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Scottsdale Sustainability Scan Report

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CITY OF SCOTTSDALE

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Executive Summary

Sustainability is the integration of environmental, economic, and social objectives in decision-making for the benefit of current and future generations. Sustainability plans are frameworks for planning, implementation, and monitoring of both city and community initiatives.

This Sustainability Scan report represents Phase 1 in the development of a Scottsdale Sustainability Plan. This Scan unfolded in three stages: 1) reviewing 35 sustainability plans from other cities in Maricopa County, nationally, and globally, and recording best practices; 2) analyzing past and current sustainability-related goals, policies, and initiatives in the City of Scottsdale; and 3) interviewing more than 30 city staff to identify past successes, current projects, and current and future needs.

Sustainability in the City of Scottsdale is currently driven by the goals in the General Plan 2035 and manifest through many city-run or city-led programs, initiatives, and partnerships. The Scan shows that the primary challenges to advancing sustainability for the City of Scottsdale are linked to funding limitations, siloed operations, policy gaps, and gaps in measuring the progress of social and environmental impacts. The development of a clear, comprehensive, inclusive, and actionable Sustainability Plan will help municipal departments and the wider community communicate a shared understanding of the city's sustainability strategy and goals. The Sustainability Plan will bring a focus to the sustainability goals as defined in the General Plan to guide the City Council and city leadership in developing policy and funding strategies to advance sustainability in Scottsdale.

The Sustainability Plan must promote holistic sustainability action (environmental, social, and economic) but also incorporate a community-wide and community-informed "why" to help motivate citizen and community leader participation. The Sustainability Plan must include concrete goals and steps and align with the sustainability goals, initiatives, and policies that are identified in the General Plan and the department master plans.

Additionally, the scan highlighted the significance of including all stakeholders in the development of the sustainability plan and the inclusion of actionable goals and clear targets, along with a monitoring framework or, at minimum, an action plan to help develop such a framework.

Finally, the scan revealed the need for additional financial and human resources for the successful implementation of the city's sustainability initiatives. One way this could be addressed is through the creation of a sustainability budget from which additional sustainability measures can be funded so that first-cost will not prevent the City from implementing measures that are less expensive on a life cycle cost basis.

Introduction

Sustainability is the integration of environmental, economic, and social objectives in decision-making for the benefit of current and future generations. Sustainability plans are frameworks for planning, implementation, and monitoring of both city and community programs.

Scottsdale is a Sonoran Desert community, and its citizens recognize that the unique and delicate desert environment is valuable for community health, character, economic vitality, and quality of life. The City prides itself as a leader and is committed to sustainability, which is reflected in the General Plan 2035 as well as through many of the City's municipal operations.

Addressing complex local and regional challenges such as heat, drought, health, energy and equity issues with a more systemic approach, the City of Scottsdale is developing a comprehensive sustainability plan as a guiding framework to coordinate both city and community-wide sustainability efforts. Scottsdale's Sustainability Plan will help both municipal departments and the wider community communicate a shared understanding of the City's sustainability strategy and goals, and align their activities in support of a shared sustainability agenda.

This Sustainability Scan report represents Phase 1 in the development of a City of Scottsdale Sustainability Plan. This Scan presents the analysis of the information collected through research and review of the City of Scottsdale's General Plan 2035, department level master plans and other supporting documents, interviews with multiple city staff from a variety of functional areas and includes key takeaways to be considered moving forward. This Scan unfolded in three stages: 1) reviewing sustainability plans from other cities in Maricopa County, nationally, and globally, and recording best practices; 2) analyzing past and current sustainability-related goals, policies, and initiatives in the City of Scottsdale; and 3) interviewing more than 30 city staff to identify past successes, current projects, and current and future needs.

In Phase 2 this Scan will be used as background reading for staff, and citizen workshops and in discussions with members of the City Council to build on previous work regarding vision, goals, and indicators; identify stakeholders and champions; and explore measurement and reporting guidelines. In Phase 3, citizen and staff workshops will refine vision, goals and metrics for the Sustainability Plan and draft an implementation strategy. Phase 3 will conclude with a Final Sustainability Plan and Implementation Strategy.

Municipal Sustainability Planning Nationally and Globally

Frameworks for Sustainability Planning, Implementation, Monitoring, and Evaluation

Cities often develop their sustainability plans aided by one of many available frameworks or tools to support local sustainability decision-making and progress assessment. A sustainability framework can be broadly defined as "the rationale and the structure for the integration of concepts, methodologies, methods, and tools"[2]. Designed by various organizations, most such frameworks and tools have emerged since 2000 and include sustainability principles and generic goals and metrics. While not all frameworks address urban challenges with a systemic approach, they are not mutually exclusive and therefore some cities opt for more than one framework to ensure a holistic perspective.

The best practices scan inventoried several key urban sustainability frameworks and tools used by cities to support the development of their sustainability plans, including the globally-adopted Sustainable Development Goals, the C40 Climate Action Planning Framework, the City Resilience Framework, Doughnut Economics, Ecological Footprint, ISO 37120 Sustainable Cities and Communities, LEED-ND, Integrated Community Sustainability Planning, and materials from ICLEI – Local Governments for Sustainability (see Appendix A for more detail.)

Best Practices in National and Global Cities

Thirty-five cities were identified with noteworthy municipal sustainability plans or comprehensive climate action plans: 21 in the U.S., four in Canada, and the rest in various countries around the world. Of these 35 cities, 29 can be classified as located in the Global North and six in the Global South. The full list of cities and a selection of those that have adopted sustainability practices and are comparable to Scottsdale (population, climate challenges, politics) can be found in Appendix B.

Comprehensive Sustainability Plans

In developing their sustainability and climate action planning documents, 13 cities were identified that have adopted comprehensive plans, meaning that these cover all three dimensions of sustainability (environmental, social and economic) fully or to a great

extent. Seven of these cities are in the U.S.: Flagstaff AZ[1], Houston TX[2], Oklahoma City[3], Phoenix AZ[4], San Jose CA[5], Santa Fe, NM[6] and Salk Lake City, UT[8].

The other 22 cities have adopted more specific plans, meaning that they specifically tackle one or two dimensions of sustainability (usually environmental and economic *or* environmental and social). Such plans generally include only climate action or environmental sustainability objectives that seek to address adaptation to climate risk and disaster response.

Municipalities that develop comprehensive plans provide a means of bringing together all three dimensions of sustainability under a common vision for future development using a shared set of goals and metrics.

Vision Statements

Sustainability Plans have a guiding vision statement. Vision statements serve several interconnected purposes. They provide the inspiration and motivation for an organization – a clear mental picture of the ideal conditions for a community to thrive, by unifying all the stakeholders to set the appropriate and relevant goals, from which decisions are made and actions are taken to achieve the vision, and then communicated externally that the organization is on a mission to achieve that vision. Strong vision statements are value-based and:

- Are co-created by all stakeholders (including citizens)
- Produce shared understanding, shared responsibility, and shared impacts
- Embed an integrated sustainability approach
- Integrate long-term goals
- Focus on community principles and values
- Are practical and adapted to local context and needs
- Attempt to describe a desired future
- Stated as present tense of a future state

While not all the identified urban sustainability-related plans included statements for the city's envisioned future, research revealed a wide variety of such statements. Some vision statements implied a separation between the municipality and the community

[1] https://www.flagstaff.az.gov/DocumentCenter/View/59411/Flagstaff-Climate-Action-and-Adaptation-Plan_Nov-2018
[2] http://greenhoustontx.gov/climateactionplan/CAP-April2020.pdf
[3] https://www.okc.gov/home/showpublisheddocument/18882/637299972915330000
[4] https://www.phoenix.gov/sustainability
[5] https://partners.sanjosemayor.org/wp-content/uploads/2018/11/SJ-sdg-strategy.pdf
[6] https://www.santafenm.gov/media/files/Sustainable_SF_Commission/Sustainable%20Santa%20Fe_October_Printsm.pdf
[8] http://www.slcdocs.com/slcgreen/sustainablesaltlake_plan2015.pdf

(e.g., Sedona and Fort Collins), while others focused primarily or solely on a reactive approach – or adaptation – to external threats (e.g., Oklahoma City).

Below are a few examples of comprehensive sustainability vision statements drawn from plans of other US cities:

- **Austin TX**: "As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens, and where the necessities of life are affordable and accessible to all."[7]
- **Flagstaff AZ**: "Our vision for the future is that the Flagstaff community proactively preserves the natural environment, works towards carbon neutrality, and enhances the quality of life for all residents while ensuring equity, self-sufficiency, and climate resiliency."[8]
- **Santa Fe NM**: "We envision a thriving community where climate impacts are neutralized, natural resources are abundant and clean, and sustainable economic activity is generated through enhancing social equity and the regenerative capacity of the environment."[9]

These three vision statements indicate what each city values, but only Santa Fe is envisioning a future. Austin is celebrating its current state; Flagstaff is describing its mission to enhance quality of life while preserving the natural environment, and Santa Fe is envisioning a future where environmental, economic and social objectives are integrated.

The Scottsdale General Plan 2035 reflects key attributes of a sustainability plan vision statement:

From the General Plan 2035

- Scottsdale will continue to be an exceptional Sonoran Desert experience and premier international destination, where our Western heritage is valued. Our diverse neighborhoods foster outstanding livability, connectivity, healthy lifestyles, and a sustainable environment. Scottsdale will thrive by attracting and retaining business centers of excellence that encourage innovation and prosperity.
    - Key takeaways:

[7] Source: https://www.austintexas.gov/page/imagine-austin-vision
[8] Source: https://www.flagstaff.az.gov/DocumentCenter/View/59411/Flagstaff-Climate-Action-and-Adaptation-Plan_Nov-2018
[9] Source: https://www.santafenm.gov/media/files/Sustainable_SF_Commission/Sustainable%20Santa%20Fe_October_Printsm.pdf

    - Exceptional Experience
    - Outstanding Livability
    - Community Prosperity
    - Distinctive Character
- The City of Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.

These vision statements are clearly values- and principles-based, and have an integrated sustainability approach.

Some Scottsdale city staff who attended an ICLEI sustainability planning workshop drafted these vision statements:

- The purpose of Sustainability in the City of Scottsdale is to guide the management and protection of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve the well-being of the community for present and future generations

- The purpose of the City of Scottsdale's Sustainability Plan is to improve resources, prevent harm to the natural environment, protect human health, and benefit the social, economic, and environmental well-being of the community for the present and future generations.

However, both of these statements are more mission-oriented, and not representative of a true vision for a sustainable Scottsdale.

Focus Areas

Many city sustainability plans identify key focus areas as a way of organizing the plan and highlighting topics that are important to advancing sustainability across all departments.

Six of the 35 cities have arid, desert, and hot climate conditions similar to Scottsdale[10]. These municipalities choose focus areas in their sustainability and climate action plans to directly address areas related to the changing climate: water, waste, air quality, energy, and transportation (Figure 1). These cities are Alexandria (Egypt), Indio CA, Las Vegas NV, Mesa AZ, Phoenix AZ, and Tempe AZ.

Using focus areas to structure the sustainability plan helps municipal and community stakeholders establish common ground on the high impact ways to advance sustainability in their community.

[1] Scottsdale's climate per the Köppen-Geiger climate classification is BWh (arid, desert, and hot) (Beck et al., 2018).
[2] A systemic framework for sustainability assessment (Sala et al., 2015)

Figure 1. *Focus areas for cities with similar climate to Scottsdale.*

Other Practices

Research for the Scan also identified the following practices:

- About a third of the 35 cities surveyed have adopted or aligned their goals with established frameworks to guide the development, planning, implementation, and monitoring of their sustainability plan. The other cities customized the structure and development of their plans based on local conditions and resources.
- Some cities embrace current scientific research that calls for meaningful stewardship of the urban natural environment through restoration and not solely preservation. This means returning urban, peri-urban, and regional natural habitats that have undergone significant degradation with negative impacts on biological diversity to a previous state rather than just maintaining or expanding protection of critical areas. Some urban areas that have similar climates to Scottsdale and include habitat or ecosystem restoration in their goals are Alexandria[11] (Egypt) and Houston[12] TX – other related examples can be found in Seoul[13] (South Korea) and Edmonton[14] AB.
- The scan also identified five material flows that are addressed in all sustainability-related plans in the 35 cities identified: waste, water, energy, recycling, and food (Figure 2).

[11] Source: https://use.metropolis.org/case-studies/egypt-alexandria-sustainable-city-development. Regeneration of Lake Mariout, a significant urban natural habitat, is one of three pillars in Alexandria's City Development Strategy.
[1212] Houston's natural habitat restoration projects are rooted in the city's comprehensive Climate Action Plan. Source: https://www.houstontx.gov/parks/naturalresources.html
[13] See for example: https://urban-regeneration.worldbank.org/Seoul
[14] See for example: http://cbc.iclei.org/case_study/edmonton-ecological-network/

Figure 2. *Material flows that the 35 identified cities focus on.*

Urban Sustainability in Scottsdale

Urban sustainability in Scottsdale is currently driven by the goals in the General Plan 2035 and manifest through many city-run or city-led programs, initiatives, and partnerships. These were identified through a review of the city's sustainability-related programs and initiatives and through the interviews conducted with senior staff and subject matter expert staff. See Appendix C for a complete list sustainability related goals included in the General Plan 2035.

City staff interviewed highlighted current programs and initiatives that they considered to be sustainable. See Appendix D for a full list of sustainability-related programs, plans, and initiatives in the City of Scottsdale. Examples of such programs and initiatives include:

- Water recycling and optimization of the mix of water sources, through the Scottsdale Water – Strategic Plan 2019-2024
- The Water Citizen Academy
- The Community Solid Waste and Recycling Strategic Plan waste diversion goals
- Inclusive economic development through involvement of a broad range of stakeholders
- Education on green building
- Brick-by-brick program for the homeless population
- Preservation of the preserve (and other open spaces such as the green belt)
- Solar systems development and financing through solar bonds
- Electric vehicle infrastructure and alternative fuels in part of the fleet
- LEED certifications
- Energy efficiencies in infrastructure
- Sharing and donation programs

- Urban heat island project (Identifying Strategies for a Cooler Scottsdale)
- Neighborhood watch
- Ongoing partnerships with key stakeholders (e.g., golf courses, resorts, and major employers)

Within the interview process, sustainability in Scottsdale was often described as environmental protection or the financial or human resource ability to maintain existing programs and infrastructure, business activity, or other city assets. This finding was also consistent in the document review. Some master plans mention sustainability in the sense of sustaining an asset, policy or the financial aspects of a program or service, but not in a way that holistically includes environment, social and economic dimensions.

Likewise, when asked whether sustainability was integrated in their daily operations, interviewees often referred to the preservation and environmental protection projects, infrastructure maintenance, or the importance of sustainable financing to support current initiatives on an ongoing basis. Outside of the interview with the Human Services staff, the social aspects of sustainability programs and initiatives were not highlighted by interviewees.

In addition, the document scan and the interview analysis revealed gaps in terms of monitoring progress and reporting on sustainability-related goals and initiatives. Most of the indicators identified as already used or proposed in policy documents measure operational and economic performance only (as opposed to community or environmental impact) (Appendix E).

Specifically, indicators in plans and policies are primarily in areas such as energy, transportation, waste, water, land use, and governance, and most measure municipal performance. Examples include energy demand and savings, fuel demand, miles driven (municipal fleet), and water usage (city facilities). Metrics of community impact are already used in waste (e.g., diversion rates) but, as mentioned in the interviews, they are gradually being adopted in more and more areas (e.g., LED outdoor lighting, GHG emissions, compost/green waste diversion, tree canopy, and transit mode split).

Overall, the interviews corroborate the scan finding that few indicators are measured in practice or have available data, but the city is making an effort to address such difficulties by increasingly adopting new metrics and establishing baseline data.

Opportunities for Improvement in Scottsdale

The Scan shows that the primary challenges to advancing sustainability in the City of Scottsdale are linked to funding limitations, siloed operations, policy gaps, measurement gaps and including the social and environmental impact of programs and initiatives:

- Departments or staff teams appear to often only consider the aspect of sustainability that directly pertains to their work. For instance, decision-making in transportation or fleet management may not consider ecological or equity criteria when user convenience, process efficiency, and reduced costs are priorities in related policies. Or economic development may not necessarily consider social or equity issues in their project-by-project decision-making.
- Regarding funding, several interviewees noted access to ongoing funding as a barrier that sometimes limits their capacity to support otherwise successful projects. Examples mentioned were energy tracking and LEED or STAR certifications that started years ago but are no longer active. Another example is the need for funding that addresses upfront costs of the adoption of environmentally sustainable technologies like electric vehicles or improved tracking and measurement software.
- The interviews confirmed the scan finding on the existence of mostly broad goals and generally few specific, actionable, and measurable targets. Targets are largely not included in the General Plan or department level master plans and strategic documents that were reviewed and, when they are, the language is broad, or the target or goal is not concrete and measurable. Lastly, while the interviews confirmed scan findings on gaps in measurement, city staff repeatedly mentioned the wealth of data currently collected in various departments; most of those data though require connection to goals and targets.

Key Sustainability Plan Elements to Consider in Scottsdale

The scan and the interviews revealed key takeaways that can directly apply to Scottsdale and key elements that the city and community can consider in the development of Scottsdale's Sustainability Plan. These takeaways are organized in three foundational attributes for the sustainability plan: clear and comprehensive, inclusive, and actionable.

Clear and Comprehensive

Both the research and the interviews delivered a straightforward message regarding the new sustainability plan. The plan must:

- Promote holistic sustainability action (environmental, social, and economic) but also incorporate a community-wide and community-informed "why" to help motivate citizen and community leader participation.
- Be clear and include concrete goals and steps, i.e., a clear and consistent action plan with both short-term goals with immediate results and longer-term policies and initiatives
- Highlight current goals, initiatives, and policies that are directly linked to sustainability that have been impactful and in which the city takes pride. In

addition, many master plans and strategic documents already include goals and objectives that can be carried forward to the city's sustainability plan. (See Appendix C for a list of all sustainability related goals identified from the General Plan, department master plans and strategic documents, and from interviews.)

Inclusive

The significance of including all stakeholders in the development of the sustainability plan was emphasized in most interviews; stakeholder can be defined as any person or organization that can be affected by or affect the city's decisions, directly or indirectly. Direct stakeholder involvement in the overall plan development is necessary to ensure that the plan reflects the entire community's aspirations and needs, and that social and environmental justice and equity are part of a holistic sustainability vision and plan. Table 1 lists current stakeholders in the City of Scottsdale and additional potential stakeholders as identified in interviews.

Table 1. *Current and potential stakeholders in sustainability-related policies and initiatives*

City Staff • Each municipal department is a stakeholder for other departments • Mayor and City Council
Business and Industry • Development community, including developers, contractors, homebuilders, etc. • Business community, commerce industry, Greater Phoenix Economic Council (GPEC), large facilities (e.g., golf courses and resorts), large employers (e.g., HonorHealth) • Power utility companies • HOAs • AZ chapter of the US Green Building Council • ASU's Sustainable Cities Network
Citizens/Citizen Groups • The public, residents, wider community • Council appointed commissions such as: Scottsdale Environmental Advisory Commission, Transportation Commission, etc. • Groups such as: Coalition of Greater Scottsdale, Scottsdale Leadership, HOAs, Coalition of Today and Tomorrow, Foothills Leadership group, Homebuilders Association, American Institute of Architects, Multi-family Housing Association, Scottsdale Area Association of Realtors, etc.
City/State/Federal Organizations • Maricopa Association of Governments • State of Arizona, particularly key state agencies • Phoenix and Valley Metro (transit)
Neighboring Stakeholders • Local Indigenous community (the Salt River Pima–Maricopa Indian Community) • Adjoining municipalities

Actionable

The third theme that was discussed in the interviews was the need for actionable goals and clear targets, along with purposeful metrics for clear and transparent evaluation of plan progress and feedback provision from city staff and community. For the development of goals and targets, the method of backcasting[15], which is already used in Scottsdale's economic development planning, should be more widely adopted as an overall sustainability tool. Specific metrics currently used or proposed for the future by interviewees are in Appendix E.

The scan showed that many comprehensive urban sustainability plans include a monitoring framework or at minimum an action plan to help develop such a framework. In these cases, targets and metrics can be classified under three categories of measurement: performance assessment and plan progress; measurement of community impact and outcomes; and collection of important contextual information (e.g., resources allocated or needed, demographic changes, extreme events, etc.).

The expansion of the City's actionable goals to focus areas with potentially wider community impact was also suggested in the interviews. Cities that are considered best practitioners globally ensure that their climate action or sustainability plans include an analysis of co-benefits of each action identified in the plan on other aspects of the city. A good example can be found in Durban's Climate Action Plan which lays out a list of priority actions, their impact on the city's resilience, and their benefits to dimensions such as environmental quality, innovation, health, and accessibility.

Finally, many interviewees also discussed the need for additional financial and human resources for a successful implementation of the city's sustainability initiatives and the sustainability plan. This could be addressed through the creation of a sustainability budget from which additional sustainability measures can be funded so that first-cost will not prevent the City from implementing measures that are less expensive on a life cycle basis.

[15] Backcasting refers to setting SMART (specific, measurable, attainable, reasonable, and time-bound) goals for a future point in time and developing the path (steps) to achieve these goals.

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Appendix A – Sustainability Plan Framework Analysis

- The UN Sustainable Development Goals (SDGs): As the global development agenda for 2030, the SDGs are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. Countries, communities, and other actors can use the 17-goal framework, with its 169 targets and numerous indicators, to align their sustainability priorities and vision with the global agenda. Examples can be found with San Jose and Pittsburgh.
- The C40 Climate Action Planning Framework: Designed in collaboration with cities that participated in C40's Climate Action Planning pilot program, the framework supports cities in developing climate action plans that align with the objectives of the Paris Climate Agreement. While not designed to address broader sustainability concerns, it promotes four key climate-related components: emissions neutrality by 2050 at the latest, inclusive planning and equitable distribution of benefits, resilience to climate hazards, and governance and partnerships for successful delivery of the plan's goals.
- City Resilience Framework: Developed by the Global Resilient Cities Network, a city-led, impact-focused, regionally driven, and partnership-based network that focuses on helping cities become more resilient to physical, social, and economic challenges, including acute shocks and chronic stresses. City Resilience Framework describes urban systems in four dimensions: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy.
- Global Footprint Network (GFN): An international non-profit organization founded in 2003, GFN envisions a future where all can thrive within the means of our one planet. It promotes the use of tools such as the ecological footprint and biocapacity metrics to help end ecological overshoot by making ecological limits central to decision-making at all geographical levels. Here again, this framework focuses on environmental impact with no attention to economic or social aspects of sustainability.
- Doughnut Economics: This framework proposes that sustainability policies consider social boundaries (meeting everybody's basic needs – inner circle of the doughnut) in addition to the planetary ecosystem boundaries (outer circle of the doughnut) to ensure human and ecological health. Between social and planetary boundaries lies an environmentally safe and socially just operating space in which humanity can thrive (Raworth, 2017).
- ISO37120 Sustainable cities and communities: Developed by the International Organization for Standardization, it comprises indicators to measure the performance of city services and quality of life. Applicable to any city, irrespective of size and location, it can be used along with ISO37101 Management system for sustainable development in communities, ISO37104 Transforming our cities, and ISO37105 Descriptive framework for sustainable cities and communities.

- LEED ND: STAR Communities merged with the US Green Building Council's LEED for Cities program to create a new rating system for communities of all sizes. Core categories of measurement range from natural systems and water efficiency to energy and quality of life. LEED v4.1 helps plan and design new communities or implement best practices in existing cities and communities.
- Integrated Community Sustainability Planning (ICSP): Developed in Canada as a framework for sustainability plans, an ICSP "is any existing or new long-term plan, developed in consultation with community members, to help the community realize sustainability objectives within environmental, cultural, social and economic dimensions of its identity." It includes high levels of community co-creation, moderation, implementation, and evaluation.
- ICLEI – Local Governments for Sustainability: A global network of local and regional governments committed to sustainable urban development. ICLEI has developed a framework for sustainability to influence policy, encourage action and build mutual capacity and shared knowledge for urban sustainability.

Appendix B – National and Global Cities with Sustainability Practices

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Scottsdale	AZ	250,602	Bwh	Blue leaning		Sustainable Scottsdale, in the General Plan	Water Waste Energy Transportation	Multiple partnerships with stakeholders	
Adelaide	Australia	1.3 million	Csa		Council's Sustainability Program		Water Waste Energy Buildings		Uses Global Footprint Network. Reports economic and well-being indicators
Alexandria	Egypt	5.2 million	Bwh			a. Green City Action Plan, under development b. City Development Strategy	Water Waste		No mention of a monitoring or assessment framework
Amsterdam	Netherlands	820,000	Cfb	N/A		Policies: Sustainability & Energy Clean Air Circular Economy	Water Waste Energy Transportation		C40 Climate Action Planning Framework and Doughnut Economics

[16] A legend for climate zones is included at the end of this table.

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
						Phasing out Natural Gas Renewable energy Climate Neutrality			
Austin	TX	1,011,790	CFa	Blue	Imagine Austin; Comprehensive Plan		Recycling, construction debris, disaster debris, composting, bulk trash items		
Avondale	AZ	92,363	BWh	50/50		City of Avondale Municipal Sustainability Plan	Recycling, water bottles		Monitoring information will be collected and assessed frequently to allow for efficient implementation. The Environmental Program Manager, in cooperation with the Sustainability Working Group, will

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability -related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
									track, compile, and summarize monitoring information for the annual Sustainability Progress Report. After the report is complete, the next Implementation System cycle will begin
Balearic Islands	Spain	1.19 million	Bsh, Bsk, Csa	N/A		Climate Change Law	Water Buildings Energy Transport		
Barcelona	Spain	1.62 million	Csa	N/A		Climate Action Plan	Waste Water Energy Food Textiles		C40 Climate Action Planning Framework and the SDGs - used Agenda 21 in the past
Bogota	Colombia	7.5 million	Csb	N/A	Bogota Strategy for Sustainable urbanization				SDGs and the Global Footprint Network. Has used ISO 37120:2018

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Boulder	CO	105,003	BSk	Blue		Boulder County Environmental Sustainability Plan	Food, yard, commercial, toxic, composting, food waste, zero waste	Works with local environmental NGOs, faith communities, schools, and takes community impact for the past six years on the sustainability plan.	Gets reviewed each year and assessed for updated goals.
Cairo	Egypt	9.5 million	Bwh			Green City Action Plan, under development	Waste (solid mainly) Transport / emissions in general		Global Footprint Network
Durban	South Africa		Cfa			Climate Action Plan	Energy Waste Water Food system		Uses the C40 Climate Action Planning Framework. Participated in the 100 Resilient Cities network

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Flagstaff	AZ	77,590	CSb	Blue	City of Flagstaff Sustainability Section & Climate Action & Adaptation Plan		Compost, yard waste, construction and demolition waste, plastic, recycling, hazardous waste, straws, bottles, public procurement stream	Climate ambassadors, youth climate education plan, climate leadership training, neighborhood sustainability grants, climate action working groups, resilient neighborhood groups	Annual basis for each strategy and goals, website dashboard for progress, annual GHG emmisions since 2008
Fort Collins	CO	174,081	BSk	Blue	Municipal Sustainability and Adaptation Plan		Construction debris, public procurement, electronics		Reporting will occur on an annual basis, though there is no written obligation for any actual metric taking.
Fort Collins	CO	174,081	BSk	Blue		Municipal Sustainability and Adaptation Plan	Construction debris, public procurement, electronics		

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Houston	TX	2,323,660	DFc	Blue	Houston Climate Action Plan		Plastic film, recyclables, food waste, long term land fill sustainabiity focus		
Indio	CA	90,000	Bwh	Blue		Sustainability-related programs	Waste Water Energy		
Kamloops	Canada	90000	Bsk		Sustainable Kamloops Plan	Community Climate Action Plan	Water Waste Energy Transportation		The two plans include targets / indicators, for monitoring progress regularly. Also, aligned with the SDGs and the New Urban Agenda
Las Vegas	NM	667,501	BWk	Blue		Clark County's Sustainability and Climate Action Plan	Food waste, single use plastics, paper and electronics, recycling		Monitoring goals are provided but monitoring methods are not.

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Montreal	Canada	1.78 million	Dfb	N/A	Sustainable Montréal 2016-2020	Climate Change Adaptation Plan 2015-2020			
Mesa	AZ	538,146	BWh	50/50		Climate Action Plan for a Sustainable Community	Public procurement, harmful gasses, recycling, hazardous waste		Will be routinely reported on, updated to a Open Data Portal for the public to see known variables.
Oklahoma City	OK	669,347	CFa	Red leaning	adaptokc; adapting to a healthy future		Recycling, debris, food waste	Community involvement with businesses, organizations, NGOs, homeowners etc.	Ongoing basis of reporting every five years, w/ evaluation and policies suggestions occuring at those points.
Palm Springs	CA	48,884	CSa	Blue		City of Palm Springs Sustainability Plan	Solid waste, compost, recycling, SHARPS program for needles,	"The entire community has a stake in and must be a part of creating a sustainable future."	Commits to monitoring in GHG emissions, water metering and contains report card of current status.

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability -related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
							Compostable packaging		
Palo Alto	CA	67,000	Csc	Blue		Sustainability & Climate Action Plan (S/CAP)	Water Waste Energy		
Phoenix	AZ	1,733,630	BWh	Blue	2050 Environmental Sustainability goals		Recycling		Goals set for future dates, no info on reporting.
Pittsburgh	PA	300,000	Cfa	Blue		Climate Action Plan 3.0 AND Resilient Strategy	Water Waste Food Energy Buildings		Member of the C40 network
Quito	Ecuador	2 million	Csb	N/A	Quito Resilience Strategy				
Salt Lake City	UT	200,831	DFb	Nlue	Sustainable Salt Lake >> Plan 2015		Glass, food scraps, recycling		

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
San Jose	CA	1 million	Csa	Blue	Participated in the USA Sustainable Cities Initiative	Green Vision, Smart City Vision, Environmental Sustainability Plan			Uses the SDGs as a framework
Santa Fe	NM	85,627	BSk	Blue	Sustainable Santa Fe 25 Year Plan		Recycling	Utilized community input in plan design. Public/private partnerships.	Conducted a baseline sustainability evaluation to monitor growth from that baseline in the indicated goals. They display it through a matrix.
Sedona	AZ	10,377	CSa	Blue	Municipal Sustainability Plan				
Singapore	Singapore	5.7 million	Af	N/A	Sustainable Singapore Blueprint		Water Waste Energy Transportation Buildings		C40 Climate Action Planning Framework and Global Footprint Network.

City	Country / State	Population	Climate zone[16]	Politics	Sustainability Plan	Specific Sustainability-related Plan	Material Streams addressed	City+private partnerships	Sustainability framework or tool
Surrey	Canada	520,000	Cfb	N/A	Sustainability Charter 2.0	Climate Action Plan under development			
Tempe	AZ	187,500	BWh	Blue leaning		Climate Action Plan (currently being updated)	Water Waste Energy Transportation Buildings Food	For implementation: partnerships with ASU, businesses, and other local actors	
Winnipeg	Canada	750,000	Dfb	N/A		The City of Winnipeg's Environmental Directory	Water Waste Food Energy Buildings Transportation		

Legend for climate zones[17]

First letter	Second letter		Third letter
A: Tropical	f: Fully humid	T: Tundra	h: Hot arid
B: Dry	m: Monsoon	F: Frost	k: Cold arid
C: Mild temperate	s: Dry summer		a: Hot summer
D: Snow	w: Dry winter		b: Warm summer
E: Polar	W: Desert		c: Cool summer
	S: Steppe		d: Cold summer

[17] Chen, D. and H. W. Chen (2013): Using the Köppen classification to quantify climate variation and change: An example for 1901–2010. Environmental Development, 6, 69-79

Appendix C – Scottsdale's Sustainability Related Goals

Goals identified from the General Plan 2035, department level master plans and other strategic planning documents and as identified by staff in the interviews that can be carried forward to the city's sustainability plan**.**

Plan / Document	Goals / Policies
Master Plans	
Choose Scottsdale – Economic Development Strategic Plan	Six goals: 1: Grow Scottsdale's existing industries to foster economic vitality. 2: Attract investment to diversify the City's economy. 3: Bolster Scottsdale's startup ecosystem. 4: Make inclusion and diversity an economic development priority. 5: Build Scottsdale into the premier destination for talent in the Southwest. 6: Enhance the City's brand for business, capital and talent.
Community Solid Waste and Recycling Strategic Plan	Eight objectives: 1: Increase diversion to 90% by weight for City facilities and programs by 2030. 2: Increase diversion to 60% by weight for single family homes by 2030. 3: Increase diversion to 30% by weight for multifamily buildings by 2030. 4: Increase diversion to 30% by weight tor all other commercial customers by 2030. 5: Expand and grow customer education programs for waste reduction, reuse, and recycling with the goal of changing behavior. 6: Reduce amounts of construction and demolition waste landfilled on capital projects constructed by the City of Scottsdale. 7: Implement new opportunities to divert material to alternative uses, and to achieve cost savings and generate revenue by marketing materials. 8: Divert 75% of material collected from the brush and bulk program to green waste uses and keep it out of the landfill.
Energy Plan 2007 Update & General Plan - Energy element	Fuel-friendly fleet Energy efficient buildings and facilities (Green building program and energy rebates)
Strategies/Programs:	
Granite Reef Watershed Drainage and Flood Control Improvement And Concept for: Low Impact Development for Granite Reef watershed	Eliminate the risk of structural flooding Eliminate the floodplain Reduce street and yard flooding
Green Building Program	Minimize environmental impact

	Reduce the energy consumption of buildings Contribute to the health of its occupants
Urban Heat Island (UHI) project	Recommended Heat Mitigation Strategies: • Increase tree canopy • Reduce dark surfaces • Provide pedestrian shade
Interviews:	
	Purchase more sustainable vehicles
	Moving people through city efficiently–co-benefit for GHG reductions
General Plan	
Chapter/Element	**Goal**
Character & Culture	
Character and Design	Goal CD 1 - Determine development appropriateness
	Goal CD 2 - Develop, maintain, refine Character Area Plans
	Goal CD 3 - Foster quality design
	Goal CD 4 - Enhance streets and public spaces
	Goal CD 5 - Promote character through landscaping
	Goal CD 6 - Minimize light and noise pollution
	Goal CD 7 - Honor western/equestrian lifestyle
Land Use	Goal LU 1 Enhance economic viability and character
	Goal LU 2 - Sensitively integrate land uses
	Goal LU 3 - Maintain a balance of land uses
	Goal LU 4 - Develop land use patterns that support mobility
	Goal LU 5 - Promote land use patterns that conserve resources
	Goal LU 6 - Improve economic well-being
	Goal LU 7 - Protect the Scottsdale Airport
Arts, Culture & Creative Community	Goal ACC 1 - Support arts and cultural programs
	Goal ACC 2 - Build on arts, culture, and creativity
	Goal ACC 3 - Promote creative placemaking
	Goal ACC 4 - Protect historic and cultural resources
	Goal ACC 5 - Promote a creative community
Sustainability & Environment	
Open Space	Goal OS - 1 Provide open space types
	Goal OS 2 - Fulfill Preserve initiative
	Goal OS 3 - Preserve natural open spaces
	Goal OS 4 - Maintain a continuous open space system
	Goal OS 5 - Provide developed open space opportunities
	Goal OS 6 - Relate to land use and character
	Goal OS 7 - Manage open space

	Goal OS 8 - Acquire, expand, improve open spaces
	Goal OS 9 - Expand the regional open space system
Environmental Planning	Goal EP 1 - Protect and enhance habitats
	Goal EP 2 - Demonstrate environmental stewardship
	Goal EP 3 - Improve air quality
	Goal EP 4 - Expand recovery, reuse, and recycling
	Goal EP 5 - Encourage environmentally sound design
	Goal EP 6 - Surpass water quality standards
	Goal EP 7 - Reduce heat islands
	Goal EP 8 - Plan, prepare, adapt for climate impacts
Conservation	Goal CONSV 1 - Achieve a sustainable balance
	Goal CONSV 2 - Protect ecosystems
	Goal CONSV 3 - Protect watersheds
	Goal CONSV 4 - Conserve water
	Goal CONSV 5 - Minimize erosion
Water Resources	Goal WR 1 - Ensure long-term water supplies
	Goal WR 2 - Prepare for climatic impacts
Energy	Goal E 1 - Become a net-zero community
	Goal E 2 - Reduce energy consumption
	Goal E 3 - Promote energy efficiency
	Goal E 4 - Increase energy efficiency of city facilities
	Goal E 5 - Develop renewable energy sources
Community Well-Being	
Healthy Community	Goal HC 1 - Promote access to health and human services
	Goal HC 2 - Provide access to healthy, local foods
	Goal HC 3 - Build on wellness and healthful living
	Goal HC 4 - Ensure diversity and inclusion
	Goal HC 5 - Accommodate senior citizens
	Goal HC 6 - Foster a caring community
Housing	Goal H 1 - Support diverse housing options
	Goal H 2 - Provide a variety of housing options
	Goal H 3 - Provide generational housing options
	Goal H 4 - Prevent housing discrimination
Recreation	Goal R 1 - Develop quality recreation facilities
	Goal R 2 - Provide recreational diversity
Safety	Goal S 1 - Prevent hazards
	Goal S 2 - Prepare for emergencies
	Goal S 3 - Deliver emergency response
	Goal S 4 - Prepare for disaster recovery
	Goal S 5 - Maintain airspace/transportation safety

	Goal S 6 -Flood impact protection
	Goal S 7 - Maintain safety through crime prevention
	Goal S 8 - Promote hazardous materials safety
Connectivity	
Circulation	Goal C 1 - Design safe/efficient transportation corridors
	Goal C 2 - Reduce automobile trips
	Goal C 3 - Develop a connected multi-modal system
	Goal C 4 - Plan for future expansion
	Goal C 5 - Protect neighborhoods
	Goal C 6 - Participate in regional coordination
	Goal C 7 - Coordinate with schools and neighborhoods
	Goal C 8 - Provide a comfortable and accessible system
Bicycling	Goal B 1 - Develop accessible and interconnected networks
	Goal B 2 - Encourage increased bicycle use
	Goal B 3 - Promote bicycle education and safety
Collaboration & Engagement	
Community Involvement Element	Goal CI 1 - Seek broad public input
	Goal CI 2 - Seek direct input from all areas of the community
	Goal CI 3 - Distribute city information
	Goal CI 4 - Foster community collaboration
Revitalization	
Neighborhood Preservation & Revitalization Element	Goal NPR 1 - Preserve neighborhood character
	Goal NPR 2 - Promote homeownership
	Goal NPR 3 - Provide neighborhood safety
	Goal NPR 4 - Develop neighborhood planning
	Goal NPR 5 - Promote community building
Conservation, Rehabilitation & Redevelopment Element	Goal CRR 1 - Support context-appropriate redevelopment
	Goal CRR 2 - Sustain economic well-being
	Goal CRR 3 - When necessary, use Redevelopment Authority
Growth Areas Element	Goal GA 1 - Provide direction for growth
	Goal GA 2 - Improve transportation access
	Goal GA 3 - Conserve resources
	Goal GA 4 - Promote infrastructure planning
	Goal GA 5 - Build on character and diversity
Cost of Development Element	Goal COD 1 - Require development pay its share
	Goal COD 2 - Promote timing and adequacy of public services
	Goal COD 3 - Coordinate infrastructure investment and decisions

Public Services & Facilities	Goal PSF 1 - Maintain an innovative solid waste system
	Goal PSF 2 - Provide and maintain utility and infrastructure systems
	Goal PSF 3 - Plan and manage public service operations
	Goal PSF 4 - Provide a library system
	Goal PSF 5 - Partner with other jurisdictions
Public Buildings Element	Goal PB 1 - Provide safe, accessible, and adaptable public buildings
	Goal PB 2 - Design, construct, & renovate public buildings
	Goal PB 3 - Collaborate with schools
Innovation and Prosperity	
Economic Vitality	Goal EV 1 - Foster economic resiliency
	Goal EV 2 - Enhance socioeconomic prosperity
	Goal EV 3 - Manage land uses to enhance economic development
	Goal EV 4 - Ensure fiscal sustainability
Tourism Element	Goal T 1 - Strengthen tourism
	Goal T 2 - Enhance mobility and wayfinding
	Goal T 3 - Support special events and venues
Education Element	Goal EDU 1 - Encourage lifelong learning
	Goal EDU 2 - Deliver equitable, quality education
	Goal EDU 3 - Support safe, healthy, positive learning environments
	Goal EDU 4 - Collaborate with public entities

Appendix D – Scottsdale's Sustainability-related Programs, Plans, and Initiatives

Programs/initiatives	Description	Year started:	Sustainability dimension	Department in charge
Adopt-A-Road program	Program that alleviates litter on the side of the road by engaging volunteers	1983	All	- Program Coordinator - Human Services
Beat The Heat program	A program to serve homebound seniors during the summer and alleviate heat concerns	-	Social	Human Services
Commercial IgCC Green Construction Code	Code that helps developers of commercial and multi-family projects to be green designated	2015	All	Green Building Program
Electronics Recycling	Scottsdale provides electronic recycling in the form of services as well as events		All	Solid Waste
Emergency Preparedness - Jurisdictional Project Summary of 2018	Project to be prepared for disasters and emergencies that impact the City of Scottsdale	2018	All	Emergency Manager
Environmentally Sensitive Lands Ordinance	Project us meant to identify and protect environmentally sensitive lands in the city and to promote public health and safety by controlling development on these lands.	2004	Environmental	Office Of Environmental Initiatives
EQAB Environmental Achievement Recognition Award	Celebrates exemplary environmental achievements, fosters partnerships with local businesses and organizations and stimulates environmental initiatives	2015	Environmental/ Social	Office Of Environmental Initiatives
Fleet – Electric Vehicle Infrastructure		2020	Environmental	Fleets
Green Building Program and Lecture Series	Encourages a whole-systems approach through design and building techniques to minimize environmental impact and reduce the energy consumption of buildings while contributing to the health of its occupants.	1998	Environmental	Green Building Program

Programs/initiatives	Description	Year started:	Sustainability dimension	Department in charge
Green Business and Event certification		-	Environmental	
Household Hazardous Waste Collection	Local hazardous waste collection services are available to collect and properly dispose of your hazardous material	-	Environmental	Solid Waste
Historic Preservation Program	Program to ensure the historic preservation of buildings and other structures in the City of Scottsdale	1997	Social	Historic Preservation Office
Identifying Strategies for a Cooler Scottsdale	Project with ASU exploring various strategies for cooling down the Scottsdale area	2021	Environmental	Office Of Environmental Initiatives
Idling Gets You Nowhere	An initiative to lead Scottsdale residents and visitors to not idle their cars and reduce GHG emissions	2017	Environmental	Office Of Environmental Initiatives
Lighting Design Guidelines	Guidelines to make sure when placing lighting in the city it adheres to sensitive design principles	2004	All	Long Range Planning
Native Plants	This initiative is to support native flora and protects indigenous species and provides quality information	2017	Environmental	Planning and Development Services
Neighborhood Advisory Commission	Makes and proposal recommendations to the Mayor/City Council, assists City departments on specific programs designed enhance neighborhoods	2011	All	Adam Yaron, Planner and Commission Liaison
Protect our Pollinators	Initiative to protect pollinators and provide education on them. Includes policy protecting monarch butterflies	2020	Environmental	Mayor/City Council
Scottsdale Environmental Advisory Commission	Provides guidance on the prioritization of current and future environmental activities and recommends environmental policies to the City Council.	2019	Environmental	Office Of Environmental Initiatives

Programs/initiatives	Description	Year started:	Sustainability dimension	Department in charge
Scottsdale Shares	Encompasses citizen outreach programs for support with utility bills, adopt-a-senior programs, food banks and more	-	Social	Office of Citizen Service
Seed Library	Stocked with edible plant and herb seeds appropriate for Arizona growing conditions and seasons.	-	Social/environmental	Friends of Scottsdale Public Library
Sensitive Design Program	Guides design in city with principles that articulate Scottsdale's design vision and outline design expectations and values.	2000		Long Range Planning
Solar systems (bonds)		-	Environmental	Capital Project Management
Water Citizen Academy	Workshops/educational program to help individuals be better water users	-	Environmental	Scottsdale Water
Water Rebate Program	Rebates for water conscious products in citizens homes	-	Social/environmental	Water Conservation Office
WaterSmart program	Scottsdale has partnered with WaterSmart - a user-friendly website portal where customers can view and manage their water use for their individual water account	-	Environmental	Scottsdale Water - Water Conservation and Utility Billing
Master/Strategic Plans:		**Adopted**		
General Plan 2035		2021	All	City Manager's Office
2020-2025 Consolidated Plan (Consolidated Plan for Housing and Community Development)		2020	Social	Human Services
Community Services Master Plan		2015	Social	Human Services

Programs/initiatives	Description	Year started:	Sustainability dimension	Department in charge
Community Solid Waste Reuse and Recycling Strategic Plan Drought Management Plan		2017	Environmental	Solid Waste Department
Economic Development Five-Year Strategic Plan		2021	Economic	Economic Development department
Energy Plan 2007 Update		2007	Environmental	Energy Contracts Coordinator
Transportation Master Plan *and* Transportation Action Plan		2016	Social - Economic	Transportation, Traffic Engineering, Street Operations, Traffic Management Center
Scottsdale Water - Strategic Plan 2019-2024		2019	Environmental	Scottsdale Water

Appendix E – Indicators Used or Proposed

Sector	Indicator	Active
Energy	Number of LEED and/or Energy Star Buildings	
	Track/project energy savings from energy efficiency retrofits	
	Percent of renewable energy powering municipal operations/or renewable energy generated	
	Money saved from energy/water/GHG mitigation	
	Outdoor lighting converted to LEDs	
	Annual municipal energy demand (in Kilowatt hours)	
Transportation	Annual fuel demand - fleet	
	Annual miles driven - fleet	
	Number of employees not commuting by single occupancy vehicle (ridesharing, public transit, bikes, telecommuting)	Yes
	EV charging stations - separate from mileage but contributor to fuel demand reduction for both fleet and staff	
	EV & Alternative fuel vehicles in Municipal Fleet	
	Total Fleet GHG Emissions	Yes
	Pavement quality and quantity	Yes
	Traffic volume	Yes
	Accident history and rates	Yes
	Trails	Yes
	Bike lanes	Yes
Waste	Decrease waste generated	
	Increase diversion rate	
	Waste converted to energy	
	Waste diverted through compost/green waste.	
	Increase diversion by 90% in weight at city facilities by 2030.	
	Increase diversion by 60% in single family homes by 2030.	
	Increase diversion by 30% for multifamily buildings by 2030.	
	Increase all other commercial customers by 30% by 2030.	
	Grow customer education.	
	Reduce amounts of construction/demolition waste.	
	Implement new methods to reach those goals.	
Water	Indoor and outdoor water usage for City facilities	Yes
	Annual water savings	Yes
	Reclaimed water used	Yes
	Power consumption, cost per 1,000 gallons per water treatment facility	Yes
Land Use	Trees planted	Yes
	Acres of land acquired in the Scottsdale Preserve	
Governance	Number of sustainability related grant applications	
	Sustainability website content	
Financial	Revenues and other budget-related indicators	Yes