ICLEI

→ Michael Sherman, CID

Planning Document #1

- City Host Proposals

  - Summary Sheets
    - Aberdeen, UK
    - Barrow in Furness. UK
    - Berlin, Germany
    - Dade County Fla, USA
    - Edinburgh, UK
    - Fredrikstadt, Norway
    - Freibrug, Germany
    - Glasgow, UK
    - The Hague, Netherlands
    - Hannover, Germany
    - Norwich, UK
    - Preston, UK
    - Southampton, UK
    - Toronto, Canada
    - Tromso Kommune, Norway
    - Trondheim Kommune, Norway

- Officers and Secretary General

Proposed Agenda & Schedule

ICLEI

PROPOSED AGENDA FOR
MEETING OF THE EXECUTIVE COMMITTEE
INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES
January 11-13, 1990
London, United Kingdom

January 11, 1991

Day of Open Discussions: Developing a Three-Year Organizational Strategy

AM

Introductions
Presentation of the Strategic Plan by the Acting Secretary General

PM
Lunch
Discussion among Executive Committee Members
Review of the Agenda for January 12 & 13.

January 12, 1990

AM

I. Approval of the Agenda
II. Approval of Minutes from the September 8 & 9, 1990 Meetings
III. Approval of Financial Report
IV. Discussion: Developing a Common Organizational Vision

Main Discussion Points:
- Authority of the Charter and the Role of the Council (Full Members)
- Authority and Roles of the Executive Committee and its Officers
- Authority and Role of the Secretary General
- Relationships with other Organizations: IULA and UNEP

PM
Lunch

V. Approval of the By-Laws
VII. Approval of the Articles of Organization
VI. Resolution on Incorporation and Execution of Incorporation Papers
VII. Budget Resolution
VIII. Resolution on Fiscal Relationship with the Center for Innovative Diplomacy
IX. Other Resolutions on Organizational Matters

PROPOSED AGENDA FOR
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INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES
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January 13, 1991

AM

X. Report by the Acting Secretary General on Proposals for World and Regional Secretariats
XI. Resolution Selecting Location for World Secretariat
XII. Resolution Selecting Location for Regional Secretariat

PM
Lunch

XIII. Election of Officers
XIV. Appointment of Secretary General
XV. Other Resolutions
XVI. Approval of Schedule for Future Meetings
XVII. Resolution to Adjourn the Meeting

Strategic Plan

ICLEI

International Council for Local Environmental Initiatives
Strategic Plan Proposal
Presented to the ICLEI Executive Committee
by Jeb Brugmann, Acting Secretary General
January, 1990

Organizational Goal:

Add charter language.

+ resp'y + leadership

- To reestablish ecological balance between human communities and natural systems by strengthening local government authority and capacity for environmental protection.

Too Meek → restoration

Organizational Objectives:

- To raise the standard of local government practice with regard to sustainable development and environmental protection.
- To develop new solutions and strategies to rectify imbalances with natural systems through local government research and development collaborations.
- To assist in the establishment of model sustainable communities and local centers of excellence on particular environmental problems.
- To elevate the stature of local government in the national and international policy making arena.

- Cooperate w/other int'l orgs.
- Some LG's are part of NG's.
- Exchange of experiences
  - Who?
  - What?
  - How?
  - When?
- Southern views are different
  - survival / env't
  - LG's weak
- Show interp. link b/n N&S
- Meaning of "Sus. Dev."?
- Some LG's may be counterprod.

- Economics drives env't
- What's unique
  - act where concerted local action can make a global diff.
  - env'l policy statements -- share
    - where agreement → move ahead
    - where dissonance → learn why
  - LG can moves across sectors easily

Need NGO rep'n

The means for meeting these objectives are institutional, programmatic, human resource and financial:

Institutional Means

- The Council and the Charter LG's & LG - Consortium
  - Council Members as the primary resource of the institution with fundamental policy making authority.
  - The Charter as the fundamental mandate for the institution and the vehicle through which Council authority is expressed.
- The Executive Committee (EXCOM) – 2 meetings/yr. (June, Dec.)
  - Refines and implements the policies of the Council and establishes and oversees the program to achieve institutional objectives.
- The Secretariat
  - Administers the program of the Council under the direction of the EXCOM.
- Meetings & Key Dates
  - 1991: January, June and November/December EXCOM meetings; Secretary General appointed until January, 1994.
  - 1992: June and November/December EXCOM meetings; September EXCOM election.
  - 1993: June and November/December EXCOM meetings.
  - 1994: January appointment of Secretary General; June and November/December EXCOM meetings.

Alt. Structures

→ Chapters? Regional or national?

- Incorporation & Location

  - Establishment of U.S. corporation in Commonwealth of Massachusetts, USA in February, 1991.

  - Establishment of branch corporations in nations where Secretariat establishes offices.

  - Selection of Secretariat office locations in North America and Europe in January, 1991; selection of locations in Asia/Pacific, Middle East, Africa and Latin America by December 30, 1991.

  - Establishment of European regional office in May, 1991.

  - Establishment of world Secretariat headquarters in September, 1991.

  - Establishment of Latin American regional office in January/February, 1992.

  - Establishment of Asia/Pacific, Middle East and African regional offices in May/June/July, 1992.

- Affiliations

  - Affiliation with IULA.

  - United Nations consultative status.

  - Development of relationship with UNEP initially through program collaboration and UNCED. Eventual proposal to create joint center on the urban environment.

ADD: Linking
↳ community involvement

- Process > Project

Need procedures for establishing projects

Private industry?
Community involvement varies by the issue
- sewage treatment, e.g.

Distinguish
- global env'l problems
- local env'l problems which we can learn X-border

+ Prioritize the former.

Int'l lobbying against certain projects

Role of ♀

Role of NGO's

Programmatic Means

- The Host Communities Program — community should be a model.

  Objective: establish centers for implementation of the practices advocated by the institution.

  Work with the governments and institutions of our host communities to establish them as regional or international centers of excellence in local environmental protection and sustainable development.

- International Networking Program

  Objective: facilitate the identification, verification and exchange of workable approaches to environmental problems.

  - The Local Initiatives Information and Technical Assistance Exchange.
  - Bi-monthly Local Initiatives Reporter.
  - Topical seminars.
  - Local Initiatives Reference Service.

- Frontier Projects Program

  Objective: Work with environmental leaders to develop new frameworks and approaches to intractable environmental problems.

  - The URBAN CO2 Project.
  - The Water System Project.

- Intergovernmental Relations Program

  Objective: Establish local government as a critical partner in national and international government environmental initiatives.

  - The Local Agenda 21 Project. → long-range agenda setting

- Research and Publication Program

  Objective: Analyse and document the local government and local NGO contribution to global environmental sustainability. Provide technical "how-to" information to local practitioners.

  - "Global Villages" book.
  - Technical manuals.

The URBAN CO2™ Project

A Project of the International Council for Local Environmental Initiatives
November 1990

Contact:
Jeb Brugmann, Acting Secretary General
763 Massachusetts Avenue, Cambridge, MA 02139
Telephone: 617-491-6124
Fax: 617-661-1089

Proposal

The International Council for Local Environmental Initiatives is presently seeking financial support for Phase I of the URBAN CO2™ Project. URBAN CO2™ is an ten year project to design and implement a comprehensive framework for reducing carbon dioxide (CO2) emissions in the world's major urban areas. Phase I of the Project will engage 10-12 cities that are innovators in urban energy efficiency, transportation management, waste management, and land-use planning in identifying and testing widely applicable and economical instruments for reducing fossil fuel consumption. Phase I will seek to integrate these separate instruments into a comprehensive framework for action that considers the interdependencies of various urban management practices and thereby maximizes CO2 emission reductions. To achieve this goal, Phase I will train technical staff from participating cities in analyzing the energy-use impacts of available CO2 reduction options using the "Total Emissions Model for Integrated Systems" designed by the Öko-Institut in Darmstadt, W. Germany.

The 26-month budget for Phase I of URBAN CO2™ is $806,132. All funds will be administered by the International Council for Local Environmental Initiatives (**Local Initiatives**), the new international environmental agency of local governments. **Local Initiatives** was formally chartered at the United Nations "World Congress of Local Governments for a Sustainable Future" on September 8, 1990. For purposes of tax-deductibility in the United States, the Center for Innovative Diplomacy will serve as **Local Initiatives'** fiscal sponsor until a separate 501(c)(3) status is approved by the Internal Revenue Service.

Rationale

While recent reports of the Intergovernmental Panel on Climate Change confirm the existence of a significant global warming trend, governmental response to predicted climate change is hampered by a variety of uncertainties. In particular, policy makers are uncertain how to achieve major reductions in carbon dioxide (CO2) emissions at minimal economic cost and with maximum public support. National policy makers have reason to be wary of a major national CO2 reduction efforts without clear models of successful, and minimally disruptive, CO2 emissions reductions programs by smaller jurisdictions.

Being among the primary sources of carbon dioxide entering the atmosphere, cities or metropolitan areas can provide excellent laboratories for developing and testing CO2 reduction and climate change mitigation techniques. While national energy policies and direct private sector action can have dramatic impacts upon fossil fuel use, there exists a good deal of evidence that urban areas, acting independently, can rapidly reduce their CO2 emissions in the range of 25-35% without unacceptable economic costs.

In terms of demographics and fossil fuel consumption levels, urban areas are the major sources of man-made carbon dioxide. More than 70 percent of the population of Organization for Economic Cooperation and Development member countries now live in urban areas. The rates of urbanization experienced in industrialized countries over the past seventy years are projected to be exceeded in the developing nations during the up-coming century. By the end of the century, nearly half of the world's human population will live in urban areas. It is clear that the present character of urban environments contributes to global warming. Hansen and Lebedeff (1987) and Karl and Jones (1989) have attributed as much as one third of the global temperature increase over the past century to urbanization.

While national governments control such macro-variables as energy pricing, energy sources, transportation modes and fuel efficiency requirements, local communities and their governments maintain a substructure of systems and practices that are significant determinants in fossil fuel use. For example, planning decisions at the local level determine demand for individual automobile use as well as the overall daily transportation requirements in a particular urban area. For this reason, governments with jurisdiction over urban areas — with their influence over energy use, building and construction standards, land use planning, transportation, waste management, and education — will be necessary partners in any successful national or international response to the greenhouse effect.

The Project

The **URBAN CO2**™ Project is a ten-year effort to design and implement carbon dioxide reduction programs in the major urban areas of the world. Phase I of the Project will engage 10-12 cities, including four cities from the United States, in a collaborative effort to devise an integrated and comprehensive urban CO2 reduction framework with distinct instruments for implementation and professional methods for estimation and measurement of impacts. The primary results of this project phase will be: a) development of a policy and technical framework for urban CO2 reduction based upon tested municipal programs, b) identification and/or design of accurate and affordable CO2 emissions modeling and monitoring systems for urban areas, c) formal adoption of CO2 reduction plans by the participating municipalities.

The Project will begin as soon as adequate resources are raised to cover the first year of Project expenses. Project expenses are expected to be paid both through grants from governments, private foundations, and corporations as well as through in-kind

contributions by participating cities. Ideally, the Project will begin no later than the summer of 1991, although earlier receipt of funding may permit start-up as soon as April, 1991. For purposes of Project planning, URBAN CO2™ is divided into the following four steps.

Step One: Start-Up; Screening and Selection of Participants; Orientation Meeting

Duration: Four Months
Component Cost: $101,062

At formal announcement of the Project, cities will be invited to apply for participation. Many cities have already submitted introductory application materials. Criteria for selection will be:

- Formal commitment by the responsible City Council to establish a municipal CO2 reduction program;
- Local government commitment to implement specified carbon dioxide reduction projects during the two-year project term;
- Degree of success in urban environmental management in any of the areas of energy conservation, automobile use reduction, land-use and building standards, waste management, urban forestry, or civic participation;
- Demonstrated political will on the part of the local community and its elected government to undertake large-scale, long-term environmental projects requiring significant reform in local activities;
- Qualifications of municipal staff assigned to represent the municipality in the Project;
- Commitment to assist a partner city in the establishment of its CO2 reduction program;
- Resources provided by the city for participation in the Project.

Each city will be asked to establish an URBAN CO2™ team consisting of three persons. A technical representative shall oversee technical analysis of proposed options for CO2 reduction. A practitioner shall be charged with developing plans for implementation of the framework by the local government administration. A policy maker shall be charged with formulation and sponsorship of the formal CO2 policy before the governing council. Salaries for participation in these teams must be paid for by the participating local governments. These teams will be asked to meet a minimum of fourteen times during Phase I. URBAN CO2™ Project staff will do on-site Project orientation meetings with each team during this project component.

Jointly the teams will immediately begin introducing basic CO2 reduction or mitigation measures in the cities. These measures will include such actions as urban heat island mitigation techniques (strategic tree planting, landscaping requirements, painting parking lots etc.), automobile traffic reduction measures, basic energy conservation programs, zoning reform to prevent urban sprawl, and concessionary zoning for energy efficiency etc. These immediate actions will begin the process of CO2 emission reduction in the cities and pave the way for more fundamental reforms in the years ahead.

Following the on-site orientation meetings, participants will meet in the third or fourth month to concur on a collaborative research plan aimed at identifying the major investments, reforms, programs, and policies available to cities for CO2 reduction. During the same meeting, each city will make a presentation on the steps they will immediately introduce in their communities to reduce or mitigate CO2 emissions. Project participation grants will be granted to each city upon certification that progress has been made in implementing the specified measures. Finally, at this meeting, the technical representatives will be asked to prepare a paper on the major sources of CO2 in each of their urban areas.

Technical representatives will be introduced to the use of the "Total Emissions Model for Integrated Systems," or TEMIS Model, for purposes of assessing local CO2 sources and likely impacts of CO2 reduction options. The TEMIS model estimates emissions of relevant gases based upon energy use. The TEMIS Model is an "integrated systems" model in that total energy impacts of an action are assessed. For instance, in considering the energy impact of recycling aluminum versus reusing glass bottles, the TEMIS model would estimate energy use — and resultant emissions — from extraction of raw materials to transporting cans or bottles to smelters or processing plants for recycling. The Öko-Institut in Darmstadt, Germany — author of the model — has agreed to provide access to the model for simulations of proposed CO2 reduction strategies throughout Phase I of the Project. The TEMIS Model is the only model of its kind, and is presently being further developed by the U.S. Department of Energy for use in national energy policy development in the United States.

Discussions are currently underway about holding the orientation meeting in Toronto in June, 1991 concurrent with a Climate Institute conference called "Cities and Global Change."

Step Two: Option Identification

Duration: Ten Months
Component Cost: $366,397

Following the initial planning meeting and training session, the practitioners in each team will gather for a series of four meetings, focused separately on energy use, transportation, land use, and other areas of concern (waste management; building codes). During these meetings, the team practitioners will give technical

presentations on their unique local initiatives in each area. Technical experts from national environmental ministries, research laboratories, and private companies will also present technical or technological options available for local CO2 reduction. A fifth meeting of the practitioners will be held to integrate the options for action proposed in these previous four meetings. In between each of the practitioners' meetings, each city's full project team will be obliged to meet in their respective cities to evaluate local application of options proposed in the previous practitioners' meetings. Options will be consistently analyzed using the TEMIS model and cost-benefit tools.

At the conclusion of this option identification process, each city will be required to present a comprehensive draft strategy for CO2 reduction.

Step Three: Preparation of Comprehensive Plans

Duration: Six Months
Component Cost: $126,490

During this step, the participating cities will analyze, review, and refine the draft CO2 reduction strategies for their jurisdictions. Each draft strategy will first be analyzed and further refined using the TEMIS model. Following initial refinement, all team members will meet to review each other's strategies and to draw general conclusions from the individual strategies for formulation of a general comprehensive framework. A public announcement of the planned municipal programs will be be made.

Following the review meeting, Project staff will complete the development of the comprehensive URBAN CO2™ framework.

Step Four: Adoption of Policies; Dissemination of Findings

Duration: Six Months
Component Cost: $214,196

In accordance with original conditions of project participation, cities will, in this phase, be expected to establish a formal policy on CO2 reduction.

Local Initiatives will prepare a technical manual detailing the URBAN CO2™ framework and analyzing the costs and benefits of the individual measures and instruments indicated in this framework. The manual will apply the actions of participating cities as case material, and will provide an overall cost-benefit analysis of the URBAN CO2™ framework implementation in these case cities. Such an analysis will factor in expected non-CO2 related benefits of framework implementation, such as cost savings from reduced energy consumption, reduced commuting time, or reduced hydrocarbon emissions.

Project findings will be widely disseminated to thousands of local governments in the **Local Initiatives**/IULA network and to the public-at-large via major media channels. In addition, an informational brochure for the layperson will be designed and offered without copyright for reproduction by local governments and environmental organizations around the world.

The application process for participation in Phase II will begin during this step. Major objectives of Phase II will be the successful implementation of the policies established by the Phase I participants, and the establishment of a "partner city" program whereby participating cities will recruit and assist new cities to participate, thereby doubling the number of cities affected.

Project Management

The Project will be managed by Mr. Jeb Brugmann, Founder and Acting Secretary General of the International Council for Local Environmental Initiatives. Mr. Brugmann holds degrees in economics and public administration, respectively, from the University of Massachusetts at Amherst and the John F. Kennedy School of Government of Harvard University. Mr. Brugmann's economic research focused on the development of combined econometric/input-output models to estimate the employment impacts of various federal government spending policies. Brugmann has extensive experience working with local government, both in the United States and internationally. Most recently, he has consulted to the cities of Atlanta, Portland and St. Paul on the establishment of international affairs strategies for these cities, and to officials in Denver, Minneapolis, Newark, Boston, Toledo, Edmonton and numerous other North American cities on the establishment of local programs to reduce CFC emissions. Jeb Brugmann was the Director of the World Congress of Local Governments for a Sustainable Future, September 5-8, 1990 at the United Nations in New York.

Mr. Brugmann will take direct responsibility for Project fundraising and for political and institutional relations.

The Project Director will manage logistical and technical preparations for Project meetings, recruitment and use of Project consultants, arrangements for TEMIS model applications, and all relations with the Project teams. He or she will assure that individual teams are progressing in their commitments and that teams are communicating regularly with each other between Project meetings. The Project Director will have professional experience in the development and management of local government air quality, energy, transportation or other environmentally-related programs.

The Technical Assistant will be responsible to identify and research CO2 reduction and mitigation techniques to be presented at Project meetings. The results of this work will serve as the foundation for the technical manual. The Technical Assistant

will be on hand to explore problems, technologies, and issues requiring more thorough research than is possible by the Project teams themselves. The Technical Assistant will relate directly with the Project consultants and the many other technical advisors and participants from government agencies, laboratories, corporations, and other research institutes. The Technical Assistant will have extensive training and professional experience in the application of cost-benefit tools.

Participating Cities; Relations With Other Organizations

On September 6, 1990, representatives from 12 cities met on occasion of the World Congress of Local Governments for a Sustainable Future at the United Nations to review plans for the URBAN CO2™ Project. Interest and support for the proposed project were expressed by representatives of Portland (OR), San Jose, Los Angeles, Toronto, Oslo, Stockholm, Helsinki, Hannover, Freiburg (FRG), Bologna, Ankara and Curitiba (Brazil). Other cities that have expressed interest or submitted proposals are Brisbane, Denver, Minneapolis, New York City, Phoenix, St. Paul, and Mexico City.

In addition to collaboration with the Öko-Institut in Darmstadt, **Local Initiatives** expects to work closely with the Urban Affairs Division, Environment Directorate of the Organization for Economic Cooperation and Development on the energy portion of the Project. **Local Initiatives** will also seek participation of public and private energy companies and their associations, such as the Stadtwerke Saarbrücken and Stadtwerke Hannover in West Germany and the Edison Electric Institute in the United States. Finally, **Local Initiatives** will invite participation in URBAN CO2™ by the Energy Task Force of the Urban Consortium for Technological Innovations, the Oak Ridge Laboratories, and the Lawrence Berkeley Laboratories and a number of other local government associations.

State Energy Commission

About the International Council for Local Environmental Initiatives

The International Council for Local Environmental Initiatives is a new international agency of local governments established by the United Nations Environment Programme, the International Union of Local Authorities, and the Center for Innovative Diplomacy (CID). The Council was formally chartered at the World Congress of Local Governments for a Sustainable Future on September 8, 1990 by representatives from more than 200 cities in 45 different countries. The elected Executive Committee of the Council includes local government officials and experts from more than 17 nations in both industrialized and developing nations.

Local Initiatives will operate as the world's preeminent technical clearinghouse on local environmental protection activities. The functions of this clearinghouse are threefold.

1) To maintain an accurate and current database on environmental protection

policies, programs, and techniques being implemented at the local-level by local institutions.

2) To facilitate and hasten the exchange of environmental protection innovations, technologies, and techniques among local governments on a transnational basis. Vehicles for exchange will include: maintenance of an international computer databank; on-site training programs; publication of technical manuals; establishment of joint projects among selected municipalities with common problems; establishment of partnerships with eco-businesses; and the provision of seed funds to test new approaches.

3) To initiate and lead joint projects or campaigns among groups of local governments to research and develop new approaches to address intractable environmental problems.

An initiative of the Center for Innovative Diplomacy (CID), **Local Initiatives** was jointly chartered with the United Nations Environment Programme (UNEP), the International Union of Local Authorities (IULA), and the Center for Innovative Diplomacy (CID).

As the world's preeminent international environmental agency, **the United Nations Environment Programme (UNEP)** is well known for its leadership in establishing the Montréal Protocol, the Basel Convention, and in facilitating the present discussions on a global CO2 reduction protocol.

The International Union of Local Authorities (IULA) is the worldwide organization of local governments. Founded in 1913, the IULA headquarters is in The Hague, Netherlands. IULA has members in more than 70 countries, and has offices in every region of the world. The aims of IULA are to strengthen local government; to defend the interests of local government in international organizations; to raise the standard of administration and service provision by local governments; and to encourage the international exchange of information and professional contacts between local and regional authorities.

The Center for Innovative Diplomacy (CID) is a U.S.-based network of 6,000 local government officials and concerned citizens promoting inter-city action to address global problems. CID was the initiator and logistical manager of the World Congress of Local Governments for a Sustainable Future. In 1989, CID established the Stratospheric Protection Accord (SPA) Project which has brought together more than thirty U.S. and Canadian cities to establish local policies to reduce emissions of ozone depleting compounds. With CID assistance, approximately 15 US cities will be implementing stratospheric ozone protection policies by year's end. In November, CID will publish a technical manual for municipal staff on local CFC/Halon/Methyl Chloroform/Carbon Tetrachloride emission reduction options.

Project Budget
(12 cities/26 months)

EXPENSES

Employee Expenses

Salary, Secretary-General (1/4 time, 6 months)	$ 4,815
Salary, Project Director (full-time, 26 months)	$ 92,496
Salary, Technical Director (full-time, 21 months)	$ 65,664
Salary, Administrative Support (1/2 time, 20 months)	$ 22,500
Employee Benefits	$ 11,001
Employee Taxes	$ 27,821
Subtotal staff salaries, taxes and benefits	$224,297

Participant and Consulting Expenses

Project Participation Grants (12 cities x 2 years x $10,000)	$240,000
Technical Consultants (6 consultants/12 mos./$3,000 each)	$ 18,000
Clerical Assistance (1/4 time) $500/mo. x 17 mos.	$ 8,500

Travel

Staff Travel, Step One (3 person-trips/$1,500 each)	$ 4,500
Staff Travel, Step Two (16 person-trips/$1,600 each)	$ 25,600
Staff Travel, Step Three (3 person-trips/$1,700 each)	$ 5,100
Staff Travel, Step Four (4 person-trips/$1,700 each)	$ 6,800
Participant Travel, Step Two (full teams,36 person-trips)	$ 112,200
Participant Travel, Step Three (practitioners only, 60 person trips)	$ 40,200
Consultation Travel, Steps 2-4 (8 trips)	$ 12,500
Subtotal travel expenses	$206,900

Operational Expenses

Research Materials	$ 4,000
Software Costs ($2,000 per city)	$ 16,000
Phone/FAX ($500/mo. x 26 mos.)	$ 13,000
Postage ($300/mo. x 26 mos.)	$ 7,800
Printing (general printing and final report)	$ 15,300
Organizational Overhead (15% total internal costs)	$ 50,022
Total 26-month Budget	$806,132

Per City Project Cost, Phase I	$ 67,177
Average Monthly Project Cost	$ 31,005
Average Monthly Project Cost, per City	$ 2,583

REVENUES

Private Corporations (12 x $20,000 participation grants)	$240,000
Private Foundations	$330,000
Government Grants	$236,132
Total 26-month Revenues	$806,132

The Local Agenda 21 Project

Objectives:

- to engage the world local government community as partners to the United Nations in preparations for the 1992 U.N. Conference on Environment and Development;

- to assure that the world local government community is present and participating in discussions in Brazil during the UNCED;

- to translate the Agenda 21 document to be released by UNCED into a local action plan called **Local Agenda 21**, and to mobilize the world local government community to implement this plan.

Concrete components of the project include:

- preparation of white papers for participants in the UNCED PrepCom discussions on the worldwide role of local governments in establishing and implementing environmental protection directives;

- publication of a book, to be released on the eve of the UNCED, providing a thorough analysis the past and potential role of local governments in solving local, regional, national and global environmental problems;

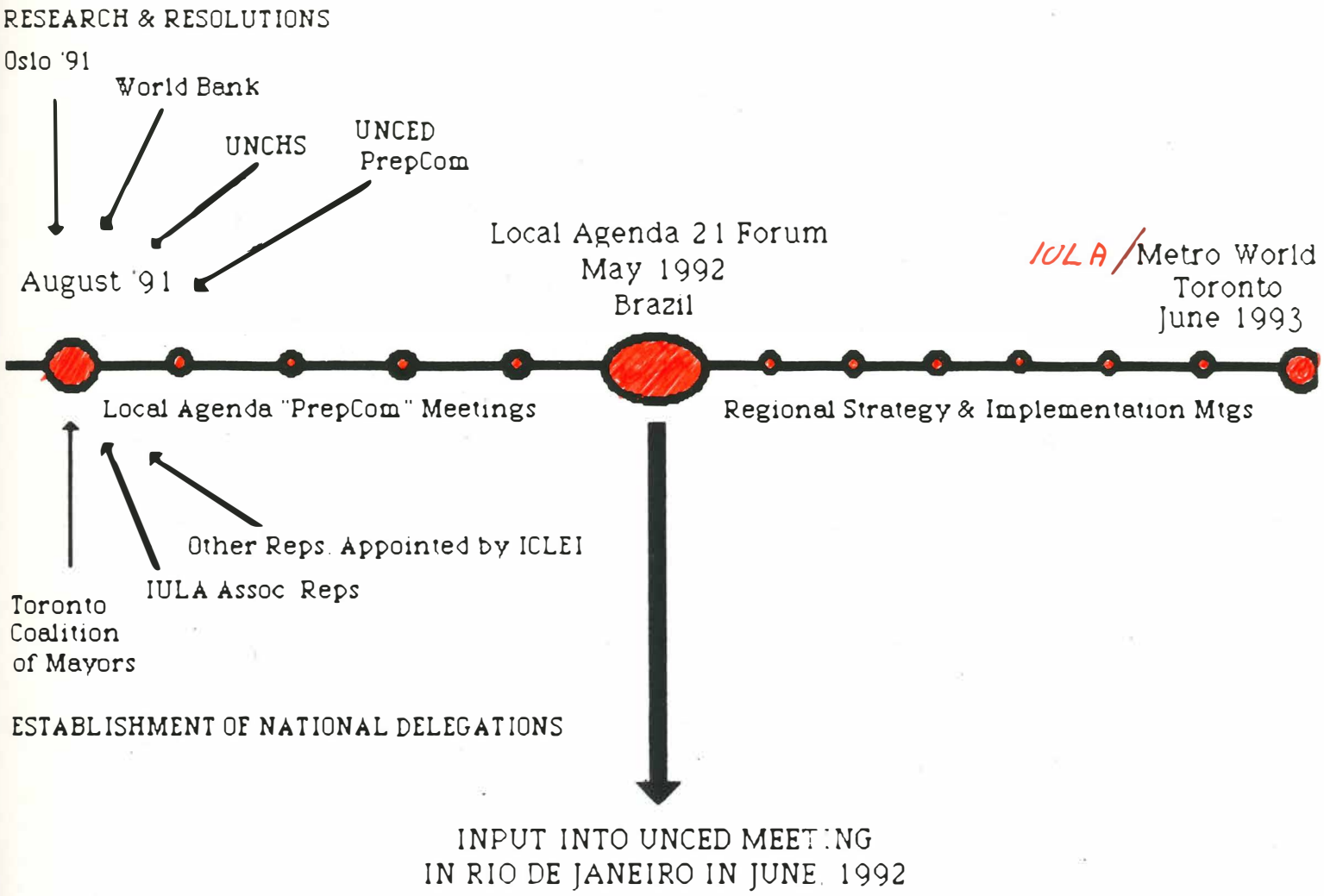
- facilitation of a **Local Agenda 21** PrepCom process involving the national municipal government associations of the world;

- convention of a **Local Agenda 21** meeting in Brazil to finalize language for the local agenda;

- distribution of the Local Agenda 21 document throughout the world local government community;

- convention of a series of post-UNCED regional meetings of a practical and technical nature to translate Local Agenda 21 into very specific action recommendations;

- provision of ongoing staff and programmatic support to assure widespread implementation of the Local Agenda 21.


RESEARCH & RESOLUTIONS
Oslo '91
World Bank
UNCHS
UNCED
PrepCom
August '91
Local Agenda 21 Forum
May 1992
Brazil
IULA / Metro World
Toronto
June 1993
Local Agenda "PrepCom" Meetings
Regional Strategy & Implementation Mtgs
Other Reps. Appointed by ICLEI
IULA Assoc Reps
Toronto
Coalition
of Mayors
ESTABLISHMENT OF NATIONAL DELEGATIONS
INPUT INTO UNCED MEETING
IN RIO DE JANEIRO IN JUNE 1992

The Water Systems Project

The use of water in urban areas provides an excellent window into the failings of fragmented natural resource use by human communities. In cities of the developing world, successful water resource programs are often measured by the mere ability to deliver water to fast growing, newly settled areas. But fragmented approaches to water resource provision can create as many problems as are solved by the actual delivery of water. Rapid growth in consumption without consideration of supply limitations can cause long term depletion of supplies and a variety of other serious ecosystem affects. Delivery of water without provisions to treat or reuse resultant wastewater can result in increased disease rates and pollution of water sources.

The Water Systems Project will be a collaborative effort among affected communities to establish an integrated framework for water resource management in high-growth Third World urban areas. For purposes of transferability of outcomes, the first phase of the Project will likely focus on secondary cities in the Latin America and Caribbean region. The Project will produce policy, finance, technological and management strategies to address the problem of how, in the context of limited financial resources, such a city can simultaneously secure and protect water sources while expanding water delivery infrastructure and services while establishing the capacity to handle an increased volume of wastewater.

Project teams will join with water resource consultants and water resource management professionals from the North to:

- analyse and characterize the natural water resource system of the pertinent region;
- analyse and characterize the intervention of human water use within that system;
- characterize imbalances between natural and human systems and the resultant health, development and environmental problems;
- identify and pilot indigenous solutions within the Latin America and Caribbean region that could rectify these imbalances;
- identify and pilot state-of-the-art concepts and technologies that are compatible with these indigenous solutions and which can be used to support their application;
- apply state-of-the-art tools in capital budgeting and planning, systems design and evaluation, finance, rate structuring and management systems to increase efficiencies in water resource management while applying new systems design and planning concepts and technologies.

Proposed starting date is October/November, 1991. Mayor Jaime Lerner of Curitiba, Brazil has offered to headquarter the project office in Curitiba.

Local Solutions to Global Pollution

Local Solutions to Global Pollution is a clearinghouse and technical assistance organization to assist grassroots groups, citizens and local elected officials wishing to initiate solutions to environmental issues on the local level. Local Solutions is an outgrowth of an informal clearinghouse established by Berkeley City Councilmember Nancy Skinner's office in response to requests for information on polystyrene foam/plastics legislation and other innovative environmental programs.

Increasingly, citizens are responding to the growing environmental crisis by demanding action on the local level. Frustrated by nonresponsiveness on the part of state and federal governments, grassroots community based organizations have sprung up across the country organized around issues such as air pollution, groundwater contamination, hazardous and solid waste facility siting, and recycling. In addition to plastics and packaging laws, local communities have begun extensive recycling programs, demanded programs for toxics and hazardous materials, set much higher goals for waste reduction than the state or federal government, and initiated comprehensive protections on ozone layer depletion.

Local Solutions to Global Pollution's role is to promote policies and programs like those described above by speeding the transfer of information about public policy innovations and citizen's actions from one locale to another. Local Solutions seeks to empower local groups and individuals by disseminating texts of groundbreaking laws and policies, case studies of successful programs initiated by local governments and/or citizen groups, and detailed information on how to implement these environmental programs.

Local Solutions to Global Pollution has conducted research, written original source materials and compiled packets of information on: plastics and packaging reduction, waste reduction, and CFCs and ozone depletion. Our philosophy is to approach environmental problems through source reduction and pollution prevention. Our goal is to provide the most up-to-date information available on local community actions and public policy developments, health and environmental impacts, and industry arguments, and to provide answers and references for the questions and arguments most often raised.

An order form for the materials we distribute is printed on the back side of this page. Please contact us if you have questions or if we can provide any additional help or information.

2121 Bonar Street Studio A Berkeley CA 94702 415 540 8843
FAX 415 540 4898

Printed on 100% Recycled Paper

Local Solutions to Global Pollution

Information Packet Request Form

Name/Organization: _____ Date: _____

Address: _____ Phone: _____

Thank you for your efforts to address environmental problems on the local level. Please note that the STOP STYRO Clearinghouse for Plastics and Packaging Reduction is now a project of Local Solutions to Global Pollution. If you or anyone you know needs further information, do not hesitate to contact us.

PLASTICS and PACKAGING

_____1. Enacted ordinances & institutional bans: Berkeley, CA; Suffolk County, NY; Newark, NJ; Minneapolis, MN.; Portland, OR; Yosemite National Park; UC San Diego and more ($5.00)

_____2. Arguments/tactics of the plastics industry and rebuttals by environmentalists ($4.00)

_____3. Testimonies developed for public hearings ($3.00)

_____4. Background articles and fact sheets on polystyrene foam and plastics and packaging. Topics covered include ozone depletion, alternatives to plastics, degradability, health impacts, impacts of plastic pollution; list of resources for more information ($5.00)

_____5. Plastics and foam recycling — fact vs. myth ($3.00)

WASTE REDUCTION

_____6. Information on disposable diapers, environmental shopper campaigns, excess product packaging, community source reduction efforts, and actions individuals and local governments can take ($5.00)

OZONE DEPLETION

_____7. Enacted ordinances that ban or reduce ozone depleting compounds: Toronto, Canada; Irvine, CA.; Berkeley, CA.; State of Vermont; Denver, Colorado and more ($5.00)

_____8. Background materials and fact sheets on ozone depleting compounds, stratospheric ozone depletion, and actions individuals and local governments can take ($4.00)

_____9. Recovering and Recycling CFCs; includes list of equipment, manufacturers and CFC recycling facilities ($3.00)

Total: _____

Please make checks payable to Local Solutions to Global Pollution or LSGP.

NOTE: **Global Warming/Greenhouse Effect** Packets will be avilable late Fall 1990, with an emphasis on strategies various cities have taken to reduce automobile use.

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FAX 415 540 4898

Nancy Skinner

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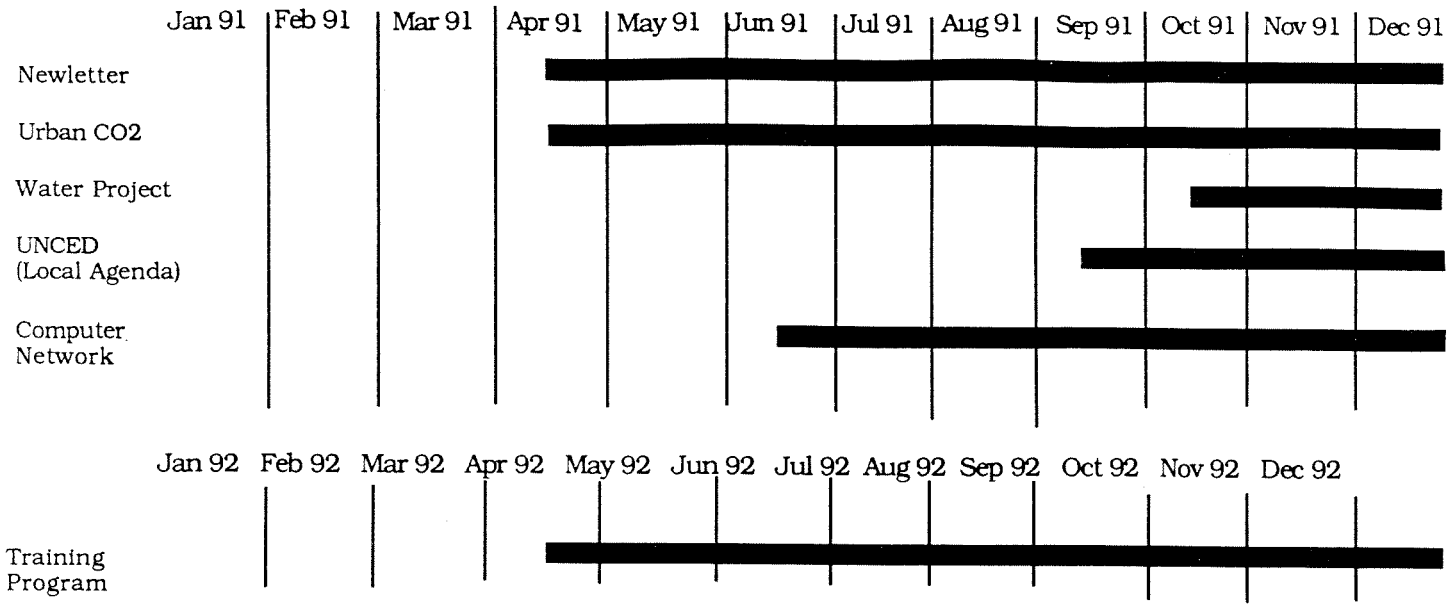
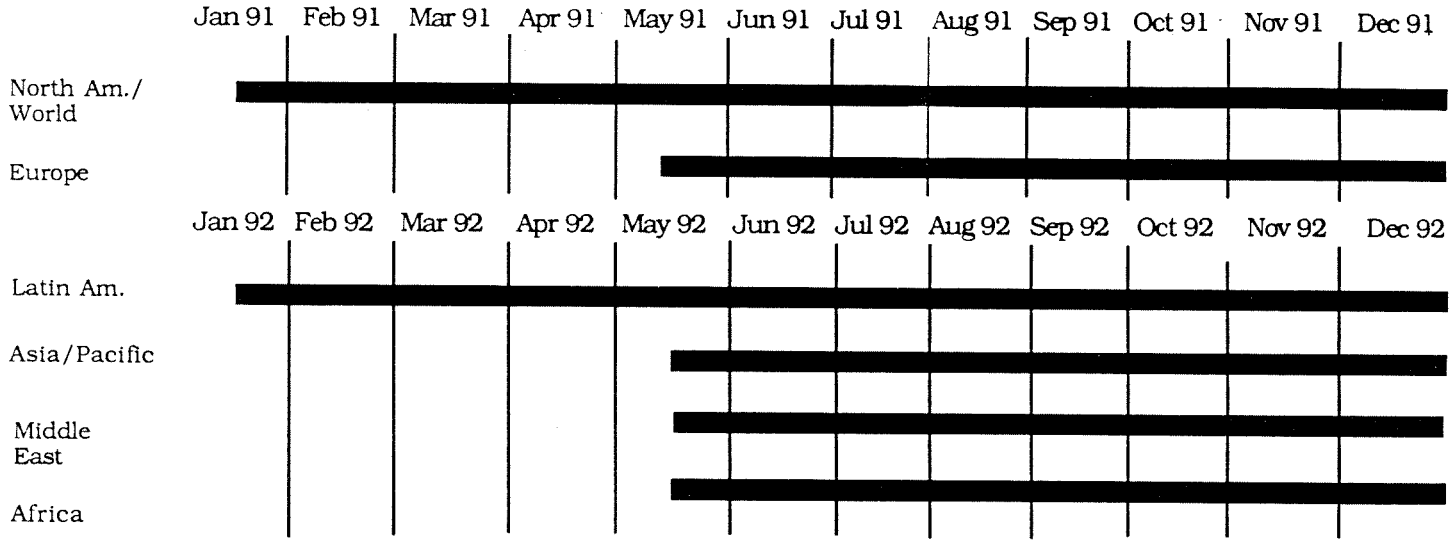
Project Timeline



Establishment of Regional Offices



Human Resource Means

Secretariat staff development projections can be found in the attached personnel spread sheets. In addition to hiring of staff, five working groups are proposed. Working groups, made up of Secretariat staff, EXCOM Members, Council Members and Advisors, to assist in the implementation and coordination of the program.

- Management and Organizational Development Working Group

  EXCOM Management Committee, Secretary General, Executive Assistant to the Secretary General, Director of Member Development, Deputy Secretaries General, selected Council Members and Advisors

- Membership Services/International Networking Working Group

  4-5 EXCOM Members, Secretary General, Deputy Secretaries General, Director of MembershipDevelopment, Director of Information Resources, Editor of Local Initiatives Reporter, selected Council Members and Advisors

- Intergovernmental Relations Working Group

  4-5 EXCOM Members, Secretary General, Deputy Secretaries General, Local Agenda 21 Project Director, selected Council Members and Advisors

- Frontier Projects Working Group

  4-5 EXCOM Members, Secretary General, relevant Deputy Secretaries General, Project Directors and Project Technical Assistancts, selected Council Members and Advisors

- Research and Training Working Group

  4-5 EXCOM Members, Secretary General, relevant Deputy Secretaries General, Director of Training, (Director of Research)

Payroll 1991

1991 OPERATIONAL							
STAFF SALARIES	W	W	W	W	W	W	W
AND BENEFITS	Sec Gen	Exec Asst	Member	Urban CO2	Newsletter	Managing	Director
		Dir Oper	Dev Asst	Proj Dir	Writer	Editor	Info Res
					(1/2 time)	(1/2 time)	
Annual Salary Rate	$32,000	$25,000	$25,000	$40,000	$16,000	$16,000	$40,000
	$50,000	$40,000	$28,000				
January Salaries	$2,667	$2,083	$0	$0	$0	$0	$0
January Tax	$400	$313	$0	$0	$0	$0	$0
January Benefits							
February Salaries	$2,667	$2,083	$0	$0	$0	$0	$0
February Tax	$400	$313	$0	$0	$0	$0	$0
February Benefits	$450						
March Salaries	$2,667	$2,083	$0	$0	$0	$0	$0
March Tax	$400	$313	$0	$0	$0	$0	$0
March Benefits		$450					
April Salaries	$2,667	$2,083	$2,083	$3,333	$1,333	$1,333	$0
April Tax	$400	$313	$313	$500	$200	$200	$0
April Benefits			$450	$550	$450	$450	
May Salaries	$2,667	$2,083	$2,083	$3,333	$1,333	$1,333	$0
May Tax	$400	$313	$313	$500	$200	$200	$0
May Benefits	$450		$0	$0			
June Salaries	$2,667	$2,083	$2,083	$3,333	$1,333	$1,333	$0
June Tax	$400	$313	$313	$500	$200	$200	$0
June Benefits		$450	$0	$0			
July Salaries	$4,167	$2,083	$2,083	$3,333	$1,333	$1,333	$3,333
July Tax	$625	$313	$313	$500	$200	$200	$500
July Benefits		$450	$450	$550	$450	$450	
August Salaries	$4,167	$2,083	$2,083	$3,333	$1,333	$1,333	$3,333
August Tax	$625	$313	$313	$500	$200	$200	$500
August Benefits	$550		$0	$0			
September Salaries	$4,167	$3,333	$2,333	$3,333	$1,333	$1,333	$3,333
September Tax	$833	$667	$467	$667	$267	$267	$667
September Benefits			$0	$0			$550
October Salaries	$4,167	$3,333	$2,333	$3,333	$1,333	$1,333	$3,333
October Tax	$833	$667	$467	$667	$267	$267	$667
October Benefits		$550	$550	$550	$550	$550	
November Salaries	$4,167	$3,333	$2,333	$3,333	$1,333	$1,333	$3,333
November Tax	$833	$667	$467	$667	$267	$267	$667
November Benefits	$550			$0			
December Salaries	$4,167	$3,333	$2,333	$3,333	$1,333	$1,333	$3,333
December Tax	$833	$667	$467	$667	$267	$267	$667
December Benefits		$0		$0			$550
T ANNUAL SALARIES	$41,000	$30,000	$19,750	$30,000	$12,000	$12,000	$20,000
T ANNUAL TAXES	$6,983	$5,167	$3,429	$5,167	$2,067	$2,067	$3,667
T ANNUAL BENEFITS	$2,000	$1,900	$1,450	$1,650	$1,450	$1,450	$1,100
TOTAL ANNUAL	$49,983	$37,067	$24,629	$36,817	$15,517	$15,517	$24,767

Payroll 1991

W	W	W	E	E	LA	
Local Agda	Urban CO2	Clerical	Director	Adm Asst	Water	Total
21 Coord.	Tech Asst	Asst	Mem Dev	Europe	Proj Dir	
$40,000	$36,000	$26,000	$40,000	$32,000	$36,000	
$0	$0	$0	$0	$0	$0	$4,750
$0	$0	$0	$0	$0	$0	$713
						$0
$0	$0	$0	$0	$0	$0	$4,750
$0	$0	$0	$0	$0	$0	$713
						$450
$0	$0	$0	$0	$0	$0	$4,750
$0	$0	$0	$0	$0	$0	$713
						$450
$0	$0	$0	$0	$0	$0	$12,833
$0	$0	$0	$0	$0	$0	$1,925
						$1,900
$0	$0	$0	$3,333	$2,667	$0	$18,833
$0	$0	$0	$500	$400	$0	$2,825
			$550	$550		$1,550
$0	$0	$0	$3,333	$2,667	$0	$18,833
$0	$0	$0	$500	$400	$0	$2,825
						$450
$3,333	$0	$0	$3,333	$2,667	$0	$27,000
$500	$0	$0	$500	$400	$0	$4,050
$550						$2,900
$3,333	$0	$0	$3,333	$2,667	$0	$27,000
$500	$0	$0	$500	$400	$0	$4,050
			$550	$550		$1,650
$3,333	$3,000	$2,167	$3,333	$2,667	$0	$33,667
$667	$600	$433	$667	$533	$0	$6,733
$0	$550	$550	$0	$0		$1,650
$3,333	$3,000	$2,167	$3,333	$2,667	$3,000	$36,667
$667	$600	$433	$667	$533	$600	$7,333
$550	$0		$0	$0	$550	$3,850
$3,333	$3,000	$2,167	$3,333	$2,667	$3,000	$36,667
$667	$600	$433	$667	$533	$600	$7,333
$0	$0	$0	$550	$550	$0	$1,650
$3,333	$3,000	$2,167	$3,333	$2,667	$3,000	$36,667
$667	$600	$433	$667	$533	$600	$7,333
$0	$550	$550	$0	$0	$0	$1,650
$20,000	$12,000	$8,667	$26,667	$21,333	$9,000	$262,417
$3,667	$2,400	$1,733	$4,667	$3,733	$1,800	$46,546
$1,100	$1,100	$1,100	$1,650	$1,650	$550	$18,150
$24,767	$15,500	$11,500	$32,983	$26,717	$11,350	$327,113

Payroll 1992

1992							
STAFF SALARIES	W	W	W	W	W	W	W
AND BENEFITS	Sec Gen	Exec Asst	Director	Member	Urban CO2	Urban CO2	Local Agen
		Dir Oper	Info Res	Dev Asst	Proj Dir	Tech Asst	21 Coord.
Annual Salary Rate	$50,000	$40,000	$40,000	$30,000	$40,000	$36,000	$40,000
	$55,000	$45,000	$45,000		$45,000	$40,000	$45,000
January Salaries	$4,167	$3,333	$3,333	$2,500	$3,333	$3,000	$3,333
January Tax	$833	$667	$667	$500	$667	$600	$667
January Benefits		$550		$550	$550	$550	$550
February Salaries	$4,167	$3,333	$3,333	$2,500	$3,333	$3,000	$3,333
February Tax	$833	$667	$667	$500	$667	$600	$667
February Benefits	$550						
March Salaries	$4,167	$3,333	$3,333	$2,500	$3,333	$3,000	$3,333
March Tax	$833	$667	$667	$500	$667	$600	$667
March Benefits			$550				
April Salaries	$4,167	$3,333	$3,333	$2,500	$3,750	$3,000	$3,333
April Tax	$833	$667	$667	$500	$750	$600	$667
April Benefits		$550		$550	$550	$550	$550
May Salaries	$4,167	$3,333	$3,333	$2,500	$3,750	$3,000	$3,333
May Tax	$833	$667	$667	$500	$750	$600	$667
May Benefits	$550						
June Salaries	$4,167	$3,333	$3,333	$2,500	$3,750	$3,000	$3,333
June Tax	$833	$667	$667	$500	$750	$600	$667
June Benefits			$550				
July Salaries	$4,583	$3,333	$3,750	$2,500	$3,750	$3,000	$3,750
July Tax	$917	$667	$750	$500	$750	$600	$750
July Benefits		$550		$550	$550	$550	$550
August Salaries	$4,583	$3,333	$3,750	$2,500	$3,750	$3,000	$3,750
August Tax	$917	$667	$750	$500	$750	$600	$750
August Benefits	$550						
September Salaries	$4,583	$3,750	$3,750	$2,500	$3,750	$3,000	$3,750
September Tax	$917	$750	$750	$500	$750	$600	$750
September Benefits			$550				
October Salaries	$4,583	$3,750	$3,750	$2,500	$3,750	$3,333	$3,750
October Tax	$917	$750	$750	$500	$750	$667	$750
October Benefits		$550		$550	$550	$550	$550
November Salaries	$4,583	$3,750	$3,750	$2,500	$3,750	$3,333	$3,750
November Tax	$917	$750	$750	$500	$750	$667	$750
November Benefits	$550						
December Salaries	$4,583	$3,750	$3,750	$2,500	$3,750	$3,333	$3,750
December Tax	$917	$750	$750	$500	$750	$667	$750
December Benefits			$550				
T ANNUAL SALARIES	$52,500	$41,667	$42,500	$30,000	$43,750	$37,000	$42,500
T ANNUAL TAX	$10,500	$8,333	$8,500	$6,000	$8,750	$7,400	$8,500
T ANNUAL BENEFITS	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200
TOTAL ANNUAL	$65,200	$52,200	$53,200	$38,200	$54,700	$46,600	$53,200

Payroll 1992

W	W	W	W	W	E	E	E	E
Newsletter	Managing	Adm Asst	Clerical	Director	Dep Sec	Director	Adm Asst	SystemOp
Writer	Editor		Asst	Training	Gen-Europ	Mem Dev	Europe	Europe
(1/2 time)	(1/2 time)							
$16,000	$16,000	$30,000	$26,000	$42,000	$45,000	$40,000	$32,000	$35,000
$17,000	$17,000		$27,000			$45,000	$35,000	
$1,333	$1,333	$2,500	$2,167	$0	$0	$3,333	$2,667	$2,917
$267	$267	$500	$433	$0	$0	$667	$533	$583
$550	$550	$550						$550
$1,333	$1,333	$2,500	$2,167	$0	$0	$3,333	$2,667	$2,917
$267	$267	$500	$433	$0	$0	$667	$533	$583
						$550	$550	
$1,333	$1,333	$2,500	$2,167	$0	$0	$3,333	$2,667	$2,917
$267	$267	$500	$433	$0	$0	$667	$533	$583
			$550					
$1,417	$1,417	$2,500	$2,167	$3,500	$0	$3,333	$2,667	$2,917
$283	$283	$500	$433	$700	$0	$667	$533	$583
$550	$550	$550		$550				$550
$1,417	$1,417	$2,500	$2,167	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$433	$700	$750	$750	$583	$583
					$550	$550	$550	
$1,417	$1,417	$2,500	$2,167	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$433	$700	$750	$750	$583	$583
			$550					
$1,417	$1,417	$2,500	$2,167	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$433	$700	$750	$750	$583	$583
$550	$550	$550		$550				$550
$1,417	$1,417	$2,500	$2,167	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$433	$700	$750	$750	$583	$583
					$550	$550	$550	
$1,417	$1,417	$2,500	$2,250	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$450	$700	$750	$750	$583	$583
			$550					
$1,417	$1,417	$2,500	$2,250	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$450	$700	$750	$750	$583	$583
$550	$550	$550		$550				$550
$1,417	$1,417	$2,500	$2,250	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$450	$700	$750	$750	$583	$583
					$550	$550	$550	
$1,417	$1,417	$2,500	$2,250	$3,500	$3,750	$3,750	$2,917	$2,917
$283	$283	$500	$450	$700	$750	$750	$583	$583
			$550					
$16,750	$16,750	$30,000	$26,333	$31,500	$30,000	$43,333	$34,000	$35,000
$3,350	$3,350	$6,000	$5,267	$6,300	$6,000	$8,667	$6,800	$7,000
$2,200	$2,200	$2,200	$2,200	$1,650	$1,650	$2,200	$2,200	$2,200
$22,300	$22,300	$38,200	$33,800	$39,450	$37,650	$54,200	$43,000	$44,200

Payroll 1992

LA Dep Sec Gen-L.Am.	LA Water Proj Dir	LA AdmAsst Sys Op Latin Amer	A/P Dep Sec Gen-Asia	A/P Adm Asst Sys Op Asia	ME Dep Sec Gen-M.Eas	ME Adm Asst Sys Op Mid East	AF Dep Sec Gen-Africa	AF Adm Asst Sys Op Africa	Total
$36,000	$36,000	$28,000	$45,000	$32,000	$45,000	$28,000	$36,000	$28,000	
$3,000	$3,000	$0	$0	$0	$0	$0	$0	$0	$42,750
$600	$600	$0	$0	$0	$0	$0	$0	$0	$8,550
$450	$450								$5,300
$3,000	$3,000	$2,333	$0	$2,667	$0	$2,333	$0	$2,333	$52,417
$600	$600	$467	$0	$533	$0	$467	$0	$467	$10,483
		$450		$450		$550		$450	$3,550
$3,000	$3,000	$2,333	$0	$2,667	$0	$2,333	$0	$2,333	$52,417
$600	$600	$467	$0	$533	$0	$467	$0	$467	$10,483
									$1,100
$3,000	$3,000	$2,333	$0	$2,667	$0	$2,333	$0	$2,333	$56,500
$600	$600	$467	$0	$533	$0	$467	$0	$467	$11,300
$450	$450								$5,850
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$71,417
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,283
		$450	$550	$450	$550	$550	$450	$450	$5,650
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$71,417
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,283
									$1,100
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$72,667
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,533
$450	$450								$5,850
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$72,667
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,533
		$450	$550	$450	$550	$550	$450	$450	$5,650
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$73,167
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,633
									$1,100
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$73,500
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,700
$450	$450								$5,850
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$73,500
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,700
		$450	$550	$450	$550	$550	$450	$450	$5,650
$3,000	$3,000	$2,333	$3,750	$2,667	$3,750	$2,333	$3,000	$2,333	$73,500
$600	$600	$467	$750	$533	$750	$467	$600	$467	$14,700
									$1,100
$36,000	$36,000	$25,667	$30,000	$29,333	$30,000	$25,667	$24,000	$25,667	$785,917
$7,200	$7,200	$5,133	$6,000	$5,867	$6,000	$5,133	$4,800	$5,133	$157,183
$1,800	$1,800	$1,800	$1,650	$1,800	$1,650	$2,200	$1,350	$1,800	$47,750
$45,000	$45,000	$32,600	$37,650	$37,000	$37,650	$33,000	$30,150	$32,600	$990,850

Financial Means

The finance strategy aims, within two-years time, to support the core of organizational operations with membership dues, relying upon foundation, government, and corporate grants to support specific projects. During the two-year start-up period, while the membership dues base is being established, special core operations support will be provided through contributions of our host communities and through a Charter Patron/Sponsor campaign.

- Membership Dues

  1991-92 Membership Dues projections are attached.

- Host Community Contributions

  Breakdowns of average host community contributions for the world Secretariat and the regional offices are attached.

- Foundation Grants

  Foundation fundraising during the first two years will focus on the URBAN CO2 Project, the Water Systems Project, and the Local Agenda 21 Project. Additional foundation funds will be sought to support specific seminars and publications.

- Corporate and Individual Contributions

  Corporations and individual donors will be the target audience for our Charter Patron/Sponsor campaign. This campaign will be launched in the late spring of 1991 and will conclude in late 1992. While the campaign is intended to secure general support for our start-up years, corporations will also be attracted to the URBAN CO2 Project and the Local Agenda 21 Project.

- Government Contributions

  Government contributions will be project oriented with a major emphasis on the URBAN CO2 and Water Systems Project during start-up years. Government funds are also likely to come through for developing country participation in the Local Agenda 21

Minutes of September 1990 Meetings

ICLEI

Minutes: Meeting of the Executive Committee
International Council of Local Environmental Initiatives
September 8, 1990

Present: Dr. Sigfried Brenke, Jeb Brugmann, John Chatfield, Jacob Eng, Viko Heino, Mr. Kudino (representing Mikail Stolyarov), Dale Martin, Francisco Menendez Garza, Nancy Skinner, Costas Toregas, George Walters (representing Janice Perlman).

Also: Ursel Stapelfeldt, Marshall T. Spriggs - Recording

Location: Park Suite, Roosevelt Hotel, E. 43rd St., New York City, USA.

The meeting was convened at 2:22 pm, EDT. A motion is made by Jacob Eng to name John Chatfield as Interim Chairman until January 1991. This motion is seconded by Dr. Brenke. The motion is carried by acclamation.

VOTE: John Chatfield is selected as Interim Chairman of the Executive Committee.

John Chatfield assumes the Chair and starts by expressing his and others appreciation to and through Jeb Brugmann for all the work that he and his staff had done to accomplish a very successful Congress. Jeb recognized the invaluable work of Ursel Stapelfeldt.

Mr. Chatfield then polled the group for a time to meet tomorrow to continue their work. It was decided that the meeting should end by 4 PM due travel schedules.

Mr. Chatfield then turned to Jeb Brugmann to ask if he had concerns about the content of the meeting. Mr. Brugmann replied that he saw this meeting primarily as a housekeeping meeting, while the details of such issues as the selection of new members and planning should be explored further in subsequent meetings. The primary issue that is on the agenda is how the committee should organize itself. A second issue is some discussion on the matter of program.

Mr. Chatfield took up the issue of the status of the organization as a legal entity. Mr. Brugmann mentioned that time was needed to draft a complete By-laws based on the Charter established at the Congress. Until that time, the organization could work out an existing non-profit. The Center for Innovative Democracy can be approached to operate as a fiscal agent or other non-profits can be approached. Mr. Brugmann said that he has been approached by a lawyer who has offered to incorporate the Council at no charge, and whether the Council should continue to be a United States corporation could be explored later.

Mr. Toregas asked if IULA could be used as a fiscal agent. Mr. Chatfield said that the possibility of this has not yet been addressed.

Mr. Chatfield then raised the question of how to deal with decisionmaking this early in the process, since it is clear that such a wide-flung group could not come together very often.

Dr. Brenke suggested that the group give the Chair and a Vice-chair the power to make decisions on behalf of the committee over the short run. Mr. Toregas brought up the idea of 3 sub-committees: 1) housekeeping, 2) program, and 3) strategic positioning, with a lead person from the executive committee serving each sub-committee. He asserted that this would help with timing issues.

Mr. Martin agreed with the idea of three committees and queried Mr. Brugmann as to what his thoughts were on such organizational issues, seeing that he had probably given them a considerable amount of thought.

Mr. Brugmann reported that he had attempted to attend to the basics, but at the same time, he did not do too much projecting due to the fact that he thought that he did not have the legal or ethical authority to do so. He reminded the Executive Committee that they were the Council, not he. Keeping this in mind, he had done some exploration of options. At this point, the Center for Innovative Diplomacy has a monetary commitment from foundations to cover the core activities of the Council over the short term. CID is willing to continue as fiscal agent for the standard fee of 10%. It is not the intention of CID to make a profit off of these activities, in fact it looks as though CID will be entering a phase of scaling back operations. However, since they have had this relationship with the formation of the Council, they would be willing to continue to operate as they have. If CID were not selected by the Council to act as it's fiscal agent, however, there is no guarantee that this money would be available.

As for Mr. Brugmann's personal plans, he then told the Committee that he would like to become a representative of the Council on an interim basis as a Center for Innovative Diplomacy employee until some time early next year. At that time, a decision could be made as to the possibility of his becoming Secretary General of the organization.

Mr. Chatfield then turned the discussion to this "interim period" while the Council develops it's legal existence and deals with such issues as incorporation, budget, and identification of a home base. He also raised the question of the selection of the remaining 9 members of the Executive Committee as mandated by the Charter meeting earlier in the day. At this point, Mr. Chatfield also expressed his and the Committee's appreciation to Ms. Nancy Skinner for her quick organizational assessment of the difficulties of the morning session and her perspicacity at arriving at a solution. At this time, Mr. Chatfield suggested that Ms. Skinner be considered one of the 9 at-large members of the Council.

VOTE: Ms. Nancy Skinner was confirmed as a member of the Executive Committee by acclamation.

Mr. Martin continued the discussion of organization by suggesting that incorporation will drive the creation of a set of by-laws and that the next tasks of the organization should focus around incorporation, these by-laws, and funding. Mr. Chatfield added the issue of the selection of new members of the Executive Committee.

Ms. Skinner then suggested that CID's offer be of Mr. Brugmann's time be accepted and that retain the Council retain him until January 31 of 1991. Also that CID be designated as the fiscal agent for the Council until this time. A concerted effort should also be made to incorporate the Council by this time.

Mr. Chatfield then asked the body if they were in agreement with this proposal. Mr. Toregas asked if CID would agree with this proposal. Ms. Skinner said that CID sees this as a very interim situation and would agree. Mr. Brugmann reminded the Committee that CID has an interest in this work since half of it's 5,000 members are local officials. Mr. Chatfield asked how financial obligations would be handled. Mr. Brugmann replied that CID expected to handle the finances the same way that they had the finances for the World Congress.

VOTE: Mr. Brugmann is retained as a CID employee to represent the Council until January 31, 1991. The Center for Innovative Diplomacy is retained as the fiscal agent for the Council, also until January 31, 1991. Voted by acclamation.

Ms. Skinner then brought up the fact that the Committee should appoint a Coordinator or Steering Committee to help Mr. Brugmann with his duties. Mr. Toregas concurred. At this point, Mr. Chatfield suggested the creation of an Administration sub-committee.

VOTED: Creation of an Administration Sub-Committee to work on the following issues: incorporation, by-laws, staffing, membership, costs, and headquarters location. The members of this sub-committee are Ms. Skinner, Mr. Toregas, Dr. Brenke, Mr. Eng, and Mr. Brugmann.

Ms. Skinner stated that this sub-committee should give a report to the full committee every month.

Discussion then centered on the creation of a second sub-committee which would deal with business and funding.

VOTED: Creation of a Business Sub-Committee to work on the following issues: dues, a Council business plan, exploration of funding including private funding. Members of this sub-committee are Dr. Brenke, Dr. Noel Brown, Ms. Janice Perlman, Mr. Martin, Mr. Yildirim, and Mr. Brugmann.

Ms. Skinner then brought up the question of new members to the Executive Committee. The question of dues structure will be critical to those from the southern hemisphere and this hemisphere should be better represented in the Executive Committee. This is agreed to all around, especially by Mr. Menendez. It is pointed out that programmatic activities will also be of great concern to this group.

VOTED: Creation of a Program Sub-Committee. This sub-committee will deal with projected program for the new Council. Members of this sub-committee are: Mr. Menendez, Dr. Lerner, Mr. Stolyaroff, Mr. Heino, and Mr. Brugmann.

Mr. Chatfield remarked that the work of this committee is important since it is important that the Council not appear to be dragging its feet around such issues.

Much discussion was then had as to the mechanics of selection of new members to the Executive Committee and the representative, organizational, and funding links that members would represent. Mr. Brugmann told the Committee that he had met with Mike Cohen and that the World Bank did not seem to be interested in funding the Council. They seemed much more interested in doing work in-house. He also said that the United Nations Environmental Programme may be different in this regard. Mr. Menendez stated that he had worked with the World Bank and, whether there is a possibility of funding through them or not, he considered the contact with the organization to be vital. Contact would help greatly in information exchange, especially in the educating the World Bank as to the local perspective in development.

Ms. Skinner raised the possibility of putting representatives from such organizations on the board without losing slots, so as to not undercut the clear intention of the Congress that groups such as women and developing nations be represented. Mr. Martin suggested a possible expansion of the membership as a method. Ms. Skinner mentioned the possibility of ex officio members. Mr. Chatfield stated that whether such members are voting or non-voting might be a sticky issue and that "cooptive" members might be a way of assuring such organizational representation. A short discussion followed about the cultural connotation of the word "cooption."

It was then suggested that IULA might designated their unnamed representatives so that they would come from the southern hemisphere and that IULA might also name representatives on a rotational basis among its regions. Mr. Chatfield emphasized the importance of preserving the linkage between the Council and IULA's senior members. It was agreed that Mr. Brugmann would do an analysis of the nominations submitted for new members and that a report would be given the next day.

Mr. Chatfield then brought up the question of IULA's financial contribution to the new Council and how this should be developed. Mr. Toregas stated that

this issue should be dealt with within the context of the as-yet undeveloped business plan.

Mr. Brugmann then brought up the fact that he felt as if he needed a title and position to adequately present the proper image of the Council. It was agreed.

VOTED: Jeb Brugmann is given the title and position of Acting Secretary General of the Council until January 31, 1991. The vote was by acclamation.

Discussion then took place about the presentations scheduled the following day by cities vying for the headquarters of the Council. The list of current candidates includes: Toronto, Montreal, Hannover, Freiburg, and Berlin. There was discussion but no conclusion about a deadline for other cities to make bids. Mr. Brugmann explained that the deadline for proposals would depend upon how quickly the Executive Committee wished the Council to be established in a permanent base. Mr. Brugmann explained that the current criteria include a track record of environmental concern, monetary support of the Council's work, and plans for environmental programs in which the Council could potentially become involved.

Mr. Menendez expressed his concern of knowing how the programmatic piece of the agenda tomorrow was going to be developed before he returned home to Mexico City. He said that this would be helpful in developing his thinking. He also expressed his hope that the committee would keep in close contact through the use of fax and other electronic means.

Mr. Brugmann seconded his wish that the Committee keep in close contact, but also stated that it would most likely have to rely on the the "usual clumsy process" as the organization is being set up.

Mr. Chatfield then brought the meeting to a close at 4:10 pm EDT.

Minutes: Meeting of the Executive Committee
International Council of Local Environmental Initiatives
September 9, 1990

Present: Dr. Sigfried Brenke, Jeb Brugmann, John Chatfield, Jacob Eng, Viko Heino, Mr. Kudino (representing Mikail Stolyarov), Dr. Jamie Lerner, Dale Martin, Nancy Skinner, Costas Toregas, George Walters (representing Janice Perlman).

Also: Ursel Stapelfeldt, Peter Slits

Jeb Brugmann - Recording

Location: Park Suite, Roosevelt Hotel, E. 43rd St., New York City, USA.

The meeting was convened at 9:30 pm, EDT, John Chatfield chairing. Mr. Chatfield reviewed the discussions of the previous meeting.

Mr. Toregas then presented a schedule of meetings. First, another meeting of the Executive Committee is necessary before January 31st. A second meeting can be held in Oslo in June 1991 concurrent with the IULA World Congress. On October 1st, the IULA Management and Executive Committees are meeting in Barcelona. On September 18th, Jacek Zapasnick is traveling to Washington to meet with Mr. Toregas. On November 29-30, the OECD Urban Affairs Group is holding its meeting, preceded by a conference on cities and new technologies in Paris on November 26-28. On April 1st, IULA is holding a meeting in Kiev.

Mr. Toregas suggested a 6 month work plan. In September, a 4 month budget, the Charter, Acting Secretary General authority, a provisional organizational framework, and Congress follow-up would be worked on. In October, the IULA meeting would take up the issue of affiliation with IULA and the issues of Executive Committee expansion and the Council's role in the Oslo meeting would be addressed. Before January 31st, the issues of location, By-laws, and member dues would be addressed. Mr. Toregas suggested that the full 2-year business plan be reviewed in Oslo.

Mr. Chatfield then reviewed that the principle of "cooption" would apply to non-voting members such as UNDP, World Bank, or the Environmental Liason Service. This was consented to, but no vote was taken. Mr. Chatfield then called for the report on the nominations for other Executive Committee members.

Jeb Brugmann presented the nominations by regional category and reported on discussions about some of these nominees during a breakfast meeting with Peter Slits. The Executive Committee agreed in principle that the new members had to be added and that the representatives would be selected to provide for adequate regional representation. The Africa and Asia/Pacific

regions would each receive three additional members. The Latin America and Middle East regions would each receive one additional member.

Dr. Lerner stated that he would soon need to leave the meeting and proposed that the Council hold a 1992 meeting in Curitiba the week before the UN Conference on Environment and Development. He proposed that the meeting or conference would be focused upon a case study and video exchange of successful environmental programs and upon the evaluation and discussion of North/South partnerships.

The discussion turned to the program of the Council. Mr. Brugmann proposed four projects: the technical assistance and information exchange; the URBAN CO2 Project; involvement in the 1992 UNCED meeting in Brazil; and a project on water quality issues with cities in the developing world.

Dr. Brenke spoke to the compatibility of the proposed projects to the projects of the OECD Urban Affairs Group: an Urban Observatory project; an Urban Energy Efficiency project; and the January 31st meeting of environmental ministers.

VOTE: The Program Committee is charged with reviewing the proposal presented by Mr. Brugmann. Mr. Brugmann is authorized to submit proposals for the proposed projects as foundation deadlines arise, taking into consideration the input of the Executive Committee. The vote was by acclamation.

Dr. Brenke presented the results of discussions with the private sector business representatives during the Congress. A proposal was presented calling for the formation of an Advisory Council for private sector input into the Council. Mr. Toregas objected strenuously to the proposal and discussion ensued. The Executive Committee then accepted, in principle, the idea of an ad hoc business group. Mr. Chatfield welcomed Dr. Brenke to prepare a proposal for the Executive Committee on business relations and advisory group structure.

VOTE: Dr. Brenke and Mr. Martin are authorized to develop a proposed structure for advisory groups. This was voted by acclamation.

The date of January 12-14 was proposed for the next Executive Committee meeting and accepted by consensus.

VOTE: Mr. Chatfield is appointed to serve as Interim Chairman until the election of a permanent Chair. This was voted by acclamation.

It was discussed that the subcommittees or "working groups" meet together over lunch. This idea was accepted and the meeting adjourned at approximately 12:30 pm EDT.

[During the afternoon of September 29th, the Executive Committee reconvened to hold interviews with representatives of cities interested in hosting one of the offices of the Council. In order of meetings, the following cities sent representatives to discuss possibilities for collaboration: Toronto and Metro Toronto (Mayor Art Eggleton and Councillor Richard Gilbert); Freiburg, Germany (Mayor Peter Heller and staff); Hannover, Germany (Environmental Commissioner Hans Mönninghoff); Montreal (Mayor's staff); Berlin (Staff to the Berlin Senat).

Financial Status

ICLEI

ICLEI Monthly Expenditures -10/90-12/90								
		Balance 10/1	Oct Exp	Oct 31/Nov 1	Nov Exp	Nov 30/Dec 1	Dec Exp	Dec 31/Jan 1
				Balance		Balance		Balance
Salaries		$35,167.00	$2,667.00	$32,500.00	$2,667.00	$29,833.00	$3,690.00	$26,143.00
Employee Txs		$3,165.00	$213.36	$2,951.64	$213.36	$2,738.28	$486.36	$2,251.92
Emp Benefits		$3,600.00		$3,600.00	$408.69	$3,191.31		$3,191.31
Rent		$3,650.00		$3,650.00	$350.00	$3,300.00	$300.00	$3,000.00
Utilities		$1,000.00		$1,000.00		$1,000.00		$1,000.00
Travel		$12,153.00		$12,153.00		$12,153.00	$2,103.88	$10,049.12
Clerical Assist		$500.00		$500.00	$150.00	$350.00		$350.00
Office Equipment		$2,500.00	$379.46	$2,120.54		$2,120.54		$2,120.54
Office Supplies		$700.00		$700.00	$326.74	$373.26		$373.26
Printing		$3,587.00	$109.78	$3,477.22	$2,014.58	$1,462.64	$107.42	$1,355.22
Design		$2,300.00		$2,300.00	$1,825.30	$474.70	$333.50	$141.20
Telecomm.		$4,600.00		$4,600.00	$337.94	$4,262.06	$815.00	$3,447.06
Postage/Shipping		$2,500.00	$20.10	$2,479.90	$638.70	$1,841.20	$352.15	$1,489.05
Equip Repair		$400.00		$400.00		$400.00		$400.00
Translation		$300.00		$300.00		$300.00		$300.00
Total Expenses Budgeted		$76,122.00	$3,389.70	$72,732.30	$8,932.31	$63,799.99	$8,188.31	$55,611.68
Revenues								
	World Congres	$41,533.94	$505.35	$41,028.59	$6,051.95	$34,976.64	$0.00	$34,976.64
	Grants	$34,588.10	$2,874.00	$31,714.10	$2,874.64	$28,839.46	$0.00	$28,839.46
	Other Sources	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Balance (Month Start)		$76,122.04		$76,122.04		$72,732.34		$63,800.03
Expenses for Month				$3,389.70		$8,932.31		$8,188.31
Balance (Month End)				$72,732.34		$63,800.03		$55,611.72

Proposed Charter Revisions

ICLEI

Proposed Charter Amendments Referred to Executive Committee

Amend Article 5, Section 5.1 to read:

5.1 (*An*) Advisory (*Council*) Councils may (*shall*) be established to assist in the establishment of collaborative programs and relationships between the (*Secretariat*) Council and other governments and institutions, including private corporations, national and international agencies, and non-governmental organizations.

Amend Article 5, Section 5.2 to read:

5.2 *The size and terms of membership of the Advisory Council shall be determined by the Executive Council. The Advisory Council shall include individuals other than local government officials and administrators, in particular academics, natural and social ecologists, and representatives of environmental and public interest NGO's (non-governmental organizations).*

Amend Article 5, Section 5.2 to read:

5.2 The size, character, and terms of membership of the Advisory Council shall be determined by the Executive Committee. *Each Advisory Council established by the Executive Committee shall terminate at the conclusion of the election of a new Executive Committee unless the full dues paying members of the Council vote to extend the Advisory Council at the time of electing the new Executive Committee.*

Amend Article 5.2

5.2 The size, character, and terms of membership of the Advisory Council shall be determined by the Executive Committee. *Developing and developed countries will be represented.*

Amend Article 7, Section 7.1 to read:

7.1 The Executive Committee shall prepare and adopt By-laws for the Council that are consistent with the Article of the Charter. Such By-laws shall define procedures for meetings, elections, officers, suspensions, and removals, vacancies, contracts, membership fees, the committees, and the management of funds of the Council. *The adoption and any subsequent amendment of the By-laws by the Executive Committee shall require a two-thirds (2/3) vote of the members of the Executive Committee. The initial By-laws adopted by the Interim Executive Committee shall be subject to amendment and ratification by the full dues paying membership of the council at the time of the first election of the full Executive Committee.*

Proposed Article 8

Provision for the amendment of the Charter by two-thirds (2/3) of the paid members of the Council present and voting.

Proposed Articles of Incorporation

ICLEI

Articles of Organization
International Council for Local Environmental Initiatives – USA, Inc.

Article I:

The name of the corporation is: The International Council for Local Environmental Initiatives – U.S.A., Inc.

Article II:

The purpose of the corporation is to engage in the following activities:

Exclusively for charitable and educational purposes within the meaning of the Section 501(c)(3) of the Internal Revenue Code of 1954, §4, as from time to time amended, and within the meaning of G.L. c. 180 s. 4, as amended, including the following: (1) the strengthen local environmental expertise and capacity, (2) function as a clearinghouse for information on local environmental policies and programs, (3) provide and coordinate technical services on an international basis for the development of local environmental policies and programs, (4) facilitate collaborations between the world's local governments to address global environmental problems and to support coordination of environmental protection programs among communities in industrialized and developing nations, (5) initiate and support specific local environmental programs which take full account of ecological considerations, (6) work with private corporations and research institutes to develop and exchange environmental knowledge and appropriate environmental technologies, (7) respond to environmental emergencies impacting specific localities, (8) educate the public as well as international and national organizations and governments about the importance of local government environmental action, and (9) raise and dispense funds from grants, donations, membership fees, and subscriptions to fulfill the purposes of the corporation.

In general, and subject to the limitations and conditions as are or may be prescribed by law, to exercise such other powers which now are or hereafter may be conferred by law upon a corporation organized for the purposes hereinabove set forth, or necessary or incidental to the powers so conferred, or conducive to the attainment of the purposes of the corporation, subject to the further limitation and condition that, notwithstanding any other provision of these outside, only such powers shall be exercised as are in furtherance of the tax-exempt purposes of the corporation and as may be exercised by an organization exempt from taxation under section 501(c)(3) of the Internal Revenue Code and Regulations thereunder, as now existing or hereafter in effect, and by an organization contributions to which are deductible under section 170(c)(2) of such Code and Regulations as now existing or hereafter in effect.

Article III

If the corporation has one or more classes of members, the designation of such classes, the manner of election or appointments, the duration of membership and the qualifications and rights, including voting rights, of members of each class, may be set forth in the the by-laws of the corporation or may be set forth below:

The corporation shall have one or more classes of members as set forth in the corporation by-laws.

Article IV

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members are as follows:

(a) In addition to the powers granted to the corporation by Massachusetts General Laws Chapter180, the corporation shall have and may further exercise in furtherance of its corporate purposes each of the powers specified in Section 9A and 9B of Massachusetts General Laws Chapter 156B.

(b) The directors may make, amend, or repeal by-laws in whole or in part, except in respect to any provision thereof which by-law or the by-laws requires action by members, and subject to the power of the members to amend or repeal any by-law adopted by the directors.

(c) Meetings of the members may be held anywhere in the United States.

(d) The corporation may be a partner in any enterprise which it would have power to conduct by itself.

(e) No part of the assets of the corporation and no part of any net earnings of the corporation shall be divided among or inure to the benefit of any officer or director of the corporation or any private individual or be appropriated for any purposes other than the purposes of the corporation as herein set forth except that the corporation shall be authorized and empowered to pay reasonable compensation for services actually rendered and to make payments and distributions in furtherance of its purposes as set forth in Article II. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office. It is intended that the corporation shall be entitled to qualify for exemption from federal income tax under Section 501(c)(3) of the Internal Revenue Code as the same may be amended from time to time and shall not be a private foundation under Section 509(a) of the Internal Revenue Code.

(f) Notwithstanding anything else herein provided, the corporation is organized and shall be operated exclusively for educational, charitable, religious, or literary purposes, as said terms have been and shall be defined pursuant to Sections 170(c) and 501(c)(3) of the Internal Revenue Code, or under any successor sections thereto. All powers of this corporation shall be exercised only in such manner as will assure the operation of this corporation exclusively for said educational, charitable, religious, or literary purposes, as so defined, it being the intention that this corporation shall be exempt from federal income tax and that contributions to it shall be deductible pursuant to said sections of the Internal Revenue Code, and all purposes and powers herein shall be interpreted and exercised consistently with this intention.

(g) In the event that the corporation is a private foundation as that term is defined in Section 509 of the Internal Revenue Code, then notwithstanding any other provisions of the articles of organization or the by-laws of the corporation, the following provisions shall apply:

> The corporation shall distribute the income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code.
>
> The corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; nor retain any excess business holdings as de fined in Section 49423(c) of the Internal Revenue Code; nor make any investments in such manner as to incur tax liability under Section 4944 of the Internal Revenue Code; nor make any taxable expenditures as defined in Section 4945(d) of the Inter nal Revenue Code.

(h) Except as may be otherwise required or permitted by law, the corporation may at any time authorize a petition for its dissolution to be filed with the Supreme Judicial Court or Superior Court of the Commonwealth of Massachusetts pursuant to Section 11 of Chapter 180 of the Massachusetts General Laws by the affirmative vote of its members legally qualified to vote in meetings of the corporation, provided, however, that in the event of any liquidation, dissolution, termination, or winding up of the corporation (whether voluntary, involuntary, or by operation of law), the property or assets of the corporation remaining after providing for the payment of its debts and obligations shall be conveyed, transferred, distributed, and set over outright to one or more educational, charitable, religious, or literary institutions or organizations, created and organized for nonprofit purposes similar to those of the corporation, contributions to which nonprofit institutions or organizations are deductible under Section 107(c) of the Internal Revenue Code and which qualify as exempt from income tax under Section 501(c)(3) of such Code as such sections may, from time to time, be amended or added to or under any successor sections thereto, as a majority of the number of members legally qualified to vote in meetings of the corporation, may by vote designate and in such proportions and in such manner as may be determined in such vote; provided, further, that the corporation's property may be applied to charitable, religious, literary, or educational purposed in accordance with the doctrine of *cy pres* in all respects as a court having jurisdiction in the premises may direct.

(i) Subject to the provisions of paragraphs (e) and (f) of this Article IV, no contract or other transaction of this corporation with any other person, corporation, association, or partnership shall be affected or invalidated by the fact that (i) this corporation is a stockholder in such other corporation, association, or partnership or (ii) any one or more of the officers or directors of this corporation is an officer, director, partner, or member of such other corporation, or (iii) any officer or director of this corporation, individually or jointly with others, is a party to or is interested in such contract or transaction. Any director of this corporation may be counted in determining the existence of a quorum at any meeting of the board of directors for the purpose of authorizing or ratifying any such contract or transaction, any may vote thereon, with like force and effect as if he were not so interested or were not an officer, director, partner, or member of such other corporation, association, or partnership.

(j) No officer or director of the corporation shall be personally liable to the corporation or its members for monetary damages for or arising out of a breach of fiduciary duty as an officer or director notwithstanding any provision of law imposing such liability; provided, however, that the foregoing shall not eliminate or limit the liability of an officer or director to the extent that such liability is imposed by applicable law (i) for breach of the director's duty of loyalty to the corporation or its members, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or (iii) for any transaction from which the officer or director derived an improper personal benefit. The foregoing provision shall not eliminate or limit the liability of an officer or director for any act or omission ocurring prior to the date upon which the foregoing provision became effective. To the extent permitted by law, no amendment or deletion of the foregoing provisions of this paragraph (j) which restricts or limits the limitation on liability provided thereunder to officers and directors shall apply or be effective with respect to actions and omissions on any officer or director occurring prior to the date said amendment or deletion became effective.

(k) The foregoing clauses shall be construed as both purposes and powers and the enumeration of specific powers therein shall not be held to limit or restrict in any manner the general powers of the corporation.

Larry W. Beeferman
Attorney At Law
763 Massachusetts Avenue
Cambridge, Massachusetts
617 661-6420
608 470-3070

January 8, 1991

Executive Committee
The International Council for Local Environmental Initiatives
763 Massachusetts Avenue
Cambridge, Massachusetts 02139

To the Executive Committee:

Per your request, I have reviewed the materials you gave me and made suggestions with respect to the form of the Articles of Organization for your proposed incorporation of the organization here in Massachusetts, most particularly Articles I through IV.

Assuming no one else has used the name, your choice of name for the organization in Article I is unproblematic.

Article II largely reflects your statement of the purposes of the corporation with other language expressing the intent to work within limits for non-profit corporations under Massachusetts law and for corporations seeking to secure exemption from taxation and to have tax-deductible contributions under Federal law noted therein. You will need to review the scope and character of your intended activities to ascertain that they, in fact, fall within the relevant categories and qualify the corporation for the desired status.

Article III simply reflects the intent that the corporation be one with members (rather than one with no members and a self-perpetuating board of directors or its equivalent). The precise character of the membership is left to the by-laws.

Article IV contains a range of provisions which I have reviewed with your staff person. They are intended to broaden the reach of the corporate powers, allow greater flexibility in by-law amendments, permit meetings anywhere in the United States, facilitate qualification for the desired status under federal law, and deal with certain potential conflict of interest and liability issues in a way that seems desirable.

Article V, of course, pre-supposes that by-laws have been duly adopted and the relevant directors and officers elected. I discussed a number of matters relative to that with Tom and assume that a final version will be prepared consistent with the Articles.

Article VI speaks for itself.

The information to be contained in Article VII will, of course, reflect the results of the elections and other provisions in the by-laws.

Once you have taken the action referred to in Article V and thus, can complete the form, I forsee no problems with the Secretary of State approving the organization's incorporation in the Commonwealth.

Yours truly,

Larry W. Beeferman

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Proposed By-laws

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December 18, 1990
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BY-LAWS

OF

THE INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES, INC.

CHAPTER I. THE CHARTER

Article 1. The Charter of the International Council for Local Environmental Initiatives, as established by the World Congress of Local Governments for a Sustainable Future on September 8, 1990, shall be the constitution of the corporation.

Article 2. The Articles of Organization and the By-Laws of the corporation shall be consistent with the word and intent of the Articles of the Charter.

CHAPTER II. NAME, PURPOSES, LOCATION, CORPORATE SEAL AND FISCAL YEAR.

Section 1. Name and Purposes.

Article 3. The name of the corporation shall be the International Council for Local Environmental Initiatives. ~~The corporation shall also be called "**********."~~

Article 4. The purposes of the corporation shall be as set forth in the Charter and the Articles of Organization.

Section 2. Location.

Article 5. The offices of the corporation shall be as determined by the Executive Committee.

Section 3. Corporate Seal.

Article 6. The Executive Committee may adopt and alter the seal of the corporation.

Section 4. Fiscal Year.

Article 7. The fiscal year of the corporation shall, unless otherwise decided by the Executive Committee, end on December 31 in each year.

CHAPTER III. MEMBERS

Section 1. Full Members.

Article 8. The following are eligible for admission as Full Members:

(a) local governments and local authorities, as defined in the particular country;

(b) national associations of local governments;

(c) other associations of local governments and local government institutes.

Section 2. Affiliate Members.

Article 9. Affiliate Membership is open to any associations, governments, authorities, institutions, corporations, organizations and individual persons that are involved in local government and/or environmental protection theory or practice, but do not meet the conditions for Full Membership as stated in Article 8.

Section 3. Annual Membership Fee.

Article 10. Members shall pay an annual membership fee as determined by the Executive Committee.

Article 11. Formulas for determining membership fees shall reflect the differing financial resources of potential Members in developed and developing countries.

Article 12. Annual membership fees shall be paid in advance. Membership becomes effective upon receipt of the new Member's first payment of the annual membership fee.

Section 4. Resignation of Membership.

Article 13. Members have the right to resign.

Article 14. Notifications of resignation shall be sent to the Secretary General.

Article 15. Resignation becomes effective at the end of year for which the most recent dues payment has been made.

Article 16. No refunds of membership fees shall be granted as a result of resignation.

Section 5. Approval, Dismissal and Suspension of Membership.

Article 17 . All membership applications shall be subject ot approval by the Executive Committee Members are liable to dismissal or suspension:

(a) if they do not conform to the objectives of the corporation as set forth in the Charter and the Articles of Organization;

(b) if, without the consent of the Executive Committee, they have not paid their membership fee for a period of one year;

(c) if they no longer fulfill other conditions of membership.

Article 18. The Executive Committee shall decide on dismissals and suspensions, and on the terms of readmission to Membership.

Article 19. No decision on dismissals, suspensions or readmission shall be effective unless passed by a majority of the Executive Committee members then in office.

Section 6. Right of Members In Respect To The Corporation's Property.

Article 20. Members of the corporation shall have no claim and no right in respect to the corporation's property.

Section 7. Liabilities of Members In Respect To The Corporation.

Article 21. Members of the corporation shall not be held liable in financial and/or legal transactions of the corporation.

CHAPTER IV. BODIES.

Article 22. The bodies of the corporation are the Council, the Executive Committee, and the Secretary~~-General~~.
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CHAPTER V. THE COUNCIL.

Section 1. Composition.

Article 23. The Council is composed of one representative of each of the Full Members of the International Council for Local Environmental Initiatives.

Section 2. Powers and Rights.

Article 24. Excepting the Interim Executive Committee, which shall be appointed under terms established by the Delegates to the 1990 World Congress of Local Governments for a Sustainable Future and shall govern for a two year term, the Council shall nominate and elect the Elected Members of the Executive Committee.

Article 25. The Council shall:

- have sole power to amend or revise the Charter of the International Council for Local Environmental Initiatives;
- ~~decide on~~ establish policy directives ons of the corporation;
- deal with all matters placed on its agenda.

Section 3. Call and Notice for Meetings.

Article 26. Decisions of the Council may be taken either:

(a) in meetings at such places and such times as the Executive Committee or the Council may determine;

(b) in writing via written consent delivered by mail, telegram, telex or facsimile.

Article 27. The Council shall meet at the request of a majority of the Executive Committee members then in office or upon petition from one-third of the Full Members at a location to be determined by the Executive Committee.

Article 28. Meetings of the Council shall only be valid if reasonable and sufficient notice has been given at least five months prior to the date of the meeting.

Article 29. It shall be reasonable and sufficient notice to send notice by mail, telex, telegram or facsimile addressed to the Full Member's usual or last known business address or number.

Section 4. Chairmanship and the Agenda.

Article 30. The Council shall meet under the chairmanship of the Chairperson, assisted by the Secretary General.

Article 31. The Council shall deal with all items placed on the agenda for the meeting by the Executive Committee or by petition from at least thirty Full Members.

Article 32. Petitions to place items on the agenda must be postmarked or otherwise transmitted to the Secretary General two months prior to the date of commencement of the meeting.

Article 33. The final agenda for the meeting shall be sent to the usual or last known business address of each Full Member at least one month prior to the date of commencement the meeting.

Section 5. Quorum and Voting.

Article 34. At any meeting of the Council, a quorum shall require:

(a) participation by no less than one-quarter of the Full Members;

Article 35. The representatives of the Full Members referred to in Article 23 shall be entitled to one vote each.

Article 36. Representatives of Full Members which have arrears in payment of membership for more than one year without consent of the Executive Committee shall not be entitled to vote in any questions put before the Council.

Article 37. The Council shall have the right to take binding decisions only on matters included in the agenda for the meeting.

Article 37. Without prejudice to Article 104 the Council shall have the right to take binding decisions at any meeting, conditional upon the quorom proscribed in Article 34, by way of a simple majority of the votes cast by Full Members or their representatives present at the meeting.

Article 38. Without prejudice to Article 104 any action or decision required or permitted to be taken at any meeting of the Council may be taken without a meeting if a majority of the Full Members consent to the action in writing and the written consents are filed with the records of the meetings of the Council. All consents received by the Secretary General by the specified deadline for filing such written consents shall be treated for all purposes as a vote at a meeting.

Article 39. Without prejudice to Article 105 decisions taken by the Council outside of meetings shall only be valid if:

a) one-third of the Full Members agree to take such action;

b) reasonable and sufficient notice has been given about the nature of the decision to be taken at least two months prior to the date at which all written consents are due;

c) a written consent form providing the exact language of any motion or resoution to be considered is mailed to the usual or last known business or personal address of each Full Member at least two months prior to the specified deadline for the filing of such consents;

d) participation of Full Members in the decision meets the requirements of a quorum described in Article 35.

Article 40. All decisions taken by the Council are binding upon the Executive Committee and the Secretary General.

CHAPTER VI. THE EXECUTIVE COMMITTEE.

Section 1. Number, Qualifications and Tenure.

Article 41. The Executive Committee shall have twenty-one members.

Article 42. For a period of two years following September 8, 1990, the corporation shall be governed by an Interim Executive Committee appointed under the terms established in the Charter by the Delegates to the World Congress of Local Governments for a Sustainable Future.

Article 43. Excepting the Interim Executive Committee, all members of the Executive Committee shall represent Full Members of the Council and shall have political experience or professional responsibility in the establishment of local environmental policy or the management of local environmental programs.

Article 44. After the expiration of the terms of the Interim Executive Committee, a majority of the Executive Committee shall be elected members or officers of local authorities.

Article 45. The Executive Committee shall have at least two members from each of the six geographic regions as defined by the International Union of Local Authorities (IULA).

Article 46. The Executive Committee shall have fifteen Elected Members. Twelve of the Elected Members shall be elected as regional representatives with two being selected from each of the six geographical regions. Three of the Elected Members shall be elected as at-large representatives.

Article 47. The Elected Members of the Executive Committee shall be nominated and elected by the Council for terms of two years. They shall be eligible to serve a maximum of three consecutive terms.

Article 48. The Executive Committee shall have six IULA Appointed Members, who shall be appointed by the IULA Executive Committee. IULA Appointed Members must meet all of the qualifications set forth in this Chapter.

Article 49. The IULA Appointed Members shall hold office for terms of two years. They shall be eligible to serve a maximum of three consecutive terms.

Article 50. The Executive Committee may coopt non-voting representatives of the Charter Organisations and of international agencies or organizations connected with local government and/or environmental protection with which the Council wishes to maintain permanent relations. Such cooprted representatives shall participate under terms and conditions stipulated by the Executive Committee.

Section 2. Elections and Vacancies.

Article 51. Nominations for election of Elected Members of the Executive Committee shall be made by the Executive Committee or by at least three Full Members from different countries.

Article 52. Six months prior to the conclusion of any Executive Committee term, the Secretary General shall provide all Full Members with a copy of the official nomination papers.

Article 53. In order to qualify to be elected as an Elected Member of the Executive Committee, official nomination papers must be submitted to the Secretary General by mail or facsimile at least four months prior to the conclusion of the previous Executive Committee term.

Article 54. Three months prior to the conclusion of an Executive Committee term, the Secretary General shall provide all Full Members with an official ballot listing the names of all qualified nominees for Elected Members. The ballot shall be sent by mail or facsimile to the Full Member's usual or last known business or residence address or facsimile number.

Article 55. The election of Elected Executive Committee Members shall take place by way of an official ballot cast in writing and received by the Secretary General or his assignee within one month of the expiration of the Executive Committee term. All ballots shall be dated upon receipt and filed with the records of the meetings of the Council.

Article 56. In any election of Elected Executive Committee Members, the two nominees receiving the highest number of votes among the field of nominees from each geographical region shall be elected to the regional representative positions. The three nominees receiving the highest number of votes among the field of nominees remaining after election of regional representatives shall be elected to the positions of at-large representative.

Article 57. Any vacancy among the Elected Executive Committee Members may be filled by vote of a majority of the remaining Elected Executive Committee Members. Each successor shall hold office for the unexpired term or until death, resignation or removal.

Article 58. Any vacany among the IULA Appointed Executive Committee Members may be filled by the IULA Executive Committee. Each successor shall hold office for the unexpired term or until death, resignation or removal.

Article 59. The Executive Committee Members shall have and may exercise all their powers notwithstanding the existence of one or more vacancies in their number.

Section 3. Powers and Duties.

Article 60. Without prejudice to Article 10~~8~~2 the Executive Committee shall have the power to adopt and amend the By-Laws of the corporation.

Article 61. The Executive Committee shall have the power to elect its Officers and to appoint and remove the Secretary General and to coopt non-voting members to the Executive Committee.

Article 62. The Executive Committee shall have the power to establish policy for the corporation and the actions of its agents.

Article 63. The Executive Committee shall approve the program of the corporation, the budget and the annual report.

Article 64. Without prejudice to Article 26, the Executive Committee shall have the power to call meetings of the Council.

Section 4. Resignation and Removal.

Article 65. An Executive Committee Member may be suspended or removed by vote of a two-thirds of Executive Committee Members then in office.

Artical 66. An Executive Committee Member may resign by delivering his or her written resignation to the Chairperson or Clerk of the corporation, to a meeting of the Executive Committee, or to the corporation at its principal office. Such resignation shall be effective upon receipt, and acceptance thereof shall not be necessary to make it effective unless it so states.

Section 5. Officers.

Article 67. The Officers of the corporation shall be the Chairperson, the Vice Chairperson and such other officers, if any, as the Executive Committee may determine.

Article 68. The Officers shall be elected by the Executive Committee at the first meeting following the Executive Committee election.

Article 69. The Officers shall hold office until the first meeting of a newly elected Executive Committee and until their successors are chosen and qualified, or until death, resignation, or removal.

Article 70. Except as the Executive Committee may otherwise determine, the Chairperson shall oversee that the activities of the corporation are executed consistently with the Charter, the By-Laws and the policies and decisions of the Executive Committee. The Chairperson shall preside at meetings of the Council and the Executive Committee.

Article 71. The Vice Chairperson shall carry out the function of the Chairperson during the absence of the Chairperson or in the event of the Chairperson's inability to act.

Article 72. An officer may be suspended or removed by vote of a majority of Executive Committee Members then in office.

Artical 73. An officer may resign by delivering his or her written resignation to the Chairperson or the Secretary General, to a meeting of the Executive Committee, or to the corporation at its principal office. Such resignation shall be effective upon receipt, and acceptance thereof shall not be necessary to make it effective unless it so states.

Article 74. If the office of any officer becomes vacant, the Executive Committee may elect a successor. Each successor shall hold office for the unexpired term and until his or her successor is elected and qualified, or in each case until he sooner dies, resigns, is removed or becomes disqualified.

Section 6. Committees.

Article 75. The Executive Committee shall have the power to establish an Advisory Council, Standing Committees, Advisory Groups and ad hoc committees and appoint the chairpersons thereof. The Executive Committee shall specify the terms of reference of all the committees and groups established under this Article, which shall be required to submit the minutes of their meetings to the Secretary. The chairperson and members of any committee or group shall remain in office at the pleasure of the Executive Committee.

Article 76. Unless the Executive Committee otherwise designates, the Advisory Council, Committees and Advisory Groups shall conduct their affairs in the same manner as is provided in these By-Laws for the Executive Committee.

Article 77. The appointment of any Advisory Council, Committee, and Advisory Group shall terminate at the conclusion of the election of a new Executive Committee unless the Council votes to extend the appointment at the time of electing the new Executive Committee.

Section 7. Meetings.

Article 78. Decisions of the Executive Committee may be taken either:

(a) in meetings at such places and such times as the Executive Committee may determine;

(b) in writing via written consent delivered by mail, telegram, telex or facsimile.

Article 79. The Executive Committee shall meet not less than once a year.

Article 80. Call to or cancellation of a meeting shall require the consent of a majority of the Executive Committee Members then in office.

Article 81. Meetings of the Executive Committee shall only be valid if reasonable and sufficient notice has been given at least three months prior to the date of the meeting.

Article 82. It shall be reasonable and sufficient notice to send notice a) by mail or telegram addressed to the Executive Committee Member's usual or last known business or residence address or b) by telex or facsimile sent to the Member's last known telex or facsimile number.

Article 83. At any meeting of the Executive Committee, the presence of fourteen Executive Committee members constitutes a quorum. Any meeting may be adjourned by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held adjourned without further notice.

Article 84. Any Executive Committee Member may elect to be represented at an Executive Committee meeting by a proxy. The vote of a proxy shall be treated as the vote of the Executive Committee Member if said proxy a) presents a letter to the Secretary General signed by the Executive Committee Member delegating such powers to him or her and b) if the delegation of such powers is approved by a vote of a majority of the Executive Committee Members present at the meeting.

Article 85. Without prejudice to Article 106 when a quorum is present at any meeting, a majority of the Executive Committee Members present and voting shall decide any question, unless otherwise provided ~~by law~~, the Charter, or these By-Laws.Each Member shall have one vote. In the event of a tie, the Chairperson shall have a casting vote. 2nd Vote. Second or

Article 86. Without prejudice to Article 106 any action or decision required or permitted to be taken at any meeting of the Executive Committee may be taken without a meeting if a majority of the Executive Committee Members consent to the action in writing and the written consents are filed with the records of the meetings of the Executive Committee. Such consents shall be treated for all purposes as a vote at a meeting.

Article 87. Without prejudice to Article 107 decisions taken by the Executive Committee outside of meetings shall only be valid if a majority of the Executive Committee Members agree to take such action and if reasonable and sufficient notice has been given about the nature of the decision to be taken at least two months prior to the date on which the decision is to be taken.

CHAPTER VII. THE SECRETARY GENERAL.

Article 88. The Secretary General shall be the chief executive officer of the Council and may exercise all of the powers of the Council, except those powers reserved to the Full Members and the Executive Committee by the Charter, the By-Laws or by law.

Article 89. The Secretary General shall be appointed by the Executive Committee. His or her services may be terminated by the Executive Committee under the terms set forth in the contract for his or her employment.

Article 90. The Secretary General shall direct the Secretariat and any other offices of the corporation under the control of the Executive Committee and shall:

a) direct the daily activities of the corporation;

b) appoint and dismiss the personnel of the corporation;

c) carry out the resolutions of the Council and Executive Committee;

d) attend the meetings of the Executive Committee and the Council;

e) submit an annual report to the Executive Committee for its approval.

Article 91. The Secretary General shall maintain all records of all proceeedings of the Council and the Executive Committee in a book or series of books kept for that purpose, which book or books shall be open at all reasonable times to the inspection of any Full Member. Such book or books shall also contain the names and addresses of all Members.

CHAPTER VIII. CHARTER ORGANIZATIONS, CHARTER MEMBERS, AND CHARTER PATRONS AND SPONSORS.

Article 92. The Charter Organizations shall be the United Nations Environment Programme, the International Union of Local Authorities, and the Center for Innovative Diplomacy.

Article 93. Charter Members shall be those Members that become Members within the period of two years following the date of election of the Interim Executive Committee.

Article 94. Charter Patrons shall be those governments, corporations, organizations and individuals who contribute $US 50,000 or more to the corporation within a period of two years following the date of election of the Interim Executive Committee. Charter Sponsors shall be those governments, corporations, organizations, and individuals who contribute $US 10,000 or more to the corporation within a period of two years following the date of election of the Interim Executive Committee.

Article 95. Special benefits accruing to Charter Organizations, Charter Members, Charter Patrons and Charter Sponsors shall be determined by the Executive Committee.

CHAPTER IX. FINANCES AND EXECUTION OF PAPERS.

Article 96. Each year the Secretary General shall submit to the Executive Committee a detailed report on the financial situation of the corporation, including the accounts for the past fiscal period, certified by an independent auditor, approved by the Executive Committee, and the budget for the next fiscal period.

Article 97. Except as the Executive Committee may generally or in particular cases authorize the execution thereof in some other manner, all deeds, mortgages, leases, transfers, contracts, bonds, notes, checks, drafts and other obligations made, accepted or endorsed by the corporation shall be signed by the Chairperson, or by the Secretary General.

CHAPTER X. PERSONAL LIABILITY AND LEGAL AFFAIRS.

Article 98. The Members, Executive Committee Members and Officers, and the Secretary General of the corporation shall not be personally liable for any debt, liability or obligation of the corporation. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the corporation, may look only to the funds and property of the corporation for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the corporation.

any authorized incorp. entity

Article 99. Legal affairs, both as plaintiff and defendant, shall be conducted on behalf of ~~the corporation~~ by the Chairperson, or the Secretary General, or a member or agent of the Executive Committee designated by the Executive Committee for this purpose.

CHAPTER XI. AMENDMENT AND REVISION TO THE CHARTER.

Article 100. Amendment or revision of the Charter shall require approval by a majority of two-thirds of the Full Members.

Article 101. Full Members of the Council shall be notified of proposals for any amendment or revision of the Charter at least three months before the date at which action is to be taken upon the question.

CHAPTER XII. AMENDMENT, REVISION AND RATIFICATION OF THE BY-LAWS.

Article 102. Amendment or revision of the By-Laws shall require approval by a majority of two-thirds of the Executive Committee.

Article 103. Members of the Executive Committee shall be notified of proposals for any amendment or revision of the By-Laws at least three months before the date at which action is to be taken upon the question.

Article 104. The initial By-Laws adopted by the Interim Executive Committee shall be submitted to the Council for ratification at the time of the first election of the Executive Committee.

CHAPTER XIII. DISSOLUTION AND LIQUIDATION.

Article 105. Decisions concerning the dissolution of the corporation shall require approval by a majority of two-thirds of the Full Members. A resolution of the Council dealing with dissolution of the corporation shall indicate the destination of the assets of the corporation and nominate the liquidators.

Article 106. Full Members of the corporation shall be notified of proposals for dissolution three months before the date at which action is to be taken upon the question.

Proposed Membership Dues Structure

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Membership Dues Structure for Charter Members

(Rate apply until September 30, 1992)

Dues = Base Rate + (Marginal Rate x population)

Class I: Municipalities and associations in countries with per capita incomes in the range of 0 - $400 US dollars.

Base Rate: $100 for populations or memberships up to 500,000
$200 for populations or memberships over 500,000

Marginal Rate: $.00002

Class II: Municipalities and associations in countries with per capita incomes in the range of $400 - $4000 US dollars.

Base Rate: $100 for populations or memberships up to 500,000
$200 for populations or memberships over 500,000

Marginal Rate: $.0001

Class III: Municipalities and associations in countries with per capita incomes of over $4000 US dollars.

Base Rate: $500 for populations or memberships up to 50,000
$1000 for populations or memberships up to 100,000
$1750 for populations or memberships between 100,000 - 250,000
$3750 for populations or memberships between 250,000 - 500,000
$6250 for populations or memberships between 500,000 - 750,000
$10,000 for populations or memberships over 750,000

Marginal Rate: $.001

Special adjustments to these rates for individual cases may be made by application to the Executive Commitee.

1991 - New Membership Development Projections

Project Membership by Region

North America	75	(US-50, Can-20, Mex-5)
Europe	50	
Latin America	10	
Asia/Pacific	28	(Aus/NZ-7, Jap-5, India-8, Ind-3, Other-5)
Middle East	5	
Africa	8	
Total	176	

Population	Class I	Class II	Class III
0 - 50,000	0	0	10
50,000 - 100,000	0	0	25
100,001-250,000	0	2	45
250,001-500,000	8	5	37
500,001-750,000	5	10	15
750,001+	7	7	10
Totals	20	24	132
Grand Total	176		

1991 Membership Dues Payment Projections

Population	Class I	Class II	Class III
0-50,000 (25,000 average)	$0.00	$0.00	$525.00
50,000 - 100,000 (50,000 average)	$0.00	$0.00	$21,000.00
100,001-250,000 (175,000 average)	$0.00	$235.00	$77,000.00
250,001-500,000 (375,000 average)	$860.00	$687.50	$152,625.00
500,001-750,000 (625,000 average)	$1,062.50	$2,625.00	$103,125.00
750,001+ (2,000,000 average - Class III) (5,000,000 average - Class I &II)	$2,100.00	$4,900.00	$120,000.00
Totals	$4,022.50	$8,447.50	$474,275.00
Grand Total	$486,745.00		

1992 - New Membership Development Projections

Project Membership by Region (50% growth Class II)

	Class I	Class II	Class III
North America	0	8	91
Europe	0	0	65
Latin America	3	12	0
Asia/Pacific	10	10	14
Middle East	1	4	2
Africa	6	6	0
Total	20	40	172
Grand Total	232		

Population	Class I	Class II	Class III
0 - 50,000	0	0	10
50,000 - 100,000	0	0	20
100,001-250,000	1	2	40
250,001-500,000	6	5	37
500,001-750,000	7	10	15
750,001+	6	7	10
Totals - '92	20	24	122
Totals - '91	20	40	172
Grand Total	398		

1992 Membership Dues Payment Projections

Population	Class I	Class II	Class III
0-50,000 (25,000 average)	$0.00	$0.00	$14,175.00
50,000 - 100,000 (50,000 average)	$0.00	$315.00	$57,750.00
100,001-250,000 (175,000 average)	$100.00	$1,180.00	$192,500.00
250,001-500,000 (375,000 average)	$1,498.00	$1,656.00	$334,125.00
500,001-750,000 (625,000 average)	$2,556.00	$6,575.00	$220,000.00
750,001+ (2,000,000 average - Class III) (5,000,000 average - Class I &II)	$3,900.00	$9,800.00	$240,000.00
Totals	$8,054.00	$19,526.00	$1,058,550.00
Grand Total	$1,086,130.00		

Proposed Budget & Cash Flows

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1991 Consolidated Budget - 1/91-9/91		
EXPENSES	Acct	1991
Employee Salaries	201	$152,416
Payroll & Employee Taxes	202	$24,547
Employee Benefits	203	$11,000
Consultant Fees	204	$4,200
Legal and Accounting Fees	205	$2,300
Rent	206	$13,075
Utilities	207	$1,308
Office Equipment & Supplies	208	$13,800
Computer Equipment	209	$51,100
Equipment Repair	210	$1,479
Insurance	211	$1,085
Telecommunications Charges	212	$21,087
Postage & Shipping	213	$14,104
Employee Travel	214	$11,300
Executive Comm Travel	215	$27,563
Project Particpant Travel	216	$131,300
Proj Participant Grants	217	$60,000
Translation Services	218	$28,000
Art/Design Services	219	$3,500
Printing & Xerox	220	$13,050
Advertising & Service Bureau Fee	221	$800
Publications & Software	222	$55,600
Conference Fees	223	$500
Professional Dues	224	$0
Bank Charges & Fees	225	$0
Fines and Penalties	226	$0
Other Taxes	227	$0
Royalties	228	$0
Miscellaneous Expenses	229	$5,000
Expenses Subtotal		$663,048
REVENUES	100	
Membership Dues	101	$314,541
Host Community Payments	102	$58,185
Government Grants	103	$80,000
Foundation Grants	104	$250,000
Corporate Donations	105	$140,000
Individual Donations	106	$0
Municipal Employee Don.	107	$0
Subscription Fees	108	$0
Publication & Other Product Sale:	109	$0
Conference/Workshop Fees	110	$0
Honoraria	111	$0
Royalties	112	$0
Loans	113	$0
Interest Income	114	$0
Miscellaneous Income	115	$0
Revenues Subtotal		$842,726
Period Cash Flow		$179,678
Beginning Balance		$55,612
Period End Balance		$2,331,671

Monthly Cash Flow Projection - 1/91-9/91											
	Acct	Jan 91	Feb 91	Mar 91	Apr 91	May 91	June 91	July 91	Aug 91	Sept 91	Total
EXPENSES	200										
Employee Salaries	201	$4,750	$4,750	$4,750	$12,833	$18,833	$18,833	$27,000	$27,000	$33,667	$152,416
Payroll & Employee Tax	202	$713	$713	$713	$1,925	$2,825	$2,825	$4,050	$4,050	$6,733	$24,547
Employee Benefits	203	$0	$450	$450	$1,900	$1,550	$450	$2,900	$1,650	$1,650	$11,000
Consultant Fees	204	$0	$0	$0	$0	$300	$300	$300	$3,300	$0	$4,200
Legal & Accounting Fee	205	$0	$0	$0	$600	$500	$500	$500	$0	$200	$2,300
Rent	206	$300	$300	$550	$1,550	$1,750	$1,750	$1,750	$1,875	$3,250	$13,075
Utilities	207	$30	$30	$55	$155	$175	$175	$175	$188	$325	$1,308
Office Equipment & Su	208	$40	$40	$40	$3,970	$2,660	$160	$3,360	$280	$3,250	$13,800
Computer Equipment	209	$0	$0	$0	$1,920	$7,240	$2,200	$0	$0	$39,740	$51,100
Equipment Repair	210	$62	$62	$62	$93	$204	$235	$235	$235	$291	$1,479
Insurance	211	$0	$0	$0	$500	$0	$0	$585	$0	$0	$1,085
Telecommunications Ch	212	$772	$742	$742	$1,465	$3,282	$2,677	$2,677	$2,877	$5,853	$21,087
Postage & Shipping	213	$300	$833	$833	$1,533	$2,193	$1,793	$2,293	$1,793	$2,533	$14,104
Employee Travel	214	$1,700	$200	$250	$1,000	$1,000	$2,650	$1,500	$1,500	$1,500	$11,300
Executive Comm Trave	215	$7,563	$0	$0	$0	$0	$20,000	$0	$0	$0	$27,563
Project Related Travel	216	$0	$0	$0	$1,500	$1,500	$46,400	$1,500	$60,000	$20,400	$131,300
Project Participation C	217	$0	$0	$0	$0	$0	$0	$0	$0	$60,000	$60,000
Translation Services	218	$0	$0	$0	$2,000	$0	$0	$1,000	$0	$25,000	$28,000
Art/Design Services	219	$0	$200	$950	$0	$500	$400	$500	$0	$950	$3,500
Printing & Xerox	220	$400	$1,000	$700	$1,900	$1,150	$900	$2,400	$600	$4,000	$13,050
Adv & Service Bureau F	221	$0	$0	$0	$0	$0	$200	$200	$200	$200	$800
Publications & Softwa	222	$400	$0	$0	$0	$800	$1,200	$16,200	$1,200	$35,800	$55,600
Conference Fees & Cos	223	$0	$0	$0	$0	$0	$500	$0	$0	$0	$500
Professional Dues	224										$0
Bank Charges & Fees	225										$0
Fines/Penalties	226										$0
Other Taxes	227										$0
Royalties	228										$0
Miscellaneous Expense	229	$0	$0	$0	$0	$1,000	$0	$0	$3,000	$1,000	$5,000
Reserve Fund	230	$0	$0	$0	$0	$0	$0	$0	$0	$14,934	$14,934
Expenses Subtotal		$17,030	$9,320	$10,095	$34,844	$47,462	$104,148	$69,125	$109,748	$261,276	$663,048
REVENUES	100										
Membership Dues	101	$0	$0	$34,403	$58,976	$68,806	$54,062	$24,573	$24,574	$49,147	$314,541
Host Community Pymts	102						$44,000	$2,000	$2,000	$10,185	$58,185
Government Grants	103	$0	$80,000								$80,000
Foundation Grants	104	$30,000	$60,000	$20,000			$50,000	$30,000	$30,000	$30,000	$250,000
Corporate Donations	105				$10,000	$20,000	$40,000	$20,000	$20,000	$30,000	$140,000
Individual Donations	106										$0
Municipal Employee Don	107										$0
Subscription Fees	108										$0
Pub & Other Prod. Sales	109										$0
Conference/Wksp Fees	110										$0
Honoraria	111										$0
Royalties	112										$0
Loans	113										$0
Interest Income	114										$0
Miscellaneous Income	115										$0
Revenues Subtotal		$30,000	$140,000	$54,403	$68,976	$88,806	$188,062	$76,573	$76,574	$119,332	$842,726
Monthly Cash Flow		$12,970	$130,680	$44,308	$34,132	$41,344	$83,914	$7,448	($33,174)	($141,944)	
Previous Month's Balance		$51,500	$64,470	$195,150	$239,458	$273,590	$273,590	$357,504	$364,952	$331,779	
End of Month Balance		$64,470	$195,150	$239,458	$273,590	$314,934	$357,504	$364,952	$331,779	$189,834	

MONTHLY CASH FLOW PROJ.	Acct	Jan 91	Feb 91	Mar 91	Apr 91	May 91	June 91	July 91	Aug 91
EXPENSES	200								
Employee Salaries	201	$4,750	$4,750	$4,750	$12,833	$18,833	$18,833	$27,000	$27,000
Payroll & Employee Taxes	202	$713	$713	$713	$1,925	$2,825	$2,825	$4,050	$4,050
Employee Benefits	203	$0	$450	$450	$1,900	$1,550	$450	$2,900	$1,650
Consultant Fees	204	$0	$0	$0	$0	$300	$300	$300	$3,300
Legal & Accounting Fees	205	$0	$0	$0	$600	$500	$500	$500	$0
Rent	206	$300	$300	$550	$1,550	$1,750	$1,750	$1,750	$1,875
Utilities	207	$30	$30	$55	$155	$175	$175	$175	$188
Office Equipment & Supplie	208	$40	$40	$40	$3,970	$2,660	$160	$3,360	$280
Computer Equipment	209	$0	$0	$0	$1,920	$7,240	$2,200	$0	$0
Equipment Repair	210	$62	$62	$62	$93	$204	$235	$235	$235
Insurance	211	$0	$0	$0	$500	$0	$0	$585	$0
Telecommunications Charge	212	$772	$742	$742	$1,465	$3,282	$2,677	$2,677	$2,877
Postage & Shipping	213	$300	$833	$833	$1,533	$2,193	$1,793	$2,293	$1,793
Employee Travel	214	$1,700	$200	$250	$1,000	$1,000	$2,650	$1,500	$1,500
Executive Comm Travel	215	$7,563	$0	$0	$0	$0	$20,000	$0	$0
Project Related Travel	216	$0	$0	$0	$1,500	$1,500	$46,400	$1,500	$60,000
Project Participation Grant	217	$0	$0	$0	$0	$0	$0	$0	$0
Translation Services	218	$0	$0	$0	$2,000	$0	$0	$1,000	$0
Art/Design Services	219	$0	$200	$950	$0	$500	$400	$500	$0
Printing & Xerox	220	$400	$1,000	$700	$1,900	$1,150	$900	$2,400	$600
Adv & Service Bureau Fees	221	$0	$0	$0	$0	$0	$200	$200	$200
Publications & Software	222	$400	$0	$0	$0	$800	$1,200	$16,200	$1,200
Conference Fees & Costs	223	$0	$0	$0	$0	$0	$500	$0	$0
Professional Dues	224								
Bank Charges & Fees	225								
Fines/Penalties	226								
Other Taxes	227								
Royalties	228								
Miscellaneous Expenses	229	$0	$0	$0	$0	$1,000	$0	$0	$3,000
Reserve Fund	230	$0	$0	$0	$0	$0	$0	$0	$0
Expenses Subtotal		$17,030	$9,320	$10,095	$34,844	$47,462	$104,148	$69,125	$109,748
REVENUES	100								
Membership Dues	101	$0	$0	$34,403	$58,976	$68,806	$54,062	$24,573	$24,574
Host Community Payments	102						$44,000	$2,000	$2,000
Government Grants	103	$0	$80,000						
Foundation Grants	104	$30,000	$60,000	$20,000			$50,000	$30,000	$30,000
Corporate Donations	105				$10,000	$20,000	$40,000	$20,000	$20,000
Individual Donations	106								
Municipal Employee Don.	107								
Subscription Fees	108								
Publ. & Other Prod. Sales	109								
Conference/Workshop Fees	110								
Honoraria	111								
Royalties	112								
Loans	113								
Interest Income	114								
Miscellaneous Income	115								
Revenues Subtotal		$30,000	$140,000	$54,403	$68,976	$88,806	$188,062	$76,573	$76,574
Monthly Cash Flow		$12,970	$130,680	$44,308	$34,132	$41,344	$83,914	$7,448	($33,174)
Previous Month's Balance		$51,500	$64,470	$195,150	$239,458	$273,590	$273,590	$357,504	$364,952
End of Month Balance		$64,470	$195,150	$239,458	$273,590	$314,934	$357,504	$364,952	$331,779

Sept 91	Oct 91	Nov 91	Dec 91	Jan 92	Feb 92	Mar 92	Apr 92	May 92	June 92
$33,667	$36,667	$36,667	$36,667	$42,750	$52,417	$52,417	$56,500	$71,417	$71,417
$6,733	$7,333	$7,333	$7,333	$8,550	$10,483	$10,483	$11,300	$14,283	$14,283
$1,650	$3,850	$1,650	$1,650	$5,300	$3,550	$1,100	$5,850	$5,650	$1,100
$0	$3,000	$500	$3,500	$3,500	$500	$3,500	$935	$12,935	$935
$200	$100	$0	$0	$700	$3,000	$200	$3,000	$400	$200
$3,250	$3,825	$3,825	$3,825	$4,655	$5,040	$5,040	$5,227	$7,102	$7,102
$325	$383	$383	$383	$466	$504	$504	$523	$710	$710
$3,250	$2,650	$480	$240	$3,480	$4,500	$620	$1,480	$4,990	$480
$39,740	$5,640	$0	$0	$9,260	$52,060	$0	$1,800	$7,200	$0
$291	$375	$375	$375	$519	$775	$775	$800	$906	$906
$0	$650	$0	$0	$970	$0	$0	$1,170	$0	$0
$5,853	$6,338	$5,852	$5,852	$8,511	$11,669	$9,883	$10,416	$11,220	$10,296
$2,533	$2,213	$3,733	$3,573	$4,133	$4,633	$4,033	$2,783	$5,183	$3,483
$1,500	$1,800	$3,350	$1,750	$9,400	$7,200	$6,800	$9,800	$33,500	$11,700
$0	$0	$0	$0	$20,000	$0	$0	$0	$20,000	$0
$20,400	$2,600	$24,500	$3,100	$64,300	$4,600	$21,850	$17,100	$19,950	$3,000
$60,000	$0	$0	$0	$0	$60,000	$60,000	$0	$0	$0
$25,000	$2,000	$2,400	$600	$2,000	$0	$0	$7,000	$0	$0
$950	$1,300	$500	$1,700	$1,100	$800	$1,950	$0	$650	$200
$4,000	$4,850	$2,300		$4,300	$4,000	$3,400	$1,900	$4,650	$1,400
$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
$35,800	$1,500	$250	$2,250	$250	$36,100	$1,300	$300	$600	$6,600
$0	$300	$300	$300	$0	$300	$600	$600	$300	$56,000
$1,000	$1,000	$0	$0	$0	$0	$0	$1,000	$4,000	$0
$14,934	$8,257	$9,335	$6,705	$19,039	$16,523	$11,906	$13,665	$20,781	$12,628
$261,276	$96,831	$103,932	$80,002	$213,383	$278,854	$196,561	$153,349	$246,627	$202,640
$49,147	$58,976	$63,891	$54,062	$60,443	$60,443	$60,443	$60,443	$80,590	$80,590
$10,185	$8,000	$12,850	$12,850	$12,850	$12,850	$12,850	$12,850	$12,850	$46,665
					$100,000				
$30,000			$100,000		$60,000	$70,000	$40,000		$30,000
$30,000	$40,000	$40,000	$20,000			$40,000	$15,000	$10,000	$20,000
								$56,000	
$119,332	$106,976	$116,741	$186,912	$73,293	$233,293	$183,293	$128,293	$159,440	$177,255
($141,944)	$10,145	$12,809	$106,910	($140,090)	($45,561)	($13,268)	($25,056)	($87,187)	($25,385)
$331,779	$189,834	$199,979	$212,788	$319,698	$179,608	$134,047	$120,780	$95,724	$8,537
$189,834	$199,979	$212,788	$319,698	$179,608	$134,047	$120,780	$95,724	$8,537	($16,848)

July 92	Aug 92	Sept 92	Oct 92	Nov 92	Dec 92	Total
$72,667	$72,667	$73,167	$73,500	$73,500	$73,500	$1,048,336
$14,533	$14,533	$14,633	$14,700	$14,700	$14,700	$203,727
$5,850	$5,650	$1,100	$5,850	$5,650	$1,100	$65,900
$3,935	$935	$935	$935	$935	$935	$42,115
$200	$200	$200	$200	$200	$200	$11,100
$7,402	$7,402	$7,577	$7,577	$7,577	$7,577	$103,828
$740	$740	$758	$758	$758	$758	$10,383
$720	$480	$720	$480	$720	$480	$36,320
$36,000	$0	$0	$0	$0	$0	$163,060
$906	$906	$906	$906	$906	$906	$12,721
$1,250	$0	$0	$1,250	$0	$0	$6,375
$11,221	$11,221	$11,221	$11,221	$11,221	$11,221	$168,450
$5,183	$3,683	$5,033	$3,533	$5,033	$3,533	$73,869
$8,800	$5,400	$10,700	$11,450	$12,450	$12,450	$157,850
$0	$0	$0	$0	$0	$0	$67,563
$18,300	$1,600	$48,200	$18,600	$500	$2,700	$382,200
$0	$60,000	$0	$0	$0	$0	$240,000
$2,000	$0	$0	$4,000	$0	$0	$48,000
$3,950	$0	$700	$0	$500	$0	$16,850
$10,700	$1,400	$2,900	$1,400	$2,900	$1,400	$60,550
$200	$200	$200	$200	$200	$200	$3,800
$35,200	$600	$1,600	$600	$600	$1,600	$144,950
$300	$300	$600	$600	$600	$600	$62,200
						$0
						$0
						$0
						$0
						$0
$0	$0	$0	$0	$0	$0	$11,000
$20,042	$12,588	$17,781	$15,542	$13,661	$13,052	$226,441
$260,099	$200,505	$198,931	$173,302	$152,611	$146,912	$3,367,588
						$0
$80,590	$120,886	$120,886	$120,886	$100,738	$60,442	$1,498,850
$12,850	$12,850	$12,850	$12,850	$12,850	$12,850	$279,900
						$180,000
$30,000	$60,000			$30,000		$670,000
$40,000	$20,000	$20,000	$20,000			$425,000
						$0
						$0
						$0
						$0
						$56,000
						$0
						$0
						$0
						$0
						$0
$163,440	$213,736	$153,736	$153,736	$143,588	$73,292	$3,109,750
($96,659)	$13,231	($45,195)	($19,566)	($9,023)	($73,620)	
($16,848)	($113,508)	($100,277)	($145,472)	($165,038)	($174,062)	
($113,508)	($100,277)	($145,472)	($165,038)	($174,062)	($247,682)	

1991-1992 CONSOLIDATED BUDGET			
EXPENSES	Acct	1991	1992
Employee Salaries	201	$262,417	$785,919
Payroll & Employee Taxes	202	$46,546	$157,181
Employee Benefits	203	$18,150	$47,750
Consultant Fees	204	$11,200	$30,915
Legal and Accounting Fees	205	$2,400	$8,700
Rent	206	$24,550	$79,278
Utilities	207	$2,455	$7,928
Office Equipment & Supplies	208	$17,170	$19,150
Computer Equipment	209	$56,740	$106,320
Equipment Repair	210	$2,604	$10,117
Insurance	211	$1,735	$4,640
Telecommunications Charges	212	$39,129	$129,321
Postage & Shipping	213	$23,623	$50,246
Employee Travel	214	$18,200	$139,650
Executive Comm Travel	215	$27,563	$40,000
Project Particpant Travel	216	$161,500	$220,700
Proj Participant Grants	217	$60,000	$180,000
Translation Services	218	$33,000	$15,000
Art/Design Services	219	$7,000	$9,850
Printing & Xerox	220	$20,200	$40,350
Advertising & Service Bureau Fee	221	$1,400	$2,400
Publications & Software	222	$59,600	$85,350
Conference Fees	223	$1,400	$60,800
Professional Dues	224	$0	$0
Bank Charges & Fees	225	$0	$0
Fines and Penalties	226	$0	$0
Other Taxes	227	$0	$0
Royalties	228	$0	$0
Miscellaneous Expenses	229	$6,000	$5,000
Expenses Subtotal		$904,582	$2,236,565
REVENUES	100		
Membership Dues	101	$491,470	$1,007,380
Host Community Payments	102	$91,885	$188,015
Government Grants	103	$80,000	$100,000
Foundation Grants	104	$350,000	$320,000
Corporate Donations	105	$240,000	$185,000
Individual Donations	106	$0	$0
Municipal Employee Don.	107	$0	$0
Subscription Fees	108	$0	$0
Publication & Other Product Sales	109	$0	$0
Conference/Workshop Fees	110	$0	$56,000
Honoraria	111	$0	$0
Royalties	112	$0	$0
Loans	113	$0	$0
Interest Income	114	$0	$0
Miscellaneous Income	115	$51,500	$0
Revenues Subtotal		$1,304,855	$1,856,395
Yearly Cash Flow		$400,273	($380,170)
Previous Year's Balance		$0	$400,273
Year End Balance		$400,273	$20,103
Reserve Fund Balance		$39,231	$226,441

	A	B	C	D	E	F	G	H	I
1	MONTHLY CASH FLOW PROJ.	Acct	Jan 91	Feb 91	Mar 91	Apr 91	May 91	June 91	July 91
2	EXPENSES	200							
3	Employee Salaries	201	$4,750	$4,750	$4,750	$9,500	$15,500	$15,500	$20,333
4	Payroll & Employee Taxes	202	$713	$713	$713	$1,425	$2,325	$2,325	$3,050
5	Employee Benefits	203	$0	$450	$450	$1,350	$1,550	$450	$1,800
6	Consultant Fees	204	$0	$0	$0	$0	$300	$300	$300
7	Legal & Accounting Fees	205	$0	$0	$0	$600	$500	$500	$500
8	Rent	206	$300	$300	$300	$600	$1,500	$1,500	$1,500
9	Utilities	207	$30	$30	$30	$60	$150	$150	$150
10	Office Equipment & Supplies	208	$40	$40	$40	$3,020	$2,640	$140	$2,390
11	Computer Equipment	209	$0	$0	$0	$1,920	$7,240	$2,200	$0
12	Equipment Repair	210	$62	$62	$62	$93	$204	$235	$235
13	Insurance	211	$0	$0	$0	$500	$0	$0	$585
14	Telecommunications Charges	212	$680	$680	$680	$680	$1,630	$1,730	$1,730
15	Postage & Shipping	213	$300	$833	$833	$1,133	$1,693	$1,193	$1,693
16	Employee Travel	214	$1,700	$200	$250	$1,000	$1,000	$2,650	$1,500
17	Executive Comm Travel	215	$7,563	$0	$0	$0	$0	$20,000	$0
18	Project Related Travel	216	$0	$0	$0	$0	$0	$0	$0
19	Project Participation Grants	217	$0	$0	$0	$0	$0	$0	$0
20	Translation Services	218	$0	$0	$0	$2,000	$0	$0	$1,000
21	Art/Design Services	219	$0	$200	$950	$0	$500	$400	$500
22	Printing & Xerox	220	$400	$1,000	$700	$1,900	$1,150	$900	$2,400
23	Adv & Service Bureau Fees	221	$0	$0	$0	$0	$0	$200	$200
24	Publications & Software	222	$400	$0	$0	$0	$800	$200	$200
25	Conference Fees & Costs	223	$0	$0	$0	$0	$0	$500	$0
26	Professional Dues	224							
27	Bank Charges & Fees	225							
28	Fines/Penalties	226							
29	Other Taxes	227							
30	Royalties	228							
31	Miscellaneous Expenses	229	$0	$0	$0	$0	$1,000	$0	$0
32	Reserve Fund	230	$0	$0	$0	$0	$0	$0	$0
33	Expenses Subtotal		$16,938	$9,258	$9,758	$25,781	$39,682	$51,073	$40,066
34	REVENUES	100							
35	Membership Dues	101	$0	$0	$34,403	$58,976	$68,806	$54,062	$24,573
36	Host Community Payments	102						$44,000	$2,000
37	Government Grants	103							
38	Foundation Grants	104							
39	Corporate Donations	105							
40	Individual Donations	106							
41	Municipal Employee Don.	107							
42	Subscription Fees	108							
43	Publ. & Other Prod. Sales	109							
44	Conference/Workshop Fees	110							
45	Honoraria	111							
46	Royalties	112							
47	Loans	113							
48	Interest Income	114							
49	Miscellaneous Income	115							
50	Revenues Subtotal		$0	$0	$34,403	$58,976	$68,806	$98,062	$26,573
51	Monthly Cash Flow		($16,938)	($9,258)	$24,645	$33,195	$29,124	$46,989	($13,493)
52	Previous Month's Balance		$51,500	$34,562	$25,304	$49,949	$83,144	$83,144	$130,133
53	End of Month Balance		$34,562	$25,304	$49,949	$83,144	$112,268	$130,133	$116,640
54									
55									

(8)

	J	K	L	M	N	O	P	Q	R	S
1	Aug 91	Sept 91	Oct 91	Nov 91	Dec 91	Jan 92	Feb 92	Mar 92	Apr 92	May 92
2										
3	$20,333	$24,000	$24,000	$24,000	$24,000	$32,583	$42,250	$42,250	$45,917	$60,833
4	$3,050	$4,800	$4,800	$4,800	$4,800	$6,517	$8,450	$8,450	$9,183	$12,167
5	$1,650	$1,100	$2,200	$1,650	$1,100	$3,750	$3,550	$1,100	$4,300	$1,100
6	$300	$0	$0	$0	$0	$0	$0	$0	$0	$0
7	$0	$200	$100	$0	$0	$700	$3,000	$200	$3,000	$400
8	$1,500	$2,875	$3,060	$3,060	$3,060	$3,890	$4,275	$4,275	$4,275	$6,337
9	$150	$288	$306	$306	$306	$389	$428	$428	$428	$634
10	$140	$2,260	$1,640	$400	$160	$3,400	$4,420	$540	$1,400	$4,910
11	$0	$39,740	$5,640	$0	$0	$9,260	$52,060	$0	$1,800	$7,200
12	$235	$291	$375	$375	$375	$519	$775	$775	$800	$906
13	$0	$0	$650	$0	$0	$970	$0	$0	$1,170	$0
14	$1,730	$1,750	$1,750	$1,750	$1,750	$3,520	$4,700	$4,750	$4,750	$5,350
15	$1,193	$1,933	$1,213	$2,733	$1,233	$2,163	$1,533	$3,033	$1,683	$4,083
16	$1,500	$1,500	$1,800	$3,350	$1,750	$9,400	$7,200	$6,800	$9,800	$33,500
17	$0	$0	$0	$0	$0	$20,000	$0	$0	$0	$20,000
18	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
19	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
20	$0	$0	$2,000	$0	$0	$0	$0	$0	$2,000	$0
21	$0	$950	$1,300	$500	$1,700	$1,100	$800	$1,950	$0	$650
22	$600	$2,400	$2,400	$2,900	$2,900	$3,400	$3,400	$3,900	$3,900	$4,300
23	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
24	$200	$35,800	$1,500	$250	$250	$250	$36,100	$300	$300	$600
25	$0	$0	$300	$300	$300	$0	$300	$600	$600	$300
26										
27										
28										
29										
30										
31	$3,000	$1,000	$1,000	$0	$0	$0	$0	$0	$1,000	$4,000
32	$0	$8,409	$5,323	$4,582	$4,313	$10,156	$13,684	$7,845	$9,441	$16,237
33	$35,781	$129,495	$61,557	$51,156	$48,197	$112,167	$187,125	$87,396	$105,946	$183,707
34										
35	$24,574	$49,147	$58,976	$63,891	$54,062	$60,443	$60,443	$60,443	$60,443	$80,590
36	$2,000	$10,185	$8,000	$12,850	$12,850	$12,850	$12,850	$12,850	$12,850	$12,850
37										
38					$30,000			$40,000		
39		$30,000	$40,000	$40,000	$20,000				$15,000	$10,000
40										
41										
42										
43										
44										
45										
46										
47										
48										
49										
50	$26,574	$89,332	$106,976	$116,741	$116,912	$73,293	$73,293	$113,293	$88,293	$103,440
51	($9,207)	($40,163)	$45,419	$65,585	$68,715	($38,874)	($113,832)	$25,897	($17,653)	($80,267)
52	$116,640	$107,433	$67,270	$112,688	$178,273	$246,988	$208,114	$94,282	$120,179	$102,526
53	$107,433	$67,270	$112,688	$178,273	$246,988	$208,114	$94,282	$120,179	$102,526	$22,260
54										
55										

(9)

	T	U	V	W	X	Y	Z	AA	AB
1	June 92	July 92	Aug 92	Sept 92	Oct 92	Nov 92	Dec 92	Total	
2									
3	$60,833	$61,667	$61,667	$62,167	$62,167	$62,167	$62,167	$848,084	
4	$12,167	$12,333	$12,333	$12,433	$12,433	$12,433	$12,433	$164,846	
5	$1,100	$4,300	$5,650	$1,100	$4,300	$5,650	$1,100	$50,750	
6	$0	$0	$0	$0	$0	$0	$0	$1,200	
7	$200	$200	$200	$200	$200	$200	$200	$11,100	
8	$6,337	$6,637	$6,637	$6,812	$6,812	$6,812	$6,812	$89,466	
9	$634	$664	$664	$681	$681	$681	$681	$8,947	
10	$400	$640	$400	$640	$400	$640	$400	$31,100	
11	$0	$36,000	$0	$0	$0	$0	$0	$163,060	
12	$906	$906	$906	$906	$906	$906	$906	$12,721	
13	$0	$1,250	$0	$0	$1,250	$0	$0	$6,375	
14	$5,350	$5,350	$5,350	$5,350	$5,350	$5,350	$5,350	$77,060	
15	$2,583	$4,083	$2,583	$4,133	$2,633	$4,133	$2,633	$51,259	
16	$11,700	$8,800	$5,400	$10,700	$11,450	$12,450	$12,450	$157,850	
17	$0	$0	$0	$0	$0	$0	$0	$67,563	
18	$0	$0	$0	$0	$0	$0	$0	$0	
19	$0	$0	$0	$0	$0	$0	$0	$0	
20	$0	$0	$0	$0	$2,000	$0	$0	$9,000	
21	$200	$3,950	$0	$700	$0	$500	$0	$16,850	
22	$4,300	$4,800	$4,800	$5,300	$5,300	$5,800	$5,800	$74,650	
23	$200	$200	$200	$200	$200	$200	$200	$3,800	
24	$600	$35,200	$600	$600	$600	$600	$600	$115,950	
25	$600	$300	$300	$600	$600	$600	$600	$6,800	
26								$0	
27								$0	
28								$0	
29								$0	
30								$0	
31	$0	$0	$0	$0	$0	$0	$0	$11,000	
32	$10,671	$15,158	$10,659	$11,112	$11,588	$11,772	$11,093	$162,044	
33	$118,781	$202,438	$118,349	$123,634	$128,870	$130,894	$123,425	$2,141,475	
34								$0	
35	$80,590	$80,590	$120,886	$120,886	$120,886	$100,738	$60,442	$1,498,850	
36	$46,665	$12,850	$12,850	$12,850	$12,850	$12,850	$12,850	$279,900	
37								$0	
38		$20,000						$90,000	
39	$20,000	$40,000	$20,000	$20,000	$20,000			$275,000	
40								$0	
41								$0	
42								$0	
43								$0	
44								$0	
45								$0	
46								$0	
47								$0	
48								$0	
49								$0	
50	$147,255	$153,440	$153,736	$153,736	$153,736	$113,588	$73,292	$2,143,750	
51	$28,474	($48,998)	$35,387	$30,102	$24,866	($17,306)	($50,133)		
52	$22,260	$50,734	$1,736	$37,124	$67,225	$92,091	$74,784		
53	$50,734	$1,736	$37,124	$67,225	$92,091	$74,784	$24,651		
54									
55									

(10)

	AC	AD	AE	AF
1	1991-1992 CONSOLIDATED BUDGET			
2	EXPENSES	Acct	1991	1992
3	Employee Salaries	201	$191,416	$656,668
4	Payroll & Employee Taxes	202	$33,514	$131,332
5	Employee Benefits	203	$13,750	$37,000
6	Consultant Fees	204	$1,200	$0
7	Legal and Accounting Fees	205	$2,400	$8,700
8	Rent	206	$19,555	$69,911
9	Utilities	207	$1,956	$6,991
10	Office Equipment & Supplies	208	$12,910	$18,190
11	Computer Equipment	209	$56,740	$106,320
12	Equipment Repair	210	$2,604	$10,117
13	Insurance	211	$1,735	$4,640
14	Telecommunications Charges	212	$16,540	$60,520
15	Postage & Shipping	213	$15,983	$35,276
16	Employee Travel	214	$18,200	$139,650
17	Executive Comm Travel	215	$27,563	$40,000
18	Project Particpant Travel	216	$0	$0
19	Proj Participant Grants	217	$0	$0
20	Translation Services	218	$5,000	$4,000
21	Art/Design Services	219	$7,000	$9,850
22	Printing & Xerox	220	$19,650	$55,000
23	Advertising & Service Bureau Fees	221	$1,400	$2,400
24	Publications & Software	222	$39,600	$76,350
25	Conference Fees	223	$1,400	$5,400
26	Professional Dues	224	$0	$0
27	Bank Charges & Fees	225	$0	$0
28	Fines and Penalties	226	$0	$0
29	Other Taxes	227	$0	$0
30	Royalties	228	$0	$0
31	Miscellaneous Expenses	229	$6,000	$5,000
32				
33	Expenses Subtotal		$496,116	$1,483,315
34	REVENUES	100		
35	Membership Dues	101	$491,470	$1,007,380
36	Host Community Payments	102	$91,885	$188,015
37	Government Grants	103	$0	$0
38	Foundation Grants	104	$30,000	$60,000
39	Corporate Donations	105	$130,000	$145,000
40	Individual Donations	106	$0	$0
41	Municipal Employee Don.	107	$0	$0
42	Subscription Fees	108	$0	$0
43	Publication & Other Product Sales	109	$0	$0
44	Conference/Workshop Fees	110	$0	$0
45	Honoraria	111	$0	$0
46	Royalties	112	$0	$0
47	Loans	113	$0	$0
48	Interest Income	114	$0	$0
49	Miscellaneous Income	115	$51,500	$0
50	Revenues Subtotal		$794,855	$1,400,395
51				
52	Yearly Cash Flow		$298,740	($82,920)
53	Previous Year's Balance		$0	$298,740
54	Year End Balance		$298,740	$215,819
55	Reserve Fund Balance		$22,628	$162,044

Fiscal Sponsorship

ICLEI

CID
CENTER FOR INNOVATIVE DIPLOMACY

20 December 1990

Mr. John Chatfield
Chair, ICLEI
35 Great Smith St.
London SW 1P 3BJ
United Kingdom

Dear Mr. Chatfield:

Thank you for your letter from November recognizing the Center for Innovative Diplomacy (CID) as a Charter Patron of the International Council for Local Environmental Initiatives (ICLEI). We are very pleased that we have been able to help create ICLEI. Having worked alongside Jeb Brugmann from the outset on this exciting endeavor, we of course feel great pride in what has been achieved so far -- and a solid commitment to helping this project reach its fullest potential. I am writing now to clarify the current relationship between CID and ICLEI and to propose how we might continue this relationship for another six months in a mutually beneficial way.

First, I should mention that our exact cash contribution, made available to cover the expenses for ICLEI projects run out of CID's office in Cambridge, Massachusetts, has been $76,122.04. Because we see your projects as wholly consistent with our charitable purpose, we agreed that Jeb Brugmann, your Acting Secretary General, could use this amount -- the net proceeds from the September conference -- as of 1 October 1990. In addition to this cash contribution, CID has donated a variety of other services to ICLEI's projects (described below).

As you know, since ICLEI's last Executive Committee meeting in September, we have provided fiscal sponsorship of ICLEI's projects. This sponsorship has allowed Jeb Brugmann to apply for grants from private foundations and government agencies in the United States. Under U.S. law, no grant monies may be received from these entities unless an organization is recognized by the U.S. Internal Revenue Service (IRS) as "public charity."

It is our current understanding, as well as the understanding of the prospective donors who are reviewing these applications, that CID will administer any grant monies received from these foundations or agencies and will charge 10% of all grant monies received to cover our administrative costs. We are further agreed that this 10% will be levied even if monies are received from these

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East Coast Office • 45 Rice Street, Suite 3, Cambridge, MA 02140 • (617) 491-6124

funds any way you see fit.

I should emphasize that these limitations are the minimum we must place on you by U.S. law. If ICLEI decided to affiliate for the next six months instead with, say, the National League of Cities, exactly the same limitations would apply. Until ICLEI receives its own IRS designation as a "public charity," its projects will have to be managed by another public charity and none of its charitable funds can be expended for noncharitable purposes.

Costis Toregas of Public Technology Inc. has raised the question of whether it would be fair for CID to collect $100,000 if you received a $1 million grant. Even though I regard this scenario as unlikely (though certainly desirable!), CID further proposes that we assess only a 5% levy for all monies donated over $500,000. To cover the opposite scenario -- of ICLEI raising few or no funds -- we propose that ICLEI agree to pay at least $7,500 for CID's services over these six months. This will ensure that the expenses CID incurs because of the affiliation -- a little over $1,000 per month -- are met.

We believe this is a fair offer, one that provides you with four important benefits:

(1) Minimal Fees -- The 10% we are charging you is lower than most organizations charge their projects. Most think tanks in Washington, for example, charge projects 20-25% and most universities charge up to 50%. Our offer is also competitive with what other general purpose fiscal sponsors like the Tides Foundation would charge.

(2) No Transition Costs -- By staying with CID, you can avoid a variety of transition costs. Changing sponsoring organizations would require you to set up new books, new payroll systems, and new accounting procedures, as well as to arrange for legal counsel to assure that you met the strict requirements of the law. You would also need to print new stationary. And you would need to work out new personal and professional relationships with a new staff. By staying with CID, you will incur no such transition costs. You can continue the relatively smooth relationship we've developed and enjoyed over the past two years.

(3) Independence -- While by law CID (or any managing organization) must hold the ultimate responsibility over your projects, we in fact have a tradition of trusting you to pursue this project pretty much as you or your Executive Committee see fit. We know your project activities well enough to be confident that your planned work is within our organizational agenda and will not violate the strictures limiting what we can do as a public charity. In other words, we like what you're doing and you can expect little or no interference.

(4) Fund-Raising Help -- It's worth pointing out that much of your funding in the past two years was generated with our assistance. Through regular correspondence, meetings, and phone

applications after the lapsing of the initial fiscal sponsorship arrangement on 31 January 1991. Without this condition, CID would not be in a position to receive these funds for ICLEI's projects and ICLEI would have to reapply for grants under its new fiscal status.

Under U.S. law, CID must manage the expenditure of all grant monies it receives. I should stress that this does not mean that, under the fiscal sponsorship arrangement, CID does or intends to manage ICLEI as an organization. Right now, we are simply managing ICLEI's projects that are consistent with our charitable purpose. We have every expectation -- and hope -- that ICLEI itself will continue to develop as an independent organization, with both charitable and non-charitable arms. Meanwhile, we will defer to the Executive Committee of ICLEI for advice on how to manage project funds.

Since the Executive Committee of ICLEI decided to enter this relationship with CID only until 31 January 1991, the question remains as to whether ICLEI and CID should renew this relationship. As President of CID, I would like to formally invite ICLEI to renew this relationship for six months, with several minor modifications. After six months we expect that ICLEI will receive its own "public charity" status from the IRS and thus will be able to receive grants from foundations and agencies directly.

Until mid-1991, we will provide you with the following services:

- general management of your project;
- payroll;
- accounting;
- legal assistance;
- regular access to publishing articles in CID's magazine, MFP;
- fund-raising assistance (outlined below); and,
- various other forms of help, as we've provided in the past.

For these services, we will charge 10% of the gross revenues ICLEI projects receive. These gross revenues shall include individual contributions, foundation grants, corporate donations, or any other fees or monies you collect for ICLEI's projects.

I understand that ICLEI would like to collect membership dues soon. To the extent that these dues are expended on ICLEI projects, CID will charge its 10% levy. If ICLEI as an organization outside CID collects dues, there will of course be no charge. Its important to emphasize, however, that U.S. law forbids you from using project monies managed by CID to raise funds for ICLEI as a separate organization. All funds expended under CID's management must be spent only on ICLEI's projects, not on ICLEI as an independent organization. As soon as ICLEI receives its own charitable status, CID can then transfer any remaining project funds to ICLEI and you may then spend those

calls various CID staff helped you secure grants from the Mertz-Gilmore Foundation ($15,000), the Educational Foundation of America ($33,000), the Sequoia Fund ($15,000), the Levinson Foundation ($10,000), and the Stern Fund ($5,000). If you remain a project of CID, we certainly will continue to assist you. For example, a grant proposal of roughly $100,000 is now pending before the W. Alton Jones Foundation. By working together we will both be able to enjoy the benefits of not submitting competitive proposals to any foundation.

In short, we think we are offering your a reasonable and fair working arrangement, one that leaves 90% (or more) of all the monies you raise in your hands. We understand that your Executive Committee will need to approve this arrangement, and I invite your committee members to call me (202-234-9382, ext. 211) or Larry Agran (714-250-1296) if they have any questions.

Once again, however, I want to reiterate the organization's enthusiasm for continuing our fruitful working relationship. We applaud the terrific work you and your colleagues did on the World Congress of Local Governments, and we hope can help make ICLEI as big a success.

Sincerely,

Michael H. Shuman

Michael H. Shuman
President, CID

A Resolution

To extend fiscal sponsorship of ICLEI by the Center for Innovative Diplomacy, Inc.

The Executive Committee of the International Council for Local Environmental Initiatives (ICLEI) resolves to extend its fiscal sponsorship relationship with the Center for Innovative Diplomacy, Inc. (CID) until July 31, 1991 or until ~~ICLEI's U.S.~~ agreement branch corporation is formally granted status as a "public charity" by the U.S. Internal Revenue Service~~, whichever date is earliest.~~

The terms for such fiscal sponsorship shall be as follows:

1) CID will manage all ICLEI project funds applied for in the CID name. All such funds shall be used for the charitable purposes defined in the proposals soliciting such funds and in the agreements signed with the institutions providing such funds.

2) ICLEI will pay CID 10% of the gross amount on the first $500,000 of ICLEI funds applied for in the CID name. ICLEI will pay CID 5% on the gross amount of ICLEI funds over $500,000 applied for in the CID name.

3) ICLEI agrees to pay a minimum of $1,250 per month for fiscal sponsorship services during the six month period. These payments may be made at any time during the six month period.

4) For the abovementioned fees, CID will provide ICLEI with payroll, accounting, legal assistance and fund-raising assistance services.

5) Funds raised by ICLEI in the name of another public charity or in its own name shall not be covered by this fiscal sponsorship agreement and ICLEI shall not be assessed any fees on these revenues by CID.

City Host Proposals

ICLEI

Aberdeen, UK

- *Regional or World Application:* Region or World

- *Description:*

  The City of Aberdeen has a population of close to a quarter of a million people and is the principal commercial and administrative center for the North of Scotland. It is the third largest city in Scotland. The city covers approximately 73 square miles.

  Economically, the city is known as the Oil Capital of Europe and the Off-shore Oil Capital of the world. The University of Aberdeen was formed in 1860 and Robert Gordon's Institute of Technology is the largest Polytechnic Institute in the UK. Both institutions have close links with industry, especially with the oil industry.

- *Present Environmental Strengths/Resources:*
  - Has developed a "citywide planning framework" which incorporates standards for protecting environmental and natural habitats.
  - Has just started a project which will lead to the "calming" of traffic in the heart of Aberdeen, as part of a restoration of this part of the city.
  - City is heavily involved in a recycling program.

- *Formal Status of Proposal:*
  - Offer by Chief Executive's Dept.

- *Resources Offered:*

  It is unclear as to what resources can be offered to the Council, outside of meeting space. Dependent on the seriousness of the possibility of the Council locating there.

FINALISTS

1. Hannover
2. Freiburg
3. Toronto
4. Sade
5. Fredrikstadt

CRITERIA

1. pol. support - breadth & durability
2. facilities & resources
3. env'l record of city
4. env'l agenda & opps. for partnership in the future
5. synergies w/other local inst.'s
6. locational - transport? airport? image?

Barrrow in Furness, UK

- *Regional or World Application:* World or Region

- *Description:*

  Barrow in Furness is a city located at the southwestern tip of Cumbia, bordering the Irish Sea. Its population is approximately 100,000. It is close to the Lake District National Park, with a variety of topography from golden sands to rolling hills and moorland.

  Air access is good as Barrow's 3-runway airport is only 5 minutes drive from the town center.

- *Present Environmental Strengths:*
  - The local council has led the development of nature conservation initiatives and policies in the northwest for over a decade.
  - Winner of a national environmental award for industrial locations such as the British Gas plc Barrow Terminal.

- *Proposed Environmental Programs:*
  - The city is currently involved in a 10£ million reclamation and redevelopment scheme for the 100 hectare site of the former Barrow Iron and Steelworks – Project Furness. The site is seriously degraded and will take on the character of an office park when completed.

- *Opportunities for Partnership:*
  - Within a half hour drive of the city are the Nature Conservancy Council, Ferry House, Freshwater Biological Institute, and the Institute of Terrestrial Ecology, as well as Grange-over Sands. All are international recognized research centers.

Berlin, Germany

- *Regional or World Application:* World or Regional

- *Description:*
  Berlin is one of the world's most renown cities. It has a reputation as a center of culture and science as well as a major center for trade fairs and congresses. Berlin is a center for the development, application, and marketing of environmental technology. The importance of Berlin has only increased with the unification of Germany.

- *Present Environmental Strengths:*
  - Since the early 80's, 30 large and small development projects have been completed, are under construction, or are in the advanced stage of planning using an integrated ecological planning approach.
  - The Berlin Senat is drawing up general principles and regulations outlining minimum ecological standards for public and publicly financed construction.
  - The Senat Department for the Economy has set up a section for "Ecological Economic Policies."
  - In combination with the Chamber of Industry and Commerce and the Chamber of Trade, the city provides technical environmental counselling to small and medium size businesses.
  - The Senat Department for the Economy publishes a magazine every two months which contains information from Berlin firms and research institutions about new products, methods, and projects related to the environment.
  - Berlin has its own solar energy program.
  - Berlin has developed a landscape and species protection program, a program for soil protection, a program which monitors flora and fauna, a research program on "non-intrusive" forestry, a program of environmentally compatible waste management, a regional energy center, official funding for gardens in tenement courtyards and for the greening of roofs and terraces, a policy of opening up sealed surfaces, a comprehensive clean-air plan,

- *Proposed Environmental Programs:*
  - Over the past two years, the Berlin Senat has been preparing the foundation for a "European Academy of the Urban Environment in Berlin" whose aim would be primarily to spread and explain new ideas, models, and policy approaches in urban environmental protection.
  - Berlin has applied to the European Community for the "European Environmental Agency" to be located there.
  - The Senat Department for the Economy, together with the Carl-Duisberg Society in Berlin intend to organize a world congress of local decisionmakers and scientists on the "Planned Use of Energy."

- *Opportunities for Partnership:*
  - Important third world development organizations linked to the Federal Ministry for Economic Cooperation have their headquarters in Berlin. The German Volunteer Service (DED), the Deutsche Institut für Entwicklung (DSE), and the Deutchsche Stiftung für Internationale Entwicklung (DSE) in addition to a wide range of NGO's are located there.
  - The Environment Institut of Dresden, which conducts environmental training programs for decisionmakers from developing countries, is moving to Berlin.
  - The city uses the considerable research resources of The Free University, the Technical University, 8 public and private research institutions, 3 colleges, and several federal agencies.

- *Formal Status of Proposal:*
  - Formal offer by Mayor.

Dade County, Florida, USA

- *Regional or World Application:* World or Region

- *Description:*

  Dade County Florida is the most populous county in the fourth most populous state in the United States. Florida is the most southeastern state in the US. 1.9 million people live in Dade County, 48 percent of them being Hispanic, 22 percent Black, and 32 percent all others. The county government is located in the county's largest city, Miami; employs 23,000 people, and has an operating budget of more than $2 billion.

  Transportation facilities are excellent, with Interstate highways, commuter rail, rapid transit, and a very busy international airport all part of the transportation infrastructure. Telecommunications service is excellent.

- *Present Environmental Strengths:*
  - Since 1972, there has been a large push to make the county environmentally benign. A regional wastewater facility has eliminated all wastewater discharges from Biscayne Bay, a heavy rail and downtown "people mover" system has helped reduce people's dependence on automobiles for commuting, and a planned jetport in the Everglades was abandoned.
  - Dade County has a wellhead, groundwater, and surface water protection program, which includes a ban on phospates, stormwater management rules.
  - The County has an on-going Restoration and Enhancement program which works to preserve the health and diversity of Biscayne Bay, including the creation of artificial coral reefs in the Bay.
  - Wetlands are now protected through a strict dredging and filling permit program and tax breaks for not developing environmentally sensitive lands.
  - Some upland regions are protected through permitting.
  - In May 1990 voters approved the acquisition and managing of more than $90 million worth of land.
  - Air quality is managed through a county air quality control office, a strict zoning ordinance, improvement of transportation systems, and energy conservation work.
  - Land use is regulated through a master plan process in which environmentally sensitive land is recognized.
  - Both water conservation and conservation through recycling are large commitments by the county.

- *Proposed Environmental Programs:*
  - The county will be expanding water treatment plants, developing a new regional wellfield or deepwells, expanding the county's waste to energy plant and installing scrubbers, implementing a household hazardous waste collection and disposal program, and establishing a yard waste mulching and composting program.
  - The downtown people mover system will be extended.
  - A stormwater utility will be created to protect surface waters.
  - Programs to restore the water quality in Biscayne Bay will include dredging of toxic sediments, the stormwater program, and replacement of sewer pipe.
  - Environmentally sensitive lands will be acquired and maintained.
  - Air quality will be enhanced through state-mandated annual inspection and maintenance program for vehicles, CFC recovery, transportation improvements, tree preservation program, and a toxic air pollutant identification and control program.

- *Opportunities for Partnership:*
  - Dade County is home to 4 large universities and a community college, each of which has environmentally -related research and programs.
  - Numerous environmentally concerned non-governmental organizations are based in Dade County as are several state and federal governmental agencies. Several of these organizations wrote letters of interest and support for the organization to move to Miami.

- *Formal Status of Proposal:*
  - The County Board has voted its support of hosting ICLEI.

- *Resources Offered:*

  Subsidy: The county is pursuing funding from several sources including the federal government and the State of Florida.

  Office Space: The county is offering 2500 square feet of county-owned office space free for two years. The space is adjacent to Miami International Airport. The space can be doubled in size should ICLEI wish to expand.

  Hotel Accommodations: 50 room nights at some of Miami's finest hotels are offered at no charge

  Corporate and Personal Banking: Sun Bank has offered discounted banking and preferred services.

  Air Fare: The county is pursuing complementary airfare with a carrier with direct flights to major European, North, and South American cities.

  Computers and Communications: Staff from the county's large and sophisticated Office of Computer Services and Information Systems will help design, develop and implement a data processing and communications plan.

Board of County Commissioners
METROPOLITAN DADE COUNTY-FLORIDA
METRO-DADE CENTER
111 N. W. FIRST STREET, SUITE 220
MIAMI, FLORIDA 33128-1963
(305) 375-5076

HARVEY RUVIN
County Commissioner

January 8, 1991

Mr. Jeb Brugmann, Congress Director
World Congress of Local Governments
for a Sustainable Future
45 Rice Street, Suite 3
Cambridge, Mass. 02140

Re: Dade County's Commitment as host community for Local Initiatives

Dear Jeb:

Again, I want to thank you for taking the time to visit Dade County last month. I certainly enjoyed the opportunity to demonstrate the County's environmental track record as well as the myraid community academic and governmental support systems that we know can be crucial in actualizing Local Initiatives short and long term goals.

I am enclosing a copy of the Board of County Commissioners' formal resolution unanimously and enthusiastically underlining our commitment to you.

In addition, I am confident that I can commit the office support, including PC's, copier, FAX and telephone equipment that we discussed. Further, I have had additional conversations with Governor Elect Lawton Chiles' transition team and have been assured that the Chiles' administration will seek to be our partner and that as they develop their first budget, the cash requirements of Local Initiatives will in fact be dealt with.

Another piece which I am very excited about has to do with the potential for donations from the air lines serving Miami International Airport. Recently I met with over forty representatives and presented the need and opportunity to them. Without exception, the idea of air line donations was enthusiastically and generously received. I am confident that should we be selected, that enthusiasm will be translated into real dollars in the form of alleviating Local Initiatives' travel budget significantly.

Lastly, we are continuing to make contact with and determining process for foundation support as well. I intend to pursue this source aggressively.

We wish you and the Interim Executive Committee well and know that your efforts in London this coming week will be productive. Looking forward to our mutual future.

Sincerely,

Harvey Ruvin

Harvey Ruvin

HR/kj
P.S. Please give our best to Suzanne.

Enc.

SIERRA CLUB

730 Polk Street San Francisco, CA 94109 415·776·2211 Fax: 415·776·0350

Michael L. Fischer
Executive Director

November 28, 1990

Interim Executive Committee
International Council for Local
Environmental Initiatives
45 Rice Street, Suite 3
Cambridge, MA 02140

Dear Member of the Interim Executive Committee:

As you know, Metro-Dade County, Florida, is preparing to submit a proposal to serve as host community for the International Council for Local Environmental Initiatives. Currently, Dade County is the only area within the United States that is preparing a proposal. It is with great pleasure and sincere environmental responsibility that the National Sierra Club endorses and wholeheartedly supports Dade County's bid for host community status.

As you will see from their proposal, Dade County has shown a strong commitment to resolving environmental problems at the local, regional, national, and global levels. It is not often enough that local environmental programs get filtered up to the Feral level of government for national implementation -- something that has been the case with Dade County.

Dade's sub-tropical climate, many educational and cultural institutions, population diversity, quality of life, and proximity to developing nations, provide many advantages to locating the International Council's headquarters in South Florida.

We at the Sierra Club hope that you will give very serious consideration to locating your Council headquarters in the United States, and particularly within Dade County, Florida. We look forward to assisting the Council in its future global environmental endeavors.

Sincerely,

Michael L. Fischer
Executive Director

c.c. Commissioner Harvey Ruvin

Edinburgh, UK

- *Regional or World Application:* World or Regional

- *Description:*

  The City of Edinburgh is the capital of Scotland, located in the northeastern part of the UK. It is home to Scottish legal, educational, financial, and scientific communities. Approximately 20% of the employed population have university degrees, or professional or vocational certification. The City is home to 2 universities, 6 education colleges, and a polytechnic institute. The City is a center for the high tech industry and has several different types of large computer-related businesses.

  The City is about 15 minutes from the local airport which provides direct flights to a variety of European destinations. Glasgow international airport is about an hour away and there is an hourly "shuttle" to Heathrow airport outside London. British Telecom is planning to introduce a fiber optic cable system within the City over the next 2 years.

- *Present Environmental Strengths:*
  - Conducts an Environmental Audit of the environmental impact of the policies and practices of the city government.
  - Manages reservoirs and open space for wildlife and recreation.
  - Administers a Natural Environment Grant Aid Scheme to support local environmental improvements.
  - Has adopted an "ozone friendly" purchasing policy.
  - Has a transport policy to encourage public transport, cycling, and walking, while discouraging car commuting.
  - Acts as an agent for the rehabilitation of derelict land.
  - Has made environmental issues a priority in community education including making it a part of the primary and secondary school curriculum.
  - Sponsors the Edinburgh International Festival of Science and Technology.

- *Opportunities for Partnership:*
  - The District Council has been central of establishing a dialog with the representatives of the Soviet Union on environmental issues.
  - Participates in the Lothian and Edinburgh Environmental Partnership with members of area NGO's.

- *Resources Offered:*
  - Office space: Edinburgh would assist in the provision of premises in the commercial center of the City, a business park, or in an academic environment.
  - Subsidy: The two local authorities will formulate a package of local assistance including help with recruitment and training of staff.

Convention of Scottish Local Authorities

Rosebery House
9 Haymarket Terrace
Edinburgh EH12 5XZ
Telephone 031-346 1222
Fax 031-346 0055

Roy MacIver
Secretary General

Your Ref:

Our Ref: EH/7 - B/LT

Date: 3 December 1990

Jeb Brugmann Esq
Interim Director
International Council for Local
Environmental Initiatives
763 Massachusetts Avenue
Cambridge
MA02139
USA

Dear Jeb Brugmann

I understand that a bid has now been submitted to you on behalf of the City of Edinburgh to host either the World Headquarters or the Regional Headquarters of ICLEI. I know from discussions which I have had with other colleagues that you will also shortly receive a bid from the City of Glasgow.

My purpose in writing to you is simply to confirm that both of these bids have the very full support of the Convention of Scottish Local Authorities, which represents all of the local authorities in Scotland. Scottish local authorities take a particular interest in protection and conservation of the environment and it would be regarded as a very considerable honour for one of the Headquarters locations to be in Scotland.

I understand that the Executive Committee of ICLEI will be having a meeting in January to consider bids. If following that you and colleagues would wish to visit Scotland to look at the possibilities in Edinburgh and/or Glasgow then the Convention would be very pleased to offer appropriate hospitality and any further assistance which it could provide.

Yours sincerely

Bruce Black

Deputy Secretary General

IF TELEPHONING OR CALLING PLEASE ASK FOR: W B Black
01L0586E

Fredrikstadt, Norway

- *Regional or World Application:* World or Regional

- *Description:*
  Fredrikstadt is a medium-size Norwegian city (population 30,000) situated in the southeastern part of the country. It is approximately 30 kilometers from the Swedish border and 100 kilometers from Oslo. It is the commercial, cultural, and administrative center of the area which comprises approximately 70,000 inhabitants.

  International airtravel is available from Oslo, about 1.5 hours away. Telecommunications facilities are excellent.

- *Present Environmental Strengths:*
  - The inter-comunity Sewage and Solid Waste Authority in the region runs a waste to energy plant which burns 70,000 tons of waste a year with low emission rates.
  - An area-wide sewage treatment plant treats not only household waste but industrial waste (including that of a chemical factory).
  - The state Air Pollution Control Authority has taken the lead in forming a committee of local residents, organizations, and representatives of industry in order to deal with local air pollution issues without resorting to regulation.
  - District heating has been constructed and other energy conservation measures have been initiated.

- *Proposed Environmental Programs:*
  - Norway is in the midst of a selective decentralization of environmental regulatory authority to local authorities. Fredrikstadt Kommune has applied to be a part of this program which will strengthen professional environmental expertise, promote local planning, and test various models of political and administrative organization.
  - Fredrikstadt intitated in 1988 the preparation of a "Plan of Action for Environmental Protection 1990-1993" which was meant to serve as an umbrella for the city's involvement in the environmental sector. As a part of this effort, the following areas were selected as priorities: Overall planning and management, information and education, transportation and traffic, pollution from local sources, conservation of nature, landscapes, ancient monuments and buildings, and recreational activities, and preserving the shores of the river Glomma.
  - The city will soon develop a strategic plan for development of industrial and service activities.
  - In 1991 the city and region will be addressing the impacts of transporation on the environment.

Full office facilities + Rent of 5-6'l + 2 staff for a yr.
→ $300,000

Brundtland vacation home

honest

Faces severe air & water pollution problems.

Generator & co-gen'n

methane recovery.

One of 90 mun's testing power of decent'ing env'l policy

MIK

Computer networking area

DISADV

① limited resources
② lazy.
③ remote - harder to get there

- A Forum for recycling and cleaner production will be established in Fredrickstadt. The forum will promote increased recycling and waste minimization.
- Industrial companies will be challenged to establish a Business Circle for Cleaner Production.
- Schools, hospitals, and public offices will be asked to evaluate the possiblitiies for their use of "green products," possible energy savings, and waste minimization.
- The city is working with the Norwegian electronic company, Elektrisk Bureau (EB), Environmental Control Division, and the Center for Applied Research to develop a real time control system of sewage.
- Fredrickstadt is one of 4 municipalities in the world participating in an IULA-project for the exchange of local environmental data.
- All primary and secondary schools in Fredrikstadt are teaching environmental education.

- *Opportunities for Partnership:*

  Fredrikstadt proposes partnership on three levels: local, national, and global

  Local:
  - Possible partners for ICLEI are Fredrikstadt Kommune (through the Environment Advisor), the Center for Applied Research, the schools and colleges of Fredrikstadt, the Inter-community Sewage and Solid Waste Authority, the Norwegian Information Technology Company, the Norwegian Center of Geographical Information Technology, the Agricultural University of Norway, the Norwegian Institute of Journalism, the Church of Norway, and independent environmental expertise.

  National:
  - Possible partnerships may be arranged with the Norwegian Association of Local Authorities, the Norwegian Government (through the Office of the Prime Minister and the Ministry of the Environment), the State Pollution Control Authority, the Research Park of the University of Oslo, and the Bergen Scientific Center.

  Global:
  - The obvious partners would be IULA, UNEP, cooperative communities worldwide, and international NGO's.

  - The Center for Applied Research in Ostfold has worked with UNEP and the USEPA to establish an Information System for Pollution Prevention (ICPIC). This system will deal with the experiences of cleaner production projects all over the world. Direct data transmision lines will run between Fredrikstadt, Paris, and Washington.

FREDRIKSTAD KOMMUNE

SENTRALADMINISTRASJONEN
LYKKEBERG 1

Postuttak
1600 FREDRIKSTAD
Telefon (09) 394300
Telefax (09) 394504
Bankgiro 1000.05.0060.2
Postgiro 5 39 41 01

Tlf. saksbehandler: 394506

Mr. Jeb Brugmann, Esq.
Acting Secretary General ICLEI
763 Massachutes Avenue
Cambridge, MA 02139
USA

Your ref.:	Our ref./J.nr.:	Archive nr.:	Date:
Fax. 20.11.90			17.12.90

ADDENDUM TO SECTION 9 OF THE PROPOSAL TO HOST LOCAL INITIATIVES SECRETARIAT.

In the proposal of the 29th of November 1900, section 9, I announced the forwarding of a transcript of the protocol of the City Council meeting of the 13th of December. The City council voted in this meeting, unanimously in favour of the following Motion:

> *The City Council is supporting the proposal to host the Secretariat of the International Council for Local Environmental Initiatives in Fredrikstad.*

I forward this transcript by fax, asking You kindly to distribute the information to the Council.

Sincerely

Ragnar Pettersen
Mayor

Copy: Kommunenes Sentralforbund, underdirektør Svein Erik Wilthil

- *Formal Status of Proposal:*
  Offer of the Mayor and the unanimous vote of the City Council of Fredrikstadt.

- *Resources Offered:*
  Subsidy: The Norwegian Association of Local Authorities is approaching the Prime Minister's Office to discuss the possibility of financial support. There is also contact with the County authorities about the same. Also the city is convinced that Norwegian industry would be willing to sponsor the organization.
  Office Space: The Old Town School will be fully renovated and put at the disposal of the Council free of charge. Temporary quarters will be provided until renovations are completed. Particulars and choice of terms will be discussed further.
  Equipment: The offices, meeting rooms, and technical rooms will be furnished and equipped free of charge.
  Computers: An operative internal computer system will be provided. External needs will be decided in collaboration with the deliverer of systems or experts.
  Maintenance: Maintenance of the office, cleaning, electricity, and heating will be provided free of charge for the first year.

Freiburg, Germany

- *Regional or World Application:* World or Regional

- *Description:*

  The City of Freiburg is located in southwest Germany close to the borders of both Switzerland and France, with its area running from the upper Black Forest to the valley of the Rhine. The city has a population of 180,000 people and is service-oriented in economy. There is a large (24,000 students) university located in the city and attendant research institutes, clinics, and high-tech businesses.

  The city is one hour's travel from an international airport (Basel-Mulhouse-Freiburg) and two hours from the international airports of Frankfurt and Zurich. Telecommunications access is good and being improved to state-of-the-art.

- *Present Environmental Strengths and Resources:*
  - Local Environmental Protection Agency and Department of Environmental Affairs established.
  - Freiburg aims to establish an "Environment Center" where a number of established and new institutions can work and cooperate.
  - The City of Freiburg is sponsoring an "Environmental Academy" in order to transfer technological know-how to medium and small business.
  - The Öko-Institut, a leading independent environmental institute is located in Freiburg. It's work includes advisory activity on the local level. It has links to the Gorki Institute of Moscow.
  - The Ökomedia-Institute operates a information and documentation center for environmental audio-visual materials in Freiburg.
  - Environmental Technology, Ltd. is engaged in the systematic collection of information of environmental technology, the databanking of this information, and the sharing of this information with local governments. This organization can also provide access to many international environmental databases.
  - The Franhofer-Institut für Solare Energiesystems in Freiburg is a leading research and development organization in the field of solar energy.

- *Present Environmental Programs/Policies:*
  - Strong support of public transportation, walking, cycling, as city policy.
  - City clean air program
  - Municipal Smog Early Warning System
  - Ozone Warning System
  - Energy Supply Policy
  - CFC Restrictions
  - Projects to return streams and rivers to their natural states

Many letters of support

Env'l "capital" of Germany
- 60% transp is non-auto
- ban on pesticides
- ecosystem preservation
- CFC policy
- 50% ↓ of household E use

Regional coop'n models

Erco

* Central location

Bring bucks.

DISADV.
1. utopia
2. NO industry

OFFER:
- Office space in perpetuity
- 50,000 DM/yr.
- Probable match from state & Fed'l

Possible

Conversion of French base ↳ endowment

- Types of pesticides are banned
- Environmentally compatible zoning and local environmental impact assessment regulations
- Ban on tropical wood
- Waste management program that gives priority to waste avoidance

- *Possible Environmental Partnerships with ICLEI*
  - The City's extensive work in air pollution could fit closely into the Council's proposed Urban CO2 program.
  - The extent of Freiburg's environmental leadership might work well as a model for the Council's proposed Municipal Management by Environmental Criteria concept.
  - The City has hosted a variety of international conferences and meetings on the environment and has established a network of local environmental leaders through these projects.

- *Current Partnerships:*
  - Freiburg has partnerships with the cities of Lvov, USSR and Besancon, France which focus on environmental matters.
  - Freiburg has relationships of other types with cities in Austria, France, Great Britain, Japan, Nicaragua, the Soviet Union, and the USA.

- *Formal Status of Proposal:*
  - Approved by City Council in August, 1990.

- *Resources Offered:*
  - Office space: Secretary General, assistants, waiting area, conference room, room for technical office equipment, kitchenette.
  - Furniture, Lighting, Drapes.
  - Installation of telecommunication connections.
  - Office equipment: arranging for necessary office equipment (telephone, word processors, photocopier).
  - Subsidy: Single lump sum of 10,000 DM (maximum) for initial equipment, annual subsidy of 50,000 DM for operational costs.

Glasgow, UK

- *Regional or World Application:* World or Region

- *Description:*

  Glasgow is the largest city in Scotland with a population of approximately 700,000 and over 1 million people in the metropolitan area. It is located in the west about 40 miles from Edinburgh and close enough to the Highlands for them to be seen to the north. The economy of Glasgow for many years has depended upon ship building and other heavy industries, but the economy has changed to one based on services over the past 25 years.

  Scotland's main airport is 15 minutes away by automobile with regular daily shuttle flights to London. Also many direct flights to European and North American destinations emanate from Glasgow. Telecommunications networks are being developed to service the new service sector economy of the city.

- *Present Environmental Strengths:*
  - Glasgow will host a proposed conference to discuss the quality of Urban Environments. This will take place in March 1991, supported by the European Commission and the World Health Organization.
  - Housing initiatives represent the main focus for Glasgow's approach to local environmental initiatives, local community involvment, and urban regeneration.
  - The Port Dundas Study which is underway is an environmental audit of a mixed industrial area of over 100 small to medium-sized companies. The audit seeks to balance industrial and residential uses. The study is being used as a pilot study for other parts of Scotland.

- *Proposed Environmental Programs:*
  - The city is forming "An Action Plan for Glasgow's Environment" in which it is involving all sectors of the community to present their solutions to Glasgow's environmental problems. This process has defined 100 possible initiatives in the areas of housing, industrial areas, the city center, employment, pollution, wasteful consumption, safety, health, transport, the natural environment, and local wildlife.
  - Glasgow is currently developing a metropolitian development strategy called the Glasgow International Urban Regeneration Project which aims to develop Glasgow as a "green city."
  - The Envirozone Project works to develop an industrial park for environmental companies.

- *Opportunities for Partnership:*
  - Glasgow is a participant in the World Health Organization's Healthy City program.
  - Links with the City of Glasgow District Council, Strathclyde Regional Council, and the Scottish Development Agency on environmental issues could easily be made. Over the next 3 years, the Scottish Development Agency plans to spend to spend a minimum of £120m on environmental projects.

- *Formal Status of Proposal:*
  Preliminary approval has been received from the City Council.

- *Resources Offered:*
  Resources may be available after a full discussion of ICLEI's business plan.

The Hague, Netherlands

- *Regional or World Application:* World

- *Description:*
  The Hague is located on the Atlantic Ocean in the southwestern part of the Netherlands.

- *Opportunities for Partnership:*
  - IULA World Headquarters is currently situated in the Hague.

- *Formal Status of Proposal:*
  - Offer by Mayor

500,000 pop'n

Hannover, Germany

- *Regional or World Application:* World

- *Description:*
  The City of Hannover is located in the state of Lower Saxony. It is located in the north of the Federal Republic in the North German plain at the nexus of several major traffic routes.

- *Present Environmental Strengths:*
  - Hannover is currently working on a program to reduce the city's emission of CO2.
  - The city has instituted a recycling program for disposal of its solid waste.
  - Digester gases from sewage treatment in Hannover are used to drive gas turbines and make electricity.
  - The city has pioneered the cleaning up of polluted groundwater.
  - Hannover has, as a matter of course, made environmental compatibility a part of its land use planning, complete with a environmental information system which also stores relevant historical information.

- *Proposed Environmental Programs:*
  - An accelerated sewerage improvement program has been approved to prevent contamination of soil and groundwater.
  - By the year 2000, all rivers and streams that have undergone alternation will be returned to their natural state.
  - A developing City Environmental Information System will help evaluate the environmental impact of development.
  - Urban agriculture will be extensively promoted in the coming years.

- *Opportunities for Partnership:*
  - Hannover currently has partnership links with cities in 6 different countries: Blantyre (Malawi), Bristol (Great Britain), Hiroshima (Japan), Leipzig (Germany), Perpignan (France), Posznan (Poland). And a pact for cooperation between Hannover and Iwanowo of the Soviet Union has recently been agreed to.
  - The Federal Republic of Germany is the organizer of the World Expo in the year 2000 and Hannover will be the venue. The theme will be "Mankind - Nature - Technology," so that the environment will be a major part of the work of the expo. *
  - Hannover has had active contact with the Soviet cities of Kenerovo, Perm, and Saporoshje as part of the German-Soviet Environmental Agreement.

- *Formal Status of Proposal:*
  - Offer from the Deputy Chief Executive Officer which requires no further approval.

650 env'l employees

City owns own energy supply

Off. n. power

leader in urban CO_2 ↓

Software for eco. design

Compost reuse program

jitney

ban on tropical hardwoods

road pricing system

600,00 DM
↳ $350,000

840,000 DM?

Some contingency —
↳ really counts regional activity

- *Resources Offered:*
  - Office Space: Hannover will provide accommodation for a maximum of 20 staff in a former industrial area or an inner city villa for 5 years. Renovation to comfortable working conditions will be provided.
  - Staff: One member of city staff will be released from the Office of Environmental Protection for a period of 2 years to work on the CO2 program.
  - Equipment: The offices furnished will be fully equipped with furniture and EDP installations.

Norwich, UK

- *Regional or World Application:* World or Regional

- *Description:*
  Norwich is a city of over 250,000 people (over 500,000 in its metropolitan area) located 100 miles north of London in one of the United Kingdom's most rapidly growing areas. It is a large city set in an agricultural hinterland and serves as the regional center for media services and is the regional/national headquarters for international financial bodies and goverment bodies. Because of its location close to the continent, Norwich has long been less of an English provincial capital and more of European city with trading ties to the east.

- *Present Environmental Strengths:*
  - In October 1990, the Norwich City Council approved an Environmental Protection Policy statement setting down over 100 policies and associated actions on development, movement, natural environments, recycling, energy conservation, pollution, public health, and environmental management.
  - The city was the first in Britian to adopt a Green Plan in 1985.
  - Norwich is a pioneer in the investigation of pesticide reduction.

- *Proposed Environmental Programs:*
  - Norwich will be taking forward its program of environmental initiatives embodies in its Environmental Protection Policy Statement. These may be on a project basis, as part of a specific strategy, or as part of a long-term plan.
  - In addition, the Council will be seeking to promote a major new initiative to establish a National Environmental Center in Norwich. This will be pursued in collaboration with the University of East Anglia and the Norfolk Naturalist Trust.

- *Opportunities for Partnership:*
  - The city works with the Norfolk Naturalist Trust on habitat surveys and improvements to local nature reserves.
  - Norwich works with the Countryside Commission and Nature Conservancy Council on local environmental initiatives.
  - Norwich works with and funds a range of Trusts which aim to protect, rehabilitate, make accessible and interpret the historic build environment.
  - The University of East Anglia has established a "Center for Global Climate Change."
  - The Biological and Chemical Sciences and affiliated research institutes at the University of East Anglia form one of the largest concentrations of biotechnology expertise in Western Europe.

- *Resources Offered:*
    - Subsidy: Norwich has wide experience in promoting projects such as ICLEI on the basis of joint funding. As a starting point, the figure quoted for 'Charter Patrons.'
    - Office space: The Council could provisionally offer office space and parking provision.
    - Staff: The Council employs many different types of environmental experts and they would be available for advice, assistance, and short-term secondments.

Norwich City Council

Councillor Janet Sillett
Leader of the Council
Norwich City Council
c/o City Hall
NORWICH

28th November 1990

Mr Jeb Brugmann
Interim Director
The International Secretariat for
Local Environmental Initiatives
45 Rice Street - Suite 3
Cambridge
MA, 02140, USA

Dear Mr Brugmann

Proposal to Host the Headquarters of the International Council for Local Environmental Initiatives

Having only recently received information on the above initiative, my Council has had limited time to prepare an appropriate response. However, please find enclosed a proposal and supporting documentation, to host the Headquarters of the International Council for Local Environmental Initiatives in Norwich, Great Britain. I confirm that the Council is prepared to assist financially and with other support to enable the Secretariat to be established in Norwich.

I trust that the information provided will be of assistance to you in making your decision but if you require any additional assistance, please do not hesitate to contact me.

Yours sincerely

Janet A Sillett

LEADER: NORWICH CITY COUNCIL

Encl

Preston, UK

- *Regional or World Application:* World or Region

- *Description:*
    - Preston is situated in the Northwest of England and serves as a sub-regional capital. The population of the city proper is approximately 125,000 with 400,000 in the metropolitan region. It is a city rooted in the Industrial Revolution, when the Port of Preston provided an important link for the textile and engineering industries.

      Preston is within an hour's drive of the airports of Manchester and Liverpool and also Lakes District National Park.

- *Present Environmental Strengths:*
    - Preston has developed a "Strategy Policy for the Physical Environment which provides an important basis for the promotion of in-house issues within the Council

- *Proposed Environmental Programs:*
    - Proposals are underway for the creation of an Environmental Resource and Information Center.

- *Opportunities for Partnership:*
    - The Preston Borough Council has long-standing ties to NGO's and other government organizations through its participation in the "Healthy Preston 2000 Environment Forum," the Local Authority Health Network, and the UK Healthy Cities Movement.
    - The Borough Council also works closely with Lancaster University and Lancaster Polytechnic Institute.

- *Formal Status of Proposal:*
    - Offer from the Chief Executive Officer of the Council.

Southampton, UK

- *Regional or World Application:* World or Regional

- *Description:*
  Southampton is a historic town located on the south coast of England in the County of Hampshire. It still contains buildings and archaeological sites of great interest.

- *Present Environmental Strengths:*
  - A principal policy for Southampton has been the Green City Strategy. The city contains over 50 acres of municipal parks and there are designated "greenways" which give citizens access to areas of natural beauty.
  - The city employs its own ecologists to monitor the balance between man and nature.
  - The Southampton Environment Forum gives citizens a place to express their individual environmental concerns.
  - Southampton invests in both nature conservation and energy management. Civic offices are heated through an advanced geothermal heating system and excess heat is turned into electricity which is sold to electrical suppliers.

- Proposed Environmental Programs:
  - The new Southampton Environment Center will be opening soon and will distribute information to both the public and local business.
  - Over the next five years, the city plans to build a light rail system to save energy, and reduce pollution and congestion.

Toronto, Canada

- *Regional or World Application:* World or Region

- *Description:*

  The Metropolitan area of Toronto has a population of over 3,5 million people and is one of the fastest growing cities in North America. This population is very diverse with more than 100 identifiable ethnic and cultural groups. Despite its density, the city is one of a collection of distinct neighborhoods, parks, rivers and ravines. Toronto is noted as a place of culture and of cultures.

  The Lester Pearson International Airport is 25 minutes from downtown Toronto and accounts for 40% of all air traffic between Canada and the United States. In addition there are smaller commuter airports around the city. Telecommunications potential is excellent.

- *Present Environmental Strengths:*
  - Toronto is a leader in the effort to cut CO2 emissions in municipalities.
  - Toronto is part of the Remedial Action Plan which works to restore the water quality to the Great Lakes.

- *Proposed Environmental Programs:*
  - Metropolitan Toronto is in the process of establishing a Round Table on the Environment and Development. This roundtable will create partnerships and develop strategies for sustainable development in Toronto.
  - The Metropolitan Toronto Waterfront Committee is reviewing Metropolitan Toronto's Official Plan toward making the waterfront environmentally friendly.
  - Metropolitan Toronto's "Solid Waste Environmental Assessment Plan" is undertaking the task of creating a long-term waste management master plan.

- *Opportunities for Partnership:*
  - Toronto is currently participating in research and conference programs with the World Bank, the Canadian International Development Agency, the Federation of Canadian Municipalities, and the Canada Mortgage and Housing Corporation.
  - Toronto is in the process of organizing the Metro World conference, a meeting of over 2,000 municipal, corporate, academic, and community leaders from around the globe. This conference will be positioned as the first municipal response to the UNCED deliberations in 1992.
  - The process of organizing the Metro World conference has already generated a 25 member International Committee of Municipal Leaders.

- The project "World Cities and Their Environment" works with 5 cities to determine their environmental priorities. It is a collaborative effort between the UNDP/World Bank/Habitat Urban Management Program, the Canadian International Development Agency, and the Canada Mortgage and Housing Corporation.
- Toronto also regularly works with the following environmentally-related organizations: the Federation of Canadian Municipalities, the Department of the Environment of the Government of Canada, the International Development Research Center, the International Research and Policy Program, the North-South Institute, the Canadian Urban Institute, the Ontario Ministry of the Environment, the Ontario Roundtable on Environment and Development, York, University, Ryerson Polytechnical Institute, the University of Toronto, Toronto Pollution Probe, the Canadian Environmental Law Association, Greenpeace International, and the Energy Probe Research Foundation.

- *Formal Status of Proposal:*
  - Offer from the Mayor and Chair of Metro Toronto.

- *Resources Offered:*
  - Office Space: Beginning in September 1991, Toronto will provide approximately 5,000 square feet of prestigious office space in downtown Toronto for 3 years. The city will also provide tenant improvements.
  - Office Equipment: These offices will be outfitted and equipped with furniture and computer equipment.
  - Staff: Metropolitan Toronto and the City of Toronto will each second one research staff and one support staff person for the first 2 years of the mandate.
  - Fundraising Support: Senior members of Toronto's governments will actively engage in raising funds for ICLEI's Charter Member/Patron program.
  - Conference and Meeting Facilities: The city will make available facilities in City Hall

Tromso Kommune, Norway

- *Regional or World Application:* Word or Regional

- *Description:*

  Tromso, also known as the Paris of the North and the Gateway to the Arctic, is a city of approximately 51,000 people situated on the Arctic Ocean in northern Norway. The city is the capital of northern Norway and has long been a commercial center and natural meeting place. It is relatively close to the Soviet Union.

  Tromso is 1 hour 45 minutes by air from the international airport at Oslo. Tromso will be starting on building a new airport in the near future.

- *Present Environmental Strengths:*
  - Since 1988, the city has had a manager of environmental protection.
  - Tromso has developed a transportation plan which stresses health and environment.

- *Proposed Environmental Programs:*
  - The city wishes to develop a strategy for the elimination of environmental hazards and further strengthen Tromso as an international meeting place on issues of the environment.
  - Tromso will be creating an educational program which deals with the administration of environmental and natural resources.
  - A special sewage control program is soon to go into effect.
  - The city plans to establish a local environmental award and its own environmental fund.
  - The city is exploring the monitoring of the environment through the use of satellites and telemetry.

- *Opportunities for Partnership:*
  - Tromso has developed a strong network of organizations concerned with the environment. Included in the network are the Arctic Environmental Group, the Regional Authority of Northern Norway, the University of Tromso, and the North Cap Committee.
  - Tromso is one of 4 Norwegian university towns and has several trade schools.

- *Formal Status of Proposal:*
  - The proposal has been temporarily been approved by the municipal working committee and the mayor. Final approval is pending on conversations with ICLEI.

- *Resources Offered:*
    - Office space: The city will offer attractive locations for space. The offices available are in the center of the city and very attractive.
    - Subsidy: Tromso and the Norwegian Association of Local Authorities will, with the cooperation of the national government, make financial arrangements.

Trondheim Kommune, Norway

- *Regional or World Application:* World or Regional

- *Description:*
  Trondheim is a Nowegian city with a population of 135,000 which will celebrate its Millenium Jubilee in 1997.

- *Present Environmental Strengths:*
  - The City of Trondheim Office for Environmental Protection is in the process of establishing a database covering local projects, products, and special know-how in the field of environmental protection..

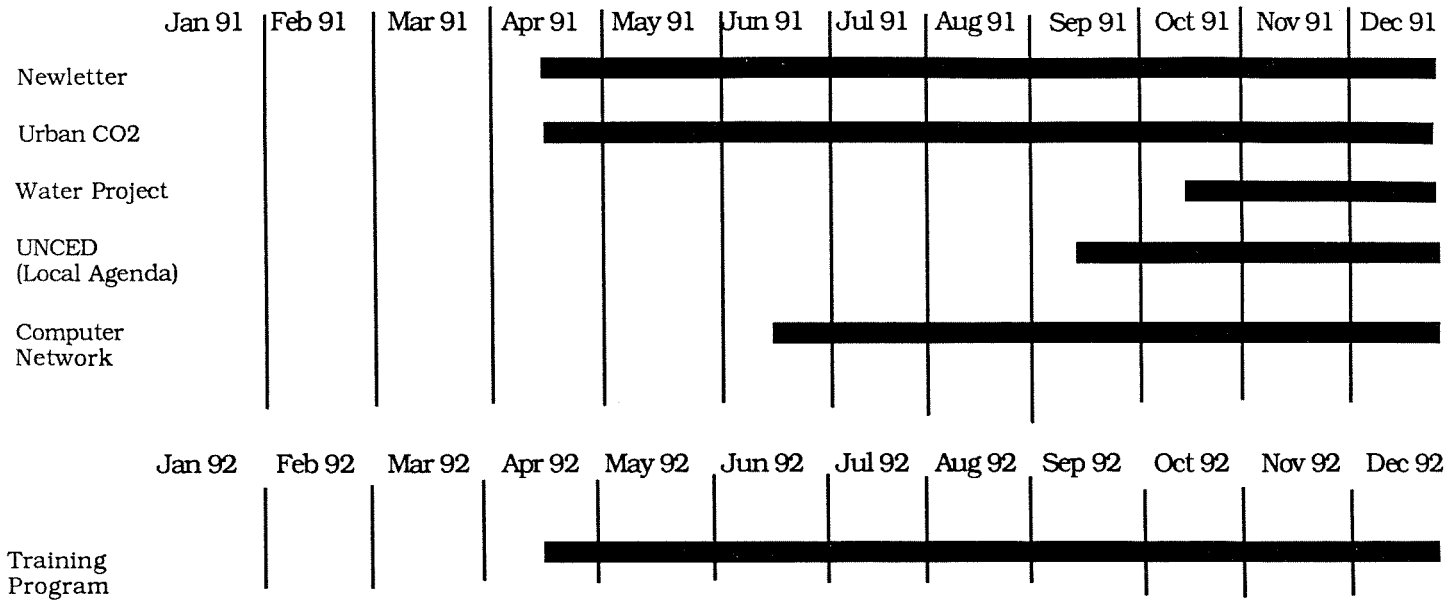
- *Proposed Environmental Programs:*
  - It is expected that after an international conference on the marine environment to be held in Tronheim next year an international institute for the study of the marine environment will be established there.
  - Also plans for an international center for climatology are well advanced.

- *Opportunities for Partnership:*
  - Trondheim is the location of the Norwegian Institute of Technology, the University of Trondheim, and the Norwegian Directorate for Nature Management.
  - Other relevant organizations to the council's work are the Museum of Natural History and Archeology, the Center for Technology and Society, the Foundation of Scientific and Industrial Research, the Norwegian Institute for Nature Research, the Center for Molecular Biology at the University of Trondheim, the Geographical Survey of Norway, and the Institute of Adult Education.

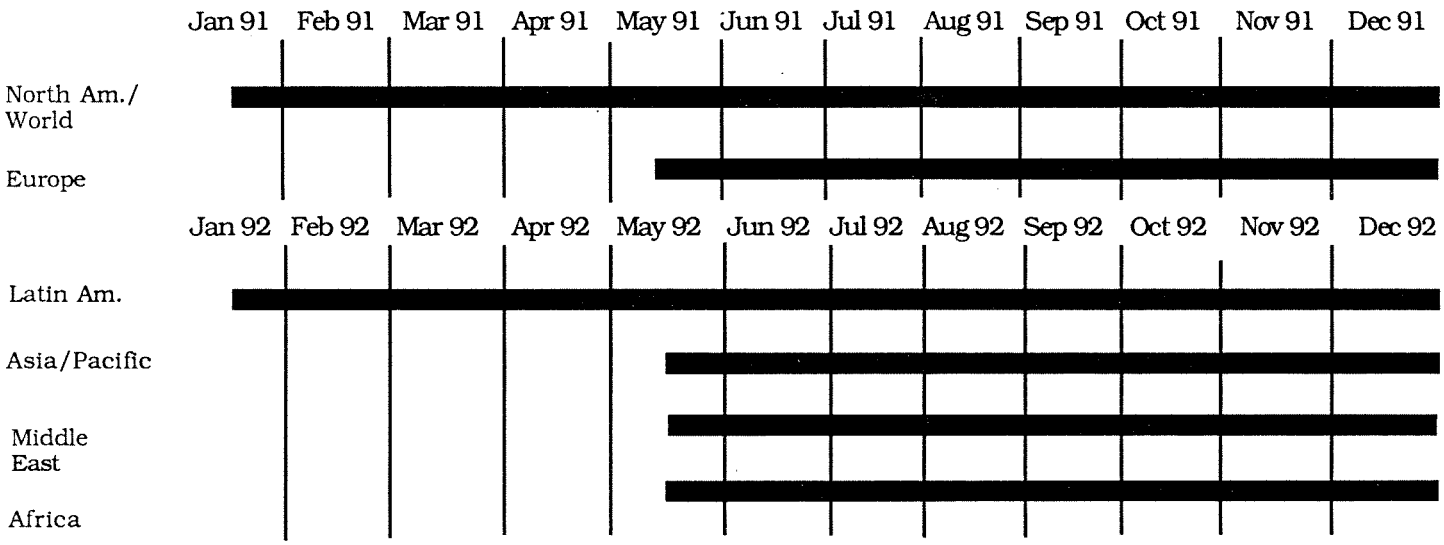
- *Formal Status of Proposal:*
  - Offer from the Mayor.

- *Resources Offered:*
  - Subsidy: Trondheim has reliable information indicating that the Norwegian state will finance the establishment of the proposed secretariat and guarantee expenses through funds from the Norwegian Ministry of the Environment if the Council locates in Norway.
  - Office space: Suitable office space will not be a problem.

Project Timeline



Establishment of Regional Offices



Officers/ Secretary General

ICLEI

A Resolution

Appointing Jeb Brugmann as Secretary General of the International Council for Local Environmental Initiatives

The Executive Committee of the International Council for Local Environmental Initiatives (ICLEI) resolves to appoint Jeb Brugmann as ICLEI Secretary General for a period of three years beginning on February 1, 1991. The exact terms of Mr. Brugmann's employment, including terms of compensation, resignation, removal and renewal, shall be stipulated in an employment contract to be signed by the Executive Committee's agent and Mr. Brugmann no later than April 30, 1991.

Jeb Brugmann
Acting Secretary General
International Council for Local Environmental Initiatives

45 Rice Street
Cambridge, MA 02140
(617) 491-6124

Education

1988 — **Harvard University**
John F. Kennedy School of Government
Mid-Career Program, Masters in Public Administration.

1981 — **University of Massachusetts, Amherst, MA**
B.A. in Economics, Summa Cum Laude with University Honors and Massachusetts Scholar Honors. Graduate coursework in Regional Economics.

1978-1979 — **University of Freiburg, Freiburg, W. Germany**
Graduate level studies in European History and Philosophy.

Work Experience

Acting Secretary General
1990-Present

The International Council for Local Environmental Initiatives
Founder and acting chief executive of worldwide environmental agency of local governments.

Director
1989-1990

World Congress of Local Governments for a Sustainable Future, The United Nations, NY
Initiator and Director of the first U.N.-hosted international conference on the role of local governments in global environmental protection efforts. Sponsored by the United Nations Environment Programme, the International Union of Local Authorities, and the Center for Innovative Diplomacy, the World Congress brought together more than 350 local government officials from 45 countries to establish an international environmental agency of local governments.

Director of Field Programs
1988-Present

Center for Innovative Diplomacy, Irvine, CA
Director of all field operations for national organization of progressive local government officials and local activists. Responsibilities include all program development, fundraising and implementation for field projects. Major programs have included "The Stratospheric Protection Accord Project," mobilizing and assisting more than 30 N. American municipalities in establishing programs to eliminate uses of ozone depleting compounds; and "The Offices of International Affairs Project" consulting with elected officials to establish international affairs strategies for cities such as Atlanta, Chicago, St. Paul, Portland and Trenton. Job includes extensive public speaking and workshop facilitation for organizations such as The League of Women Voters, the Int'l Union of Local Authorities and the U.S. National League of Cities.

Work Experience, continued

Executive Director
1983-1987

Cambridge Commission on Nuclear Disarmament and Peace Education, Cambridge, MA
Chief initiatives as director of this nationally prominent public agency included establishment of local policies on defense contract dependency, municipal sanctuary for political refugees, and establishment of official relationships with governmental and non-governmental agencies of political adversaries, including the USSR. Position required extensive public relations, lobbying and constituency development work, including development and direction of large volunteer corps.

President
1986-1988

Cambridge (USA) - Yerevan (USSR) Sister City Association, Inc.
Founder and chief executive of awarded exchange program with the city government of Yerevan, the capital of Soviet Armenia. Multi-faceted program on the environment, business, earthquake relief, music, the arts, and education entailed mobilizing and managing group of more than 120 volunteers; relating with Embassies, departments of state, and other government agencies; negotiation of complex agreements; controversial public relations work. Program received special recognition from then President-elect George Bush.

Co-Founder and Field Coordinator
1984-1986

Local Elected Officials for Social Responsibility Cambridge, MA & Irvine, CA
Co-founded and coordinated field program and workshops for national organization of 700 mayors and city councillors. Established LEO/SR status as caucus of the National League of Cities. Spoke on municipal role in national and foreign affairs to audiences nationwide.

Research Consultant
1983-1984

Council on Economic Priorities, New York, NY
Jobs With Peace National Network, Boston, MA

Staff Economist
1981-1983

Employment Research Associates, Lansing, MI
Researched and developed I/O and econometric models, and co-authored a series of nationally prominent reports on defense economics.

Organizer
1980

American Friends Service Committee Northampton, Massachusetts
Co-founder and field organizer for nation's first Nuclear Weapons Freeze referendum campaign.

Other Skills & Accomplishments

• Obtained extensive news and feature story coverage of organizing work in both national and international dailies, including multiple stories in dailies such as The New York Times, Los Angeles Times, The Washington Post, Christian Science Monitor, International Herald Tribune, as well as multiple stories on national television and radio news programs such as Good Morning America, The Today Show, major network evening news shows, and All Things Considered. Magazine coverage in The Economist, The New Yorker, US magazine, and The Boston Globe Sunday Magazine.

Other Skills & Accomplishments, continued

• Workshop leader, speaker and trainer for organizations such as New England Region Amalgamated Clothing and Textile Workers Union, Machinists Union National Leadership Training Program, Michigan State University, Tufts University, as well as for community and peace organizations.

• Freelance writer and scriptwriter, including scriptwriting for forthcoming film on the U.S. wilderness movement.

• Wilderness recreation management experience, Green Mountain Club, Summers of 1975, 1976, and 1979. Appalachian Trail End-to-End Hiker, Maine to Georgia, 1974. Outward Bound School, Kurzschule Berchtesgaden, West Germany, 1974.

• Co-organized one of New Jersey's first municipal recycling centers, Readington Twsp, 1970.

Selected Publications

The Cambridge Case for Diversification Planning: Towards Stability in an R&D Economy,(Cambridge,MA: Cambridge Peace Commission, January,1987).

The Strategic Defense Initiative: Costs, Contractors and Consequences (New York: Council on Economic Priorities, 1984) (co-authored with Daggett, DeGrasse et al).

Destructive Investment: Nuclear Weapons and Economic Decline, (Lansing,MI: Employment Research Associaties 1983). (co-author).

The Price of the Pentagon: The Industrial and Commercial Impact of the Military Buildup, (Lansing, MI: Employment Research Associates 1983) (co-author).