Long term planning: They plan to address the need for a long-term strategic plan in the next few months
- Sustainability Institute forming at Univ Of MN at Duluth

Non-Wisconsin Region North America Updates
(Not exhaustive—includes updates for the communities in recent Network teleconferences)

Corvallis, OR

- Corvallis has a population of approx 52,000 (19,000 of which are students from Oregon State University, 80 miles south of Portland)
- Group is conducting Northwest Earth Institute courses on TNS for communities and other sustainability topics
- TNS Corvallis is organizing and hosting a strategic planning event. TNS Corvallis is bringing together several groups to propose to the city's "goal setting committee" that Corvallis will become an eco-municipality. The TNS for Communities book was used as a guide to get a good representation for public participation. Realtors, developmental services, environmental center, local church that has adopted TNS, Oregon State University (OSU) sustainability coordinator, City of Corvallis sustainability director, chamber of commerce, OSU extension sustainability person, new mayor, earth charter org., waste and recycling, solar company, local paper publisher, Enviro./Philosophy/English program at OSU(arts), school district, land trust, bike committee and interfaith food and farms partnership, "Corvallis Matters" land use planning org.. The meeting's purpose: to get the city to become an eco-municipality, gain greater understanding of TNS among the groups and promoting these groups as a resource for the city
- City is using TNS internally for some of its decision making and is funding a sustainability staff person (sustainability plan is based "only partly" on TNS)
- Education efforts focusing on sustainability within economic development
- Exploring getting TNS within local schools and is talking with local high school
- Organizing an Organic and Sustainable Living Tour that features a business using TNS
- Presentation on TNS at Oregon State University at College of Business with students, faculty and staff (about 30-40 people)
- Planning for a "sustainable solutions village" for DaVinci Days in the summer—the Director is a NWEI volunteer interested in sustainable development. It will be an interactive booth hopefully incorporating a TNS theme.
- Met at a global warming workshop and a Unitarian event to be a resource on TNS
- They have a sustainable bldg network group that meets monthly—contractors, architects, designers, engineers, etc. They are hoping to focus that more on the TNS principles and are looking for leadership for that
- "Blue nuns go green" event—the nuns restored their mother house in Michigan according to the principles of the Natural Step and highlighted this as the event
- Nuts and Bolts of Sustainability on reducing your ecological footprint—their plan is to show how to do TNS at home. It could be a jump start to start their first TNS for communities study course.

Lawrence Township, NJ

(Update sent by Ralph Copleman)

- Here in Lawrence Township, NJ (pop. 30,000) we have about 100 volunteers pursuing sustainability according to an agenda we created last spring by a large group of diverse stakeholders and putting forth a wholly new vision of the town
- We've created partnerships with large local corporations, municipal government, the school system, a university (Rider) and local farmers.
- Everything is hooked to living up to the system conditions of the Natural Step.
- The whole process involves large numbers of people who have not known each other previously, all of them holding a rich vision of a new paradigm of community life, even as we work toward it within the norms and structures of the conventional way of living and seeing the world; people hold this ambiguity admirably and consistently; I do not know why; I suspect because the moment has arrived.
- We have drawn financial support from a variety of local sources
- We've created a regional forum of activists from here and surrounding communities to exchange info and learn from each others' strategies

- We have made a contract with Rutgers University to develop formal sustainability indicators and data-collection methodologies so we can track our progress in concrete terms. All indicators will be linked directly to one or more of the Natural Step system conditions
- Ryder University faculty are taking a strong lead toward sustainability. They will do a TNS training in March 2007 and are paying for the whole thing.
- We have: a long-range agenda, action steps underway, commitment of a broad array of engaged people to the agenda, a set of 13 task forces stirring things up and proposing plans in nearly every aspect of our lives, and support systems to help them make progress. All of this is inspired and fueled by our conviction that the Natural Step is the only grounded approach to sustainability that will truly work.
- City's solar energy task force (named the "Solar Panel") wrote a 20-page booklet to be distributed in township. They want a solar array in town with the goal of serving 500 households
- Green bldg task force project: They are building a completely green playhouse with student labor and then donate it to one of the local schools. It will incorporate a community learning service project and include an educational element to expose public to green building concepts
- Ordinances and changes in municipal law are proceeding slowly (perhaps they are too complex for a small town but there are a lot of stakeholders who want a say in this)
- Running the Al Gore movie at a synagogue in February to try to engage religious communities
- NJ has a group called "Green Faith" that focuses on "greening" religious communities
- Running weekly article in paper about how to be a green consumer—may turn into a book
- Sustainable Lawrence board chair wants to have a sister city eco-municipality in Sweden

Portsmouth, NH

- City's master plan land regulations are being rewritten to insert TNS systems conditions
- Have given several presentations of TNS to Downtown Commerce group in an effort to kickoff a Buy Local campaign
- Completing first round of "TNS for Communities" study circles and creating a rewrite of the study circle guide.
- City council recently voted unanimously to be in ICLEI and to join the Mayors' Climate Change group (KYOTO)
- Have rewritten their sustainability study guide (first and second draft)
- Have had a facilitator training meeting – they had 15 people show up (was impressed that the group that showed up is composed of significant systems thinkers and people active in community, a city council member and a person on planning board)
- New city library is first LEED certified library in New England

Pittsburgh/Vandergrift, PA

- Drafting a RFP for development of a Downtown Green Master Plan, which would integrate TNS principles
- Partnering with Sustainable Pittsburgh and University of Pittsburgh to make several recommendations (e.g. ways to decrease lighting costs)
- Sustainable Pittsburgh did a training with several communities surrounding Vandergrift as part of a multi-community redevelopment initiative
- Working with the National Trust for Historic Preservation in Pittsburgh on a "Greening Historic Properties" summit with the intention of making it easier to "green" these properties.
- Working on harnessing renewable energy from their fast running river—a mechanism like seaweed to provide green energy for their downtown district and deal with a lot of vacant downtown areas (this is the Kiski River: Historically, uranium and plutonium processing plants were situated on opposite sides of the river)
- Looking at developing a green zone with green design for their whole downtown area. They have historic buildings so they are engaging the state historical preservation group to help with funding to get historic buildings to go green
- Institutional partnerships being created through projects. Hoping to generate more interest at the community level as the sustainability projects generate institutional funding and interest and create more interest at the community level

Evanston, IL

Participants from the 2006 Sustainable Sweden Tour (members of the Network for Evanston's Future) have been giving presentations on the eco-municipalities and TNS framework to various community and interfaith groups.

Cambridge, MA.

Sarah James just gave a talk at a global warming conference at MIT in November and talked with a woman from Belmont, Massachusetts and heard that their group has developed a resolution incorporating the APA sustainability objectives based on TNS to go before their town's selectmen in the next few months

Additional U.S. Communities

Local residents and elected officials from several other communities have inquired about or are taking steps to become eco-municipalities. The list of communities includes:

Boise, ID – TNS study circle inquiry

Baraboo, WI -- TNS and eco-municipality presentations

Sauk County, WI -- TNS and eco-municipality presentations

Chicago, IL – TNS study circle inquiry

Houghton, MI – TNS study circles occurring

Menomonee, WI – TNS study circles occurring

Newport, OR – Several study circles and several presentations about TNS

Portland, OR – Home office of the Oregon Natural Step Business Network

Port Washington, WI – TNS study circles probable

Traverse City, MI – TNS study circle inquiry

South Bend/Mishawaka, IN – TNS study circle inquiry

Viroqua, WI- TNS study circle inquiry

Monona, WI -- TNS study circles occurring and TNS and eco-municipality presentations

Oregon, WI -- TNS study circles and TNS and eco-municipality presentations

Existing and Developing Resources

Toolkits

Toward a Sustainable Community: A Toolkit for Government is being developed by a statewide UW- Extension team including Sherrie Gruder, Anna Haines, Jerry Hembd, Lisa MacKinnon, and Jane Silberstein for local governments that are trying to work toward greater sustainability. The toolkit will highlight the TNS sustainability framework and will focus on internal local government operations such as energy, green building, and transportation policies. It will be available in early 2007 through University of Wisconsin-Extension publications.

Study Circle guides

Available through Sustain Dane

Sweden Tour

Lisa MacKinnon will send updates as they become available. She is just starting discussions with Esam and Sustainable Sweden Association for the October 2007 tour, which will coincide with SEkom's International Eco-Municipality Conference.

1000 Friends of Wisconsin Website Eco-Municipality section

Lisa MacKinnon's comprehensive set of notes (and some photos) from the June 2006 Sustainable Sweden Tour are now available at www.1kfriends.org, along with other related resources. The website section is a work in progress. Lisa would appreciate emails of your local media and other relevant information as you get them to post there.

Sustainable Sweden Tour DVD

Greg David has some copies of specific talks. Contact him for prices and availability. earth1st@mac.com

Internship Program

- In early discussions with Tuft's about establishing program
- Students will be pursuing a graduate level degree in city and regional planning
- Lisa MacKinnon has been approved to teach a 5-week sustainable community program through University of Wisconsin Urban and Regional Planning Department, this may create another pool of interns, as well as a pool of future student tour participants

Presentations

The Network is trying to address the challenge of sharing files on the list serve because of their size. There are many PowerPoint presentations available that have been delivered by individuals across the state.

Tufts Process Leader Training -- June 1-6th, 2007

Five-day training for people interested in leading eco-muni processes in their communities (citizens, planners, local electeds, muni staff)—.

Trainers: Torbjörn, Sarah (Chad Park and Kelly from TNS Canada will be there, as well, to focus on TNS materials).

Cost: \$2100-2200 includes tuition and room and board on Tufts campus. If they don't take Tufts campus lodging, it will be between \$1800 and 1850. No scholarships are available.

Content: Deeper understanding and overview about how to lead 5-year change process and what are the elements of this process: Include TNS and sustainability concepts, approaches to presenting this; go much deeper into system condition # 4 and Max Neef's human needs and psycho-social sustainability.; using this as a bridge to bring people to understanding; how do you turn around and represent this to other people?

Another component: Implementation strategy: Practical steps to engage and involve entire community from the bottom up; involve people widely in defining a vision, doing inventory; tried and true methods for designing participation methods and maintaining participation to avoid attrition and failure

Focus on how to present this to other people; tailoring messages to different audiences: businesses, social services, disadvantaged groups, etc.

Looking at Municipal tools in U.S. that need to be brought into alignment with sustainability principles: budgeting, master planning, etc.

Pittsburgh TNS / Network Development Meetings

Questions? Please contact us at:

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