



# SALT LAKE CITY SUSTAINABILITY

## 2018 Year in Review



## Mission

The Salt Lake City Sustainability Department 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 Salt Lake City Sustainability Department 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 divisions make up the Sustainability Department: **The Energy & Environment Division** and the **Waste & Recycling Division**, both funded within the Refuse Fund Class.

An Organizational Chart is attached as Exhibit A.

## Sustainability Energy and Environment Division

City and County Building  
451 South State Street, Room 148  
Salt Lake City, Utah

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, and Food Security**.

## Budget

The Sustainability E&E Division is supported financially primarily through on-going dividends from the Salt Lake Valley Landfill. Recycling revenues have supported the Division in the past. Due to changes in the recycling market, revenues have not been budgeted since FY16.

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 projects. At the end of FY18 the landfill distribution funds had a remaining balance of \$656,998 which were fully budgeted and allocated in the FY19 budget. An updated Expense Report is attached as Exhibit B.

Landfill dividends have been declining over the past few years, and are expected to continue declining. Maintaining current operations will result in a depletion of the fund balance by 2021 if additional revenue streams are not identified. Additionally, the Division's primary source of funding for special projects, the one-

time disbursement of landfill funds, has all been allocated. The Sustainability Department has begun working with the Finance Department to explore options for long-term funding for the Division.

## 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 Sustainability Department's employee education initiatives and outreach to help reduce SLC Corp's environmental footprint.

Notable achievements in 2018 include:

- Supported Mayor Biskupski in her new appointment as Chair of the U.S. Conference of Mayors' Alliance for a Sustainable Future, a platform created to advance carbon reduction programs and sustainable development.
- Attended 30 community events in diverse areas of Salt Lake City to provide educational material on sustainability, the City's recycling program updates, the new Call 2 Haul bulk item program, and other ways residents can be involved in reducing their environmental impact.
- Launched a communications campaign on the new Call 2 Haul program which included distributing flyers through the mail to all residents; affixing notices on all residential garbage/recycling containers; attending all of the community council meetings in the spring; working with the media; and using SLCgreen and City social media platforms to share information on the changes and how to use the new program.
- Produced content for [SLCgreen blog](#) and sent out weekly SLCgreen newsletter to 1,775 individuals. Year-to-date, blogs received 32,700 views and 21,900 visitors.
- Achieved social media list growth, with over 6,150 followers on Facebook, 5,600 on Twitter, and 1,900 on Instagram.
- Increased engagement and education around significant changes to the recycling program in 2018 through digital content and social media outreach, face-to-face interaction, earned media, and physical distribution of material. Changes to the program include not accepting plastic bags and Styrofoam for recycling.
- Continued collaboration with the Economic Development Department with cross-promotion of Elevate Buildings winners, e2 businesses, marketing collateral, and general sustainability tips for businesses.
- Collaborated and created content with other City divisions on sustainability projects, including Urban Forestry, Public Services, and Public Utilities.
- Continued a robust intern program, including implementing paid internship positions.
- Supported the Mayor's sustainability efforts with talking points and press releases.
- Led communications efforts for many ongoing and new City sustainability programs.



## 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 principals, 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 2018 include:

- Hosted the 6<sup>th</sup> annual [e2 Night & Green Drinks](#) at Publik Coffee Roasters with 60 business members and community supporters in attendance.
- Completed custom impact study projects for member businesses regarding recycling and materials sourcing.
- Initiated collaboration with Economic Development on business outreach and in-person consultations.
- Continued production of e2 Program Member Case Studies – professionally-designed profiles of our e2 businesses and their sustainability accomplishments.
- Continued distribution of monthly e2 Program newsletters released to our 100+ member mailing list.

Top priorities for 2019 include:

- Engagement of businesses in the 84104 and 84116 zip codes as part of the City's "Empower SLC" neighborhood energy efficiency initiative.
- Development of e2 programming to engage business members within the framework of the City's Climate Positive 2040 goals.
- Increase active participation by businesses in the program.

## 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.

Priorities for 2019:

- Continue supporting and advising the Mayor in ongoing efforts to develop the Northwest Quadrant, including development of the Inland Port.
- Continue to support city departments conducting environmental site assessments.

## Internal Policy and Employee Engagement

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

Notable achievements for 2018 include:

- Incorporated the City's new Comprehensive Sustainability Policy into new employee and supervisor training, occurring every two weeks and three months, respectively.
- The Sustainable Infrastructure Steering Committee created a platform for prioritizing sustainability for a wide range of capital improvement projects and infrastructure updates.

- Organized and managed the Salt Lake City team for the February [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.

Top Priorities for 2019 include:

- Support the Recycling Education operational team to implement a "Master Recycler" for departments to improve recycling education and behavior among city offices.
- Continue to work with Purchasing on sustainable procurement guidelines.
- Ensure city staff understand how to implement the Sustainability Policy.
- Conduct a Sustainable Code Review to identify opportunities for incorporating more sustainability elements into our infrastructure.
- Continued communication partnerships with other City departments and divisions on communicating SLC's sustainable projects and commitments.

## Air Quality and Climate Change

The Sustainability E&E Division develops strategies to improve air quality and address climate change through vehicle emission reductions, conserving electricity and natural gas, and reducing other sources of pollution.

Notable achievements for 2018 include:

- Partnered with Utah Clean Energy to lead a climate communications program throughout spring 2018. The four-part series brought together over 50 professionals across a variety of sectors and backgrounds to hone their skills as climate communicators and build momentum for collaborative solutions in Utah. More details and a program replication guide are [available here](#).
- The Utah Climate Action Network, co-convened by Salt Lake City, [received national recognition](#) for innovative partnerships at the 2018 Climate Leadership Conference.
- [Eliminated user fees](#) at public Level 2 EV charging stations in February 2018. Since fee elimination, daily use has roughly doubled and the stations have provided power for more than 20,000 separate charging sessions since being installed in early 2017.
- Published an [Electrified Transportation Roadmap](#) for local governments and hosted two workshops highlighting policy and EV infrastructure opportunities for cities, counties, and towns across Utah.
- Supported the addition of [five new all-electric vehicles](#) for the Parking Compliance fleet, a transition that is forecasted to save 90% on energy costs per vehicles. Salt Lake City Municipal now has over 20 all-electric vehicles and more than 130 hybrids in its government fleet.
- Hosted a [Climate Solutions Roundtable](#) for Utah Mayors in May and then joined elected officials from 15 other Utah communities in signing a [climate change op-ed in August](#) that called for collaboration, innovation, and leadership across Utah on climate issues.
- Supported Utah Climate Week 2018, a cross-sector collaboration across 35 organizations to highlight the risks of climate change and encourage implementation of solutions locally.
- Salt Lake City's clean energy and climate work was featured by the Sustainable City Network in its [April 2018 cover article](#) and in an associated national webinar.
- 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](#).

- Hired a dedicated electric vehicle intern to research best practices and support ongoing engagement work on EVs within Salt Lake City.
- Continued development of the Wasatch Clean Air Network, a collaborative air quality group to advance local air quality initiatives primarily through monthly policy calls. Hosted a workshop for local government representatives on energy saving and emission reduction solutions.

Top Priorities for 2019 include:

- Sustain participation and leadership roles with the Utah Climate Action Network and Path to Positive Utah initiatives and support Utah Climate Week 2019 efforts.
- Participate on the internal Fleet Committee and drive outcomes that mitigate pollution from the municipal vehicle fleet while also reducing fuel and maintenance expenses.
- Continue expansion and ongoing maintenance of public EV charging infrastructure with at least 18 new Level 2 charging ports planned for 2019.

## Energy

The Sustainability E&E Division implements and supports ways to save energy through efficiency and conservation while also leading renewable energy project development and policy.

Notable achievements in 2018 include:

- Published updates to the [SLC-RMP Clean Energy Implementation Plan](#) in spring 2018. This plan highlights areas of collaboration between the City and Rocky Mountain Power, including programs, projects, and policies related to energy efficiency, renewable energy, electric vehicles, and a progressive utility grid.
- 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 and the Utah team specifically focused on breakthroughs to help achieve net-100% community renewable energy locally.
- Celebrated the opening of two new net-zero energy fire stations ([FS 3](#) & [FS 14](#)) for the Salt Lake City Fire Department. We expect the stations to be the first of their kind to achieve net-zero status in 2019.
- Joined the Utah Commercial Property Assessed Clean Energy ([C-PACE](#)) program being facilitated by the Governor's Office of Energy Development. C-PACE offers local businesses an innovative and low-cost financing mechanism for energy efficiency, renewable energy, electric vehicle, and water conservation projects.
- 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.
- Contributed to the publication of "[Solar and Storage for Energy and Resiliency](#)," a technical guide drafted by Utah Clean Energy to highlight considerations and the economics of solar-plus-storage projects.
- Ranked [#10 nationally](#) in per-capita solar installations by Environment America in its annual "Solar Stars" report.

- Partnered with Rocky Mountain Power to facilitate workshops, conduct research and inform the publishing of a *wattsmart* community energy efficiency plan that will inform engagement priorities and programming going forward.
- Planned for implementation of the [Energy Benchmarking & Transparency ordinance](#), including: development of data management system, hosting several informational workshops for local building owners, and notifying building owners of the upcoming 2019 energy benchmarking compliance requirement.
- Continued to [recognize high performing buildings](#) through the newly re-branded Elevate Buildings initiative, publicly recognizing four exceptional organizations for their energy efficiency accomplishments and showcasing best practices for energy efficiency in commercial buildings.

Top priorities for 2019 include:

- Implementation of a neighborhood energy efficiency effort, titled “Empower SLC,” that will focus on driving equitable and economically beneficial efficiency and conservation efforts. The City has contracted with Utah Clean Energy as a service provider for this initiative.
- Advance efforts with Rocky Mountain Power and other partners for a large renewable energy project that will provide at least 50% renewable electricity to Salt Lake City government operations.
- Sustain collaboration with Rocky Mountain Power and other participating communities as we move towards net-100% renewable electricity for the entire community by 2032. The most immediate priority will be advancing state-level legislation to enable this transition to new, renewable energy sources.
- Continue leadership of the internal Energy Management Executive Committee and help facilitate information-sharing and new, successful projects at government facilities.
- Complete installation of over 120 kilowatts of solar energy at the Sorenson Multicultural Center and Sorenson Unity Center.
- Successfully administer and support the first year of compliance for the Energy Benchmarking & Transparency ordinance for approximately 650 commercial buildings in the city.

## Food

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

Notable achievements in 2018 include:

- In partnership with Square Kitchen, [opened a culinary incubator kitchen](#) in May, providing accessible and affordable commercial kitchen space to budding food entrepreneurs, in addition to regulatory, marketing, and business resources. Currently 50 budding food entrepreneurs are preparing food at the facility.
- Continued partnership with the Green Urban Lunch Box (GULB) to harvest 66,746 pounds of fruit from local trees. To date the SLC FruitShare program has donated almost 250,000 pounds of fruit.
- 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 300 residents pledge to be pesticide free.

- Awarded \$15,000 through the [Local Food Microgrant Fund](#) in partnership with Urban Food Connections of Utah. To date a total of \$45,000 has been awarded to assist local farmers grow more diversified and sustainable produce.
- Established the new [Gateway Garden](#) in the Gateway neighborhood that serves over 45 families.
- Completed the third season of the [Urban Greens Mobile Market](#), an initiative to increase access to local, affordable organic produce in Glendale and Poplar Grove neighborhoods.
- Worked with Waste Less Solutions, University of Utah, and the Salt Lake County Health Department to establish a framework to promote [Food Rescue SLC](#), a consumable food waste diversion tool. To date 40,000 meals have been delivered to food insecure families that would have otherwise gone to the landfill.
- Entered into a partnership with urban farmers to grow organic produce on two underutilized parcels to increase the amount of local and sustainably produced fruits and vegetables.

Top priorities for 2019 include:

- Harvest 50,000 pounds of fruit through the SLC FruitShare program.
- Continue to pilot innovative strategies to increase fruit and vegetables available in low food access neighborhoods.
- Award an additional \$30,000 through the Local Food Microgrant Fund to assist local farmers grow more diversified and sustainable produce.
- Work with Utah Department of Agriculture to design and implement a food hub pilot, 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.



# Waste and Recycling Division

Sanitation 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: Operations, and the Recycling Education and Permits program.

## Operations Program

The Operations program provides four separate curbside collection services for 42,057 residential properties: weekly curbside recycling, green waste, and garbage; and an annual bulk item collection through the Call 2 Haul program. The program also provides annual Christmas tree collection, a subscription curbside glass recycling service, and recycling drop-off sites for glass. Approximately 71,000 tons of material were collected in 2018 and 40% 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.

Notable achievements in 2018 include:

- Implemented the new Call 2 Haul bulk item collection program. In the first season approximately 4,000 requests were fulfilled, resulting in over 3,600 tons of material collected. Approximately 37% of the material was diverted from the landfill for recycling and compost. The Call 2 Haul program continues to average 25-30 collections per day.
- Implemented a routing and scheduling program for the Call 2 Haul and container maintenance functions using electronic tablets, which eliminated over 15,000 sheets of paper, improved the routing process, and eliminated associated fuel and emissions.
- Implemented an illegal dumping protocol to address illegal dumping in the City in coordination with various City departments and the Salt Lake County Health Department. Over 260 illegal piles were removed by the Waste and Recycling Division in 2018. An additional 417 illegal piles were removed in coordination with Salt Lake County Health Department. The Division also collaborated with multiple agencies to coordinate several major cleanups related to homeless camps and the removal of other large illegal piles.
- Continued to reduce emissions and save 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. A CNG collection vehicle

was also purchased for the Call 2 Haul program, achieving a 90% reduction in emissions than prior class 8 vehicles.

- Provided waste and recycling collection for over 100 special events.
- Negotiated a new multi-year contract with a recycling processor for the curbside recycling program.

Top priorities for 2019 include:

- Continue to refine the new Call 2 Haul program based on lessons learned and resident feedback and continue developing response protocol to reduce the amount of illegal dumping in the City.
- Rebrand recycling messages in response to changing recycling markets.

## **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, and construction communities in order to achieve the capital city's ambitious waste diversion goals.

Notable achievements in 2018 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 2017) in all areas of the City, providing residents with opportunities to learn about waste diversion.
- Supported the roll-out of the Call 2 Haul program and the No Plastic Bag recycling campaign by placing notices on every city issued garbage container.
- 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.

Top priorities for 2019 include:

- Create a Master Recycler program for City employees to address appropriate handling of waste materials generated within City operations. Complete cross-training for Waste and Recycling staff to provide the training and expand the number of offerings for the course for both employees and residents.
- Focus community education on decreasing plastic bag and plastic wrap contamination in recycling containers.
- Continue engagement of businesses, multi-family properties, and commercial haulers to continue to improve the business and multi-family recycling program and the available resources and tools.

## **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.

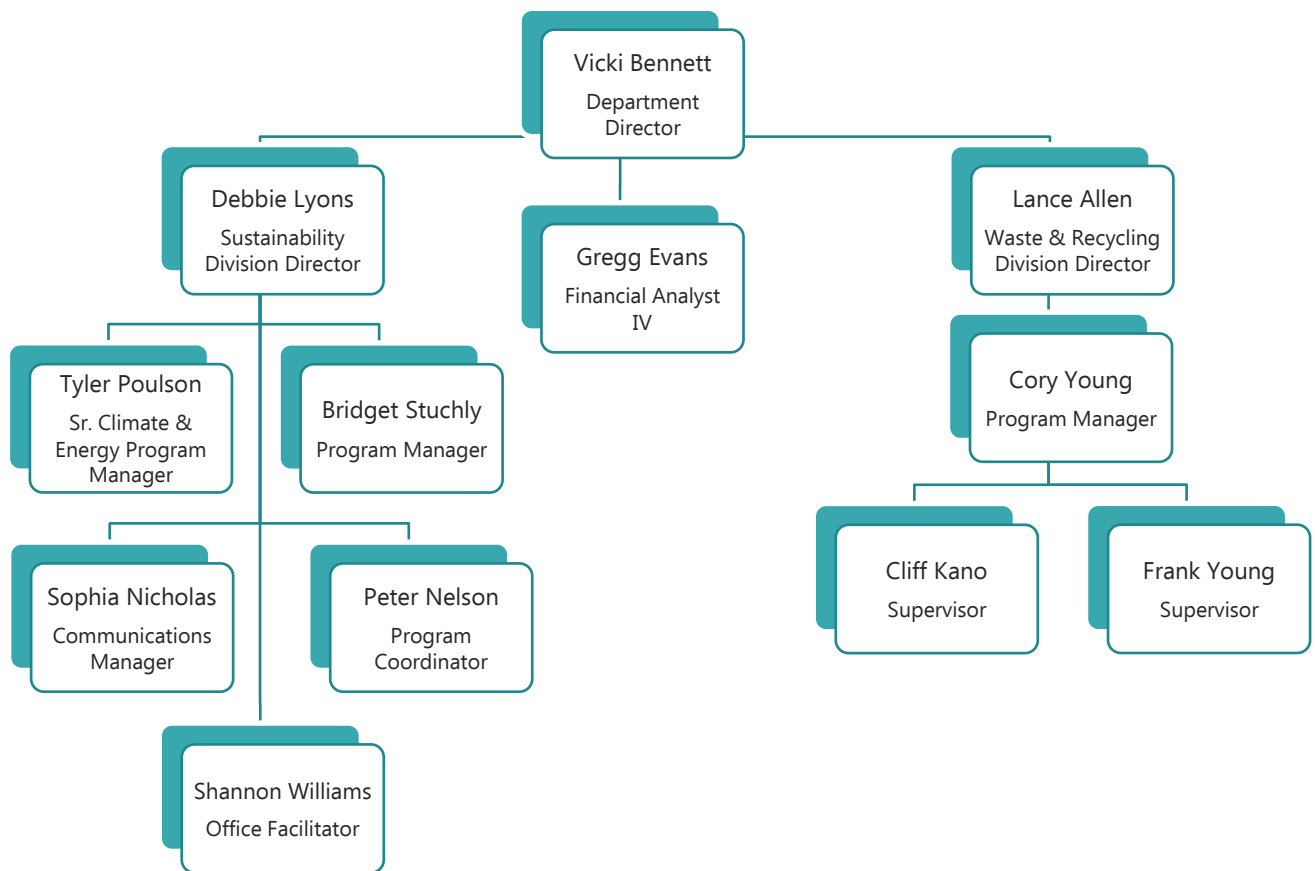
Notable achievements in 2018 include:

- 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 to improve the monthly invoicing process.
- Worked with County staff to analyze and improve financial information in an effort to better track revenues and expenses.

Top priorities for 2019 include:

- Establish baseline metrics for the compost operation.
- Develop a marketing plan for the landfill compost operation to identify additional markets, increase compost sales and generate additional revenue.
- 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.

## Exhibit A – Organizational Chart





## Exhibit B – Budget to Actuals Report for \$5.5 million Landfill Disbursement

Sustainability Project & Funding Summary Report								
Last Updated: 11/14/18			Expense & Revenue Analysis					
Used and Approved Projects to Date:	Year	Coding	Project #	2011 Landfill Distribution Funding	Environmental and Energy Fund Balance	Total Project Budget	Actual Expense	Difference/Encumber
Sustainable Infrastructure Code Review	FY19 Approved	5700577-2590	57575005	52,000	48,000	100,000	0	100,000
Municipal Energy Efficiency Projects Revolving Funds	FY19 Approved	5711760-2329	57575001	0	240,000	240,000	0	240,000
Renewable Energy Technical and Professional Services	FY19 Approved	5711761-2329	57575006	40,000	0	40,000	0	40,000
Community Energy Initiatives	FY19 Approved	5711761-2329	57575007	200,000	0	200,000	0	200,000
EV Charging O&M & Installation Project	FY19 Approved	5711761-2329	57575008	15,000	0	15,000	0	15,000
Carbon Reduction Roadmap	FY19 Approved	5711761-2329	57575009	100,000	0	100,000	0	100,000
Climate Network (FY19 Final Commitment)	FY19 Approved	5711761-2329	57575010	15,000	0	15,000	0	15,000
Economic Development Sustainability Incentive Study	FY19 Approved	5711761-2329	57575011	0	25,000	25,000	0	25,000
Municipal Roof Top Solar Projects	FY19 Approved	5711761-2700	57575012	122,498	77,502	200,000	0	200,000
Fruit Share Program (year 1 contract extension)	FY19 Approved	5711764-2329	57575013	35,000	0	35,000	0	35,000
Urban Greens Mobile Market Operating Support	FY19 Approved	5711764-2329	57575014	10,000	0	10,000	0	10,000
CDBG / Wasatch Community Gardens Contract thru FY2019	FY19 Approved	5711764-2329	57575015	22,500	0	22,500	11,250	11,250
Urban Agriculture Study	FY19 Approved	5711764-2329	57575016	15,000	0	15,000	0	15,000
Local Food Microgrant Fund Project	FY19 Approved	5711764-2329	57575017	30,000	0	30,000	0	30,000
FY19 Total Budget				656,998	390,502	1,047,500	11,250	1,036,250
\$5.5M Funding Breakdown								
Total 2011 \$5.5M Landfill Distribution Funds				5,500,000				
2011 Landfill Distribution Funds Spent and Committed as of 6/30/18				4,843,002				
Remaining Landfill Distribution Funds Starting FY19				656,998				
FY19 Spent \$5.5M Funds				11,250				
Adjusted Remaining Balance				645,748				
Total \$5.5M Funds Spent To Date				4,854,252				