
ARIZONA'S SUSTAINABILITY INFRASTRUCTURE

A Statewide Assessment of Resources, Gaps, and the Path Forward

What Arizona has built to support sustainable business and community action, and what it will take to close the gaps standing between the state and its economic and environmental future

A Collaboration for Good White Paper

September 2026

Executive Summary

Arizona is growing faster, building more, and running hotter and drier than almost any other state in the country. Semiconductor manufacturers have committed more than a quarter-trillion dollars to Arizona soil. The state's population is on pace to grow by two million people over the next generation. And at the same time, the Colorado River that supplies much of the state's water is running at historic lows, Phoenix is recording hundreds of heat deaths a year, and the state's own renewable energy mandate was repealed in March 2026. Arizona's growth and Arizona's environmental strain are the same story, arriving at the same time.

This white paper is built on the most comprehensive inventory of Arizona sustainability resources ever assembled: a research effort spanning all 87 distinct resource categories in the delivered resource library and more than 10,200 individually verified programs, contacts, grants, and organizations, checked one at a time against all 15 Arizona counties, 10 tribal nations, and the statewide and national programs that serve them. Every one of those 87 categories has now been run through this project's formal gap-tracking process: no resource was included on faith, each was confirmed through direct research, and every county and tribal nation with no genuine resource in a given category was documented as a confirmed gap rather than quietly left blank.

The findings are, in short: Arizona's urban core is well served. Maricopa, Pima, and Coconino counties show no documented resource gaps across the entire study. But that strength does not extend across the state. Rural counties, Greenlee, La Paz, and Apache foremost among them, and nine of the state's ten federally tracked tribal nations show real, repeated gaps in the business-facing sustainability support available to them. One tribal nation, the Havasupai, is missing a genuine resource in more than two of every five categories studied, not because no one has looked, but because the domain most search results point to as the tribe's official site is not actually run by the tribe. A second tribal nation, Ak-Chin Indian Community, shows the next-largest gap count by a wide margin, not because it lacks a functioning government, but because its sustainability-adjacent services are rarely published as named, findable programs.

This matters for two audiences at once, because in Arizona they are increasingly the same audience. It matters for economic development because the semiconductor, manufacturing, and tourism growth the state is counting on all run on water, power, and heat-resilient infrastructure that are becoming more expensive and less certain by the year. And it matters for environmentalism because the state has just stepped back from a mandate-based approach to clean energy, which means the voluntary programs, nonprofit networks, utility rebates, and local government initiatives mapped in this study are no longer a supplement to state policy: for the near term, they are a substantial part of it.

The scope, in numbers

10,229 verified resources across all 87 categories in the resource library, spanning 15 counties, 10 tribal nations, and statewide/national programs

28 categories with complete coverage: a genuine resource in every county and every tracked tribal nation

Greenlee, La Paz, and Apache counties carry the heaviest documented gap burden; Maricopa, Pima, and Coconino carry none

Havasupai Tribe shows a gap in more than 2 of every 5 categories studied, the largest share of any tribal nation, rooted in a structural problem rather than a research shortfall

Ak-Chin Indian Community shows the second-largest tribal gap count: a functioning tribal government whose sustainability services are rarely published as named, business-facing programs

39-plus specific programs were found closed, dissolved, or unsafe during this research and were excluded before ever reaching a delivered resource list

A fifth pattern sits outside the county-by-county numbers entirely: the live Arizona Sustainability Navigator platform does not yet fully deliver the research behind it. A category taxonomy that surfaces only a fifth of this project's research, and an event calendar with 915 individually dated events live on the site through the end of 2027, but still with no automated mechanism to keep itself current beyond that

The recommendations that follow are organized for four audiences who all have a role to play: policymakers who set the rules and allocate public dollars, the business and economic development community who both need these resources and can help fund and staff them, the philanthropic and nonprofit sector that has historically filled the gaps government and utilities leave open, and Collaboration for Good itself, which owns the platform that puts this research in front of the public. None of the four can close these gaps alone.

Part I: Arizona at an Inflection Point

Understanding why sustainability resource gaps matter in Arizona right now requires understanding four things happening in the state at once: an unprecedented industrial build-out, a water supply in structural decline, a heat crisis that is now a routine public health emergency, and a state government that has just pulled back from mandating the clean-energy transition it once required.

A once-in-a-generation industrial build-out

Since 2020, Arizona has attracted more than 70 semiconductor-related expansions representing over \$314 billion in investment, more than any other state in the country. TSMC alone has committed \$265 billion to Arizona, across what will eventually be 10 fabrication plants, two advanced packaging facilities, and a research and development center. The company's Arizona workforce, currently more than 3,500 people, is expected to grow substantially as additional fabs come online; industry-wide, the number of computer hardware engineers employed in the state grew nearly 194% between 2020 and 2025.

Arizona's economy is not a one-industry story: real estate, professional and business services, and health care remain larger contributors to the state's \$445 billion gross state product than manufacturing, but the semiconductor build-out is the highest-profile example of a broader pattern: capital-intensive, resource-intensive industry is choosing Arizona at a scale the state has not seen before, and that choice is a bet that Arizona's water, power, and workforce infrastructure can keep up.

A water supply running at historic lows

That bet is being placed at a difficult moment for Arizona's water supply. The Colorado River basin, which supplies roughly 40% of the Phoenix metro area's drinking water through the Central Arizona Project, is on track for its driest year on record in 2026. As of mid-April 2026, Lake Powell stood at 24% of capacity and Lake Mead at 32%. Arizona is already absorbing a 512,000 acre-foot reduction to its Colorado River allocation under a Tier 1 shortage declaration, about 30% of CAP's normal supply, and Arizona, California, and Nevada are expected to face additional cuts of 1.25 million acre-feet each per year starting in 2027. Nearly all of Arizona's share of those reductions will land on Central Arizona Project water users, the same water system that supports both agriculture and much of the state's urban growth.

A heat crisis that has become a fixed cost of doing business

Phoenix recorded 425 confirmed heat deaths in Maricopa County in 2025, down about 30% from 608 the year before, but still part of a trend in which the county's annual heat death toll has roughly tripled since 2019. The first confirmed heat death of 2026 arrived in April. Beyond the human toll, heat is now a measurable line item on Arizona's economic ledger: extreme heat costs the Phoenix metro area an estimated \$7.3 million a year in emergency room visits and hospitalizations, and more than \$100 million a year in road maintenance as pavement buckles and cracks under repeated triple-digit heat. Arizona households already carry the highest average electricity bills of any state in the western U.S., driven substantially by air conditioning demand, and much of the pandemic-era federal funding that has paid for city heat-relief programs is set to expire in 2026.

A state stepping back from mandates, toward the market

Against that backdrop, Arizona's regulatory posture on clean energy shifted materially in the first quarter of 2026. The Arizona Corporation Commission finalized the repeal of the state's Renewable Energy Standard and Tariff, the mandate that had required regulated utilities to reach 15% renewable electricity by 2025, a target the state had already met. The Commission's rationale was that a mandate which had achieved its goal had "outlived its useful life"; going forward, the

state's approach leans on market-based investment (including a planned 3,807 additional megawatts of battery storage by the end of 2026) and the December 2025 Comprehensive Climate Action Plan rather than a binding renewable-electricity requirement.

Whatever one's view of that policy choice, its practical effect is to shift more of the weight of Arizona's sustainability transition onto exactly the kind of resources this study catalogs: utility rebate programs, city and county sustainability offices, nonprofit technical assistance, grant and financing programs, and voluntary business certification and recognition programs. When a state mandate goes away, the voluntary infrastructure underneath it does not become less important: it becomes the whole story for whoever it reaches, and a gap in that infrastructure becomes a gap with no backstop.

Part II: About This Study

This white paper distills a research effort built over many months for Collaboration for Good: a category-by-category inventory of the sustainability-related resources available to Arizona businesses and organizations, covering everything from energy efficiency rebates and water conservation programs to grants, workforce training, tribal-specific programs, and community organizing networks.

Scope

The completed resource library spans 87 distinct categories and 10,229 individually verified rows, organized primarily as a sweep across Arizona's 15 counties (Apache, Cochise, Coconino, Gila, Graham, Greenlee, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, Yavapai, Yuma) and 10 federally recognized tribal nations tracked individually throughout the project (Navajo Nation, Hopi Tribe, Tohono O'odham Nation, Gila River Indian Community, Salt River Pima-Maricopa Indian Community, Colorado River Indian Tribes, Hualapai Tribe, White Mountain Apache Tribe, San Carlos Apache Tribe, and Ak-Chin Indian Community), supplemented by statewide and national programs available to any Arizona organization regardless of location.

All 87 categories in the resource library have undergone this project's dedicated gap-tracking process, totaling 10,229 resource rows checked. Every county and tribal nation in every category was checked for a genuine resource, and every confirmed absence was logged, dated, and carried forward into the analysis in Part IV of this report.

Verification standard

Every resource in this study was independently verified, in almost all cases by fetching the organization's own web page directly rather than trusting a search result or a submitted list at face value. Where a county, city, or tribal nation had no verifiable resource in a category after genuine research, that absence was recorded as a confirmed gap rather than silently omitted. The distinction matters, because a category with no rows for a county could mean either "we didn't look" or "we looked and nothing exists," and only the second is useful information. This study only records the second kind.

What counts as a gap

A small number of categories, nine in total, covering topics like facility type, operational cost inputs, employee wellness, and industry vertical, are organized around a business attribute rather than a geographic sweep, so a county-level "gap" is not a meaningful concept for them and they are excluded from the geographic findings below. One additional structural note carries through the entire study: Havasupai Tribe is tracked as a standing exception rather than one of the 10 tribal nations in the standard sweep, because the domain that appears in search results as the tribe's official site (havasupai-nsn.gov) was confirmed via a 2012 WIPO domain-dispute ruling to be a for-profit, non-tribal site that disclaims tribal affiliation on its own page. The tribe's actual site has carried little to no relevant content in nearly any category checked across this entire project. Havasupai's gap count is therefore best read as one structural finding repeated 38 times, not 38 independent research failures.

Part III: What Arizona Has Built

Before turning to what's missing, it's worth being clear about what already exists, because the picture is not one of scarcity everywhere. Arizona's urban core and a wide range of statewide and national programs together add up to a genuinely deep bench of sustainability resources, deep enough that a business or organization in Phoenix, Tucson, or Flagstaff has very little excuse not to find support for nearly any sustainability goal it sets.

Complete coverage, category by category

23 of the 91 rigorously audited categories achieved complete coverage: a genuine, independently verified resource in every one of the 15 counties and all 10 tracked tribal nations, spanning topics as varied as EV charging, weatherization, rainwater harvesting, food systems, solar and renewable energy, transportation and mobility, green building, environmental health, land conservation, water stewardship, circular economy, climate action, urban forestry, and heat response. These are not thin categories padded out to hit a number: several run to well over a hundred verified resources apiece.

A few examples illustrate the range and depth: Waste Reduction & Recycling grew to 280 verified resources across three research passes. Water Conservation reached 252. Community Engagement, after a dedicated completeness pass, expanded from 87 to 209 rows once real coverage was confirmed in nine counties that had shown zero. Pollution Prevention, one of the project's earliest and most heavily audited categories, stands at 219 rows with full county and near-full tribal coverage.

Resources at a glance: ten thematic clusters

Grouping the 87 categories by theme rather than by research chronology makes the shape of the resource library easier to see at a glance:

Cluster	Categories	Verified Resources
Energy & Electrification	10	966
Water	5	695
Waste, Recycling & Circular Economy	9	1,069
Transportation & Fleet	5	602
Buildings & Facilities	6	654
Land, Air, Climate & Environmental Health	11	1,012
Food & Agriculture	2	215
Purchasing, Certification & Supply Chain	8	738
Grants, Financing & Recognition	7	665
Business Support, Workforce & Community	24	2,559
Reference / Cross-Cutting	1	270

Energy & Electrification. Utility and municipal energy-efficiency rebates, HVAC and lighting upgrade programs, building envelope and weatherization assistance, and solar/renewable-energy incentives, the largest single cluster after business support, reflecting how central energy costs are to why an Arizona business engages with sustainability in the first place.

Water. Conservation, efficiency, and rainwater-harvesting programs, plus dedicated water-stewardship resources, directly relevant given the Colorado River pressures described in Part I.

Waste, Recycling & Circular Economy. Composting, recycling, waste-facility directories, pollution prevention, and circular-economy/materials-reuse programs, one of the deepest clusters in the study, led by a 280-row Waste Reduction & Recycling category.

Transportation & Fleet. EV charging infrastructure, fleet-efficiency programs, and broader transportation and mobility resources for businesses and commuters alike.

Buildings & Facilities. Green building standards, facility maintenance, paperless-office and digital-workflow resources, organized in part by a business's own facility situation (owned, leased, shared, home-based, or virtual).

Land, Air, Climate & Environmental Health. Air quality, climate data and research institutions, land conservation and habitat restoration, biodiversity and wildlife programs, urban forestry, heat response, emergency preparedness, and environmental-justice organizations, the broadest cluster in the study by category count.

Food & Agriculture. Farm-to-school, food-bank, sustainable-grower, and local-agriculture resources distinct from general food-systems policy work.

Purchasing, Certification & Supply Chain. Sustainable and ethical procurement guidance, green business certification pathways, and supply-chain sustainability resources, refined across four successive research passes.

Grants, Financing & Recognition. The state's full grant and financing landscape, including 122 rows in the flagship Grants & Funding category alone, plus green banking, tax credits, and marketing/recognition award programs.

Business Support, Workforce & Community. By far the largest cluster: economic-development agencies, entrepreneurship and incubator support, nonprofit and government-agency directories, workforce and green-jobs training, and the community-facing categories the project started with: clubs and groups, local events, and civic-engagement networks.

Reference / Cross-Cutting. The ZIP-code-level city/utility/rebate master sheet covering roughly 270 individual Arizona cities, towns, and communities directly, cutting across every other cluster.

Real institutional infrastructure, not just directories

The resource library also captures genuine institutional depth: six regional Arizona Community Foundation grant cycles, each with its own guidelines and deadlines; a live December 2025 Comprehensive Climate Action Plan from the state; utility-run rebate and Operation Round-Up programs at every major investor-owned and rural electric cooperative in the state; Small Business Development Centers and business incubators reaching most of the state's population centers; and federal programs, from USDA Rural Development to EPA tribal water set-asides to DOE tribal energy financing, layered on top of state and local resources.

This matters for the recommendations later in this report: Arizona is not starting from zero. The task ahead is substantially about extending what already works in the urban core and in well-covered categories to the counties and tribal nations still showing real gaps, and about protecting what exists against the kind of program churn documented in Part IV, not about building an entirely new resource ecosystem from scratch.

Part IV: Where the Gaps Are

Five distinct patterns of gap emerged from this research: a geographic pattern concentrated in rural counties, a tribal pattern dominated by one structural finding and a handful of real coverage gaps, a program-integrity pattern of closed and unsafe programs that had to be actively caught and removed, a contactability pattern in the data itself, and a fifth pattern outside the data entirely: gaps between the research this project has completed and what the live Arizona Sustainability Navigator platform currently does with it.

Geographic gaps: rural Arizona carries the burden

Counted across the categories that follow a standard county sweep, Maricopa, Pima, and Coconino counties show zero documented gaps anywhere in this study. At the other end of the spectrum, five counties account for the large majority of all documented county-level gaps:

County	Documented Gaps	2019-2023 Poverty Rate
Greenlee	13	12.8% (lowest in the state)
La Paz	11	18.4%
Apache	8	31.2% (highest in the state)
Gila	7	not separately cited
Mohave	6	not separately cited

The Greenlee County case is instructive because it complicates a simple "poverty causes gaps" story: Greenlee has Arizona's lowest poverty rate (12.8%) and lowest unemployment rate (2.5%), driven by a concentrated mining economy, yet it carries the single highest gap count of any county in this study. The pattern there is not economic distress but economic concentration: a small, single-industry county without its own chamber of commerce, sustainability office, or diversified nonprofit sector to build the kind of resource infrastructure that shows up naturally in more diversified economies. Apache County presents the more familiar pattern: the state's highest poverty rate (31.2%) alongside a real, if smaller, resource gap, reflecting the more general finding that rural Arizona's poverty rate (22.5%) is nearly double that of urban Arizona (12.4%).

Either way, the practical effect is the same: a business or nonprofit in Clifton, Duncan, Morenci, Parker, Quartzsite, or St. Johns has meaningfully less sustainability support available to it than the identical organization would have in Phoenix or Tucson, not because the need is different, but because the visible institutional infrastructure to reach it isn't there.

Every county, in full

For completeness, here is every county with a documented gap and the specific categories behind each count (counties with zero documented gaps, Maricopa, Pima, and Coconino, are omitted):

County	Gaps	Categories with a documented gap
Greenlee	13	Green Certification; Food Systems & Agriculture; Biodiversity & Wildlife; Climate Data & Research Centers; Government Agency; Community Engagement; Water Conservation; Paperless Office; Customer Demand; Sustainability Certification (County/Chamber programs); Marketing Recognition; Green Buildings & Facilities (early build)
La Paz	11	Green Certification; Food Systems & Agriculture; Environmental Justice & Community; Green Financing & Incentives; Climate Data & Research Centers; Community Engagement; Energy Efficiency; Sustainability Certification (County/Chamber programs); Marketing Recognition; Green Buildings & Facilities (early build)
Apache	8	Fleet Efficiency; Green Certification; Climate Data & Research Centers; Cross Sector Partnerships; Nonprofit Businesses; Community Engagement; Local AZ Grants
Gila	7	Green Certification; Biodiversity & Wildlife; Nonprofit Businesses; Community Engagement; Energy Efficiency; Marketing Recognition
Mohave	6	Green Certification; Environmental Justice & Community; Climate Data & Research Centers; Community Engagement; Sustainability Certification (County/Chamber programs)
Pinal	6	Green Certification; Environmental Justice & Community; Community Engagement; Sustainability Certification (County/Chamber programs); Marketing Recognition; Green Buildings & Facilities (early build)
Graham	5	Green Certification; Community Engagement; Sustainability Certification (County/Chamber programs); Marketing Recognition
Navajo	5	Green Certification; Climate Data & Research Centers; Cross Sector Partnerships; Nonprofit Businesses; Community Engagement
Santa Cruz	3	Waste Facilities; Climate Data & Research Centers; Community Engagement
Yavapai	2	Built Environment & Facilities; Green Buildings & Facilities (early build)
Yuma	2	Youth & School Sustainability; Green Financing & Incentives
Cochise	1	Waste Facilities

Tribal gaps: one structural finding, and real coverage gaps behind it

Tribal Nation	Documented Gaps
Havasupai	37
Ak-Chin	26
Hualapai	12
Colorado River Indian Tribes	10
San Carlos Apache	10
White Mountain Apache	9
Hopi	7
Salt River Pima-Maricopa	6
Gila River	4
Navajo Nation	4
Tohono O'odham	3

Havasupai's 37 gaps are, as explained in Part II, one structural finding, a broken web presence, not 37 independent failures, and closing it will take direct phone or in-person outreach to the tribal government in Supai rather than another round of web research. Ak-Chin Indian Community shows the next-largest gap count by a wide margin (26 gaps), and it is a fundamentally different kind of finding: Ak-Chin has an active, functioning tribal government web presence, but a business-facing communications gap. Its Community Development, Planning & Development, and Environmental Programs departments are real and active, yet none publish a named, findable sustainability program the way a county or city government would. A third tier, Hualapai (12 gaps), Colorado River Indian Tribes and San Carlos Apache (10 each), with White Mountain Apache close behind at 9, shows the same general pattern at a smaller scale: a resource technically exists, handled through a general tribal government or housing-department contact, but is not published as its own dedicated program.

Independent research outside this project corroborates that Arizona's tribal infrastructure gap runs deeper than any single project could fully capture. Only 10% of American Indian farms in Arizona have broadband access, compared to 39% of non-tribal farms, a gap that limits both grant applications and adoption of resource-saving technology. An estimated 30 to 40% of Navajo Nation households lack indoor plumbing or reliable clean water access despite the Nation holding senior Colorado River water rights. Native American median household income in Arizona (\$54,485) sits well below the statewide median, and some reservations report poverty rates exceeding 60%. Against that backdrop, a missing sustainability resource is rarely the top-line infrastructure problem on a reservation, but it is part of the same underlying pattern: infrastructure investment, public and private alike, has not reached tribal Arizona at the rate it has reached the rest of the state.

Every tribal nation, in full

Tribal Nation	Gaps	Categories with a documented gap
Havasupai	37	Pollution Prevention; Sustainable Purchasing Deep Dive; Waste Reduction & Recycling; Paperless Office; LED Lighting & Equipment; Water Efficiency; Building Envelope; Water-Saving Fixtures; Fleet Efficiency; HVAC Efficiency; Green Certification; Energy Programs; Energy & Natural Resources; Circular Economy & Composting; Waste Facilities; Compost Directory; Knowledge & Learning Resources; EV Charging; Food Systems & Agriculture; Air Quality & Emissions Reduction; Biodiversity & Wildlife; Climate Data & Research Centers; Community Engagement; Building Maintenance; Sustainable Supply Chain; Supply Costs; Packaging Costs; Sustainable Banking; Waste Disposal; One-on-One Technical Assistance; Sustainable Packaging; Sustainability Certification (County/Chamber programs); Marketing Recognition; Local AZ Grants; Employee Sustainability Training; Green Buildings & Facilities (early build)
Ak-Chin	26	Entrepreneurial Ecosystem Support; Built Environment & Facilities; Government Agency; Nonprofit Businesses; Water Conservation; Waste Reduction & Recycling; Paperless Office; Energy Efficiency & Renewable Energy; Clubs & Groups; Hyper-Local Events; Resource Input; Operational Activity; Building Maintenance; Sustainable Supply Chain; Supply Costs; Packaging Costs; Sustainable Banking; Waste Disposal; Customer Demand; Tax Credits (Business); National Grants; One-on-One Technical Assistance; Sustainable Packaging; Sustainability Certification (County/Chamber programs); Marketing Recognition; Green Buildings & Facilities (early build)
Hualapai	12	LED Lighting & Equipment; Energy Programs; Energy & Natural Resources; Circular Economy & Composting; Compost Directory; EV Charging; Food Systems & Agriculture; Air Quality & Emissions Reduction; Biodiversity & Wildlife; Nonprofit Businesses; Community Engagement; Marketing Recognition
Colorado River Indian Tribes	10	LED Lighting & Equipment; Circular Economy & Composting; Compost Directory; Knowledge & Learning Resources; Environmental Justice & Community; Entrepreneurial Ecosystem Support; Built Environment & Facilities; Nonprofit Businesses; Paperless Office; Local AZ Grants
White Mountain Apache	9	Energy Programs; Energy & Natural Resources; Circular Economy & Composting; Compost Directory; Climate Data & Research Centers; ZIP Code & Rebates Master Sheet; Sustainable Supply Chain; Supply Costs; Marketing Recognition
San Carlos Apache	10	LED Lighting & Equipment; Energy Programs; Energy & Natural Resources; Compost Directory; Air Quality & Emissions Reduction; Biodiversity & Wildlife; Climate Data & Research Centers; ZIP Code & Rebates Master Sheet; Energy Efficiency; Sustainable Banking
Hopi	7	LED Lighting & Equipment; Circular Economy & Composting; Compost Directory; Knowledge & Learning Resources; Air Quality & Emissions Reduction; ZIP Code & Rebates Master Sheet; Paperless Office
Salt River Pima-Maricopa	6	Energy Programs; Energy & Natural Resources; Compost Directory; Knowledge & Learning Resources; Environmental Justice & Community; Nonprofit Businesses
Gila River	4	Compost Directory; ZIP Code & Rebates Master Sheet; Entrepreneurial Ecosystem Support; Marketing Recognition

Tribal Nation	Gaps	Categories with a documented gap
Navajo Nation	4	Circular Economy & Composting; Compost Directory; Air Quality & Emissions Reduction; ZIP Code & Rebates Master Sheet
Tohono O'odham	3	Compost Directory; Air Quality & Emissions Reduction; ZIP Code & Rebates Master Sheet

Program integrity: churn is real, and it was caught

A recurring and important finding from this research is that sustainability programs in Arizona close, pause, or quietly disappear more often than a casual search would reveal. Verification work across this project surfaced well over a hundred instances of stale program cycles, paused funding, or confirmed-defunct organizations. Several specific cases stand out:

- Environmental Fund for Arizona (EFAZ): confirmed dissolved in 2020; its domain is now squatted by an unrelated gambling site.
- EPA Region 9 Thriving Communities Grantmaking Program: confirmed terminated, application portal permanently closed, after initially appearing active in early research.
- US Grants (usgrants.org): excluded as a confirmed BBB Scam Tracker deceptive lead-generation risk rather than a genuine grant resource.
- Arizona Thrives, Climate Policy Coalition: confirmed defunct.
- A lead-generation business found during small-business research: excluded after a BBB Scam Tracker report surfaced an aggressive data-selling model disguised as a funding referral service.
- Multiple Arizona Commerce Authority and BIA tribal grant programs: confirmed closed or terminated during audit passes after initially being drafted as open.

Every one of these was caught before it reached a delivered resource list, and each is documented in this project's gap tracker rather than silently corrected and forgotten. The pattern itself is the finding: Arizona's sustainability resource landscape is not static, and any list, including the one behind this white paper, has a shelf life. This is addressed directly in the recommendations in Part VI.

The platform gap: research completed is not the same as research delivered

Every pattern above describes whether a genuine resource exists in the underlying research library. A separate and equally real question is whether that resource, once verified, actually reaches a user of the live Arizona Sustainability Navigator website. On that question, this project's own review of the platform found real, specific gaps that sit outside the county-by-county and tribe-by-tribe numbers entirely.

The most significant example of this pattern involves the site's Hyper-Local Events calendar. The calendar spans 915 individually dated, sourced sustainability events across every county and 9 of the 10 tracked tribal nations (Ak-Chin remains the sole recorded gap), live on the site's public Events page at www.arizonasustainabilitynavigator.com through December 31, 2027. A visitor browsing the calendar today finds real, dated events more than a year out, not a stale snapshot. What remains unresolved is the delivery mechanism: this content is maintained through manual research and import rather than an automated pipeline, and the rest of the platform's resource directory refreshes automatically roughly every 15 minutes from the underlying research spreadsheets, while the events calendar has no equivalent mechanism. The content gap is closed for well over a year; the structural, automation gap described below in Part VI is not.

A second, larger-scale version of the same problem sits in how the platform organizes its content. Of the 87 categories in this project's resource library, only 19 are currently wired into the categories the live site's directory and search actually use, meaning the substantial majority of this project's verified research is not yet organized in a way a site visitor can browse to directly. Within even those 19 categories, the platform's ten-question guided quiz, the tool most visitors use to get a personalized recommendation rather than browse on their own, is currently able to recommend from only 10 of them, because the quiz logic only maps user answers onto that subset. The other 9 curated categories exist on the site but can only be found by a visitor who already knows to look for them directly.

Two smaller but concrete findings round out this pattern: the platform does not currently track which recommendations or categories users actually engage with, which means there is no data-driven way to know whether the categories the quiz does cover are the ones visitors most need; and a known technical risk exists in the component that matches a visitor's ZIP code to their county, where a naming mismatch between two parts of the code could cause it to silently show nothing rather than surface an error. This is a risk this project has flagged for review but has not confirmed is currently active on the live site.

None of this diminishes the research documented elsewhere in this report: the underlying data, category by category, is the deepest inventory of Arizona sustainability resources yet assembled. But an inventory only creates value once it reaches the person who needs it, and this section documents where that last step is not yet complete. This is addressed directly in the recommendations in Part VI.

Part V: Why This Matters

For economic development

Arizona's growth strategy is now explicitly a bet on resource-intensive industry: semiconductor fabrication is among the most water- and power-intensive manufacturing processes in existence, arriving in a state whose primary water source is at its lowest recorded levels and whose main population center loses hundreds of residents to heat every year. The sustainability resources cataloged in this study, water efficiency programs, energy efficiency rebates, heat-resilient building standards, green financing, workforce training in clean-energy trades, are not a side project to that growth story. They are load-bearing infrastructure for it, in the same category as the roads and power lines the state is also racing to expand.

A gap in that infrastructure has a real, if less visible, economic cost. A rural county without a sustainable-purchasing program or a green-certification pathway is a rural county less able to compete for the supplier contracts that follow a TSMC or an Intel into the state. A tribal nation without a published business-facing energy-efficiency program is a tribal nation whose entrepreneurs pay the state's highest-in-the-West electricity bills with no local resource to help bring them down. And every dollar Phoenix spends on the \$100 million a year in heat-buckled roads or the \$7.3 million a year in heat-related emergency care is a dollar not available for the infrastructure that supports new growth.

For environmentalism

Arizona's March 2026 repeal of its Renewable Energy Standard removed the state's only binding requirement that utilities keep expanding clean energy. That does not mean the transition stops. Battery storage and distributed energy investment continue, and the state's own Comprehensive Climate Action Plan lays out a market-based path forward, but it does mean the mandate that once guaranteed a floor under clean-energy progress is gone. In its place, the voluntary, business-led, nonprofit-supported, and locally funded infrastructure mapped in this study becomes more consequential, not less: it is now a larger share of what determines whether Arizona's sustainability trajectory continues or stalls.

The environmental stakes of the specific gaps found in this study are concrete rather than abstract. A rural county with no water-conservation program is a rural county less prepared for the Colorado River cuts already arriving on a multi-year schedule. A tribal nation with no published wildlife or habitat program is a tribal nation whose land, collectively a substantial share of Arizona's total acreage, has less institutional support for the conservation work happening on it. And a state that has just chosen not to mandate its way to a clean-energy future is a state that needs its voluntary infrastructure to actually reach every county and every tribal nation, not just the ones with the deepest existing institutional base.

The throughline

Arizona's economic growth and Arizona's environmental strain are not two separate stories: the same water, the same power grid, and the same heat affect both. The sustainability resource infrastructure this study maps is the connective tissue between them, and right now that connective tissue is strong in the urban core and thin in exactly the places, rural counties and tribal nations, that can least afford it to be.

Part VI: Solutions and Recommendations

The recommendations below are organized by audience, because closing these gaps is not any single sector's job. Each recommendation is directly traceable to a specific finding in Part IV.

For policymakers and government

- Fund direct, in-person outreach to Havasupai Tribe. This is the single highest-leverage action available: it would resolve more documented gaps than any other action in this study, and it requires travel and relationship-building rather than another web search.
- Direct existing rural economic development funding toward Greenlee, La Paz, and Apache counties specifically, with a mandate to build the kind of chamber-of-commerce and sustainability-office infrastructure that lets a county surface its own resources rather than rely on outside researchers to find them.
- Task an existing state office (Arizona Commerce Authority or the Governor's Office on Tribal Relations are natural candidates) with an annual re-verification pass on the highest-value categories, grants, energy efficiency, and green financing, given how often this study found programs that had quietly closed since a prior check.
- As the state's Comprehensive Climate Action Plan moves from planning into implementation, explicitly fund the voluntary and local infrastructure this study catalogs; with the Renewable Energy Standard repealed, that infrastructure is carrying more of the state's clean-energy trajectory than it was a year ago.

For the business and economic development community

- Chambers of commerce, economic development districts, and regional councils of governments serving Greenlee, La Paz, Apache, Gila, and Mohave counties should treat this study's county-level findings as a checklist of programs their member businesses cannot currently find locally, and prioritize building or importing the highest-impact of them (sustainable purchasing guidance and green certification pathways show up as gaps most often).
- Large employers newly arriving in Arizona, the semiconductor and advanced manufacturing sector foremost among them, have a direct interest in a deep local supplier and workforce base; funding or co-sponsoring sustainability technical-assistance programs in the counties and tribal nations near their facilities is both a community investment and a supply-chain investment.
- Utilities and rural electric cooperatives, several of which already run strong rebate and Operation Round-Up programs, should audit their own public-facing contact information against this study's finding that only about 44% of verified resources statewide publish a direct email, a low-cost fix with an outsized effect on whether a small business actually completes an application.

For funders and philanthropy

- Direct grantmaking toward the tribal nations with real, non-structural coverage gaps: Ak-Chin Indian Community foremost, given the size of its gap count, followed by Hualapai, Colorado River Indian Tribes, San Carlos Apache, and White Mountain Apache, with a specific mandate to help each publish existing informal programs as named, findable resources rather than funding new programs from scratch.
- Treat the 39-plus confirmed-defunct or unsafe programs identified during this research as a portfolio signal, not just a data-cleanup footnote: several failed nonprofits and coalitions (EFAZ and Arizona Thrives among them) represent institutional capacity that existed once and could be rebuilt with the right funding partner.

For the nonprofit and community sector

- Regional community foundations and United Way chapters already serving Cochise, Flagstaff/Coconino, the Gila Valley, Sedona, Yavapai, and Yuma counties through Arizona Community Foundation's regional grant cycles are a proven model. Replicating that structure for Greenlee, La Paz, and Apache counties, which currently lack an equivalent regional philanthropic anchor, would address several documented gaps at once.
- Organizations that already maintain multi-county or statewide reach (Arizona Sustainability Alliance, ITCA-affiliated tribal programs, and similar networks documented in this study) are well positioned to be the coordinating hub for the direct-contact outreach recommended above, given existing trust relationships in rural and tribal communities.

For Collaboration for Good and future ASN maintainers

- Build an automated or semi-automated sourcing pipeline for the Hyper-Local Events calendar so it refreshes on a schedule the way the rest of the resource directory already does. The calendar's content already runs through the end of 2027, which lowers the urgency of this item relative to the platform's other structural gaps, but that content does not refresh itself: without a pipeline, the same staleness will return once 2027 approaches, since event content expires on its own regardless of research quality.
- Map the remaining categories in the 88-category resource library onto the platform's live category taxonomy, prioritizing the categories with the strongest existing coverage first; this is the highest-leverage platform fix available, since it unlocks the value of research that has already been completed rather than requiring any new research.
- Extend the guided quiz's recommendation logic to draw from all of the platform's curated categories, not only the current subset, so a visitor's answers can surface the full range of resources the platform already has rather than a partial view of it.
- Add usage analytics specific to quiz completions and resource-category engagement, distinct from general site traffic, so future prioritization decisions, including which of the findings in this report to act on first, can be grounded in what visitors actually use rather than assumption alone.
- Fund a dedicated data science internship or equivalent role to treat this work as ongoing product development rather than a one-time research deliverable. The two-thirds of the resource library that has had only a single verification pass, and the platform gaps documented above, are naturally suited to a defined next-phase scope rather than ad hoc maintenance.

Conclusion

Arizona is not short on ambition. The state is absorbing the largest concentrated industrial investment in its history, growing its population faster than nearly any other state, and has put a real climate plan on paper even as it steps back from mandating the path to get there. What this study shows is that the infrastructure of support underneath that ambition, the resources that help a business or a tribal government actually act on sustainability, is strong in Arizona's cities and thin in Arizona's rural counties and tribal nations, at precisely the moment the state is asking those same places to absorb historic water cuts, rising heat costs, and a market-driven rather than mandate-driven clean-energy transition.

None of the gaps documented in this report are unsolvable. Most have a clear owner and a clear next step: a phone call to Supai rather than another search query, a regional foundation modeled on one that already works elsewhere in the state, a contact-information audit that costs a utility almost nothing to run. The purpose of this white paper, and of the underlying nine-thousand-row resource library behind it, is to make those next steps specific enough that someone can actually take them.

Appendix: Full Resource Library Index

All 87 categories in the consolidated resource library, with verified row counts, listed alphabetically. This is the complete inventory behind the findings in this report.

Category	Verified Rows
Air Quality & Emissions Reduction	101
Air Quality Index	102
Biodiversity & Wildlife	98
Building Envelope	103
Building Maintenance	121
Built Environment & Facilities	55
Carbon Emissions Reduction	89
Circular Economy & Composting	73
Circular Economy & Materials Innovation	81
Climate Action	109
Climate Action Resources	74
Climate Data & Research Centers	72
Clubs & Groups	127
Community Engagement	209
Compost Directory	79
Cost Reduction Categories	159
Cross Sector Partnerships	80
Customer Demand	84
EV Charging	132
Emergency Preparedness & Climate	96
Employee Sustainability Training	69
Employee Wellness	152
Energy & Natural Resources	148
Energy Efficiency	125
Energy Efficiency & Renewable Energy	92
Energy Programs	66
Entrepreneurial Ecosystem Support	91
Environmental Health & Pollution	98
Environmental Justice & Community	55
Event Resources	106
Facility Type	73
Fleet Efficiency	85

Food System & Local Agriculture	94
Food Systems & Agriculture	121
Government Agency	68
Grants & Funding	122
Green Building & Sustainable Construction	81
Green Buildings & Facilities	133
Green Certification	78
Green Financing & Incentives	97
HVAC Efficiency	108
Heat Response & Mitigation	112
Hyper-Local Events	915
Knowledge & Learning Resources	98
LED Lighting & Equipment	89
Land Conservation & Habitat Restoration	115
Local AZ Grants	66
Marketing Recognition	50
National Grants	156
Nonprofit Businesses	58
One-on-One Technical Assistance	65
Operational Activity	112
Operational Type	123
Organization Type	115
Packaging Costs	76
Paperless Office	193
Policy, Advocacy & Government	116
Pollution Prevention	218
Rainwater Resources	77
Resource Input	132
Resources by Industry	128
Small Businesses	27
Solar & Renewable Energy	97
Supply Costs	64
Sustainability Certification	53

Sustainable Banking	118
Sustainable Business & Corporate	103
Sustainable Packaging	77
Sustainable Purchasing	181
Sustainable Purchasing Deep Dive	174
Sustainable Supply Chain	87
Tax Credits	62
Transportation	181
Transportation & Fleet Sustainability	85
Transportation & Mobility	119
Urban Forestry	81
Waste Disposal	78
Waste Facilities	107
Waste Reduction & Recycling	280
Water Conservation	252
Water Efficiency	121
Water Stewardship	134
Water-Saving Fixtures	111
Weatherization Resources	49
Workforce Development & Green Jobs	111
Youth & School Sustainability	87
ZIP Code & Rebates Master Sheet	270

Sources

Economic and semiconductor investment figures: Arizona Commerce Authority; azfamily.com (July 2026); Q1 2026 Arizona Technology Industry Impact Report.

Water supply figures: Central Arizona Project (cap-az.com); KJZZ (Aug. 2026, Jul. 2026); Arizona Water Blueprint, Arizona State University.

Heat mortality and cost figures: Scientific American; City of Phoenix 2026 Heat Response Plan; PBS NewsHour; Governing.

Poverty and county economic data: azeconomy.org (Arizona's Economy); USAFacts; Cambium.ai Arizona County Income & Poverty analysis.

Tribal infrastructure and economic data: University of Arizona News (tribal agriculture economic output); KTAR News; Indian Country Today; theworlddata.com.

State climate and energy policy: Arizona Corporation Commission; ESG Dive; Canary Media; Arizona Comprehensive Climate Action Plan (Dec. 2025, resilient.az.gov).

Population and GDP figures: Arizona Office of Economic Opportunity; AZ Big Media; IBISWorld Arizona economic profile.

All Arizona sustainability resource findings, category counts, and gap statistics are drawn from Collaboration for Good's Arizona Sustainability Navigator research project and its accompanying Confirmed Gap Tracker.