

City of San Diego

# CLIMATE ACTION **IMPLEMENTATION PLAN**

Our Climate, Our Future





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**T**he City of San Diego's (City's) 2022 Climate Action Plan (CAP) lays out a set of 6 strategies, 21 measures, 17 performance targets, and 190 actions and supporting actions to achieve the City's interim 2030 fair-share reduction goal and ambitious 2035 goal of net zero greenhouse gas (GHG) emissions. The strategies include quantified performance targets, outlining how the City will track progress and achieve its overall GHG reduction goals. Each measure is broken down into discrete actions and supporting actions that work together to achieve performance targets and emissions reduction goals.

## SIX BOLD STRATEGIES OF THE 2022 CLIMATE ACTION PLAN

- **Strategy 1:** Decarbonization of the Built Environment
- **Strategy 2:** Access to Clean & Renewable Energy
- **Strategy 3:** Mobility & Land Use
- **Strategy 4:** Circular Economy & Clean Communities
- **Strategy 5:** Resilient Infrastructure and Healthy Ecosystems
- **Strategy 6:** Emerging Climate Actions

# Introduction



# Climate Action Implementation Plan

This Climate Action Implementation Plan (Implementation Plan) continues to organize the City's processes and governance structure around climate action, centering accountability and transparency. The Implementation Plan includes cost estimates to align the City's future budgeting decisions with the CAP. Furthermore, the implementation plan lays out the tasks and responsibilities to be carried forward by departments and reported on through annual workplans. This will be a necessary tool to clearly define each City department's CAP implementation work every fiscal year and further integrate equity into climate action related projects and initiatives.

## IMPLEMENTATION PLAN OVERVIEW

This Implementation Plan organizes the CAP actions and supporting actions within each Measure so that the actions' relationships with one another may be clearly understood.



This tiered structure will facilitate decision making processes toward an organized and efficient CAP implementation in order to maximize timely GHG reduction as measured by the respective *Measures of Success*.

***This Implementation Plan also presents a series of tables with implementation details for each CAP action and supporting action, including the following:***

- Departments responsible for leading and supporting implementation.
- Type of action and the current status of implementation.
- Partnerships with other government agencies, community-based organizations (CBOs), and private sector entities needed for successful implementation.
- A summary of near-term incremental costs of implementation over the next five years (fiscal years 2024-2028) based on the Implementation Cost Analysis (ICA).
- A prioritization score derived from the Council Prioritization Policy that reflects an action's or supporting action's priority for implementation on a scale of 0 to 100.



## Case Study of Successful Climate Action:

### ACHIEVING NET-ZERO EMISSIONS FOR CITY BUILDINGS AND OPERATIONS

The City has set a goal to bring all municipal buildings and operations to zero emissions by 2035. This goal was established in the City's Municipal Energy Strategy in 2020 and is reinforced in the 2022 Climate Action Plan. An implementing framework was established by the Municipal Energy Implementation Plan (MEIP) and the City's Zero Emissions Municipal Buildings & Operations Policy (ZEMBOP), adopted in 2022. To understand the scope and costs of the required electrification retrofits, the City is conducting decarbonization and electric vehicle (EV) infrastructure assessments for all of its existing facilities, including but not limited to libraries, police stations, fire stations, public utilities facilities, parks and recreation facilities, and shared facilities.

***The City has hired an engineering firm to perform site assessments and evaluations of existing facilities to:***

1. Inventory existing fossil fuel burning systems and appliances.
2. Document current fleet charging needs.
3. Document current electric panel capacity.
4. Recommend appropriate electric replacement equipment.
5. Recommend necessary panel upgrades to support new electric building systems and EV infrastructure.
6. Provide cost estimates for implementing the recommended measures.

The data collected will be used to inform development of Fossil Fuel Elimination Plans and Fleet Electrification Plans. Additionally, data collected in this effort will directly inform development of energy retrofit project profiles suitable for federal infrastructure grant funding, making the City more competitive in grant solicitations.

### FINDING SOLUTIONS THROUGH PARTNERSHIPS

The City is currently pursuing Energy as a Service (EaaS) partnerships with Energy Service Companies (ESCOs), which are energy engineering and construction firms that develop and implement energy savings plans for a portfolio of buildings, install energy-efficiency and clean-energy upgrades, and provide system maintenance and monitoring through the life of service agreements. ESCOs also facilitate financing for the project, eliminating upfront capital costs. While ESCOs are well known for offering Energy Savings Performance Contracts (ESPCs) to enable energy-efficiency projects, they also provide a range of energy project financing options to support installation of renewable energy, microgrids and more. This funding strategy costs taxpayers nothing up front and delivers substantial value over the life of the contract.



## Prioritizing Communities of Concern

While preparing the 2022 CAP, City staff worked closely with stakeholders to develop a method for scoring each CAP action to understand its potential to prioritize and empower residents within communities that have been historically underinvested in and to address those disparities. To create equitable outcomes, we must prioritize action and investment where the need is greatest by involving impacted community members in the City's decision-making process early and through continual partnerships. For this reason, the concept of climate equity is critical throughout the 2022 CAP and this implementation plan. The City will continue to frequently consult with CBOs on climate equity policy on use of these tools specifically and on equitable CAP implementation generally.

### CLIMATE EQUITY INDEX

Through adoption of the 2022 CAP and development of other tools the City has committed to equitable climate action that improves quality of life in structurally excluded communities. The City prepared a Climate Equity Index (CEI) to scope every area of the city for its relative access to opportunity and potential to be negatively affected by climate change impacts. The CEI, which was released in 2019 and updated in 2021, provides the City with a tool for targeting CAP implementation and other City investments in Communities of Concern that historically experienced lack of investment. The CEI has been used as one of the key factors or considerations to allocate funding for projects and programs and is used by staff to equitably implement the 2022 CAP.

### CLIMATE EQUITY FUND

One of the funding sources already used to invest in structurally excluded communities is the City's Climate Equity Fund, which the City established in 2021 as a dedicated source of supplemental funding for infrastructure projects in Communities of Concern. In FY23, the Climate Equity Fund distributed \$8.1 million between projects to fund City park improvements, lighting and sidewalks.

### DEPARTMENT OF RACE AND EQUITY

The Department of Race and Equity (DRE) will address all forms of disparities experienced by individuals in San Diego and within the City's organization to intentionally create a culture of inclusivity by advancing equitable outcomes and dismantling policies, procedures and budget decisions that perpetuate inequity and systemic racism. Primary focus areas for the department include:

- **Learning and Development:** Design and facilitate trainings on racial equity and inclusion with a curriculum that contextualizes historic oppression, systemic racism, and implicit/explicit biases to provide City departments with tools to build equitable outcomes.
- **Equity Centered Coaching:** Drive an inquiry-driven approach that leads to action and strategy development by providing support to City departments to execute tailored Race and Equity Plans.
- **Community Engagement:** Partner with each City department to cultivate an intentional approach to inclusive engagement by creating a space for community members to contribute their experience and ideas to transform local government policies, programs and budget decisions.
- **Creating Equitable Outcomes:** Utilize data to measure the progress of defined equitable goals and strategies.

COMMUNITY  
IDENTIFIED

Engagement was a critical component of the development for the 2022 CAP. Throughout the implementation tables, you will see actions and supporting actives identified by the community indicated with a "Community Identified" tag

### COUNCIL POLICY 800-14: PRIORITIZING CAPITAL IMPROVEMENT PROGRAM PROJECTS

The recently updated Council Policy 800-14, Prioritizing CIP Projects, sets the guidelines for how CIP projects are prioritized and funded. The policy updates include amendments to the factors that must be considered when adding needs to the Five-Year Capital Infrastructure Planning Outlook as well as Annual Capital Improvements Program Budgets. The recent amendments to this Council Policy ensure that the policies adopted by City Council as part of Build Better SD, Parks for All of Us, the Climate Action Plan, and other adopted City plans and policies, are incorporated into the City's delivery of needed neighborhood developments and infrastructure investments. The overall goal is to establish an infrastructure prioritization process that can be used as a factor to deliver infrastructure efficiently and equitably across the City.

## Case Study of Successful Climate Action:

### ACHIEVING NET-ZERO EMISSIONS FOR CITY BUILDINGS AND OPERATIONS

#### *Strategy 4, Zero Waste to Landfill*

##### **Organic Waste**

In response to both the Climate Action Plan and California State Senate Bill 1383, the City introduced a new Organic Waste Recycling program for all city residents. The program – which represents the biggest change to trash and recycling in San Diego's history – supports the City's Zero Waste and 2022 CAP goals. Organic waste collection services for households serviced by the City of San Diego's Environmental Services Department began in 2023 and will continue as a phased rollout, with completion expected by mid-2023.

##### **San Diego Single Use Plastic Reduction Ordinance**

Effective April 1, 2023, the distribution and sale of most polystyrene foam containers will be prohibited within the City. This includes food service ware and other similar items, such as bowls, plates, cups, egg cartons and meat trays. The Ordinance also prohibits polystyrene foam products from City facilities (including parks and beaches). The Single Use Plastic Reduction Ordinance will help San Diego reach its Zero Waste goals and help maintain clean and beautiful beaches and public spaces. The Ordinance will also meet the objectives of the City's 2022 CAP by removing a large portion of single-use, non-recyclable waste from the waste stream.



# From Plan to Implementation

## IMPLEMENTATION COST ANALYSIS

Each discrete action and supporting action included in the 2022 CAP will require both funding and City staff resources. To plan for these budgetary and staffing needs the Implementation Plan includes the results of a comprehensive ICA prepared to help the City understand the cost of CAP implementation. Mirroring the City's internal budgetary planning process, each action was analyzed by the City department or departments responsible for its implementation. Budgetary estimates were built on factors such as timelines, staff resources, consultant resources, capital costs and existing capacity. The ICA identifies the funding and resources needed to be repurposed or added to implement the 2022 CAP over the next five years.

### IMPLEMENTATION COST ANALYSIS KEY TAKEAWAYS

- The estimated cost to implement new and expanded programs is about \$30 million per year during FY24-FY28.
  - Strategy 5 and three related measures (RIHE-5.1(Sequestration), RIHE-5.2 (Tree Canopy), and RIHE-5.3 (Local Water Supply)) account for about two-thirds of new and expanded program costs.
  - The work effort to implement new and expanded programs is equivalent to 112 FTE each year.
- See the FY 2024-2028 Climate Action Plan Implementation Cost Analysis for more details.

2019 CAP PERFORMANCE AUDIT		
Recommendation	Action	
Adopt an Administrative Regulation that formally establishes oversight of the Climate Action Plan	In process: Administrative Regulation outlaying: <ul style="list-style-type: none"><li>• Departmental work plans and liaisons</li><li>• Docketing and annual reporting to City Council</li></ul>	
Sustainability & Mobility Department Staffing Analysis	Complete – April 2022	✓
Departmental Roundtable meetings are held at least quarterly with a focus on workplans	Complete - June 2020, Bi-monthly Roundtables ongoing	✓
Revise the staff report template to include a section to identify how an item helps to implement or support the CAP	Complete – September 2022	✓
Rating system of CAP measures, cost estimates, staff resources, feasibility, GHG reductions, climate equity and other benefits to help inform prioritization	Complete – March 2023	✓
Implementation plan, including an estimate of associated costs, information on funding sources, and identification of funding gaps, with assistance from other departments as necessary.	Complete – February 2023	✓





## ANNUAL DEPARTMENT WORK PLANS AND ANNUAL BUDGETING PROCESS

To establish responsibility and authority, this Implementation Plan identifies lead and supporting departments for all CAP actions and supporting actions. All departments involved in CAP implementation develop annual Work Plans as a component of the City's budget presented to City Council for budgetary consideration. Annual department Work Plans will identify which CAP actions will be implemented in the upcoming fiscal year, and address funding needed to implement each CAP action and supporting action, including staffing capacity or other resources. The development of annual Work Plans will provide consistent fiscal transparency and accountability.

### CAP LIAISONS

City staff are developing a new Administrative Regulation (AR) to formally establish the role of a CAP Liaison in all City departments, and to require and outline the scope for annual workplans for all City departments that are either a lead department or supporting department for CAP implementation. CAP Liaisons are responsible for leading on development and delivery of the annual workplans, delivery of the CAP Annual Report data, participation in the citywide Sustainability Roundtable, and the Implementation Plan and Implementation Cost Analysis.

## MONITORING & REPORTING

Going forward, the CAP monitoring and reporting process will be linked directly to departmental Work Plans, bridging the gap between forward progress, and reporting on what has been accomplished. This system will bring new transparency to the implementation of each CAP action so the City may better learn from successes and address opportunities for improvement. The City commits to providing an annual progress report and conducting comprehensive GHG emissions inventories at least every two years. The annual progress report will use data from the inventories, air quality monitoring data from APCD, and tracking from City departments and external partners to demonstrate the process of implementation and the outcomes of action to date. Staff will release an updated CAP in 2027 to assure that the City has a path to achieving these specified levels of GHG reductions. The City will use the most reliable data available to accurately and comprehensively report implementation progress, particularly as it relates to the City's efforts to increase climate equity.



## COUNCIL PRIORITIZATION POLICY

In parallel with development of this Implementation Plan, the Office of the Independent Budget Analyst (IBA) has prepared a Council Policy to assist staff, City Council, and the public prioritize actions and supporting actions set forth in the CAP and included in this Implementation Plan during the City's annual budgeting process.

The Council Policy reflects the metrics developed for each CAP action and supporting action and assigns a weighted score to each measure so that, when all measures are combined, the total possible score for each action or supporting action equals 100. Each action has been evaluated under the policy and the calculated prioritization score for each action and supporting action is included in the detailed tables presented later in this implementation plan.

### SEPARATE CITYWIDE EFFORTS THAT SUPPORT CAP IMPLEMENTATION:

**Climate Equity Index**  
(2019)

**Municipal Energy Strategy**  
(2020)

**Complete Communities: Mobility Choices**  
(2020)

**Complete Communities: Housing Solutions**  
(2020)

**Climate Equity Fund**  
(2021)

**Climate Resilient SD**  
(2021)

**Parks Master Plan**  
(2021)

**Joined Building Performance Standards Coalition**  
(June 2022)

**CAP Consistency Regulations**  
(June 2022)

The metrics reflected in the prioritization scoring were developed through community input and in alignment with City policy direction. They include the level of attributable GHG emissions reductions, feasibility, potential for equitable implementation, and Core Benefits (air quality, public health, jobs and economy, and resiliency). The measures of feasibility and potential for equitable implementation were developed using the Climate Action Prioritization (CLIMACT Prio) Analysis Tool and feedback by the Energy Policy Initiatives Center (EPIC). These measures, along with the Core Benefits measures, were developed in close consultation with key stakeholders, such as the Equity Stakeholder Working Group and the Climate Action Plan Review Committee. City staff will update the Implementation Matrix of the Implementation Plan and continue to maintain the prioritization metrics contained therein for all current actions, as well as new actions identified in other adjacent plans. While the Council Policy is formally adopted by Council, the Implementation Plan can be administratively updated to reflect the prioritization scores, update actions or amend sequencing as needed.

### UPCOMING:

**Mobility Master Plan**

**Environmental Justice Element**

**Decarbonization Framework**

**Climate Resiliency Implementation Plan**

**BlueprintSD**



## Funding Solutions

Achieving the City's goal of net-zero GHG emissions by 2035 means eliminating climate warming gases in just over a decade, including those from fossil-fuel emissions from most day-to-day activities. The challenges involved in meeting this goal are unprecedented, but when weighed against the catastrophic human, environmental, and economic costs of doing nothing, and the striking inequities across our communities – overcoming these challenges is absolutely necessary.

The City is committed to realizing a net-zero future using a whole-of-government approach, and is actively building its governance structure around implementation of the CAP. It recognizes that zeroing out emissions requires all levels of government to collectively organize. It requires re-thinking the roles that government plays in climate action, including its relationships with other public entities, as well as with the private sector and community-based organizations.

In recent years, the City has worked closely with APCD on the Regional Air Quality Strategy and the Portside Environmental Justice Neighborhood's Community Emission Reduction Plan (CERP) and the upcoming Border Communities CEP, both of which seek to improve air quality in some of the City's most affected neighborhoods. The City is a founding member of the SANDAG-led Accelerate to Zero Emissions Collaboration (A2Z). The purpose of A2Z is to develop a vision and implement a San Diego Regional Electric Vehicle (EV) Strategy that will accelerate investment in zero-emission vehicles and EV infrastructure that reduces air pollution and GHG emissions to combat climate change. The City maintains partnerships with the San Diego Economic Development Corporation (EDC) and Cleantech San Diego to monitor potential impacts the City's climate action will have on regional labor.

One of the most critical changes required will be identifying ways to adequately – and fairly – pay for CAP implementation. The costs are significant and need to be funded at the large scale and on the short timeline that climate change demands, in ways that equitably distribute the costs and benefits of climate investments. The City is responsible for delivering many critical services. The associated funding sources for these critical services will need to be maintained.

The City is committed to working with all stakeholders - including residents, workers, labor unions and industry - to develop thoughtful ways to implement the CAP while prioritizing the needs of underserved communities, quality jobs and a thriving local economy. In addition to conducting a jobs impact analysis for decarbonization efforts, the City is continuing to engage with partners to support our labor and workforce to “green” existing skills and jobs.

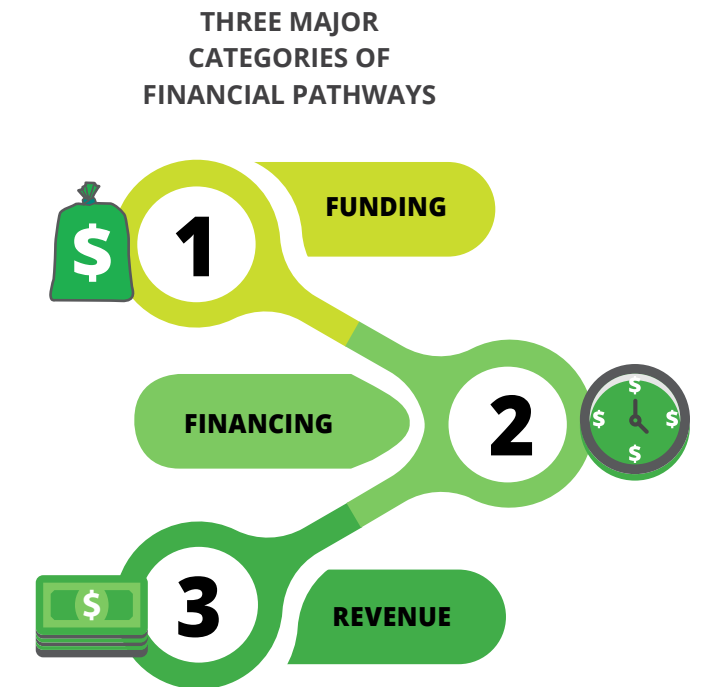
Because the required levels of investment for achieving net zero cannot be met through existing funding sources and mechanisms alone, the City is exploring new funding solutions to deliver the outcomes residents deserve. Ongoing structural changes exemplified in this Implementation Plan make San Diego well equipped to continuously assess the costs of CAP implementation, strategically allocate funding, and pursue additional funding to close gaps.

### PARTNERSHIPS AND ADVOCACY

The City cannot solve the global climate crisis in isolation. Developing strong partnerships and capitalizing on opportunities to advocate for San Diego's priorities is necessary for transformational change. Fortunately, there are many spaces where the City can advocate for the reform necessary to protect San Diego's environment and bring about air quality improvements, economic resiliency, just transition for our people, and public health outcomes that our communities need. The Implementation Plan highlights the partners needed to implement the actions and supporting actions of the CAP, including other government agencies, the private sector, and community-based organizations efficiently and effectively.

## FINANCIAL PATHWAYS

There are three major categories of financial pathways available for climate action: funding, financing, and revenue generation. Funding refers to repayment-free capital that is available from third-parties, financing refers to borrowed capital including loans, bonds, and other cost-sharing mechanisms that ultimately require the borrower to pay back the capital in full (typically with interest), and revenue generation creates capital from new charges, fees, or taxes. In some cases, revenue generation includes capturing cost savings that accrue from the project. Funding, financing, and revenue generation are often used together to implement major capital projects. While funding can support a capital project as a stand-alone mechanism, financing usually requires identifying a funding or revenue stream that will be used to repay borrowed capital or to maintain at a certain level or quality.



## CITY FUNDING PLANS

To implement the Climate Action Plan, the City is building out the policies and processes needed to guide, monitor, and adequately resource each department tasked with leading CAP actions. As noted previously, last year the City revised its policy on capital investments to prioritize projects that further the Climate Action Plan. Each department tasked with leading the implementation of a CAP action must now develop an annual work plan in advance of budget discussions. The new Council Policy on CAP Prioritization will help decisionmakers strategically support CAP implementation through the annual budget process.

With these new processes in place and continued refinement to the cost estimates attached to this document, the City is well equipped to continuously quantify funding needs, strategically allocate funding, and seek additional resources to cover the gaps. Significant work is also underway to pinpoint the scope and potential cost of CAP implementation items such as retrofits to existing City facilities.

### OVERVIEW OF FUNDING STRATEGIES ALREADY IN PLACE OR IN PROCESS:

- Organized intra-City and regional working groups and staffing up grants management to maximize IJA/IRA funding with specific examples of upcoming opportunities.
- Power Purchase Agreements on current microgrid projects, plans for ESCO partnership in progress and what kinds of projects could be facilitated by that mechanism.
- Commitment to piloting new tech/strategies.
- Innovative contracting via RFP process.
- Public-Private Partnerships such as the microgrid financing strategy
- Loans for low-income households for PV installations.
- Climate Equity Fund.
- Rebate program promotion.



Funding/Financial Mechanism	Pros	Cons
<p><b>GRANTS</b> can provide a substantial source of repayment-free capital, if cities have the staff capacity to invest in grant management. Grants make the most sense for cities with the necessary staff capacity (1-2 full-time equivalents, either internal or external experts) to track grant opportunities, craft meaningful proposals that link to the goals and mission of the donors, submit applications, and track results required for ongoing reporting. For the City of San Diego, the Sustainability and Mobility Department is well placed to track and apply for grants.</p>	<ul style="list-style-type: none"> <li>Grants do not have to be repaid</li> <li>Grants can support purchases that enable cities to be the sole owner and operator of a project, and maintain city control over project details</li> <li>Grants can generate positive attention for climate action projects and lend credibility and prestige when awarded by national institutions, helping promote the City's climate leadership and innovative projects</li> </ul>	<ul style="list-style-type: none"> <li>Grants are often awarded on a competitive basis</li> <li>Due to the competitive nature, significant effort and staff time is typically required for grant applications; effort spent applying for grants is not always rewarded</li> <li>Grants from federal, state, and other government sources tend to have strict limitations on what funds can be spent on, as well as onerous reporting requirements</li> <li>In most cases, grants provide a non-sustainable source of funding; reapplication is often required to renew funds with uncertain outcomes</li> <li>Grants can sometimes come with "match" requirements, where the grantee has to come up with ~10-50% of the project budget, with the grant covering the rest</li> </ul>
<p><b>PARTNERSHIPS</b> often tap resources, and secure capital, from non-governmental and corporate actors, which can spread the financial risk of a project across multiple public, private, and/or nonprofit entities. Partnerships allow the City to share ownership of a CAP implementation project, while also sharing possible cost savings and revenue generation with a third party. Examples of partnerships include Energy Savings Performance Contracts (ESCOs), Sponsorships, Public-Private Partnerships, and Power Purchase Agreements.</p>	<ul style="list-style-type: none"> <li>Private partners can expedite project design, initial implementation, and ongoing management</li> <li>Partnerships allow the City to leverage private sector expertise to spark innovation, and better design, build, and manage projects</li> <li>Partnerships can enable the City to capture tax incentives and other private-market benefits</li> <li>Partnerships may facilitate full funding on an initiative by a private entity</li> </ul>	<ul style="list-style-type: none"> <li>The City may not have ultimate ownership of the project, and may lose operational control</li> <li>The City may not have access to cost savings or revenue generated from the project</li> <li>Negotiations can be complex, lengthy, and difficult, and tensions can arise between parties given their divergent operational speeds, with public parties prioritizing safety and durability, and private partners preferring quick decision making and maximizing efficiency and profits.</li> <li>Partnerships are less transparent than budget, bonds, and other mechanisms</li> </ul>
<p><b>LOANS</b> give cities access to upfront capital, whose principal and interest must be repaid over the duration of the loan. While the City should first consider grants and private partners that can provide repayment-free capital, when those pathways are unavailable loans are a dependable alternative. In many cases, municipal borrowers and impact-driven projects can find financing with low-interest rates.</p>	<ul style="list-style-type: none"> <li>Loans provide upfront capital on short notice with predictable terms and contracts</li> <li>Loans help spread the cost of a project across the useful life of the asset, and thus allocate costs to current and future users</li> </ul>	<ul style="list-style-type: none"> <li>Loans add debt to the balance sheet</li> <li>Lenders may have stipulations on what the borrowed capital can be spent on (assets vs. wages, etc.)</li> <li>Private investor and bank loans are usually offered with higher interest rates than municipal bonds</li> <li>Loans are less transparent than budget, bonds, and grants, unless cities pursue extraordinary levels of disclosure</li> </ul>
<p><b>BONDS</b> provide dependable, predictable financing for cities looking to capitalize large infrastructure projects ranging from the millions to billions of dollars. A city can issue a bond directly or apply for funds from a state bonding program. These bonds can be backed either by general city funds, or specific revenue sources. There are multiple types of bond structures including general obligation, revenue, and conduit bonds, as well as certifications like "green" bonds for climate and sustainability that communicate what types of projects bond proceeds are being used for.</p>	<ul style="list-style-type: none"> <li>Bonds enable cities to borrow large amounts of up-front capital with fixed low-interest rates and long repayment periods</li> <li>Bonds spread out costs over useful life of project, which can be decades, and allocate costs to current and future users of the project</li> <li>Tax-exempt municipal bonds can attract capital from high-net-worth investors, especially local wealthy individuals and families who benefit from tax deductions on bond's interest if they live in San Diego or California</li> </ul>	<ul style="list-style-type: none"> <li>Issuing general obligation bonds requires voter approval which can make passage of a bond difficult/uncertain</li> <li>Bonds cannot be repaid through cost savings from a project, they must be repaid through additional topline revenues coming from a project or from reallocated funds within the municipal budget. <ul style="list-style-type: none"> <li><i>If a third party is generating revenues from the installation or operation of a project, those revenues can be used to support the bond. When combined with an Energy Savings Performance Contract, this is called a Morris Model Bond.</i></li> </ul> </li> <li>City bond ratings affect the interest rates of municipal bonds, with poorly rated cities having to pay higher interest rates on their bonds. This can pose a challenge to lower income cities, and in cities that face frequent flooding, fires and other climate threats that threaten financial solvency — as these factors can depress city bond ratings.</li> </ul>
<p><b>BUDGET</b> refers to using money in the City's general fund to capitalize projects. Every year cities collect tax revenue and other fees to populate their general funds, portions of which are appropriated to new capital projects and infrastructure investments. As the inability of city budgets to cover the expansive list of new costly climate projects in CAPs is a primary motivation for this project, financial mechanisms beyond budget must begin covering a larger share of the load, and other financial mechanisms should be fully explored before cities turn to budget funding. There are also opportunities for climate action to take higher priority in cities' budgeting processes and for city budgets to fund appropriate climate-related expenditures. If using city budget is an option, well-suited projects tend to have total costs that are small enough to fit into 1 to 3 years of the city's budget, and/or have costs incurred in a dispersed manner, ideally evenly distributed over a number of years or decades, like the costs of staffing for a new program.</p>	<ul style="list-style-type: none"> <li>City budget funds are available immediately, and thus can respond to pressing time-sensitive funding needs</li> <li>City budget funds come with few restrictions, and can be tailored to match project needs exactly</li> <li>Funding from the city budget does not increase debt burden, and frees up future budget that would otherwise be spent servicing debt payments with interest</li> <li>Budget funding utilizes existing contractual relationships, and does not require creating new partnerships or entering into new legal arrangements</li> </ul>	<ul style="list-style-type: none"> <li>The amount of funding available each year is limited, so large projects can exhaust an agency's entire capital budget for the year.</li> <li>Similarly, it can take decades to accumulate enough to pay upfront costs of major infrastructure projects. If cities do save portions of the budget for several years in order to have enough capital to cover the upfront costs of a project, cities can end up paying more for the project due to inflation.</li> </ul>
<p><b>TAXES AND FEES</b>, as well as cost savings and other revenues, can create flows of capital to fund climate action. Most often, however, ongoing revenue generation is not earmarked for a particular project and accumulated in a savings account. Rather, new revenue flows are funneled into cities' general funds, or leveraged through financing, as is the case with revenue bonds. Revenue generation via taxes and fees makes sense for cities that have not significantly raised taxes or fees on residents in the past year or two, for projects that do not need immediate upfront capital, or for cities pursuing a revenue bond that needs a source of project-based revenues.</p>	<ul style="list-style-type: none"> <li>Taxes and fees provide cities with stable sources of ongoing revenue that can provide consistency and budget flexibility for decades</li> <li>With adequate political support and restrictive legislation, revenues from taxes and fees can be set aside to create funds for very specific purposes, with revenues generated from specific stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>Taxes and fees require significant political capital and community support to implement</li> <li>There may be state-level regulation affecting which tax and fee structures a city can use</li> <li>Certain tax structures can be regressive, placing a higher burden on low-income communities; care needs to be taken to avoid exacerbating existing inequities</li> <li>Revenues generated from specific taxes and fees can fluctuate based on economic conditions and personal behavior, which can create last minute budget shortfalls</li> </ul>



A scenic view of a park with large trees, a playground, and a mountain in the background. The foreground is a lush green lawn. In the middle ground, there is a playground with a small orange playhouse, a green slide, and various climbing structures. Two large, mature trees with dense green foliage are prominent, one on the left and one on the right. In the background, a mountain rises under a clear sky. The overall atmosphere is peaceful and natural.


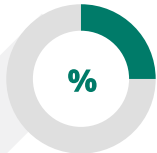
# How to Read the Climate Action Implementation Plan



# How to Read: Implementation Summary Charts

Strategy #: Title

## TARGETS

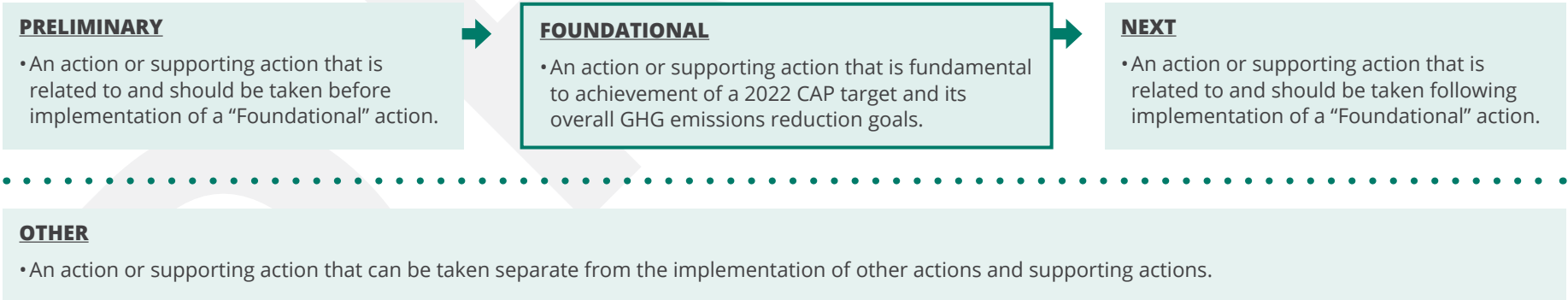
Target Title	
2030	2035
<p>The 2022 CAP includes quantified targets to show how the strategies help the City achieve its overall GHG emissions goals. The targets and their GHG emissions reductions for 2030 are presented here.</p>  <p>The percentage contribution of each target to total GHG emissions reductions from all targets in 2030 is shown in the donut pie chart.</p>	<p>The 2022 CAP includes quantified targets to show how the strategies help the City achieve its overall GHG emissions goals. The targets and their GHG emissions reductions for 2035 are presented here.</p>  <p>The percentage contribution of each target to total GHG emissions reductions from all targets in 2035 is shown in the donut pie chart.</p>

## MEASURES

Measure Title
Each target includes quantifiable measures the City will take to achieve the target. The measures of the 2022 CAP are presented here.

## ACTIONS

Each measure includes actions and supporting actions - working steps to achieve the targets. This section organizes the actions and supporting actions into the following categories to highlight relationships among them that should be considered during implementation. Each action and supporting action is assigned an identification number for reference purposes.



Note: This section presents condensed descriptions of actions and supporting actions. The full text of each is presented in the detailed implementation tables of this plan.

Actions and supporting actions shown in ***bold italics*** have been identified through department workplans for implementation during the first year (FY24).

## MEASURING SUCCESS

- This section lists indicators of progress towards achieving the targets that the City will report on every year. These were not identified in the 2022 CAP and are new to this plan.



# How to Read: Detailed Implementation Tables

Measure #: Title

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Implementation category is identified here (Preliminary, Foundational, Next, or Other)										
<div>Full text of 2022 CAP action and supporting action shown here, followed by its identification number.</div>	<div>General type of implementation activity to be performed, such as revising the development code, completing a study, or updating a plan.</div>	<div>City department responsible for leading implementation, and, where applicable, the City department(s) responsible for supporting implementation.</div>	<div>Implementation partners outside City government are shown here using icons; see legend below for details.</div>	<div>Summary of estimated funding needs for new programs and the expanded portion of existing programs required to implement 2022 CAP actions during fiscal years (FY) 2024-28. These new and expanded funding needs represent the known incremental costs anticipated to be incurred by the City government over these first five fiscal years. Funding needs include estimates for capital expenditures, contracts, energy and utilities, information technology, supplies, and salary and fringe. Costs to develop and execute project and programs, develop and adopt ordinances, and conduct education and outreach activities are included. This report does not include a benefit-cost analysis to consider the costs and benefits to the City and to San Diego residents and businesses that could be achieved over time due to implementation of the 2022 CAP. Actions that do not have new or expanded costs are shown as \$0.</div>					<div>Status of implementation as reported by the lead or supporting City departments (e.g., in progress, ongoing, not started).</div>	<div>Prioritization score on a scale of 0 to 100 determined using the Council Prioritization Policy methodology for ranking actions and supporting actions based on weighting the measures developed for each action and supporting action during CAP development. [Note to reviewer: current version of CAIP includes placeholder values; actual scores to be included in future version upon adoption of the CP through administrative updates to the Implementation Plan]</div>

Additional characteristics of the actions and supporting action are shown here using icons; see legend below for details.



**Community Identified**  
Actions and supporting actions identified by the community during 2022 CAP development have a “Community Identified” tag.



**Contingent On**  
Actions and supporting actions with a contingent relationship – where implementation of one is dependent on prior implementation of another – are identified with a Fast Forward icon. The icons for contingent actions have the same color and border shape.



**In Conjunction With**  
Actions and supporting actions that should be implemented at the same time – in conjunction with each other – are identified with a Chain-link icon. The icons for actions that should be implemented at the same time have the same color and border shape.

**Partnership Types**



Other Public Agencies or Government Entities



Community-based Organizations or Non-profit Organizations



Private Sector

**Acronyms**

**IT** Information Technology

**SuMo** Sustainability & Mobility

**DREAM** Real Estate

**DSD** Development Services

**ESD** Environmental Services

**E&CP** Engineering and Capital Projects

**EDD** Economic Development

**P&C** Purchasing and Contracting

**OES** Office of Emergency Services

**Parks & Rec** Parks and Recreation







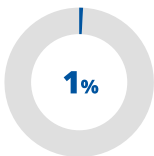
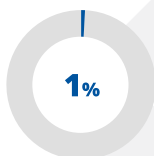

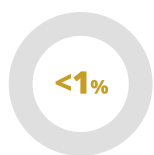
STRATEGY 1:

# Decarbonization of the Built Environment



Strategy 1: Decarbonization of the Built Environment

TARGETS

Phase Out Natural Gas Usage from Existing Buildings		Zero Natural Gas in New Development		Phase Out Natural Gas Usage from City Facilities	
2030	2035	2030	2035	2030	2035
45% of natural gas use phased out GHG reduction: 931,661 MT CO <sub>2</sub> e 	90% of natural gas use phased out GHG reduction: 1,915,290 MT CO <sub>2</sub> e 	All-electric reach code starting 2023 at new residential and commercial development GHG reduction: 65,329 MT CO <sub>2</sub> e 	Ongoing implementation of all-electric new residential and commercial development GHG reduction: 108,559 MT CO <sub>2</sub> e 	50% of natural gas use phased out GHG reduction: 15,148 MT CO <sub>2</sub> e 	100% of natural gas use phased out GHG reduction: 32,638 MT CO <sub>2</sub> e 

MEASURES

1.1 Decarbonize Existing Buildings	1.2 Decarbonize New Building Development	1.3 Decarbonize City Facilities
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ACTIONS

<p><b>PRELIMINARY</b></p> <p>► Analyze the City's existing building stock for decarbonization opportunities. <b>1.1 SA-1</b></p>	<p><b>FOUNDATIONAL</b></p> <p>► Develop a comprehensive roadmap to decarbonize the existing building stock, including programs, regulations, and incentives; perform extensive engagement and utilize a shared-decision making model with CoCs. <b>1.1a</b></p>	<p><b>NEXT</b></p> <p>► Develop a Building Performance Standards policy. <b>1.1b</b></p>
<p><b>OTHER</b></p> <p>► Update the Building Energy Benchmarking Ordinance to expand enforcement and compliance. <b>1.1 SA-2</b></p> <p>• Explore opportunities to increase onsite water reuse and irrigation for buildings as part of building decarbonization roadmap. <b>1.1 SA-3</b></p> <p>► Prioritize cool roofs in an energy efficiency code update. <b>1.2 SA-4</b></p> <p>► Identify funding sources for residential weatherization, appliance exchanges, and building retrofits in CoCs. <b>1.1 SA-5</b></p> <p>• Expand residential PV incentives/programs. <b>1.1 SA-6</b></p> <p>► Develop programs to promote energy efficiency and load management technologies with an emphasis on CoCs. <b>1.1 SA-7</b></p>	<p><b>FOUNDATIONAL</b></p> <p>► Develop and adopt a Building Electrification policy requiring new residential and commercial buildings to eliminate natural gas and increase energy efficiency, distributed energy generation, energy storage, and EV charging stations; engage with workers, builders, and CoC residents. <b>1.2a</b></p>	<p><b>NEXT</b></p> <p>► Establish policies that incentivize developers to use less GHG intensive materials and practices. <b>1.2 SA-3</b></p>
<p><b>OTHER</b></p> <p>► Prioritize cool roofs in an energy efficiency building code update. <b>1.2 SA-1</b></p> <p>► Support new regional policies to replace existing air heating and cooling systems and water systems with alternatives. <b>1.2 SA-2</b></p>	<p><b>FOUNDATIONAL</b></p> <p>► Develop and adopt a municipal energy implementation plan and municipal zero emissions buildings and operations policies. <b>1.3a</b></p>	<p><b>NEXT</b></p> <p>► Identify and prioritize energy projects at City facilities that increase resiliency for surrounding communities and City operations, focusing on CoCs. <b>1.3 SA-2</b></p> <p>► Implement energy efficiency projects at City facilities to meet zero emission goals of the Municipal Energy Strategy &amp; Implementation Plan, prioritizing projects in CoCs. <b>1.3 SA-1</b></p> <p>► Implement technologies at City facilities to meet zero emissions goals of the Municipal Energy Strategy &amp; Implementation Plan. <b>1.3 SA-3</b></p>
	<p><b>OTHER</b></p> <p>► Convert all street lights to LEDs and explore auto-dimming technology where public safety would not be compromised. <b>1.3 SA-4</b></p> <p>► Convert traffic signals to LED lights. <b>1.3 SA-5</b></p> <p>► Require and reward development proposals on City-owned property based on decarbonization and other CAP goals. <b>1.3 SA-6</b></p>	



















MEASURING SUCCESS

► Annual metered natural gas consumption from residential and non-residential accounts (total and percent change compared to CAP baseline year)	► Number of all-electric residential units (approved and built) ► Area (square feet) of all-electric commercial projects (approved and built)	► Annual metered natural gas consumption from municipal accounts (total and percent change compared to CAP baseline year)
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\*Strategy 1 Supporting Actions are included in the detailed implementation tables for Strategy 1 on the following pages.











## Measure 1.1 Decarbonize Existing Buildings\*

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Complete an analysis of the City's building and housing stock to identify policy opportunities for existing building decarbonization. <b>1.1 SA-1</b>	Study/ Analysis	SuMo (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					In progress – awaiting final report	#
► Foundational										
Develop a comprehensive roadmap to achieve decarbonization of the existing building stock including programs, regulatory and incentive tools that includes extensive engagement and utilization of a shared-decision making model with Communities of Concern. <b>1.1a</b>	Planning Action	SuMo (DSD)	 	\$245,000	\$95,000	\$57,000	\$38,000	\$38,000	In progress – initial RFP to be released late 2023	#
► Next										
Develop a Building Performance Standards (BPS) policy. <b>1.1b</b>	Planning Action	SuMo	  	\$38,000	\$57,000	\$38,000	\$19,000	\$0	In progress	#
► Other										
Update the Building Energy Benchmarking Ordinance to expand enforcement and compliance. <b>1.1 SA-2</b>	Code Change	SuMo		\$93,000	\$96,000	\$98,000	\$101,000	\$104,000	Annual benchmarking program underway Vendor proposals for Benchmarking Ordinance support are currently being evaluated	#
Explore opportunities to increase onsite water reuse and irrigation for buildings as part of overall building decarbonization roadmap. <b>1.1 SA-3</b>	Code Change	Public Utilities		\$0	\$16,000	\$16,000	\$16,000	\$0	Ongoing	#
Prioritize cool roofs when feasible to implement Climate Resilient SD in energy efficiency building code update. <b>1.1 SA-4</b>	Code Change	SuMo (DSD)	 	No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
Identify funding sources, including SDCP and SDGE, for advancing residential weatherization projects, appliance exchanges and broad building retrofits in Communities of Concern. <b>1.1 SA-5</b>	Identify Funding	SuMo	  	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	Not started	#
Expand residential Photovoltaic deployment incentives/ programs. <b>1.1 SA-6</b>	Identify Funding	SuMo (DSD, Planning)	 	\$0	\$37,000	\$38,000	\$38,000	\$38,000	Ongoing, taking account of CPUC cuts to rooftop PV incentives	#
Develop programs to promote energy efficiency and load management technologies with an emphasis in Communities of Concern. <b>1.1 SA-7</b>	Partnerships	SuMo (Public Utilities)	  	\$0	\$16,000	\$16,000	\$16,000	\$16,000	Ongoing	#

\*Estimated costs of Strategy 1 (Decarbonization of the Built Environment) are not fully included in the current ICA.













## Measure 1.2 Decarbonize New Building Development\*

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Foundational										
Develop and adopt a Building Electrification policy, through code update or other mechanism, requiring new residential and commercial buildings to eliminate the use of natural gas, increase energy efficiency, increase distributed energy generation and storage and increase EV charging stations, engaging with residents of Communities of Concern, workers and builders. <b>1.2a</b>	Code Change	SuMo	  	No estimated costs are provided because new or expanded activities are not anticipated					Expecting to bring code updates to hearing Spring 2023	#
► Next										
Establish policies that incentivize developers to use less GHG intensive materials and practices (EVs, Low-Carbon concrete, recycled materials, etc) including mass timber and modular construction. <b>1.2 SA-3</b>	Code Change (Development Services)	SuMo (DSD)	  	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000	Not started	#
► Other										
Prioritize cool roofs when feasible to implement Climate Resilient SD in energy efficiency building code update. <b>1.2 SA-1</b>	Code Change	SuMo (DSD)		\$19,000	\$19,000	\$0	\$0	\$0	Not started	#
Support new regional policies for alternative systems that can be used to replace existing heating and cooling air systems and water systems. <b>1.2 SA-2</b>	Partnerships	SuMo	 	\$24,000	\$27,000	\$26,000	\$24,000	\$3,000	Ongoing	#

\*Estimated costs of Strategy 1 (Decarbonization of the Built Environment) are not fully included in the current ICA.

### Measure 1.3 Decarbonize City Facilities\*

	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE	
					FY24	FY25	FY26	FY27	FY28			
COMMUNITY IDENTIFIED	► Foundational											
	Develop and adopt a municipal energy implementation plan and municipal zero carbon emissions buildings and operations policies. <b>1.3a</b>	Code Change	SuMo (E&CP, General Services, DREAM)		\$250,000	\$257,000	\$264,000	\$272,000	\$279,000	 Complete	#	
	► Next											
COMMUNITY IDENTIFIED	Identify and prioritize energy projects at City facilities that increase resiliency for the surrounding communities and City operations, focusing on our Communities of Concern. <b>1.3 SA-2</b>	Plan Implementation	SuMo (E&CP, General Services, DREAM, Public Utilities)	 	\$852,000	\$731,000	\$936,000	\$941,000	\$946,000	In progress – completion of Fossil Fuel Eliminations Plans estimated in 2024	#	
COMMUNITY IDENTIFIED	Implement energy efficiency projects at City facilities to meet zero emissions goals for municipal buildings established in the Municipal Energy Strategy & Implementation Plan, prioritizing projects within the City's Communities of Concern. <b>1.3 SA-1</b>	Plan Implementation	SuMo (E&CP, General Services, DREAM, Public Utilities)		\$1,619,000	\$1,739,000	\$1,628,000	\$1,892,000	\$1,907,000	 Complete - all City projects must meet ZEMBOP as of February 2023 Ongoing implementation of projects	#	
COMMUNITY IDENTIFIED	Implement technologies such as renewable electricity generation, heat pumps, energy storage, and microgrids at City facilities to meet the zero emissions goals for municipal buildings established in the Municipal Energy Strategy & Implementation Plan. <b>1.3 SA-3</b>	Plan Implementation	SuMo (E&CP, General Services, DREAM, Public Utilities)		\$386,000	\$756,000	\$662,000	\$205,000	\$209,000	 Complete - all City projects must meet ZEMBOP as of February 2023 Ongoing implementation of projects	#	
COMMUNITY IDENTIFIED	► Other											
	Convert all street lights to LEDs and explore auto-dimming technology where public safety would not be compromised. <b>1.3 SA-4</b>	Code Change	Transportation (E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#	
	Convert all traffic signals to LED lights. <b>1.3 SA-5</b>	Code Change	Transportation (E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#	
	Future development on City-owned property will require and reward proposals based on decarbonization and other CAP goals. <b>1.3 SA-6</b>	Plan Implementation	DREAM (SuMo)		\$63,000	\$63,000	\$64,000	\$64,000	\$65,000	Not started	#	

### Strategy 1 Supporting Actions\*

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	COST SUMMARY					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
Remove high-Global Warming Potential refigdergants - develop a refrigerant management program that establishes a phaseout timeline for high-Global Warming Potential refrigerants. <b>SA-1</b>	Code Change	SuMo		\$0	\$16,000	\$16,000	\$16,000	\$16,000	Not started	#
Advance workforce development programs for decarbonization including energy efficiency and renewable energy projects. <b>SA-2</b>	Partnerships	EDD		\$251,000	\$304,000	\$308,000	\$295,000	\$299,000	Ongoing	#

\*Estimated costs of Strategy 1 (Decarbonization of the Built Environment) are not fully included in the current ICA.





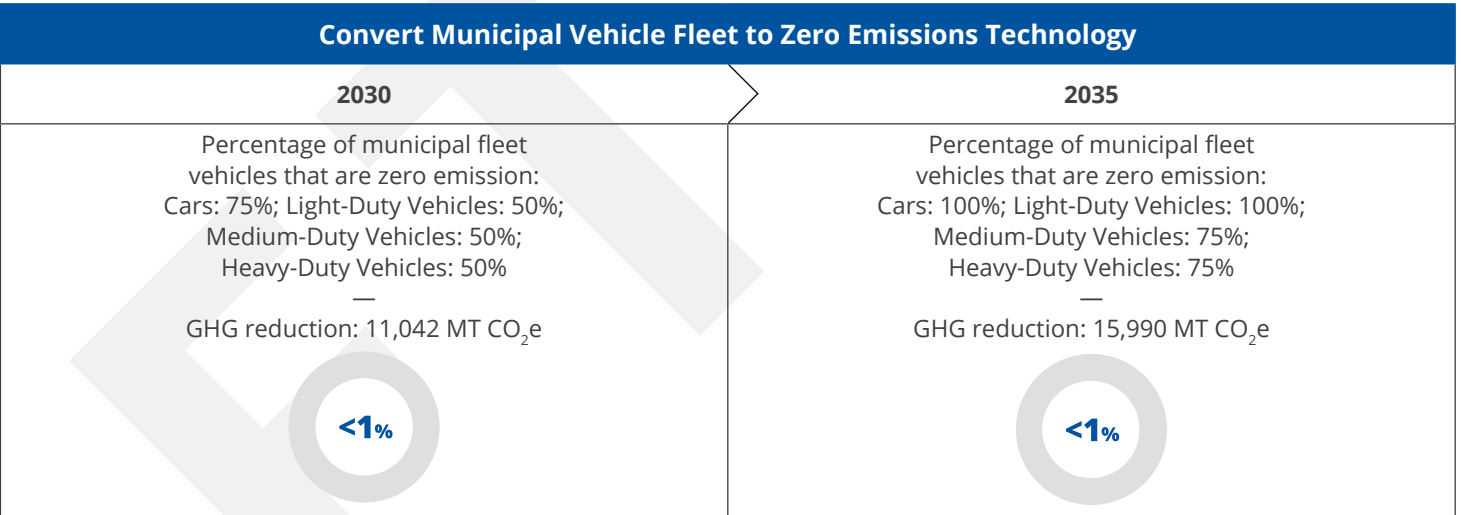
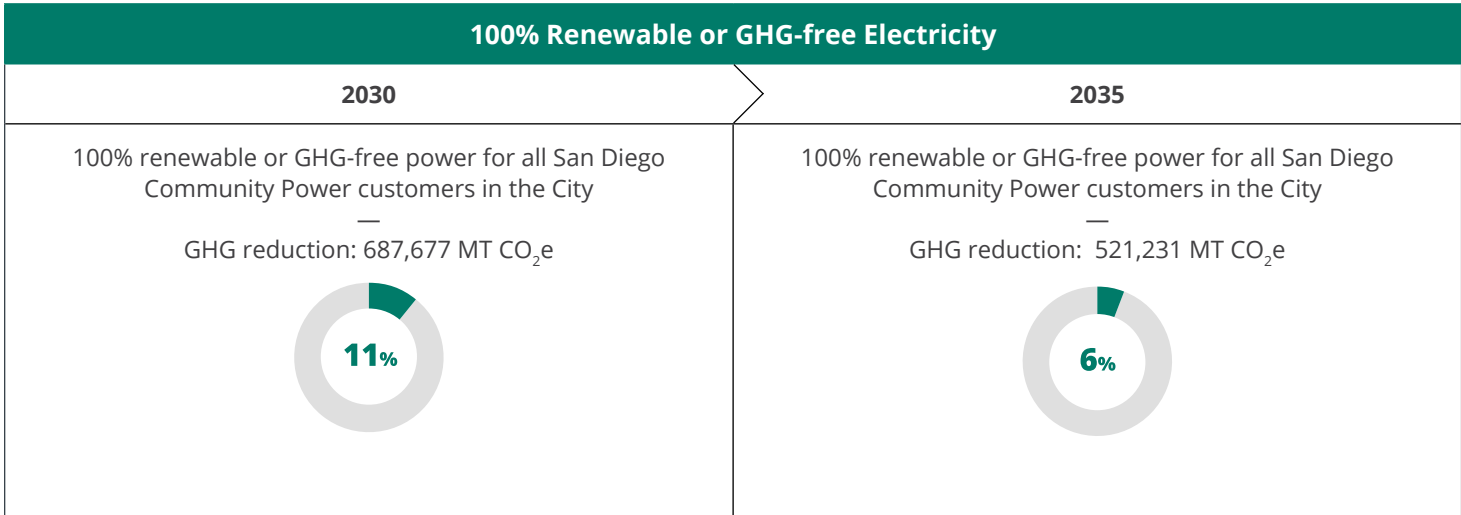
STRATEGY 2:

# Access to Clean & Renewable Energy



Strategy 2: Access to Clean & Renewable Energy

TARGETS



MEASURES

2.1 Citywide Renewable Energy Generation

2.2 Increase Municipal Zero Emission Vehicles

ACTIONS

**FOUNDATIONAL**

► Partner with SDCP to increase customer adoption of 100% renewable energy supply. 2.1a

**NEXT**

None.

**OTHER**

► Partner with SDCP to incentivize local generation of renewable energy resources. 2.1b

- Develop financial support programs to incentivize solar on multifamily buildings in CoCs. 2.1 SA-1
- Develop financial support programs to incentivize deployment of building-scale renewables and mandate renewables through building codes; engage residents and stakeholders in the process. 2.1 SA-2
- Increase renewable generation at non-residential developments through new policies and incentive programs. 2.1 SA-3

- Update land use code to include energy storage and other distributed energy technologies facilitate local renewable energy resource deployment. 2.1 SA-4
- Deploy advanced renewable energy technologies at municipal facilities to demonstrate feasibility. 2.1 SA-5
- Leverage municipal facilities to establish community solar and microgrid solutions when tariffs allow. 2.1 SA-6
- Explore partnerships for a trade-in program that makes it possible for small landscape owners to transition to electric equipment. 2.1 SA-7

**PRELIMINARY**

- Conduct City fleet electrification feasibility study to determine best siting, funding needs, and strategies, including for Chollas Operations Yard. 2.2 SA-1

**FOUNDATIONAL**

- Develop a City Fleet Vehicle Replacement and Electrification strategy consistent with the Municipal Energy Implementation Plan and state requirements for municipal electrification. 2.2a

**NEXT**

- Create standards for the City to purchase fleet vehicles with lowest lifecycle GHG emissions available. 2.2 SA-6
- Update municipal parking yard electric infrastructure to support electric vehicle charging needs. 2.2 SA-5
- Seek partnerships with SDCP, SDG&E and others to install charging infrastructure for all vehicle types. 2.2 SA-2

**OTHER**

- Include stated preference for 100% renewable energy on publicly available chargers on municipal land. 2.2 SA-3
- Update AR35.80 to include EV vehicles to the list of preferred purchases. 2.2 SA-4

- Explore pilot projects for grid resilience services through three modes of EV integration (Grid-to-Vehicle, Vehicle-to-Building, Vehicle-to-Grid). 2.2 SA-7

MEASURING SUCCESS

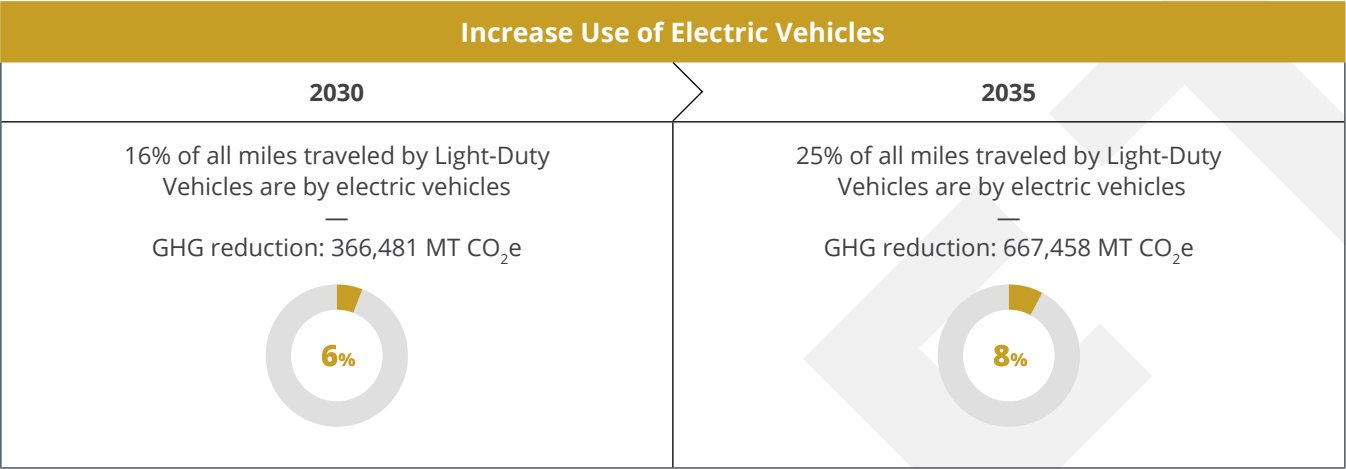
- Percentage of San Diego Community Power customers enrolled in Power100 Service Plan
- Percentage of all eligible customers enrolled in San Diego Community Power

- Percentage of municipal fleet vehicles that qualify as “Zero Emission Vehicles” within each of the following vehicle classifications: Cars; Light-Duty Vehicles; Medium-Duty Vehicles; Heavy-Duty Vehicles



Strategy 2: Access to Clean & Renewable Energy (continued)

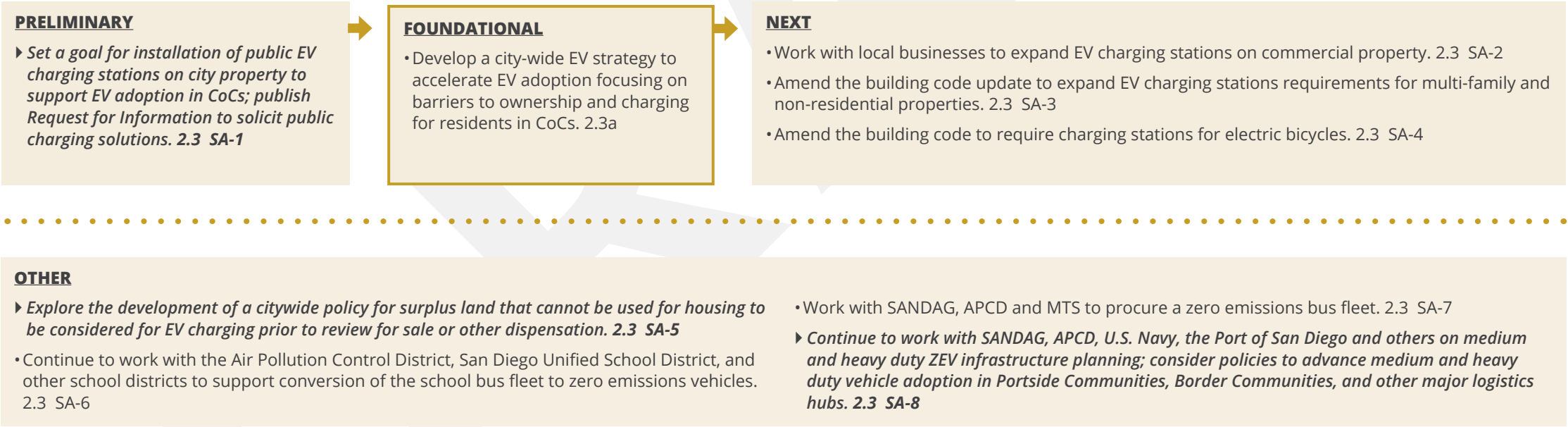
TARGETS



MEASURES

2.3 Increase Electric Vehicle Adoption

ACTIONS



MEASURING SUCCESS










- Percentage of all privately-owned Cars and Light-Duty Vehicles Registered in the City that qualify as Battery Electric Vehicles, Plug-in Hybrid Electric Vehicles, or Fuel Cell Electric Vehicles

► Number of stations and Electric Vehicle Supply Equipment ports, by type (Level 2 Charging, DC Fast Charging), by accessibility (public, private) installed at existing buildings/properties
- Number of stations and Electric Vehicle Supply Equipment ports, by type (Level 2 Charging, DC Fast Charging), by accessibility (public, private) included in new development (approved and built)

► Modeled percentage of annual vehicle miles traveled (VMT) generated by all Cars and Light-Duty Vehicles from Battery Electric Vehicles, Plug-in Hybrid Electric Vehicles, or Fuel Cell Electric Vehicles









## Measure 2.1 Citywide Renewable Energy Generation

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Foundational										
Partner with SDCP to increase customer adoption of 100% renewable energy supply. <b>2.1a</b>	Partnerships	SuMo	 	No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
► Next										
None.										
► Other										
Partner with SDCP to incentivize local generation of renewable energy resources. <b>2.1b</b>	Partnerships	SuMo		\$6,000	\$9,000	\$10,000	\$7,000	\$5,000	Ongoing	#
Develop financial support programs to incentivize solar on multifamily buildings, providing financial benefits to tenants and families within Communities of Concern. <b>2.1 SA-1</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Develop financial support programs to incentivize deployment of building-scale renewables and mandate the use of renewables through building codes, while engaging residents and other stakeholders in the process. <b>2.1 SA-2</b>	Code Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Increase renewable generation at non-residential developments through new policies or incentive programs. <b>2.1 SA-3</b>	Code Change	SuMo (Public Utilities)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Update land use code to include energy storage and other distributed energy technologies to facilitate local renewable energy resource deployment. <b>2.1 SA-4</b>	Code Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#
Deploy advanced renewable energy technologies (e.g. battery energy storage systems, microgrids, etc.) at municipal facilities to demonstrate feasibility. <b>2.1 SA-5</b>	Identify Funding	SuMo (DSD, IT)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing – Expected to be complete 2024	#
Leverage municipal facilities to establish community solar and microgrid solutions when tariffs allow. <b>2.1 SA-6</b>	Planning Action	SuMo (IT, General Services)	 	No estimated costs are provided because new or expanded activities are not anticipated					Currently assessing appropriate sites	#
Explore partnerships for a trade-in program that makes it possible for small landscape owners to transition to electric equipment. <b>2.1 SA-7</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing; CARB-funded rebate program is in place	#









## Measure 2.2 Increase Municipal Zero Emission Vehicles

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Conduct City fleet electrification feasibility study to determine best siting, funding needs, and strategies including specific strategies for Chollas Operations Yard. <b>2.2 SA-1</b>	Planning Action	General Services (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Feasibility study task order currently underway, including other City working yards	#
► Foundational										
Develop a City Fleet Vehicle Replacement and Electrification strategy consistent with the Municipal Energy Implementation Plan and state requirements for municipal electrification. <b>2.2a</b>	Planning Action	General Services (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					EV Roadmap task order currently underway Fleet charging plans from asset managing department due 1/1/2024	#
► Next										
Create standards for the City's purchase of fuel for fleet vehicles that contains the lowest levels of lifecycle GHG emissions available. <b>2.2 SA-6</b>	Policy Change	"General Services (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Will be revisited after completion of Fleet Electrification Plan	#
Update municipal parking yard electric infrastructure to support electric vehicle charging needs. <b>2.2 SA-5</b>	Identify Funding	General Services (SuMo, E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					Consultant task order to address municipal electric infrastructure needs in place \$50M FY24 requested, \$200M in five year budget	#
Seek partnerships with SDCP, SDG&E and others to install charging infrastructure for all vehicle types. <b>2.2 SA-2</b>	Planning Action	SuMo	 	No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
► Other										
Include stated preference for 100% renewable energy on publically available chargers on municipal land. <b>2.2 SA-3</b>	Policy Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
Update AR35.80 to include EV vehicles to the list of preferred purchases. <b>2.2 SA-4</b>	Policy Change	ESD (General Services)		\$14,000	\$0	\$0	\$0	\$0	<input checked="" type="checkbox"/> Complete – addressed in AR 30.20	#
Explore pilot projects for a variety of grid resilience services (demand response, emergency back-up, demand charge reduction, etc.) through three modes of EV integration (Grid-to-Vehicle, Vehicle-to-Building, Vehicle-to-Grid). <b>2.2 SA-7</b>	Partnerships	SuMo (General Services)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#



## Measure 2.3 Increase Electric Vehicle Adoption

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Set a goal for installation of public EV charging stations on city property to support EV adoption in Communities of Concern. Initiate process with publication of a Request for Information (RFI) to solicit public charging solutions. <b>2.3 SA-1</b>	Plan Implementation	SuMo (DREAM)		\$219,000	\$420,000	\$420,000	\$421,000	\$422,000	RFI Complete RFP pending Spring 2023	#
► Foundational										
Develop a city-wide electric vehicle strategy to accelerate EV adoption, including flexible fleets, circulators, and electric bicycles, focusing on the barriers to ownership and charging for residents within the communities of concern. <b>2.3a</b>	Planning Action	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Strategy development in progress	#
► Next										
Work with local businesses to expand EV charging stations on commercial property. <b>2.3 SA-2</b>	Plan Implementation	SuMo (EDD)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Amend the building code to expand EV charging stations requirements for multi-family and non-residential properties. <b>2.3 SA-3</b>	Code Change	SuMo (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					Expecting to bring code updates to hearing Spring 2023	#
Amend the building code to require charging stations for electric bicycles. <b>2.3 SA-4</b>	Code Change	Planning (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#
► Other										
Explore the development of a citywide policy for surplus land that cannot be used for housing or housing related uses to be considered for EV charging sites prior to review for sale or other dispensation. <b>2.3 SA-5</b>	Policy Change	DREAM (SuMo)		\$19,000	\$20,000	\$20,000	\$21,000	\$22,000	Not started	#
Continue to work with the Air Pollution Control District (APCD), San Diego Unified School District and other school districts serving the City to support the conversion of the school bus fleet to zero emissions vehicles. <b>2.3 SA-6</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					SDUSD currently purchasing limited EVs	#
Work with SANDAG, APCD and MTS to procure a fully zero emissions bus fleet. <b>2.3 SA-7</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Continue to work with SANDAG, APCD, U.S. Navy, the Port of San Diego and other partners on medium and heavy duty (MD/HD) ZEV infrastructure planning. Consider future policies to advance MD/HD ZEV adoption and utilization in the Portside Communities, Border Communities, and other major logistics hubs. <b>2.3 SA-8</b>	Partnerships	SuMo (Planning)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#



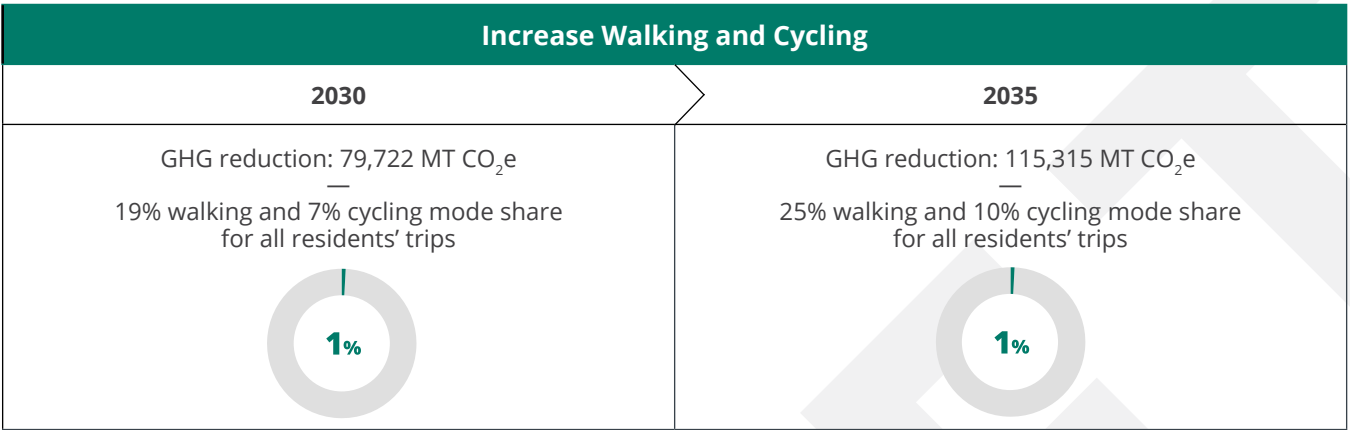


## STRATEGY 3: **Mobility & Land Use**



Strategy 3: Mobility & Land Use

TARGETS



MEASURES

3.1 Safe and Enjoyable Routes for Pedestrians and Cyclists

ACTIONS

FOUNDATIONAL

- Update Bicycle Master Plan to reflect facility designation best practices, community plans, proposed regional connections, constraints, opportunities, and implementation strategies. 3.1b
- Develop a Mobility Master Plan. 3.1d
- Update street planning and design process to prioritize pedestrians, bicyclists, and transit with a focus on input from CoCs. 3.1 SA-13

- Amend Council Policy 800-14 to prioritize CAP implementation with a greater investment in CoCs, repurposing public right of way for Class IV bike facilities, coordinating with SANDAG Early Action Plan bike projects, and improving biking and walking access for people of all ages and abilities. 3.1 SA-19
- Create a quick build policy and design guidelines to repurpose right-of-way or install interim or pilot projects for bicycles, ADA accessibility, or pedestrians. 3.1 SA-8

NEXT

- Install pedestrian orientated streetlights in CoCs. 3.1 SA-5
- Implement the Bicycle Master Plan and community plan bike networks with a “Class IV First” approach. 3.1c
- Complete and implement the Mobility Master Plan to ensure City infrastructure adequately supports CAP goals. 3.1 SA-7
- Examine proposed bike and pedestrian projects and use “quick-build” pathways where appropriate to increase financial viability. 3.1 SA-9
- Include audible pedestrian signals at all signal-controlled crosswalks. 3.1 SA-14
- Install audible wayfinding beacons at complicated intersections and sign locations. 3.1 SA-15

OTHER

- Adopt City portions of SANDAG’s first mile/last mile initiative and incorporate Safe Routes to Transit strategies in Transit Priority Areas. 3.1 SA-1
- Increase education campaigns to improve motorist behavior so right-of-way is safer for bicyclists and pedestrians. 3.1 SA-3
- Develop Safe Routes to Schools safety plans; start a program focusing on safe routes to school for CoCs and underperforming schools. 3.1a
- Partner with public safety to review and reform education programs and policies related to pedestrian and traffic safety. 3.1 SA-2
- Amend the code and street design manual to include standards for pedestrian orientated street lighting in neighborhoods and alleyways. 3.1 SA-4

- Include policies and programs to increase bicycle storage near new bikeways in the Bicycle Master Plan update. 3.1 SA-6
- Use the City’s Pedestrian Master Plan and sidewalk assessment to identify and address gaps in the pedestrian network and opportunities for improved pedestrian crossing. 3.1 SA-10
- Incorporate trees and additional cooling features at parks, focusing on CoCs. 3.1 SA-11
- Include shade structures on building frontages in pedestrian thoroughfares, with preference given to natural shade up to five feet. 3.1 SA-12
- Increase number of trash and recycling receptacles in pedestrian corridors and Transit Priority Areas. 3.1 SA-16
- Implement Assembly Bill 43 to reduce speed limits in select corridors. 3.1 SA-17

- Update special events permits to prioritize transit, walking, and bicycling. 3.1 SA-18
- Evaluate existing and future fee structures to increase the priority of active transportation project implementation, focusing on CoCs; increase efforts to fund active transportation project planning and implementation with grants. 3.1e
- Explore fee structures to increase cost savings for shared transportation network company (TNC) trips relative to private TNC trips. 3.1 SA-20
- Review and improve flexible fleets and micro-mobility policies/ shared use mobility programs, focusing on CoCs and first/last mile applications. 3.1f
- Partner with Microbility Operators to optimize scooter availability in mobility hubs and/or near transit. 3.1g

- Implement the City’s San Diego River Park Master Plan to increase mobility. 3.1 SA-21
- Where roadway widenings are otherwise planned, identify opportunities to repurpose the use of the right-of-way for walking, rolling, biking, and transit modes of travel. 3.1 SA-22
- Ensure Capital Improvement Projects comply with all applicable landscape requirements in the Land Development Code. 3.1 SA-23
- Engage communities during the planning of community plan updates, multimodal corridor plans, and active transportation plans to better accommodate all users of the right-of-way, focusing on improved safety for vulnerable users. 3.1 SA-24

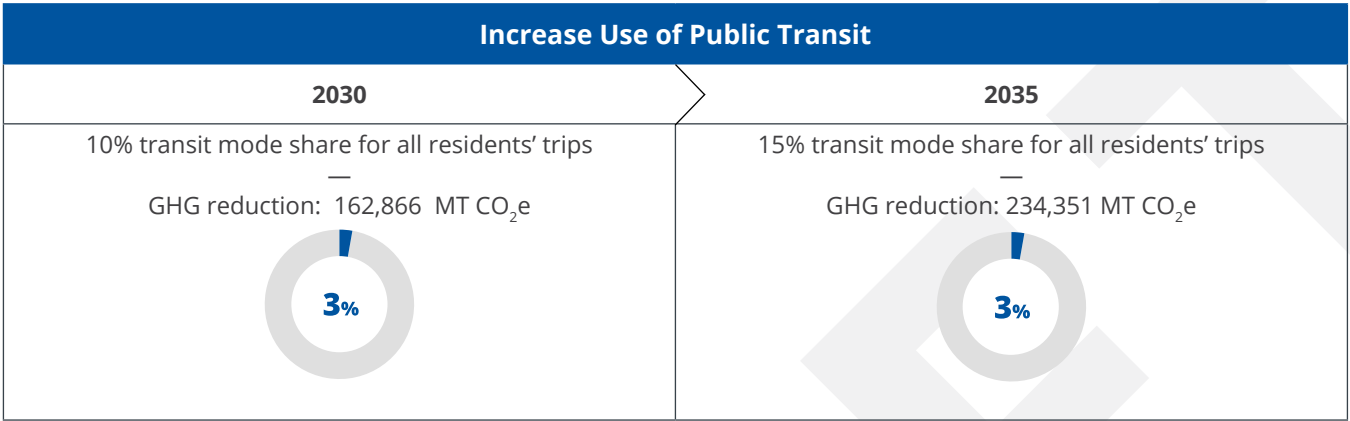
MEASURING SUCCESS

- Miles of new and repaired sidewalks (programmed and completed)
- Miles of new bikeways completed, by classification (Class I-IV) (programmed and completed)
- Modeled percentage of average weekday trips taken by City residents that are completed by walking and biking



Strategy 3: Mobility & Land Use (continued)

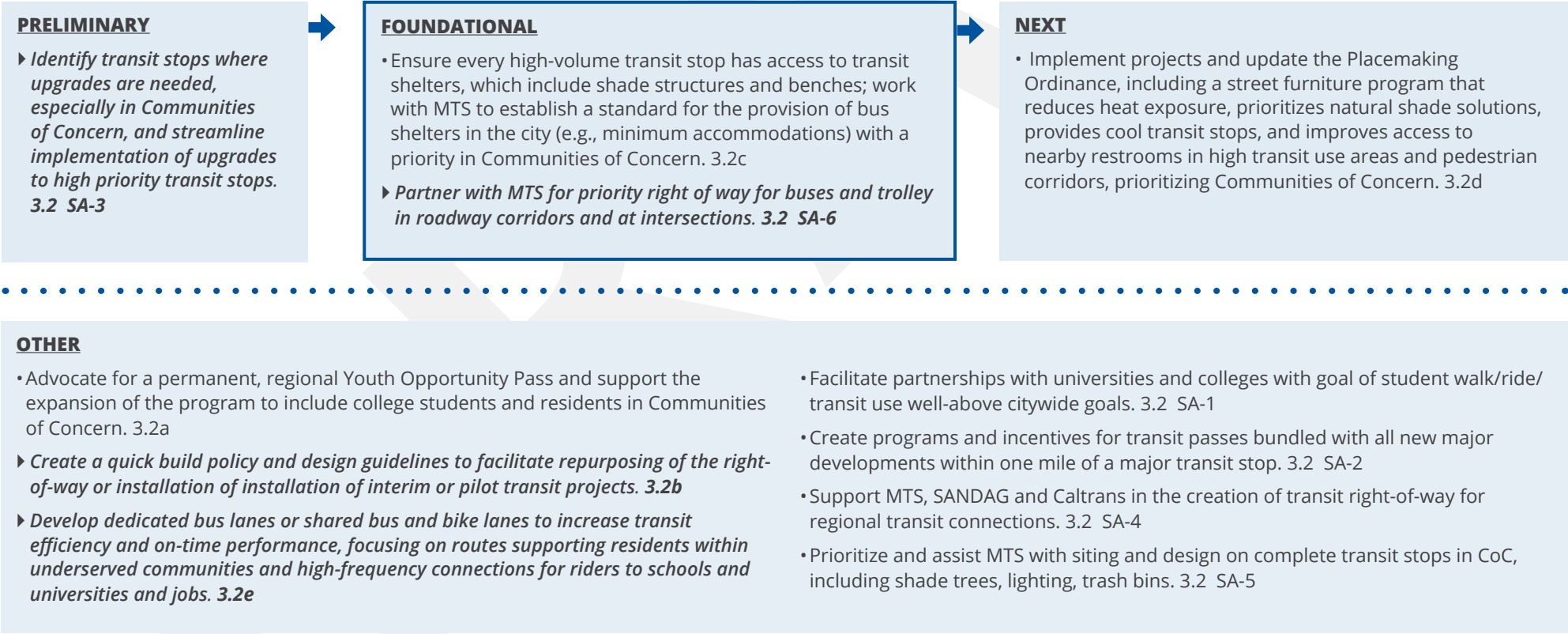
TARGETS



MEASURES

3.2 Increase Safe, Convenient, and Enjoyable Transit Use

ACTIONS



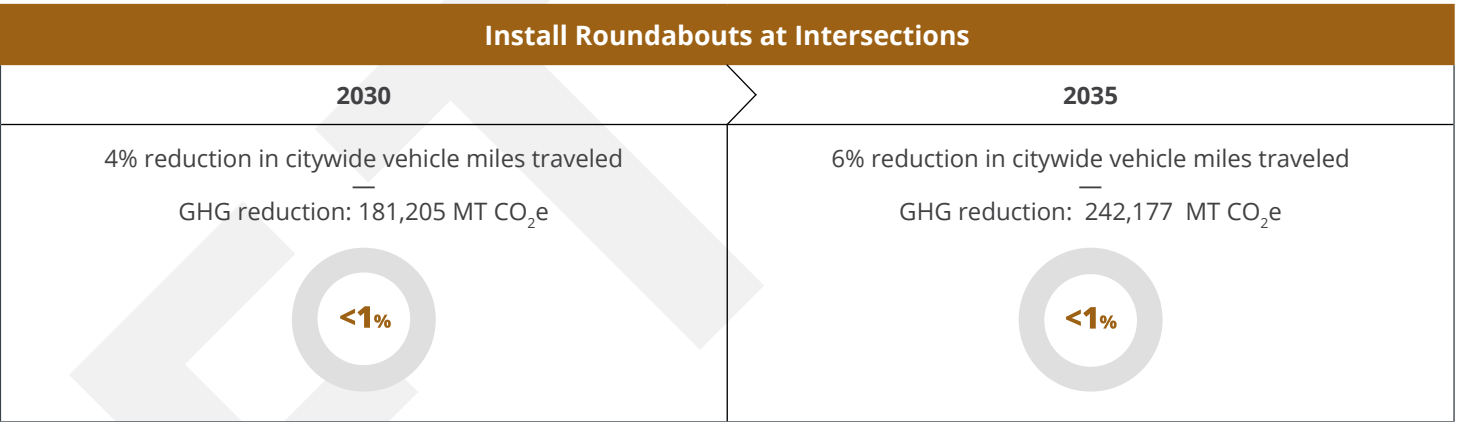
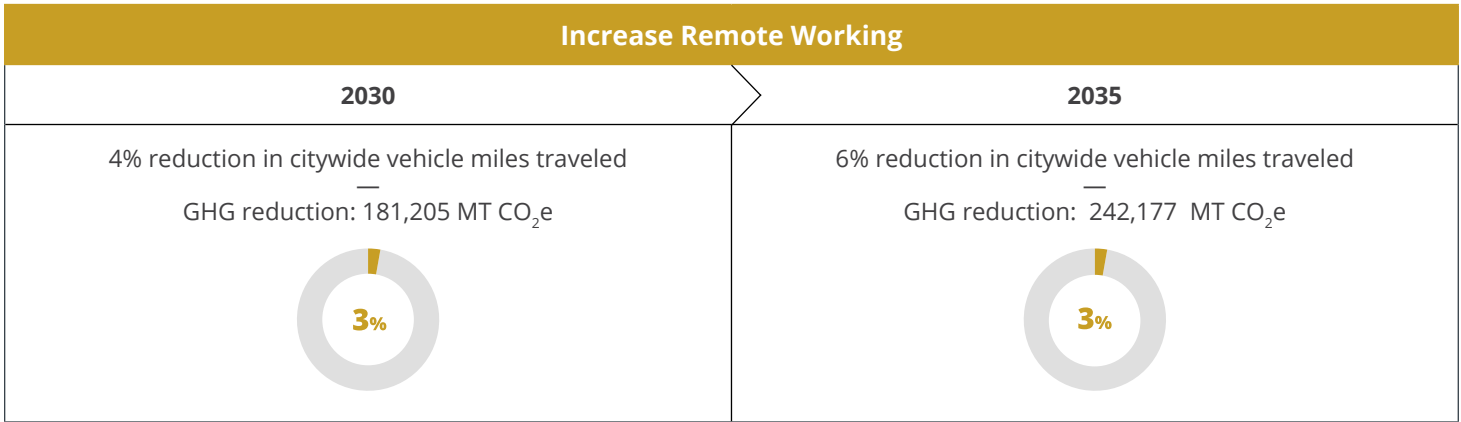
MEASURING SUCCESS

- ▶ Miles of dedicated bus lanes, shared bus-bike lanes (programmed and completed)
  - ▶ Annual bus and rail transit boardings in the City (total and percent change)
- ▶ Modeled percentage of average weekday trips taken by City residents that are completed using public transit



Strategy 3: Mobility & Land Use (continued)

TARGETS



MEASURES

3.3 Work From Anywhere

3.4 Reduce Traffic Congestion to Improve Air Quality

ACTIONS

**PRELIMINARY**

- ▶ Establish a team and roadmap to support actions that require connectivity and close the digital divide. 3.3c
- ▶ Improve and expand data gathering and outreach in CoCs to understand which residents need the most assistance to technology options, what the barriers are to remote work, and improved community's ability to access technology. 3.3 SA-7

**FOUNDATIONAL**

- Amend the Land Development Code to include mandatory transportation demand management (TDM) regulations citywide. 3.3a
- Develop a City of San Diego employee TDM policy. 3.3b

**NEXT**

- ▶ Create a Digital Navigator support line to assist with basic technology issues and provide guidance on low income technology options. 3.3 SA-1
- ▶ Create a Digital Literacy program to educate residents, particularly in Low-to-Moderate Income (LMI) areas. 3.3 SA-2

**FOUNDATIONAL**

- ▶ Install traffic circles and roundabouts. 3.4a
- ▶ Retime traffic signals to reduce vehicle fuel consumption by improving traffic flow. 3.4b

**NEXT**

None.

**OTHER**

- ▶ Continue to operate a program to loan mobile hotspots and personal computers to residents. 3.3 SA-3
- ▶ Stand up Public WiFi access at City Libraries, Recreation facilities and various public areas in Low-to-Moderate Income (LMI) areas. 3.3 SA-4
- ▶ Formalize a regional device refurbishment and distribution program. 3.3 SA-5
- ▶ Work with local organizations to distribute refurbished devices previously used by the City to residents at low or no cost. 3.3 SA-6

**OTHER**

- Work with the Port of San Diego, SANDAG, and Caltrans to prepare a feasibility study to identify the best truck route to Tenth Avenue Marine Terminal and diversion, traffic calming and appropriate signage as included in the APCD's Community Emission Reduction Plan (CERP). 3.4 SA-1
- ▶ Work with communities to implement comprehensive solutions for the curb space, including implementation of timed parking, establishment of parking districts, and programming of the curb space for deliveries, ADA access and other passenger loading, and micro-mobility. 3.4 SA-2

MEASURING SUCCESS

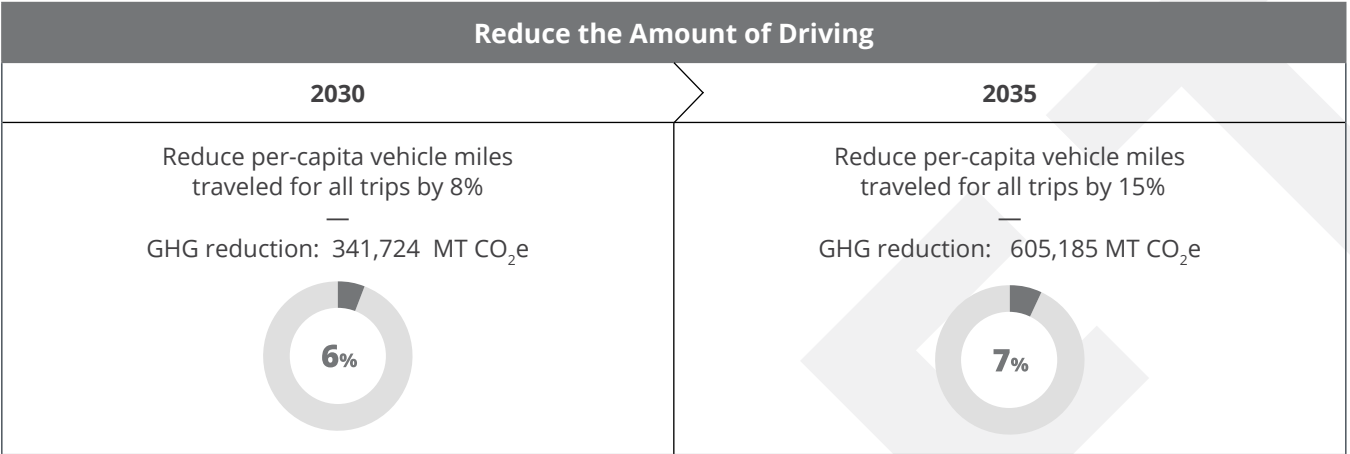
- ▶ Number of residential units required to include mandatory Transportation Demand Management (TDM) regulations, including provisions related to remote work (approved and built)
- ▶ Amount of non-residential square footage required to include mandatory Transportation Demand Management (TDM) regulations, including provisions related to remote work (approved and built)
- ▶ Modeled citywide vehicle miles traveled (compared to Business As Usual Assumption for citywide vehicle miles traveled for the same year as reported in the CAP)

- ▶ Number of new roundabouts and traffic circles installed



Strategy 3: Mobility & Land Use (continued)

TARGETS

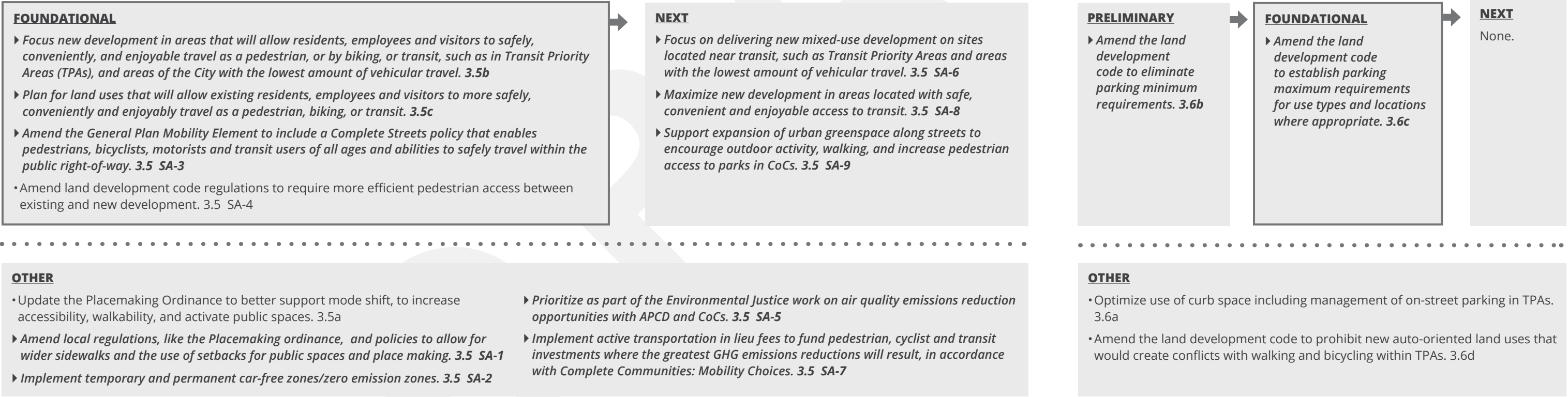


MEASURES

3.5 Climate-Focused Land Use

3.6 Vehicle Management

ACTIONS

















MEASURING SUCCESS

- New residential units within Transit Priority Areas (TPAs)/Sustainable Development Areas (SDAs) (approved and built)
  - Non-residential square footage within Transit Priority Areas (TPAs)/ Sustainable Development Areas (SDAs) (approved and built)
- Modeled per-capita vehicle miles traveled
  - Linear feet of curb space optimization projects (programmed and completed)








### Measure 3.1 Safe and Enjoyable Routes for Pedestrians and Cyclists

CAP ACTION		TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE	
					FY24	FY25	FY26	FY27	FY28			
► Foundational												
COMMUNITY IDENTIFIED	Update Bicycle Master Plan with current best practices for facility designation, reflecting recent community plan updates and proposed regional connections. Also describing existing constraints, opportunities, and implementation strategies. <b>3.1b</b>	Planning Action	SuMo (Transportation)		\$403,346	\$403,346	\$0	\$0	\$0	In progress	#	
	Develop a Mobility Master Plan to reduce mobile sources emissions and further a shift in mode. <b>3.1d</b>	Planning Action	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					In progress - draft anticipated Summer 2023	#	
COMMUNITY IDENTIFIED	Update street planning and design process with a focus on community input from Communities of Concern to prioritize pedestrians, bicyclists, and transit. <b>3.1 SA-13</b>	Code Change	SuMo (ECP, Planning, Transportation)		\$413,000	\$46,000	\$47,000	\$48,000	\$48,000	Ongoing	#	
COMMUNITY IDENTIFIED	Amend Council Policy 800-14 to prioritize CAP implementation with a greater investment in Communities of Concern, repurposing of the public right of way to include Class IV Bike Facilities, coordinate with SANDAG Early Action Plan bike projects, and improved accessibility for walking/rolling for all ages and abilities. <b>3.1 SA-19</b>	Policy Change	SuMo (Transportation)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	 Complete	#	
	Create a quick build policy and design guidelines to facilitate repurposing of the right-of-way or installation of interim or pilot bicycle, ADA accessibility, or pedestrian projects. <b>3.1 SA-8</b>	Policy Change	SuMo (Transportation, DSD, Planning, E&CP)		\$59,000	\$0	\$0	\$0	\$0	In progress: grant received in February 2023	#	
► Next												
COMMUNITY IDENTIFIED	Install pedestrian orientated streetlights for increased safety and comfort in Communities of Concern. <b>3.1 SA-5</b>	Identify Funding	Transportation (Utilities Undergrounding, E&CP)		\$14,000	\$14,000	\$15,000	\$15,000	\$15,000	Not started – installations to follow Street Design Manual update	#	
COMMUNITY IDENTIFIED	Implement the City's Bicycle Master Plan and community plan bicycle networks with a Class IV First approach. <b>3.1c</b>	Plan Implementation	Transportation (E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#	
	Complete and implement the Mobility Master Plan to ensure City infrastructure can adequately support the goals of the Climate Action Plan. <b>3.1 SA-7</b>	Planning Action	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					In progress - draft anticipated Summer 2023	#	
	Examine proposed bike and pedestrian projects and use "quick-build" pathways where appropriate to increase financial viability. <b>3.1 SA-9</b>	Planning Action	Transportation (SuMo)		\$19,000	\$20,000	\$20,000	\$21,000	\$22,000	Ongoing	#	







	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
COMMUNITY IDENTIFIED	Include audible pedestrian signals at all signal-controlled crosswalks. <b>3.1 SA-14</b>	Policy Change	Transportation		\$1,000	\$1,000	\$1,000	\$2,000	\$2,000	Draft policy change under review	#
	Install audible wayfinding beacons at complicated intersections and sign locations. <b>3.1 SA-15</b>	Policy Change	Transportation		\$1,000	\$1,000	\$1,000	\$2,000	\$2,000	Ongoing	#
► Other											
COMMUNITY IDENTIFIED	Adopt City portions of SANDAG's forthcoming first mile/last mile initiative and incorporate Safe Routes to Transit strategies in Transit Priority Areas. <b>3.1 SA-1</b>	Code Change	Planning (SuMo)		\$116,000	\$119,000	\$121,000	\$123,000	\$125,000	Ongoing	#
	Increase education campaigns to improve motorist behavior to result in a safer right-of-way for bicyclists and pedestrians. <b>3.1 SA-3</b>	Planning Action	SuMo (Transportation, Police, Planning)		\$67,000	\$89,000	\$33,000	\$34,000	\$34,000	In progress	#
COMMUNITY IDENTIFIED	Amend the code and street design manual to include standards for pedestrian oriented street lighting in neighborhoods and alleyways. <b>3.1 SA-4</b>	Code Change	Transportation (SuMo)		\$19,000	\$20,000	\$20,000	\$21,000	\$22,000	In progress	#
COMMUNITY IDENTIFIED	Develop Safe Routes to Schools safety plans; start a San Diego Safe Routes to Schools program focusing on Communities of Concern and underperforming schools. <b>3.1a</b>	Partnerships	SuMo (Transportation)		\$18,000	\$18,000	\$19,000	\$19,000	\$20,000	In progress, grant funding should be prioritized	#
	Partner with public safety to review and reform education programs and enforcement policies related to pedestrian and traffic safety. <b>3.1 SA-2</b>	Outreach and Education	SuMo (Police, Transportation)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
	Identify and address gaps in the City's pedestrian network and opportunities for improved pedestrian crossing, using the City's Pedestrian Master Plan and the City's sidewalk assessment. <b>3.1 SA-10</b>	Plan Implementation	Transportation (SuMo)		\$54,000	\$56,000	\$57,000	\$58,000	\$60,000	Ongoing	#
	Include in Bicycle Master Plan update policies and programs to increase bicycle storage near new bikeways. <b>3.1 SA-6</b>	Planning Action	SuMo (Transportation)		\$19,000	\$20,000	\$20,000	\$21,000	\$22,000	In progress	#
	Incorporate trees and additional cooling features such as innovative shade designs, water features, and cooling centers at parks, with a concentration in Communities of Concern. <b>3.1 SA-11</b>	Policy Change	Parks & Recreation		\$142,000	\$146,000	\$150,000	\$154,000	\$158,000	Ongoing	#
COMMUNITY IDENTIFIED	Include shade structures on building frontages in pedestrian thoroughfares, with preference given to natural shade up to five feet. <b>3.1 SA-12</b>	Code Change	Planning (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#
	Increase number of trash and recycling receptacles in pedestrian corridors/Transit Priority Areas. <b>3.1 SA-16</b>	Identify Funding	ESD (EDD)		\$21,000	\$22,000	\$22,000	\$23,000	\$24,000	In progress	#







CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
Implement Assembly Bill 43 to reduce speed limits in select corridors. <b>3.1 SA-17</b>	Planning Action	Transportation		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	In progress	#
Update City special events permits to prioritize transit, walking, and bicycling. <b>3.1 SA-18</b>	Policy Change	SuMo (Special Events, DSD)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
The City will evaluate existing and future fee structures to increase the priority of active transportation project implementation, especially within Communities of Concern, and the City will increase its efforts to identify and pursue grant funds for the planning and implementation of active transportation projects. <b>3.1e</b>	Study/Analysis/Funding Strategy	SuMo (Planning)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Explore fee structure/incentive program to increase cost savings for shared transportation network company (TNC) trips relative to private TNC trips. <b>3.1 SA-20</b>	Code Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
Review and improve flexible fleets and micro-mobility policies/shared use mobility programs, especially focused in Communities of Concern and first mile/last mile applications. <b>3.1f</b>	Policy Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Partner with Microbility Operators to optimize the number of scooters available in mobility hubs and/or near transit. <b>3.1g</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Implement the City's San Diego River Park Master Plan to increase mobility. <b>3.1 SA-21</b>	Plan Implementation	Parks & Rec		\$267,000	\$274,000	\$281,000	\$289,000	\$297,000	In progress	#
Where roadway widenings are otherwise planned, identify opportunities to repurpose the use of the right-of-way for walking, rolling, biking, and transit modes of travel. <b>3.1 SA-22</b>	Planning Action	Transportation (E&CP)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Not started	#
Ensure that Capital Improvement Projects comply with all applicable landscape requirements in the Land Development Code. <b>3.1 SA-23</b>	Plan Implementation	Transportation		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Engage communities during the community plan updates and other multimodal corridors and active transportation planning processes to better accommodate all users of the right-of-way with an emphasis on improving safety for vulnerable users. <b>3.1 SA-24</b>	Outreach and Education	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing via Community Plan Updates	#

COMMUNITY IDENTIFIED

### Measure 3.2 Increase Safe, Convenient, and Enjoyable Transit Use

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Identify transit stops where upgrades are needed, especially in Communities of Concern, and streamline implementation of upgrades to high priority transit stops. <b>3.2 SA-3</b>	Partnerships	SuMo (DSD, Transportation)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing via Community Plan Updates	#
► Foundational										
Ensure every high-volume transit stop has access to transit shelters, which include shade structures and benches; work with MTS to establish a standard for the provision of bus shelters in the city (e.g., minimum accommodations) with a priority in Communities of Concern. <b>3.2c</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					In progress - Updated MOU with MTS and SANDAG needed	#
Partner with MTS for priority right of way for buses and trolley in roadway corridors and at intersections. <b>3.2 SA-6</b>	Planning Action	Transportation (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
► Next										
Implement projects and update the Placemaking Ordinance, including a street furniture program that reduces heat exposure, prioritizes natural shade solutions, provides cool transit stops, and improves access to nearby restrooms in high transit use areas and pedestrian corridors, prioritizing Communities of Concern. <b>3.2d</b>	Planning Action	SuMo (Planning)		\$0	\$0	\$0	\$0	\$207,000	Ongoing implementation: Ordinance update not started	#
► Other										
Advocate for a permanent, regional Youth Opportunity Pass and support the expansion of the program to include college students and residents in Communities of Concern. <b>3.2a</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
Create a quick build policy and design guidelines to facilitate repurposing of the right-of-way or installation of installation of interim or pilot transit projects. <b>3.2b</b>	Code Change	Transportation (SuMo, Planning)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Not started	#
Develop dedicated bus lanes or shared bus and bike lanes to increase transit efficiency and on-time performance, focusing on routes supporting residents within underserved communities and high-frequency connections for riders to schools and universities and jobs. <b>3.2e</b>	Planning Action	Planning (SuMo)		\$72,000	\$73,000	\$74,000	\$76,000	\$77,000	Ongoing via Community Plan Updates	#






	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
COMMUNITY IDENTIFIED	Facilitate partnerships with universities and colleges with goal of student walk/ride/transit use well-above citywide goals. <b>3.2 SA-1</b>	Partnerships	SuMo	 	No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
	Create programs and incentives for transit passes bundled with all new major developments within one mile of a major transit stop. <b>3.2 SA-2</b>	Code Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
	Support MTS, SANDAG and Caltrans in the creation of transit right-of-way for regional transit connections. <b>3.2 SA-4</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
COMMUNITY IDENTIFIED	Prioritize and assist MTS with siting and design on complete transit stops in CoC, including shade trees, lighting, trash bins. <b>3.2 SA-5</b>	Partnerships	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#

### Measure 3.3 Work From Anywhere






CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Establish a team and roadmap to support actions that require connectivity and close the digital divide. <b>3.3c</b>	Plan Implementation	IT		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	In progress	#
Improve and expand data gathering and outreach in Communities of Concern to understand which residents need the most assistance to technology options, what the barriers are to remote work, and improved community's ability to access technology <b>3.3 SA-7</b>	Plan Implementation	IT		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	Ongoing	#
► Foundational										
Amend the Land Development Code to include mandatory transportation demand management (TDM) regulations citywide. <b>3.3a</b>	Code Change	SuMo	 	No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
Develop a City of San Diego employee TDM policy. <b>3.3b</b>	Policy Change	SuMo (Human Resources)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
► Next										
Create a Digital Navigator support line to assist with basic technology issues and provide guidance on low income technology options. <b>3.3 SA-1</b>	Identify Funding	IT (EDD)		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	In progress	#
Create a Digital Literacy program to educate residents, particularly in Low-to-Moderate Income (LMI) areas. <b>3.3 SA-2</b>	Identify Funding	IT (Library)		\$614,000	\$190,000	\$190,000	\$190,000	\$190,000	 Complete	#
► Other										
Continue to operate a program to loan mobile hotspots and personal computers to residents. <b>3.3 SA-3</b>	Identify Funding	IT (Library)		\$1,575,000	\$1,042,000	\$1,042,000	\$1,042,000	\$1,042,000	Ongoing – program exists, continued funding needed	#
Stand up Public WiFi access at City Libraries, Recreation facilities and various public areas in Low-to-Moderate Income (LMI) areas. <b>3.3 SA-4</b>	Plan Implementation	IT (Library)		\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	 Complete	#
Formalize a regional device refurbishment and distribution program. <b>3.3 SA-5</b>	Partnerships	IT		\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	Not started	#
Work with local organizations to distribute refurbished devices previously used by the City to residents at low or no costs. <b>3.3 SA-6</b>	Partnerships	IT	 	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	In progress	#






Measure 3.4 Reduce Traffic Congestion to Improve Air Quality

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
None.										
► Foundational										
Install traffic circles and roundabouts. <b>3.4a</b>	Plan Implementation	Transportation (E&CP)		\$50,000	\$0	\$0	\$0	\$0	Ongoing	#
Retime traffic signals to reduce vehicle fuel consumption through improving the flow of traffic. <b>3.4b</b>	Plan Implementation	Transportation (E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
► Next										
None.										
► Other										
Work with the Port of San Diego, SANDAG, and Caltrans to prepare a feasibility study to identify the best truck route to Tenth Avenue Marine Terminal and diversion, traffic calming and appropriate signage as included in the APCD’s Community Emission Reduction Plan (CERP). <b>3.4 SA-1</b>	Planning Action	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					 Complete	#
Work with communities to implement comprehensive solutions for the curb space, including implementation of timed parking, establishment of parking districts, and programming of the curb space for deliveries, ADA access and other passenger loading, and micro-mobility. <b>3.4 SA-2</b>	Code Change	SuMo (Planning, Transportation)		\$2,000	\$50,000	\$2,000	\$2,000	\$2,000	Ongoing	#

## Measure 3.5 Climate-Focused Land Use

CAP ACTION		TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
► Foundational											
	Focus new development in areas that will allow residents, employees and visitors to safely, conveniently, and enjoyable travel as a pedestrian, or by biking, or transit, such as in Transit Priority Areas (TPAs), and areas of the City with the lowest amount of vehicular travel. <b>3.5b</b>	Planning Action	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing via Community Plan Updates	#
	Plan for land uses that will allow existing residents, employees and visitors to more safely, conveniently and enjoyably travel as a pedestrian, biking, or transit. <b>3.5c</b>	Planning Action	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing: BlueprintSD anticipated in 2023	#
►	Amend the General Plan Mobility Element to include a Complete Streets policy to enable safe, attractive and comfortable access so that pedestrians, bicyclists, motorists and transit users of all ages and abilities can safely travel within the public right-of-way. <b>3.5 SA-3</b>	Code Change	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Blueprint SD development in progress	#
►	Amend land development code regulations to require more efficient pedestrian access between existing and new development (e.g., between adjacent lots). <b>3.5 SA-4</b>	Code Change	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					 Complete	#
► Next											
►	Focus on delivering new mixed-use development on sites, including vacant and underutilized lots, located near transit, such as in TPAs and areas of the City of San Diego with the lowest amount of vehicular travel. <b>3.5 SA-6</b>	Planning Action	Planning		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
	Maximize new development in areas located with safe, convenient and enjoyable access to transit. <b>3.5 SA-8</b>	Planning Action	Planning		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
	Support expansion of urban greenspace including park access, open space, and wildlife corridors where appropriate, along streets to encourage outdoor activity, walking, and increase pedestrian access to parks in Communities of Concern. <b>3.5 SA-9</b>	Planning Action	Transportation (Planning)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Ongoing	#
► Other											
	Update the Placemaking Ordinance to better support mode shift, to increase accessibility, walkability, and activate public spaces. <b>3.5a</b>	Code Change	Planning (SuMo)		\$0	\$145,000	\$0	\$0	\$0	Not started	#
►	Amend local regulations, like the Placemaking ordinance, and policies to allow for wider sidewalks and the use of setbacks for public spaces and place making. <b>3.5 SA-1</b>	Code Change	Planning (Transportation)		\$2,000	\$133,000	\$2,000	\$2,000	\$2,000	Not started	#



CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
Implement temporary and permanent car-free zones/ zero emission zones. <b>3.5 SA-2</b>	Policy Change	SuMo (Transportation, Police, DSD)	 	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Open street events are infrequent and grant-funded	#
Prioritize as part of the Environmental Justice work on air quality emissions reduction opportunities with APCD and Communities of Concern. <b>3.5 SA-5</b>	Partnerships	Planning (SuMo)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Implement active transportation in lieu fees to fund pedestrian, cyclist and transit investments where the greatest GHG emissions reductions will result, in accordance with Complete Communities: Mobility Choices. <b>3.5 SA-7</b>	Plan Implementation	Planning		\$39,000	\$40,000	\$41,000	\$41,000	\$42,000	Ongoing	#

Measure 3.6 Vehicle Management

	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
	► Preliminary										
	Amend the land development code to eliminate parking minimum requirements. <b>3.6b</b>	Code Change	SuMo (Planning)		\$35,000	\$0	\$0	\$0	\$0	Complete in TPAs, expanded areas in progress	#
	► Foundational										
	Amend the land development code to establish parking maximum requirements for use types and locations where appropriate. <b>3.6c</b>	Code Change	Planning (SuMo)		\$0	\$0	\$88,000	\$0	\$0	Ongoing	#
	► Next										
	None.										
	► Other										
COMMUNITY IDENTIFIED	Optimize use of curb space including management of on-street parking in TPAs. <b>3.6a</b>	Plan Implementation	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
COMMUNITY IDENTIFIED	Amend the land development code to prohibit new auto-oriented land uses that would create conflicts with walking and bicycling within TPAs. <b>3.6d</b>	Code Change	Planning (SuMo)		\$0	\$0	\$88,000	\$0	\$0	Not started	#





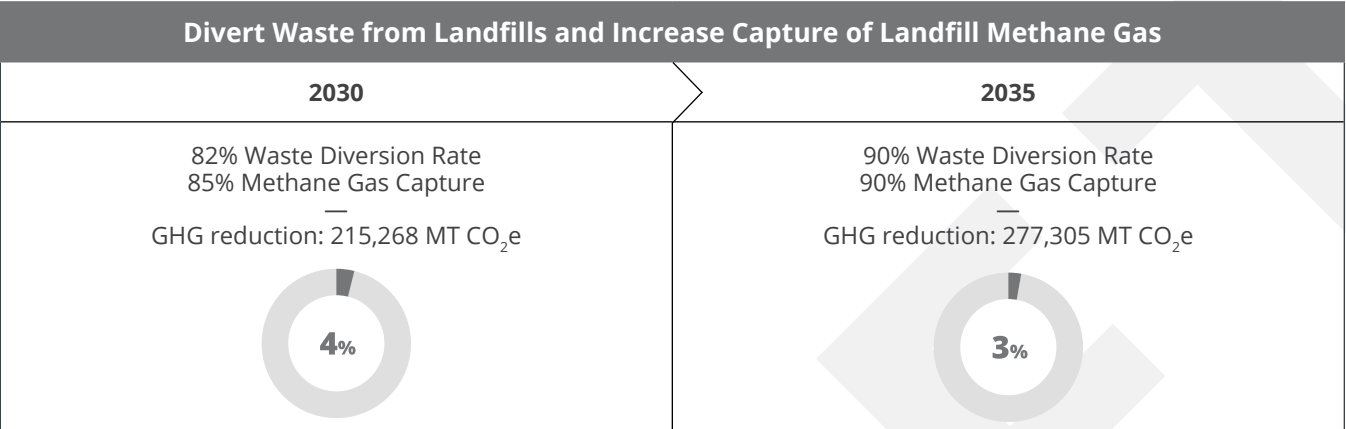
STRATEGY 4:

# Circular Economy & Clean Communities



Strategy 4: Circular Economy & Clean Communities

TARGETS

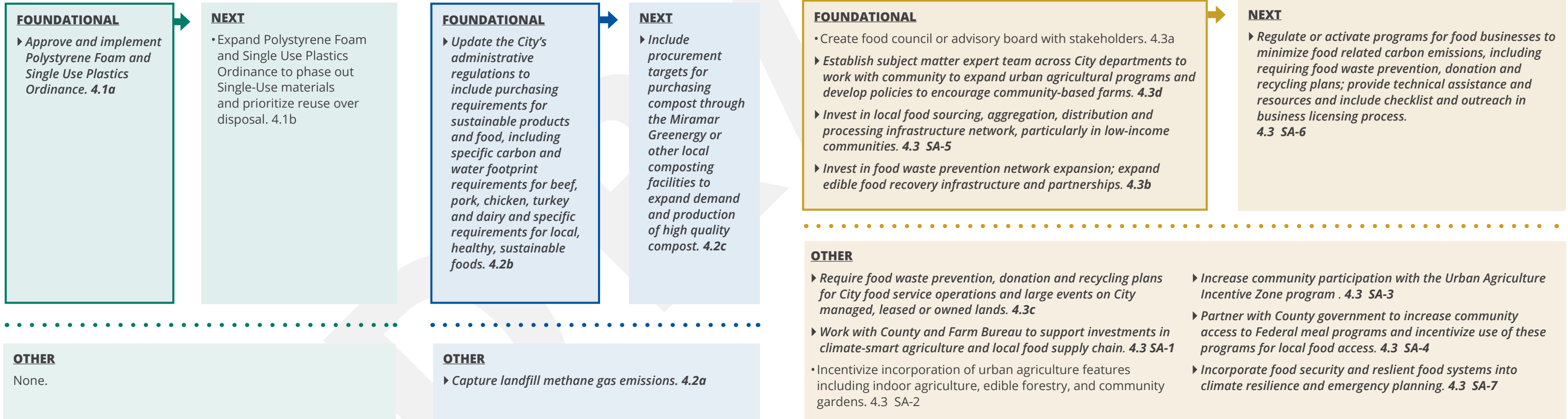


Note: the CAP anticipates that Measures 4.1 through 4.4 would achieve these targets and GHG reductions.

MEASURES



ACTIONS



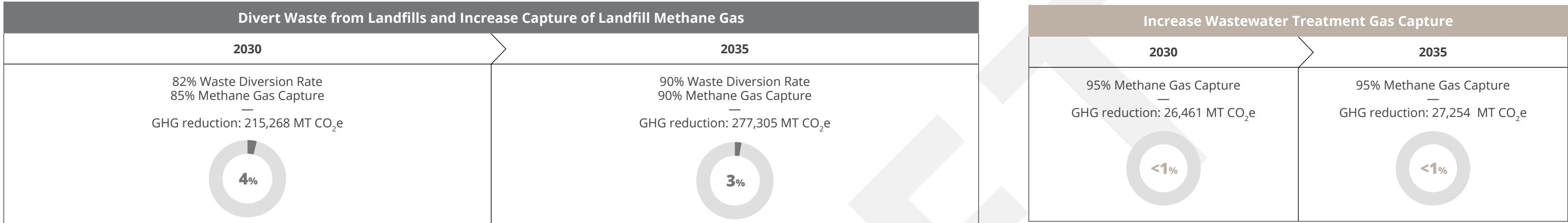
MEASURING SUCCESS

- Percentage of Citywide waste diverted from landfill disposal
  - Percentage of methane gas captured at City landfills
  - Tons of organic waste diverted from landfill disposal
- Amount (pounds, tons) of edible food recovered
  - Volume of solid waste disposal in landfills

Note: these measures of success apply to Measures 4.1 through 4.4

Strategy 4: Circular Economy & Clean Communities (continued)

TARGETS



Note: the CAP anticipates that Measures 4.1 through 4.4 would achieve these targets and GHG reductions.

MEASURES



ACTIONS



MEASURING SUCCESS

- |  |  |  |
|--|--|--|
| ▶ Percentage of Citywide waste diverted from landfill disposal | ▶ Amount (pounds, tons) of edible food recovered | ▶ Percentage of methane gas captured at City wastewater treatment facilities |
| ▶ Percentage of methane gas captured at City landfills         | ▶ Volume of solid waste disposal in landfills    |  |
| ▶ Tons of organic waste diverted from landfill disposal        |  |  |


Note: these measures of success apply to Measures 4.1 through 4.4












### Measure 4.1 Changes to the Waste Stream

	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE	
					FY24	FY25	FY26	FY27	FY28			
COMMUNITY IDENTIFIED	► Foundational											
	Approve and implement the Polystyrene Foam and Single Use Plastics Ordinance, pending Environmental Impact Report. <b>4.1a</b>	Code Change	ESD		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#	
	► Next											
COMMUNITY IDENTIFIED	Expand the Polystyrene Foam and Single Use Plastics Ordinance to phase out Single-Use materials and prioritize reuse rather than disposable goods. <b>4.1b</b>	Code Change	ESD		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#	
	► Other											
	None.											

### Measure 4.2 Municipal Waste Reduction




	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
	► Foundational										
	Through an update to the City’s administrative regulations, include purchasing requirements for sustainable products and food whenever option is available. 1) Reduce carbon and water footprint of total beef, pork, chicken, turkey and dairy purchases by 20%. 2) Increase local, healthy, and sustainable foods to 20% of total food purchases prioritizing locally sourced, valued workforce and animal welfare. <b>4.2b</b>	Policy Change	SuMo (P&C)		No estimated costs are provided because new or expanded activities are not anticipated					Not started: Environmentally Preferred Purchasing in place	#
	► Next										
COMMUNITY IDENTIFIED	Include procurement targets, with a focus on the maintenance of street easements, parks, and other green spaces, for purchasing compost through the Miramar Greenery or other local composting facilities to expand the demand and production of high quality compost in the City. <b>4.2c</b>	Policy Change	ESD (P&C)		\$21,000	\$22,000	\$22,000	\$23,000	\$24,000	Not started	#
	► Other										
	Capture landfill methane gas emissions. <b>4.2a</b>	Plan Implementation	ESD		\$14,000	\$14,000	\$14,000	\$15,000	\$15,000	Ongoing	#

### Measure 4.3 Local Food Systems and Food Recovery








CAP ACTION		TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
► Foundational											
COMMUNITY IDENTIFIED	Create a food council or advisory board with local stakeholders. <b>4.3a</b>	Mayoral Action	Mayor's Office		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
	Establish a multidisciplinary team of subject matter experts across City departments with a focus on land use, economic growth, neighborhood vitality and healthy food access to work with community members to expand urban agricultural programs and develop policies to encourage community-based farms, including demonstration projects. <b>4.3d</b>	Partnerships	EDD (Mayor's Office, Planning, Library, ESD)		\$113,000	\$120,000	\$123,000	\$125,000	\$128,000	Not started	#
COMMUNITY IDENTIFIED	Invest in a network of local food sourcing, aggregation, distribution and processing infrastructure including regional food hubs, neighborhood scale commercial kitchens or shared kitchens, and other food businesses, particularly in low-income communities. <b>4.3 SA-5</b>	Partnerships	EDD (ESD)	 	\$125,000	\$128,000	\$131,000	\$134,000	\$137,000	Ongoing	#
COMMUNITY IDENTIFIED	Invest in expanding the food waste prevention network - expand infrastructure & partnerships for edible food recovery. <b>4.3b</b>	Partnerships	ESD (EDD)		\$166,000	\$170,000	\$174,000	\$178,000	\$182,000	In progress: City food waste prevention consultant onboarding	
► Next											
COMMUNITY IDENTIFIED	Regulate or activate programs for food businesses to minimize food related carbon emissions, including requiring food waste prevention, donation and recycling plans for businesses/ institutions (for Tier 1 and Tier 2 generators outlined in SB1383) and provide technical assistance and resources. Also include checklist and outreach as part of business licensing process. <b>4.3 SA-6</b>	Partnerships	ESD (EDD)		\$125,000	\$128,000	\$131,000	\$134,000	\$137,000	In progress	#
► Other											
COMMUNITY IDENTIFIED	Require food waste prevention, donation and recycling plans for all City food service operations and large events on City managed, leased or owned lands. <b>4.3c</b>	Policy Change	ESD (Special Events)		\$14,000	\$15,000	\$15,000	\$16,000	\$16,000	 Complete	#
	Work with the County and Farm Bureau to support investments in climate-smart agriculture and the local food supply chain. <b>4.3 SA-1</b>	Partnerships	SuMo	 	\$70,000	\$71,000	\$72,000	\$73,000	\$73,000	Ongoing	#
COMMUNITY IDENTIFIED	Incentivize the incorporation of urban agriculture features including indoor agriculture, edible forestry, community gardens, etc. <b>4.3 SA-2</b>	Code Change	Planning	 	\$0	\$0	\$0	\$88,000	\$119,000	Not started	#






COMMUNITY IDENTIFIED

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
Increase community participation with the Urban Agriculture Incentive Zone (UAIZ) program. <b>4.3 SA-3</b>	Outreach and Education	EDD	 	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Low participation due to upfront cost	#
Partner with County of SD to increase community access to Federal meal programs (EBT, WIC, etc) and incentivize usage of these programs for local food access (CSA, farmers market, retail). <b>4.3 SA-4</b>	Partnerships	EDD		\$125,000	\$128,000	\$131,000	\$134,000	\$137,000	Limited partnership with County in place	#
Incorporate food security and resilient food systems into climate resilience and emergency planning. <b>4.3 SA-7</b>	Planning Action	Planning (OES)		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#

## Measure 4.4 Zero Waste to Landfill

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Preliminary										
Analyze city regulations and other barriers to developing businesses that reuse or repair consumer goods, where doing so will not adversely impact the surrounding residential neighborhood. <b>4.4d</b>	Code Change	EDD (ESD)		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
► Foundational										
Update, adopt, and implement the City's Zero Waste Plan. <b>4.4a</b>	Plan Implementation	ESD		\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	In progress	#
Update the Citywide Recycling Ordinance to ban divertible materials (yard waste, food) from residential and commercial trash containers, in compliance with SB 1383. <b>4.4b</b>	Code Change	ESD		No estimated costs are provided because new or expanded activities are not anticipated					<input checked="" type="checkbox"/> Complete	#
► Next										
Increase enforcement presence to ensure compliance with recently modified City Recycling Ordinance and increase waste diversion. <b>4.4 SA-1</b>	Policy Change	ESD		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
Create a community reuse and repair program to increase waste diversion, reduce material consumption, and develop training and learning opportunities. <b>4.4e</b>	Policy Change	ESD		\$94,000	\$97,000	\$100,000	\$102,000	\$105,000	Not started	#
Increase public awareness of and access to opportunities for reuse, product rentals, repair, and donation. <b>4.4f</b>	Partnerships	ESD		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Support and expand citywide reuse infrastructure. <b>4.4g</b>	Partnerships	ESD (DSD)	 	\$11,000	\$12,000	\$12,000	\$13,000	\$13,000	Not started	#
Implement a public mattress recycling drop-off location. <b>4.4h</b>	Policy Change	ESD		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
Continue and enhance public outreach programming that provides residents with strategies for household waste reduction, including from food waste and shipping and packaging (e.g., on-demand deliveries), including outreach in languages that reflect the diverse needs of San Diegans. <b>4.4i</b>	Outreach and Education	ESD		No estimated costs are provided because new or expanded activities are not anticipated					In progress; outreach materials in additional languages are being developed	#



	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
<div>COMMUNITY IDENTIFIED</div> <div>COMMUNITY IDENTIFIED</div>	► Other										
	Develop a marketing plan for compost and mulch developed within the City. Identify and target compost and mulch markets in urban areas as well as urban agriculture. Partner with industries to increase compost and mulch use including landscaping, stormwater, and water conservation. <b>4.4c</b>	Outreach	ESD (Parks & Rec)		\$79,000	\$81,000	\$83,000	\$86,000	\$88,000	In progress	#
	Support community composting enterprises through strategic partnerships. <b>4.4 SA-2</b>	Partnerships	ESD		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
	Evaluate and provide input on State and Federal producer responsibility requirements and laws, to focus on hard to recycle and/or hazardous items impacting San Diego's waste stream. <b>4.4 SA-3</b>	Policy Change	Mayor's Office (ESD)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Ongoing	#
	Partner with franchise waste haulers to address barriers to increasing diversion rates. <b>4.4 SA-4</b>	Partnerships	ESD		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
	Amend the Construction & Demolition regulations to establish a deconstruction requirement to reduce demolition waste from construction and renovation, facilitate material reuse and create jobs. <b>4.4 SA-5</b>	Code Change	ESD (SuMo)		\$17,000	\$45,000	\$17,000	\$17,000	\$17,000	Ordinances in place: updates anticipated to implement state requirements	#

Measure 4.5 Capture Methane from Wastewater Treatment Facilities

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED FUNDING NEEDS FOR NEW AND EXPANDED PROGRAMS					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Foundational										
None.										
► Next										
None.										
► Other										
Capture methane gas from wastewater treatment. 4.5a	Plan Implementation	Public Utilities		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#



A photograph of a desert garden. In the foreground, there are several agave plants with thick, pointed leaves. To the right, a large clump of tall, thin, green grasses dominates the frame. In the background, there are various succulents, including some with bright orange-red flowers, and small yellow wildflowers. The ground is covered in light-colored gravel or sand. The overall scene is bright and sunny, with strong shadows.

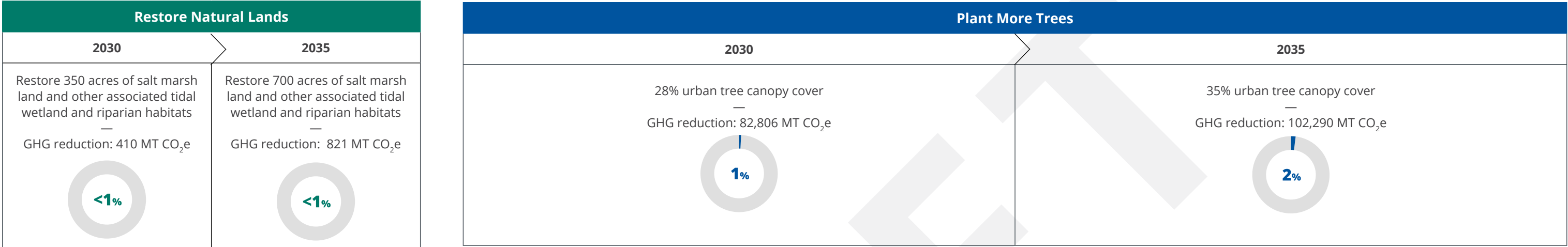
STRATEGY 5:

# Resilient Infrastructure & Healthy Ecosystems



Strategy 5: Resilient Infrastructure and Healthy Ecosystems

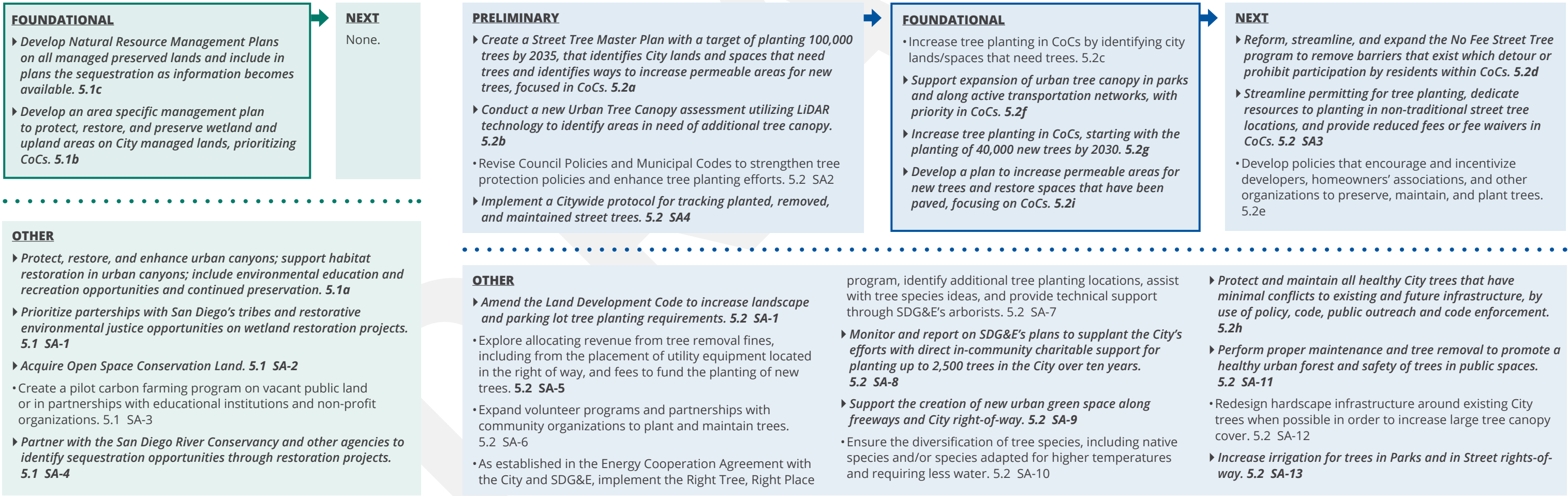
TARGETS



MEASURES



ACTIONS


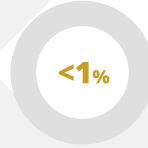


MEASURING SUCCESS

- ▶ Acres of natural lands restored (by land cover/habitat type)
- ▶ Number of new street trees planted (total and relative to 100,000 street tree goal by 2035)
- ▶ Percentage urban tree canopy coverage

Strategy 5: Resilient Infrastructure and Healthy Ecosystems (continued)

TARGETS

Reduce Dependence on Imported Water	
2030	2035
Provide 33,000 acre-feet local water supply from PureWater — GHG reduction: 9,910 MT CO <sub>2</sub> e  	Provide 93,000 acre-feet local water supply from PureWater — GHG reduction: 18,507 MT CO <sub>2</sub> e  

MEASURES

5.3 Local Water Supply

ACTIONS

**FOUNDATIONAL**

- ▶ *Develop local water supply and reduce dependence on imported water. 5.3a*
- ▶ *Maximize planning and implementation of green infrastructure at watershed scale and site specific with focused engagement in CoCs. 5.3 SA-3*
- ▶ *Investigate opportunities to capture and reuse rain water. 5.3 SA-4*

**NEXT**

None.

**OTHER**

- ▶ *Support ongoing gallons per capita water use targets. 5.3b*
- ▶ *Expand awareness of the City's Rainwater Harvesting Rebates and Grass Replacement Rebates programs to increase participation and facilitate accessibility to residents across the City, prioritizing CoCs and areas with historically lower program participation. 5.3 SA-1*
- Advance undergrounding of utilities to provide a means to reduce energy use, increase green space preservation, sustainably process and store water and wastes, securely and efficiently site critical infrastructure, prevent and reverse degradation of the urban environment, and enhance quality of life. 5.3 SA-2









- ▶ *Implement Waterways Restoration projects. 5.3 SA-5*
- ▶ *Increase opportunities for Stormwater harvesting by evaluating new harvesting methodology to determine viability. 5.3 SA-6*
- Amend building code regulations to require a percentage of all non-roof (e.g., hardscape) surfaces around new buildings meet certain criteria to reduce urban heat island effect. 5.3 SA-7
- ▶ *Install cool pavement material on City parking lots and in the public right-of-way to increase building energy efficiency and reduce urban heat island effect, prioritizing CoCs. 5.3 SA-8*

MEASURING SUCCESS






▶ Acre-feet of water supply resulting from PureWater











## Measure 5.1 Sequestration

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Foundational										
Develop Natural Resource Management Plans on all managed preserved lands and include in plans the sequestration as information becomes available <b>5.1c</b>	Planning Action	Parks & Rec (Planning, Public Utilities)		\$86,000	\$89,000	\$91,000	\$94,000	\$96,000	Ongoing: plans are continually developed and sequestration information is not currently included	#
Develop an area specific management plan to protect, restore, and preserve wetland and upland areas on City managed lands, prioritizing Communities of Concern. <b>5.1b</b>	Planning Action	Parks & Rec (Planning)		\$520,000	\$532,000	\$544,000	\$557,000	\$570,000	In progress	#
► Next										
None.										
► Other										
Protect, restore, and enhance urban canyons. Support habitat restoration of urban canyons, inclusion of environmental education and recreation opportunities, and continued preservation. <b>5.1a</b>	Plan Implementation	Parks & Rec		\$4,531,000	\$4,630,000	\$4,732,000	\$4,837,000	\$4,416,000	Ongoing	#
Prioritize partnerships with San Diego's tribes and restorative environmental justice opportunities on wetland restoration projects. <b>5.1 SA-1</b>	Planning Action	Planning (Parks & Rec, Stormwater, E&CP)		\$78,000	\$80,000	\$82,000	\$84,000	\$87,000	Ongoing	#
Acquire Open Space Conservation Land. <b>5.1 SA-2</b>	Identify Funding	Planning (DREAM, Parks & Rec)		\$184,000	\$189,000	\$194,000	\$199,000	\$204,000	Ongoing	#
Create a pilot carbon farming program on vacant public land or in partnerships with educational institutions and non-profit organizations. <b>5.1 SA-3</b>	Policy Change	Planning (EDD)	 	\$0	\$0	\$0	\$110,000	\$144,000	Not started	#
Partner with the San Diego River Conservancy and other agencies to identify sequestration opportunities through restoration projects. <b>5.1 SA-4</b>	Plan Implementation/ Identify Funding	Parks & Rec		\$77,000	\$80,000	\$82,000	\$84,000	\$86,000	Ongoing	#







## Measure 5.2 Tree Canopy

	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
COMMUNITY IDENTIFIED	► Preliminary										
	Create a Street Tree Master Plan with a target of planting 100,000 trees by 2035. Within the Street Tree Master Plan, identify City lands and spaces that need trees and identify ways to increase permeable areas for new trees, focused in Communities of Concern. <b>5.2a</b>	Planning Action	Transportation (Planning)		\$5,977,000	\$5,703,000	\$5,716,000	\$5,729,000	\$5,743,000	In planning phase	#
	Conduct a new Urban Tree Canopy assessment utilizing light detection and ranging (LiDAR) technology to identify areas in need of additional tree canopy. <b>5.2b</b>	Study/Analysis	Transportation (SuMo)		\$23,000	\$187,000	\$0	\$212,000	\$37,000	LiDAR assessment last conducted in fall of 2021 Data analysis in process.	#
	Revise Council Policies and Municipal Codes to strengthen tree protection policies and enhance tree planting efforts. <b>5.2 SA-2</b>	Code Change	Transportation (Planning)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
	Implement a Citywide protocol for tracking planted, removed, and maintained street trees. <b>5.2 SA-4</b>	Plan Implementation	Transportation		\$177,000	\$178,000	\$179,000	\$179,000	\$180,000	Currently standardizing monthly reporting	#
COMMUNITY IDENTIFIED	► Foundational										
	Increase tree planting in Communities of Concern by identifying city lands/spaces that need trees. <b>5.2c</b>	Planning Action	Transportation		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
	Support expansion of urban tree canopy in parks and along active transportation networks. Prioritize implementation in Communities of Concern. <b>5.2f</b>	Planning Action	Transportation (Parks & Rec)		\$131,000	\$135,000	\$139,000	\$142,000	\$146,000	Ongoing: implementation of Parks Master Plan	#
	Increase tree planting in Communities of Concern starting with the planting of 40K new trees in these communities by 2030. <b>5.2g</b>	Identify Funding	Transportation (Parks & Rec)		\$131,000	\$135,000	\$139,000	\$142,000	\$146,000	Ongoing	#
	Develop a plan to increase permeable areas for new trees and restore spaces that have been paved, focused in Communities of Concern. <b>5.2i</b>	Planning Action	Transportation		\$53,000	\$54,000	\$56,000	\$57,000	\$59,000	Not started	#
COMMUNITY IDENTIFIED	► Next										
	Reform, streamline, and expand the No Fee Street Tree program to remove barriers that exist which detour or prohibit participation by residents within Communities of Concern. <b>5.2d</b>	Policy Change	Transportation		\$190,000	\$192,000	\$195,000	\$197,000	\$200,000	In progress	#
	Streamline permitting for tree planting, dedicate resources to planting in non-traditional street tree locations, and provide reduced fees or fee waivers in Communities of Concerns. <b>5.2 SA-3</b>	Policy Change	Transportation (DSD)		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	In progress	#



	CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
					FY24	FY25	FY26	FY27	FY28		
COMMUNITY IDENTIFIED	Develop policies that encourage and incentivize developers, homeowners' associations, and other organizations to preserve, maintain, and plant trees. <b>5.2e</b>	Planning Action	Transportation (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					In progress	#
	► Other										
	Amend the Land Development Code to increase landscape and parking lot tree planting requirements. <b>5.2 SA-1</b>	Planning Action	Planning		\$0	\$3,000	\$0	\$0	\$0	 Complete	#
	Explore allocating revenue from tree removal fines, including from the placement of utility equipment located in the right of way, and fees to fund the planting of new trees. <b>5.2 SA-5</b>	Study/Analysis	Transportation (DSD)		No estimated costs are provided because new or expanded activities are not anticipated					Not started	#
COMMUNITY IDENTIFIED	Expand volunteer programs and partnerships with community organizations to plant and maintain trees. <b>5.2 SA-6</b>	Partnerships	Transportation		\$0	\$0	\$37,000	\$38,000	\$39,000	Ongoing: Existing grant partnerships	#
COMMUNITY IDENTIFIED	As established in the Energy Cooperation Agreement with the City and SDG&E, implement the Right Tree, Right Place program (or successor programs), identify additional tree planting locations, assist with tree species ideas, and provide technical support through SDG&E's arborists. <b>5.2 SA-7</b>	Partnerships	Transportation		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing: Energy Cooperation Agreement in place First 400 trees in place	#
	Monitor and report on SDG&E's plans to supplant the City's efforts with direct in-community charitable support for planting up to 2,500 trees in the City over ten years. <b>5.2 SA-8</b>	Partnerships	SuMo (Transportation)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
COMMUNITY IDENTIFIED	Support the creation of new urban green space along freeways and City right-of-way. <b>5.2 SA-9</b>	Planning Action	Transportation (Parks & Rec)		\$131,000	\$135,000	\$139,000	\$142,000	\$146,000	Not started	#
COMMUNITY IDENTIFIED	Ensure the diversification of tree species, including using native tree and shrub species and/or species that are adapted to higher temperatures and require less water. <b>5.2 SA-10</b>	Planning Action	Transportation (Planning)		\$0	\$0	\$0	\$57,000	\$59,000	Ongoing	#
COMMUNITY IDENTIFIED	Protect and maintain all healthy City trees that have minimal conflicts to existing and future infrastructure, by use of policy, code, public outreach and code enforcement. <b>5.2h</b>	Identify Funding	Transportation (DSD, Parks & Rec)		\$687,000	\$697,000	\$708,000	\$719,000	\$730,000	Ongoing	#
	Perform proper maintenance and tree removal to promote a healthy urban forest and safety of trees in public spaces. <b>5.2 SA-11</b>	Plan Implementation	Transportation (Parks & Rec)		\$1,362,000	\$1,684,000	\$1,698,000	\$1,713,000	\$1,728,000	Ongoing	#
	Redesign hardscape infrastructure around existing City trees when possible in order to increase large tree canopy cover. <b>5.2 SA-12</b>	Plan Implementation	Transportation (EDD)		\$0	\$0	\$129,000	\$133,000	\$136,000	Ongoing	#
COMMUNITY IDENTIFIED	Increase irrigation for trees in Parks and in Street rights-of-way. <b>5.2 SA-13</b>	Code Change	Transportation (Parks & Rec)		\$323,000	\$325,000	\$327,000	\$330,000	\$332,000	 Complete	#

## Measure 5.3 Local Water Supply

CAP ACTION	TYPE	CITY LEAD [SUPPORT]	PARTNERSHIPS	ESTIMATED COSTS TO IMPLEMENT NEW AND EXPANDED ACTIVITIES					STATUS	COUNCIL POLICY PRIORITIZATION SCORE
				FY24	FY25	FY26	FY27	FY28		
► Foundational										
Develop local water supply and reduce dependence on imported water. <b>5.3a</b>	Planning Action	Public Utilities (E&CP)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Maximize planning and implementation of green infrastructure at watershed scale and site specific with focused stakeholder engagement efforts in Communities of Concern. <b>5.3 SA-3</b>	Planning Action	Stormwater		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Investigate opportunities to capture and reuse rain water. <b>5.3 SA-4</b>	Study/Analysis	Stormwater (Public Utilities)		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
► Next										
None.										
► Other										
Support ongoing gallon per capita water use (GPCD) targets. <b>5.3b</b>	Outreach and Education	Public Utilities		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Expand awareness of the City's Rainwater Harvesting Rebates and Grass Replacement Rebates programs to increase participation in the programs and facilitate accessibility to residents across the City, prioritizing those within Communities of Concern and areas that have had historically lower participation in the programs. <b>5.3 SA-1</b>	Outreach and Education	Stormwater (Public Utilities)	 	No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Advance undergrounding of utilities to provide a means to reduce energy use, increase green space preservation, sustainably process and store water and wastes, securely and efficiently site critical infrastructure, prevent and reverse degradation of the urban environment, and enhance quality of life. <b>5.3 SA-2</b>	Plan Implementation	Transportation		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Implement Waterways Restoration projects. <b>5.3 SA-5</b>	Plan Implementation	Stormwater		No estimated costs are provided because new or expanded activities are not anticipated					Ongoing	#
Increase opportunities for Stormwater harvesting by evaluating new harvesting methodology to determine viability. <b>5.3 SA-6</b>	Study/Analysis	Stormwater (Public Utilities)		\$2,000,000	\$4,624,000	\$5,516,000	\$5,790,000	\$5,264,000	Ongoing	#
Amend building code regulations to require a percentage of all non-roof (e.g., hardscape) surfaces around new buildings meet certain criteria to reduce urban heat island effect. <b>5.3 SA-7</b>	Code Change	SuMo		No estimated costs are provided because new or expanded activities are not anticipated					 Complete	#
Install cool pavement material on City parking lots and in the public right-of-way, prioritizing Communities of Concern, to increase building energy efficiency and reduce urban heat island effect. <b>5.3 SA-8</b>	Study/Analysis	Transportation (E&CP)		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	Feasibility study not started	#



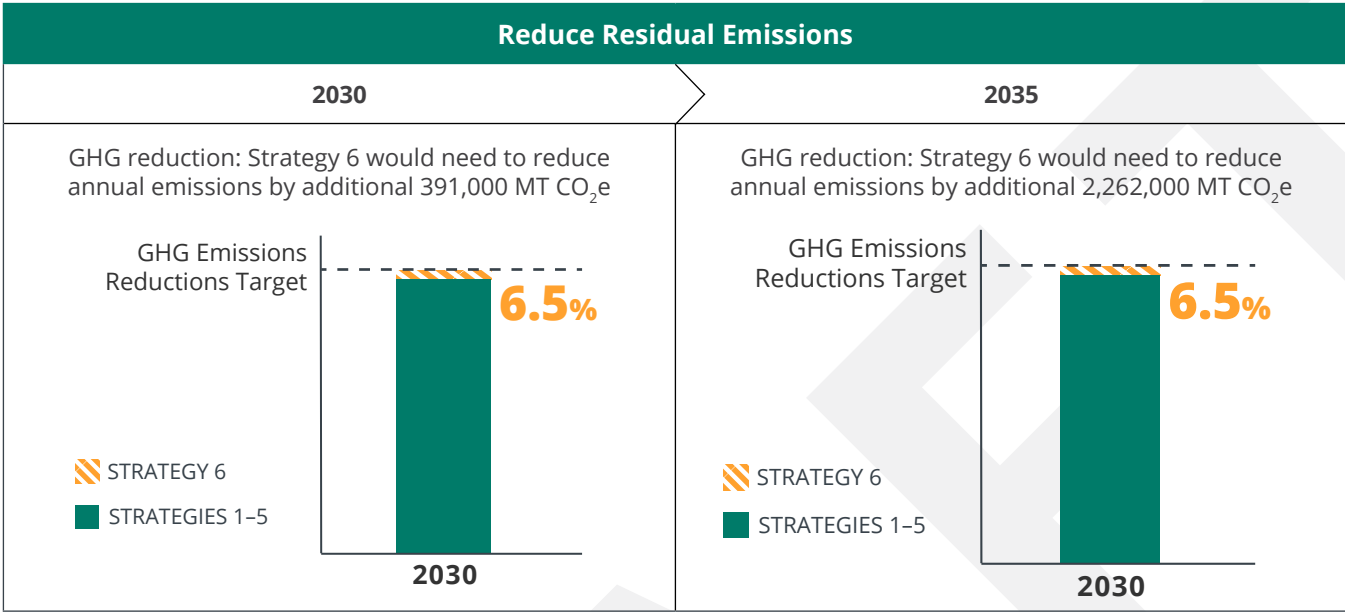


STRATEGY 6:  
**Emerging Climate Action**



Strategy 6: Emerging Climate Action

TARGETS



MEASURES

6.1 Explore Further Opportunities to Achieve Net Zero GHG Emissions

While implementation of Strategies 1-5 will be transformational, the City cannot eliminate all the emissions required to reach the net zero goal without additional actions or emissions avoided elsewhere. For example, the City has set a 90% goal for decarbonization of existing buildings. This recognizes that there are industries and uses for which transitions may not be feasible within the timeline of the CAP. The City will work with stakeholders to identify new and innovative solutions for GHG reduction where and when feasible financially and technologically.

Further action, new policies, technological innovation, partnerships and research are all necessary components of emerging climate actions that are beyond our current ability to quantify and assess. This strategy is broad by design and will require monitoring and reporting during implementation to build out and quantify. Areas of focus within Strategy 6 include developing more effective partnership with regional partners such as the Port of San Diego, SANDAG, and the County of San Diego; collaboration on research and projects with the private sector;

advancements to ensure energy resilience and exploration of alternative fuel sources; further research to understand potential land and water carbon sequestration opportunities; and developing pilot projects that catalyze new techniques and technologies from all sectors. This is not an exhaustive list, but a starting point for the City to actively pursue new ideas, listening to best available data and practices, and adapting as needed to achieve the greatest amount of GHG avoided while maximizing the impact on core benefits to our residents and businesses.

ACTIONS

**SUPPORTING ACTIONS**

- Explore policies and incentive programs to electrify construction equipment
- Build programs and partnerships to recognize and incentivize business practices that align and implement the CAP strategies and measures.
- Identify opportunities to improve city processes to facilitate faster deployment of technologies and practices in San Diego.
- Investigate advanced air quality control systems, including GHG removal technologies and criteria pollutant control technologies.

- Exploring the use of GHG emission offsets which can include techniques such as increasing carbon sequestration in soils, forests and farmland, purchasing clean electricity credits from neighboring states, or through emerging technological approaches such as the direct capture and removal of carbon from the atmosphere.
- Participate in research around regional and/or local benefitting offset programs that ensure the benefits of investments are prioritized in the City's Communities of Concern
- Support partners such as tribal governments and universities to restore salt marshes and wetlands ecosystems for sequestration

- Continue to engage on the development of research and data around the sequestration potential of various types of natural spaces including blue carbon sequestration, more specifically develop a citywide sequestration standard for wetlands restoration.
- As it pertains to GHG avoidance, the City's CAP Implementation Plan will focus and prioritize the core benefit of air quality to support the shared regional efforts to address nonattainment and improve air quality equitably
- Advocate for APCD to develop CERP-like plans in all communities.
- Support the regional efforts to address nonattainment, toxic air contaminants in Communities of Concern.

MEASURING SUCCESS

- ▶ Annual reductions in GHG emissions attributable to emerging climate actions (individually and collectively)
- ▶ Number of new or expanded emerging climate actions implemented by the City
- ▶ Emerging climate action pilot programs and public-private partnerships implemented (list and total number)
- ▶ Other external partnerships formed for emerging climate action (list and total number)
- ▶ Total Cleantech Jobs Supported
- ▶ Number of Cleantech Businesses (payrolled business locations)
- ▶ Total Cleantech Economic Output (billions of dollars)
- ▶ Research investments in emerging climate actions (dollars invested in the city)





**Our vision is to be a sustainable  
and resilient city with opportunity  
in every community.**

City of San Diego Sustainability and Mobility | Department Vision Statement  
This information is available in alternative formats upon request.