



City of Phoenix



CLIMATE ACTION PLAN FRAMEWORK

FOR PUBLIC INPUT



NOVEMBER 2020

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LETTER FROM THE MAYOR



Climate action is an environmental, public health, and economic imperative. Phoenicians understand the inherent value of reducing our impact on the beautiful Sonoran Desert that we call home, and voters declared their commitment to making Phoenix the most sustainable desert city on the planet in the 2015 General Plan. The global challenge of climate change demands local action, and as a member of the C40 Cities Global Climate Leadership Group and the Climate Mayors Steering Committee, I am committed to doing our part to usher in a healthier, more equitable, and more sustainable future.

Doubling down on meaningful action now is not only the right thing to do— our continued prosperity depends on it. The coronavirus pandemic has dramatically altered the lives of Phoenix residents, exacerbating health issues and economic insecurities and underscoring the importance of clean air and water. Climate action is an essential component of the effort to restore our economic security, modernize our economy, and enhance the well-being of our residents and our environment.

There is incredible enthusiasm for climate action across the community and among residents of all ages and backgrounds. This enthusiasm must be harnessed to drive collaborative, tangible action toward a shared vision for the future of our great city. Every day, companies in Phoenix are committing to cleaner energy, establishing climate goals, and developing the technologies that will power a low-carbon economy. The City of Phoenix aims to lead in the development and implementation of the goals and actions that will move us forward.



This framework provides an outline and overview of the proposed Climate Action Plan, charting the path to carbon neutrality by 2050 or sooner. It consolidates plans and goals previously approved by the City Council and proposes additional actions and projects. The success of this plan depends on the continued commitment of all collaborators, both within the City of Phoenix and throughout the community.

I'd like to acknowledge the energy and effort that city staff across departments have already dedicated to this project. In a tumultuous year, Phoenix is proud to have dedicated public servants who are committed to our shared success.

We invite feedback and ideas from residents and representatives of all sectors. This plan will be made by and for all of us. Throughout the remainder of this year and next, there will be a variety of opportunities to get engaged in its development. It will be designed as a living document— with regular progress reports and updates— able to continuously respond to the ever-changing and unique needs of our city.

We're facing a big challenge, but Phoenix has the ingenuity, resilience, and courageous spirit to create a better city, and a better world, for future generations to come.

Phoenix Mayor Kate Gallego

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Pueblo Grande Museum
Resource Innovation Campus
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U.S. Environmental Protection Agency
U.S. Army Corps of Engineers

Special thanks to Joe Gibbs, Retired

Thank you to Joe Gibbs, recently retired Air Quality Specialist, who devoted many years to both the city of Phoenix and the ADEQ. He initiated many programs that have made our city better. We want to recognize Joe and thank him for all the climate-related work he did previously that have allowed us to reach this point, where we can now develop a climate action plan for the city of Phoenix.

EXECUTIVE SUMMARY

The City of Phoenix (city) has developed this climate action plan framework to seek public and stakeholder input on potential content for its Climate Action Plan. The purpose of the proposed plan is to address the challenges posed by climate change and to help make Phoenix the most sustainable desert city on Earth. Phoenix recently became a member of the C40 Cities Climate Leadership Group, a network of the world's major cities committed to addressing climate change. As a C40 city, Phoenix is committing to a target of net-zero greenhouse gas (GHG) emissions by 2050 and to conform to the Paris Agreement. The Paris Agreement is an ambitious effort to keep global average temperature rise below 2 degrees Celsius (C) or 3.6 degrees Fahrenheit (F) above pre-industrial levels, and to limit temperature rise to 1.5 degrees C or 2.7 degrees F.

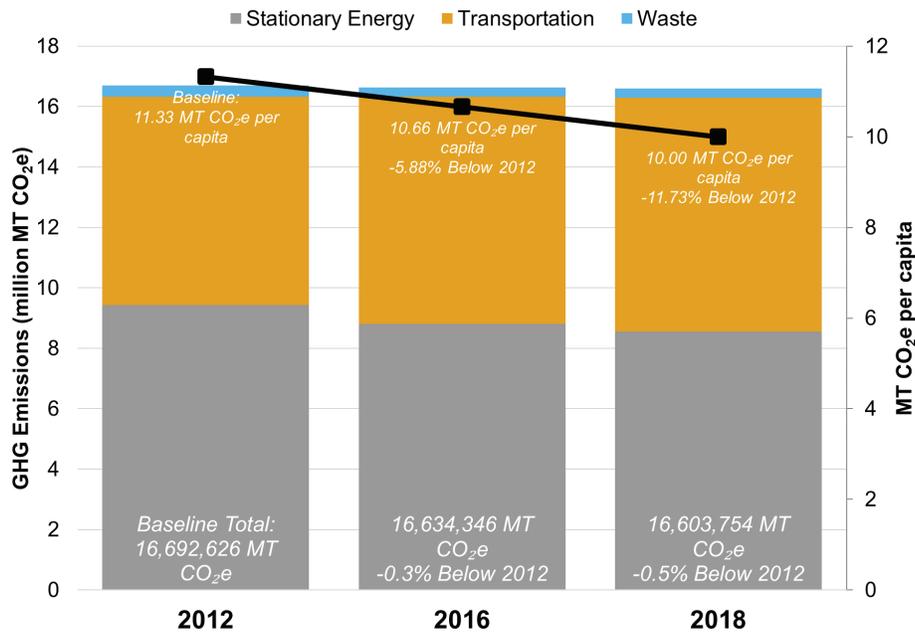
Additionally, this plan will increase the city's resilience through mitigation and adaptation actions. Mitigation actions are those that reduce GHG emissions, while adaptation actions address the change in climate and adapting to it. This opportunity to develop a plan comes after Phoenix just experienced the hottest summer on record, a drier than normal monsoon season and smoke-filled skies from wildfires within Arizona and all along the West Coast. Events like these are predicted to increase in frequency over the coming decades.

The city has completed community-scale greenhouse gas emissions inventories for 2012, 2016 and 2018 using the Global Protocol for Community-Scale GHG Emission Inventories (GPC). The GPC categorizes GHG emissions into three sectors: Stationary Energy, Transportation and Waste. The Stationary Energy Sector includes GHG emissions that occur from energy used in residential buildings, commercial buildings and facilities, manufacturing industries, agriculture, forestry and fishing energy use, and electricity transmission and distribution energy losses. GHG emissions from the Stationary Sector continue to decrease as the electricity grid increasingly relies on natural gas and renewable sources. The Transportation Sector includes GHG emissions from commercial and civil aviation, on-road transportation, non-road vehicle use, freight and light rail. GHG emissions from this sector continue to increase along with population growth, with the majority of emissions resulting from the use of gasoline-fueled vehicles. The Waste Sector includes GHG emissions from solid waste disposal, the biological treatment of waste (composting), and wastewater treatment. The GHG emissions from waste have decreased over time with the installation of landfill gas capture systems and decreasing emissions from decommissioned landfills.

In 2018, GHG emissions were 16,603,754 metric tons of carbon dioxide equivalents (CO₂e), down 0.5% from the baseline year of 2012. This decrease occurred during a period where the city's population grew 12% and the metro area economy grew 26%. Per capita emissions have decreased from 11.33 MT CO₂e in 2012 to 10.00 MT CO₂e in 2018.

As actions are proposed, they will be evaluated for their effectiveness at reducing GHG emissions. These reductions will be modeled to determine those actions that will accelerate the reduction in emissions in the near future and determine the most effective pathway to net-zero GHG emissions by 2050.

As a C40 city, Phoenix is committing to a target of net-zero greenhouse gas (GHG) emissions by 2050 and to conform to the Paris Agreement.



Phoenix GHG emissions by sector.

Emissions reductions will be targeted in the following sectors:

Stationary Energy

Electricity and natural gas provide the energy that lights buildings, cools our homes and businesses, and powers industry. Together, these power sources comprise 51 percent of GHG emissions in Phoenix. Most of the electricity that is used in Phoenix comes from combustion of fossil fuels, like natural gas and coal. Maximizing renewable sources of energy will help reduce these emissions.

PRIMARY GOALS:

- Carbon neutral electricity city-wide by 2050.
- Net positive new construction by 2050 in terms of both energy use and the embodied energy in building materials.

Transportation

Forty-six percent of GHG emissions in Phoenix are from transportation. These GHG emissions are increasing as the population grows and the city is built out to accommodate this growth. Over one-third of all GHG emissions in Phoenix are from gasoline-fueled vehicles. Developing communities and transportation infrastructure that provide modes of travel other than the single occupancy, fossil-fueled vehicle will decrease GHG emissions.

PRIMARY GOALS:

- Launch an electric vehicle public education & awareness campaign and incentive program in partnership with utilities by 2022.
- Carbon-neutral transportation by 2050 through electrification of transportation and the use of carbon neutral fuels, such as hydrogen and biodiesel.
- Achieve 40% mode share of more sustainable modes of transportation such as walking, biking, transit and car-share.

Waste

Most residential and commercial waste ends up in landfills, left to decompose over decades, producing methane—a greenhouse gas 28 times more potent than carbon dioxide. Phoenix residents generate more than one million tons of solid waste each year. Although a small source of GHG emissions for Phoenix, at two percent, work will be done to reduce these emissions by diverting waste from the landfills and capturing the resulting methane gas.

PRIMARY GOALS:

- Divert 40% of waste by 2020.
- Incubate new businesses at the Resource Innovation Campus that can accelerate the move to a circular economy.
- Zero Waste by 2050 through waste reduction and diversion of materials from the landfill for use in the circular economy.

Phoenix Resilience

This climate action plan will also include adaptation actions to address events and issues residents experience every day related to air quality, access to healthy foods, heat, and water security.

PRIMARY GOALS:

- Improve air quality by promoting activities that reduce emissions of ozone precursors.
- Create a local food system to increase access to affordable, healthy, and local food, and reduce food waste.
- Complete pilot certification of Phoenix as a HeatReady city by 2022.
- Engage in water conservation and infrastructure projects to ensure water security.

Equity and Engagement

The city strives to improve quality of life for Phoenix residents through the efficient delivery of outstanding public services. In so doing, the city endeavors to be respectful of equity and diversity and be responsive to community needs. The city continually works to engage more, listen more, and be more transparent in delivery of public services.

PRIMARY GOALS:

- Increase community input from underserved communities by engaging with residents and organizations that are trusted by underserved communities to seek community input on major climate policy and related budget decisions made by City Council.

Next Steps

PATHWAY TO NET-ZERO MODELING

Actions will be evaluated using the C40 Pathways model. The model will assist in determining those measures that will result in GHG emissions reductions. This model will be used to propose different action scenarios that can then be evaluated for cost-effectiveness and provide decision-makers the opportunity to select the actions most suited to reducing GHG emissions in Phoenix.

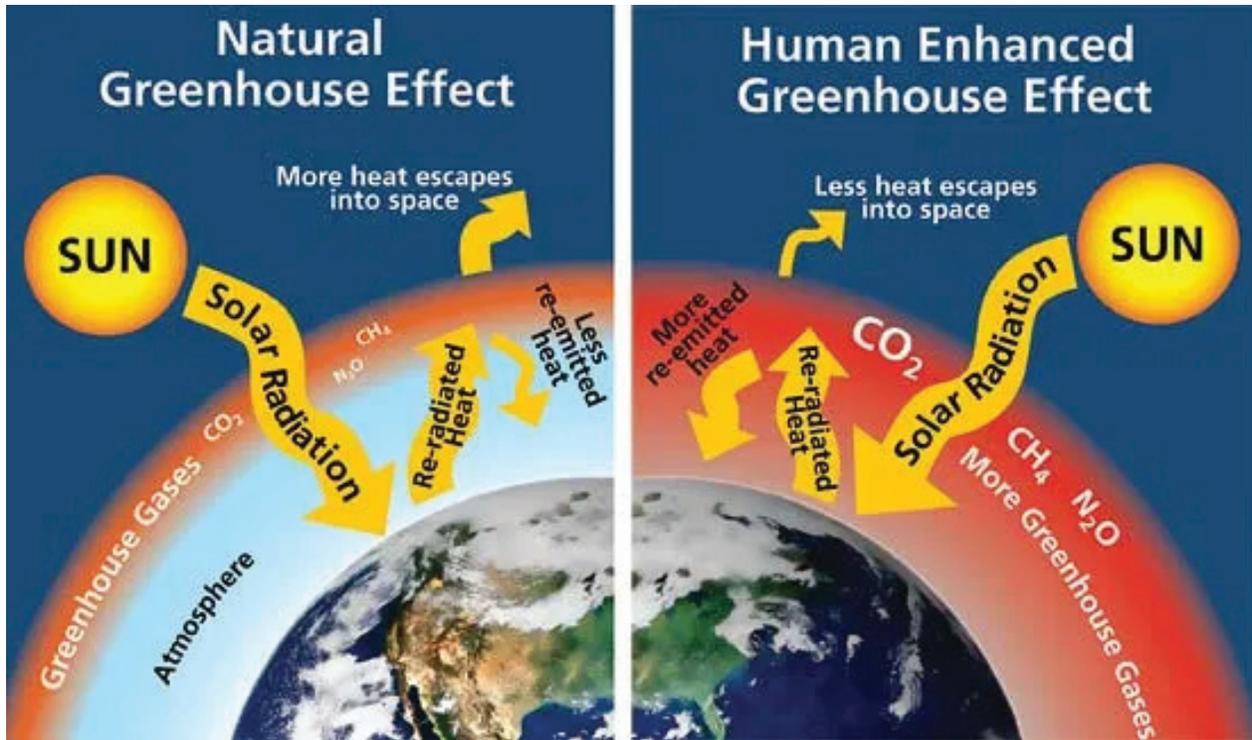
PRIMARY GOALS:

- Determine which actions will accelerate GHG emissions reductions by 2030.
- Determine most effective pathway to reach net-zero GHG emissions by 2050.

2021 UPDATE

The city will continually engage residents and businesses to determine priorities, needs, and opportunities. This will especially be true for 2021. Plans will consider the pandemic and whether in-person, virtual engagements or mix of both will be most appropriate.

INTRODUCTION

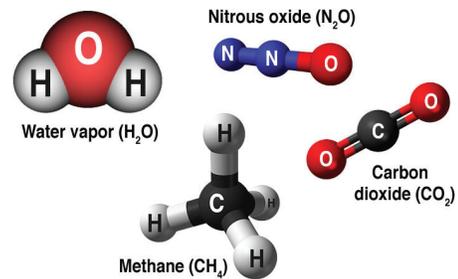


(Source: National Park Service)

Greenhouse Gases

GHG emissions from human activities have increased dramatically over the past century and a half. These emissions, primarily the burning of fossil fuels for electricity, heating, and transportation, are accelerating climate change. Sunlight warms the atmosphere containing GHGs and the surface of the Earth. GHGs absorb the heat and make the Earth suitable to sustain life. With an increase in GHG concentrations from human activities, more heat is absorbed and retained, rather than being released back into space.

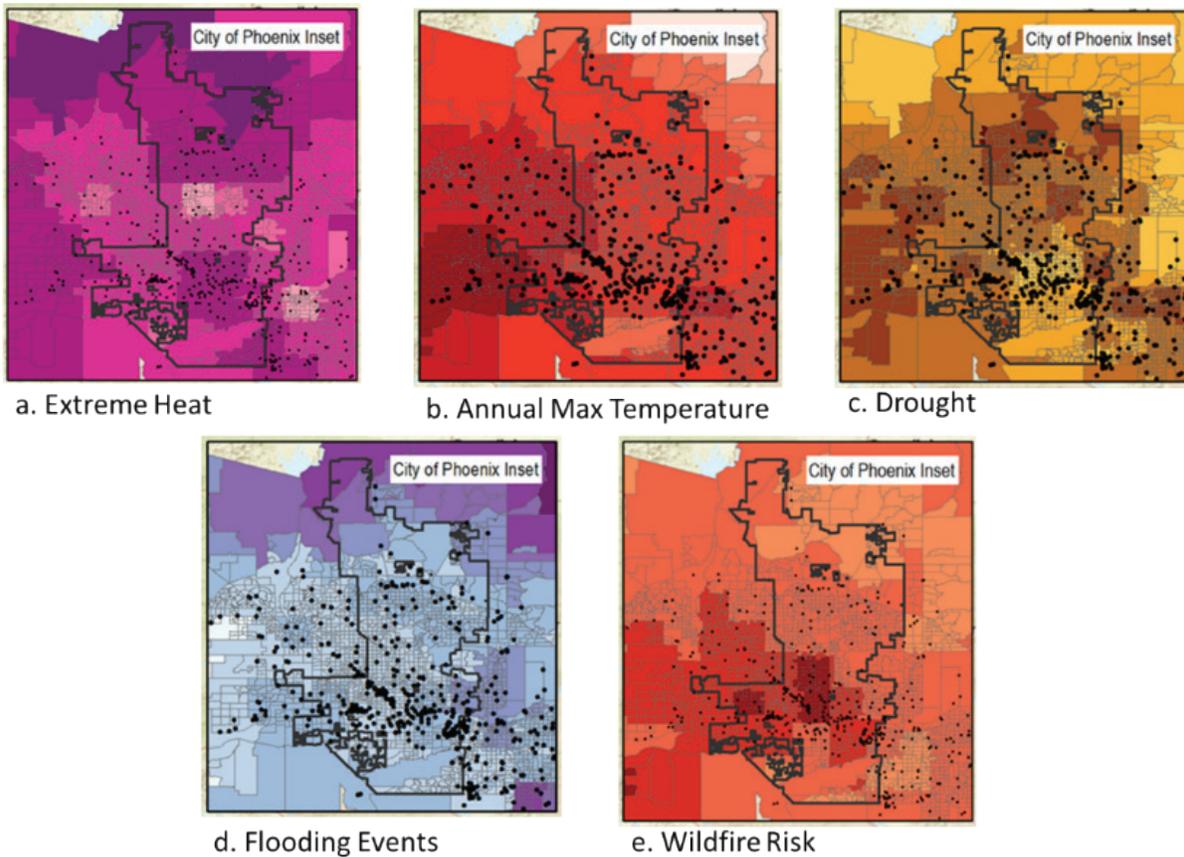
This changes our climate, affecting infrastructure, public health, and management of natural resources.



GHGs include water vapor (H_2O), carbon dioxide (CO_2), nitrous oxide (N_2O), methane (CH_4) and fluorinated gases.

(Source NASA)

Climate Hazard Assessment



Maps of the city of Phoenix showing waste sites and facilities (black dots) and areas of the city that will have an increased risk (darker shaded areas) by inaction (business as usual emissions) in the following areas: a. Extreme Heat, b. Annual Maximum Temperatures, c. Drought, d. Flooding Events, and e. Wildfire Risk.

(Source RTI International)

Recent global human-caused emissions of GHGs are the highest in history and their effects on climate are already being observed. Surface-water availability has declined during droughts that have been caused in part by human-caused GHG emissions. Higher temperatures are creating a “hot drought” in the Colorado River Basin and scientists predict that its flows may diminish by as much as 25 percent in the future - a significant problem for Phoenix, other cities, Indian communities, major industries, and agricultural users, all of whom depend on water from the Colorado River.

In addition, Arizona’s average monsoon rainfall is expected to be reduced by 30-40 percent by the end of the century. Exposure to hotter temperatures and longer heat waves has increased heat-associated deaths in Arizona. During high-ozone, pollution-advisory days, mortality risk is increased if concurrent with a heat wave. Extreme heat, drought, heavy-precipitation events, and increased wildfires in Arizona will be significantly exacerbated by climate change. The predicted GHG emissions vary over a wide range and are dependent upon socio-economic development and global climate policy.



CLIMATE ACTION PLAN FRAMEWORK

FOR PUBLIC INPUT

The city envisions a continual review, engagement, and revision process for climate action planning, using the best and latest data to guide this process, and continually improving the city's Pathway to Zero. At a minimum, these actions and plan will be reviewed every two years at the same time as the city updates its municipal operations and community-scale GHG-emissions inventories. Depending on the results of the inventories, the GHG emissions reduction pathway model will be revised. Based on the updated model and the continual input from the community and city departments, adjustments will be made to the plan to ensure that the city will achieve its goal of becoming a net-zero GHG-emissions city by 2050.

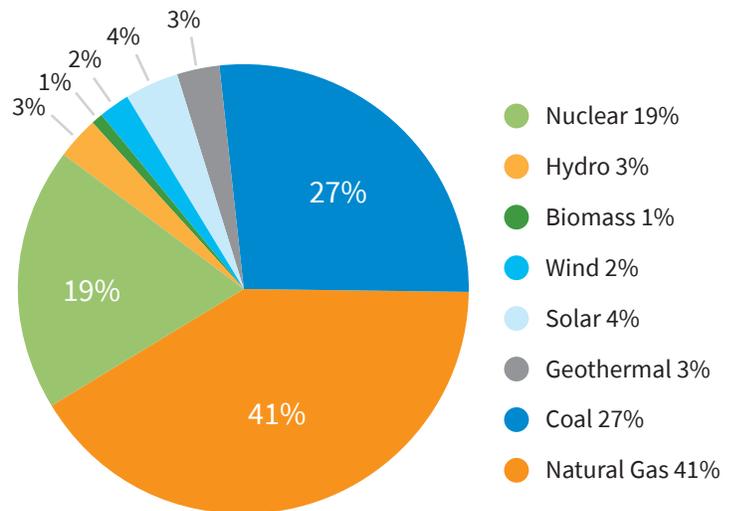


STATIONARY ENERGY SECTOR (SES) GOALS

According to the 2018 GHG Community Inventory, 51 percent of GHG emissions in Phoenix come from the stationary energy sector. Electricity and natural gas provide the energy that lights buildings, cools our homes and businesses and powers industry. Currently, most of the electricity that is used in Phoenix comes from combustion of fossil fuels, like natural gas and coal. Generation of electricity from these fuel types releases GHGs that contribute to climate change. Maximizing energy efficiency and using renewable sources of energy will reduce the community's emissions.

2050 GOAL

All buildings will be powered with net-zero GHG sources of energy. All new buildings will be “net-positive” in terms of energy and materials. At the community scale, we will enhance 15 compact centers where the services are provided locally. Residents will be able to live, work and play, all within walking or biking distance.



2018 Resource mix for Phoenix electricity grid.
 (Source U.S. EPA AZNM WECC Southwest eGRID Subregion.)

All new buildings will be “net-positive” in terms of energy and materials by 2050.

Quickstart Action Examples

Action SES1.5: Install solar panels on carports at 7 city housing sites for a total of 872 kW by 2021.

Action SES2.1: Replace 100 percent of high-demand lighting fixtures in water and wastewater facilities with LED by 2022.

Action SES2.2: Continue to replace 50 HVAC units per year until all units that use R-22 refrigerant are replaced.

Short, Mid And Long-Term Goals

Goal SES1: Add 50 MW of renewable energy projects on city-owned buildings by 2030.

Goal SES2: Perform deep-energy retrofits to lower total energy use in city-owned and operated buildings 25 percent from 2010 levels by 2025.

Goal SES3: Offset 100% of municipal electricity use through 200MW of new renewable energy projects by 2030.

Goal SES4: Support energy-efficiency upgrades to existing buildings by developing three new community-wide conservation and renewable-energy programs by 2025.

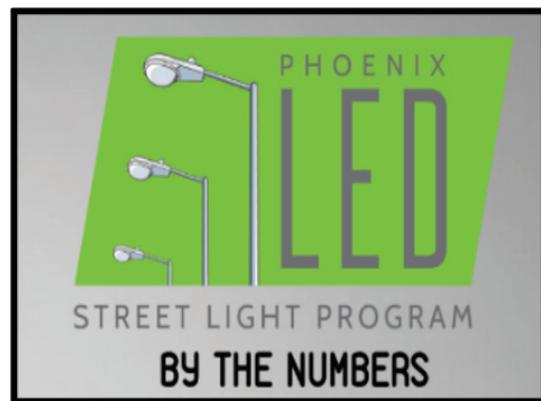
Goal SES5: Promote development of community-energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community's electricity grid.

Goal SES6: Design and construct all new buildings to Living Building Challenge, Net-Positive Design, or equivalent design standards by 2050.

Goal SES7: Obtain electricity from an electricity grid that is net-zero by 2050.

KEY ACHIEVEMENT

The city replaced all of its about 100,000 existing streetlight fixtures with energy-efficient, light-emitting diode (LED) fixtures. The new fixtures feature a 2,700-kelvin LED, the city's new color standard for streetlights. **By converting approximately 100,000 streetlights to LED, the city estimates it will save approximately \$3.5 million in annual energy costs and reduce streetlight electricity use by up to 53 percent.** LED streetlights also offer maintenance savings and come with a 10-year warranty.





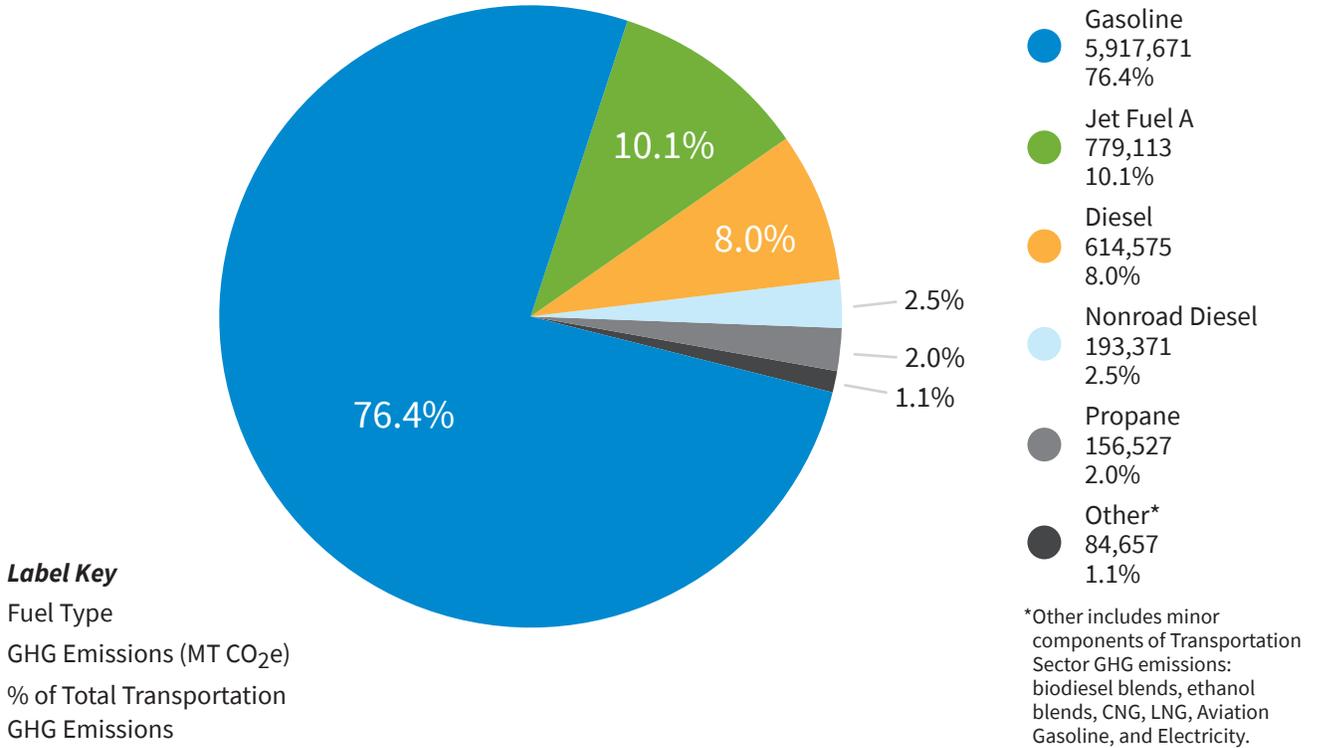
TRANSPORTATION SECTOR (TS) GOALS

A well-connected city drives innovation. Cities must provide a transportation system that gets residents to where they want to go without needing to jump into a car alone or to travel long distances to get to their destination. Currently, GHG emissions from transportation are increasing as the population grows and the city is built out to accommodate this growth. Forty-six percent of all GHG emissions in Phoenix are from transportation. **Thirty-six percent of all GHG emissions in Phoenix is from just gasoline-fueled vehicles.** To become a net-zero GHG-emissions city, significant reductions need to be made in this sector through development of communities and transportation infrastructure that allows for modes of travel other than the single occupancy, fossil-fueled vehicle. This can be achieved by designing Complete Streets to accommodate multimodal travel, an increase in consumption of non-conventional fuels or alternative fuels and eventual transition to vehicles powered by electricity or other carbon-free fuel. In addition, efforts must be made to limit trips when possible, without affecting economic growth. By pursuing these goals, Phoenix can reduce its GHG emissions from transportation by 2050.

2050 GOAL

All forms of transportation will be fueled with net-zero GHG sources of energy. Make walking, cycling, and transit commonly used, enjoyed, and accessible for every Phoenix neighborhood, including our disabled community. This goal will result in 90% of the population living within one-half mile of transit, and projects 40% of the population will choose to commute by walking, biking, transit or car share.

90% of the population living within one-half mile of transit by 2050.



GHG emissions by fuel type from the 2018 GHG emissions inventory.

Quickstart Action Examples

- Action TS1.4:** Complete Key Corridor Master Plan by 2021.
- Action TS2.1:** Complete transition of the Public Transit fixed route fleet to 100% alternative fuel by 2020.
- Action TS3.3:** Complete construction of the Phoenix Sky Train® by 2022.

Short, Mid And Long-Term Goals

- Goal TS1:** Implement the city’s Complete Streets Policy and Active Transportation Program to encourage multiple modes of transportation.
- Goal TS2:** Increase the use of alternative fuels (i.e., fuels other than gasoline and diesel).
- Goal TS3:** Increase the adoption and rollout of electric vehicles and electric-vehicle charging stations.
- Goal TS4:** Reduce the number of vehicle trips taken, while maintaining a thriving economy.

KEY ACHIEVEMENT

Transportation 2050 (T2050) is a 35-year initiative to improve streets and transit service, including bus service and light-rail construction, throughout the city. The approval of Proposition 104 by voters in 2015 resulted in a 0.7 percent sales tax that replaced a 0.4 percent sales tax. This is supplemented with federal and county funds, passenger fares and other sources. Approximately 86 percent of funds are dedicated to public transit and approximately 14 percent to streets. Through T2050, Phoenix's arterial-street maintenance cycle will be cut nearly in half, from 65 years to 33 years. T2050 will provide an estimated \$240 million for major street-improvement projects, such as new bridges and new roads, to help connect and complete the city's roadway network. Transit improvements entail tripling the number of light rail miles in Phoenix by adding 42 miles of high-capacity corridors to the Valley's current 20-mile light-rail line. In addition to new light-rail corridors, T2050 will build out the majority of the city's bus service network and introduce new bus rapid-transit corridors.





WASTE AS A RESOURCE (WR) GOALS

Most residential and commercial waste ends up in landfills, left to decompose over decades, producing methane—a GHG 28 times more potent than carbon dioxide. Phoenix residents discard approximately one million tons of solid waste each year. This waste, along with the waste already in the landfills, produced approximately 304,000 metric tons of CO₂e per in 2018—an amount equivalent to emissions from 65,700 cars.

Technologies, such as methane gas capture systems, are used to decrease the amount of GHG gases released to the atmosphere, but ultimately, limiting the amount of waste that enters the landfills is the best way to reduce or eliminate GHG emissions from waste.

2050 GOAL

Phoenix will create zero waste through participation in the Circular Economy where recycled materials are repeatedly used in products, instead of using raw materials.

Phoenix will create **zero waste** through participation in the Circular Economy.

Quickstart Action Examples

Action WR1.3: Complete Recycled Asphalt Pavement project by 2025.

Action WR2.2: Complete SR-85 Landfill gas capture project by 2025.

Action WR3.2: Increase number of Green Organic Roll Off Pulls by 5 percent annually.

Short, Mid And Long-Term Goals

Goal WR1: Implement programs to increase the reuse and recovery of waste materials and promote social and economic value.

Goal WR2: Reduce GHG emissions resulting from the degradation of waste by increasing landfill gas capture.

Goal WR3: Increase waste-diversion participation by all residents and businesses.

Goal WR4: Transition to green alternatives from environmentally hazardous materials.

Goal WR5: Expand brownfield redevelopment along the Rio Salado in Phoenix.

Goal WR6: Reduce greenhouse gas emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.

KEY ACHIEVEMENT

Oops or Shine on? Program

“Oops or Shine on?” provides residents feedback on what can and cannot be recycled. In 2019, the Public Works Zero Waste Team interacted with approximately 23,500 community members through outreach programs, including tours of facilities and presentations to schools, businesses, and neighborhoods. City of Phoenix employees participate in a yearly recycling competition to increase awareness about proper recycling.





PHOENIX RESILIENCE



Financial Sustainability Initiatives

The city of Phoenix manages nearly \$2.3 billion to cover its financial responsibilities and invests these funds in compliance with all state and federal regulations as well as the city's Investment Policy. The current Investment Policy includes:

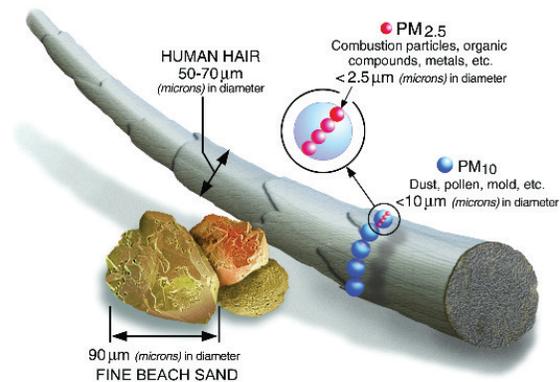
- Safeguarding public funds;
- Ensuring liquidity necessary to support city operations and capital programs; and,
- Earning a rate of return.

In accordance with the city's Investment Policy, the city has invested \$27.2 million in green bonds fully backed by the United States government. Currently the city of Phoenix does not have any investments in fossil fuel companies. The city is actively monitoring green bond opportunities that meet the criteria stated in the Investment Policy.



AIR QUALITY (AQ) GOALS

Poor air quality impacts every resident in the city of Phoenix. The federal Clean Air Act (CAA) requires Arizona to create a state implementation plan (SIP) aimed at meeting National Ambient Air Quality Standards (NAAQS) for including carbon monoxide, ozone, particulate matter with a diameter smaller than 10 micrometers (PM-10), particulate matter with a diameter smaller than 2.5 micrometers (PM-2.5), lead, nitrogen dioxide, and sulfur dioxide.

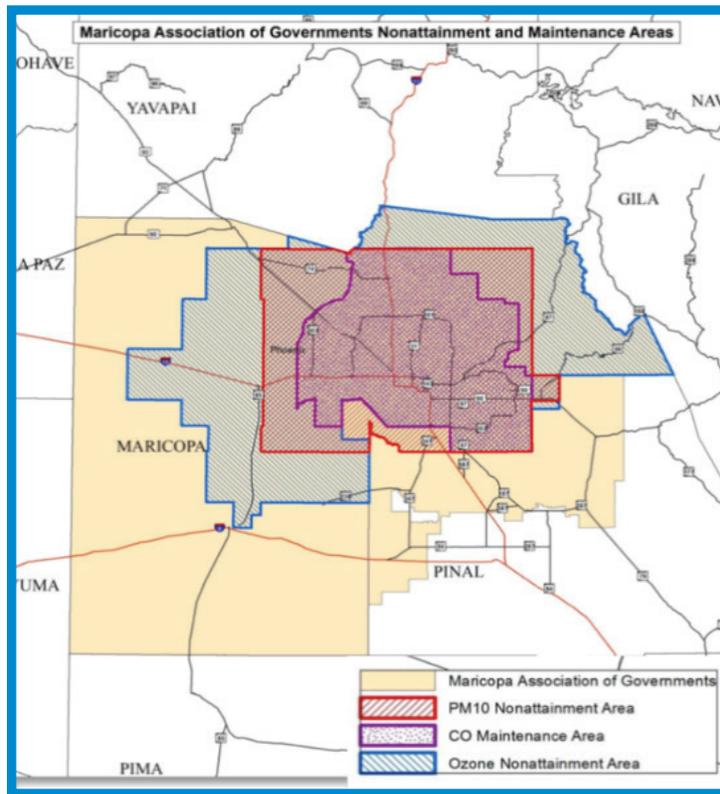


PM-10 and PM-2.5

2050 GOAL

Phoenix will achieve a level of air quality that is healthy for humans and the environment. Air quality will meet or exceed U.S. EPA NAAQS and WHO standards, and will achieve a visibility index of good or excellent on 90 percent of days or more.

These air quality standards must be met within the Maricopa Nonattainment Area, which includes the city of Phoenix (see map below). Of course, air is not contained by city limits so actions directed at improving air quality must be considered at a regional level. Phoenix partners with other governmental entities, including Maricopa County Air Quality Department (MCAQD), Arizona Department of Environmental Quality (ADEQ), and Maricopa Association of Governments (MAG) to work toward meeting these standards.



As a C40 City, Phoenix will work toward meeting World Health Organization (WHO) air quality standards for particulate matter, nitrogen dioxide, ozone, and sulfur dioxide. This will be done by including relevant top pollution-reducing actions into the plan, which includes expanding public transit, increasing active transport options, modeling air pollution reduction as a result of actions, and monitoring air quality.

Quickstart Action Examples

Action AQ1.1: Obtain a new DERA grant by 2025.

Action AQ2.1: Ensure city-owned vacant lots remain stabilized to prevent dust and PM emissions.

Short, Mid And Long-Term Goals

Goal AQ1: Decrease ozone precursor emissions, including nitrogen oxides (NOx) and Volatile Organic Compounds (VOCs) from municipal vehicles by 10% by 2025.

Goal AQ2: Decrease emissions of dust/particulate matter (PM-10 and PM-2.5).

KEY ACHIEVEMENT

City of Phoenix Dust Reduction Task Force

In 2011, the city of Phoenix was experiencing high levels of particulate air pollution. This dust contributed to the infamous “brown cloud,” increased risk for individuals with respiratory diseases, and continued high levels would have led to a loss of billions of dollars in Federal funding for streets and highway projects needed throughout the region. To address this class of pollutants, the city manager established the Dust Reduction Task Force, which consisted of various city departments. The Task Force produced detailed maps of targeted areas, changes to city code for dust reduction, an enforcement strategy for the Code focused on education, dust awareness, response training for staff, and various multimedia items for outreach. An example of the work being conducted to reduce dust creation is seen in the before and after photographs of the surface stabilization on the shoulders of Broadway Avenue. Many residents use the shoulders of this street and the surface was stabilized to allow continued use by residents and limit the formation of dust. Due to the success of the Task Force, Maricopa Association of Governments has recognized Phoenix as a regional leader and the Task Force as a model for other cities in the region.



Before and after of surface stabilization on the shoulders of Broadway Avenue.



LOCAL FOOD SYSTEM (LFS) GOALS

The food system produces and delivers food from a farm or producer to the consumer. A healthy food system increases Phoenix resident's ability to access healthy, affordable food – food that is fresh, nutritious, and grown without harming its producers or our environment. A healthy food system contributes to economic growth, health, and community by:

- Encouraging consumers to grow their own food and providing opportunities for urban farmers to sell their food locally.
- Supporting all options for furthering access to healthy food including community gardens, urban farms, farmers markets, community supported agriculture, healthy food retailers, and new innovative means.
- Creating a strong community network of successful and culturally appropriate businesses that produce, process, cook, transport, and sell food with the goal of preventing food loss and waste.

The goals and actions identified here are included in the 2025 Phoenix Food Action Plan that was approved by Phoenix City Council in March 2020. Implementation of the actions identified is scheduled for completion no later than December 2025.

2050 
GOAL

Maintain a healthy, sustainable, equitable, and thriving local food system.

Quickstart Action Examples

- Action LFS 2.2:** Incorporate agriculture, food processing, and distribution into existing and future economic development plans by 2020.
 - Action LFS 5.2:** Convene local food producers with city staff, leaders, and elected officials to build trust and understanding by 2020.
 - Action LFS 3.1:** Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure, including food waste diversion by 2021.
 - Action LFS 3.3:** Complete an inventory of city-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts by mid-2021.
 - Action LFS 5.4:** Complete a GHG Emissions Inventory for the local food system, defined as Maricopa County by 2023.
-

Short, Mid And Long-Term Goals

- Goal LFS1:** All people living in Phoenix should have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.
- Goal LFS2:** Businesses that produce, process, distribute, and sell local and healthy food should be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.
- Goal LFS3:** Growing food in Phoenix and the region should be easy and valued, for personal or business use.
- Goal LFS4:** Food-related waste should be prevented, reused, or recycled via sustainable food production practices that maintain a healthy environment.
- Goal LFS5:** Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.

KEY ACHIEVEMENT

Maricopa County Food System Coalition

The city is a founding member of the Maricopa County Food System Coalition (MarCo) established in 2015. Several organizations focused on improving the local food system gathered to explore the viability of creating a food policy council/coalition for the region. The city's Office of Environmental Programs was eager to learn and listen to stakeholders to better understand the challenges faced in providing access to healthy food for everyone living in Phoenix. Coincidentally, the two groups of stakeholders came together, and the city committed to help create the coalition. The city continues to have a strong relationship with MarCo and has successfully won a grant award to complete a Community Food Assessment for Maricopa County, the first of its kind. The data collected was integral to the city's own Food Action Plan and continues to provide valuable information to educate others on the importance of an equitable, healthy, thriving, and sustainable local food system.





HEAT (H) GOALS

Climate change is leading to increases in average temperatures and increased possibilities of severe prolonged heat waves. Extreme heat can have dangerous and deadly health consequences, including heat stress, illness, and heatstroke.

Phoenix is in the northeastern Sonoran Desert. On average, Phoenix has 110 days each year with a high temperature over 100 degrees F and 19 days with high temperatures exceeding 110 degrees F. July and August of 2020 were the hottest on record, and 2020 has seen 54 days with temperatures over 110 degrees F and 144 days over 100 degrees F. Unlike many other U.S. cities that only have a small percentage of homes with air conditioning, almost all dwellings in Phoenix have some form of mechanical cooling, making it more prepared overall for heat waves and extreme-heat events than many other cities.

However, heat does not affect all residents equally-- outdoor workers, those experiencing homelessness and other vulnerable populations, such as low-income residents living in poorly insulated homes, are more impacted by heat. Successful heat programs and policies must address this disparity and focus on those most vulnerable.

2050 GOAL

Reduce urban heat-island effect through green infrastructure as well as doubling the current tree and shade canopy to 25 percent. Have all residents within a five-minute walk from a park or open space by adding new parks or open space in underserved areas, adding 150 miles of paths, greenways, and bikeways throughout the city, and transforming an additional 150 miles of canals into vibrant public space.

Quickstart Action Examples

- Action H1.2:** Complete walkshed mapping tool pilot by 2020.
- Action H5.1:** Complete pilot certification as a HeatReady city by 2022.
- Action H2.6:** Provide shade at all 4,050 bus stops by 2025.
- Action H4.2:** Complete street cool seal pilot project by 2025.

Short, Mid And Long-Term Goals

- Goal H1:** Create a network of cool corridors in vulnerable communities to facilitate movement from residents' homes to their places of employment, education and play.
- Goal H2:** Increase shade provided by trees or constructed shade in parks, streets and rights-of-way.
- Goal H3:** Provide resources and services to residents to manage heat.
- Goal H4:** Increase the use of high albedo, or reflective, materials in infrastructure projects.
- Goal H5:** Develop HeatReady certification for cities.

KEY ACHIEVEMENT

Heat Relief Network

In 2005, after a weeklong heat wave that resulted in about 30 deaths in the homeless population, the Maricopa Association of Governments (MAG) created the Heat Relief Network. The Heat Relief Network is a regional partnership between MAG, local municipalities, nonprofit organizations, the faith-based community, and businesses. Each year, MAG coordinates mapping of the Heat Relief Network, a network of partners providing hydration stations, refuge locations, and water-donation sites throughout Metropolitan Phoenix with the goal of educating the community about heat dangers and preventing heat-related illnesses and deaths among vulnerable populations.





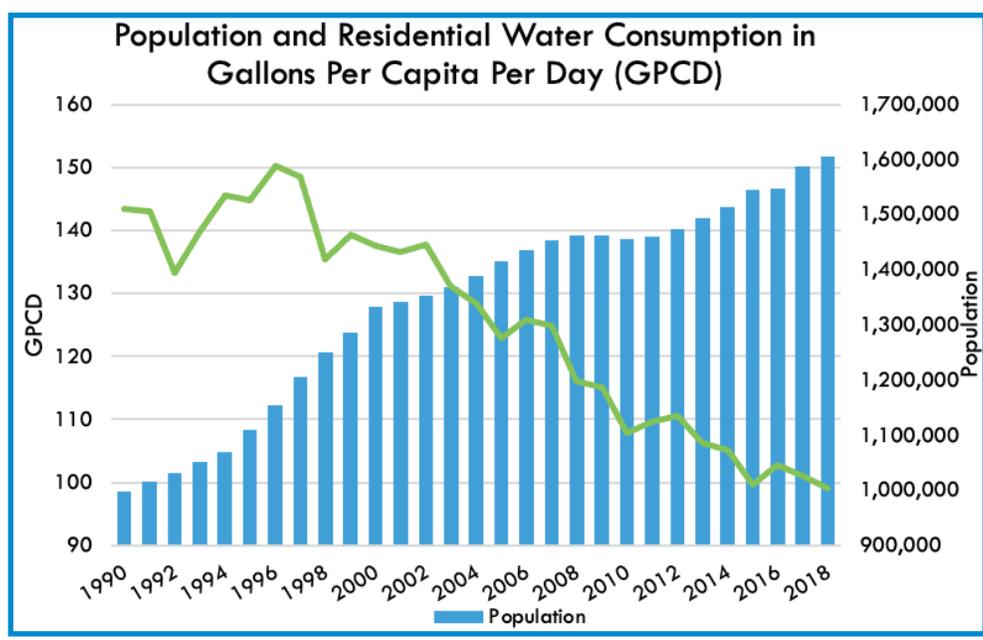
WATER (W) GOALS

The city's Water Services Department is more than 110 years old and is responsible for treating and distributing tap water to 1.7 million customers daily. Today, it also manages the city's sewer system and handles wastewater treatment operations for 2.5 million residents in five valley cities. Infrastructure includes 7,000 miles of water lines, 5,000 miles of sewer lines, eight treatment plants, 50,000 fire hydrants, and 90,000 manholes. Phoenix's water and sewer rates are among the lowest of comparable-sized cities nationwide. Our tap water supply is secure due to decades of planning and multiple water sources. The city reuses nearly all its wastewater on crops, wetlands, and energy production. Moving forward, the city's water and wastewater utilities are committed to energy efficiency that will pave the way to accomplishing their immediate, mid-term, and future goals in sustainability and emission reductions. We are taking action to increase water security and mitigate GHG emissions by banking water, using wastewater, increasing renewable sources of energy to power the water treatment processes, and capturing GHG emissions from these processes.

2050 GOAL



Provide a clean and reliable 100-year water supply.



Quickstart Action Examples

- Action W1.2:** Complete construction of Drought Pipeline Project by 2025.
- Action W5.1:** Implement Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management handbook by 2025.

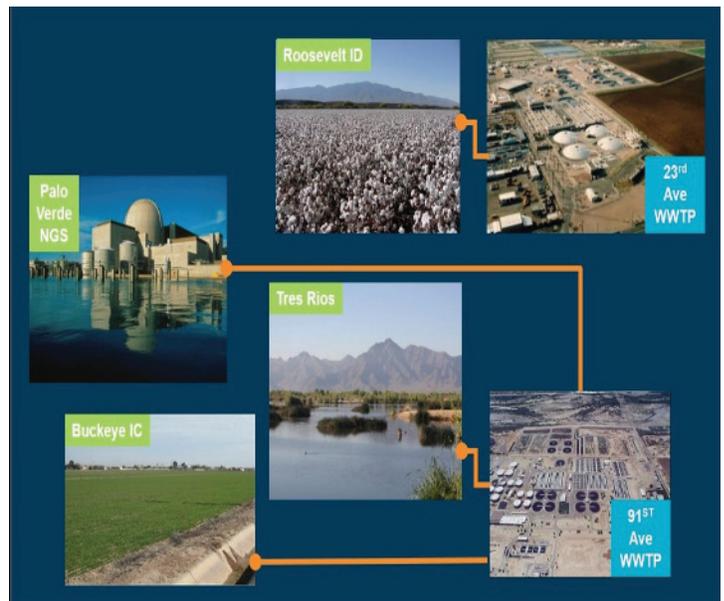
Short, Mid And Long-Term Goals

- Goal W1:** Identify and implement infrastructure projects to ensure water security.
- Goal W2:** Improve conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.
- Goal W3:** Increase outreach and provide programs to residents and businesses to reduce water use.
- Goal W4:** Reduce GHG emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.

KEY ACHIEVEMENT

Sustainability Bond Sale for Colorado River Resiliency Projects

On March 26, 2020, the city of Phoenix issued its first-ever sale of Sustainability Bonds. The bonds will fund Colorado River resiliency-related projects by the Water Services Department. One of these resiliency projects includes building a pipeline supplying North Phoenix residents (approximately 400,000 people) that are served exclusively by Colorado River water treated at two water treatment plants. The proposed 66-inch pipeline will be used to alleviate the effects of drought, by ensuring that water supplies from the Salt and Verde Rivers are available to North Phoenix during future shortage on the Colorado River.



EQUITY AND ENGAGEMENT

The city strives to improve quality of life for Phoenix residents through the efficient delivery of outstanding public services. In so doing, the city endeavors to be respectful of equity and diversity and responsive to community needs. The city continually works to engage more, listen more, and be more transparent in delivery of public services.

Climate change impacts every aspect of the Phoenix community. Every action the city takes has some degree of climate impact associated with it, therefore, every action is a climate action. The city's commitment to include equity principles in its plans and actions plays an integral role in all phases of development and implementation of this climate action plan and requires partnerships and dialogue with under-represented groups.

Plan for Ongoing Community Engagement

Continual and active community engagement is essential to successful climate planning. Community engagement for this climate action planning process will strive to be purposeful, inclusive and respectful of the needs of the community. At times, this engagement may be more intensive than at others and includes engagement conducted for an individual element of the plan, such as Cool Pavements, Walkable Urban Code, or Trees and Shade. Engagement will continue beyond 2020 and will include virtual and in person workshops and meetings; webinars and seminars to provide information virtually; online surveys and a comprehensive online presence.

This community engagement aims **to inform, engage and be responsive to** the community. At any given time, the city has numerous projects underway, in planning stages, and in construction and implementation. It is a difficult to keep up with all the activity that occurs daily in a city as large as Phoenix. The city's community engagement can always improve.

Phoenix will, as part of its Climate Planning:

- endeavor to post more to social media about projects,
- advise in timely fashion methods of feedback for specific city activities, and
- promote success stories from the city.

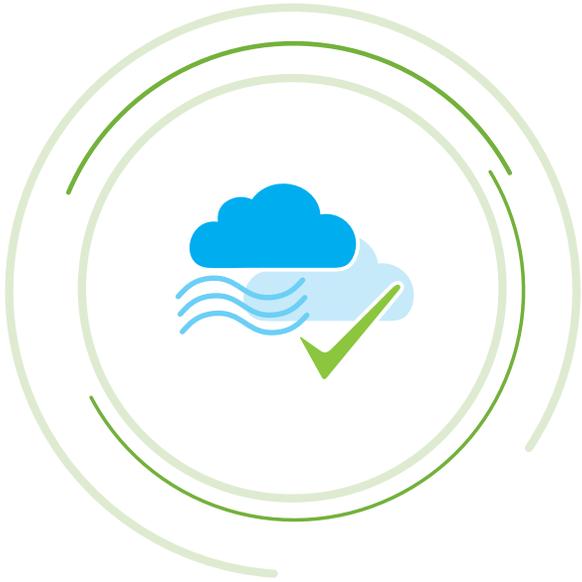
While the city is committed to keeping the community informed, it is also vital **to listen** and **to consult** with the community. Phoenix is committed to listen, actively, through workshops, meetings, one on one meetings, and surveys. In consideration of the limitations presented by the Coronavirus pandemic, the city will use appropriate means to present the plan for continued community engagements to further amend and improve the plan throughout 2021.

Identifying Stakeholders

We are all stakeholders in climate action planning. Identifying individuals who can share lived experience, expert knowledge, insight, and connections to the community at large will be an ever-evolving process. Engaging a diverse set of stakeholders offers greater range of innovation and greater potential for achieving these goals. Phoenix will continue to engage those stakeholders in a process that is transparent and equitable.

Pathway to Net-Zero Modeling in Communities

GHG emissions are not produced equally by all residents of Phoenix. To ensure that GHG reductions are equitable across the different communities in Phoenix, emissions inventories will be developed across different communities. These inventories will be combined with proposed GHG emissions reduction community-specific actions and will be evaluated using a model to assist residents in determining the pathway most appropriate for their own communities.



ATTACHMENT 1 CLIMATE ACTION PROJECTS TO DATE





STATIONARY ENERGY

2018 International Energy Conservation Code Adoption – Planning and Development Department

On July 6, 2018, the Phoenix City Council adopted the 2018 International Energy Conservation Code (2018 IECC), as part of the adoption of the 2018 City of Phoenix Building Construction Codes (PBCC), which is a model code that establishes minimum design and construction requirements for energy efficiency. 2018 IECC has prescriptive and performance-based provisions for both residential and commercial construction for energy efficiency that are used to address minimum requirements for heating, ventilating and cooling, lighting, water heating, and power usage for appliances and building systems. The program is overseen by the Planning & Development Department. The city is committed to keeping the city building codes current to maximize energy efficiency and water conservation.

2012 Phoenix Green Construction Code – Planning and Development Department

The city of Phoenix is proud to announce the adoption of a voluntary Phoenix Green Construction Code (PGCC) effective July 1, 2011. The Phoenix Green Construction Code will take a “whole project” approach to promoting safe and sustainable construction. The PGCC incorporates standards to reduce embodied carbon emissions.

23rd Ave Wastewater Treatment Plant Power Redundancy Study – Water Services Department

During the 23rd Ave WWTP Power Redundancy study, Phoenix partnered with APS to install a microgrid that would serve both the city’s power redundancy needs and APS’s long-term goals. A microgrid is a local energy grid that can disconnect from the traditional grid and function autonomously without disrupting operations. In times of crisis, this capability is important to the continued operation of water and wastewater treatment plants. During these times, the microgrid can use its own local energy generation from solar energy generation systems, emergency generators or an on-site battery system. Once the crisis is resolved, the microgrid can then be connected to the traditional grid. This is also useful if energy generation in the surrounding community is disrupted and can provide resiliency and stability to the grid. As part of the installation, Tier 2 generators were replaced with more stringently regulated Tier 4 generators which will significantly reduce emissions.

Choice Neighborhoods Energy-Efficient Housing – Housing Department

As part of the Choice Neighborhoods redevelopment of the Edison-Eastlake Community, a community-driven redevelopment effort will include a “LEED for Neighborhood Design (LEED ND) Master Plan and architectural guidelines to create “Enterprise Green Communities” (a green building certification program administered through enterprisecommunity.org) to provide a new mixed-income, energy efficient housing development that will become a showcase of sustainable development. The Aeroterra Community is a HOPE VI redevelopment project that replaced obsolete public housing units with mixed-income energy efficient, Enterprise Green Communities-certified buildings with solar panels. In addition, APS Multifamily Solar Program Partnership will see new carports and solar panels be installed at Monroe Gardens, Fillmore Gardens, Marcos de Niza Apartments, Monroe Gardens, Summit Apartments, Sunnyslope Manor and Washington Manor Apartments.

Emergency Housing Rehabilitation Program – Neighborhood Services Department

The Emergency Housing Rehabilitation program, which includes Emergency Home Repair and Remodel, the Hardship Assistance Program, and the HOME Program, has assisted over 425 residential structures, most in dire life-threatening situations, ensuring safe and healthy houses to maintain healthy and safe homes to live in. The Lead Hazard Control and Healthy Homes Program has assisted over 200 eligible residential structures reducing lead hazards to ensure safe areas for children under 6 years of age, grow and develop in healthy and safe households. The Community/Housing Development Section has completed 126 new build homes under the South Phoenix Village Single-Family Infill Redevelopment Project. These single-family houses have been built with the highest expectation of energy efficiency and sustainability results in mind.

Emerging Technologies Program – Public Works Department

Services are provided to departments to reduce energy consumption and determine project feasibility and cost savings. As part of this initiative, the Emerging Technologies program looks at new and innovative ways to save energy and reduce GHG emissions by evaluating technologies that reduce cooling loads in a facility, lower utility demand, provide more efficient building envelopes, and create an overall cost savings with a positive effect on the environment.

Energy Use Reduction – Aviation Department

The Aviation Department reduced energy use by 17.28 percent between 2009 and 2018 to meet the Better Building Challenge adopted by the city of Phoenix. (Note: PHX Sky Train® is not included, as it was not in service in 2009). ASHRAE Level II Energy Audits completed in 2015 were the basis of the Strategic Energy Management Plan and additional Investment Grade Energy Audits have been done. Plans to update the Aviation Department Design and Construction Services - Design Standards will focus on procuring more energy efficient equipment during new construction. Recent projects include: New HVAC control system with optimization at 44th St. Sky Train Station® Chiller Plant; Variable Frequency Drive Installation for Condenser Pumps at the Rental Car Center. Conversion to LED: North Runway and high-speed turn-offs, Terminal 4 Departure /Arrival street lighting and High-Profile Parking Lot light, at East Economy Garages A & B, and the Terminal 4 Garage.

Energy Use Reduction – Phoenix Convention Center

Phoenix Convention Center (PCC) staff began evaluating potential areas for energy reduction improvements in 2015. Partnering with APS to capture the benefit of its Rebate Program, PCC has completed seventeen projects of which thirteen were eligible for rebates. Over the past 5 years, electrical staff and contractors have replaced or upgraded lamps and lighting equipment, saving approximately \$700,000, reducing usage by 1.84M kWh, and earning rebates totaling \$170,000. Based upon the US Energy Information Administration's annual average for residential electricity usage, the PCC reduced its electricity usage equivalent to that of 170 homes. From stairwells, garages, meeting rooms and food court area over 7,725 lightbulbs and lighting fixtures have been installed, all while planning, ordering materials and completing projects around event activity, other priority facility requests, routine and preventative maintenance tasks. Based upon a recently completed energy audit, the Phoenix Convention Center will continue to implement energy reduction materials and systems over the next 2-5 years.

LED Streetlighting and Traffic Signals Conversion – Street Transportation Department

The Street Transportation Department replaced approximately 100,000 existing streetlight fixtures with energy-efficient light-emitting diode (LED) fixtures. Over time the full **LED streetlight conversion initiative** will reduce streetlight electricity use by up to 53 percent and save approximately \$3.5 million in annual energy costs. LED streetlights also offer maintenance savings and come with a ten-year warranty. The city began testing LED energy efficient streetlights in 2007 throughout various locations. In 2013 the city adopted LED technology as the new standard for all public roadway lighting, then in 2015 began planning a citywide effort to convert all streetlights to LED. After an extensive public input process, in 2016, the City Council revised the city’s standard kelvin level for streetlights from 4,000 kelvin to 2,700 kelvin, which is considered a “warmer” color temperature. (A light bulb’s color temperature indicates what the look and feel of the light produced will be. The color temperature of a light bulb is measured in degrees of kelvin on a scale from 1,000 to 10,000.) The new 2,700 kelvin LED lights may appear brighter at the source; however, they do not increase the measurable light levels on the street, compared to those produced by the high-pressure sodium light fixtures that were in place.

Low-Income Weatherization Assistance Program – Neighborhood Services Department

The Low-Income Weatherization Assistance Program focuses on decreasing energy consumption and improving indoor air quality for residences within the 200% Federal Poverty Level. Between 2015 and 2020, the Low-Income Weatherization Assistance Program has provided energy efficiency assistance to over 500 residential structures, with an average expenditure per residence of \$12,200.

Neighborhood Commercial Revitalization Programs – Neighborhood Services Department

Commercial neighborhood revitalization programs (NCR) encourage neighborhood revitalization. NCR and Operation Patch and Paint (OPP) provide financial and technical assistance to existing business and commercial property owners along targeted city of Phoenix business corridors. Program support, through capital improvements, ensure the long-term sustainability of the community and structures.

Solar Energy Generation Systems at Phoenix Sky Harbor International Airport – Aviation Department

Placing solar energy generation systems on city-owned facilities, like the Phoenix Sky Harbor International Airport, provide a great opportunity to take advantage of the large amounts of space available. Section 512 of the FAA Modernization and Reform Act (FMRA) encourages Department of Transportation to consider grants for projects that increase the efficiency of airport power sources, including solar energy generation systems. Two examples of large solar energy generation systems on Aviation property are the installations at the Rental Car Center (RCC) and the East Economy Parking Garages. These provide 4.1 MW and 1.29 MW of power, respectively, and were completed in 2011. According to the 2017 Aviation Department Strategic Energy Management Plan, the solar panels at RCC generate about 43 percent of the total RCC energy consumption. In 2019, a 580 KW solar array was installed at the Consolidated Office Building. Possible future solar energy system installations are being considered through a partnership with APS or through solar service agreements (SSA). However, there are limits to the amount of solar energy generation systems that can be placed due to regulations from the Federal Aviation Administration, to minimize glare caused by the panels that can affect airport operations.

Solar Energy Program – Public Transit Department

Placing solar energy generation systems on city-owned facilities, like parking lots, provides a great opportunity to take advantage of the large amounts of space available above the vehicles while also providing shade. There are many of these systems in place around the city, including installations at Burton Barr Library, conferencing facilities, office buildings, parking garage structures, and other facilities. In addition, many of these solar energy generation systems are located at Park-and-Ride facilities. Park-and-Ride facilities are parking lots with public transport connections that allow residents the opportunity to leave their vehicles and head to points of interest by bus, light rail or carpool for the rest of the trip. All new Park-and-Rides built by the Public Transit Department will have solar panels, water conserving fixtures, extensive landscaping and shade structures (including covered parking). All Public Transit Department Park-and-Rides built after 2003 have solar panels. All park-and-rides have covered vehicle parking. Public Transit owns 8 park-and-rides; 4 of the 8 have solar panels. The Solar Energy Program has a goal of putting into place an additional 5 MW of behind the meter solar capacity by 2025, which includes parking infrastructure.

Solar Power Facility at the Lake Pleasant WWTP – Water Services Department

The largest solar energy generation installation on any city property is the 7.5 MW solar power facility at the Lake Pleasant WWTP that was completed in 2013 in partnership with SunPower Corp. through an SSA. The installation is on 30 acres and has 22,936 solar panels saving \$4.2 in cost savings over the 20-year life of the system. The overall reduction of GHG emissions was primarily due to the on-site solar power generation by Water Services.

Sonoran Studio Building – Planning and Development Department

The Sonoran Studio Building will be Arizona's first Certified Living Building. It is designed by Architectural Resource Team and will be the future home of their architectural offices. It will be located in the heart of Phoenix at 1055 East Indian School Road. The building is one-story with 4,488 square feet of space. This building will be on the leading edge of regenerative design. This is a project that will generate all of its own energy with renewable resources. It will capture and treat its water on-site, meeting the important implementation targets outlined in Phoenix's climate action goals. The Building shall be net-zero energy and incorporate no toxic materials in its construction. Building design features include solar photovoltaic panels, Zero Mass Water hydrological panels, composting toilets, a rainwater harvesting system and grey water recycling system. The intent of the design is to meet all water demands within the carrying capacity of the site and mimic natural hydrological conditions, using appropriately sized and climate-specific water management systems that treat, infiltrate or reuse all water resources on site. Project water use and release must work in harmony with the natural water flows of the site and its surroundings. One hundred percent of the project's water needs must be supplied by captured precipitation or other natural closed loop water systems, and/ or by recycling used project water, and must be purified as needed without the use of chemicals.



TRANSPORTATION

Comprehensive Bicycle Master Plan – Street Transportation Department

Phoenix City Council adopted the **Comprehensive Bicycle Master Plan** in November 2014. This plan will help develop a comprehensive bicycle network that is fully connected with the Phoenix community and other transportation networks. Bicycle facilities already exist in Phoenix and represent only a small fraction of the nearly 5,000 miles of street network in the city. The Comprehensive Bicycle Master Plan is intended to make Phoenix a part of the regional bicycle network throughout the metropolitan area through coordination with MAG and ADOT. The plan also provides new policies for bicycle facility design, traffic control practices and facilities at destinations, such as parking or shower facilities.

Fleet Replacement – Public Works Departments

Public Works is participating in the U.S. Environmental Protection Agency (EPA) national Cleaner Trucks Initiative, a program that aims to establish more stringent emissions standards to reduce nitrogen oxide (NOx) and other pollutants from heavy-duty truck engines. Phoenix has been at the forefront of cleaner air initiatives, demonstrated by Public Works' commitment to replacing its fleet of diesel-engine solid waste trucks with CNG-fueled ones. The Public Works Department was recently awarded \$1 million in Diesel Emissions Reduction Act (DERA) grants by EPA to replace some of the department's diesel-fueled trucks. The grant money will be combined with matching funds of \$2.1 million from Public Works and its private partner, Mr. Bults Inc., to purchase nine new solid waste collection trucks and one long-haul truck fueled by compressed natural gas (CNG) to replace old, diesel-fueled vehicles. Public Works has 153 solid waste trucks using CNG fuel; 59 of those use low NOx CNG. The department's long-range plan is to fuel 97.5% of its 250 solid waste trucks with CNG by 2024, as part of department's commitment to sustainability.

Grand Canalscape – Street Transportation

In 2020, the city of Phoenix opened the initial 12 miles of shared use path along the Grand Canal in Central Phoenix from Interstate 17 to the city of Tempe. With limited resources and a growing city that requires alternative mobility improvements for a vital transportation network, the city of Phoenix Street Transportation Department partnered with the Salt River Project (SRP) to create a safe and continuous commuter route for bicycle and pedestrian traffic along the Grand Canal bank from the city of Tempe to Interstate 10. The overall goal of the **Grand Canalscape** is two-fold. The primary intent was to develop a continuous low-stress active transportation route for bicycle and pedestrian traffic along the Grand Canal bank. This shared use path provides safe and convenient walking and biking access between neighborhoods, transit corridors, local employment, shopping, education and recreation centers. The route also includes safe crossing facilities at arterial and collector street/trail intersections. The secondary intent of this project is to re-integrate the canals into the surrounding communities by incorporating public art, landscaping in areas of opportunity, and neighborhood access points to the path which provide better visibility, access, and ultimately appreciation of the extensive canal system in the Phoenix area. These projects will provide a safe route for bicycle and pedestrian traffic away from arterial streets and integrate the canals into the surrounding communities through improved access, public art and landscaping – with the goal of increasing usage and appreciation of one of our unique assets, the canal system in the Phoenix area. The designs, lessons learned, and experience gathered during this project provide a blueprint for further development of the Grand Canal along with other canals in the system such as the Western and Highline canals. The next segments will be under design in late 2020 with implementation by late 2023.

PHX Sky Train® – Aviation Department

Providing a vital transit link to the region, the automated PHX Sky Train® connects travelers between the METRO Light Rail 44th Street and Washington stop and the airport. The PHX Sky Train® people-mover system allows one of the country’s busiest airports to alleviate roadway congestion and enhance customer service. The initial 1.9-mile-long PHX Sky Train® segment transports users to Phoenix Sky Harbor’s East Economy Lot and Terminals 3 and 4 in less than 5 minutes. This convenient multi-modal connection improves ridership on the METRO Light Rail by both the traveling public and airport employees, further connecting our community with sustainable transportation options. Currently under construction, the final phase of the PHX Sky Train® will add 2.5 miles of guideway and connect to the Rental Car Center, completing the circuit and allowing the airport to retire its CNG bus fleet to the Rental Car Center. Completion of the final segment of the PHX Sky Train® in 2022 and construction of the West Ground Transportation Center at PHX will reduce an additional 69,000 metric tons CO₂e per year.

Reinvent PHX – Planning and Development

Reinvent PHX is a collaborative partnership committed to developing walkable, opportunity-rich communities connected to light rail. Five Transit oriented development (TOD) districts were identified and sustainability, health impact, and economic assessments were produced to create action plans for each district through district steering committees. This process establishes a new, transit-oriented model for urban planning and development along the city’s light rail system.

Transportation 2050 – Public Transit Department

Transportation 2050 (T2050) is a 35-year initiative to improve streets and transit service, including bus service and light rail construction, throughout the city. The approval of Proposition 104 by voters in 2015 resulted in a 0.7 percent sales tax that replaced a 0.4 percent sales tax. This is supplemented with federal and county funds, passenger fares and other sources. Approximately 86 percent of funds are dedicated to public transit and approximately 14 percent to streets. Plan elements are decided through public outreach and recommendations from the Citizens Transportation Committee, the Transportation, Infrastructure and Innovation City Council Subcommittee, and ultimately by City Council. Outreach activities occur throughout the year for the planning and development of new bus routes and extensions; high-capacity transit options, such as light rail and bus rapid transit; building and improving roads; creating bike lanes; and installing ADA ramps. The citizen-led committee is composed of transportation experts and community advocates and addresses a wide array of concerns expressed by residents who drive, bike, walk and ride transit service.

Voluntary Airport Low Emissions Program – Aviation Department

More than 100 fossil fuel-driven ground support equipment units - belt loader, bag tugs, aircraft pushbacks - have been retired and replaced with electric units by the airlines at Phoenix Sky Harbor International Airport. Phoenix Sky Harbor International Airport (PHX) has requested and received two grants from the Federal Aviation Administration under the Voluntary Airport Low Emissions (VALE) program to develop electric ground support equipment charging infrastructure. Forty charging stations have been installed by the Airport and additional infrastructure will be installed in future terminal construction projects. In support of the Airport’s grant request, Southwest, Airlines, American Airlines and United Airlines have retired and replaced 100 fossil fuel-powered units with electric models. Other examples of air quality improvements made by the Aviation Department include the Trip Fee Program, in which drivers of alternate fuel vehicles receive a

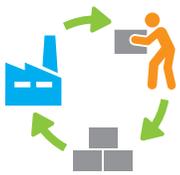
discount, and Cell Phone Lots where drivers wait for arriving friends and loved ones. Both initiatives reduce airport roadway congestion and air pollution from vehicles circling airport grounds while waiting for passengers. Aircraft ground policies at PHX, such as the use of “one engine taxi” when aircraft move off the airfield after landing, reduces emissions while aircraft are on the ground. The 2019 conversion from turf to desert landscaping decreased emissions from mowing and gas-powered trimming while saving 5 million gallons of water annually in lawn maintenance.

Walkability – Street Transportation Department, Office of Arts & Culture

Passage is a collaborative, multi-faceted work of public art that completes the series of improvements the Street Transportation team began in 2003 to improve pedestrian comfort and trail connectivity in the South Mountain community. The first project in the series was the 2005 Baseline Road Public Art Project (with Ten Eyck Landscape Architects), which improved the multi-use trail system of the area and added shade enhancements for transit riders along the Baseline corridor. The second was the 2009 Zanjero’s Line - Highline Canal Public Art Project (also with Ten Eyck Landscape Architects), improving four miles of trail and crossings on the historic irrigation lateral along the base of South Mountain. Passage bolsters South Mountain Community Library’s connection to its surroundings by fusing poetry and place with public art. It combines “acoustic” chairs, plaza enhancements, poetry trellises and a new pedestrian crossing of the Western Canal. The library plaza and trellis enhancements were developed in partnership with the South Mountain Community College District and Phoenix Library Department. The final project component is a new bridge across the Western Canal. It was designed to link the library and South Mountain Community College campus with the Arizona Agribusiness and Equine Center commercial complex to the south. The immovable wheels flanking the bridge entrances are a visual play on the history of movable bridges that once spanned the Salt River Valley canals. The bridge was designed by Harries and Heder with percent-for-art funds administered by the Phoenix Office of Arts and Culture Public Art Program. It was built using Federal transportation enhancement moneys administered by the Phoenix Street Transportation Department. Combined with the public art of plaza and walkway, it strengthens pedestrian pleasures and access in a community of increasingly connected trails.

Walkable Urban (WU) Code – Planning and Development

As part of the Reinvent PHX project, a new urban and transit-oriented zoning code, the Walkable Urban (WU) Code, was adopted by City Council on July 1, 2015 (Ordinance G-6047). The **Walkable Urban (WU) Code** is Chapter 13 of the city of Phoenix Zoning Ordinance. The code regulates development in proximity to light rail stations and is envisioned to replace existing zoning for properties within the Interim Transit-Oriented Zoning Overlay Districts (TOD-1 and 2, Sections 662 & 663 of the Zoning Ordinance). One of the standards that will be maintained is a minimum of 75 percent of the sidewalk should be shaded. Properties within the five Reinvent PHX Transit Oriented Districts (Gateway, Eastlake-Garfield, Midtown, Uptown, and Solano) will still need to go through a rezoning process, with extensive public hearings, to establish the WU Code on a specific property.



WASTE

Ameresco, Inc. Partnership – Water Services Department

Biogas that is produced as a result of treatment at the wastewater treatment plants contains methane. As part of the city's pledge to be a sustainable and cost-effective utility, a renewable energy project at 91st Avenue Wastewater Treatment Plant treats, transfers and sells biogas as a renewable green energy commodity. Through the Sub-Regional Operating Group's partnership with Ameresco, SROG is expected to reduce the equivalent of 44,671 metric tons of CO₂e per year. The green benefit from this carbon reduction is roughly equal to taking 70,452 cars off the road for one year.

Adaptive Reuse Program – Planning and Development Department

The city of Phoenix's Adaptive Reuse Program was created in 2008 to assist with streamlining the process and steps required to repurpose existing buildings for new business uses. A task force consisting of community and business leaders and representatives from various arts organizations helped the city of Phoenix review existing codes and identify ways to streamline processes, relax code requirements for new development, utilize existing infrastructure and provide business opportunities by repurposing and reusing existing buildings without compromising public safety. The task force identified about 30 policy areas to assist and support the Adaptive Reuse Program. Some of the most popular policy areas include providing regulatory relief (not requiring all of the regulations associated with new build projects), providing projects with a designated point-of-contact (a designated staff member from the Office of Customer Advocacy is assigned to each project), focusing on speed-to-market opportunities (streamlining measures are in place to help businesses open their doors sooner) and providing financial incentives (qualifying projects can benefit from up to \$7,000 in incentives to cover expenses such as plan review and inspection fees). During the past five years, the city of Phoenix has assisted 151 qualified adaptive reuse projects by providing over \$450,000 in Adaptive Reuse Incentives. Repurposing existing buildings for new uses can be challenging. Phoenix's Adaptive Reuse Program encourages the reuse (recycling) of buildings to promote business uses and offers incentives that help bring life to underutilized buildings, supports local businesses, takes advantage of existing infrastructure and supports our neighborhoods.

Green Business Leader Program – Public Works Department

The **Phoenix Green Business Leader Program**, initiated in 2017, recognizes Phoenix businesses that are passionate about sustainability. Once certified as a Green Business, businesses receive many different marketing benefits including a window decal to display in their business, invitation to an annual recognition event, and a plaque recognizing their excellence. Businesses can achieve higher certifications by completing more sustainable actions. Higher certifications also come with more benefits.

The program initially focused on waste diversion-related activities such as recycling or composting. To improve the program and provide additional value to Phoenix businesses, the Public Works Department partnered with the Water Services Department, the Office of Sustainability, and the Office of Environmental Programs in 2019 to expand the GBL program to recognized businesses for efforts around water conservation, energy efficiency and sustainable purchasing, in addition to waste diversion. The expansion also includes a three-tiered certification system of green, gold or platinum level, depending on the number of sustainable actions a business achieves within their business practices.

Number of Certified Green Businesses: 103

- 43 Platinum Certifications
- 16 Gold Certifications
- 44 Green Certifications

The city launched the Diversion Tracking Tool in mid-2018 which measures waste diversion related to Green Businesses. The cumulative tonnage from 14 of the 103 that record their tonnage:

- 5,295 tons recycled
- 12 tons composted
- 54 tons donated

Green Organics Residential Collection Program – Public Works Department

Through the Green Organics Residential Collection program, organic material, like yard trimmings, untreated wood, tree fruit, and cactus, is collected from residential properties. Currently, there are six green organic material collection routes collecting residential organic material each week. This organic material is then transported to the 27th Avenue Compost Facility to be processed.

Make Ready Program – Public Works Department

Make Ready has been actively recycling auto parts for the past four years including body panels, interior components, lighting, engines, transmissions, control units and accessories. For fiscal year 19-20 Make Ready has reused \$120,000 worth of parts in the first 11 months and expects to close out the year at over \$130,000. Using recycled parts from the city fleet saves the money in parts purchasing and reduces the demand for those parts, which in turn reduces production and decreases landfill waste. Due to the age of the city's fleet, older units can be maintained and provide services to both internal and external customers.

Oops or Shine On? Recycling Program – Public Works Department

The Phoenix Public Works Department implemented a new recycling program that gives residents individualized feedback on what can and cannot be recycled. The city launched a pilot program with 1,200 households in southeast Phoenix with historically high contamination. The city monitors data from each recycling route to determine which neighborhoods have the highest contamination rates. At the beginning of the program, about 72 percent of residents had recycling contamination and received an “Oops” tag. At the end of the program, five weeks later, 73 percent of residents received “Shine on” tags. Recycling contamination significantly impacts the success of a recycling program and contaminated materials end up in the landfill. Phoenix has an average recycling contamination rate of 30 percent. Unclean food containers, lawn clippings, old clothes, wooden items and greasy pizza boxes cannot be recycled, yet people regularly put these items in their recycling bins. Other non-recyclables, such as plastic bags and wrappings, can cause mechanical malfunctions that slow down the sorting process.

Reclaimed Asphalt Pavement Project – Street Transportation Department

Reusing materials increases the rate of waste diversion and may bring cost savings and reductions in GHG emissions. One of the largest costs of street paving operations is the cost of materials. These costs may be reduced by reusing the asphalt. The Reclaimed Asphalt Pavement (RAP) Project is assessing the cost effectiveness and performance utilizing different proportions of RAP on Phoenix streets as part of traditional paving materials. Phase II was recently completed, which involved performance tests on a road section within the city. An estimated 10 percent reduction in GHG emissions per mile is possible through this program.

Reimagine Phoenix – Public Works Department

In 2013, the Phoenix City Council adopted the goal of diverting 40 percent of trash from the landfill by the year 2020. In April 2016, this goal was expanded to Zero Waste by 2050. To achieve these goals, the Public Works department implemented the Reimagine Phoenix Initiative with a focus on new programs, enhanced education and community outreach and public/private partnerships.

One way the city is accomplishing this goal is by developing the Resource Innovation Campus (RIC) on underutilized city property at the 27th Avenue Solid Waste Campus site, located between 27th Avenue and 35th Avenue south of Lower Buckeye and north of the Salt River as a hub for innovators building Phoenix's circular economy and generating economic development. The RIC Master Plan identifies parcels of land that the city may choose to lease out for development in support of the initiative. In 2017, the city opened the Envision-Silver certified compost facility that can process up to 55,000 tons at the RIC. The facility goes hand in hand with the city's Green Organics curbside bin program implemented in 2016 that is designed to divert residential green waste from the landfill.

Two material recovery facilities (MRF), process roughly 169,000 tons of recyclables per year. In FY 2019-20, a \$4.5 million investment was made for infrastructure upgrades to one of these MRF's. The upgrades to the North Gateway Transfer Station MRF were completed to improve recovery of materials and to meet new quality specifications required by the recyclables market. For example, the facility receives more cardboard than newspaper than it did 10 years ago. The retrofit has improved the capture rate of recyclables, decreased contamination in outbound bales, and increased production speed. The upgrade has improved the capture rate of recyclables, decreased contamination in outbound bales, and increased production speed. By including new technologies like optical sorters in the upgrade, we are now estimated to capture 70% more plastic bottles, 41% more cardboard, 54% more paper and 52% more aluminum at the North Gateway MRF.

The Reimagine Phoenix Initiative not only educates residents on the importance of waste reduction but demonstrates how trash can be viewed in a different light – as resources that have value. In 2017, the city of Phoenix was honored at the C40 cities Bloomberg Philanthropies Awards ceremonies in the Cities4ZeroWaste category. In addition, in 2018, Reimagine Phoenix was also recognized as a Finalist at The Circularity 2018, an initiative of the World Economic Forum and The Forum of Young Global Leaders, for The Award for Circular Economy Public Sector.

As part of the Reimagine Phoenix Initiative, the Public Works Department partnered with Community and Economic Development Department to implement an economic development approach to engage with entrepreneurs and manufacturers to develop Phoenix's circular economy. Based on the results of a Waste Characterization study, the city

issued a Request for Innovators (RFI) in 2015 designed to identify what items in the waste stream may have value to manufacturers and innovators. Based on the results of the RFI, the city issued a series of Requests for Proposals (RFP) to match items in the city's waste and recycling streams to create economic development opportunities and support the use those items as feedstock to develop products. In addition to engaging the private sector, the city and Arizona State University established the Resource Innovation and Solutions Network (RISN) partnership to advance collaboration, research, innovation and application of waste resources to create economic value and drive a sustainable circular economy.

Rio Salado Habitat Restoration Project - Parks and Recreation, Water Service Department, Office of Environmental Programs

The Rio Salado Habitat Restoration Project is 40 years in the making and the first of its kind in the desert southwest. Phoenix Rio Salado is a community-inspired plan to restore part of the once-flowing Salt River from a blighted corridor into an environmental and recreational amenity for the community. Phoenix Rio Salado is a 595-acre area located two one-miles south of downtown Phoenix and north of South Mountain Park near Central Avenue at the Salt River. Thousands of residents and many government agencies were involved with shaping and funding this habitat resource that spans five miles in length from 19th Avenue to 24th Street. The landscape incorporates lush marshy wetlands of which 90% of these types of habitats have been lost in Arizona since the 1900's, native cottonwood and varieties of willows, which are among North America's rarest forest type and Mesquite woodlands or bosques as they are referred to, are the fourth rarest plant community of 104 types identified in the United States other native-desert plants. All plant material was contract grown and required seed collection of within a 1/2 mile of the Salt River to ensure true seed source to restore the environment of Rio Salado. The Rio Reimagined Project will revitalize the Rio Salado (Salt River), Aqua Fria and Gila Rivers, and the region by transforming over 45 miles of the river stretching from the Salt River Pima Maricopa Indian Community at the eastern most boundary to the city of Buckeye to the west and encompassing more than 78,000 acres.

Brownfields Land Recycling Program – Office of Environmental Programs and Community and Economic Development Department

The **Phoenix Brownfields Land Recycling Program** provides financial and technical assistance for brownfields cleanup and redevelopment city-wide. To date, more than \$330 million in private investment has restored more than 320 acres of previously contaminated and has created or maintained approximately 3,000 jobs.

In 2020, the city of Phoenix received a \$600,000 Brownfields Assessment Coalition grant for the Rio Reimagined Project with the cities of Avondale, Tempe, and ASU. The target area for the grant is within 1.0 mile of the Salt River (Rio Salado), Aqua Fria and Gila Rivers within the cities of Tempe, Phoenix and Avondale, Arizona.

Transition to Electronic Delivery from Paper-Based – City Clerk Department

The City Clerk Department has focused on eliminating paper-based workflows wherever possible and implemented methods of engaging and servicing customers more efficiently with environmentally friendly service delivery methods. Electronic delivery of information and other tools will be implemented for the upcoming November 2020 Mayor and Council Election. For the candidate nomination petition process, the City Clerk Department offered candidate packet information online. This is more cost effective and provides candidates and other interested parties access to the most up-to-date information daily. Increased resources are available to our November 2020 Mayor and Council candidates through a partnership with the Secretary of State's Office (SOS). City Clerk Department worked with the SOS to modify the SOS's E-QUAL (electronic candidate nomination petition system) for use by local candidates for the November 2020 election. This system allows candidates to collect the required nomination signatures online minimizing the need for distribution of paper nomination petitions in person. Additionally, in December 2012, the Department implemented the Campaign Finance e-filing system that allows candidates and Political Action Committees to submit campaign finance reports online. Working with ITS, the City Clerk Department implemented the ability to accept contracts and other documents electronically using Adobe Sign or similar software to obtain electronic signatures. Implementation of this electronic process minimizes the strain on natural resources by decreasing the use of paper, ink printers and other resources thereby minimizing the overall environmental impact and making the document routing process more efficient and economical.

More recently, the City Clerk Department in conjunction with ITS implemented a new eComments and Request to Speak system that allows residents to provide comments and submit requests to speak on Council agenda items electronically, giving them an alternative to in-person participation at Council meetings. This system not only minimizes the environmental impact of the need for physical appearance at City Council Meetings, it also offers an additional opportunity to enhance citizen engagement in public meetings. The City Clerk Department's commitment to offering electronic services allows the Department to provide services to more customers in an efficient manner while continuing to meet and sustain environmental goals.



AIR QUALITY

Dust Reduction Task Force - Neighborhood Services, Parks and Recreation, Planning and Development, Police, Public Information Office, Public Works, Street Transportation, and Water Services Departments, Office of Environmental Programs

In 2011, the city of Phoenix was experiencing high levels of particulate air pollutants. This dust contributed to the infamous “brown cloud,” increased risk for individuals with respiratory diseases, and continued high levels would have led to a loss in billions of dollars of Federal funding for streets and highway projects needed throughout the Valley. To address this class of pollutants, the city manager established the Dust Reduction Task Force, which consisted of various city departments, including Neighborhood Services, Office of Environmental Programs, Parks and Recreation, Planning and Development, Police, Public Information Office, Public Works, Street Transportation, and Water Services. Due to the success of the Task Force, Maricopa Association of Governments has recognized Phoenix as a regional leader and the Task Force as a model for other Valley cities. An integrated, comprehensive high-risk dust advisory strategy was developed to implement a consistent city-wide response procedure and increase outreach to residents. The Task Force produced detailed maps of targeted areas, changes to city code for dust reduction, an enforcement strategy for the Code focused on education, dust awareness, response training for staff, and various multimedia items for outreach. Many residents utilize the shoulders of this street and the surface was stabilized to allow continued use by residents and limit the formation of dust. The work done by the Task Force was in partnership with various regional entities. ADEQ produces high-risk dust advisories that are used to prepare for dust events and adjust city work schedules. MCAQD assists by providing air quality monitor data that is used to assess the effectiveness of the program.

Trip Reduction Program – Office of Environmental Programs

Arizona does have ozone reducing programs in place that include a Trip Reduction Program (TRP), lawn garden tool replacement, voluntary vehicle repair, industry control measures, alternative fuel stations, idle reduction program and local fuel blends to decrease vehicle emissions. City employees participate in the Trip Reduction Program with the goal to decrease the number of trips taken, especially trips taken in a single occupancy vehicle. In 2019, 25 million miles of commuting were reduced, preventing 143 tons of pollution, solely by city of Phoenix employees.

Many activities have changed or halted since COVID-19. As a result, the number of trips taken by residents has decreased. Teleworking has allowed some to work from home, when possible. Approximately 3,000 of the 15,000 city of Phoenix employees have been teleworking during the pandemic. Altogether, this results in decreased emissions from passenger vehicles and, more noticeably on a personal level, less traffic.



LOCAL FOOD SYSTEM

2025 Phoenix Food Action Plan – Office of Environmental Programs, Community and Economic Development, Housing, Parks and Recreation, Planning and Development, Public Works, Neighborhood Services, Water Services

Phoenix has made a healthy food system a priority. In March 2020, Phoenix City Council supported this effort, and approved the [2025 Phoenix Food Action Plan](#) (2025 FAP) that outlines short term goals, strategies and actions to achieve access to healthy food for everyone in Phoenix by 2050. As the actions outlined are implemented along with the collection of new data, technology improvements and continued collaboration with stakeholders, OEP expects to develop an updated plan in 2025-2026 that continues movement toward the 2050 goal. The plan was developed with an interdepartmental team and external stakeholders, including residents most impacted by food insecurity.

Brownfields to Healthfields Initiative – Office of Environmental Programs

Phoenix has recognized there is an opportunity to cleanup and redevelop brownfields that directly impact public health through the reuse of these sites for food and healthcare assets. The [Brownfields to Healthfields \(B2H\) Initiative](#) targets areas with inadequate health care, food deserts, and designated infill incentive, neighborhood initiative, and redevelopment areas. Focusing on these areas within Phoenix addresses sustainable and equitable development, in addition to building upon existing brownfields efforts.

To date, 10 properties have been cleaned up and redeveloped as urban farms, community gardens, school gardens, farmer's market, and a food hub. The work was initiated as a result of award of a \$400,000 community-wide brownfields assessment grant from the U.S. Environmental Protection Agency in 2015. The impact of this project results in improved community health due to the elimination of exposure to hazardous substances and creation of opportunities for improved access to healthcare and healthy foods, which positively impacts environmental and health equity.

Maricopa County Food System Coalition Partnership – Office of Environmental Programs

The city is a founding member of the [Maricopa County Food System Coalition](#) (MarCo) established in 2015. Several organizations focused on improving the local food system gathered to explore the viability of creating a food policy council/coalition for the region. The Office of Environmental Programs was eager to learn and listen to stakeholders to better understand the challenges faced in providing access to health food for everyone living in Phoenix. Coincidentally, the two groups of stakeholders came together, and the city committed to help create the coalition. The city continues to have a strong relationship with MarCo and has successfully won a grant award to complete a Community Food Assessment for Maricopa County, the first of its kind. The data collected was integral to the city's own Food Action Plan and continues to provide valuable information to educate others on the importance of an equitable, healthy, thriving, and sustainable local food system.

South Phoenix Food Action Plan – Office of Environmental Programs

The importance of understanding the food system at a neighborhood level, particularly areas that faced high rates of food insecurity was important, which includes the South Phoenix area. Through a grant received the U.S. Environmental Protection Agency (EPA) Local Foods, Local Places program, OEP was able to conduct a two-day workshop in South Phoenix to identify challenges and opportunities for improving the food system in the South Mountain Village Planning Area. Community outreach for this work was focused on engaging residents that were most impacted by food insecurity and hunger, including low income populations and people of color. **A food-focused Community of Practice** made up of women of color was initiated to develop a greater understanding of food challenges and to establish collaborative relationships for making improvements. The results of the Local Foods, Local Places workshop and community engagement was a **South Phoenix-specific Food Action Plan** that details recommended actions targeted for the unique and rich history of this geographic area. This place-based plan was included in the city-wide plan and was approved by Phoenix City Council for implementation as well.

Phoenix Food Day & Healthfest - Office of Environmental Programs

Phoenix has hosted the annual **Phoenix Food Day & Healthfest** event since 2013 to change the way people look at food and to promote healthy eating, to teach residents how to grow food, cooking, nutrition, and the importance of overall well-being. Since 2019, Phoenix has partnered with the Junior League of Phoenix to add a Healthfest component to the event, adding health screenings, and fitness activities. The event is hosted for 2-3 years in a community that is experiencing food insecurity and is challenged with access to healthy food in partnership with schools, local business and other institutions. More than 14,000 adults and kids educated and 160 partners engaged.



HEAT

Cool (Energy Star) Roofs – Public Works Department

Roofs are exposed to sunlight during the day and absorb heat. By using a coating on the roofs, the amount of sunlight reflected is increased. Coating the roof reduces the amount of energy needed to cool the building, reducing GHG emissions. Cool (Energy Star) Roofs is the standard for all departments that work with the Public Works Department (PWD) to handle their roof replacement, as well as for those buildings owned by PWD. This type of roof has been implemented for PWD-owned buildings since 2005.

Heat Relief Network – Human Services Department, Communications Office, Library Department

In 2005 after a weeklong heat wave that resulted in about 30 deaths in the homeless population the Maricopa Association of Governments (MAG) created the Heat Relief Network. The Heat Relief Network is a regional partnership between MAG, local municipalities, nonprofit organizations, the faith-based community, and businesses. Each year, MAG coordinates the mapping of the Heat Relief Network, a network of partners providing hydration stations, refuge locations, and water donation sites throughout the Valley with the goal to educate about heat dangers, preventing heat-related illnesses and deaths among vulnerable populations (people experiencing homelessness, older and/or disabled adults, homebound persons). Heat relief sites in Phoenix include Phoenix libraries, recreation centers, and senior centers. There are also heat relief sites at the Salvation Army - Phoenix Maryvale Corps, Phoenix Citadel Corps, Phoenix Kroc Center, Family Services Center offices.

Summer Safety Campaign – Communications Office, Parks and Recreation, Fire, Human Services, and Public Works Departments

Each summer, the Communications Office promotes Summer Safety via a dedicated website, social media and traditional media coverage. This is a comprehensive program that provides heat- and water-safety information across departments, including Parks and Recreation, Fire, Human Services, Public Works, among others. The city also conducts outreach to our most vulnerable communities, such as people experiencing homelessness and home-bound seniors. This involves handing out printed cooling center maps and heat-safety materials directly to those in need during extreme heat events. During the past six years, the city has increased coordinated outreach and communications related to rising urban temperatures. Electronic communications will likely continue to be the preferred method for sharing information in the future. There is still a need for printed materials. The city has communicated to communities across the city related to climate change and extreme heat with materials in Spanish and engagement from the Spanish-language media. Research from Arizona State University and data from Maricopa County Department of Public Health show that low-income areas often have the least amount of tree shade to mitigate the urban heat island effect and reduce CO2 levels. The city continues to provide general messaging and provide targeted messages. Heat data and transit data are used to determine areas with the greatest need for heat relief during extreme weather events.

Take a Hike. Do it Right – Parks and Recreation Department

More than 200 hikers annually are rescued from Phoenix desert and mountain parks and preserves. The city created a simple checklist of general hiking tips, including hiking during the early morning or evening hours; always hydrating before, during and after a hike; monitoring the local forecast and understanding that all trail difficulty ratings are raised one level when the temperature is 100 degrees or warmer. In 2019, Phoenix Parks and Recreation Board implemented a rule stating dogs are prohibited on city of Phoenix hiking trails when the temperature is 100 degrees or warmer.

Right Tree, Right Place training – Parks and Recreation Department

Increasing the tree canopy of the urban forest requires planting more trees. “Right tree, right place” is considered for each new tree placement. The right tree should be a drought-tolerant tree that is ideally a native species. The right tree will also emit lower amounts of volatile organic compounds which are precursors to ozone. The right place will be a place where the tree can fully mature without disturbing powerlines, right of way, or damaging other infrastructure. Recently, in order to increase the success rate of planting, a method was piloted to use tall pots to increase the number of plants that survive.

Tree and Shade Master Plan – Parks and Recreation, Street Transportation Departments

The **Tree and Shade Master Plan** is the product of the Tree and Shade Task Force, a multi-department committee. The Master Plan was adopted by the City Council on January 5, 2010 with a vision to double the average tree and shade canopy by 2030 to 25%. Although many actions were taken related to education and awareness campaigns and development of resources, the number of trees planted in the early years was limited given the context of the Great Recession. However, after a groundswell of community support, City Council dedicated \$450,000 in additional annual tree funding leading to 4,000 trees now being planted annually on city streets, parks and rights of way.

The Tree and Shade Master Plan implementation is supported by over \$5 million in annual funding to city departments as part of a city-wide program that includes the following initiatives:

- **The Urban Forestry Roundtable** established in 2019 by the city of Phoenix, American Forests and Arizona Sustainability Alliance, is represented by over 30 entities including non-profits, community groups, and city and county representatives united under the following vision: *“Over the next five years, we will work collaboratively to improve tree care and planting in Metro Phoenix in ways that will measurably mitigate urban heat island, improve local air quality and prioritize environmental and social justice outcomes through municipal and private investment in trees — particularly in vulnerable neighborhoods currently lacking tree canopy.”*
- **The Urban Forest Implementation Team (UFIT)** is a working group of city staff from many departments to coordinate tree plantings efforts city-wide and monitor progress toward the goal to double the tree and shade canopy. Departments include Streets, Parks, Neighborhood Services, Planning & Development, the Office of Sustainability, and the Office of Environmental Programs. The programs include:
 - **The Citizen Forester Program** – providing training and education to volunteers to help in planting and care of trees in the community.
 - **Love Your Block** – managed by Neighborhood Services, organizes community planting events in neighborhoods and provides mini-grants for neighborhood beautification.

- **The Tree Donation Program** – launched in 2020, will work with the residents and businesses to fund specific tree planting projects in the community.
- **The Tree Zoning Ordinance Update** – will enhance the care and protection of trees to ensure trees planted as part of new developments will be maintained and retained.
- **The Parks Tree planting program** – seeks to ensure all city parks have a minimum 25% shade canopy. The Parks department seeks partnerships to plant 1500 trees each year in city parks.
- **The Streets Tree Planting Program** – dedicated funding for an average of 1,000 trees per year in city streets supplemented by additional plantings as part of Major Capital improvements.

The Environmental Quality and Sustainability Commission (EQSC) formed an Urban Heat Island and Tree and Shade Subcommittee (UHITS), composed of community experts, that developed recommendations for the implementation of the Phoenix 2010 Tree and Shade Masterplan.

New Bus Shade Shelter for Phoenix Transit System – Street Transportation Department

The Phoenix Public Transit Department set a goal to provide shade at all 4,050 bus stops in the city as part of T2050. Providing bus stop shade is not easily solved in a cost-effective manner. The city’s right-of-way and the Americans with Disabilities Act (ADA) regulatory requirements for compliant and accessible bus stops limit options. The issue is the ‘quality’ of the shade provided during the summer heat. West-facing bus stops create the biggest challenge. These shade and accessibility challenges make it uncomfortable for transit riders waiting for bus service and could potentially decrease ridership. The Public Transit Department, with Friends of Transit, an Arizona nonprofit public transit advocacy group, offered a contest to Arizona State University (ASU) students to design a bus shelter that prioritized shade and accessibility. Students from the ASU Industrial Design Program collaborated with staff to create a bus shelter that provides shade at any time of day with individual seating, mobility vehicle alcoves and vandal-proof materials. The partnership not only aligned with the bus shelter goals in T2050 but also provided students the opportunity to apply their design skills to real-world issues. The ASU student-inspired concept has been designed by a professional engineer. Prototypes have been built but none of this design has yet been manufactured for use.

Green Infrastructure/Low Impact Development – Planning and Development Department, Street Transportation Department, Water Services Department, Office of Environmental Programs

The city of Phoenix recently partnered in the development of a handbook ***for Green Infrastructure/Low Impact Development (GI/LID) in the Phoenix Metro Area***. The effort was led by Arizona State University’s Sustainable Cities Network and the city of Scottsdale. Other partners included the Arizona Department of Environmental Quality, the Flood Control District of Maricopa County, and the cities of Apache Junction, Glendale, Goodyear, Mesa, Tempe, Avondale, Gilbert, and Peoria. The result was a handbook providing standard details and specifications for ten GI/LID features that the partners determined would be of most interest in the Phoenix Metro Area. This handbook was an important step for GI/LID in Phoenix and was approved by the city’s Development Advisory Board for use by the Planning and Development Department to streamline approvals for voluntary use by private developers outside of street right-of-way. The Planning and Development Department is currently working on incorporating the handbook into its review and approval processes. The Street Transportation Department is also currently working to include a subset of the design details in an update to the street design guidelines. A previously completed triple bottom line cost benefit analysis for Phoenix (completed in 2018 and available online here: <https://www.phoenix.gov/oep/Stormwater>).



WATER

2018 International Energy Conservation Code Adoption – Planning and Development Department

On July 6, 2018, the Phoenix City Council adopted the 2018 International Plumbing Code (IPC), as part of the adoption of the 2018 PBCC (PBCC), which is a model code that establishes minimum design and construction requirements for water efficiency. 2018 IPC has prescriptive and performance-based provisions for both residential and commercial construction for water efficiency. The program is overseen by the Planning & Development Department. The city is committed to keeping the city building codes current to maximize energy efficiency and water conservation.

Cooling Tower System Upgrades – Water Services and Aviation Departments

Water used by cooling towers to remove heat from buildings can account for as much as half of all water use in some commercial buildings, exacerbated by the high mineral content of regional water. At Sky Harbor Airport's Terminal 4, the water meter that provides make-up water for the cooling towers is one of Phoenix's highest volume water meters. A pilot project was completed to install a system that softens the make-up water, increases the cycles of concentration, and reduces water use by 20 percent. Furthermore, using a mixed oxidant generator system eliminates the use of harsh biocide chemicals, needed for these closed loop systems, that are both dangerous and expensive. Reducing water usage has saved power, which helps diminish the city's overall carbon footprint. Initial estimates inferred that the water savings would be 10,000,000 gallons per year. It has been over two years since the project was concluded, and the results are in with more than 31,500,000 gallons of water and thousands of pounds of water treatment chemicals saved in 2019. The project was so successful that the systems are now a standard central plant design, and similar systems have been installed at the Terminal 3 Central Plant and Rental Car Center Central Plant. The cost savings of these upgrades are achieved by the elimination of purchasing biocide chemicals, reduced water use, and increased system life. A principal factor of this type of system is that it can be scaled up or down in size to accommodate almost any size cooling tower.

Drought Pipeline Project – Water Services Department

The project is building a pipeline supplying North Phoenix residents (approximately 400,000 people) that are served exclusively by Colorado River water treated at two water treatment plants. The proposed 66-inch pipeline will be used to alleviate the effects of drought, by ensuring that water supplies from the Salt and Verde Rivers are available to north Phoenix during future shortage on the Colorado River. Sustainability bonds are funding the project.

Sustainability Bond Sale for Colorado River Resiliency Projects - Finance and Water Services Departments, Office of Sustainability

On March 26, 2020, the city of Phoenix issued its first-ever sale of Sustainability Bonds. The bonds will fund Colorado River resiliency related projects by the Water Services Department. This transaction was priced in the wake of one of the greatest economic downturns since the Great Depression and amidst a tumultuous municipal bond market due to the COVID-19 pandemic. However, as noted by Morgan Stanley, the "sustainability designation did assist with the marketing and achieving of strong results for the City's sale." The sale resulted in the sustainability bonds being 4.4 times oversubscribed compared with 4.1 times for the non-sustainability bonds that were priced in the same transaction.

Furthermore, over half of the sustainability bond orders were placed by ESG investors or by investors influenced by the sustainability designation. Leaders throughout the financial industry used this sale by the city of Phoenix as an example of the resurgence of the municipal bond market. Given these positive results doing the challenging market, the city intends to continue and grow its Green and Sustainability Bond program.

HOA Audit Program – Water Services Department

Homeowners Associations (HOA) use water to maintain common landscaped areas, which can lead to high costs and high water usage to keep the areas looking attractive. Up to 70 percent of water used by residents is for outdoor watering. Phoenix piloted a HOA Audit Program that conducted nine audits of outdoor water use within common areas managed by HOAs. Based on that pilot, the potential average savings for the HOAs that volunteered to participate was 4.5 million gallons per year if they implemented the recommendations from the audit. The program will be expanded from pilot to ongoing program by increasing the number of inspections from nine to 40.

Internal Water Efficiency Task Force – Water Services Department

A city-wide Internal Water Efficiency Task Force was created to monitor water used in municipal operations. Water meter inventories were recorded for city-owned facilities. The efficiency of water using devices for each facility was measured and pipelines were inspected for leaks and repairs were made to any that were identified. An evaluation of the irrigation at all facilities was completed to identify leaks, broken drip or sprinkler heads and unused stations. The department worked with the landscape company to ensure leaks were repaired, replacement of missing/broken drips and sprinkler heads and capping off unused stations. In addition, grass was removed from some facilities to create a xeriscape at appropriate facilities, decreasing the amount of water needed for irrigation. As a result of the task force, water use dropped 46.5 million gallons, reducing costs, energy use and GHG emissions in the process.



ATTACHMENT 2 ACTIONS MATRIX





Stationary Energy (SE)

QUICK START ACTIONS (EXAMPLES)

Action SES1.5: Install solar panels on carports at 7 city housing sites for a total of 872 kW by 2021.

Action SES2.1: Replace 100 percent of high-demand lighting fixtures in water and wastewater facilities with LED by 2022.

Action SES2.2: Continue to replace 50 HVAC units per year until all units that use R-22 refrigerant are replaced.

GOAL SES1		Add 50MW of renewable energy projects on city-owned properties by 2030.		
Ongoing Actions		City Lead	Partnerships	Timeframe
SES1.1	Continue to install solar energy generation systems on city-owned parking infrastructure.	Public Works Department, Public Transit Department	Office of Sustainability, Valley Metro, APS, SRP	Ongoing, Long-term
	Place solar energy generation systems on city-owned parking lots to take advantage of the large amounts of space available above the vehicles while also providing shade, including Park-and-Ride facilities. Public Transit owns 8 park-and-rides; 4 of the 8 have solar panels.			
Pending Actions				
SES1.2	Install solar energy generation systems at landfills.	Public Works Department	APS	Ongoing, Long-term
	Landfills are potential candidates for placing large solar energy generation systems. The Skunk Creek landfill, now decommissioned and dormant as an unused brownfield, has been identified as a location for a future City park and/or where a 60-80 MW solar array could be sited. The SR-85 landfill has an existing 10 MW solar field operated by Arizona Public Services (APS) and other portions of the 2650-acre landfill site are amenable to additional solar projects. This effort would provide the benefit at the decommissioned landfill sites that currently have no immediate plans of reuse or revitalization to produce clean energy.			
SES1.3	Install solar energy generation systems at Aviation Department properties, including Phoenix Sky Harbor International Airport.	Aviation Department	APS	Ongoing, Long-term
	Solar energy generation systems at Sky Harbor International Airport currently produce 5.97 MW. Possible future solar energy system installations are being considered through a partnership with APS or through solar service agreements (SSA).			
SES1.4	Install solar energy generation systems at water and wastewater treatment plants.	Water Services Department	SunPower Corp.	Ongoing, Long-term
	Installation of solar energy generation systems at water and wastewater treatment plants are being considered similar to the Solar Power Facility at the Lake Pleasant WWTP that produces 7.5 MW of solar power facility and was completed in 2013 in partnership with SunPower Corp. through an SSA.			

SES1.5	Install solar energy generation systems on Choice Neighborhoods redevelopment properties and other affordable housing neighborhoods.	Housing Department		Ongoing, Long-term
	Housing developments will include new mixed-income, energy efficient housing development with solar power generation that will become a showcase of sustainable development as part of the Choice Neighborhoods Energy-Efficient Housing and APS Multifamily Solar Program Partnership Programs. This comprehensive redevelopment plan will replace 577 obsolete public housing units with 1,011 mixed income energy-efficient units.			
GOAL SES2		Perform deep-energy retrofits to lower total energy use in city-owned and operated buildings 25 percent from 2010 levels by 2025.		
Ongoing Actions		City Lead	Partnerships	Timeframe
SES2.1	Replace lighting in municipal operations with light emitting diodes (LEDs) to reduce electricity consumption.	Public Works, Convention Center, Police, Information Technology Services, Water Services and Aviation Departments		Ongoing, Short-term
	Replacing incandescent and fluorescent lighting in municipal operations with LEDs results in lower electricity consumption and longer lifetime of the device.			
SES2.2	Replace heating, ventilation, and air conditioning (HVAC) equipment units to increase energy efficiency and phase out R-22 refrigerant.	Public Works Department		Short-term
	The Montreal Protocol requires the U.S. to reduce its consumption of HCFCs by 99.5 percent necessitating that equipment utilizing refrigerants be phased out. 300 HVAC units using this R-22 refrigerant have been replaced and 634 units need to be replaced.			
SES2.3	Use Energy Management Plans to identify opportunities to reduce energy use and cost at city-owned facilities.	All Departments		Ongoing, Short-term
	As part of the facilities maintenance program, an energy management program (EMP) is used that includes ongoing energy audits to identify opportunities to reduce energy use and cost.			
Pending Actions				
SES2.4	Emerging Technologies Program research on new and innovative ways to save energy for municipal operations.	Public Works Department	Office of Sustainability	Short-term
	Investigate new and innovative ways that save energy by evaluating technologies that reduce cooling loads in a facility.			

SES2.5	Participate in Energy Service Contracts that provide energy efficiency improvements in City of Phoenix facilities located downtown.	Office of Sustainability	Convention Center, Public Works, Police, Water Services, Aviation Departments	Short-term
	The Energy Service Contract program is a performance-based energy services contract that allows multiple energy conservation measures to be implemented and paid for over time by the savings achieved from the combination of those measures.			
GOAL SES3	Offset 100% of municipal electricity use through 200MW of new renewable energy projects by 2030.			
Ongoing Actions		City Lead	Partnerships	Timeframe
SES3.1	Contract with Partners to secure a total of 200MW of utility-scale renewable energy projects to offset or displace 100% of the electricity consumed in City operations.	Office of Sustainability	APS, SRP, Renewable Energy Providers	Ongoing, Short-term
	After lowering City energy use through other energy conservation programs, and constructing the maximum amount of solar on City property, offset the remaining electricity used in City operations through utility-scale renewable energy projects to be purchased either through green utility offerings or through virtual agreements with a third parties to achieve a carbon-neutral electricity declaration by the City on or before 2030.			
GOAL SES4	Support energy-efficiency upgrades to existing buildings by developing three new community-wide conservation and renewable-energy programs by 2025.			
Ongoing Actions		City Lead	Partnerships	Timeframe
SES4.1	Provide services and products to enhance and promote the provision of safe, efficient, sustainable and affordable residences and neighborhoods.	Neighborhood Services Department	Non-Profit Organizations, Small Businesses, and Community Partners	Ongoing, Short-term
	Administer programs citywide that provide low- and moderate-income Phoenix residents access to housing rehabilitation services to homeowners and renters, which address emergency health and safety concerns, stabilize critical systems, remediate lead hazards, and improve energy efficiency; and preserve naturally occurring affordable rental housing.			
Pending Actions				
SES4.2	Attract sustainable and inclusive businesses by developing entrepreneurship and leadership programs to achieve 2050 goals.	Community and Economic Development Department	Arizona State University, Arizona State Workforce Board, Maricopa County Community College	Short-term
	Create, launch and lead a new business attraction strategy designed to recruit both national and international low and post-carbon companies to the City of Phoenix. Develop an inclusive entrepreneurship program that addresses the systemic barriers to wealth generation and small business formation, serves communities most impacted by the effects of climate change and supports and promotes the growth of entrepreneurs and innovators developing business models around climate action.			

GOAL SES5		Promote development of community-energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community's electricity grid.		
Pending Actions		City Lead	Partnerships	Timeframe
SES5.1	Install microgrids in city-owned facilities that serve the City's redundancy needs and utilities long-term energy goals.	Water Services Department	APS	Ongoing, Short-term
	During the 23rd Ave WWTP Power Redundancy study, Phoenix partnered with APS to install a microgrid that would serve both the city's power redundancy needs and APS's long-term goals. Additional power redundancy studies will be conducted at different facilities. Microgrids will be installed at those facilities identified to show a benefit to the power redundancy needs at those locations.			
GOAL SES6		Design and construct all new buildings to Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.		
Pending Actions		City Lead	Partnerships	Timeframe
SES6.1	Update zoning and other codes and streamline permitting processes for green/sustainable construction projects to reduce barriers for consumers.	Planning and Development Department		Short-term
	Updating zoning and other planning and development codes to promote green/sustainable construction projects to match internationally recognized sustainability codes. Currently, compliance with the 2012 International Green Construction Code is voluntary. A study of options for ordinances for electric vehicle charging stations and associated infrastructure is being conducted. Future adoption of code amendments that enhance water conservation and energy efficiency code requirements based upon the 2021 I-codes is being considered. Permit processes for solar photovoltaic residential system installations are being streamlined and a remote inspection program for residential construction to reduce inspection trips is being put into place.			
SES6.2	Develop embodied carbon calculators applicable to the Phoenix climate and building materials used within the region.	Planning and Development Department		Short-term
	Work with providers of embodied carbon calculators (such as Athena and EC3) to develop calculators applicable to our climate zone and to test those tools on a sample of the building stock. These calculators can then be used to determine which methods of construction can be used to lower GHG impact.			

SES6.3	Design and construct all City of Phoenix municipal operations facilities to Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.	Planning and Development Department		Long-term
	The Living Building Challenge is an international sustainable building certification program that promotes the most advanced measurement of sustainability in the built environment. On July 6, 2018, the Phoenix City Council adopted the 2018 International Energy Conservation Code (2018 IECC), which is a model code that establishes minimum design and construction requirements for energy efficiency. Phoenix is currently in the plan review stage for construction of the city's first net-zero building in collaboration with the Sonoran Studio.			
SES6.4	Develop incentives and standards to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.	Planning and Development Department	All Departments	Long-term
	New incentives to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards, are necessary to spur innovation, create showcase projects, and build capacity in the industry. Planning and Development will work with industry to accelerate high-performance building in the region.			
GOAL SES7		Obtain electricity from an electricity grid that is net-zero by 2050.		
Pending Actions		City Lead	Partnerships	Timeframe
SES7.1	Increase renewable and clean energy resources.	APS, SRP	Office of Sustainability	Long-term
	APS and SRP are the utilities that serve Phoenix and the surrounding areas. By 2030, APS set a goal to achieve a resource mix that is 65 percent clean energy, with 45 percent coming from renewable energy by 2030. APS has also announced a goal to deliver 100 percent clean, carbon-free electricity by 2050. SRP set a goal to reduce the amount of carbon dioxide emissions emitted per megawatt-hour by 62 percent from 2005 levels by 2035 and by 90 percent by 2050.			
SES7.2	Leverage the City's purchasing power to procure 100 percent renewable electricity for City of Phoenix municipal operations.	Office of Sustainability	APS, SRP	Long-term
	Municipal operations are responsible for 3.8 percent of Phoenix's total GHG emissions from electricity use as of the 2018 GHG emissions inventory. To demonstrate leadership, the City had committed to procure 100 percent renewable electricity for municipal operations by 2050. An initial project with SRP will provide 10.7 MW of electricity generated from utility-scale solar farms.			



Transportation Sector (TS)

QUICK START ACTIONS (EXAMPLES)

Action TS1.5: Complete Key Corridor Master Plan by 2021.

Action TS2.1: Complete transition of the Public Transit fixed route fleet to 100% alternative fuel by 2020.

Action TS3.3: Complete construction of the Phoenix Sky Train® by 2022.

GOAL TS1		Implement the city's Complete Streets Policy and Active Transportation Program to encourage multiple modes of transportation.		
Ongoing Actions		City Lead	Partnerships	Timeframe
TS1.1	Expand bus service network and service hours, and introduce new bus rapid transit corridors as part of T2050.	Public Transit Department	Street Transportation Department	Ongoing, Long-term
	The bus service network is being expanded to include an additional 75 miles of RAPID routes. Six potential bus rapid transit corridors are being evaluated to identify three potential corridors for the foundation network. Service hours have been increased to match light rail operating hours, with increased frequency on high-demand routes to every 15-minutes.			
TS1.2	Triple the number of light rail miles in Phoenix by adding 42 miles of high capacity corridors across the city as part of T2050.	Public Transit Department	Street Transportation Department	Ongoing, Long-term
	Light rail corridors are being constructed to connect the city. 42 miles of light rail will be added to the already existing 20 miles of light rail.			
TS1.3	Increase bike lane mileage in the city of Phoenix and ensure the bicycle network is connected and comfortable for riders of all ages and abilities.	Street Transportation Department	ADOT, MAG	Ongoing, Long-term
	Bicycling promotes a healthy lifestyle and has significantly lower emissions and requires much less infrastructure than a motor vehicle. Phoenix City Council adopted the Comprehensive Bicycle Master Plan in November 2014. This plan will help develop a comprehensive bicycle network that is fully connected with the Phoenix community and other transportation networks. There are 1,065 miles of bi-directional bike lanes with a goal of 1,995 miles by 2050. In addition to the Comprehensive Bicycle Master Plan, the T2050 Mobility Improvements subprogram was established to improve neighborhood mobility through the construction of new sidewalks and multi-modal connectivity through the provision of new bicycle facilities.			

Pending Actions				
TS1.4	Create a network of multi-use paths along the existing canal network in Phoenix.	Street Transportation Department	ADOT, MAG, SRP	Ongoing, Long-term
	The canal network is used to transport water throughout Phoenix and provides an opportunity to incorporate alternative mobility improvements along its banks. In 2020, Phoenix opened the initial 12 miles of shared use path along the Grand Canal in Central Phoenix from Interstate 17 to the city of Tempe. This shared use path provides safe and convenient walking and biking access between neighborhoods, transit corridors, local employment, shopping, education and recreation centers. The next segments will be under design in late 2020 with implementation by late 2023. 45 percent of canals have paved paths. By 2050, 90 percent of canals will have paved and connected paths, with crossings at major streets or barriers.			
TS1.5	Develop a series of corridors with a strong emphasis on active transportation and connections to high-capacity transit corridors.	Street Transportation Department	MAG	Ongoing, Long-term
	Two city-wide initiatives, the Key Corridor Master Plan (KCMP) and Active Transportation Plan, currently underway will help develop a more robust bicycle and pedestrian network throughout the 15 villages in Phoenix.			
TS1.6	Develop communities that are walkable and have access to light rail as part of Reinvent PHX.	Planning and Development Department	Community and Economic Development, U.S. Department of Housing and Urban Development, Arizona State University, Vitalyst Health Foundation	Ongoing, Long-term
	Reinvent PHX is a collaborative partnership committed to developing walkable, opportunity-rich communities connected to light rail. Five Transit oriented development (TOD) districts were identified and sustainability, health impact, and economic assessments were produced to create action plans for each district through district steering committees. The total acreage of expanded infill development within TOD areas is 403 acres. 707 affordable housing units have been developed within the TOD areas. Over seven miles of bike lanes have been added to TOD areas.			
GOAL TS2	Increase the use of alternative fuels (i.e., fuels other than gasoline and diesel).			
Ongoing Actions		City Lead	Partnerships	Timeframe
TS2.1	All city of Phoenix fleet will be fueled by alternative fuels or GHG net-zero fuels, including electricity.	Public Works, Public Transit, Aviation, Police Departments		Ongoing, Long-term
	The city fleet will continue to transition to alternative fuels with lower GHG emissions and then to GHG net-zero fuels. Currently, 73 percent of the fuel used by the fleet is alternative fuel.			

TS2.2	All new garbage trucks will be replaced with trucks powered by compressed natural gas.	Public Works Department		Ongoing, Medium-term
	As part of cleaner air initiatives, diesel-engine solid waste trucks are being replaced with CNG-fueled ones improving air quality and reducing GHG emissions. By 2030, the majority of existing garbage trucks will be replaced with cleaner burning CNG-fueled trucks or electric vehicle garbage truck options as they become available. The Solid Waste Field Services division uses a fleet of alternative fuel equipment to collect, reuse and recycle green organics, and bulk trash from approximately 400,000 residential customers each week and uses 100% alternative fuel, with 150 units using CNG, and 60 of which use ultra-low NOx CNG engines, out of a total of 234 units.			
Pending Actions				
TS2.3	Advocate for state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area.	Government Relations Departments	ADEQ	Short-term
	Alternative fuels are fuels that are not fossil fuels. These fuels are used in place of fossil fuels to decrease GHG emissions. It is important to advocate for further local GHG emissions reductions from state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area.			
GOAL TS3	Increase the adoption and rollout of electric vehicles and electric-vehicle charging stations.			
Ongoing Actions		City Lead	Partnerships	Timeframe
TS3.1	Purchase electric vehicles when possible for the city of Phoenix Motor Pool.	Public Works Department	All City Departments, Mayors Climate Purchasing Collaborative	Long-term
	Replacing vehicles powered by conventional fuels with electric vehicles is important to reducing GHG emissions.			
TS3.2	Install electric vehicle charging stations for nonroad equipment on city of Phoenix Aviation properties.	Aviation Department	Airlines, Maricopa County	Short-term
	Using VALE grants, the Aviation Department is developing electric ground support equipment infrastructure at Phoenix Sky Harbor International Airport. Teaming with the airlines, over 100 fuel-driven ground support equipment units have been retired and replaced with electric units. Forty electric charging stations have been installed and additional infrastructure will be installed in future terminal construction projects.			

Pending Actions				
TS3.3	Complete construction of the Phoenix Sky Train®.	Aviation Department		Short-term
	The automated PHX Sky Train® connects travelers between the METRO Light Rail 44th Street and Washington stop and the airport. 1.9 miles have been completed with 2.5 additional miles scheduled for completion by 2022.			
TS3.4	Advocate for state and local regulations that incentivize that new vehicle sales in the Phoenix metropolitan area be battery-electric or plug-in electric vehicles, including electric vehicle charging infrastructure.	Governmental Relations Department	Office of Sustainability, MAG, Maricopa County, APS, SRP	Short-term
	Federal tax credits are available for some all-electric and plug-in hybrids models. Policy support at the state and local levels is needed to increase sales of electric vehicles. This includes developing ordinances for electric vehicle charging infrastructure to support the adoption of electric vehicles.			
GOAL TS4	Reduce the number of trips taken, while maintaining a thriving economy.			
Ongoing Actions		City Lead	Partnerships	Timeframe
TS4.1	Utilize reciprocal agreements with private haulers and other municipal entities to reduce trips and distance traveled hauling garbage to transfer stations and landfill.	Public Works Department		Short-term
	The Solid Waste Field Services division has reciprocal agreements with private haulers and other municipal entities that provide economic and increased service efficiency for the solid waste operation. These agreements have saved approximately 200,000 miles of travel.			
TS4.2	Transition to digital communications with residents, where possible, without a decrease in the level of service provided.	Communications Office		Long-term
	A transition to digital communications will decrease GHG emissions by eliminating the need for printed materials and their distribution. It is important to consider residents who may not be able to receive communications digitally.			
Pending Actions				
TS4.3	Establish a policy that promotes teleworking for city of Phoenix municipal operations.	Human Resources Department	Maricopa County	Short-term
	Maricopa County Ordinance P-7 Travel Reduction Program requires a reduction of the amount of travel performed in a single occupancy vehicle by using alternative forms of travel. Teleworking is an important element of a travel reduction plan and should be established for city of Phoenix employees where possible. It is also important to incentivize and promote teleworking for all employers, regardless of size.			

TS4.4	Make job training for city of Phoenix employees available in a digital format.	Human Resources Department	Information Technology Services Department	Short-term
	Providing job training in a digital format reduces GHG emissions. These reductions may come from reduced amount of travel to a training facility, reduction of space dedicated to training, and printing of training materials. Using Coronavirus Aid, Relief, and Economic Security (CARES) Act funds, a learning management system is being developed that will provide virtual learning opportunities with access to a large database of training material that will reduce in-person facilitation of training and reduced hard copy of training materials.			



Waste As A Resource (WR)

QUICK START ACTIONS (EXAMPLES)

Action WR1.3: Complete Recycled Asphalt Pavement project by 2025.

Action WR2.2: Complete SR-85 Landfill gas capture project by 2025.

Action WR3.2: Increase number of Green Organic Roll Off Pulls by 5 percent annually.

GOAL WR1		Implement programs to increase the reuse and recovery of waste materials and promote social and economic value.		
Ongoing Actions		City Lead	Partnerships	Timeframe
WR1.1	Continue to identify and collect waste materials to recycle.	Public Works Department		Ongoing, Long-term
	Programs are in place to recycle used fluorescent lamps, tires, batteries and steel, which can generate revenue. In fiscal year 2019-2020, 27,343 tires and 10,350 batteries were recycled. Approximately 1,100 tons of steel is recycled annually. In addition, Household Hazardous Waste (HHW) disposal events are held for customers so that this waste may be properly handled and processed.			
WR1.2	Continue to implement reuse programs to eliminate waste by reusing items previously identified as waste.	Public Works Department		Ongoing, Long-term
	Waste materials are identified and collected for reuse. The Make Ready program reuses auto parts reducing waste sent to the landfill and saving over \$120,000 in fiscal year 2019-2020.			
WR1.3	Continue to implement waste reduction programs at the two material recovery facilities, including a composting facility that recovers organic waste.	Public Works Department		Ongoing, Long-term
	Material recovery facilities (MRFs) are specialized facilities that receive, separate, and prepare recyclable materials for sale. Phoenix has two MRFs, one at the North Gateway Transfer Station and one at the 27th Avenue Transfer Station. The city's composting facility was opened in 2017 and is a key component of Reimagine Phoenix. Phoenix processes roughly 169,000 tons of recyclables and 55,000 tons of organic waste per year at these facilities.			

SES3.3	Use the Adaptive Reuse Program to continue to assist with streamlining the process and steps required to repurpose existing buildings for new business uses.	Planning and Development Department		Ongoing, Long-term
	Repurposing existing buildings for new uses can be challenging. Phoenix's Adaptive Reuse Program encourages the reuse (recycling) of buildings to promote business uses and offers incentives that help bring life to underutilized buildings, supports local businesses, takes advantage of existing infrastructure and supports our neighborhoods. During the past five years, the city of Phoenix has assisted 151 qualified adaptive reuse projects by providing over \$450,000 in Adaptive Reuse Incentives.			
Pending Actions				
WR1.4	Reuse recycled asphalt as street pavement.	Street Transportation Department	Arizona State University	Medium-term
	The Reclaimed Asphalt Pavement (RAP) Project is assessing the cost effectiveness and performance using different proportions of RAP on Phoenix streets as part of traditional paving materials. Phase II was recently completed, which involved performance tests on a road section within the city. If pilot is successful, this process will be applied on city streets.			
GOAL WR2	Reduce GHG emissions resulting from the degradation of waste by increasing landfill gas capture.			
Ongoing Actions		City Lead	Partnerships	Timeframe
WR2.1	Continue to utilize methane capture systems on active and decommissioned landfills to oxidize methane that is produced to reduce GHG emissions potential.	Public Works Department		Short-term
	Landfill gas capture systems are utilized at SR-85, the city's only active landfill, and decommissioned landfills, including Skunk Creek, 27th Avenue, Deer Valley, 19th Avenue, and Del Rio landfills. These systems capture methane gas that is produced by decomposing waste and is combusted to produce a less GHG intensive gas.			
Pending Actions				
WR2.2	Capture and reuse methane as vehicle fuel as part of the Landfill Gas Recovery Project at SR-85 Landfill.	Public Works Department		Short-term
	State Route 85 (SR-85) Landfill is Phoenix's only active landfill and receives over one million tons of waste per year from Phoenix and other sources. The waste decomposes and produces landfill gas that is roughly half methane and half carbon dioxide. A project will be developed in the future to capture the landfill gas and use it as fuel.			

GOAL WR3		Increase waste-diversion participation by all residents and businesses.		
Ongoing Actions		City Lead	Partnerships	Timeframe
WR3.1	Provide outreach and feedback to residents what can and cannot be recycled through presentations to schools and communities.	Public Works Department		Ongoing, Short-term
	The Zero Waste team provides education on proper recycling, including group tours of the city's North Gateway Transfer Station and MRF, educational presentations to schools, neighborhood and community meetings, and hosting informational booths at community events. In 2019, the Public Works Zero Waste team interacted with approximately 23,500 community members.			
Pending Actions				
WR3.2	Increase resident participation in the Green Organics Residential program and recycling program.	Public Works Department		Short-term
	Waste diversion efforts include diversion of organic materials. Through the Green Organics Residential Collection program, organic material, like yard trimmings, untreated wood, tree fruit, and cactus, is collected from residential properties. Currently, there are six green organic material collection routes collecting residential organic material each week. This organic material is then transported to the 27th Avenue Compost Facility to be processed.			
WR3.3	Increase number of businesses that participate in the Phoenix Green Business Leader Program that recognizes Phoenix businesses that have sustainable practices, including increased waste diversion.	Public Works Department	Office of Sustainability, Office of Environmental Programs, Water Services Department	Ongoing, Short-term
	The Green Business Leader (GBL) program started in 2017 as part of the Reimagine Phoenix initiative to create public-private partnerships to further waste diversion in the city. In 2019, the GBL program expanded to recognize businesses for efforts around water conservation, energy efficiency and sustainable purchasing, in addition to waste diversion. There are more than 100 certified Green Businesses, that in total have diverted over 5,000 tons of waste.			
WR3.4	Increase number of businesses that participate in the "green tenant" program at Sky Harbor International Airport.	Aviation Department	Airport Tenants	Ongoing, Short-term
	As part of the Aviation Department Sustainability Management Plan Update, a voluntary "Green Tenant" program is being developed to encourage greater collaboration between the Aviation Department and airport tenants on airport sustainability goals. Aviation Department met the waste diversion goal of 40 percent in 2019, a year earlier than targeted.			

WR3.5	Increase the number of existing buildings that are repurposed instead of demolished.	Planning and Development		Ongoing, Long-term
	In addition to reuse of materials, it is important to reuse buildings through the Adaptive Reuse Ordinance where existing buildings are repurposed. There are eleven adaptive reuse projects underway in Eastlake-Garfield, four in Midtown, nine in Uptown, and two in Gateway.			
GOAL WR4	Transition to green alternatives from environmentally hazardous materials.			
Ongoing Actions		City Lead	Partnerships	Timeframe
WR4.1	Utilize vegetable-based inks that are formulated to reduce solvents.	City Clerk Department	State of Arizona	Short-term
	Volatile organic compounds are chemicals that evaporate quickly and are precursors to ozone. One way to limit their use is to transition to vegetable-based inks that are formulated to minimize and, in some cases, eliminate the use of volatile organic compounds as much as possible.			
WR4.2	Use digital communication or recycled paper when possible.	Communications, City Clerk, Human Resources		Ongoing, Short-term
	To decrease the production of waste from paper-based transactions and communications, digital communications will replace paper-based communications. If paper is still necessary, the paper that is used should contain recycled content.			
GOAL WR5	Expand brownfield redevelopment along the Rio Salado in Phoenix.			
Pending Actions		City Lead	Partnerships	Timeframe
WR5.1	Increase the cleanup and redevelopment of brownfields in the Rio Reimagined Project area.	Office of Environmental Programs, Community & Economic Development Department	U.S. EPA, ADEQ, ASU, Cities of Avondale & Tempe	Medium-term
	The Rio Reimagined Project encompasses more than 78,000 acres and 1,189 potential brownfields. Cleaning up and reuse of these properties brings community, economic, and environmental benefits. The Rio Salado, Agua Fria and Gila Rivers will be revitalized by reconnecting the community with the river and be a catalyst for economic growth. Utilize resources obtained through a U.S. EPA grants to conduct environmental assessments and cleanup.			

GOAL WR6		Reduce greenhouse gas emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.		
Pending Actions		City Lead	Partnerships	Timeframe
W4.1	Identify water and wastewater facilities where biogas can be treated, transferred and sold as a renewable green energy commodity. Investigate other opportunities for biogas capture.	Water Services Department	Ameresco, Inc.	Short-term
	Renewable energy projects provide biological sources of natural gas, which can displace natural gas from fossil fuel sources. Biogas that is produced as a result of treatment at the wastewater treatment plants contains methane. As part of the city’s pledge to be a sustainable and cost-effective utility, a renewable energy project at 91st Avenue Wastewater Treatment Plant treats, transfers and sells biogas as a renewable green energy commodity. The city will investigate other opportunities for biogas capture at other water and wastewater treatment facilities.			



Air Quality (AQ)

QUICK START ACTIONS (EXAMPLES)

Action AQ1.1: Obtain a new DERA grant by 2025.

Action AQ2.1: Ensure city-owned vacant lots remain stabilized to prevent dust and PM emissions.

GOAL AQ1		Decrease ozone precursor emissions, including NOx and VOCs from municipal vehicles by 10% by 2025.		
Ongoing Actions		City Lead	Partnerships	Timeframe
AQ1.1	Use Diesel Emissions Reductions Act (DERA) grants to transition to cleaner burning vehicles.	Public Works	U.S. EPA, Mr. Bults, Inc.	Ongoing, Short-term
	The Public Works Department was recently awarded \$1 million in Diesel Emissions Reduction Act (DERA) grants by the US Environmental Protection Agency (EPA) to replace some of the department's diesel-fueled trucks. The grant money will be combined with matching funds of \$2.1 million from Phoenix Public Works and its private partner, Mr. Bults Inc., to purchase nine new solid waste collection trucks and one long-haul truck fueled by CNG to replace old, diesel-fueled vehicles.			
AQ1.2	Continue to collaborate with regional entities to address ozone precursor emissions.	Office of Environmental Programs	MAG, MCAQD, ADEQ	Ongoing, Short-term
	The city collaborates with various regional entities to focus on how best to reduce ozone throughout the metropolitan area, including the MAG, MCAQD, ADEQ, and other valley cities. The city is a member of the MAG Technical Air Quality Committee, the Maricopa County Clean Air Council, and the ADEQ Air Quality Coalition.			
Pending Actions				
AQ1.3	Determine the air quality improvements from actions completed from changes in the transportation sector.	Office of Environmental Programs	All Departments	Ongoing, Short-term
	Calculate the reduction in ozone precursor emissions from transportation resulting from the the various actions being undertaken by the different departments.			
GOAL AQ2		Decrease emissions of dust/particulate matter (PM-10 and PM-2.5).		
Ongoing Actions		City Lead	Partnerships	Timeframe
AQ2.1	Continue to stabilize and maintain surfaces to reduce PM-10 emissions.	Street Transportation Department	Office of Environmental Programs	Ongoing, Short-term
	The largest sources of PM-10 are from unpaved roads and paved roads. Much of the efforts to decrease PM-10 have been focused on stabilizing these surfaces and maintaining them with the use of street sweepers. The city has stabilized streets, lots and alleys, and conducted outreach activities to ensure that residents would become of methods to prevent the formation of dust. The city of Phoenix has paved or stabilized over 500 miles of alleys since 2012 as part of the Five Percent Plan.			

AQ1.2	Promote activities that reduce emissions of PM-2.5.	Office of Environmental Programs	MAG, MCAQD, ADEQ, EPA	Ongoing, Short-term
	Particulate matter with a diameter of 2.5 micrometers or smaller (PM-2.5) is primarily soot from burning activities, but also comes from vehicle exhaust. Efforts to reduce PM-2.5 include retrofitting fireplaces and improvements in vehicle exhaust systems.			



Local Food Systems (LFS)

QUICK START ACTIONS (EXAMPLES)

Action LFS2.2: Incorporate agriculture, food processing, and distribution into existing and future economic development plans by 2020

Action LFS5.2: Convene local food producers with city staff, leaders, and elected officials to build trust and understanding by 2020.

Action LFS3.1: Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure, including food waste diversion by 2021.

Action LFS3.3: Complete an inventory of city-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts by mid-2021.

Action LFS5.4: Complete a GHG Emissions Inventory for the local food system, defined as Maricopa County by 2023.

NOTE: The goals and actions identified in the Local Food Systems section are from the 2025 Phoenix Food Action Plan adopted in March 2020 by Phoenix City Council with implementation by 2025.

GOAL LFS1		All people living in Phoenix should have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.		
Pending Actions		City Lead	Partnerships	Timeframe
LFS1.1	Incorporate agriculture, food processing, and distribution into existing and future land use plans. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.	Office of Environmental Programs	Planning and Development Department	Short-term June 2021
	PlanPHX emphasizes the importance of residents having access to healthy food and sets measures for access within a ¼-mile. Policies that are supportive of food access should be integrated into future redevelopment, transit-oriented, and other land use plans. Explore criteria for various transportation, tree and shade, urban heat island and similar projects that create safe and convenient connections between residential neighborhoods and healthy food assets. Study the impacts of local food production on food equity and social justice for low income communities.			
LFS1.2	Use existing financial resources for food production and infrastructure. Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.	Office of Environmental Programs	Governmental, philanthropic and place-based funders	Short-term December 2020
	Identify funding resources available through private sector, government, and philanthropic sources. It is important to determine the viability of using current funding mechanisms available from the City that can be used for food system improvements. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.			

LFS1.3	Partner with schools and others to support and promote education for youth and adults.	Office of Environmental Programs	City of Phoenix Youth & Education Office, Phoenix School Districts, Nonprofits, community & grassroot organizations	Short-term Ongoing
	Support education and awareness on all aspects of the food system and create opportunities to create or enhance urban agriculture, health and nutrition education for youth, adults, and seniors. Collaborate with state and county agencies working with school districts in Phoenix and support Farm to Table programs in schools.			
LFS1.4	Promote existing healthy food assets, such as farmers markets, grocery stores, retail, community gardens, farms, etc.	Office of Environmental Programs	Community and Economic Development Department	Short-term December 2020
	Focus on efforts to address challenges within communities with limited access to fresh healthy food, followed by a city-wide approach to planning for food access for all communities. identify existing food and farm assets within food desert areas, such as the South Phoenix and Maryvale communities. Develop asset maps that are accessible by residents through a variety of communication tools, including online mapping, apps, social media with written resources available at city libraries, community centers, and recreations centers.			
GOAL LFS2	Businesses that produce, process, distribute, and sell local and healthy food should be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.			
Pending Actions		City Lead	Partnerships	Timeframe
LFS2.1	Recognize food production as a highest and best use of land.	Office of Environmental Programs	Community and Economic Development Department; University of Arizona, Arizona State University	Short-term June 2021
	Phoenix has the potential to be an agricultural technology innovation hub, with a focus on farming that is water efficient, restorative and adaptable to the arid climate and high temperatures. Coordination with internal and external economic development professionals will be done to evaluate the economic development potential of the food system as a local industry cluster. Create opportunities to connect food production businesses with available land. Continue to collaborate with academic partners to establish an agriculture technology initiative.			

LFS2.2	Incorporate agriculture, food processing, and distribution into existing and future economic development plans.	Office of Environmental Programs	Municipal/ Regional/ State Economic Development Organizations (EDOs)	Short-term June 2021
	Assist agricultural entrepreneurs and existing food-related businesses and identify financial and technical resources and the most effective means to make those resources available. Develop comprehensive, user-friendly information on the requirements of food production, processing, and distribution businesses that is available from the city and through partners.			
LFS2.3	Establish a local food buying preference in future City contracts and include in current Sustainable Purchasing Policy.	Office of Environmental Programs	Finance Department	Short-term June 2021
	Develop appropriate contract language that can be incorporated into City contracts for the purchase of local food. Coordination with internal departments to develop guidelines and language, and potentially set procurement goals. Provide healthy, local produce to city employees through a Community Supported Agriculture (CSA) program and pilot in downtown City facilities initiated. Explore the development of healthy procurement guidelines for City events and facilities.			
LFS2.4	Partner with stakeholders to support and promote a Buy Local Food campaign.	Office of Environmental Programs	Local First Arizona Foundation, MarCo, Local Food Producers; Grocers	Short-term December 2021
	Educate and engage residents on the benefits of purchasing locally-produced food. Develop a Buy Local Food Campaign in collaboration with partners, such as Local First Arizona Foundation and others. Partnership opportunities with grocers to further promote Buy Local will be established or enhanced.			

GOAL LFS3	Growing food in Phoenix and the region should be easy and valued whether for personal use or for business.
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Pending Actions		City Lead	Partnerships	Timeframe
LFS3.1	Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.	Office of Environmental Programs	Planning and Development Department; local food producers, and businesses	Short-term December 2021
	Existing zoning codes will be further clarified to clearly identify which zoning classifications and requirements are needed for various agricultural and food production uses, commercial and residential, including, hydroponic, aquaponics, growing inside structures, and for burgeoning uses, such as rooftop and building-integrated agriculture. Identify and update/amend appropriate sections of the zoning code to clearly identify zoning districts in which agricultural land uses are permitted. Develop definitions for agricultural land uses. Develop streamlined processes for agricultural zoning. Explore the development of an “Agritainment” zoning districts, and zoning incentive models (density, PAD district, similar zoning options) that encourages set asides of land for food production.			

LFS3.2	Explore development of agriculture community land trusts and/or preservation mechanisms.	Office of Environmental Programs	Community and Economic Development, Real Estate, Water Services, Planning and Development Departments; MarCo, Arizona Community Land Trust	Short-term December 2020
	Various mechanisms that could be used in concert with nonprofit and private partnerships to preserve land for food production will be identified, as well as best practices of other cities. Existing city policies impacting agricultural land uses will be reviewed. Recommendations will be made for new or modifications to existing policies.			
LFS3.3	Explore the use of City-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.	Office of Environmental Programs	Parks and Recreation, Public Works, Water Services, and Real Estate Departments	Short-term June 2021
	Develop, with City departments, guidelines on how to lease/buy city owned land for food production, including establishing appropriate minimum length of lease terms feasible for agriculture. Adopt policies allowing the use of park land and other city-owned land, where feasible and appropriate, for food production. An inventory of land potentially available for agricultural use will be created, including Brownfields. Upon identification of available city-owned land located in food desert and irrigation district areas, a Request for Proposal for agricultural development may be issued.			
LFS3.4	Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).	Office of Environmental Programs	Planning & Development, Community and Economic Development Departments, GPEC, school districts	Short-term December 2021
	In addition to city-owned land, there is the opportunity to support efforts to expand urban food production on residential, commercial and institutional properties. Support and encourage collaboration between public and private sectors and small/medium sized farms, food-hubs, mobile markets, co-ops, community and back-yard gardens. Establish community commercial kitchens and/or use existing commercial kitchens. Explore opportunities to work with vacant schools with kitchens to use as a training and economic development resource will be performed.			

LFS3.5	Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.	Office of Environmental Programs	City of Phoenix Workforce Development, Maricopa Community Colleges, University of Arizona	Short-term June 2022
	A cornerstone in a sustainable local food system is the development of career pathways in farming. Support programs focused on training future farmers and collaborate with partners and institutions, such as the University of Arizona Cooperative Extension of Maricopa County. Identify other potential partners with a focus on providing training for new farmers. Facilitate business training programs for farmers to gain more marketing knowledge and expertise. Explore city policies that support the creation of agricultural employment training opportunities to further promote job creation in the agriculture sector.			
GOAL LFS4 Food-related waste should be prevented, reused, or recycled. Sustainable food production practices that maintain a healthy environment are desired.				
Pending Actions		City Lead	Partnerships	Timeframe
LFS4.1	Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.	Office of Environmental Programs	Planning and Development, Public Works Department, MarCo, Business	Short-term December 2021
	Providing clear and understandable codes and ordinances to clarify food waste diversion, such as composting, is essential to a thriving local food system. This includes identifying and updating/ amending appropriate sections of the zoning code to clearly identify zoning requirements for composting opportunities.			
LFS4.2	Support and promote methods to prevent edible food from entering the waste stream.	Office of Environmental Programs	Public Works Department; MarCo, Waste Not, restaurants, institutions	Short-term December 2020
	A key factor in preventing food waste is to provide means for edible food to be consumed. In the United States an estimated 30-40% of food goes uneaten and ends up in landfills, further contributing to greenhouse gas emissions. Creating opportunities to provide edible food to those that don't have enough to eat involves collaborating with stakeholders to identify solutions. Opportunities for collaboration with other stakeholders involved in the prevention of food waste and food rescue will be evaluated.			

LFS4.3	Promote and support sustainable practices in all areas of the food system.	Office of Environmental Programs	Community and Economic Development, ASU, Cities within Maricopa County	Short-term June 2022
	The food economy is an integral contributor to the overall economic vitality of the City. Business opportunities are varied, from agricultural entrepreneurs, catering, restaurants, food trucks, mobile markets, retail, such as neighborhood bodegas or convenience stores, and for backyard gardeners to sell their produce. Identifying and providing business resources, including water and energy efficiency, regenerative agricultural practices, and safe food handling are keys to creating a sustainable food economy. Continue working toward development of a Sustainable Food Economy Accelerator for entrepreneurs. identify mechanisms to assist food-related businesses, including technical assistance and financial resources.			
GOAL LFS5 Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.				
Pending Actions		City Lead	Partnerships	Timeframe
LFS5.1	Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.	Office of Environmental Programs	Stakeholders from within all aspects of the local food system.	Short-term December 2021
	Conduct research on best practices and explore ways to integrate food system resiliency within existing and future hazard mitigation, emergency response, and or resilience planning efforts. OEP would serve as the lead for food systems in future resilience planning. Coordination with City Departments and external stakeholders will identify opportunities for food system integration.			
LFS5.2	Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.	Office of Environmental Programs	Phoenix elected officials and city departments, Local First Arizona Foundation, local food producers	Short-term December 2020 and Ongoing
	Create opportunities and collaborate with stakeholders to identify solutions for providing edible food to those that don't have enough to eat.			
LFS5.3	Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.	Office of Environmental Programs	Potential funders	Short-term Ongoing
	Identify and submit for funding opportunities from federal, state, and philanthropic organizations for food system activities and staff. Resources to conduct recommended actions will be needed. Obtaining funding from all feasible and available resources will be paramount to the success of achieving the goals, strategies and actions identified.			

LFS5.4	Complete a GHG Emissions Inventory for the local food system, defined as Maricopa County.	Office of	MarCo; University of Arizona, NRDC, ICLEI, ASU	Short-term December 2023
	Complete a GHG emissions inventory of the local food system, that is Maricopa County, to determine which reduction actions will be necessary to reduce the GHG emissions from the production, processing and delivery of food across Phoenix and the region.			



Heat (H)

QUICK START ACTIONS (EXAMPLES)

Action H1.2: Complete walkshed mapping tool pilot by 2020.

Action H2.7: Provide shade at all 4,050 bus stops by 2025.

Action H4.2: Complete street cool seal pilot project by 2025.

Action H5.1: Complete pilot certification as a HeatReady City by 2022.

GOAL H1		Create a network of cool corridors in vulnerable communities to facilitate movement from residents' homes to their places of employment, education and play.		
Pending Actions		City Lead	Partnerships	Timeframe
H1.1	Update Phoenix's Walkable Urban Code to include additional heat mitigation actions.	Planning and Development Department		Short-term
	The Walkable Urban Code regulates development in proximity to light rail stations. Additional heat mitigation actions are being considered to be included in the code, along with the current shade requirements.			
H1.2	Develop walkshed mapping tool to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods and increase shade provided by trees or constructed shade.	Office of Sustainability	ASU	Short-term
	A next generation Walkshed mapping tool, based on the principles of a model developed by Harvard students studying in Phoenix, is being developed in partnership with ASU to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods. The tool considers zero car households, proximity to schools, shopping and transit, and identified the most likely routes or "walkshed" that pedestrians would likely take in a given neighborhood. The tool is being piloted in 2020 and will be used to select corridors for implementing priority tree and shade elements.			
H1.3	Construct cool corridors in vulnerable communities.	Planning and Development Department	Street Transportation Department	Short-term
	The urban heat island effect can be reduced locally by creating cool corridors. These corridors would provide cooling through shaded walkways, green spaces and sources of water to aid against the heat. The cool corridors would be placed where the walkshed mapping tool identified the greatest need of a walkway in vulnerable communities to facilitate movement from residents' homes to work, school, and play.			

GOAL H2

Increase shade provided by trees or constructed shade in parks, streets and rights-of-way.

Ongoing Actions		City Lead	Partnerships	Timeframe
H2.1	Continue to implement the Tree and Shade Master Plan to establish 25% tree and shade canopy city-wide by 2030.	Street Transportation and Parks and Recreation Departments	Office of Sustainability, Planning and Development Department	Medium-term
	The Tree and Shade Master Plan launched in 2010 with a vision to double the tree and shade canopy by 2030 to 25%. The Tree and Shade Master Plan implementation is supported by over \$5 million in annual funding to City departments as part of a City-wide program with 4000 trees now being planted annually on City streets, parks and rights of way.			
H2.2	Increase tree and shade canopy of parks by 30% by 2030.	Parks and Recreation Department		Medium-term
	The Parks and Recreation Department plans to plant 1500 trees annually. As of summer, 2020, 131 parks currently meet the 25% canopy coverage; with 29 parks that are in process to meet the goal.			
H2.3	Educate City staff on proper tree care, including Right Tree, Right Place training, and the use of tall pots to help establish plants.	Parks & Recreation Department	Street Transportation Department, Office of Sustainability, AmeriCorps VISTA	Short-term
	Increasing the tree canopy of the urban forest requires that the right trees are planted in the right place for long-term growth. Recently, in order to increase the success rate of planting, a method was piloted to use tall pots to increase the number of plants that survive.			
H2.4	Maintain and update tree database for entire Phoenix Parks system.	Parks and Recreation Department	TreeKeeper	Short-term
	Using TreeKeeper software, trees will be tracked as they are planted and removed, along with the estimated value of the trees and estimated environmental benefits.			
H2.5	Implement Project sunBLOCK, which includes permanent and temporary public art microclimates.	Arts and Culture Department	Public Transit Department	Short-term
	Project sunBLOCK is composed of permanent and temporary public art microclimates that lower the intense heat confronting pedestrians along key corridors in two of Central Phoenix’s hottest neighborhoods. The project brings community, artists, designers and environmental specialists together to create designs that both visually and physically cool transit stops and surrounding streetscapes.			

Pending Actions				
H2.6	Increase shade at public transit stops in the City.	Public Transit Department		Short-term
	An overarching goal of the T2050 plan was to provide all residents in the City with accessible transit and build ridership. Within that goal is the element to provide shade at all bus stops in the City – 4,050 bus stops by 2025. Currently, 2,680 of those bus stops have constructed shade structures.			
H2.7	Coordinate and track the planting of trees to achieve the 25% tree and shade canopy goal.	Environmental Quality and Sustainability Commission	Office of Environmental Programs and Office of Sustainability	Short-term
	At the direction of the Phoenix City Council, the Environmental Quality and Sustainability Commission (EQSC) created the Urban Heat Island/Tree and Shade Subcommittee (UHITS) with the purpose to evaluate, analyze and recommend policies to address the issues surrounding Urban Heat and to advance implementation of the Phoenix Tree and Shade Master Plan.			
GOAL H3	Provide resources and services to residents to manage heat.			
Ongoing Actions		City Lead	Partnerships	Timeframe
H3.1	Educate the community on proper planting and care for trees through the Citizen Forester Program.	Parks and Recreation Department	Office of Sustainability, AmeriCorps VISTA, HandsOn Greater Phoenix	Short-term
	Increasing the tree canopy throughout the city will require community participation. Education on how to properly plant and care for trees is provided through the Citizen Forester program. Citizen Foresters advocate for trees by promoting best practices regarding proper tree planting and maintenance techniques, while supporting community efforts to achieve tree and shade canopy goals. Residents can become certified as Citizen Foresters and assist in the planting and care of the urban forest.			
H3.2	Continue to participate in the Heat Relief Regional Network.	City of Phoenix	MAG	Short-term
	The Heat Relief Regional Network is a regional partnership of the Maricopa Association of Governments (MAG), municipalities, nonprofit organizations, the faith-based community, and businesses. The Heat Relief Regional Network works with 137 partner organizations to provide water, resources and wellness checks in communities alongside an education and awareness campaign each summer focusing on vulnerable communities. The number of heat related deaths in the county has risen in each of the last four years with nearly 200 heat related deaths in 2019.			

Pending Actions				
H3.4	Plant trees in neighborhoods with an emphasis on targeted areas in the most recent urban heat island maps.	Office of Sustainability		Short-term
	Work with communities and partners to identify and develop cool assets in vulnerable communities such that all residents in those communities will be within a quarter mile of a cooling asset. The program will leverage the City’s weatherization program, to provide energy upgrades to low income housing in these neighborhoods and seek grant funding to support deep engagement with the community and the construction of new cooling elements.			
GOAL H4	Increase the use of high albedo, or reflective, materials in infrastructure projects.			
Ongoing Actions		City Lead	Partnerships	Timeframe
H4.1	Continue to implement the Cool (Energy Star) Roofs on city-owned buildings.	Public Works Department		Short-term
	Coating the roof reduces the amount of energy needed to cool the building, reducing GHG emissions. Cool (Energy Star) Roofs is the standard for all departments that work with the Public Works Department (PWD) to handle their roof replacement, as well as for those buildings owned by PWD. This type of roof has been implemented for PWD owned buildings since 2005.			
Pending Actions				
H4.2	Complete cool pavement pilot program and expand program to areas where it would be most effective.	Street Transportation Department	Office of Sustainability, ASU	Short-term
	A Cool Pavement pilot is currently underway in eight Phoenix neighborhoods and one city park. Phoenix wants to test the cool pavement material to see whether it is effective at reducing temperatures in Phoenix desert climate.			
H4.3	Be a living laboratory to test cool materials for use in Infrastructure projects.	Office of Sustainability	ASU	Medium-term
	Be a living laboratory to test new materials that could mitigate urban heat island when implemented at scale. Many promising materials are coming on the market yet their performance in high temperature conditions, their durability and the overall economics need further study. For example, ASU is currently evaluating a new material from 3M that reflects heat as long wave radiation while cooling the underlying surface.			

GOAL H5**Develop HeatReady certification for Cities.**

Pending Actions		City Lead	Partnerships	Timeframe
H5.1	Pilot HeatReady certification in partnership with ASU.	Office of Sustainability	ASU	Short-term
	Where more than 2000 cities including Phoenix have achieved “StormReady” certification by the National Weather Service, ASU in partnership with the City are seeking to pilot a HeatReady certification program—identifying the policies, programs and governance framework and scorecard to assist cities in preparing for increasing temperatures and heat waves. With Phoenix being the epicenter of research related to heat and a hotbed of heat-related programs, ASU and the City are seeking to develop HeatReady to allow it to become a national or international certification program.			
H5.2	Expand HeatReady Certification nationally or internationally.	Office of Sustainability	ASU, C40, National Weather Service, Global Cool Cities Alliance	Short-term
	After piloting and refining HeatReady Certification in Arizona, ASU and the City are seeking to test HeatReady nationally and internationally to increase its functionality and shared learnings and, more importantly, its impact. C40 and the Global Cool Cities Alliance have both expressed interest in becoming the global verification and certification body once the certification tool reaches maturity.			



Water (W)

QUICK START ACTIONS (EXAMPLES)

Action W1.2: Complete construction of Drought Pipeline Project by 2025.

Action W2.4: Implement Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management handbook by 2025.

GOAL W1		Identify and implement infrastructure projects to ensure water security.		
Ongoing Actions		City Lead	Partnerships	Timeframe
W1.1	Continue to bank water, which is storing water underground for use at a later date.	Water Services Department	City of Tucson, Arizona Water Banking Authority	Short-term
	Arizona is a leader in water banking, the practice of storing water underground to be used later. Millions of acre-feet of water have been banked in Central Arizona aquifers through the Arizona Water Banking Authority. The water that is delivered to residents comes from renewable surface water supplies, so that groundwater can be saved for the future. In addition, a water-sharing agreement with Tucson will continue, where Phoenix will store some of its unused Colorado River water in aquifers in Tucson. In times of shortage, Tucson will give Phoenix some of its Colorado River water allocation in exchange for this stored water.			
Pending Actions				
W1.2	Design and construct additional infrastructure to provide a reliable water supply to 1.7 million customers.	Water Services Department	Street Transportation and Finance Departments	Short-term
	The Drought Pipeline Project will provide Salt and Verde River water supplies to areas of the city that are currently entirely dependent on Colorado River water. The project is essential to the economic health and vitality of Phoenix. This sustainability project will ensure all residents have access to safe, reliable, clean drinking water during the future times of shortage on the Colorado River. This project will be financed using sustainability bonds, a result of the recent development of the Green and Sustainability Bond Framework. This will result in loan service cost savings.			
GOAL W2		Improve the conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.		
Ongoing Actions		City Lead	Partnerships	Timeframe
W2.1	Improve stormwater drainage capacity and reduce backup surging at Phoenix Sky Harbor International Airport.	Aviation Department	Water Services and Finance Departments	Short-term
	Phoenix Sky Harbor International Airport, located at the end of the Camelback Mountain south watershed, will improve stormwater drainage efficiency by performing preventative maintenance that will improve capacity and reduce backup surging preventing flooding and contamination of the stormwater runoff.			

W2.2	Identify and implement water saving measures on city of Phoenix facilities and processes.	Water Services Department	All Departments	Short-term
	A city-wide Internal Water Efficiency Task Force was created to monitor water used by municipal operations to identify and implement water saving measures. As a result of the task force, water use dropped 46.5 million gallons. On-going tracking of water usage in Parks and Aviation Departments is possible by a GIS program developed by Water Services Department.			
Pending Actions				
W2.3	Implement successful Phoenix Sky Harbor International Airport commercial cooling tower system upgrade program in other processes throughout city of Phoenix and encourage commercial and industrial adoption of process.	Aviation Department		Short-term
	Cooling towers are one of Phoenix's highest volume water uses. The Cooling Tower System Upgrade was successfully completed reducing water use by 20 percent. This cooling water treatment system was also installed as part of the Terminal Modernization Project and a system is now being installed in the Rental Car Center. Future opportunities are being investigated for municipal operations and commercial use.			
W2.4	Implement the use of the Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management.	Planning and Development Department, Water Services Department, Office of Environmental Programs	MAG, ADEQ, ASU	Short-term
	The Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management is a handbook that provides technical standard details and specifications (TSDS) to be used for low impact development to members of the design, planning and development communities in Maricopa County. These TSDS will primarily be used on right of way projects and can be implemented in private projects. Using the handbook will result in environmental benefits, water conservation, urban heat reduction, improvement in public health and additional green spaces.			
GOAL W3		Increase outreach and provide programs to residents and businesses to reduce water use.		
Actions to be Completed		City Lead	Partnerships	Timeframe
W3.1	Expand existing SRP program that subsidizes cost of irrigation controllers for residential use.	Water Services Department	SRP	Short-term
	Water conservation has always been part of Phoenix's strategy to maintain a 100-year water supply. Residents are encouraged to adopt xeriscape landscaping with efficient irrigation controllers through a program that subsidizes the cost of smart irrigation controllers for residential use. Expanding this program will reduce water use and lower costs for residents.			

W3.2	Expand Toilet Retrofit Program to include a low-income program and other incentives.	Water Services Department		Short-term
	To conserve water, the feasibility of a new toilet retrofit program is being evaluated. The elements that the program will contain are a low-income program that includes toilet and professional installation at no cost to customer and a flat rebate program to all customers that purchase and install a low flow toilet that uses 1.28 gallons per flush.			
W3.3	Expand the Homeowners Association Audit Program.	Water Services Department		Short-term
	Homeowners Associations (HOA) use water to maintain common landscaped areas, which can lead to high costs and high water usage to keep the areas looking attractive. Up to 70 percent of water used by residents is for outdoor watering. Phoenix piloted a HOA Audit Program that conducted nine audits of outdoor water use within common areas managed by HOAs. Based on that pilot, the potential average savings for the HOAs that volunteered to participate was 4.5 million gallons per year if they implemented the recommendations from the audit. The program will be expanded from pilot to ongoing program by increasing the number of inspections from nine to 40.			