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DATE: June 26, 2003
TO: Larimer County Community Recycling Summit Participants
FROM: Marc Engemoen, Public Works Director
RE: Community Recycling Summit—Follow-up Report

Thank you very much for participating in the Larimer County Community Recycling Summit held at the Lincoln Center in Fort Collins on April 8, 2003. Summit participants included natural resources professionals, local government representatives, recyclers, solid waste industry representatives, environmental interest group members, and other citizens with a strong interest in the topic of recycling in Larimer County. From the perspective of those of us involved in organizing the Summit, the participants exceeded our expectations in terms of the range of knowledge, skills and opinions represented. More importantly, the optimism, enthusiasm and dedication participants brought to the process allowed us to engage in a lively and wide ranging discussion of the opportunities to shape the future of recycling in the community.

Over the past year, recycling has been a topic of discussion in various groups throughout the community—among local governments, in community advisory board meetings, and among environmental and public interest groups. These discussions have raised a number of questions. How do we fund recycling in our community? How can we sustain and enhance recycling efforts? Do we have a shared vision of the future of recycling? How can we work together to provide the leadership necessary to make our vision of the future a reality? These questions and others helped frame a theme for the Summit:

Through coordinated leadership, understanding and appreciation, we arrive at a common vision that sustains, enhances and nurtures community recycling.

This memo provides an overview of the step-by-step process used at the Summit and highlights the major findings of each step. The remaining challenge for each Summit participant is to identify positive actions from among the list of provocative propositions that emerged from the Summit and translate those words into direct action to implement our common vision for community recycling. As an example, Larimer County and the cities of Loveland and Fort Collins have already agreed to one significant action to implement this vision. This example is described in the final section of this memo.

The Community Recycling Summit was built around a process called “Appreciative Inquiry”. I spent some time at the beginning of the Summit presenting this process. As I review the

outcomes of the Summit in this memo, I will be referring back to this process to explain why we asked the questions we did and how the answers to those questions can be used to launch initiatives that move us in the direction of making our hopes and dreams for recycling a reality.

The Appreciative Inquiry Process

In the past, change management has often been focused on formulating a response to a problem or a deficit. Processes such as Total Quality Management (TQM) have emphasized the identification of the “root cause” of a problem and the evaluation of treatments or solutions to the problem.

Appreciative Inquiry (AI) is an alternative to this type of change management process. Instead of focusing on a problem or deficit, AI explores the positive aspects of a particular theme. It seeks to identify the *root causes of success* rather than the root causes of problems, and to build on what is already positive and successful to effect the desired change. The AI process can be viewed in the four phases illustrated below.



The most powerful tools of the Appreciative Inquiry (AI) process are the stories told by participants during the Summit. These stories allow us to Discover the nature of the Positive Core—the root causes of our existing successes—and they allow us to share our Dream for the future. Appreciative Inquiry uses these stories as launching pads for change in the Design stage. The Recycling Summit produced results in each of these phases of the AI process.

Discovery

The Discovery phase of Appreciative Inquiry explores the Positive Core of the theme—in our case, community recycling. The Positive Core describes the root causes of success—the values, the strengths, the assets and the attitudes that have contributed to the development of current community recycling efforts, and that must exist if those recycling efforts are to be sustained, enhanced and nurtured in the future. Participants at the Summit formed pairs and interviewed each other using these questions:

You have received a “white paper” on recycling efforts in the Larimer County community, and you have just heard presentations from several different perspectives about the current state of affairs with respect to recycling. What have you learned from these sources and from your own experience about the history of recycling in the community, about efforts the cities and county have made to encourage and facilitate recycling, and about recycling markets and trends?

Imagine you were entertaining visitors from another country who want to start a recycling program in their community. Tell your visitors the story of recycling in your community. Tell them what city, town, and county governments have done to develop and promote recycling efforts. What are the positive steps businesses and individual citizens have taken to engage in and support recycling?

At the end of the interviews, participants met in eight small groups to share what they had heard. I have taken the comments recorded on flip charts during these discussions and grouped them into following seven statements about the nature of the Positive Core. At the end of this memo, you will find a complete listing of all of the flip chart comments grouped under the seven statements. Comments that applied to more than one statement appear under each of those statements.

1. Larimer County has taken positive steps over the years to encourage recycling, and there is on-going support in the County for recycling efforts.
2. City governments within Larimer County, especially the cities of Loveland and Fort Collins, have taken positive steps over the years to encourage recycling, and there is on-going support in the cities for recycling efforts.
3. There is existing infrastructure in the community for recycling.
4. Effective recycling programs are already in place throughout the community.
5. Programs are already in place to inform and educate the public about recycling issues, and to increase public awareness of the benefits of recycling.
6. There is strong citizen support in the community for recycling.
7. There is private sector support for recycling, and there are effective partnerships between the public and private sectors that encourage recycling.

Dream

The second phase of Appreciative Inquiry is the Dream phase. The focus in the Discovery phase was on the nature of the Positive Core—“the best of what *IS*.” In the Dream phase, the focus shifts to building on the Positive Core and envisioning “what *MIGHT BE*.”

Participants interviewed each other in pairs using the following questions:

Imagine that it is the year 2013—ten years from now. A prominent television magazine (Dateline or 20/20) has decided to report on the extraordinary recycling efforts that have earned our community a national reputation for innovation and leadership. The show features interviews with city, town and county officials, solid waste industry representatives, environmental leaders, business owners, and individual citizens that describe the many ways in which recycling has become an essential part of everyday life in the community.

Tell us some of the stories you hear on the television program. What bold and exciting steps has the community taken during the past ten years to establish its reputation as a leader in recycling efforts? Describe the coordinated community leadership that was necessary to make these achievements possible.

There were a LOT of dreams—too many to try to list in the body of this final report. The highlights of the dreams were captured on flip charts in the small group discussions following the interviews. I have compiled all of these points, and they are listed by small group at the end of this memo.

There were some common themes in these dreams. These include, among others:

- Opportunities exist to reuse and recycle a greater variety of materials/products
- A much greater amount of materials is diverted away from the landfill, even to the point of not requiring a landfill at all
- There is a “full service” solid waste facility that includes recycling, composting, construction and demolition waste, household hazardous waste, electronic waste
- Single stream recycling center
- A strong program is in place to inform and encourage the public, particularly children, to create a culture that supports recycling as a way of life
- Strong local markets for recycled materials exist
- There are new/re-engineered businesses based on reuse, recycling and remanufacturing
- Manufacturers and businesses take responsibility for reductions in waste by reducing packaging and focusing on reusable/recyclable products
- Community recycling efforts are supported by a small, county-wide environmental fee or tax

DESIGN

The statements created in the Dream phase represent an unconstrained vision of the future—“what *MIGHT BE*.” In order to represent constraints on resources—time, money, people—participants at the Summit were asked a third question that begins to move into the Design phase of Appreciative Inquiry—“What *SHOULD BE*.”

You have picked up a bottle for recycling, and in doing so you have released a genie who promises to grant you three wishes related to the collection, processing and marketing of recyclables. What are your three wishes?

Some of the groups brainstormed a list of wishes before narrowing it down to three. These brainstormed lists of wishes are also attached to the end of this report. The three wishes that finally emerged from each of the small group discussions are listed below.

1. The Recycling center is recognized as an essential public service
 2. There is no longer a need for a landfill
 3. Everyone has an understanding of their personal environmental impact and takes responsibility for it
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1. Environmental Fee/Tax (small)
 2. Full use solid waste facility: composting, construction & demolition waste, household hazardous waste, materials recovery facility (MRF), landfill
 3. Strong educational program to promote participation by public and business/manufacturers, industry, etc.
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1. Develop local end markets that would accept a wider range of recyclable materials
 2. Modify consumer buying habits in order to decrease consumption
 3. Place fees at point of sale on products to aide recycling things such as electronics
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1. Community leadership (public and private) is cooperative, proactive and passionate
 2. Infrastructure at all levels support recycling, from facilities in homes and businesses, collection and processing
 3. Products produced locally are designed with recycling and reuse in mind; creation of markets for recyclables; encouraging innovation in product development and retail distribution
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1. Zero waste through complete composting and closing the materials loop (cradle to cradle)
 2. Dirty materials recovery facility (MRF) and better sorting
 3. More markets for recyclable materials
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1. Broad based, community wide buy-in from all players establishing the concept of recycling as an essential service. Policies, economic development, education of everyone, consistencies in Pay-As-You-Throw cost and fee structure.
 2. Broader range of materials collected and processed including curbside recyclable materials, yard waste and construction/demolition waste.
 3. Establishing an aggressive diversion goal somewhere other than the landfill including some "teeth" (incentive, disincentives) to achieve the goal.
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1. Industrial and community ecology
 2. Up-stream user responsibility
 3. Increased awareness/education

Provocative Propositions—Moving from Design to Destiny

In the final stage of the Summit, participants were asked to use what they had learned about the Positive Core, their Dreams and Wishes to create what the Appreciative Inquiry process calls Provocative Propositions. Provocative Propositions should:

- Challenge and interrupt “the way things have always been done around here”
- Be based on examples that illustrate the **Dream** as a real possibility
- Be stated in affirmative, present tense and bold terms that stretch the imagination
- Be actionable
- Imply a variety of potential actions, not just one specific action

One of the important concepts of Appreciative Inquiry is that an organization or community will move in the direction of the things it asks about, talks about, and cares about. Change begins the moment we recognize it and express it. Provocative Propositions that build on the Positive Core and that express our dreams of what should be in affirmative, actionable terms are the launching pads for positive change. Here are the Provocative Propositions that emerged from the Summit:

The Recycling Center is fully supported by the county and municipalities as a public service, ensuring the sustainability of recycling, and fostering commitment by the citizens. Dedicated public funds assure the continuation of the recycling center, in the event the landfill ceases operations. With the landfill no longer supporting the recycling center, the landfill will be more competitive.

A task force will consider funding options, then develop a ballot issue recommendation to the County Commissioners to fund a full use solid waste processing facility including: composting, construction and demolition waste, household hazardous waste, materials recovery facility, waste reduction, promotion and education.

Create a county-wide, inter-jurisdictional solid waste authority with appropriate authority to levy a permanent environmental fee to be used for the purposes of: developing local end markets through regional economic development efforts; extending landfill life through pollution prevention strategies (divert electronic scrap, etc.); educating and creating incentives to reduce material consumption and to increase material recycling and reuse; promote buying recycled products

All people spontaneously take responsibility and grasp the impact of their choices as consumers and generators of waste. Inherent in this is people’s willingness to pay

their fair share for mitigating their impacts. Citizens, businesses and government leaders understand the impacts and options available to them for reaching a community goal of a 50 percent reduction in the generation rate.

Our recyclables industry is based on sustainable market economies. Revenues are maximized by strong, local, and stable end users. Our economic development efforts target businesses that contribute to our sustainable recycling economy and include new, existing, and entrepreneurial enterprises. Community decisions support minimizing the cost of recycling while maximizing participation.

Community leaders are cooperative, proactive and passionate about recycling. Recycling is a theme central to discussion in neighborhoods, businesses, and all levels of government. Community leaders lead by example, and they push the envelope to maximize the amount of recycling in the community.

Infrastructure at all levels supports recycling, and people understand, value, respect, and utilize that infrastructure. Convenient, safe, easy-to-use infrastructure exists in all residences, business, schools, and public institutions. The infrastructure for collection, processing, and marketing exists in the community.

Products produced locally are designed with recycling, reuse, and minimizing waste in mind. Robust local markets for recyclables exist. Innovation is encouraged in product development and retail distribution.

We will work cooperatively with all entities involved in recycling to assist the County in developing, planning and financing more convenient and user friendly recycling operations. This will include a dirty MRF facility and additional drop-off sites, and single stream collection from homeowners, multi-family units and businesses.

We will obtain our zero waste goal by working with the County to develop a permanent composting facility. We will begin the lobbying process at the state and national level to promote or require industrial cradle to cradle manufacturing. We will encourage locally a reduce and reuse culture through education and incentives.

As in nature, Larimer County will make use of its wastes and by-products as resources and commodities. This will generate the means for a strong local market based on recycled materials, allow for entrepreneurial businesses, enable easy and efficient material collection, and reduce flow to the landfill by fifty percent by the year 2010. Larimer County will foster this industrial ecology model by encouraging commodities to stay within our community through economic and regulatory incentives. Community members will embrace a personal investment that supports this new found economy.

The concept of recycling as an essential service is embraced community wide. A broad based coalition incorporates waste reduction and recycling into all relevant

policies and programs, including economic development plans, procurement, operations and education.

Laughing with glee and embracing with a group hug, county, municipalities, business and the general public join together to establish and pursue an aggressive waste reduction goal and the program initiatives required to attain that goal.

With the enthusiastic support of its residents and municipalities, Larimer County accepts and processes a broader range of materials for which viable markets currently exist. Including, but not limited to:

- No. 7 newspaper (magazines, catalogs, home office paper and junk mail).
- Yard waste
- Construction/Demolition wastes (specifically wood waste)

Next Steps

So what are the real results of the Community Recycling Summit? Can we expect the Provocative Propositions produced at the Summit to effect any meaningful changes? The answers to these questions really rest with the Summit participants.

The Provocative Propositions imply any number of actions that can be taken to sustain, enhance and nurture community recycling. These actions can occur in many places throughout the community: in participants' homes, neighborhoods, schools and businesses; in the meetings and activities of community interest groups; in the activities of local government agencies; in meetings of City Councils or the Board of County Commissioners; and perhaps at some point in the voting booth. With so many opportunities for action, there is probably only one possibility of NOTHING happening—and that is, if every Summit participant waited for someone else to take the first step.

There is reason for optimism. The last Provocative Proposition listed above is: "***With the enthusiastic support of its residents and municipalities, Larimer County accepts and processes a broader range of materials for which viable markets currently exist. Including, but not limited to: No. 7 newspaper (magazines, catalogs, home office paper and junk mail)...***" Since the Recycling Summit, the proposition of recycling magazines, catalogs, home office paper and junk mail at the Larimer County recycling facility has moved forward significantly.

Larimer County and the cities of Loveland and Fort Collins have met with key private sector partners in this proposal—with the haulers who pick up the material curbside, with the Recycling Center contractor that processes the material (Waste Management/Recycle America), and with the paper mill that purchases the recycled materials (Abitibi). We have looked at the likely additional costs of this proposal and the County and cities have agreed to share these costs. All of these actions are consistent with and build on the Positive Core identified at the beginning of the Summit.

Some of the "next steps" are already being taken. The challenge for each Summit participant is to identify that Provocative Proposition you are personally committed to, and to translate those words into direct action.

At the very end of the Recycling Summit, there was a brief discussion about continuing the process, perhaps with a follow-up Summit at some time in the future. There was no specific agreement about a follow-up, but I am sure this will be a future topic of discussion for County and City staffs, and for the Larimer County Environmental Advisory Board.

Thank you again for your enthusiastic participation in the Larimer County Community Recycling Summit. If you have any follow-up comments or questions about the Summit, please feel free to call me at (970) 498-5741, or email me at mengemoen@larimer.org.

Discovery

Larimer County has taken positive steps over the years to encourage recycling, and there is on-going support in the County for recycling efforts.

- County leadership: landfill, materials recovery facility (MFR), household hazardous waste (HHW) center
- Larimer County is versatile and innovative
- Larimer County is more progressive than Boulder County. Larimer County has a passion for recycling.
- Larimer County is more advanced than Boulder and Weld counties. New ideas such as recycling Nike shoes. As a hauler, recycling costs money. Trash pays for recycling.
- Larimer County is ahead of Boulder. Larimer County has the advantage of owning the landfill.
- Larimer County is proactive, and a leader in recycling electronics.
- The County is taking a strong lead, but could band together with the municipalities to get stronger support. More leadership should occur at the municipal level.
- More cooperation exists here than in other places
- The level of cooperation between governments could be a showcase
- There is an impressive level of expertise and personal commitment on the part of the staff people responsible for implementing recycling programs
- Larimer County has done a phenomenal job with limited resources
- Cities and counties work together for landfill, hazardous wastes, and recyclables
- Good working relationships
- County partnered with Hagerman to institute successful composting program

City governments within Larimer County, especially the cities of Loveland and Fort Collins, have taken positive steps over the years to encourage recycling, and there is on-going support in the Cities for recycling efforts.

- Municipalities are doing good things. Loveland is a trend setter and has a national reputation.
- Pay-as-you-throw ordinances for waste diversion keeps waste low and increases the life of the landfill
- Cities and counties working together for landfill, hazardous waste, and recyclables
- Loveland's compost program is good
- Good working relationships
- More cooperation exists here than in other places
- Estes Park is in the very early stages of recycling versus a front range community where participant previously lived
- The level of cooperation between governments could be a showcase

- There is an impressive level of expertise and personal commitment on the part of the staff people responsible for implementing recycling programs
- The City is a participant in the Climatewise program
- Loveland's tire recycling; that waste/recycling is part of Loveland city services; reduces the number of trash trucks
- Fort Collins Rivendell site
- Fort Collins leadership receptive to ideas and willing to listen
- Cities in Larimer County more proactive than the County in recycling
- City residents recycle more than County residents
- Loveland had the first recycling and trash pick-up program
- Fort Collins licensing requirements for haulers to pick up recyclables
- Loveland program in general and its success
- Loveland program; pay-as-you-throw incentives

There is existing infrastructure in the community for recycling.

- There is infrastructure already in place
- Materials recovery facility (MRF) is publicly owned and privately operated
- Recycling centers should be a dedicated essential service provided by government with a stable funding base
- County dedication to finding a stable funding source would help recycling centers
- Rivendell recycling drop-off site
- Household hazardous waste facility
- Recycling Center itself
- Elements are in place to move forward—infrastructure, good ideas, etc.
- Fort Collins Rivendell site
- Proactive legislation has been put in place to encourage waste reduction
- Great household hazardous waste facility
- State-of-the-art materials recovery facility (MRF)
- Landfill fees are competitive for compacted loads
- Most components of the waste stream are addressed at the landfill
- Lots of resources in community for recycling
- Fort Collins licensing requirements for haulers to pick up recyclables
- Strong household hazardous waste facility
- Have materials recycling facility and household hazardous waste program
- Visiting "drop-off" sites locally and regionally to illustrate differences=positive for Larimer County
- Great thrift and salvage stores
- Great composting facilities
- Future to expand system is exciting
- No reason to gobble up land for landfills; make best use of land
- Transfer stations=accessibility=less litter
- Facilities have updated to state of the art; foundation for new starting point

Effective recycling programs are already in place throughout the community.

- Recycling efforts that pay for themselves

- Recognition of the need to recycle followed by a plan. Concrete things are being done.
- Household hazardous waste program is an important, positive aspect
- Loveland's compost program is good
- Recycling efforts should focus initially on materials that have a high dollar value
- The "white paper" provided a good overview of everything that's involved in a recycling process
- Lots has been accomplished since 1987
- Options that have reasonable opportunities for recycling
- Curbside recycling
- Rivendell recycling drop-off site
- Electronic waste recycling
- Campus recycling and composting
- Thrift stores/habitat store; interface carpet
- Re-use of items
- Sofa swap
- Leaf and tree recycling and coupons
- Recycling Center is well managed by Waste Management
- Loveland's tire recycling; that waste/recycling is part of Loveland city services; reduces the number of trash trucks
- Fort Collins Rivendell site
- Recycling Center soliciting business from private companies
- Volume of recycling currently being done
- Recycling containers in Rocky Mountain National Park
- Great household hazardous waste facility
- Curbside program and drop-off sites available throughout the community
- Most components of the waste stream are addressed at the landfill
- Considering marketing restraints and lack of local market for recyclables, we have done exceedingly well
- Model programs—household hazardous waste, curbside recycling, educating public and youth, partnerships with the private sector. There is an environment to create new model programs by both private and public sectors.
- Chemical/household wastes made available for re-use
- Strong household hazardous waste facility
- Larimer County proactive and a leader in electronic recycling
- Curbside recycling successful in involving all players
- Homeowners Association leaf collection (keep leaves out of the landfill); other recycling services to reduce trash to the landfill; business opportunities; construction debris
- Increase in curbside recycling
- Convenience through curbside and satellite drop-offs
- Low/hidden cost of recycling
- Ease of recycling and access to recycling; participation from people and businesses; willingness to find alternatives; ability to challenge the status quo
- Electronics Day (recycling computers)

- Every home and business in Larimer County has the opportunity to participate
- Amount of recycling has increased over time
- Series of positive changes; a progression and evolution of changes
- In ten years recycling has gone from zero to where we are now
- Lots to take pride in and take reassurance from; take a step back and see that recycling is not passé

Programs are already in place to inform and educate the public about recycling issues, and to increase public awareness of the benefits of recycling.

- Awareness is already in place
- School children should be the focus of education and involvement in recycling
- In-school programs
- Everyone within the local area needs to be educated about the benefits of recycling
- Visitors to Fort Collins have received tours to the various facilities that are in place
- The Garbage Garage (new education center at the landfill)
- Educational publications, events, and advisory boards
- Education process in the past raised awareness; initiated government “action”; education will help get people to “do the right thing”
- Education
- Education to reduce, re-use and recycle
- Larimer and Fort Collins cooperation on educational information
- High public awareness of recycling issues and resources available
- Educational component to reach youth: teaching about recycling, what does the center do, and why “keep the bunnies alive”
- Communication and education of the community is good. Participant used the library to get information about initiatives in schools to recycle. By in by students.
- Educate people about why they should reduce the amount of trash
- School districts are assisting in educating future generations
- Education is very important; teach people—it’s not self-evident

There is strong citizen support in the community for recycling.

- Awareness is already in place
- Good working relationships
- People promote recycling to each other
- Momentum toward recycling is due to a variety of people supporting the concept
- When this participant moved to town, she learned about recycling from friends. Guests in her home were coaching her on appropriate recycling behavior.
- Self-motivated recycling

- Educational publications, events, and advisory boards
- Grass roots initiative in Estes Park
- Having an Environmental Advisory Board for Larimer County
- Having the Community Recycling Summit
- Recycling programs in the 1980's started to grow because of citizen interest and engaged staff doing something
- Citizen interest and involvement
- Community takes recycling seriously
- Dedicated people in the area who are willing to work toward recycling; forward thinking of officials to recognize deficiencies and enthusiasm to change
- Constant dedication to efforts=how we can see more satellite centers in the community=more accessibility of opportunities that raises community awareness of something to do. In addition to satellite center, businesses continue to accept recycling items.
- Public is gently required to participate in recycling
- Important to stay enthusiastic

There is private sector support for recycling, and there are effective partnerships between the public and private sectors that encourage recycling.

- Good working relationships
- Materials recovery facility (MRF) is publicly owned and privately operated
- Businesses are open to recycling programs. Participant worked with one to implement an office paper recycling program.
- Coors is a purchaser of recycled materials
- Cooperation is necessary for recycling to occur
- More cooperation exists here than in other places
- Momentum toward recycling is due to a variety of people supporting the concept
- Strong working relationships between agencies
- Lots of partnering is taking place
- Businesses are becoming more committed to the environment through energy purchases and recycling programs—New Belgium was cited as an example
- History of some positive partnerships among government entities and private sector
- Recycling Center soliciting business from private companies
- Cooperation between haulers, recycling center and citizens
- Businesses are interested in recycling
- Business environment that allows growth in hauler industry
- Public and private partnerships (from citizen to landfill)
- Builders are recycling
- Model programs—household hazardous waste, curbside recycling, educating public and youth, partnerships with the private sector. There is an environment to create new model programs by both private and public sectors.

- Office paper recycling strong. Entrepreneurial efforts from haulers: provide janitorial service as well as hauling to be able to get the recyclables.
- Environmentally conscious businesses/CSU serve as role models for recycling
- Good to have private haulers; it adds competition and keeps costs down
- Strong public/private partnerships
- Industrial waste is recycled
- Private sector engaged; filling need/taking up the slack
- Trend for increase in recycling is here and this can be seen in part in businesses like New Belgium Brewing, CSU, John Anderson; however, want to see recycling bins on all street corners, and education is at the heart of awareness

Dreams

- Consistent recycling regulations
- Expanded Materials Recovery Facility (MRF)
- Single stream processing
- Increased market for recyclables and increased demand
- Regional organic composting including take away
- Facility for construction/demonstration
- Recycle area in every home, multi-family development and business
- Environmental fee/tax like open space fee/tax
- Manufacturers buy in and participate

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- Less consumption and recycling more items
 - Reduce the number of plastics to one or two that are recyclable
 - One bag of trash per family per week
 - Sustainable programs
 - Awareness of wasteful behaviors
 - Larimer County has a packaging ban with other regional jurisdictions. This creates private sector to reinvent how they package and deliver products.
 - Larimer County becomes a national center to develop this industry of innovative packaging
 - Stories of give and take between public and private sectors. Tax breaks or other economic and non-economic rewards. Such as good publicity
 - Extended education programs: Recycle electronics, organic recycling such as food and wood including restaurants
 - Shift in focus from just hauling to service that promotes waste reduction
 - Regional cooperative effort between government and citizens and economic development groups for reprocessors and remanufacturers
 - Establishing businesses that reprocess collected recyclables such as electronic scrap and plastics, wood, trees, construction and demolition waste; coordinated leadership and regional cooperation
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- Look at cost/benefits and environmental impacts and do what makes sense
- Successful in developing local markets
- Second nature when people purchase items to look at packaging
- Expanded and improved MRF with increased co-mingling; multiple MRFs
- Apply pay as you throw to Homeowners Associations
- Flat user rates/fees
- Very collaborative atmosphere
- Rail spur to pick-up recyclables
- All construction and demolition waste recycled
- Yard waste diverted from waste stream
- No junk mail by the year 2013
- More partnerships
- Haulers make profit from recycling
- Less government involvement
- Place to recycling electronic equipment
- More opportunities and more material types recycled
- Cost of programs are covered (items that are more difficult to recycle are assessed a fee at purchase)
- Increased multi-family recycling participation
- More outreach programs and education (people are very aware of community programs)
- Better way of measuring what is being taken to landfill; people truly pay for what they dispose of
- Local markets have located here

- Recycling Center and landfill run by a non-profit
- Single stream trash collection system that does recycling one week, trash the next
- Add commercial recycling
- Provide education to increase recycling rate to about 45 percent (up from about 20 percent)
- Become a showcase for education efforts
- Expand Recycling Center in size and types of material processed
- State has created incentives to encourage businesses to recycle more
- Businesses package better to reduce waste
- More money available to operate facilities
- Recycling is essential part of public infrastructure
- Businesses move into community are involved in recycling
- Attitude shift—citizens and governments have a global perspective of costs/benefits
- Leaders take risks to advance recycling efforts
- Broad funding base, not just tipping fees
- Innovative local businesses market recyclables to community—i.e.: new use for plastics
- Intergovernmental agreements to facilitate recycling; on going partnerships
- Recycling is part of the lifestyle and infrastructure reflects this
- Goals we set and realize over times
- Students are integral part of education program—such as producing a video about the life of a tin can

- Pat ourselves on back about how much we have mature and grown with respect to these issues
 - Waste diversion rate significantly higher
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- Recycling all plastic and e-scrap
 - Minimum landfill deposits
 - Everyone recycles and cares
 - Increased use of recyclables
 - De-construction
 - Provide incentives to reuse
 - Use green building techniques
 - More marketing
 - Larger budgets
 - Reduce packaging
 - Buy more recycled products
 - All recyclable items would go on curbside
 - Organics banned from the landfill
 - Plenty of facilities for composting
 - More composting research
 - Mass media coverage of recycling issues
 - Better cooperation
 - Individuals are willing to pay for recycling
 - Highly efficient single stream process
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- Curriculum for elementary schools, targeting 3rd graders which teaches how to separate materials and provides reinforcement for appropriate actions
- Set up a school based recycling program
- Provide a coach who offers in home waste stream re-categorization consultations
- Focus efforts on reduction rather than recycling

- Officials work to attract companies that manufacture from recyclables
- Zero-waste events
- Curriculum in schools would focus on recycling
- New Belgium would be the norm

- Primary focus in on waste reduction
- Recycling is supplemental
- County would be the lead by providing coordination and progressive action on waste reduction
- Recycling is a profitable stand-alone business
- Penalties for not recycling exist

- The following goals exist:
 - 50% solid waste recovered by 2008, 75% in '13, 90% in '20
 - Cooperation exists across all sectors of the community

- Profit can be made by dealing in recycled materials
- Governments provide support and direction
- Estes Park is a model mountain town with real recycling programs
- Recycling is promoted to tourists along with programs to educate them about how they can participate
- Education begins at the school level
- A community compost program exists
- Everyone in the town works together to achieve what larger towns and cities are not able to accomplish
- Home construction industry utilizes environment friendly materials
- Schools have education program
- The city promotes recycling – makes it easy and affordable

- New materials that we use would lead to different packaging.
- Market development, finding uses for materials and bringing those manufacturers to the local area.
- If there is demand for a product then there should be a willingness to pay for collection - compete on the open market - if we have to pay to get rid of an item does it pay to collect it.
- Single stream recycling program - ONE container for ALL recyclables.
- 100% diversion
- Markets for everything
- Government and private industry working together
- Awareness of green purchasing (buy recyclable and recycled products)
- State assistance for grant funding and policy initiatives.
- Forward thinking, cooperatively working government - advocate and facilitator for recycling - political will.
- Vibrant private sector presence as a component of recycling with AL aspects (i.e. manufacturing and hauling).
- Seeing recycling businesses as part of the overall economic plan for a community.
- Aware and engaged public - aware of and understand life cycles.
- Understanding that recycling is an essential public service.
- Expanded outlets for C/D waste
- County wide yard waste program
- Consistent policies on PAYT between counties and cities
- Program that is self-sufficient so the county, private industry and the cities are not competing and footing the bill.
- Higher level of waste diversion, county wide.
- Public understand that recycling entails a cost which they must bear.
- Expanded MRF to handle more volume and more materials.

- No landfills; we would have “eco-villes”; discarded items are brought to the ecoville to be composted/recycled.
- Industrial ecology=refuse for one becomes fuel for another
- Shifting away from current system to recycling that is diffused, wide-spread, and part of our way of life
- Throw away is zero; elimination of waste; everything is re-used
- Local markets for recycling materials; keep stuff out of the landfill; reduce amount of energy necessary to recycle
- New recycling center on railhead to transport materials to recycling markets
- Gallegos Sanitation continues to find better ways to recycle—company can do outstanding job, better than anyone
- People voted 75% to 25% for a solid waste authority fee
- People are so educated that there is no contamination; government and industry are purchasing products to stimulate recycling industry
- Community has a fifty percent waste diversion rate because people want to do it
- Tipping fees would be up to \$500/ton to promote diversion
- Construction companies could reduce waste through better planning
- Influence people who produce goods to package with simplicity and usability
- “Container trained”
- Remanufacturing is a flourishing business
- Closed loop on compostable materials; compost is manufactured locally
- System for sharing/coordination of information and implementation of ideas
- Money is allocated for environmental issues to jump start initiatives because it is viewed as a public issue
- Recycling is automatic, reduction and reuse are key pieces
- Famous for entrepreneurial businesses that spring up from recycling efforts
- All electronic waste if recycled easily and to an acceptable end
- Ban to-go plastic containers and plastic bags; draconian measures provide a forum for public to debate and decide the future
- Businesses to influence markets that use their products

Wishes

- Modify consumer buying habits
- Enhance recycling by business
- Decrease consumption and increase re-use
- Wider range of recyclables
- Having more recyclable containers that products are sold in
- Making processing more affordable
- More end markets locally
- Less collection and more processing on site
- Packaging ban
- Product design that facilitates recycling
- Fees built into cost of products

- People take responsibility and generation is cut in half because they are aware
 - Market value of recyclables pays for collection, processing and transportation
 - Generation rate cut in half
 - More reduction and reuse so less to recycle
 - Free market economics
 - Local markets for recyclables that remanufacture recyclables (incentives for new and existing businesses)
 - People take responsibility for recycling and embrace needed facilities (as opposed to Not In My Back Yard)
 - Ability to do automated biweekly collection
 - Proactive leadership from government on issues
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- Collection uniform throughout the county, and is highly mechanized
 - Processing—everything goes through—90 percent is recycled or made into building materials
 - Marketing—things made and recycled are used in same locality—local recycling facility to market materials
 - Consolidated retail market for recyclables
 - Local lobbying group to influence manufacturers to design so products can be recycled or can bio-degrade
 - Marketing: items can be reused or recycled
 - Through extensive education, people understand relationship of people to planet; planet is living organism and must be cared for; change in priorities—no longer takes things to fulfill us; higher standards of cooperation, not competition; all people feel more fulfilled because industry is now marketing to honor the fragility of the planet. Amounts of materials and waste diminished; use waste for building materials; guidelines demand that goods bought have longer useful lives; economics of this has not caused people/industry negative impacts; recycling is something that is just done
 - Maintain long term vision—sustainable, in perpetuity, appropriate oversight, cooperation and accountability, financial cooperation between public and private sectors
 - Community leadership is proactive, cooperative and passionate
 - Strong public awareness of waste stream, moving away from throw-away
 - Infrastructure is there to support goals—MRF, but also the local collection/generation facilities (building codes support recycling)
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- Recycling center is an essential public service
- Countywide and regional planning for recycling occurs, taking advantage of economies of scale
- On-going dedicated county resources to resource reduction
- All garbage is segregated for composting
- Fees are assessed for cans and bottles
- A multi-county task force exists for marketing of recyclables
- Recycling is efficient and non-polluting
- Recycling is a way of life for people

- 100% of materials that can be recycled, are
 - People have a great awareness to reduce and re-use
 - Economies are more favorable to recycling - people see the benefits
 - Everyone understands the 3 arrows on the recycling loop - and choose to purchase items made from recycled materials
 - No need for landfills
 - It is economically feasible for recycled materials to be re-used
 - Everyone has an understanding of personal environmental impact and takes responsibility for it
 - Wal-Mart becomes a pioneer in the marketplace - they are a leader in recycling and re-use
 - By creating changes in packaging, marketing, etc.
 - The human component is acknowledged - no-one gets injured or sick as a result of the recycled waste stream
 - All companies, as part of their lease agreements, are required to separate recyclables
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- Businesses create a demand for things collected and develop new products for those things collected - closing the loop.
 - Should government compete with private sector if the private industry takes it over? Then it becomes a profit center rather than subsidized.
 - Run an educational program - not just telling but in the way schools operate. Use reusable materials, computer eliminates paper, pencils, etc.
 - Local markets for materials
 - Advocates for recycling and waste reduction in all levels of government including a trust between those entities.
 - Recycling and waste reduction become the norm and disposable the exception.
 - All markets are local
 - Everyone enjoys the process and recycling is cheaper than disposal.
 - Recycling is on everyone's priority list. Everyone is aware that the problem isn't solved yet.
 - Higher level of waste reduction by 50%.
 - Expanding number of materials collected and processed MRF.
 - Getting buy-in from all the players that we have a shared vision for expanding MRF and consistent policies.
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- Create a sustainable bio-reactor landfill
- Collect recycling every other week—this would allow automatic trucks which would reduce person power, gas and other resources (better economic value)
- Everything would be accepted to recycle
- Process would be more mechanized
- Have a strong local market for recyclables
- Whoever hold the contract for recycling center operations has strong skills in marketing; need to market nation-wide to command the best prices and locate markets for the broadest range of materials

- Recyclables fetch better prices to compensate for less trash revenue
- Enough to build “eco-ville” facility for recycling and remanufacturing (all of it)
- Recycling tax for all county residents to pay for recycling services
- Upstream producers take responsibility—packaging is dramatically reduced
- Technological breakthroughs result in paper recycling on site; local recycling facilities
- State-wide, nation-wide pay-as-you-throw concept
- Education in schools—county-wide curriculum that is implemented
- Education—“light come on”
- Take a recycling test
- Local annual guide—where to shop like-minded businesses