

Project Skyline



2014: Year in Review



A Note from Mayor Becker

Dear friends,

Salt Lake City is committed to making our community a healthier, prosperous, and quality place to live, work and play—a great American city.

Project Skyline focuses on putting an end to the energy waste that harms our health and pollutes our beautiful landscape. It focuses on eliminating the energy waste in our City's largest buildings and as a result saving businesses and taxpayers money while creating quality local jobs.

The initiative is a cornerstone of my livability agenda, and **Sustainable Salt Lake -- Plan 2015**, my administration's blueprint to improve air quality and prosperity.

Air quality issues are typically associated with vehicles and industrial sources. However, along the Wasatch Front, 39% comes from sources other than cars, and much of that is from energy use in buildings.



Three quarters of the buildings standing in Salt Lake City will be part of our skyline for decades to come. This means energy improvements made today will have positive energy, financial and air quality impacts long into the future.

Thank you for your support of Project Skyline. Together, we will make a difference, not only in our air pollution, but in saving money and improving our energy future.

Sincerely,

A handwritten signature in blue ink that reads "Ralph Becker".

Ralph Becker
Mayor

Project Skyline Launch: May 2014



Overlooking the city from the rooftop terrace of the downtown library, business leaders, clean air advocates, and healthcare professionals joined Salt Lake City Mayor Ralph Becker and U.S. EPA Administrator Gina McCarthy to announce the launch of Project Skyline. Administrator McCarthy's presence served to underscore the EPA's nationwide leadership in providing key energy management tools and resources through the Energy Star program.

The event kicked off with remarks from Mayor Becker who stressed the themes laid out in his State of the City address earlier in 2014, including the direct impact of air quality on the physical and economic health of the city. The Mayor also recognized the Salt Lake City businesses and institutions that have already joined the Challenge and emphasized his commitment to lead by example by cutting energy waste in municipal operations.

Administrator McCarthy followed Mayor Becker with a powerful message about energy efficiency and the importance of working together to improve the health of American families. "Energy efficiency is one of the most cost-effective opportunities we have to make our businesses more competitive, improve air quality, and save money. And we know that healthy communities attract investment, businesses, and more jobs. Environmental health promotes economic health," said Administrator McCarthy.

President and CEO of Rocky Mountain Power Rich Walje highlighted the enormous opportunity for businesses to save money by maximizing energy efficiency opportunities and taking advantage of the utility's Wattsmart incentive program. "The cleanest and cheapest energy is the energy we don't use. Working together, we can significantly reduce energy waste and make a positive difference in our community," said Walje.

Remarks by President and CEO of Economic Development Corporation Utah Jeff Edwards followed by echoing Mayor Becker's message, calling attention to the top reason businesses choose not to come to Utah—poor air quality. "Air quality is becoming a growing concern across the nation, and companies want to know what Utah is doing to address this issue," said Edwards. "If we want to continue to attract quality growth to Utah, we must lead by example. I applaud Mayor Becker's efforts to do just that and encourage building owners to step forward and participate. Project Skyline will set the example for other cities across the country."

University of Utah Health Care CEO Dr. Vivian Lee wrapped up the event, bringing the perspective of a major healthcare provider and research institution. Dr. Lee stressed how significant the local air quality issues are to the health of Salt Lake City's residents.

Leadership from partner businesses, organizations, and the community stood alongside Mayor Becker and Administrator McCarthy during the launch to show their support for the initiative.



Workshop: July Orientation

Date: July 21, 2014

Venue: Hotel Monaco

Speakers: Mayor Ralph Becker, Project Skyline Staff

The Mayor's Challenge hosted its program orientation in July 2014 at Hotel Monaco (a fellow Mayor's Challenge participant), and we were pleased that many of our participants could attend.

The event was an opportunity to address final details about signing up for the Challenge, to receive in-person introductions from our utility partners, and to offer a venue for participants to voice their comments and questions directly with our team.

In addition to Challenge participants, members from our Challenge Partner organizations were also in attendance, eager to talk with participants personally and hear their thoughts.

When the business of the orientation was over, Mayor Becker along with Project Skyline staff enjoyed the opportunity to chat with participants all informally while enjoying refreshments in the attractive Hotel Monaco setting.

We appreciate all who took the time to attend this event and show your personal support for the Mayor's Challenge. The Project Skyline team found your feedback to be very valuable in assessing how we can best support your efforts—thank you for contributing to the success of the orientation.



Workshop: U.S. Green Building Council, Utah

Date: September 12, 2014

Venue: Celtic Bank

Speakers: USGBC Utah, ETC Group, Nexant & University of Utah

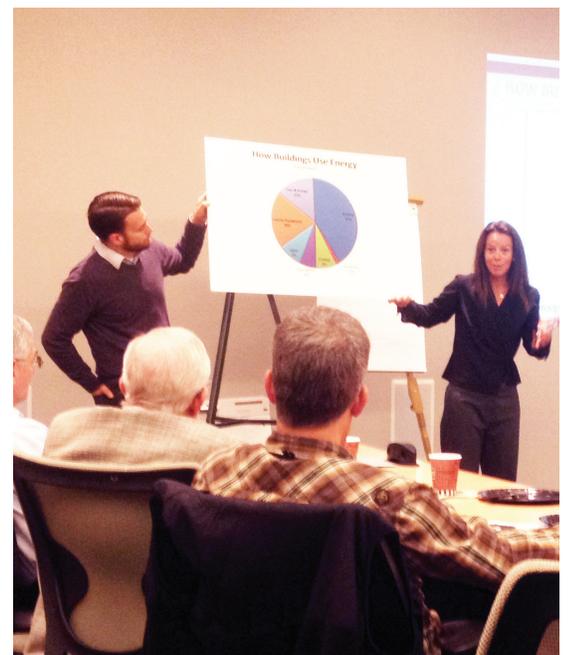
On Friday September 12th, Project Skyline hosted its first Mayor's Skyline Challenge workshop with USGBC Utah. This workshop included a great line up of speakers that each offered their own expertise in the world of building energy efficiency, with plenty of opportunities to engage with the audience and lead the discussion.

Nexant offered an overview of the energy efficiency project process, ETC Group presented their Top 10 energy efficiency strategies for existing buildings, and the University of Utah's energy manager Jeff Wrigley presented a case study on efficiency improvements made to the Eccles Institute of Human Genetics.

This was an excellent start to the workshop series, and Mayor's Skyline Challenge participants can expect future installments to offer just as much insight and engagement. Thanks again to USGBC Utah, Nexant, ETC Group and the University of Utah Facilities Management for sharing your expertise and forwarding building energy efficiency in the Salt Lake City community.

Key Takeaways

- USGBC Utah is a strong community resource for Utah building efficiency
- Energy service providers are an excellent resource for strategic project planning
- Project Skyline is a platform for energy experts to convene and share expertise



Workshop: Energy Action Plans

Date: October 30, 2014

Sponsor: Rocky Mountain Power

Speakers: Energy Star & Intermountain Healthcare

The Mayor's Skyline Challenge continued with our October 30th installment that focused on Energy Action Plans. An Energy Action Plan serves as the road map for how property managers will move forward with efficiency improvement projects.

Leslie Cook of the U.S. EPA's Energy Star program took attendees through the various components of an energy action plan and what tools are available on Energy Star Portfolio Manager to assist in this process.

Next, Troy Jensen of Intermountain Healthcare answered questions from attendees about the company's own 10-year strategic energy plan.

All of this took place over coffee and pastries sponsored by official Project Skyline partner Rocky Mountain Power.

Thanks again to our presenters Leslie Cook and Troy Jensen, as well as Energy Star, Intermountain Healthcare and Rocky Mountain Power for sponsoring our breakfast.

Key Takeaways

- An Energy Action Plan is critical for effective energy projects
- Energy Star offers assistance in creating an Energy Action Plan
- Energy Action Plans lead to robust and long-term financial savings



Workshop: Recommissioning

Date: November 19, 2014

Venue: Salt Lake City Public Safety Building

Speakers: Rocky Mountain Power & Newmark Grubb ACRES

During our November workshop, Project Skyline staff convened a panel of speakers to discuss the process and benefits of recommissioning your building.

Raenee Bugarske of Rocky Mountain Power explained how recommissioning fits into the utility's wattsmart business program, followed by an overview of the recommissioning process by Mike Peterson, an analyst at Nexant.

Lastly, Justin Farnsworth of Newmark Grubb ACRES offered the group insight into the benefits that his properties experienced as they underwent the recommissioning process.

Thanks again to Raenee Bugarske, Mike Peterson and Justin Farnsworth for illuminating this topic in November's workshop.

Key Takeaways

- Recommissioning is an extremely cost-effective efficiency strategy
- Better building performance drives higher market value for your property
- Rocky Mountain Power's wattsmart business program includes support for recommissioning



Workshop: Automated Benchmarking

Date: February 24, 2015

Venue: Salt Lake City Public Safety Building

Speakers: U.S. Department of Energy, Salt Lake City

In late February, Project Skyline hosted a workshop for Mayor's Challenge participants as well as other community stakeholders to update them on Salt Lake City's partnership with local utilities to make whole-building automated data access a reality for customers and building owners.

Salt Lake City, in partnership with Rocky Mountain Power and Questar Gas, is participating in the U.S. Department of Energy's Data Accelerator, with the goal of assisting utilities in developing automated benchmarking solutions, which enables customers to automatically benchmark their buildings using Energy Star Portfolio Manager, saving time and improving data accuracy.

At the workshop, DOE staff provided attendees with an insightful overview of how automated utility data access is developing nationally, and members of BOMA Utah and other attendees voiced their strong support for our local utilities who are working to make this happen.

The workshop ended on a high note when staff from Rocky Mountain Power announced that the company is on target to have this capability available by late 2015!

Key Takeaways

- Project Skyline utility partners are working with the City to offer automated energy benchmarking
- Aggregated energy data is a best practice for protecting customer privacy
- With local stakeholder support, automated benchmarking will be available within the year



Workshop: Behavioral Energy Efficiency

Date: April 8, 2015

Venue: Salt Lake City Public Safety Building

Speakers: 3Form, Salt Lake City School District & Salt Lake City

In April, Project Skyline brought together three speakers from distinctly different professional sectors to discuss the successful engagement strategies that each of their organizations have employed to improve their energy efficiency.

Mike Johnson, Sustainability Director of 3Form, emphasized the importance of communicating his company's energy efficiency initiatives in a way that reflects the values of the employees.

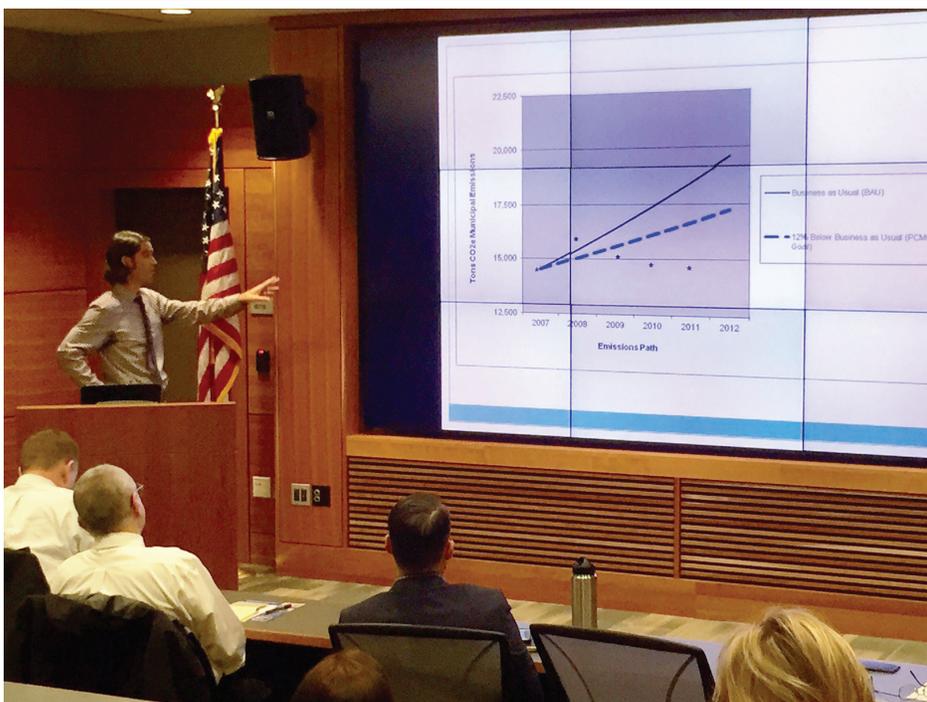
Greg Libecchi of Salt Lake City School District focused on encouraging his employees to identify efficiency blind spots in their respective facilities, and publicizing the many direct financial benefits that come from their solutions those issues.

Tyler Poulson of Salt Lake City Corporation illuminated the importance of mapping the system levers within a large organization that will most effectively translate to employee buy-in and compliance with energy efficiency policy.

Thanks to all three for taking the time to impart this valuable and tested experience, and for finishing off the Skyline Workshop series on a high note.

Key Takeaways

- Connecting employee's values with efficiency goals is critical for success
- Collecting direct employee input is an excellent way of identifying efficiency opportunities
- Mapping the organization's system levers will guide effective energy policy rollout



2015 Mayor's Skyline Challenge Awards Luncheon

Date: July 15, 2015

Venue: Gallivan Event Center

Master of Ceremonies: Ted Wilson, UCAIR



Salt Lake City Mayor Ralph Becker, Kathleen Hogan, Deputy Assistant Secretary for Energy Efficiency for the U.S. Department of Energy, and Matthew Dalbey, Director of the Office of Sustainable Communities for the U.S. Environmental Protection Agency, joined City leaders and building owners in honoring the winners of the Project Skyline Mayor's Challenge 2015 Awards.

Following the Challenge launch in May 2014, participants took advantage of multiple opportunities to attend our workshop series, network with other participants, and take part in stakeholder meetings. With so much happening in 12 short months, review of award nomination forms was no easy task—our challenge participants had many compelling narratives of their respective efforts in this first year, and competition was high.

At the 2015 Mayor's Skyline Challenge Awards Luncheon, Master of Ceremonies Ted Wilson reiterated the important impact on our City's energy and air quality that was being realized by all of our participant's proactive involvement. Closing the first year of the Challenge on a high note, five winners were recognized for their accomplishments in Challenge efforts over the past year.



The average Energy Usage Intensity saved by our Mayor's Skyline Challenge participants in year one:

11 kbtu/
square
foot!

2015 Mayor's Skyline Challenge Winners

Energy Innovator, Sustained Excellence,
Most-Improved EnergyStar Score,
Energy Efficiency Leadership & Benchmarking Champion Awards



This year, the **Energy Innovator Award** went to **Basic Research**. Basic Research has improved the efficiency of their 230,000-square-foot facility by improving the lighting, HVAC systems, and installing the largest privately owned solar photovoltaic project in the state of Utah. By making these improvements, Basic Research has improved their ENERGY STAR score from 10 to 99.

The **Sustained Excellence Award** went to **Fidelity Investments**. Across the country, Fidelity Investments is working to obtain LEED certification in 65 percent of their buildings and their location on 49 N 400 W is no exception. The building falls under LEED Silver certification, and recently, they added LED lighting and lighting controls and photovoltaic panels to improve the building's ENERGY STAR score to 96.



The **McGillis School**, a private co-ed school located on the Northeast bench of the Salt Lake Valley, earned the **Most-Improved EnergyStar Score Award**. In 2014, the school reported an ENERGY STAR score of 97, which marks a 17 point improvement from 2013.

The **Energy Efficiency Leadership Award** went to **Newmark Grubb ACRES**. Throughout the past year, Newmark Grubb ACRES has helped tremendously attending and presenting at multiple workshops. Company leadership also participates on BOMA Utah's Energy and Sustainability committee and helped launch the BOMA Utah Kilowatt Crackdown. Additionally, the company is working on energy efficiency in several of its properties and are continuing to improve their ENERGY STAR scores.



Lastly, the **Benchmarking Champion Award** went to the **Salt Lake City School District**. Since 2009, the Salt Lake City School District has begun benchmarking to monitor energy consumption in over 40 buildings. Not only are 72 percent of the district's schools benchmarked, but they are also certified ENERGY STAR buildings. They have seen an 18 percent improvement in ENERGY STAR scores in all of their buildings.

Salt Lake City Leading By Example

Better Buildings Initiative

In April, Salt Lake City officially joined the U.S. Department of Energy's Better Buildings Initiative, pledging to reduce the energy consumption of our community's building infrastructure 20% by the year 2025.

Mayor Ralph Becker signed the Better Buildings Agreement on April 1, through which Salt Lake City pledged to reach the 20% energy consumption reduction over the next decade through the completion of ongoing project milestones.

These include the development of showcase efficiency projects within Salt Lake City facilities, which incorporate industry best practices for dramatically cutting energy waste, sharing municipal building energy data and the continued work of the Energy Management steering committee.

The Better Buildings Initiative is a fantastic platform for Salt Lake City to demonstrate its commitment to energy efficiency leadership, and to continue being recognized as a national leader!



Salt Lake City Executive Order

In January 2015, Mayor Becker signed Salt Lake City's Energy Efficiency Executive Order, outlining the City's ambitious new municipal energy management policies.



"We must lead by example," said Mayor Becker. "By taking steps to actively monitor our energy use and improve the efficiency of City facilities, we will cut energy waste, improve air quality, protect our natural resources and ultimately save taxpayer dollars."

The order, which establishes Salt Lake City among leading cities nationwide, creates a multi-department Energy Management Steering Committee and requires City facilities to develop annual Energy Management Plans and track results.

"Through this Executive Order, Mayor Becker again demonstrates his commitment to air quality and smart energy use," said Sarah Wright, Executive Director of Utah Clean Energy. "Improving the efficiency of Salt Lake City municipal facilities is a fantastic way to showcase how local governments can save taxpayer dollars while simultaneously reducing pollution."

Energy Management Plans will report on facilities' progress utilizing best practices in energy management, including energy benchmarking, identification of energy-saving opportunities, requiring building energy efficiency training for facilities managers and operators, empowering employees to play an active role in cutting energy waste, and improved transparency of facility energy performance.

The Project Skyline team partnered with CBRE and Intermountain Healthcare to produce case studies that showcase their leadership on building energy efficiency.

Based on interviews with building and facility managers, these case studies highlight the value of building energy benchmarking using ENERGY STAR Portfolio Manager, and include profiles of successful energy efficiency projects.

These case studies are promoted through the Project Skyline website and distributed at program events to educate the community about the economic benefits building efficiency best practices.



ENSURING A HEALTHY SALT LAKE CITY THROUGH ENERGY BENCHMARKING

LDS HOSPITAL: A SOUND BOTTOM LINE

For LDS Hospital in Salt Lake City, the link between energy use, air quality, and building efficiency is as simple as dollars and commonsense. By saving energy costs at this facility, Intermountain Healthcare is helping the Wasatch front cut air pollution, which makes for fewer hospital visits and a healthier bottom line—for both patients and accountants.

Intermountain Healthcare works every day to ensure Salt Lake City residents are healthy. And it maintains its own health—and boosts its competitive edge—through energy-saving technologies and strategies.

Successful energy management begins with “energy benchmarking,” a critical tool to better understand how facilities are performing against peers and prioritize which buildings are the best candidates for energy improvements.

After LDS Hospital was benchmarked, a team of operations staff chose the best solutions to improve energy use. Now, two major projects associated with the hospital’s 5-year energy plan are together saving more than \$250,000 annually. By saving energy that’s equivalent to taking 1,833 cars off of Utah’s roads, these projects are helping the hospital meet larger goals, as well. At LDS Hospital, Intermountain Healthcare is participating in Project Skyline and pursuing the Mayor’s Skyline Challenge goals of collectively reducing citywide building energy use by 5 percent by 2015 and 15 percent by 2020.

“For the community to be healthy, we must also have a healthy environment,” said Greg Poulsen, senior vice president and chief strategy officer. “Intermountain Healthcare has been able to implement technologies that have reduced energy usage,” across the organization, a total effort that is equivalent to taking more than 6,000 cars off Utah’s roads.

“We’re rethinking health care operations, to reduce energy costs. The money we save can go back into reducing health care costs and provides a competitive edge in our business.”

STEVEN BERGSTROM,
director of sustainability for Intermountain Healthcare

Managing and improving building energy use starts with ENERGY STAR Portfolio Manager®, a free tool used to measure and track energy and water consumption, as well as greenhouse gas emissions. Use it to benchmark the performance of one building or a whole portfolio of buildings, all in a secure online environment.

Project Skyline

continued ▶



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STEVEN BERGSTROM, director of sustainability for Intermountain Healthcare

ENSURING A HEALTHY SALT LAKE CITY THROUGH ENERGY BENCHMARKING

MANAGING ENERGY PERFORMANCE MAKES DOLLARS AND SENSE

Smart investors know that energy savings can add up to big rewards. When real estate investment company CBRE acquired the Parkside Tower in 2009, evaluating the building’s energy performance was a priority. By reducing energy waste, CBRE would be able to save both money and natural resources. As part of a program of sustainability goals, energy benchmarking is now an integral part of CBRE’s best practices.

Energy benchmarking allows building owners and managers to measure and rate their facilities’ energy performance. Tracking benchmarking data in a tool such as the U.S. Environmental Protection Agency’s ENERGY STAR Portfolio Manager enables property managers to evaluate their building’s performance from year to year, while tools such as an energy audit can help identify cost-effective improvements. Using these energy management strategies, companies such as CBRE are enjoying substantial financial savings.

HOW DID THEY DO IT?
CBRE found that most of their savings could come from replacing outdated light fixtures. With the help of a \$7,000 rebate from Rocky Mountain Power, they were able to retrofit or replace 100 light fixtures with energy efficient models throughout the building. In 2014, CBRE replaced the lights in its 6-story parking structure with LEDs. In addition to the lighting project, CBRE replaced a poor-performing boiler with an energy-efficient model and received an \$18,000 rebate from Questar Gas’ ThermWise program.

Dave Robertson, associate director of Asset Services at CBRE says the sooner building owners start benchmarking, the sooner you save. “Just get started,” said Dave. “You can increase your tenant’s comfort, your building’s efficiency, and your bottom line. It’s well worth the effort.”

Managing and improving building energy use starts with ENERGY STAR Portfolio Manager®, a free tool used to measure and track energy and water consumption, as well as greenhouse gas emissions. Use it to benchmark the performance of one building or a whole portfolio of buildings, all in a secure online environment.

Project Skyline

continued ▶



“Being energy efficient is key in keeping your building modern.”

DAVID ROBERTSON,
associate director of Asset Services at CBRE



“Being energy efficient is key in keeping your building modern.”

DAVID ROBERTSON, associate director of Asset Services at CBRE

Skyline Highlights

Intermountain Sustainability Summit

On October 29th, Intermountain Healthcare, one of our Mayor's Skyline Challenge participants, hosted the company's Energy Summit at the Marriott City Creek in downtown Salt Lake City.

The day-long event featured panel discussions, break-out sessions, as well as the announcement of the Intermountain Energy Innovator of the Year award. The panel discussions went into depth on topics of Utah's Energy Landscape and Energy Demand Management, and featured a long list of experts including Dr. Laura Nelson, Director of Utah's Office of Energy Development.



While each of the panel discussions were engaging and insightful, one of the most remarkable aspects of the event was seeing the level of focus placed on energy management by Intermountain Healthcare. The Project Skyline team was happy to be in attendance and learn first-hand from Intermountain's own expert energy staff as well as their guest speakers. Congratulations on a successful Energy Summit Intermountain Healthcare!

EnergyStar & Salt Lake City School District

In 2015, Salt Lake City School District had some celebrating to do. As part of the EPA Energy Star program's 15th anniversary, the School District participated in "Certification Nation" and successfully received Energy Star certifications for 25 schools.



Greg Libecchi, the School District's Energy & Resources Manager, worked with Energy Star staff to fully update the District's Portfolio Manager profiles for the year 2014, which resulted in the majority of its schools receiving a score of 75 or higher—this designates those buildings as top performers in their category across the country!

"Participating in the Mayor's Skyline Challenge has provided me with a framework by which to showcase the economic and environmental benefits associated with attaining energy reduction goals" says Greg.

"The 25 Energy Star Labels that adorn each qualifying school shows the community that SLC School District is playing an active role in the Mayor's Skyline Challenge and is serious about improving air quality and reducing energy waste."

According to Greg, since the District's baseline year of benchmarking in 2009, the District's schools have seen a 14% overall reduction in energy consumption.

Congratulations to Salt Lake City School District and Greg Libecchi for your leadership on energy efficiency! Project Skyline staff and your fellow participants are glad to have you as peers in the Mayor's Skyline Challenge.

Better Buildings Summit

In May 2015, Project Skyline staff were invited to Washington D.C. to attend the U.S. Department of Energy's Better Buildings Summit and present on Salt Lake City's success with Project Skyline. The Better Buildings Summit is an opportunity for members of private industry, government organizations, non-profits and various other stakeholders to meet annually and discuss the latest best practices of energy efficiency in our nation's all-important buildings sector.

We're happy to say that it was not difficult for the work that our Project Skyline partners and participants had already accomplished to stand out nationally, and so the folks at DOE wanted us to share some secrets to our success in Salt Lake City. Over the course of the week in late spring, Kevin Emerson and Peter Nelson enjoyed meeting new experts and learning from their own experiences and initiatives. We even had an opportunity to sit in on a panel presentation featuring a colleague from the U of U!



At the conclusion of the conference, Project Skyline staff stood in front of a crowded room of curious attendees and proudly presented all that had been accomplished in the first year of Project Skyline—namely the involvement and support that has emerged from our community's private sector participants and

utility partners. Thanks again to our Mayor's Skyline Challenge participants for giving our City such a great energy report card for 2015!

Looking Ahead



The first year of the Mayor's Skyline Challenge has shed light on our enormous potential for energy efficiency progress in our Salt Lake City buildings. Since this City initiative began in 2014, community stakeholders—building owners and managers, energy service providers, and advocacy groups—have stepped forward to take part in our Mayor's Skyline Challenge workshops and meeting groups.

The results of this first year of the program include serious momentum toward developing automated benchmarking platforms from both Rocky Mountain Power and Questar Gas, expanding financing options such as the City's energy efficiency loan fund, and numerous energy efficiency projects

by our individual Mayor's Skyline Challenge participants.

Improving energy performance in our City's buildings has now become a mainstream topic in our local air quality conversation, and we've learned that there is a tremendous amount of progress on our horizon. The Mayor's Skyline Challenge looks forward to a new year of continued leadership in energy efficiency from our City's building owners, managers and tenants.

ENERGY EFFICIENCY LOANS

Efficiency improvements will save you money and energy, and **Salt Lake City wants to loan you the full cost of the upgrade.** Just name your project and SLCgreen staff will walk you through the process! Your new energy savings will quickly repay the loan, and your business will continue to enjoy lower operating costs in the future - that's a lower carbon footprint and money in the bank. Visit SLCgreen.com to learn more.

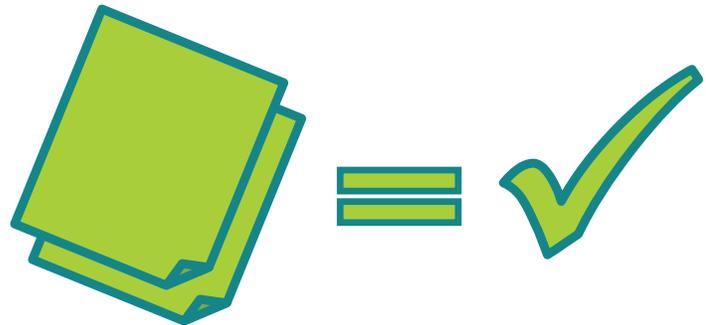


1. Submit your project idea.

Pick a project that will save electricity or natural gas.

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We'll guide you through a few steps to prepare your project.



3. Receive your loan & get started!