



Minnesota **GreenStep Cities**

CELEBRATING 10 YEARS

Minnesota GreenStep Cities **2020 Strategic Plan**

January 25, 2021

Introduction

GreenStep Cities (GSC) is a voluntary challenge, assistance, and recognition program that helps cities achieve their sustainability and quality of life goals. The development of the program began in 2007 when the [Clean Energy Resource Teams](#) (CERTs) held regional listening sessions around Minnesota to discuss the State's [Next Generation Energy Act](#) of 2007 and opportunities for community-based energy projects. The idea for a locally-focused sustainability program came from these listening sessions, after which the Minnesota Legislature directed the Minnesota Pollution Control Agency, the Minnesota Department of Commerce, and CERTs to recommend actions that cities could take voluntarily. This initiative became the GreenStep Cities program, managed by a public-private [partnership](#) that includes State agencies, non-profit organizations, and educational institutions.

The program offers a set of [29 best practices](#) across five categories: building and lightning, land use, transportation, environmental management, and resilient economic and community development. Each Best Practice includes 4 to 8 actions that a city can take; each action can be completed at a 1, 2, or 3-star level depending on the scope and scale of the action taken.

Communities demonstrate progress in the program as they advance through five steps. To achieve Step 1, cities adopt a resolution to enter the program. Steps 2 and 3 allow cities to report and track actions they have already taken and additional actions they take while participating in the program. Steps 4 and 5 ask cities to enter various metrics and demonstrate progress each year, respectively.

The Minnesota GreenStep Cities program is in its 10th year of providing recognition, achievement, challenge, and assistance to participating Minnesota cities and tribal nations. The program's tenth anniversary is an opportunity to celebrate its past [successes](#) and reflect on the future of the program. Over the past ten years, 141 Minnesota cities and tribal nations have joined the GreenStep Cities and Tribal Nations programs, taking action on their sustainability and quality-of-life goals. With over 4,500 best practice actions already completed through the program, Minnesota GreenStep Cities and Tribal Nations will continue to impact communities and their residents and businesses into the future.

The GreenStep program is looking to expand the brand to other program areas beyond cities. However, these programs were not directly evaluated as part of this strategic plan but are nonetheless important to the future of the GreenStep brand.

- [GreenStep Tribal Nations](#): four tribal nations currently pilot participation in the GSC program. Given the unique authorities of sovereign tribal nations, it may make more sense to create a program better tailored to meet their needs. This strategic plan focuses on the GreenStep Cities program but includes outcomes for participating tribal communities. Continued discussions are needed to further the development of the GreenStep Tribal Nations program beyond its pilot phase.
- [GreenStep Schools](#): launched in 2020 under the GreenStep banner, the program is focused on K-12 schools and is coordinated by a separate steering committee through the University of Minnesota.

As the program has evolved, two primary topics have emerged as high priorities for communities and the GSC program: 1) racial and social equity and inclusion and 2) climate response (through mitigation, adaptation, and resiliency). Increasingly, communities are looking internally at their practices, policies, and programs to determine their barriers and opportunities

to addressing both. In response, the GSC Steering Committee has begun work to identify how it can better incorporate equity and inclusive engagement into best practice actions. Cities and tribal nations have also expressed a desire to do more about climate change both in terms of reducing impact and responding to changes already occurring. Climate response and equity are intertwined. GSC has the opportunity and responsibility to offer best practice actions and resources that reflect the intersectionality of these critical topics.

The Steering Committee identified the 10th anniversary as an opportunity to embark on a strategic planning process for the program. This process looked at previous successes, gaps in programming and resources, and the desires of communities and partners on how to shape its future direction. The strategic planning process also included efforts to align state and local goals and resources more effectively.

The strategic plan is informed by the feedback gathered through statewide listening sessions, a best practice advisor workshop, the annual survey to program participants, and stakeholder meetings focused specifically on strategic planning. The feedback gathered comes from participating cities and tribal nations, as well as state agency staff and program partners, including counties and regional organizations, non-profit organizations, and educational institutions. Sessions took place through in-person gatherings, virtual events, and online surveys.

The following document includes information and background about the GreenStep Cities Program, recent initiatives focused on climate and equity, stakeholder feedback, as well as recommendations, priorities, and strategies for the future of the GreenStep Cities program.



Summary of Feedback

The GreenStep Cities steering committee gathered feedback to inform the strategic plan through a variety of mechanisms with stakeholders from across the state and sectors. Each event and engagement strategy is described below, along with high-level takeaways from each. See [Appendix A](#) for Local and Tribal Government Priorities and Challenges.

Best Practice Advisors Workshop

GreenStep Best Practice Advisors gathered in November 2019 for the third annual workshop to hear about updates to the program, re-energize advisors to reach out to interested communities, and discuss roles and responsibilities. Advisors discussed strategies for communicating city and tribal community success in the program.

Statewide Listening Sessions

GSC participants from across the state gathered in person and via webinar in January 2020 to celebrate accomplishments and share ideas for the next ten years. Representatives of over thirty cities participated in these events.

Facilitators asked participants about the most critical sustainability, resilience, or climate challenges that their communities are facing today. City representatives provided input, resulting

in the following themes: **water, trees, food access, trash, energy, outreach and engagement, and tension between sustainability and other city priorities.**

Participants then discussed the most critical challenges they expect their cities to face over the next ten years. The following themes emerged: **transportation, natural gas and thermal load, equity and resiliency, water, and built and natural infrastructure.**

Cities were also asked about whether their jurisdiction would be open to an increased focus on climate within GreenStep Cities with mixed feedback. Participants were then asked about additional tools they might need from GreenStep Cities to reach their goals. Answers varied and included **financing mechanisms, educational materials, and engagement through presentations by the GreenStep partners.**

Finally, cities were asked about what would most help them to accelerate action. Many agreed that buy-in from decision-makers and residential education campaigns that lead to resident empowerment and advocacy would be most useful. Examples of engagement may include marketing and social media templates and kits that are decision-maker or resident-facing.

Annual Survey

The GreenStep survey is sent out annually to all participating cities and tribal nations. The purpose is to gauge levels of participation and satisfaction by members and to determine which areas of assistance are most in-demand over the coming year. The survey asks a wide variety of questions, including the program resources used in the past year, technical assistance needed to meet community-identified goals, and satisfaction with the program. Of the 136 communities enrolled in GSC in early 2020, 100 completed the survey, a response rate of just under 75%.

Communities shared that the most popular tools used were, in order:

- The GreenStep program [website](#)
- The monthly [workshops](#) held at the League of Minnesota Cities and virtually
- The quarterly [newsletter](#)
- The GreenStep [news](#) feed
- Assistance from [CERTs regional coordinators](#)

Cities and tribal nations desired technical assistance on efficiency workshops for homeowners, implementation of electric vehicle infrastructure, and the opportunity to participate in peer networks of other cities to implement actions. Satisfaction with the program is high overall, with an average rating of 3.88, 4.04, and 4.14 (out of 5) for the challenge, assistance, and recognition elements of GreenStep, respectively.

GSC Strategic Planning Sessions - Session 1

The first strategic planning session was held in March 2020, when city staff, state agency staff, and program partners gathered to discuss program accomplishments, trends and emerging issues, and strategic planning efforts. During this session, participants focused on two key questions: what are the ways the GSC program can help to advance state priorities, and what types of assistance and resources do cities need from state agencies? These questions helped guide the session and determine the future direction of the program.

Cities help advance state priorities and goals because Local Governments have the ability and flexibility, through their elected officials, to take swift action that includes public participation. Cities have control over implementing land use regulations and zoning codes, enforcing traffic and safety laws, educating the public, enforcing building and energy codes, and establishing their own goals and plans for the future. Cities can serve as community leaders by demonstrating the benefits of efficient buildings and participation in renewable energy. They also can enable more electric vehicles by using development controls to assure EV charging infrastructure goes into every new development and public parking lots. Lastly, cities can reduce barriers and costs for permitting fees and provide incentives to make it easier for residents and businesses to participate in emerging technologies.

Cities shared that they need resources focused on transitioning away from natural gas to renewable microgrids and determining the feasibility of district energy for various needs. They also believed that programs that replicate the joint-purchasing model that CERTS/GPI use to coordinate [municipal solar purchase](#) would be useful in helping cities relieve some of the staff capacity issues. Cities want community-wide GHG data available, although the [Regional Indicators Initiative](#) currently provides this but does not have the funding necessary to ensure information for all Minnesota communities or future updates.

GreenStep Cities use several state resources, for example, utilizing the Minnesota Department of Commerce energy data for policy, Minnesota Department of Employment and Economic Development grants, direct technical assistance from the Minnesota Pollution Control Agency, and water and climate modeling from the Minnesota Department of Natural Resources. During this year's GreenStep Strategic Planning Session, we found that state agencies plan to continue to promote GSC through the State Fair Eco Experience exhibit and other venues.

GSC Strategic Planning Sessions - Session 2

The second listening session was scheduled for March 13th, 2020, however due to the rapid transmission of COVID-19, the meeting was rescheduled for and held virtually on April 24, 2020. This meeting focused on identifying the resources cities need to work toward achieving priority quality-of-life goals, as well as identify what gaps exist to addressing various local challenges. Participants were divided into breakout rooms where they discussed priorities and challenges, as well as the resources needed to address these challenges. The results were consolidated and organized to capture sentiments from each of the groups.

The [priorities and challenges](#) that emerged fell into five broad categories: Energy and Climate; Natural Resources; Transportation; Communication and Engagement; and Infrastructure and Community Services. Each category included multiple topics. For instance Energy and Climate covered conservation and renewable energy, reduction in GHG emissions, resilience, energy burden, and job creation.

Through these conversations, several overarching challenges were identified that cut across each of categories. They included:

- **Prioritization:** It's not always clear how to determine which priorities to address first.
- **Funding:** Cities need adequate resources and funding to execute ideas and projects.
- **Engagement:** There is a desire to practice more inclusive engagement to work toward equitable outcomes.

- **Resource Sharing/Matching:** GSC participants would benefit from having a central location or hub for information and resources for various initiatives.
- **Technical Assistance:** Many cities don't have the time nor technical capacity to successfully implement more complex projects or address newer and emerging issues.
- **Data and Metrics:** Cities want an easy and accessible tool to capture metrics and track progress. Steps 4 and 5 offer this but are limited in display of information and are not tightly aligned with each community's goals.



Program Priorities

Program partners and Steering Committee members have been actively working to advance two program priorities over the past two years. Just as equity and climate have emerged as key priorities among participating communities, they are also key priorities for program partners and the Steering Committee. The following summarizes key actions taken by the Steering Committee to begin to address these challenges.

Equity in GreenStep Cities

In 2019-20, the [Sustainable States Network](#) (SSN) (of which Minnesota GSC is a member) received funding to hire a consultant to work with each statewide program on individualized equity work plans. The GSC work plan included a scan of best practices to identify areas that may inadvertently perpetuate inequities and areas of opportunity to incorporate equity among the best practice actions. The resulting report recommended the following:

- Build internal capacity and resources within the Steering Committee
- In addition to current tracking measures, begin tracking and mapping demographic information of participating jurisdictions
- Incorporate milestones and goals from the programmatic equity scan into the strategic plan and ensure implementation, assessment, and update of goals and progress
- Hold an equity training or webinar series for GreenStep communities focused on equity issues, best practices, and resources
- Build relationships with organizations working to advance racial equity in Minnesota
- Diversify steering committee members to ensure that program administrators reflect the diverse communities we serve
- Advance social equity best practices beyond racial equity best practices

Climate Change in GreenStep Cities

The [Next Generation Energy Act](#) of 2007 set carbon reduction goals that challenge the state to achieve a 30% reduction in emissions by 2025 and 80% by 2050 from a 2005 baseline. The State is not currently on track to achieve these goals. While gains have been made in the electricity sector, natural gas, agriculture, and transportation lagged in making progress. In 2019, the Walz-Flanagan administration announced its [Minnesota Path to Clean Energy](#) plan to move Minnesota toward 100% clean energy in the electricity sector by 2050 and the formation of a [Climate Subcabinet](#) and [Governor's Council on Climate Change](#).

As more cities and tribal nations seek to advance climate action, it becomes increasingly important for state agencies, GSC partners, communities, and other stakeholders to coordinate.

Through better coordination, the program can enhance resources, provide better technical assistance, and develop a vertically integrated approach to equitably reduce statewide greenhouse gas emissions, build resilient communities, and to track and report on outcomes. GSC partners have been working closely with members of the Governor’s Climate Sub-cabinet to ensure state agencies are including local and tribal governments as they think about developing programs and targets to meet the state’s goals.



Recommendations

Based on the feedback heard from participating communities and program partners, a set of recommended strategies has been developed to help guide the program over the next five years:

- I. Improve communication to and between participating communities**
- II. Ensure equity and inclusion are incorporated into program design and delivery**
- III. Match technical assistance and resources to Best Practice Actions (BPAs)**
- IV. Work to improve data collection and sharing metrics; support communities that want to display their own data**
- V. Explore and support the development of additional GreenStep programs**
- VI. Better coordinate with state agencies to address challenges**

The Steering Committee has already begun to address many of these recommendations. Nonetheless, as the program continues to grow, it is crucial that it evolves in a way that both meets the needs of participating communities and reflects emerging best practices across sustainability, equity and inclusion, and climate change. The remainder of the plan includes recommended strategies to implement over the next few years. Each strategy should be assigned to a lead partner and/or an established subcommittee to ensure it is carried out. Regular updates should be made to track progress.

Finally, specific challenges and priorities were identified as near- and mid-term topics cities are likely to focus on. Each topic includes a preliminary list of key stakeholders to engage in solutions to address the challenges. This is intended to serve as a reference for each topic as the program looks to provide support to participating communities.



Strategies

I. Improve communication to and between participating communities:

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Continue to encourage use of the email listserv (League of Minnesota Cities MemberLink)	<ul style="list-style-type: none"> • Danielle Cabot, LMC • Kristin Mroz, MPCA • EQB* 	<ul style="list-style-type: none"> • Increase use of MemberLink • Encourage regular use by community users. • 2020: 276 members • 2020 number of posts: 70 • 2020 number of replies: 39
b. Try a communication platform, like Slack, a private FB or LinkedIn group to share information by topic	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* 	
c. Put reminders for communication channels in the quarterly newsletter and the annual survey	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • Dan Thiede, CERTs • Alexis Troschinetz, CERTs 	<ul style="list-style-type: none"> • Quarterly newsletters • Annual survey, January
d. Develop an annual report that summarizes program successes and details program metrics/goals status	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • Communications Team of GSC • Dan Thiede, CERTs • CERTs Regional Coordinators • Best Practice Advisors 	<ul style="list-style-type: none"> • Basic trends and successes available 2020 and previous years

II. Ensure equity and inclusion are incorporated into program design and delivery:

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Establish a racial equity mission and vision statement for the program	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee 	<ul style="list-style-type: none"> Completed and adopted, Oct. 2020
b. Build internal capacity and resources within the Steering Committee; regular training	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee GSC Steering Committee 	<ul style="list-style-type: none"> Steering Committee Equity Workgroup initiated 2017
c. In addition to current tracking measures, begin tracking and mapping demographic information of participating jurisdictions	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee GSC Steering Committee CERTs 	<ul style="list-style-type: none"> EJ areas in GS communities identified 2020 Some equity demographics included in Step 4/5 metrics, 2015
d. Develop goals and metrics to ensure implementation, assessment, and regular updates of progress	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee CERTs Regional Coordinators 	<ul style="list-style-type: none"> Steering Committee Equity Workgroup initiated 2017
e. Incorporate racial equity into Best Practice Action Language in coordination with consultant, Best Practice Advisors, partners, and communities.	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee Best Practice Advisors EQB* 	<ul style="list-style-type: none"> Worked with national consultant to provide recommendations for including racial equity into BPA language, 2019-2020 Worked with national consultant to identify resources and tools for implementation, 2019-2020 LMC GARE cohorts have worked with 24 GSCs, 2016-2019
f. Explore the addition of a new equity-specific Best Practice	<ul style="list-style-type: none"> Equity Workgroup of GSC Steering Committee League of Minnesota Cities Sustainable States Network 	<ul style="list-style-type: none"> LMC Race Equity Council starting to explore this

g. Hold an equity training or webinar series for GreenStep communities focused on equity issues, best practices, and resources	<ul style="list-style-type: none"> • Equity Workgroup of GSC Steering Committee • League of Minnesota Cities • Sustainable States Network • Regional Development Organizations 	<ul style="list-style-type: none"> • LMC-hosted GARE cohort/trainings in the past • SSN interested in joint trainings • RDOs are providing training for communities
h. Build relationships with organizations working to advance racial equity in Minnesota	<ul style="list-style-type: none"> • Equity Workgroup of GSC Steering Committee • League of Minnesota Cities • New partners 	
i. Diversify steering committee members to ensure that program administrators reflect the diverse communities we serve	<ul style="list-style-type: none"> • GSC Steering Committee 	
j. Advance social equity best practices beyond racial equity best practices	<ul style="list-style-type: none"> • Equity Workgroup of GSC Steering Committee • Sustainable States Network 	
k. Ask partners to incorporate equity into presentations, BPs, etc. (e.g., workshops)	<ul style="list-style-type: none"> • Kristin Mroz, MPCA 	<ul style="list-style-type: none"> • Some 2020/21 workshops included equity topics. • See II.e.
l. Provide resources and trainings to support communities on more inclusive engagement	<ul style="list-style-type: none"> • Equity Workgroup of GSC Steering Committee • League of Minnesota Cities • Sustainable States Network 	

III. Match technical assistance and resources to BPAs

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Increase the use of networks/cohorts based on interest and available support (e.g., CEN)	<ul style="list-style-type: none"> • All program partners • Others (i.e. Resilient Cities & Communities; Environmental Commissions Network, etc.) 	<ul style="list-style-type: none"> • CEN in place 2020-21 • Prioritize the list of topics to the “Priorities and Challenges” list below

b. Continue to provide technical assistance offerings in the annual survey	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • Alexis Troshinetz, CERTs • Best Practice Advisors 	<ul style="list-style-type: none"> • Included in Jan. 2021 survey • Annual survey response rate, 2020 – 73.5%
c. Identify additional and new resources for best practices and ensure the website is updated	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* • Best Practice Advisors 	<ul style="list-style-type: none"> • Annual BP Advisor Workshop, Nov. • Focus on equity updates 2021 • Look at resources that focus on smaller communities
d. Continue to seek feedback from communities on where they need the most assistance	<ul style="list-style-type: none"> • CERTs regional coordinators 	
e. Engage with state agencies and other technical assistance providers to create opportunities for communities	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* • Lola Schoenrich, GPI • Best Practice Advisors 	
f. Continue to regularly update and maintain the News page; make this page more easily accessible	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* • MPCA IT staff 	<ul style="list-style-type: none"> • News page available in 2019 website update • Increase use and share additional resources • Improve the functionality of the News page – consider additional interactivity
g. Place technical assistance and funding opportunities in the quarterly newsletter	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* • Dan Thiede, CERTs 	<ul style="list-style-type: none"> • Quarterly newsletters
h. Identify opportunities for one-on-one technical assistance around specific topics	<ul style="list-style-type: none"> • Kristin Mroz, MPCA • EQB* • Lola Schoenrich, GPI • Best Practice Advisors • CERTs; Regional Coordinators 	

IV. Work to improve data collection and sharing metrics; support cities that want to display their own data

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Update Step 4 and 5 metric sheets	<ul style="list-style-type: none"> Kristin Mroz, MPCA 	<ul style="list-style-type: none"> Updated Oct. 2020
b. Continue to improve Step 4/5 data information displays	<ul style="list-style-type: none"> Kristin Mroz, MPCA Data staff, MPCA 	<ul style="list-style-type: none"> 21 Step 4/5 metrics displayed on Metrics Dashboard, Nov. 2020
c. Allow for downloadable Step 4/5 metric reports	<ul style="list-style-type: none"> Kristin Mroz, MPCA MPCA IT staff Abby Finis, GPI 	
d. Integrate state and local climate data (coordination of Regional Indicators Initiative, Metropolitan Council GHG Inventory, etc.)	<ul style="list-style-type: none"> Kristin Mroz, MPCA LHB Met Council 	<ul style="list-style-type: none"> RII Scoping Report 2017 Currently no funding to continue RII for greater MN communities All twin cities metro communities receiving data
e. Work with cities to better understand the information they want to track and how they want it displayed	<ul style="list-style-type: none"> Kristin Mroz, MPCA CERTs regional coordinators 	
f. Work with state agencies, institutions, and partners to develop and share data and information for GreenStep communities	<ul style="list-style-type: none"> All program partners 	

V. Explore and support the development of additional GreenStep programs

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Work with the GreenStep Schools Steering Committee to support program development beyond the pilot phase	<ul style="list-style-type: none"> EQB* 	<ul style="list-style-type: none"> Pilot phase launched January 2020
b. Explore the development of the GreenStep Tribal Nations program beyond the pilot phase and into its own program	<ul style="list-style-type: none"> EQB* Kristin Mroz, MPCA CERTs 	<ul style="list-style-type: none"> Currently 4 tribal communities participating in the GreenStep Tribal Nations program
c. Work with state agencies and partners to coordinate the GreenStep mission and “brand”	<ul style="list-style-type: none"> EQB* All program partners 	<ul style="list-style-type: none"> MOU in place, signed 2019 (good through 2022) EQB budget proposals have included program coordinators, did not move forward

VI. Better coordinate with state agencies and public institutions to address challenges

Strategies	Lead Partners/Sub Committee	Status/Outcomes
a. Work with state agencies to identify agency and administration priorities that could be supported through GreenStep	<ul style="list-style-type: none"> Kristin Mroz, MPCA EQB* Lola Schoenrich, GPI State agency leadership 	<ul style="list-style-type: none"> Climate Change Subcabinet 2020-2021
b. Continue to work with public institutions to support GreenStep interns/volunteers in cities that need additional capacity	<ul style="list-style-type: none"> Kristin Mroz, MPCA CERTs Regional Coordinators MN GreenCorps program 	
c. Work with key stakeholders to address the priorities and challenges identified below	<ul style="list-style-type: none"> All program partners 	

* Pending future availability.



Appendix A: Local Government Priorities and Challenges

Category	Priority Topics	Challenges
Energy and Climate	<ul style="list-style-type: none"> • Energy conservation • Renewable energy (permitting and production) • Climate (GHG reductions) • Resilience • Energy burden • Job creation • Access to clean energy 	<ul style="list-style-type: none"> • Access to data and data gathering issues • Difficulty investing in alternatives • Ensuring equitable access to resources • Additional training and information on B3 Benchmarking • Utility regulations
Natural Resources	<ul style="list-style-type: none"> • Invasive species • Environmental justice and access to natural spaces • Regenerative agriculture – soil health, carbon capture • Air pollution • Urban forestry • Land management • Water quality and protection 	<ul style="list-style-type: none"> • Shifting behaviors/norms (ex: bee lawn) • Protecting current resources from disease, infestation, and climate change (i.e. ash trees) • Getting people outside and seeing connection to protection of natural resources
Transportation	<ul style="list-style-type: none"> • Electric vehicles and charging infrastructure • Mode shifts to non-motorized transportation • Accessible transportation 	<ul style="list-style-type: none"> • Lots to do – bussing, EVs, bike and pedestrian infrastructure • Low gas prices reduce individual interest • Limited options (i.e., no EV trucks) • Slow and costly EV charging infrastructure
Communication and Engagement	<ul style="list-style-type: none"> • Inclusive engagement • Communication and storytelling • Public engagement through commissions and public meetings 	<ul style="list-style-type: none"> • Lack of tools or knowledge for improved engagement practices • Limited experience with communication and storytelling • Engaging residents and decision makers through education campaigns that lead to local empowerment

<p>Infrastructure and Community Services</p>	<ul style="list-style-type: none"> • Stormwater management • Green infrastructure • Updating aging infrastructure – wastewater, water treatment plants, stormwater, roads • Waste reduction, recycling, and organics recycling • Healthy and local food access 	<ul style="list-style-type: none"> • Balance between city-specific actions and regional engagement • Increased precipitation with undersized infrastructure • Overburdened city budgets • Aging and deferred maintenance overwhelms communities priorities • Inconsistent best practices and educational materials
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