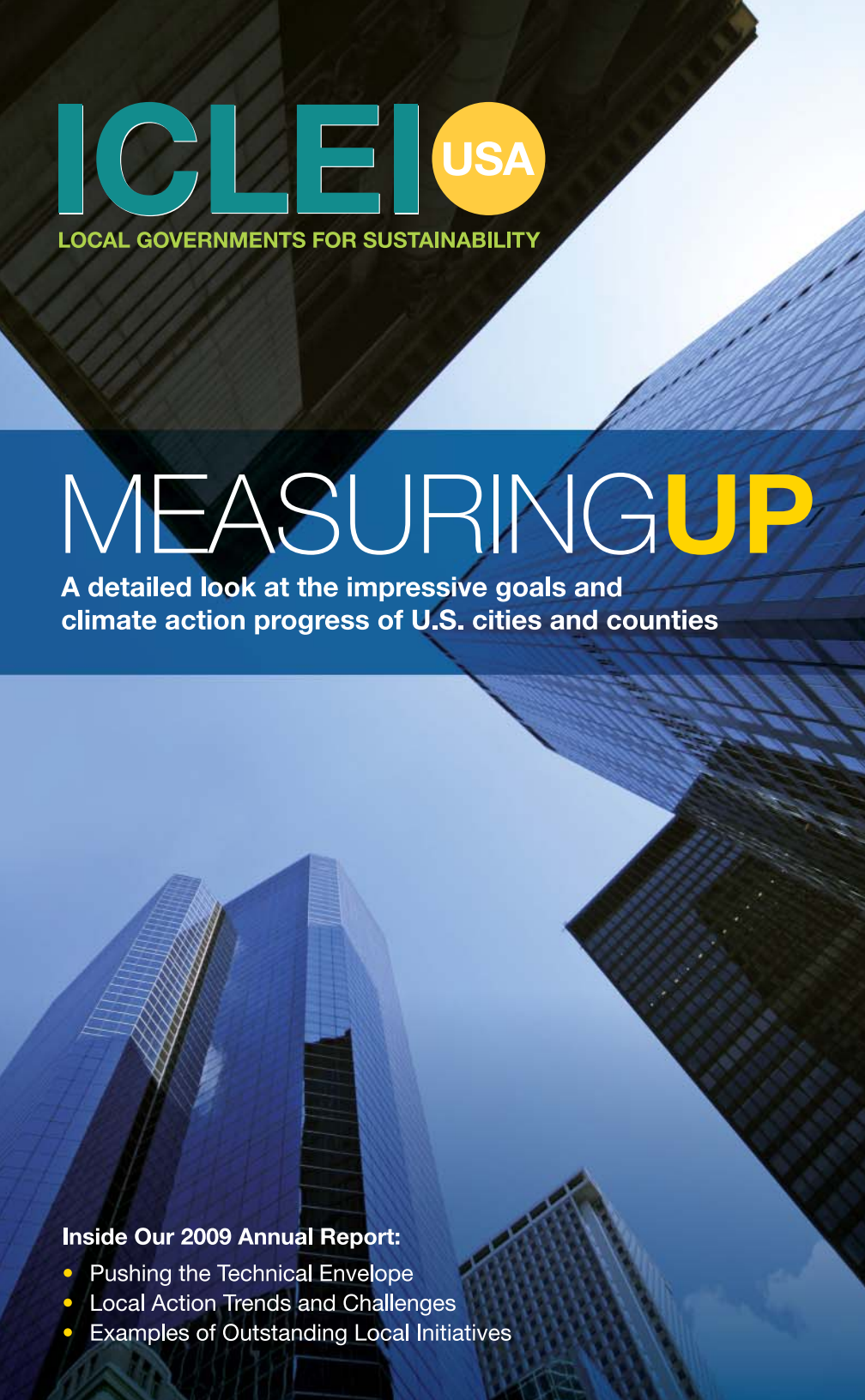


ICLEI USA

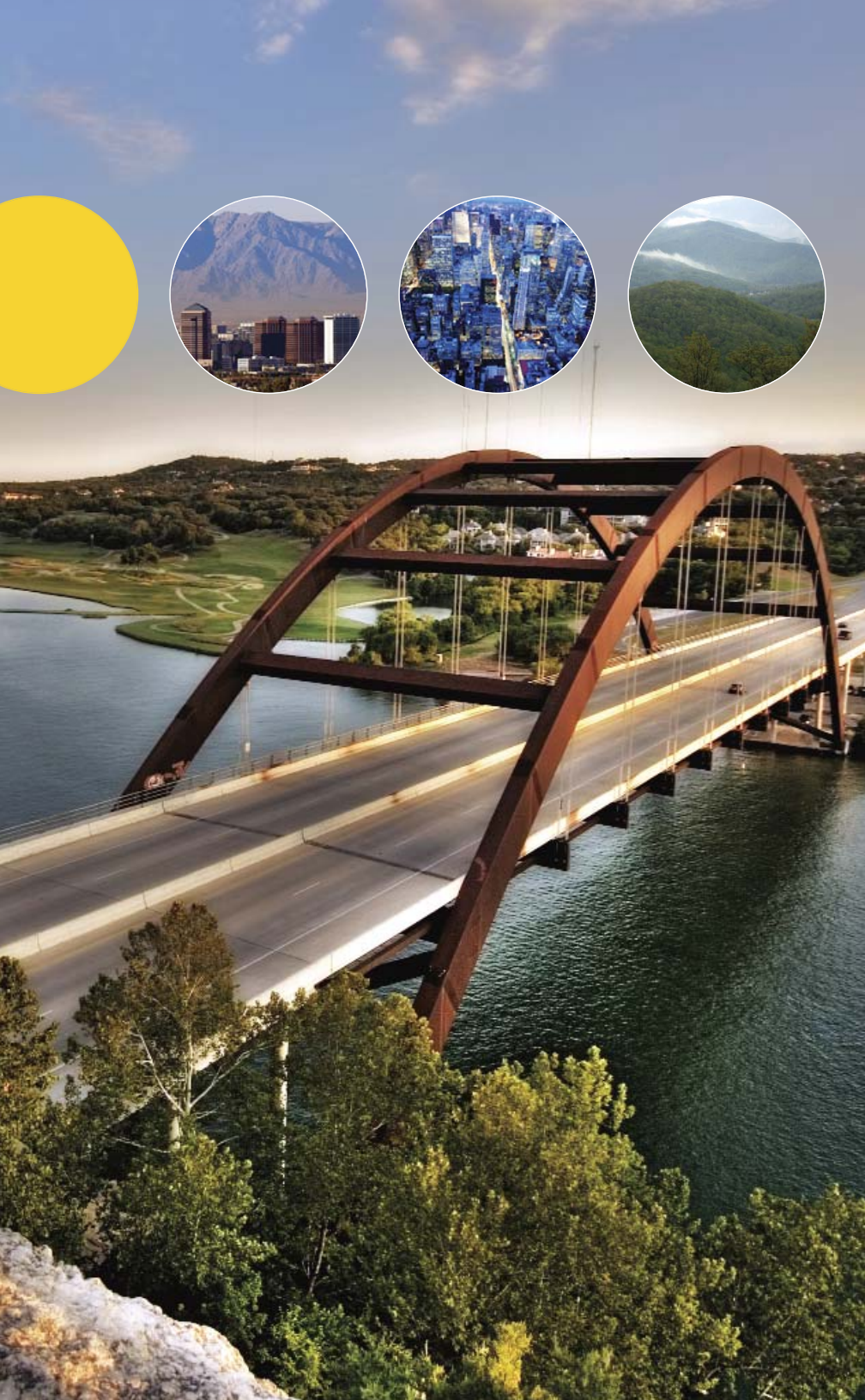
LOCAL GOVERNMENTS FOR SUSTAINABILITY

MEASURING UP

A detailed look at the impressive goals and climate action progress of U.S. cities and counties

Inside Our 2009 Annual Report:

- Pushing the Technical Envelope
- Local Action Trends and Challenges
- Examples of Outstanding Local Initiatives



Progress and Potential in 2009



At first glance, you might see only contrasts, not commonalities, between places like Hawaii and Oklahoma. One has swaying palm trees, the other sweeping, golden plains. But the local governments that help to maintain and enhance the respective ways of life in these communities share a strong commitment to: climate protection, clean energy solutions and sustainability.

Indeed, they were bookends for a remarkable year of progress in these fields and for ICLEI – Local Governments for Sustainability USA. In late 2008, Hawaii County became ICLEI's 500th member in the United States, and as the curtains began to close on 2009 we welcomed Oklahoma City as our 600th member. These two local governments reflect both the tremendous growth of the ICLEI USA network and its diversity.

Local governments of all stripes continue to join ICLEI because they realize the value of membership and the imperative of their climate, energy, and sustainability work. Empowered by ICLEI software tools, guidebooks, webinar trainings, best practice resources, and regional workshops, local governments reap immediate and multiple benefits. They lower energy costs, reduce greenhouse gas emissions, create more livable communities, enhance transportation systems, create a legacy of leadership – the list goes on.

Yet during this exciting and fast-paced year, we paused for self-reflection. With membership growth rising and demands on our services escalating, ICLEI USA initiated a comprehensive evaluation of the organization. We needed to ensure

that we have the most effective structure in place to provide consistent, best-in-class service to our robust membership network.

We haven't skipped a beat during this transition and are eager to greet 2010 with a new and improved ICLEI USA, built on the foundation of our 600+ membership network and our almost 20 years of experience in service to our inspiring local leaders.

As part of this process we have set high standards and lofty goals for the organization. Similarly, our members have set ambitious goals for themselves on the climate, energy and sustainability fronts and are already achieving genuine progress, a great deal of which we have outlined in this report. In recent months we embarked on a project to quantify the emissions reductions targets and progress of our local government members.

What we have captured here is both the power and the potential of ICLEI USA members to set and meet emissions reductions goals, design sustainable communities, spur clean and efficient energy solutions, and – ultimately – to provide the leadership and vision to set the stage for complementary action at the federal and international levels.

There is more work to be done, for ICLEI USA and our growing membership network. Together we are underscoring the significance of our actions and the consequence of inaction. Local governments are proof of what is possible for every government body, every community, every individual and for the planet.

Sincerely,

Mayor Patrick Hays
North Little Rock, Arkansas
President, ICLEI USA Board of Directors

What's Inside

ICLEI – Local Governments for Sustainability (ICLEI) is a membership association of local governments committed to advancing climate protection and sustainable development. Since its inception in 1990, ICLEI has grown to include over 1,000 cities in the world, more than 600 of which are in the United States. At ICLEI USA our mission is to build, serve, and drive a movement of local governments to advance deep reductions in greenhouse gas emissions and achieve tangible improvements in local sustainability. We provide the expertise, technical support, training and innovative tools to help local governments advance their climate, energy and sustainability goals.

www.icleiusa.org

Leading the Leaders

The ICLEI USA Board of Directors is a body of local leaders from across the country, including mayors and county executives representing each region, as well as global representatives. The Board helps drive the organization strategically and ensures that ICLEI USA's value to its local government members continues to meet and exceed expectations. We extend our deepest appreciation to our 2009-2010 Board of Directors:

Corporate President and Board Chair
Patrick Hays
Mayor, City of North Little Rock, Arkansas

Corporate Secretary
Pegeen Hanrahan
Mayor, City of Gainesville, Florida

Corporate Treasurer
Frank Cownie
Mayor, City of Des Moines, Iowa

Regional Directors

California	Roger Dickinson Board of Supervisors, District One, County of Sacramento, California
	Valerie Brown Board of Supervisors, District One, Sonoma County, California
Pacific Northwest	Margaret Pageler Urban Sustainability Advisor Seattle, Washington

Regional Directors

Western States	Martin J. Chavez Mayor, City of Albuquerque, New Mexico
	Oscar B. Goodman Mayor, City of Las Vegas, Nevada
South Central	Dr. Robert Cluck Mayor, City of Arlington, Texas
Midwest	Maryann Smith Alderman, 48th Ward, Chicago, Illinois
Northeast	Andrew Spano County Executive, Westchester County, New York
Southeast	Harvey Ruvin Clerk of the Courts, Miami-Dade County, Florida
Global	David Cadman City Councilor, Vancouver, BC Canada
	Konrad Otto-Zimmermann Secretary General, ICLEI – Local Governments for Sustainability, Freiburg, Germany

Generous Giving. Sustained Growth.

ICLEI is able to provide best-in-class service to our members and elevate local climate action and sustainability to remarkable levels only through the generous support of the following private foundations, federal agencies and other entities:

- Argosy Foundation
- Bay Area Air Quality Management District
- The David Rockefeller Fund
- The Energy Foundation
- The Home Depot Foundation
- Houston Endowment, Inc.
- The Kendeda Fund
- The Kresge Foundation
- Marisla Foundation
- Massachusetts Technology Collaborative
- The Meadows Foundation
- The New York Community Trust
- The Oak Hill Fund
- Office Depot
- The Overbrook Foundation
- The Rauch Foundation
- Rockefeller Brothers Fund
- The San Diego Foundation
- The San Francisco Foundation
- The Scherman Foundation, Inc.
- Starfish Group
- The Summit Foundation
- Surdna Foundation, Inc.
- The University of Michigan, School of Public Health (Ann Arbor)
- United States Environmental Protection Agency

Expanding and Enriching the ICLEI Network

ICLEI Region	Members in 2009	Percent Growth
United States	**600**	**25%**
California	163	23%
Midwest	78	24%
Northeast/Mid-Atlantic	141 / 38	30%
Pacific Northwest & Islands	60	7%
South Central	22	67%
Southeast	59	27%
West	39	22%

The rapid pace of growth of ICLEI membership in the United States continued in 2009, up 25% from 2008. We welcomed Okalahoma City as our 600th member in October.

What do those impressive numbers mean in practice?

They are a true reflection of how many local governments from across the country recognize both the imperative of climate, energy and sustainability action and the benefits of joining ICLEI to pursue their goals in these areas. The local governments who comprise these numbers are also part of a strong and growing network that is a powerful collective force for change.

Coming Together, Region by Region

The advantages of the ICLEI Network were on full display at some of our 2009 regional events, including the South Central Networking Luncheon held in Dallas, TX, in March; the Northeast/Mid-Atlantic Regional Workshop held in White Plains, NY, in May; the Midwest Regional Workshop held in Chicago, IL, in June; and the Southeast Regional Workshop held in Atlanta, GA, in September. Our other achievements on the ground were just as impressive. Here is a snapshot by region:

California

- Led a regional effort of 27 cities and counties in Silicon Valley, completing local government operations and community inventories and target-setting under a contract with Silicon Valley Joint Venture.
- Launched the ICLEI/San Diego Foundation Climate Protection Initiative, completing inventories for 10 local governments in the region using an innovative Climate Fellows model.
- Developed and led a regional emissions inventory effort of 17 local governments in the Central Coast, involving climate interns who will co-benefit from this work by completing their masters projects.

Thank you to the City of Chula Vista for hosting an ICLEI USA office.

Resources: **www.icleiusa.org/california**

Midwest

- Launched the Chicago Green Office Challenge, a strategy of the Chicago Climate Action Plan to reduce GHG emissions from the commercial building sector, engaging nearly 50 high-rise properties and more than 150 companies in 2009.
- Collaborated with St. Louis County, MO, on a major initiative to create a long-range sustainability framework through their "St. Louis County Green & Growing" effort.
- Hosted the Midwest Regional Workshop in June 2009 at the Chicago Center for Green Technology, focusing on preparation for the EECBG application deadline.

Thank you to the City of Chicago for generously hosting the ICLEI USA Midwest Regional Office.

Resources: **www.icleiusa.org/midwest**
www.chicagogreenofficechallenge.org

Northeast and Mid-Atlantic

- Created the Small Communities Toolkit, designed to assist communities with populations under 25,000 with their climate and sustainability efforts.
- Launched the Municipal Clean Energy Toolkit, focused on assisting local government with purchasing, installation, and promotion of clean energy for municipal facilities.
- Developed the Go Green Virginia Community Challenge, a counterpart to the Virginia Municipal League's Go Green Virginia Government Challenge. This framework outlines activities and measures needed to move Virginia communities toward sustainability.

- Began a Long Island–wide greenhouse gas inventory, slated to be completed in 2010, which will analyze energy use and community-wide emissions for all the municipalities on Long Island. This effort is generously supported by the Rauch Foundation.
- Hosted the Northeast/Mid-Atlantic Regional Workshop for more than 140 people from 11 states in the region in White Plains, NY. Thank you to Westchester County for hosting this workshop.

Thank you to the City of Boston for generously hosting the ICLEI USA Northeast and Mid-Atlantic Office and to the City of New York for hosting an ICLEI USA project office.

Resources: **www.icleiusa.org/northeast**

Pacific Northwest and Islands

- Led ICLEI's involvement with the IMCOOL Campaign, which provides local governments needed tools for engaging citizens in a positive and effective way to reduce greenhouse gas emissions and energy use. The campaign was developed in 2008 by the cities of Seattle, Minneapolis, Boston, and Salt Lake City with ICLEI's support; we are currently leading a pilot project to customize the toolkit and to develop an implementation plan.
- Involved with Puget Sound New Energy Solutions, a four-county collaborative partnership on stimulus funding opportunities.
- Implemented the Northwest Energy Star program with EPA Region 10 to promote their Energy Star Challenge program throughout the region.

Thank you to the City of Seattle for generously hosting the ICLEI USA Pacific Northwest Regional Office.

Resources: **www.icleiusa.org/northwest**
www.imcoolcampaign.org

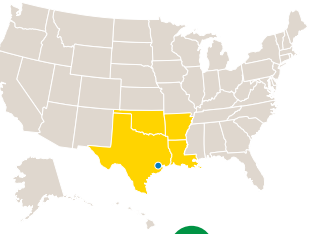
Southeast

- Led ICLEI's Energy Codes and Climate Protection initiatives, including a webinar series in partnership with the International Code Council.
- Conducted four regional webinars on climate action planning, the Green Office Challenge, and utility management systems (community energy efficiency financing), plus 12 state network calls and meetings.
- Hosted the Southeast Regional Workshop in Atlanta.

Thank you to the City of Atlanta for generously hosting the ICLEI USA Southeast Regional Office.

Resources: **www.icleiusa.org/southeast**

South Central



- Assisted New Orleans with its emissions inventory and report and Houston with its inventory and detailed analysis.
- Hosted state conference calls with energy offices and supported members with their EECBG applications.
- Supported Houston's National Conversation on Climate Action event.
- Hosted the South Central Regional Network Luncheon in Dallas.

Thank you to the City of Houston for generously hosting the ICLEI USA South Central Regional Office.

Resources: **www.icleiusa.org/southcentral**

Pushing the Technical Envelope

Tools and Standards

Behind every innovative measure and bold policy initiative on local climate action, clean energy and sustainability, are tools and standards: A greenhouse gas emissions inventory tool, a planning tool, a comparative tool, a performance management tool, or a training tool, and the standards by which we measure progress consistently and accurately.

In 2009 we advanced those tools and standards by leaps and bounds, and are poised for more of the same in 2010. ICLEI provided trainings on the Local Government Operations Protocol (LGOP) throughout 2009, while we geared up for the development of the Community Protocol to be released in 2011. We also gave our popular Clean Air and Climate Protection (CACP) software a major upgrade with the release of CACP 2009, and developed tools, templates and processes to support emissions inventorying based on the principles and methods of the LGOP. We also upgraded our expertise and tools for developing climate action plans, including enhancements to the Climate and Air Pollution Planning Assistant (CAPPA) software tool that ICLEI developed with EPA.

Resources: **www.icleiusa.org/protocol**
www.icleiusa.org/cacp
www.icleiusa.org/action-center/tools/decision-support-tool

Trainings

With the launch of CACP 2009, ICLEI renewed its training efforts around greenhouse gas inventories. In the first three quarters of 2009, we hosted 13 CACP-related trainings, including Introduction to CACP 2009 and CACP Inventory Training; four trainings on the Local Government Operations Protocol; and two trainings on data collection tools. These trainings are available on-demand at www.icleiusa.org for ICLEI members.

Consulting Support

ICLEI staff pushed up its sleeves on a number of inventory, action planning, and stimulus-funding consulting projects in 2009. These projects, awarded to ICLEI on a consulting basis through competitive bidding processes, enabled us to directly support some of the leading local governments on their climate and energy initiatives and add new tools, skill sets and experiences to our organizational resume. We were honored to work with the following local governments:

- **Menlo Park, CA:** government operations GHG emissions inventory and climate action plan
- **Oakland, CA:** energy & climate action plan
- **Phoenix, AZ:** government operations GHG emissions inventory and climate action plan
- **Richmond, VA:** energy efficiency and conservation strategy
- **Silicon Valley Joint Venture:** 27 government operations GHG emissions inventories
- **St. Louis County, MO:** energy efficiency and conservation strategy
- **Washington, D.C.:** GHG emissions inventory and action plan

Resources: **www.icleiusa.org/consulting**

Advancing Programs and Services

STAR Community Index:
The New Standard for Sustainability

The STAR Community Index, led by ICLEI USA in partnership with the U.S. Green Building Council and Center for American Progress, will provide a national, comprehensive rating system for local governments to assess and improve their sustainability performance. The development of STAR in 2009 was marked by a robust stakeholder process of more than 165 volunteers representing 135 organizations, including 60 cities and 10 counties, along with state and federal agencies, nonprofits, national associations, universities, utilities and private corporations. In February 2009, ICLEI USA and The Johnson Foundation brought together members of STAR's Technical Advisory Committees (Natural Systems; Planning & Design; Energy & Climate; Economic Prosperity; Employment & Training; Education, Arts & Community; Health & Safety; and Affordability & Social Equity) at the Wingspread Conference Center to begin developing the framework and the vision for STAR. A soft launch of the set of municipal goals that will comprise this new standard is set for early 2010.

Resources: **www.icleiusa.org/star**

Sustainability Toolkit

The ICLEI Network includes hundreds of local governments testing out the most innovative solutions to our climate, energy and sustainability challenges, making it fertile ground for sharing our successes and borrowing the best-of-the-best ideas. In 2009 ICLEI teamed up with New York City to develop a toolkit for local governments to develop a sustainability plan based on its groundbreaking long-term sustainability plan, PlaNYC. The Sustainability Planning Toolkit was piloted with three local governments: Miami-Dade County, FL; New Rochelle, NY; and Newark, NJ, to make sure that the model used by New York City was replicable in other communities. It includes guidelines, templates, best practice examples, and tips on how to organize the planning

process. ICLEI also developed a companion piece to the toolkit – the PlaNYC Case Study, which dives into detail on how local governments large and small can replicate the model pioneered by New York.

Resources: **www.icleiusa.org/sustainabilitytoolkit**

Connecting Mitigation, Energy, and Financing

Many local governments join the ICLEI ranks to reduce their greenhouse gas emissions portfolio, or "carbon footprint," but these days a twin goal is reducing energy use and its associated costs. Indeed, the two aren't mutually exclusive.

Energy financing was a prominent theme in ICLEI's services, products and programs in 2009. We convened a popular webinar series over the summer on innovative energy financing that featured presentations and resources from local government staff on the Long Island Green Homes Initiative, Cambridge Energy Alliance, BerkeleyFIRST Program, Boulder County ClimateSmart Loan Program, Center on Wisconsin Strategies and Green for All's City-Scale Retrofit Program Guide, and Sonoma County Energy Independence Program.

We also developed a number of best practice case studies, headlined by the Pittsburgh Solar Initiative, Cleveland's Appreciative Inquiry Process, and Denver's Integration of Climate Protection into Internal Operations. The following climate and energy guidebooks were unveiled in 2009:

- **Revolving Energy Fund Guide**
- **Recycling and Solid Waste Management Guide**
- **Outreach and Communications Guide**
- **Environmentally Preferable Purchasing Guide**
- **Guide to Green Jobs Development**
- **Municipal Clean Energy Toolkit**
- **Small Communities Toolkit**
- **Climate Action Planning Toolkit**

Adaptation Making Headlines

Even as communities make impressive strides in emissions reductions, evidence and projections of the climate impacts we have already set in motion made headlines throughout 2009. Scores of reports and studies warned of the impending – and in many cases current – threats that communities across the United States face: where drought will exacerbate water woes; what sea level rise will mean for coastal communities and properties; how heat waves endanger public health; and much more.

In 2009, ICLEI began the development of the Climate Resilient Communities (CRC) Program and initiated an advisory group of approximately 20 local governments to work in partnership with ICLEI to develop tools to assess local vulnerabilities, prioritize resiliency actions, and prepare communities for climate impacts and costs. In collaboration with the CRC Advisory Group, ICLEI worked on the development of a series of planning workbooks that mirror ICLEI's Five Milestones for Climate Adaptation which were developed in 2008. These guidebooks will be released in second quarter 2010 and will be available for all ICLEI members.

In addition, ICLEI continued its work with the University of Michigan to analyze how increased temperatures will impact public health. This project will result in a series of strategies for reducing heat-health impacts, which will be incorporated into the aforementioned adaptation planning workbooks.

Resources: **www.icleiusa.org/adaptation**

Seizing New Opportunities

Surge from the Stimulus

With the American Recovery and Reinvestment Act (ARRA), the floodgates opened and local governments had access to unprecedented sources of funding for their climate action, clean energy and sustainability initiatives. ICLEI jumped into action by hosting webinars with top officials at the Department of Energy attended by hundreds of local government representatives. Throughout the year we apprised members of stimulus-related opportunities and released must-read guidebooks to help local governments navigate the Energy Efficiency and Conservation Block Grant application process.

Resources: **www.icleiusa.org/stimulus**

Energized by Energy Offices

Over the course of 2009 we put our nascent Energy Office Initiative into high gear, encouraging local governments to utilize their stimulus funds as seed money for a municipal energy office to institutionalize their work, implement a comprehensive energy strategy, and realize a strong return on investment.

Resources: **www.icleiusa.org/energyoffice**

Adding Policy to Our Portfolio

For years, all the action on climate issues was concentrated at the local and state levels. That changed in 2009 when we welcomed a new partner to the game: the federal government. Reflecting that shift, ICLEI USA opened a Washington, D.C., office and added a Policy Analyst to our staff to better position the organization and our members. We completed unique analyses of House and Senate legislation through the local government lens, tracked policy news and developments, and co-hosted with Climate Communities the Local Climate Leadership Summit (May) and Local Climate Action Week (November) in Washington, D.C.

Resources: **www.icleiusa.org/policy**

Sharing Stories with the World

Online

As we expand our membership base and portfolio of services, so too must we expand the channels through which we communicate with one another and share our stories of success with others. Members and partners stay connected with ICLEI on local action through the national ICLEI Connection e-newsletter and its regional editions. With 2009 came the launch of our Local Action Blog, where we share daily updates and perspectives. We're also live on Twitter (@ICLEI_USA) so you can get up-to-the-minute resources and news.

Resources: **www.icleiusa.org/blog**
www.icleiusa.org/news-events/e-newsletter
www.twitter.com/ICLEI_USA

In the Community

Assisting our members with community outreach and engagement was the priority of the 2009 National Conversation on Climate Action. As part of that effort, on Earth Day more than 75 local governments brought their communities together to talk about climate protection solutions and chart together a course of action. In the spotlight were events in Greenburgh, NY; Hennepin County, MN; Houston, TX; Jackson, WY; Lexington, KY; Los Angeles County, CA; Sarasota

County, FL; Sumter, SC; and Tucson, AZ. The outreach resources developed for the National Conversation are useful every day of the year for every community.

Resources: **www.climateconversation.org**

At Copenhagen

As the world prepared for international climate negotiations in Copenhagen, ICLEI USA assembled a delegation of local elected officials to represent the U.S. local government voice leading up to and at the Conference of the Parties (COP). In concert with ICLEI Global, we're hosting the Local Government Climate Lounge in the heart of the negotiating space where we will showcase the ambitious goals and remarkable achievements taking place at the local level and send a strong message of what is both possible and imperative.

Resources: **www.icleiusa.org/copenhagen**

On These Pages

The unparalleled accomplishments and bold plans of local governments are perhaps the most compelling stories in the current climate, energy and sustainability discourse. In the ensuing pages we share those stories.

Power and Potential: Analyzing the Achievements of the ICLEI USA Network

While ICLEI has been lauded for the services and resources we deliver, we are first and foremost a membership association and, as such, our success is ultimately measured by the achievements of the ICLEI Network of local government members. That's why the remainder of this report is dedicated to an assessment of ICLEI members' progress, with a focus on climate mitigation and energy reduction. Here you will see clear evidence of the power and the potential of this stellar collection of jurisdictions leading the way on climate action and sustainability.

On these pages we highlight the progress of ICLEI USA members through the Five Milestones for Climate Mitigation, based on activities reported to ICLEI staff and publicly available reports and plans. It documents the quantifiable results of climate action, catalogues ICLEI members' Milestones – achievements and emissions reduction targets, and highlights leading examples of actions being taken to reduce emissions. Together, these facts and figures testify to the wisdom of ICLEI's adopted mantra: "You can't manage what you can't measure."

As we conducted this quantitative analysis of climate progress, we came to three conclusions:

1. **Local governments are setting ambitious targets. By making bold commitments to emissions reductions, they have planted seeds for future successes and provide an inspiring example for national and international leaders.**
2. **The next crucial step is turning commitments into action. We have already seen substantial progress toward those goals and there are promising signs of more to come.**
3. **A key to success is empowering and resourcing local governments. To truly realize their goals they will need partners at the state and federal level as well as the resources to effectively pursue innovative emissions reductions strategies.**

The numbers we've compiled are only a first step to help local governments understand their progress and their challenges ahead. ICLEI is committed to reporting these developments, but we recognize that local governments need better ways to learn from one another's successes and failures; they need new reporting guidelines, enhanced tools, and redefined expectations for engagement in the ICLEI Network.

As ICLEI develops fresh resources and systems to allow for sharing of successes and lessons learned on an unprecedented scale, all local government members are invited to submit additions or corrections to the information in this report to membership-usa@iclei.org.

Local Governments Provide Ambitious Responses to an Urgent Problem

When the alarm bells sounded on global warming decades ago, it was local governments who were the first responders, and ICLEI who stepped up to support their pioneering initiatives. For nearly two decades, ICLEI has helped local government leaders envision a sustainable future – and provided the tools and the guidance necessary for them to chart a new course for their communities.

Here in the United States, rather than wait for federal action, hundreds of ICLEI member local governments have taken up the call to address climate change through the Cities for Climate Protection Program and its Five Milestones for Climate Mitigation, described below. They have set bold targets and are striving to meet those goals, leaving in their wake a playbook that is defining the national and international dialogue to this day.

Now, with the world taking steps to make binding agreements to reduce greenhouse gas emissions, it is more

critical than ever to empower local governments, resource their ambitious commitments to reduce energy use and greenhouse gas emissions, and recognize that in process they will make their communities healthier, more liveable, and economically vibrant.

The Bottom Line: Emissions reductions targets called for by scientists will only be realized with widespread action at the local level.

Shaping the Places Energy is Consumed

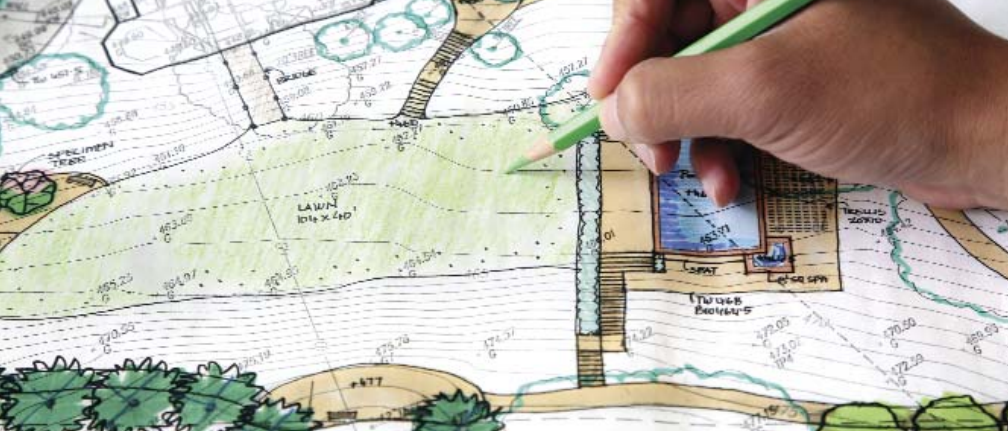
Local governments control many of the day-to-day activities that determine the amount of energy and other resources that citizens use and the waste they generate, as well as the long-term planning for the community – from land use and zoning decisions to control over building codes and licenses, infrastructure investment, public transit options, municipal service delivery and management of schools, parks and recreation areas.

Education, Engagement, Leadership

Local government leaders are uniquely positioned to influence citizen behaviors related to transportation choices, energy consumption patterns and general consumer decisions though education, engagement, and behavioral incentives. They can also lead by example and demonstrate the many benefits of energy efficiency and other sustainability initiatives by walking the talk and reducing their own emissions.

Answering the Call

In the United States, local governments have provided the foundation for our country's response to energy and climate change issues. As other levels of government follow suit, local leaders will continue to implement and incubate innovative policies and programs to speed the adoption of changes needed to meet state and national emissions reduction targets.



The Meaning of ICLEI Membership and the Five Milestones

Since our birth as a pilot project with 14 local governments in 1991, ICLEI USA has grown to a Network of more than **600 local government members, representing nearly 30 percent of the total population of the United States.**

Membership in ICLEI represents not a vague or arbitrary pledge, but a commitment to a rigorous process of quantification, informed action, and data-driven performance monitoring and evaluation. Because of this rigor, ICLEI's membership network represents tremendous potential. As more local governments implement effective actions, they are transforming their communities into more vibrant, affordable, and healthy places to live. As more local governments lead by example, they inspire their community members to make more sustainable choices.

As participants in ICLEI's climate mitigation program, members progress through a proven Five Milestone process:

- **Milestone One:** Conduct a baseline greenhouse gas emissions inventory and forecast
- **Milestone Two:** Adopt an emissions reduction target
- **Milestone Three:** Develop and secure formal approval of a local climate action plan
- **Milestone Four:** Implement the plan's policies and measures
- **Milestone Five:** Monitor progress, report results and re-evaluate the plan

ICLEI's Five Milestones represent a unique and powerful approach because each step builds on the last, with the participating local governments learning, adjusting and making increasingly well-informed, data-driven decisions as they go.

Today, there are ICLEI local governments – big and small, old members and new – at every stage in the Five Milestone process. Because interest in tackling the challenge of climate protection and energy conservation at the local level has grown exponentially in the last several years, the majority of ICLEI members are now working their way through the first three milestones.

From Commitment to Action

To date, at least one third of ICLEI members and climate mitigation program participants (200 jurisdictions) have completed a baseline emissions inventory of either the emissions resulting from their municipal operations or from the community at large (Milestone One).

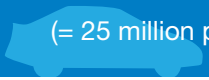
Of those, at least 155 have set formal emissions reduction targets, committing to a projected reduction of more than 1,360,000,000 metric tons CO_2e by 2020 – the equivalent of taking 25,000,000 passenger vehicles off the road for the next ten years.

If these local governments are properly empowered with the regulatory, financial and technical support needed to effectively implement their ambitious energy conservation and climate protection plans, they are on track to reduce emissions by almost 6,800,000,000 metric tons CO_2e by 2050 – the equivalent of taking 37 coal-fired power plants offline for the next 40 years.[1]

Emissions reduction projected by 2020:

▼ 1.36 billion metric tons CO_2e

(= 25 million passenger vehicles for 10 years)



Emissions reduction projected by 2050:

▼ 6.8 billion metric tons CO_2e

(= 37 coal-fired power plants for 40 years)

[1] These estimates are based on reductions from the baseline and do not take into account the emissions avoided from the business as usual growth, which would result in an even greater total number. The estimates also assume a consistent annual reduction beginning in the baseline year. The U.S. Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator was used to calculate the equivalent impact of the emissions reductions in terms of vehicles and power plants: http://www.epa.gov/RDEE/energy-resources/refs.html (accessed November 9, 2009).

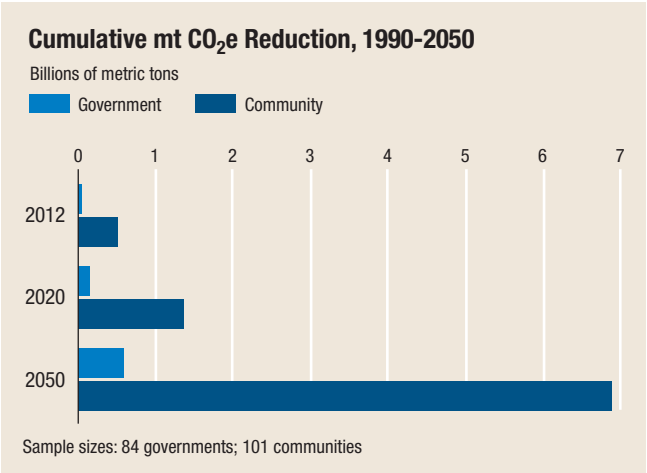


Figure 1: Total metric tons of carbon dioxide equivalent emissions reduced if local governments meet their emissions reduction commitments.

The following tables demonstrate the vast potential of the ICLEI Network and the commitments that its members have made. Tables 1 and 2 show the emissions reduction commitments, of which we are aware, as of November 2009. Part of what makes this list so powerful is that it grows every day, and we anticipate that, by the time this report is released, this list will have expanded to include even more local emissions reduction goals.

Table 1: Emissions Reduction Targets for Government Operations

Jurisdiction	First Emissions Reduction Target	Second Emissions Reduction Target	Third Emissions Reduction Target
City of Anchorage, AK	7% ▼ 1990 ▶ 2012		
City of North Little Rock, AR	7% ▼ 1990 ▶ 2012		
City of Flagstaff, AZ	7% ▼ 1990 ▶ 2012		
City of Phoenix, AZ	5% ▼ 2005 ▶ 2015		
City of Benicia, CA	25% ▼ 2000 ▶ 2010	33% ▼ 2000 ▶ 2020	
City of Chula Vista, CA	20% ▼ 1990 ▶ 2010		
City of Emeryville, CA	25% ▼ 2004 ▶ 2020		
City of Los Angeles, CA	35% ▼ 1990 ▶ 2030		
Marin County, CA	17% ▼ 1990 ▶ 2020		
City of Novato, CA	15% ▼ 2005 ▶ 2020		
City of Palo Alto, CA	5% ▼ 2005 ▶ 2012	15% ▼ 2005 ▶ 2020	
City of Pittsburg, CA	15% ▼ 2005 ▶ 2020		
City of Rohnert Park, CA	20% ▼ 2000 ▶ 2010		
Sacramento County, CA	15% ▼ 2008 ▶ 2020	80% ▼ 1990 ▶ 2050	
City of San Luis Obispo, CA	15% ▼ 2005 ▶ 2020		
City of Santa Rosa, CA	20% ▼ 2000 ▶ 2010	25% ▼ 2005 ▶ 2015	
Sonoma County, CA	20% ▼ 2000 ▶ 2010		
City of Union City, CA	30% ▼ 2005 ▶ 2020		
Town of Windsor, CA	20% ▼ 2000 ▶ 2010		
Town of Carbondale, CO	25% ▼ 2004 ▶ 2010		
City & County of Denver, CO	10% ▼ 1990 ▶ 2012		
Town of Hamden, CT	10% ▼ 2001 ▶ 2015		
City of Hartford, CT	10% ▼ 2001 ▶ 2011		
City of New Haven, CT	10% ▼ 1999 ▶ 2020		
City of Stamford, CT	20% ▼ 1998 ▶ 2018		
Alachua County, FL	62% ▼ 1990 ▶ 2010		
Broward County, FL	7% ▼ 1990 ▶ 2015		
Collier County, FL	10% ▼ 2007 ▶ 2020	20% ▼ 2007 ▶ 2030	50% ▼ 2007 ▶ 2050
City of Gainesville, FL	7% ▼ 1990 ▶ 2013		
City of Key West, FL	15% ▼ 2005 ▶ 2015		
Leon County, FL	20% ▼ 2006 ▶ 2017	80% ▼ 2006 ▶ 2050	
City of Miami, FL	25% ▼ 2007 ▶ 2015		
Orange County, FL	15% ▼ 2005 ▶ 2010	28% ▼ 2005 ▶ 2015	40% ▼ 2005 ▶ 2020
City of Atlanta, GA	7% ▼ 1990 ▶ 2012		
City of Des Moines, IA	7% ▼ 1990 ▶ 2012		
Blaine County, ID	20% ▼ 2004 ▶ 2015	50% ▼ 2004 ▶ 2025	
City of Boston, MA	7% ▼ 1990 ▶ 2012	80% ▼ 1990 ▶ 2050	
Town of Falmouth, MA	10% ▼ 2001 ▶ 2020		
City of Medford, MA	20% ▼ 1998 ▶ 2010		
City of Newton, MA	20% ▼ 1998 ▶ 2010		
City of Worcester, MA	11% ▼ 2002 ▶ 2010		
City of Annapolis, MD	50% ▼ 2006 ▶ 2012	75% ▼ 2006 ▶ 2025	100% ▼ 2006 ▶ 2050
Town of Falmouth, ME	80% ▼ 2007 ▶ 2050		
City of Portland, ME	10% ▼ 1990 ▶ 2020		

Guide to symbols

"10% ▼ 2000 ▶ 2010" = 10% reduction in 2000 levels by 2010

Jurisdiction	First Emissions Reduction Target	Second Emissions Reduction Target	Third Emissions Reduction Target
Clinton County, MI	10% ▼ 2007 ▶ 2012		
Hennepin County, MN	15% ▼ 2007 ▶ 2015	30% ▼ 2007 ▶ 2025	80% ▼ 2007 ▶ 2050
City of Minneapolis, MN	12% ▼ 2006 ▶ 2012	20% ▼ 2006 ▶ 2020	80% ▼ 2006 ▶ 2050
City of Kansas City, MO	10% ▼ 2000 ▶ 2010	20% ▼ 2000 ▶ 2015	30% ▼ 2000 ▶ 2020
City of Bozeman, MT	15% ▼ 2000 ▶ 2020		
City of Asheville, NC	80% ▼ 2001 ▶ 2050		
City & County of Durham, NC	50% ▼ 2005 ▶ 2030		
City of Keene, NH	20% ▼ 1995 ▶ 2015		
Township of Galloway, NJ	80% ▼ 2007 ▶ 2050		
Township of Hamilton, NJ	20% ▼ 2008 ▶ 2020		
City of Las Vegas, NV	7% ▼ 2005 ▶ 2012		
Town of Bedford, NY	20% ▼ 2004 ▶ 2020		
Town of Brighton, NY	7% ▼ 2005 ▶ 2012		
City of Ithaca, NY	20% ▼ 2001 ▶ 2016		
City of New York, NY	30% ▼ 2005 ▶ 2030		
City of Syracuse, NY	20% ▼ 2001 ▶ 2006	20% ▼ 2006 ▶ 2010	
City of Cincinnati, OH	8% ▼ 2006 ▶ 2012	40% ▼ 2006 ▶ 2028	
Township of Haverford, PA	30% ▼ 2005 ▶ 2020		
City of Pittsburgh, PA	20% ▼ 2003 ▶ 2023		
Township of Upper Dublin, PA	10% ▼ 2007 ▶ 2017		
City of Chattanooga, TN	7% ▼ 1990 ▶ 2012	20% ▼ 1990 ▶ 2020	
City of Knoxville, TN	12% ▼ 2005 ▶ 2012	20% ▼ 2005 ▶ 2020	
Metro. Gov't of Nashville, TN	5% ▼ 2005 ▶ 2012	20% ▼ 2005 ▶ 2020	
City of Austin, TX	99% ▼ 2007 ▶ 2020		
City of Dallas, TX	15% ▼ 2005 ▶ 2020		
City of Salt Lake City, UT	30% ▶ 2017	70% ▶ 2040	
Roanoke County, VA	30% ▼ 2007 ▶ 2020		
City of Roanoke, VA	12% ▼ 2005 ▶ 2015		
Town of Brattleboro, VT	20% ▼ 2000 ▶ 2010		
City of Burlington, VT	20% ▼ 2007 ▶ 2020	80% ▼ 2007 ▶ 2050	
Town of Middlebury, VT	20% ▼ 2002 ▶ 2012		
City of Bellingham, WA	64% ▼ 2000 ▶ 2012	70% ▼ 2000 ▶ 2020	
Clallam County, WA	10% ▼ 2006 ▶ 2012	20% ▼ 2006 ▶ 2015	50% ▼ 2006 ▶ 2030
City of Edmonds, WA	7% ▼ 2006 ▶ 2012		
King County, WA	80% ▼ 2003 ▶ 2050		
City of Kirkland, WA	10% ▼ 2005 ▶ 2012	20% ▼ 2005 ▶ 2020	80% ▼ 2005 ▶ 2050
City of Olympia, WA	50% ▼ 2005 ▶ 2020	70% ▼ 2005 ▶ 2035	80% ▼ 2005 ▶ 2020
City of Seattle, WA	7% ▼ 1990 ▶ 2012	80% ▼ 1990 ▶ 2050	
Snohomish County, WA	20% ▼ 2000 ▶ 2020		
City of Spokane, WA	30% ▼ 2005 ▶ 2030		
Whatcom County, WA	40% ▼ 2000 ▶ 2012		
City of Fitchburg, WI	7% ▼ 1998 ▶ 2012		
Village of Howard, WI	25% ▼ 2006 ▶ 2025		

Guide to symbols

"10% ▼ 2000 ▶ 2010" = 10% reduction in 2000 levels by 2010

"70% ▶ 2040" = 70% reduction in levels by 2040

Table 2: Emissions Reduction Targets for Community Emissions

Jurisdiction	First Emissions Reduction Target	Second Emissions Reduction Target	Third Emissions Reduction Target
City of Homer, AK	12% ▼ 2000 ▶ 2012	20% ▼ 2000 ▶ 2020	
City of North Little Rock, AR	7% ▼ 1990 ▶ 2012		
City of Flagstaff, AZ	7% ▼ 1990 ▶ 2012		
City of American Canyon, CA	15% ▼ 2005 ▶ 2020		
City of Arcata, CA	20% ▼ 2000 ▶ 2010		
City of Benicia, CA	10% ▼ 2000 ▶ 2020	0% ▼ 2005 ▶ 2010	
City of Berkeley, CA	33% ▼ 2000 ▶ 2020		
City of Calistoga, CA	15% ▼ 2005 ▶ 2020		
City of Chula Vista, CA	20% ▼ 1990 ▶ 2010		
City of Emeryville, CA	25% ▼ 2004 ▶ 2020		
City of Fremont, CA	25% ▼ 2005 ▶ 2020		
City of Hayward, CA	12% ▼ 2005 ▶ 2020	82% ▼ 2005 ▶ 2050	
City of Los Angeles, CA	35% ▼ 1990 ▶ 2030		
Marin County, CA	15% ▼ 1990 ▶ 2020		
Napa County, CA	15% ▼ 2005 ▶ 2020		
City of Napa, CA	15% ▼ 2005 ▶ 2020		
City of Novato, CA	15% ▼ 2005 ▶ 2020		
City of Oakland, CA	36% ▼ 2005 ▶ 2020		
City of Palo Alto, CA	5% ▼ 2005 ▶ 2012	15% ▼ 2005 ▶ 2020	
City of Pittsburg, CA	15% ▼ 2005 ▶ 2020		
Sacramento County, CA	15% ▼ 2005 ▶ 2020	80% ▼ 1990 ▶ 2050	
City of St. Helena, CA	15% ▼ 2008 ▶ 2020		
City of San Diego, CA	15% ▼ 1990 ▶ 2010		
City of San Francisco, CA	20% ▼ 1990 ▶ 2012		
City of San Jose, CA	50% ▼ 2007 ▶ 2022		
City of San Luis Obispo, CA	15% ▼ 2005 ▶ 2020		
City of San Rafael, CA	25% ▼ 2005 ▶ 2020		
City of Santa Cruz, CA	30% ▼ 1990 ▶ 2020	80% ▼ 1990 ▶ 2050	
Sonoma County, CA	25% ▼ 1990 ▶ 2015		
Town of Yountville, CA	15% ▼ 2005 ▶ 2020		
City of Aspen, CO	30% ▼ 2004 ▶ 2020	80% ▼ 2004 ▶ 2050	
City of Boulder, CO	7% ▼ 1990 ▶ 2012		
Town of Carbondale, CO	25% ▼ 2004 ▶ 2012		
City & County of Denver, CO	10% per capita relative to 1990 levels ▶ 2012	Below 1990 levels ▶ 2020	
City of Fort Collins, CO	20% ▼ 2005 ▶ 2020	80% ▼ 2005 ▶ 2050	
La Plata County, CO	30% ▼ 2005 ▶ 2020		
Town of Hamden, CT	10% ▼ 2001 ▶ 2015		
City of Hartford, CT	10% ▼ 2001 ▶ 2011		
City of New Haven, CT	10% ▼ 1999 ▶ 2020		
City of Stamford, CT	20% ▼ 1998 ▶ 2018		
Collier County, FL	10% ▼ 2007 ▶ 2020	20% ▼ 2007 ▶ 2030	50% ▼ 2007 ▶ 2050
City of Key West, FL	15% ▼ 2005 ▶ 2015		
City of Miami, FL	25% ▼ 2006 ▶ 2020	25% ▼ 2007 ▶ 2015	
Miami-Dade County, FL	20% ▼ 1988 ▶ 2005		
Des Moines, IA	7% ▼ 1990 ▶ 2012		
City of Chicago, IL	25% ▼ 1990 ▶ 2020	80% ▼ 1990 ▶ 2050	
City of Mission, KS	20% ▼ 2005 ▶ 2020		
Town of Amherst, MA	35% ▼ 1997 ▶ 2009		
City of Boston, MA	7% ▼ 1990 ▶ 2012	80% ▼ 1990 ▶ 2050	
Town of Brookline, MA	20% ▼ 1995 ▶ 2010		
City of Cambridge, MA	20% ▼ 1990 ▶ 2010		

Jurisdiction	First Emissions Reduction Target	Second Emissions Reduction Target	Third Emissions Reduction Target
Town of Falmouth, MA	10% ▼ 2001 ▶ 2020		
City of Medford, MA	10% ▼ 1998 ▶ 2010		
City of Newton, MA	7% ▼ 1998 ▶ 2010		
City of Northampton, MA	8% ▼ 2000 ▶ 2010	25% ▼ 2000 ▶ 2017	
Town of Williamstown, MA	10% ▼ 2000 ▶ 2010		
City of Worcester, MA	11% ▼ 2002 ▶ 2010		
City of Annapolis, MD	25% ▼ 2006 ▶ 2012	50% ▼ 2006 ▶ 2025	100% ▼ 2006 ▶ 2050
Town of Chevy Chase, MD	7% ▼ 1990 ▶ 2012	13% ▼ 2007 ▶ 2012	
Montgomery County, MD	80% ▼ 2005 ▶ 2050		
Town of Falmouth, ME	80% ▼ 2007 ▶ 2050		
City of Minneapolis, MN	12% ▼ 2006 ▶ 2012	20% ▼ 2006 ▶ 2020	80% ▼ 2006 ▶ 2050
City of Northfield, MN	15% ▼ 2005 ▶ 2013	50% ▼ 2005 ▶ 2028	100% ▼ 2005 ▶ 2033
City of Columbia, MO	7% ▼ 2000 ▶ 2012		
City of Kansas City, MO	4% ▼ 2005 ▶ 2010	15% ▼ 2000 ▶ 2015	30% ▼ 2000 ▶ 2020
City & County of Durham, NC	30% ▼ 2005 ▶ 2030		
City of Keene, NH	10% ▼ 1995 ▶ 2015		
Township of Galloway, NJ	80% ▼ 2007 ▶ 2050		
Township of Hamilton, NJ	20% ▼ 2008 ▶ 2020		
City of Albuquerque, NM	20% ▼ 2000 ▶ 2012	30% ▼ 2000 ▶ 2020	80% ▼ 2000 ▶ 2050
Town of Bedford, NY	20% ▼ 2004 ▶ 2020		
City of New York, NY	30% ▼ 2005 ▶ 2030		
Westchester County, NY	20% ▼ 2005 ▶ 2015	80% ▼ 2005 ▶ 2050	
City of Cincinnati, OH	8% ▼ 2006 ▶ 2012	40% ▼ 2006 ▶ 2028	
City of Eugene, OR	99% ▼ 2005 ▶ 2020		
City of Portland, OR	10% ▼ 1990 ▶ 2010	40% ▼ 1990 ▶ 2030	80% ▼ 1990 ▶ 2050
Township of Haverford, PA	30% ▼ 2005 ▶ 2020		
Montgomery County, PA	4% ▼ 2004 ▶ 2012	15% ▼ 2004 ▶ 2017	32% ▼ 2004 ▶ 2025
City of Philadelphia, PA	10% ▼ 1990 ▶ 2010		
City of Pittsburgh, PA	20% ▼ 2003 ▶ 2023		
Township of Upper Dublin, PA	10% ▼ 2007 ▶ 2017		
City of Charleston, SC	10% ▼ 1994 ▶ 2002		
City of Chattanooga, TN	7% ▼ 1990 ▶ 2012	20% ▼ 1990 ▶ 2020	
City of Knoxville, TN	20% ▼ 2005 ▶ 2020		
Metro. Gov't of Nashville, TN	5% ▼ 2005 ▶ 2012	20% ▼ 2005 ▶ 2020	
City of Dallas, TX	30% ▼ 2005 ▶ 2020		
City of Park City Muni.Corp., UT	15% ▼ 2005 ▶ 2020		
Albemarle County, VA	80% ▼ 2007 ▶ 2050		
Roanoke County, VA	30% ▼ 2007 ▶ 2020		
City of Roanoke, VA	10% ▼ 2005 ▶ 2015		
Town of Brattleboro, VT	10% ▼ 2000 ▶ 2010		
City of Burlington, VT	20% ▼ 2007 ▶ 2020	80% ▼ 2007 ▶ 2050	
Town of Middlebury, VT	10% ▼ 2002 ▶ 2012		
City of Bellingham, WA	7% ▼ 2000 ▶ 2012	28% ▼ 2000 ▶ 2020	
City of Kirkland, WA	10% ▼ 2005 ▶ 2012	20% ▼ 2005 ▶ 2020	80% ▼ 2005 ▶ 2050
City of Olympia, WA	50% ▼ 2005 ▶ 2020	70% ▼ 2005 ▶ 2035	80% ▼ 2005 ▶ 2050
City of Seattle, WA	7% ▼ 1990 ▶ 2012	30% ▼ 1990 ▶ 2024	80% ▼ 1990 ▶ 2050
Snohomish County, WA	20% ▼ 2000 ▶ 2020		
City of Spokane, WA	30% ▼ 2005 ▶ 2030		
City of Tacoma, WA	15% ▼ 1990 ▶ 2012	40% ▼ 1990 ▶ 2020	
Whatcom County, WA	10% ▼ 2001 ▶ 2012		
City of Fitchburg, WI	7% ▼ 1998 ▶ 2012		
City of Madison, WI	20% ▼ 1990 ▶ 2010		

Local Action Trends

With the help of ICLEI's updated CACP Software 2009, guidebooks and toolkits, and forthcoming decision support tool (CAPPA) – not to mention much-needed financial support through federal block grant funding – members are progressing through the Five Milestones faster than ever before. This progress is underscored by a number of exciting trends we are now seeing in the field of local sustainability and climate protection:

- **Staffing and Institutionalization:** Local governments all over the country – large and small, progressive and conservative, wealthy and distressed – are now hiring staff specifically focused on coordinating sustainability, climate and energy initiatives. Dozens of these positions have appeared over the past several years, and many existing offices of environmental quality, air pollution control, recycling, and even planning and public works, have come to take on new, broader roles focused on greening their government's internal operations and making their communities more sustainable. Their presence also embeds climate, energy and sustainability goals within the fabric of the local government.
- **Communitywide Impacts:** Following in the pioneering footsteps of jurisdictions such as Babylon, NY, Berkeley, CA, Sonoma County, CA, and Boulder County, CO, local governments across the country are developing innovative programs to finance energy efficiency and clean energy projects for residents and businesses. Through the American Recovery and Reinvestment Act's funding of the Energy Efficiency and Conservation Block Grant Program, local governments are finally receiving the necessary resources to kick-start programs targeting the private sector at a scale large enough to transform markets, save energy and reduce emissions on an unparalleled level.
- **The Economic Connection:** Today there is little doubt that our energy and economic futures are deeply connected. This is made explicit in the American Recovery and Reinvestment Act, which begins to lay out a path to

a clean energy future in which we revitalize our communities by creating good jobs that cannot be exported and that are based on utilizing energy resources that are both renewable and local. All over the country, cities and counties are taking action to accelerate this transition to a green economy: developing green jobs training programs, drawing on local powers related to land use, zoning, and building code enforcement, and making sustainable infrastructure investments. Local governments are dispelling the myth that sustainability and economic development are incompatible. In fact, they are proving that neither can be successful without the other.

- **Leading by Example:** In order to demonstrate their leadership, ICLEI's local government members are starting inside city hall – taking inventories of the emissions from their own operations. They are developing aggressive plans to make government buildings and schools more energy efficient, greening their fleets, and reducing waste. These steps not only reduce energy use and save taxpayer dollars, but they also illustrate a local government's commitment and position elected officials and government staff as leaders in their communities who are committed to change.
- **Innovative Partnerships:** Reducing greenhouse gas emissions and improving local sustainability requires partnerships. Partnerships among small businesses in a neighborhood, among universities, between landlords and tenants, and between local governments and their wide range of constituents. ICLEI members are developing and facilitating these innovative partnerships – to reduce emissions in buildings, to plan for the impacts of climate change, and to develop and implement greener building codes. Fighting climate change takes cooperation and collaboration – and local governments are leading the way.

Examples of Outstanding Local Initiatives

At least **20 percent of ICLEI members (121 jurisdictions) have approved a climate action or sustainability plan informed by an initial emissions inventory, and dozens of additional plans are currently under development.** In addition, many of ICLEI USA's members take action immediately to develop high-impact programs and policies while simultaneously developing a comprehensive climate action or sustainability plan.

The following examples are just a sampling of the exciting projects and programs being implemented by local governments, which together will begin to add up to the deep emissions reductions needed to meet the commitments above.

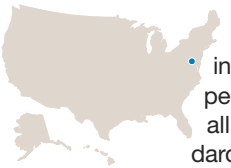
Energy Efficiency

Reducing Energy Use in Municipal Buildings
Albemarle County, VA

Albemarle County has set a goal to reduce energy use by 30 percent in all municipal buildings by 2012. Efficiency improvements to date include lighting retrofits, a formal administrative energy policy, a five-year energy management plan, an aggressive employee training program, and a solar thermal system, among many others. In July 2008, Albemarle County became the first public entity in central Virginia to receive an EPA ENERGY STAR label for one of its buildings, meaning that the building uses 35 percent less energy on average than buildings of similar size and use. The County has several other buildings, including school buildings, that are eligible to earn the label.

As of September 2009, Albemarle County **had reduced energy use by 15.2 percent, over half-way to its goal, reaping an overall cost savings of $163,000, and reducing greenhouse gas emissions by approximately 600 metric tons.**

Green Schools
Washington, D.C.



As part of his education reform agenda, Washington, D.C. Mayor Adrian Fenty spearheaded an effort to retrofit and upgrade the District's public schools with sustainability in mind. This effort, begun in fiscal year 2008 and expected to last five to eight years, will systematically update all 120 D.C. public schools facilities to LEED Silver standards or higher. To date many of the schools rehabbed under the new guidelines are achieving LEED Gold status. Projects include innovative use of sustainable building components in learning environments, such as green roofs that are accessible to students and demonstration renewable energy installations. By 2015, with all the building upgrades completed, **the schools are expected to save approximately $5.7 million in annual electricity and natural gas costs and reduce emissions by over 26,000 metric tons per year.**

Long Island Green Homes
Babylon, NY

Successfully launched in October 2008, the Long Island Green Homes Program is a self-financing, residential retrofit program that enables residents to reduce the carbon footprint of their homes at little or no out-of-pocket cost. Through the program, one of the country's first Property assessed clean energy (PACE) programs, residents can apply for as much as $12,000 in loans to finance home-energy-efficiency improvements like insulation and new furnaces. An energy audit is conducted to determine the home improvements needed and a local contractor, paid by the Town, is hired to put them in place. Over time, the homeowner pays the money back to the Town through regular trash bills, and the loan is structured in such a way so that the homeowner will never pay more than he or she is saving on his or her utility bill. Through participation in the Long Island Green Homes program, **the average Babylon home is estimated to reduce five to ten pounds of carbon emissions per day and lower their energy use by 20–40 percent, experiencing an average homeowner savings of about $984 per year.**

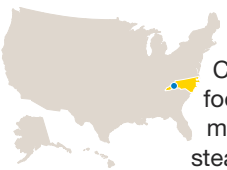
An amendment to the Town's Solid Waste Code to include carbon waste as a type of solid waste allowed town officials to tap into the Town's $25 million solid-waste reserve and secure $2 million for the project's funding. The program's **goals are to reduce carbon emissions by 65,000 to 130,000 tons, reduce energy costs for homeowners and create 6,600 new green collar job-years by 2020**. As of November 2009, 213 homes have already been retrofitted or are in the process of being retrofitted, saving 624 tons of carbon dioxide annually.

Green Building Policy for New Construction
Boston, MA

In January 2007, Boston became the first city in the nation to implement a green building zoning code for all large private projects, mandating adherence with standards identified within the US Green Building Council's (USGBC) LEED (Leadership in Energy and Environmental Design) standards. The new code requires that all major construction projects exceeding 50,000 square feet meet the qualifications of basic LEED Certification by earning 26 out of 69 points required under the LEED-New Construction (NC) guidelines.

Currently 48 building projects, accounting for over 22 million square feet of green building construction in Boston, are under review. Once completed, these projects are **estimated to offset over 15,000 metric tons of carbon dioxide equivalent (CO_2e) and realize an annual energy savings of approximately $4,000,000 annually.** [2]

Compressed Workweek
Asheville, NC



In 2008 the City began a pilot of alternative work schedules to reduce commute costs for employees and the City's building energy demand and associated carbon footprint. All staff in the department except senior management are working 10 hours a day for four days a week instead of the traditional 5/8 schedule. **Thus far the City has succeeded in decreasing energy use in the public works building by 13 percent and in the vehicle maintenance building by 6 percent, resulting in $1,665 in savings on building energy use, $72,000 on anticipated fuel cost savings by employees, and a projected savings of 249 metric tons of CO_2e per year.**

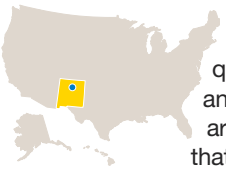
[2] Based on the assumption that sustainably designed buildings are 25% more energy efficient. New Buildings Institute. U.S. Green Building Council. "Energy Performance of LEED® for New Construction Buildings." 2008. http://www.usgbc.org/ShowFile.aspx?DocumentID=3930 (accessed November 6, 2009).

Free Resource and Energy Business Evaluation (FREBE)
Chula Vista, CA

The FREBE program, initiated in 2007, encourages local businesses that are in the process of getting new or renewed business licenses to take advantage of free on-site energy and water evaluations. A trained staff person provides the 30 minute review of the building's lighting, HVAC, building envelope, office equipment, appliances, operational procedures and energy bills, and makes recommendations of ways to reduce energy and water consumption. Evaluations also include identification of available incentives, rebates and financing options to reduce upfront implementation costs. In-person program promotion, rather than doing outreach through mailers and phone calls, has led to a response rate of nearly 65 percent.

More than 900 evaluations in two years have led to identifying **over 5 million kWh in potential energy savings, equivalent to more than 3,400 tons CO_2e.** The majority of savings to date resulted from lighting and food service pre-rinse spray valve retrofits (approximately 2,200 tons CO_2e). The City estimates that, of the potential savings identified, approximately 3.8 million kWh of efficiency improvements were implemented and realized.

Residential Green Building Code
Santa Fe, NM



Adopted in March of 2009, the Santa Fe Residential Green Building Code sets a high energy efficiency standard for all new residential construction, with larger homes required to meet increasingly stringent energy use performance benchmarks (homes above 8,000 heated square feet are actually required to produce the same amount of energy that they expect to use). In addition, the code requires that new homes meet a minimum standard in six categories: implementation plan and lot development, resource efficiency, energy efficiency, water efficiency, indoor environmental quality and operation, maintenance, and sustainable practices. In order to fit local circumstances and garner the support of the local building community, the code also addresses local conditions, including traditions in solar adobe and alternative building materials, the concept of offsetting existing water use in the community for water conservation, and a focus on building envelope and design efficiency.

The energy savings for a typical Santa Fe home under the new Green Building Code are about 34 million British Thermal Units (MMBtu) per year, resulting in about 10,650 pounds of CO_2e avoided. Assuming that the number of new residential structures permitted per year return to historic levels, **the amount saved each year would be an additional 20,400 MMBtu, equal 390,000 pounds of CO_2e, each year** (such that the second year would see 40,800 MMBtu of savings and the third year 61,200 MMBtu and so on). Additional energy savings would result from reduced embedded energy in building materials from extraction, processing and transportation. **The Home Energy Rating analysis for a typical home shows an annual cost savings of $860. In addition, the Green Building Code has created jobs in the area of Home Energy Raters, insulation installers, and local building material suppliers by creating a demand for services in each of these areas.** So far 30 homes have either completed or begun the building permit approval process.

Renewable Energy

Solar Feed-In Tariff
Gainesville, FL

In order to promote the installation of significant amounts of solar electric generation capacity by private individuals and businesses, Gainesville Regional Utilities became the first municipally-owned and operated utility in the United States to enact a solar feed-in tariff. Gainesville will pay 32 cents per kilowatt hour (kWh) for 20 years for power generated by solar electric systems installed in 2009 and 2010. The price paid for systems installed in future years will be adjusted to reflect expected decreases in installation cost. The program is capped at 4 megawatts (MW) per year. The program began accepting applications in March of 2009, and by October 2009 enough applications had been received to reach the generation cap through 2016, a total of 32MW.

Based on the 4MW per year limit, **energy production is projected to be 5,896 megawatt hours (MWh) for installations in 2009 and 47,168 MWh for installations through 2016. This will result in an annual reduction of 5,012 metric tons CO_2e from 2009 installations and 40,093 metric tons CO_2e from installations through 2016.**

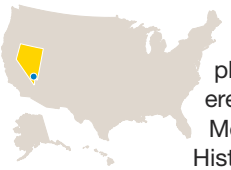
Solar Santa Monica
Santa Monica, CA

The City of Santa Monica's Community Energy Independence Initiative establishes a net zero energy city goal by 2020 – meaning that through maximizing energy efficiency and solar in every building in the community it is possible to produce as much electricity as is consumed. Solar Santa Monica provides free-of-charge energy efficiency and solar assessments for residential and commercial property owners and pre-qualified contractors. The program simplifies and streamlines the solar purchasing process by evaluating competing contractor bids, helping the property owner to understand his or her options and make the most cost-effective and beneficial choice. The program also works to educate the community through

hands-on workshops covering many energy and solar topics, participation in community events, and partnerships with schools, affordable housing providers, community colleges and other nonprofits.

Solar Santa Monica, launched in 2006, is now in its third year of operation. As of July 2009, **over 1 MW of solar had been installed** at 233 sites in Santa Monica, of which 262 kilowatts (kW) were installed between July 1, 2008 and June 30, 2009. This **262 kW of installed solar alone reduces CO2 emissions by 436,388 pounds per year, and avoids emitting 278 pounds of SO_2, 377 pounds of NOx, 358 pounds of ozone, and .0011 pounds of mercury. Over the 25 year life of the solar system, 5,422 tons of CO_2 emissions will be avoided.**

Solar Facilities
Las Vegas, NV



In order to increase the City's use of clean, renewable energy, create high-wage green jobs and raise public awareness about solar power, the City of Las Vegas plans to construct more than 950 kilowatts of solar covered parking at various city facilities, including the Veterans Memorial Community Center, Fire Station 10, the Natural History Museum and the West Services Center. The 17 planned solar carport structures are **projected to reduce the City's emissions by 1,594 tons of CO_2e save the city almost $207,000 annually and create over 130 green-collar jobs.**

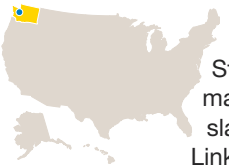
Transportation

Green Fleet Program
Olympia, WA

In order to address the fact that one of the City's biggest energy consumers was its vehicle fleet, the City of Olympia established a "Green Fleet Policy" that stresses optimizing the ways that the fleet's vehicles are used, purchasing energy efficient vehicles, and changing driving behavior in order to limit miles driven. This involved reorganizing which vehicles performed what functions to ensure that vehicles were appropriately sized to the jobs for which they are needed, reorganizing vehicle schedules and routes, and designing customized multi-purpose vehicles. Fleet Operations also developed an anti-idling program, a tire pressure program, and an employee education program. The policy also dictates that each department, with help from the Fleet Operations Supervisor, must develop an annual Green Fleets Plan detailing how it will conform with the policy through vehicle procurement, department fleet operations, fleet operations performance measures, and employee travel activities.

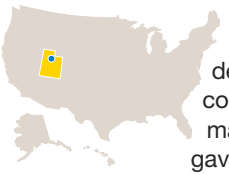
Thanks to this long-term approach, over seven years the City has been able to reduce its fleet size by almost 20 percent. **Between 2004 and 2009 the City reduced unleaded fuel consumption by 15 percent, saving 17,719 gallons of gas and $49,274.** In addition, the City has saved money on vehicle maintenance, upkeep and purchasing as a result of right-sizing its fleet.

Investing in Transit
Seattle, WA



In accordance with its Climate Action Plan, the City of Seattle has been investing in a number of expansions to its public transportation system, including the new Seattle Streetcar, which in its first year exceeded ridership estimates by 30 percent, carrying 450,000 riders. In addition, slated for completion before the end of 2009, is the Central Link Light Rail will add 36 miles to the Seattle transit system. Planned system upgrades also include increases to regional express bus and commuter rail service. Once completed, these increased transit options will **reduce regional greenhouse gas emissions by an estimated 100,000-180,000 metric tons annually.**

Clear the Air Commute Challenge
Salt Lake City, UT



The Clear the Air Challenge was a six-week competition for Utah residents to reduce the number of miles they drive to work alone. By driving less and driving smarter, residents improve air quality, reduce traffic congestion and conserve energy. Issued in June 2009 by Governor Huntsman, Mayor Becker and Mayor Corroon, the Challenge gave Utah residents the chance to reduce vehicle emissions by choosing from alternative transportation options, including taking public transit, carpooling, biking or walking, teleworking, or participating in a compressed work week. Challenge participants were eligible for weekly and grand prize drawings by meeting straightforward, achievable travel goals. The City used social marketing and partnerships with local businesses to garner high participation levels.

By reducing their summer driving by a total of 1,098,950 miles, **Challenge participants saved 49,543 gallons of gasoline and $632,171 and reduced their carbon emissions by a cumulative 1,868,490 pounds.**

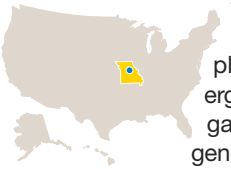
Promoting Cycling and Walking
Chicago, IL

In addition to reducing carbon dioxide emissions, walking and bicycling as alternatives to driving advance public health by improving air quality and promoting active lifestyles. The City of Chicago has affirmed its commitment to these active forms of transportation through the Chicago Pedestrian Plan and the Bike 2015 Plan, which includes recommendations such as a 500-mile bikeway network, street safety improvements for cyclists and 5,000 new bike racks.

The City estimates that **full implementation of the Chicago Pedestrian Plan and the Bike 2015 Plan's recommendations would result in a direct 10,000 metric ton drop in greenhouse gas emissions by 2020.**

Waste Management

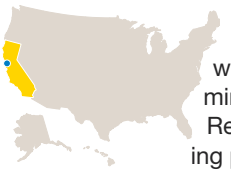
Biogas to Energy
Columbia, MO



In 2004, Columbia became Missouri's first city to have a voter-approved renewable energy standard, mandating a phase-in of renewable sources to the City's energy supply. In order to help meet its goal, the Columbia Biogas Energy Plant came online in June 2008. By converting landfill gas to energy from its decomposing waste, the City can generate 2.1 megawatts of renewable power, enough to power 1,500 city homes. In April of 2009, Columbia received approval to operate its landfill as a bioreactor, the "next generation" of landfills, allowing it to generate 35–50 percent more biogas than a standard landfill. Using bioreactor technology, Columbia has the potential to offset 26,549 tons of CO_2e and realize energy savings of $1,990,435 by 2020.

In 2008, 7,282 megawatt hours of biogas energy were produced, representing 0.6 percent of Columbia's energy portfolio. This resulted in a savings of $477,699 (based on average state kWh cost) and reduced the City's greenhouse gas emissions by 6,372 tons of CO_2e. In 2009, it is estimated Columbia will produce 1.5 percent of the city's energy from biogas, saving $1,194,248 and offsetting 15,929 tons of CO_2e.

Comprehensive Curbside Recycling Program
San Francisco, CA



When it instituted its Fantastic Three program, San Francisco became the first large city in the nation to collect food scraps citywide. The program provides each household with a green cart for organic waste, a blue cart for commingled recyclables, and a black cart for all remaining trash. Recent actions include expanding recycling and composting programs to include more sectors of the city (in part through the country's first Universal Recycling and Composting Ordinance); encouraging recycling of construction and demolition debris; and increasing recycling in City departments. Thanks to these efforts, the City is on track to

surpass its goal of 75 percent diversion of waste from landfill by 2012 – as of October 2009 it already reports having reached a 72 percent diversion rate. This represents 302,000 tons per year in estimated CO_2 emissions reductions, four percent of the City's total reduction goal.

Wastewater Treatment Through SolarBees
Houston, TX

Since 2006, the City of Houston has been pilot testing 20 floating solar-powered reservoir circulators (SolarBees), which improve public drinking water quality and reduce water treatment costs by replacing energy-intensive treatment methods. Almost immediately, researchers observed notable improvements in water clarity and other water quality indicators such as pH, total organic carbon (TOC), and turbidity in waters entering the treatment plant.

After three years of building operational knowledge and making modifications to the systems, the water utility is realizing **yearly average savings of 2,190,000 kWh** in energy avoidance, leading to reductions of **1,436 tons CO_2e per year,** in addition to a 67 percent reduction in chemical treatment use. After three years, **yearly savings now average around $769,000.**

Successes from the Front Lines, By the Numbers

While there is much work left to do before local governments can achieve the full extent of their emissions reduction commitments, there are more and more examples emerging of local successes that point the way and demonstrate the viability of ambitious local action to reduce emissions.

- **Broward County, FL,** reduced emissions by 62,491 metric tons of CO_2e annually between 1997 and 2007.
- **Fort Collins, CO,** reported in 2008 that municipal emissions had dropped by 0.7 percent from 2005 levels, despite growth in number of employees and square footage of buildings.
- **King County, WA,** demonstrated in its latest Climate Report that in 2007 the Country reduced greenhouse gas emissions from its operations by more than 6 percent below year 2000 levels.
- **Kansas City, MO,** reduced emissions from government operations by 6.8 percent (21,890 metric tons CO_2e annually) between 2000 and 2005.
- **Salt Lake City, UT,** municipal operations have reduced greenhouse gas emissions by 31 percent since 2001.
- **Chula Vista, CA's** greenhouse gas emissions from municipal sources in 2008 had dropped approximately 43 percent below 1990 levels.
- **Portland, OR,** reduced local carbon emissions in 2008 to one percent below 1990 levels, despite rapid population growth. Over the same period, emissions in the United States as a whole increased 13 percent.
- **New York City, NY,** in September 2008 reported a 2.5 percent reduction in citywide greenhouse gas emissions between 2005 and 2007, largely due to the impact of new natural gas power plants that came online in 2006.

- **San Francisco, CA,** reduced communitywide emissions 5 percent between 1990 and 2005 – 8 percent from peak emissions in 2000 – totaling 670,000 tons of greenhouse gases.
- **Minneapolis, MN,** reduced community-wide emissions by 7 percent (440,700 metric tons) between 2000 and 2006, over 50 percent of which was due to reductions in electricity usage.
- **Seattle, WA,** released a 2005 report in 2007 showing that the community had reduced its greenhouse gas emissions 8 percent below the 1990 baseline.
- **Boulder, CO's** community emissions have been declining since 2006.

Table 3 shows the inspiring progress that ICLEI members have already made in the Five Milestone process. With hundreds more communities rapidly following in their footsteps, the magnitude of the potential emissions reductions and sustainability improvements becomes staggering. The pace and scale of progress that we are now seeing at the local level gives a new urgency to the development of the technical resources and information-sharing tools that local governments will need to move from planning, to successful action, and on to performance monitoring and evaluation at an unprecedented scale.

- **Milestone One:** Conduct a baseline greenhouse gas emissions inventory and forecast
- **Milestone Two:** Adopt an emissions reduction target
- **Milestone Three:** Develop and secure formal approval of a local climate action plan
- **Milestone Four:** Implement the plan's policies and measures
- **Milestone Five:** Monitor progress, report results and re-evaluate the plan

Table 3: ICLEI Milestones for Climate Mitigation Achieved to Date (as of November 2009) [3]

	Milestone:				
Local government	**1**	**2**	**3**	**4**	**5**
Anchorage, AK	✓				
Homer, AK	✓	✓	✓		
Sitka, AK	✓				
Chandler, AZ	✓				
Flagstaff, AZ	✓	✓	✓		
Phoenix, AZ	✓	✓	✓		
Tucson, AZ	✓	✓	✓	✓	
American Canyon, CA	✓	✓	✓		
Arcata, CA	✓	✓	✓		
Benicia, CA	✓	✓			
Berkeley, CA	✓	✓	✓	✓	
Calistoga, CA	✓	✓			
Chula Vista, CA	✓	✓	✓	✓	✓
El Cerrito, CA	✓				
Emeryville, CA	✓	✓	✓		
Fairfax, CA	✓				
Fort Bragg, CA	✓				
Fremont, CA	✓	✓			
Hayward, CA	✓	✓	✓		
Healdsburg, CA	✓				
Los Angeles, CA	✓	✓	✓	✓	
Marin County, CA	✓	✓	✓		
Menlo Park, CA	✓	✓	✓		
Napa County, CA	✓	✓	✓		
Napa, CA	✓	✓	✓		
Newark, CA	✓				
Novato, CA	✓	✓	✓		
Oakland, CA	✓	✓	✓	✓	
Palo Alto, CA	✓	✓	✓		
Pittsburg, CA	✓	✓			
Rohnert Park, CA	✓	✓	✓		
Sacramento County, CA	✓	✓	✓		
Sacramento, CA	✓				
Saint Helena, CA	✓	✓	✓		
San Anselmo, CA	✓				
San Diego, CA	✓	✓	✓	✓	
San Francisco, CA	✓	✓	✓	✓	
San Jose, CA	✓	✓	✓	✓	
San Luis Obispo, CA	✓	✓			
San Rafael, CA	✓	✓	✓		
Santa Cruz, CA	✓	✓	✓		
Santa Monica, CA	✓	✓	✓	✓	✓
Santa Rosa, CA	✓	✓	✓		
Sonoma County, CA	✓	✓	✓		
Union City, CA	✓	✓			
Windsor, CA	✓	✓	✓		
Yountville, CA	✓	✓	✓		
Aspen, CO	✓	✓	✓		
Boulder, CO	✓	✓	✓		
Carbondale, CO	✓	✓	✓		
Denver, CO	✓	✓	✓	✓	✓

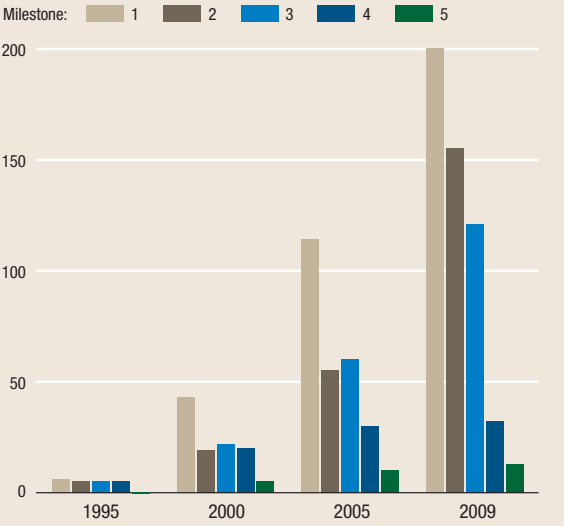
	Milestone:				
Local government	**1**	**2**	**3**	**4**	**5**
Fort Collins, CO	✓	✓	✓	✓	✓
La Plata County, CO	✓	✓			
Bridgeport, CT	✓				
Fairfield, CT	✓				
Hamden, CT	✓	✓	✓		
Hartford, CT	✓	✓	✓		
New Haven, CT	✓	✓	✓		
Stamford, CT	✓	✓	✓		
Weston, CT	✓				
Windsor, CT	✓				
Alachua County, FL	✓	✓	✓		
Broward County, FL	✓	✓	✓		
Collier County, FL	✓	✓	✓		
Gainesville, FL	✓	✓	✓		
Hillsborough County, FL	✓	✓	✓	✓	✓
Key West, FL	✓	✓	✓		
Leon County, FL	✓	✓	✓		
Miami, FL	✓	✓	✓		
Miami-Dade County, FL	✓	✓	✓	✓	✓
Orange County, FL	✓	✓	✓		
Sarasota County, FL	✓				
Sarasota, FL	✓				
Atlanta, GA	✓				
Iowa City, IA	✓				
Blaine County, ID	✓	✓			
Boise, ID	✓				
Chicago, IL	✓	✓	✓		
Fort Wayne, IN	✓				
Mission, KS	✓	✓	✓		
Overland Park, KS	✓	✓	✓	✓	
New Orleans, LA	✓	✓			
Amherst, MA	✓	✓	✓		
Arlington, MA	✓				
Boston, MA	✓	✓	✓		
Brookline, MA	✓	✓	✓	✓	
Cambridge, MA	✓	✓	✓	✓	✓
Falmouth, MA	✓	✓	✓		
Gloucester, MA	✓				
Hingham, MA	✓				
Lenox, MA	✓				
Medford, MA	✓	✓	✓	✓	
Natick, MA	✓				
Newton, MA	✓	✓	✓		
Northampton, MA	✓	✓	✓		
Somerville, MA	✓	✓	✓		
Watertown, MA	✓				
Williamstown, MA	✓	✓	✓		
Worcester, MA	✓	✓	✓		
Annapolis, MD	✓	✓			
Baltimore, MD	✓				

[3] This list recognizes the achievements of local governments who have achieved a given milestone for their work on either government operations **or** community emissions. However, to achieve an ICLEI Milestone Award, a local government needs to analyze the emissions from **both** its government operations and community. Because of this, Table 3 includes some local governments that are not yet eligible for an ICLEI Milestone Award. If your local government has reached any of ICLEI's Five Milestones for Climate Mitigation, either for its government operations or for the community as a whole, but is not listed here please contact us at membership-usa@iclei.org so that we can ensure your inclusion in updates to this list.

	Milestone:				
Local government	**1**	**2**	**3**	**4**	**5**
Chevy Chase, MD	✓	✓	✓		
Montgomery County, MD	✓	✓	✓		
Mount Rainier, MD	✓	✓	✓		
Queen Anne's County, MD	✓	✓			
Takoma Park, MD	✓	✓	✓	✓	
Falmouth, ME	✓	✓	✓		
Portland, ME	✓	✓	✓		
Ann Arbor, MI	✓	✓	✓	✓	
Clinton County, MI	✓	✓			
Duluth, MN	✓	✓			
Hennepin County, MN	✓	✓	✓		
Minneapolis, MN	✓	✓	✓	✓	✓
Northfield, MN	✓	✓	✓		
Saint Paul, MN	✓	✓	✓	✓	✓
Columbia, MO	✓	✓			
Kansas City, MO	✓	✓	✓		
Bozeman, MT	✓	✓	✓		
Missoula, MT	✓	✓			
Asheville, NC	✓	✓	✓		
Carrboro, NC	✓				
Chapel Hill, NC	✓				
Durham, NC	✓	✓	✓	✓	
Orange County, NC	✓				
Winston-Salem, NC	✓				
Dover, NH	✓				
Keene, NH	✓	✓	✓		
Nashua, NH	✓				
Portsmouth, NH	✓				
Galloway, NJ	✓	✓	✓		
Hamilton, NJ	✓	✓	✓		
Albuquerque, NM	✓	✓	✓		
Santa Fe, NM	✓	✓	✓		
Las Vegas, NV	✓	✓			
Babylon, NY	✓	✓	✓		
Bedford, NY	✓	✓			
Brighton, NY	✓	✓	✓		
Buffalo, NY	✓				
Huntington, NY	✓				
Ithaca, NY	✓	✓	✓		
New Castle, NY	✓	✓			
New Rochelle, NY	✓				
New York, NY	✓	✓	✓		
Oneonta, NY	✓	✓			
Schenectady County, NY	✓				
Syracuse, NY	✓	✓	✓		
Tompkins County, NY	✓	✓			
Westchester County, NY	✓	✓	✓		
Akron, OH	✓				
Cincinnati, OH	✓	✓	✓		

	Milestone:				
Local government	**1**	**2**	**3**	**4**	**5**
Toledo, OH	✓	✓	✓	✓	
Eugene, OR	✓	✓			
Lake Oswego, OR	✓	✓	✓		
Portland, OR	✓	✓	✓	✓	✓
Haverford, PA	✓	✓	✓		
Montgomery County, PA	✓	✓	✓		
Nether Providence, PA	✓				
Philadelphia, PA	✓	✓	✓		
Pittsburgh, PA	✓	✓	✓		
Upper Dublin, PA	✓	✓			
Providence, RI	✓				
Charleston, SC	✓	✓	✓		
Chattanooga, TN	✓	✓	✓		
Knoxville, TN	✓	✓	✓		
Nashville, TN	✓	✓	✓		
Oak Ridge, TN	✓	✓			
Arlington, TX	✓				
Austin, TX	✓	✓	✓	✓	
Dallas, TX	✓	✓			
Houston, TX	✓				
Park City, UT	✓	✓	✓		
Salt Lake City, UT	✓	✓	✓	✓	
Albemarle County, VA	✓	✓			
Arlington County, VA	✓	✓			
Blacksburg, VA	✓	✓			
Charlottesville, VA	✓	✓			
Roanoke County, VA	✓	✓			
Roanoke, VA	✓	✓			
Brattleboro, VT	✓	✓	✓	✓	
Burlington, VT	✓	✓	✓	✓	✓
Middlebury, VT	✓	✓	✓		
Bellingham, WA	✓	✓	✓		
Burien, WA	✓	✓	✓	✓	
Clallam County, WA	✓	✓	✓		
Edmonds, WA	✓	✓	✓		
Everett, WA	✓				
King County, WA	✓	✓	✓		
Kirkland, WA	✓	✓	✓		
Olympia, WA	✓	✓	✓	✓	✓
Seattle, WA	✓	✓	✓	✓	
Snohomish County, WA	✓	✓			
Spokane, WA	✓	✓	✓		
Tacoma, WA	✓	✓	✓		
Tumwater, WA	✓	✓			
Whatcom County, WA	✓	✓	✓		
Fitchburg, WI	✓	✓	✓		
Howard, WI	✓	✓			
Madison, WI	✓	✓	✓	✓	✓
Total	**200**	**155**	**121**	**32**	**13**

Growth in Milestone Attainment over 15 Years of Local Climate Protection



Are you an ICLEI member whose achievements aren't cited here? Share your data and stories with us and let us publicize and award your accomplishments! To report Milestones attained contact your ICLEI regional support staff or email us at membership-usa@iclei.org.

Challenges and Opportunities: The Next Chapter of Local Climate Protection

In the midst of the tremendous recent progress that local governments have made in reducing emissions, advancing smart energy solutions and developing sustainably, they still face a number of challenges in reaching the targets they have set – all of which represent opportunities and promise:

- **Capacity:** In many communities local governments are still building the capacity, expertise and systems necessary to meet their ambitious goals. ICLEI exists to help its members build this needed capacity and orient themselves around new frameworks by providing roadmaps and tools, building bridges to other resources, disseminating information on best practices, and providing targeted technical support where needed.
- **Quantification:** In order to accurately measure the results of policies and programs, and in turn continue to advance and improve those programs, local governments need better tools for quantifying and comparing the impacts of specific actions. Through new joint ventures and the continued development of technical standards and protocols, ICLEI is working to make this critical measurement possible at a scale that will be relevant to local decision making.
- **Networking and Reporting:** In order to effectively learn from the pioneering work (and inevitable pitfalls) of others, local governments need additional opportunities and systems to share information on both the process and the outcomes of their sustainability initiatives. As the oldest and largest network of local governments striving for sustainability, ICLEI can provide the architecture necessary to turn lessons learned into best practices and a collective knowledge base on which local governments can draw.
- **Federal and State Action:** Local governments can't do it on their own. To be successful they need a regulatory framework and federal and state funding priorities that support rather than hinder their efforts to follow a more sustainable path.



As more and more of the local governments on the leading edge of sustainability and climate protection reach Milestone Five – monitoring and reporting results – the world will see the true potential of local governments to lead the way to a sustainable future. It will also see the steep hurdles still before us, so that we can learn and adjust our support of local government actions as they build towards the goals and exciting opportunities presented by a low-carbon and sustainable future.

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