



# SUSTAINABLE SALT LAKE >> PLAN 2015



# Sustainable Salt Lake – Plan 2015

December 2015

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## Acknowledgments

Many individuals throughout Salt Lake City collaborated on the development of this plan and continue to work together to increase the sustainability, livability, and resilience of our community. We appreciate their ongoing support and commitment.

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# Sustainable Salt Lake – Plan 2015

Over the last five years, our pursuit of success in sustainability, social justice, and neighborhood and downtown vitality has helped shape our collective vision for how we live, work, recreate, and grow in Salt Lake City.

“Livability” has emerged as a unifying theme for framing our priorities. We have focused on making our city one of the greenest, most inclusive, and economically viable municipalities in the country. City employees, neighborhood and civic advocates, business owners and organizations, religious and social institutions, and many others in our community have coalesced to advance our common goals.

We have worked together for social equality, public safety, protection of natural areas, and access to recreational opportunities. We have pursued urban farming opportunities, strong educational systems, a healthy downtown and neighborhoods, and diverse cultural offerings.

In 2011, we marked the opening of our new North Temple viaduct and broke ground for the new Public Safety Building. We moved forward on the Sugar House Streetcar by securing critical federal dollars in partnership with South Salt Lake and Utah Transit Authority. We opened a newly renovated Gallivan Center and worked toward creating a new performing arts center. We saw the opening of the magnificent Natural History Museum along with The Leonardo, a museum for science, technology, and arts. We installed new solar parking pay stations, opened the 9 Line Trail, and expanded our bikeways. At the same time, we increased our commitment to assisting the growing homeless and hungry in our city who are suffering from the economic downturn.



As we look ahead toward 2015, we envision continued progress to a new kind of urbanism that embraces accessibility, sustainability, diversity, and culture. **Sustainable Salt Lake – Plan 2015** reflects a broad and ambitious agenda to protect our resources, enhance our assets, and establish a path toward greater resiliency and vitality for every aspect of our community. We are confident that City staff and our partners and neighbors throughout the community will work together to reach the targets set in **Sustainable Salt Lake – Plan 2015**, and together we will enjoy a long, prosperous future in this vibrant city.

A handwritten signature in blue ink, which appears to read "Ralph Becker". The signature is fluid and cursive.

Mayor Ralph Becker

## Air Quality & Climate Change

Salt Lake City reduces emissions of unhealthy air pollutants and climate-changing greenhouse gases to ensure the region's security, resilience, and quality of life.

### Goals

- 1 Improve air quality to protect community health and our environment
- 2 Reduce greenhouse gas emissions to mitigate climate change
- 3 Protect the community from dust, smoke, and ozone pollution due to warmer temperatures and droughts

# Strategies and 2015 Targets

## Air Quality & Climate Change

STRATEGIES	2015 TARGETS
<p>▶ Reduce single-occupant vehicle use.</p>	<ul style="list-style-type: none"> <li>• Reduce vehicle miles traveled in the city by 6.5%, to 1.26 billion miles annually.</li> <li>• Increase use of alternative transportation to 50% of City employee commute trips.</li> </ul>
<p>▶ Reduce vehicle idling.</p>	<ul style="list-style-type: none"> <li>• Reduce vehicle idling with an effective anti-idling ordinance that results in fewer than 10 complaints and tickets per month.</li> </ul>
<p>▶ Increase clean vehicles and alternative fuel vehicles in the city.</p>	<ul style="list-style-type: none"> <li>• Increase clean and alternative-fuel vehicles to 15% of City fleet.</li> <li>• Increase number of public alternative-fuel stations in city to 7 compressed natural gas (CNG) stations and 12 electric vehicle charging stations.</li> </ul>
<p>▶ Reduce GHG emissions from City buildings and fleet.</p>	<ul style="list-style-type: none"> <li>• Reduce greenhouse gas emissions from City operations by 13%, to 72,400 tons annually.</li> </ul>
<p>▶ Reduce community greenhouse gas emissions.</p>	<ul style="list-style-type: none"> <li>• Reduce greenhouse gas emissions from community by 10%, to 4.7 million tons annually, through transportation and energy strategies.</li> </ul>
<p>▶ Evaluate and address climate change impacts on air quality in Salt Lake City.</p>	<ul style="list-style-type: none"> <li>• Develop climate adaptation plan and incorporate strategies into city planning processes.</li> </ul>

## Energy

Salt Lake City generates renewable energy and uses energy wisely—fostering healthy air and scenic views, curbing fossil fuel use and emissions, and saving money and resources.

### Goals

- 1 Transform all City facilities into “net zero” energy users
- 2 Reduce total energy use in the community
- 3 Increase renewable energy generation and market share

# Strategies and 2015 Targets

## Energy

### STRATEGIES

### 2015 TARGETS

▶ Increase renewable energy generation on City facilities.

- Increase renewable energy generation on City facilities to 2.5 megawatts.

▶ Increase solar energy generation on buildings throughout the community.

- Generate 10 megawatts of solar energy throughout Salt Lake City.

▶ Complete energy efficiency projects to reduce electricity and natural gas use in City buildings.

- Decrease energy use in City buildings by 10%, to 620,000 MBTUs.

▶ Implement the Energy and Transportation Sustainability Plan to reduce energy use throughout the community.

- Decrease total building energy use throughout Salt Lake City by 5%, to 35 million MBTUs.
- Re-commission and/or upgrade 100 buildings through the Commercial Building Commissioning and Upgrade Plan.

▶ Create incentives for private developers to meet or exceed LEED Silver or EnergyStar building standards.

- Increase energy-efficient buildings citywide by 10%, to 42 LEED buildings, 37 EnergyStar facilities, and 13,000 EnergyStar homes.

▶ Partner to advance community energy efficiency and renewable energy.

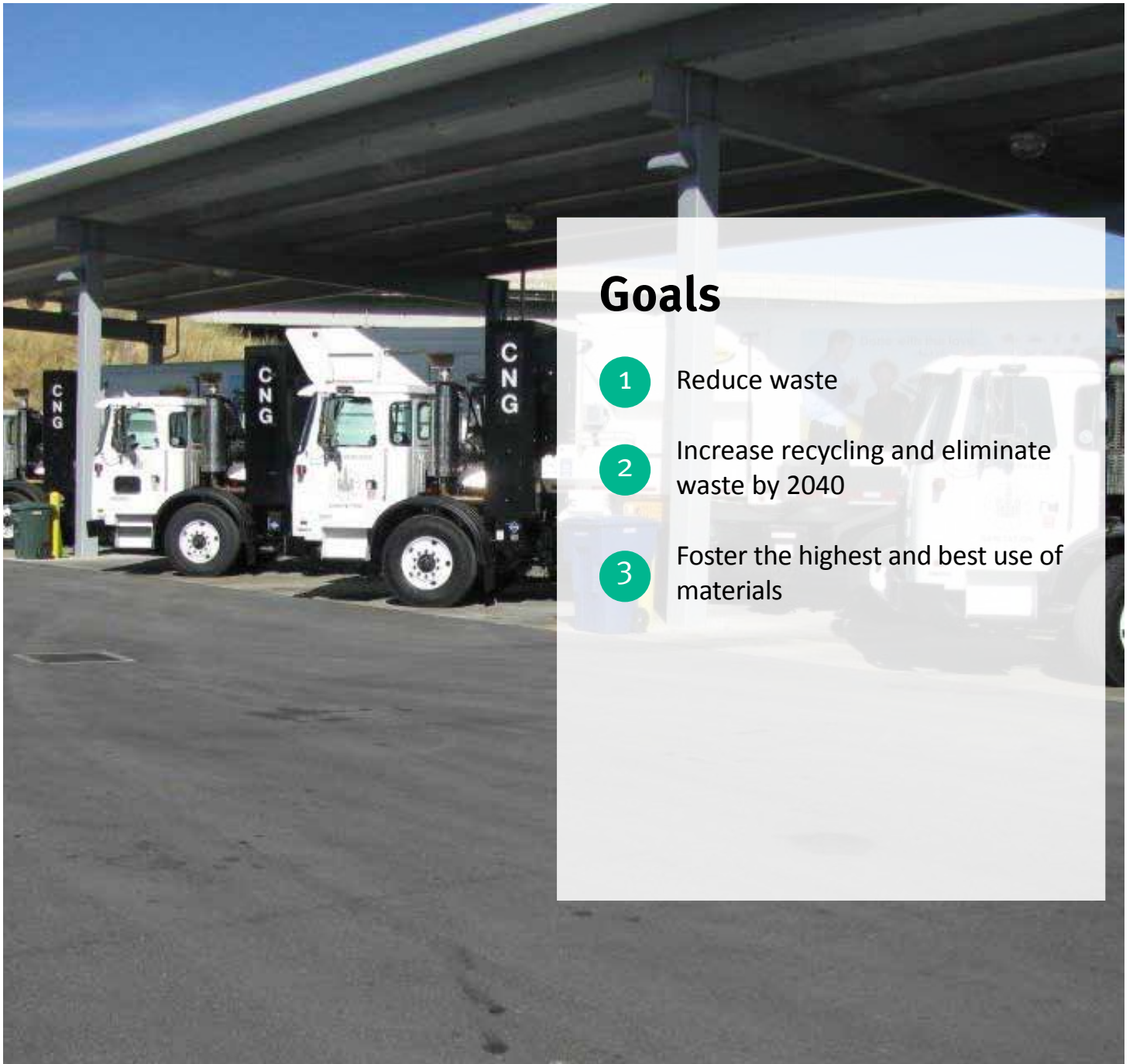
- Launch Energy Efficiency Revolving Loan Fund and make \$250,000 in loans for building efficiency upgrades.

## Recycling & Materials Management

Salt Lake City manages its material resources responsibly—reducing and preventing waste, reusing and recycling materials, and using products made from recycled content.

### Goals

- 1 Reduce waste
- 2 Increase recycling and eliminate waste by 2040
- 3 Foster the highest and best use of materials





# Strategies and 2015 Targets

## Recycling & Materials Management

### STRATEGIES

### 2015 TARGETS

<p>▶ Improve price incentives to reduce waste and increase recycling.</p>	<ul style="list-style-type: none"> <li>• Increase price differences between garbage can sizes to at least 35% (in 2011, 60-gallon service cost 9% more than 40-gallon service).</li> <li>• Increase residential recycling rate to 50%, from 34% in 2011.</li> </ul>
<p>▶ Engage residents and businesses in waste reduction and recycling.</p>	<ul style="list-style-type: none"> <li>• Develop and implement an outreach plan for residents and businesses to reduce waste and increase recycling.</li> <li>• Reduce by 10% the amount of waste landfilled for refuse accounts, from the 2012 average of 2,260 pounds.</li> </ul>
<p>▶ Reduce contamination of recyclables and compost by actively enforcing refuse code.</p>	<ul style="list-style-type: none"> <li>• Reduce contamination of curbside recycling from homes to less than 5% of the total collected, from 17% in 2011.</li> <li>• Reduce contamination of curbside compost to less than 5%, from 11% in 2011.</li> </ul>
<p>▶ Increase glass recycling through drop-off and curbside collection.</p>	<ul style="list-style-type: none"> <li>• Increase glass collection to 3,600 tons per year, from 1,450 tons in 2011.</li> </ul>
<p>▶ Develop capacity for composting or recovering energy from food scraps and other compostables.</p>	<ul style="list-style-type: none"> <li>• Incorporate food scraps recovery into at least one composting or energy recovery facility in the Salt Lake Valley.</li> <li>• Expand curbside compost program to include food scraps.</li> </ul>
<p>▶ Evaluate every-other-week garbage collection.</p>	<ul style="list-style-type: none"> <li>• Complete a feasibility study, and if recommended, reduce home garbage collection to every other week.</li> </ul>
<p>▶ Explore incentives and requirements to increase commercial recycling.</p>	<ul style="list-style-type: none"> <li>• Develop and adopt plan to increase commercial recycling, including code changes if needed.</li> </ul>
<p>▶ Increase recycling of construction and demolition materials.</p>	<ul style="list-style-type: none"> <li>• Adopt and implement requirement for recycling construction and demolition materials for new projects and sizeable building expansions.</li> </ul>

## Transportation

Salt Lake City's sustainable transportation system provides safe travel options for residents, is affordable and efficient, limits waste and resource use, and supports a vibrant economy.

### Goals

1

Deliver transportation services that result in a zero carbon footprint and make the environment better

2

Develop a sustainable, high-performance transportation system that supports a robust economy

3

Enhance quality of life by integrating transportation with the built environment



# Strategies and 2015 Targets

## Transportation

### STRATEGIES

### 2015 TARGETS

▶ Increase, improve, and promote transit service to and within the city.

- Complete and open the Sugar House Streetcar, and complete implementation plan for Phase 2.
- Fund or begin construction on a downtown streetcar.
- Complete a citywide streetcar network plan.
- Finalize plans to extend TRAX along 400 South from Main Street to the Intermodal Hub.
- Work with Utah Transit Authority to extend TRAX service until 1:00 a.m., and to provide a “Next Bus” pilot program.
- Work with UTA to finalize plans for a mountain transportation system.

▶ Increase, improve, and promote pedestrian and bicycle facilities within the city, with a focus on safety.

- Increase on-road bikeways by 50%, from 147 to 220 lane-miles.
- Increase paved shared-use trails by 25%, from 26 to 33 miles.
- Develop a prioritized list of pedestrian safety improvements and implement at least 3 projects per year.
- Work with the Downtown Alliance to install a total of 20 bike-share stations.

▶ Foster alternative transportation use, reduce vehicle miles traveled, and promote fuel-efficient vehicles.

- Establish a city parking management entity.
- Increase the number of motorcycle/scooter parking spots by 50%, from 13 to 20.
- Support efforts to increase the number of electric vehicle charging stations.
- Increase the number of City-contracted car-sharing vehicles by 80%, from 11 to 20.

▶ Increase the efficiency of the road system to promote smooth, safe traffic flow and reduce vehicle idling.

- Implement traffic-signal timing recommendations from the 2011 Traffic Signal Management and Synchronization Project.

▶ Develop a mobile phone application to deliver transportation information.

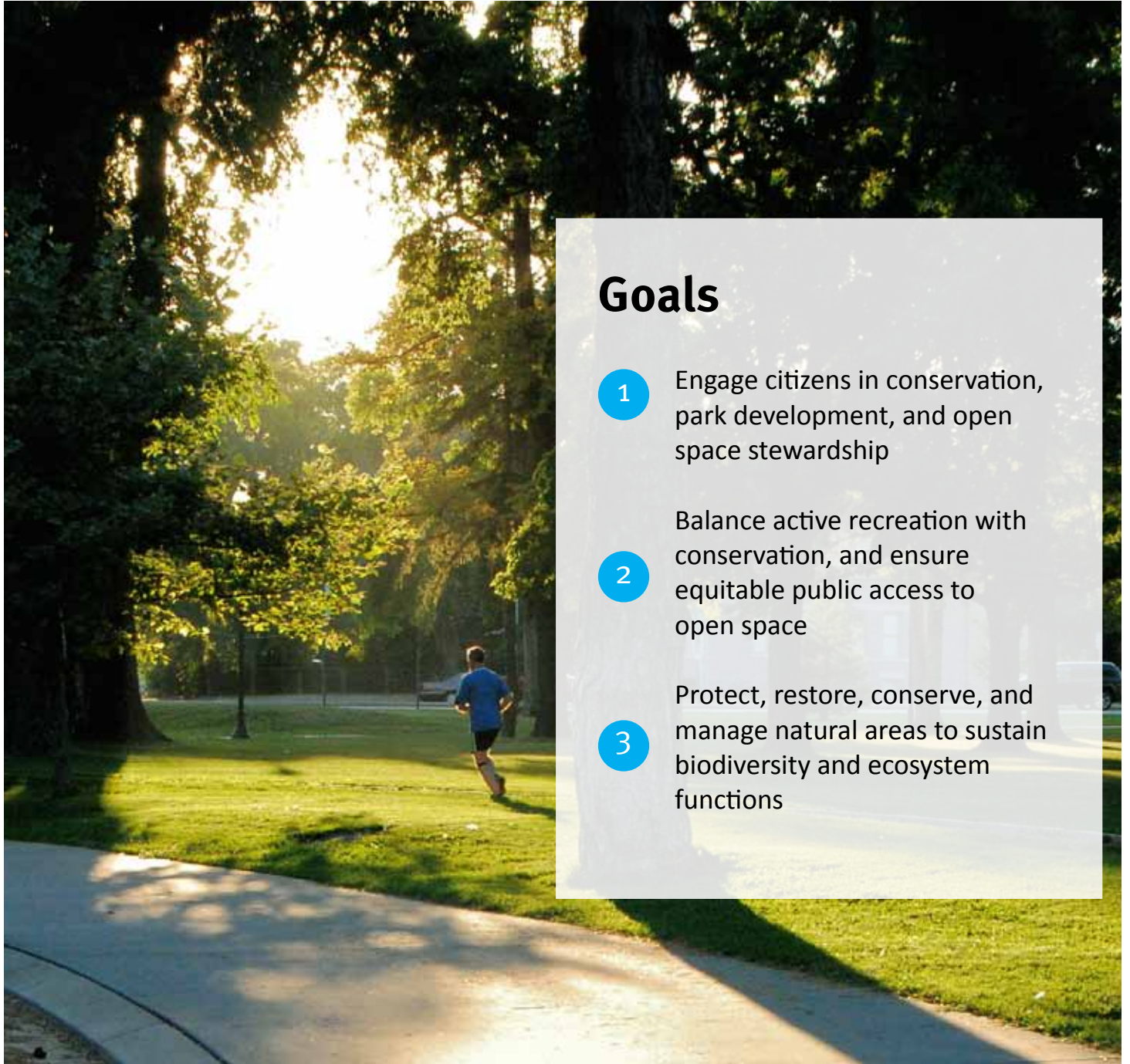
- Launch a city-specific information application that provides locations of alternative fuel stations, bike routes and trails, bus routes and stops, locations for UCarShare, and the status of parking lots and parking meters.

## Open Space

Salt Lake City provides exceptional outdoor opportunities to recreate, connect with nature, and build community, while supporting a healthy environment through its natural lands, parks, and trails system.

### Goals

- 1 Engage citizens in conservation, park development, and open space stewardship
- 2 Balance active recreation with conservation, and ensure equitable public access to open space
- 3 Protect, restore, conserve, and manage natural areas to sustain biodiversity and ecosystem functions



# Strategies and 2015 Targets

## Open Space

### STRATEGIES

### 2015 TARGETS

▶ Use conservation tools to protect and expand the City's open space inventory.

- Continue to exceed national target ratio of 6.5 acres of parks, natural lands, and golf courses per 1,000 people (ratio is 10.3 acres in 2012).
- Restore 61 acres of natural lands, an increase from 2 acres (2012).

▶ Provide equitable access to open space by completing trail networks, providing for multiple users, and offering local open space.

- Restore 25 acres of land on the Jordan River, an increase from 2 acres (2012).
- Complete 5 new or updated recreational opportunities.

▶ Complete and update key master plans, management plans, and assessments for open space.

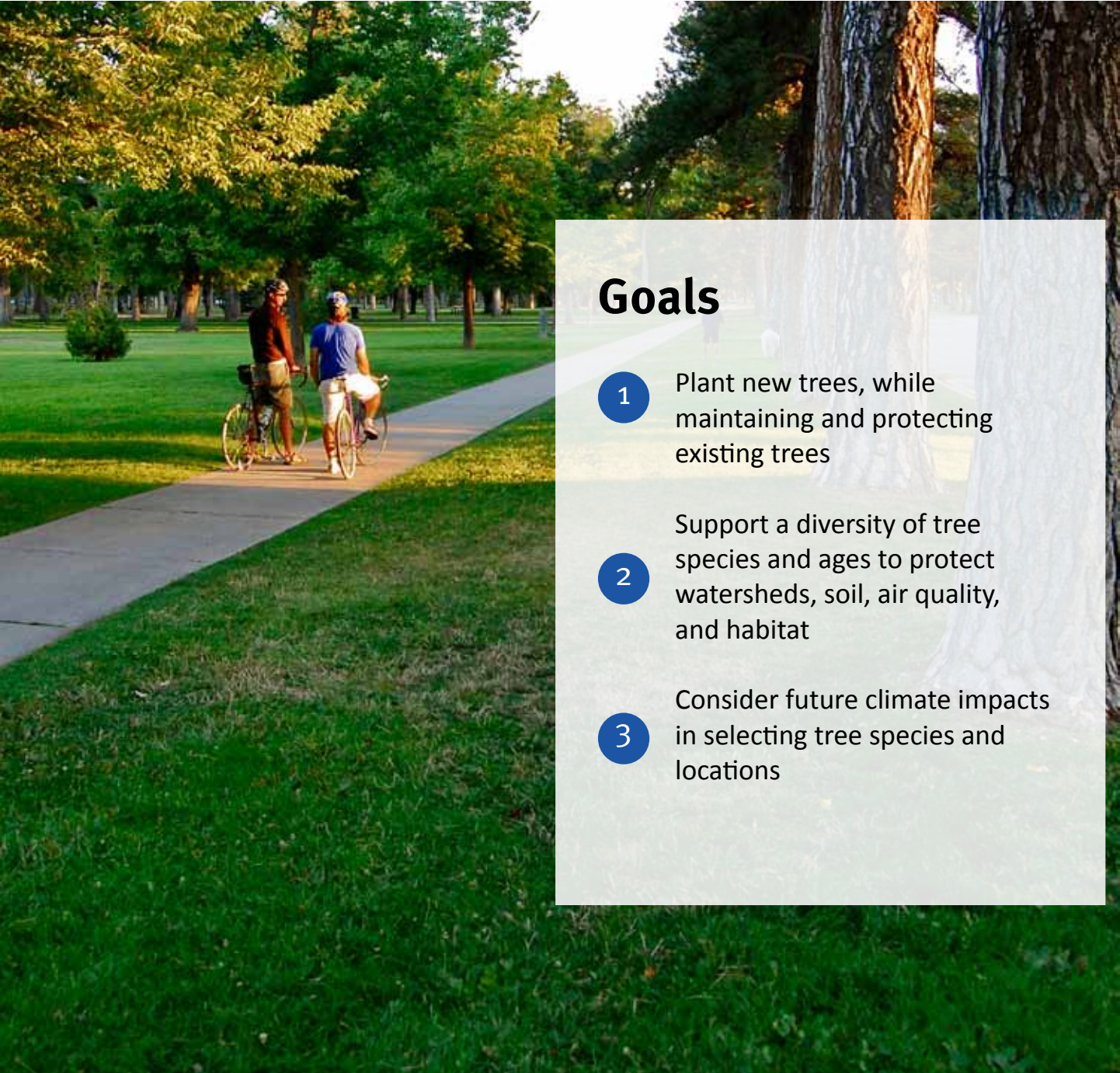
- Complete the Northwest Quadrant Master Plan.
- Complete an ecological assessment and long-term corridor management plan through participation in the Jordan River Commission.
- Complete 3 new open space management plans, for a total of 7 completed plans.

▶ Use volunteers and youth for service projects, to foster learning and stewardship for open space.

- Increase volunteer participation in open space stewardship by 5%, to 5,425 hours of volunteer time (from 5,168 hours in 2012).
- Implement and complete 4 sessions of a Youth Conservation Corps to teach youth about natural area restoration.

## Urban Forestry

Salt Lake City plants and maintains trees to improve air and water quality, save energy, provide shade, buffer noises, enhance habitat, create more walkable sidewalks, foster public health, and improve economic sustainability.



### Goals

- 1 Plant new trees, while maintaining and protecting existing trees
- 2 Support a diversity of tree species and ages to protect watersheds, soil, air quality, and habitat
- 3 Consider future climate impacts in selecting tree species and locations

# Strategies and 2015 Targets

## Urban Forestry

### STRATEGIES

### 2015 TARGETS

▶ Determine the vulnerability of the city's trees.

- Complete and update city tree inventory through geographic information systems (GIS) and physical inventories.
- Update tree inventory to include a vulnerability rating of each tree based on size, age, condition, location, species, and future climate impacts.

▶ Review city codes and policies to determine additional ways to protect trees on both public and private property.

- Complete review of city codes and ordinances in 2013 to identify needed updates.
- Update codes and ordinances in 2014.
- Complete testing of permeable pavement and benefits to trees; adopt policy to address benefits of permeable pavement for trees.

▶ Implement public tree-planting initiatives to increase both the number and variability of species.

- Launch Arbor Day initiative in 2013 to encourage tree planting.
- Increase number of trees citywide by 2% each year.
- Increase diversity of trees citywide so that no single species represents more than 6% of the total population by 2023.

▶ Investigate additional funding sources for operations.

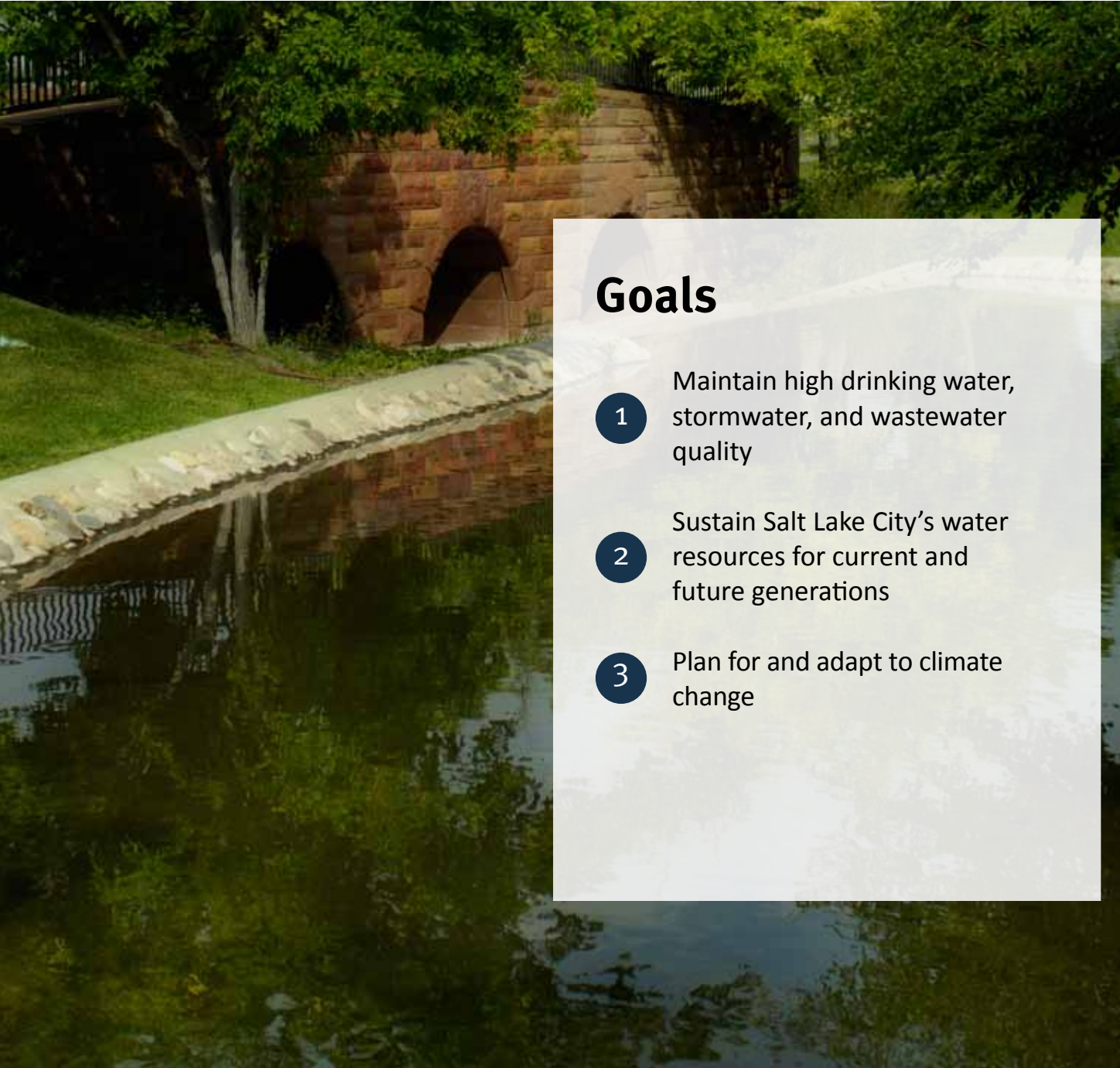
- Identify beneficial end-markets for forestry byproducts to support their highest and best use, generate revenue, and offset costs.

▶ Provide high-quality customer service and education on tree care.

- Update and provide posters and handouts informing residents and contractors to contact the Forestry Office before digging within the dripline of trees.
- Complete web-based application in 2014 for customer notification of tree spraying, including spraying dates and times.

# Water Resources

Salt Lake City protects and conserves its water resources, which support the region's high quality of life, health, and economic wellbeing.



## Goals

- 1 Maintain high drinking water, stormwater, and wastewater quality
- 2 Sustain Salt Lake City's water resources for current and future generations
- 3 Plan for and adapt to climate change



# Strategies and 2015 Targets

## Water Resources

### STRATEGIES

### 2015 TARGETS

► Protect the health of the Wasatch watersheds and groundwater resources to sustain high-quality drinking water supplies.

- Develop a comprehensive decision-making framework that addresses environmental protection, mountain transportation, wilderness designation, and the balance of uses within the Wasatch watersheds.
- Preserve an additional 10% of Wasatch watershed lands (2,500 acres).
- Place conservation easements on preserved Wasatch watershed lands.
- Develop best management practices required for construction projects in the watersheds.
- Improve the watershed score according to U.S. Forest Service Watershed Condition Framework.
- Identify and prioritize watershed restoration projects across jurisdictions, addressing weeds, roads, and trails.
- Formalize the Wasatch Water Legacy Partnership, a watershed collaborative.
- Complete the Silver Lake Watershed Education Visitor and Interpretive Center in Big Cottonwood Canyon.

► Encourage efficient water use and reduce water waste, as identified in the 2009 Salt Lake City Water Conservation Master Plan.

- Adopt a water efficiencies landscape ordinance for new commercial properties.
- Complete an interactive website demonstrating appropriate water-wise landscape strategies.
- Reduce total water use by 1% per year, as required by the Central Utah Project contract.

► Operate Salt Lake City's stormwater and wastewater facilities to protect water quality and meet current and future regulatory requirements.

- Apply stormwater control measures for reducing sediment and suspended solids.
- Update stormwater ordinances.
- Update stormwater quality management plan.
- Implement 15 top-priority riparian improvement projects for the Jordan River and streams in Salt Lake City.
- Continue compliance at Salt Lake City's Wastewater Reclamation Facility to achieve the National Association of Clean Water Agencies' Platinum Award.

► Engage in research and partnerships to develop climate change scenarios and address vulnerabilities relating to Salt Lake City's water resources.

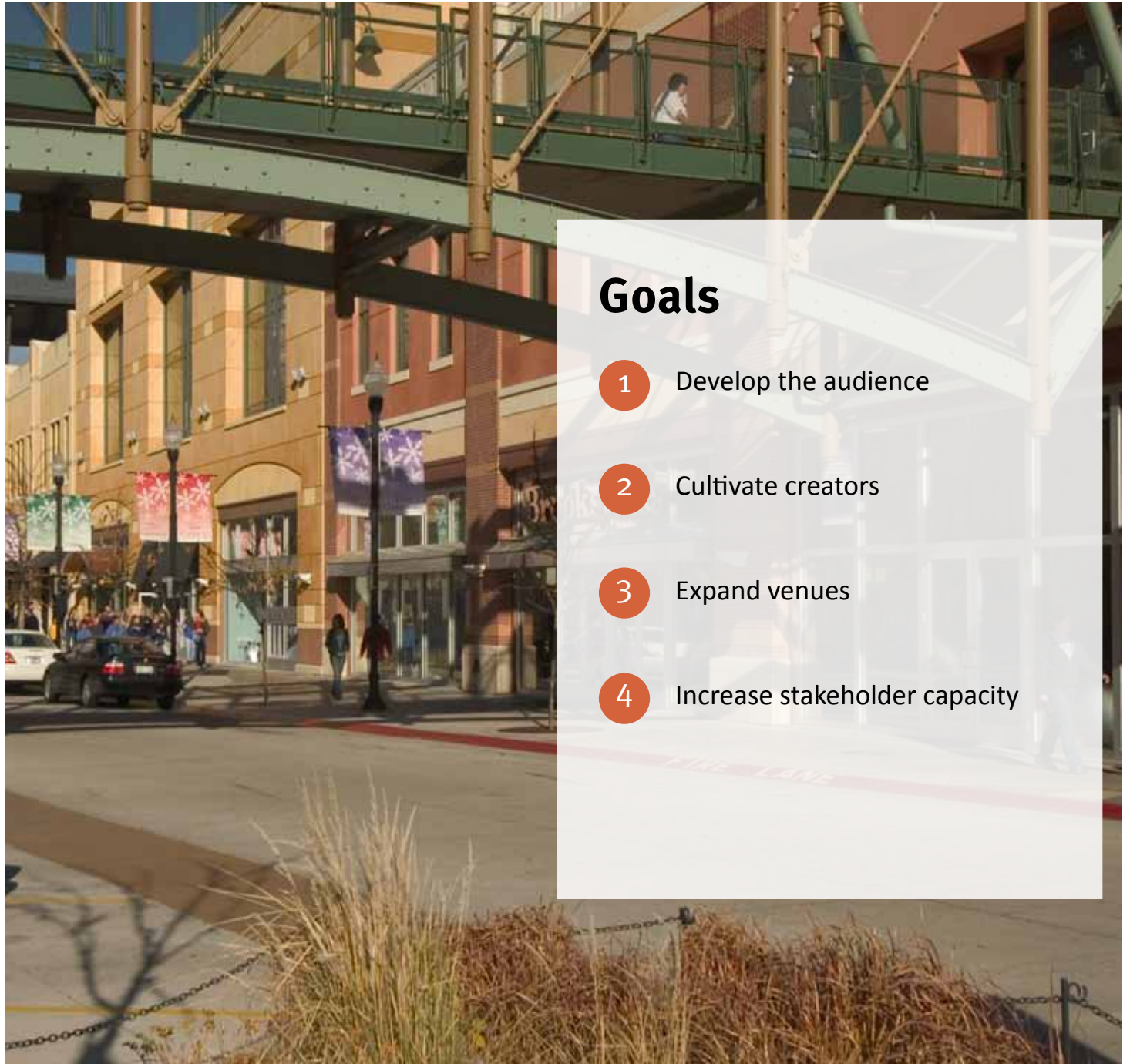
- Incorporate climate adaptation considerations into water resource planning.

## Arts & Culture

Salt Lake City's artistic and cultural offerings foster a sense of place, stimulate economic activity, and enhance the livability of Utah's capital city.

### Goals

- 1 Develop the audience
- 2 Cultivate creators
- 3 Expand venues
- 4 Increase stakeholder capacity



# Strategies and 2015 Targets

## Arts & Culture

STRATEGIES	2015 TARGETS
▶ Conduct research to expand content offerings.	<ul style="list-style-type: none"><li>• Complete Local Arts Index and consolidate other relevant studies.</li></ul>
▶ Improve connections between audiences and content creators.	<ul style="list-style-type: none"><li>• Complete Cultural Core Plan.</li></ul>
▶ Partner to promote Salt Lake City as a national destination for cultural tourism.	<ul style="list-style-type: none"><li>• Complete promotions campaign through work with the Cultural Core Committee.</li></ul>
▶ Establish a micro-loan fund for artists and arts organizations.	<ul style="list-style-type: none"><li>• Identify multi-division strategies and funding mechanism.</li></ul>
▶ Support “storefront studios” that connect artists with street life.	<ul style="list-style-type: none"><li>• Complete planning for development of UPAC and Regent Street projects.</li></ul>
▶ Ensure the City’s funding programs prioritize audience development.	<ul style="list-style-type: none"><li>• Revise funding programs to prioritize audience development as part of Arts Council’s granting program.</li></ul>
▶ Partner with Salt Lake County to expand venues downtown.	<ul style="list-style-type: none"><li>• Complete planning through implementation of the Cultural Core plan and development of UPAC and Regent Street projects.</li></ul>
▶ Construct the new Utah Performance Center.	<ul style="list-style-type: none"><li>• Complete new Utah Performance Center and open for events by 2016.</li></ul>
▶ Support the Utah Film and Media Center, Capitol Theatre renovation, and Utah Theatre restoration.	<ul style="list-style-type: none"><li>• Complete planning and identify funding strategies for these arts venues.</li></ul>
▶ Work with the Downtown Alliance to brand the cultural core.	<ul style="list-style-type: none"><li>• Complete Cultural Core Plan.</li></ul>
▶ Convene stakeholders to provide input on arts and culture efforts.	<ul style="list-style-type: none"><li>• Obtain stakeholder input through the UPAC, Regent Street development, and Arts Council strategic plan.</li></ul>

## Community Health & Safety

Salt Lake City promotes human and environmental health and safety—ensuring protection from crime and access to clean and safe air, water, food, housing, and open space.

### Goals

- 1 Protect people and infrastructure from crimes and natural hazards
- 2 Maintain a safe and healthy natural and human environment
- 3 Be prepared for severe disasters
- 4 Prepare for climate change impacts on community health and safety



# Strategies and 2015 Targets

## Community Health & Safety

### STRATEGIES

### 2015 TARGETS

- |   |  |
|---|--|
| ▶ Create a combined Public Safety Building and Emergency Operations Center to handle emergencies.                           | • Complete a new combined PSB/EOC and make it fully operational by 2015.   |
| ▶ Enhance transportation safety and improve sidewalk and bike-lane snow removal to protect pedestrians, bikes, and drivers. | • Reduce the number of pedestrian and cyclist accidents below 2011 levels.   |
| ▶ Work with Utah Transit Authority to provide late-night service after “last call.”   | • Ensure that UTA transit options are available after last call to provide safe rides home.  |
| ▶ Combat hate crimes.   | • Adopt an anti-hate crime ordinance and implement a hate crime response plan.   |
| ▶ Support healthy, active lifestyles through expanded daily recreation and outdoor activity opportunities.                  | • Increase off-leash dog park facilities from 7 to 10, distributed throughout the city.  |
| ▶ Promote safe use and disposal of chemicals, hazardous materials, prescription drugs, and electronics.                     | • Increase annual collection and disposal of unused prescription drugs to 1,800 pounds.<br>• Construct a conveniently located antifreeze, battery, oil, and paint (ABOP) collection site within city limits. |
| ▶ Reduce pesticide and herbicide use in City operations.  | • Develop and implement an integrated pest and turf management plan that reduces chemical use on City property.  |
| ▶ Evaluate how climate change will affect health and safety in the city and develop adaptation plans.                       | • Complete adaptation and emergency response plans, and ensure key strategies and resources are in place to prepare the city.  |

# Housing

Salt Lake City’s vibrant, beautiful, and diverse neighborhoods preserve existing houses and offer affordable, new opportunities for owning and renting homes.

## Goals

- 1 Cultivate urban living by supporting renovation and creative reuse of historic structures
- 2 Promote a diverse and balanced community by ensuring a wide variety of housing types
- 3 Foster transit-oriented development, accessibility, and mobility services
- 4 Promote green building and energy efficiency



# Strategies and 2015 Targets

## Housing

### STRATEGIES

### 2015 TARGETS

► Support the renovation and use of historic and other older apartment buildings as well as adaptive reuse of other historic buildings.

- Complete 50–100 units of multifamily rental housing rehabilitation projects through work with public and private developers.
- Develop 30–40 new affordable rental housing units.

► Provide affordable housing and homeownership opportunities for residents.

- Provide 50–60 loans to first-time home buyers.
- Offer down payment assistance for 40–50 low- and moderate-income families.

► Support development of a variety of affordable housing types with good access to public transit.

- Provide low-interest loans to developers to support construction of 100–150 residential units adjacent and accessible to public transit and services.
- Increase land purchase and lease opportunities for developers to support construction of 50–100 residential units in transit-oriented development zones and overlays.

► Provide low-interest loans to help owners and investors preserve, renovate, and improve the energy efficiency of their properties.

- Provide low-interest loans to qualified homeowners and investors to bring 300–400 properties up to code and make them more energy-efficient.
- Provide low-interest loans for 700–750 emergency home repair projects.

## Food Production & Nutrition

Salt Lake City supports a vibrant, sustainable, and equitable local food system that produces healthy food for the community.

### Goals

- 1 Increase local food production and access to fresh and healthy foods
- 2 Enhance local food infrastructure and distribution networks
- 3 Ensure that laws and rules support a vibrant local food system





# Strategies and 2015 Targets

## Food Production & Nutrition

### STRATEGIES

### 2015 TARGETS

▶ Conduct a Community Food Assessment to gauge the food system's social, economic, and environmental health and to identify challenges and needs.

- Identify best management practices to strengthen the local food system.
- Develop and implement programs to strengthen the local food system.
- Incorporate supportive strategies into relevant local plans.

▶ Identify City property for community gardens and farming to increase local food production.

- Develop 50 community gardens, an increase from 9 in 2012.

▶ Identify ordinances and zoning regulations that hinder a healthy and accessible food system.

- Identify and revise relevant ordinances and zoning to be more local food-friendly.

▶ Identify and eliminate food deserts—areas that lack supermarket access, farmers' markets, or seasonal farm stands.

- Eliminate food deserts in Salt Lake City, and ensure that all city residents have access to fresh food within 1 mile of their homes.
- Support 5 farmers' markets weekly, an increase from 1 market in 2012.
- Identify type, size, and property and begin development of Food Hub.

▶ Promote local healthy food and its benefits in the community.

- Prepare inventory of adult healthy cooking and nutrition classes.
- Identify locations and prospects to facilitate expanded nutrition and educational opportunities.
- Implement healthy and local food program at all elementary schools in Salt Lake City.

# Education

Salt Lake City’s education system delivers academic excellence—supporting equal opportunity and advancing economic prosperity in the region.

## Goals

- 1 Cultivate a community of lifelong learners—ready for college, careers, and civic life
- 2 Develop a strong education system through appropriate assessments and best practices
- 3 Strengthen family partnerships to support student learning



# Strategies and 2015 Targets

## Education

### STRATEGIES

### 2015 TARGETS

▶ Implement A Capital City Education model to create a culture of readiness for college, careers, and civic life in Salt Lake City.

- Establish working groups to develop 5 core areas: Ready to Learn, Learning to Learn, Learning to Explore, Explore Learning, and Live to Learn.

▶ Expand early childhood education programs.

- Provide access to at least 25% of eligible preschool-aged children and their parents to participate in early childhood development programs.

▶ Increase support for community learning centers and educational pathway programs leading to college and continued education after high school.

- Align afterschool programs with Utah Core reading, math, and science standards.
- Provide equitable educational opportunities for all youth, especially among diverse populations and in the River District.
- Increase afterschool academic opportunities that inspire students to study science, technology, engineering, and math (STEM) in college and pursue STEM-related careers.
- Recruit community experts to support and promote invention and innovation.
- Provide shared activities that promote parent/student dialogue about college and career goals.

# Strategies and 2015 Targets

## Education

### STRATEGIES

### 2015 TARGETS

► Support development of a robust environmental education program.

- Increase participation in livability and sustainability activities at each of the schools in the district.
- Host 2 professional development workshops on environmental training for teachers, integrating language arts and science as well as promoting civic engagement.
- Establish annual fall and spring environmental education events for city schools at Tracy Aviary.

► Involve college students in city government through internships and online resources.

- Create pathways for all youth, especially those in the River District, to gain the skills and experiential learning critical for entrance into higher education and careers.
- Establish externships and job-shadowing opportunities for high-school youth to explore careers that require higher education.
- Partner with the private sector to provide online learning and technical resources for all youth, especially students in the River District.

► Work with the school district to reward teaching excellence and develop effective teachers.

- Recognize the district's efforts with private-sector partners to reward teaching excellence and school accomplishments.
- Establish a City policy on volunteering and serve as a model for supporting civic engagement of employees in schools.

► Cultivate a culture of lifelong learning and civic engagement.

- Work with higher education partners and employers to support adult education and training.
- Develop more early college options for all students.



# **Sustainable Salt Lake Plan 2015**

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