



## Office of the Mayor

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Madison has adopted an internationally recognized model for sustainability to transform the City management culture in a way that reduces pollution, greenhouse gases and use of toxic substances while it saves taxpayers money. Mayor Dave Cieslewicz intends that *The Natural Step* (or TNS) will become so engrained in City culture that it will transcend administrations. Madison is the largest U.S. city to use TNS principles, and Wisconsin has more communities that have adopted the TNS framework than any other state.

**We must move toward sustainability.** As a service provider, the City of Madison and its operations have a significant impact on the environment.

We maintain over 750 miles of street, occupy over 3.7 million square feet of office and building space, consume 54 million kWh of electricity and 1.3 million therms of natural gas, haul almost 60,000 tons of garbage and recycling, maintain 6,000 acres of parks, and burn over 2.3 million gallons of fuel to run our buses and fleet vehicles.

Because the City is both consumer of natural resources and steward of our environment, we are incorporating the principles of sustainability into our business practices to ensure the needs of tomorrow can be met. To save energy and contain costs, we must systematically seek out Green Efficiencies.

**Adoption of The Natural Step.** Based on basic scientific principles, *The Natural Step* framework lays out an internationally recognized system of conditions and methods that will help the City make progress toward sustainability. Using *The Natural Step* to ensure we are moving toward sustainability, the City is:

1. Reducing our consumption of materials extracted from the Earth's crust like fossil fuels, metals and minerals;
2. Reducing our dependence on man-made chemicals like pesticides, fertilizers and other persistent chemicals that are harmful to people and the environment;
3. Mitigating our impact on physical ecosystems by employing wise land use and design policies, low-impact maintenance practices, and environmentally friendly purchasing guidelines; and
4. Continuing to pursue policies and actions that minimize the barriers that get in the way of residents ability to meet their basic needs and lead healthy, safe and prospering lives.

**A comprehensive approach.** We have already made a lot of progress toward these goals. However, we can do even more if we approach decisions about our policies, operations and capital improvements in a more systematic way. Using the basic principles of *The Natural Step*, the City is:

- A. Working to increase awareness of sustainability among staff, management and the community;
- B. Taking a baseline inventory of current efforts and identifying areas that need improvement;
- C. Formulating a vision of what sustainability means for the City and identifying long-term goals necessary to achieve that vision; and
- D. Incorporating the awareness and terminology of sustainability into our policies, budget decisions, program administration and project development.

**Early successes.** From late 2006 to mid-2008, we will have trained over 140 City managers and staff in *The Natural Step*. Trainees have formed inter-agency workgroups that have become the leaders of several critical TNS and sustainability initiatives. Early successes include:

- An inventory of City buildings and their energy consumption. This inventory will help triage building improvements and retro-commissioning to reduce energy costs. An example of such improvements includes installation of energy-saving lighting upgrades at several facilities and solar hot water heaters, which we plan to install at all City fire stations.
- Introduction of bio-diesel and ethanol blends for City fleet vehicles. In addition to running heavy vehicles on B-5 and other vehicles on E-10, the City also has a sewer maintenance vehicle that runs on waste vegetable oil, and we recently added five hybrid buses to our Metro Transit fleet.
- Selected a consultant that is acquainted with *The Natural Step* and the concepts of sustainability to rewrite the City's zoning code. Our current zoning code was written in the 1960's when we had a very different view of how cities work and how their pieces should fit together. Our new zoning code will be built around the principles of long-term environmental, social and economic sustainability.
- Installation of a garage door at Metro Transit to retain heat in the workshop and keep exhaust fumes away from maintenance staff. This simple installation could pay for itself in as little as one year through energy savings. The 2008 capital budget also includes funding to replace our bus wash and vacuum systems with more energy efficient models.
- A survey of City employee commuting practices to help identify incentives to reduce single occupancy motor vehicle use and increase use of Metro Transit rider passes.
- The first of a series of executive polices regarding the sustainability of City operations covered printer purchases and office paper. Future policies will address electronics and office fixtures and supplies.
- Our Green Cleaning initiative ensures that City workers and visitors have the healthy indoor environment they deserve. Because cleaning products account for about 8% of non-vehicular VOCs and 11.6% of work-related asthma cases, our program establishes minimum requirements for products and staff training.

**Next steps.** These projects and others are analyzed to ensure they move City operations and facilities toward greater sustainability. Each must provide an acceptable rate of return. Increased implementation costs must yield savings in the long run or provide a social or environmental return on investment.

Because awareness and sponsorship are critical, the Mayor's top managers are briefed on all TNS projects and receive regular progress reports. Updates of TNS projects and other sustainability initiatives are featured in each of our bi-monthly management meetings.

These projects and others on tap for 2008 will enhance Madison's reputation as a leader in sustainability and Green Efficiencies.