



**Community & Economic Development Division
Office of Environmental Initiatives**

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To: Scottsdale Environmental Advisory Commission
From: Lisa McNeilly, Sustainability Director
CC: Cindi Eberhardt, Operations Area Director

Meeting Date: February 22, 2023

Re: ****AMENDED**** Item 1: Scottsdale Community Sustainability Plan

Commission Action: Information/Discussion/Possible Action

Purpose: Lisa McNeilly, Sustainability Director, will provide an update regarding the status of the Scottsdale Community Sustainability Plan and (with Christy Hill, Citizen Liaison) facilitate a discussion on Commission input on elements of the plan. The discussion is designed to gather input/feedback on all sections of the draft plan.

As part of that discussion, Commissioners were asked to share detailed input/suggested text changes in advance of the meeting. Input received by February 16 has been compiled and enclosed as a starting point for the discussion. Input received in January from some Commissioners was also included.

Any feedback received after February 16 will be included in a subsequent draft of the document for the discussion on February 22, 2023.

*Amended to include full text of input from Commissioners, plus one public comment.

Enclosures:

- 1) Feedback: SEAC Special Meeting (2/22/2023) *Initial Draft: February 17, 2023*
- 2) Scottsdale Community Sustainability Plan (January 31, 2023)
- *3) Full text of input from Commissioners
- *4) Public comment

FEEDBACK TEMPLATE: SEAC SPECIAL MEETING (2/22/2023)

Initial Draft: February 17, 2023

SEAC Feedback	Current Text/Notes
"More aggressive"	Energy 1.1: Reduce per capita energy consumption by 15% by 2030 (relative to 2016)
"More aggressive"	Energy 1.2: Increase installations of solar energy to 20% of owner-occupied homes by 2030
"Why 50%?"	Energy 2.3: Conduct energy audits for 50% of all municipal buildings and implement the remedial measures identified
Set carbon neutrality goal	Climate Planning 1.2: Set carbon reduction goals, citywide and for municipal operations
Lack of sustainability lens in Solid Waste Plan	Waste 1: Increase diversion rates for material streams - Diversion rate goals exist in Solid Waste Plan
Implementation table: - align with Actions - timeline for each Action	Implementation table: - timeline for initial programs - updated annually to include additional actions
Framing: - section on 'why should I care?' - emotional connection and ensure each section outlines where we are now (e.g., what does it mean that landfill will be a capacity by 2035?) - use plan to get commitment from residents - include health and other benefits	Brochure/handout will be developed after plan adopted to summarize content and benefits and make case for why plan was developed.
Additional data: - plan should be data-driven - include more targets and goals based on data	- GHG inventory underway - Annual Report (Implementation 3.1: Produce an annual report on progress toward sustainability goals)
Timeline for updating plan/elements of plan: - update every 3 years - look at plan after years 1, 3, and 5	- Annual Report (Implementation 3.1: Produce an annual report on progress toward sustainability goals including data on the Sustainability Indicators and a section specifically chronicling city achievements and data) - annual update of Implementation Table - update plan every 5 years (Implementation 4.3: Formally update the Community Sustainability Plan at least every 5 years)

Scottsdale Community Sustainability Plan



“Sustainability is a condition of living that enables the present generation to enjoy social well-being, a vibrant economy, and a healthy environment, without compromising the ability of future generations to enjoy the same.”
(Scottsdale General Plan 2035, page 280)

DRAFT
1/31/2023



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Sustainability in Scottsdale

Scottsdale is a special place known for unparalleled leisure, amenities, and a reputation for livability. The diversity and natural beauty of Scottsdale's landscapes are among its defining features, and the city has consistently championed environmental stewardship while maintaining a high quality of life for residents, visitors, and businesses. The public overwhelmingly say that the "overall quality of natural environment in Scottsdale" is essential or very important.¹

The city of Scottsdale sustainability journey goes back decades, including a guiding principle to "Seek Sustainability" from the 1996 **CityShape 2020**. More recently, the city's leadership is mirrored in the **Scottsdale General Plan 2035**, which identifies five core elements of sustainability and the environment – Open Space, Environmental Planning, Conservation, Water Resources, and Energy.

The city has been proactive and has "built on creative solutions to solve environmental challenges."² The city responded to flooding problems by building the Indian Bend Wash Greenbelt, a series of parks and amenities covering 11 miles in the center of the city, which was also the first non-structural flood control solution in the country. Over 30,000 acres of desert habitat has been permanently preserved through the McDowell Sonoran Preserve, and the Environmentally Sensitive Lands and Native Plant Ordinances help protect and preserve additional natural area open space. Scottsdale has also pioneered total wastewater reuse and water banking through advanced purification systems, meaning water can be recycled and reducing reliance on non-renewable surface water.

The work continues through multiple municipal programs (see Appendix B), but more needs to be done. There are long-standing and systemic trends that compel further action on sustainability by Scottsdale and the region – including drought, extreme heat, air quality, and economic and social inequities.

By adopting this Community Sustainability Plan, Scottsdale embraces a comprehensive approach to achieving ambitious targets and commits to being held accountable for success.

Since the city cannot do this work alone, this is a community-wide plan that builds on Scottsdale's legacy of effective, resident-centered governance, and sound economic management. The plan is fundamentally a roadmap for policy and will need implementation by both the city government and members of the community. Together with other plans and programs, it is designed to reflect the values of the city and chart a course of collective action for the next 10 years.

The plan preserves and improves what is already in place and seeks to 'fill in' system gaps, identifying areas where more needs to be done and where new and cost-effective approaches are needed. It provides a common framework to improve the quality of life for all residents, to preserve our Sonoran Desert environment, and to fulfill our responsibility to future generations.

Rather than conflicting with growth, thoughtful and fiscally-sound sustainability planning enables expansion while enhancing the quality of life for current residents and future generations. This is not the end of our planning but rather a starting point for a continued sustainability journey.

¹ The National Community Survey: Scottsdale, AZ Trends Over Time 2020, Table 14; "essential" or "very important" responses = 89% in 2020. Accessed on 8/16/2022: tinyurl.com/4cae9chs

² Scottsdale General Plan 2035, p. 70.

Framework

Scottsdale's Community Sustainability Plan addresses the three dimensions of sustainability, identifying five thematic **Pathways** based on a modified version of the framework developed by the International Council for Local Environmental Initiatives (ICLEI).

Fifteen **Topics**, partly drawn from the General Plan elements, reflect traditional sustainability topics as well areas where the city is adding sustainability connections to existing work. The strategies and actions for each topic look beyond what the city is doing and provide policy direction where efforts are newer or are now more urgent. The structure facilitates collaboration and reinforces the connections between the topics. There are also specific strategies and actions related to implementation of the plan.

The framework supports the protection of the Sonoran Desert ecosystem in rural and urban areas. It also directs actions toward supporting and attracting residents and visitors, providing economic benefits, and ensuring a high quality of life.



Sustainability Pathways & Topics

Pathway One: Low Emissions and Climate Action Reduces greenhouse gas and other environmentally harmful air emissions

- **Air Quality** • **Climate Planning** • **Energy** • **Mobility**

Pathway Two: Nature-Based Protects and enhances our city and natural environment by conserving resources and balancing land use and open space

- **Water Resources** • **Open Space & Land Management**

Pathway Three: Equitable Community Builds just, livable, and thriving communities reflecting the character of Scottsdale

- **Community Services** • **Character & Arts** • **Economic Vitality**
- **Education & Engagement**

Pathway Four: Resiliency Anticipates and responds to shocks and stressors, preparing for new risks and impacts

- **Extreme Heat & Hazard Preparedness** • **Built Environment & Housing**
- **Smart City**

Pathway Five: Circular Systems Supports models of production and consumption that reduce, recycle, repair, and repurpose products and materials

- **Waste as a Resource** • **Food Systems**

How To Read The Plan

For each of the 15 topics, there are multiple elements outlining the planned work toward a more sustainable future. A **descriptive statement** gives a clear vision of success for each topic, while **introductory sections** include why each topic is important and highlight existing work. Key **strategies and actions** define the work to be done over the next few years. Building on data collected from 1998-2005, clearly defined **sustainability indicators** inform future data-driven work. When reading this plan, consider

what perspectives, knowledge, and community connections can help achieve the plan objectives.

The 29 strategies and more than 150 actions in this plan are complex and intersect with numerous existing priorities established by the City of Scottsdale. Some are extensions of programs and initiatives that are already well-developed, while others are completely new and need to be started from scratch. In total, the strategies reflect a comprehensive approach to

Pathway One: Low Emissions and Climate Action

- **Climate Planning 1** Establish framework to reduce climate emissions
- **Climate Planning 2** Increase adaptation to impacts of climate change
- **Energy 1** Develop a Net-Zero Energy Strategic Plan to accelerate renewable energy installation and expand adoption of energy efficiency practices
- **Energy 2** Improve municipal energy performance
- **Mobility 1** Strengthen integrated transportation planning
- **Mobility 2** Prioritize active transportation
- **Mobility 3** Ensure accessible mobility for all residents by improving transportation systems
- **Air Quality 1** Clean Scottsdale's air
- **Air Quality 2** Support adoption of electric vehicles (EVs) and other alternative fuel vehicles

Pathway Two: Nature-Based

- **Water 1** Ensure water system resiliency
- **Open Space 1** Expand management of open space and improve access
- **Open Space 2** Support practices that preserve the Sonoran desert ecosystem

Pathway Three: Equitable Community

- **Community Services 1** Expand community programs and services that support sustainability and equity goals
- **Character & Arts 1** Reflect sustainability in character-based planning
- **Character & Arts 2** Strengthen connections between arts and culture and sustainability
- **Economic 1** Integrate green innovation and sustainability into economic planning
- **Education 1** Improve community sustainability knowledge and capacity

Pathway Four: Resiliency

- **Heat & Hazard 1** Reduce urban heat impacts
- **Heat & Hazard 2** Address climate and natural hazards in integrated emergency management planning
- **Built Environment 1** Reduce impacts of the built environment through sustainable building practices and policies
- **Housing 1** Ensure benefits of greener buildings support high-quality, safe and affordable housing
- **Smart City 1** Improve community livability and municipal sustainability by combining smart technologies with traditional infrastructure

How To Read The Plan (cont.)

Pathway Five: Circular Systems

- **Waste 1** Increase the diversion rates for material streams
- **Waste 2** Strengthen local markets for recycled-content, recyclable and reusable materials
- **Waste 3** Expand opportunities for diverting organic waste from the landfill
- **Waste 4** Reduce waste generation
- **Food 1** Ensure access to healthy foods for all community members

Implementation

- **Implementation 1** Increase capacity for implementation
- **Implementation 2** Reflect community values in implementation
- **Implementation 3** Ensure transparency
- **Implementation 4** Leverage governance structures to speed execution



Administration

The city of Scottsdale will take the lead on implementation of this Community Sustainability Plan, with residents, businesses, and partner agencies and organizations contributing to its success. Achieving sustainability for Scottsdale requires a common vision and engagement from the whole community to address and prioritize effective solutions. The city efforts will serve as a catalyst for further action by the private sector, non-profits, and community members.

Implementation of the plan will be strategic and manage city resources while striving to maximize the benefits for all Scottsdale residents and visitors. It will be accomplished with a high level of transparency and stakeholder participation and based on a process of continuous evaluation and improvement. Recognizing that this is the city's first sustainability plan, the strategies and actions may take years to complete, so some implementation tasks will begin immediately, while others will start later due to more appropriate timing or funding opportunities.

Specific steps to administer and implement the plan will include:

- The city will originate specific projects (Table 1), noting which are the responsibility of a city agency (Public) and which may also have a direct role for non-governmental actors (Community).
- Through annual reports, the city will account for plan progress, update the implementation table, track the direct work of other entities, and include a section specifically chronicling municipal achievements and data. In addition, the full plan will be formally updated at least every 5 years.
- The city will seek funding for priority projects and work to identify possible City Code updates to address key strategies.
- To ensure these efforts serve the entire community, the city commits to using an equity lens for program implementation and future planning.
- To address capacity-building and cross-cutting efforts, specific implementation strategies and actions for city staff have been identified.
- One of these actions – an implementation toolkit (Table 2) – will be developed to provide an operational matrix to support future decision-making and help prioritize work where there are overlapping or even competing goals.

How The Plan Was Developed

The City of Scottsdale initiated work to develop the Community Sustainability Plan in June 2021 and engaged the Rob and Melani Walton Sustainability Solution Service as a partner in this effort. Arizona State University researchers interviewed city personnel on sustainability progress to date and surveyed best practices and frameworks to match Scottsdale's needs. ASU also provided expert guidance and assistance in translating priorities into sustainability pathways and actions.

The city also reached out to staff, residents, and other stakeholders for their input and feedback. Throughout 2022, city staff engaged the community through workshops and regular meetings with the Scottsdale Environmental Advisory Commission. To obtain perspectives from multiple stakeholder groups, presentations were made to other resident commissions and boards as part of the broader public input process. Staff and additional subject matter experts provided their guidance and ideas along the way. Public input was also collected on an early draft of the plan at a City Council Work Study Session in September 2022, through online comments, and a widely distributed survey.





Pathway One: Low Emissions & Climate Action

Climate Planning

Develop mitigation and adaptation solutions to climate challenges.

Emissions from burning fossil fuels are increasing global average temperatures, magnifying extreme heat and precipitation, and causing other impacts. Addressing these problems will require a better understanding of the scale and scope of the problem, as well as the areas – like promoting greener buildings and alternate modes of transportation – where Scottsdale has already taken important steps.

Strategies and Actions

Climate Planning 1 Establish framework to reduce climate emissions and impacts

- 1.1 Perform baseline emissions inventories in 2023 citywide and for municipal operations; update regularly
- 1.2 Set carbon reduction goals, citywide and for municipal operations

Climate Planning 2 Address adaptation to impacts of climate change

- 2.1 Identify climate vulnerabilities and document revised climate projections
- 2.2 Complete a comprehensive climate adaptation plan including a resilience plan for populations most vulnerable to climate impacts Educate the public on impacts of climate change
- 2.3 Include climate resilience metrics in project planning

Sustainability Indicators

- Measurable reduction in greenhouse gas emissions, citywide and for municipal operations



Energy

Maximize the use of renewable energy resources and energy efficiency to build resiliency and create economic benefits.

Residents and businesses use energy every day for things like computers, appliances, lighting, and cooling. Using less energy to get the same service can yield cleaner air and health benefits, support green jobs, and generate cost savings. For example, efficient appliances and equipment can reduce the utility bill for the average household by \$500 per year. Taking additional steps to use more clean or renewable energy also protects the environment by reducing the pollutants and greenhouse gases associated with burning fossil fuels.

More work needs to be done to understand the most impactful and cost-efficient energy program for Scottsdale. The city has begun to audit its own buildings, adopted progressive building and energy codes, and offers Commercial Solar Guidelines. Scottsdale's residents used more than 2.3 million MWh of electricity in 2018, which is twice the amount per capita as in Phoenix.³ Arizona is ranked 5th in the nation for the total capacity of solar energy⁴, and the city of Scottsdale has installed over 350 kW on municipal buildings and issued close to 8,000 permits for solar photovoltaic systems.

Strategies and Actions

Energy 1 Develop a Net Zero Energy Strategic Plan to accelerate renewable energy installation and expand adoption of energy efficiency practices

- 1.1 Reduce per capita energy consumption by 15% by 2030 (relative to 2016)
- 1.2 Increase installations of solar energy to 20% of owner-occupied homes by 2030⁵
- 1.3 Work with utilities to promote energy efficiency improvements for residential and commercial properties and educate property owners on incentives
- 1.4 Investigate ways to develop battery or other storage capacity

Energy 2 Improve municipal energy performance

- 2.1 Employ a citywide energy management system and track city energy use
- 2.2 Dedicate staff resources to managing energy programs
- 2.3 Conduct energy audits for 50% of all municipal buildings and implement the remedial measures identified
- 2.4 Expand clean energy generation on city facilities
- 2.5 Continue to convert streetlight systems, park lighting and other civic lighting to LED technology
- 2.6 Join utility green power programs

Sustainability Indicators

- Total energy use (kWh), citywide and for municipal operations
- Solar energy installed, citywide and for municipal operations
- Percentage of households with an energy burden greater than 6%
- Number of municipal systems converted to LED lighting

³ [Maricopa County 2018 Community Greenhouse Gas Emissions Inventory](#)

⁴ "State Solar Spotlight: Arizona," Solar Energy Industries Association. <https://www.seia.org/sites/default/files/2022-09/Arizona%20State-Factsheet-2022-Q3.pdf>

⁵ Baseline is 8.2% in 2021; Source: CDS permit records and US Census 2019 housing estimates (Floyd)

Mobility

Support a well-designed, interconnected, safe, and accessible multimodal transportation system.

Scottsdale was among the first communities in the nation to adopt several important transportation policies: creating a comprehensive citywide trails system, accommodating bicycle users through comprehensive planning and facilities, and adopting the safer lagging left-turn arrows to manage intersection traffic. Highlights of current transportation programming include the free Scottsdale Trolley, a gold-level Bicycle Friendly Community designation, over 270 miles of paths and trails, and a state-of-the-art traffic management system to reduce congestion and emissions. Trip reduction surveys show that the largest municipal locations have seen a steady 5-year reduction in single-occupancy vehicle commuting (82% down to 66%, adjusted for telecommuting) and that Scottsdale is the single biggest user of the Maricopa County vanpool.

Strategies and Actions

Mobility 1 Strengthen integrated transportation planning

- 1.1 Require pedestrian/bicycle access through/adjacent to all open spaces (outside of Preserve)
- 1.2 Increase frequency of transit service where needed and make necessary regional system connections to reduce automobile use and provide travel options
- 1.3 Improve maintenance of the existing paved shared use paths and unpaved trails (which includes private property)
- 1.4 Fill in gaps in the paved shared use path and unpaved trail system to increase safety and connectivity
- 1.5 Replace and widen the existing multi-use path system to address increased usage
- 1.6 Develop a micro-transit system tailored to community needs
- 1.7 Ensure adequate resources to maintain and upgrade our transportation network

Mobility 2 Prioritize active transportation

- 2.1 Modify the street network to safely include active transportation modes
- 2.2 Increase the walkability of neighborhoods
- 2.3 Achieve a Platinum Bicycle Friendly Community designation from the League of American Bicyclists
- 2.4 Provide more education on bicycle safety

Mobility 3 Ensure accessible mobility for all residents by improving transportation systems

- 3.1 Use Complete Streets as the framework for the transportation system; eliminate or repurpose unneeded vehicle lanes
- 3.2 Provide access to a shared use path within a ¼ mile for all residences

Sustainability Indicators

- Commute mode split (including single occupancy vehicle usage) and trip reduction performance
- Bus/trolley ridership
- Percentage of population within a quarter-mile walk of a collector or arterial street that provides access to sidewalks and bike lanes
- Miles of completed bike lanes, neighborhood bikeways and shared use paths and trails
- Miles of sidewalk with shade trees
- Vehicle miles traveled, citywide

Air Quality

Reduce contaminants and pollutants to improve air quality and protect community health.

Because of the extended transport of air pollutants into and within the Valley, improving air quality requires regional cooperation and a long-term commitment to taking daily steps to reduce emissions. The city follows federal and state requirements as well as those set by Maricopa County (for example, for dust or burning), but also commits to additional steps to support cleaner air for residents and visitors. Scottsdale operates a fleet of six street sweepers on curbed streets monthly to reduce dust emissions and responds to high ozone pollution days with protocols and staff outreach. To support the regional transition from internal combustion engine-based transport, the city is currently working to install electric vehicle (EV) charging stations in at least five locations.



Strategies and Actions

Air Quality 1 Clean Scottsdale's air

- 1.1 Participate in regional efforts to improve air quality
- 1.2 Expand education/outreach to city employees and residents about air quality and High Pollution Advisory days, including benefits of electric-powered landscaping equipment and reduced single occupancy vehicle trips
- 1.3 Support county and state 'burn better' programs, 'no burn' restrictions, and fireworks restrictions

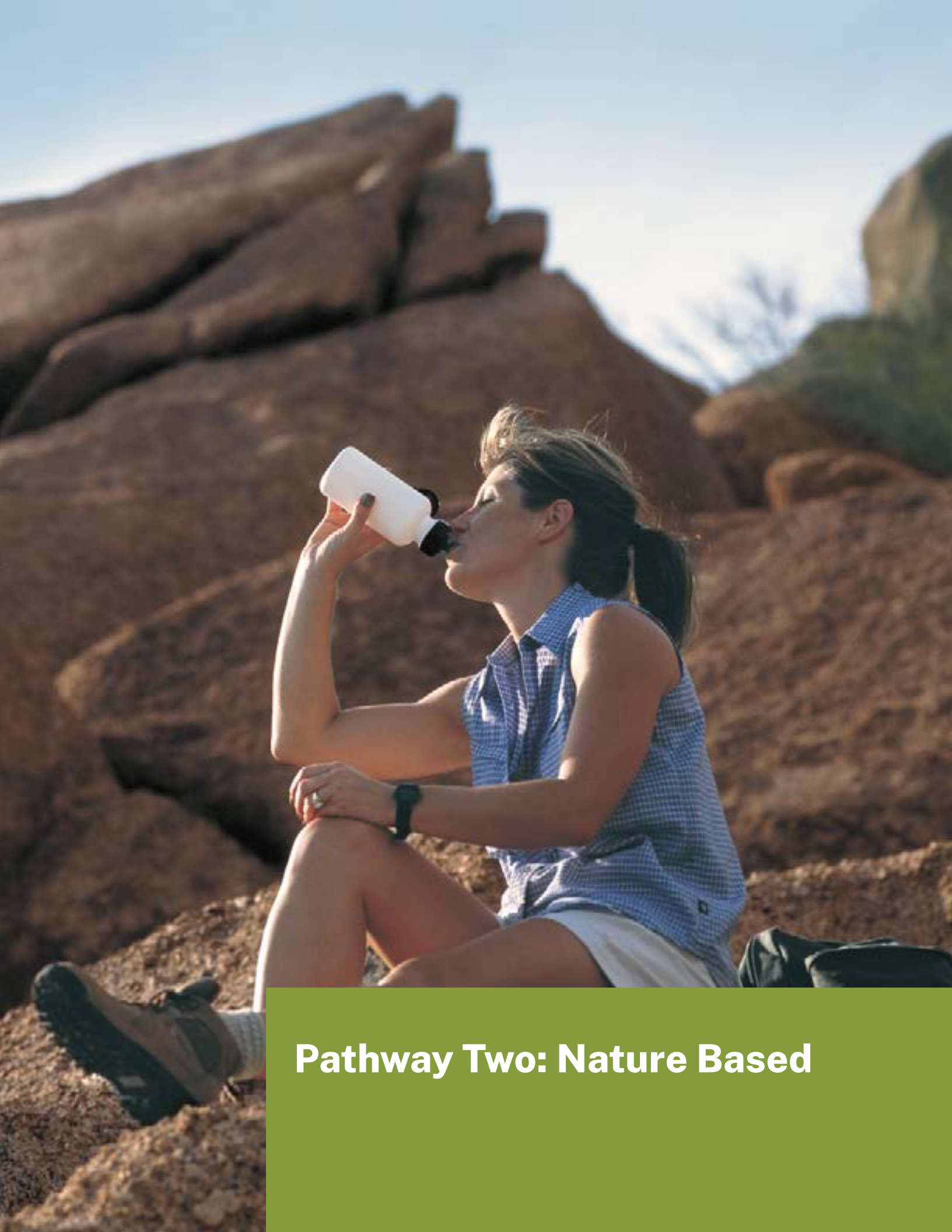
Air Quality 2 Support adoption of electric vehicles and other alternative fuel vehicles

- 2.1 Double number of publicly available EV charging stations to 600 by 2030
- 2.2 Develop a financially sustainable plan for purchasing additional electric and alternate fuel vehicles for the city fleet
- 2.3 Create a municipal EV charging policy
- 2.4 Foster program to expand the use of e-bicycles for commute trips

Sustainability Indicators

- Number of good to moderate air days plus Maricopa County air quality indices (ozone, carbon monoxide and particulates)
- Number and location of publicly available EV charging stations
- Gallons of gasoline and diesel used in municipal vehicles
- Number of city fleet powered by alternate energy sources

⁶ Baseline (July 2022) = 306; Source: [Alternative Fuels Data Center](#) (Level 2 and DC Fast), accessed July 2022.



Pathway Two: Nature Based

Water Resources

Conserve, protect, and deliver quality drinking water safely and reliably to the community, now and into the future.

Water Resources planning and conservation has been a long-standing priority in Scottsdale. This is evident in the city's long record of substantial infrastructure investments and in the ongoing evolution of community water conservation programs. While these accomplishments have placed the city in a positive position related to its water resources, addressing the challenges of the future will require an even more substantial effort. The over-allocation of Colorado River water supplies, coupled with trends of a hotter and drier climate make protecting water resources essential.

Scottsdale has excelled at proactive long-range planning to ensure safe and adequate water supplies and goes beyond the best management practices on water conservation efforts, total wastewater reuse, and water banking. For decades, Scottsdale has used 100 percent of its reclaimed wastewater for direct, non-potable reuse or recharge. In 2021 the city enacted Stage 1 of its Drought Management Plan and in doing so also requested all customers to voluntarily reduce water consumption by at least 5%⁷.



Strategy and Actions

Water #1 Ensure water system resiliency

- 1.1 Encourage registration for online visualization portal and leak alerts (WaterSmart)
- 1.2 Remove non-functional/non-recreational turf at city facilities and retrofit all municipal irrigation systems to smart controllers
- 1.3 Reduce non-functional turf by 30% through education and turf removal rebates
- 1.4 Promote improvements to irrigation equipment for residential and commercial customers
- 1.5 Support low impact development site planning, building design and streetscapes
- 1.6 Increase number and reach of water conservation community engagement activities
- 1.7 Expand water conservation programs in concert with the Drought Management and Water Master Plans
- 1.8 Review water use and conservation in development projects through the framework of the Scottsdale Sustainable Water Management Principles (Principle 4)

Sustainability Indicators

- Total water use
- Total residential daily use
- Gallons of reclaimed water recycled
- Gallons of groundwater treated
- Gallons of water recharged
- Square feet of turf removed
- Number of customers registered on WaterSmart
- Percentage of water meters converted to Automatic Meter Infrastructure
- Number of HOAs participating in conservation program
- Number of customers contacted through water conservation engagement activities

⁷ "Scottsdale asks residents to use five percent less water and conserve more," January 11, 2022, <https://www.scottsdaleaz.gov/water/news/Scottsdale-asks-residents-to-use-five-percent-less-water-and-conserve-more>

Open Space & Land Management

Create, protect, and expand vibrant, safe, and accessible open spaces and boost land use patterns that conserve resources.

Currently, 37% of Scottsdale is open space (public and private including the McDowell Sonoran Preserve). Meaningful desert open space – whether actively or passively managed – is a fundamental part of Scottsdale’s character and is created and maintained with the support of residents and for the benefit of the environment. Through land management policy including the Environmentally Sensitive Lands Overlay District (ESL), the city uses zoning and other requirements to guide development in desert and mountain areas. The ESL ordinance requires that a percentage of each property be permanently preserved as Natural Area Open Space and that specific environmental features be protected through land use dedications and easements. Character Area Plans, like those for Desert Foothills and Dynamite Foothills, support these goals. The city also manages developed open spaces, like the Indian Bend Wash Greenbelt and other parks. An equitable distribution of these open spaces and parks ensures all residents can benefit from access and connection to nature.



Strategies and Actions

Open Space 1 Expand management of open space and improve access

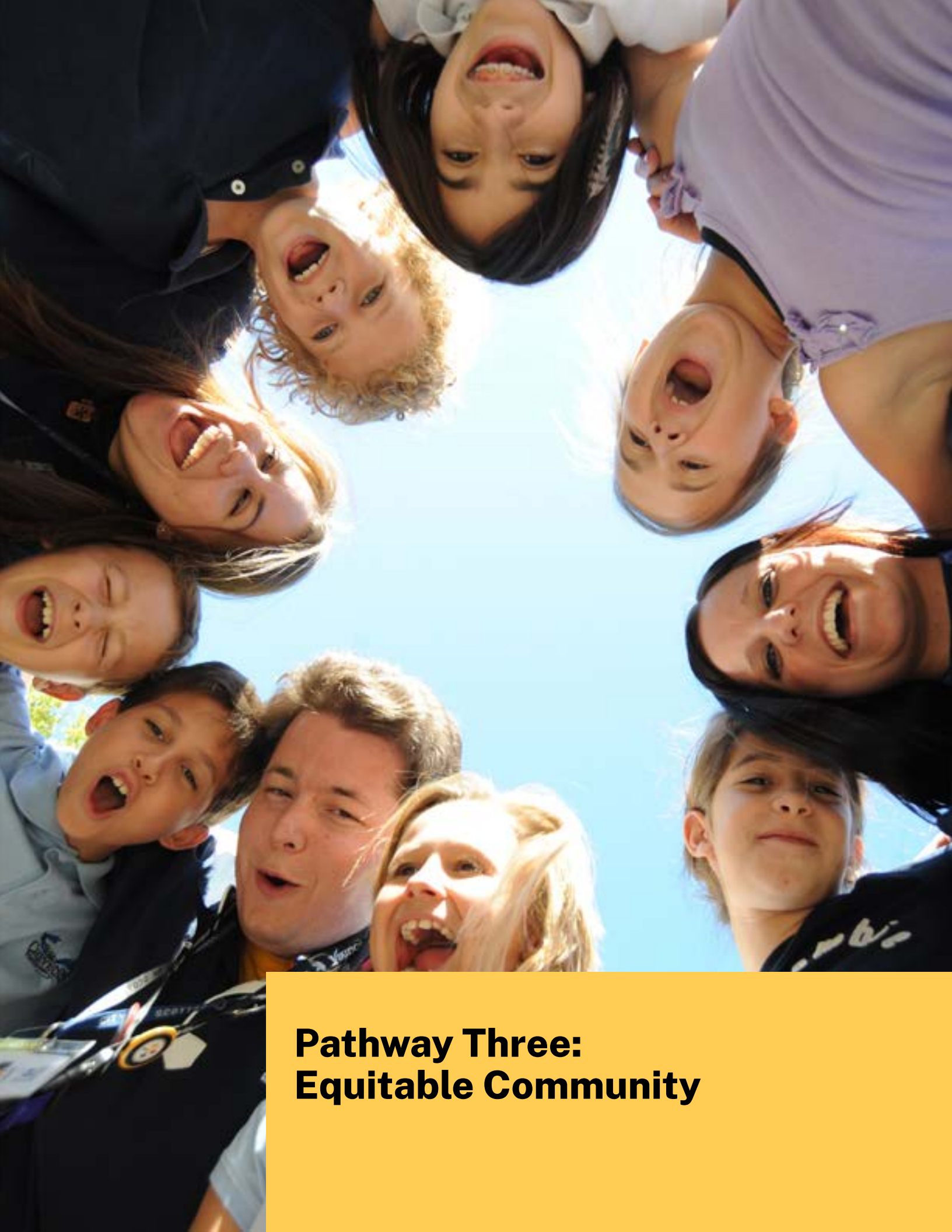
- 1.1 Encourage connectivity of natural area open spaces, scenic corridors, developed open spaces and open drainage easements
- 1.2 Update Community Services Master Plan goals related to parks, open spaces and their proximity to households
- 1.3 Identify long-term maintenance funding

Open Space 2 Support practices that preserve the Sonoran Desert ecosystem

- 2.1 Increase awareness of best practices to reduce invasive species and wildfire concerns
- 2.2 Support the Native Plant Ordinance and its enforcement
- 2.3 Develop guidelines on the use of non-chemical and less-toxic pest management strategies and educate residents on these options and develop education campaign
- 2.4 Develop Design Guidelines that support native ecosystems and desert biodiversity
- 2.5 Maintain tree inventory and encourage use of desert-adapted trees to support heat reduction strategies

Sustainability Indicators

- Miles of bike lanes, bike routes, neighborhood bikeways, shared use paved paths and unpaved trails
- Acres of public and private open space, total and by census block
- Native plant salvage and restoration and invasive species removal
- Number of acres maintained to reduce wildfires



Pathway Three: Equitable Community

Community Services

Provide high-quality community programs, services, and facilities that protect the health, safety, and wellbeing of all residents.

As part of a commitment to livability and quality of life, Scottsdale prioritizes services and facilities for residents, including 43 parks, 40,580 acres of preserve land, four public libraries, and eight resource centers. With over 240,000 residents and more than 9 million overnight and day trip visitors, these services are widely used. Another part of Scottsdale's commitment to public service is the way the city enriches the lives of all residents through a range of programs that support the more vulnerable in our community. Low and moderate income households may face employment barriers, financial instability, or lack of access to healthcare or other basic services. Programs include Scottsdale Cares, through which utility bill customers can support human services programs through donations, Brick-by-Brick, which manufactures energy-efficient low-cost earthen blocks, Operation Fix It projects and the Cab Connection taxi voucher program that assists about one-thousand seniors and people with disabilities each year.



Strategy and Actions

Community Services 1 Expand community programs and services that support sustainability and equity goals

- 1.1 Expand programs that serve low-income qualifying applicants
- 1.2 Create Resiliency Hubs for neighborhoods with higher populations of seniors and lower-income residents, starting with Vista del Camino and the Granite Reef Senior Center
- 1.3 Support implementation of a Blue Zones program
- 1.4 Include users in planning for community services (food banks, low-income housing, etc.)
- 1.5 Create services to promote stable housing and prevent homelessness
- 1.6 Expand homeless outreach services and day relief center program
- 1.7 Offer translation services to those needing assistance

Sustainability Indicators

- Access to and use of community services (especially parks and library programs) by census block
- Library and senior center usage
- Number of Resiliency Hubs
- Number of Operation Fix It projects
- Number of Meals on Wheels participants

Character & Arts

Protect and enhance the diverse identity, features, and heritage of Scottsdale's Sonoran Desert character and build connections between sustainability, history, and the arts.

Scottsdale has long supported planning driven by the diverse character and qualities of our Sonoran Desert community. Connecting character area plans to sustainability outcomes is already underway, through initiatives such as landscaping standards, scenic corridors, and the Environmentally Sensitive Lands Overlay District. As an example, one value of the [Old Town Scottsdale Character Area Plan](#) is “sustainability that is sensitive to Scottsdale’s unique desert environment.” In addition, the city’s [Sensitive Design Program](#) articulates Scottsdale’s design vision for the built environment and outlines expectations to nurture the character and aesthetic qualities of the desert environment. Art can be another expression of the character of the city, especially to connect to youth interest in sustainability, and Scottsdale’s “Percent for the Arts” program incorporates art as part of city capital projects.



Strategies and Actions

Character & Arts 1 Reflect sustainability in character-based planning

- 1.1 Increase integration of sustainability and the importance of the Sonoran Desert environment into Character Area Plans
- 1.2 Encourage energy-efficient and dark sky friendly designs for outdoor lighting
- 1.3 Incorporate passive cooling strategies into building and site planning designs
- 1.4 Integrate Low Impact Development/Green Infrastructure into neighborhood-level street improvements
- 1.5 Investigate the application of energy performance codes to historic properties
- 1.6 Promote preservation and adaptive reuse as a sustainable practice

Character & Arts 2 Strengthen connections between arts and culture and sustainability

- 2.1 Fund public art with sustainability themes
- 2.2 Expand ‘Traceries’ trash/recycle bins program with Scottsdale Public Art
- 2.3 Develop and support youth arts programs
- 2.4 Promote the Scottsdale Heritage Connection and other historical programs

Sustainability Indicators

- Number of new LID/GI projects
- Number of arts programs in schools
- Number of programs, services and events with sustainability elements
- Number of sustainable public art pieces

Economic Vitality

Embrace a diverse and innovative economy that reinforces sustainability, equity, and character, improves economic wellbeing, sustains the community's high quality of life, and continues as the premier Southwest tourism and special events destination.

Scottsdale is one of the most desirable destinations and fastest-growing startup communities in the U.S.⁸ Of Scottsdale's approximately 18,000 registered businesses, 85% are small businesses of 50 or fewer employees. A local economy that supports businesses offering sustainable goods and services or adopting green practices can be a catalyst for other components of this plan. From high profile zero waste events to small businesses certifying through Local First Arizona, there are companies committed to strong partnerships with the city on sustainability initiatives. At the same time, the beauty and sustainability of the natural environment is integral to economic vitality, with tourism alone having an estimated annual economic impact of \$2 billion.

Strategy and Actions

Economic 1 Integrate green innovation and sustainability into economic planning

- 1.1 Attract businesses that support sustainability and smart city development
- 1.2 Create a green business recognition program
- 1.3 Develop sustainability goals for the Tourism & Events Strategic Plan
- 1.4 Work with anchor institutions to implement sustainable practices
- 1.5 Include environmental questions in Special Event Permit applications
- 1.6 Showcase the city's commitment to sustainability for business development

Sustainability Indicators

- Number of documented green businesses
- Number of green events

⁸ "Scottsdale is America's Fastest-Growing Startup City, Report," July 22, 2022.

<https://www.arizonafoothillsmagazine.com/in-house/in-house-news/scottsdale-is-americas-fastest-growing-startup-city-report>

Education & Engagement

Proactively support sustainability and environmental education opportunities for all citizens.

The benefits of environmental education at any age are numerous. Academic performance can increase and learning about nature generally leads to spending more time in nature. Combined with service learning, environmental education can also strengthen communities.⁹ Engaging residents and finding ways to make learning fun and accessible for all ages can yield benefits well into the future. Examples abound, like the Recycle Bin project of the Scottsdale Unified School District, the pilot tree inventory initiated by the Scottsdale Environmental Advisory Commission, or the community science programs offered by the McDowell Sonoran Conservancy and Scottsdale Public Library.



Strategy and Actions

Education 1 Improve community sustainability knowledge and capacity

- 1.1 Develop a Sustainability Academy
- 1.2 Maintain and continue Green Building education series
- 1.3 Collaborate with schools to develop a K-12 sustainability curriculum with locally relevant assignments and add sustainability leadership positions to student councils
- 1.4 Promote libraries, community centers, parks and other city facilities as resources and connections to nature
- 1.5 Offer sustainability-related opportunities in the City of Scottsdale's Volunteer Program
- 1.6 Work with Mayor's Youth Council on sustainability events
- 1.7 Develop ways for people to interact with sustainability elements and projects

Sustainability Indicators

- Number of community members engaged and/or educated
- Number of schools engaged

⁹ National Environmental Education Foundation, <https://www.neefusa.org/education/benefits>, accessed 10/3/2022.



Pathway Four: Resiliency

Extreme Heat & Hazard Preparedness

Ensure that the community prevents, is prepared for, responds to and recovers from natural hazards that can diminish quality of life or impact the environment.

Extreme heat already causes many deaths annually across the country, and heat and other natural hazards like flooding, drought, and wildfire are estimated to become more severe and frequent as the climate continues to warm. In 2020, Scottsdale partnered with Arizona State University to assess patterns of urban heat in the city. The result was [Identifying Strategies for a Cooler Scottsdale](#), a study that provides a framework for heat mitigation and management efforts including tree planting and structured shade. Having been an early adopter of required landscaped parking and support for roadside and median landscaping, the city will focus additional resources to address the far-reaching impacts of heat on health, infrastructure, environment and economic wellbeing. The city will continue to prepare for all emergencies, with a focus on the segments of the population that are most vulnerable.

Strategies and Actions

Heat & Hazard 1 Reduce urban heat impacts

- 1.1 Prepare an Extreme Heat Strategic Action Plan and implement priority strategies
- 1.2 Increase tree canopy and building-integrated and free-standing shade structures through an Urban Shade and Tree Plan
- 1.3 Inventory Scottsdale's trees and plant more trees, especially in underserved or older neighborhoods; evaluate a 'matching tree' initiative
- 1.4 Implement an urban forestry program to balance shade and water use and to ensure trees are maintained (including in city parks)
- 1.5 Create a tree ordinance for proper maintenance and replacement near commercial and multi-family buildings
- 1.6 Support private and public strategies to reduce the area of exposed dark asphalt, dark roofs and other hot surfaces
- 1.7 Support code requirements for cool roofs for all new flat roof buildings and promote other cool infrastructure technologies
- 1.8 Support code requirements for shading for 50% of site hardscape and minimize turf areas on new commercial and multifamily developments
- 1.9 Develop partnerships with local utilities for weatherization and tree planting programs
- 1.10 Seek additional funding for weatherization and air conditioner repair/replacement for low-income households.

Heat & Hazard 2 Address climate and natural hazards in integrated emergency management planning

- 2.1 Create an Emergency Management Plan & Program
- 2.2 Work with regional agencies, hospitals, faith-based organizations, schools, community groups and large employers to ensure continuity of operations
- 3.3 Provide education, emergency preparedness and response training at the neighborhood level
- 3.4 Expand response strategies for extreme heat and increase the number of cooling centers and awareness of locations

Sustainability Indicators

- Percentage of tree canopy
- Percentage of neighborhoods with increased tree canopy
- Number of trees in inventory and new trees planted or replaced
- Square feet of cool surfaces added
- Number of disasters occurring by category/type and their financial impact

Built Environment & Housing

Integrate resource-efficient, sustainable practices in buildings and infrastructure and provide housing options that minimize resource use and address affordability.

The features of buildings can significantly impact finances, health, safety, and comfort, and the energy used in buildings is a major contributor to climate change. Scottsdale's first-in-the-state Green Building Program encourages a whole-systems approach through building design and construction to minimize environmental impacts and reduce the energy consumption of buildings while contributing to occupant health. The program led to the construction of the first LEED Platinum certified fire station in the country – Scottsdale Fire Station 602. While the city has pursued energy efficiency in facilities and operations, such efforts may not be as easy for residents. One quarter of low-income households in the Phoenix area have a high energy burden, with at least 12% of income spent on residential energy.¹⁰ As one way to address this problem, the Scottsdale Community Assistance Office oversees the Housing Rehabilitation Program that remodels older homes to be more energy efficient and makes repairs for the health and safety of income-qualified residents. In FY 2019/20, the city completed 71 home rehabilitations.¹¹

Strategies and Actions

Built Environment 1 Reduce impacts of the built environment through sustainable building practices and policies

- 1.1 Implement a green retrofit and cool roof program for buildings
- 1.2 Adopt and implement energy and green construction codes beyond minimum model codes
- 1.3 Support code requirements for new construction and remodels to install solar systems or be 'solar ready'
- 1.4 Strengthen enforcement of all building codes
- 1.5 Continue LEED Gold requirement for new civic structures
- 1.6 Encourage site development strategies that incorporate green infrastructure, low impact development and stormwater harvesting

Housing 1 Ensure benefits of greener buildings support high-quality, safe and affordable housing

- 1.1 Encourage retrofits of older homes with energy efficient technology
- 1.2 Ensure that sensitive-design, low-water and low-energy use strategies are applied equitably
- 1.3 Refresh guidelines for Green Housing Rehabilitation Program and seek additional funding
- 1.4 Develop sustainability guidance for repair and replacement programs
- 1.5 Develop a fund for building new affordable housing stock
- 1.6 Coordinate workforce housing locations with adjacent transit routes, bike lanes, and major employment centers

Sustainability Indicators

- Number of green buildings
- Energy use per square foot
- Number of LEED certified buildings
- Number of homes retrofitted by Human Services programs
- Percentage of households that pay for more than 30% of income on housing

¹⁰ ACEEE, "Energy Burdens in Phoenix," September 2020.

¹¹Scottsdale Human Services, "CDBG Public Facilities and Housing: Accomplishments for FY 2019/20."

<https://www.scottsdaleaz.gov/Assets/ScottsdaleAZ/Social+Services/Funding/CDBG+PF+and+Housing+Infographic.pdf>

Smart City

Integrate smart technologies for a safer and more efficient city.

Scottsdale's Smart City initiative is focused on combining traditional infrastructure such as roads and buildings, with technology to enrich people's lives. The initiative strives to engage with people in the community about the use of smart city solutions to solve community challenges, improve the quality of life, and enhance interactions with the city. The Scottsdale Smart City Strategic Roadmap was accepted by the City Council in April 2021 and is being implemented by an inter-department team of city staff. Scottsdale tells its [smart city](#) story, provides updates on upcoming and ongoing efforts, and offers ways for residents, businesses and community members to get involved. There are numerous smart city solutions already in place, which help the city manage traffic flow, monitor crime response in real time, control facilities, lighting, and irrigation controllers remotely, and help customers monitor their water usage.



Strategy and Actions

Smart City 1 Improve community livability and municipal sustainability by combining smart technologies with traditional infrastructure

- 1.1 Continue implementation of the Smart Cities Strategic Roadmap by solving problems using smart city solutions
- 1.2 Involve the community in smart cities projects, including those planned for the SkySong area relating to sustainability, public safety and economic development and for Old Town Scottsdale regarding wayfinding and sound mitigation
- 1.3 Explore emerging smart technologies (such as lighting, water, sensors, GIS) and integrate cost-effective solutions to optimize existing infrastructure

Sustainability Indicators

- Number of smart technologies adopted in municipal operations



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Pathway Five: Circular Systems

Waste as a Resource

Develop a circular economy approach for materials management and effective citywide diversion of all waste streams.

Besides having created “Godzilla”, the first mechanized trash collection system, Scottsdale is home to several zero waste events including Waste Management’s Phoenix Open and several city-sponsored ones. Broadening efforts to increase recycling, change how vendors package their offerings, and offer composting will reduce the pressure on landfills, save energy, and reduce upstream pollution from manufacturing. Businesses and cities are exploring innovations that also create jobs, lower methane emissions, and reduce pollution from extraction and manufacturing of new goods through reuse. The Community Solid Waste Reuse and Recycling Strategic Plan outlines eight policy statements driven by the community’s values and vision. The plan is focused on improving the 27% rate of waste kept out of the landfill, showing city leadership with a 90% diversion rate, asking single-family homes to divert 60%, and working with commercial buildings to recycle or compost 30% of their waste.

Strategies and Actions

Waste 1 Increase diversion rates for material streams

- 1.1 Support code requirements for builders to include space for recycling in new commercial and multi-family housing
- 1.2 Support code requirements for a 50% diversion rate of construction and demolition waste for commercial projects
- 1.3 Promote commercial and multi-family recycling
- 1.4 Work to make city-sponsored events zero waste
- 1.5 Develop a green event program
- 1.6 Host an expo with vendors to promote and educate about green event options
- 1.7 Investigate how to recycle and/or reuse more cardboard boxes
- 1.8 Investigate a ‘pay as you throw’ rate structure for solid waste

Waste 2 Strengthen local markets for recycled content, recyclable and reusable materials

- 2.1 Adopt municipal green purchasing policies
- 2.2 Attract circular economy companies and entrepreneurs
- 2.3 Encourage innovative reuse of materials

Waste 3 Expand opportunities for diverting organic waste from the landfill

- 3.1 Establish a landscaping waste drop-off program
- 3.2 Promote commercial and multi-family organic waste diversion
- 3.3 Offer composting at five city-owned or -managed buildings or venues by 2025
- 3.4 Incentivize composting by providing backyard or electric composters
- 3.5 Promote use of household composters

Waste 4 Reduce waste generation

- 4.1 Promote donation as an alternative to bulk collection
- 4.2 Expand reuse of surplus municipal goods
- 4.3 Reduce use of single-use, non-recyclable and non-compostable packaging and bags
- 4.4 Create program to reuse building materials

Waste as a Resource (cont.)

Develop a circular economy approach for materials management and effective citywide diversion of all waste streams.

Sustainability Indicators

- Total amount of solid waste generated, recycled and composted by type (tons)
- Tons of construction and demolition materials diverted from the landfill
- Overall diversion rate
- Recycling contamination rate
- Number of zero waste city events
- Number of green events
- Number of businesses adding recycling services each year

Food Systems

Support food production from farm to table to farm by encouraging local farmers and ensuring access to fresh healthy food sources.

Even though Arizona grows 12% of the fruits and vegetables consumed nationwide, there are still a significant number of people who face food insecurity.¹² A lack of access to food can mean that healthy and nutritious food is not readily available or that a household cannot afford those food items. According to the USDA Food Access Research Atlas, there are parts of Scottsdale where a significant number of lower-income residents are more than ½-mile from the nearest supermarket.¹³ Programs addressing food insecurity in Scottsdale include gardens and weekend meals for students, a [food bank](#) at Vista del Camino, free or reduced-cost school lunches, partnerships with nonprofits like Waste Not, and the Brown Bag Food Program for seniors. In its fourteenth year, the Old Town Farmers Market features local growers and specialty food producers.



Strategy and Actions

Food 1 Ensure access to healthy foods for all community members

- 1.1 Assess and map food deserts
- 1.2 Partner with non-profits, grocery stores, restaurants and other food-related businesses to reduce food waste and donate food to those in need
- 1.3 Expand operations of the Vista del Camino Food Bank
- 1.4 Establish community and personal gardens throughout the city
- 1.5 Encourage purchasing sustainable or local food for events
- 1.6 Evaluate creating a food policy council

Sustainability Indicators

- Access to healthy food sources, by census block
- Tons of food donated
- Number of community gardens created

¹² Arizona Food Bank Network, <https://azfoodbanks.org/hunger-in-arizona/>. Accessed 9/30/2022.

¹³ USDA Economic Research Service, Food Access Research Atlas. <https://www.ers.usda.gov/data-products/food-access-research-atlas.aspx>. Accessed 9/30/2022.

Implementation

Implementing this Community Sustainability Plan starts with municipal government actions. Collaboration with stakeholders drives a focus beyond government to governance – the process through which residents, stakeholders and governments work together to guide independent and collective action. Bringing these interests together to implement the plan will yield better outcomes and also help ensure that the benefits of the plan are distributed equitably across the city.

To address capacity-building and cross-cutting efforts, specific implementation strategies and actions will be initiated by city staff. Two other elements will also support robust implementation – a list of initial programs and actions and a toolkit to evaluate future initiatives.

Strategies and Actions

Implementation 1 Increase capacity for implementation

- 1.1 Identify and nurture staff and community champions for sustainability
- 1.2 Create staff training modules and community outreach media to increase awareness of sustainability solutions and to build the constituency for continuous improvement
- 1.3 Craft a ‘build-a-plan’ toolkit for residents and small and medium businesses, including a mechanism for reporting on progress
- 1.4 Regularly engage with communities and residents

Implementation 2 Reflect community values in implementation

- 2.1 Build an implementation toolkit to drive decision-making in execution of strategies and actions
- 2.2 Expand community engagement to give more community members a voice on implementation
- 2.3 Partner with Diversity, Equity and Inclusion program on development of priorities
- 2.4 Develop checklists for evaluating projects and proposals

Implementation 3 Ensure transparency

- 3.1 Produce an annual report on progress toward sustainability goals including data on the Sustainability Indicators and a section specifically chronicling city achievements and data
- 3.2 Track operating and capital spending on sustainability-related work and operational savings and project rebates in partnership with the City Treasurer
- 3.3 Document estimated co-benefits, like improved air quality and health and consumer savings
- 3.4 Host a regular community event to share successes and solicit feedback

Implementation 4 Leverage governance structures to speed execution

- 4.1 Use the Sustainable Scottsdale Steering Team as a forum to elevate to leadership important or citywide issues that impact the achievement of sustainability goals
- 4.2 Set a green procurement goal as a percentage of total municipal purchasing
- 4.3 Formally update the Community Sustainability Plan at least every 5 years
- 4.4 Share successes and challenges with other cities locally and nationally
- 4.5 Create a culture of sustainability within city operations through departmental and performance goals and efforts by the employee Green Team.

Table 1 outlines the initial programs and actions to realize the goals of the plan, noting which are the responsibility of a city agency (Public) and which also have a direct role for the non-governmental actors (Community). Through the annual reporting process, the city will update this implementation table, although changes and additions may also be made at other times. Recognizing that this is the city's first sustainability plan, the strategies and actions may take years to complete, so some implementation tasks will need to begin immediately, while others will wait for more appropriate timing and/or funding opportunities. Timelines for completion of programs will vary and some may be on-going, and the City Council may fund or not fund programs at any time.

Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Low Emissions & Climate Planning				
Energy 1 (also Built Environment 1): Net Zero Strategic Energy Plan		√	√	Public (Public Works, OEI), Community (e.g., utilities, residents, large energy users)
Energy 2: Municipal energy management & solar installations	√			Public (Public Works)
Climate Planning 1: Emissions inventory and reduction goals		√	√	Public (OEI)
Climate Planning 2: Initiate adaptation and resiliency planning		√		Public (OEI), Community (e.g., residents)
Mobility 1: Shared use path improvements	√	√		Public (Transportation)
Mobility 1: Introduction of protected bike lanes	√	√		Public (Transportation)
Mobility 1: Recycling of storm residue to address roadway erosion	√			Public (Transportation)
Mobility 2: Refinement of trolley system and bus stops	√	√		Public (Transportation)
Air Quality 1: Outreach about high pollution days	√			Public (OEI), Community (e.g., large emitters, major employers, residents)

Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Nature-Based				
Water 1: Reduce amount of non-functional turf	√			Public (multiple), Community (e.g., HOAs, commercial properties, residents)
Water 1: Expand water conservation programs and improve water use efficiency	√			Public (multiple), Community (e.g., HOAs, large water users, residents)
Open Space 2: Reduce invasive species	√			Public (multiple), Community (e.g., residents, landscapers)
Open Space 2: Wildfire risk reduction	√			Public (multiple), Community (e.g., residents, landscapers)

Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Equitable Community				
Community Services 1: Create a Resiliency Hub		√	√	Public (Community Services, OEI), Community (e.g., non-profit organizations, residents)
Character & Arts 2 (also Education 1): Collaborate with schools and libraries	√	√		Public (Public Library, OEI), Community (e.g., school districts)
Economic 1: Attract green businesses	√	√		Public (Economic Development)
Education 1 (also Implementation 1 & 2, others): Outreach and education	√	√		Public (multiple); Community (e.g., major institutions, school districts, businesses, residents)
Education 1: Expand sustainability-related volunteer opportunities	√	√		Public (OEI, Volunteer Program), Community (e.g., residents, major institutions)

Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Resiliency				
Heat & Hazard 1: Extreme Heat Strategic Action Plan		√		Public (OEI, CPM)
Heat & Hazard 1: Shade and Tree Plan		√		Public (OEI, CPM), Community (e.g., residents, HOAs, commercial properties)
Heat & Hazard 1: Increase tree canopy	√			Public (multiple), Community (e.g., developers)
Heat & Hazard 2: Emergency Management Plan		√		Public (Emergency Management)
Built Environment 1 (also Water 1, Character & Arts 1): Increase use of low impact development		√		Public (Plan Review), Community (e.g., developers)
Built Environment 1 (also Energy 1, Waste 1): Adopt and implement new building codes	√	√		Public (Plan Review, Inspections), Community (e.g., developers, architects)
Smart City 1: Implement Smart City roadmap	√			Public (Economic Development)



Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Circular				
Waste 1: Improve commercial recycling	√			Public (Solid Waste), Community (e.g., contractors)
Waste 1: Zero waste and green event program	√	√		Public (Solid Waste, Tourism, OEI), Community (e.g., hospitality industry)
Waste 2 (also Implementation 4): Expand green purchasing program		√		Public (Purchasing)
Waste 3: Increase commercial composting		√		Public (Solid Waste), Community (e.g., multi-family and commercial building managers)
Food 1: Include sustainable food purchases for green events	√	√		Public (OEI, Solid Waste), Community (e.g., hospitality industry)

Strategy	Ongoing	Years 1-2	Years 3-5	Responsible Entity(ies)
Implementation				
Implementation 1: Create 'build-a-plan' tool		√		Public (Communications, OEI)
Implementation 2: Finalize implementation toolkit		√		Public (OEI)
Implementation 3: Produce annual report	√	√		Public (Communications, OEI)
Implementation 3: Track spending and savings	√	√		Public (Treasurer, OEI)
Implementation 4: Expand work of SSST and employee green team	√			Public (SSST, OEI)

Office of Environmental Initiatives (OEI)
Scottsdale Unified School District (SUSD)
Capital Project Management (CPM)
Sustainable Scottsdale Steering Team (SSST)

An implementation toolkit will be developed to provide an operational matrix to support future decision-making. This matrix will include criteria to help evaluate projects and initiatives by asking questions related to specific community values and help prioritize work where there are overlapping or even competing goals. By focusing on a knowledge gathering framework, this toolkit can help address the concerns of the community. The draft framework below will be expanded with input from the community to help explain how the plan will be deployed. Table 2 includes sample elements of the toolkit.

Category	Sample Questions
General	What problem or problems does this program address? What is the public value of the program? Is there current data related to the program and what does it indicate? Are there legal barriers to implementation of the program ? Does the program require changes to city code? Who is accountable for the program? What is the process to amend the program design based on community feedback? Does the program replace an existing effort and what is the cost to do so?
Environmental	What is the impact on greenhouse gas emissions? What is the impact on water use? What is the impact on the amount of waste sent to the landfill How does the program expand access to healthy/clean transportation? How does the program help restore or protect ecosystem health? How does the program improve air quality? Are there any other negative or positive environmental impacts? What is the impact on public health? How does the program increase access to open space?

Category	Sample Questions
Equity	How were the people who will be impacted by the program consulted in the design? How are community members already working in this area included in the program? Does the program create a financial burden (directly or indirectly) to communities of color or low-income populations? If yes, are there opportunities to mitigate these impacts? How does the program build the capacity of the community to develop or implement solutions?
Economic	Do the benefits exceed the costs? Over that timeframe? What is the return on the investment? Is funding for the program already identified? Does the program support greener business operations?



Glossary

Active Transportation: Any self-propelled, human-powered mode of transportation, such as walking, skateboarding or bicycling.

Americans with Disabilities Act (ADA): 1990 Federal legislation specifying provisions for design or redesign of buildings, parking, and outdoor areas to remove barriers for persons with disabilities and guaranteeing equal access opportunity to public accommodations, transportation, and government services.

Affordability, Affordable (Housing): Housing that can be rented or purchased by a household with entry-level or “workforce” income or spending no more than 30% of annual household income on housing expenses.

Alternative Energy or Fuel: Energy sources that do not rely on fossil fuels, such as, sunlight and wind.

Bicycle Lane: A section of a road that is marked for exclusive bicycle use.

Blue Zones: A non-profit organization that partners with communities to help people live longer and better by improving their surroundings

Built Environment: Human-made elements including, buildings, structures, roads, canals, paths, and trails, that together create the physical character of an area or community.

Circular Systems (Pathway): Supports models of production and consumption that reduce, recycle, repair and repurpose products and materials.

Complete streets: Streets designed and operated to enable safe and comfortable access for all users: motorists, pedestrians, bicyclists, and transit.

Cool roof: A roof that is either painted white, covered in vegetation (green roof), or covered with solar panels.

Electric Vehicle (EV): A car or truck that runs solely on an electric motor, with no internal combustion engine.

Energy Burden: The percentage of gross household income spent on energy costs

Environmentally Sensitive Lands Overlay (ESL): A set of zoning regulations to guide development throughout the 134 square miles of desert and mountain areas of Scottsdale.

Equitable Community (Pathway): Builds just, livable, and thriving communities reflecting the character of Scottsdale.

Equity lens: A tool used to improve planning, decision-making, and resource allocation leading to more equitable policies and programs.

Extreme heat: A period of at least 2-3 days of high heat with temperatures above 90 degrees (Arizona Emergency Information Network, <https://ein.az.gov/hazards/extreme-heat>)

General Plan: The Scottsdale General Plan is a comprehensive, long-range plan consisting of community goals and policies setting forth objectives, principles and standards for the state mandated and other elements.

Green business: An organization with a minimal negative impact or positive effect on the environment, community, society, or economy

Greenhouse gas (GHG): A gas that contributes to the greenhouse effect by absorbing infrared radiation (like carbon dioxide and methane), usually emitted upon combustion of fossil fuels for energy.

Heat Island: The phenomenon involving elevated temperatures in urban/suburban areas as compared with outlying rural/undeveloped surroundings. Heat islands are generally caused by reduced vegetation, solar heat absorption, material heat capacity, use of energy, and building spacing.

Homeowners’ Association (HOA): An organization typically responsible for administration of the subdivision’s codes, covenants and restrictions (CC&Rs), and other property controls for maintaining a safe and quality environment and design uniformity.

ICLEI: International Council for Local Environmental Initiatives.

Invasive species: A plant, animal, or microbial species introduced into an area accidentally or unknowingly that may adapt, thrive, and aggressively spread, stressing indigenous and balanced ecosystems.

Glossary

Livability: The balance of elements in the physical environment that contribute to the physical, social, economic, political, and emotional well-being of residents.

Kilowatt (kW): A unit of measure of electrical power equal to 1,000 watts (capacity)

Kilowatt hour (kWh): A measure of energy consumption equal using 1,000 watts for one hour (use)

LED: Light-emitting diode, an energy-efficient lighting source.

LEED: Leadership in Energy and Environmental Design, a green building certification program.

Low-Impact Development: An approach to stormwater management that mimics the natural hydrology of a site and uses captured stormwater run-off. The low-impact model views stormwater as a resource, reduces stormwater runoff, uses natural systems for filtration, and helps protect ecologically sensitive areas within a development.

Low Emissions & Climate Action (Pathway): Reduces greenhouse gas and other environmentally harmful air emissions.

Metric: A measurable indicator of success.

Micro-transit: Small-scale, on-demand public transit services that can offer fixed routes and schedules, as well as flexible routes and on-demand scheduling.

Multimodal: An approach to transportation that includes pedestrians, bicyclists, transit vehicles except rail and modern streetcar, equestrians, and motorists of all ages and abilities, and aims to create a comprehensive, integrated, and connected transportation network.

Natural Area Open Space (NAOS): An important part of the ESL regulations, the NAOS requirements are designed to preserve the desert in its natural state.

Nature-Based (Pathway): Protects and enhances our city and natural environment by conserving resources and balancing land use and open space.

Net-Zero Energy: The practice of producing as much energy as is consumed by off-setting energy use through a combination of energy efficiency and renewable power (from General Plan 2035).

Office of Environmental Initiatives (OEI): The Office of Environmental Initiatives (OEI) acts as a resource for environmental regulatory compliance, supports the City's Green Building Programs, manages the new sustainability plan and provides a wide range of environmental resources to the community and City staff.

Open Space: Any parcel or area of water or land that is essentially unimproved and devoted to an open space use for the purpose of (1) the preservation of natural resources; (2) the managed production of resources; (3) outdoor recreation; or (4) public health and safety.

Renewable Energy: Energy sources that do not rely on fossil fuels, including, sunlight and wind.

Resiliency (Pathway): Anticipates and responds to shocks and stressors, preparing for new risks and impacts.

Resiliency Hubs: Community-serving facilities augmented to support residents and coordinate resource distribution and services before, during, or after a natural hazard event (Urban Sustainability Directors' Network)

Scottsdale Environmental Advisory Commission: A City Council appointed citizen commission to advise the Council on issues related to preservation and enhancement of the environment.

Scottsdale Sustainability Steering Team: A group of city staff advising the City Manager and making recommendations on issues related to sustainability and the environment, as defined in the General Plan 2035. Operationally, the team provides a forum to elevate to leadership important or citywide issues that impact the achievement of sustainability goals.

Stormwater harvesting: The collection, accumulation, treatment, and/or storage of stormwater for its eventual reuse.

Sustainability: From the General Plan, sustainability is a condition of living that enables the present generation to enjoy social well-being, a vibrant economy, and a healthy environment, without compromising the ability of future generations to enjoy the same.

Glossary

Traceries Project: A series of metal recycle/waste bins that include public art features on the canal waterfront.

Walkability: The ability to access municipal amenities on foot, usually based on an objective metric (e.g., Walk Score).

Watershed: The area of land where all of the water underneath it, or draining off it, goes to the same place.

Zero Waste: The conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health (Zero Waste International Alliance).

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OTHER CONTRIBUTING CITY OF SCOTTSDALE DEPARTMENTS AND STAFF

Sustainable Scottsdale Steering Team	Tourism and Events
Office of Communication and Citizen Service	Economic Development
Public Works	Human Services
Transportation and Streets	Environmental Initiatives
Solid Waste	Community Services
Facilities	Parks & Recreation
Fleet	Police
Water	Fire Department and Emergency Management
Planning & Development Services	Web and Design Services

SPECIAL THANKS

The time and efforts of numerous citizens, community members, and staff who contributed so generously to this project are also greatly appreciated.

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway One: Low Emissions and Climate Action

Climate Planning	<u>Environmental Planning Element</u> Goal EP 8 – Plan, prepare, adapt for climate impacts
Energy	<u>Energy Element</u> Goal E 1 – Become a net-zero community Goal E 2 – Reduce energy consumption Goal E 3 – Promote energy efficiency Goal E 4 – Increase energy efficiency of city facilities Goal E 5 – Develop renewable energy sources <u>Environmental Planning Element</u> Goal EP 5 - Encourage environmentally sound design Goal EP 8 - Plan, prepare, adapt for climate impacts
Mobility	<u>Circulation Element</u> Goal C 1 – Design safe/efficient transportation corridors Goal C 2 – Reduce automobile trips Goal C 3 - Develop a connected multi-modal system Goal C 4 - Plan for future expansion Goal C 6 – Participate in regional coordination Goal C 8 - Provide a comfortable and accessible system <u>Bicycling Element</u> Goal B 1 – Develop accessible and interconnected networks Goal B 2 - Encourage increased bicycle use Goal B 3 - Promote bicycle education and safety <u>Growth Areas Element</u> Goal GA 2 - Improve transportation access <u>Tourism Element</u> Goal T 2 - Enhance mobility and wayfinding <u>Environmental Planning Element</u> Goal EP 8 - Plan, prepare, adapt for climate impacts
Air Quality	<u>Circulation Element</u> Goal C 2 - Reduce automobile trips <u>Bicycling Element</u> Goal B 2 - Encourage increased bicycle use Goal B 3 - Promote bicycle education and safety <u>Environmental Planning Element</u> Goal EP 3 - Improve air quality Goal EP 8 - Plan, prepare, adapt for climate impacts

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway Two: Nature-Based

Water Resources	<u>Environmental Planning Element</u> Goal EP 6 – Surpass water quality standard <u>Water Resources Element</u> Goal WR 1 – Ensure long-term water supplies Goal WR 2 – Prepare for climatic impacts <u>Conservation Element</u> Goal CONSV 3 – Protect watersheds Goal CONSV 4 – Conserve water Goal CONSV 5 – Minimize erosion
Open Space & Land Management	<u>Open Space Element</u> Goal OS 1 - Provide open space types Goal OS 2 - Fulfill Preserve initiative Goal OS 3 - Preserve natural open spaces Goal OS 4 - Maintain a continuous open space system Goal OS 5 - Provide developed open space opportunities Goal OS 6 - Relate to land use and character Goal OS 7 - Manage open space Goal OS 8 - Acquire, expand, improve open spaces Goal OS 9 - Expand the regional open space system <u>Environmental Planning Element</u> Goal EP 1 - Protect and enhance habitats Goal EP 2 - Demonstrate environmental stewardship <u>Conservation Element</u> Goal CONSV 2 - Protect ecosystems <u>Land Use Element</u> Goal LU 2 - Sensitively integrate land uses Goal LU 3 - Maintain a balance of land uses Goal LU 4 - Develop land use patterns that support mobility Goal LU 5 - Promote land use patterns that conserve resources

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway Three: Equitable Community

Community Services	<u>Public Services & Facilities Element</u> Goal PSF 4 -Provide a library system Goal PSF 5 -Partner with other jurisdictions <u>Healthy Community Element</u> Goal HC 1 -Promote access to health and human services Goal HC 3 -Build on wellness and healthful living Goal HC 4 -Ensure diversity and inclusion Goal HC 5 -Accommodate senior citizens Goal HC 6 -Foster a caring community <u>Recreation Element</u> Goal R 1 -Develop quality recreation facilities Goal R 2 -Provide recreational diversity <u>Circulation Element</u> Goal C 5 -Protect neighborhoods Goal C 7 -Coordinate with schools and neighborhoods <u>Neighborhood Preservation & Revitalization Element</u> Goal NPR 3 -Provide neighborhood safety Goal NPR 5 -Promote community building <u>Safety Element</u> Goal S 7 -Maintain safety through crime prevention
Character & Arts	<u>Character & Design Element</u> Goal CD 1 -Determine development appropriateness Goal CD 2 -Develop, maintain, refine Character Area Plans Goal CD 3 -Foster quality design Goal CD 4 -Enhance streets and public spaces Goal CD 5 -Promote character through landscaping Goal CD 6 -Minimize light and noise pollution Goal CD 7 -Honor western/equestrian lifestyle <u>Neighborhood Preservation & Revitalization Element</u> Goal NPR 1 -Preserve neighborhood character Goal NPR 4 -Develop neighborhood planning <u>Arts, Culture and Creative Community Element</u> Goal ACC 1 -Support arts and cultural programs Goal ACC 2 -Build on arts, culture, and creativity Goal ACC 3 -Promote creative placemaking Goal ACC 4 -Protect historic and cultural resources Goal ACC 5 -Promote a creative community

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway Three: Equitable Community

Economic Vitality	<u>Economic Vitality Element</u> Goal EV 1 - Foster economic resiliency Goal EV 2 - Enhance socioeconomic prosperity Goal EV 3 - Manage land uses to enhance economic development Goal EV 4 - Ensure fiscal sustainability <u>Land Use Element</u> Goal LU 1 Enhance economic viability and character Goal LU 6 - Improve economic well-being Goal LU 7 - Protect the Scottsdale Airport <u>Tourism Element</u> Goal T 1 - Strengthen tourism Goal T 3 - Support special events and venues
Education and Lifelong Learning	<u>Education Element</u> Goal EDU 1 - Encourage lifelong learning Goal EDU 2 - Deliver equitable, quality education Goal EDU 3 - Support safe, healthy, positive learning environments Goal EDU 4 - Collaborate with public entities

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway Four: Resiliency

Extreme Heat & Hazard Preparedness	<u>Environmental Planning Element</u> Goal EP 7 - Reduce heat islands <u>Safety Element</u> Goal S 1 - Prevent hazards Goal S 2 - Prepare for emergencies Goal S 3 - Deliver emergency response Goal S 4 - Prepare for disaster recovery Goal S 5 - Maintain airspace/transportation safety Goal S 6 - Flood impact protection Goal S 8 - Promote hazardous materials safety
Built Environment/ Housing	<u>Cost of Development Element</u> Goal COD 1 - Require development pay its share Goal COD 2 - Promote timing and adequacy of public services Goal COD 3 - Coordinate infrastructure investment and decisions <u>Conservation Element</u> Goal CONSV 1 - Achieve a sustainable balance <u>Environmental Planning Element</u> Goal EP 2 Demonstrate environmental stewardship Goal EP 5 - Encourage environmentally sound design <u>Growth Areas Element</u> Goal GA 1 - Provide direction for growth Goal GA 3 - Conserve resources Goal GA 4 - Promote infrastructure planning Goal GA 5 - Build on character and diversity <u>Public Buildings Element</u> Goal PB 1 - Provide safe, accessible, and adaptable public buildings Goal PB 2 - Design, construct, & renovate public buildings <u>Public Services & Facilities Element</u> Goal PSF 2 - Provide and maintain utility and infrastructure systems Goal PSF 3 - Plan and manage public service operations <u>Housing Element</u> Goal H 1 - Support diverse housing options Goal H 2 - Provide a variety of housing options Goal H 3 - Provide generational housing options Goal H 4 - Prevent housing discrimination <u>Neighborhood Preservation & Revitalization Element</u> Goal NPR 2 - Promote homeownership

Appendix A:

Related Scottsdale General Plan 2035 Goals

Pathway Five: Circular Systems

Waste as a Resource	<u>Environmental Planning Element</u>
	Goal EP 4 -Expand recovery, reuse, and recycling
	<u>Public Services & Facilities Element</u>
	Goal PSF 1 -Maintain an innovative solid waste system
Food Systems	<u>Healthy Community Element</u>
	Goal HC 2 -Provide access to healthy, local foods

Appendix B:

Synergy with Existing Plans and Efforts

Low Emissions & Climate Action

- [Transportation Action Plan](#) (2022)
- [Old Town Bicycle Master Plan](#) (2022)
- [Commercial Solar Guidelines](#) (2019)

Nature-Based

- [Parks & Recreation Strategic Plan](#) (under development)
- [Sustainable Water Management Principles](#) (2022)
- Integrated Water Resources Master Plan (2022)
- [Drought Management Plan](#) (2021)
- [Scottsdale Water Strategic Plan](#) (2019-2024)
- [McDowell Sonoran Preserve Ecological Resource Plan](#) (2016)
- [McDowell Sonoran Preserve, City Ordinance, Chapter 21](#)

Equitable Community

- [Tourism & Events Strategic Plan \(anticipated adoption in Fall 2022\)](#)
- [Scottsdale Consolidated Plan](#) (2020)
- [Economic Development 5-Year Strategic Plan](#) (2021)
- [Scottsdale Public Library Strategic Plan](#) (2019)
- [Community Services Master Plan](#) (2015)

Resiliency

- [Strategies for a Cooler Scottsdale](#) (2022)
- [Smart City Strategic Roadmap](#) (2020)
- [Design Standards and Policy Manual](#) (2018)
- [Emergency Preparedness Jurisdictional Project Summary](#) (2018; 2021)
- [Sensitive Design Principles](#) (2001)
- [Green Building Program](#)

Circular Systems

- [Community Solid Waste and Recycling Strategic Plan](#) (2018)



Full text of input from Commissioners

From: [Andrew Scheck](#)
To: [McNeilly, Lisa](#)
Subject: Notes
Date: Thursday, February 16, 2023 11:14:06 PM

External Email: Please use caution if opening links or attachments!

Lisa

Apologies I am a bit late as I had meetings in the evening and Ill have more notes Friday.

I believe the plan needs to have an emotional attachment, Each section to outline where we are now. What that means for us now and in the future. Where we want to be. For instance the landfill we use will be at capacity by 2035. What does this mean for Scottsdale? What can we do? Air quality - We know we have more bad days than good days? How does this affect our children, asthma, etc. This will be shown to our fellow citizens and we have to have that emotional connection to get their commitment as we need all hands on deck.

Scottsdale's residents used more than 2.3 million MWh of electricity in 2018, which is twice the amount per capita as in Phoenix. This is fantastic and the type of info we need. Why 15% by 2030 (2016 levels) Why not something more aggressive. Seems very conservative. Same with the 20% for solar.

I'd like the plan to be looked at after 1 year. Then maybe year 3 and then 5. I believe that we would be looking again in year 5 (If I'm wrong please correct me). I'd hate to not check in more often as it is very important we know we are on the right track sooner than later.

Our lack of data seems to hurt the content of the plan.. I cant imagine having a plan like this and have no real data to discuss. The data is important for everyone to know for education and to have goals that represent where we are and where we are going. Even if we had to leapfrog off data from our neighbors that would be helpful.

I understand this to be a high level, but a plan such as this still should be data driven.

Thanks Lisa for all your efforts.

Andrew

From: [ute brady](#)
To: [McNeilly, Lisa](#)
Subject: Community Sustainability Plan: Feedback and comments
Date: Monday, February 20, 2023 12:00:05 AM
Attachments: [BradyU Feedback on CSP20230216 spreadsheet-w-details.xlsx](#)
[BradyU Feedback on CSP20230216.docx](#)

External Email: Please use caution if opening links or attachments!

Hi Lisa,

Attached please find a document and a spreadsheet outlining my comments on the Community Sustainability Plan (CSP). While I did not get through all sections of the CSP, two of the five pathways are included in my feedback which I think will give you a good overview of the general and more specific edits I suggest be made. I would like to emphasize that the CSP provides a solid framework for a sustainability plan. My comments are provided with the intent to streamline and improve the CSP so that it has a quantifiable base from which a roadmap can be developed that shows us where we are, where we intend to go, and why that matters.

In a related matter, I think that any comments that you receive from Commissioners' on the CSP should be shared in their original form with all SEAC commissioners. The table format that you attached to the 2/22 agenda might be useful as a working document but Commissioners should have access to the actual comments as well. Accordingly, please share the two documents attached hereto with all SEAC commissioners.

Many thanks for your kind assistance.

Best wishes,

Ute

Feedback on draft Sustainability Plan

Provided to Lisa McNeilly, Sustainability Director, city of Scottsdale

February 19, 2023

Author: Ute Brady

This represents my preliminary feedback on the revised Community Sustainability Plan (CSP) provided to the Scottsdale Environmental Advisory Commission (SEAC) on January 10, 2023 with a focus on overarching elements of the CSP that would benefit from revisions.

The document begins with a section that outlines general comments on the CSP, including identification of three key criteria that are missing and . The remainder of the document is organized into sections that correspond to the CSP headings/sub-headings. The suggested revisions are limited by feedback time constraints and subject to further detailed editing suggestions to be provided during the SEAC special meeting on February 22.

General comments

The CSP represents a good structural foundation. However, there are several areas that could be improved to make the CSP a more impactful and useful sustainability guide.

Key criteria that are missing in the CSP:

1. **Baseline metrics** that provide a measurement of where we are now related to the areas identified in each pathway.
2. **Goals** that we strive to reach in order to improve the baseline metrics.
3. **Strategies** to get from baseline metrics to the goals.

Including these three criteria will form the foundation to establish an inspirational roadmap to get from where we are to where we want to be. It will explain why we are engaging in these activities. Finally, establishing these criteria in the CSP will establish a level of accountability that lets people know what work is being done and how it is going.

Additional general comments

1. The CSP seems to represent a potpourri of ideas that have not been fully integrated to provide a cohesive, implementable plan.
2. There appears to be a contradiction in scope of the CSP. On the one hand it is envisioned as a high-level policy document (see McNeilly memo) while at the same time it purports to be a roadmap (p.1), a framework (p. 1), a planning document (p. 1), an implementation plan (p. 2). It cannot be all of these things. Each strategy (roadmap, framework, etc.) has a different approach, setup, and methodology. Mixing all of these in one document may be why the Sustainability Plan lacks cohesion.
3. I have been told that the CSP represents a 30K feet overview and is not designed to provide details. However, even at 30K feet, one has to know where one is going and the parameters

of travel. No plane sets out without coming from somewhere (port of origin), a destination (goal), a map on how to reach the destination (implementation plan), and a way to measure whether the plane is on target (indicators). Accordingly, even a “skinny” CSP must include at least the three key criteria outlined above.

4. I have also been told that the CSP provides information on what other plans are doing (e.g., Integrated Water Resources Plan) and aims not to replicate those efforts. However, as a “community” sustainability plan, the main goal is to provide an easily understood guide for citizens (and city staff) that selects key elements from existing plans that are of particular importance to moving the city into a more sustainable direction in the next 5-10 years. It then highlights for staff and our citizens why those efforts are crucial while also setting goals, and providing pathways to reach those goals so that these key sustainability elements can be met quickly and efficiently (see three key criteria above). The current CSP provides a foundation to do this, but more work is needed.
5. It would have been good to provide tracking information (in a separate draft document) to document which edits made by Commissioners were accepted into the draft. Commissioners are volunteers who donate their time. Making it easier for them to see whether their edits were incorporated or not would save time and increase trust in the editing process.
6. Relatedly, separate information on who was included in the document review and feedback process would be useful. Sustainability affects all areas of government and input on the CSP likely was facilitated from all departments. Providing a document indicating which city departments, boards, and commissions were asked for feedback and whether feedback was provided and considered in the revised CSP would be important to know.
7. What criteria were used to determine what comments to include or exclude in the CSP?
Recommend providing such information.
8. The “Sustainability and Scottsdale” section emphasizes that this is a “community-wide plan”, but the plan does not provide any information as to how the community can get involved.
Recommend adding a section where citizens interested in volunteering can get involved.
9. The “Sustainability and Scottsdale” section states that this plan “preserves and improves what is already in place and seeks to fill in system gaps”. There is no information linking topics and actions with existing work and/or identifying gaps. **Recommend adding such information.**
10. The document includes global comments for each “Pathway Section” below. I attached a spreadsheet that I created to keep track of each pathway and related strategies and actions. The fact that I had to create a spreadsheet to make sense of the CSP highlights the difficulty that an average citizen will have understanding the goals and directions of the CSP. **Strongly**

recommend reorganizing the document based on the global comments outlined below and the attached spreadsheet comments.

11. **Data matters!** This plan relies on data collected from 1998-2005 (!) (CSP, p. 3). The fact that apparently data collection ceased nearly 20 years ago—as shocking as that may be—the lack of data does not equate to a lack of goals. There is plenty of data available from neighboring cities, like Phoenix, Tempe, and Mesa, and other sources which we can draw on to establish baseline metrics and to set our own goals.
12. **Recommend reorganizing the five Pathway sections to include the following information:**
 - a) Begin the section by highlighting major goals to be accomplished in the next 5 to 10 years, e.g. percent reduction in GHG or percent increase in green energy use/tree canopy cover. These goals should be right up front in the section, like for example:

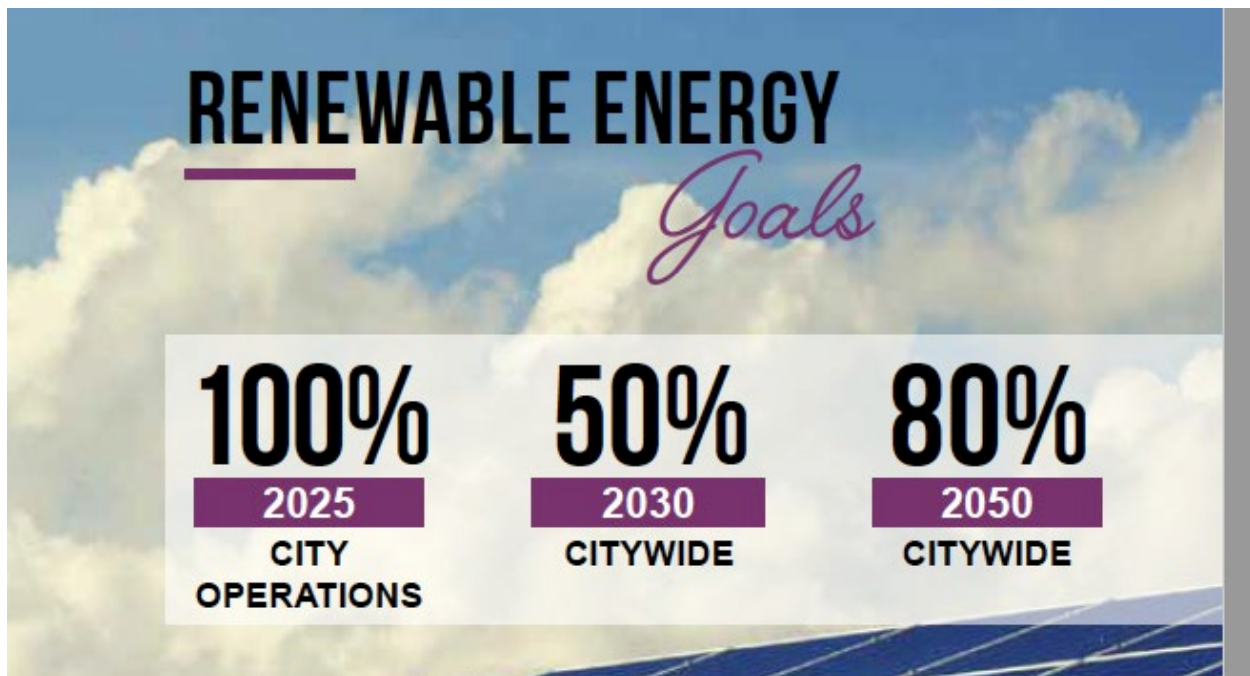


Figure 1: Sample goals set out at the beginning of the Clean, Renewable Energy section of Reno's Sustainability Plan (p. 47)

- b) Include a subsection that provides citizens with a current snapshot of where we are on a given pathway/topic – the baseline metric for each sustainability topic. For example, the amount of renewable energy the city currently generates, the amount of water used for city, residences, businesses, etc. This can also include listing major accomplishments like the green/energy codes.
 - c) Include information on environmental conditions that require further action, e.g., water shortages, increase in heat and uncertain future climatic conditions.
 - d) Identify goals that the city aims to reach to mitigate the identified environmental conditions.

- e) Include information on why citizens should care and how they can help.
- f) Include a detailed list of actions (not just plans to take action) that the city intends to take to address the listed environmental conditions.
- g) Identify benefits from the planned goals/actions, including specifically listing environmental, economic, equity-related, and health and safety benefits (see Fig. 4 for a sample).
- h) Identify related policies governing these issues (e.g., city water policies, ordinances, etc.)
- i) Identify a list of relevant metrics that will be used to measure progress toward the identified goals.
- j) Identify the role of the state (if state is involved in similar action)
- k) Optional: Discuss existing or planned programs (state and city level) that can be tapped into moving forward on the identified goals and actions.



Figure 2: Example of benefits page extracted from Reno Sustainability Plan (p. 101)

13. What was the vetting process to select the strategies and goals in each Pathway?

Sustainability and Scottsdale section (CSP, p. 1)

The CSP was renamed to include the “community” aspect of sustainability. This section includes information on why Scottsdale is special and all the things it has done that are sustainability related. However, what this section is missing is a hook or a compelling story for the public to understand why sustainability matters, what it is we, as a community, are trying to accomplish, and how this plan can help. Looking at other cities’ sustainability plans, many of those include a letter from the Mayor (or county commissioner) outlining those stories in a compelling manner that draws the community in and requests their engagement in the process (see [Sustainable DC, Reno 2019-2025 Sustainability & Climate Action Plan](#), [Clark County Sustainability and Climate Action Plan](#)).

- **Recommend modifying this section** to explain the where are we, why sustainability matters, what sustainability means, how we are addressing sustainability, when and where we are going from here aspects of the CSP.

OR

- **Consider replacing this section** with a letter from the Mayor and a more expanded Introduction section that explains these issues in more detail in a compelling manner.
- Tucked at the end of the sixth paragraph in this section is a note that the CSP is a 10-year plan. **Recommend adding a separate section outlining all timeframes.**
- Furthermore, the 10-year plan contradicts with the 5-year goals of the remainder of the CSP.

Framework section (CSP, p. 2)

This introduces the reader to the Sustainability Pathways and Topics that sustainability is organized under. The section is okay but very lean. I am not sure that the community will completely understand how the themes and topics relate to the three elements of sustainability.

- No general recommendations at this time.

How to Read the Plan (CSP, pp. 3-4)

I think this section would be more digestible with the use of visual aids similar to the ones used in other sustainability plans (e.g., Reno’s Priorities and Goals sections, pp. 14-15) (see Fig. 1 sample below).

- Recommend use of **visual aids with short description** to identify pathways and topics (see Fig. 1 as an example for visual aids used in Reno Plan).

- Recommend **adding a separate section with guiding principles** for the pathways and topics (see Fig. 2 for example taken from Reno Plan).
- Recommend **adding a picture of the desert environment** (e.g., preserves) to accompany the three urban focused pictures on p. 4.



Figure 3: Priorities for action taken from Reno Sustainability & Climate Action Plan



Figure 4: Example of guiding principles taken from Reno Sustainability Plan, p. 16

Administration (CSP, p. 5)

- See comment #8 in the General comments section above re: community involvement.
- It would be good to add the timeframe for CSP implementation here or create a separate section for implementation timeframe (as suggested under the “Sustainability and Scottsdale section” above).
- Specific steps section: annual reports – This is too vague. Who will be reporting, what will be reported, who receives the report, and who is invited to provide feedback. Urgently recommend adding those details.
- To meet transparency goals, I strongly recommend the creation of an independent oversight commission, board, or other independent body to audit CSP implementation and activities on an annual basis, including review and approval of annual reports.

How the Plan was Developed (CSP, p. 6)

14. Need itemization of boards and city departments included in the feedback process (either list them all individually in this section or refer to an Appendix where they are all listed).

Pathway One section (CSP, pp. 8-11)

15. See General comments, #12.
16. See attached table for detailed comments on this section.
17. Additionally, the intro for the mobility section is focused on trails, bicycles, and traffic regulation—none of these are effective strategies to provide a comprehensive multi-modal transportation system. Many people in Scottsdale commute elsewhere, and many people commute to their jobs in Scottsdale. The only way to address this is by increasing the linkage to public transportation (regional bus and light rail).
18. Increasing mass transit is also the most effective way to reduce air pollution (Air Quality Strategy) in Scottsdale, short-term (1-5 years). Less cars, less pollution. Supplemental strategy increase use of electric vehicles.
19. Mobility section does not match the information provided in the “How to Read the Plan” section which only identifies one mobility strategy (#3). In contrast, this section outlines three strategies. **Recommend editing for consistency.**
20. Indicators incomplete to measure goals.

Pathway Two section (CSP, pp. 13-14)

21. See General comments, #12.
22. See attached table for detailed comments on this section.
23. The actions outlined in the **Water Resources section** are not bold enough to result in the necessary water reduction to conserve, protect, and deliver the drinking water supplies we need. Under best case scenarios, Valley cities will receive between 40% to 50% cut on Colorado River water beginning next year and this will remain the case for a very long time. Given this context, **the lack of bold steps outlined in the sustainability plan (which should be coupled with an honest message to our citizens) should be seriously reconsidered.** WaterSmart registration, removing turf, and education is not going to be enough.

24. The **Open space and land management section** is equally sparse and lacking in bold action. Additionally the indicators do not measure the actions outlined. There is no recognition that in order to create, protect, and expand open space, we need to bring more desert into the urban areas. We need to buffer the city by living and designing with nature and not against it.
25. How is measuring bike lanes and routes an indicator for open space?

Pathways Three to Five (to be continued)...

Implementation (CSP, pp. 28-32, incl. Table 1)

The CSP is designed to be a dynamic plan. In order to foster accountability and transparency, it is imperative that regular reporting of work performed, and progress made towards specified goals occurs. I suggest two forms of feedback to city council, the community, and city departments:

Annual progress reports

Annual progress reports provide information on the work performed during the past year, how that has moved a project toward an identified goal, any opportunities or challenges that were encountered along the way, etc.

The CSP should define what a progress report is and what it will be reporting. It also needs to:

1. Identify the City department/entity who will be responsible for monitoring progress toward the goals.
2. Identify the City department/entity who will be responsible for the annual progress reporting.
3. Identify who, other than city council, will receive, review, and be able to provide feedback on the annual progress report.
4. Identify who the annual progress report will be shared with once it has been approved and finalized.
5. Recommend establishment of an oversight committee (see also comments under the "Administration section" above)

Implementation reports every three years

Implementation reports are more detailed than the annual progress reports and include not only a reporting of the progress made towards goals, but they also evaluate and assess whether projects are on schedule, including whether goals will be reached on time and what needs to be modified in order to reach goals in instances where progress is lacking.

Much like the annual progress reports, the CSP has to identify:

1. City department/entity who will be responsible for monitoring progress toward the goals.
2. City department/entity who will be responsible for the annual progress reporting.

3. Identifying who, other than city council, will receive, review, and be able to provide feedback on the annual progress report.
 4. Identifying who the annual progress report will be shared with once it has been approved and finalized.
- See attached spreadsheet for specific comments on implementation strategies and actions.

Table 1 comments

- This table is incomplete and does not include all actions under a specific topic.
- The table only addresses short term (1-2 and 3-5 years) goals, but it is a 10-year plan, so why not include longer-term goals?

Recommend modifying the table to include the following (see Figure 5):

Time frames (adopted from Reno Sustainability Plan): Early win; 1-3 years; 3-10 years.

Add a column with the **estimated time** to complete a specific action (e.g., 2-3 years).

Add a column to identify **staff needs** (low, moderate, high) to complete a specific action.

Add a column to identify **funds needed** (low, moderate, high) to complete a specific action.

Add a column to identify **co-benefits of a specific action**, e.g., savings or revenues from implementing an action (\$)

		LEAD AGENCY	TIME FRAME	YEARS	STAFF NEED	FUNDS NEED	CO-BENEFITS
			EARLY WIN 1-3 YEARS 3-10 YEARS		LOW MODERATE HIGH	LOW MODERATE HIGH	SAVINGS/ REVENUES
	PRIORITY 4: CREATE LIVELY, LOW-CARBON NEIGHBORHOODS (CONT.)						
4.6	Expand use of shared, micro-mobility alternatives.	SC	1-3 years	1-2	  	  	
4.7	Engage residents and businesses in campaign to reduce vehicle emissions.	SC	3-10 years	1-7	  	  	
	PRIORITY 5: TOWARD ZERO WASTE						
5.1	Develop a Toward Zero Waste plan.	SC	1-3 years	1	  	  	
5.2	Increase the number of single-family, multifamily and commercial buildings that subscribe to recycling services.	SC	1-2 years	1-3	  	  	\$
5.3	Implement a construction and demolition waste recycling program.	SC	1-3 years	1-2	  	  	\$
5.4	Compost green waste and food waste.	SC	1-3 years	1-3	  	  	\$
5.5	Expand local recycling infrastructure for processing waste into feedstock materials or new products.	SC	3-10 years	2-4	  	  	
5.6	Develop a plan to reduce litter and illegal dumping.	SC	Early win	1	  	  	\$
5.7	Improve communications about waste reduction and recycling to residents and businesses.	SC	1-3 years	1-7	  	  	
	PRIORITY 6: HEALTHY, EQUITABLE URBAN FOREST						
6.1	Develop an implementation plan to guide tree-planting activities throughout the city.	PRCS	1-3 years	1-3	  	  	
6.2	Expand the ReLEAF Reno public/private partnership.	PRCS	1-3 years	1-3	  	  	\$
6.3	Develop an urban forestry volunteer service program.	PRCS	1-3 years	1-3	  	  	
6.4	Adopt best practices in tree planting specifications and preservation.	PRCS	Early win	1	  	  	
6.5	Encourage best practices in tree care and preservation.	PRCS	1-3 years	2-3	  	  	
6.6	Collaborate with regional partners to update recommended tree list.	PRCS	Early win	1	  	  	

Figure 5: Example implementation table from Reno Sustainability Plan (p. 29).

Pathways One: Low emissions and climate planning (reduce GHG and other harmful air emissions)

Topics	Air Quality	Comments (air quality)	Climate planning	Comments (climate planning)
Strategies & Actions	Strategy: Clean Scottsdale's air		Strategy: Establish framework to reduce climate emissions	
	A: 1.1 Participate in regional efforts to improve air quality	How will this be measured? What is the goal?	Action: 1.1 Perform baseline emissions inventories in 2023 citywide and for municipal operations; update regularly	Baseline emissions data is available and can be extrapolated from Maricopa County (e.g. air quality monitoring stations in south Scottsdale (site 34) and north Phoenix (site 41)) What does update regularly mean? Install Scottsdale-based monitoring system and provide daily data to citizens? Set goals now based on available data as extrapolated from existing air monitoring sources
	A: 1.2 Expand education/outreach to city employees and residents about air quality and High Pollution Advisory days, including benefits of electric-powered landscaping equipment and reduced single occupancy vehicle trips	What about businesses and industry? How will this be measured and reported? What is the goal?	Action: 1.2 Set carbon reduction goals, citywide and for municipal operations	
	A: 1.3 Support county and state 'burn better' programs, 'no burn' restrictions, and fireworks restrictions	Why not an ordinance banning burning on high pollution days and incentives to create laser firework shows.	Strategy: Increase adaptation to impacts of climate change	
	Strategy: Support adoption of electric vehicles (EVs) and other alternative fuel vehicles		A: 2.1 Identify climate vulnerabilities and document revised climate projections	We should already have baseline knowledge of these vulnerabilities and use existing data (if not from Scottsdale, then use data collected by our neighbors Tempe, Phoenix, and Mesa)
	A: 2.1 Double number of publicly available EV charging stations to 600 by 2030	What is the current status of EV charging stations, i.e., how much of a percent increase is this and how will that foster EV adoption? When? How?	A: 2.2 Educate the public on the impacts of climate change and mitigation strategies	Identify at least one education strategy to pursue in the upcoming year.
	A: 2.2 Develop a financially sustainable plan for purchasing additional electric and alternate fuel vehicles for the city fleet		A: 2.3 Complete a comprehensive climate adaptation plan including a resilience plan for populations most vulnerable to climate impacts	Isn't this part of the work done by ASU in year 1 of their contract?
	A: 2.3 Create a municipal EV charging policy	When? What does this mean?	A: 2.3 Educate the public on impacts of climate change	How is this different from 2.2. Identify at least one education strategy to pursue in the upcoming year.

Pathways One: Low emissions and climate planning (reduce GHG and other harmful air emissions)

Topics	Air Quality	Comments (air quality)	Climate planning	Comments (climate planning)
	A: 2.4 Foster program to expand the use of e-bicycles for commute trips	How will this help? What is the percentage of people who commute via bicycle particularly in the summer. This seems nice but unlikely to help with overall air quality.	A: 2.4 Include climate resilience metrics in project planning	Again, climate resilience metrics already exist. Why must we spend time including them in project planning. This should be procedural, not a strategy or action.

Indicators	Number of good to moderate air days plus Maricopa County air quality indices (ozone, carbon monoxide and particulates)	Good	Reduction in GHG emissions citywide	How will we measure this? Is one of our actions to install air quality monitoring stations throughout Scottsdale?
	Number and location of publicly available EV charging stations	Good	Reduction in GHG emissions for municipal operations	How will we measure this? Mobile air quality measuring units?
	Gallons of gasoline and diesel used in municipal vehicles	What about businesses and residential?		
	Number of city fleet powered by alternate energy sources	What about businesses and residential?		

Pathway 1 One: Low emissions and climate planning (reduce GHG and other harmful air emissions)

Topics	Energy	Comments (energy)	Mobility	Comments (mobility)
Strategies & Actions	Strategy: Develop a Net-Zero Energy Strategic Plan to accelerate renewable energy installation and expand adoption of energy efficiency practices	This is not a strategy - it's a plan	Strategy: Stengthen integrated transportation planning	
	A: 1.1 Reduce per capita energy consumption by 15% by 2030 (relative to 2016)	This is a strategy, albeit a weak one. Recommend aiming to get to 80% net zero by 2030	A: 1.1, 1.3, 1.4, 1.5 are focused on leisure activities, bike paths and trails.	In order to lower emissions and other harmful air pollutants the focus must be on commuting behavior and industry/business/municipal uses. These actions focus on leisure activities which are not the main contributors of air pollution.
	A: 1.2 Increase installations of solar energy to 20% of owner-occupied homes by 2030	Arizona is a desert state - we have sun 95% of the year. This is too weak of a goal. Need to increase to 80%	A: 1.2 Increase frequency of transit service where needed and make necessary regional system connections to reduce automobile use and provide travel options	This is a key strategy! Needs how and when. Also no measurement provided to determine whether linkage to mass transit has improved.
	A: 1.3 Work with utilities to promote energy efficiency improvements for residential and commercial properties and educate property owners on incentives	Details? How to measure? What education programs? When will they launch?	A: 1.6 Develop a micro-transit system tailored to community needs	Good strategy. Should focus on electric or other alternative fuel use vehicles Still needs goal identification. How are we going to do this and when will it be accomplished? How will this be measured?
	A: 1.4 Investigate ways to develop battery or other storage capacity	Too ambiguous. Who will investigate. How will this help? Can this be done at the municipal level?	A: 1.7 Ensure adequate resources to maintain and upgrade our transportation network	How? When? How will this be measured?
	Strategy: Improve municipal energy performance	How much? By when?	Strategy: Prioritize active transportation	Nice strategy but pursuing this will have minimal impact on air quality and heat mitigation
	A: 2.1 Employ a citywide energy management system and track city energy use	When?	A: 2.1 Modify the street network to safely include active transportation modes	
	A: 2.2 Dedicate staff resources to managing energy programs	Details? No measurement for this action.	A: 2.2 Increase the walkability of neighborhoods	

Pathways One: Low emissions and climate planning (reduce GHG and other harmful air emissions)

Topics	Energy	Comments (energy)	Mobility	Comments (mobility)
	A: 2.3 Conduct energy audits for 50% of all municipal buildings and implement the remedial measures identified	What remedial measures? None identified. Goal is too weak. We should be able to conduct energy audits on all municipal building within a year or two. Is this a one-time audit? If so, how will we measure energy decreases?	A: Achieve a Platinum Bicycle Friendly Community designation from the League of American Bicyclists	
	A: 2.4 Expand clean energy generation on city facilities	By how much? When?	A: Provide more education on bicycle safety	
	A: 2.5 Continue to convert streetlight systems, park lighting and other civic lighting to LED technology A: 2.6 Join utility green power programs	Target date for completion of this activity? Why is this an action. This should already be done.	Strategy: Ensure accessible mobility for all residents by improving transportation systems A: 3.1 Use Complete Streets as the framework for the transportation system; eliminate or repurpose unneeded vehicle lanes A: 3.2 Provide access to a shared use path within a ¼ mile for all residences	This won't work unless there are public transit options.

Indicators	Total energy use (kWh), citywide and for municipal operations	Why only municipal? Include businesses, industry, and residences (single and multiple housing units)	Commute mode split (including single occupancy vehicle usage) and trip reduction performance
	Solar energy installed, citywide and for municipal operations	Why only municipal? Include businesses, industry, and residences (single and multiple housing units)	Bus/trolley ridership
	Percentage of households with an energy burden greater than 6%	Wouldn't the appropriate measurement be reduction of households with an energy burden of greater than 6%? How does this align with green energy though? Energy efficiency measurement of homes powered by traditional (non-green sources of energy) can also lead to such reductions. Shouldn't there be an independent measure of green energy use in households? fueled can lead to reductions in	Percentage of population within a quarter-mile walk of a collector or arterial street that provides access to sidewalks and bike lanes
	Number of municipal systems converted to LED lighting	Okay. This measures progress toward action 2.5	Miles of completed bike lanes, neighborhood bikeways and shared use paths and trails
			Miles of sidewalk with shade trees Vehicle miles traveled, citywide
			Need to measure increased linkage to valley-wide public transportation system, including light rail and bus.

Pathways Two: Nature-based (protect and enhance city and natural environment by conserving resources & balancing land use and open space)				
Topics	Water resources	Comments (water resources)	Open space & land management	Comments (open space & land management)
Strategies & Actions	Strategy: Ensure water system resiliency		Strategy: Expand management of open space and improve access	
	A: 1.1 Incentivize registration for online visualization portal and leak alerts (WaterSmart)	Goal? Timeline to reach goal? How is this going to impact water use. Doesn't this just apply to residences?	A: 1.1 Encourage connectivity of natural area open spaces, scenic corridors, developed open spaces and open drainage easements	How do we measure this? What is the goal? When do we aim to reach it?
	A: 1.2 Remove non-functional/non-recreational turf at city facilities and retrofit all municipal irrigation systems to smart controllers	Why only municipal properties? What about residential, multi-family housing, businesses? Goal? Timeline to reach?	A: 1.2 Update Community Services Master Plan goals related to parks, open spaces and their proximity to households	What specific goals are we addressing with this action? How will these goals be updated? When? How do we measure this?
	A: 1.3 Reduce non-functional turf by 30% through education and turf removal rebates	Define nonfunctional turf. Does this apply to residences, businesses, or industry? 30% of what baseline? When to reach this goal?	A: 1.3 Identify long-term maintenance funding	Strategy to do this? Goal?
	A: 1.4 Incentivize improvements to irrigation equipment for residential and commercial customers	How? Goal? When to reach goal?	Strategy: Support practices that preserve the Sonoran desert ecosystem	
	A: 1.5 Support low impact development site planning, building design and streetscapes	What does this mean. How will this be measured? Goal? Timeline to reach goal?	A: 2.1 Increase awareness of best practices to reduce invasive species and wildfire concerns	Education campaign starts when? What is the goal? How do we measure it?
	A: 1.6 Increase number and reach of water conservation community engagement activities	What is the baseline? Goal? When to reach goal? How to reach goal?	A: 2.2 Support the Native Plant Ordinance and its enforcement	What is the current compliance record? Level of enforcement? How much does it need to be increased by? Goal? When to reach? How to measure?
	A: 1.7 Expand water conservation programs in concert with the Drought Management and Water Master Plans	What is the baseline? Goal? When to reach goal? How to reach goal?	A: 2.3 Develop guidelines on the use of non-chemical and less-toxic pest management strategies and educate residents on these options	Seems more like a strategy than an action. Needs its own set of actions, goals, and measurements

Pathways Two: Nature-based (protect and enhance city and natural environment by conserving resources & balancing land use and open space)				
Topics	Water resources	Comments (water resources)	Open space & land management	Comments (open space & land management)
	A: 1.8 Review water use and conservation in development projects through the framework of the Scottsdale Sustainable Water Management Principles (Principle 4)	This isn't an action but an administrative process. Not sure this is useful in the context of an action item list.	A: 2.4 Develop Design Guidelines that support native ecosystems and desert biodiversity	Seems more like a strategy than an action. Needs its own set of actions, goals, and measurements
			A: 2.5 Maintain tree inventory and encourage use of desert-adapted trees to support heat reduction strategies	Current tree inventory only logs municipal trees. When will this be expanded to businesses, multi-family housing, residences? Million trees project? Again, what is the goal, how do we measure it, when do we aim to reach the goal?

Indicators	Total water use	Business, city, industry, residential? Per household? Per business? Measured when and how?	Miles of bike lanes, bike routes, neighborhood bikeways, shared use paved paths and unpaved trails	These indicators do not match the actions outlined above.
	Total residential daily use	What about businesses, industry, municipal use?	Acres of public and private open space, total and by census block	
	Gallons of reclaimed water recycled		Native plant salvage and restoration and invasive species removal	
	Gallons of groundwater treated		Number of acres maintained to reduce wildfires	
	Gallons of water recharged			
	Square feet of turf removed			
	Number of customers registered on WaterSmart			
	Percentage of water meters converted to Automatic Meter Infrastructure			

Three: Equitable Community (build just, livable, and thriving communities reflecting the character of Scottsdale)				
Pathways	Community services	Character & Arts	Economic Vitality	Education & engagement
Strategies & Actions	Expand community programs and services that support sustainability and equity goals	Reflect sustainability in character-based planning	Integrate green innovation and sustainability into economic planning	Improve community sustainability knowledge and capacity
		Strengthen connections between arts and culture and sustainability		

Pathways		Four: Resiliency (anticipate and respond to shocks and stressor, prepare for new risks and impacts)			Five: Circular systems (support models of production and consumption that reduce, recycle, repair, and repurpose products and materials)	
Topics		Extreme heat & hazard preparedness	Built environment & housing	Smart city	Waste as a resource	Food systems
		Reduce urban heat impacts	Reduce impacts of the built environment through sustainable building practices and policies	Improve community livability and municipal sustainability by combining smart technologies with traditional infrastructure	Increase the diversion rates for material streams	Ensure access to healthy foods for all community members
Strategies & Actions						
		Address climate and natural hazards in integrated emergency management planning	Ensure benefits of greener buildings support high-quality, safe and affordable housing		Strengthen local markets for recycled-content, recyclable and reusable materials	
					Expand opportunities for diverting organic waste from the landfill	
					Reduce waste generation	

Pathways IMPLEMENTATION				
Topics				
Pathway				Implementation
Strategies	Increase capacity for implementation	Comments (increase capacity)	Reflect community values in implementation	Comments (reflect community values)
Actions	A: 1.1 Identify and nurture staff and community champions for sustainability	What is the baseline? What is the goal? When do we aim to reach the goal? How do we get there?	A: 2.1 Build an implementation toolkit to drive decision-making in execution of strategies and actions	How does this lead to a reflection of community values in implementation?
	A: 1.2 Create staff training modules and community outreach media to increase awareness of sustainability solutions and to build the constituency for continuous improvement	These are two separate issues - staff and community. Need separate strategies, goals, measurements, etc.	A: 2.2 Expand community engagement to give more community members a voice on implementation	How? When? Who will do it? What are the goals? How will the feedback be measured? How will the input be processed?
	A: 1.3 Craft a 'build-a-plan' toolkit for residents and small and medium businesses, including a mechanism for reporting on progress	I am unconvinced that the toolkit as presented in Table 2 will help increase sustainability capacity for residents and businesses. It seems more like an internal checklist of questions.	A: 2.3 Partner with Diversity, Equity and Inclusion program on development of priorities	How? When? Who will do it? What are the goals? How will the feedback be measured? How will the input be processed?
	A: 1.4 Regularly engage with communities and residents	Define regularly engage. Who will engage. What is the goal? When do we aim to reach it? What about incentivizing the community to participate in sustainability efforts?	A: 2.4 Develop checklists for evaluating projects and proposals	How? When? Who will do it? What are the goals? How will the feedback be measured? How will the input be processed?

Pathways				
IMPLEMENTATION				
Topics				
Pathway				
Strategies	Ensure transparency	Comments (transparency)	Leverage governance structures to speed execution	Comments (leverage governance structures)
Actions	A: 3.1 Produce an annual report on progress toward sustainability goals including data on the Sustainability Indicators and a section specifically chronicling city achievements and data	See comments in document	A: 4.1 Use the Sustainable Scottsdale Steering Team as a forum to elevate to leadership important or citywide issues that impact the achievement of sustainability goals	Not sure what this means. Recommend revising for clarity. If I don't know what it means, how can a citizen understand this?
	A: 3.2 Track operating and capital spending on sustainability-related work and operational savings and project rebates in partnership with the City Treasurer	Will this information be publicly available. If so, when and where. What data will be included?	A: 4.2 Set a green procurement goal as a percentage of total municipal purchasing	This shouldn't be a future goal. This should be an established goal outlined in the CSP.
	A: 3.3 Document estimated co-benefits, like improved air quality and health and consumer savings	Improved air quality is a goal and not a co-benefit, and so are health and economic benefits. All of this data should be measured and reported annually in progress reports and every three years in implementation reports	A: 4.3 Formally update the Community Sustainability Plan at least every 5 years	Disagree. See feedback document - annual progress reports and implementation status reports every three years.
	A: 3.4 Host a regular community event to share successes and solicit feedback	How is this different from Action 1.4?	A: 4.4 Share successes and challenges with other cities locally and nationally	Motivation and incentives for city employees
			A: 4.5 Create a culture of sustainability within city operations through departmental and performance goals and efforts by the employee Green Team.	Motivation and incentives for city employees

**DRAFT SUSTAINABILITY PLAN OBSERVATIONS AND INITIAL OVERALL RECOMMENDATIONS ON
THE JANUARY 25, 2023 DRAFT OF THE SCOTTSDALE COMMUNITY SUSTAINABILITY PLAN
PREPARED FOR THE SEAC SPECIAL MEETING 2/23/23 by Tammy Bosse**

It is very exciting to be getting so close to having our first Scottsdale Community Sustainability Plan (CSP). Much wonderful work has been accomplished to get us this far. Here is a beginning list of ways that SEAC could consider recommending to the City Council and to Mayor Ortega for ways to make this a more effective and robust plan. I ask that you forgive possible typos and some repetition I needed to put this together in a very short time in between short opportunities within an extremely busy schedule. Again this is the larger picture considerations, and more work needs to be completed collectively on each section of the plan to elevate it further prior to adoption.

We all want the Sustainability Plan to be completed asap and we are making very good progress. It is difficult to take more planning time with this anticipation. However, since this has been set forth as a ten year plan, and the next ten years are CRITICAL years for shifting our foundational operations towards a much higher level of sustainably impactful operations, it is important that we take the reasonable time necessary to uplevel the January 2023 draft before proposing a draft to the City Council. We have taken our ecosystem for granted and now we have never faced a bigger impending crisis in our lifetimes. Therefore, we are charting new ground and the CSP needs to be a bold and impactful as the magnitude of the challenge. Now that we know more, we can do more to transform our future positively.

We are the people presented with forging the new path to enable us to continue to live comfortably and happily in Scottsdale. Let's set a new standard for municipal sustainability leadership and be the best forward-thinking caretakers that we can be, in order to protect our residents and this wonderful place to live and work. When complete, this plan will jump start and inspire us to add a sustainability lens to most everything that we do within the City. That will be a sizable shift in much of City operations.

Buckminster Fuller said: "You never change things by fighting the existing reality. To change something, build a new model"

Are we building that new model with this plan?

Are we thinking big enough?

Do we have measurable goals?

Do we spell out clearly WHY this matters and why it is important?

Do we make the benefits clear of taking these actions?

Do we tell the stories of how the future looks different if we make the choice to choose these sustainable actions vs. business as usual?

Does the plan spell out where we are now so that we can measure our achievements as we make progress?

Are the Strategies and Actions in a measurable format and are they the most impactful items to focus on based on defined criteria?

Are the strategies and actions all at a level that constitutes "high level policy"?

Are we very clear on what is the desired outcome achieved from taking these actions?

- ***The answers to these questions need to be a resounding YES before we proceed with a recommended document to the Mayor and City Council.***
- **The current draft will be improved with improvements in format, content, "compellingness", clarity, and clear accountability from where we are now to where our measurable goals will take us.**

SUGGESTIONS FOR CONSIDERATION:

1. In order to answer a resounding YES to the above and other questions, I propose that Mayor and City Council authorize a short-term task force / working committee to complete the version of the Sustainability Plan to be presented to City Council for consideration. This would include engaging internal staff and possibly an additional Sustainability Plan expert to facilitate and provide input to help finalize the draft, incorporating this group's input, other public input deemed necessary. This short-term project consultant or chosen City Staff facilitator /Strategic Planner would work with our knowledgeable City staff and this group. The for a starting discussion the group could consisting of a minimum of three and as many as all SEAC members, and in the range of seven to ten community members with relevant expert sustainability and Sustainability Plan expertise. The group would first review the structure of the document with possible revisions. Then the content of the document in its entirety, section by section, similar to the General Plan final community review process.
2. ADD ENGAGING AND COMPELLING LANGUAGE TO PULL PEOPLE INTO THE SPIRIT OF WHY THIS MATTERS AT THE BEGINNING AND THROUGHOUT THE PLAN. Plans are important execution mechanisms. *Dreams/visions of an inspired future state open our minds and move us to have the sustained drive to do things that we never thought was possible. Money follows vision so the more compelling that our vision is, the more resources will come available to bring that dream/vision to life.*
Tammy Bosse

- **Simply put: We must take appropriate action in order to be able to live comfortably while preserving resources and opportunities for future generations.**
- **"We must come to terms with the reality that without a healthy eco-system, we have nothing and with a healthy eco-system we have everything we need". Tammy Bosse**
- Adding more examples, stories and data to help people see the direct benefit to their lives and why investing time and money into these goals matter so much. Our goal needs to be for our City employees, volunteers and community members to embrace this CSP enthusiastically. Adding some heartfelt story style or other engaging way to personally connect people with this document as key to their own wellbeing will be powerful. **This is our gift to current and future generations. The majority of people don't live lives or run businesses with a broad sustainability lens but do expect that people in service within the government infrastructure lead the way in service that results in securing a future with a high quality of life. Let's bring the imperative language further to life in a way that engages the City employees and residents.**
- **Add the verbiage in the second half of page 29 from the October draft.**
- **Add the Environmental Planning Element introduction from the General Plan to the entry of this document Page 85.**
- Quotes, photos even extracting info from the 2022 Organization Strategic Plan at the beginning like the goals". **This should not be left to the promotion part of the process. The plan ITSELF should inspire.**
- **Samples to get the thought going:**

"33% of businesses are integrating a sustainability strategy to improve operational efficiency and drive down costs. With this in mind, efficiency improvements can in turn boost operational profits by as much as 60%" according to McKinsey.Sep 29, 2022

From Harvard Business School Online: "Sustainability doesn't mean sacrificing profits or putting success on the backburner. Instead, it has become a crucial element to any organization's successful strategy. A business that doesn't factor in sustainability risks is less successful in several measures, including profitability, growth, and employee retention." By integrating sustainability into your business strategy, you can find success because, rather than in spite, of sustainability.

Buckminster Fuller: “You never change things by fighting the existing reality. To change something, build a new model”

Dr. Michael Crow, ASU 16th President. “Outcome is something that you haven’t yet attained, this balance between the built environment and the natural environment, with wealth generation, with profit seeking, with democratic engagement, with the forces of economic democracy, all of those things working, in which the outcome is assured that we will successfully adapt to the future, but more important than that, a particular outcome about a sustainable future.

ASU 8 sustainability goals: Through eight overarching sustainability goals – **circular resources, climate positive, collaborative action, community success, food reconnection, optimized water, personal action, and resilience** – ASU takes seriously its commitment to solving the climate.

Some other ideas to get the thinking going:

Scottsdale’s goal is “To lead the region in stewardship and sustainable management of the Sonoran Desert environment”

Find a good quote from a former or current elected official said, or a celebrated community volunteer, or a child in Scottsdale, or a famous environmental champion. To be vetted for the best relevance to Scottsdale.

These are from the Earth Day 2022

“Preserve and Cherish the pale blue dot, the only home we’ve ever known.” Carl Sagan

“Land is really the best art.” Andy Warhol

“Let us permit nature to have her way. She understands her business better than we do”. Michel de Montaigne

“Look deep into nature, and then you will understand everything better.” Albert Einstein

“The Earth is what we all have in common” Wendell Berry

“Look after the land and the land will look after you, destroy the land and it will destroy you.”
Aboriginal Proverb

“For in the true nature of things, if we rightly consider, every green tree is far more glorious than if it were made of gold and silver.” Martin Luther King, Jr.

“I firmly believe nature brings solace in all troubles.” Anne Frank

“There is no medicine you can take that has such a direct influence on your health as a walk in a beautiful forest.: Dr. Qing Li

“You can never see a plant grow, but they do.” Carol Plum-Ucci .

My comment: This is like so much of the work of government. We are looking to do things that improve our current and future state by planting the seeds now, tending the soil and nurturing the plants so that they are healthy for years to come.

3. FORMAT

- The FORMAT needs more specifics including accountability with clearer, measurable goals and who is responsible (ie which city departments or others – or spell out when this will be determined). The Framework says that this is a guiding policy document, which is fine but, if so, what plan will spell out the details? The General Plan articulated guiding policy direction.
- There needs to be clear goals with the stated desired outcome and the public will benefit more if the goals are often audacious.
- When we worked on the General Plan we were told that the Sustainability Plan and other plans would offer more specificity. This does provide some degree of specificity but is still mostly very broad and has very few measurable goals. If this plan is going to provide general policy direction, then when do we get specifics on timelines, target projections to measure and more specific on who is responsible? We need to state clearly the outcome of these strategies and actions.
- This draft has some formatting with overall strategies and actions and some smaller detailed action items, sometimes seemingly random.
- The general strategies are limited as are the actions and some of the actions are somewhat random and unparallel in scope or level of importance. More work needs to be put into making these more parallel in scope.
- The Implementation section needs to address a ten year span for all of the strategies and actions.

4. CONTENT

- The CONTENT needs to be further evaluated, prioritized, and in most sections revised based on further SEAC and other appropriate evaluation with established criteria for inclusion. We need to have a baseline of where we are in the content and where we want to get to in order to measure our progress.
- Goals / outcomes need to be better stated or added where missing and measurable.
- The issue imperative at the top of each page could be improved in some areas to be more compelling so people really feel and understand the WHY of each section.
- It would be impactful to identify the overarching BIG IMPACT items and highlight those in the document.
- The compilation of strategies and actions need to be further fleshed out and enhanced. They sometimes do not correlate to the intro paragraph.
- Some of the introductory sections need a stronger imperative, current state, the why and the outcomes if we take action.
- Also, like publishing a book, it needs more work going through the details section by section, with some wording, photos, etc.
- Are these the right strategies?
- Did we miss anything really important?
- Is there something here that is not the best of the selected few to be incorporated?
- Was the SEAC annual considered for action plans and content?
- What are the priorities?
- What are the biggest impact items?

CONTENT EXAMPLES. I hesitate to submit this section because there is so much more work that needs to be done section by section. That said, here are some very preliminary examples which in no way indicate a complete set of recommendations for each section: I do not have time to write out every single suggestion. Some will need to be in a meeting format. We also need to see if the process is going in this direction before tons more volunteer time is spent at the expense of work and personal demands.

- Climate Action Section:
 1. Add “restorative” to the descriptive statement.
 2. Considering “climate positive”. There are actually ways to do this. Our plan is missing that.
 3. Is the goal “a better understanding of the problem”? There is really no goal stated other than that. The goal should be something more along the lines of outcome of natural Sonoran Desert climate restoration OR being climate positive that we reduce carbon emissions to reduce stress on the ecosystem which will restore a more livable moderate climate, provide more natural resources like water, and enhance our quality of lives here.
 4. The intro paragraph talks about buildings and alternate modes of transportation but there are not strategies or actions around those items.
 5. Sustainability Indicators – what about health, life expectancy, temperatures, etc?
- Energy section
 1. There is no mention of any increase of commercial solar installations.
 2. How was it decided that 20 percent is a sufficient goal for residential solar installations?
 3. Why are we only working with utilities to promote energy efficiency improvements
- Air Quality
 1. AQ1 very minimal and largely duplicates what the county already does.
 2. What about carbon minimal modes of transportation
 3. What about more trees and shade as air quality strategies?
- Water Resources – mixed smaller action items mixed with broader policy type statements
 1. Nothing about organic turf management
 2. No specifics to reduce water use in city facilities by _____% by _____
 3. in 1.4 add plumbing fixtures to incentives
 4. Add showcase and benchmark good examples of water smart buildings and landscaping
- Open Space
 1. In 1.3 insert resiliency funding
 2. Add a boarder statement about an Integrated Park System that promotes health and well-being and quality of life for the residents of and visitors to Scottsdale
 3. In 2.3 should also include the city and commercial / industrial use of implementing non-chemical and less toxic pest management strategies (current take city off the hook)
 4. Wildlife corridors need to be added
- Economic Vitality
 1. Make the connection that ECO is the essential part of economy. That we must develop our economy in sync with the eco-system
- Extreme Heat
 1. Engage citizens in creative ways like “Be a Cool Champ” initiatives
- Waste as a resource
 1. Address policies that prohibit cities from adopting more sustainable waste reduction practices
 2. Incorporate true cost pricing for waste vs. recycling vs. true circular
 3. Expand recyclable items ie #4 Amazon packs and Biopack #1 food container
 4. Promote compostable food take out and composting throughout the food industry

5. Update the Community Solid Waste and Recycling Strategic Plan using the new General Plan and Sustainability Plans as guiding principles
 6. Move 3.4 to 3.1 and add a green bin pickup option for residential and commercial use
 7. On 2.1 add to Adopt municipal green purchasing policies... that prioritize purchasing based on sustainability practices
- It would be helpful to have a more transparent way to see what input from SEAC members and others were included or not included. What was the criteria for including certain items and excluding others. Who was involved in that decision process? How many experts were also involved along with the citizens in the idea / input collection?

5. ACCOUNTABILITY

- Benchmark other City Goals before we finalize ours. Do further research on what other cities have accomplished through their Sustainability plans and overlay what could work well for Scottsdale.
- There are very few measurable strategies and actions in the plan. If this is a policy document only, it can be followed up with action plans that have specific goals but when doing the General Plan, we were under the impression that the Sustainability Plan would have more specifics. When we add strategies and actions it dips into an action plan arena. There are some specifics but more is needed. Who is in charge of oversight beyond annual reports will be prepared by staff? Will the reports be specific so that we can measure how we are doing on them? We have to include measurable goals in order to measure and track.
- The implementation table is a great idea but it is incomplete, needs further input and evaluation. In its current format, it implies that the one or two chosen items are the only things that will be worked on making it confusing. Who chose these few items? We need time to give input on the priorities. It is almost better not to have the current implementation table because it is incomplete. What is really needed, however, is all of the strategies and actions to be in the implementation table.
- We were told there would be a review of this document in 5 years but the text says this plan is for the next 10 years so that is the greater context unless revisited. In the sustainability space technology and general knowledge will be updated at a rapid pace and even in 5 years this will likely be somewhat antiquated. I strongly request that this document be reviewed in no later than 3 years since it is the first CSP for Scottsdale.
- Table 1 – Implementation - has some inconsistencies with the overall document and could be more harmful than helpful because they only have one or two items per section. Lacking more clarity on who is responsible and measurable goals, what is ongoing, people can mistake the two as the only two being worked on initially.

6. PROCESS

- The input was good during the process but was mostly limited mostly to short sessions using sticky notes in a more cryptic preliminary format. There were limited interconnectedness conversations.
- It is unclear what the criteria was to determine what was chosen out of all of the input to be included as strategies and actions in the document.

- While there was much good input, SEAC had limited input with sticky note sections and direct staff individual input, but only and short amounts to time to offer input, particularly together where we could hear the others thoughts, concerns and inspiration in a facilitated format for plan incorporation.
- What were the other community sustainability groups engaged in the process? Need some better identification of community groups being willing to help execute this or notation that we will reach out to those groups to engage them and identify them over the next year
- SEAC's was first given the opportunity to review the final draft in totality shortly before the January meeting. Much concern was expressed that more work is warranted at this stage before a full SEAC recommendation is made to Council. Much has been done and more needs to be done.
- There is little reference to specific departments who will be championing different areas. If that is premature then we need to add that specific departments will be determined and documented over the next year, along with other entities within the community if appropriate.
- If we are depending on other plans to implement some of these items, it would be prudent that we recommend that these plans be updated with a sustainability lens incorporated within the next three years. If the City is really serious about being sustainable, each department will be going through a process of strategically thinking how they can do that and this document would be a guiding document for that process.
- Input opportunities have felt rushed and limited regarding the fleshing out phase of the process where we are identifying what the priorities are from the community input and raw data
- There has not been a round of public input on the current draft. Adding another round of public input would be welcomed.

Absence of baseline metrics, where we are now, trying to improve metrics by this amount of time?

1. Establish a clear map of where we are now to where we want to go and what success looks and feels like when we get there.
2. Explains WHY social, health and economic benefits.
3. Accountability for achieving these goals - to what end and what are the measurable benefits
4. Missing quantifiable foundational data from which a baseline can begin. This needs to be communicated with accountable outcomes.

There are dozens and dozens more items for suggestions that would elevate this plan that will be presented through this process is SEAC wants to proceed with recommending an appropriate amount of time to City Council to allow time to complete a final phase of SP development. It is recommended that SEAC carefully consider these recommendations and recommend that the process is extended in order to facilitate and incorporate these and other suggestions that are deemed prudent by SEAC members.

Respectfully submitted by Tammy Bosse, Commissioner, for SEAC consideration as we proceed with the final phase of getting Scottsdale's first Community Sustainability Plan completed and adopted.

Public Comment

From: [Philip Allsopp](#)
To: [McNeilly, Lisa](#); [Brown, Sam](#)
Cc: [Ute Brady](#)
Subject: Public Comments - Sustainability Plan
Date: Tuesday, February 21, 2023 10:30:24 AM
Attachments: [Comments on the City of Scottsdale Sustainability Plan PDA 022023.pdf](#)
[SAC-Vision-Values-Actions_Policy_Impact_112812.pdf](#)
Importance: High

External Email: Please use caution if opening links or attachments!

Good morning Lisa and Sam:

Yesterday I submitted a comment regarding the Sustainability Plan but there was no way for me to upload a couple of documents that provided examples of the topics I was addressing. I did try and put in carriage returns to separate the paragraphs of my comments but I suspect my comments may have been truncated into one continuous block of text and some possibly deleted by yours truly - pilot error.

In any event I thought I would reach out to you with a) my comments on the Sustainability Plan and b) the document which is part of the work I was doing with Greg Stanton's Sustainability Advisory Council back in 2012 when he was Mayor. The points I was making in the Phoenix Mayor's office document were similar to the work I was doing with the Deputy mayor's office in Barcelona around that same time when they were in the midst of developing Smart City policies for addressing the water, energy and irrigation situation in that part of Catalonia.

I've cc'd Ute Brady on this as Chair of the SEAC

Hopefully this all makes sense and will add some value to the work that you and the Commissions have been undertaking

With best regards

Phil

Philip D. Allsopp
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Comments on the City of Scottsdale Sustainability Plan

Submitted to the City of Scottsdale's Public Comment web portal, February 20, 2023

Philip D. Allsopp
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By way of introduction, I am the CEO of UrbanIntel Labs, Inc. We bring the art and science of 3D visualization, analytics, and simulations to urban policy, planning and design clients globally. I am also a Senior Scientist with Arizona State University's Global Futures Laboratory where my work and research are on improving the spatial DNA of human habitats to address ballooning ecological, social, and economic crises arising from urban growth and accelerating climate challenges. I have been a keynote speaker in the US, EU and Australia on topics of healthy cities, smart cities, and designing urban infrastructures for wellbeing and health – "architecture as a public health endeavor". My prior leadership roles include practice directorships at Electronic Data Systems, A.T. Kearney, and Perkins & Will, and CEO roles in the US health insurance industry (large scale health care data analytics and visualization systems) & with the Frank Lloyd Wright Foundation based at Taliesin West in Scottsdale. My wife, Lauren and I live in Scottsdale, Arizona.

Complex social, economic, and environmental challenges are faced by most urban regions across the globe. Understanding and acting upon the complexity and interlinkages among topics like water, energy, food and shelter security, transportation infrastructure, education, health care and commerce, for example, can seem daunting prospects for any municipality to address, let alone solve. However, solutions with systemic and sustained benefits can be developed if the ways and means of communicating forward-looking plans are seen by the people and their elected representatives as something other than static credenza-ware that might get updated or tweaked at some time with some data.

I have reviewed Scottsdale's Community Sustainability Plan and, like for cities everywhere on earth, it aims to represent a "flight plan" for a more sustainable and resilient future. While each city's plan will need to meet its unique waypoints along the way, at the heart of these plans has to be a clear understanding of where things stand today - a base canvas if you will of what is happening today, the resources being consumed, the commerce being conducted and infrastructures, physical and human, whose capacities and funding make things possible. If these forward-looking plans start off with baseline metrics and data from a variety of different sources (public and private) it is possible to link various action initiatives to this data and run the clock forward to see whether and by how much the quantitative values we see and experience today are likely to be improved in measurable ways. These criteria are mostly missing in Scottsdale's current Community Sustainability Plan and I would recommend adding the following information to the five pathways outlined in the Plan:

1. Where we are today and from whence, we have come (baseline metrics, trends and data values)
2. A road map or flight plan for achieving future outcomes (actions that improve the data values)
3. What those outcomes are likely to be (identifying quantifiable potential risks along the way)
4. The reason why these initiatives are important and need funding for carrying them out (communicating intent and answering a multitude of inevitable "Why?" Questions)
5. Accountability for the achievement of those forward-looking goals (City administration, citizenry, elected officials and others)

The plan itself sets out a framework but the one thing I was looking for is baseline "performance" metrics so that policy ideas can be tested to see how and in what combination a variety of initiatives can improve the value of these metrics. The strategies then put forth ought to show how the value of metrics are improved by those strategies and over what period of time. These baseline metrics could include but are not limited to:

Baseline Metrics (data sources and availability permitting)

- Population changes by age group
- Water usage per capita by month
- Water recycling rates (domestic vs centralized)
- Ground water re-charging rates and volumes
- Miles driven per capita by month
- Commute Distance
- Commute Times
- School size (students)
- School bus miles and capacity
- School bus capital and maintenance costs (2015-2022)
- Walk Score by Zip Code (for example)
- Gasoline or Diesel consumption per capita per annum
- Heat related morbidity and mortality levels per 100,000 by age group
- Health care spend per capita (2015-2022) by age group
- Ground level temperatures - parking lots, highways, shaded and non-shaded areas etc
- Tree canopy (density and coverage)
- kWh per built square footage trends (2015-2022 - APS and SRP Data)
- kW of installed Solar Power (grid-tied and off-grid) - 2015-2022 (relates directly to water savings in energy generation)
- GDP per capita
- Tax revenues per capita
- Days of food on shelves in grocery stores
- Supply distance for food types

Policy Variables that impact directly the above baseline metrics might include - but not limited to

- Population changes including visitor volumes
- Changing zoning rules impacting density, height, setbacks and tree canopy
- Green Building Codes
- Domestic and Commercial Energy Conservation Incentives
- Local public transit miles vs car travel miles
- The 15 minute Smart City
- Increasing commercial and social amenities for improving walk scores

The work the City of Scottsdale's Commissions are engaged in is vitally important. It's not as if we have the luxury of time to kick the can down the road and hope that somehow a range of social, economic, human health and environmental problems will magically be averted by doing more of the same things that we do today. The lives and wellbeing of future generations depend on what we collectively do today. The suggested changes will make the current Sustainability Plan a flight plan with a clear and measurable direction that is easy to understand by citizens and provides clearer guidance and measurable implementation goals to city staff that can be easily communicated to the public and city council.

Sustainability Advisory Committee

Vision and Framework Subcommittee

TO: Mayor Greg Stanton
FROM: Sustainability Advisory Committee – Phil Allsopp (Strategy Alignment)
SUBJECT: Proposed Framework for Sustainability
DATE: November 29, 2012
cc: Paul Blue

The following document describes a framework for organizing an on-going array of sustainability initiatives. The document is in draft form and represents the thinking of the SAC regarding the real need to embed Sustainability into the vision of the city, its enduring values and fabric of life and commerce.

PROPOSED CONCEPT: The purpose behind this effort is to ensure that the initiatives the SAC recommends are not stand-alone activities that can be labeled or even attacked as “green” or “eco” (even though they may indeed be so), ***but are part of the broad spectrum of work needed to:***

- Achieve a Vision for the City
- Adhere to handful of Enduring Values
- Support a range of specific “stretch” policy goals

THEME: Sustainability as the foundation for the City’s Vision, its Values and its Policy Goals

TARGET AUDIENCE:

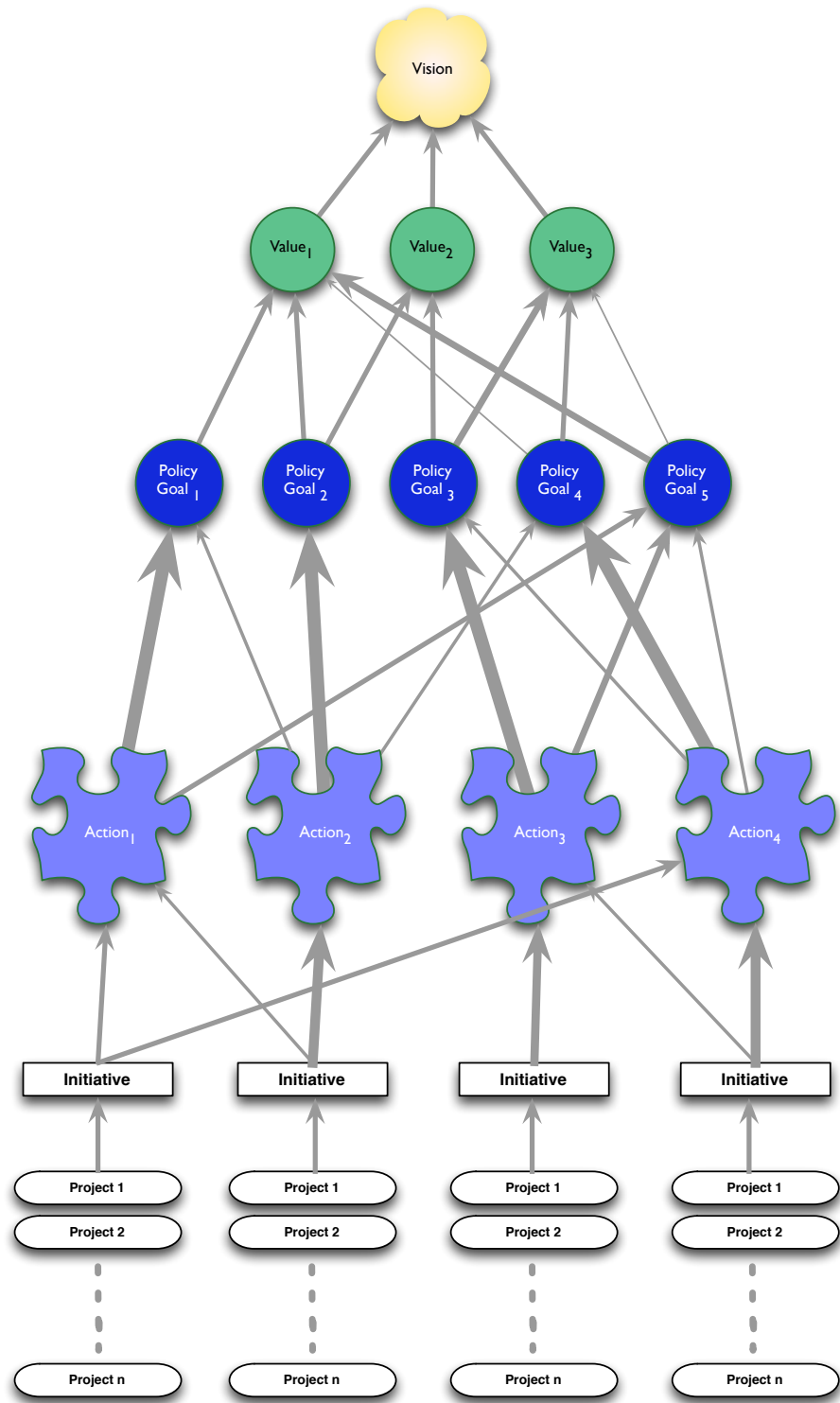
- City Council
- City Management (especially the City’s Sustainability and Plan Phoenix Teams)
- Regional Administrations (State, Counties and Valley cities)
- Business Community
- Community at large

PROCESS:

- Refine the concepts contained within this document in collaboration with City Staff and Mayor’s Office
- Communicate the resulting document and framework to relevant constituencies.
- Build the major themes into Mayoral speeches and presentations
- Assess the policy impact and policy realization potential of sustainability initiatives and projects, enabling them to be prioritized.
- Apply the framework’s principles to all sustainability projects developed, supported and/or launched by the City.

Executive Briefing Document for Mayor Greg Stanton

Sustainability in Context



Sustainability Advisory Committee

Vision and Framework Subcommittee

Sustainability Framework

Sustainability is what happens when all of us do better at business, building community, investing in education, protecting environments and the air we breathe, and living healthier lives.

While important action plans are being launched that might seem to some as if they are all about 'sustainability' or 'green', they are all in fact tied to a **Vision** for Phoenix and the **Values** that must be maintained in order to get there.

Sustainability

Cities in our region face numerous and very real challenges;

- Population growth and pressures for more development – especially in the western United States
- Road congestion and lack of enough effective and safe alternatives for getting around
- Lack of energy efficient housing and massive amounts of urban sprawl
- Clean water and affordable clean energy supplies
- Rising health care costs from diseases like obesity, hypertension, asthma and depression, all of which are linked to nutrition AND the design and layout of our built environments
- Neighborhood vitality and community cohesion
- Air pollution that affects the health and well being of everyone
- Increasingly hot summers with no cooling off at night, and
- Solid waste management.

Sustainability Advisory Committee

Vision and Framework Subcommittee

Vision, Values and Goals

PHOENIX - The World's Foremost Thriving, Healthy and Welcoming Desert City Region

For Phoenicians and future generations, Phoenix will become the world's foremost thriving, competitive and attractive desert city region, unique for its livable, healthy environments; its support of learning, enterprise and innovation; its efficient and effective infrastructure and its embrace of diverse cultures and communities.

To achieve this vision we need guiding values that endure – no matter what.

Values – Statements that embody key elements of the Vision; Thriving, Healthy and Welcoming

- Strong, diverse and innovative economy
- Thriving: First class educational systems and resources for everyone
- Diverse, vital and healthy communities
- Effective and efficient infrastructure to help keep business and life on the move
- Cleaner, safer and higher quality living and transportation environments

Everything that we do and every action that is launched or supported connects directly in some way with one or more of the above values. So, we are developing some **bold goals** for our city which we believe are achievable, that will set our City and this region on a new course to an exciting future, and that will show us how well we are doing **to live the vision and the values we know are important.**

Large-Scale Policy Goals

- Reduce GHG Emissions
- Improve health and well-being
- Expand education
- Improve energy and water-use efficiency
- Improve land-use and the energy-efficiency of buildings
- Increase transportation choices
- Maximize waste recycling
- Cultivate and Strengthen local business

These are bold policy goals but they require a wide range of specific Action Plans to be developed and launched. And we have already begun this process working closely with City Council and City management as well as communities and individuals across this City who are giving their expertise and energy and time to this City's enduring success.

Sustainability Advisory Committee

Vision and Framework Subcommittee

Action Plans, Initiatives and Projects; (Measuring Policy Impact and Policy Realization)

Specific Action Plans

- Reduce Heat Island Effect by 3 degrees F by 2020
- Expand parks and access to open spaces
- GPLET In A box
- Urban and Suburban infill to accommodate growth and encourage community cohesion
- Increase shade tree planting and maintenance
- Implement Complete Streets programs
- Establish energy consumption targets in new and re-used buildings
- Re-use, re-purpose or retire Zombie subdivisions
- Re-use and energy-retrofit existing residential and commercial building stock
- Waste re-cycling for multi-unit complexes and businesses
- Reform zoning and planning codes to align with core values
- Expand light rail
- Reduce homelessness
- Public safety and law enforcement

Assessing Impact on and Realization

Note to team: The table in page 6 illustrates a way of scoring Policy Impact and Policy Realization for a range of large-scale initiatives and Policy Goals.

Key Initiatives and Supporting Pilot Project examples – many more will be needed over time

Safe Biking

- Phoenix Bike share
- Safe bike lanes
- Transportation code review

Recycling

- Roosevelt Row
- Phoenix Building and land use codes

Surface Cooling

- Crushed recycled granite for traffic parking surfaces
- Shaded parking combined with PV
- Cool Roofs program
- Greenbelt zones
- Building and planning codes

Sustainability Advisory Committee

Vision and Framework Subcommittee

Core policy goals for SAC

Other policy goals being dealt with by other Mayoral Initiatives

Actions (Designed to Achieve Policy Goals)	Policy Goals (in support of Values and Vision)										Policy Impact Score	
	Improve health and well-being	Expand education	Improve energy and water-use efficiency	Improve land-use and the energy-efficiency of buildings	Increase transportation choices	Maximize waste recycling	Cultivate and Strengthen local business	Reduce Homelessness	Strengthen Public Safety & Law Enforcement	Raw	%	
Reduce Heat Island Effect by 3 degrees F by 2020	3	0	3	5	3	0	0	0	0	14	5.32%	
Expand parks and access to open spaces	5	3	3	3	1	0	1	1	1	18	6.84%	
GPLET In A box	1	1	1	3	1	1	3	3	3	17	6.46%	
Urban and Suburban infill to accommodate growth and encourage community	3	1	3	5	3	1	3	1	5	25	9.51%	
Increase shade tree planting and maintenance	5	1	3	5	3	0	1	1	0	19	7.22%	
Implement Complete Streets programs	5	1	1	5	3	0	5	3	3	28	10.65%	
Establish energy consumption targets in new and re-used buildings	5	1	5	5	0	0	3	1	0	20	7.60%	
Re-use, re-purpose or retire Zombie subdivisions	1	0	1	1	0	0	3	1	3	14	5.32%	
Re-use and energy-retrofit existing residential and commercial building stock	1	0	3	5	0	1	5	1	0	16	6.08%	
Permit and adopt innovative, cost effective construction technologies	3	3	3	5	0	0	3	3	0	20	7.60%	
Public outreach programs on benefits & opportunities of triple bottom line	1	5	1	0	0	0	3	0	3	13	4.94%	
Waste re-cycling for multi-unit complexes and businesses	3	0	5	0	0	5	3	0	0	16	6.08%	
Reform zoning and planning codes to align with core values	3	1	3	5	3	1	5	0	1	22	8.37%	
Expand light rail	3	3	3	1	5	0	5	0	1	21	7.98%	
Policy Realization Score (Raw)	42	20	38	52	24	9	43	15	20			
Policy Realization Score (%)	16%	8%	14%	20%	9%	3%	16%	6%	8%	263	100.00%	

Version sorted by Policy Impact Score of Actions

Actions (Designed to Achieve Policy Goals)	Policy Goals (in support of Values and Vision)									Policy Impact Score	
	Improve health and well-being	Expand education	Improve energy and water-use efficiency	Improve land-use and the energy-efficiency of buildings	Increase transportation choices	Maximize waste recycling	Cultivate and Strengthen local business	Reduce Homelessness	Strengthen Public Safety & Law Enforcement	Raw	%
Implement Complete Streets programs	5	1	1	5	5	0	5	3	3	28	10.65%
Urban and Suburban infill to accommodate growth and encourage community	3	1	3	5	3	1	3	1	5	25	9.51%
Establish energy consumption targets in new and re-used buildings	5	1	5	5	0	0	3	1	0	20	7.60%
Increase shade tree planting and maintenance	5	1	3	5	3	0	1	1	0	19	7.22%
Expand light rail	3	3	3	1	5	0	5	0	1	21	7.98%
Expand parks and access to open spaces	5	3	3	3	1	0	1	1	1	18	6.84%
Permit and adopt innovative, cost effective construction technologies	3	3	3	5	0	0	3	3	0	20	7.60%
Reform zoning and planning codes to align with core values	3	1	3	Illustrative only	3	1	5	0	1	22	8.37%
Reduce Heat Island Effect by 3 degrees F by 2020	3	0	3		5	3	0	0	0	14	5.32%
Re-use and energy-retrofit existing residential and commercial building stock	1	0	3		5	0	1	5	1	0	16
GPLET In A box	1	1	1	3	1	1	3	3	3	17	6.46%
Waste re-cycling for multi-unit complexes and businesses	3	0	5	0	0	5	3	0	0	16	6.08%
Re-use, re-purpose or retire Zombie subdivisions	1	0	1	5	0	0	3	1	3	14	5.32%
Public outreach programs on benefits & opportunities of triple bottom line	1	5	1	0	0	0	3	0	3	13	4.94%
Policy Realization Score (Raw)	42	20	38	52	24	9	43	15	20	263	100.00%
Policy Realization Score (%)	16%	8%	14%	20%	9%	3%	16%	6%	8%		

Sustainability Advisory Committee

Vision and Framework Subcommittee

Carrying Out The Work At Hand

How are we going to carry out these actions?

Achieving the Vision for Phoenix depends on us living and acting as if we were that place in the future we aspire to be. Thus, everything we do depends on how well the citizens and residents of this City region are engaged in bringing a shared vision alive through how they act and live their lives. We suggest that the Mayor consider launching the Mayor's Award for Innovation and Ideas for initiatives and projects that help shape Phoenix to move toward the vision. Also, we recommend the Mayor adopt a process for every major action we launch or support. This process could include:

- Public Forums: To bring together stakeholders around the priority areas, which highlight key efforts already happening. Possible space for creative brainstorming and strategy building.
- Philanthropic bundling: Working with foundations, state and federal agencies to more strategically fund the priority areas. This could include crowd-sourced funding for exciting new initiatives.
- Sustainability Engagement:
 - Walking the Talk Days (weeks): Building on success of food stamp week campaign. Mayor can publicly highlight each priority area through his (and well-known Phoenixians) committing to public action (i.e. Bike to work week).
 - Entrepreneur for a day: Mayor spends a half-day a month with Phoenix entrepreneurs to highlight important and exciting businesses initiatives (Including: Seedspot ventures, APS, SRP, and Valley Forward and Local AZ First members).
 - Neighborhood Connections: Mayor spends an afternoon in a neighborhood, attend association meeting, eats at local restaurant and discusses his sustainability vision and brainstorms with residents how the vision comes to reality in their neighborhood.
- Innovation Circles: Mayor can launch small temporary advisory groups comprising Innovation and Ideas Awardees to help City Staff and others to drive forward and inform specific actions designed to achieve key goals and support our values and the vision we all share.
- Sustainability Pilot Projects. Leverage existing knowledge and programming to target projects or programs that can have an enduring and positive impact and inspire future innovation."