

SUSTAINABILITY INITIATIVES

The attached chart provides an overview of city programs and services offered by the various departments, including Public Works, Community Development, Community Services, Police, Fire, Internal Services, the City Attorney's Office and the City Manager's Office.

In April 2016, each Department was asked to evaluate services and programs strategically with a focus on performance and outcomes that support the City Council's Strategic Vision and score the program on a scale, of low/medium/high to interpret how they think the program is able to positively influence the three drivers: **environment, social and financial**.

Here are the characteristics that influenced staff's rating of low to high; the more characteristics that are observable and measurable, the higher the ranking:

- achieve adopted city council goals
- create new standards that represent best in class
- provide social benefits like equity or helping at-risk populations, social justice
- influence known industry best practices
- address stakeholder concerns
- address regulatory requirements
- contribute to established goals

In their Triple Bottom Line analysis, each department rated how the program or service pushes success across the three drivers. In the water conservation/toilet rebate program, for example, the environmental driver is higher because the savings in water is easy to measure and significant, and the financial driver is medium, as it takes a city-provided incentive to increase public participation. The social driver is medium as the incremental savings in water does drive the unit price of water up to all other customers (social equity) but is off-set by ability of traditional low and moderate income residents to move into the incline block conservation rate (social justice).

The column titled "Scalability" is the ability to replicate or grow the program given more resources.

The last column identifies which of the council priorities align with specific programs. Council created the following priorities to drive specific departmental actions over the next two years:

- 1) Ensuring a safe and secure community through a commitment to public safety and justice
- 2) Developing and maintaining a strong community connection by emphasizing the importance of open government, customer service and communication with community members
- 3) Enhancing the quality of life for all Tempe residents and workers through investment in neighborhoods, parks, the arts, human services, and city amenities, with an emphasis on equity and diversity

- 4) Implementing sustainable growth and development strategies, including improving Tempe’s public transit system to meet future needs, by actively seeking innovative technologies and leading the way in creating a more sustainable community
- 5) Maintaining long term financial stability and vitality by focusing on economic development, business retention and generating employment to create a robust and diverse economic base

This overview is intended to be a starting point in which to review the current status and future goals of city programs and to work toward achieving more measurable outcomes going forward.

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
PUBLIC WORKS WATER UTILITIES							
Water Conservation Toilet Rebate Program	<p>Drives the GPCD metric adopted by Council</p> <p>Every toilet installed reduces 9,500 gallons of water per household</p> <p>2015 goal 700 (Single family goal 550 Multifamily goal 150)</p> <p>Social equity is supported by the reduction in HH usage as more people qualify for the incline block rate structure as a higher % of low and moderate income customers typically use less water</p>	1,150 rebates completed (Single family rebates 553 Multi-family rebates 597)	High	Medium	Medium	High The major work is on the customer to complete the work and request the rebate	2,4
Home Water Audits	<p>2015 goal 250 audits</p> <p>Home visits by Conservation staff assisting residents in identifying leaks or inefficient water fixtures and providing information on additional ways to use water</p>	193 audits completed	High	Low	High	High Extensive outreach is conducted by staff but we are reliant for customers to call for an appointment.	2,4
Low Water Landscape Rebates	<p>2015 goal 100 rebates</p> <p>Rebate of \$.025/ft² for turf removal</p>	<p>84 completed</p> <p>This program is most popular during the spring planting season, and during this period activity and interest is high.</p>	High	Low	Medium	High The major work is on the customer to complete the work and request the rebate.	2,3,4

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Greywater Harvesting Rebate and Rainwater Harvesting Education	Rebates of 50% of incurred expense up to \$200 provided for Greywater system installation to include retrofit or new home install.	Classes held during the spring and fall. In 2015 2 classes held with 55 attendees. Classes for 2016 include: Xeriscaping, irrigation and drip systems, greywater and rainwater harvesting, and organic gardening.	Low	Low	Medium	Low	2,3,4
PUBLIC WORKS ENVIRONMENTAL							
Tempe Grease Cooperative	This program partners the city and restaurants to better manage fats, oils, and grease from entering the sanitary sewer system.	Over 3,000 tons of FOG has been removed and kept from entering our sanitary sewer system 158 restaurants or 1 in 6 restaurants in Tempe are in the program.	High	Medium	High	High	2,3,4
PUBLIC WORKS FLEET SERVICES							
Diversify city's alternative fueled vehicles	Percentage of fleet run on alternative fueled vehicles	36% of fleet run on alternative fueled vehicles and equipment 370 units out of 1014 with engines	High	High	Medium	High	4
Expand Compressed Natural Gas (CNG) vehicles	Number of CNG trucks using CNG Expected saving of gallons per year	11 refuse trucks 29,000 gallons of CNG this year displaced diesel Expect over 50,000 gallons next year	High	Medium	Medium	High	4
Expand use of Electric vehicles	Number of vehicles that are electric and Reduction in motor oil usage	3 vehicles that will displace typical usage of over 1,000 gallons/year No motor oil usage	Medium	Low	Medium	High	4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Recycle oils and lubricants	Number of quarts of annually recycled Number of gallons of coolants recycled annually	4,000 quarts of oil annually 300 gallons of coolant	Medium	Medium	Medium	High	4
Reduce the number of new tires purchased	Number of tires per year that are retreaded	Over 650 heavy duty tires retreaded	Medium	High	Low	High	4
PUBLIC WORKS - SOLID WASTE							
Green Waste to Compost in Parks	5 parks	500 yards in FY2015/16	High	High	Medium	High	3,4
Raw Water Conversions	Amount of parks per year	Scheduled for masterplan in FY2016/17	Low	High	Low	Medium	3,4
Reuse of Playground Sand	Number of cubic yards for north shore of Tempe Town Lake	800 cubic yards complete by end of FY2015/16	Low	High	Medium		3,4
Pilot – GlassKing glass collection programs (commercial and possibly residential)	Pounds collected per business per year	We are currently moving forward on a pilot program for Gringo Star (5th and Mill Ave.) and nearby restaurants. Before expanding glass programs to encompass more commercial accounts and residents, we will work with Procurement to draft an RFP.	initially will be MEDIUM, but has the potential to be HIGH	Medium	Low	High	2,3,4
Tempe Diablo Stadium (commercial)	Tons Diverted	Completed 3/2016	Low to Medium	Low	Low	Medium	3,4
Blue Barrel expansion parks	Tonnage collected	Need to implement	High	Medium	Medium	High	3,4

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Divert reusable building material from the landfill through Partnerships	Tonnage repurposed	Started Spring 2016	LOW to start but potential for MEDIUM to HIGH	Low to Medium	High	High	2,3,4
Pilot move out program	Tonnage per account	Summer	Medium with potential for High	Medium	High	Medium	3,4
Expand items collected at zero waste days	Tonnage diverted by event	Stardust and TCAA will be at the next zero waste event 4/16/2016	Low	Low	Low to Medium	High	2,3,4
Re-energize marketing of HPCC	Pounds collected	Ongoing	Medium	Low to Medium	Medium	Medium	2,3,4
Expand commercial green organics collection citywide (residential and commercial)	Tons collected/diverted	Ongoing	High	Medium	Medium	High	2,3,4
E-Waste Diversion	Number of pounds of E-Waste recycled	105,604 lbs.	High	Low	High	Medium	2,3,4
Latex Paint Diversion	Number of pounds of Latex paint recycled	102,543 lbs.	High	Low	High	Medium	2,3,4
HHW Diversion	Total pounds of HHW collected	382,625 lbs. 86% Recycled	High	Low	High	Medium	2,3,4
HHW drop offs	Number of HHW drop offs	12,726	High	Low	High	Medium	2,3,4
HHW participation	Percentage increase from previous year	41% more drop offs	High	Low	High	High	2,3,4
Blue barrel recycling diversion recycling	Percentage of residents recycling – Tons collected over 12 month period	24.1% (9,321 tons diverted)	High	High	Medium	High	2,3,4
Green waste diversion	Tons collected	715 tons	High	Medium	Medium	High	2,3,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Overall diversion rate for Solid Waste	Percentage of total material collected that is diverted	13.2%	High	Medium	Medium	High	2,3,4
PUBLIC WORKS ENERGY MANAGEMENT							
Power City Buildings and Facilities with Renewable Energy	<p>City Council adopted a goal to provide 20% of city operations energy from renewable energy sources by 2025</p> <p>Each 390 kW solar-electric generating system installed provides 1% of total city operations power needs</p> <p>Energy generated by solar systems, in kwh</p> <p>Reduction in carbon emissions, in metric tons; equivalent to the removal of this number of cars off the road</p> <p>Solar Structures in city properties:</p> <ul style="list-style-type: none"> • Police/Courts complex & Parking Garage at 120 E 5th Street • Kiwanis Recreation Solar Carspots • Library • South Water Treatment Plant • Tempe Beach Park • Household Product Collection Center & Fire Training Facility 	<p>6% of city operations energy use currently comes from renewable energy sources.</p> <p>In FY 2017, goal is 10% of city operations energy use from renewable energy sources</p> <p>In FY2016, city solar projects generated 2,305,042 kwh energy</p> <p>In FY2016, 1,589 metric tons carbon emissions reduced; 335 cars off the road</p>	High	High	Medium	Medium	3,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Reduce Energy Use in City Buildings	<p>Reduction in energy use in energy audit buildings from baseline year 2010, as a percentage; Goal is 20% reduction from baseline year 2010</p> <p>Reduction of carbon emissions, in energy audit buildings from baseline year 2010, in metric tons; equivalent to the removal of this number of cars off the road</p> <p>Reduction in energy use in all city buildings from baseline year 2013, as a percentage</p> <p>Goal is 15% reduction from baseline year by 2025</p>	<p>FY 2016 - 20 % reduction from baseline year of FY 2013</p> <p>2,190 metric tons; 461 cars off the road</p> <p>FY2015 - 5 % from baseline year of FY 2013</p>	High	Medium	Medium	Medium	4
INTERNAL SERVICES							
Virtual Desktop/ Zero Client project	<p>Power use by zero clients is 75% less than a traditional desktop computer</p> <p>Thermal output generated by zero clients is 90% less than traditional desktops resulting in reduced cooling costs in city offices</p> <p>No moving parts results in fewer failures and longer useful life and less landfill waste when recycled</p> <p>Less onsite support results in fewer trips to offsite facilities and less vehicle usage</p>	<p>Ongoing</p> <p>2015 - 275 traditional PCs replaced in City offices</p> <p>2016 goal = 1000 PCs replaced in City offices</p> <p>130 public library computers to be replaced</p>	Medium	Medium	Low	High	3,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Outreach to diverse supplier groups to encourage participation in the City procurement process	<p>Ensures all interested suppliers are aware of and have access to the City's procurement program</p> <p>Creates equal opportunity to gain Tempe contracts</p> <p>Increases the potential for competition, which should help control costs</p> <p>Results in greater chance of awarding to local (AZ based) companies, impacting a number of sustainability measures, including smaller carbon impact</p>	<p>Ongoing</p> <p>2016 Supplier Outreach Trade Show at TCA resulted in 600 interested supplier contacts, a 30% increase from the 2012 supplier outreach event</p> <p>43 other public agencies participated in 2016 outreach trade show, a 40% increase from 2012</p>	Medium	Medium	High	High	2,5
Increase green products used by Custodial Services in City facilities	<p>Enhances building's sustainability without spending large sums of money</p> <p>Reduces employee and public exposure to chemical residue</p> <p>Using eco-friendly products is better for our waste stream</p>	<p>Ongoing</p> <p>2016 – 85% green products utilized</p> <p>5% increase in green product use over previous years</p>	High	Low	Medium	Medium	3,4,5
Kiwanis Wave Pool, Kiwanis Gym and City Hall Parking Garage LED Lighting Retrofit	<p>Every LED light installed reduces electricity usage by 54%.</p> <p>LED lights have a life expectancy up to 5x that of metal halide lights.</p> <p>LED lights maintain higher Lumens output over the life of the bulb, resulting in higher quality light.</p> <p>Kiwanis Wave Pool Retrofit has an estimated annual savings of 75,114 kWh of electricity and \$15,321.</p> <p>Kiwanis Gym Retrofit has an estimated annual savings of 44,554 kWh of electricity and \$6,881.</p> <p>City Hall Parking Garage Retrofit has an estimated savings of 178,688 kWh of electricity and \$17,868</p>	<p>100% Complete</p> <p>Kiwanis Wave Pool – (54) 400W metal halide lights were replaced with 188W LED lights</p> <p>Kiwanis Gym – (35) 400W metal halide lights were replaced with 188W LED lights</p> <p>City Hall Parking – (240) metal halide lights were replaced with LED lights</p>	High	Medium	Medium	High	3,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Increase Seasonal Energy Efficiency Ratio (SEER) ratings of heating, ventilation & air conditioning (HVAC) units	Replacing old HVAC units with a SEER rating of 10 or below with new units that have a SEER rating of 14+ results in decreased fossil fuel consumption and lower energy costs	Ongoing FY 2015-2016: As part of CIP process, 11 City locations have been upgraded and 6 more locations are scheduled FY 2016-2017: 3 additional locations are scheduled for upgrade	High	High	Low	Medium	3, 4
PUBLIC WORKS TRANSPORTATION							
Energy Management:							
Solar (PV) lighting at bus stops	20 Transit shelters and two stops with PV	Place at bus stops when funds available	Medium	Low	High	High	3,4
Solar Energy (EVBOM)		Powers Security Kiosk on which it is installed	Medium	Low	Low		
LED Lighting	LED lighting is energy efficient	On bus canopies and at bus stops	Medium	Medium	Low	High	4
	Replace incandescent when possible	Lifecycle replacement	Medium	Medium	Low	High	4
Lighting Controls	Dusk to Dawn control (EVBOM & TTC exteriors)	In practice	Medium	Medium	Low	High	1, 4
	Time/motion sensors (interior)	In practice	Medium	Medium	Low	High	4
TTC Shading System	Control heat and natural light	In practice	Medium	Medium	Low	Low	3,4
LED Streetlight conversion from High Pressure Sodium (HPS) to Light Emitting Diode (LED)	Conversion underway – Converted 30 of 4000 residential	Pilot Program is underway	High	High	Low	High	1,3,4

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Building Practices:							
LEED Building Practices	New Construction	Both EVBOM and TTC are LEED certified	Medium	Medium	Low	High	3,4
Natural Light Harvesting	Use of natural light when possible through design	In practice	High	Medium	Low	High	4
Garden Rooftop	Energy efficient and sustainable	In practice	High	Medium	Low	Low	3,4
Low Energy Lighting	Use of LED lighting and management controls	In practice	Medium	Medium	Low	High	4
Water/Wastewater							
Water Conservation and Recycling at Transit Facilities	Reuse of grey and chiller water. Capture of storm water.	In practice	High	Medium	Low	High	3,4
Transportation:							
Use of Alternative Fuels to Reduce Air Pollution	Use LNG and CNG fuel to power transit buses and transit vehicles	In practice	High	Medium	Low	High	4
Produce and use more renewable energy for the transit facilities	Install more solar panels at bus shelters and at EVBOM	In practice	High	Medium	Low	High	3,4
Increase transit ridership by increasing bus trip frequency at selected routes	Increase bus service frequency between Tempe and other cities and in the city	Added 10 minute service along Rural Rd. between TTC and Indian School Rd. Added service along Rio Salado between TTC and Tempe Marketplace	High	High	High	High	2,3,4
Traffic Signal System Integration to Reduce Delay, Congestion, and Greenhouse Gas Emissions	Communicate with all 227 signalized intersections by developing a reliable, resilient, and redundant communications network	Added communication to 6 intersections	High	Medium	High	Low*	1, 3,4

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Traffic Signal System Integration to Reduce Delay, Congestion, and Greenhouse Gas Emissions	Provide real-time video feeds from all arterial/arterial intersections, light rail intersections, and freeway interchanges to monitor traffic	Added CCTV cameras to 3 intersections	High	Medium	High	Low*	1, 3,4
Traffic Signal System Integration to Reduce Delay, Congestion, and Greenhouse Gas Emissions	Provide the traveling public with real-time travel information	Completed preliminary design, with final design and construction anticipated for 2016	High	Medium	High	Low*	1,3,4
Dedicated bike facilities on all collector and arterial streets (includes buffered/protected bike lanes)	New striping or construction every year	Per Council direction, in practice	Medium	Low/High (striping is cheap, streetscape is \$\$)	High	High	1,3,4
Multi-use Paths on all canal, river, wash, railroad, freeway rights of way	New construction every year	Per Council direction, in practice	Medium	Low (costly)	High	High (pathway details can be replicated city wide)	1,3,4
Non-motorized grade-separated crossings at railroad, canal, street, freeway systems	Construct when funding and agency approvals allow	Per Council, agency direction. As permitted	High	Low (costly)	High	Medium (special conditions at each site)	1,3,4
Achieve Platinum Level Bike Friendly Community Status	New bike facilities, higher bike commuter %, increased event participation	As directed, in practice	High	Medium	High	Low	1,3,4

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Higher % of bicycle commuters	In practice, continue building / striping facilities	In practice	High	Low	High	Low	1,3,4
FIRE							
Smaller cubic inch motors on Tempe Fire apparatus	This transition allows monthly oil changes to reduce usage from up to 40 quarts per oil change to now using 28 quarts. With 7 front line vehicles accounting for approximately 21 oil changes per year, that's a reduction of 63 gallons of oil per year. New vehicles must now use DEF to reduce emissions, eliminating any significant cost savings, but reducing emissions to near zero.	Five apparatus have transitioned to the smaller motors. Two more are in process and will be completed within the year. Cost savings are offset by the new emissions standards, which are almost zero.	High	Low	High	Medium. Due to limited number of apparatus in the fleet.	1,4
Replacing all lighting in fire stations with lower usage LED lights and motion activated timer switches	LED lighting uses up to 90% less energy, produce virtually no heat and last over a decade on average	Experimenting with one station to determine feasibility, cost versus benefits of motion switches on low energy usage lighting, etc.	High	Medium	High	Medium. Can be done in all nine buildings, including administration, maintenance and training.	1,4
POLICE							
Replacement of all T12 fluorescent bulbs at stations and the use of motion activated switches.	Use less wattage to power lighting Quality of lighting – lumen maintenance or brightness is improved by approximately 20% over the life of the bulb (estimated) Less maintenance – doubled life T12 vs T5 (estimated) Conserve energy	Police Headquarters replaced lighting and motion switches during partial renovation. Some lighting changed to LED	High	Medium	High	Medium. Can be done in all city buildings.	3,4

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Electric Motorcycles review	Cost of maintenance No emissions	Study phase – current technology has a very limited range (<100 miles or 1/3 range of gas powered) and speed. Range issues/initial costs	High	Medium	High	Feasibility study – technology needs improvement to batteries to increase range and speed variations.	3,4
COMMUNITY SERVICES							
Digital Library	Drives Council Priority 3 by improving quality of life opportunities; Priority 4 by implementing technology to improve efficiencies; and by reducing staff time and the carbon footprint	Increased digital use by 1%	High	Medium	Medium	High	3,4
Fresh Express	Drives Council priority 3 by improving quality of life opportunities	Maintaining 24 visits per year	Low	Low	Low	Low	2,3
RFID	Drives Council priority 3 by seeking innovative technology to improve efficiencies and priority 4 by reducing costs related to staff costs and reduction of the carbon footprint	Installed - creating baseline	High	High	Medium	Low	3,4
Trees for Tempe	Drives Council Priority 3 by improving quality of life opportunities	Raised approx. \$10,000 to purchase trees for Tempe	High	Medium	High	Medium	3
Kid Zone Before & After School Programs	Drives Council Priority 1 by providing opportunities for Tempe youth to ensure that children are in a safe environment during out of school time; and priority 3 by improving quality of life opportunities	Ongoing	Low	Medium	High	High	1,2,3
Kiwanis Wave Pool LED lighting - retrofit (54) 400W metal halide lights to 188W LED	Energy Savings	Est. savings: 75,114 (kWh) Est. savings: \$15,321	High	High	Low	Medium	3,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
Kiwanis Gym LED lighting - Retrofit (35) 400W metal halide lights to 188W LED	Energy Savings	Est. savings: 44,554 (kWh) Est. savings: \$6,881	High	High	Low	Medium	3,4
Kiwanis Variable Frequency Drive and High efficiency motors on existing pool filtration pumps	Energy Savings	Est. savings: 192.457 (kWh) Est. savings: \$13,000	High	High	Low	Medium	3,4
CITY MANAGER'S OFFICE							
Print Collateral (marketing or brochure) materials on recycled paper with soy ink	In practice	On-going	High	Medium			2,4
Electronic Document Storage / Paperless Processes	In practice, continue storing documents electronically (as long as we have the required storage capacity) and following paperless processes. Paperless budget documents	On-going, all letters/memos/ approvals from the CMO are scanned and stored electronically. Community Survey's from CMR are sent out using Tempe Forum, emails, or products like SurveyMonkey. TempeToday is sent out via email to employees.	High	Medium			2,4

Initiative	Metrics	Status	Environmental	Financial	Social	Scalability	Council Priorities
CITY MANAGER'S OFFICE – ECONOMIC DEVELOPMENT							
Collaborate with Arizona State University (ASU) to establish an Eco District	Research to identify existing sustainable development projects, infrastructure and programs. ASU students currently conducting analysis.	On-going	High	Low	Medium	Medium	2,3,4
Create Online Business Sustainability Pledge for local businesses	ED Intern providing platform on new business website to be launched in June	In practice	High	Low	High	Medium	2,3,4
Repurpose vacant TPAC building with the adaptive re-use program for startup companies	Currently establishing quality jobs in a co-working environment. TI improvements by clients to foster sustainable practices	On-going	High	Low	High	High	3,4,5
Establish Business Research Innovation Center (BRIC) at library. Upgrade underutilized space	Provide job training, networking and co-working space for the community to create a diverse and sustainable economy	In practice	High	Medium	High	Medium	2,3,5

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Promote technology companies addressing sustainable practices	Reach out to site selectors and industry experts to attract, retain and expand sustainable research and development companies in Tempe	In practice	High	Medium	Medium	Medium	2,4,5
Coordinating and supporting Discovery Triangle's Fresh Express. Providing fresh fruit and vegetables at discount price to lower income families	Notifying lower income families when food truck will be in area through social media	In practice	High	Low	Medium	Medium	1,2,3
CITY ATTORNEY'S OFFICE							
Electronic Document Storage/Paperless Processes	Saves office space (reduces the need for file cabinets), saves money (saves our department \$\$ on paper products), saves time (reduces the need for filing), saves trees (less paper, less trees have to be cut down). Electronic document storage eliminates paper duplication and reduces the use of toxic inks and toner products.	Ongoing	High	Medium	Low	High	4

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COMMUNITY DEVELOPMENT							
Two Sustainable Neighborhoods: Tempe, Arizona and Zacapa, Guatemala (Green Streets)	Partnering on a joint project with the Ramsey Social Justice Foundation, Habitat for Humanity Central Arizona and the ASU Walton School of Sustainability to establish a sustainable community in a low-income neighborhood in Tempe to help the neighborhood achieve the following objectives: 1. improve the health and safety of the neighborhoods' homeowners; 2. reduce the homeowners' housing operations and maintenance costs; and 3. increase the environmental sustainability of the neighborhood. Neighborhood Services has assisted with community outreach and coordinating neighborhood meetings.	Ongoing	High	Medium	Medium	Medium	1,2,3,4
Graywater	Establish Multi Family graywater requirements.	Working group established	High	Medium	Medium	Medium	3,4
International Energy Conservation Code	Adopt International Energy Conservation Code	Adopted in 2015	High	Medium	Medium	Medium	3,4
Residential Rebate Program	Program is designed to encourage reinvestment in Tempe's residential properties. It rebates 100% of building permits if project is completed within a year of permit issuance	Ongoing	High	Medium	Medium	Medium	2,3,4
Code Compliance	Emphasis on residential and commercial code enforcement to ensure built environment continues to meet the desires and vision of the community	Ongoing	High	Medium	Medium	Medium	2,3,4
Adaptive Reuse	Support a sustainable community through reclaiming vacant buildings	Ongoing	High	Medium	Medium	Medium	3,4
Open Space	City requirements which ensures a minimum amount of open space per property	Ongoing	High	Medium	Medium	Medium	1,2,3,4