

# PROVIDE RELIABLE SERVICES AND MUNICIPAL TRANSPARENCY



Governments have certain responsibilities to construct, operate, maintain and replace community facilities and services to keep pace with existing and future development patterns. Some infrastructure categories are planned and funded solely by the City of West Fargo. Others operate as enterprise funds that sets rates and plans capital improvements. Some infrastructure categories — like roads and transit service — also rely on state and federal fund-

ing for planning and implementation.

The type, location and capacity of infrastructure in the community is critical to the city's abilities to grow and develop in relation to the Deferred Development and Growth Map, and its desire to offer a high quality-of-life for West Fargo residents. Service delivery is also critical to managing the cost and timing of needed improvements, which can dramatically impact property owners because

of the special assessment system used to allocate project costs over time.

A description of community facilities and services provided in West Fargo follows, including those provided by outside partners that residents, businesses and visitors use to meet their daily needs.

## Water System

The water system generally consists of a raw water intake, water treatment plant, pressure zones, water storage tanks, and water pipes that deliver drinking water to customers. In 2015, the City of West Fargo partnered with the City of Fargo to share resources and provide water to West Fargo residents and businesses.

Under the agreement, the City of West Fargo purchases 1 million gallons per day (MGD) from the City of Fargo. Fargo also purchased or built most of the equipment and infrastructure needed to connect the two systems at multiple locations. The City of West Fargo is still responsible for their system of pressure zones, water storage tanks, and water pipes serving its residents and businesses. Four water towers and several lift stations and main loops in the city were built to complete the new regional water system. A fifth water tower is also planned to maintain required water pressures for the system.

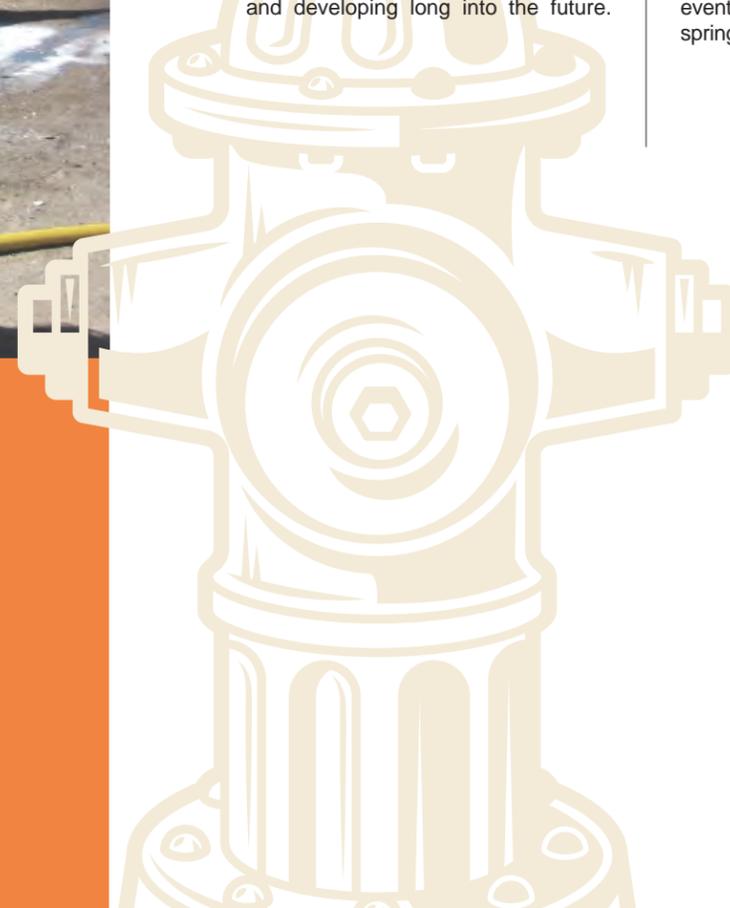
The City of Fargo Water Treatment Plant is designed and permitted for 30.0 million gallons per day (MGD), and agreements between the two cities anticipate capacity that exists for both areas to continue growing and developing long into the future.

## Sewer System

The sewer system in West Fargo consists of collection mains, lift stations, and a series of municipal lagoons. The lagoons currently represent a multi-pond stabilization system — approximately 520 acres in size using eight different ponds — near the intersection of 12th Avenue NW and 14th Street NW.

Normal operation of the lagoon system generates odors from time to time as temperatures warm, algae grows and hydrogen sulfide is released into the air. Unfortunately, it is a 'heavy gas' that stays close to the ground, and thus impacts wider areas as winds push the odors around the city. Odors from the lagoons are monitored by the North Dakota Department of Health, and to date, they have never registered a reading high enough to pose a health concern for the community. However, several participants in the planning process for the comprehensive plan cited odors from the lagoon system as a detriment to their quality-of-life.

The city recently entered into an agreement with the City of Fargo for connection to their wastewater treatment plant. This option was studied with three others and found to be the most cost-effective of all alternatives. Having the City of Fargo manage the wastewater also allows the City of West Fargo to decommission the municipal lagoon system, which would eventually help eliminate odors each spring and open up land for development.

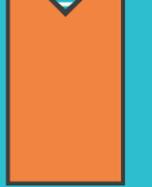


## LIVABILITY MEASURES

### SCHOOL

District Attendance Rate

96% 96%



District Graduation Rate

90% 92%



NDSA Scores - Math

53.80% 75%



NDSA Scores - English

55.80% 73%



NDSA Scores - Science

61.70% 63%



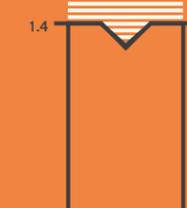
■ BENCHMARK ■ TARGET

## LIVABILITY MEASURES

### POLICE

Number of Sworn Officers per 1,000 Residents

1.4 1.8



## Sanitation

The City of West Fargo provides solid waste collection throughout the community. Residential curbside pickup is provided on a weekly basis. Multifamily and non-residential uses (i.e., dumpster service) are also served by the city. A transfer station located at 1620 W. Main Avenue accepts building materials, wood, drywall, furniture, metals, tires, appliances (for a fee) and regular waste.

The city contracts with Waste Management, Inc. for single-stream, curbside recycling in residential neighborhoods. The program is very popular throughout the community and participation is high at this time. Recycling receptacles are provided in two city locations for multifamily residents or businesses that want to participate. Compost can be dropped off at one of four locations in the city. The current compost program, and residents' participation in it, is relatively low at this time.

Most solid waste collected in the city is sent to the City of Fargo landfill, with the exception of some 'inert materials' that are stored at the City of West Fargo landfill on 26th Street NW. The Fargo facility accepts residential and commercial trash and construction debris and demolition materials. Based on current service demands, the City of Fargo landfill is estimated to have sufficient capacity for future years.

## Forestry

The city's forestry division is responsible for promoting and maintaining a healthy urban forest, which improves the visual interest and environmental quality of West Fargo. Generally speaking, few trees have been planted in the city to date. Those that have been planted are varieties susceptible to disease and insects. GIS data for city limits and the extraterritorial jurisdiction east of the proposed FM Area Diversion Project estimates approximately 2.7 percent of the planning area is covered by tree canopy.

Plans, programs and funds are being used now to diversify tree species planted in the city — those more appropriate for cold climates and disease resistant — and increase overall tree counts in the city, especially in parks and along streets. City staff are completing a condition assessments to prioritize future work and investments.

There are several opportunities throughout the city to increase tree canopy on public property: life stations, ponds, bike paths and street corridors. These areas are great opportunities to increase the number of trees, improve species diversity, and showcase some areas of the city. The city also has a street tree program encouraging private property owners to plant trees along boulevard throughout the community following a specific set of guidelines in order to ensure safety and proper planting.

Recognizing that the preservation of existing trees and the planning of new trees can significantly impact quality of life for residents, the city has landscaping regulations in place in its zoning regulations. The standards regulate trees species, how and where trees can be planted.

## Police Protection

The City of West Fargo provides police protection from its headquarters in City Hall. Forty-nine sworn officers, 12 civilian staff, and five volunteers serve the department in one of three divisions: administration, investigation and patrol. The police department also sponsors several programs aimed at building community, increasing crime awareness, and improving citizen-police relations to the city; including Citizen's Police Academy, Crime-Free Multi Housing Program, Explorers program for young adults, Coffee with a Cop and Night to Unite. There are more than four school resource officers. Three officers in the police department also serve on the Red River Valley SWAT Team.

Resources of the police department were used to respond to 23,449 calls for service in 2015. Circumstances at those calls resulted in 599 investigation cases; 647 parking tickets; 3,622 traffic citations; and 2,154 arrests.

## Fire Protection

The West Fargo Fire Department is autonomous from the City of West Fargo, but very important to its residents and business owners. It contracts annually with the city to provide fire protection services with resources from two facilities, central station located at 106 First St. and southside station located at 445 29th Ave. W. Each station supports a "first run" engine company and rescue truck for emergency medical calls. The central station also supports a tower ladder truck, brush truck, and a tanker. The southside station also supports a battalion chief truck, tanker and brush truck. Twenty-two volunteers report to Central Station. Fourteen full-time firefighters and twenty-two volunteers report to southside station. The city district for the fire department maintains an Insurance Service Office (ISO) rating of 4 for the entire service area.

Resources of the fire department were used to respond to 334 fire protection and rescue calls in 2015. The Department also has mutual aid agreements with other fire departments in Cass County and Minnesota.

The West Fargo Fire Department's 2016 Strategic Plan identified increased traffic congestion and the expanding footprint of the city as challenges for maintaining consistent response times, both in terms of station to incident and volunteers-to-incident conditions. Both conditions were cited as causes for inconsistent call response times, and inconsistent personnel on site. Fire officials have enacted a sweeping change, creating a hybrid full-time/volunteer system, whereby single engine calls for service (car fires, medical calls, service calls) are handled with full time engine crew of four and a battalion chief. Eight additional volunteers respond to all first-alarm calls for service with the full-time engine crew and battalion chief. In the case of a second alarm or greater calls, an additional 45 off-duty and volunteer firefighters can respond to the scene.

## Stormwater Management

The City of West Fargo's storm sewer system drains into the Sheyenne River, and its performance has a direct influence on the natural environment and the likelihood that homes or properties may flood in the future. Impervious surfaces — roads, parking lots, building rooftops, etc. — interfere with the ability of rain water to soak into the ground. Stormwater run-off from a rain event travels quickly across impervious surfaces, picking up pollutants, and carrying them to the city's storm sewer system or directly to nearby lakes and rivers. The simultaneous increase in both water quantity and suspended water pollutants leads to stream erosion and degraded water quality.

Federal mandates in the Clean Water Act require cities to obtain permits to meet National Pollution Discharge Elimination System (NPDES) requirements, including a Municipal Separate Storm Sewer Systems (MS4) Phase II Permit and strategies to address combined sewer overflow (CSO) occurrences. Specifically, the NPDES MS4 Phase II Program requires West Fargo address six minimum criteria:

1. [Public education and outreach](#)
2. [Public participation and involvement](#)
3. [Illicit discharge and detection](#)
4. [Construction site run-off](#)
5. [Post construction run-off control](#)
6. [Pollution prevention and good housekeeping](#)

The City of West Fargo treats stormwater management as an opportunity to increase property values, create scenic views, manage flood events, and attract wildlife. Stormwater management standards, best management practices, contractor requirements, perimeter controls, etc. are all enforced by the city for new residential and non-residential developments.

## Public Library

The West Fargo Public Library recognizes that a fast-growing, thriving community needs 21st century resources to be a center for learning, culture, and family activities. Unfortunately, the library's facilities are currently too small to meet demand, and the location is not optimal for providing resources to the community-as-a-whole. Improvements to the library and its resources will require partnerships with the City of West Fargo, local businesses, local schools, non-profit agencies, and individual residents.

A library board, department staff and volunteer team support a variety of activities, including a summer reading program, senior citizen program, baby bags for new parents, a historical archive, pre-school story time, technology classes, and adult book clubs.

The library will continue to be a resource as the city grows, and the services provided should be expanded to meet the needs of its patrons (either on site or through distance-learning). City officials should consider building a main library campus, and one or more smaller 'learning centers' throughout the community.

## Public Schools

The West Fargo Public School District is autonomous from the City of West Fargo but very important to its residents. The school system includes 20 facilities serving residents throughout the city: Aurora Elementary, Eastwood Elementary, Horace Elementary, Legacy Elementary, Westside Elementary, Brooks Harbor Elementary, Freedom Elementary, Independence Elementary, Osgood Elementary, Clayton A. Lodoen Kindergarten Center, Harwood Elementary, L.E. Berger Elementary, South Elementary, Cheney Miccle School, Liberty Middle School, West Fargo High School, Sheyenne High School, Community High School, West Fargo Sports Arena and Hulbert Aquatic Center. Total enrollment in the schools was 10,573 for the 2017-18 school year. School officials anticipate enrollment in all grade levels to 12, 736 by 2024.

The school district completed a long range facilities plan in 2015 to start meeting anticipated demands. Projects in Phase 1 of the plan were approved by voters via referendum in the same year. Participants at Planapalooza continually ranked the school system as one of the biggest contributors to residents' high quality of life.

Continued coordination between the city and school district will ensure efficient and high-quality services into the future. Specifically, the timing and location of new development influenced by the comprehensive plan and zoning ordinances should be closely coordinated with the district's 2015 long-range facilities plan.

## West Fargo Park District

The West Fargo Park District is autonomous from the City of West Fargo, but very important for providing a healthy lifestyle and high quality-of-life for its residents. The district plans, builds and operates its own facilities with approval from the West Fargo Park Board of Commissioners. In some cases, the district partners with West Fargo Public School District to co-locate recreation facilities on school grounds.

A variety of parks and recreation facilities are provided by the district, including parks, indoor and outdoor athletic and recreation facilities, playgrounds, natural green areas, and walking trails. Activities offered by the district address a variety of interests and abilities and special events like dog shows, jamborees, luncheons are held throughout the year. In 2016, nearly 30,000 people participated in one or more of the district's recreation programs and

special events.

In some cases, land for parks and recreation facilities are donated by a developer during the subdivision review process. Or, a cash-in-lieu payment is made to the City of West Fargo to offset impacts to existing parks and recreation facilities. The city then works with the District to identify and program improvements in the same areas where the development(s) paid their fees.

The city should be more active in partnering with the district to define categories of parks provided in the community — regional, community, neighborhood and pocket — and how other improvements like greenways and trails connect parks and neighborhoods. Both groups should also be more proactive in their planning for future parks and recreation facilities in the community.

Table 1. Inventory of Parks and Facilities

500 acres	Parkland
50 miles	Bike Path
31	Parks
9	Activity Centers
5	Warming Houses
30,000	Visitors
591	Volunteers
5,467	Volunteer Hours (2016)

## Important Themes Moving Forward

Data, research and outreach conducted during the Planapalooza™ were captured in a series of themes important for planning and programming future infrastructure. The themes are highlighted in the following pages.



## Services in Silos

Several important facilities and services provided in West Fargo are the responsibility of others — parks and recreation, schools, fire protection, and some aspects of water and transportation. Nonetheless, residents and business owners do not realize the collection of service providers operating in the city, and expect everything is well-coordinated and streamlined to manage future growth and development patterns throughout the community.

City officials should work closely with service providers in West Fargo to formalize agreements, protocols, available funding and schedules by service provider as necessary to foster healthy partnerships and better coordinate plans, programs and projects. Mechanisms should be included in each agreement to ensure accountability and commitment to on-time and on-budget completion of projects.

## True Cost of Infrastructure

West Fargo has been in a development boom since 2000, more than doubling its population and far out-pacing growth in other areas of the metropolitan region. So, how does the city ensure growth does not overwhelm existing or expanding infrastructure? And, how does the city budget for the true costs of infrastructure now and in the future, including construction, operation, maintenance and replacement?

Service providers in West Fargo generally use either district wide tax collections or special assessments to fund new or repair infrastructure such as the construction and replacement components of infrastructure. Projects are identified, planned and programmed using cash reserves, bonds or special assessment revenues that are guaranteed by the district or the benefit area, as appropriate. The timing and amount of expenditures can be unpredictable in a fast-growing community.

## Closing Infrastructure Funding Gaps

The “missing middle” infrastructure funding gap in West Fargo focuses on two topics: annual operation and maintenance responsibilities, and capital reserves. Ad valorem tax millage rate adjustments, basically lowering millage rates when property values increase to maintain current tax bills for residents and businesses, reduces the saving power for officials that need to fund budgets for the operation and maintenance of infrastructure. It also reduces abilities of the city to save each year for future infrastructure replacement costs that might eliminate, or at least reduce, the need for expensive and sometimes sudden special assessments.

The city generally uses a portion of annual sales tax revenue and a water and sewer reserve fund to fund construction, operation, maintenance and capital reserves spending. The remaining needs are funded by special assessments. It also has a general fund reserve that could be used, if needed, for expenditures in these categories.

Unfortunately, priorities, targets and policies are not in place to focus maintenance, operation and capital reserve dollars by infrastructure category. The absence of predictability for short- and long-term infrastructure spending creates unwanted confusion about the use of city funds to operate, maintain and save for future infrastructure needs.

Issues surrounding infrastructure deficiencies and expensive, unplanned improvements are exacerbated when decisions are made not to follow the adopted Deferred Development and Growth, especially when moving toward more low-density, single-use and decentralized growth patterns. These patterns are generally more expensive to serve because of expanded service areas. To this end, the city's planning department should be included in the capital improvement program (CIP) process to ensure future development patterns and intensities are considered when deciding how to make systems more efficient and less costly to build, operate, maintain and replace.

## Capital Improvements Plan

The city uses a capital improvements project list to track future projects, their costs, and funding allocations. This list is not a capital improvements plan, which also considers funding categories and a schedule of expenditures for more insight into large and expensive infrastructure projects. The CIP process distributes costly projects over time, protecting the community from abrupt tax increases or special assessments.

By requiring local governments to periodically review their current and potential capital needs, a CIP also improves planning for large projects and protects local government officials from being confronted by a sudden need for an unplanned capital expenditure. Information presented in the document helps decision-makers coordinate improvements for greater efficiency and assess short-term financing requirements in the context of long-term fiscal needs and constraints.

Although a CIP extends over many years, it should be updated annually to reflect progress toward implementation and include more current information for planned expenditures and revenues. In many cases, the first year of the CIP becomes the annual capital budget that is submitted concurrent with the operating budget for consideration. CIPs can also improve a municipality's bond rating and lower interest costs based on demonstrated prudent fiscal management. Often times, this document becomes the benchmark for the overall fiscal health of the local government.

## Fargo-Moorhead Area Diversion Project

The Red River regularly floods and spills into surrounding cities and towns, reaching flood stage in 49 of the last 110 years. In 2008, studies and partner agreements in the region were signed to complete environmental studies, and begin permitting and design processes for a permanent solution to the problem.

The FM Area Diversion Project was the result of the studies and plans started in 2008 to reduce flooding vulnerabilities in the Red River Valley. If built, will The project will extend 36 miles, measure 1,500 feet across and cost \$2.2 billion. The funding will come from federal, state and local resources, and potentially a public-private partnership. The Diversion Board of Authority will oversee the project and work with

the U.S. Army Corps of Engineers. The current alignment for the FM Area Diversion Project will significantly increase the amount of developable land in the extraterritorial area of West Fargo, nearly doubling developable land for the city compared to the current limits. Any outward expansion from the current city limits will have a significant impact on the timing, magnitude and cost of providing infrastructure — water, sewer, transportation, schools, parks, police, fire and libraries — to new neighborhoods and employment centers. City officials should carefully manage the timing and magnitude of any expansion for city limits to be good stewards of government finances and the impacts of special assessments on nearby property owners.



## RECOMMENDATIONS

- Formally Adopt an Infrastructure Investment Strategy and Capital Improvements Plan Following Adoption of the Comprehensive Plan

All future land use decisions in the city should maximize market potential in key growth areas on the Deferred Development and Growth Map while leveraging and maximizing the city's investment in infrastructure. This will be done, in part, by preparing an infrastructure and investment strategy for city services that captures recommendations for encouraging the appropriate mix, timing and distribution of development in the community and for maximizing the efficiency of infrastructure and services.

Important projects identified in the infrastructure investment strategy should be programmed in a new 5-year CIP for the city, which is updated annually with the annual budget. The CIP should include anticipated expenditures, revenues and an implementation schedule for each project in the document. The CIP process should follow a traditional public planning process.

- Next Step: Complete an infrastructure investment strategy Study for the city that evaluates return on investment for future capital projects, including value capture, preferred short- and long-term service areas and project schedules, and optimized funding scenarios.
- Adopt recommendations from the study in a formal 5-year CIP for the city.
- Responsible Party: City administrator with support from the city's finance, public works, park district and economic development, planning and GIS departments.

# RECOMMENDATIONS

□ Formally Adopt a Policy that Categorizes Infrastructure Saving and Spending Dollars in the City

The city has funds available for maintenance, operation and capital reserve needs in the community: sales tax revenue, the water and sewer reserve fund, and the general fund. However, there is not clear direction today on how these funds are spent each year, and the lack of direction eliminates certain abilities to plan, fund and program for each infrastructure category with greater confidence. Funds for each infrastructure category should be maintained in separate fund accounts to increase predictability.

□ **Next Step:** Implement a policy that allocates city infrastructure dollars by category to meet short-term and long-term needs in the community. The policy should include priorities, targets, procedures, funding formulas, and fund allocations — between planning and permitting, construction, operation, maintenance and capital reserves — to formalize infrastructure-spending in the city. The city may decide to review and revise portions of the policy each year, taking into account changing needs in the community. This should be done at least six months ahead of the next budget year initiative to maintain a more predictable framework for infrastructure spending.

□ **Responsible Party:** City Administrator with support from the City's Finance, Public Works, Parks and Recreation and Economic Development Departments

□ Coordinate with Service Providers

Formally engage service providers in West Fargo — parks and recreation, schools, fire, and some aspects of water and transportation — and enter into Memorandums of Understanding to confirm processes, protocols, available funding and schedules (by service provider, to the extent necessary) to foster healthy partnerships and better-coordinate plans, programs and projects. Mechanisms should be included in each agreement to ensure accountability and commitment to project completed on time and on budget.

□ **Next Step:** Advocate for recommendations in the City of West Fargo comprehensive plan with regional service providers in the area, and participate in the processes established for updating their strategic plans and capital investment plans.

□ **Responsible Party:** City Administrator with support from other City Departments (as appropriate)

Maintain a Balanced City Budget

Maintain a structurally-balanced budget for the city each year to cover regular operating expenses.

□ **Next Step:** Establish a budget committee that includes department heads, elected officials and citizen representatives to review annually anticipated revenues and expenditures for the next fiscal year. Input from the committee should help the City Administrator prepare the next year's budget, and provide greater consensus at multiple partner levels about the strategy used to prioritize and budget future expenditures based on anticipated revenues.

□ **Responsible Party:** City Administrator with support from the Finance Department

5 Increase Local Tree Canopy to 20 percent by 2030

The national Urban Tree Canopy (UTC) average in major U.S. cities is roughly 27 percent, with a recommended goal of 40 percent coverage. With West Fargo's current coverage at about 2.7 percent, the city has a great amount of work to do to increase it closer to national averages. Shade trees planted throughout the community provide simple and beautiful solutions to clean the air, prevent stream erosion, save energy and cool streets and buildings. Tree planting and preservation programs, tree ordinances, and capital investments should all be explored as ways to increase the city's tree canopy.

5 **Next Step:** Increase the number and diversity of trees throughout the City in conformance with the Urban and Community Forest Management Plan.

5 **Responsible Party:** Public Works Department with support from the Planning Department

□ Become a 'Digital City' and Provide Greater Access to Information and Analysis via the Internet

West Fargo currently uses its official website (and other web tools) to disseminate information in more traditional, static formats. This might include providing access to maps, documents, photos, statistics or staff contact information for public viewing (typically one-way communication). The opportunity for two-way dialog between citizens, visitors and the government via the internet is very limited at this time.

City officials should explore opportunities to engage the community via the official website or other web tools more effectively. Simple ideas include a mobile application that lets people report problems from vandalism to potholes to water main breaks (such as See-Click-Fix), or a web-based GIS application that allows

people the opportunity to provide digital comments on draft maps or plans via

virtual push pins (similar to the Visioning Sessions Map on the West Fargo comprehensive plan 2.0 project website).

□ **Next Step:** Develop in-house computer technology (starting first with ArcGIS resources) that facilitates two-way communication between city government and residents, business owners, visitors, etc.

□ **Responsible Party:** City Administrator with support from Information Technology Group and Communications Department

ẽ Implement a Regional Stormwater Management Strategy

Advocate for a city-wide stormwater management strategy that spans the boundaries of individual parcels to collect and store stormwater in local lakes, ponds, streams and swales for groundwater infiltration. An interconnected stormwater retention system — connected by either gravity or pump station technology — could help increase property values, create scenic views, manage flood events and attract wildlife throughout the community.

ẽ **Next Step:** Continue to implement plans, programs, policies, and projects to meet the city's requirements under the Municipal Separate Storm Sewer Systems (MS4) Phase II Permit; highlighting opportunities to connect stormwater infrastructure throughout the community into a single system.

ẽ **Responsible Party:** Public Works Department with support from the Planning Department

□ Evaluate the City's Recycling Program and Identify Opportunities to Maximize Its Return on Investment

Recycling is the right thing to do in the community, and the current program is very popular with city residents. New ideas for growing the program should focus on 1) increasing the city's cost recovery levels for funding the program, and 2) preventing more waste from reaching the landfill. Great 'recycling cities' to follow and study for best practices include: San Francisco, CA (80 percent of garbage diverted from landfills); Los Angeles, CA (76 percent diversion rate); San Jose, CA (75 percent diversion rate); Portland, OR (70 percent diversion rate); and San Diego, CA (68 percent diversion rate).

□ **Next Step:** Establish a recycling program review committee that includes city department heads, representatives for Waste Management (as the hired contractor), elected officials, and West Fargo citizens to 1) review the current recycling program, 2) study other model programs in the U.S., and 3) make short-term and long-term recommendations for improving the local program.

□ **Responsible Party:** Public Works Department

□ Be Innovative with Waste Management

Comprehensive material resource management does not just include waste management, but also the management of waste generation and consumption patterns. While recycling is a big step in the right direction, it is insufficient by itself as a means of achieving sustainability. Recycling deals with a fraction of the resources involved in the current system of extraction, production, distribution, consumption, and disposal. To be truly sustainable, West Fargo should take more steps toward a closed loop or "zero waste" system of production. Such a system requires that the city maximize its existing recycling and reuse efforts, while ensuring that products used by both city staff, residents and businesses are designed for the environment and have the potential to be repaired, re-used, or recycled.

Zero Waste is a philosophy that encourages the redesign of resource life cycles so that all products are reused. No trash is sent to landfills or incinerators. The process recommended is one similar to the way that resources are reused in nature. Zero Waste is a goal that is ethical, economical, efficient and visionary, to guide people in changing their lifestyles and practices to emulate sustainable natural cycles, where all discarded materials are designed to become resources for others to use. While this approach to waste management may be far reaching, exploring this possibility could help the city further its already comprehensive waste management policies..

□ **Next Step:**

□ Explore what a Zero Waste approach would entail and determine if any element could be achieved and brought forward to help reduce waste generation in the city.

□ Encourage residents to consider a zero-waste approach to living by providing them information as well as opportunities to implement that approach.