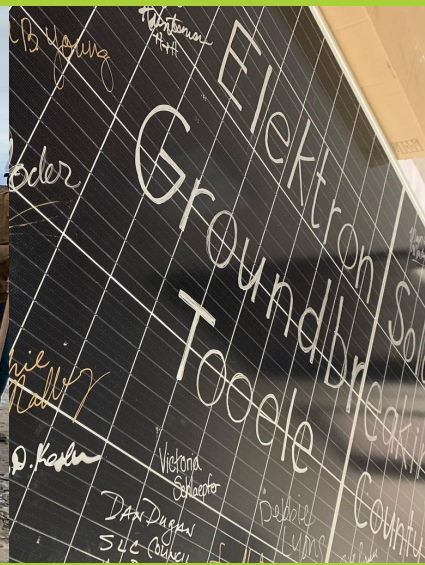




# 2021

## Year in Review

SALT LAKE CITY SUSTAINABILITY



SLCgreen



With 2020 in our rear-view mirror, 2021 was a year of resilience and adapting to the new norm of remote working, mask wearing and social distancing during the ongoing pandemic. Along with many organizations, the Sustainability Department also felt the impacts of the “Great Resignation of 2021.”

After 20 years, Salt Lake City’s first Sustainability Director, Vicki Bennett, retired in May. Vicki was not only a pioneer for sustainability and climate protection here in the state of Utah, she is recognized as a national leader by her peers in cities across the country. Having worked alongside Vicki for the past thirteen years, I am deeply honored to be appointed as her successor.

In addition to our long-time leader retiring, we saw some shuffling and movement of staff in the department. Sophia Nicholas was promoted to the Deputy Director position. We said goodbye to Supreet Gill, Shannon Williams, Gregg Evans, and Max Barnewitz - and welcomed Brian Emerson, Bimini Horstmann, Catherine Wyffels and most recently – Angie Nielsen, our new Finance Manager who started at the end of December.

As we continue to experience local impacts from climate change and depletion of natural resources, the call for our community to reduce emissions has become more urgent. The summertime wildfire smoke was like nothing we’ve seen before, impacting air quality, our health, and our daily lives. We experienced unprecedented drought conditions across the State of Utah and average temperatures in our state continue to rise. This is all having an unequitable impact on many of our Salt Lake City residents. The Sustainability Department is committed to leading the way on bold action that cities can take to protect the environment and increase resilience of our community.

Tackling the challenges of climate change and social justice requires everyone working together. The pandemic has shown us that when we work together, we can achieve milestones that were once thought to be impossible. Our team has had great success this year, highlighted in this report, which could not have been accomplished without partnerships and support from our community, our elected leaders, other city departments, and our neighboring cities and counties.

I look forward to continuing this great work on issues that are important for our community – air quality, climate and energy, waste and recycling, healthy food access, and social justice.

To a healthy year ahead,



Debbie Lyons  
Sustainability Director

## 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 supports the vision of leading the way on resilience and stewardship. It is one of 14 departments within Salt Lake City government. The expense budget for Fiscal Year 2021-2022 is \$24.7 million and operates with 63 full-time equivalent positions (FTE's). Two programs make up the Department of Sustainability: **The Sustainability Energy & Environment Division** and the **Waste & Recycling Division**, both funded within the Refuse Fund Class.

## Organization Chart

An Organization Chart is attached as Exhibit A.

## Sustainability Energy & 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, Food Security, and Community Engagement.**

### Budget

The Sustainability E&E Division is supported financially primarily through ongoing dividends from the Salt Lake Valley Landfill. 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. In the most recent months, we've seen a slight uptick in the recycling market which has brought in additional revenue to the E&E Division.

Maintaining current operations is expected to result in a depletion of the fund balance by the end of FY2024. The Sustainability Department presented a plan to the City Council to phase in General Fund support of the E&E Division over the next several years, beginning in FY2022 with a transfer of \$440,000 from the General Fund to support projects in the E&E Division. The department's Fiscal Year 2022 budget is attached as Exhibit B.

### Core Services

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

## Air Quality, Energy Efficiency, and Electrification

The Sustainability E&E Division develops strategies to reduce emissions from vehicles, buildings, small equipment, and other sources to improve air quality.

Notable achievements in 2021 included:

### Electrified Transportation

- Launched the internal **Electrified Transportation Committee** and established subcommittees to collaborate with other city departments to meet goals established by the Electrified Transportation joint resolution, adopted in December 2020. Through the resolution, the City has committed to electrifying its own fleet and working with partners to accelerate adoption of electrified transportation in our community that will provide a range of benefits including air quality and enhanced public health.
- After completing a public engagement process in 2021, finalized a proposed update to the City's regulations requiring **electric vehicle charging infrastructure in new multi-family developments**. The current ordinance requires one electric vehicle charging station be installed per 25 required parking spaces for new multi-family properties. The proposed ordinance would add a requirement for 20% of required parking spaces be electric vehicle *ready*. This means having electrical conduit and sufficient electrical capacity for future installation of a Level 2 electric vehicle station. This proposed ordinance will be finalized and sent to the Planning Commission in 2022, after which it will be transmitted to the Salt Lake City Council.

### Mapping and Air Monitoring Project

- Funded University of Utah research project to **study black carbon pollution** throughout the Salt Lake Valley and inside two school buildings. Black carbon is a component of PM2.5 and is a marker specific to wildfire pollution and diesel exhaust. It is also up to ten times more harmful than PM2.5, particularly to health-compromised individuals. This study will help increase the understanding of temporal and spatial patterns of black carbon pollution.
- Began involvement on the Salt Lake County **electric bus (eBus) monitoring project**. The project will use research-grade air quality monitors installed on electric buses to provide real-time air quality data across Salt Lake Valley. The project is being managed by Salt Lake County and Salt Lake City became involved in the project in the Fall 2021. In 2022 we will become an official partner by contributing funding for ongoing data analysis and project expansion. The goal is to place air quality monitors on all future UTA electric buses in the valley. Salt Lake City also started the development of a map to display real-time air quality data.

### Vehicle & Other Emissions Reductions

- Partnered with the State Department of Environmental Quality on a **lawnmower exchange program**. Salt Lake City's funding resulted in the exchange of 509 gasoline-powered lawnmowers with all-electric models. This will remove 4.02 tons of pollution from the local airshed each year. In total, 582 Salt Lake City residents participated in the program (some opted to purchase electric mowers without a trade-in). Salt Lake City also set a goal of increasing participation in our Westside zip codes 84104 and 84116 over

prior years. With Salt Lake City's support, participation from residents in these zip codes increased from 1-2% in previous years to 26% of total participants in 2021.

- Created and launched **fleet emissions dashboard** to display emissions from city fleet vehicles. This data will help the City identify high pollution vehicles and prioritize vehicle replacement.
- Convened an **Electrified Fleets Community of Practice group** under the umbrella of the Utah Climate Action Network. Other participants include: State of Utah, Harmons Grocery, Weber State University, Moab City, Utah Clean Energy, Summit County, and Alta Ski Area. The group meets every other month to discuss challenges and opportunities to collaborate on electrifying organizational fleets.
- Established the **Air Quality Action Day Program** to encourage city employees to telecommute or modify their commutes on Mandatory Air Quality Action Days.
- **Proposed updates the City's Idle-Free Ordinance**, after state law changed to allow municipalities to give citations after only one warning instead of three. Publicized ordinance changes following City Council adoption in April. Conducted at least quarterly communications on the Idle Free Ordinance to encourage the community to "turn your key and be idle free" to benefit air quality.

### Energy Efficiency and Buildings

- Supported byUCAIR grant funding, worked in partnership with the SLC Redevelopment Agency (RDA) and Utah Clean Energy to develop the RDA's new **Sustainable Development Policy**, which was adopted by the RDA board in December 2021. The new policy requires all RDA-funded projects to achieve an Energy Star score of 90 or greater and be built to operate without onsite fossil fuel combustion. Additionally, certain RDA programs also require buildings to achieve onsite or offsite net zero status.
- The Sustainability Department and the Building Electrification Institute completed a local stakeholder **electrification assessment** to identify the challenges and opportunities of scaling all-electric new construction in Utah. The findings of the assessment were presented in **two stakeholder workshops** mid-year, as well as an exit survey to determine needs and next steps desired from the stakeholders interviewed. The 25+ stakeholders involved in the assessment include design professionals, developers, engineers, and community advocacy organizations.
- Sustainability, the Building Electrification Institute, and Utah Clean Energy worked with consulting group E3 to develop ***The Economics of All-Electric New Construction in Utah***, an analysis of construction and operational costs associated with residential all-electric new construction across all three of Utah's climate zones. The formal analysis report will be published and made public in 2022.
- Implemented year three of the **Energy Benchmarking & Transparency Ordinance** and benchmarking efforts of large commercial buildings through mail notification, individual benchmarking support phone calls, and email communications. The Elevate Buildings program website was also updated to reflect the latest large commercial buildings that achieved an above-average Energy Star score (50+), which grew by 34 buildings from the previous year.
- Coordinated with Sustainable Real Estate Solutions (SRS), the Mayor's Office, and the City Attorney's Office to enable the closing of a **Commercial Property-Assessed Clean Energy** (C-PACE) loan for an airport hotel new construction project. The \$2,755,555 loan by PACE Equity LLC will finance energy efficiency features for the project, including enhanced building envelope measures, energy efficient HVAC and lighting systems, and onsite solar.

- Drafted an update to the SLC Corp **Comprehensive Sustainability Policy** to require all new construction or major renovation of City buildings over 10,000 square feet to be evaluated for all-electric (i.e. without on-site fossil fuel combustion), and where practicable, designed and constructed to be all-electric. Net Zero and LEED Gold standards are already part of city policy and ordinance. The policy update is expected to be enacted in 2022.
- Collaborated with SLC Building Services and Utah Clean Energy to file an application for an **Electric Ready code amendment** with the Utah Uniform Building Code Commission (UBCC). The code amendment application calls for residential new construction in Utah to be built electric-ready, or capable of supporting efficient electric space heating and cooling, electric water heating and appliances, and electric vehicle charging. In 2022 the UBCC will determine whether to recommend adoption of this code amendment to the Utah Legislature as part of the 2021 residential building code cycle.
- Completed a two-year contract with Utah Clean Energy to undertake a neighborhood energy efficiency program called "Empower SLC." The program targeted 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. In the first quarter of 2021, the program continued to focus on supporting community partners through COVID-safe engagement, as well as general social media outreach on energy efficiency.

## Climate Change and Energy

The Sustainability E&E Division develops strategies to reduce emissions and address climate change through renewable energy policy and project development.

Notable achievements in 2021 included:

### Renewable Energy

- In October, DE Shaw Renewable Investments (DESRI) held a **groundbreaking event for the [Elektron Solar Project](#), an 80 Megawatt solar farm** to be constructed in Tooele County, Utah, on behalf of Salt Lake City and five other large electric customers. When it comes online by January, 2023, the solar farm is expected to supply approximately 80% - 90% of the electricity for Salt Lake City government operations, while raising the City's power bill by less than 2%.
- In 2021, Salt Lake City continued making progress on implementing **net-100% clean electricity for the whole SLC community through the Community Renewable Energy Program**:
  - This past year, Sustainability staff collaborated with other participating communities to finalize the text of the **Community Renewable Energy Program Governance Agreement** and made it available for signature in April.
  - The new [Community Renewable Energy Agency](#) held its first meeting in July. As of December, [15 of 23 eligible communities have joined the effort](#). The Agency is now fully funded for its Phase 1 activities, to the tune of \$350,000.
  - The Agency formed three working committees (program design, communications, and low-income plan) and Salt Lake City Sustainability staff support the work of all three.

- The Agency also issued a Request for Proposals (RFP) and engaged the highly regarded law firm James Dodge Russell & Stephens to represent the Agency in negotiations with Rocky Mountain Power and state regulators. Negotiations between the Agency and Rocky Mountain Power to develop a program rate started in December 2021.
- Participated in regular meetings related to Rocky Mountain Power's twenty-year energy plan (the Integrated Resource Plan, or IRP) and grid modernization to inform Community Renewable Energy Program development efforts.
- Substantially completed language for a new Rocky Mountain Power franchise agreement and started negotiation of a new Clean Energy Cooperation Statement, both to be finalized in 2022.
- Salt Lake City participated in Rocky Mountain Institute's residential solar cohort and developed a framework for a **residential rooftop solar bulk purchasing program** to be launched in 2022. The program is intended to offer discounted rates for rooftop solar installations for Salt Lake City residents throughout the duration of the campaign.
- Salt Lake City successfully submitted a contract proposal to the National Renewable Energy Laboratory (NREL) as part of the Solar Energy Innovation Network (SEIN). Our proposal, entitled "Driving Resilient and Economic Commercial Solar and Storage in Underserved Communities" was advanced to the next round for funding consideration. If awarded, this work will begin in 2022.
- Launched internal dashboard for use by the Energy Management Steering Committee showing Salt Lake City municipal electric consumption. This group focuses on energy reduction and best management practices for city-owned buildings.

#### Carbon Accounting

- Developed **online dashboard** showing estimated Salt Lake City community-wide carbon footprint. This dashboard complements annual community-wide carbon accounting that Sustainability uses to track the community's emission reduction progress and our annual participation in the **Carbon Disclosure Project (CDP)**.

#### **Food and Equity**

The Sustainability E&E Program promotes and facilitates community-based food production while working to address inequities that limit access to fresh, nutritious, and culturally relevant foods.

Notable achievements in 2021 included:

- **Resident Food Equity Advisors:**
  - Completed the [2020-2021 Resident Food Equity Advisors \(RFEA\) pilot program](#). Eleven Advisors met four times in 2021 to finish the pilot program and finalize their list of recommendations for how the City can advance food equity. The program culminated in a meeting with the Mayor in June 2021 and a [final report summarizing the Advisors' key ideas and recommendations](#).
  - Started implementing the first three of seven RFEA recommendations:
    - Developing a Joint Food Equity Resolution with input from the Advisors that was transmitted at the end of 2021 and will be voted on by the City Council in early 2022.
    - Planning the next cohort of the RFEA program that will launch in Spring 2022.

- Preparing to launch an equity-focused community food assessment that will begin in early 2022.
  - The second RFEA cohort will prioritize and co-develop some of the remaining 2021 recommendations (e.g. a healthy corner market or fresh food cart initiative, or a food voucher program).
- **Community Food Assessment Update:** Worked with the SLC Food Policy Council to develop the scope of the community food assessment update. The assessment update will provide a holistic, cross-sector snapshot of the current state of SLC's food system with a focus on equity and sustainability. The assessment will launch in early 2022 and will help inform future Salt Lake City food-related projects, policy, planning and investments.
- **Food Policy Council and Working Groups:** Facilitated monthly Food Policy Council (FPC) meetings and helped lead the FPC through planning and recruitment activities. This included evaluating the FPC to understand the group's effectiveness and member experience, identifying FPC priorities for 2021 and 2022, recruiting new members to fill gaps in expertise and representation, and forming five topic-specific working groups focused on Food Production and Urban Agriculture, Food Economy (Processing, Distribution, Retail), Food Justice and Equitable Access, Food Waste and Recovery, and Food Sustainability and Climate Change. The working groups were formed in August and have met twice to identify key data to collect as part of the community food assessment, and to begin planning their priorities and activities for 2022.
- **Community of Practice on Racial Equity and Economic Justice:** Applied and was accepted into an 18-month national community of practice (COP) for food policy councils organized by the Johns Hopkins Center for a Livable Future's Food Policy Networks. The COP will focus on how to advance economic justice and racial equity in the food system. Participated in the first three COP meetings with other members of the Food Policy Council.
- **Glasgow Food and Climate Declaration:** Worked with the SLC Food Policy Council to evaluate the Glasgow Food and Climate Declaration. Following the FPC's recommendation, the City became one of only five other cities in the United States to sign the Declaration, demonstrating Salt Lake City leadership and deepening our commitment to reducing the climate impact of the food system.
- **Food Hub Study:** Worked with a project consultant to complete a feasibility study for a Northern Utah Food Hub that was funded by a USDA Rural Business Development Grant. The final study was shared widely and presented at a meeting of key food system stakeholders, including members of the SLC Food Policy Council (FPC) and the state Local Food Advisory Council. Began working with members of the FPC to identify next steps based on the study's recommendations.
- **Community Gardens:** Collaborated with the Public Lands Department to assist with the City's Green City Growers Community Garden Program. Supported the development of the Richmond Park Community Garden which opened in July 2021. Supported planning efforts for two new garden projects, the Harrison Community Garden (699 E Harrison Ave) that is scheduled to open in 2022, and the Rose Park Neighborhood Center Community Garden which is on track to open in 2023.
- **State and National Advisory Groups:** Participated in two state-level advisory groups focused on increasing food security for Utah residents: the Governor's Food Security Workgroup and the Task Force on Food Security which was created during the 2021 legislative session to develop a food security plan for the state. Participated in the state Local Food Advisory Council's Distribution and Ag-Lands

workgroups to help advance and coordinate food equity and sustainability solutions in Salt Lake City and statewide, and to act as a liaison between the LFAC and the SLC Food Policy Council. Participated in monthly US Conference of Mayors Food Policy Advisory Group meetings to share best practices and identify opportunities.

- **Culturally Relevant Emergency Food Box Program:** Provided technical assistance and support for a Community Development Block Grant-funded culturally appropriate emergency food distribution program, in partnership with the United Way of Salt Lake, the International Rescue Committee, and Comunidades Unidas. The program was launched in 2021 and has provided access to healthy, culturally relevant food for low-income refugee and immigrant families with limited household resources to absorb the economic impacts from the COVID-19 pandemic.
- **Food Resources Page:** Maintained COVID-19 Emergency Food Access Resource page that has been reconfigured as a resource for non-emergency food access resources in our community.
- **Urban Agriculture:** Worked with Public Lands to identify city-owned parcels that could be made available for urban gardening and farming and prioritize parcels for environmental assessment in 2022. Conducted site visits with two urban farmers currently leasing city-owned land. Worked with Real Estate Services at Community and Neighborhoods to reassign lease to new farmer for remainder of term.
- **Pesticide Free SLC:** Continued to promote the Pesticide Free SLC program to educate residents on how to reduce their use and exposure to chemical pesticides. Forty-five residents requested Pesticide Free SLC yard signs in 2021, bringing our total up to 451.
- **Urban Fruit Trees:** Participated in the Urban Forestry Action Plan committee. Reviewed draft content and provided feedback on how to incorporate food and equity into the Plan's analysis, process, goals, objectives and actions.
- **Equity Plan:** Provided input on the City's Equity Plan related to food equity.

## Community Engagement

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. SLCgreen also supports the Mayor's Office and other departments in sustainability messaging and leads Salt Lake City Corporation employee education outreach to help reduce our municipal environmental footprint.

Notable achievements in 2021 include:

- Continued to maintain a robust online communications presence during 2021:
  - Used SLCgreen's social media channels, blog, and newsletter to communicate priority public health and emergency messages, as well as developments related to SLCgreen's Climate, Energy, and Waste management goals. Achieved social media growth with over 7,427 followers on Facebook, 6,922 on Twitter, and 3,905 on Instagram.

- Produced content for the SLCgreen blog and sent out 33 SLCgreen newsletters to 3,502 individuals.
- In 2021, 117,158 users visited the SLCgreen website with 153,445 sessions. The SLCgreen blog received 25,2334 visitors and 32,410 sessions and 45 posts were published.
- Continued successful and popular Instagram Story campaign with the Waste & Recycling Education team.
- Oversaw a scaled-down **Clear the Air Challenge** focused on Salt Lake City's temporary transition to remote working as a potential tool for future air quality improvements, In 2021 employees avoided 10.2 metric tons of carbon dioxide emissions through the month-long challenge.
- **Returned to in-person summer outreach**, tabling at Salt Lake City's Yappy Hour, Partners in the Park, Avenues Street Fair, Downtown Farmers Market, Craft Lake City, and the Neighborhood House Summer Celebration.
- Continued efforts to create additional **youth-oriented sustainability outreach**. Created a kindergarten-age recycling workshop hosted by Neighborhood House. Developed resources for YouthCity's STEM programming supporting the Water Conservation theme, facilitating connections across departments with Salt Lake City Public Utilities.
- Continued developing **communications strategy for the Community Renewable Energy Program**, promoting key public and stakeholder events, creating promotional graphics, and structuring possible low-income strategy and business outreach, which will continue into the coming years.
- Led outreach and communications for several Sustainability program milestones: Elektron Solar Project groundbreaking, the Resident Food Equity Advisors recommendations, Community Renewable Energy Program developments, Salt Lake City's Lawnmower Exchange, Waste and Recycling rate increase, and Call 2 Haul and other Waste & Recycling program enhancements.
- Co-hosted three meetings with the Mayor focused on various aspects of the Community Renewable Energy Program – an "Ask Me Anything" streamed live over Facebook, a low-income stakeholder meeting, and a business stakeholder meeting.
- Supported the **Fifth Annual Utah Climate Week** through the Utah Climate Action Network.
- Partnered with several local artists through the Salt Lake City Arts Council approved artist pool to create new wraps on our newest fleet of refuse trucks.

## 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 activities achievements in 2021 include:

- **E2 program membership engagement** including publication of six E2 newsletters reaching 80+ business subscribers, an Earth Day social media campaign featuring e2 business members, and individual sustainability strategy consultations with business members ranging from food waste reduction efforts, building electrification, electric vehicle readiness, and establishment of energy efficiency metrics.

- **Developed presentations for businesses and industry organizations** on the topics of Commercial Property Assessed Clean Energy loans (C-PACE), the Community Renewable Energy program, utility energy efficiency incentives, and building electrification efforts in Utah.
- **Facilitated business participation on local sustainability policy developments** including a utility-sponsored Net Zero design assistance program, the community renewable energy business pledge, and support for an electric ready code amendment application with the Utah Uniform Building Code Commission.

## Internal Policy and Employee Engagement

The Sustainability E&E Division establishes internal policies for Salt Lake City Corporation and local ordinances that will support our mission.

Notable achievements for 2021 include:

- Supported the **Sustainable Infrastructure Steering Committee** in identifying priorities and weighing in on current projects.
- **Supported the Economic Development Department's** Economic Development Loan Fund (EDLF) program updates, including discussions with their consultant on the needs of the energy efficiency loan offering.
- Participated on the **Transportation Master Plan Steering Committee**.
- Collaborated with Building Services to facilitate an application by the City for **electric ready code amendment** to the Utah Uniform Building Code Commission.
- Supporting the **Growing SLC working group** to bring sustainability suggestions to the Housing Stability Division as they update their affordable housing plan, Growing SLC.
- Met with Housing Stability to discuss integration of energy efficiency programming for energy burdened households
- Collaborated with the Redevelopment Agency and Utah Clean Energy to develop their new **Sustainable Development Policy** which was adopted by the RDA board in December 2021.
- Continued to manage the City's **Volkswagen Action Grant award**. Six older, high emission vehicles, including three fire engines and three Public Services' dump trucks have been scheduled for replacement in 2022.
- Created a webpage to provide employee resources and information related to **Salt Lake City's Comprehensive Sustainability Policy**.
- **Worked with Human Resources to create a sustainability-themed module** for Quarter 4 of SLC360, the City's employee whole health portal.
- Established the **Air Quality Action Day Program** to encourage Salt Lake City Corp employees to telecommute or modify their commutes on Mandatory Air Quality Action Days.
- Worked with the Mayor's Office to create and launch a **website dashboard tracking the Mayor's annual plans and report cards**, which also includes dynamic reporting of the City's sustainability goals.

## 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.

Notable achievements in 2021:

- In collaboration with Salt Lake County and Murray City, was **awarded a second EPA Brownfields assessment grant** of \$600,000 to be shared among the coalition members. Began working with the coalition to identify priority sites for Environmental Assessments.
- **Supported the Tiny Home Village project**—an initiative by The Other Side Academy (TOSA) and the Mayor’s Office to develop a supportive village of permanent housing and supportive services for people experiencing homelessness. Worked with TOSA, environmental consultants, and the Utah Department of Environmental to understand environmental regulatory considerations and anticipate potential mitigation efforts to support the development.
- Supported city departments with environmental investigations at various city sites, including the Glendale Water Park, Folsom Trail, and the Richmond Community Garden.

# 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 approximately 42,000 residential properties: weekly curbside recycling, compost, and garbage; and two annual bulk item collections through the Call 2 Haul program. The Operations program also provides annual holiday tree collection, a subscription curbside glass recycling service, and recycling drop-off sites for glass. **Approximately 73,000 tons of total material was collected in 2021 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 properties.

Notable achievements in 2021 include:

### Operations

- **Emptied 4.3 million containers** and collected over 69,000 tons of material from the curbside trash, recycling and compost containers with only 1,682 missed pickups, resulting in a 99.97% performance rating – one reason why the Waste and Recycling Division has ranked #3 in the top services offered by the City.
  1. Curbside recycling program collected 9,276 tons in FY21
  2. Curbside compost program collected 16,111 tons in FY21
  3. Curbside garbage program collected 43,682 tons in FY21
- Glass recycling through City contractor Momentum Recycling diverted 1,655 tons (through both curbside pickup and drop-off dumpsters).
- 170 tons of windstorm debris were collected and disposed of.
- Successfully implemented first rate increase in seven years as part of a multi-year strategy to balance a high-value rate structure for residents with fiscal responsibility.

- The **Call 2 Haul** bulk item collection program continues to be well-utilized. In FY21 just under **10,000 requests were fulfilled resulting in a total of 2,096 tons of material collected**, recycling 176 tons of mattresses, electronics, appliances, tires and metal.
- Beginning in July, the department **implemented two significant enhancements to the Call 2 Haul** program:
  1. Providing a bulky green waste collection to residents in addition to their annual bulk item trash/recycle collection.
  2. Allowing for neighbors to schedule a group collection.
- Call 2 Haul has enabled better tracking and more responsive cleanup of illegal piles reported by residents or handled by the crew when fulfilling scheduled requests. **In FY21, the program picked up over 900 illegal piles.**
- Continued to support various city departments and the Salt Lake County Health Department in response to illegal dumping complaints.
- Continued focus on **reducing emissions and saving operational costs through the procurement of cleaner city refuse 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 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.
- Supported Department of Airports in securing a long-term agreement with our contracted recycling processor to support their recycling program.

## 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 to achieve the City's ambitious waste diversion goals.

Notable achievements in 2021 include:

- Despite the pandemic, focused on reducing contamination in our recycling and compost programs by continued outreach and monitoring of cart contents through effective modifications of safety protocols and establishing a call list system. Even without usual, in-person "knock and talks", **our Education team still made over 1,600 contacts and audited almost half a million carts through this process.**
- Master Recycler program successfully facilitated 100% virtually.
- Tabled at several summer outdoor events including Craft Lake City, Downtown Farmer's Market, and Avenues Street Fair.
- Published several well received, educational and engaging stories on social media.
- Provided garbage, recycling and compost services to **64 special events.**
- Reviewed 171 Construction and Demolition Waste Diversion plans and post-project reports. **Achieved 4,800 tons of C&D material diverted from landfills.**
- Assisted 5 business and/or multi-family properties with over 600 units in developing recycling programs to comply with the City's Business & Multi-Family Recycling Ordinance.

## 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 Department's Waste & Recycling 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 2021 include:

- Working closely with the Executive Director of the Salt Lake Valley Landfill and our Public Lands Department to increase municipal use of the compost produced at the landfill and reduce associated costs for the City.
- Assist landfill financial staff in process improvements for monthly invoicing.

## 2022 Department Priorities

The following priorities reflect special projects and internal initiatives Sustainability staff is working on.

### Financial

- Continue to implement plan to continue General Fund support of Sustainability E&E efforts, which will be presented for consideration in the proposed Fiscal Year 2023 budget.
- Present necessary rate increases in Fiscal Year 2023 to maintain consistent and high performing Waste and Recycling services while maintaining a healthy fund balance, which is reflective of public survey results indicating most residents prefer small and steady increases over larger but infrequent rate increases.
- Participate in the Enterprise Resource Planning process whereby City financial and Human Resources functions are being updated and streamlined.

### Air Quality, Energy Efficiency, and Electrification

- Launch internal **Electrified Transportation Steering Committee** to advance goals of the Mayor/Council joint resolution for growing our electric vehicle fleet and citywide adoption of electric vehicles.
  1. Develop a plan for meeting the target of procuring only electric vehicles for the city fleet to reduce pollution from fossil fuel combustion
  2. Identify barriers and priorities to encourage EV adoption by businesses and residents
  3. Identify and plan for infrastructure needs and ongoing maintenance to support growing EV adoption.
- **Evaluate small equipment used for city/internal operations** to identify less polluting equipment and plan for replacements.
- Partner with the Utah Department of Environmental Quality to host a **yard care equipment exchange** event for Salt Lake City residents in the spring, targeting 1,000 SLC participants.

- Partner with Salt Lake County, UTA, and the University of Utah to gather additional air quality data and **launch a public facing air quality dashboard**.
- Explore community partnerships to implement a program that will **improve indoor air quality** in residential homes.
- Building off stakeholder and community engagement in 2021, **send proposed EV ready ordinance** to the Planning Commission and City Council for adoption. This will include a 20% EV Readiness requirement for new multi-family construction.
- Build a coalition of strong industry and community **support for adoption of the electric readiness building code amendment**, currently under review by the Utah Uniform Building Code Commission.
- Publish *The Economics of All-Electric New Construction in Utah* report and convene community stakeholders to discuss findings and inform future building electrification pathways.
- Continue managing compliance with the **energy benchmarking ordinance**. Issue notices to owners of buildings with below-average ENERGY STAR scores of the requirement to evaluate building tune-up opportunities. Enhance communication with all applicable building owners and provide actional steps to leverage incentives and continue to improve energy efficiency.
- Support electrified transportation by funding maintenance for City-owned EV charging stations.
- Meet with departments to support the updating of their internal **Climate Response Plans** to identify ways each department can save emissions.
- Continue to participate on the internal Fleet Committee and **drive outcomes that mitigate pollution from the municipal vehicle fleet** while also reducing fuel and maintenance expenses. Propose metrics for Fleet's annual replacement planning and budgeting that consider air quality and encourage the purchase of electric vehicles.
- Continue fulfilling the requirements of the Volkswagen Action Grant by **replacing older city fleet equipment with new, lower-emission vehicle purchases** to meet the goal of mitigating excess nitrogen oxide emissions in Salt Lake City's airshed.
- If approved by EPA, support Environmental Justice (EJ) assessment of Inland Port development by participating as a stakeholder and facilitating access to relevant data.

## Climate Change and Energy

- **Complete construction of Elektron Solar Project**, expected to meet over 80% of the City's municipal electricity needs. Construction should be completed by the end of 2022 and electricity will begin flowing in early 2023.
- Advance efforts to meet climate and energy goals for the Salt Lake City community by working with Rocky Mountain Power to:
  1. Sign and publicize a new Clean Energy Cooperation Statement,
  2. Sign a new 5-year Franchise Agreement; and
  3. Develop a new 5-year Clean Energy Implementation Plan.
- Continue leadership role with the **Community Renewable Energy Program** by supporting local and regional efforts to achieve 100% renewable electricity for Utah communities by 2030 and enact policies needed to reduce greenhouse gas emissions 80% by 2040.

1. In 2022, we will design and submit an application to the Public Service Commission for approval. The program application will include a rate design, cost projections, and Salt Lake City's plan for low-income assistance.
  2. Engage with community-based organizations using a standardized and simple contract to solicit community input on Salt Lake City's plan for low-income assistance that must be submitted with the Community Renewable Energy Program application.
- Refine online dashboard showing estimated Salt Lake City community-wide carbon footprint with updated travel numbers and carbon emissions intensity for electricity.
  - Launch **Solar Salt Lake**, a discount bulk purchase campaign to allow Salt Lake City residents to access discounted and transparent pricing for up to a total of 50 installations.
  - Create online dashboard showing Salt Lake City Corporation's governmental carbon footprint.
  - Partner with community organization to create a Sustainability and Housing plan that identifies how Salt Lake City can use its existing programs, or create new ones, to **increase energy efficiency and reduce emissions in energy-burdened homes**.
  - Explore with the Energy Management Steering Committee the possibility of advancing Salt Lake City's target for achieving net-100% renewable electricity for government operations from 2032 to 2023, 2024, or 2025 with a supporting comprehensive renewable electricity policy.
  - Engage in state regulatory matters affecting renewable energy procurement and coal reassignment.
  - Execute proposal submitted to the National Renewable Energy Laboratory (NREL), "**Driving Resilient and Economic Commercial Scale Solar and Storage in Underserved Communities**," if awarded. The project aims to increase acceptance and use of commercial solar and/or storage in underserved communities through involvement from stakeholders, community listening sessions, three to five solar and storage benefit case studies, and culturally relevant outreach tools and resources that address solar market barriers. This project is entitled *Solar Energy Innovation Network (SEIN) Round 3: Elevating equity in commercial-scale solar deployment*.
  - Sustain participation and leadership roles with the **Utah Climate Action Network and Path to Positive Utah initiatives** and support Utah Climate Week 2022 efforts.

## Food and Equity

- Undertake a new **Community Food Assessment** to assess priorities for the City in developing further programs, policies, and partnerships. This will include an assessment of food insecurity in Salt Lake City.
- Convene monthly meetings with the **Food Policy Council** and engage them in the Community Food Assessment, as well as other city initiatives.
- Launch the **second cohort of the Resident Food Equity Advisors Program** to further prioritize and co-develop some of the remaining 2021 recommendations (e.g. a healthy corner market or fresh food cart initiative, or a food voucher program).
- Work with the Finance Department to **explore the feasibility of establishing a micro-grant program** to help fund community-driven food equity projects that align with the priorities and needs identified during the 2020-21 Resident Food Equity Advisors Program.
- Support creation of **Food Equity Profiles for each council district** that provide data on local food insecurity, identify existing food resources, and highlight solutions for improving food access. Continue

collaboration with the Public Lands Department to identify parcels for urban agriculture and the process by which they can be developed and leased.

- Partner with the Public Lands Department on initiating a community process for putting the city parcels east of Sorenson Center back into use.
- Identify integrated strategies the City can take to **address the climate impact of our food system**, including expanding outreach and public education around climate friendly diets.
- Support the creation of an **interactive online map that visualizes food inequities** and highlights existing food resources in Salt Lake City. The map will help the City identify priority areas for food policy, planning and investments.
- Create protocol for appropriate level of soil testing for future community gardens.

## Waste and Recycling

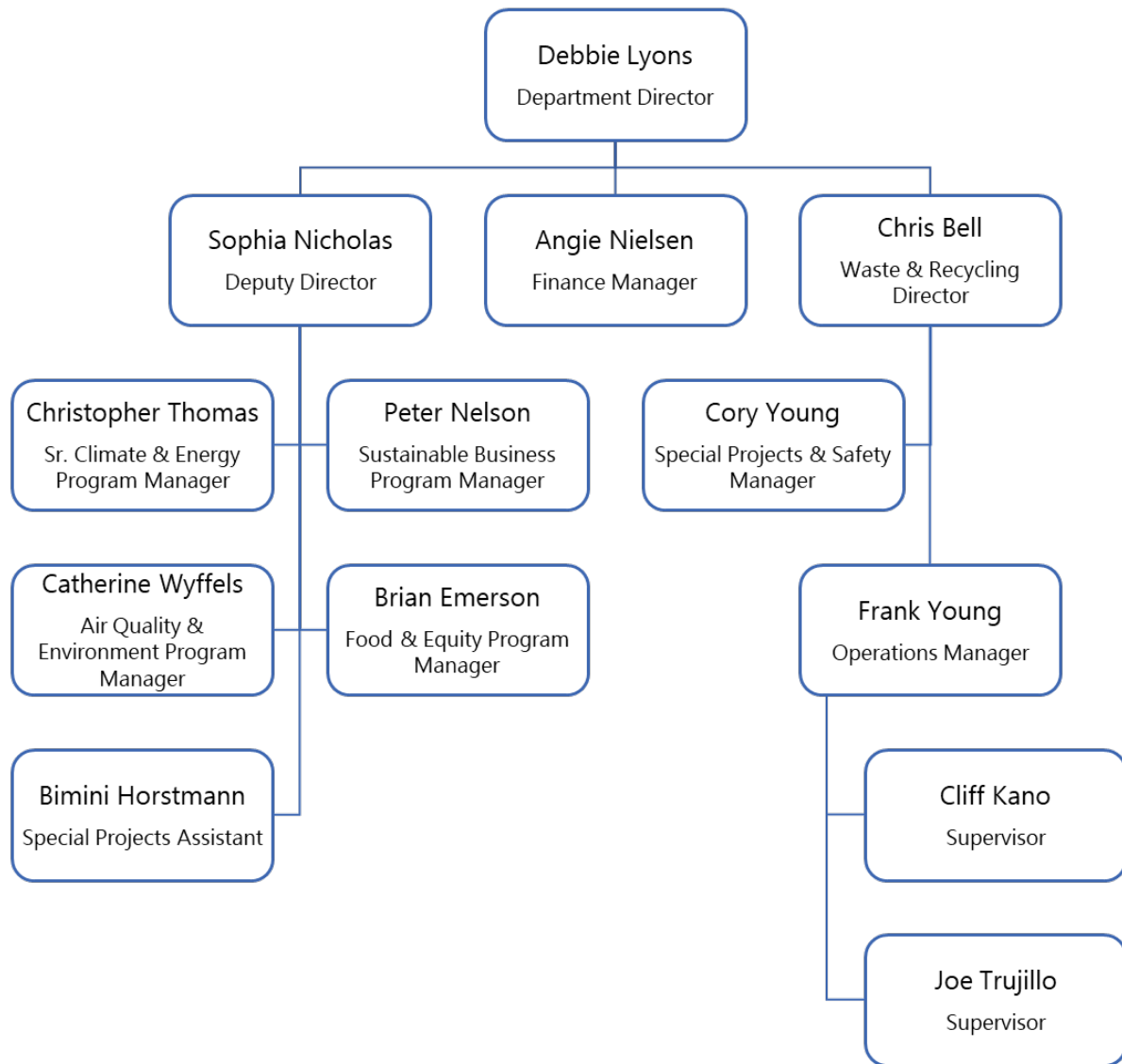
- Drive **public engagement around our multi-year rate increase plan**. Continue messaging to inform the public as new rates are approved.
- Request funding and launch an **updated community waste characterization study** and recommendations to equitably achieve the City's Zero Waste by 2040 goal.
- 
- Explore strategies that leverage technology and data to improve service efficiency while reducing cost and driving toward a more equitable rate structure.
- Continue to **host employee trainings on recycling** to ensure all city buildings comply with the city's policy on recycling.
- Continue to **refine Call 2 Haul program** based on feedback to ensure continued equity and increased utilization by residents.
- 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.
- **Deliver Master Recycler program**, which provides in-depth waste and recycling education and training for the public, via a hybrid in-person and virtual platform.

## Internal Engagement and Policy

- Work with Sustainable Infrastructure Steering Committee to draft and propose internal policy requiring capital projects **identify opportunities to incorporate green and sustainable infrastructure**.
- As appropriate, share information via the HR Newsletter on how employees can comply with the **Comprehensive Sustainability Policy**.
- 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.
- Create and convene meetings of the **Electrified Transportation Steering Committee** and sub-committees.

- Continue leadership on internal Fleet Committee to **support the adoption of more all-electric, hybrid, and alternative-fueled vehicles in the city's fleet.**
- Work with the Mayor's Office and departments to provide updates to the website showing progress on the 2022 Plan and creation of 2023 plan.
- **Update the City's Climate Positive plan** with new goals and initiatives.

## Exhibit A – Department of Sustainability Organization Chart



## Exhibit B – Department of Sustainability FY 2022 Budget

### FY 2022 Budget-Council Approved

#### 00570 REFUSE COLLECTION

##### Revenue

404 Charges, Fees, and Rentals	12,425,410
407 Interest Income	50,000
410 Miscellaneous Revenue	489,500
412 Interfund Reimbursement	297,295
414 Transfers	0
415 Bond Proceeds	5,676,289
<b>Revenue Total</b>	<b>18,938,494</b>

##### Expense

501 Personal Services	5,004,225
502 Operating & Maintenance Supply	289,399
503 Charges and Services	7,600,499
506 Capital Expenditures	6,625,859
505 Bonding/Debt/Interest Charges	2,778,676
550 Transfers Out	273,900
<b>Expense Total</b>	<b>22,572,558</b>

#### 00577 Environmental

##### Revenue

404 Charges, Fees, and Rentals	515,000
407 Interest Income	23,552
410 Miscellaneous Revenue	295,268
412 Interfund Reimbursement	6,000
414 Transfers	440,000
<b>Revenue Total</b>	<b>1,279,820</b>

##### Expense

501 Personal Services	660,261
502 Operating & Maintenance Supply	18,700
503 Charges and Services	1,461,985
506 Capital Expenditures	0
550 Transfers Out	0
<b>Expense Total</b>	<b>2,140,946</b>