DENVER
CLIMATE ACTION, SUSTAINABILITY & RESILIENCY

City and County of Denver

Waste No More Task Force Report

October 20, 2023

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Overview

In fulfillment of the established goals of the Waste No More Task Force, the City and County of Denver has prepared the following document to outline a series of supporting recommendations designed and approved by the Waste No More Task Force in support of a successful and equitable implementation of the Waste No More Ordinance.

State of Waste in Denver

The City and County of Denver (CCD) supports various waste diversion programs and services through policies and community engagement that minimize waste and are rooted in the principles of a circular economy. As stated in the Sustainable Resource Management Plan , Denver's goal is to divert 50% of all solid waste away from landfills by 2027 and 70% by 2032. To achieve these zero waste goals, Denver must urgently strengthen its sustainable materials management policies, programs, and infrastructure. One such policy identified in the Sustainable Resource Management Plan is a *Universal Waste Ordinance*, which would require universal and convenient access to recycling and composting citywide for all residents and businesses.

Denver's Department of Transportation and Infrastructure (DOTI) offers weekly curbside trash and recycling collection services to 180,000 single-family households with seven or fewer dwelling units. DOTI is currently taking steps to roll out curbside organics collection through a "pay-as-you-throw" system, locally known as Expanded Waste Services. The single-family residential sector serviced by the city represents only a fraction of the total solid waste generated throughout Denver, with the vast amount of solid waste being generated within the multifamily residential, commercial, and construction sectors. Denver's Climate, Action, Sustainability, and Resiliency (CASR) is responsible for overseeing the commercial sector in support of the city's zero waste, climate action and circular economy goals.

In 2022, Denver generated a total of 1.59 million tons of solid waste, of which Denver diverted 460,000 tons of solid waste away from landfills and 1.13 million tons of solid waste disposed at landfills. This resulted in the city achieving a 29% solid waste diversion rate for 2022. The solid waste generated in the commercial sector combined with the total solid waste generated through construction and demolition (C&D) activities accounted for 85% of the total solid waste stream with the remaining 15% was derived from single-family households for which DOTI provides collection and disposal services.

In response to Denver's low solid waste diversion rate, a resident-led ballot initiative placed the Waste No More Ordinance (WNMO) on the ballot. 70% of Denver voters approved the ordinance on November 8, 2022. This ordinance requires premises of all sizes within the commercial sector, including apartment buildings and complexes with eight or more units, and all restaurants, office buildings, brick and mortar retail businesses, stadiums and event venues, and all permitted special events to provide access to recycling and composting to their tenants, patrons, employees, and custodians. In addition, the ballot initiative also establishes waste diversion requirements for permitted construction and demolition projects for covered materials.

While the WNMO establishes new requirements for access to recycling and composting locally, a *Universal Waste Ordinance* is not novel nor unique to Denver from a domestic policy perspective. Several peer cities have enacted similar requirements. Denver can look to these cities for examples of best practices and approaches for successful implementation. Most notable among these examples would be that of Austin, TX, whose Universal Recycling Ordinance (URO) served as the model for the Waste No More ballot sponsors while crafting the initiative's ballot language. The City of Austin's ordinance requires commercial business owners and multifamily properties to ensure that all commercial tenants, multifamily residents, and employees have access to recycling.

Additional cities with policies that aim to achieve universal access to recycling and composting include, but are not limited to:

- Boulder, CO – Universal Waste Ordinance
- Fort Collins, CO- Community Recycling Ordinance
- San Francisco, CA - Mandatory Recycling and Composting Ordinance
- Portland, OR - Commercial Collection Customers: Solid Waste, Recyclables and Compostables Administrative Rules
- San Diego, CA – Recycling Ordinance
- Seattle, WA - Municipal Code (SMC) sections 21.36.082 and 21.36.083

Cities with policies that aim to establish waste diversion requirements for the construction sector include, but are not limited to:

- Austin, TX - Construction and Demolition Recycling Ordinance
- Boulder, CO - Sustainable Deconstruction Ordinance
- Lakewood, CO -Construction and Demolition Recycling
- San Francisco, CA - C&D Debris Recovery Ordinance
- Seattle, WA – Construction Disposal Ban and Salvage Assessments

Waste No More Task Force Process

The City and County of Denver convened a task force in 2023 to assist in enforcing, clarifying, and overseeing requirements for the WNMO. The task force included diverse stakeholders, including small business owners, solid waste haulers and processors, trade associations, unions, representatives of the commercial entities directly impacted by the ordinance, environmental advocates, the original ballot sponsors, and two city council members.

The Waste No More Task Force established a charter to establish expected outcomes, structure, timing, and process (see Appendix C). Membership of the Task Force reflected the many stakeholders required to comply with the WNMO. City staff from Denver's Office of Climate Action, Sustainability and Resiliency (CASR), Department of Transportation and Infrastructure (DOTI), Office of Special Events (OSE), and the Department of Community Planning and Development (CPD), along with a consultant from the Consensus Building Institute (CBI) helped facilitate all six Task Force meetings and accompanying working group discussions. Within the task force, a series of working groups was created to allow for more opportunities to discuss the following topics in more detail: permitted events, compliance timeline for buildings, compliance timelines and performance for construction and demolition projects, equity, organics recycling, and education. These working groups met throughout the Task Force process, at will, and in between Task Force meetings. These working groups were vital to the success of the task force process by providing more time for relevant stakeholder groups to deliberate and formulate stronger recommendations outside of regular meetings.

Members, Affiliations

Name	Affiliation
Allyson Gutierrez	Colorado Rockies Baseball Club
Andrea Furness	Classic Events Co
Anna Perks	Perks Deconstruction
Christopher Berry	GFL Environmental
Chris Chiari	Patterson Inn
Chris Hinds	District 10
Christi Turner	Scraps Ltd
Chris Woodburn	Denver Public Schools
Clinton Sander	A1 Organics
Ean Thomas Tafoya	Green Latinos & Waste No More Petitioners
Erwin Galvan	Waste Management Recycle America
Holly Adinoff	Sullivan Scrap Kitchen
Jessy Aghababian	Unico Properties

Name	Affiliation
Joshua Jackson	NAACP
JW Houser	Taylor Morrison/Homebuilders Association
Laurie Johnson	Circular Colorado
Luis Ponce	SEIU
Maggie Nichols	Iron Woman Construction
Marguerite Harden	Resident & HOA Board Member
Peggy Panzer	Laramar Group/AAMD
Renee Ortiz	Eventful Productions Inc
Ryan J Call	Eco- Cycle
Sonia Riggs	Colorado Restaurant Association
Stephen Shepard	Denver Metro BOMA
Vann Fussell	Compost Colorado
Jolon Clark → Sarah Parady	District 7 → At Large Council Member

Waste No More Public Comment Process

Denver's Office of Climate, Action, Sustainability, & Resilience (CASR) carried out a 31-day public comment period throughout August. The Waste No More Task Force did not meet as a group in August. However, 20+ industry-specific focus groups met, most hosted by Task Force members representing their respective fields and constituencies.

On August 1, 2023, a survey was published on the Waste No More website, providing an opportunity for public input on all Task Force recommendations, including optional multiple choice and short answer prompts. CASR staff encouraged public comment participation through partnership outreach, an expansive social media campaign, local media relations, a virtual town hall, 20+ industry-specific focus groups, and three focus groups specific for Spanish-speaking small business owners and community members. During the 31-day public comment period, CASR received feedback from 518 total respondents, who provided 1,548 comments. The full results of the public comment period are included in the Conclusion.

Waste No More Task Force Recommendations

The responsibility of the Waste No More Task Force was to develop recommendations that update, clarify, and strengthen the original ballot language of the Waste No More Ordinance. Recommendations examined equity considerations to ensure that under-resourced buildings and communities can comply with and benefit from the recycling and organics services provided by the WNMO. The guiding principles of this Task Force were centered on effective and equitable education, using best practices from other cities who have implemented similar ordinances, reaching consensus, and allowing the ordinance and rules and regulations to be evergreen for the City of and County of Denver.

Meeting Timeline and Purpose	
Meeting 1 - March	• Intros + clarify purpose/scope
Meeting 2 - April	• Review relevant **context**; ID where we can/can't **account** for external realities • Discuss **timelines** + overall **requirements** • Set up **workgroups**
Meeting 3 - May	• How do we ensure **under-resourced** communities/ buildings are able to comply with / benefit from the ordinance? • What other **supports** could be made available to help buildings comply?
Meeting 4 - June	• Consider **draft recommendations and enforcement mechanisms** – e.g., phasing, what's required of whom, exemptions • Look-ahead to public engagement process; adjust Task Force timeline as needed
Meeting 5 - July	• Discuss principles for universal **signage**, effective messaging, and community buy-in • Confirm **overall proposals thus far**, e.g., timelines, communication protocols, materials requirements, funding, enforcement strategies • Provide input for public engagement process
Public Comment - August	• Online **Survey** • 20 city-hosted **focus groups** • Virtual **Town Hall** • Pre-Meeting Briefing (9/6/23)
Meeting 6 - September	• Final Task Force Meeting • Incorporate public input + **finalize recommendations**, reach **consensus**

Summary of Final Waste No More Ordinance Requirements

Comply By Date	Entity Requirements
January 1, 2025	• Non-Residential: Premises with more than 25,000 sq ft • Residential: Premises with 75 or more dwelling units • Permitted Events: All permitted special events regardless of attendee size • Construction & Demolition Projects: Achieve 50% Solid Waste Diversion
June 1, 2025	• Non-Residential: Premises with more than 5,000 sq ft and up to 25,000 sq ft • Residential: Premises with 25 or more but less than 75 dwelling units
January 1, 2026	• Non-Residential: All remaining non-residential premises • Residential: All premises with 8 or more dwelling units
January 1, 2028	• Construction & Demolition Projects: Achieve 65% Solid Waste Diversion
January 1, 2030	• Construction & Demolition Projects: Achieve 80% Solid Waste Diversion

Final Waste No More Task Force Recommendations

How to read this section:

During the task force process, several recommendations went through various stages of evolution. To best understand how recommendations were developed, please read each section chronologically from beginning to end for each recommendation:

A) DISCUSSION – an overview of the original recommendation proposed with a description of key topics of discussion.

B) FINAL RECOMMENDATION – a summary of the final Waste No More Task Force recommendation

Please refer to Appendix D. Waste No More Recommendation Rubrik Forms to read the entire recommendation with their corresponding Equity Ranking Calculation. Appendix E. WNM Consensus Tracking Sheet includes a measure of consensus including how each task force member voted in support, opposition, or abstention.

Recommendation #1: Annual Recycling Plan

A) DISCUSSION:

The ordinance, as written, requires all covered entities to submit to the City an Annual Diversion Plan (also described as a recycling plan) and to do so every year. The Task Force learned from the City of Austin, TX, that enforcing compliance with just this one regulation is a heavy administrative burden that does not result in a higher diversion rate. The Task Force recommends that Denver maintain the requirement for each entity to submit a diversion plan, but that it accepts an annual "no change affidavit" as meeting the annual plan requirement. Further, the city should maintain the requirement that an entity must update its plan, ideally through a simple-to-use online portal, within 30 days from (a) when the entity's point of contact changes and/or (b) when significant system changes occur, i.e., a building changes its recycling or composting hauler or renews/extends an existing contract. This recommendation remains unchanged after receiving general support from public comment and achieving Task Force consensus. This clarification will reduce the administrative burden of the diversion plan submittal process for the city and the regulated entities, enabling both to focus on outcomes rather than processes. A well-designed and efficient annual diversion plan process will allow for greater flexibility for businesses to comply and will contribute to greater waste diversion citywide.

B) FINAL RECOMMENDATION:

All regulated entities are required to submit an annual recycling plan for the city to review. Any changes to the recycling plan must be submitted within 30 days of the change happening. A no change affidavit will be accepted if there is no change to an annual recycling plan.

Recommendation #2: Construction & Demolition Clarifications

A) DISCUSSION:

The terminology in the ordinance specific to construction and demolition (C&D) as written is not entirely clear and thus challenging to enforce. The language also needs to mirror other sections of code, such as unsafe structures or hazardous materials. This recommendation focuses on revising definitions and which agencies are assigned to implement specific provisions. This recommendation received total consensus from the Task Force and remains unchanged. However, the C&D working group noted some instances when construction and demolition projects cannot recycle or reuse certain materials and that those instances need to be acknowledged.

B) FINAL RECOMMENDATION

The terminology in the ordinance as written is not entirely clear and thus challenging to enforce. The language needs to mirror other sections of code, such as unsafe structures or hazardous materials. This recommendation focuses on revising definitions and which agencies are assigned to implement. The Task Force recommends revising the requirement from "all readily-recyclable concrete, asphalt, clean wood, scrap metal and corrugated cardboard" to be more clearly defined in rules and regulations under the covered list of materials.

Recommendation #3: Construction & Demolition Compliance

A) DISCUSSION:

The Task Force recommends that the city impose a refundable deposit (fee) at the time of permit, which would be fully refundable at the end of the project when the contractor submits documentation confirming that the required diversion rate was achieved. The objective of this deposit system is to incentivize a high compliance rate without resorting to fees for noncompliance after a construction or demolition project is complete. At this point, it is too late to recover any recyclable materials. To ensure this requirement does not burden affordable housing projects or under-resourced businesses, Denver should consider opportunities to waive the deposit and/or provide additional support to these sectors. This recommendation was informed by discussions with the City of Boulder, which currently imposes a refundable deposit at the start of construction and demolition projects. This recommendation was developed to incentivize compliance, particularly for very large projects. A refundable deposit is a best practice and preferred approach implemented by many municipalities since fines and penalties after the fact do nothing to facilitate recycling and reuse since by the time noncompliance is realized, construction and demolition material would have already been disposed at landfills. For long term success, the C&D requirements should administered by full time staff to oversee see the program. This recommendation received consensus, minus one from the Task Force.

B) FINAL RECOMMENDATION:

To ensure the intent of this ordinance is achieved:

1. To meet the diversion goals per phase, a specified minimum # of material types will need to be reused or recycled.
2. Allow the city to collect a deposit fee at the time of permit issuance that would be refundable at the end of the project when the contractor submits documentation confirming that the diversion rate was achieved.
3. Include the ability for the city to fine for non-compliance at a job site.
4. An exemption and waiver process will be necessary.

Recommendation # 4: Construction & Demolition Phasing

A) DISCUSSION:

Multiple working group meetings were held with those participating in the C&D discussions. The working group met at least four times – April 19, May 3, June 12 and June 26, and toured a site finalizing the demolition process to see how the deconstruction process worked. Anna Perks led this site visit with Perks Deconstruction. Staff and members of the

C&D working group met with City of Boulder staff that oversee their recycling and reuse requirements. Additionally, city staff met with staff from the Cities of Boulder, CO and Lakewood, CO, to discuss how they are implementing the local requirements and lessons learned. The phased timeline approach was recommended due to the lack of existing markets that can accept materials, recognizing that the market needs time to adjust and provide places that can accept a variety of materials.

The Waste No More Ordinance, as written, requires construction projects to divert 100% of all the covered materials listed in the Ordinance. In addition to the need to clarify the list of covered materials, the Task Force originally proposed phasing in performance requirements over six years, based on the percentage (%) of covered materials required to be diverted per project:

- Years 1 - 3: 50% Solid Waste Diversion Goal
- Years 4 - 5: 65% Solid Waste Diversion Goal
- Years 6+: 80% Solid Waste Diversion Goal

This recommendation received consensus, minus one from the Task Force. The C&D working group predicts that this form of compliance will be easier for contractors, easier for the city to enforce, and will enable the C&D market to mature by Year 5, when an 80% diversion rate is required.

B) FINAL RECOMMENDATION:

Change the effective date to 180 days after rulemaking but no later than January 1, 2025, to mirror the rest of the WNM recommendations. The effective date would apply only to the first phase, allowing the same amount of time between phases.

Construction and demolition projects will have phased solid waste diversion goals. These phases are set over five years:

- By January 1, 2025: 50% Solid Waste Diversion Goal
- By January 1, 2028: 65% Solid Waste Diversion Goal
- By January 1, 2030: 80% Solid Waste Diversion Goal

Recommendation # 5: City & County Purchasing Requirements

A) DISCUSSION:

Denver should play a leadership role in developing end markets within the regional marketplace by using finished end-products such as compost, digestate, and other blended soil amendments while sourcing a wide variety of materials comprised of minimum recycled content. To do this, the task force proposed purchasing requirements for sustainable procurement (purchasing) for reused or recycled materials in city contracts for materials comprised of a minimum recycled content (% to be determined). This recommendation received total consensus from the Task Force, with special emphasis by the Task Force members who work in organics collection and recycling and who best understand the importance of “closing the loop” and creating a circular economy in Denver. This recommendation stemmed from discussions among the organics and construction and demolition working groups. Executive Order 123 was identified by city staff as the optimal pathway for establishing updated Environmentally Preferable Purchasing (EPP) requirements for the City and County of Denver.

B) FINAL RECOMMENDATION:

Denver should require government agencies to procure and use finished end-products that result from solid waste diversion activities. The city should purchase and use approved end-products for use in public projects if/where identified to be an appropriate material. The use of finished end-products, such as compost, digestate, and other approved blended soil amendments should be required in landscaping and construction projects, used for erosion control and stormwater management efforts, and/or for road, highway, and other green infrastructure projects. To further support the regional recycling market, Denver should include sustainable procurement (purchasing) requirements for reused or recycled materials in city contracts for materials that are comprised of a minimum recycled content (% to be determined). Specifically, materials derived from construction, demolition, and/or deconstruction

activities, such as recycled concrete aggregate (concrete, asphalt) and steel, should be used for activities that call for using such materials in various activities. In each instance, the amount of recycled material required should be a percentage of the material type appropriate for the project.

Recommendation # 6: Compliance Timeline for Non-Residential Buildings

A) DISCUSSION:

The ballot language was written for the 2021 ballot and approved during the 2022 general election. Thus, the compliance timeline for non-residential buildings as originally written is now backdated. In alignment with the intentions of the voters, which was to require recycling and composting in non-residential buildings within a realistic timeframe from Ordinance passage, a compliance deadline of "and no later than" after the adoption of rules ensures a sense of urgency while providing time for both covered entities and CCD to plan for successful adoption citywide. This revision is necessary to provide clarity for all regulated entities. This recommendation follows a phased approach initially included in the ballot language and is based on best practices from other cities. This recommendation was needed to correct the dates, given that all dates have passed. This recommendation received consensus, minus one from the Task Force.

B) FINAL RECOMMENDATION:

The responsible party for a premise of which all or part is used for non-residential use shall ensure that patrons, tenants, and employees have access to on-site recycling and composting services described under this article effective:

- Premises with more than 25,000 square feet of any non-residential use shall comply 12 months from adoption of rules, but no later than January 1, 2025.
- For premises with more than 5,000 square feet of any non-residential use shall comply 18 months from adoption of rules, but no later than June 1, 2025.
- For all premises of any non-residential use shall comply by 24 months from adoption of rules, but no later than January 1, 2026.

Please note that all entities regulated under this ordinance will have the opportunity to present documentation of a good faith effort to comply should they not be able to obtain the required services by their compliance date.

Recommendation # 7: Compliance Timeline for Residential Buildings

A) DISCUSSION & PROCESS:

The ballot language was written for the 2021 ballot and approved during the 2022 general election. Thus, the compliance timeline for residential buildings, as originally written, is now backdated. In alignment with the intentions of the voters, which was to require recycling and composting in residential buildings within a realistic timeframe from Ordinance passage, a compliance deadline of "and no later than" after the adoption of rules ensures a sense of urgency while providing time for both covered entities and CCD to plan for successful adoption citywide. This revision is necessary to provide clarity for all regulated entities. This recommendation follows a phased approach as originally included in the ballot language and is based on best practices from other cities, and this recommendation was needed to correct the dates included given they had all passed. This recommendation received consensus, minus one from the Task Force. This recommendation received consensus, minus one from the Task Force.

A) FINAL RECOMMENDATION

The responsible party for a premise of which all or part is used for multi-family residential use shall ensure that tenants and employees have access to on-site recycling and organic material diversion described under this article, for that portion of the premises that is multi-family residential, effective:

- Residential premises with 75 or more dwelling units shall comply 12 months from adoption of rules, but no later than January 1, 2025.

- Residential premises with 25 or more dwelling shall comply 18 months from adoption of rules, but no later than June 1, 2025.
- Residential premises with 8 or more dwelling units shall comply by 24 months from adoption of rules, but no later than January 1, 2026.

Please note that all entities regulated under this ordinance will have the opportunity to present documentation of a good faith effort to comply should they not be able to obtain the required services by their compliance date.

Recommendation # 8: Add Definitions

A) DISCUSSION:

The Waste No More Task Force recommends the addition of a section to the ordinance specifically for defined terms. After receiving general support from public comment and achieving Task Force consensus, this recommendation remains unchanged. Providing a definition for "responsible party" will aid during enforcement and allow for streamlined management of access in multi-use buildings.

B) FINAL RECOMMENDATION:

Create a new section of the ordinance to provide clarity on definitions for specific terms such as "responsible party," "affected premises," and "compostable waste producer" or "food waste producer." Additional definitions may be necessary or provide additional clarity. Where possible and sensible, definitions should refer to and align with existing definitions in code, such as terms used in other waste-related ordinances, terms that refer to license or permit holders, or provisions that define compliance standards. All definitions should be crafted to provide clarity to those responsible under the ordinance and align with the voters' intent to provide universal access to recycling and composting.

Recommendation # 9: Education Best Practices

A) DISCUSSION:

Denver can only achieve meaningful solid waste diversion with education. This recommendation aims to strengthen the education and outreach that may accompany the ordinance's implementation so entities and the public can know how and what to divert. The Task Force recommends that Denver provide support for education and outreach. Denver should also reach out directly and follow best practices to maximize efforts. This recommended program aims to strengthen the education and outreach that may accompany the ordinance's implementation so entities and the public can know how and what materials to divert. Most public comments captured during the public comment process expanded upon the task force's ideas while presenting newly raised concerns about education, contamination and compliance. The Task Force learned from the City of Boulder's experience in implementing universal recycling and composting and informed decision points regarding front-of-house/customer-facing organics recycling. These concerns about the potential for high rates of contamination were later added to the original recommendation.

B) FINAL RECOMMENDATION:

The Task Force recommends that Denver provide support for education and outreach. Denver should also reach out directly and follow best practices to maximize efforts.

Proposed best practices include, but are not limited to:

- Developing a Compliance Guidebook or WNM Resource Hub
- Developing education campaigns emphasizing the "WHY?"
- Creating specific education campaigns around the organics stream, as it is a new waste stream for many residents and businesses
- Creating consistency among language, pictures, signage, and symbols
    - Standardizing symbols for recycling and organics
    - Reframing "compost collection" as "organics collection"
    - Reframing recycling and organics away from "waste"
    - Color-coding

    - Creating consistency among city operations
- Providing culturally specific and competent education and outreach

The Task Force recommends an annual recurring budget of $800,000-$1,600,000 in implementation years 1-3 (2025-2027) to support citywide, zero waste education and outreach efforts.

Recommendation # 10: Clarify the Education Section

A) DISCUSSION:

The ordinance, as written, includes some vague language. This vague language could lead to inconsistent enforcement. The Task Force recommends clarifying the language so the ordinance can remain evergreen, yet ensure the responsible parties are complying and the city can enforce appropriately. Most public comments captured during the public comment process expanded the task force's ideas while presenting newly raised concerns about education, contamination and compliance. These concerns were later added to the original recommendation.

B) FINAL RECOMMENDATION:

The ordinance, as written, includes some language that is vague and could lead to inconsistent enforcement. The Task Force recommends clarifying the language so the ordinance can remain evergreen, yet ensure the responsible parties are complying and the city can enforce appropriately.

Specific clarifications included, but are not limited to:

- Require the Education Plan be included in the Annual Recycling Plan
- Differentiate between requirements for Residential and Non-Residential commercial buildings in the education section of the Ordinance
- Specify that the “Responsible Party” is the entity that holds the contract(s) for waste hauling, i.e., the office or apartment building management company.
- Specify the Required Information and Instructions about signage and the responsibilities of the responsible party. For example, signage instructions should specify the placement of signs and provide examples, and instructions about a building’s recycling and organics collection systems must be provided to tenants, not just leaseholders.

Recommendation # 11: Enforcement

A) DISCUSSION:

The Task Force recommends the adoption of technology that encourages compliance; financial incentives and recognition for early adopters and/or high achievers; education-first enforcement; guidance resources developed by the city; and process navigation for parties responsible under the ordinance. After receiving general support from public comment and achieving Task Force consensus, this recommendation remains unchanged. Including provisions that describe possible outcomes of non-compliance makes it clear to operators what their risk is if they violate the ordinance provisions. In addition to providing clarity, adding enforcement provisions will also likely encourage a higher diversion rate. While a large number of enthusiastic adopters is anticipated, enforcement provisions in the ordinance will motivate less enthusiastic parties to follow the law.

B) FINAL RECOMMENDATION:

The Waste No More Task Force recommends that Denver develop a compliance and enforcement strategy, which may require additional provisions to the ordinance and/or agency rules. Specifically, the Task Force recommends the adoption of technology that encourages compliance; financial incentives and recognition for early adopters and/or high achievers; education-first enforcement; guidance resources developed by the city; and process navigation for parties responsible under the ordinance.

The Task Force is opposed to compliance and enforcement tools that are overly punitive. As such, the Task Force advises against the loss of a license or similar city privileges for non-compliance, especially in cases where a non-

compliant party is making good faith efforts to comply. Enforcing against non-compliance should follow a hierarchy of preferred action that includes education and support first. Any monetary penalties should be reserved for egregious violations and should follow a graduated scale. This education- and support-based approach to compliance and enforcement is intended to foster more equitable outcomes and encourage the creation of jobs that specialize in helping responsible parties achieve compliance.

Recommendation # 12: Create Financial Support Programs

A) DISCUSSION:

Recycling and composting services are currently more expensive than trash services. The Task Force anticipates that the cost of compliance for the regulated entities will be higher than their current costs. Providing financial support through grants and incentives will enable the regulated entities to focus on results, i.e., a higher diversion rate, rather than merely complying with the access requirements. Financial support for impacted entities not directly regulated is also needed, for example, to support workforce development in waste hauling, janitorial, and education and outreach. The following are examples for Denver to consider.

- **Equity Priority Grant Programs:** Non-competitive grants should be offered to residential buildings that serve under-resourced households (i.e., affordable housing or naturally occurring affordable housing), non-residential buildings, and "food waste producers" (as defined in the ordinance) that are under-capitalized or minority- or woman-owned firms, small and minority- and women-owned businesses, and special event operators that are small, minority- or woman-owned, or small non-profit organizations. The city should offer additional funding for qualified entities that are located in NEST neighborhoods. These grant dollars could be used for:
    - Subsidizing service costs
    - Hiring new staff, employee training, including janitorial staff and event staff or volunteers, peer educators (i.e., residential or office), language access
    - Producing educational materials, funding challenge campaigns
    - Purchasing equipment and containers (i.e., procuring reusable products and zero waste services, front-of-house containers such as compost and recycling bins, back-of-house containers such as kitchen compost containers, dumpsters, or carts/bins, and small-scale in-vessel organics processing units)
- **Household Affordability Program:** A reimbursement fund should be created for under-resourced households charged directly by their landlord for their waste/recycling/compost services (i.e., a separate waste bill or line item on monthly rent payment). Additional funding should be offered for qualified households residing in NEST neighborhoods.
- **Incentive Programs:** Competitive financial incentive programs should be offered to any entity regulated under Waste No More, and those impacted by it, including but not limited to:
    - Subsidizing service costs
    - Employee training, including janitorial staff, event staff or volunteers, hauler drivers, waste sorters, deconstruction specialists, or for language access
    - Producing educational materials, funding challenge campaigns
    - Purchasing equipment (i.e., reusable service ware, kitchen compost bins, anaerobic digesters, cardboard balers)

This recommendation received total consensus from the Task Force. Recycling and composting services are more expensive than trash services, therefore the Task Force anticipates that the cost of compliance for the regulated entities will be higher than their current costs. Providing financial support through grants and incentives will enable the regulated entities to focus on results, i.e., a higher diversion rate, than merely complying with the access requirements. Financial support for impacted entities not directly regulated is also needed.

B) FINAL RECOMMENDATION:

The Task Force recommends that Denver create financial support programs to support the successful implementation of Waste No More. These include equity priority grant programs, household affordability programs, and incentives. The Task Force also recommending an annual recurring budget of $3,000,000 to $6,000,000 in implementation years 1-3 (2025-2027). The Task Force recommends that a localized financial analysis be conducted before budget formulation to determine the demand for these supports and for a final budget to reflect that projected demand.

The Task Force recommends that the total budget be distributed accordingly, on a percentage basis, to support the following proposed program categories:

- Offsetting Container, Signage, & Education Costs - 30%
- Subsidize Hauling Service Costs for Affordable Housing & Small Businesses - 30%
- Supporting On-Site Reuse & Organics Recycling Systems for Food Service Businesses - 20%
- Zero Interest, Small Business Loans for Emerging, Zero Waste Start-Ups - 20%

Recommendation # 13: Policies to Support Solid Waste Infrastructure

A) DISCUSSION:

Denver should identify and remedy existing or perceived barriers for the private sector to site both small and large-scale solid waste processing facilities and evaluate means to support the rapid development of Denver's circular economy by streamlining and clarifying permitting rules for zero waste businesses. This recommendation would enable private sector investment to establish local zero waste, recycling, and circular economy infrastructure. The intended impact will increase the citywide solid waste diversion rate and, in time, reduce costs for city-led solid waste diversion activities. This recommendation received total consensus from the Task Force.

B) FINAL RECOMMENDATION:

CCD should identify existing barriers for the private sector to site both small and large-scale solid waste processing infrastructure (facilities) and evaluate means to support the rapid development of Denver's circular economy by streamlining and clarifying permitting rules for zero waste businesses. Specifically, CCD should develop a solid waste facility permitting structure that enables private sector investment in the critical processing capacity of key material streams (e.g. organics recycling, C&D recycling, and reusable "wash hubs"). Denver should work to establish more local options (both distributed and centralized) for organics recycling. This can be supported by removing barriers for businesses to site small-scale/in-vessel processing units (composting and anaerobic digestion). Community-level composting programs and initiatives can also expand to promote localized organics recycling, reducing the environmental and economic burden of hauling long distances. CCD to identify ways to establish more local organics recycling options with an emphasis on organics screening, pre-processing (sortation), and transfer infrastructure. CCD should evaluate additional, supportive policies to ensure long-term success.

Recommendation # 14: Permitted Events

A) DISCUSSION:

The ballot language was written for the 2021 ballot and approved during the 2022 general election and, thus, the compliance timeline for permitted events as originally written is now backdated. The Waste No More Ordinance, as written, requires compliance by all (100%) of the permitted events as of June 1, 2022. Of all the 14 recommendations put forward by the task force, this recommendation covering Permitted Events was the most contentious. This context can help the public and policymakers decide which final compliance timeline to use.

The Task Force initially recommended phasing-in compliance based on the estimated number of attendees, in alignment with current city event permitting tiers (large events to comply first, small events to comply last). This phasing approach would mirror the proposed recommendation for non-residential and residential buildings, as phasing is an established best practice for domestic zero waste policy. The Task Force initially proposed the following options and

opted to allow the public comment period to inform which of the four options struck the right balance of impact, achievability and effectiveness.

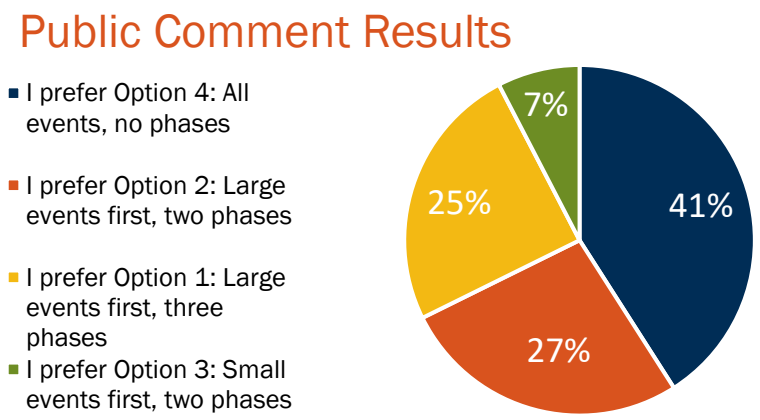
The following are the four (4) compliance timeline options proposed during public comment, along with the results:

Option 1: Large events first, three phases
- Events over 10,000 attendees must comply within 12 months from the adoption of rules, but no later than January 1, 2025.
- Events over 3,000 attendees must comply within 24 months from the adoption of rules, but no later than January 1, 2026.
- Events over 350 attendees must comply within 36 months from the adoption of rules, but no later than January 1, 2027.

Option 2: Large events first, two phases
- Events over 3,000 attendees must comply within 12 months from the adoption of rules, but no later than January 1, 2025.
- Events over 350 attendees must comply within 24 months from the adoption of rules, but no later than January 1, 2026.

Option 3: Small events first, two phases
- Events with 350-3,000 attendees must comply within 12 months from the adoption of rules, but no later than January 1, 2025.
- Events over 3,000 attendees must comply within 24 months from the adoption of rules, but no later than January 1, 2026.

Option 4: All events, no phasing (original ordinance language)



Comments

- **48%** of respondents have concerns that the timeline is **too slow**, calling for universal implementation ASAP
- **17%** of respondents have concerns about proper **infrastructure** to support diversion
- **16%** of respondents have concerns about proper **education & compliance**
- **11%** of respondents have concerns about **additional costs** for small events

During the public comment period, most respondents (41%) preferred Option 4, with all events being required to comply at the same time, and without phasing by January 1, 2026. The second most popular option was Option 2 with large events having to comply first, followed by all other events

In addition to public comment period surveys, throughout the task force process and during August, several working group and focus group meetings were held. The following is a summary of those conversations and results of additional polling:

1) Licensee and Event Holder Working Group held on 4/24 @ 12 pm
    - Discussed phasing for permitted events, similar to other sectors, discussed permitted events lack of existing infrastructure and standing hauling contracts like brick-and-mortar businesses, the noise ordinance prohibiting haulers from picking up overnight after an event to allow for the prompt return of public space.
2) Equity Working Group meeting held on 5/17 @4 pm
    - Discussed small, non-profit and community events needing more time to implement this requirement to not prohibit communities from activating their public space.
3) Permitted Events Focus Group held on 8/9 @ 8 am

- 66% of attendees who participated in the meeting preferred Option 4
- 15% of attendees who participated in the meeting preferred Option 3
- 13% of attendees who participated in the meeting preferred Option 1
- 6% of attendees who participated in the meeting preferred Option 2

4) Small Permitted Events Discussion held on 8/16
   - 52% of attendees who participated in the meeting preferred Option 4
   - 24% of attendees who participated in the meeting preferred Option 1
   - 16% of attendees who participated in the meeting preferred Option 3
   - 8% of of attendees who participated in the meeting preferred Option 2

Throughout the task force process, which included the month-long public comment period, Option 4 received the most support. City staff presented Option 4 to the task force as the preferred recommendation during the September task force meeting:

> Option 4: All events regardless of size must comply within 24 months from adoption of rules but no later than January 1, 2026.
>
> Summary of Recommendation for Permitted Events:
>
> - **Option 1, original task force proposed timeline**
>   - Events over 10,000 attendees comply within 12 months from adoption of rules, but no later than January 1, 2025.
>   - Events over 3,000 attendees comply within 24 months from adoption of rules, but no later than January 1, 2026.
>   - Events over 350 attendees comply within 36 months from adoption of rules, but no later than January 1, 2027.
> - **Option 2, put forth by the ballot sponsors in the July TF meeting**
>   - Events over 3,000 attendees comply within 12 months from adoption of rules, but no later than January 1, 2025.
>   - Events over 350 attendees comply within 24 months from adoption of rules, but no later than January 1, 2026.
> - **Option 2, put forth by task force members representing the event industry in the July TF meeting**
>   - Events 350-3,000 attendees comply within 12 months from adoption of rules, but no later than January 1, 2025.
>   - Events over 3,000 attendees comply within 24 months from adoption of rules, but no later than January 1, 2026.
> - **Option 4, put forth by task force member representing the ballot sponsors in the July TF meeting**
>   - All events regardless of size must comply within 24 months from adoption of rules but no later than January 1, 2026.
> - **Option 5 put forth by task force members representing the ballot sponsors in the September TF meeting**
>   - All events regardless of size must comply within 12 months from adoption of rules but no later than January 1, 2025.

During the final Waste No More Task Force meeting in September, the ballot sponsors presented an alternative recommendation from what was offered during public comment. It is important to note that although this newly proposed recommendation received majority approval from task force members (2/3), the proposed recommendation was not previously discussed. Concerns were raised during the September task force meeting that the proposal did not take into consideration previous concerns raised by task force members representing the events industry. This newly proposed recommendation presented by the ballot sponsors was approved by a 2/3 majority and without full consensus.

C) FINAL RECOMMENDATION

It is recommended that the timeline for each tier begin in January to avoid implementing new requirements mid-year when the event season is at its peak. In each scenario, events with less than 350 attendees are assumed to fall into

the “de minimus” exemption category. Please note that block parties are exempt because the permit for those events does not require a waste hauling plan or contract (residents use their own three-stream carts). Events held in public parks also require permits, which may or may not require a waste hauling plan and service, separate from the waste receptacles already in the parks, depending on the size of the event and type of permit issued.

The recommendation put forth at the final task force meeting is to require all permitted events, regardless of number of attendees, to comply within 12 months from the adoption of the rules but no later than January 1, 2025.

Permitted events will include the following permit types; Office of Special Events Permits, Special Event Revocable Street Occupancy Permits, Special Occasions, Public Events, Tournaments, and Assemblies. Permit types not included; Processions, Block Parties, and Picnics.

Public Comment Process & Results

On August 1, 2023, a survey was published on the Waste No More website, providing an opportunity for public input on Task Force recommendations, including optional multiple-choice and short answer prompts. The survey was developed with equity in mind and was accessible to all residents, business owners and visitors of Denver in an easy-to-use, accessible and multi-lingual survey.

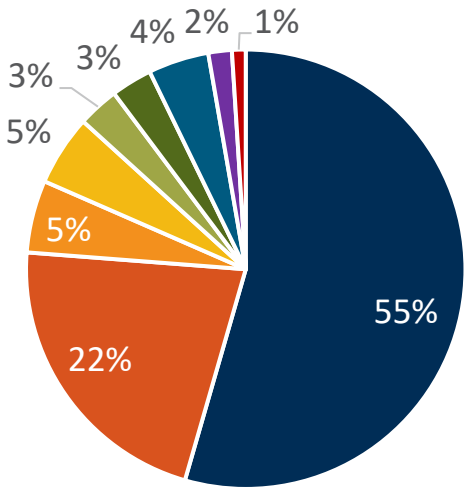
CASR staff encouraged public comment participation through partnership outreach, an expansive social media campaign, support for three local news articles[1], a virtual town hall, 20+ industry-specific focus groups, and 3 focus groups for Spanish-Speaking business owners and community members.

During the 31-day public comment period, CASR received feedback from 518 total respondents, who provided 1,548 comments. 96% of respondents live and/or work in Denver.

- 50% living and working in Denver
- 34% living in Denver
- 10% working in Denver
- 4% identifying as neither live nor work in Denver.

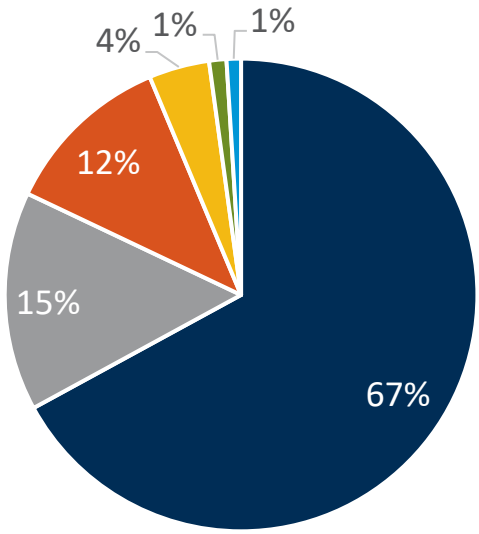
The demographics of these respondents are presented below:

[1] Hernandez, E. L. (2023, August 16). Denver seeks input on law that mandates businesses to recycle. *Axios Denver*. https://www.axios.com/local/denver/2023/08/16/denver-input-law-mandates-businesses-recycle
Cheshire, C. (2023, August 21). How Denver plans to get every apartment, restaurant and event to recycle and collect compost. *Westword*. https://www.westword.com/news/how-denver-plans-to-get-people-to-recycle-and-collect-compost-17601854
Manuel, O. (2023, August 16). You have ’til the end of August to tell the city how to implement the Waste No More ordinance. Here’s how to give feedback. *Denverite*. https://denverite.com/2023/08/15/waste-no-more-task-force-public-feedback/#:~:text=In%20November%202022%2C%20Denver%20voters,offer%20recycling%20and%20composting%20services.
Virtual Town Hall Recording available here: https://youtu.be/b7jHs5AZUA4



Type of Respondent

- Denver Resident
- Resident of a multifamily residential building
- Restaurant Owner or Employee
- Owner of a multifamily resitential building
- Construction or Demolition Professional
- Tenant of a non-residential building
- Owner or manager of a non-residential building
- Permitted Events Professional
- Waste Hauler / Service Provider



Racial Identity of Respondent

- White - non-Hispanic origin
- Prefer not to answer
- Hispanic or Latino
- Biracial or Multiracial
- Black or African American
- East or Southeast Asian

Recommendation Feedback: Most recommendations presented during public comment received over 80% public support (identified as "I agree" or "I have minor concerns").

- **Building Compliance Timeline* – 79%**
- **C&D Compliance Timeline – 77%**
- **C&D Refundable Deposit – 84%**
- **Permitted Events Phasing – 41%**
- **Annual Diversion Plan – 86%**
- **Clarify Education – 90%**
- **Definitions – 94%**
- **C&D Definitions – 94%**
- **Articulate Enforcement – 88%**
- **Financial Supports – 84%**
- **Education Support & Best Practices – 92%**
- **City Purchasing Requirements – 91%**
- **Reduce Regulatory Barriers – 92%**

*For the purposes of public comment, Recommendation #6: Compliance Timeline for Non-Residential Buildings and Recommendation #7: Compliance Timeline for Residential Buildings were combined into one recommendation (Building Compliance Timeline).

Common Themes

Out of the 1,548 comments submitted during public comment, several common themes emerged. These themes are presented below:

- **Compliance, Education & Enforcement - 477 comments, 30% of total:** concerns about which entities are required to comply, how CCD will implement and enforce requirements, whether there will be sufficient education to manage contamination, and how to incentivize behavior change.
- **Time - 288 comments, 18% of total:** frustration with ongoing delays, that our goals are not aggressive enough, and the potential for dilution of the true intention of voters.
- **Infrastructure - 193 comments, 12% of total:** concerns that there isn't sufficient recycling & organics processing capacity, unavailability of hauling services, lack of ample physical space for containers, and administrative capacity.
- **Cost - 174 comments, 11% of total**: concerns about increased financial burden on businesses, funding for financial incentives and technical support, whether requiring recycling will impact the cost of housing/rent, and the impact of increased costs for new construction projects.

Conclusion

Through the Waste No More Task Force process, 14 recommendations were discussed, vetted, and approved by both the public and the 26 task force members. With the exception of Recommendation #14: Permitted Events, all other recommendations garnered strong support from both the public and task force members.

The Waste No More Task Force presents these 14 recommendations to the Mayor's Office and City Council to inform the forthcoming revised Waste No More Ordinance. The task force recognizes that additional technical, legal, and regulatory considerations will likely need to be addressed by city staff in the development of the ordinance and accompanying rules and regulations. To this, the task force defers these decisions to city staff to determine the best path. Lastly, it is important to note that several recommendations do not apply directly to the Waste No More Ordinance but rather are intended to inform one or several of the following: future zero waste and circular economy program design, sustainable procurement, enforcement discretion, education and outreach strategies, internal department policies, and sustainable solid waste management decisions.

The Waste No More Task Force also recognizes that additional financial and personnel resources will be required to implement recommendations as well as the ordinance as a whole. The task force defers to city staff to determine in future budget year formulation cycles (namely for the implementation years of FY 2025, FY 2026, and FY 2027) what the appropriate funding allocations to the different implementing departments should be.

Additional public comment periods for the accompanying rules and regulations will provide a final opportunity for the public as whole, including regulated entities, to influence specific requirements covered under the Waste No More Ordinance.

This report concludes the Waste No More Task Force process and enables the Mayor and City Council to modify the Waste No More Ordinance so it may be implemented and enforced as is the intention of Denver residents.

Appendices

Appendix A. Summary of Ballot Language/Requirements

Comply By Date	Entity Requirements
January 1, 2025	• Non-Residential: Premises with more than 25,000 sq ft • Residential: Premises with 75 or more dwelling units • Permitted Events: All permitted special events regardless of attendee size • Construction & Demolition Projects: Achieve 50% Solid Waste Diversion
June 1, 2025	• Non-Residential: Premises with more than 5,000 sq ft and up to 25,000 sq ft • Residential: Premises with 25 or more but less than 75 dwelling units
January 1, 2026	• Non-Residential: All remaining non-residential premises • Residential: All premises with 8 or more dwelling units
January 1, 2028	• Construction & Demolition Projects: Achieve 65% Solid Waste Diversion
January 1, 2030	• Construction & Demolition Projects: Achieve 80% Solid Waste Diversion

Appendix B. Original Ballot Language

Chapter 48 of the D.R.M.C. is amended by the addition of a new Article X to read as follows:

ARTICLE X. – RECYCLING AND ORGANIC MATERIAL DIVERSION

Sec. 48-130. – Responsible Party.

(a) With the exception of Subsection (b), a responsible party shall comply with any duty that is imposed on the responsible party in this Article X.

(b) A tenant or lessee on a premise who contracts or arranges with a hauler for solid waste service or who self-hauls is deemed the responsible party with respect to that portion of the premises over which the tenant or lessee has care, custody, control, or possession.

Sec. 48-131. – Right of Entry.

(a) City staff, determined through rulemaking, may enter a premise to inspect for compliance with this article.

(b) An inspector shall present the inspector's credentials to an occupant of the premises on request.

(c) An inspector shall make a reasonable effort to locate the responsible party and request entry to the premises.

Sec. 48-132. – Affected Premise.

(a) The responsible party for a premise of which all or part is used for multi-family residential use shall ensure that tenants and employees have access to on-site recycling and organic material diversion described under this article, for that portion of the premises that is multi-family residential, effective:

(1) June 1, 2022 for premises with 75 or more dwelling units;

(2) June 1, 2023 for premises with 25 or more but less than 75 dwelling units; and

(3) June 1, 2024 for premises with 8 or more but less than 25 dwelling units;

(b) The responsible party for a premise of which all or part is used for non-residential use shall ensure that tenants and employees have access to on-site recycling services described under this article effective:

(1) June 1, 2023 for premises with more than 25,000 square feet of any type of non-residential use;

(2) June 1, 2024 for premises with more than 5,000 square feet and up to 25,000 square feet of any type of non-residential use; and

(3) June 1, 2025 for all non-residential premises that are not described in (b) of this subsection.

(c) The requirements in Subsection (d) of this section are in addition to the requirements in Subsections (a) and (b) of this section.

(d) In addition to complying with the other requirements described in this section, The Department of Transportation and Infrastructure, through rules and regulations, shall create a list of affected premises for Food Waste Producers that should include, but not be limited to:

(1) Grocery stores

(2) Food wholesalers, distributors, and manufacturers

(3) Food Trucks

(4) Hotels

(5) Hospitals

(6) Sports venues

(7) Event centers

(8) Caterers

(9) Nursing and residential care facilities

(10) Office buildings with dining services

(11) Farmers markets

(12) Food shelves and food banks

(13) Colleges and universities with dining services

(14) Shopping centers

(15) Airports

(16) Golf clubs and country clubs

(17) Rental kitchens or shared use commercial kitchens

(18) Restaurants

(e) Food Waste Producers shall ensure that employees, contractors, and customers have access to on site organic material diversion effective:

(1) June 1, 2023 where the square footage in a certificate of occupancy, food license, or similar document issued by a government entity for the business or industry is 15,000 square feet or more;

(2) June 1, 2024 where the square footage in a certificate of occupancy, food license, or similar document issued by a government entity for the business or industry is between 5,000 square feet to 14,999 square feet; and

(3) June 1, 2025 for all Food Waste Producers that and that are not described in (e) of this subsection.

(f) For purposes of determining the effective date under this section the Department of Transportation and Infrastructure may verify the square footage attributable to a specific use by consulting appraisal district or other public records or by requesting a valid certificate of occupancy or approved site plan documenting the types of uses.
(g) A responsible party for an affected premise to which an effective date in Subsections (a), (b), (c), (d), and/or (e) of this section applies and who begins operations after an applicable effective date shall comply with this ordinance on the date the affected premise is issued a certificate of occupancy.
(h) If the responsible party provides janitorial services to its business tenants, the contract for janitorial services shall include recycling and organic material diversion that meet the requirements listed above and support the collection system for recyclable and organic materials.

Sec. 48-133. Diversion Requirements for Affected Premises.

(a) On-site recycling and organic material diversion services required under this article shall:
(1) For recycling, collect at least the following materials: paper (including mixed paper and office paper, but not shredded paper), plastic bottles, aluminum cans, corrugated cardboard, cartons, and glass bottles and jars;
(2) For organic material diversion, collect organic materials;
(3) Provide receptacles, collection, capacity, and storage areas that comply with applicable administrative rules; and
(4) Provide recycling and organic material diversion information and instructions that comply with applicable administrative rules; and
(5) Remove recyclables, organic materials, or recovered food by either:
i. diverting the recyclables, organic materials, or recovered food to a materials recovery, composting facility, food bank authorized by law, or other, as determined through the rulemaking process;
ii. contracting with a service provider to transport the recyclables and organic materials to a materials recovery or composting facility authorized by law, or other, as determined through the rulemaking process; or
iii. transporting recyclables, organic materials, or recovered food as permitted and required by City Code, to a material recovery facility, food bank, compost processor or drop-off facility, urban farm, community garden, designated transfer station for recyclables or organic materials, or other, as determined through the rulemaking process.
(b) The Department of Transportation and Infrastructure may add to or remove items from the list of recyclable materials required under Subsection (a)(1) of Sec. 48-133 by providing notice on the City's website at least 120 continuous days before adding the additional materials.
(c) The department shall adopt rules that establish a process in which the responsible party for an affected premise can request:
(1) a one-year exemption from the requirements based on rules and conditions established by the Department of Transportation and Infrastructure, including but not limited to economic hardship, de minimus volumes of materials, self-hauling of materials, and space constraints. The responsible party may re-apply for one additional exemption at the expiration of the initial exemption period.
(2) approval to comply with this article through alternative means such as food donation, animal feed or other innovative processes;
(3) approval to substitute another recyclable material in place of a required recyclable material listed in Subsection (a)(1) above;
(4) approval to comply with this article by sharing solid waste, recycling, or organic material diversion services;
(5) approval of a deduction of square footage under Subsection (e) of Sec. 48-132 if the food enterprise serves only pre-packaged food; or
(6) approval for performing recycling or organic material diversion on-site.
(d) Owners or operators of Retail Food Mobile Licenses (Food Truck or Food Cart) that provide single use food ware must supply adequate collection containers for the appropriate source separation of recyclables, organic materials, and trash as determined by the type of food service ware distributed by vendors, placed near a main exit, unless that food vendor does not use single use food ware for on-site consumption and serves minimal to go orders per day, but not including any to go orders delivered to residents by a delivery service, effective June 1, 2022.
(e) Multiple Retail Food Mobile (Food Truck or Food Cart) License holders that provide single use food service ware and share a common eating area may share an appropriate number, size, and placement of containers for recyclables, organic material, and trash for convenient use by customers or visitors.
(f) Owners or operators of Retail Food Mobile Licenses (Food Truck or Food Cart) and events must not put any fats, oils, or grease in trash collection containers and must have adequate fat, oil, and grease collection.

Sec. 48-134. Education.

(a) The responsible party for an affected premise shall provide recycling and organic material diversion (where applicable) information and instructions in accordance with rules adopted by the Department of Transportation and Infrastructure to:
(1) all tenants and employees of the premises annually;
(2) a new employee or tenant no later than the 30th day after the tenant occupies or the employee begins work at the premises; and

(3) all employees or tenants not later than the 30th day after a substantive change in the recycling service offered at the premises.

(b) The responsible party shall provide recycling and organic material diversion (where applicable) information and instructions in accordance with rules adopted by the Department of Transportation and Infrastructure to:

(1) each business, tenant, or organization located at the premises annually;

(2) a business, tenant, or organization newly located to the premises not later than the 30th day after any change in occupancy; and

(3) all occupancies at the premises not later than the 30th day after a change in the recycling service offered.

(c) All information and documentation, including signage, required to be provided to persons or posted as public information under this article shall be written in English and Spanish, or picture-only, and include universal symbols as adopted by the Department of Transportation and Infrastructure.

(d) Each container designated or used for collection and disposal of materials to a state-recognized landfill shall be prominently marked "Landfill Trash" in English and Spanish, or picture-only and in compliance with the rules adopted by the Department of Transportation and Infrastructure.

(e) Each container designated or used for collection or transport of recyclables or organic materials shall be affixed with a sign that includes:

(1) the universal chasing arrows recycling symbol;

(2) the type of materials accepted written in English and Spanish, or picture-only; and (3) the term "Recycling" or "Compostables" or "Organics", as appropriate

Sec. 48-135. Annual Diversion Plan.

(a) The responsible party for an affected premise shall submit a recycling plan to the department by February 1, of each year starting with the year in which requirements of this article apply to the premises.

(b) The responsible party for an affected premise shall submit a recycling plan for a new business, building, or multi-family residential complex not later than the 30th day after receiving a certificate of occupancy or beginning operations or following any change that reduces recycling service or the types of materials collected.

(c) A plan must:

(1) be on a form prescribed by the Department of Transportation and Infrastructure;

(2) include information or documentation as required by the Department of Transportation and Infrastructure to verify compliance with this article.

Sec. 48-136. – Notice of Contract Termination.

A person who provides recycling or organic materials diversion service under this article by contract with a recycling service provider shall notify the department in writing not later than the 30th day after the person terminates the contract.

Sec. 48-137. – Notice of Change of Provider.

(a) The responsible party for an affected premise shall notify the department in writing if the person:

(1) discontinues self-hauling and contracts with a recycling or organic materials diversion service provider; or

(2) terminates a contract with a provider.

(b) A responsible party shall submit the notice required by this section to the department in accordance with rules adopted by the Department of Transportation and Infrastructure.

Sec. 48-138. – Special Event Requirements for Recyclables and Organic Material Collection.

(a) Owners or operators of permitted events must provide recycling and organic material collection to their employees, contractors, and customers, effective June 1, 2022.

(b) Owners or operators of permitted events must supply appropriate containers, placed in appropriate locations, to make source separation of recyclables, organic material, and trash convenient for the employees, contractors, and customers of permitted events. The containers must:

(1) be of appropriate number and size in light of the recyclables, organic material, and trash quantities reasonably anticipated to be generated at the location;

(2) display appropriate signage in English and Spanish, or picture-only, be color coded to identify the type of refuse to be deposited, and meet any additional design criteria established by the Department by regulation; and,

(3) be placed as close together as possible to provide equally convenient access to users.

(c) Requirements may be waived for events providing reusable food ware, generating de minimus volumes, or events that do not distribute food for on-site consumption subject to approval of event permit.

(d) Special event permit applications shall be updated to include, but not limited to, a waste management plan, and staff and volunteer training to be reviewed by the Office of Special Events.

(e) Enforcement and compliance for special events shall be determined through a rules and regulations process.

Sec. 48-139. Construction and Demolition Requirements for Recyclables Collection

(a) All construction and demolition activities subject to city permit should separate and recycle, at a minimum, all readily-recyclable concrete, asphalt, clean wood, scrap metal and corrugated cardboard. Other materials may be added to this list by the Department of Transportation and Infrastructure as recycling opportunities expand, effective June 1, 2023.

(b) A rules and regulations process shall establish penalties and fines for noncompliance based on the square footage of the project. Penalties may include loss of license.
(c) All parties seeking a demolition permit must have a recycling and reuse plan approved by the Department of Transportation and Infrastructure prior to the issuance of the demolition permit.
(d) Projects under 500 square feet, projects requiring only mechanical, electrical, plumbing or HVAC permits, quick permits, and other applicable projects determined through rules and regulations are exempted.

Appendix C. Waste No More Denver Implementation: Task Force Charter and Operating Procedures

Waste No More Denver Implementation Task Force
Charter and Operating Procedures

Background
On November 8, 2022, 70% of Denver voters approved the Waste No More ballot initiative, which requires all Denver businesses, including apartment buildings, condos, restaurants, hotels, and sporting arenas, and permitted events to provide compost and recycling pick-up services alongside trash services. The ordinance also requires that all construction and demolition waste must be recycled. These policies aim to boost recycling and composting rates as well as decrease the amount of waste our City sends into the landfill.

The City and County of Denver's Office of Climate Action, Sustainability, and Resiliency (CASR) has convened a Task Force to consider revisions to the Waste No More ordinance to help the City effectively implement it. The Task Force includes stakeholders impacted by the ordinance, such as office and apartment building owners/managers, food waste producers (such as restaurants and schools), special event managers, construction companies, waste haulers and processors, small businesses, labor, environmental advocates, and residents of large multi-family buildings.

Charge
The Waste No More Implementation Task Force will provide recommendations to help the City effectively enforce the ordinance. Specifically, the Task Force will provide recommendations to:

- clarify the requirements of the ordinance to ensure it can be implemented and enforced as intended;
- define the City's enforcement process, to ensure the terms of the ordinance are enforceable; and
- adjust the implementation timelines where needed.

Expected Outcomes
The Task Force will produce a report with a set of recommendations for the City by October 2023. City staff will use the recommendations to propose ordinance revisions, as well as rules and regulations, to present to City Council for consideration and adoption, along with the Task Force report. By law, any revisions to the ordinance as approved by the voters must be approved by a super-majority of City Council, or 10 of the 13 members.

Term and Timeline
The Task Force will meet more or less monthly starting March 2023. It is expected to meet through September and its report will be completed by October 2023.

Advancing Equity in Implementation
The Task Force will examine equity considerations to ensure that under-resourced buildings and communities are able to comply with and benefit from the recycling and composting services provided in the Waste No More ordinance. The Task Force will also explore other ways in which the implementation process can advance equity in Denver.

Guiding Principles

The Task Force will develop recommendations that are (or that advance):

1. **The expressed will of the voters**
2. **Robust communication**
   - Emphasize education and outreach as a primary component.
   - Address consumers' need for consistent, cross-sector messaging.
   - Emphasize opportunities for peer-to-peer education and accountability.
   - Prioritize messaging to the schools, so kids can be ambassadors to their families, and so parents can show up at work knowing what to do.
   - Focus outreach and education on the 'why,' so people are bought into the policy because they understand the need for and importance of it.
3. **Sustainable, long-term success**
   - Make Denver a national model for implementing zero waste while prioritizing social and environmental justice – we have the opportunity and must do both.
   - Aim for resounding success – massive diversion of waste – several years down the road.
   - Achieve momentum through early successes with low-hanging fruit.
   - Set up the process strategically for long-term success.
4. **Equitable**
   - Prioritize under-resourced buildings and BIPOC neighborhoods early.
   - Ensure the Task Force process is transparent to all stakeholders, with opportunities for all community members to receive information about the process and have a voice.
   - Ensure the workers implementing Waste No More (e.g., janitors, drivers, sorters) have good jobs that enable them to be successful agents of climate justice and solutions, and that there is an adequate labor force to do so.
5. **Feasible**
   - Don't reinvent the wheel; learn from what is working elsewhere.
   - Seek 'eager compliance' among property owners and managers by ensuring solutions are achievable and as simple and streamlined as possible.
   - Ensure the ordinance is as integrated and aligned as possible with relevant regional and statewide approaches.
6. **Cost-effective**
   - Seek cost-effective, feasible and sustainable strategies for all stakeholders – focusing from the outset on the 'triple bottom line,' i.e., ensuring Waste No More works economically for businesses; benefits people, workers and the community; and benefits the planet.
7. **Resilience/Adaptive**
   - Recognize Waste No More as a core climate resilience and sustainability strategy for Denver.
   - Allow for flexibility for changing circumstances if new alternatives are developed or become more cost effective.

Task Force Meeting Format

1. **Virtual and in-person meetings.** The first Task Force meeting will be in person. After that, Task Force meetings will be conducted virtually or in-person, based on the availability of accessible meeting space, with the goal of maximizing in-person meetings where possible. Meeting summaries will be created for all Task Force meetings. Meeting agendas, summaries, presentations and other relevant materials will be posted on the City's Waste No More website.
2. **Recording and live-streaming of virtual meetings.** Virtual Task Force meetings will be recorded and available for the public to observe. Please visit the City's website above for more information. There will also be opportunities for public comment before Task Force recommendations are finalized. Members of the public should check the website (or join CASR's newsletter) to be notified about these opportunities when they become available.
3. **Transparency.** The Task Force will formulate policy ideas and make decisions on proposed recommendations at Task Force meetings. Members may informally engage each other on an individual basis to build relationships, discuss their interests, and generate ideas, however, group deliberations by e-mail are discouraged; any information meant to be shared with the group should be sent to City staff or the facilitator for moderation.
4. **Meetings are scheduled as follows, and CASR will aim to announce any changes with at least two weeks notice:**

Meeting 1	March 9	2:00-5:00 pm
Meeting 2	April 6	2:00-5:00 pm
Meeting 3	May 4	2:00-5:00 pm
Meeting 4	June 1	2:00-5:00 pm
Meeting 5	July 13	2:00-5:00 pm
Public comment (August)		

Meeting 6 September 14 2:00-5:00 pm

Task Force Structure

The Task Force will include the specific roles and expectations set forth below.

Membership

For the 2023 Waste No More Implementation Task Force, the City and the ballot sponsor selected stakeholders from across the commercial and multi-family building sector, food waste producers, special events, waste haulers, waste processors, small businesses, construction industry, environmental advocates, residents of multi-family buildings, and labor/workforce development. A full list of members is provided at the end of this Charter.

City Staff

City staff will serve as technical advisors and subject matter experts but will not have a voting role on the task force. Grace Rink, Executive Director of the Office of Climate Action, Sustainability and Resiliency, will lead the Waste No More Implementation Task Force process for the City. Other staff who will help support the Task Force are:

- Community Planning & Development: Jill Jennings-Golich, Deputy Director, and Eric Browning, Chief Building Official
- Dept. of Public Health & Environment: Gregg Thomas, Director of Environmental Quality
- Dept. of Transportation & Infrastructure: Jessica Lally, Project Manager, and Nina Waysdorf, Manager
- Department of Excise & Licenses: Erica Rogers, Policy Director
- Office of Special Events: Rose Watts, Director

Independent Facilitator

The Task Force will be facilitated by Ryan Golten of the Consensus Building Institute (CBI), who will be an advocate for members' procedural interests while remaining impartial to the substance of the issues under discussion.

Agenda Design Team

To aid in the efficient and productive use of Committee members' time, the City may request that a small group of Task Force members work with city staff and the CBI facilitator between meetings to design focused agendas and frame meeting topics. This group will have no substantive decision-making authority; it will be focused on helping design a collaborative, strategic and inclusive process.

Workgroups

The City envisions that it may be advantageous to form workgroups to help advance specific Task Force discussions and formulate policy ideas and options for Task Force consideration. Potential workgroups may relate to topics such as Communications, Construction and Demolition, Equity and Organics/Compost. Workgroups may choose to include non-Task Force members in their discussions to contribute relevant expertise, keeping in mind that workgroups have no decision-making authority. Workgroup topics, scope, membership, and timelines will be fleshed out in initial Task Force meetings.

Roles and Expectations

Task Force members are expected to:

- Attend all meetings; if a Task Force member needs to send an alternate, this should be the exception (i.e., occurring no more than twice) and the alternate should be well briefed on the process and issues under consideration.
- Prepare for meetings by reading materials, considering issues, reviewing the agenda, and engaging with their constituents or networks as needed.
- Try to remain open-minded and avoid judging ideas.
- Strive to listen actively, bridge gaps in understanding, and seek resolution of differences.
- Help create an environment that is safe, respectful, and constructive for participants.
- Stay on track with the agenda, working on the issues at hand.
- Avoid repetition and revisiting resolved issues.
- Provide clear and specific recommendations that are connected to well-articulated objectives.

- Seek evidence-based recommendations while recognizing decisions will need to be made in the face of uncertainty and incomplete data.
- Regularly communicate with constituents and networks regarding issues and recommendations being considered by the Task Force and bring relevant input or concerns to meetings (note that only official Task Force members will be able to participate in meetings themselves).

City staff will:

- Work with the facilitator and an Agenda Design Team, as applicable, to develop focused agendas.
- Circulate materials at least one week before Task Force meetings, so members can review them with their networks or constituents and receive input prior to meetings.
- Provide for all logistics, including virtual meeting needs, scheduling, and direct communications with the Task Force.
- Maintain a website for information, notice of dates and events, and posting of documents
- Inform the public of future meeting dates and how to view them live and find recordings after, and of public comment opportunities.
- Provide the necessary in-house and consulting technical assistance to aid the Task Force in their work to help ensure a well-informed, technically credible, operationally feasible set of final recommendations.
- Coordinate effectively among City staff, managers and elected officials.
- To the extent possible, provide additional information that the Task Force may request throughout the course of the process to advance its discussions.
- Prepare draft written products based on Task Force discussion for Task Force review.
- In consultation with the Task Force, provide opportunities for broader public input during the process and before finalizing Task Force recommendations.
- Develop ordinance revisions and/or regulatory language (rules and regulations) based on Task Force recommendations in a timely fashion for consideration by City Council.

The CBI Facilitator will:

- Structure and conduct inclusive, productive, and engaged Task Force meetings.
- Ensure participation ground rules are met.
- Work with City staff to develop meeting agendas, prepare draft and final meeting summaries, and generate draft written products as needed.
- Help participants resolve their differences on the issues raised.
- Be accountable to the entire Task Force and work in a non-partisan and impartial manner.

Developing Recommendations through a Consensus Process

Defining Consensus

The Task Force will strive to make consensus decisions that *all members can accept or live with,* or at the very least not oppose. Reaching this outcome requires all group members to educate each other about important needs and concerns and develop a recommendation, or set of options, that address individual and group interests to the greatest extent possible. The Task Force recognizes that outcomes with full consensus support are likely to carry significant weight with City leadership.

In the instance that only one Task Force member opposes a recommendation, the Task Force may reach ‘consensus minus one’ but shall not do so until the following meeting and in the interim will further explore ways to satisfy the relevant interests and concerns. Concerns will be noted in the meeting summary. If there is strong majority support for an outcome but more than one Task Force member is opposed, the Task Force may, alternatively, reach its decision by majority vote in order to reach closure. In that case, the minority perspective will be noted in the final Task Force report.

Members are discouraged from blocking or withholding consensus unless they have serious reservations with the proposed approach. If members disagree, they should make every effort to offer an alternative for consideration that will be satisfactory to all participants. Also, members may ‘abstain’ or ‘stand aside’ and not offer their consent to avoid blocking an agreement while also not lending their endorsement. Absence is the equivalent of abstaining; members must be present to vote.

Resource Materials

Task Force members are encouraged to share links that will provide brief, relevant information to help inform the process. The Waste No More Ordinance is available on the City's Waste No More webpage.

Task Force Members

Many members have expertise and interest across multiple areas and sectors. But to help signify who is who, we have grouped participants according to their primary role.

Sector	Name & Affiliation
Building Representatives	1. Jessy Aghababian, Unico Properties 2. Peggy Panzer, Laramar Group/AAMD 3. Stephen Shepard, Denver Metro BOMA
Food Waste Producers	4. Holly Adinoff, Sullivan Scrap Kitchen 5. Allyson Gutierrez, Colorado Rockies Baseball Club 6. Sonia Riggs, Colorado Restaurant Association 7. Chris Woodburn, Denver Public Schools
Special Events Representative	8. Andrea Furness, Classic Events Co. 9. Renee Ortiz, Eventful Productions Inc
Waste Haulers and Processors	10. Christopher Berry, GFL Environmental 11. Erwin Galvan, Waste Management Recycle America 12. Clinton Sander, A1 Organics 13. Christi Turner, Scraps Ltd
Small business	14. Chris Chiari, Patterson Inn
Construction Industry	15. JW Houser, Taylor Morrison/Homebuilders Association 16. Maggie Nichols, Iron Woman Construction 17. Anna Perks, Perks Deconstruction
City Council Members	18. Jolon Clark, District 7 19. Chris Hinds, District 10
Ballot Sponsor Representatives	20. Vann Fussell, Compost Colorado 21. Ean Thomas Tafoya, GreenLatinos
Environmental Advocate	22. Ryan J Call, Eco-Cycle
Workforce Development	23. Luis Ponce, SEIU
Multi-family building resident	24. Marguerite Harden, Resident & HOA Board Member
Multi-Sector	25. Joshua Jackson, NAACP 26. Laurie Johnson, Circular Colorado

Appendix D. Waste No More Recommendation Rubrik Forms

Recommendation Summary – Annual Recycling Plan

1	Name of Recommendation	Clarify annual recycling plan requirement
2	Ordinance Section (if applicable)	Sections 48-135, 48-136, 48-137: Annual Diversion Plans, Notice of Contract Termination, Notice of Change of Provider
3	Short Description (3-4 sentences)	Clarify that a "no change" submittal satisfies the annual diversion plan, after a complete plan has been submitted in each entity's compliance Year 1. Maintain the requirement to update the account on an annual basis and within 30 days from when (a) the entity's point of contact changes and/or when (b) significant system changes occur, i.e., a building changes its recycling or composting hauler or renews/extends an existing contract. Design the annual diversion plan platform in such a way so as to guide businesses towards the preferred zero waste strategies based on their available building space, volume of material, composition of waste streams, and on-site needs.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. This clarification will reduce the administrative burden of the diversion plan submittal process for the city and the regulated entities, enabling both to focus on outcomes rather than process. A well designed and efficient annual diversion plan process will allow for greater flexibility for businesses to comply, and will contribute to greater waste diversion citywide.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Low. This recommendation will reduce the cost for both the city and regulated entities compared to the ordinance as written.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	The City of Austin, TX reports that collecting recycling plans annually is a significant administrative burden for regulated entities and the city alike, with no beneficial outcomes for waste diversion.
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (medium)** **Description:** The primary benefit of this recommendation is a reduced administrative burden compared to the ordinance as written. This will be a significant benefit for under-resourced buildings and businesses, but will not necessarily lead to new job creation.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	Given high staff turnover by the people most likely to submit this information for the regulated entities, it is possible even the annual update – intended to be simple – could be forgotten. This can be mitigated by frequent and effective communication by the city.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[2] ("the beneficiaries")?	_X_ Yes __ Somewhat __ No __ Not applicable	This recommendation reduces a significant administrative burden for all regulated entities, which is especially important for those that are under-resourced.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the WNM Task Force. The need to reduce administrative burden for small organizations doing business with the city is also well-documented.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X_ High __ Medium __ Low __ Not applicable	Compared to the ordinance as written, this recommendation will have a very positive impact for the regulated entities, especially those that are under-resourced. Specifically, the cost to comply will be significantly lower, and the "no change" process will be less confusing.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X_ Not applicable	It was not necessary to identify specific beneficiaries in the development of the recommendation. However, the City should use these tools in the development of its outreach and education plan.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No X Not applicable	The need for greater management of waste should lead to new job creation, but this recommendation likely does not add to that.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

[2] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	1	1	1
3. No/Low/Not applicable	2	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no or little added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – C&D Clarifications

1	Name of Recommendation	C&D Clarifications
2	Ordinance Section (if applicable)	Sec. 48-139. Construction and Demolition Requirements for Recyclables Collection
3	Short Description (3-4 sentences)	The terminology in the ordinance as written is not entirely clear and thus challenging to enforce. The language also needs to mirror other sections of code, such as unsafe structures or hazardous materials. This recommendation focuses on revising definitions and which agencies are assigned to implement.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High: The objective of this recommendation is to clarify the requirements.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Low: This recommendation only clarifies language in the ordinance, there are no operational changes required.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score:** 0 **Description:** Each criteria in the equity analysis was determined to be "not applicable" because this recommendation only seeks to clarify terminology in the ordinance.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	N/A

In sub-section (a)

- Clarify the types of permits for residential and commercial construction, and demolition.
- Revise to "…should salvage for reuse or recycle, at a minimum…"
- Define "readily-recyclable" within the rules and regulations. Maintain the language as-is to require recycling of "all." Move the list of materials to be defined by the rules and regulations.
- Assign this section to Community Planning and Development or CASR, whichever makes most sense for internal processes.

In sub-section (b)

- Strike the reference to “loss of license” but direct CPD and EXL to consider license penalties when developing the rules & regs

In sub-section (c)

- Recognizing DOTI is not the best agency to approve these plans, recommend assigning to the appropriate agency for approval.
- Add an exemption for demo of a structure that is either deemed unsafe, ordered to come down from DDPHE, DFD, or CPD, or is an environmental/public safety hazard to not comply with the requirements.
- Add some specific language on asbestos and lead being exempted and that those must be handled as required per state and federal requirements.
- Clarify exceptions between permit types (i.e., construction projects under 500 sq. ft. and demolition projects under 200 sq. ft.)
- Clarify all permit types that this applies to.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[3] (“the beneficiaries”)?	__ Yes __ Somewhat __ No X_ Not applicable	N/A
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes __ Somewhat __ No X_ Not applicable	N/A
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High __ Medium __ Low X_ Not applicable	N/A
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE’s EnviroScreen, Justice40 EJ Scoring, CASR’s Building Equity Index)?	__ Yes __ Somewhat __ No X_ Not applicable	N/A

[3] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don’t live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No X_ Not applicable	N/A

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	0	2	0
2. Somewhat/Medium	0	1	0
3. No/Low/Not Applicable	0	0	0
		Total	0

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary - C&D Compliance

1	Name of Recommendation	C&D Compliance
2	Ordinance Section (if applicable)	Sec. 48-139. Construction and Demolition Requirements for Recyclables Collection
3	Short Description (3-4 sentences)	1. To meet the diversion goals per phase, a specified minimum # of material types will need to be reused or recycled. 2. Allow the city to impose a deposit fee at the time of permit which would be fully refundable at the end of the project when the contractor submits documentation confirming that the diversion rate was achieved. 3. Include the ability for the city to fine for non-compliance at a job site. 4. An exemption process will be necessary.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High: The objective of this recommendation is to ensure the intent of the ordinance is achieved (i.e., a high diversion rate) (a) with reduced complexity and (b) without imposing fines on contractors.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	• For the City, Medium: The City already collects fees at the point of permit application, so no new administrative functions are anticipated. The administration of providing the refund to the contractor at the end of the project will require a new administrative function.

		• For contractors, Medium: The deposit fee is a new hurdle, but it is common for contractors to collect the fee from their client at the time when the permit is submitted, so in most cases this should not result in economic hardship. The reduced complexity in the number of materials that must be recycled will be a significant benefit to contractors.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	Boulder, Milwaukee, Lakewood (CO), Pitkin County (CO) have deposit systems and minimum material type requirements.
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	Score: 5 (Medium) **Description:** The imposition of a fee at the point of permit could create a hardship for under-capitalized businesses, but there are ways to mitigate that. The resulting higher diversion rate will benefit climate-vulnerable communities and create demand for new jobs.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	This recommendation would impose a fee at the point of permit which could be a challenge for small and minority- or women-owned businesses. • The TF recommends that the City implements exemption process upon permit application for projects that will not have multiple material types to meet compliance or meet certain criteria (i.e., affordable housing) in order to receive a full deposit return. • For projects that are not exempt, consider a reduced deposit return based on a percentage for the attempts at recycling and reusing. Consider waivers that contractors can use if their "readily recyclable" material was rejected by the processor. • Consider using non-returned deposit funds for equity-based projects (i.e., affordable housing).

In sub-section (a)

- Recommend requiring a specified minimum # of material types to be salvaged for reuse or recycling per permit.
- Include an exemption process upon permit application for projects that will not have multiple material types to meet compliance or that are part of a defined group that meets certain criteria (i.e., affordable housing) in order to receive a full deposit return.

In sub-section (b)

- Allow the City to impose a deposit fee at the time of permit which will be returned to the applicant upon project completion with documentation proving the diversion plan was implemented as approved at the time of permit issuance.
- Recommend that noncompliance for diversion could result in not returning a full/partial deposit. Include language that allows for exemptions elaborated in the Rules and Regulations (i.e., Consider waivers that contractors can fill out if their "readily recyclable" material is rejected by the processor).
- Recommend that noncompliance at a job site could result in a fine issued by an inspector.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[4] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation would impose a fee at the point of permit which could be a challenge for small and minority- or women-owned businesses. The TF recommends that the City provide information on how businesses can invoice clients for permit costs upfront to avoid this challenge. The reduced complexity in the number of materials that must be recycled will be of great benefit to small contractors.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force, and a focus group of contractors will be held during the public comment period.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _X_ Medium __ Low __ Not applicable	The impact will be mixed. The positive impact will be a much higher likelihood that the result will be a high diversion rate. However, if under-resourced businesses are unable to obtain the deposit payment from their clients upfront, they may be disadvantaged financially.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No X_ Not applicable	This is a citywide recommendation not specific to any one neighborhood or demographic.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_X_ Yes __ Somewhat __ No __ Not applicable	Yes, a higher diversion rate and the effort required to achieve it will result in more jobs. The Task Force also recommends that the city supports a workforce training program for deconstruction contractors.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

[4] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	3	1	3
3. No/Low/Not Applicable	0	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – C&D Phasing

1	Name of Recommendation	C&D Phasing
2	Ordinance Section (if applicable)	Sec. 48-139. Construction and Demolition Requirements for Recyclables Collection
3	Short Description (3-4 sentences)	1. Phase in compliance by the percent of materials diverted per project over a 5-year period: • By January 1, 2025: 50% Solid Waste Diversion Goal • By January 1, 2028: 65% Solid Waste Diversion Goal • By January 1, 2030: 80% Solid Waste Diversion Goal 2. Change the effective date to 180 days after rulemaking, but no later than January 1, 2025, to mirror the rest of the WNM recommendations. The effective date would apply only to the first phase, allowing the same amount of time between phases.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High: The working group predicts that this form of compliance will be easier to achieve for contractors, easier for the city to enforce, and will enable the C&D market to mature by Year 5 when an 80% diversion rate is required.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Low compared to the ordinance as written, both for the cost for contractors to comply and for the ability of the city to enforce.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	Yes, most cities have specific diversion rates that must be achieved.
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score:** 6 (medium) **Description:** This recommendation reduces complexity and provides time for the C&D market to mature, both of which will benefit all contractors, but will be especially beneficial for under-resourced contractors.

8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	It is possible that phasing may cause some opportunities for diversion to be lost, since 100% isn't required from the start. The city should inform contractors that at least, but not limited to, 3 material types are required to meet diversion compliance and as the C&D market matures, contractors may see an economic case for diverting more than that. Also, as the market matures, the city could increase this minimum.

In sub-section (a)
Recommend phasing to receive more stakeholder buy-in and allow time for end markets to develop, while still meeting citywide diversion goals. For example: Consider phasing by percentage, because 100% will not be achievable without full deconstruction/certified deconstruction contractors.

- Year 1-3: 50% Diversion
  - *Goal to gather data (i.e., residential vs. commercial). About 50% of a building is concrete/asphalt, so this is achievable with our current infrastructure.*
- Year 4-5: 65% Diversion
  - *This will require more donation/deconstruction efforts. If this is achieved sooner, the city could add more materials to the list.*
- After 5: 80% Diversion
  - *Requires deconstruction, additional supports needed for this to be achievable/equitable. This will also require mostly clean wood recycling/reuse on the residential side.*

In sub-section (c)
Change the effective date to 180 days after rulemaking, but no later than January 1, 2025, to mirror the rest of the Waste No More recommendations. The effective date would apply only to the first phase, allowing the same amount of time between each phase.

Equity Assessment
The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[5] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	Reducing the requirement to divert "all" (i.e., 100%) of the materials deemed to be "readily recyclable" will help all contractors but will be especially beneficial for under-resourced businesses.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force, and a focus group of contractors was held during the public comment period.

[5] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X_ High __ Medium __ Low __ Not applicable	Compared to the ordinance as written, this recommendation will be very beneficial to under-resourced businesses required to comply, and it provides time for the C&D market to mature.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X_ Not applicable	This is a citywide recommendation and not specific to any one neighborhood or group.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_X_ Yes __ Somewhat __ No __ Not applicable	Yes, a higher diversion rate will spur the demand for new jobs. The Task Force also recommends that the city supports a workforce training program for deconstruction contractors.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	1	0	0
		Total	6

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – City & County of Denver Purchasing Requirements

1	Name of Recommendation	CCD Purchasing Requirements of Finished End-Products to Establish Local End Markets
2	Ordinance Section (if applicable)	N/A
3	Short Description (3-4 sentences)	CCD, except if otherwise exempted or cost prohibited, should require city agencies to procure and use finished end-products that result from solid waste diversion activities. CCD should purchase and use approved end-products for use in public projects if/where identified to be an appropriate material. The use of finished end-products, such as compost, digestate, and other approved blended soil amendments should be required in landscaping and construction projects, used for erosion control and stormwater management efforts, and/or for road, highway, and other green infrastructure projects. To further support the regional recycling market, the City should include sustainable procurement (purchasing) requirements for reused or recycled materials in city contracts, for materials that are comprised of a minimum recycled content (% to be determined). Specifically, materials derived from construction, demolition, and/or deconstruction activities such as recycled concrete aggregate (concrete, asphalt) and steel should be used for activities that call for the use of such materials in various activities. In each instance, the amount of recycled material required should be a percentage of the material type as appropriate for the project.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. This recommendation would enable, in practice, CCD to establish a municipal-led, local end-market for these finished end products. Without robust end markets, many of these materials may end up in the landfill even if the originators of the waste sorted them correctly.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Low. This recommendation should have no impact on the regulated entities. The Task Force does not have enough information to know if locally-generated recycled content materials will be more or less expensive, or cost the same, as virgin materials used in city projects.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (medium)** **Description:** This policy is intended to impact only the City's own purchasing requirements, no direct impacts on regulated or related entities. Expanding the market for recycled materials will require existing processors to hire more employees, and will very likely attract more private sector investment into the Denver metro market.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	It is possible that material costs for projects in the early years of this requirement could be higher than the cost for virgin materials. It is expected that as the market grows, the use of sustainable materials that consist of minimum recycled content could actually cost less than virgin. Additionally, the City could consider owning and operating

		its own local processing or pre-processing infrastructure, which could further reduce costs.

Equity Assessment
The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[6] ("the beneficiaries")?	__ Yes __ Somewhat _X_ No __ Not applicable	Establishing end-markets for recycled materials will promote waste diversion and spur investment locally. This will help the market in general, it is unclear if this will be more beneficial for under-resourced companies.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the Task Force.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _X_ Medium __ Low __ Not applicable	This policy is intended to impact only the City's own purchasing requirements, no direct impacts on regulated or related entities.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X_ Not applicable	This recommendation is citywide and not location dependent.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_X_ Yes __ Somewhat __ No __ Not applicable	Expanding the market for recycled materials will definitely require existing processors to hire more employees, and will very likely attract private sector investment into the Denver metro market.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

[6] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	1	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Compliance Timeline for Non-Residential Buildings

1	Name of Recommendation	Compliance Timeline for Non-Residential Buildings
2	Ordinance Section (if applicable)	Ordinance Section 48-132: Affected Premise
3	Short Description (3-4 sentences)	Revise the compliance dates for non-residential buildings, as follows: • For the first group of buildings covered, a comply-by date of "12 months from adoption of rules, but no later than January 1, 2025." • For the second group of buildings covered, a comply-by date of "18 months from adoption of rules, but no later than June 1, 2025." • For the third group of buildings covered, a comply-by date of "24 months from adoption of rules, but no later than January 1, 2026. See draft language below in this table.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium, or low and include a short description.	High. The ballot language was written for the 2021 ballot and thus the compliance timeline is backdated from when the people actually voted. In alignment of the intentions of the voters, which was to require recycling and composting in non-residential buildings within a realistic timeframe from Ordinance passage, a compliance deadline of "and no later than" after the adoption of rules, ensures a sense of urgency while providing time for both covered entities and CCD to plan for successful adoption citywide. This revision is necessary to provide clarity for all regulated entities.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Neutral compared to the ordinance as written. The costs to the city are likely the same but revising the compliance dates will ensure adequate time for the city to procure a recycling plan submittal system, enforcement resources, and other required infrastructure so they may comply.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (Medium)** **Description:** This recommendation only impacts the compliance dates as written in the ordinance. Although the

		extended timeline will benefit under-resourced buildings and businesses, this is not an additional benefit distinguished from all regulated entities.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	A 12-, 18-, and 24-month timeline is highly comparable to the ordinance as originally written. This timeline maintains the voters' intent of full compliance within 3 years of passage of the ballot measure.

Additional Information

a. **The responsible party for a premise of which all or part is used for non-residential use shall ensure that tenants and employees have access to on-site recycling and organic material diversion services described under this article effective:**

1. 12 months after adoption of rules and regulations, but no later than January 1, 2025, for premises with more than 25,000 square feet of any type of non-residential use;
2. 18 months after adoption of rules and regulations, but no later than June 1, 2025, for premises with more than 5,000 square feet and up to 25,000 square feet of any type of non-residential use; and
3. 24 months after adoption of rules and regulations, but no later than January 1, 2026, for all non-residential premises that are not described in (b) of this subsection

*If adjustments to the numerical thresholds can create efficiencies or reduce burdens for the responsible parties, the Task Force encourages CCD staff to incorporate appropriate tweaks into the ordinance update. This includes future considerations for the most appropriate metric (sq. footage or occupancy) for the sizing of the three tiers for covered entities.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[7] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation clarifies compliance dates for all regulated entities without a greater or lesser impact on under-resourced groups.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Yes, through representation on the task force
3. Describe and assess the various types of impact the policy is likely to have on different categories of	_X_ High __ Medium	The revised compliance dates will provide clear deadlines for compliance for all

[7] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ Low __ Not applicable	regulated entities. Revising the compliance dates will ensure adequate time for entities to adhere to the new rules.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X Not applicable	This recommendation has the same impact citywide and is not location dependent.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No _X Not applicable	This recommendation only changes the compliance dates, no impact on job creation is expected.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	1	1	1
3. No/Low/Not Applicable	2	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Compliance Timeline for Residential Buildings

1	Name of Recommendation	Compliance Timeline for Residential Buildings
2	Ordinance Section (if applicable)	Ordinance Section 48-132: Affected Premise
3	Short Description (3-4 sentences)	Revise the compliance dates for multi-family residential buildings, as follows: • For the first group of buildings covered, a comply-by date of "12 months from adoption of rules, but no later than January 1, 2025." • For the second group of buildings covered, a comply-by date of "18 months from adoption of rules, but no later than June 1, 2025." • For the final group of buildings covered, a comply-by date of "24 months from the adoption of rules, but no later than January 1, 2026." See draft language below in this table.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate?	High. The ballot language was written for the 2021 ballot and thus the compliance timeline is backdated from when

	Please rate this as high, medium, or low and include a short description.	the people actually voted. In alignment of the intentions of the voters, which was to require recycling and composting in multi-family residential buildings within a realistic timeframe from Ordinance passage, a compliance deadline of "and no later than" after the adoption of rules, ensures a sense of urgency while providing time for both covered entities and CCD to plan for successful adoption citywide. This revision is necessary to provide clarity for all regulated entities.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Neutral compared to the ordinance as written. The costs to the city are likely the same but revising the compliance dates will ensure adequate time for the city to procure a recycling plan submittal system, enforcement resources, and other required infrastructure so they may comply.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (Medium)** **Description:** This recommendation only impacts the compliance dates as written in the ordinance. Although the new timeline will benefit under-resourced buildings and businesses, this is not an additional benefit distinguished from all regulated entities.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	A 12-, 18-, and 24-month timeline is highly comparable to the ordinance as originally written. This timeline maintains the voters' intent of full compliance within 3 years of passage of the ballot measure.

Additional Information

a. **The responsible party for a premise of which all or part is used for multi-family residential use shall ensure that tenants and employees have access to on-site recycling and organic material diversion described under this article, for that portion of the premises that is multi-family residential, effective:**

1. 12 months after adoption of rules and regulations, but no later than January 1, 2025, for premises with 75 or more dwelling units;
2. 18 months after adoption of rules and regulations, but no later than June 1, 2025, for premises with 25 or more but less than 75 dwelling units; and
3. 24 months after adoption of rules and regulations, but no later than January 1, 2026, for premises with 8 or more but less than 25 dwelling units

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[8] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation clarifies compliance dates for all regulated entities without a greater or lesser impact on under-resourced groups.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Yes, through representation on the task force.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X _ High _ Medium __ Low __ Not applicable	The revised compliance dates will provide clear deadlines for compliance for all regulated entities. Revising the compliance dates will ensure adequate time for entities to adhere to the new rules.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X Not applicable	This recommendation has the same impact citywide and is not location dependent.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No _X Not applicable	This recommendation only changes the compliance dates, no impact on job creation is expected.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	1	1	1
3. No/Low/Not Applicable	2	0	0
		Total	5

[8] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Add Definitions to WNM Ordinance

1	Name of Recommendation	Add definitions to WNM Ordinance
2	Ordinance Section (if applicable)	Sec. 48-130: Responsible Party Sec. 48-132: Affected Premise and Sec. 48-133: Diversion Requirements for Affected Premises Add New Section: Definitions
3	Short Description (3-4 sentences)	The ordinance should include a section that includes definitions for all *terms of art* used in the ordinance. This should include, but is not limited to: responsible party; affected premises; compostable waste producer; access; and any terms that refer to license or permit holders or describe compliance standards. Where possible, definitions should refer to existing definitions in code where sensible to provide clarity and reduce the administrative burden for regulated entities and the city alike. In addition, ordinance provisions that mandate lists of covered entities should be evaluated to better align with definitions for *responsible party*, *affected premise,* and *access.* Above all, definitions should reflect the realities of where waste (at volume) is being generated and by whom, while being crafted in a way that implements the spirit of the voters' intent to provide universal access to recycling and composting. Craft language that elaborates upon the multitude of ways businesses can provide access.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High re: enforceable. For example, several of the parties mentioned in the ordinance could be more clearly defined by referencing certain types of licensees, permittees, or individuals who are interacting with existing City & County of Denver processes. In addition, several of the listed premises could be more clearly defined by referencing the license types or permit types associated with the activities that the task force and voters intended to be regulated. References to licensure are included in subsection 48-133(d), (e) and (f), and references to special event permits are included in Sec. 48-138. If certain licensed businesses or permitted events need to comply with requirements, those parallels should also exist in the definitional sections of the ordinance. In addition, the city understands that "access" requirements can be met in a variety of ways for each responsible party. Improved definitional language can provide clarity to responsible parties about **what** is expected without being overly prescriptive of **how** an entity must achieve compliance. This provides entities with both additional clarity, as well as flexibility to comply in ways that make the most sense to the organization. This additional clarity and flexibility will ultimately help the responsible parties achieve higher rates of waste diversion.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Medium. Clearly defining who is responsible under the ordinance allows city agencies to better plan for services they need to provide.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	Yes, it is a best practice to define commonly used terms of art in regulatory ordinance, both in the City & County of Denver and other localities.

7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score:** 5 (Moderate) **Description:** Defining terms of art in the ordinance provides transparency and consistency and ultimately makes the ordinance more user-friendly, though it doesn't significantly improve equity outcomes.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	Not all terms that will need to be defined by the ordinance will align neatly with City & County of Denver processes or existing definitions, so additional clarity will need to be added in those circumstances. Any additional clarity in these definitions should be crafted in a way that implements the spirit of the voters' intent to provide universal access to recycling and composting. The WNM Task Force will be provided an opportunity to review all definitions before the final draft of the revised ordinance is submitted to City Council.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[9] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No	Defining terms of art in the ordinance provides transparency and consistency and ultimately makes the ordinance more user-friendly, though it doesn't significantly improve equity outcomes.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No	Through representation on the Task Force, and through significant public engagement the city conducted in 2021 and 2022 with small business, MWBEs, and non-profits on how to make doing business with the city easier and less burdensome.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _X_ Medium __ Low	By clearly defining terms used in the ordinance, those covered under the ordinance will have more clarity which improves their ability to achieve compliance.

[9] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	_X_ Yes __ Somewhat __ No	Yes, communication with this group of regulated entities should be significantly simpler and more effective than it would otherwise be without such definitions.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat _X_ No	This recommendation is supported by the fact that city already has regulatory and reporting systems established for many of the entities covered by this ordinance.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	3	1	3
3. No/Low/Not Applicable	2	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Education Best Practices

1	Name of Recommendation	Additional support and best practices for education and outreach
2	Ordinance Section (if applicable)	Sec. 48-134. Education.
3	Short Description (3-4 sentences)	The Task Force recommends that Denver provide support for education and outreach. Denver should also outreach directly and follow best practices to maximize efforts. See recommendations below.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. Higher diversion cannot be achieved without proper and successful education. The purpose of this recommended program is to strengthen the education and outreach that may accompany the implementation of the ordinance so entities and the public can know how and what to divert.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	High for the City, compared to no action. Activities include education campaigns, creating publications, and potentially graphic design and printing. Were Denver to not do any additional outreach, there would be no cost, so these recommendations do have an increased expense.

		However, providing these resources available to regulated entities will lower their potential expenses, as it would alleviate work they would have to do themselves.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	This list of recommendations follows best practices from other cities that have implemented zero waste ordinances. It is standard for cities to include education and outreach in order for implementation to be successful.
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 7 (high)** **Description:** The recommendations in this list would benefit the City and any entity regulated under WNM, and includes recommendations for creating greater equity and cultural confidence in outreach material. There is also potential for the recommended work to be contracted out to community groups, which could increase jobs in under-resourced communities.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	None foreseen.

Recommendations

- **Develop a Compliance Guidebook or WNM Resource Hub:** The City should provide clear, concise, and readily available resources for regulated entities to use to understand how to be compliant and with recommendations for best practices. This should include items like ready-to-use signage, signage placement recommendations, language and access recommendations, common terminology, training videos, tenant move-in packets, industry-specific resources, and news updates, in addition to ordinance requirements. This would allow for an organized central access point for resources to benefit compliance and success of the ordinance. Additionally, it would alleviate work to be done by regulated entities, allowing for some things to be done centrally by the City rather than each entity reinventing the wheel. Lastly, there should be the creation of educational guides and toolkits for certain non-regulated entities as well.

- **Developing Education Campaigns Emphasizing the "WHY":** There will likely be various education campaigns throughout the implementation and operations of this ordinance. It is recommended that campaigns emphasize the "why" as the central anchor point. This connects the education back to the intention of the ordinance and fulfills the goal of implementing such an ordinance. The why includes, but is not limited to, action one can do for the environment, the impact of such action, highlighting the progress that can and will be made, and the tie to climate and climate action. This recommendation also creates consistency by anchoring education around a central theme, the WHY.

- **Creating Specific Education Campaigns Around the Organics Stream**: As it is a new waste stream for many residents and businesses, special attention should be given to educating the public on how to properly sort and manage the organics stream. Themes can include best practices for front-of-house versus back-of-house in food service business, how to safely and properly store bins, and how to capture organic waste at home. This can easily be tied into the "WHY" and other campaigns also recommended. Promote food waste reduction and donation at a meaningful scale as a zero waste strategy, to stave-off high contamination rates by eliminating unnecessary food waste generation altogether, and to ensure edible food reaches those that need it most.

- **Create Consistency Among Language, Pictures, Signage, and Symbols:** The ordinance as written has certain requirements around language and symbols on signage. The working group recommends using this as an opportunity to create consistency around the language, pictures, signage, and symbols used. While the ordinance requires that the City create universal symbols that entities must use in order to be in compliance, that process should be coupled with additional items. These recommended activities can be included in the recommended guidebook (see above), as well as educational materials and campaigns and any collateral produced by the City. This includes:
    - *Creating a "chasing arrows" for organics*: The chasing arrows symbol is recognized as the symbol for recycling, and the ordinance requires that recycling and compost bins be marked with that symbol. However, there is not an equivalent, standalone symbol for the organics stream. This ordinance is an

opportunity to develop an equivalent symbol for use in Denver and potentially beyond, as a part of the charge for the City to create universal symbols. The recommendation is for a "chasing leaves" symbol.
    - *Reframing "compost collection" as "organics collection"*: Typically organic material collected for the composting process is referred to as compost, as in, "that item goes in the compost cart." However, it is industry best practice to refer to the material as organic material. Once collected, that material goes through the composting processing to create the finished product of compost. It is recommended that education and outreach use that terminology as best practice.
    - *Reframing recycling and organics away from "waste"*: Similar to organics versus compost, this ordinance is an opportunity to update the language around recycling and organics. Historically they are referred to as "waste streams," with landfill/trash. It is recommended that they not be referred to as waste, because they are resources being put back into the production cycle via collection.
    - *Color-coding*: It is recommended that there is consistent color-coding for the different regulated streams. It is industry best practice to follow: green for compost, black for landfill/trash, and blue for recycling (note that the City's Solid Waste Management division uses purple for recycling). Color-coding can be used for bins/carts, signage, symbols, and general marketing. This color-coding can help create recognition and familiarity with having multiple streams, and also supports greater language access.
    - *Creating consistency among City operations*: City and County of Denver municipal buildings are regulated entities under the ordinance so will have to be in compliance with the education section requirements. It is recommended that the City lead by example, follow all education and contamination recommendations, and utilize developed resources. It is also recommended that whatever language and symbols are developed for WNM, the City (Department of Transportation and Infrastructure/Solid Waste Management division) should adopt for its residential customers.

- Provide Culturally Specific and Competent Education and Outreach: The ordinance requires that "all information and documentation, including signage, required to be provided to persons or posted as public information under this article shall be written in English and Spanish, or picture-only." It is recommended that all translated material be translated into Spanish (as required) and/or pertinent secondary languages (as may be required by City Language Access rules or recommended as best practice), but be culturally specific and culturally competent. Additionally, pictures used should be culturally relevant and be as recognizable as street signs. The recommendation is that while translations should be technically correct, they should also make sense and be respectful and relevant to users. This may mean taking into account regional differences and formal versus informal language.

- Focus on Contamination: Contamination is the primary issue concerning the success of fully circular composting systems and must be addressed through several strategies, including robust education and outreach to inform better consumer behavior. Creating industry specific, or sector specific, resources to educate sectors on how to compost right and what materials are accepted into the citywide organics stream will be critical. Lightweight plastics such as trash bags/liners, packaging, film, and food wrappers are the primary source of contamination within the current organics stream. Hard plastics are also an issue, but less so compared to lighter materials. Glass is perhaps most challenging to sort/screen out once at a processing facility. These materials should be the focus of education and outreach when addressing contamination, with a special emphasis on the theme of "do not bag" or "avoid bags/liners". CCD and private sector education schemes should promote controlled-access to containers as a best practice for managing contamination, particularly within the organics stream. Ensure education schemes promote best practices for front-of-house implementation (versus back-of-house) in food service businesses to ensure front-of-house access is provided only if/when/where necessary. Create a best practices "how to" guide for haulers and businesses to manage contaminated streams. CCD education campaigns should focus on encouraging businesses and consumers/residents to reduce single-use plastic materials. CCD to conduct an ongoing study to measure citywide contamination rates in years 1-3. Data collection will be used to continuously inform education and outreach strategies.

- Union Partnerships
    - As part of the city's education and outreach efforts, allocate funding/resources towards union training partnerships for workers affected by this regulation.

- Regional Collaboration: The City & County of Denver should pursue and take a leadership role in facilitating regional collaboration, to the extent possible and specifically for composting and for C&D education practices. Ensure a representative of CCD is participating on relevant regional and state-level boards, committees, and

working groups.

Budgetary Needs:
The Task Force is recommending an annual recurring budget in the range of $800,000-$1,600,000 in implementation years 1-3 (2025-2027) to support citywide, zero waste education and outreach efforts.

Equity Assessment
The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[10] ("the beneficiaries")?	_X_ Yes __ Somewhat __ No __ Not applicable	This recommendation would benefit any entity regulated under WNM, but a special emphasis has been given to under-resourced entities and households, primarily ensuring that education and outreach materials are culturally competent.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force, and focus groups were held during public comment.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X_ High __ Medium __ Low __ Not applicable	Anything the city can do to provide education and support for regulated entities to comply with WNM will have positive short and long term impacts. Some recommendations will benefit all regulated entities, while some will have more direct impacts on certain groups.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No X Not applicable	This recommendation at the current stage is not geographic.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_X_ Yes __ Somewhat __ No __ Not applicable	There is potential for the work in the recommendations to be contracted out to community groups or businesses in under-resourced communities.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.

[10] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	3	2	6
2. Somewhat/Medium	1	1	1
3. No/Low/Not Applicable	1	0	0
		Total	7

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Clarify Education Section

1	Name of Recommendation	Clarify Education Section of the Ordinance
2	Ordinance Section (if applicable)	Sec. 48-134. Education.
3	Short Description (3-4 sentences)	The Task Force recommends that Denver clarify certain aspects of the Education section of the ordinance as written: education plan in annual plan, affected building types, responsible party, and information and instructions. See list of recommendations below.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. Certain language in the ordinance as written holds the intention of the ballot writers and will of the voters, but is vague and could lead to inconsistency for enforcement. The purpose of this recommendation is to strengthen the language so the ordinance can remain evergreen, yet ensure the responsible parties are complying and the City can enforce appropriately.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	No change. This recommendation does not add or subtract any requirements, just clarifies existing ordinance language.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (medium)** **Description:** This recommendation would benefit the City and any entity regulated under WNM, but does not benefit any group in particular. However, by clarifying the chain of responsibilities, successful implementation is enhanced by showing layers of responsibilities for laying out communication between responsible parties.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	Likely no, as this recommendation does not change any requirements. It will make the intention of the ordinance more explicit.

Recommendations

- **Require Education Plan in the Annual Plan:** In Sec. 48-135. Annual Diversion Plan. of the ordinance, it is required that the responsible party include information or documentation to verify compliance. As information and instructions are required to be provided by the responsible party in Sec. 48-134. Education., the City should require that information to be submitted in the Annual Plan. This will further utilize the Annual Plan as the main checkpoint for collecting data and compliance, and allow City staff to verify that regulated entities are in compliance with the Education requirements.

- **Specify Residential and Nonresidential in the Ordinance:** Articles a) and b) of Sec. 48-134 both require the responsible party to provide information and instructions to building users. Contextually based on the listed users, it is assumed that a) refers to residential commercial buildings and b) refers to non-residential commercial buildings. A) states that information and instructions be provided to tenants and employees, and b) references businesses, tenants, and organizations. It is recommended that the ordinance specify which entities are regulated in each section to ensure that appropriate responsible parties know and are able to be in compliance.

- **Specify that the "Responsible Party" is the Contract Holder:** The ordinance requires that the responsible party provide recycling and organic material diversion (where applicable) information and instructions in accordance with rules, but does not specify who is the responsible party. This could lead to confusion or a lack of compliance due to responsibility "falling through the cracks." It is recommended that the responsible party in Sec. 48-134 be specified for the holder of the waste contract. However, it is also recommended that there be requirements for individual entities as well (see next recommendation).

- **Specify Required Information and Instructions:** The ordinance requires that the responsible party provide recycling and organic material diversion (where applicable) information and instructions in accordance with rules. It is recommended that the City specify what information and instructions are required by the responsible party in the Rules and Regulations. The instructions should include:
    - Signage
        - How many signs are present
        - Placement of signs
        - Pictures/examples of signs
    - Requirements for the chain of responsible parties
        - While it is recommended that the Responsible Party be the waste contract holder, it may be the obligation of subcontractors to also comply with providing information and instructions. For example, the owner of a multi-use building must provide information and instructions to a business owner leasing space in the building, and the business owner must provide information and instruction to customers and employees of that business. The employer should also be responsible for having a waste plan and training employees.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[11] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation would benefit any entity regulated under WNM, but a special emphasis has been given to under-resourced entities and households.

[11] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-

2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X_ High __ Medium __ Low __ Not applicable	By clarifying the chain of responsibilities, successful implementation is enhanced by showing layers of responsibilities for laying out communication between property management and tenants as well as staff who use the disposal containers. By having an understanding that the plans need to be written, there is greater odds of successful implementation.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X_ Not applicable	This recommendation does not affect any geographic implementation.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes _X_ Somewhat __ No __ Not applicable	By ensuring that the waste streams are taught to staff in the first 30 days of employment, all employees of a business will receive training, enhancing successful implementation. The WNM ordinance will surely create demand for new jobs, but it is not yet clear how this recommendation specifically may or may not add to that.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	3	1	3
3. No/Low/Not Applicable	1	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Recommendation Summary – Enforcement

1	Name of Recommendation	Develop compliance and enforcement system to encourage voluntary compliance with the WNM Ordinance
2	Ordinance Section (if applicable)	N/A (There is currently no section dedicated to enforcement)
3	Short Description (3-4 sentences)	The current language of the WNM ordinance does not specify how the provisions will be enforced. Typically, ordinances contain sections that identify unlawful acts or processes for non-compliance. Addition of enforcement provisions to the ordinance and development of programs or policies to support compliance will give parties responsible under the ordinance an understanding of the potential consequences of non-compliance.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. Including provisions that describe possible outcomes of non-compliance makes it clear to operators what their risk is if they violate the ordinance provisions. In addition to providing clarity, adding enforcement provisions will also likely encourage a higher diversion rate. While we anticipate a large number of enthusiastic adopters, enforcement provisions in the ordinance will motivate less enthusiastic parties to follow the law.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Medium. At a minimum, the city will need to hire staff or incur technology costs to implement programs that encourage compliance. Costs for regulated entities will not be impacted unless the entity is evading compliance.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	Many successful programs in Denver are a result of a diverse set of compliance and enforcement tools. One example is the short-term rental license program, which utilizes tools such as a complaint notification system, automated notices, and compliance software. Graduated warning and penalty systems are used throughout city enforcement programs, including public health inspections at restaurants and tobacco outlets.
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score:** 6 **Description:** Compliance and enforcement tools that prioritize education and only punish the most egregious offenders will have a positive impact on both the communities where parties operate as well as parties striving for compliance.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	While we anticipate enthusiastic adoption by a large portion of covered entities, there will be those who will not comply unless faced with disincentives or penalties. However, enforcement of any disincentives or penalties should prioritize education and support; should follow a graduated scale with warnings and opportunities to cure; and should not result in a loss of license/livelihood, especially if an operator is making a good faith effort to comply with the ordinance requirements.

Equity Assessment
The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[12] ("the beneficiaries")?	_x_ Yes __ Somewhat __ No __ Not applicable	Generally, clarity and transparency around enforcement reduces a barrier to understanding city processes. Specifically, education-based tools and a desire to avoid loss of licensed privileges/a person's livelihood do create more equitable outcomes.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _x_ Somewhat __ No __ Not applicable	Representatives of small businesses and the labor force have weighed in on this recommendation and given input on tools that feel effective vs. overly punitive.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _x_ Medium __ Low __ Not applicable	Compliance and enforcement tools that prioritize education and only punish the most egregious offenders will have a positive impact on both the communities where parties operate as well as parties striving for compliance.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _x_ Not applicable	Enforcement decisions that require discretion should not be made based on these types of tools; rather, it will be based on ability and willingness of parties to comply.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_x_ Yes __ Somewhat __ No __ Not applicable	Education-based compliance and enforcement programs encourage the creation of jobs that specialize in helping responsible parties achieve compliance.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	1	0	0
		Total	6

[12] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Create Financial Support Programs

1	Name of Recommendation	Create Financial Support Programs
2	Ordinance Section (if applicable)	N/A
3	Short Description (3-4 sentences)	The Task Force recommends that Denver create financial support programs to support successful implementation of Waste No More. Please see the descriptions below.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. Recycling and composting services are more expensive than trash services, therefore the Task Force anticipates that the cost of compliance for the regulated entities will be higher than their current costs. Providing financial support through grants and incentives will enable the regulated entities to focus on results, i.e., a higher diversion rate, than merely complying with the access requirements. Financial support for impacted entities not directly regulated is also needed.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	This recommendation would lower costs for the regulated entities. The ballot initiative did not identify a funding source to support implementation, but the Task Force has identified functions that should be funded to optimize implementation. While the City can carve out funding from the General Fund, new sources will likely need to be created, such as fees. As early as 2026, the state's Extended Producer Responsibility law may generate significant dollars that Denver can use to fund recycling programs for residential properties, but details are not yet known. During implementation, CASR should partner with other CCD Departments to leverage existing opportunities for further financial support/incentives.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 6 (medium)** **Description:** This recommendation would benefit any entity regulated under WNM, but a special emphasis has been given to under-resourced entities and households.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	It is not yet known what the regulations will be for how cities can spend the EPR dollars.

- **Equity Priority Grant Programs:** The City should offer non-competitive grants to residential buildings that serve under-resourced households (i.e., affordable housing or naturally occurring affordable housing), non-residential buildings, and "food waste producers" (as defined in the ordinance) that are under-capitalized or owned by MWBE

firms, small and MWBE businesses, and special event operators[13] that are small, MWDBE[14], or small non-profits. The City should offer additional funding for qualified entities that are located in NEST neighborhoods. These grant dollars could be used for:

- Subsidizing service costs
- Hiring new staff, employee training, including janitorial staff and event staff or volunteers, peer educators (i.e., residential or office), language access
- Producing educational materials, funding challenge campaigns
- Purchasing equipment and containers (i.e., procuring reusable products and zero waste services, front-of-house containers such as compost and recycling bins, back-of-house containers such as kitchen compost containers, dumpsters, or carts/bins, and small-scale in-vessel organics processing units)

- **Household Affordability Program:** The City should create a reimbursement fund for under-resourced households that are charged directly by their landlord for their waste/recycling/compost services (i.e., a separate waste bill or line item on monthly rent payment. The City should offer additional funding for qualified households that are located in NEST neighborhoods.

- **Incentive Programs:** The City should create competitive financial incentive programs open to any entity regulated under Waste No More, and those impacted by it, including but not limited to:
  - Subsidizing service costs
  - Employee training, including janitorial staff, event staff or volunteers, hauler drivers, waste sorters, deconstruction specialists, language access
  - Producing educational materials, funding challenge campaigns
  - Purchasing equipment (i.e., reusable service ware, kitchen compost bins, anerobic digesters, cardboard balers)

- **Specific Examples of Proposed Programs for Consideration:**
  - Non-competitive food waste systems and containers grant for businesses
  - Tax credits as an incentive for zero waste businesses
  - Non-Competitive food waste reduction, food donation, and reusable serviceware grant programming
  - Provision of zero-interest loans for emerging, small, zero waste businesses

Budgetary Needs:
The Task Force is recommending an annual recurring budget in the range of $3,000,000 to $6,000,000 in implementation years 1-3 (2025-2027). The Task Force recommends a localized financial analysis be conducted prior to budget formulation to determine the demand for these supports and for a final budget to reflect that projected demand.
The Task Force recommends that the total budget be distributed accordingly, on a percentage basis, to support the following proposed program categories:

- Offsetting Container, Signage, & Education Costs - 30%
- Subsidize Hauling Service Costs for Affordable Housing & Small Businesses - 30%
- Supporting On-Site Reuse & Organics Recycling Systems for Food Service Businesses - 20%
- Zero Interest, Small Business Loans for Emerging, Zero Waste Start-Ups - 20%

Equity Assessment
The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

[13] Follow OSE's definition, i.e., total daily attendance of 3,000 or fewer AND the host organization provides ongoing direct charitable/development/community support to the neighborhood in which the event is being held AND is a registered 501c3 or a Registered Neighborhood Organization (RNO)
[14] Follow DSBO's definition for "small business" and MWDBE business.

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[15] ("the beneficiaries")?	_X_ Yes __ Somewhat __ No __ Not applicable	This recommendation would benefit any entity regulated under WNM, but a special emphasis has been given to under-resourced entities and households.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	_X_ High __ Medium __ Low __ Not applicable	Anything the city can do to reduce the cost for regulated entities to comply with WNM will have positive short and long term impacts.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation suggests that additional benefits should be provided to qualified entities and households in NEST neighborhoods, but using these tools was not needed to develop this recommendation.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No _X Not applicable	The WNM ordinance will surely create demand for new jobs, but it is not yet clear how this recommendation specifically may or may not add to that. It is too early to know if the funds offered per this recommendation will create additional jobs.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

[15] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	2	2	4
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	1	0	0
		Total	6

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary – Policies to Support Solid Waste Infrastructure

1	Name of Recommendation	Policies to Support Solid Waste Infrastructure & Private Sector Investment
2	Ordinance Section (if applicable)	N/A
3	Short Description (3-4 sentences)	CCD should identify existing barriers for the private sector to site both small and large-scale solid waste processing infrastructure (facilities) and evaluate means to support rapid development of Denver's circular economy by streamlining and clarifying permitting rules for zero waste businesses. Specifically, CCD should develop a solid waste facility permitting structure that enables private sector investment in critical processing capacity of key material streams (e.g. organics recycling, C&D recycling, and reusable "wash hubs"). Denver should work to establish more local options (both distributed and centralized) for organics recycling. This can be supported by removing barriers for businesses to site small-scale/in-vessel processing units (composting and anaerobic digestion). Community-level composting programs and initiatives can be expanded as well to promote localized organics recycling which reduces the environmental and economic burden of hauling long distances. CCD to identify ways to establish more local organics recycling options with an emphasis on organics screening, pre-processing (sortation), and transfer infrastructure. CCD should evaluate additional, supportive policies to ensure long-term success.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	High. This recommendation would enable necessary private sector investment to establish local zero waste, recycling, and circular economy infrastructure. The intended impact will increase the citywide solid waste diversion rate and, in time, reduce costs for city-led solid waste diversion activities.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	Low. This recommendation would not result in increased expenses for the city nor for regulated entities.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	It is an established best practice to incentivize private sector investment by establishing a clear pathway for zero waste businesses to establish local operations.

7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (medium)** **Description:** Establishing a means for the business community to localize operations will promote waste diversion and spur private sector investment. This will help all regulated entities and likely be most beneficial for under-resourced solid waste companies.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	It is possible that material costs for projects in the early years of this requirement could be higher than the cost for virgin materials. It is expected that as the market grows, the use of sustainable materials that consist of minimum recycled content could actually cost less than virgin. Additionally, the City could consider owning and operating its own local processing or pre-processing infrastructure, which could further reduce costs.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[16] ("the beneficiaries")?	__ Yes __ Somewhat _X_ No __ Not applicable	Establishing a means for the business community to localize operations will promote waste diversion and spur investment. This will help all regulated entities and likely be most beneficial for under-resourced solid waste companies.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	__ Yes _X_ Somewhat __ No __ Not applicable	Through representation on the task force.
3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _X_ Medium __ Low __ Not applicable	This policy, in time, is intended to positively impact the regulated community. There are no negative impacts on regulated or related entities.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat __ No _X Not applicable	This recommendation is citywide and not location dependent.

[16] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	_X Yes __ Somewhat __ No __ Not applicable	Expanding the local market for waste diversion and zero waste operations will definitely require existing processors to hire more employees, and will directly enable private sector investment into the Denver metro market.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	1	0	0
		Total	5

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Recommendation Summary: Implementation for Permitted Events

1	Name of Recommendation	Implementation for Permitted Events
2	Ordinance Section (if applicable)	Sec. 48-138. – Special Event Requirements for Recyclables and Organic Material Collection
3	Short Description (3-4 sentences)	The ordinance requires compliance by all permitted events as of June 1, 2022. This recommendation is to require all permitted events, regardless of number of attendees, to comply within 12 months from the adoption of the rules but no later than January 1, 2025. Permitted events will include the following permit types; Office of Special Events Permits, Special Event Revocable Street Occupancy Permits, Special Occasions, Public Events, Tournaments, and Assemblies. Permit types not included: Processions, Block Parties, and Picnics. These permit types utilize existing city provided waste containers.
4	Does this recommended policy/program clarify requirements and/or result in a higher diversion rate? Please rate this as high, medium or low and include a short description.	If all permitted events were to be required to comply immediately (June 1, 2022) per the current ordinance language, it is anticipated that many will not be able to secure services in the current market. Thus, resulting in the majority of recyclable or compostable materials ending up at landfills. The objective of this recommendation is to

		require permitted events to comply within one year and hope all covered materials will ultimately be diverted. The city will require Waste Management Plans of permitted events ahead of the 2025 implementation requirements.
5	Is this recommendation expected to be a high, medium, or low expense for the city and/or the regulated entities?	With a one-year implementation period, we anticipate the cost of service for permitted event operators to be high as well as additional costs for the city.
6	Is this recommendation based on a successful model in another city? If yes, please describe.	N/A
7	Please insert the score from the Equity Analysis and provide a brief explanation of the equity impact of this recommendation.	**Score: 5 (medium)** **Description:** Providing permitted events with more time to comply will result in lower costs because the market is expected to adjust over time. This also will reduce the burden on education for event operators because their staff and patrons will already be familiar with waste sorting processes by the time they are required to comply. Additionally, this lessens burden and costs for both city and permittees given that there is not yet a viable path to compliance.
8	Are there any potential unintended consequences of the recommendation? If so, how could they be mitigated?	This may be cost-prohibitive and prevent small non-profit events and community organizations from activating their public space. The City could consider financial support to mitigate this.

Equity Assessment

The intent of this assessment is to ensure that equity issues are examined in every recommendation. To the best of your knowledge, describe how the recommendation might improve the WNM experience for the beneficiaries (defined in question 1 and the footnote).

Questions	Impact	Comments
1. Does this recommendation address barriers to success, or provide support or incentives that have been identified as needed for particular groups at risk of greater burden, specifically, people of color or Indigenous people, people with disabilities, non-English speakers, communities where most residents have low incomes, or under-resourced businesses or special events[17] ("the beneficiaries")?	__ Yes _X_ Somewhat __ No __ Not applicable	This recommendation was put forth by the ballot sponsors during the final Task Force meeting.
2. Have representatives of the beneficiaries of this recommendation been involved in its development? (Please note which beneficiaries and how.)	_X_ Yes __ Somewhat __ No __ Not applicable	Yes, the TF included representatives of the permitted events space. In addition, the TF led events-specific working groups, focus groups, and equity discussions.

[17] The Task Force identified further vulnerable groups that should be considered to the extent relevant when reviewing potential WNM recommendations: Non-voters (children); Undocumented people; Elderly; Volunteer operators; Certain non-profits (e.g., tenants/ events, food bins/pantries, community-based orgs, non-profits as liquor license beneficiaries); Group homes; Under-resourced/financially distressed buildings; Affordable condensed housing; People who don't live here (i.e., visitors); Disadvantage Business Enterprises (DBE); Tenants as a whole; Small haulers; and for purposes of enforcement, food trucks, food carts, and exemptions for businesses that are unable to get a permit.

3. Describe and assess the various types of impact the policy is likely to have on different categories of beneficiaries? (e.g., short/long terms, positive/negative, unintended consequences). High = very positive impact for beneficiaries, Low = positive but not significantly so.	__ High _X_ Medium __ Low __ Not applicable	The majority of permitted events are non-profit fundraisers, and this will present a barrier for communities to activate their public space.
4. Did the development of the recommendation include the use of an Environmental Justice or Equity mapping index tool to prioritize the target beneficiaries (e.g. CDPHE's EnviroScreen, Justice40 EJ Scoring, CASR's Building Equity Index)?	__ Yes __ Somewhat _X_ No __ Not applicable	This recommendation is citywide, not location dependent.
5. Does this recommendation provide an opportunity for workforce training leading to quality jobs for members of under-resourced communities?	__ Yes __ Somewhat __ No X_ Not applicable	The need for more staff at permitted events to ensure waste is sorted properly will create new job opportunities, but that is not a requirement of this ordinance.

How to Score the Results:

1. Count the number of "Yes/High" responses and multiply by 2 points each.
2. Count the number of "Somewhat/Medium" responses and multiply by 1 point each.
3. Assign 0 points for any responses of "No/Low" or "Not applicable".
4. Total the results from Steps 1-3.
5. The overall equity impact is ranked as follows:

0-3 points = Low 4-6 points = Medium 7-10 points = High

Equity Ranking Calculation (quantity x weight = score)

Impact	Quantity	Weight	Score
1. Yes/High	1	2	2
2. Somewhat/Medium	2	1	2
3. No/Low/Not Applicable	2	0	0
		Total	4

Note: A low score does not mean a recommendation should not move forward. If a recommendation looks like it might cause harm to the communities of concern, that would be problematic and should trigger a reconsideration. However, some recommendations may benefit all regulated entities with no added benefit to any specific group. That is a case where a low equity score may not be a concern.

Appendix E. Waste No More Consensus Tracking Sheet

Task Force Member	Recommendations														
	Clarify annual recycling plan requirement	Add definitions to the Waste No More Ordinance	Develop compliance and enforcement system to encourage voluntary compliance with the WNM Ordinance	Clarify Education Section of the Ordinance	Phased Implementation for Permitted Events 2025	Phased Implementation for Permitted Events 2026	C&D Phasing	C&D Clarifications	C&D Compliance	Compliance Timeline for Residential Buildings	Compliance Timeline for Non-Residential Buildings	CCD Purchasing Requirements of Finished End-Products to Establish Local Markets	Policies to Support Solid Waste Infrastructure & Private Sector Investment	Additional support and best practices for education and outreach	Create Financial Support Programs
Allyson Gutierrez	Yes	Yes	Yes	yes	yes		yes	yes	yes	yes	yes	yes	yes	yes	yes
Andrea Furness (virtual)															
Anna Perks	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Chris Chiari	Yes	Yes	Yes	No	yes	No	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Chris Hinds	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Christi Turner (virtual)	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes			Yes	Yes	Yes	Yes
Chris Woodburn (Virtual)	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Clinton Sander	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Ean Tafoya (virtual)	Yes	yes	yes	yes	yes	no	yes	yes	yes	yes	yes	yes	yes	yes	yes
Erwin Galvan (virtual)	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Holly Adinoff (virtual)	yes	yes	yes	yes		yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Jessy Aghababian (virtual)	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sarah Parady	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Joshua Jackson (virtual)	Yes	Yes	Yes	Yes	Yes	Yes				Yes	Yes			Yes	Yes
JW Houser (virtual)															
Laurie Johnson (virtual)															
Luis Ponce (virtual)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Maggie Nichols	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Marguerite Harden	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes
Peggy Panzer	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Renee Ortiz (virtual)	yes	Yes	Yes	Yes	No	Yes	-	-	-	Yes	Yes	Yes	Yes	Yes	Yes
Ryan Call	Yes	Yes	Yes	Yes	-	-	Yes	Yes	Yes	Yes	-	Yes	Yes	Yes	Yes
Sonia Riggs (by proxy Nick Hoover)	Yes	Yes	Yes	Yes	No	Yes					Yes		Yes	Yes	Yes
Stephen Shepard	Yes	Yes	Yes	Yes			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes if all Contracto	Yes
Vann Fussell (virtual)	Yes!	Yes	Yes	Yes!	Yes		Yes	Yes	Yes	Yes	Yes	Yes for a circlar economy!	Yes	Yes	Yes

Yes = support
Blank =abstain (equivalent in the TF Charter to non-opposition)
No = oppose