

**AGENDA**  
**HOUSING, NEIGHBORHOOD SERVICES, & REDEVELOPMENT**  
**POLICY COMMITTEE**  
**Wednesday, June 3, 2020 3:00 PM**  
**WebEx Meeting - access information provided to internal staff**

**Public Participation Dialing Instructions**  
**Dial Access Number: 1.877.820.7831**  
**Enter Participant Code: 254610#**

Council Member Crystal Murillo, Chair  
Council Member Francoise Bergan, Vice Chair  
Council Member Alison Coombs  
Roberto Venegas, Deputy City Manager  
Nancy Sheffield, Interim Director, Neighborhood Services Department  
Andrea Amonick, Manager, Planning & Development Services

The Housing, Neighborhood Services, & Redevelopment Committee's Goal is to:

- Maintain high quality neighborhoods with a balanced housing stock by enforcing standards, in relation to new residential development, and considering new tools to promote sustainable infill development
- Plan for redevelopment of strategic areas, including working with developers and landowners to leverage external resources and create public-private partnerships

1. Welcome and Introductions
2. Review/Approval of Minutes – March 11, 2020
3. Announcements
4. New Items
  - Solid Waste Service Model Alternatives (15/15)  
Michael Lawson, General Management
5. Miscellaneous Matters for Consideration

Next Meeting: Wednesday, July 1, 2020

*Total projected meeting time: 45 min*

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HOUSING, NEIGHBORHOOD SERVICES & REDEVELOPMENT POLICY COMMITTEE  
March 11, 2020

Members Present: Council Member, Chair Crystal Murillo  
Council Member, Vice-Chair Francoise Bergan  
Council Member, Alison Coombs

Others Present: Council Member Juan Marcano, Council Member Allison Hiltz, Regina Edmondson, Roberto Venegas, Nancy Sheffield, Trudy Hernandez, Jessica Prosser, Daniel Krzyzanowski, Ryan LeCompte, Susan Barkman, Mary W. Lewis, Gail Pennington, Jennifer Orozco, Sandra Youngman, Bob Gaiser, Tim Joyce, Shelley McKittrick, Melinda Townsend, Abraham Morales, Karen Wolters, Tara S. Bostick, Bryon Taylor, Sabrina Lawson, Michael Terry, Mindy Parnes, Melissa Rogers, and Cecilia Zapata

### WELCOME AND INTRODUCTIONS

Council Member Murillo welcomed everyone to the meeting. A brief introduction was made by each person in attendance.

### MINUTES

The February 5, 2020 minutes were approved by Council Member Murillo with a minor amendment.

### ANNOUNCEMENTS

Mary Lewis invited the Committee to the Open House/Housewarming celebration at Providence at the Heights at 11 a.m. on March 20<sup>th</sup>.

### NEW ITEMS

#### **PROVIDENCE AT THE HEIGHTS HOUSING SUPPORT – ONE TIME FUNDING**

##### Summary of Issue and Discussion

Providence at the Heights (PATH) provides 49 units of permanent, supportive housing and is requesting \$695,000 in the form of a one-time grant from the City. Funding assistance is needed for transition assistance, apartment furnishings, building furnishings, transportation, security, on-site staff assistance, on-site resources, and building finishes. Shelley McKittrick, Homelessness Program Director, introduced Regina Edmondson, Development Director of Second Chance Center, which offers residents the chance to build healthy, stable and successful lives at PATH while transitioning out of incarceration. Ms. Edmondson explained the programming support offered to PATH residents. She shared the program's strong safety culture and the service philosophy for their members. The funding request comes as a result of a shortfall from construction issues that impacted their budget and added delays to their schedule. PATH is already 100% occupied, and Ms. Edmondson further explained that services and resources are needed immediately.

Questions/Comments – Council Member Bergan asked if PATH was requesting assistance from any other organizations to help fund this gap. When Ms. Edmondson answered, “No”, Council Member Bergan requested information regarding PATH's budget, revenues, and investments made by their other funding partners and service providers. She further suggested Ms. Edmondson collaborate with Arapahoe County, specifically, the Department of Health & Human Services, to partner with the city to fund the gap. A discussion was made by staff regarding the option of federal funding and compliance regulations. Council Member Bergan asked if the city can source the funding, where is the best source of funds? Staff will research funding sources available and make a recommendation for City Council to determine.

Outcome – The Committee unanimously agreed to move the request forward to Study Session for further discussion.

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**CITY CENTER DEVELOPMENT UPDATE****Summary of Issue and Discussion –**

The City Center, the area east of I-225 to the north and south of Alameda Parkway, has been a priority area for Aurora’s Planning and Development for decades. Within the City Center Development Area, RTD’s Metro Center transit-oriented hub, is one of three major hubs along the R Line light rail service area. (Colfax Station and Nine Mile Station being the other two). Each hub represents mixed-use, high density Urban District place-types, identified and prioritized in the Aurora Places Comprehensive Plan. Daniel Krzyzanowski, Principal Planner with Aurora’s Planning Department, explained that a new development proposal for the Metro Center property is imminent, as the Aurora Town Center has invested in redevelopment plans for the beginning of a long-term effort to enhance the site. To help shape and support this development interest, the city will initiate a six-month planning process, featuring a broad public input element to develop a vision and overall development framework for the area.

**Questions/Comments** – Council Member Murillo requested business types (i.e., local cooperatives) be included in the planning and development goals.

**Outcome** – Council Member Murillo thanked staff for the information.

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**RESTRICTED BREED DISCUSSION & PROPOSED DANGEROUS DOG ORDINANCE****Summary of Issue and Discussion -**

City Council has requested discussion of the Restricted Breed Ordinance, Section 14-75 of the Aurora Municipal Code, as several members have expressed an interest in repealing the ordinance. In 2005, the City adopted the Restricted Breed Ordinance. Modifications were made to the Ordinance over time, and in 2014, a question was put on the ballot as to whether the Ordinance should be retained or repealed. At that time, approximately 64% of the votes were in favor of retaining the Ordinance. The City Attorney’s Office has indicated the vote was advisory, so if City Council wishes to repeal the ordinance, it could be done so by returning to the voters with a ballot question, or it could be repealed by ordinance. Additionally, staff recommends the adoption of a proposed Aggressive Animal/Potentially Dangerous Animal Ordinance which will allow greater flexibility with enforcement processes and court cases. It will also allow an Animal Protection Officer to have more discretion in each situation and will be more current with other jurisdictions.

**Questions/Comments** – Council Member Coombs asked if comprehensive study data (population statistics, reported incidents, etc.) had been provided to educate voters or if there had been any public engagement process initiated prior to the ballot question in 2014. Nancy Sheffield, Interim Director, Neighborhood Services Department, stated there was communication leading up to the ballot. Staff worked closely with City Council to provide statistical data and respond to inquiries from the public, however, there was not a public education campaign made for either those in support of, or in opposition, of the ban. Council Member Bergan suggested opening an educational community engagement process based on the lack of public education in the past. Council Member Coombs agreed.

Council Member Hiltz reviewed her proposed, “Aggressive Animal/Potentially Dangerous Animal Ordinance” explaining the difference from the breed specific legislation as this proposal provides enforcement authority over any dangerous or potentially dangerous animal and isn’t canine or breed specific.

Tim Joyce, City Attorney, suggested moving all of Chapter 14 revisions forward to include the proposed Aggressive Animal / Potentially Dangerous Animal Ordinance forward to Study Session, and withholding the Restricted Breed Ordinance during the public engagement process.

Council Member Bergan expressed an interest in having a discussion to revise the number of dogs permitted based on a constituent’s request.

The Committee was then posed with the following questions: 1.) Does the Committee support retaining the Restricted Breed Ordinance section of the Aurora Municipal Code? 2.) Does the Committee support re-pealing the Restricted Breed Ordinance? 3.) Would you support doing so by ballot or by ordinance?

**Outcome** - The Committee unanimously approved to move Chapter 14 revisions forward to Study Session to include the proposed Aggressive Animal/Potentially Dangerous Animal Ordinance, while concurrently opening a two-

month public engagement process on breed specific legislation. The suggestion was made for Council Member Bergan to bring an amendment to include her constituent's request in the public engagement process for number of dogs.

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**MISCELLANEOUS MATTERS FOR CONSIDERATION**

Public members of the audience were provided an opportunity to submit their comments to be placed on the meeting's record. Comments were submitted requesting City Council's support and approval of changing breed specific legislation by Carolyn Boller, Tara S. Bostick, Bryon Taylor, Michael Terry and Karen Wolters.

Next meeting: Wednesday, April 1, 2020                      3:00 p.m.  
Meeting adjourned at 12:30 p.m.

APPROVED: \_\_\_\_\_  
Committee Chair, Crystal Murillo

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## Housing, Neighborhood Services and Redevelopment Policy Committee

### Agenda Item Commentary

<b>Item Title:</b> Solid Waste Service Model Alternatives
<b>Item Initiator:</b> Michael Lawson
<b>Staff Source:</b> Michael Lawson, Manager of Special Projects, 303-739-7188
<b>Deputy City Manager Signature:</b>
<b>Outside Speaker:</b>
<b>Council Goal:</b> 4.5: Maintain high-quality, livable neighborhoods--2012: 4.5--Maintain high-quality, livable neighborhood

#### **ACTIONS(S) PROPOSED** *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item and Move Forward to Regular Meeting
- Information Only

#### **HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The City Council has requested staff identify alternative models for solid waste hauling several times in the past. Most recently, City staff presented pros and cons of alternatives to the City's 'open subscription' solid waste hauling model at the August 28, 2019 Housing, Redevelopment, and Neighborhood Services (HoRNS) committee meeting. The committee did not advance a recommendation to the full Council at that time, directing staff to return to HoRNS for further discussion in early 2020.

#### **ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

This presentation to the HoRNS committee will be similar to that given to the committee in August 2019. Concerns associated with the current 'open subscription' model of solid waste hauling currently allowed by the City will be detailed. Staff has identified four different categories of concerns voiced by residents, the Council itself, and City staff:

- Growing prevalence of service interruptions;
- Incongruity in services offered and pricing across the community;
- Environmental impacts; and
- Other costs being incurred by the City and residents.

Alternative models to the open subscription model capable of addressing these four areas of concern will be presented along with the pros and cons of each.

Staff will recommend the City initiate a public engagement campaign to better understand the solid waste hauling challenges facing residents. Feedback from residents and other stakeholders will inform what additional regulations, if any, can best address the four areas of concern while balancing costs incurred by residents and residents' ability to choose their own hauler.

**QUESTIONS FOR Committee**

Does the committee wish to advance to the full Council the recommendation to initiate a community engagement campaign related to changing Aurora's solid waste hauling model?

**EXHIBITS ATTACHED:**

HoRNS - Solid waste regulatory options 04.01.20.pdf





# Management of solid waste

Housing, Redevelopment, and Neighborhood Services  
Policy Committee

**April 1, 2020**

# Overview

- I. Briefing on solid waste hauling in Aurora
- II. Needs assessment – converging policy concerns
- III. Waste hauling options
- IV. Other significant policy considerations

# Past interest in waste hauling options

- **April 2015.** Council requests an overview of different solid waste hauling options.
  - Reviewed by M&F Committee. No action taken.
- **April 2019.** Council directs staff to consider assessing fees on solid waste hauling as method to fund road repair.
- **August 2019.** CM Murillo asks staff to address questions related to availability of recycling and composting across the community.
- **Q1 2020.** City receives resident complaints about missed curbside trash pickups and changing service levels.

# State of solid waste hauling today

- Continuing consolidation of haulers has left three major curbside residential operators in the metro area: Republic, Waste Management, and Waste Connections.
- Recycling is virtually always coupled with trash collection in the metro area.
- Composting is often not required but available at an additional cost to the city and/or resident. All three major haulers appear to offer composting.
- Cities cannot limit the number of haulers providing commercial, large multifamily service (>7 units) (C.R.S. § 30-15-401 (7.5)). Additional regulations may be put in place.
- Around 20 or so disposal companies operate in Aurora. Most operate vehicles of some kind.
  - Most are specialty companies offering pick up of roll-offs, bulky items, medical waste, yard waste, and electronics recycling.
- One pass of a residential waste truck is the equivalent of 1,000-1,300 passenger vehicles. Reducing passes from 6 to 2 per week may reduce total vehicle impact by 7 percent.<sup>1, 2</sup>

<sup>1</sup> R3 Consulting Group, Inc. Trash Services Study Final Report. City of Fort Collins. 2008

<sup>2</sup> Wilde, W. James. Assessing the Effects of Heavy Vehicles on Local Roadways. Minnesota Department of Transportation. 2014.

# Needs assessment – four areas of concern

## Service interruptions

- Solid waste haulers have consolidated. Interruptions in service have resulted. There has been little communication on the changes from haulers.
- Difficult to find accurate comparative price information online.

## Incongruity in services, costs

- Some residents have access to recycling and composting services, bulk pick up, etc., while others do not (especially in multifamily).
- There is geographical, pricing inequity in the provision of services.



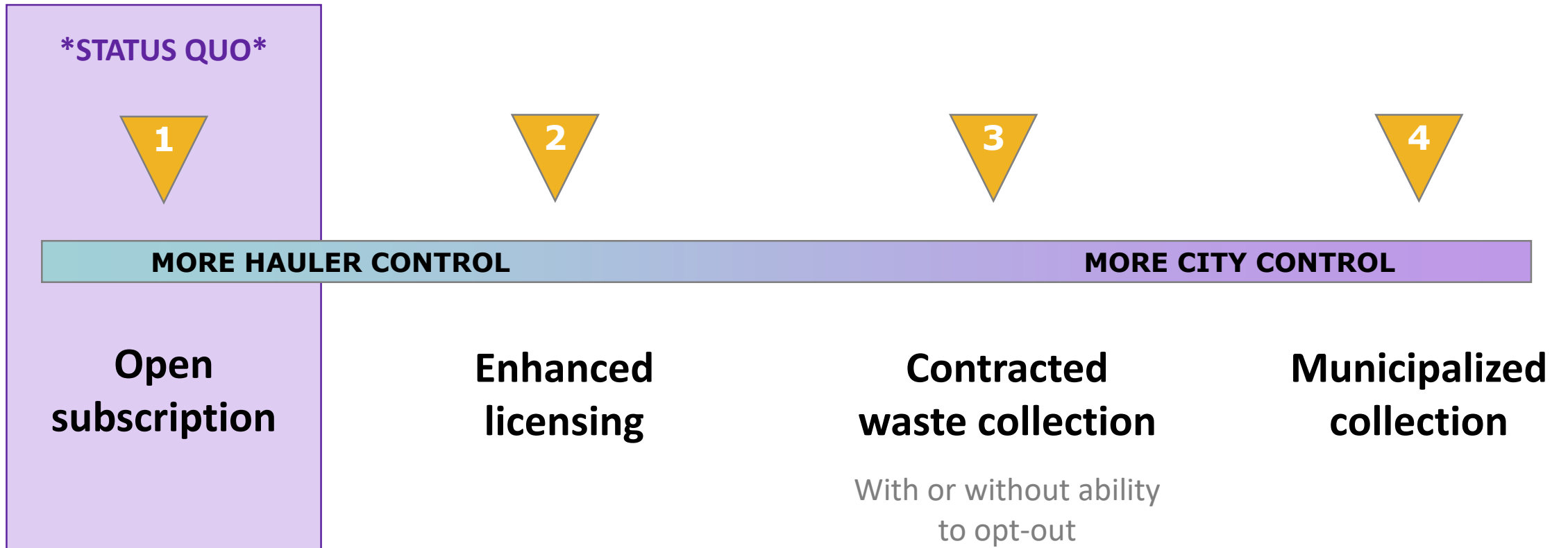
## Environmental impacts

- Redundant haulers operating in the same area does extensive damage to roads, air quality.
- Neighborhood aesthetic, safety, code enforcement concerns with multiple daily pickups occurring.

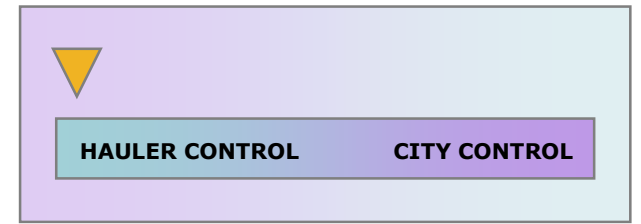
## Other costs to the City, residents

- Illegal dumping, dead animal pickup creates additional costs and headaches for City and residents.
- Disposal of bulky and specialty items (i.e. electronics, chemicals) is difficult to access for some residents.

# Solid waste hauling options



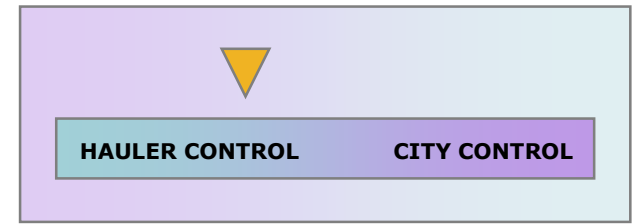
# 1. Open subscription model (\*STATUS QUO\*)



- Almost completely free of City regulation.
- About 20 different haulers (national and local) currently operating in the City.
- Cities using model: Aurora, Centennial, Colorado Springs, Lakewood, Parker

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Maximum ability for residents, businesses, and HOAs to choose haulers and service options.</li> <li>• Multiple haulers provide for a variety of needs in the community.</li> <li>• Multiple price points available to some residents.</li> <li>• Open competition among haulers.</li> <li>• HOAs and non-mandatory neighborhood organizations can negotiate discounted rates.</li> </ul>	<ul style="list-style-type: none"> <li>• City has no control over impacts of hauling—damage to streets, road traffic, pricing, service provision.</li> <li>• Geographic inequity in pricing and services available.</li> <li>• Inefficiency of multiple haulers’ routes covering the same geographic area.</li> <li>• Code Enforcement may not be able to easily tell when trash carts have been left out too long.</li> <li>• Multiple trucks through the same neighborhood on same day inhibits neighborhood appeal.</li> <li>• Poor neighborhood aesthetics as trash carts sit on the street multiple days of the week.</li> <li>• Burden on residents to shop around for best price and service. No easy, transparent way to compare.</li> </ul>

## 2. Enhanced licensing (open subscription)

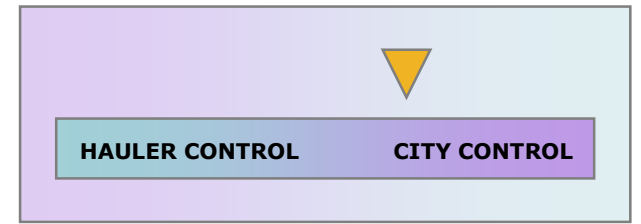


- Adds statutory authority for the City to standardize waste diversion practices, service levels, pickup times, and other practices.
- Requires all haulers to receive an annual license from the City.
- Other cities using model: Boulder, Fort Collins

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Reduce or eliminate gaps in services available between groups of residents.</li> <li>• Customer choice of hauler is still available.</li> <li>• Licensing fee could be collected to partially offset hauler impacts on road infrastructure.</li> <li>• May improve amount of waste diversion.</li> <li>• May improve aesthetics of waste trucks.</li> <li>• May allow for provision of no-cost bulky item pickup.</li> </ul>	<ul style="list-style-type: none"> <li>• May increase costs for customers.</li> <li>• Unlikely to positively impact noise, amount of traffic in neighborhoods, vehicle emissions.</li> <li>• Likely to require some program administration costs for the City.</li> <li>• Move may be seen as anti-business. May push smaller haulers out of the City.</li> </ul>



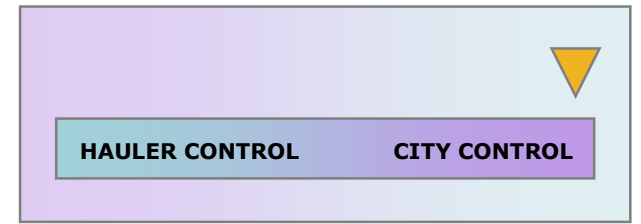
# 3. Contracted system



- City issues contracts to one or more haulers for residential collection.
- Contract(s) cover entire City or defined districts within.
- Residents, HOAs may have option to opt out of City-contracted hauler.
- Other cities using model: Arvada, Commerce City, Frederick, Greenwood Village, Golden, Highlands Ranch, Lafayette, Lone Tree, Louisville.

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Waste diversion can be major consideration in awarding contract.</li> <li>• Reduce or eliminate gaps in services available between groups of residents.</li> <li>• Uniform pricing for all residents that participate. Some cities allow opt-out, giving residents choices.</li> <li>• City can somewhat control and be held responsible for regular price increases.</li> <li>• Likely to positively impact noise, amount of traffic in neighborhoods, vehicle emissions.</li> <li>• May improve aesthetics, emissions of trash trucks.</li> <li>• Can require provision of bulky item pickup.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces customer choice of haulers.</li> <li>• May increase costs for customers who produce larger quantities of waste.</li> <li>• Likely to require some program administration costs for the City.</li> <li>• Move may be seen as anti-business. May push smaller haulers out of the City.</li> </ul>

# 4. Municipalized system



- City becomes sole provider of solid waste services for single-family and small multi-family residences.
- New City solid waste function would be an enterprise (like water or golf) with collection fees being paid by customers directly to the City.
- Other cities using model: Denver, Longmont, Loveland, Northglenn, Thornton

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• City has maximum control over fees and services provided to customers.</li> <li>• City can prioritize waste diversion.</li> <li>• City can reduce traffic, road damage while increasing neighborhood appeal.</li> <li>• Can provide bulky item pickup.</li> <li>• All residents receive trash service (cannot forgo service in violation of City code).</li> </ul>	<ul style="list-style-type: none"> <li>• No choice of haulers for SFR, some MFR customers.</li> <li>• Eliminates private hauling business for residential waste in the city.</li> <li>• Major start-up capital and administrative costs for the City.</li> <li>• Specialized pickup needs may be limited.</li> <li>• Still cannot offer commercial, large MFR service.</li> <li>• Would subject the City to new liabilities and require it carry new environmental insurance.</li> </ul>

# Other policy considerations

1. Robust, grassroots community engagement is critical if regulatory framework is to change.
2. HOAs have opt-in choice in some cities.
  - Contracted hauler pricing is often less than pricing offered to HOAs.
3. Multiple needs can be rolled into contract:
  - Trash, recycling, optional composting, bulk and special item pickup at regular intervals.
  - Hauler-provided customer service with guaranteed service levels.
  - Community 'dumpster days', dead animal and illegal dumping pickup.
4. Substantial startup costs can be expected, regardless of model chosen.

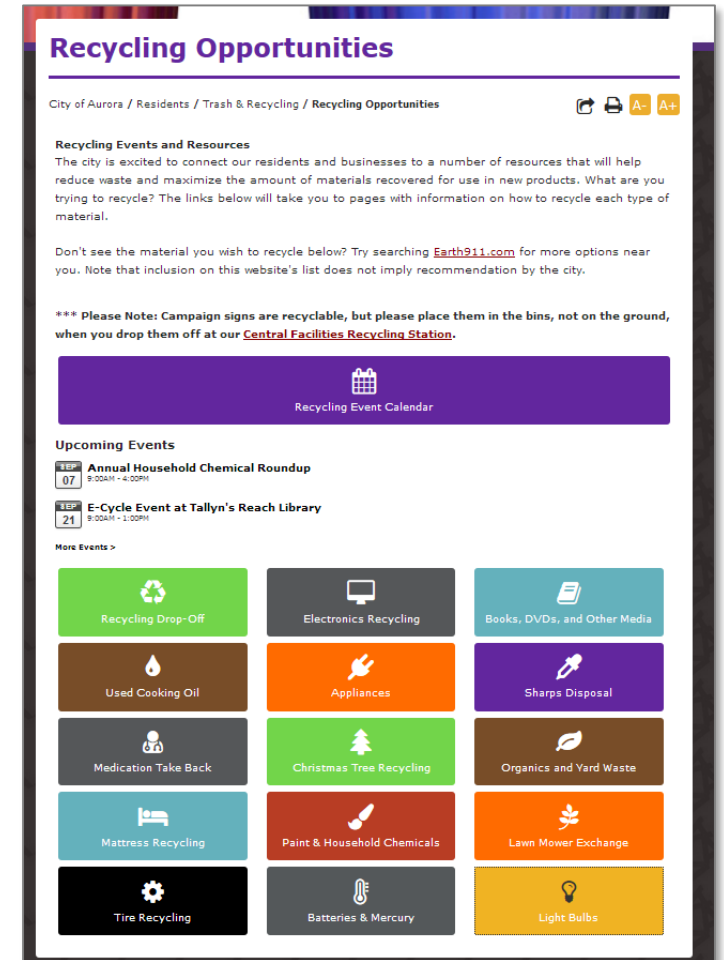
# Other options for recycling and composting

- **Recycling**

- City's single-stream drop off – Central Facilities (13646 E. Ellsworth Ave, 80012)
- Waste Management's DADS drop off (3500 S. Gun Club Rd, 80018)
- Special events
  - City's Household **Chemical** Roundup (September – Central Facilities)
  - City's **Christmas tree** recycling (north, central, south locations)
  - TechnoRescue's bimonthly **electronics** recycling events (Central Facilities; Tallyn's Reach)

- **Composting**

- Wompost – by subscription (most of Aurora west of E470, south of I-70)



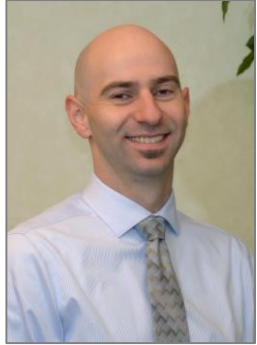
[auroragov.org/residents/trash\\_\\_\\_recycling](http://auroragov.org/residents/trash___recycling)

## Staff recommendation

Initiate community engagement campaign to hear concerns from resident and service providers and respond appropriately. Use feedback to inform which model to pursue.

## Question for the committee

Does the committee wish to advance to the full Council the recommendation to initiate a community engagement campaign related to changing Aurora's solid waste hauling model?



## **Presentation from**

Michael Lawson

Manager of Special Projects,  
City Manager's Office

[mlawson@auroragov.org](mailto:mlawson@auroragov.org)

303-739-7188