

2020

YEAR IN REVIEW

SALT LAKE CITY SUSTAINABILITY



SLCgreen

This year began with a lot of hope. We had great plans and ideas, a new administration, and were excitedly talking about our 2020 Vision. Little did we know what the future held.

Like the rest of the world, we had to quickly pivot our work to respond to the pandemic. But in Salt Lake we also had an earthquake, the damage that still has our offices closed; a windstorm that toppled thousands of City trees and had our Waste and Recycling crews working overtime for months; and of course citizen demonstrations that brought our ongoing work on equity to the highest priority.

Sustainability Department staff stepped up, found where the needs were, and adjusted their work to meet them.

- The pandemic increased the need for food assistance by 300%. With help from our Resident Food Equity Advisors, we worked to find gaps in the food security net, and connected food pantries and service providers. We also investigated grant opportunities and coordinated the creation of a new COVID Food Emergency resource page.
- Staff supported Economic Development to help implement an emergency loan program, assisting with processing loan applications and supporting hundreds of email communications with SLC businesses.
- As critical staff, Waste and Recycling had to follow strict COVID protocols. Despite the risks, they maintained regular garbage, recycling, yard waste and Call 2 Haul programs uninterrupted despite the earthquake and while collecting thousands of downed trees after the windstorm.
- Throughout the year, we supported the SLC Joint Information Center (JIC) during the multiple emergencies that faced our city this year.

Sustainability also accomplished important work that went on despite the upheaval. We finished the approval process for the solar project that will provide our operations with nearly 90% of its electricity, and we continue to work with a consortium of Utah cities to meet our goal of 100% renewable electricity, community-wide, by 2030. Our energy efficiency programs continue and we are working to move to renewable electric energy where possible.

Our 2020 Vision has become 2020 Hindsight; we have learned from this all. We have a stronger emergency response plan. Our equity work was tested, and our next projects will be better able to incorporate voices of residents we have overlooked in the past. And our communications channels have been improved and strengthened through city-wide collaborations.

I am extremely proud of the efforts and dedication of our employees in the Sustainability Department. While this year was one we hope to never repeat, we have come out stronger as a result.

Here's to a better 2021,



Vicki Bennett
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 2020-2021 is \$16.5 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 on-going 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.

Maintaining current operations will result in a depletion of the fund balance by the end of fiscal year 2024 if additional revenue streams are not identified. The Sustainability Department has been working with the Attorney's Office and Finance Department to explore options for long-term funding for the Division to present during the Fiscal Year 2022 budget process.

The department's Fiscal Year 2021 budget is attached as Exhibit B.

Core Services

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

Air Quality, Climate Change, and Energy

The Sustainability E&E Division develops strategies to improve air quality and address climate change through renewable energy policy and project development, vehicle emission reductions, and conserving electricity and natural gas.

Notable achievements in 2020 include:

Renewable Energy

- Rocky Mountain Power received final regulatory approval in 2020 for the Elektron Solar project, an 80 MW solar farm to be constructed in Tooele County, Utah, on behalf of SLC and five other large electric customers. The City expects to source almost 90% of its annual electric needs from the solar farm while seeing the electric bill for city operations increase by less than 2%. With this renewable energy procurement, the City will be on target to reach its target of net-100% renewable electricity for city operations by 2030.
- Staff co-convened three meetings of the “Utah 100 Communities”, an informal collaboration among the 23 Utah local governments who are eligible to participate in Utah’s Community Renewable Program as authorized by 2019 House Bill 411. Staff also convened dozens of smaller working meetings to collaboratively devise elements of an agreement that will govern decision-making for the Community Renewable Program, as required by state law and rules. As part of this effort, the division launched a [new website](#), to provide authoritative information about program implementation.
- Working in coordination with community organizations and solar installers, staff urged state regulators to reject a proposal that would have reduced the value of residential rooftop solar exports by 84%, and argued that distributed solar should be recognized for its value in reducing the size and cost of utility transmission lines. While the Utah Public Service Commission ultimately recognized elements of the City’s and other stakeholders’ recommendations, the final decision reduced the value of residential solar exports by around 37% and created additional financial risks for future rooftop solar customers.
- Successfully leveraged funding from Rocky Mountain Power’s Blue Sky customers to support the construction of a 360-panel, 115 kilowatt rooftop solar project at the Sorenson Community Campus. The solar installation started producing electricity in June.
- Salt Lake City was selected as one of 21 local governments across the United States to participate in a “residential solar cohort” led by Rocky Mountain Institute, the World Resources Institute, and the Urban Sustainability Directors Network. Participation in the cohort allows Salt Lake City to learn best practices for launching our own community-wide rooftop solar campaign in 2021.

Energy Efficiency and Buildings

- Working with nonprofit partner *Building Electrification Initiative*, developed and convened an extensive stakeholder engagement process involving 20+ information-gathering interviews with building experts, air quality and affordable housing advocates, and other municipalities to assess barriers and opportunities for scaling high-efficiency building electrification design concepts in Salt Lake City. Electrification of heating systems will reduce direct emissions into our airshed.

- Secured funding from *Building Electrification Initiative* for an economic analysis of building electrification scenarios specific to northern Utah, with study contractor selection and analysis completion expected in early 2021.
- Implemented year two of the Energy Benchmarking & Transparency Ordinance, adding buildings 25,000 square feet and above for the 2020 reporting requirement. Supported community-wide benchmarking efforts with three in-person help sessions hosted at the Main Public Library (pre-pandemic) and 550+ individual benchmarking support phone calls and email communications. Conducted annual *Elevate Buildings* public recognition campaign for energy efficient buildings in Salt Lake City, including a full page promotion in Utah Business Magazine featuring congratulations from Mayor Mendenhall recognizing the 300 buildings that reported their energy benchmarking data to Salt Lake City and the winner for *Energy Project of the Year* in 2020.
- In partnership with Utah Clean Energy and the Redevelopment Agency, submitted and successfully receivedUCAIR grant funding to support a 2021 project to develop and adopt incentives and policies that promote low/zero-emissions construction in RDA-funded projects.
- Finalized a contract with a third party to administer the city's C-PACE (Commercial Property Assessed Clean Energy) District in accordance with Utah law. The City originally joined C-PACE in 2018, which was previously facilitated by the Governor's Office of Energy Development. It offers local businesses an innovative and low-cost financing mechanism for energy efficiency, renewable energy, electric vehicle, and water conservation projects.
- Scored in the top third of cities in the ACEEE (American Council for an Energy-Efficient Economy) City Clean Energy Scorecard, moving up three rankings since 2019.
- Through a contract with *Utah Clean Energy*, continued "Empower SLC", a neighborhood energy efficiency program targeting 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. The program shifted from in-person engagement to supporting partners who provide services for communities that have been most impacted by the COVID-19 pandemic. Light bulbs and energy saving checklists were placed in care packages distributed by the International Rescue Committee, grab-bags distributed by University Neighborhood Partners, and food boxes distributed by Crossroads Urban Center, Utah Community Action and the Salt Lake City School District Community Learning Centers. Utah Clean Energy also hosted virtual round table discussions to solicit input and ideas for low-income programming and outreach for inclusion in the 100% Community Renewable Energy project.

Vehicle Emission Reduction

- Created and passed a joint resolution with City Council establishing goals to transition the transportation sector to clean energy technologies, including electric vehicles, that will provide a range of benefits including air quality and enhanced public health. 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.
- Collaborated with city departments and began public engagement process in the fall on proposed updates to the City's regulations requiring electric vehicle charging infrastructure. 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* – having electrical conduit and sufficient electrical capacity for future installation of a level 2 electric vehicle station.

- Successfully leveraged West Smart EV grant funding from the US Department of Energy and administered by Rocky Mountain Power to help fund continued operation and maintenance of SLC's public-facing electric vehicle charging stations.
- Leveraged Rocky Mountain Power incentive to help fund the replacement of two non-functioning electric vehicle charging stations. This addition brings the total number of city-owned and publicly accessible electric vehicle charging ports to 40 (not including those offered by the Airport).
- Launched an [Electric Vehicle Charging Stations dashboard](#) to display how the City's public electric vehicle charging stations are being used.
- Formally joined the Center for Sustainable Energy's *Vehicle Charging Innovations for Multi-Unit Dwellings* three-year project, funded by the U.S. Department of Energy's Vehicle Technologies Office. In 2020, SLC Sustainability contributed a full year of public charging station data toward the project and contributed in three group meetings.

Food and Equity

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

Notable achievements in 2020 include:

- Continued working with a consultant on the USDA Rural Business Development Grant. The purpose of the grant is to conduct a feasibility study for a Northern Utah Food Hub. The grant deadline has been extended to provide additional time to perform outreach to farmers who were impacted by the COVID-19 pandemic. The grant will run through June 2021.
- In early 2020, performed in-person outreach to 41 service providers and 43 community organizations servicing residents experiencing food hardships to identify and recruit advisors for the Resident Food Equity Advisors project. A total of 7 virtual monthly meetings were attended by 11-13 advisors. Advisors received training and participated in engaging dialogue on the food system to prepare them to make recommendations on advancing food equity in Salt Lake City. The department leveraged grant funds from the Healthy Babies Bright Futures to increase capacity to offer more learning sessions for the advisors. Sustainability submitted a grant proposal to CDBG to increase support for the Resident Food Equity Advisors project into 2021.
- In response to emergency food needs exacerbated by the COVID-19 pandemic, Sustainability staff participated in the Governor's Food Security workgroup, the State's Local Food Advisory committee, the Statewide Food Assessment working group, and the distribution working group to advance food equity in Salt Lake City.
- Performed an assessment of the emergency food safety net and advocated for focused approaches to food assistance for city residents. Presentations were made to state representations to improve food access for marginalized and vulnerable populations. In partnership with the United Way of Salt Lake and the International Rescue Committee, submitted a grant proposal to the CDBG CV grant to increase emergency food support and access to healthy culturally relevant food for low income refugee families with limited household resources to absorb the economic impacts from the COVID-19 pandemic.
- The Food Policy Council met with the Mayor and outlined immediate food needs in the community and the Food Access working group addressed food insecurity in the homeless population, culturally relevant foods, and for families with limited mobility to access emergency food support.

- Launched a project with IMS to build an interactive online database that presents inequities in our food system using ArcGIS mapping software. The map will help to identify areas of the city most affected by low food access and most impacted from disruptions to local food distribution systems.
- Collaborated with Parks to assist with selection and implementation of a new garden at Richmond Park.
- With Parks, launched effort to develop a 15-acre parcel in the northwest quadrant of Salt Lake City into an urban farm for local food production and increase food access for residents most in need of healthy, fresh produce.
- Continued to promote the [Pesticide Free SLC](#) program to educate residents on how to reduce their use and exposure to chemical pesticides. To date we have had 406 residents pledge to be pesticide free.

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

Notable achievements in 2020 include:

- Supported the Joint Information Center (JIC) during the multiple emergencies that faced our city this year. Supported and helped elevate the issue of food access in emergency conversations at the JIC. Coordinated the creation of a new COVID-19 Food Emergency resource page.
- Assisted in developing public messaging for the Wind Storm 2020 response, particularly around debris removal. Assisted in the communication of city teams' progress, while also providing clear instructions for residents to discourage citywide dumping of mixed waste.
- Continued to maintain a robust online communications presence during 2020, which was elevated this year given the lack of in-person engagement opportunities. Used SLCgreen's social media channels, blog, and newsletter to communicate priority public health and emergency messages and continued to share information on important sustainability behaviors, updates, and events.
 - Achieved social media growth with over 7,525 followers on Facebook, 6,677 on Twitter, and 3,422 on Instagram.
 - Produced content for the SLCgreen blog and sent out weekly SLCgreen newsletter to 3,542 individuals.
 - In 2020, 103,224 users visited the SLCgreen website with 139,726 sessions. The SLCgreen blog received 16,904 visitors and 23,598 sessions and 42 posts were published.
- Continued successful and popular Instagram Story campaign with the Waste & Recycling Education team.

- Oversaw Salt Lake City Corp's successful Clear the Air Challenge participation, which more than doubled its impact over 2019. In 2020 employees avoided 18.25 metric tons of carbon dioxide emissions - compared to 8.83 metric tons in 2019.
- Promoted successful virtual events for Earth Day, Utah Climate Week 2020 and created unique SLCgreen Virtual Reality education materials for Craft Lake City event.
- Continued efforts to create additional youth-oriented sustainability outreach. Created youth and educator [resource page](#) for SLCgreen website. Worked with YouthCity education team, building on sustainability curriculum created in 2019 for the YouthCity afterschool programming, to create additional education materials for the 2020 Science Summit.
- Began developing communications strategy for the Community Renewable Energy Program, including the development of a new website and planning for a public campaign, low-income strategy, and business outreach in which will continue into 2021 and beyond.
- Created a [volunteer information page](#) for SLCgreen website directing public to volunteer opportunities with Sustainability partners and nonprofits.
- Led outreach and communications for several Sustainability program milestones: the Sorenson Solar project, announcement of the Elektron Solar Project for municipal solar electricity and the new Materials Recovery Facility that processes the city's curbside recyclables.

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 achievements in 2020 include:

- Produced COVID-19 emergency response communication campaign for e2 business network, including Economic Development Department's Shutdown and Earthquake response surveys, and detailed information about Economic Development's emergency loan program for businesses.
- Provided approximately 100 hours of support to Economic Development Department's emergency loan program implementation, assisting with processing emergency loan applications and supporting hundreds of email communications with SLC businesses.
- Produced business recycling workshop in January for 50+ employees of WorkDay.
- E2 staff served on the State of Utah's Green Procurement Contract evaluation committee.
- Presented at Utah Sustainable Business Coalition's Quarter two virtual meeting, curating discussion and attendee breakout sessions on topic of resilience in the time of pandemic.
- Invited to participate on the board of newly-formed Pragmatists for Clean Air advocacy group, attending four quarterly meetings and providing members with key insights into Salt Lake City's beneficial building electrification research and strategy.
- Developed and presented "Building Electrification 101" panel as part of Utah Housing Coalition's 2020 Annual Summit.
- Developed and convened Utah Climate Week 2020's "Business Case for Sustainability" event, moderated by e2 staff, paneled by sustainability experts from Adobe, Qualtrics, and the Salt Palace, with 100+ members of the community virtually attending.

- Joined the Utah Commercial Real Estate task force, a group of commercial real estate leaders spearheading air quality and clean energy initiatives among local industry groups. Attended monthly meetings, provided input and expertise surrounding the latest building sector energy efficiency developments, and supported development of the group's proposed net-zero design assistance program for builders and design professionals.
- Supported local food rescue nonprofit Waste-Less Solutions in promoting the group's new Waste-Less Restaurant certification program among e2 business network.
- Presented to University of Utah Sustainable Planning class on Salt Lake City's exploration of high-efficiency building electrification technology and Climate Positive 2040.

Internal Policy and Employee Engagement

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

Notable achievements for 2020 include:

- Supported the Sustainable Infrastructure Steering Committee to complete the Sustainable Code Review identifying opportunities to incorporate more sustainability elements in our infrastructure and policy.
- Collaborated with Redevelopment Agency to update their Sustainability Policy to include a suite of Sustainable Development guidelines, including a tiered incentive structure for projects achieving 20% stretch code, LEED Platinum, Zero-Energy Ready and Net Zero certification.
- Collaborated with Utah Clean Energy to convene three workshops in the fall for Salt Lake City department leadership as part of theUCAIR grant-funded *Advancing Urban Efficiency for Clean Air* programming; leaders from eight departments and divisions attended nearly five hours of engaged discussion on topics of net zero construction, building energy codes, and electrified transportation.
- In partnership with Utah Clean Energy, Housing and Neighborhood Development moved forward on construction of three all-electric single-family homes with enhanced energy efficiency design features, scheduled to be completed in 2021.
- Convened group discussion with Community & Neighborhoods and National Renewable Energy Laboratory on opportunities and pilot project to adopt SolarAPP as a solution for streamlining and accelerating permitting of residential rooftop solar.
- Supported Public Utilities' Street Lighting Master Plan Advisory & Technical Committee, including participating in the nighttime surveys and providing guidance on Sustainability's street lighting priorities.
- Continued to manage the City's Volkswagen Action Grant award. Five older, high emission vehicles, including three Fire engines and two Public Utilities' dump beds, have been scheduled for replacement beginning in year 2021.
- Organized and managed the Salt Lake City team for the February 2020 [Clear the Air Challenge](#) with innovative internal bracket competition and fun awards program. Used the internal challenge to drive public engagement and awareness of Salt Lake City's commitment to improving the air.
- Created sustainable purchasing guidelines and resources for internal waste diversion. Website links: [Materials Management Best Practices](#), [Guidelines for Item Disposal](#), and [How to Conduct a Department-Wide Waste Audit](#).

- Supported internal food waste audits and education, completing a waste audit for Housing and Neighborhood Development and the Waste & Recycling Division.
- Supported the implementation of internal recycling classes, reaching approximately 80 employees in 2020.

Environmental Compliance

The Sustainability E&E Division is responsible for completing environmental permits and remedial investigations of contaminated sites as required by the Utah Department of Environmental Quality. The Program provides regulatory support and training to internal departments on environmental issues and manages environmental compliance for the Salt Lake Valley Landfill.

Notable achievements in 2020:

- Continued to support the Salt Lake Valley Landfill by managing environmental engineering contract to ensure compliance with regulatory requirements and operating permits.
- In collaboration with Salt Lake County and Murray City, leveraged over \$150,000 of EPA Brownfield grant funds awarded to the coalition in 2018 to complete environmental assessments of five properties in Salt Lake City suspected to have contamination issues impacting site redevelopment. Continued collaboration with the coalition to apply for another \$600,000 Brownfields grant that will be announced in early 2021. If awarded, the grant will be used to complete and environmental assessment of the Seven Peaks Water Park.

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 an annual bulk item collection through the Call 2 Haul program. The program also provides annual holiday tree collection, a subscription curbside glass recycling service and recycling drop-off sites for glass. A total of approximately 72,000 tons of material was collected in 2020 and 39% 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 2020 include:

Emergency Management

- Work processes were modified very quickly and proactively in mid-March to keep our workforce safe and distanced while ensuring continuity of daily operations throughout entire period of COVID-19. We have had only one positive COVID-19 case from the beginning of the pandemic to time of this publishing.
- On the day of our 5.7 magnitude earthquake in March, all daily collections were performed on time once we determined it was safe to continue operating.
- In the week of September 7 after the windstorm, most daily collections were still performed on time with any missed pick-ups being caught up by Saturday of that week.
- Worked an additional 1,600 hours as part of our citywide windstorm debris cleanup effort.
- Collected an additional 1,300 tons of green waste directly attributable to the windstorm through our curbside compost program.
- Collaborating with various city departments as part of the Windstorm Response Team, managed diversion of over 5,400 tons of green waste storm debris for composting, achieving greater than a 50% diversion rate for all debris collected.
- The Call 2 Haul program simultaneously maintained uninterrupted service for regular requests while supporting other city crews with windstorm cleanup.

Operations

- Emptied 4.7 million containers and collected over 68,000 tons of material from the curbside trash, recycling and compost containers with only 1,650 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.
- Participation in the Call 2 Haul bulk item collection program increased 25% compared to last year. In FY20 9,333 requests were fulfilled resulting in a total of 1,764 tons of material collected, recycling 216 tons of mattresses, electronics, appliances, tires and metal.
- Call 2 Haul, by design, has enabling better tracking and more responsive cleanup of illegal piles throughout the city. In FY20, the program picked up over 700 illegal piles.
- Improved routing and scheduling of Call 2 Haul by implementing automated phone/email/text message response functionality, further streamlining advanced scheduling and communication abilities for residents.
- Call 2 Haul continues to play an important role in driving consistent volume into our curbside compost collection program. Through the compost collection program, almost 17,000 tons of waste were diverted for composting at the landfill.
- Began collaboration with solutions provider and other city departments to explore leveraging “smart cities” technology to increase efficiency of service delivery across multiple divisions.
- Continue to support various city departments and the Salt Lake County Health Department in response to illegal dumping throughout the City.

- Continued focus on reducing emissions and saving operational costs through the procurement of cleaner city fleet vehicles, which now total 26 compressed natural gas (CNG) and 8 clean diesel trucks to provide weekly collection of waste and recyclables for the residents of Salt Lake City. The 2020 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.
- Partnered with recycling processor to open a new materials recovery facility (MRF) in Salt Lake City in July 2020. Previously we were delivering recyclables to a facility in West Jordan. Since the opening of the new MRF we have reduced mileage driven by over 16,000 miles, saving approximately 6,600 gallons of fuel and 110,000 pounds of CO2 emissions.

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 in order to achieve the City's ambitious waste diversion goals.

Notable achievements in 2020 include:

- Despite the pandemic, focused on reducing contamination in our recycling and compost programs by continued outreach and monitoring of container contents through effective modifications of safety protocols and establishing a call list system in lieu of usual, in-person "knock and talks".
- Published several well received, educational, and engaging stories on social media.
- Collaborated with our recycling processor to create a virtual tour of their new Salt Lake City MRF.
- Reviewed 139 Construction and Demolition Waste Diversion plans and post-project reports. Achieved 19,500 tons of C&D material diverted from landfills.
- Developed new internal and external toolkits for Construction & Demolition and Business/Multi-Family Residential application & permit processes.

Landfill and Transfer Station Support

The Waste and Recycling Division provides ongoing support to the landfill. The division also provides direction related to infrastructure at the landfill and improvements to the compost operation, addressing food waste and organics diversion. The Sustainability Director serves on the Landfill Board, representing the city's owner interests in the operation. The department also provides financial analysis and review to assist the landfill in making sound financial decisions that impact the current and long-term operations.

Notable achievements in 2020 include:

- Worked closely with the new Executive Director of the Salt Lake Valley Landfill to support operational changes and implement policies to accommodate windstorm cleanup effort.
- Assist landfill financial staff in process improvements for monthly invoicing.

2021 Department Priorities

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

Financial

- Develop strategies to continue ongoing funding of Sustainability efforts that will be presented for consideration in the proposed Fiscal Year 2022 budget.
- Propose and successfully adopt necessary rate increases for Waste and Recycling services.

Air Quality, Climate, and Energy

- Sustain participation and leadership roles with the [Utah Climate Action Network](#) and [Path to Positive Utah](#) initiatives and support Utah Climate Week 2021 efforts.
- Negotiate and sign a new Clean Energy Cooperation Agreement and franchise agreement with Rocky Mountain Power.
- Sustain participating communities as we move towards net-100% renewable electricity for the entire community. The department expects to continue to play a critical leadership role convening communities and working with Rocky Mountain Power and the Public Service Commission.
 - Finalize and sign a governance agreement with other eligible local governments as the next step toward fulfilling Salt Lake City's net-100% community-wide renewable electricity target. Secure funding from internal and external sources to fully fund the envisioned two-year Community Renewable Program implementation effort.
 - In collaboration with participating communities, Rocky Mountain Power, and state regulators, design an electric rate, estimate bill impacts, and submit the program application to state regulators for approval of the Community Renewable Program.
- Continue to collaborate with Rocky Mountain Power and other partners on the Elektron solar project. The City expects to source almost 90% of its annual electric needs from the project while seeing the electric bill for city operations increase by less than 2%. With this renewable energy procurement, the City will be on target to reach its target of net-100% renewable electricity for city operations by 2030. The construction of the project is expected to be completed by 2023.
- Propose a joint resolution supporting rooftop solar and launch a solar-plus-battery bulk purchase campaign for Salt Lake City residents and businesses.
- Engage in state regulatory matters affecting renewable energy procurement and coal reassignment.
- Convene "Phase II" of the *Building Electrification* stakeholder engagement process, including virtual group convenings to cultivate consensus on policies and programs to meaningfully scale adoption of highly efficient all-electric construction in our region.
- Complete Utah-specific economic analysis of high-efficiency building electrification technology adoption scenarios and publicly share findings and conclusions.
- 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.

- In collaboration with the Energy Management Steering Committee, launch an internal dashboard showing the City's total electric consumption, the share of electricity sourced from renewable generation, and carbon footprint.
- Support electrified transportation by funding maintenance for EV charging stations.
- Incorporate stakeholder feedback from 2020, finalize and successfully adopt and implement enhancements of the electric vehicle ordinance to include a 20% EV Readiness requirement for new multi-family construction.
- 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 air quality metrics to include in Fleet's annual replacement planning and budgeting.
- 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.
- Collaborate with Public Services to propose a Clean Energy Investments Revolving Loan Fund to support clean energy building upgrades and clean vehicle purchases.
- Support the RDA in implementing new policies and incentives that promote construction of low/zero emissions buildings in RDA-funded projects as part of theUCAIR grant-funded partnership with Utah Clean Energy.

Food and Equity

- Convene monthly meetings with the Food Policy Council and engage them in city initiatives to improve access to healthy food especially for the most vulnerable residents.
- Continue to engage Resident Food Equity Advisors in dialogue and for input to improve healthy food access. Fund a project or program identified by the Advisors that will improve access to healthy food in Healthy Food Priority neighborhoods.
- Complete a food, economy, and equity study to evaluate current food system and inform potential new programs and policies to increase local, sustainable food production and improve access to healthy food for our most vulnerable communities.
- Support creation of Healthy Food Environment Briefs for each council district that outline solutions for improving food access and connecting them back to urban agriculture.
- Continue collaboration with parks to develop a 15-acre parcel in the northwest quadrant of Salt Lake City to increase local food production and food access for residents most in need of healthy, fresh produce.
- Collaborate with Parks and Wasatch Community Gardens and Parks to create a plan for building equity in the community gardens program.
- Build a framework and collaborate with partners for food vouchers to improve equity and dignity for folks in need of emergency support.
- Identify and lease additional underutilized properties for urban farming.
- Expand outreach and education of [Dining with Discretion](#) climate friendly diet resources.
- Continue working with IMS to finalize and launch a publicly accessible interactive online database that presents inequities in our food system using ArcGIS mapping software. The map will help to identify areas of the city most affected by low food access and most impacted from disruptions to local food distribution systems.

Waste and Recycling

- Implement public engagement around the necessary rate increase in July 2021. Create new collateral and messaging to inform the public if new rates are approved.
- Explore alternative service rate models such as “pay as you throw” and other strategies in combination with leveraging “smart cities” technology to improve service efficiency while reducing cost and driving toward a more equitable rate structure.
- Develop a recycling and reuse guide for internal use, host employee trainings on recycling, and ensure all city buildings comply with the city’s policy on recycling.
- 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.
- Implement changes to Master Recycler program, which provides in-depth waste and recycling education and training for the public and develop a virtual platform for delivering the training.
- Increase enforcement of authorized hauler and business/multi-family recycling policies through ordinance changes.

Internal Engagement and Policy

- Update and ensure city staff understand how to implement the Comprehensive Sustainability Policy.
- Begin implementing recommended strategies and policy updates as a result of the findings from the Sustainable Code Review project in coordination with other city departments and divisions.
- Work with Housing and Neighborhood Development to explore incorporation of building electrification technology in upcoming housing construction projects.
- 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 quarterly meetings of the Electrified Transportation Steering Committee.
- Continue leadership on internal Fleet Committee to support the adoption of more all-electric, hybrid, and alternative-fueled vehicles in the city’s fleet.
- Finalize Sustainability Plan and launch public facing dashboard. Update dashboard metrics semi-annually.

Exhibit A – Department of Sustainability Organization Chart

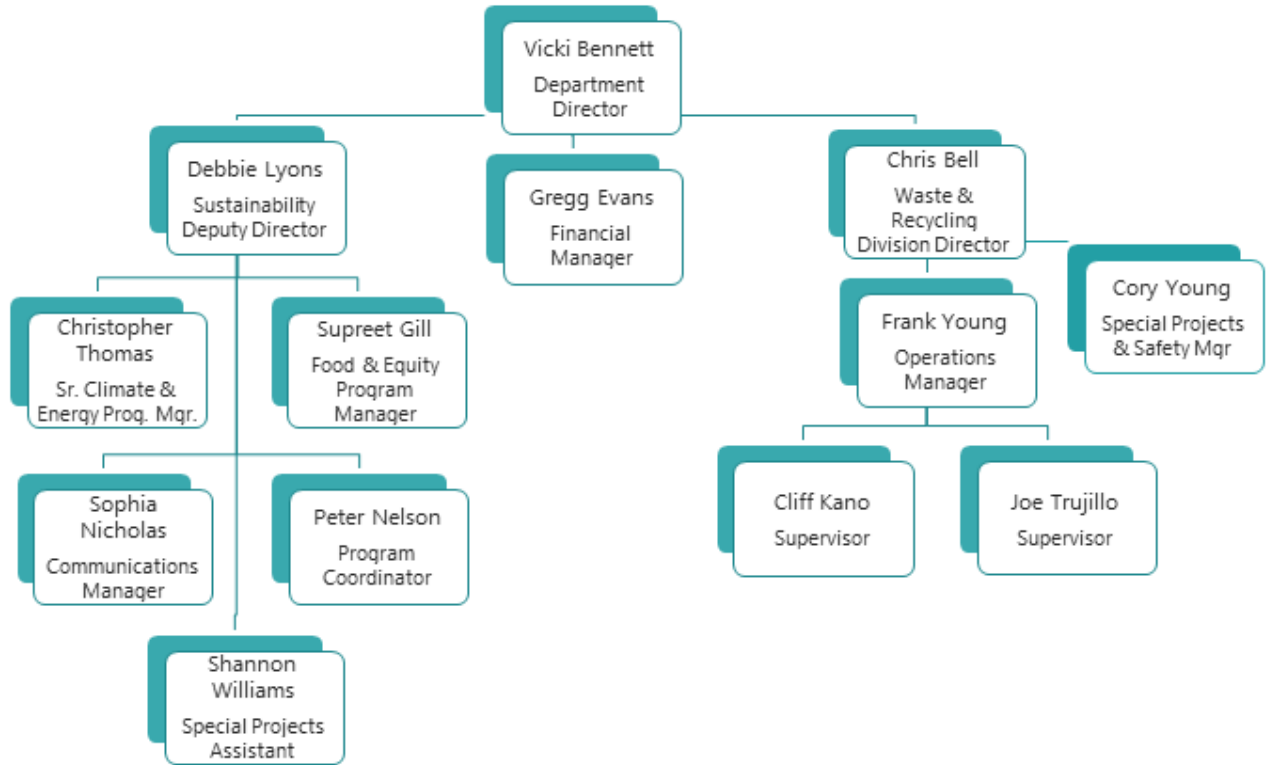


Exhibit B – Department of Sustainability Budget

FY 2021 Budget-Council Approved

00570 REFUSE COLLECTION

Revenue

404 Charges, Fees, and Rentals	11,235,695
407 Interest Income	50,000
410 Miscellaneous Revenue	404,500
412 Interfund Reimbursement	293,779
414 Transfers	0
415 Bond Proceeds	0
Revenue Total	11,983,974

Expense

501 Personal Services	4,837,850
502 Operating & Maintenance Supply	282,699
503 Charges and Services	7,510,158
506 Capital Expenditures	357,569
505 Bonding/Debt/Interest Charges	1,952,294
550 Transfers Out	273,900
Expense Total	15,214,470

00577 Environmental

Revenue

404 Charges, Fees, and Rentals	557,500
407 Interest Income	33,552
410 Miscellaneous Revenue	20,268
412 Interfund Reimbursement	6,000
414 Transfers	0
Revenue Total	617,320

Expense

501 Personal Services	594,032
502 Operating & Maintenance Supply	18,700
503 Charges and Services	688,235
506 Capital Expenditures	0
550 Transfers Out	0
Expense Total	1,300,967