



2017 Year in Review

Sustainability Department



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 Organization 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 and proceeds from recycled materials.

The Sustainability Department received a \$7.0 million one-time payment from the Salt Lake Valley Landfill in 2010-2011. The Salt Lake Valley Landfill is co-owned by the County and City. In compliance with General Accounting Standards, the Landfill budget includes reserve funds to plan for the eventual closure and post-closure maintenance needed at the Landfill site. Based on projection of the closure date, reserve balances, and in keeping with the accounting requirements, the County and City Councils approved a disbursement from the account of \$14 million (\$7 million to each owner) in 2010-2011.

Initially the funds were divided with \$1.5 million placed in the operations fund to bolster its fund balance and the remaining \$5.5 million was placed in the environmental and energy fund for use toward sustainability projects.

In FY17, \$1.5 million was transferred from the operations fund to the environmental and energy fund. To date, \$5,438,615 has been committed and allocated to sustainability related projects. An Expense Report is attached as Exhibit B.

The primary revenue streams for the Division, landfill dividends and recycling proceeds, have been declining over the past few years, and it is expected to continue declining. The Division expects 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, one-time disbursement of landfill funds in 2011, have all been allocated. The Sustainability Division 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 2017 include:

- Attended 40 community events in diverse areas of Salt Lake City, to provide educational material on sustainability, the City's recycling program updates, the Neighborhood Clean Up survey and potential changes to the program, and ways residents can be involved in reducing their environmental impact.
- Updated the Sustainable City Dashboard to reflect 2020 goals, with a scheduled re-launch for 2018.
- Launched an online survey to solicit feedback on potential Neighborhood Clean Up program modifications and improvements; received over 4,100 survey responses.
- Produced content for SLCgreen blog and sent out weekly SLCgreen newsletter to 1,350 individuals
- Year-to-date blog views are 27,000 views and 17,500 visitors.
- The SLCgreen.com Wix website had 127,000 page views and 70,000 website sessions through mid-December 2017 (up 125% from 2016).
- Achieved social media list growth, with nearly 5,700 followers on Facebook, 5,400 on Twitter, and 1,550 on Instagram.
- Began collaboration with the Economic Development Department, producing six blog posts focused on the intersection of businesses and sustainability.
- Expanded intern program, with six interns over the summer, and one each in the fall and spring.
- Supported the Mayor's sustainability efforts with talking points and press releases.
- Led communications efforts for many ongoing and new City sustainability programs, which included five Sustainability-led press events.

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 a direct access to SLC green resources and expertise.

Notable achievements in 2017 include:

- Mayor Biskupski hosted more than 50 business members at e2 program night at Squatters.
- Conducted over 40 consultation appointments, complete with updated Mayor-signed certificates, for e2 business members.
- E2 members collaborated on creation of Salt Lake City Business Recycling toolkit.
- Launched the e2 Program Case Studies campaign, which produces professionally-designed profiles of our e2 businesses and their sustainability accomplishments.
- Hosted annual e2 collaboration with Green Drinks at Liberty Heights Fresh, with more than 120 community members in attendance.
- Monthly e2 Program newsletters released to our 100+ member mailing list.

Environmental Compliance

The Sustainability E&E Division is responsible for completing environmental permits and remedial investigations of contaminated sites as required by the 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 2018:

- Continue supporting and advising Mayor in ongoing efforts to develop the Northwest Quadrant, including potential remediation of the North Temple Landfill.

Internal Policy and Employee Engagement

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

Notable achievements for 2017 include:

- Incorporated the City's new Comprehensive Sustainability Policy into new employee and supervisor training, occurring every two weeks and three months, respectively.
- Mayor Biskupski signed and executed the Sustainable Infrastructure Executive Order, which established the City's first Sustainable Infrastructure Steering Committee to help provide a platform for prioritizing sustainability for a wide range of capital improvement projects and infrastructure updates.
- Organized and managed a wintertime Clean Air Challenge through Empower SLC, the City's online employee engagement platform, to encourage carpooling, transit use, active transportation, and other strategies during Salt Lake City's inversion season.
- Began a December 2017 clean air campaign, encouraging City staff to reduce emissions.
- Began sending the SLCgreen weekly email to Cabinet Members, City Council, and City communications officers, and incorporating sustainability messages into the weekly HR newsletter sent to all City employees.

- Hosted an organic turf management workshop with Beyond Pesticides for City employees that manage land as part of the Healthy Babies Bright Futures Initiative.
- Hosted an internal “Climate Week” presentation with City staff.

Top Priorities for 2018 include:

- Further refining and re-tooling new employee and Supervisors Bootcamp presentations on sustainability.
- Implementing a Sustainability (or Green) task force/stakeholders group consisting of Department Directors or their appointees along with a sub group of “grassroots” employees that can influence change within their departments. Along with the formulation of the sub group was the idea of a special Master Recyclers or similar program to help the departments build a road map to implement sustainability initiatives.
- Continuing to work with Purchasing on sustainable procurement guidelines
- Ensuring city staff understand how to implement the Sustainability Policy.

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 2017 include:

- Published Climate Positive 2040, a comprehensive plan detailing strategies, programs, projects and collaborations led by Salt Lake City to address climate change and build partnerships across the state. Climate Positive was honored by the 2017 Green Business Awards in the Government Initiative category.
- Sustained a leading role as Convener of the Utah Climate Action Network and participated and helped lead programming related to in-person network gatherings along with virtually hosted technical sub-group meetings.
- Supported the launch of the first ever Utah Climate Week, an initiative led by the Utah Climate Action Network. Climate week included participation from over 20 organizations across all sectors that led internal and public events for stakeholders and community members.
- Participated in the launch of Path to Positive Utah, a new leadership platform in Utah comprised of community leaders from local government, public health, higher education, faith, non-profit and the private sector.
- Updated the City’s municipal and community greenhouse gas footprints to include data through calendar year 2016 and reported associated emissions to the Carbon Disclosure Project (CDP).
- Project Skyline Program collaborated with Goldman Sachs to convene discussion at the firm’s Salt Lake headquarters with local businesses about emerging imperative of energy performance in the context of heightened corporate and community leadership.
- Publicly recognized six commercial building owners/operators at the Mayor’s Skyline Challenge awards ceremony in July for their community leadership in energy efficiency. Winners were chosen from among the largest and strongest group of award contenders to date.
- Completed installation of 28 new Level 2 electric vehicle charging ports located at a dozen separate public locations. These stations facilitated over 3,400 separate public charging sessions in the first six month of their operations.

- 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.
- Supported Salt Lake City's involvement in the We Are Still In Campaign, a national effort to support sustained climate action in the U.S. in line with the goals of the international Paris Agreement.
- Continued development of Wasatch Clean Air Network, a collaborative air quality group to advance local air quality initiatives, which includes monthly policy calls. Hosted a workshop for local government representatives on energy saving and emission reduction solutions.
- Presented the Energy Benchmarking and Transparency Ordinance requiring owners of large commercial buildings to benchmark and report energy performance, which was adopted by City Council.

Top Priorities for 2018 include:

- Sustain participation and leadership roles with the Utah Climate Action Network and Path to Positive Utah initiatives.
- Sustain participation and leadership roles with the Wasatch Clean Air Network.
- Help launch and lead a new localized climate communications curriculum aimed at building the skills and capacities of individuals in Utah to connect on climate change and advance productive dialogue.
- 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 of public EV charging infrastructure with new stations at four or more new sites.

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 2017 include:

- Published the SLC-RMP Clean Energy Implementation Plan in spring 2017. 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.
- Finalized and published "Communities Renewable Energy Study: Analysis of impacts and benefits associated with transitioning to 100 percent renewable power." This analysis was jointly funded and led by Salt Lake City, Park City and Summit County and includes analysis tailored to each community for achieving a net-100% renewable electricity target by 2032.
- Celebrated completion of Dominion Energy's *Business Benchmarking* service, the final deliverable from a years-long U.S. Department of Energy program collaboration between Dominion Energy and Salt Lake City Corporation.
- In its ongoing partnership with the U.S. Department of Energy's *Better Buildings* program, Salt Lake City is featured as an official Better Buildings "Solutions" case study for its energy management of City facilities.
- As part of its Air Quality initiatives, the Salt Lake Chamber joined as an official partner of Project Skyline
- Published an updated Municipal Energy Benchmarking & Greenhouse Gas Emissions report with data from 2016, highlighting energy performance across City facilities and departments along with the carbon footprint of City operations.

- Guided ongoing implementation of internal Comprehensive Energy Management Plans that ensure efficient operations of City facilities through requirements such as energy benchmarking, staff training, energy audits, facility retrofits and recommissioning.
- Hosted an energy management best practices workshop for local governments that was attended by representatives from a dozen separate cities, counties and towns in northern Utah.
- Celebrated completion of Rocky Mountain Power's new Subscriber Solar project. This 20 megawatt solar farm includes 81,000 solar panels and Salt Lake City with one of the largest enrollees in the project, leveraging 15% of the total power generated for 90 of its municipal meters.
- Supported the installation of solar panels on seven existing City government facilities, including five fire stations. The 756 solar panels installed on these sites will generate an equivalent amount of electricity to burning eight million pounds of coal over their 25 year warranted life.
- Continued to participate in numerous legislative and regulatory matters impacting clean energy and energy choice in Utah. Supported fair pricing and equitable access to the electric grid for renewable energy, most notably through the net metered solar docket and related settlement process.
- Supported Mayor Biskupski in her new appointment as co-chair of the national Mayors for 100% Clean Energy campaign, spearheaded by Sierra Club.
- Initiated a collaboration with Rocky Mountain Power through the wattsmart Communities program for program development related to a new low-income residential energy efficiency program.

Top priorities for 2018 include:

- Continue to explore options and pathways for achieving net-100% renewable electricity for the Salt Lake City community by 2032.
- Secure bids and regulatory approval for new large-scale renewable energy project to power at least 50% of municipal operations.
- Develop and launch new residential energy efficiency program for low-income households.
- Prepare Salt Lake City commercial building community for 2019 implementation of Energy Benchmarking and Transparency ordinance. Achieve this through continued Project Skyline programming, with specific emphasis adoption of energy benchmarking actions through the E.P.A.'s Portfolio Manager software.

Food

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

Notable achievements in 2017 include:

- In partnership with a local business, continued the development of a Culinary Incubator Kitchen, which will provide accessible and affordable commercial kitchen space to budding food entrepreneurs, in addition to regulatory, marketing and business resources.
- Continued partnership with the Green Urban Lunch Box (GULB) to harvest fruit trees. To date the SLC FruitShare program has donated almost 180,000 pounds of fruit.
- Launched Pesticide Free SLC program to educate residents on how to reduce their use and exposure to chemical pesticides as part of the Healthy Babies, Bright Futures.

- Launched the Local Food Microgrant Fund in partnership with Urban Food Connections of Utah and completed two grant cycles awarding a total of \$29,488.40 to assist local farmers grow more diversified and sustainable produce.
- Established the new 9-Line Community Garden in the Central Ninth neighborhood that serves over 30 families including seven New Roots refugee farmers.
- Secured a \$20,000 grant through the Utah Department of Health's Well-Integrated Screening and Evaluation for Women across the Nation (WISEWOMAN) Program to expand the Urban Greens Mobile Market.
- Expanded the days and times of operation for the Urban Greens Mobile Market to increase access to local, affordable organic produce in Glendale and Poplar Grove neighborhoods.
- Worked with Excess SLC and the Salt Lake County Health Department to establish a framework to create a consumable food waste diversion program.
- Entered into a partnership with New Roots SLC/IRC to grow organic produce on an underutilized parcel to increase the amount of local and sustainably produced fruits and vegetables.

Top priorities for 2018 include:

- Host grand opening of the culinary incubator kitchen.
- Harvest 50,000 pounds of fruit through the SLC FruitShare program.
- Continue the Urban Greens Mobile Market in low food access neighborhoods.
- Open a new community garden in the Gateway district.
- 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 Excess SLC and Salt Lake County Health Department to implement consumable food waste diversion strategies.

Waste & Recycling Division

Sanitation Operations
2010 West 500 South
Salt Lake City, UT

The Waste & Recycling Division is a component of the Refuse Fund and is the operational unit of the Sustainability Department. Through a joint resolution signed in 2011, the City set a goal of Zero Waste by 2040 and a goal of diverting (recycle or compost) 70% of the waste stream by 2025. The program diverted 40.5% of the waste stream in FY16-17.

The Waste & Recycling Division is responsible for effectively managing the City's residential waste stream while encouraging waste reduction and diverting recyclable and compostable materials to their highest and best use.

Budget

The Waste & Recycling Division is funded by the Refuse Enterprise Fund and supported by monthly waste collection fees assessed to residential properties.

Core Services

Core services include: weekly curbside garbage, recycling and compost collection; glass recycling; neighborhood cleanup; holiday tree collection; education and enforcement; special event and construction & demolition permit reviews; and implementation of business & multi-family recycling. There are 41,991 residential waste and recycling accounts.

Notable achievements in 2017 include:

- Three collection events for hard-to-recycle materials
- Attended 14 outreach events in diverse areas of Salt Lake City; provided residents with opportunities to interact with and learn about waste diversion
- Curbside mattress collection
- Coordinated illegal dumping response and cleanup with Salt Lake County Health Department
- Increased special event waste diversion
- "Ditch the Disposables" truck wrap campaign
- Expanded the Master Recycler program: increased participation three-fold; created more accessible scheduling options for participants; revised and added new class topics to the program
- Continued to reduce emissions and save operational costs through the procurement of cleaner City fleet vehicles, including 26 CNG and 8 clean diesel trucks which collect the waste and recyclables for the residents of Salt Lake City.

Top priorities for 2018 include:

- Re-evaluating Neighborhood Cleanup Program
- Market development for recycling
- Increasing and measuring construction and demolition debris diversion
- Greater participation in reduction and reuse strategies
- Developing strategies for zero-waste events

- Continue to expand the Master Recycler Program by: discovering new ways to expand participant volume within current operational restraints; create a Master Recycler class program for City employees; create a Master Recycler class program for elementary school aged children
- Utilize internal Master Recycler program to create “Green Teams” in various City departments

Business and Multi-family Recycling

In December 2015 the City Council passed an ordinance requiring recycling services for businesses and multi-family complexes. The ordinance is phased in, and requires all providers of waste and recycling services to register to become an authorized hauler, and businesses and multi-family buildings to subscribe to recycling services within two years (January 2018).

Notable achievements in 2017 include:

- Authorized 5 additional haulers.
- Hosted 7 stakeholder meetings, as well as 4 additional outreach opportunities, for the Business and Multi-Family Recycling Ordinance to provide information to residents and businesses in preparation for ordinance compliance in January 2018.

Top priorities for 2018 include:

- Continue to offer outreach and workshop opportunities to businesses and property owners who are not familiar with ordinance requirements.
- Establish baseline metrics to quantify diversion for the Business Recycling ordinance.
- Expand the authorized waste hauler list by working with local waste haulers.
- Work with ordinance exemption applicants to find viable waste diversion solutions.

Landfill Support

The Waste and Recycling Division supports the landfill by providing direction on improving infrastructure at the landfill to improve the compost operation to address food waste and organics diversion.

Notable achievements in 2017 include:

- Revised the compost process to increase quantity & quality of compost material.
- Achieved Certification as a Compost Programs Manager by SWANA (Solid Waste Association of North America).

Top priorities for 2018 include:

- Management and fiscal structure
- Infrastructure and site constraints
- Establishing baselines and metrics
- Right-sizing equipment to meet demand
- Continuing pilot studies for alternative methods capable of handling food waste

Exhibit A – Organization Chart

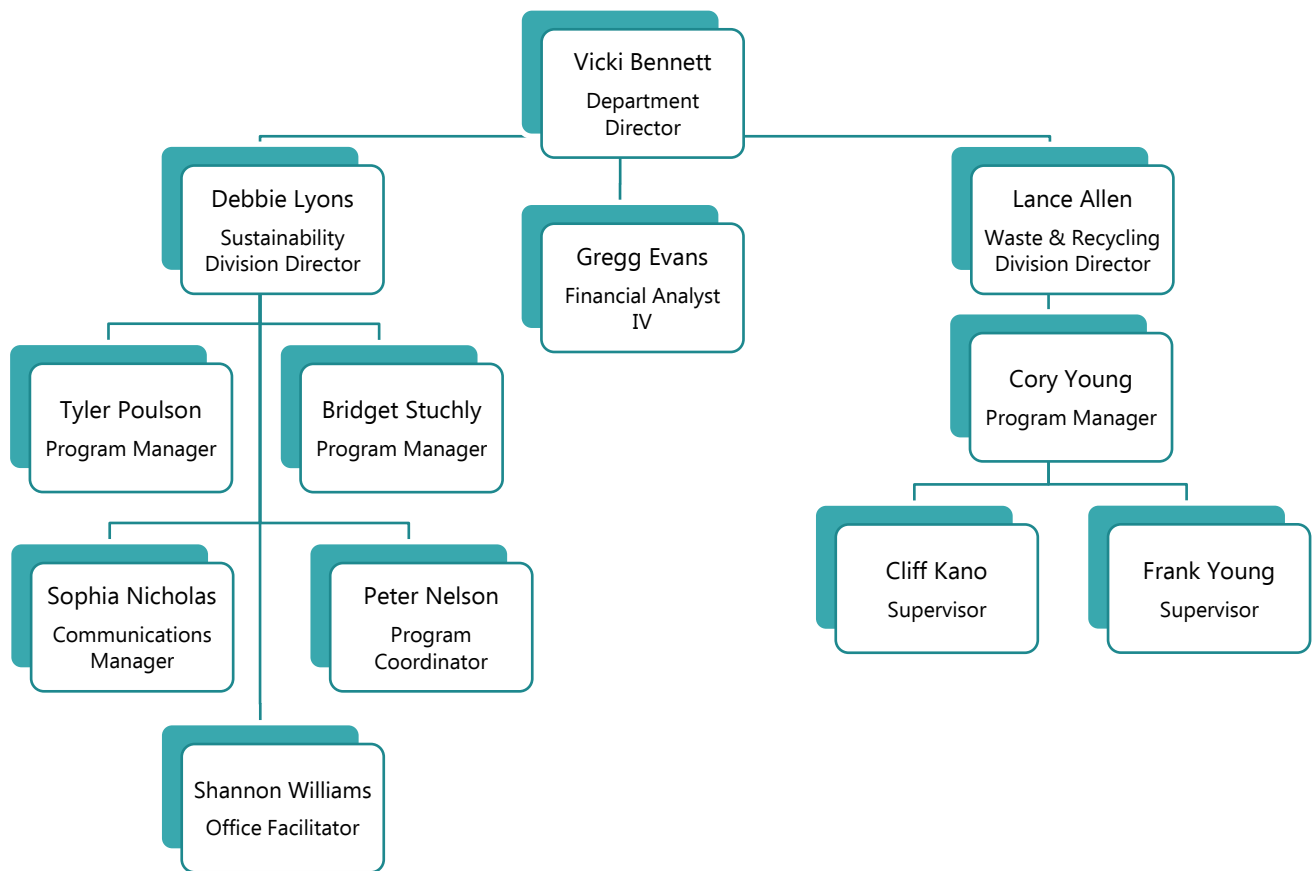


Exhibit B – Budget to Actuals Report for \$5.5 million Landfill Disbursement

	Year	Total Project Budget	Total Actual Expense
Used and Approved to Date:			
Community Food Chain Study	FY11 Approved	110,000	114,875
Solar Study	FY11 Approved	100,000	73,213
GPS Units	FY12 Approved	16,000	15,435
Photovoltaic Array: electricity	FY12 Approved	1,500,000	1,500,000
Photovoltaic Array: infrastructure	FY13 Approved	300,000	300,000
CDBG / Wasatch Community Gardens	FY13 Approved	22,500	22,500
CDBG / Wasatch Community Gardens	FY14 Approved	22,500	22,500
Climate Adaptation - Brendle Consultant	FY14 Approved	120,000	119,945
Energy Efficiency projects - Employee Engagement Portal	FY15 Approved	50,000	38,014
CDBG / Wasatch Community Gardens Contract thru FY2019	FY15 Approved	22,500	22,500
Install 4 CNG pumps for street sweepers at Refuse CNG station	FY15 Approved	20,000	20,000
One-time Replace two cycle engine tools (1st Transfer)	FY15 Approved	162,500	162,500
BA#1 Fruit Share Program (3 year commitment) Yr1	FY15 Approved	35,000	35,000
BA#1 Revolving Loan items Chiller	FY15 Approved	200,000	200,000
BA#1 Revolving Loan items Lighting	FY15 Approved	200,000	200,000
BA#2 Incubator Kitchen Grant Portion	FY15 Approved	250,000	253,046
BA#2 Incubator Kitchen Loan Portion	FY15 Approved	250,000	250,000
BA#2 FINNI Grant Support	FY15 Approved	60,000	60,000
CDBG / Wasatch Community Gardens Contract thru FY2019	FY16 Approved	22,500	22,500
BA#1 Fruit Share Program (3 year commitment) Yr2	FY16 Approved	35,000	35,000
One-time Replace two cycle engine tools (2nd & Final Transfer)	FY16 Approved	162,500	162,500
Facilities Commissioning Authority 1 FTE (1 year commitment)	FY16 Approved	110,000	110,000
Solar on City Facilities (Focus will be on Fire Stations)	FY16 Approved	731,500	606,714
CDBG / Wasatch Community Gardens Contract thru FY2019	FY17 Approved	22,500	22,500
BA#1 Fruit Share Program (3 year commitment) Yr3	FY17 Approved	35,000	35,000
EV Charging Stations Installation Costs	FY17 Approved	115,000	100,515
Carbon Reduction Roadmap	FY17 Approved	100,000	0
Develop Local Food Microgrant fund (2 year commitment)	FY17 Approved	85,000	56,668
Climate Network (3 year commitment)	FY17 Approved	45,000	15,000
FY17 MRB - One-time Funds to Cover Solar Permit Fee Revenue	FY17 Approved	39,000	39,000
FY17 BA#5 Culinary Incubator Kitchen Fire Hydrant Installation	FY17 Approved	25,615	22,569
CDBG / Wasatch Community Gardens Contract thru FY2019	FY18 Approved	22,500	11,250
BA#1 Fruit Share Program (year 1 contract extension)	FY18 Approved	35,000	17,500
Urban Greens Mobile Market Operating Support	FY18 Approved	7,000	180
Community Energy Initiatives	FY18 Approved	200,000	0
Renewable Energy Technical and Professional Services	FY18 Approved	100,000	60,000
CDBG / Wasatch Community Gardens Contract thru FY2019	FY19 Committed	22,500	0
Total used or approved to date		5,356,615	4,726,423
Proposed in FY18 Budget Amendments:			
BA#1 EV Charging Additional Funds	FY18 Pending	70,000	0
BA#1 2 Bicycle Counters Installation	FY18 Pending	12,000	0
Total Proposed in Budget Amendments		82,000	0
Proposed in Budget FY19:			
Total Remaining of Original Proposed Funds		61,385	
Last Updated: 11/27/17			