

# The Big Picture

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"News to use & amuse"

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## Editorial

In the computer systems world, the term '[capacity planning](#)' means to take steps to assure that the computer system has the capacity to meet the needs of the population of users.

This usually includes efficient systems, sufficient redundancy to take account of breakdowns and peak load demands, and adequate maintenance schedules to keep the system operating.,

This calls for planning – consideration of how many users there are likely to be, and what their particular needs might be, then budgets are built around those forecasts. Contingency budgets are also created to deal with unforeseen requirements.

Now looking at other domains in our society we can ask whether our governments are engaging in capacity planning for the critical constraints on our social systems (vz. [Goldratt](#)). We can ask questions of our systems such as 'what prevents us from improving our performance?' to identify such constraints.

Government in Australia attempts to control social systems by restricting our choices by regulation, by monopoly, by money and so on. The theory is that by restricting our choices we make the job of government easier.

Unfortunately those restrictions also act as constraints on our capacity to grow or to deal with difficulties.

A recent [report](#) on massive power outages in Victoria cited plasma screens, swimming pool pumps and secondary refrigerators as contributing causes, exactly the type of consumer items that we are being encouraged to purchase to 'prime the economic pump'. Which is it? Buy more and blow the grid, or buy less and blow the economy?

This is one area where managing by constraints collapses. We can see the same control pattern when the giant health bureaucracies restrict the amount of money going to hospitals etc. in order to control budgets. The result is patients waiting on hospital floors and languishing in pain on surgery wait lists.

What are we trying to do? Hang on to money or help people with serious health problems?

Forcing people to wait for years on waiting lists has a high human and financial cost. Years of lost productivity cost the private sector real money, yet those costs are neither measured nor reported.

We see this same problem at the family level. Try to control the teenage son's behaviour by restricting pocket money and they may start to steal to keep up with their peers.

While we can control systems through constraints, we really need to supplement those efforts with others to avoid the various risks that might otherwise arise.

A secondary problem that arises with government is that the people controlling the constraint (e.g. budget) start to use their power to achieve their own particular ends, without any real reference to the effects on the system that is being 'managed'.

Examples include the rapid expansion of bureaucracies that consume money but increase the power and status of the head bureaucrats, and the promotion of accounting staff into decision making positions about operational issues that are in no way connected to accounting.

It's now clear that the provision of electric power is a constraint that is not being well managed. The same applies to an entire list of vital constraints that are gradually choking Australia's ability to perform.

Electricity, health & dental services, education, water, public transport, infrastructures such as ports, rail, roads and airports – these vital services are all showing serious signs of collapse.

### Conflicts of interest for government

Government is best conceived as a relatively impartial body that explores all possibilities prior to using its coercive powers to force its will upon the population.

The rush to 'privatise' has left us exposed because it accomplishes 3 perverse results that advantage government:

- shifts costs from government budgets to households
- enables more private groups to donate to political parties
- opens private career paths for government personnel.

These results make anything other than transparent decision making highly suspect.

They force us to consider, for example, to what extent is the collapse of public health systems driven by lobbying for private health interests? We can ask similar questions for education, public transport, electricity and so on. In effect, privatisation could be a huge money spinner for political parties.

Without real transparency, this is a fundamental weakness in the entire concept of privatisation.

Not only does the method of using constraints to control social systems itself generate severe risks, but the Australian context of privatisation creates the opportunity for systemic corruption to occur and for public decision making to become severely tainted by lobbying and career interests.

A different and superior method is to provide incentives for achieving results and to remove those who demonstrate that they are incapable of useful performance.

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## In case you missed it

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Labor bail out policy 'gimmicky' Costa [TheAustralian](#)  
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### Social/shelter

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### Education revolution

Parents abandoning public schools [TheAge](#)  
Vic principal recruitment drive a complete failure [TheAge](#)

### Health & education revolution

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NSW Premier 'too busy' to fix hospitals [SMH](#)  
Federal takeover of hospitals mooted [SMH](#)  
Vic lowest in education funding [TheAge](#)  
What's wrong with NSW hospitals [SMH](#)  
Queensland hospitals most harmful [TheAustralian](#)  
Vic hospital staff warn about violence [TheAge](#)

### Communications/transport/energy

Home aircon could jump to more than \$75 a day [TheAge](#)  
Import Asian trees for biofuel, use our for chips [TheAustralian](#)  
Solar energy industry starved for cash [TheAge](#)  
Vic rail misses own targets for 5 yrs [TheAge](#)  
Lights out on 21<sup>st</sup> Century in Vic [HeraldSun](#)

### World

New dawn in America [TheAge](#)  
Putin offers different view of financial crisis [TheAustralian](#)  
UK close to bankruptcy [TelegraphUK1](#) [TelegraphUK2](#)

## Stuff

### Bail out and monkeys from JH

Once upon a time a man appeared in a village and announced to the villagers that he would buy monkeys for \$10 each. The villagers, knowing there were many monkeys, went to the forest and started catching them. The man bought thousands at \$10 and, as supply started to diminish, the villagers stopped their effort. He then announced that he would buy monkeys at \$20 each. This renewed the villagers efforts and they started catching monkeys again. Soon the supply diminished and people started going back to their farms. The offer increased to \$25 each and the supply of monkeys became so scarce it was an effort to even find a monkey, let alone catch it!

The man now announced that he would buy monkeys at \$50 each! However, since he had to go to the city on some business, his assistant would buy on his behalf. The assistant told the villagers, "Look at all these monkeys in the big cage that my boss has already collected. I will sell them to you at \$35 and when my boss returns, you can sell them to him for \$50." The villagers rounded up all their savings and bought all the monkeys for 700 billion dollars. They never saw the man or his assistant again, only lots and lots of monkeys!

Now you have a better understanding of how the WALL STREET BAILOUT PLAN WORKS !!!

## Lifestyle and social choices

The [Australian](#) defined government options to the crisis as...

They can cut taxes - with the advantage of rapidly deploying the stimulus but the disadvantages of the stimulus being permanent and - in the view of many economists - offering relief too small to provide consumers with the wallet-opening jolt required.

They can dole out one-off or temporary payments to low-income families, or the unemployed, or pensioners, or whomever they judge to need the money and be likely to spend it straight away. It is an option that also has the benefit of speed, but in the opinion of some, it also has the disbenefit (??) of its effects melting away as quickly as an ice-cream in the sun.

Or they can ramp up their own spending on all kinds of infrastructure - an option that provides excellent stimulatory bang for the government dollar (at Moody's, Zandi's so-called bang-for-buck-o-meter calculated for the US economy reckons \$1.59 worth of benefits for every \$1 spent), but often carries the big disadvantage of very long lead times.

Presumably the object of these ideas is to keep growth going. To get things 'back to normal'.

Meanwhile Swan and Rudd are positioning themselves as saviours..

Our Treasurer Wayne Swan is talking about needing stimulus that applies "overwhelming force". A kind of fiscal shock and awe. Prime Minister Kevin Rudd is defining the task in terms of an "epochal" turning point, a history-changing revival in global acceptance of the need for an activist state, of a new social democratic world order that will replace the neo-liberal ideology that got us into this economic mess. "The great neo-Liberal experiment of the past 30 years has failed," he says in his latest article in *The Monthly*. "The emperor has no clothes."

I find the entire suite of responses and the choices put up in the *Australian* completely baffling. [The Age](#) reported that...

Over the past 50 years we have amassed unprecedented wealth, but we have also chronically underpriced risk in terms of our natural resource base. We have financed our extraordinary growth in aggregate living standards by systematically underpricing the goods and services we derive from our planet's natural resources, the negative externalities we create by polluting them, and the future risks we face from our cumulative depletion and degradation of them. Those of us in middle age today in richer countries are the third successive generation to benefit from the natural resource bubble that our first world economy has exploited since the middle of the 20th century. It is highly unlikely — unless we make deep, structural changes to how we manage our economy — that our children and their children will experience the same sense of progress and wealth.

From a systems perspective, the economy is produced by our social and lifestyle choices. The economy doesn't exist on its own...we are creating it with our activities. It is our growth based consumerist fantasy that has produced huge power needs (which we often cannot meet) and excess carbon emissions. This same fantasy has allowed our finance industry to reap huge personal rewards by increasing debt. With a low cost of money (low interest rates) and easy credit, we've inflated a debt bubble of unprecedented proportions.

It seems to me that those classes of choice that have led us inexorably to our current situation, whole countries in serious debt that they may not be able to repay, industries owing more than they're worth, mysterious financial instruments that no-one understands and a degraded environment that has never been costed into our economic equation.

So if we want to change our economic circumstances, we really need to look at our social and lifestyle choices. If we make the same choices we'll suffer pretty much the same problems.

We could make different choices – focus on improving quality instead of quantity, create incentives for self sufficiency to reduce reliance on our dodgy grid, stimulate jobs with local supply and local delivery systems.

Nothing further from government minds it seems. They seem to imagine that they can work on the economy and fix the problems without working on the social and lifestyle choices that produce those problems.

How governments imagine that spending more when we have less available to us, increasing debt for future generations and exhorting us to buy when they cannot supply the infrastructures, power, water or anything else that we need, is an ongoing puzzle.

For a more positive perspective, refreshingly different thinking and a practical approach to our problems see Paul Glover's excellent article – [Prepare for the best](#).

## Prepare for the best

### A guide to surviving - and thriving in - Philadelphia's new green future

By Paul Glover Citypaper - [Philadelphia](#)

The Dark Season closes around Philadelphia. Wolves howl, "Tough times coming!" Young professionals with good jobs study budget cuts, watch stocks flail. Career bureaucrats are laid off; college students wonder who's hiring. Old-timers remember when Philadelphia staggered through the terrible Depression years without jobs or dollars, while crime and hunger rose. Some districts here never escaped that Depression - they're still choosing between heating and eating.

As usual, the future will be different. Philadelphia's responses to global warming and market cooling, high fuel and food prices, health insurance, mortgages, student debt and war will decide whether our future here becomes vastly better or vastly worse. Whether we're the Next Great City or Next Great Medieval Village. Imagine Philadelphia with one-tenth the oil and natural gas.

But to hell with tragedy. Let's quit dreading news. Take the Rocky road. There are Philadelphia solutions for every Philadelphia problem.

Imagine instead that, 20 years from now, Philadelphia's green economy enables everyone to work a few hours creatively daily, then relax with family and friends to enjoy top-quality local, healthy food. To enjoy clean low-cost warm housing, clean and safe transport, high-quality handcrafted clothes and household goods. To enjoy creating and playing together, growing up and growing old in supportive neighborhoods where everyone is valuable. And to do this while replenishing rather than depleting the planet. Pretty wild, right?



Entirely realistic. Not a pipe dream. And more practical than cynical. The tools, skills and wealth exist.

Mayor Michael Nutter foresees we'll become the "Greenest City in the United States." So it's common-sense to ask, "What are the tools of such a future?" "What jobs will be created?" "Who has the money?" "Where are the leaders?" "How will Philadelphia look?" "What can we learn from other cities?"

Some of the proposals sketched here can be easily ridiculed, because they disturb comfortable work habits, ancient traditions and sacred hierarchies. Yet they open more doors than are closing. They help us get ready for the green economy, and get there first. Big changes are coming so we might as well enjoy the ride. You have good ideas, too - bring 'em on.

### From "Yes We Can" to "Now We Do"

As President Barack Obama says, "Change comes not from the top down, but from the bottom up." Philadelphia's chronic miseries suggest that primary dependence on legislators, regulators, police, prisons, bankers and industry won't save us. They're essential partners, but the people who will best help us are us. As stocks and dollars decay, most new jobs will be created by neither Wall Street nor government. We and our friends and neighbors will start community enterprises; co-operatives for food, fuel, housing and health; build and install simple green technologies to dramatically cut household costs. Then we can have fun. Music, sex, breakfast. Music, sex, lunch. Music, sex, dinner.

Amid the worst daily news, thousands of Philadelphia organizations and businesses, block captains, landlords, homeowners and tenants are already setting the table for an urban feast. Many know they are part of a movement seldom noted by media; others work alone. Some take big bites of this future; others nibble. Several take large risks; others go slow. Rather than stare at gloom, they fix it. They see a future that works.

### From Hope to Nonviolent Revolution

The trumpets and drums of Philadelphia's green symphony are its boldest groups and businesses. They set the pace for rebuilding the entire city toward balance with nature. While all green actions are celebrated, here are some Philly "Best of Future" nominations. For more details, see [greenjobshilly.org/future.html](http://greenjobshilly.org/future.html).

### FOOD: Grow it here

**Challenges:** Like an army camped far from its sources of supply, Philadelphia trucks food from hundreds and thousands of miles away, especially in winter. Costs of harvest, processing and distribution rise, raising prices. Fertile soils were scraped bare. Thousands are hungry here. Relax, though, we're not riding a spoon to the mouth of doom. An urban food army is marching.

**Next steps:** Philadelphia has 40,000 vacant lots. Their best use is now for growing fruits, berries and veggies. Same with many of our 700 abandoned factories: These are prime sites for vertical and roof farms, hydroponics, aquaculture, mushrooms. Plant the parks, too. Greenhouses extend seasons. Land breathes again when abandoned parking lots are depaved. Edible landscaping blooms meals. Edible community centers process neighborhood yields. Fallen leaves stay in neighborhoods to become new soil.

Feeding kitchen scraps to worms (vermiculture) builds the food of food.

**Local heroes:** Mill Creek Urban Farm, Greensgrow, Weaver's Way Co-Op Farm, City Harvest, Youth 4 Good, Philadelphia Orchard Project, Neighborhood Gardens Association, Philadelphia Urban Farm Network, Farm to City, edible landscapers, Philadelphia School and Community IPM Partnership, Henry George School, Philadelphia's greenhouses, Community Supported Agriculture.

**World champions:** Beijing grows all its vegetables within 60 miles. TerraCycle manufactures organic soil. Guerrilla Gardeners throw seed bombs. Sites: [cityfarmer.org](http://cityfarmer.org), [urbanagriculture-news.com](http://urbanagriculture-news.com), [spinfarming.com](http://spinfarming.com). Books: Food Not Lawns, The Ruth Stout No-Work Garden Book, The Complete Book of Edible Landscaping. Keywords: depaving, urban land reform, solar envelope zoning.

**Big picture:** Philadelphia can become a giant orchard and year-round garden, housing and reliably feeding more people than live here today.

### FUEL: Who lights your fire?

**Challenges:** Within 20 years Philadelphia businesses, homes and agencies that waste energy will close. Philadelphia Gas Works CEO Thomas Knudson recently declared that natural gas is a "transitional fuel" beyond which this city must evolve. The price of coal tripled last year. PECO rates will leap within two years. Electric shut-offs rise. So we'll rebuild Philadelphia rather than fade.

**Next steps:** Establish independent neighborhood utilities with wind, passive solar and micro-geothermal. Employ thousands to build and install these. Employ multitudes more to manufacture and install insulation made with newsprint and fly ash (a residue of coal combustion). We'll get free winter warmth from 500,000 solar windowbox heaters. District heating and cogeneration reduce fuel need. Municipal utilities reduce grid costs. Tree shade reduces cooling costs: Plant a million.

**Local heroes:** Energy Coordinating Agency, Bio-Neighbors Sustainable Homes, Roofscapes, Philadelphia Green, Philly Tree People, Urban Tree Connection, green contractors. Harold Finegan's gym needs no fossil fuel for heating and cooling.

**World champions:** American Council for an Energy-Efficient Economy, Rocky Mountain Institute, Sacramento Municipal Utility District. Book: Toolbox for Sustainable City Living: A Do-It Ourselves Guide.

**Big picture:** Philadelphia can function even better with one-tenth the fossil fuel. Our lives will be more secure.

### HOUSING: Stand your ground

**Challenges:** Absentee ownership and unemployment discourage repair and foster blight. Gentrification, foreclosure and taxes pressure humble homes. More middle class become homeless daily. Whether rowhouse or condo, homes won't be affordable unless massively insulated. And hey, river wards, both ocean and sewage, are rising. '

**Next steps:** Renters become homeowners through right-of-first-refusal (landlords offer sale first to renters) and sweat equity credits (renters swap community work for houses). Enforce law requiring absentee owners to have local agents. Shift to Land

Value Taxation, which places tax burden on land rather than homes. Equitable development is a legal movement that prevents gentrification through restraints and incentives. Enforce the Community Reinvestment Act, which requires lending in low-income neighborhoods (not sub-prime) and prohibits racial lending. Cease evictions based on dishonest loans. Evict shady lenders. As heating bills rise we'll move underground, because deep dirt is the best insulation. Not just elites to bunkers (Bill Gates lives inside a hillside), but all of us into pleasant, sunlit ecolonies. Big solar windows catch winter heat. Amend building codes for green innovation.

**Local heroes:** Hundreds of local organizations fight for and finance affordable neighborhoods. Women's Opportunity Resource Center, Women's Community Revitalization Project, Philadelphia Housing Task Force, Community Land Trust Corp., Project H.O.M.E., People's Emergency Center, African-American Business & Residents Association, Henry George School, Habitat for Humanity, Green Roof Philadelphia, Ray of Hope Project, churches. Major underground buildings in Philadelphia include Franklin Court Museum, Wilma Theater, Penn Center shops.

**World champions:** Germany requires R70 insulation - three times tighter than the typical U.S. home - in new buildings. National Community Reinvestment Coalition, United for a Fair Economy, Earthships, Boston City Life/Vida Urbana, Equitable Development Toolkit, Shelterforce. Book: The Earth-Sheltered House: An Architect's Sketchbook.

**Big picture:** Everyone living in Philadelphia in 50 years will be living in earth shelters. Green means we'll all be comfortable. No behind left chill.

## HEALTH CARE: Healthy rebellion

**Challenges:** Corporate insurers raise costs, limit choices, resist paying. They block reform legislation. Premiums rise beyond the reach of millions. ' Taxes rise to cover city employee benefits and indigent care. Thousands of Philadelphians are stuck in jobs they dislike, to keep insurance. ' Philadelphia's 140,000 uninsured avoid care and die earlier, or go bankrupt paying more. Medicaid's waiting list grows. Hospitals close; free clinics lose staff. Toxic air and chemicals, junk food and lack of exercise cause much disease. Grassroots action will heal city and citizens.

**Next steps:** While pushing for universal health care (less bureaucracy, lower cost, free choice), gaps can be filled by genuinely nonprofit regional self-financing systems. Fraternal benefit societies and member-owned co-op health plans create independent safety nets and preventive care clinics. Medical centers can barter, accept Philadelphia MediCash.

**Local heroes:** Thousands of holistic and allopathic healers, Health Care for All Philadelphia, Catholic Worker Free Clinic, Esperanza Health Center, Congreso de Latinos Unidos, Planned Parenthood, Philadelphia Urban Solutions, Philadelphia Community Acupuncture, Philadelphia FIGHT, Philadelphia Health Care Center, PhilaHealthia, Children's Hospital of Philadelphia, Shriners Hospital for Children. Dozens more at [phillyhealthinfo.org](http://phillyhealthinfo.org).

**World champions:** Mutual Health Organizations, Ugandan Health Cooperative, Ithaca Health Alliance, Dr. Patch Adams, Healthcare-NOW!, Book: Health Democracy.

**Big picture:** When sickness is big business, free healing requires

insurrection.

## MONEY: Give yourselves credit

**Challenges:** Extreme capitalism and extreme socialism trample humanity. Lack of cash and credit kills businesses, jobs and homes. Some folks still have lots of money, but most of us have less. Dollar power dwindles because dollars are backed by less than nothing: rusting industry and \$10 trillion debt. So we'll print real money - neighborhood currencies - backed by real people.

**Next steps:** Mutual enterprise systems (neither Wall Street nor Red Square) celebrate the spirit of regional enterprise when it serves community and nature. They applaud innovations - public and private and personal - that meet real needs. Local trading credits based on local land, skills, time and tools refresh the economy. Poverty is lack of networks more than lack of dollars, and Philadelphia has thousands of networks - business, professional, technical, fraternal, neighborhood, church, union, electoral, senior, youth, racial, sexual, athletic, hobby, family, friends. Woven together they're a powerful base of regional trust, trade and wealth. Take your pick of neighborhood and sector currencies. Cities may not issue them but may accept them for taxes.

**Local heroes:** Philadelphia's 83 credit unions, Valley Green Bank, e3bank, Equal Dollars, barter exchanges and gift economy, Philadelphia Regional and Independent Stock Exchange, Philadelphia Fund for Ecological Living (PhilaFEL).

**World champions:** Ithaca HOURS, Berkshares, LETS, Time Banking, National Federation of Community Development Credit Unions, Permaculture Credit Union, Grameen Bank microlending, Kiva, Robin Hood Ventures.

**Big picture:** Dollars control people; local currency connects people.

## WATER: Go with the low flow

**Challenges:** Millions are spent to sanitize polluted river water and pump it to homes. Then we poop into it. Storm drains carry sewage and garbage back to rivers. Sewage treatment does not remove all pharmaceuticals. Old chemical tanks poison groundwater. Sinkholes undermine houses. Bottled-water scam drains local economy. Climate change brings frequent flood and/or drought. ' But new technologies will protect our liquid assets.

**Next steps:** Amend code to permit filtered graywater yard use, and waterless compost toilets. Install watersaving devices. Collect rainwater in rooftop tanks, barrels and swales. Plant xeriscapes. Depave driveways and abandoned parking lots. Start Progressive Street Reclamation, converting least-used streets and alleys to playgrounds and gardens.

**Local heroes:** Philadelphia Water Department taxes pavement, rewards depaving, distributes rain barrels. Friends of the Wissahickon installs compost toilets in the park. These convert turds into clean, sweet-smelling garden soil.

**World champions:** Swedes collect urine from apartment houses, store it six months, then use as fertilizer (EcoSanRes). Mexicans collect urine from city hall and schools to fertilize fields (TepozEco). Zimbabweans plant fruit trees atop privy muck (ArborLoo). Book: The Humanure Handbook.

**Big picture:** Clean water is becoming more valuable than gold. Nobody shits on gold.

## **TRANSPORT: Be here now**

**Challenges:** Philadelphia's rail system was ripped out for cars, which clog streets and slow emergency response. Cars smash, kill, maim. They inhale paychecks and taxes, exhale rotten air. They compel war for oil. We'll become stronger and sexier as pedaling bipeds.

**Next steps:** To risk your life for your country, ride a bike. Hop on the bus. Revive street rail with ultralight passenger cars. Restore regional freight routes. Raise transit funds with local gasoline tax. Make pathways for bicycles, rollerblades, skateboards, Segways, scooters and wheelchairs. Restore canals. Zone for mixed use, to reduce travel needs. Live near your work. Employ multitudes making mosaic sidewalks. Convert paving to playgrounds.

**Local heroes:** PhillyCarShare, Bike Share Philadelphia, Bicycle Coalition of Greater Philadelphia, Neighborhood Bike Works and Bike Church, Critical Mass bike rides, bike shops, Delaware Valley Association of Rail Passengers, Pennsylvania Transit Coalition, PenTrans. Even SEPTA: Trains are clunky and late, but they're there.

**World champions:** Carfree Cities conferences, [carfree.com](http://carfree.com), World Naked Bike Ride, Urban Ecology.

**Big picture:** The first cities rebuilt for proximity rather than speed will win this race.

## **JOBS: The full employment economy**

**Challenges:** Philadelphia has lost 400,000 manufacturing jobs in 50 years. Now we import stuff once made here. Today, millions of American jobs depend on servicing bad things rather than good things. Car crashes are 8 percent of the GDP. How many jobs would end if criminals went on strike? What jobs would be lost if people ate healthy fresh food and exercised? What if we were content with what we owned? We'll advance from jobs managing damage to jobs creating a beautiful city worthy of beautiful children.

**Next steps:** All skills can rotate greenward. Philadelphia needs at least 100,000 green-collar jobs to rebuild, retrofit, plant, harvest, manufacture and repair the homes and tools of the future. Arts and healing arts are green jobs, too.

**Local heroes:** Sustainable Business Network of Greater Philadelphia, American Cities Foundation, Penn Future, Ray of Hope Project. Green Jobs Philly, Neighborhood Environmental Action Team, Green Labor Administration, several City Council members.

**World champions:** Blue Green Alliance (enviros and unions united), Green for All, Apollo Alliance, D.C. Greenworks, Sustainable South Bronx.

**Big picture:** We'll develop new definitions of career, success; build green safety nets.

## **BUSINESS & INDUSTRY: Luxuriate in the Necessities**

**Challenges:** America has been outstanding at pouring concrete, going fast and throwing things away. But high costs of raw materials, manufacture and trucking are causing consumers to quit consuming for the sake of consumption. Our Next Great Economy will sell more of durable value. We'll all have enough.

**Next steps:** Regional manufacture will resume as transport costs grow. Top niches will be basics: housing, energy, clothing,

housewares. Orchards and gardens and food processing. Holistic healing will grow. Likewise, handcrafts. Everything energy-efficient.

**Local heroes:** Sustainable Business Network, Buy Local Philly, White Dog Café, Provenance Architecturals, Re-Store, flea markets, farmers markets, materials exchanges, repair shops, recycling.

**World champions:** Socially Responsible Investing. 'Magazines: Green Business Journal, Adbusters. 'Site: [storyofstuff.org](http://storyofstuff.org).

**Big picture:** Smart money invests to raise all boats.

## **GOVERNMENT: The land is the law of the land**

**Challenges:** Many bureaucrats trained in obsolete systems resist change, defend their turf. City's health insurers and pensions drag city down.

**Next steps:** Government welcomes grassroots innovators by passing laws facilitating greening of economy and neighborhoods: urban land reform, urban agriculture, sanitation and water codes, building codes. When urgent change is resisted, citizens overthrow the government.

**Local heroes:** Delaware Valley Regional Planning Commission, PWD, streets guys who dig on rainy nights.

**World champions:** City of Curitiba, Brazil, encourages experimentation and welcomes mistakes. Magazines: Governing, Planners Network.

**Big picture:** Good government takes risks, makes change easy. "Make no little plans" -Daniel Burnham.

## **PUBLIC SAFETY: Just be sure to let that happen again**

**Challenges:** Whenever people are hungry, cold or fearful due to unemployment, crime rises. Isolated resentment becomes street protest or riot. Racism flares. Taxpayers cannot hire enough police to escape chaos. Public safety is secured by creating safety nets for food, fuel, housing and health care.

**Next steps:** Jobs fight crime. Decriminalize marijuana locally. Hire ex-offenders. Neighborhood watch instead of neighborhood watch TV.

**Local heroes:** Block captains, Men United for a Better Philadelphia, Ray of Hope Project, City Harvest, People Against Recidivism.

**World champions:** Time Dollar Youth Court, Rainbow Police. Book: Defensible Space.

**Big picture:** People who are respected, loved and secure do not kill.

## **EDUCATION: Keep it real**

**Challenges:** Curriculums are less relevant to getting jobs or fixing society. Forty-five percent of Philadelphia high-schoolers drop out. Students are graded like eggs.

**Next steps:** Respectfully teaching skills of neighborhood management will make learning fun. Teach creativity rather than consumerism.

**Local heroes:** Thousands of dedicated teachers, Neighborhood Enterprise Schoolteachers, magnet schools, Waldorf School. Newspaper: The Notebook.

**World champions:** Paolo Freire; free university education in Europe.

**Big picture:** Loving learning is the first lesson.

**Challenges:** Media that's cynical about grassroots power features crime and celebrities.

**Next steps:** Empower average people to make music, art, dance, theater. Revive street-corner singing. Bring back vaudeville. Parachute clowns into parks.

**Local heroes:** Mural Arts Program, Raices Culturales Latinoamericanas, Spiral Q Puppet Theater, 373 groups listed at [philaculture.org](http://philaculture.org). Locally made homecrafts. Philadelphia's 2,800 murals feature children, heroes, nature.

**World champions:** El Sistema (Venezuela) makes barrio kids into maestros.

**Big picture:** Everyone is a creative genius. Good culture releases that power and beauty.

## CONCLUSION

Whether you're a student, job seeker, employee or retiree, there are thousands of ways to connect to Philadelphia's green movement. You're the one we've been waiting for. Check the ever-growing list of local green-jobs Web sites (start with [greenjobsphilly.org/future.html](http://greenjobsphilly.org/future.html)). Visit local green businesses and groups. Time to bring those murals to life.

Paul Glover teaches metropolitan ecology and green jobs at Temple University. He is founder of the Philadelphia Orchard Project (POP), Ithaca HOURS local currency, Citizen Planners of Los Angeles and other groups. He is the author of Green Jobs Philly, Health Democracy and Hometown Money. More information at [paulglover.org](http://paulglover.org)

**CULTURE: Life gets highest ratings**

Thanks to Grovesie for this one.