

**CITY COUNCIL STUDY SESSION
VIRTUAL AND IN PERSON, DURANGO CITY HALL, SMITH CHAMBERS**

**05/02/2023
2:15 PM**

Hybrid Meeting Information

This meeting is being held in a Virtual/In Person format based on City of Durango Resolution R 2022-0017 adopted on April 5, 2022 by the Durango City Council.

The link to the virtual meeting is available here:

<http://durangogov.org/zoom>

Please note: If this link does not take you directly to the meeting list, please copy and paste it into the address bar of your web browser.

A G E N D A

MAYOR:	Melissa Youssef
MAYOR PRO-TEM	Jessika Buell
COUNCIL MEMBERS:	Olivier Bosmans Dave Woodruff Gilda Yazzie
CITY MANAGER:	José Madrigal

MISSION

The City of Durango and our employees provide efficient city services, effectively maintain city assets and manage growth, are accountable, ethical and fiscally responsible, and collaborate with regional partners to improve the quality of life for our entire community.

VISION

Durango is an authentic, diverse, multigenerational, and thriving community. Our residents value and enjoy our unique natural environment and benefit from the management of our city's resources in a fiscally responsible, environmental, and socially sustainable manner.

VALUES

- * Teamwork
- * Dependability
- * Professionalism
- * Service
- * Respect
- * Innovation
- * Well-Being

STRATEGIC GOALS

- * Affordability & Economic Opportunity (AEO)
- * Diversity, Equity, Inclusion (DEI)
- * Effective Infrastructure Network (EIN)
- * Enhanced Livability & Sense of Place (ELSP)
- * Environmental Sustainability & Resilience (ESR)
- * Financial Excellence & High Performing Government (FE)
- * Engaged and Collaborative Governance (ECG)

Theme - Enhanced Livability & Sense of Place/Environmental Sustainability & Resilience - 2:15 PM

Future New Business and Review of Agendas - 20 minutes

INFORMATION ONLY ITEMS 2:35 PM

Sustainability Action and Indicator Report - Marty Pool - 30 minutes

DIRECTION NEEDED ITEMS 3:05 PM

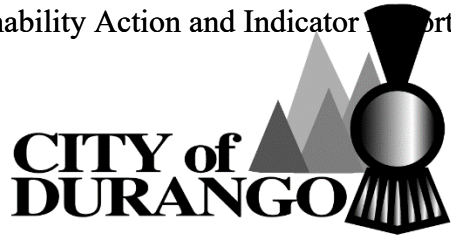
Organic Waste Management in Durango and the City's Food Waste Composting Service Partnership with Table to Farm Compost - Marty Pool - 30 minutes

10 MINUTE BREAK 3:35 to 3:45 PM

Parks, Open Space and Trails/Parks and Multimodal Retreat Modifications - Devon Schmidt, Ture Nycum, Sarah Hill - 1 hour

Adjournment - 4:45 PM

NOTE THAT ALL TIMES ARE APPROXIMATIONS



AGENDA DOCUMENTATION

Meeting Date: May 2, 2023

TO: DURANGO CITY COUNCIL FROM: MARTY POOL, SUSTAINABILITY MANAGER

SUBJECT: REVIEW OF 2022 SUSTAINABILITY ACTION REPORT AND HIGHLIGHTS

RECOMMENDATION:

This is an information only item, so no recommendation is provided. Council members are encouraged to provide feedback on what they see as sustainability priorities for the coming year.

BACKGROUND SUMMARY:

The City of Durango has a longstanding commitment to sustainability principles and issues. On June 7, 2022, City Council adopted Resolution 2022-0026 adopting the City of Durango Sustainability Plan to guide municipal and community-wide sustainability efforts. The plan establishes five sectors of sustainability action, each with an associated set of principles and objectives:

- Energy
- Transportation & Development Patterns
- Consumption & Waste
- Water
- Natural Systems & Ecology

The plan establishes a commitment to a process of annual reporting and planning related to the key sustainability actions and indicators. Actions taken by the City to affect sustainability within our community come in a variety of forms: changes and improvements to existing services and processes; community outreach and education; infrastructure projects; updates to city codes and policies; and more. The annual action report will serve as a regular opportunity to invite community engagement and provide transparency regarding these efforts. It is a chance to celebrate successes, acknowledge shortfalls, and reevaluate the path forward.

The 2022 Sustainability Action Report is included as part of this agenda item.

STRATEGIC PLAN ALIGNMENT:

This initiative applies to multiple goals in the City’s Strategic Plan:

Environmental Sustainability & Resilience

1. Reduce the city’s carbon footprint
2. Increase availability of renewable energy
3. Improve quality and resiliency of natural resources through conservation and effective management
4. Provide Solid Waste Disposal that is oriented toward Recycle and Reuse

Effective Infrastructure Network

1. Mobility: Accessibility, Transit, and Streets System
2. Sanitation: Water, Wastewater, and Stormwater
3. Aviation

Diversity, Equity, Inclusion

1. Foster strong partnership and engagement with community groups

Enhanced Livability & Sense of Place

3. Enhance Durango’s sense of place in ways that celebrate the community’s character, cultural heritage, outdoor roots, access to nature, and unique amenities.

Engaged and Collaborative Governance

1. Community outreach consistently indicates a strong desire to preserve and cultivate a sense of place and vibrancy as Durango grow
4. Work with Development Community/Property Owners to provide guidance in compliance and problem solving to support managed growth and redevelopment

ALTERNATIVE OPTIONS CONSIDERED:

Actions throughout the categories include a wide range of potential options to achieve the outlined objectives.

FISCAL IMPACT:

Efforts that align with Durango’s sustainability plan can be found across nearly all departments and many funds including the general fund, special revenue funds, capital project funds, and enterprise funds. The cross-cutting nature of sustainability work has similarities to diversity, inclusion, and equity (DEI) efforts. These efforts are not compartmentalized and simply the responsibility of a single office, department, or fund. Rather, the efforts are integrated throughout the City and our community overall.

POTENTIAL ADVERSE IMPACTS:

Failure to address environmental sustainability and resilience has a wide range of adverse impacts which are too numerous to describe here.

NEXT STEPS AND TIMELINE:

Staff will continue to incorporate feedback from Council and the community on priority action areas. Staff will continue to refine the process of gathering and sharing indicator data in a way that is both informative and accessible. Furthermore, staff will continue to refine this annual reporting process and structure based on Council feedback.

2022 SUSTAINABILITY ACTION REPORT



Introduction

Purpose of the Sustainability Plan & Action Reporting Process

At its core, sustainability occurs at the intersection between natural and social systems; its principles are concerned with the Earth's natural systems and how human activities utilize and impact those systems for the benefit of our societies. Sustainability is also an intergenerational concept, looking at both the short-term and long-term effects of actions.

From the perspective of a community and local government, sustainability helps ensure that we are taking a holistic view toward decision making. It asks us to consider how we are utilizing limited resources and how our actions are impacting the water, air, climate, and non-human living things around us.

This sustainability plan and action reporting process is designed to guide action within the City of Durango municipality as well as the community as a whole. It organizes multi-layered and inter-related topics, focuses efforts on common objectives, and highlights the major environmental concerns for Durango. The processes and commitments laid out in the Sustainability Plan will ensure that sustainability principles and goals remain integrated into efforts throughout the city. The annual action reporting process helps maintain focus on key issues over multiple years while also allowing for flexibility and reprioritization as needed to stay relevant and effective.

Sustainability is not an end-goal that our community will reach one day, it is an ongoing commitment to principles that help protect our natural environment and ensure the quality of life for present and future generations.

Vision for a Sustainable Durango

Durango is a community committed to achieving carbon neutrality, preserving our natural environment, conserving resources, maintaining our unique character, and improving quality of life for the benefit of present and future generations of residents, visitors, and neighboring communities.

Overarching Priorities

- Reduce municipal and community-wide greenhouse gas emissions and increase renewable electricity generation in line with adopted goals.
- Prepare Durango's social, economic, and environmental systems to be more resilient to the impacts of climate change.
- Secure the health and wellbeing benefits that are gained from reduced pollution and connection to healthy natural systems.
- Implement actions in a way that equitably distributes the costs and quality of life benefits.

Sectors

Sustainability Plan uses five sectors to categorize sustainability efforts throughout Durango:

- **Energy**
- **Transportation & Development Patterns**
- **Consumption & Waste**
- **Water**
- **Natural Systems & Ecology**

Indicators & Tracking

Indicators among various sectors will be the crucial measurements of community sustainability. A major focus of sustainability planning and reporting has been selecting indicators that will remain relevant and realistically measurable for years to come. Committing to a tracking and reporting process will provide key insights into the effectiveness of our collective sustainability actions.

The general goal for any indicator is understood to be continued progress in the direction of the specified target trend. A flat target trend for an indicator suggests that the desired trend could be offset by various beneficial efforts, or that we are already maintaining what is considered a sustainable level for that indicator. Specific goals on certain indicators may be adopted by City Council in the future, especially where citizens express strong concern.

LEED for Cities Status Update

Utilizing a third-party evaluation and certification framework is a well-established strategy for addressing complex challenges. The City of Durango has previously used the STAR Community Rating System which was developed by and for local governments across the US. In late 2018, this system was integrated into the LEED for Cities framework which is part of the suite of LEED rating systems, which are globally recognized for guiding sustainability in green buildings and community development.

As of March 2023, the City of Durango has not yet completed the LEED for Cities certification process due to the unforeseen level of staff time required. Direction from community members and City leadership is being sought to evaluate the priority LEED for Cities certification relative to other demands of staff time. Regardless of certification status, the framework still informs actions and indicator tracking in the overall context of the Sustainability Plan.

Additional Resources and Plans

The following resources and links provide a deeper dive into the information and data related to various aspects of sustainability issues in Durango and our region.

General Sustainability

Greenhouse Gas Emissions & Climate

- [2016 Greenhouse Gas Emissions Inventory \(completed 2019\)](#)
- [Resilience Framework \(2019\)](#)

Energy

Transportation & Development Patterns

- [Multimodal Transportation Plan \(2016, currently being updated\)](#)
- [Electric Vehicle Readiness Plan \(2021\)](#)

Consumption & Waste

- [DurangoRecycles.com](#)
- [Southwest Colorado Waste Study \(2015\)](#)

Water

- [City of Durango Water System Master Plan \(2021\)](#)
- [Municipal Drought Management Plan \(2020\)](#)
- [Vulnerability, Consequences, & Adaptation Planning Scenarios \(VCAPS\) workshop \(2018\)](#)
- [Colorado Water Plan](#)
- [Southwest Basin Implementation Plan \(BIP\)](#)

Natural Systems & Ecology

- [Parks, Open Space, Trails, & Recreation \(POSTR\) Master Plan \(2020\)](#)

Community Engagement and Feedback Themes

The 2023 Community Sustainability Forum was held on March 15, 2023, and provided the opportunity Durango's community to engage with the City on issues related to sustainability and resilience. The forum was accompanied by a survey that allowed community members to provide feedback on their priorities and concerns related to sustainability.

The top overall concerns related to sustainability (both from a global and local perspective) are by far climate change and greenhouse gas emissions (GHGs), including mitigating the effects of climate change by reducing emission and also preparing for the pending effects of climate change. Related issues include:

- Rapidly reducing fossil fuel consumption through building energy efficiency and increase local renewable energy (mainly solar).
- Preparing for the pending impacts of climate change by addressing our specific local vulnerability issues - wildfire mitigation and preparedness, drought response, and wildfire smoke response via "clean air shelters".

On a local level, other areas of high concern beyond climate change, energy, and GHGs centered mostly around water, rivers, transportation, and development:

- Addressing land and river habitat loss by protecting ecosystems and slowing land conversion/development.
- Managing water resources to be resilient to annual fluctuations through conservation and storage.
- Sustainable community/city design and development (buildings & the built environment, community planning & design, access to quality public spaces, etc.).
- Reducing reliance on single-use vehicles and reducing parking strain by continually improving our transit services and variety of mobility options (bike/e-bike, walk, car share, micro-transit, micro-mobility devices, etc.).
- Interestingly, e-bikes appear to be somewhat polarizing. Some people see them as a incredible opportunity for non-vehicle mobility independence, reducing emissions, and alleviating traffic and parking strain. Others see e-bikes as degrading Durango's pedestrian and bike spaces with "fast and lazy" devices.

The forum and survey allowed citizens to connect with the City of Durango, ask questions, and express concerns. It also allowed the City to share information about local government initiatives and ways citizens can be informed and active in shaping local policy. As a result, the City of Durango can promote a more sustainable community by engaging with citizens and working together to address these essential themes.

Sustainability Action Report and Highlights by Sector

General & Overall

2022 Highlights & Progress

- City Council adopted Durango's Sustainability Plan, the most comprehensive update to sustainability framing and planning since 2015.
- The Green Business Certification program launched in partnership with the Four Corners Office of Resource Efficiency (4CORE).
- The Green Durango Grants program launched, providing grants up to \$5,000 to community organizations with projects that address the Sustainability Plan's sector objectives.

Current & Upcoming Efforts

- Expanding the Green Business Certification program with over 12 businesses signed up heading into 2023.
- Sustainability staff will work with Community Development to prepare sustainability guidelines and one-page explainers for building permits and developers.
- Sustainability insights are being incorporated into the Destination Management Plan, utilizing staff expertise from both the City of Durango and Visit Durango

Energy

Objectives

Energy Supply

Reduce the amount of greenhouse gas emissions associated with Durango's energy supply in an equitable manner while maintaining reliability and resilience to disruption.

Energy Use

Increase the efficiency of energy use and promote energy conservation to reduce greenhouse gas emissions and energy cost burdens.

2022 Highlights & Progress

- The City's energy performance contract (EPC) was re-evaluated and approved to proceed. The project is slated to reduce energy consumption in associated buildings by 10-30% and install over 660 kW of solar, increasing the total amount of solar installed within city limits by 18% through a single, coordinated effort.
- Durango's membership in Colorado Communities for Climate Action (CC4CA) highlights the value of engaging in effective collective advocacy to higher levels of government.
- In early 2022, Durango adopted 2018 building codes, including the energy conservation code, which require new buildings to be more energy and water efficient than the previous 2015 code.
- Durango adopted more aggressive greenhouse gas (GHG) emissions and renewable energy goals: 50% reduction in GHG and 50% of electricity coming from renewables by 2023, and 100% reduction and 100% electricity from renewables by 2050.

- Santa Rita Water Reclamation Facility (SRWRF) continues to utilize and refine the cogeneration turbines, generating approximately 248 MWh of energy in 2022, the equivalent of powering about 14 homes for the year.

Current & Upcoming Efforts

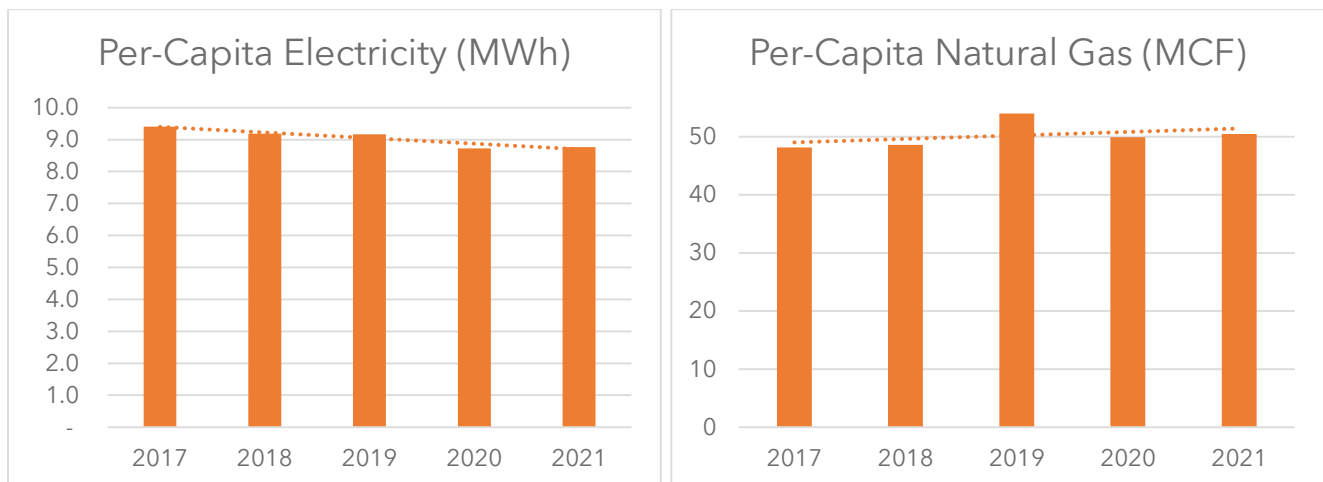
- The energy performance contract implementation and construction will begin and continue through 2024. Improved data collection will show the effectiveness of the project.
- LPEA continues to make substantial progress on pursuing options to increase the renewable energy coming from the grid. Regulatory rulings will dictate the path forward on this effort, but LPEA is optimistic that substantial increases in renewable energy supply to the grid are on the near horizon.

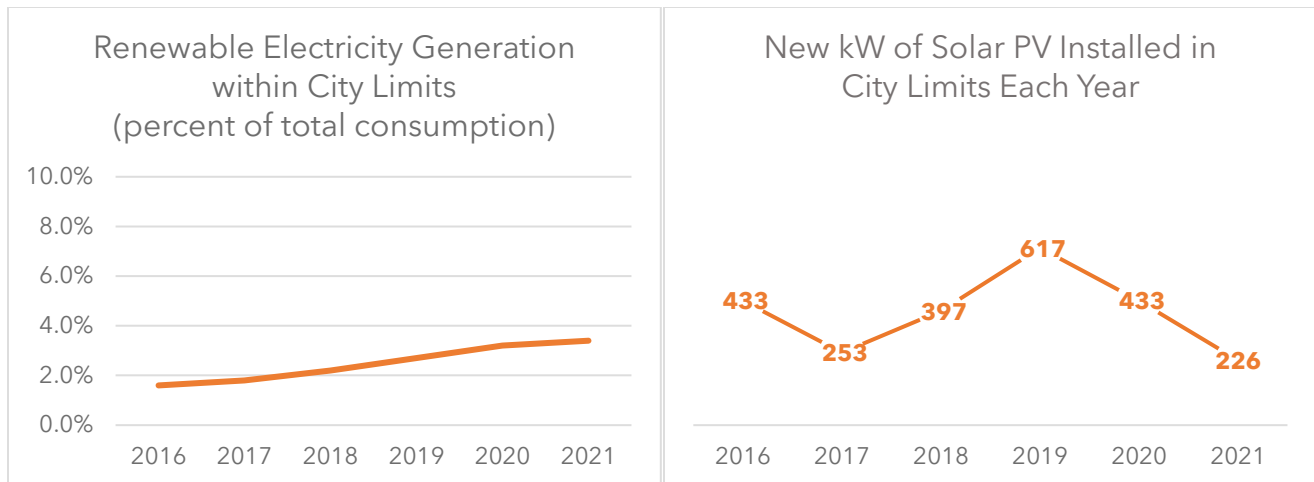
Long-Range Vision & Considerations

- Durango can continue to capitalize on state and federal funding in support of renewable energy and rooftop solar PV.
- Heat pumps and electrification will continue to be major trends in residential and commercial energy consumption.
- Energy benchmarking for buildings offers an opportunity to identify unnecessarily high energy consumption. This will be addressed internally at the City through the energy performance contract, but there are also opportunities to track and require buildings throughout our community to hit certain energy consumption standards during triggering events such as point of sale.

Indicator Data Trends to Highlight

- LPEA is currently reporting about 37% renewable energy on the electricity grid, not including the estimated 3-4% net-metered solar generation. This means Durango can reasonably approximate its share of renewable electricity at about 40%.





Transportation & Development Patterns

Objectives

Multimodal Transportation

Create a fully connected transportation network that provides for safe, convenient, and enjoyable transportation that is affordable and accessible to all Durango residents and visitors.

Vehicle Emissions & Electrification

Reduce emissions associated with vehicular travel by preparing for and accelerating a shift to electric and zero-emissions vehicles and reducing wasteful behaviors.

Community Design

Structure city code and policies to encourage dense, mixed-use development that minimizes greenhouse gas emissions and supports equitable and sustainable options to get around and experience Durango

2022 Highlights & Progress

- Durango has achieved bronze level Walk Friendly Community designation.
- Durango Transit expanded/reinstated a route to Highway 160 west serving several low-income and transit dependent residences.
- Sunday transit service was resumed.
- Transportation Director Sarah Hill won 2022 Colorado Transit Champion of the Year from the Colorado Association of Transit Agencies (CASTA).
- Colorado Department of Public Health and Environment (CDPHE) quick-win grant for 28 bicycle racks was awarded and racks were installed throughout Durango.
- The Comprehensive Parking Management Plan was completed and adopted.
- Downtown's Next Step project garnered extensive public engagement, and the design phase has now begun.
- The West Park Ave traffic calming pilot project was implemented.
- The MidTown traffic study was completed.

- City departments test drove EVs for future fleet planning.
- The City was awarded a ChargeAhead Colorado grant to install four level-2 (medium speed) electric vehicle (EV) charging stations at the Library. Construction is slated to be completed in summer 2023.

Current & Upcoming Efforts

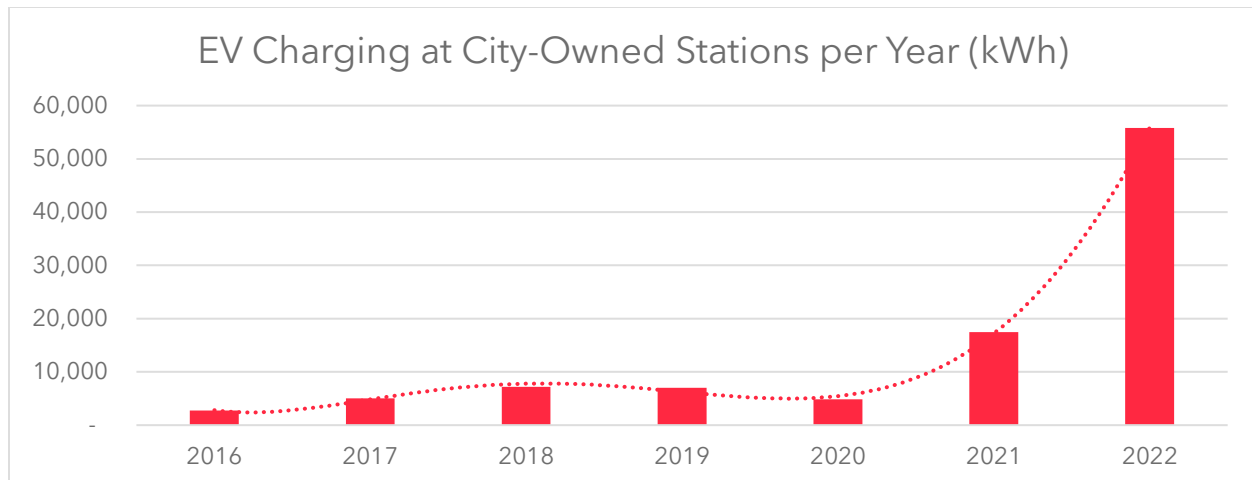
- The City is launching its first e-bike rebate program. The program is funded through the City Council Lodger's Tax discretionary fund and a 50-50 matching grant from the Colorado Department of Transportation (CDOT) Office of Innovative Mobility.
- Through the same CDOT grant above, the City will also be re-vamping its mobile transportation app and service, the Way to Go! Club.
- Durango will retain its gold level Bicycle Friendly Community designation
- Durango Transit has been awarded a Federal Transportation Administration (FTA) 5311 grant to develop expanded micro-transit service in 2023.
- The City will pursue EV fast-charger grants through the state that could bring several more high-speed chargers to the Transit Center - capable of re-charging a car in less than 30 minutes.
- Fare Free Summer will be offered for transit June through August 2023.
- The Zero Emission Vehicle Transition Plan for Transit is underway.
- City of Durango/Archuleta County EV bus route project is being established.
- The City's multimodal division expanded with the addition of a full-time staff member.
- The multimodal division is working to reinstate the safe-routes to school program.
- The Multimodal Transportation Plan Update outreach was completed, and a consultant was contracted to assist with completing the update.
- The City is moving forward with analysis and updates to the parking code, including updating EV parking code requirements.
- The airport has installed long-term EV charging stations designed to slow-charge EVs while the owners are away on their trip.

Long-Range Vision & Considerations

- The City will have continued opportunities on state and federal funding to expand EV charging infrastructure.
- The City can continue with analysis and implementation for expanding City of Durango EV fleets across departments.

Indicator Data Trends to Highlight

- Transit ridership increased by 27% over the previous year.
- Parking code reductions in multi-family units are projected to reduce the need for over 800 spaces which is approximately 6.7 acres of land within City limits that is able to be devoted to other uses. Total land area devoted to parking will continue to be analyzed to inform trends.



Consumption & Waste

Objectives

Sustainable Consumption & Source Reduction

Encourage conscious purchase and use of materials and products to reduce greenhouse gas emissions, reduce single-use disposability, and support Durango's local economy.

Waste Reduction & Diversion

Reduce the amount of material going to landfill and decrease the greenhouse gas emissions associated with waste disposal by increasing waste diversion rates and expanding productive end-use options for regional waste.

Food Systems

Support an interconnected food system that is healthy, inclusive, equitable, and resilient to change.

2022 Highlights & Progress

- Durango was recognized for having one of the highest waste diversion rates in Colorado based on 2022 State of Recycling & Composting in Colorado Report.
- The City of Durango and La Plata County hosted a successful household hazardous waste (HHW) event serving 737 residents and collecting over 53,000 pounds of waste.
- The City initiated several communication and education efforts for trash & recycling including a review of the City's recycling webpages as well as designing and disseminating updated flyers and informational materials.
- The City's public-private partnership with Table to Farm Compost has increased composting service available throughout our community.
- City staff engaged in in-person targeted outreach to over 50 local businesses affected by the State of Colorado newly imposed plastic pollution reduction act (PPRA) also known as the bag fee.
- The City established partnership with SOIL lab, an exciting community garden and educational center being implemented by 9R.

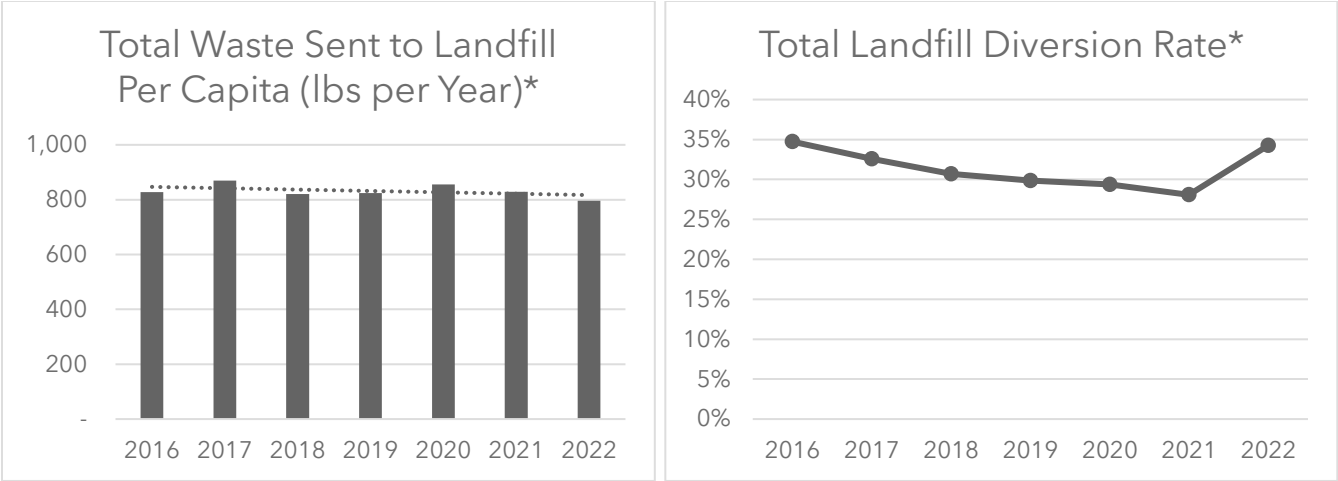
Current & Upcoming Efforts

- A five-year outlook is being developed to determine the best use of Santa Rita Water Reclamation Facility (SRWRF) biosolid waste. If implemented, nearly 3,000 tons of biosolids will be diverted from the landfill.
- The City will offer continued management and coordination of PRPA bag fee.
- The City will be deploying over 400 bear-proof cans in partnership with Bear Smart Durango and funded in part by a grant from Colorado Parks and Wildlife (CPW).
- The City will continue to support the expansion of curbside composting services through its partnership with Table to Farm Compost.
- The City will be improving waste management and recycling services at events that go through the City's permitting process.
- The City has seen over 300 responses on the community feedback survey related to Spring and Fall Cleanup. Staff will evaluate responses and use them to guide future action.

Long-Range Vision & Considerations

- The City has an opportunity to re-engage in regional waste system assessment & planning including organic waste management.
- Pay-as-you-throw and other trash & recycle rate structure options can be explored in order to further incentivize waste diversion.

Indicator Data Trends to Highlight



*Based on City services and partnerships. Does not include commercial hauling, construction & demolition waste, or specialty waste/recycling streams.

Water

Objectives

Water Supply & Use

Manage Durango's water sources and consumption through conservation and efficiency so our community and surrounding riparian ecosystems are resilient to the projected impacts of climate change.

Water Quality

Maintain water quality levels, or improve where needed, in both supplied water and throughout the Animas River watershed.

2022 Highlights & Progress

- The Fats Oils and Grease (FOG) program was deployed to reduce water collection contamination.
- Durango water supply and reclaimed water discharge continue to operate at extremely high levels of daily compliance, at 100% and 99.7% compliance, respectively.

Current & Upcoming Efforts

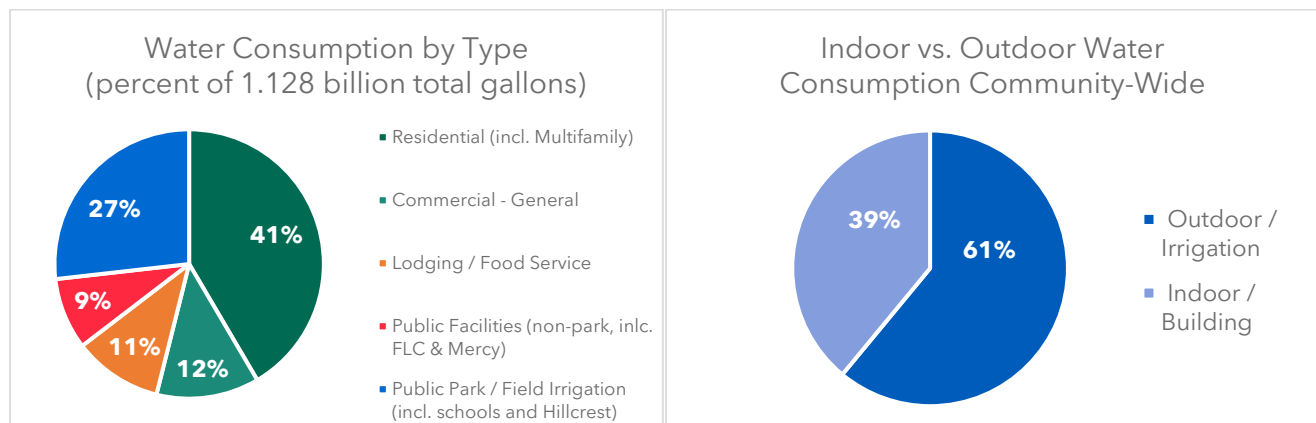
- The City can utilize the findings of the recent rate study alongside recently completed water consumption analysis to continue to investigate opportunities for improved water conservation.
- Stormwater capture will be completed at Schnieder park development.

Long-Range Vision & Considerations

- The City can consider and evaluate the opportunity for incentives on water-efficient landscaping and water fixtures.

Indicator Data Trends to Highlight

- 10 new stormwater management facilities were installed in 2022
- The percent of Durango's withdrawals on the Florida River's total flows are typically in the 30-50% during winter months, and 5-10% during summer months when Lemon is releasing higher flows. However, during a small window in the late winter and early spring (March-April), Durango's withdrawals can rise to 60-70% of flows and even hit 90% or more during a few weeks.



Natural Systems & Ecology

Objectives

Ecosystems & Open Space

Manage Durango's natural spaces in a way that supports the health and resilience of both human and non-human life in the face of a changing climate.

Wildlife

Manage and prevent conflicts with wildlife in a way that protects the health, safety, and wellbeing of people, domestic animals, and wildlife.

Trees & Forests

Maintain and expand Durango's urban forest in order to provide health, wellbeing, and carbon sequestration benefits. Manage Durango's wildland-urban interface (WUI) to mitigate the risk and potential impacts of wildfire.

Environmental Health Benefits

Monitor and respond to the impacts of environmental systems on human health and wellbeing.

2022 Highlights & Progress

- The City continues its wildfire mitigation and trail stewardship efforts through the Parks and Recreation department.

Current & Upcoming Efforts

- The City will be deploying over 400 bear-proof cans in partnership with Bear Smart Durango and funded in part by a grant from Colorado Parks and Wildlife (CPW).
- The City will be initiating its forestry plan and inventory update.
- The Lake Nighthorse decontamination station will be implemented.

Long-Range Vision & Considerations

- The City has the opportunity to engage in assessment of future needs for open-space lands, starting with assessment of Horse Gulch.

Indicator Data Trends to Highlight

- 52.2 acres of fire mitigation was completed across 10 treatment units immediately adjacent to 176 homes.
- 15.5 miles of trail stewardship were completed including 2 miles of total new-build/re-route.

Sustainability Grant & External Funding Summary 2022

City Division Lead Applicant(s)	Funding Agency, Grant Title	Amount Secured	Anticipated Funding Spent By
Sustainability + Trash & Recycle	CDPHE, RREO Recycling Rebate	\$ 37,442	Q3 2022
Sustainability + Trash & Recycle (in partnership with Bear Smart Durango)	CPW, Human-Bear Conflict Reduction	\$ 60,000	Q2 2023
Sustainability	CEO, Charge Ahead Colorado	\$18,000	Q2 2023
Sustainability + Multimodal	CDOT, OIM Strategic TDM Innovation	\$38,400	Q3 2023
Sustainability	DOLA, Energy & Mineral Impact Assistance - EIAF	\$1,000,000	Q3/4 2023 pending council approval of EPC
TOTAL		\$1,150,242	



AGENDA DOCUMENTATION

Meeting Date: May 2, 2023

TO: DURANGO CITY COUNCIL FROM: MARTY POOL, SUSTAINABILITY MANAGER

SUBJECT: DISCUSSION REGARDING CITY ORGANIC WASTE MANAGEMENT GOALS AND CURBSIDE COMPOSTING SERVICE PUBLIC-PRIVATE PARTNERSHIP WITH TABLE TO FARM COMPOST - ESR

RECOMMENDATION:

It is recommended that Council request staff to take the necessary next steps to continue to advance the City’s food waste diversion programs, including preparing budget appropriations for consideration and proceeding with a review of potential code and/or fee updates related to composting and organic waste management.

BACKGROUND SUMMARY:

A 2015 waste study performed by the Southwest Colorado Council of governments found that food waste represents approximately 20-25% of Durango’s waste stream, and less than 1% of this food waste waste was reported as being diverted from the landfill. Until very recently Durango has not had extensive food waste management services throughout the community.

In the summer of 2021, the City of Durango issued a request for proposals (RFP) for a public-private partnership (a.k.a. “P3”) agreement for curbside food waste collections. Table to Farm Compost was the selected bidder, and has gone on to grow an innovative curbside compost collections program. This contract mirrors many such agreements that the City currently holds with organizations providing necessary services to Durango. These exist in situations where there is an identified need for service, but the City has determined that it is not desirable to for the municipality to perform the service directly, for one reason or another.

Since entering into the partnership, there have been multiple education and outreach efforts, and Table to Farm Compost has seen their customer base grow from 400 to 800 customers in under two years. This in turn has scaled up the production of compost for use on agricultural lands and in backyard gardens throughout Durango and La Plata County, thereby supporting the production of local food and improving regional soil health.

City staff and Table to Farm Compost have performed a market study funded by a grant awarded from the Colorado Department of Public Health and Environment (CDPHE). Takeaways from this study were presented to Council on March 7, 2023 in an operational update during regular meeting. The study indicates that customers have a strong satisfaction with the service and experience low barriers to building the habit of separating food waste into a different collection bin. The primary barriers for continuing service centered around cost.

The current model for providing curbside compost service is opt-in, meaning that the service is available to any person or business in Durango (and some extended service territory) that wishes to utilize the service. While there has been impressive growth under this structure, it will almost certainly reach a limit and participation rates will plateau at some point. Durango faced a similar situation about a decade ago with recycling, and the City eventually made the decision to transition to mandatory city-wide recycling service for residential service. Now, Durango boasts one of the highest recycling rates in the entire state, a direct result of this decision. The City appears to be at a similar decision point regarding how to approach organic waste, including food waste.

Action is being taken in many communities throughout Colorado, and even at the state level, to improve how organic waste is managed. Diverting organic waste from the landfill can have significant benefits such as reducing greenhouse gas (GHG) emissions and supporting agriculture through the application of compost to improve soil health. Durango is ready to take the next steps on organic waste management.

STRATEGIC PLAN ALIGNMENT:

This initiative applies to the Environmental Sustainability & Resilience (ESR) goal in the Strategic Plan:

- 1. Reduce the city’s carbon footprint
 - 1.4 Create a high-quality outreach and engagement programs that foster awareness and guide community-wide action on reducing GHG emissions.
- 4. Provide Solid Waste Disposal that is oriented toward Recycle and Reuse

ALTERNATIVE OPTIONS CONSIDERED:

The public-private partnership was sought through an open and public RFP process during the summer of 2021. Table to Farm Compost was selected based on the review criteria, including their existing experience at the time and commitment to expanding services throughout Durango. As of now, Table to Farm Compost operates the only composting facility of its kind (class III) in La Plata County. Backyard and at-home composting is allowed under the Land Use Development Code (LUDC). Up to this point, the City’s Trash and Recycling division has not been able to identify a benefit of bringing organic and food waste collections and management in-house under City operations.

FISCAL IMPACT:

There are no direct fiscal impacts associated with the recommendations provided during this study session. Fiscal impacts related to various potential future actions would be brought before Council for consideration.

As it stands, the public-private partnership contract between the City of Durango and Table to Farm Compost does not mandate a fiscal contribution from the City of Durango. The City of Durango is required to assist with developing and disseminating education materials, and the acceptable costs for these services are determined by staff and approved by Council as part of the standard budget appropriation process. For the 2022 fiscal year this amounted to \$3,996 in printing costs alongside staff time spent on coordination and developing materials.

To date, Table to Farm has secured approximately \$1.1 million in grant funding which they have brought into our community to create jobs and build infrastructure for composting services. Another \$2.5 million investment is currently being secured to expand composting to meet the full capacity of the Class III Compost Facility located in unincorporated La Plata County, just 7 miles from downtown Durango.

POTENTIAL ADVERSE IMPACTS:

Composting organic food waste has a myriad of environmental benefits. Operationally, there are little to no adverse impacts beyond the impacts on Durango’s streets and alleys of one additional waste hauler operations.

NEXT STEPS AND TIMELINE:

Based on Council’s recommendation, staff will proceed with the following actions, or other ideas that arise from the study session discussion. Actions include:

Putting together budget appropriation proposals for supplemental service funding for consideration at a future council meeting and/or through the standard budgeting process.

Beginning the process of study, review, and/or plan for potential code and/or fee updates related to composting and organic waste management.

2023 Community Compost Services Comparison Table

Municipality	Mandated	City/County involvement	Private Company Partnership	Customer Charge*	Notes
Denver	Opt-in	City's responsibility RREO, Sales tax (.25% increase), FRWD	N/A	\$ 10.00	33% of Denver Municipality
Aspen	Mandatory	Ordinance compost containers, drop off locations, hauling, assessments, training & ongoing support	EverGreen ZeroWaste / Mountain Waste & Recycling	\$ 22.00	EverGreen ZeroWaste Free drop off
Steamboat Springs	Opt-in	Compost containers for citizens, compost access in City Buildings Tiered rollout to mandatory Organics Recovery study suggests government involvement leads to more landfill diversion	Cowgirl Compost Co / TwinEnviro	\$ 25.00	Cowgirl Compost Different subscription tiers
				\$ 25.00	Twin Enviro
Fort Collins	Opt-in	Resources for Citizens, how-to for backyard compost, lists of private companies	Compost Queen / Common Good Compost	\$ 30.00	Compost Queen Weekly Pick Up
			Several companies that encompass commercial organics waste	\$ 20.00	Bi-weekly pick up
				\$ 23.00	Common Good Compost
Carbondale	Opt-in	Resources on website	EverGreen ZeroWaste Promoted by City	\$ 22.00	EverGreen ZeroWaste
Telluride	N/A	Composting mentioned in Sustainability Plan 2022	N/A	N/A	
Cortez	N/A	Encourages backyard composting, no other resources			
Breckenridge/Summit County	Opt-in	Free food scrap drop-off at Summit County Resource Allocation Park, County & City provide resources for citizens such as drop off locations and HC3 information Mandated PAYT for trash and recycling	High Country Conservation Center (HC3) non-profit turned to own government department	Free	SCRAP & HC3
Vail	Opt-in	Resources for private haulers on gov website, .10 of every .15 collected for plastic bags goes to waste diversion outreach City offering rebates for businesses that compost	Honeywagon Organics / EverGreen ZeroWaste Could not find pricing details for Honeywagon	\$ 22.00	EverGreen ZeroWaste
Boulder	Mandatory	Universal Zero Waste Ordinance Mandatory composting for residential, commercial & Private hauling only - citizens must sign up for services with hauling company	One Way, Inc. / Western Disposal Services Several companies that encompass commercial organics waste	waiting for quote	One Way, Inc. Western Disposal Services Services generally bundled

*Residential costs only



A map of the San Juan National Monument area in New Mexico. The monument boundary is outlined in green. Towns marked with red dots include Dolores, Cortez, Mancos, Tropic, Blando, Blanding, and Silverton. The map shows the San Juan River and surrounding mountainous terrain. A large orange-shaded area is visible in the southwest, and a brown-shaded area is in the south.



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APPENDIX A

WASTE QUANTITY PROJECTIONS

POPULATION PROJECTIONS^a

		2010 POPULATION ^b	PROJECTED POPULATION ^b	
			2015	2025
	Archuleta County	12,060	13,237	18,159
	<i>Pagosa Springs</i>	<i>1,724</i>		
	Dolores County	2,060	2,103	2,505
	La Plata County	51,441	57,850	76,200
	<i>Durango</i>	<i>16,906</i>		
	Montezuma County	25,532	27,085	33,271
	<i>Cortez</i>	<i>8,481</i>		
	San Juan County	709	702	747
	County Total	91,802	100,977	130,882
	Increase Over 2015	na	na	130%

Notes:

^a *Results are estimates only - accuracy should not be assumed beyond the nearest 1,000 people*

^b CO State Demography Office, October 2013 (2010 actuals) & November 2013 (projections)

ACTUAL SWCCOG MUNICIPAL SOLID WASTE QUANTITY TOTALS^a (tons unless otherwise noted)

		Landfill	Recyclables	Organics	Subtotal	Comments
Archuleta County						
	Archuleta County ^b	13,600	398	0	13,998	Recyclables brokered out of county LF tons incl 260 tons glass used for construction
	At Your Disposal	see County	120	0		R incl cardboard only (brokered out of county) Other R in Durango tons
La Plata County						
	City of Durango	see Bondad	4,240	50	4,290	City's 9,063 tons trash incl in Bondad LF total R incl 106 tons ewaste, HHW by city & county Incl R tons from Pagosa/LaPlata County haulers
	La Plata County	see Bondad	see Durango	not available	not available	
	Phoenix Recycling	see Bondad	276	625	901	R incl shreds only (rest in Durango tons) O incl wood chips (estimated at 500 #/CY)
	Durango Compost Company	0	0	1	1	Incl coffee grinds only (vermi-composting)
	CO State Demography Office, October 20	0	5,927	0	5,927	Incl ewaste
	Bondad Landfill	54,100 ^b	0	0	54,100	Incl T from Southern Ute Tribe
Montezuma County						
	Montezuma County ^c	23,118	287	294	23,699	Incl FCRI R & ewaste tons Incl T from Ute Mtn Tribe, NPS, etc.
	City of Cortez	see County	343	35	378	Organics chipped only
	Aramark (NPS concessionaire)	see County	37	0	37	
	Belt Salvage	0	710	0	710	UBCs, appliances
Other						
	Bruin Waste Mgmt (San Juan County) ^b	456	180	0	636	R incl scrap metal, ewaste T to Broad Canyon LF, R to Montrose MRF
	Waste Mgmt (Montezuma County)	219	214	0	433	T to Crouch Mesa LF, single-stream R to Four Corner EcoCenter at San Juan County LF
	National Grocery Stores ^d	0	1,000 (est)	see Food Banks	1,000	Cardboard managed outside region
	Food Banks ^e	0	0	700 (est)	700	Food donated by grocery stores & others
MSW GENERATED		91,493	13,732	1,705	106,930	
MSW GENERATION^f					5.9	pounds/capita-day
DIVERSION FROM RECYCLING ONLY					13%	
DIVERSION FROM RECYCLING & ORGANICS					14%	

T = trash, R = recyclables, O = organics

^a Results are estimates only - accuracy should not be assumed beyond the nearest 1,000 tons

- excludes industrial waste (i.e., Ska Brewery's diversion of 3,600 tons spent grain waste/NPS' 3,600 recycled C&D tons not included)

^b Volume to weight conversion based on CDPHE (e.g., 1 ton MSW = 3.333 cubic yards) & national data for recyclables

^c Includes tons from Dolores County managed at the Montezuma County Landfill

^d Approximation based on cardboard bale quantity recycled by Durango Albertson's (pro-rated for other communities) - excludes plastic film recycling

^e Approximation based on Durango & Manna Food Banks (pro-rated for other communities) - excludes donation to farmers, feedlots

^f Based on 2010/2015 state populations pro-rated for 2014 (estimated) = 99,142

PROJECTED TOTAL SOLID WASTE GENERATION DIVERSION

- 2015 QUANTITIES^a (tons/year)

	ASSUMED WASTE COMPOSI- TION ^b (by weight)	PROJECTED GENERATION		PROJECTED DIVERSION from RECYCLING ^e		
		Low Generation ^c	High Generation ^d	20%	25%	30%
				Material Recovery (based on average low/high generation)		
Paper						
Cardboard & Kraft Paper	7.2%	6,634	9,951	1,659	2,073	2,488
Office Paper with Shreds	2.0%	1,843	2,764	461	576	691
Newsprint	0.8%	737	1,106	184	230	276
Magazines & Catalogues	2.8%	2,580	3,870	645	806	967
Mixed Paper, Junk & Phone Directories ^e	4.1%	3,778	5,667	944	1,181	1,417
Chipboard/Paperboard ^e	4.7%	4,331	6,496	1,083	1,353	1,624
Aseptic Packaging ^e	0.9%	829	1,244	207	259	311
Other Paper (waxy cardboard, etc.)	1.7%	1,566	2,350	na	na	na
<i>Total Paper</i>	24.2%	22,298	33,447	5,183	6,479	7,774
Plastics						
PET #1 Bottles & Containers	2.1%	1,935	2,902	484	605	726
HDPE #2 Bottles & Containers	1.2%	1,106	1,659	276	346	415
#3-7 Bottles & Containers	1.3%	1,198	1,797	299	374	449
Plastic Film/Wrap/Bags	4.7%	4,331	6,496	1,083	1,353	1,624
Other Plastics (Styrofoam, PLA, etc.)	3.4%	3,133	4,699	na	na	na
<i>Total Plastic</i>	12.7%	11,702	17,553	2,142	2,678	3,213
Glass						
Glass Containers	8.5%	7,832	11,748	1,958	2,448	2,937
Other Glass	0.3%	276	415	na	na	na
<i>Total Glass</i>	8.8%	8,108	12,163	1,958	2,448	2,937
Metals						
Aluminum (cans, foil, pie plates)	1.5%	1,382	2,073	346	432	518
Tin Cans	1.6%	1,474	2,211	369	461	553
Other Metals	3.4%	3,133	4,699	783	979	1,175
<i>Total Metals</i>	6.5%	5,989	8,984	1,497	1,872	2,246
Organics^e						
Food Waste	17.6%	16,217	24,325	1,014	1,520	2,027
Yard Waste/Untreated Wood	6.8%	6,266	9,398	392	587	783
Other Organics	13.1%	12,071	18,106	na	na	na
<i>Total Organics</i>	37.5%	34,553	51,830	1,405	2,108	2,810
Other / Special Waste						
Electronics	1.2%	1,106	1,659	na	na	na
C&D Debris	6.7%	6,173	9,260	na	na	na
Other Waste	2.4%	2,211	3,317	na	na	na
<i>Total Other/Special Waste</i>	10.3%	9,491	14,236	0	0	0
TOTAL SOLID WASTE	100.0%	92,142	138,212			
MRF RECYCLABLES				10,781	13,476	16,171
TOTAL DIVERSION FROM RECYCLING				9%	12%	14%
ORGANICS (without paper)				1,405	2,108	2,810
TOTAL DIVERSION FROM ORGANICS RECOVERY				1%	2%	2%
TOTAL RECYCLABLES + ORGANICS				12,186	15,583	18,981
TOTAL DIVERSION				11%	14%	16%

PROJECTED TOTAL SOLID WASTE GENERATION DIVERSION

- 2015 QUANTITIES^a (tons/year)

Notes

^a *Results are estimates only - accuracy should not be assumed beyond the nearest 1,000 tons/year*

Shaded quantities reflect materials targeted by SWCCOG study - other materials may be diverted through other programs

^b Based on waste audits conducted by SWCCOG & Fort Lewis College interns between August and November 2014

^c Assumed low generation (based on 2014 SWCCOG rate of 5.9 ppcd) =

5

^d Assumed high generation (based on 2014 SWCCOG rate of 5.9 ppcd) =

7.5

^e Assumed material recovery for organics =

5% (low)

7.5% (medium)

10% (high)

**PROJECTED TOTAL SOLID WASTE GENERATION DIVERSION
- 2025 QUANTITIESa (tons/year)**

	ASSUMED WASTE COMPOSI- TION ^b (by weight)	PROJECTED GENERATION		PROJECTED DIVERSION from RECYCLING ^e		
		Low Generation ^c	High Generation ^d	30%	35%	40%
				Material Recovery (based on average low/high generation)		
Paper						
Cardboard & Kraft Paper	7.2%	8,599	12,898	3,225	3,762	4,299
Office Paper with Shreds	2.0%	2,389	3,583	896	1,045	1,194
Newsprint	0.8%	955	1,433	358	418	478
Magazines & Catalogues	2.8%	3,344	5,016	1,254	1,463	1,672
Mixed Paper, Junk & Phone Directories ^e	4.1%	4,897	7,345	1,836	2,142	2,448
Chipboard/Paperboard ^e	4.7%	5,613	8,420	2,105	2,456	2,807
Aseptic Packaging ^e	0.9%	1,075	1,612	403	470	537
Other Paper (waxy cardboard, etc.)	1.7%	2,030	3,045	na	na	na
<i>Total Paper</i>	24.2%	28,902	43,353	10,077	11,756	13,436
Plastics						
PET #1 Bottles & Containers	2.1%	2,508	3,762	941	1,097	1,254
HDPE #2 Bottles & Containers	1.2%	1,433	2,150	537	627	717
#3-7 Bottles & Containers	1.3%	1,553	2,329	582	679	776
Plastic Film/Wrap/Bags	4.7%	5,613	8,420	2,105	2,456	2,807
Other Plastics (Styrofoam, PLA, etc.)	3.4%	4,061	6,091	na	na	na
<i>Total Plastic</i>	12.7%	15,168	22,751	4,165	4,859	5,553
Glass						
Glass Containers	8.5%	10,152	15,227	3,807	4,441	5,076
Other Glass	0.3%	358	537	na	na	na
<i>Total Glass</i>	8.8%	10,510	15,765	3,807	4,441	5,076
Metals						
Aluminum (cans, foil, pie plates)	1.5%	1,791	2,687	672	784	896
Tin Cans	1.6%	1,911	2,866	717	836	955
Other Metals	3.4%	4,061	6,091	1,523	1,777	2,030
<i>Total Metals</i>	6.5%	7,763	11,644	2,911	3,396	3,881
Organics^e						
Food Waste	17.6%	21,020	31,529	7,882	9,196	10,510
Yard Waste/Untreated Wood	6.8%	8,121	12,182	3,045	3,553	4,061
Other Organics ^f	13.1%	15,645	23,468	2,553	2,978	3,404
<i>Total Organics</i>	37.5%	44,786	67,179	13,481	15,727	17,974
Other / Special Waste						
Electronics	1.2%	1,433	2,150	na	na	na
C&D Debris	6.7%	8,002	12,003	na	na	na
Other Waste	2.4%	2,866	4,299	na	na	na
<i>Total Other/Special Waste</i>	10.3%	12,301	18,452	0	0	0
TOTAL SOLID WASTE	100.0%	119,430	179,145			
MRF RECYCLABLES				20,960	24,453	27,947
TOTAL DIVERSION FROM RECYCLING				14%	16%	19%
ORGANICS (without paper)				13,481	15,727	17,974
TOTAL DIVERSION FROM ORGANICS RECOVERY				9%	11%	12%
TOTAL RECYCLABLES + ORGANICS				34,441	40,181	45,921
TOTAL DIVERSION				23%	27%	31%

PROJECTED TOTAL SOLID WASTE GENERATION DIVERSION - 2025 QUANTITIESa (tons/year)

Notes

^a *Results are estimates only - accuracy should not be assumed beyond the nearest 1,000 tons/year*

Shaded quantities reflect materials targeted by SWCCOG study - other materials may be diverted through other programs

^b Based on waste audits conducted by SWCCOG & Fort Lewis College interns between August and November 2014

^c Assumed low generation (based on 2014 SWCCOG rate of 5.9 ppcd) = **5**

^d Assumed high generation (based on 2014 SWCCOG rate of 5.9 ppcd) = **7.5**

^e Assumed material recovery for organics = **30% (low)** **35.0% (medium)** **40% (high)**

^f Assumes textiles diverted by 2025 USEPA 2012 MSW Facts & Figures found that textiles = **5.7% of MSW stream**

APPENDIX B

WASTE AUDIT RESULTS

SWCCOG RECYCLING STUDY WASTE AUDIT RESULTS^a (% by weight)

MSW TRASH SAMPLE DESCRIPTION			PAGOSA SPRINGS AREA		CITY OF DURANGO		LA PLATA COUNTY			CORTEZ	MONTEZUMA COUNTY		SUMMARY ANALYSIS		
			RES 1	COM 2	RES 3	COM 4	RES 5	RES 6	RES 7	MIXED RES/COM		8			
	Recycling Program	COLORADO WASTE AUDIT AVERAGE ^b	County DOC (all materials); Elite/AYD curbside (SS w & wo glass)		Expansive City collection (80% residential, some commercial) - SS w/o glass (glass DOC)		Durango DOC (SS, OCC & glass); Bayfield & Marvel DOCs (ONP, plastics, metal, glass only); Phoenix curbside (SS wo glass)			City collection (all materials except plastics)	BSI/FCRI DOCs (fiber & metals only); BSI & WM curbside (source-separated)		Residential Average (5 samples)	Commercial Average (2 commercial)	Overall MSW Average (10 samples)
	Source		Pagosa Springs incl HH with YW, other organics & metal equipment	Area Near Wyndam (west end of PS) incl YW & restaurant FW (MacDs)	Southside neighborhood (older part of town) w YW, C&D (4 CY loose)	Downtown district incl concert venue incl OCC, C&D, Solo cups, restaurant waste (4+ CY compacted)	Load from unincorporate d area E of Durango, W of Bayfield	Bayfield (1+ CY loose)	Ignacio (1+ CY loose)	Incl YW, other organics (3 CY compacted)	Unincorporated load E Montezuma/W La Plata - mixed load w OCC (3-4 CY compacted)	Self-haul from unincorporated area to LF w farm waste (2 CY loose)			
	Hauler		Waste Mgmt	Waste Mgmt	City of Durango	City of Durango	Phoenix	Transit	Transit	City of Cortez	Baker Sanitation or Waste Mgmt	Self-Haul			
	Other (weather, precip, etc.)		low, light breeze, sunny, 65F	low, light breeze, sunny, 65F	wet/damp no precip, cool temps	low moisture, no wind, sunny	dry & sunny	dry & sunny	dry & sunny	no moisture or wind	no moisture or wind	no moisture or wind			
MATERIAL															
GLASS	Glass Food & Beverage Containers	5.0%	0.0%	9.8%	6.0%	1.8%	7.3%	17.0%	26.7%	4.4%	8.2%	4.1%	11.4%	5.8%	8.5%
	Other Glass	0.5%	0.0%	2.7%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.3%
	Glass Totals	5.5%	0.0%	12.5%	6.2%	1.8%	7.3%	17.0%	26.7%	4.4%	8.2%	4.1%	11.4%	7.2%	8.8%
METALS	Alum Food/Beverage Containers, Foil & Pie Tins	1.0%	2.0%	2.2%	1.5%	2.2%	2.0%	1.3%	1.5%	1.0%	1.0%	1.0%	1.6%	2.2%	1.5%
	Steel/Tin Containers	1.0%	3.4%	1.2%	1.2%	0.1%	0.0%	2.1%	4.0%	1.6%	1.2%	1.4%	2.1%	0.7%	1.6%
	Other Metal	1.5%	9.9%	0.4%	5.8%	0.9%	0.0%	1.9%	2.0%	1.7%	11.0%	0.0%	3.9%	0.6%	3.4%
	Total Metals										incl mini refrigerator				
		3.5%	15.3%	3.8%	8.4%	3.2%	2.0%	5.2%	7.5%	4.3%	13.2%	2.4%	7.7%	3.5%	6.5%

SWCCOG RECYCLING STUDY WASTE AUDIT RESULTS^a (% by weight)

MSW TRASH SAMPLE DESCRIPTION			PAGOSA SPRINGS AREA		CITY OF DURANGO		LA PLATA COUNTY			CORTEZ	MONTEZUMA COUNTY		SUMMARY ANALYSIS		
			RES	COM	RES	COM	RES	RES	RES	MIXED RES/COM					
PLASTICS	Plastic Bottles #1	1.5%	5.4%	3.0%	1.0%	3.5%	0.0%	1.3%	2.4%	2.1%	1.3%	1.4%	2.0%	3.3%	2.1%
	Plastic Bottles #2	1.0%	1.2%	1.4%	0.4%	2.6%	1.3%	0.5%	1.8%	1.2%	0.9%	1.1%	1.0%	2.0%	1.2%
	Rigid Plastic Containers #3-#7	1.5%	1.5%	3.2%	0.8%	0.9%	1.3%	1.0%	2.0%	0.7%	0.8%	0.3%	1.3%	2.0%	1.3%
	Bags, Film, Wrap	4.0%	5.6%	8.5%	3.4%	1.6%	6.4%	3.9%	6.1%	3.6%	6.8%	1.0%	5.1%	5.0%	4.7%
	Other Plastic	1.5%	5.1%	3.9%	2.3%	0.4%	2.6%	1.2%	6.1%	2.9%	2.3%	6.8%	3.5%	2.2%	3.4%
	Plastic Totals	9.5%	18.8%	20.0%	7.8%	9.0%	11.6%	7.9%	18.4%	10.6%	12.2%	10.7%	12.9%	14.5%	12.7%
PAPER	Cardboard/Brown Paper Bags	7.5%	1.6%	2.8%	2.2%	32.1%	1.2%	1.8%	3.1%	11.4%	10.7%	4.9%	2.0%	17.5%	7.2%
	Newspaper	4.0%	1.6%	2.6%	0.4%	0.6%	0.9%	1.0%	0.2%	0.9%	0.3%	0.0%	0.8%	1.6%	0.8%
	Office/School Paper & Shreds	2.5%	2.6%	0.2%	3.0%	0.2%	1.6%	4.7%	2.7%	0.8%	3.8%	0.1%	2.9%	0.2%	2.0%
	Food Boxes/Paperboard	1.5%	8.3%	7.8%	3.4%	1.6%	4.6%	7.5%	2.8%	6.0%	2.9%	2.6%	5.3%	4.7%	4.7%
	Junk Mail/Mixed	9.0%	7.4%	12.2%	2.1%	1.3%	6.5%	2.8%	2.0%	2.8%	3.0%	0.4%	4.2%	6.7%	4.1%
				food wrappers (McDs), hotel mags & brochures											
	Magazines/Catalogues & Telephone Directories	1.5%	3.2%	8.0%	1.1%	2.9%	3.1%	4.6%	2.0%	1.5%	1.3%	0.4%	2.8%	5.5%	2.8%
	Dairy/Juice Containers	0.5%	2.3%	0.0%	1.3%	0.0%	2.7%	0.0%	1.9%	0.0%	0.6%	0.1%	1.6%	0.0%	0.9%
	Other Paper	8.5%	0.5%	0.0%	0.0%	1.2%	0.2%	0.2%	0.0%	0.0%	0.2%	14.0%	0.2%	0.6%	1.6%
	Paper Totals	35.0%	27.3%	33.6%	13.5%	40.1%	20.8%	22.7%	14.8%	23.4%	22.8%	22.6%	19.8%	36.9%	24.2%

SWCCOG RECYCLING STUDY WASTE AUDIT RESULTS^a (% by weight)

MSW TRASH SAMPLE DESCRIPTION			PAGOSA SPRINGS AREA		CITY OF DURANGO		LA PLATA COUNTY			CORTEZ	MONTEZUMA COUNTY		SUMMARY ANALYSIS		
			RES	COM	RES	COM	RES	RES	RES	MIXED RES/COM					
ORGANICS	Food Waste	19.0%	22.6%	14.7%	19.9%	25.7%	20.6%	27.9%	9.2%	19.9%	15.0%	0.9%	20.0%	20.2%	17.6%
	Yard Waste/Untreated Wood	6.0%	13.1%	7.9%	17.0%	0.1%	7.2%	1.4%	2.1%	3.7%	14.2%	1.5%	8.2%	4.0%	6.8%
	Other Organics	8.0%	0.0%	2.6%	9.8%	1.1%	14.7%	16.2%	18.7%	29.1%	7.3%	31.1%	11.9%	1.9%	13.1%
					High quantities textiles & carpet in some samples							Animal manure			
	Organics Totals	33.0%	35.7%	25.2%	46.8%	26.9%	42.5%	45.5%	30.0%	52.7%	36.5%	33.6%	40.1%	26.1%	37.5%
OTHER /SPECIAL WASTE	Electronics	0.5%	0.6%	1.0%	0.2%	0.3%	6.1%	0.2%	0.0%	2.5%	0.9%	0.0%	1.4%	0.6%	1.2%
	Other Consumer Products	see Other	1.4%	3.0%	1.6%	2.1%	0.0%	0.0%	2.6%	0.7%	2.7%	2.2%	1.1%	2.6%	1.6%
	Motor Vehicle Waste		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.1%
	Construction/Demolition Debris	4.5%	0.0%	0.7%	15.2%	16.1%	9.7%	0.0%	0.0%	0.2%	3.4%	21.9%	5.0%	8.4%	6.7%
					some concrete	DIY improve. project									
	Other Hazardous/Special Waste	6.2%	0.6%	0.0%	0.0%	0.0%	0.1%	1.4%	0.0%	0.1%	0.0%	0.0%	0.4%	0.0%	0.2%
	Other / Special Waste Totals	11.2%	2.6%	4.8%	17.0%	18.5%	15.9%	1.6%	2.6%	4.4%	7.0%	24.1%	7.9%	11.6%	9.8%
RESIDUE			0.3%	0.1%	0.3%	0.5%		0.1%	0.1%	0.2%	0.1%	2.5%	0.2%	0.3%	0.4%
	Total Weight in Lbs		88.7	102.0	574.5	870.4	146.2	107.4	92.8	617.9	631.6	100.2			
TOTALS			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Total Sample Weight (pounds) = 3331

Average Weight/Sample (pounds) = 333

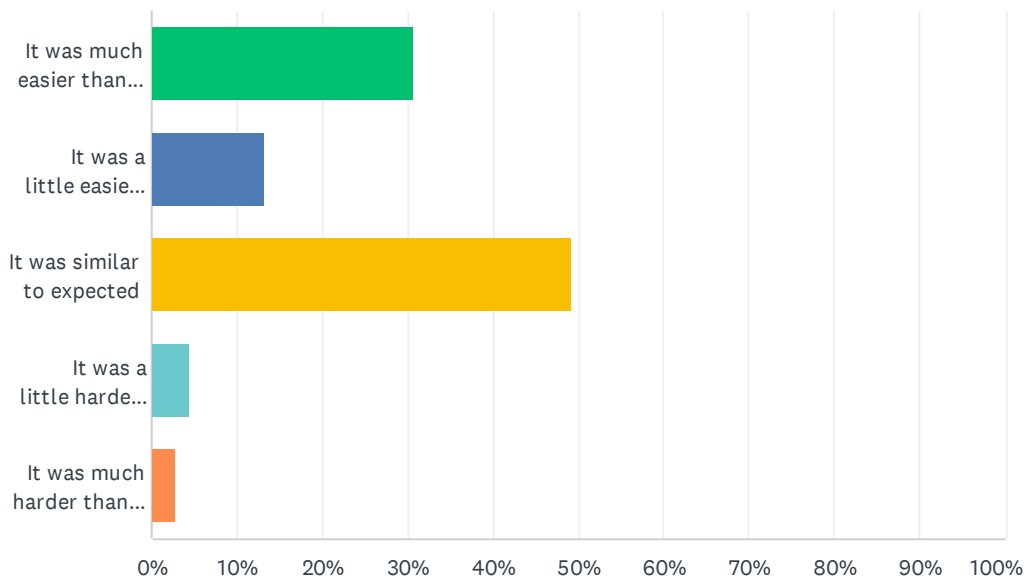
^a Conducted by SWCCOG staff & Fort Lewis College interns between August and November 2014

^b Waste audits conducted at Chaffee County (2006), Eagle County (2009), Garfield County (2009), Lake County (2006), Pitkin County (2009), City of Glenwood Springs (2009) & Milner Landfill (2004) by LBA Associates; at Larimer County (2006) & Meeker/Rio Blanco Samples (2012) by others

^c Analysis completed by LBA Associates, Inc.

Q3 Did the experience of using the curbside compost service match your expectations?

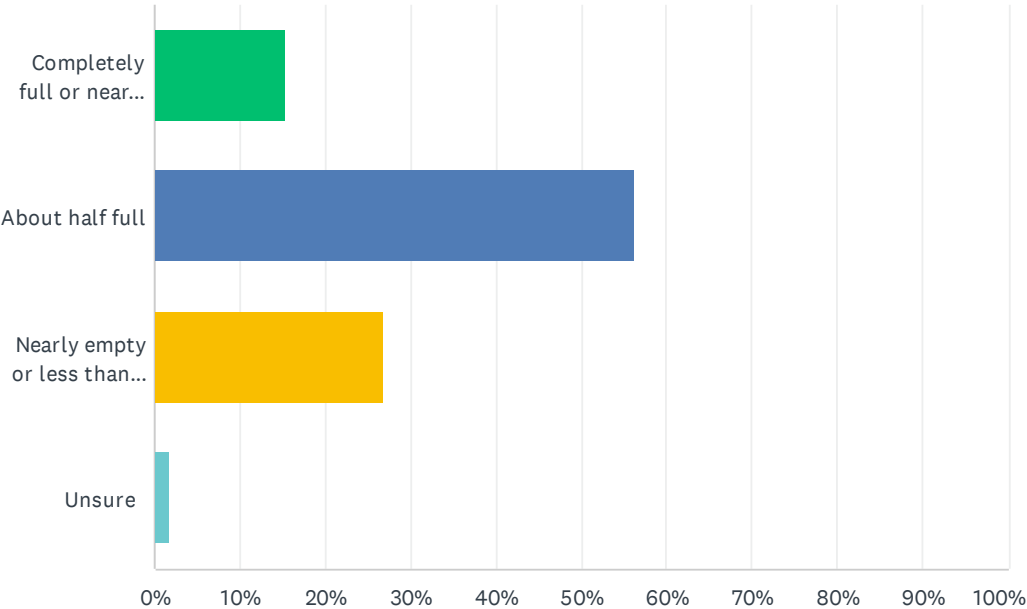
Answered: 183 Skipped: 2



ANSWER CHOICES	RESPONSES	
It was much easier than expected	30.60%	56
It was a little easier than expected	13.11%	24
It was similar to expected	49.18%	90
It was a little harder than expected	4.37%	8
It was much harder than expected	2.73%	5
TOTAL		183

Q4 On an average week, about how full was your green Table to Farm 5-gallon compost bucket?

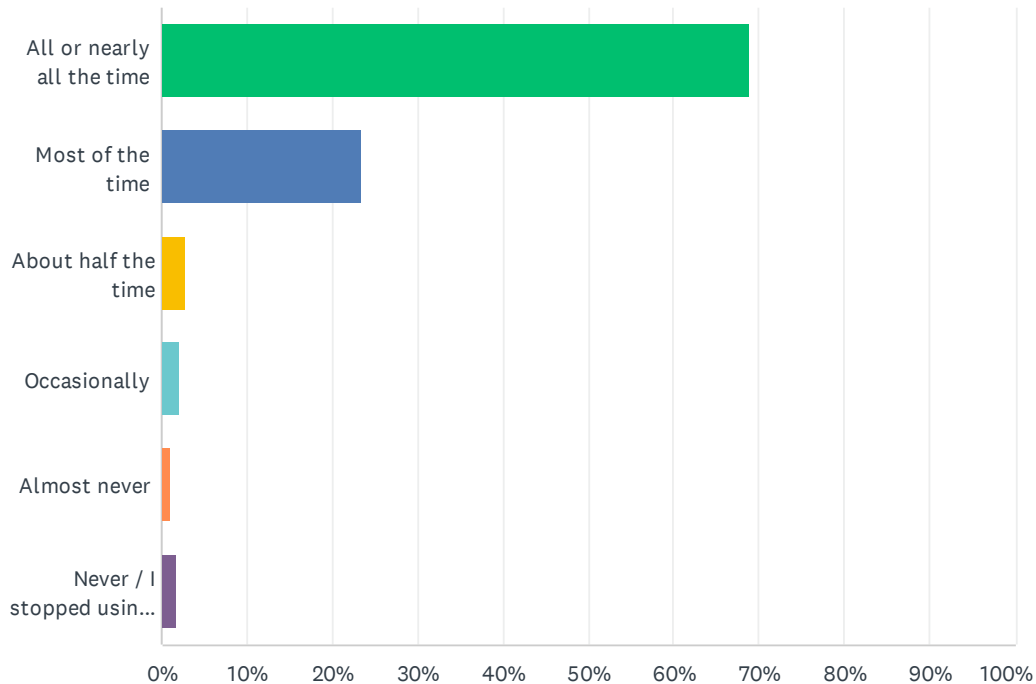
Answered: 183 Skipped: 2



ANSWER CHOICES	RESPONSES	
Completely full or nearly full	15.30%	28
About half full	56.28%	103
Nearly empty or less than a quarter full	26.78%	49
Unsure	1.64%	3
TOTAL		183

Q5 During your second and third months of using the service, how regularly were food scraps and other compostable items making it into your bin as opposed to being thrown in the trash?

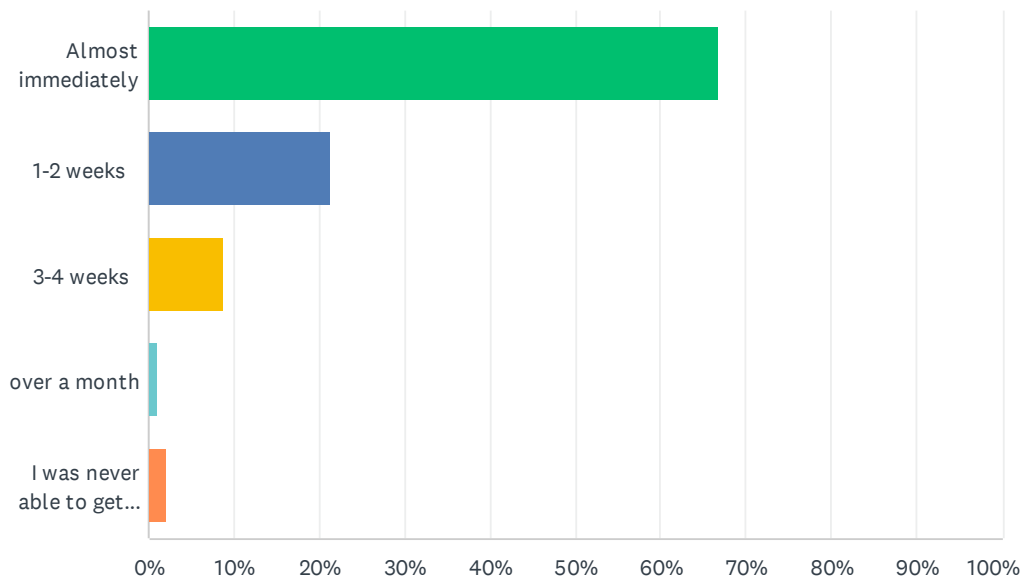
Answered: 183 Skipped: 2



ANSWER CHOICES	RESPONSES	
All or nearly all the time	68.85%	126
Most of the time	23.50%	43
About half the time	2.73%	5
Occasionally	2.19%	4
Almost never	1.09%	2
Never / I stopped using the service	1.64%	3
TOTAL		183

**Q6 About how long did it take for composting to become a normal part of your daily routine similar to your existing habits for trash and recycling?
(Routine/habits include things like separating a majority of your food scraps into the compost bin, understanding what is and isn't compostable, regularly setting out your bucket for collection, etc.)**

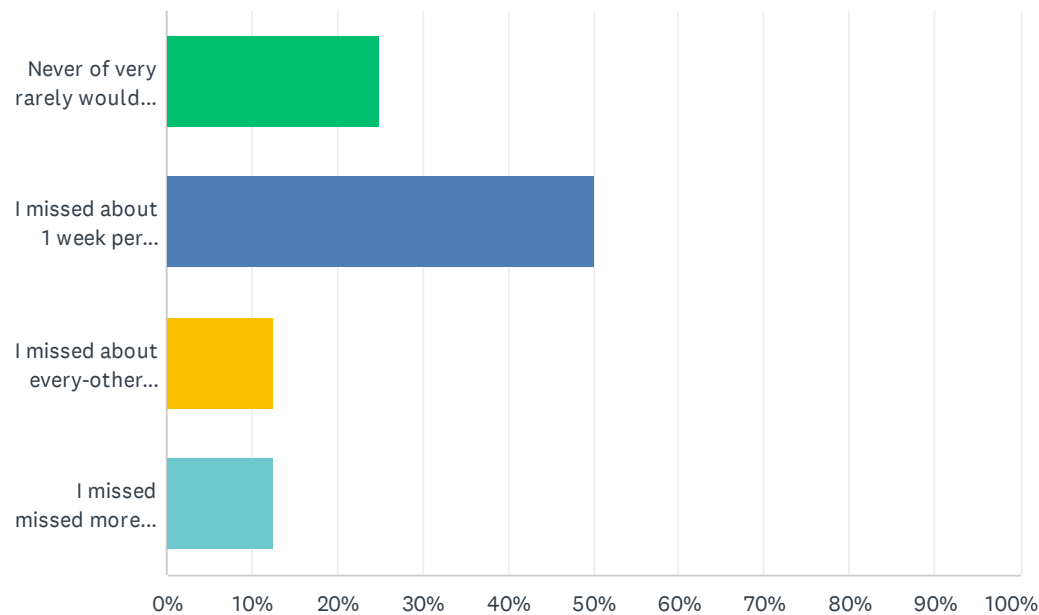
Answered: 183 Skipped: 2



ANSWER CHOICES	RESPONSES	
Almost immediately	66.67%	122
1-2 weeks	21.31%	39
3-4 weeks	8.74%	16
over a month	1.09%	2
I was never able to get into the regular habit for composting	2.19%	4
TOTAL		183

Q7 About how often would you skip a week setting out your bucket (either by accident or on purpose because your bucket wasn't very full)

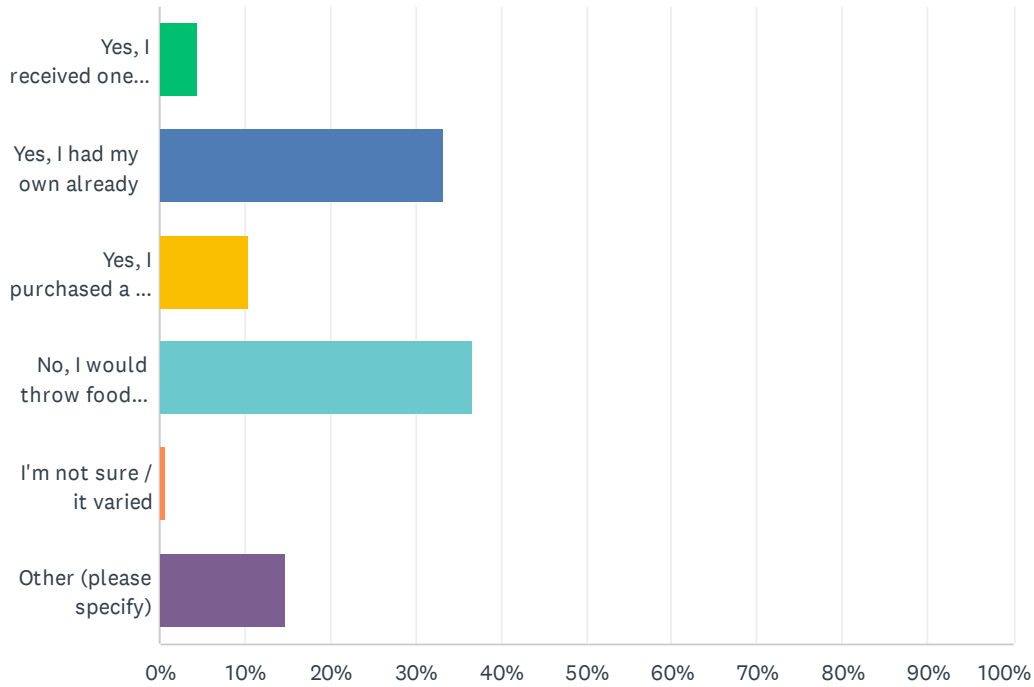
Answered: 8 Skipped: 177



ANSWER CHOICES	RESPONSES	
Never of very rarely would I miss a week	25.00%	2
I missed about 1 week per month	50.00%	4
I missed about every-other week or about 2 weeks per month	12.50%	1
I missed missed more often than setting out the bucket	12.50%	1
TOTAL		8

Q8 Did you use a kitchen countertop collection bin (of any kind) as part of the program?

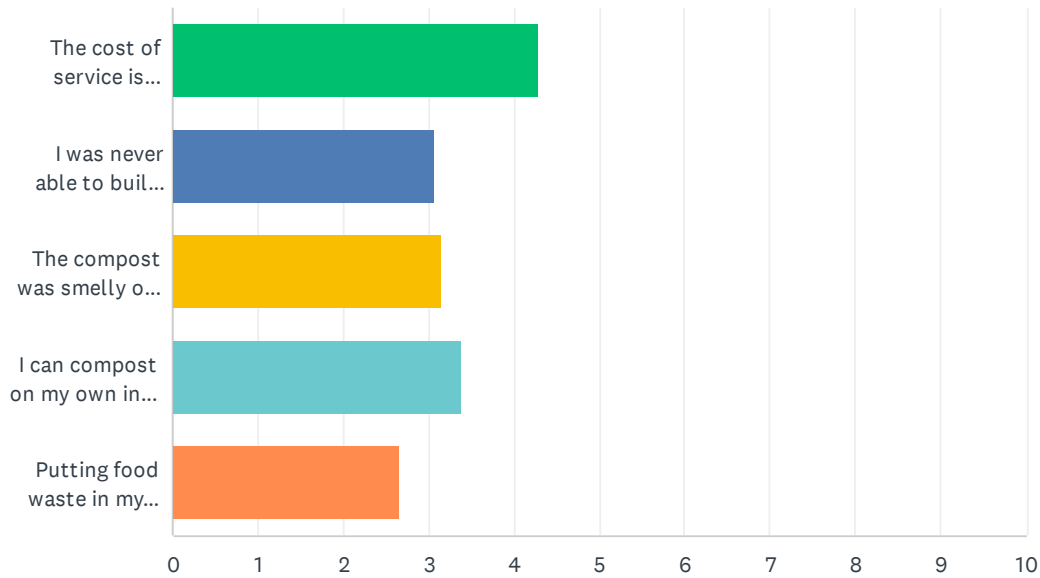
Answered: 183 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes, I received one from Table to Farm Compost	4.37%	8
Yes, I had my own already	33.33%	61
Yes, I purchased a new one myself	10.38%	19
No, I would throw food scraps directly into the 5 gallon Table to Farm bucket	36.61%	67
I'm not sure / it varied	0.55%	1
Other (please specify)	14.75%	27
TOTAL		183

Q19 If you do not wish to continue the service, please rank the reasons why.(If you DO wish to continue service, please select N/A for all these choices and continue on to the next question)

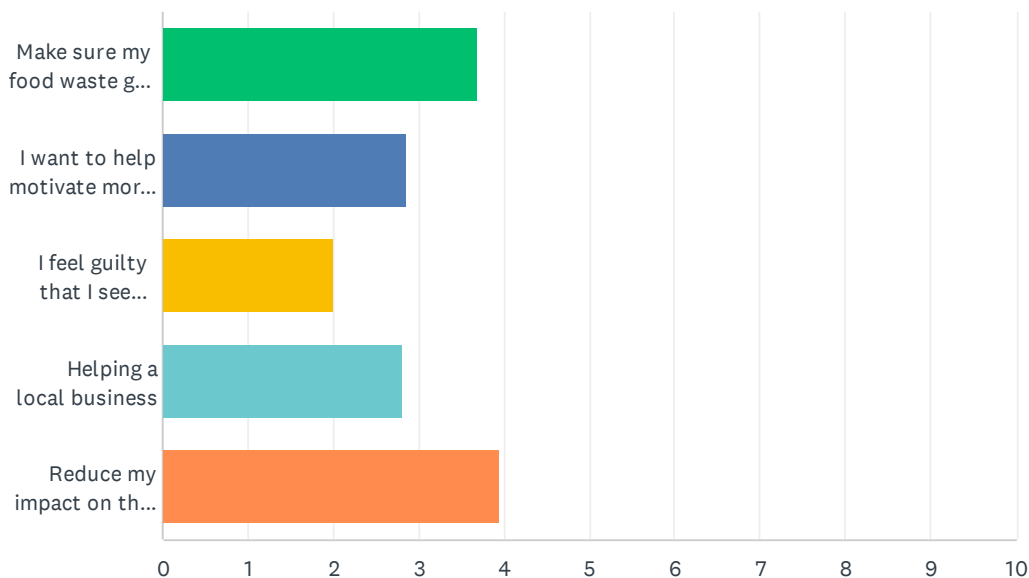
Answered: 168 Skipped: 17



	1	2	3	4	5	N/A	TOTAL	SCORE
The cost of service is higher than I'm willing to pay	36.13% 56	6.45% 10	3.87% 6	2.58% 4	3.87% 6	47.10% 73	155	4.29
I was never able to build the habit and don't think I'd use the service enough	4.43% 7	8.23% 13	5.70% 9	6.33% 10	4.43% 7	70.89% 112	158	3.07
The compost was smelly or gross and I don't want to keep doing it	4.43% 7	5.06% 8	9.49% 15	6.96% 11	1.27% 2	72.78% 115	158	3.16
I can compost on my own in my back yard	11.11% 18	12.96% 21	2.47% 4	3.09% 5	8.64% 14	61.73% 100	162	3.39
Putting food waste in my trash is easier or more convenient	1.29% 2	6.45% 10	9.03% 14	7.10% 11	5.81% 9	70.32% 109	155	2.67

Q20 Please rank the reasons why you are motivated to continue composting with Table to Farm Compost.(If you DO NOT wish to continue service, please select N/A for all these choices)

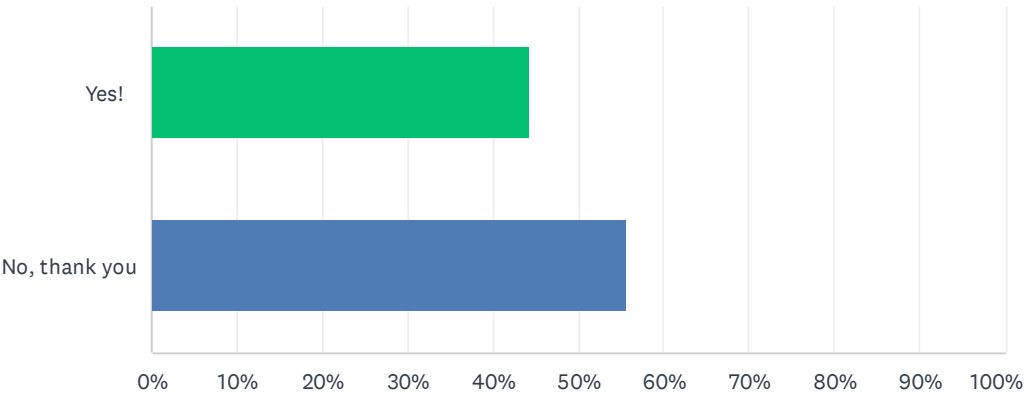
Answered: 170 Skipped: 15



	1	2	3	4	5	N/A	TOTAL	SCORE
Make sure my food waste goes to good use creating soil	17.18% 28	16.56% 27	7.98% 13	6.13% 10	4.29% 7	47.85% 78	163	3.69
I want to help motivate more people to compost by normalizing the behavior	3.77% 6	9.43% 15	13.84% 22	18.87% 30	2.52% 4	51.57% 82	159	2.86
I feel guilty that I see other people composting and I'm not doing it yet	5.88% 10	4.12% 7	2.94% 5	2.94% 5	28.82% 49	55.29% 94	170	2.00
Helping a local business	3.11% 5	8.70% 14	17.39% 28	18.01% 29	3.11% 5	49.69% 80	161	2.81
Reduce my impact on the climate by reducing the greenhouse gas emissions from my waste	24.05% 38	13.29% 21	6.96% 11	4.43% 7	3.80% 6	47.47% 75	158	3.94

Q21 Would you like to continue to use Table to Farm curbside compost service at the standard price (\$28/month)?

Answered: 176 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes!	44.32%	78
No, thank you	55.68%	98
TOTAL		176



Colorado Statewide Organics Management Plan: A Framework for Regional Organics Opportunities



Colorado Statewide Organics Management Plan

AUGUST 29, 2022
197-2021-0145

PRESENTED TO

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EXECUTIVE SUMMARY

OVERVIEW

The Colorado Department of Public Health and Environment (CDPHE) commissioned a Statewide Organics Management Plan (Plan) as a framework to identify key elements, options, and recommendations to increase organic waste diversion opportunities throughout the State. The Plan was designed as a framework for policy makers, and as a tool for counties and municipalities to develop organics diversion programs.

In addition to new research and projections, the Plan considered key elements identified in the 2016 Colorado Integrated Solid Waste and Materials Management Plan (ISWMMP)¹ including separation of the state into four (4) distinct regions as shown in **Figure ES-1**.

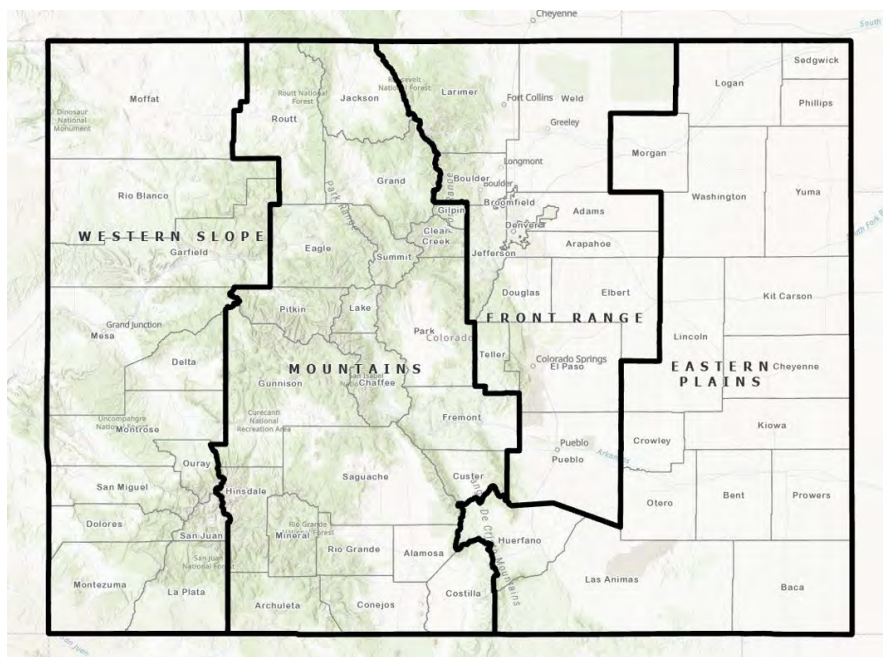


Figure ES-1: Colorado Regional Breakout

The results and recommendations within the Plan are intended to guide policy makers such as municipal and local leaders and facility operators to develop both short and long-term goals that are best suited at a local and regional level for capturing and diverting organics waste materials while ensuring adequate capacity for end-market use.

METHODOLOGY & ANALYSIS

To develop this comprehensive plan, Tetra Tech teamed with Skumatz Economic Research Associates (SERA) and Resource Recycling Systems (RRS) (Project Team) to assess the current state of solid waste management statewide, the level of organics diversion that is occurring and the drivers that are encouraging or discouraging the diversion of organic materials from landfill. Based on gaps and barriers that are preventing organic waste diversion

¹ [Integrated Solid Waste and Materials Management Plan | Department of Public Health & Environment \(colorado.gov\)](#)

identified during the planning process, the Plan was developed to identify options, recommendations, policies, incentives, and mandates to assist the State in establishing key elements for successful organic waste diversion programs.

The Plan includes a municipal and regional organics waste survey, a Web scrape of municipal websites to collect information on programs and services related to organics recycling including the collection and processing of the organics waste stream materials, and a series of five (5) regional Stakeholder Engagement Meetings (SEMs) with the goal of sharing the organics waste survey results and obtaining input to develop potential organics management strategy policy recommendations.

To help achieve this, the Project Team performed state, city and county surveys designed to gather data on generation, transportation, and end-of-life management for five (5) organics waste stream materials including: (1) yard waste, (2) food waste, (3) agricultural materials, (4) forest materials and (5) biosolids to present a framework toward increasing organics diversion opportunities in Colorado.

The research was conducted to develop key strategies to increase regional organics diversion and processing infrastructure, identify methods to increase use of organic waste derived products by end users, including agricultural uses, and the challenges, barriers and needs as related to the Project Team from the various stakeholder surveys.

The research and evaluation also provide the current state of organic waste management in Colorado and a hierarchy of all organic waste management as it relates to potential greenhouse gas (GHG) mitigation. The surveys themselves provided key information about the status and the gaps in organics diversion goals, access, and organics management. It also identified priority barriers recognized by the communities in each of the four (4) regions.

KEY FINDINGS

- The research found that overall, there is available capacity to manage 127,000 to 157,000 **additional tons** of organic materials without significant investments or facility expansions. **In 2020, over 780,000 tons of organics were composted or beneficially reused, avoiding disposal in the landfill.**² This represents 5.8% of the total generated waste in Colorado. As part of the organic waste survey, the potential organic waste feedstocks for each of Colorado's four (4) regions were identified and analyzed to determine the amount of feedstock available. The results in [Section 6](#) showed that the front range had the most potential at 2,300,000 tons per year while the eastern plains had the least potential (63,000 tons per year). Additional details are presented throughout this Organics Plan with key recommendations provided in [Section 11](#).
- The Project Team estimates there is the potential to use between 1.29 million cubic yards to 3.22 million cubic yards³ of finished compost annually in the state of Colorado. This is well above the estimation of finished compost generated in the state today. The untapped demand for finished compost is potentially five (5) times greater than the amount of compost being produced today.
- Composting operations should be sited within metro areas within the Front Range, as there is a need to have facilities near where the materials are generated.

² Data provided by CDPHE.

- Compost processors who responded to the surveys were asked about the extent of various barriers they face to composting organic material in Colorado. The permitting process itself was the most mentioned barrier by processors.
- In 2017 the Natural Resources Defense Council (NRDC) reported an estimated 2,500 tons of food was rescued in the City of Denver annually, with another 4,200 tons potential to be rescued with the necessary infrastructure, partnerships, and organizations in place.³ **If this metric is used on a per capita basis, between 13,000-23,000 tons of food could be recovered in the state.**
- There appears to be a lack of organics management facilities in the following locations below. Recommendation to site future facilities in these areas should be considered.
 - Northern / central region of the Western Slope
 - Southern area of the Mountains Region (CDA facilities are here but have limited capacity)
 - Northwest of the city of Denver
 - East / northeast of Denver in the Front Range / Eastern Plains border region
 - Southern region of the Front Range
 - North / northeast region of the Eastern Plains (CDA facilities only, limited capacity)
 - South / southwest region of the Eastern Plains

It should also be noted that recommendations made in the ISWMMP suggested that if the CDPHE is committed to finding ways to advance organics diversion in the state of Colorado, additional planning was required. As an example, a regional approach with several strategic priorities for organics management infrastructure, as developing organics collection programs and processing facilities may be a higher priority in the Front Range region than in more rural areas of the state. The CDPHE should work to gain interagency cooperation to implement strategies that lead to development of organics infrastructure and end-market use of compost. In this way, the state would encourage innovation to address barriers.

³ "Modeling the Potential to Increase Food Rescue: Denver, New York City and Nashville", NRDC, 2017, <https://www.nrdc.org/sites/default/files/modeling-potential-increase-food-rescue-report.pdf>

11 RECOMMENDATIONS

11.1 INTRODUCTION

The goal of this Plan is to catalog the current state of organics waste and understand and grow end-markets for processed organics to create a circular economy. The following is a framework to outline strategies to best manage organics materials sustainably and increase diversion statewide. The importance of organics planning is to reduce environmental impacts, produce beneficial use materials, develop economic opportunities, and save landfill space for materials that should be landfilled. Organics comprise the single largest waste stream going to landfill, and the potential value of organics waste goes well beyond diversion from disposal. Organics recycling creates a circular economy through beneficial reuse creating renewable products and reducing greenhouse gas emissions.

The Statewide Organics Management Plan brings forward the overarching considerations from the ISWMMP but are adapted to address organics management.

- **Opportunities to divert:** To increase organics diversion, the opportunity to recycle organics must be available. Having access to at least organics drop-off sites within some reasonable distance of population centers is a core principle in this Plan and the ISWMMP. Actionable items from Tables 6.1 – 6.7 of the ISWMMP are provided in Appendix H. The CDPHE should continue to promote reducing waste as a community ethic to protect the environmental quality of life for residents and apply community behavior change embrace diversion and recycling of all organics waste streams.
- **Barriers:** The Plan recognizes barriers. The Project Team conducted 5 stakeholder meetings and a statewide organics survey to gain insights and input from every region and county to identify priority barriers for each region, as well as the CDPHE. The barriers should be addressed as both short (Level 1) and longer term (Level 2) planning.
- **Motivations:** Incentives are needed to drive behavior change. As stated in the ISWMP, this Plan also works to integrate incentives into recommendations where possible.
- **Information:** Education and consistent messaging across all public outreach and access points can provide foundational information that is useful to communities and stakeholders to develop programs that are well-informed, consistent, and maintained over time.

11.2 STATE-WIDE

As directly stated in the ISWMMP, before appropriate strategies could be considered, it is essential to identify actionable recommendations for local government, the CDPHE, legislature and other authorities that could be used to make recommendations meaningful and enforceable. This document is intended to be a useful guide for stakeholders in the state legislation and local government to provide a guiding structure to CDPHE to help increase organics diversion in the state. This section provides a framework of the actionable recommendations to increase organics diversion statewide for local and state government entities should consider. This Plan should be utilized to guide the development of the recommendations made.

The CDPHE does not have the traditional authorities that other state or provinces may have. It is limited to the permitting process and overseeing permitted facilities, and it does not have authorities for planning or advocacy, or implementation of bans or mandates. Since the 2016 ISWMMP was written, the CDPHE acts conservatively due to

short funding and low budgets, however it has taken on some indirect influence over funding through the FRWD that is an independent board. This Plan is intended to help stage the recommendations and develop recommendations that respond to the local needs.

State level policies are highly supported by the various stakeholders involved in the Stakeholder Engagement Meetings and from the municipal and county level organics survey. However, the state level policies need to take into consideration that a set of policy-based tools and approaches need to be flexible or provide options to support the unique needs of each region. The Plan and recommendations should speak separately at the state level and local level.

The state may choose to follow a two-region differentiation similar to the state goals (Front Range: 11 counties and 2 city/counties, and Greater Colorado: Everywhere else) or maintain an approach with the 4 regions as identified in this Plan and laid out in the ISWMMP. **From the research conducted, it has been determined from that the State-Wide Plan should be region-based and not uniform across the state; however, the state should adopt policies that support organics diversion.**

11.2.1 Policy

Both the state and local permitting barriers caused delays and significant costs for composting operations to become a permitted Class 3 facility. This barrier is not unique to one region of the state. Revisiting the existing permitting classifications, requirements, and process was identified as an opportunity for increasing future capacity in the state.

Given its current level of authority, CPDHE cannot influence implementation of recommendations, therefore it is necessary for CDPHE to identify the key authorities that can implement the recommendations and move these through legislation at minimum.

11.2.1.1 Metrics

Metrics to indicate and highlight progress with food waste and yard waste identified separately for state roll-up statistics. The CDPHE should present these metrics in its annual report to general assembly.

11.2.1.2 Barriers

Barriers in siting organics facilities tend to be NIMBY, in addition due to permitting (costs, time, bureaucracy) and lack of space. These siting challenges result in increased transportation costs and distances between processors and generators, which contributes to higher costs and less favorable economic conditions. CDPHE should look at how other States permit facilities related to the quantity of materials allowed. As an example, Massachusetts. Recommend a review of what other states have done to determine revised regulations for Colorado and include some level of guarantee or relaxation that the state can provide on compost facilities so the risk of shut down due to odor issues or other potential complaints⁶⁵.

11.2.1.3 Infrastructure

Processing Infrastructure is a gap in all areas of the state. A combination of siting, expansion, and permitting to accept food wastes for processing appears to be needed across the State. Working with each region to advance current organics processing approaches to the next level of processing needs to manage the potential quantity of

⁶⁵ [Weld County Heartland AD shutdown order over odor.](#)

organics will benefit every region. However, these improvements come at a cost and can be disruptive in some areas. CDPHE should pay attention to potential special siting difficulties will likely increase costs in the Front Range.

11.2.1.4 Permitting

Stakeholders, processors, and the Colorado Composting Council report that the current permitting and regulatory structure is a hinderance to the growth of composting capacity in the state. The following recommendations are suggested to address the permitting process:

- Middle Tier Regulations: Revisit the regulatory structure (feedstock Types and Classes) to develop an intermediate step to advance processors from CESQ to Class 3. There is a reported need for this mid-tier in more rural areas of the state (i.e., Chafee County) that do not require a 25,000 ton per year facility but do require access, as well as for businesses or public sector actors that are just getting into composting. The mid-tier may fall under a general permit and not require a full EDOP or COD but will still need to balance industry growth with environmental and neighborhood protections. The tier will help to reduce costs and timeline for permitting.
- Local Government Guidance: Coordinate with local governments to develop a guidance document to alleviate issues with local zoning and permitting. The guidance document will look to align local regulations and zoning with the state regulatory structure. Once developed, provide the guidance document along with annual workshops to local public sector staff to help local governments site more compost processing facilities.
- Model Compost Regulations: Colorado state composting regulations tend to mostly follow the USCC Model Compost Rule Template MCRT) and the state regulatory structure and permits are based on the defined feedstock types and amounts. However, there are opportunities the CDPHE should consider based on what other states have implemented:
 - Massachusetts Department of Environmental Protection (MassDEP) allows for exemptions for agricultural and small composting operations of less than 20 cubic yards or less than 10 tons per week of organic materials including vegetative, food materials or animal manures that are generated on-site and combined with bulking materials (generated on or off-site). Additionally, general permit operations are conditionally exempt from obtaining a site permit but must register with the MassDEP and meet performance standards.
 - Minnesota Pollution Control Agency (MPCA) allows for rule permit (MN) which require notification and adherence to permitting standards, but not a full permit approval process.

11.2.1.5 Compost Quality

Finished compost and product consistency should be implemented as a statewide policy to increase organics recycling and develop end-markets. Based on feedback from the stakeholders, research and analysis conducted by the Project Team, CDPHE has an opportunity to support regulation that requires a consistent finished compost quality in accordance with the US Composting Council Seal of Testing Assurance (STA) program for certified compost. The STA program offers a consistent testing methods and marketing of compost products that provides buyers of the compost with a level of product quality and levels the playing field for compost manufacturers.

Colorado Department of Transportation (CDOT) has requirements for the USCC STA in their compost use specifications. The STA certification program allows for good quality control and frequent testing for quality assurance. Specification 212 Materials and Compost and Soil Amendments was recently revised. The material section should indicate compost and meet all thresholds of the STA certification.

- CDPHE and CDA should agree on STA to ensure finished compost product consistency and quality across all classes of composting facilities. (6 CCR 1007-2, Part 1 General Exemptions 14,1.3 (B) (2) and (B) (2).
- Develop communications with Recycle Colorado to advance and adopt new legislation.
- Sample procurement language for public-sector procurement of compost products to use in public projects utilizing certified compost that was generated within local jurisdictions. For example, City of Denver departments buying back material generated from Denver organics diversion program. The USCC can provide contract language for public procurement⁶⁶.

11.2.1.5.1 Compostable Product Labeling

There is no regional framework suggested or requirement for items sold in Colorado should be clearly labeled as certified compostable. Labeling will also help to improve compost product quality by reducing convention plastic contamination in the organics waste stream. Additionally, the communities may need to enforce use of certified compostable quick service food items as an alternative to single use disposables. The city of Seattle mandates certified compostable food service packaging requirements.⁶⁷

Items that are labeled as compostable must meet minimum standards such as ASTM D6400 Standard Specification, Biodegradable Products Institute (BPI), Composter Manufacturing Alliance (CMI), TUV, or other industry approved certification. Manufacturers are prohibited from selling items labeled as compostable or biodegradable that do not meet the standard. This may be part of the future development of Colorado's new EPR legislation.

Recommend labeling can help reduce contamination, however the CDPHE should provide training and education on contamination reduction strategies to be employed by municipal and commercial source-separated post-consumer organic waste collectors and processors.

11.2.2 Diversion Goals

Diversion goal recommendations include both near and long-term goals.

Near Term Goals	Statewide	Front Range	Mountains	Western Slope	Eastern Plains
Percent of additional organics diversion	15%	16%	10%	3%	3%
Percent organics diversion total	25%	27%	21%	11%	11%
Results New Tons (tons)	413	394	12	5	2

- Statewide rollup of regional strategies; incentives and attention from CDPHE along with associated grants and periodic reporting of progress, barrier, and gaps.
- For the Front Range, target more zero-waste goals. Consider a larger share of communities with embedded fees, minor change in FW processing available.
- The Mountain region won't achieve same progress as the Front Range because the grants from FRWD & RREO are not shared; to achieve about 20% of long-term tonnage goals.
- For both the Western Slope and Eastern Plains regions, there is no strong push beyond focused RREO grant funding and reduced burning.

⁶⁶ [Developing Sustainable Compost Markets through Public Procurement - US Composting Council](#)

⁶⁷ <https://www.seattle.gov/utilities/your-services/collection-and-disposal/food-and-yard/business-and-commercial-compostables/food-packaging-requirements>

Longer Term Goals	Statewide	Front Range	Mountains	Western Slope	Eastern Plains
Percent of additional organics diversion	61%	64%	51%	29%	28%
Percent organics diversion total	70%	75%	62%	37%	36%
Results New Tons (tons)	1,704	1,577	62	46	18

- Statewide rollup of regional strategies; incentives and attention from CDPHE along with associated grants and periodic reporting of progress, barrier, and gaps.
- Assume active FRWD funding, more communities with zero waste goals, and processing needs reached. Retrieve 80% of remaining yard waste, 70% food waste, 60% compostable paper.
- For Mountains, assume active ski industry & communities to retrieve 60% of remaining yard waste, 60% food waste, 40% compostable paper.
- For both the Western Slope and Eastern Plains regions, assume to retrieve 50% of remaining yard waste, 25% food waste, 10% compostable paper.

Source: Calculations by SERA

11.2.2.1 Phased Yard Waste Disposal Ban

Stakeholders reported they support policies that can help drive organics diversion. Specifically, a ban on the disposal of yard waste in landfills.

Research indicates that the processing capacity is not currently at a level to manage yard waste across the state if a ban were to be enacted. Recommendation to develop a phased approach on yard waste disposal in a landfill. Components may include:

- Evaluation of regulations to ease the permitting process of yard waste only facilities, similar to the MN model.
- Prioritized funding for composting through both RREO and FRWD.
- Support co-location of yard waste composting at landfills, particularly in the Eastern Plains region.
- Develop a multi-year phase in. Start with the Front Range in 3-4 years, build out across the Greater Colorado region in 4-5 years. Exception for landfills to accept yard waste if:
 - a) There is no yard waste option within a set distance and
 - b) Yard waste composting option causes an undue economic burden on the surrounding community.
- Financial and technical support for waste haulers, cities, and counties to increase access to services for generators.

11.2.2.2 Mandatory Food Waste Diversion for Large Generators

Follow the lead take by states MA, VT and MD, and others to adopt a phased approach to mandate commercial food waste diversion.

Set the large commercial generator threshold at a level that only the most significant producers of food waste are impacted. As an example, the Massachusetts commercial organics ban enforces large food waste generators of 1 ton or more of food waste per week must divert that material to an organics processing facility.

In addition to a high diversion threshold, make an exception for generators that are located more than 50 miles from the nearest facility that accepts food waste and has capacity. As the compost infrastructure in Colorado begins to grow, look to ratchet down the threshold levels and geographic exceptions.

11.2.2.3 Procurement

The state should adopt policies that will drive significant tons of organic feedstocks to composting facilities. Recommendation to adopt a procurement regulation to drive complimentary end-markets and create a regional circular economy for organics.

To reduce the burden on smaller rural communities, the procurement requirement could be targeted at cities and counties over a certain threshold population (e.g., $\pm 25,000$). Like the CA law, the procurement requirement should include minimum standards for compost as well as a formula to calculate the amount of compost that a city or county must procure from local registered and permitted compost manufacturers. The law would follow a year behind the landfill ban.

11.2.2.4 End-Markets

Driving end-markets for compost uses will improve local circularity, provide triple bottom line benefits to the state, and improve the economics for composting in Colorado. Recommendations are based on supporting end-markets in the state.

- Municipal Use Support: Provide funding (RREO, FRWD, or other) to municipal or other partners to do local research and establish municipal use specifications. The specifications and research outcomes should be designed in a manner that will allow other communities in Colorado to easily adopt similar usage specs. Municipal use specifications can be for internal uses in park modification and maintenance, tree and shrub planting, green infrastructure, and others. The specifications should also address usage by contracted municipal partners that are completing large scale capital projects including new parks, roadside vegetation site remediation, and others.
- Model Soil Amendment Requirement: Work with partners such as COCC, Recycle Colorado, or other local entities to design a model use specification for soil amendment that is based on successful programs in Denver, Westminster, and elsewhere. The ordinance could apply to new development, sod installation, or even existing development landscaping. The specifications would require a minimum application rate of certified compost per square foot of landscaped area (i.e., 3 to 5 cubic yards per 1,000 sq. ft. of landscaped area) and indicate which project types are applicable. Once developed, encourage cities to adopt the ordinance. The state should encourage innovative uses to address barriers including a state-wide requirement for applying compost before sod or new grass is installed.
- CDOT Specifications: Revisit the existing CDOT specifications that clearly define finished compost products, but do not set usage requirements. Determine if there are regions, project types, or others in which compost use can be required.
- Agricultural Uses: Continue to work with CDA and the STAR program to advance use of compost in agriculture. CDPHE should consider funding additional studies to better document the benefits, including yield, climate impacts, cost, water retention and others, of applying ag compost in Colorado's soils

11.2.3 Funding

The major source of funding for recycling is through a landfill tip fee surcharge that is managed by the Front Range Waste Diversion Program and its oversight is by an independent board (FRWD). This funding is specific to the Front Range. In addition, the Recycling Resource Economic Opportunity (RREO) is overseen by CDPHE, and the PPAB

in consultation with the Assistance Committee (PPABAC). The RREO funding area is statewide covering all 64 counties.

11.2.3.1 Technical Assistance

FRWD provides grants and technical assistance to Front Range communities. Funding was approved by Colorado state legislature in 2019, and is intended to increase recycling, composting, and waste reduction. Its overall goal is to reduce organic waste and increase organics diversion through improving organics collection, processing and develop end-markets, and adoption of organics diversion policies by Front Range counties and communities.

Discussions with FRWD board of directors should be started and ongoing to potentially expand funding to address the community and county needs identified at the Local Level for Front Range including collection and processing.

Since the RREO is housed under CDPHE, this could present opportunities to increase funding opportunities for regions and communities. **CDPHE role should focus on developing organics infrastructure** throughout the state.

- Evaluate the potential to allow RREO grant recipients to spend awards over 2 years as opposed to 1. The siting and permitting process can take more than 12 months, thus allowing for a longer runway for grant spending will allow grant recipients to execute on their grants more readily.
- Funding can be prioritized through two grant programs: Recycling Resources Economic Opportunity (RREO) and Front Range Waste Diversion (FRWD) grants. However, these sources are not dedicated funding sources that communities can have access to that can be used to plan, implement, or manage organics. Nor can CDPHE currently mandate plans, implementation, or management changes, at least at the current time.
- New organics programs should focus on residential and commercial food and yard waste collection and recycling. While the general term “organics” covers a wide range of compostable materials including food waste, yard waste, biosolids, industrial waste, wood waste, agricultural waste, and forest waste, CDPHE through the RREO) should focus primarily on addressing the food and yard waste generated by the state’s residents and businesses.

11.2.3.2 Organics Data Tracking

There should be a focused effort on providing grant funding to develop organics diversion, efforts for tracking, reporting and data sharing. **HR8059 Recycling and Composting Accountability Act**. Introduced June 2022 by Colorado Representative Joe Neguse, HR8059 would task EPA with studying and planning a national composting strategy as part of the EPA’s National Recycling Infrastructure⁶⁸, along with the bipartisan companion bill S3743 Recycling and Composting Act. These two bills call for data collection, infrastructure quantification, study of compost production best practice, compost use end-markets and compostable packaging feedstocks, along with funding for public education on composting.^{69,70}

⁶⁸ [EPA National Recycling Strategy](#)

⁶⁹ [H.R.8059 - 117th Congress \(2021-2022\): Recycling and Composting Accountability Act | Congress.gov | Library of Congress](#)

⁷⁰ [USCC Compost Action Center](#)

This could present an opportunity for CDPHE to work with policy and city leaders including the City of Denver, FRWD board of directors, along with organizations including COCC and Recycle Colorado to conduct outreach to US Representative Neguse's offices and State Senator Priola for potential funding to conduct research and public education within the state of Colorado with grant funding from the National Recycling Infrastructure. It is good timing to get aligned with this activity as funding will most likely become available over the next few years through 2026.

11.2.3.3 Wood Waste Organics Recycling

Opportunities to further explore and promote the composting of small diameter woody biomass from both yard waste and wildfire mitigation projects should be explored as a way to reduce wood waste and keep it out of the landfill. Funds exist through the USDA Forest Service/Wood Innovation Grant⁷¹ for equipment and processing, the Colorado State Forest Service (CSFS) Biomass Grant Program (HB 21-1180)⁷², and local/regional governmental and nonprofit forest health collaboratives through the Collaborative Forest Landscape Restoration Program.

11.2.3.4 Collection and Processing

Funding should focus on developing organics collection and processing. State should concentrate future funding for two primary areas: Collection and Processing. Funding could support the identified potential needs but are not limited to following:

- a. Collection carts, trucks and organics drop-off locations and programs.
- b. Larger regional organics facilities in the more densely populated the Front Range Northern
- c. Smaller city or county-level composting operations
- d. Co-location of composting at existing landfills in the most rural parts of the state.
- e. Transfer station operations to consolidate organics and reduce transportation challenges.

The State of Colorado has two existing funding sources. RREO and FRWD should be leveraged to support increased organics diversion, The following table provides potential ways to focus the grant dollars to address state needs.

⁷¹ [USDA Forest Service Wood Innovations Grant](#)

⁷² [HB21-1180 Measures To Increase Biomass Utilization](#)

FOCUS	NEED	SOLUTION
Capacity Building	Moving from CESQ to Class 3, support for local for profits, non-profits, and public sector processing Infrastructure	Grants focused on existing operators that are ready to move up to Class 1, 2, or 3 Seed money funding to get CESQ sites started in areas with limited access Large scale regional site funding for wastesheds with significant planning already completed
Chipping	Local solutions for standing dead timber	Funding for communities impacted by beetle kill to purchase and operate chippers, evaluate feasibility (economic, env.) of funding bio char or air curtain burners Support for disaster debris management to keep wood waste out of landfills
End-Markets	Reduce cost barriers for agricultural uses	Easy to access matching funding for farmers to reduce costs of purchasing and applying finished compost
Research	Limited local research available on the potential impacts of compost in carbon sequestration or the benefits of carbon farming	Fund a study to define the impacts and disseminate information across the state
Food Waste Recovery	Food waste was identified as the material stream most in need of a solution, additionally food waste recovery provides the largest GHG impacts	Funding for community-based solutions for collection and redistribution of food – prioritization of food for people followed by food for animal feed Support food manufacturer/ distributor projects that reduce waste food
Drop-Offs	Access to collection services is limited both geographically and by generator sector (i.e., multi-family)	Support the development of drop-offs for food waste, particularly in areas with existing processors such as the mountain resort towns, northern front range, and areas of the western slope

11.2.4 Partnerships and Interagency Cooperation

CDPHE should support private public partnerships (P3). In addition, CDPHE should develop guidance documents with the help of COCC, USCC, and others to educate public sector actors (cities and counties) on how to form private public partnership to design and operate facilities. Include RFP and other language to help cities and communities that may have land available, but no experience building or operating a compost site, to contract with the private sector. Recommend for all state contracts to include increased soil organic content requirement.

CDPHE should work to gain interagency cooperation to implement strategies that lead to development of organics infrastructure and end-market use of compost.

11.2.4.1 Colorado Department of Agriculture

The Plan recognizes that CDPHE and Colorado Department of Agriculture (CDA) are both interested in incorporating compost application into the Colorado STAR program and bring STAR into the Statewide Organics Management Plan. The passage of HB21-1181 “Agricultural Soil Health Program” in summer 2021 authorizes CDA to run the Colorado Soil Health Program (see **Appendix G**). State stimulus funding provided through SB21-235 will fund the program in 2022.⁷³

This effect should include current conservation districts participating in STAR near the front range including Boulder Valley and Longmont, and Deer Trail conservation districts. The CDA Soil Health Team and Ground Up Consulting presented the following ideas to CDPHE:

- Grant funding could be used to add additional participants to the STAR Plus program and/or additional conservation districts (CDs) or Eligible Entities (EEs) to the STAR program. Establishing a new CD or EE to work with 5 participants over the next four years costs approximately \$171k. Participants in that district could focus on application of compost as new practices. Alternatively, new participants could be added to existing districts. Adding 10 new STAR Plus participants to an existing district costs \$253k for four years.
- Equipment grants for capital expenditures related to compost application. These could be made available to Conservation Districts (CD) and Eligible Entities (EE) participating in the STAR Plus program. CDs and EEs could use this matching funding (*20% match required to be determined*) to purchase shared equipment or pass the funding through to landowner participants.
- Facilitate the use of compost producers into the CSU Agriculture Experiment Station RAMS program. CSU AES will be launching the RAMS program in Fall/Winter 2022 at the CSU Denver Spur Campus, and it will allow producers to coordinate with AES Staff and local research centers to implement cultivation and regenerative practices. Concurrently, AES will apply the practice at the local research center. CDA could assist producers interested in using compost, both within the STAR Plus program and otherwise, to enroll in the RAMS program.
- Consider a statewide household fee surcharge (\$1 per household) to support composting programs. This would be similar to California legislation to help fund their composting programs. With the City/County of Denver revising its fee structure around waste reduction and “pay as you go”, this could be a reasonable way to include a small fee to support statewide composting opportunities.
- Compost focused research fields. Grant or other funding could be used to establish additional research fields focused on the benefits of compost application. Expect each research field to cost ~\$75,000. Partnership with CSU on this is critical.
- Free compost for CDs near the Front Range, CSU Agricultural Experiment Stations, and STAR producers over the next four years to correspond with the STAR program. STAR and STAR Plus participants could apply compost to increase their STAR rating on their STAR field. Starting at a later

⁷³ [CDA Soil Health Program Background](#)

date (*upon conclusion of the STAR program in 2026*), CDPHE could provide subsidized compost to STAR and STAR Plus participants.

11.2.4.2 Food Waste Reduction

According to data recently release by Project Drawdown⁷⁴ reducing wasted food is the highest ranked action that humans can do to decrease GHG emissions on a local and global scale. The following actions are centered around food:

- Schools Programs: Provide recommendations, guidance documentation, technical support, and funding to local school districts to implement food waste reduction, community gardening, and composting programs.
- School Policies: Consider state policies to reduce waste food at school lunches such as a requirement for at least 20-minute lunch periods to provide enough time to finish lunches or the establishment of a local school policy that allows students to place uneaten, pre-packed food into donation area / share table for other students to eat and refrigerate excess food for reuse.
- Statewide Food Reduction Goal: Adopt a state resolution establishing goals for food waste reduction, included in the activity is the establishment of a baseline and a target year.
- Food Waste Reduction Planning: Convene a set of stakeholders from around the region to design and deploy a state plan aimed at reducing food waste. Strategies examples include promoting imperfect produce through funding and marketing; changing regulations on food production to allow for donation and reduced waste; improving data tracking at the local and state level; funding and regulatory support to encourage community food hubs/fridges; education on - food labels, expiration dates, recovery and rescue program, storage, menu planning; the creation of a network of food donators and recipients; or encouraging restaurants to offer smaller portions.

11.3 REGIONAL

Based on stakeholder feedback, the Plan follows the four general regions as indicated in the state ISWMMP. The regional differences in infrastructure, collection, geography, and density mean that a 'one size fits all' approach to policies, requirements, and activities will NOT best serve the entire state. In addition to regional differences, the Plan framework should consider population densities. As an example, cities with over 50,000 population may have different opportunities than smaller communities. Within each region of the state, the barriers and needs are different. Therefore, programs and actions should be crafted to address the gaps identified in the Plan.

Increase compost use in other markets including local government agencies including DPW, parks and recreation to use compost in public areas, gardens. Compost should be produced locally, and finished compost products should be used locally to reduce transportation and greenhouse gas emissions. As the Plan reports, not all organics recycling infrastructure needs to be developed at commercial or industrial scale. In fact, many communities and counties will require community-scale composting facilities that should include local gardens, schools, and other types of food centers. There are clear differences between the Front Range versus the rest of the state. This Plan identifies regional recommendations based on the stakeholder feedback.

- Establish community-level diversion goals and implement incentives for diverting food waste.

⁷⁴ [Project Drawdown](#)

- Recommend regional service-level policy as a best service management practice. As an example, minimum level of service for rural and urban areas, based on population to address gaps in collection and processing.
- Some but not all communities have organics-related diversion goals in place across the state. CDPHE should work with regions to establish organics diversion goals and develop the tools needed to set goals and establish metrics to meet goals. Goals could be based on the needs of the population similar to how the state of Oregon implemented a public facilities and services plan⁷⁵ to support the needs of population growth. As an example, areas with population greater than 2,500 is required to have certain level of facilities and services. This approach can be applied to organics infrastructure in Colorado.
- Recommend for CDPHE to take an incremental approach toward working with the Regions, starting with the Front Range. Enhancing organics materials management and access to organics programs across the Front Range will provide an initial higher return on investment on advancing organics diversion tonnages state-wide.
- All the regions require increased education about organics readily available on community websites. Additionally, each region requires incremental steps to increase organics collection and composting that should be addressed to support the unique needs of the region and its counties.

11.3.1 Eastern Plains

- Regional-wide education and consistent messaging across the counties on food waste and yard waste to composting as high and beneficial reuse of these materials rather than landfill or burning. Counties should move from burning to simple composting operations.
- The Eastern Plains has a specific need for organics drop-offs and co-locations at landfills. This relates to the convenience factor as pointed out in the [Section 4 Data on Organics Diversion](#). Nearly two-thirds of the communities do not have access to an organics program.
- Build upon the successes of existing organics recycling programs. As an example, one community offers a leave and grass clippings composting program.
- Develop local partnerships with farmers, and non-governmental organizations (NGOs).
- Adopt policies that should focus on alleviating permitting issues and enable building out organics management infrastructure to meet the unique needs of the Eastern Plains.
- Provide funding for equipment needs, including a woodchipper for managing wood waste.
- Increase education across the region. Communities need to improve website information about organics recycling and collection. Over 60% of the community websites have no information readily available about organics.
- Set county-level goals for organics diversion. Nearly 46% of the communities do not have goals for organics management.
- Start with small organics diversion programs for food waste and soil paper, working with a community or county-level to develop an organics collection of food waste with yard waste composting program.
- Set county-level goals for organics diversion; communities do not have goals for organics management.

⁷⁵ <https://www.oregon.gov/lcd/OP/Pages/Goal-11.aspx>

11.3.2 Western Slope

- Policies to increase funding and alleviate permitting issues designed to meet specific needs of the Western Slope region.
- Pilot community scale composting program: food waste collection for local community composting facility that could start with single compost pile, either as a passive or active composting operation.
- Build upon the successes of existing organics recycling programs. As examples, both Mesa and Montezuma Counties currently offer yard waste composting at landfills. In Durango, the county works with a table-to-farm organization that provides curbside food waste collection for composting and includes some commercial entities.
- Develop end-use markets for mulch products including compost blends for commercial and residential landscaping and CDOT projects.
- The Western Slope has a specific need for support in dealing with standing dead timber and beetle kill.
- Increase education across the region. Communities need to improve website information about organics recycling and collection. Over 80% of the community websites do not have information readily available about organics.
- Set county-level goals for organics diversion as 98% of the communities do not have goals for organics management.
- Over the region needs support to increase organics collection and infrastructure. Costs tend to be higher for this region, however curbside organics collection should be a service to increase convenience factor as pointed out in the [Section 4 Data on Organics Diversion](#).

11.3.3 Mountains

- In the I-70 Mountain corridor there is generally capacity available, but there is a gap in collection and access.
- Develop yard waste disposal bans and mandatory organics recycling programs specific to the needs of the Mountain region.
- Build upon the successes of existing organics recycling programs to increase food waste collection services. As some examples, composting is widespread across Pitkin County with several composters accepting food waste.
- Develop end-use markets for mulch products including compost blends for commercial and residential landscaping and CDOT projects.
- Education is needed across the region. Over 50% of the communities do not have websites. About 28% of communities have websites however there is no information readily available about organics.
- Set county-level goals for organics diversion. Over 60% of the communities do not have goals for organics management.

11.3.4 Front Range

- The largest need in the Front Range is for additional capacity, with a focus on smaller scale composting in the near term.
- Enhancing organics materials management and access to organics programs across the Front Range; more facilities are needed in general, and ideally siting more facilities that can accept food waste. Facilities should be distributed across the Front Range counties to help manage the costs associated collection and transportation.
- Focus on the 41% of organics currently disposed of in landfills; address the barrier for facilities to accept food waste.
- Develop yard waste disposal bans and mandatory organics recycling programs specific to the needs of the Front Range communities.



AGENDA DOCUMENTATION

Meeting Date: May 2nd 2023

TO: DURANGO CITY COUNCIL FROM: DEVON SCHMIDT, ACTING CHIEF FINANCIAL OFFICER

SUBJECT: DISCUSSION REGARDING CITY COUNCIL RETREAT OUTCOMES AND NEXT STEPS

BACKGROUND SUMMARY:

At the February 14th and 15th City Council Retreat Council, discussed priorities for the City of Durango to focus on for the near term. These priorities included: Housing, Facilities, Parks, Open Space and Trails, Parks and Multimodal, Transportation, Streets, Bridges and Alleys and Stormwater Drainage. Council deliberated on each priority area and gave direction to staff for each priority. During the retreat Council gave the following direction to staff:

- Housing: Pursue Option A.

At the regular City Council meeting on March 21st City Council approved a Budget Amendment to allocate \$4.2 million dollars to the Housing Innovation Fund. One million of that funding will come from the City’s remaining American Rescue Plan Act (ARPA) funding while still reserving sufficient funds to cover 2024 Housing Division baseline operations. The remaining \$3.2 million is proposed to come from the General Fund Opportunity Fund.

As shared in more detail at the Study Session on March 21st these funds will support the expansion of housing efforts which has been proven to be effective in its short existence. The following summarizes the intent of using these funds to roll out the City’s Housing Accelerator model in partnership with the Economic Development Alliance’s and the Regional Housing Alliance’s Housing Catalyst Fund:

- Level up proven approaches to catalyzing and accelerating production of diverse types of housing units and price points.
- Use a model that is adaptable to various scales and types (rental and ownership).
- Secure units with tools that ensure long-term affordability for workforce and local residents.
- Engage a diverse set of community partners and funding sources to establish a unified, sustainable program.
- Conduct multi-platform outreach around a consistent message will be achieved to engage community and build support.
- Reduce development cost barriers.
- Facilities: Option A. funded by the renewal of ¼ of the 2005 Sales Tax
- Parks, Open Space, Trails: Option A. return to Council with an updated list of projects and staff to consider the use of 1/8 of a renewal sales tax to Transportation.
- Parks and Multimodal: Option A. return to Council with a revised list of projects incorporating Multimodal and Parks and Recreation Projects.
- Transportation: Option C. which results in service reductions by 2027. Return to Council with funding plan including options of Lodgers Tax, County Partnership, ‘05 Reauthorization.
- Stormwater Drainage: Option B. Return to Council with Stormwater master plan and recommendations for funding.
- Streets, Bridges, Alleys: Option B. Return to Council with grant opportunity and updated trip plan.

This presentation will focus on:

- Parks, Open Space, Trails: Option A. returning to Council with an updated list of projects and staff to considerations of the use of 1/8 of a renewal sales tax to Transportation.
- Parks and Multimodal: Option A. returning to Council with a revised list of projects incorporating Multimodal and Parks and Recreation Projects.

STRATEGIC PLAN ALIGNMENT:

Financial Excellence and High Performing Government

ALTERNATIVE OPTIONS CONSIDERED:

N/A

FISCAL IMPACT

To be determined based on the direction given by Council.

POTENTIAL ADVERSE IMPACTS:

To be determined based on the direction given by Council.

NEXT STEPS AND TIMELINE:

Staff will return with any of the priorities listed above that require changes and additional analysis.