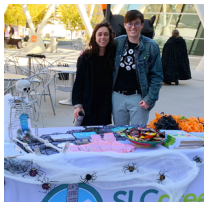


SALT LAKE CITY SUSTAINABILITY 2019 Year in Review



SLCgreen

Department Mission

The Salt Lake City Department of Sustainability aims to preserve and improve our built and natural environments and provide residents information on sustainability issues affecting Salt Lake City. The Department of Sustainability develops goals and strategies to protect our natural resources, reduce pollution, slow climate change, and establish a path toward greater resiliency and vitality for all aspects of our community.

Executive Summary

The Department of Sustainability was created in July 2016 under Mayor Jackie Biskupski to emphasize the City's commitment to improve air quality and protect our natural resources. Prior to becoming a stand-alone department, Sustainability was one of four divisions housed within the Public Services Department.

Organization and Management

Two programs make up the Department of Sustainability: **The Sustainability Energy & Environment Division** and the **Waste and Recycling Division**, both funded within the Refuse Fund Class.

Organization Chart

An Organization Chart is attached as Exhibit A.

Sustainability Energy and Environment Division

City and County Building
451 South State Street, Room 404
Salt Lake City, Utah

Mission

The Sustainability Energy & Environment (E&E) Division serves to ensure that Salt Lake City Corporation departments comply with all applicable environmental regulations and guides city-wide policy and practice to minimize the environmental impact of the community and of city operations. The E&E Program specifically focuses on **Environmental Compliance, Climate Mitigation and Adaptation Strategies, Air Quality, Energy Conservation, Renewable Energy, Equity and Food Security.**

Budget

The Sustainability E&E Division is supported financially primarily through on-going dividends from the Salt Lake Valley Landfill. As the Landfill garbage tonnage has decreased in recent years, so has the related dividend to its partners. Revenues from recycling proceeds have been another source of revenue in the past for this fund but have not been budgeted since FY16 due to the volatility and regulations in global recycling markets.

The Sustainability Department received a \$7.0 million one-time payment from the Salt Lake Valley Landfill in 2010-2011 that has been used for sustainability project costs related to air quality, energy efficiency, and sustainable food. These funds have now been fully obligated.

Landfill dividends and other disbursements are expected to continue to decline. Maintaining current operations will result in a depletion of the fund balance by 2021 if additional revenue streams are not identified. The Sustainability Department has been working with the Attorney's Office and Finance Department to explore options for long-term funding for the Division to present during the Fiscal Year 2021 budget process.

The department's budget is attached as Exhibit B.

Core Services

The following core services are provided by the Sustainability E&E Program:

Air Quality, Climate Change and Energy

The Sustainability E&E Division develops strategies to improve air quality and address climate change through renewable energy policy and project development, vehicle emission reductions, and conserving electricity and natural gas.

Notable achievements in 2019 include:

- Participated on the project team for WestSmart EV, a multi-year effort funded by the U.S. Department of Energy to advance electrified transportation efforts in Utah. Learn more at [LiveElectric.org](https://www.LiveElectric.org).
- Continued expansion and ongoing maintenance of public EV charging infrastructure by installing eight new Level 2 charging ports in April 2019 at Mountain Dell Golf Course, the Regional Athletic Complex and on-street parking on 500 South, just south of The Leonardo. These stations increase the total number of city-owned public EV charging ports to 38, plus 16 at the Airport.
- Coordinated city's application for VW settlement grant funds and received notice of award to replace up to 12 of the city's most polluting heavy diesel vehicles with cleaner equipment.
- Supported Utah Climate Week 2019, a cross-sector collaboration across 35 organizations to highlight the risks of climate change and encourage implementation of solutions locally.
- After a three-year collaboration with Park City, Summit County, Rocky Mountain Power, and the state legislature, passed House Bill 411 "Community Renewable Energy Act" in the 2019 legislative session. It authorizes future regulatory filings with the Utah Public Service Commission (PSC) that will define rules, rates and expectations for a community renewable energy program.
- Worked with Rocky Mountain Power and five partner communities to complete the filing of the Municipal Renewable Energy project with the Public Service Commission in October 2019. The department expects a ruling from the PSC in January or February 2020.
- Developed an energy curriculum and created a new partnership with Youth City on programming for the Fall 2019 programs which resulted in the adoption of "energy" as the central theme of their Science Fair.
- Through a contract with Utah Clean Energy, launched "Empower SLC", a neighborhood energy efficiency program targeting residents and businesses in the 84116 and 84104 neighborhoods to drive uptake of energy efficiency and conservation measures that reduce pollution and lower utility costs. As

of September, over 450 households have been engaged, resulting in an estimated savings of 335,353 kWh per year.

- Initiated implementation of the Energy Benchmarking & Transparency Ordinance for commercial buildings over 50,000 square feet. Engaged building owners through direct mail, email, and phone calls.
- Hosted Elevate Buildings awards luncheon, recognizing first-year reporting commercial buildings with ENERGY STAR scores 75 and above and Mayoral recognition of exceptional performers.
- Received a Rocky Mountain Power Blue Sky grant award to support the installation of solar panels on the Sorenson Multicultural Center and Sorenson Unity Center. The project will include the installation of roughly 400 solar panels and be complemented by onsite educational programming.
- Received a Blue Sky Legacy Award from RMP for over 15 years of partnership in the program.
- One of eight cities chosen nationally to work with the [Building Electrification Institute](#) to study costs and benefits of electrifying new and existing buildings to reduce the carbon and air emissions from natural gas.
- Participated as one of 10 national teams in the [Solar Energy Innovation Network](#), facilitated by the National Renewable Energy Laboratory (NREL). The network assembles diverse teams of stakeholders to research cutting-edge solutions. The Utah team specifically focused on breakthroughs to help achieve net-100% community renewable energy locally.
- Supported Salt Lake City's first [C-PACE](#) (Commercial Property Assessed Clean Energy) development. The city joined C-PACE in 2018, which is a program facilitated by the Governor's Office of Energy Development. It offers local businesses an innovative and low-cost financing mechanism for energy efficiency, renewable energy, electric vehicle, and water conservation projects.
- Ranked in the [top 10 states](#) around the country for solar energy production increase, according to the Energy Information Administration.

Food and Equity

The Sustainability E&E Program promotes and facilitates community-based food production and access to healthy, nutritious local food.

Notable achievements in 2019 include:

- Awarded \$50,000 through the USDA Rural Business Development Grant to conduct the Northern Utah Food Hub Feasibility Study with Crossroads Resource Center. This will allow us to assess the viability of specific infrastructure improvements to strengthen rural-rural and rural-urban community-based food trade connections and to assist the economic development of the rural agricultural business sector in Northern Utah. Began coordinating with Utah Department of Agriculture to launch the study.
- Completed a year-long strategic planning process with the Food Policy Council to establish policies and procedures for the Council.
- Completed the final grant cycle of a two-year initiative that awarded a total of \$85,000 in grants to assist local farmers in growing more diversified and sustainable produce.
- Continued to promote the [Pesticide Free SLC program](#) to educate residents on how to reduce their use and exposure to chemical pesticides as part of Healthy Babies, Bright Futures. To date we have had 350 residents pledge to be pesticide free.

- Partnered with Stonyfield Organic and Salt Lake City's Parks & Public Lands Division to [transition two fields at the Regional Athletic Complex](#) and other parks to organic land care.
- Hired a new Sustainability Manager in August 2019 to focus on Food and Equity programming.
- Advanced Resident Food Equity Advisor project by connecting with over ten community organizations and agencies that provide services for residents experiencing food hardships to explore partnership opportunities.

Communications

Salt Lake City Green (SLCgreen) is the external brand for Salt Lake City's Sustainability Department. Salt Lake City Green is a registered trademark of Salt Lake City Corporation. SLCgreen strives to be the leading voice in "all things green in SLC" – encouraging a robust dialogue about the importance of reducing our community impact on the environment to ensure our city is a vibrant, healthy and sustainable place to live, work and play. A key role of SLCgreen is also to help promote and publicize the practical resources—including those generated by the Sustainability Department and other city programs—that are available for residents and businesses to use in reducing their environmental impact. Internally, the communications position also supports the Mayor's Office and other departments in sustainability messaging and communications. Finally, this position helps lead Salt Lake City Corporation employee education initiatives and outreach to help reduce our municipal environmental footprint.

Notable achievements in 2019 include:

- Supported Mayor Biskupski in her national-level work on climate and energy, including writing the written testimony for the Mayor's presentation to the [U.S. House Sub-Committee on the Environment and Climate Change](#) on April 2, 2019.
- Planned successful [press launch celebrating the passage of HB 411](#), the Community Renewable Energy Act, with a variety of government, non-profit, and utility partners.
- Supported the department and Mayor's participation in the UN Conference August 28-30. Wrote video scripts, created a web page, oversaw graphic design, participated in the conference, and did social media leading up to and during the conference.
- Created original content and promoted Utah Climate Week.
- Attended 30 community events in diverse areas of Salt Lake City to provide educational material on sustainability, the city's recycling program, electric vehicles, the Pesticide Free SLC campaign, and other ways residents can be involved in reducing their environmental impact.
- Continued refining web and social media communications around the Call 2 Haul bulk waste program to dispel confusion, address resident questions, and encourage participation in the program.
- Increased engagement and education around the changes to the recycling program that occurred in 2018. Began a successful and popular Instagram Story campaign with Ashley Bailey, a member of our Waste & Recycling Education team.
- Achieved social media growth with over 7,238 followers on Facebook, 6,082 on Twitter, and 2,634 on Instagram.
- Produced content for the SLCgreen blog and sent out weekly SLCgreen newsletter to 3,591 individuals.
- In 2019, 86,000 users visited the SLCgreen website with 122,000 sessions. The SLCgreen blog received 17,400 visitors and 27,000 sessions. 66 posts were published.

E2 Business Program

The e2 Business program is the city's primary vehicle for engaging local businesses on sustainable business practices. Taking the form of a business association for advocates of sustainable principles, the e2 program supports its 100+ members with individual consulting, e2 program certification, educational opportunities, networking events, regular communications, and direct access to SLCgreen resources and expertise.

Notable achievements in 2019 include:

- Hosted 7th annual [e2 Night & Green Drinks](#) networking event at 3Form with 120 business members and community supporters in attendance
- Scheduled and attended 50+ site visits with Salt Lake City businesses, providing on-site sustainability consultation and meeting follow-up
- Devised and supported special projects for member businesses including custom recycling plans, plastic reduction and cost analysis, on-site recycling assessments with SLC Recycling Education & Enforcement team, and in-house recycling training support and materials
- Completed first-year collaboration with Economic Development Department, including site-visit support, production of e2 program collateral within Economic Development business materials, and monthly check-ins with Economic Development staff

Internal Policy and Employee Engagement

The Sustainability E&E Division establishes internal policies and local ordinances that will support our mission.

Notable achievements for 2019 include:

- Continued educating supervisors on the city's Comprehensive Sustainability Policy through supervisor training.
- Worked with Human Resources Department to create a video of the New Employee orientation content around Sustainability, which is now offered as a required "course" for new employees.
- Hired a part-time Outreach Coordinator to spearhead internal recycling effort and compliance with the Materials Management and Sustainable Procurement elements of the Comprehensive Sustainability Policy for SLC Corp's departments and divisions.
- Supported the Sustainable Infrastructure Steering Committee in conducting a Sustainable Code Review to identify opportunities for incorporating more sustainability elements in our infrastructure and policy
- Supported Public Utilities' Street Lighting Master Plan Advisory & Technical Committee, including participating in the nighttime surveys and providing guidance on Sustainability's street lighting priorities.
- Organized and managed the Salt Lake City team for the February 2019 [Clear the Air Challenge](#) with innovative internal bracket competition and fun awards program. Used the internal challenge to drive public engagement and awareness of Salt Lake City's commitment to improving the air.
- Supported Parks and Public Lands with grant funds and pilot program development to transition three additional fields to pesticide-free maintenance practices, for a total of six fields.

Environmental Compliance

The Sustainability E&E Division is responsible for completing environmental permits and remedial investigations of contaminated sites as required by the Utah Department of Environmental Quality. The Program provides regulatory support and training to internal departments on environmental issues and manages environmental compliance for the Salt Lake Valley Landfill.

Notable achievements in 2019:

- Continued to support the Salt Lake Valley Landfill by managing environmental engineering contract to ensure compliance with regulatory requirements and operating permits.
- Collaborated with Salt Lake County and Murray City on receiving an award for an EPA Brownfields grant of \$600,000 to be used towards environmental assessments and cleanup planning for developable properties within the three jurisdictions over the next three years. Identified eight properties within Salt Lake City to request grant funds for assessments.

Waste and Recycling Division

Waste and Recycling Operations
2010 West 500 South
Salt Lake City, UT

Mission

The Waste and Recycling Division is dedicated to providing convenient, accessible and outstanding service to all those who live, work and play in the city, while providing a safe and positive work environment for employees and maintaining our core values of fiscal integrity and sustainable waste diversion.

Core Services

The Waste and Recycling Division is the operational unit of the Sustainability Department. The Division is funded by the Refuse Enterprise Fund and supported by monthly waste collection fees assessed to residential properties. Within the Waste and Recycling Division there are two programs: 1) Operations and 2) Recycling Education & Permits.

Operations Program

The Operations program provides four separate curbside collection services for 42,057 residential properties: weekly curbside recycling, compost, and garbage; and an annual bulk item collection through the Call 2 Haul program. The program also provides annual holiday tree collection, a subscription curbside glass recycling service, and recycling drop-off sites for glass. Approximately 70,000 tons of material were collected in 2019 and 37% of the residential waste stream was diverted from the landfill through recycling and composting. The Operations program also provides waste and recycling services for city parks and facilities and curbside recycling for qualified small businesses and multi-family units.

Notable achievements in 2019 include:

- Emptied 4.7 million containers and collected over 67,000 tons of material from the curbside trash, recycling and compost containers with only 867 missed pickups, resulting in a 99.98% performance

rating – one reason why the Waste and Recycling Division has ranked #3 in the top services offered by the city.

- Engaged city residents in a survey on waste & recycling services and a proposed fee increase. To spread the word and solicit feedback, the education team distributed notices on 42,000 containers across the city; mailers were sent out to the same number of customers; and a 6-week public outreach campaign commenced. In total, nearly 6,200 responses were received to the online Qualtrics survey. Residents were also able to call and offer feedback to the customer service line and to mail in or drop-off paper responses to the survey.
- Continued implementing the Call 2 Haul bulk item collection program. In FY19 7,442 requests were fulfilled, resulting in over 5,600 tons of material collected. Implementation of Call 2 Haul has dramatically reduced problematic illegal dumping behaviors by limiting set-out times, enabling better tracking of illegal piles, facilitating quicker cleanup responses.
- Recycled 102 tons of mattresses, electronics, appliances, tires, and metals through Call 2 Haul under the first full year of the program.
- In Fiscal Year 2018 and prior years, the total annual tonnage of green waste collected remained consistent at around 15,000 tons. Salt Lake City achieved an increase of 2,481 tons of green waste diversion in Fiscal Year 2019. While weather plays a role, we attribute most of this to the Call 2 Haul program and the focus on “containerizing” green waste by making extra compost containers available year-round to residents.
- Implemented a routing and scheduling program for the Call 2 Haul and container maintenance functions using electronic tablets, which saved over 15,000 sheets of paper and improved routing efficiencies, eliminating associated fuel and emissions.
- Led a collaborative effort with various city departments and the Salt Lake County Health Department to implement an illegal dumping protocol to address illegal dumping in the city.
- Continued focus on reducing emissions and saving operational costs through the procurement of cleaner city fleet vehicles, which now total 26 compressed natural gas (CNG) and 8 clean diesel trucks to provide weekly collection of waste and recyclables for the residents of Salt Lake City. The 2019 CNG collection vehicles, including the truck for the Call 2 Haul program, are powered by the Cummins near-zero emissions, achieving a 90% reduction over previous CNG class 8 vehicles.
- Provided waste and recycling collection for over 100 special events.
- Negotiated a new multi-year agreement with a recycling processor for the material collected through the curbside recycling program, resulting in a new \$16 million materials recovery facility, (MRF) currently under construction in Salt Lake City and expected to open in early 2020.

Education and Permit Program

The Recycling Education and Permits program provides education and outreach to the residents and employees of the city and oversees implementation of the recycling requirements for the business, multi-family, construction, and special event communities in order to achieve the capital city’s ambitious waste diversion goals.

Notable achievements in 2019 include:

- Updated the Master Recycling Program to include a new Zero Waste Lifestyle module and created an online feedback forum.
- Attended 24 outreach events (up from 14 in FY18) in all areas of the city, providing residents with opportunities to learn about waste diversion.
- Focused on reducing contamination in the recycling and compost programs by developing new outreach materials and placing them on thousands of city issued containers.
- Continued refining the business and multi-family recycling program by authorizing 16 haulers and implementing a non-compliance resolution process. Established a baseline metric of 38% for business waste diversion.

Landfill and Transfer Station Support

The Waste and Recycling Division provides ongoing support to the landfill. The division also provides direction related to infrastructure at the landfill and improvements to the compost operation, addressing food waste and organics diversion. The Sustainability Director serves on the Landfill Board, representing the city's owner interests in the operation. The department also provides financial analysis and review to assist the landfill in making sound financial decisions that impact the current and long-term operations.

Notable achievements in 2019 include:

- Revised the compost process to increase the quantity of green waste material processed, as well as improved the quality of compost material, achieving Seal of Testing Assurance certification through the US Composting Council.
- Initiated an RFP process to seek a third party operator of the Transfer Station to reduce operating cost.
- Worked with County staff to review the tipping fee structure at the transfer station and the landfill to determine possible future impacts to revenues and customers.
- Assisted landfill staff in improving the monthly invoicing process.
- Worked with county staff to analyze and improve financial information in an effort to better track revenues and expenses.
- Collaborated with the county to hire a new Executive Director to oversee policy and operations.
- Supported the Landfill in hiring a temporary marketing staff member who created new compost and recycling content for online and in-person visitors.
- Developed two compost marketing brochures for use by the Landfill and Salt Lake City.

2020 Department Priorities

The following priorities reflect special projects that have been funded through the FY2020 budget (**in bold**) in addition to internal initiatives staff is working on.

Financial

- Work with the Finance Department and Attorney's Office to identify options for ongoing funding for the department. Options will be presented for consideration in the proposed Fiscal Year 2021 budget.
- Sustainability spearheaded the development of an internal Sustainable Infrastructure committee through an Executive Order signed by Mayor Biskupski. The department is working with the committee

to identify a funding mechanism to help support city projects that incorporate sustainable infrastructure components.

Air Quality, Climate and Energy

- **Utah Climate Action Network Support (\$25,000):** Sustain participation and leadership roles with the Utah Climate Action Network and Path to Positive Utah initiatives and support Utah Climate Week 2020 efforts.
- **100% Community Renewable Implementation (\$100,000):** Sustain collaboration with Rocky Mountain Power and other participating communities as we move towards net-100% renewable electricity for the entire community. The department expects to continue to play a critical leadership role convening communities and working with Rocky Mountain Power and the Public Service Commission.
- **50% Renewable Energy for Municipal Operations (\$40,000):** Continue to collaborate with Rocky Mountain Power and other partners, as required, for a large renewable energy project that will provide at least 50% renewable electricity to Salt Lake City government operations, expected to come on line in 2022.
- Complete installation of over 120 kilowatts of solar energy at the Sorenson Multicultural Center and Sorenson Unity Center.
- Successfully implement and support first and second year compliance for the Energy Benchmarking & Transparency ordinance for approximately 950 additional commercial buildings in the city over 25,000 square feet. Publish report of energy data analysis and insights from 2019 reporting commercial buildings.
- Continue to engage residents and businesses in 84104 and 84116 on energy efficiency through the Empower SLC program.
- **Electrified Transportation (\$25,000):** Support the costs of electricity and maintenance for EV charging stations.
- Propose enhancements of current City ordinance to include a 20% EV Ready requirement for new multi-family construction.
- Participate on the internal Fleet Committee and drive outcomes that mitigate pollution from the municipal vehicle fleet while also reducing fuel and maintenance expenses.

Food and Equity

- **Resident Food Equity Advisors (\$50,000):** Complete an 8-month community engagement process through the Resident Food Equity Advisory project. This project aims to engage citizens from marginalized communities in dialogue and for input to improve healthy food access. The recommendations from this cohort will be utilized to implement the participatory budgeting program to increase the scope and impact of new or existing food projects.
- **Healthy Food Access Initiatives (\$150,000)**
 - Complete a food, economy and equity study to evaluate current food system and inform potential new programs and policies to increase local, sustainable food production and improve access to healthy food for our most vulnerable communities (\$65,000).
 - Fund a project or program identified by Resident Food Equity Advisors aimed at increasing access to healthy food in Healthy Food Priority neighborhoods (\$70,000).

- Partner with the Department of Health to equip farmers' markets and farm stands in Salt Lake City with equipment, technical assistance and marketing resources to accept Supplemental Nutrition Assistance Program (SNAP) benefits (\$15,000).
- Complete the Food Hub Study in collaboration with the Utah Department of Agriculture. The study will inform how to establish a food hub where fresh locally grown produce can be aggregated to meet demands of local restaurants.
- Identify and lease additional underutilized properties for urban farming.
- Expand outreach and education of [*Dining with Discretion*](#) climate friendly diet resources.
- Continue to work with the Food Waste Subcommittee to implement consumable food waste diversion strategies.
- **Internal Sustainability Engagement (\$50,000):** Sustainability has received a significant amount of training on equity issues and would like to move towards prioritizing an equity lens in all projects. This funding is to develop an initiative and provide preliminary training for city leadership to develop skills to operationalize racial equity in our work.

Waste and Recycling

- Implement public engagement around the expected rates increase in July 2020. Finish compiling feedback from the online survey and gaps analysis, report back to the public and policy makers, and create new collateral and messaging to inform the public if new rates are approved.
- Develop a recycling and reuse guide for internal use, host employee trainings on recycling, and ensure all city buildings comply with the city's recycling policy.
- Use the opportunity of a new MRF (recycling facility) to ramp up outreach on the importance of recycling to Salt Lake City. Focus on recycling success stories, as well as continuing education on how to reduce contamination.
- Continue to refine the new Call 2 Haul program based on lessons learned and resident feedback and continue improving response protocol to reduce the amount of illegal dumping in the city.
- Use creative content strategies to support recycling behavior and understanding from the public, businesses, and visitors. Rebrand recycling messages in response to changing recycling markets.
- Complete reroute of all three curbside, (trash, recycling & compost) collection programs to improve service, efficiencies, reduce carbon emissions & provide a better working environment for the employees with balanced routes across all three programs.
- Site a permanent CHaRM, (Center for Hard to Recycle Materials) in the city.
- Continue pilot studies for alternative methods to manage food waste in compost operation.
- Finalize and execute contract for third party to manage and operate the waste transfer station.

Internal Engagement and Policy

- Continue to work with Purchasing on sustainable procurement guidelines.
- Ensure city staff understand how to implement the Sustainability Policy.
- Begin implementing recommended strategies and policy updates as part of the findings from the Sustainable Code Review project in coordination with other city departments and divisions.
- Work with Housing and Neighborhood Development to explore incorporation of building electrification technology in upcoming housing construction projects.

- Continue communication partnerships with other city departments and divisions on communicating the city's sustainable projects and commitments.
- Collaborate with Economic Development and the Redevelopment Agency to incentivize sustainable development and business practices.
- Continue leadership of the internal Energy Management Executive Committee and help facilitate information-sharing and new, successful projects at government facilities.
- Continue leadership on internal Fleet Committee to support the adoption of more all-electric, hybrid, and alternative-fueled vehicles in the city's fleet.

Exhibit A – Department of Sustainability Organization Chart

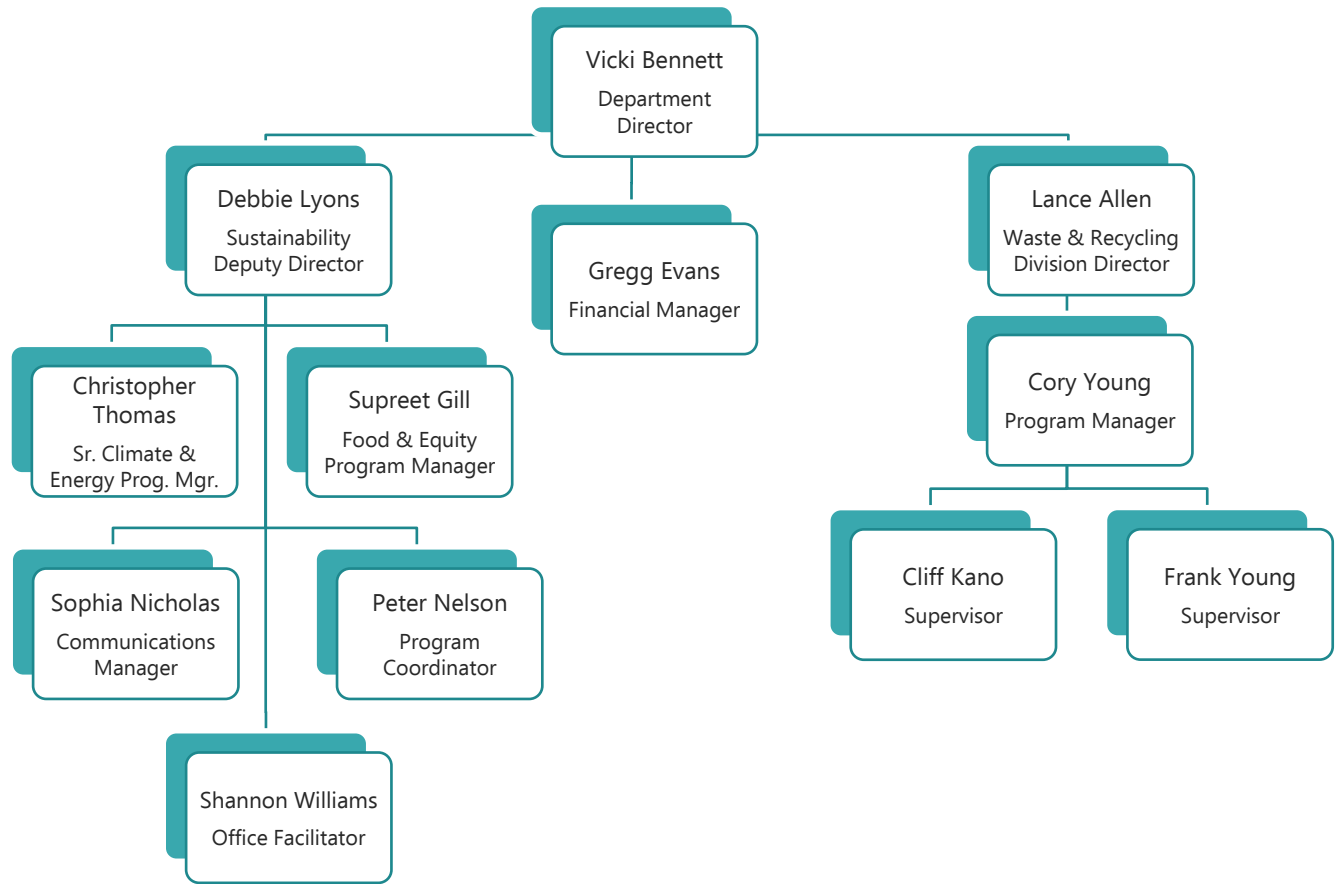


Exhibit B – Department of Sustainability Budget

	FY 2020 Budget- Council Approved
00570 REFUSE COLLECTION	
Revenue	
404 Charges, Fees, and Rentals	11,453,496
407 Interest Income	50,000
410 Miscellaneous Revenue	629,000
412 Interfund Reimbursement	290,333
414 Transfers	0
415 Bond Proceeds	1,784,000
Revenue Total	14,206,829
Expense	
501 Personal Services	4,726,501
502 Operating & Maintenance Supply	294,499
503 Charges and Services	7,450,101
506 Capital Expenditures	2,255,570
505 Bonding/Debt/Interest Charges	2,243,234
550 Transfers Out	300,500
Expense Total	17,270,405
00577 Environmental	
Revenue	
404 Charges, Fees, and Rentals	612,000
407 Interest Income	28,100
410 Miscellaneous Revenue	9,800
412 Interfund Reimbursement	10,000
414 Transfers	80,000
Revenue Total	739,900
Expense	
501 Personal Services	592,042
502 Operating & Maintenance Supply	18,450
503 Charges and Services	1,092,060
506 Capital Expenditures	240,000
550 Transfers Out	160,000
Expense Total	2,102,552