

MUNICIPAL SUSTAINABILITY ACTION PLAN

CITY of DURANGO

*Committed to improving the quality of life
for the citizens of our community.*



Policy Statement

The City of Durango is committed to improving the quality of life for the citizens of our community by systematically, creatively, and thoughtfully utilizing environmental, human, and economic resources in a manner that maintains the unique character of our community for the benefit of present and future generations.





Civic Engagement
Objective 1.1: Promote civic education among City employees
Objective 1.2: Foster community trust by demonstrating open and transparent governance
Objective 1.3: Utilize a variety of tools to educate, inform, and engage the public



Community Design
Objective 2.1: Preserve Durango's unique community character and natural environment
Objective 2.2: Ensure that City facilities, programs and services are reasonably accessible to all citizens
Objective 2.3: Implement Smart Growth Principles



Employees
Objective 3.1: Foster a safe, healthy and productive work environment
Objective 3.2: Support an effective organization with a high-performance workforce
Objective 3.3: Create an organizational culture of Sustainability



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Objective 4.2: Increase efficiency and overall performance of municipal fleet
Objective 4.3: Structure City Programs to encourage efficient and effective energy use



Infrastructure
Objective 5.1: Demonstrate responsible stewardship of the City's infrastructure
Objective 5.2: Pursue capital investments that are cost-effective over their life-cycle, are resource efficient, and are consistent with the City's sustainability goals.
Objective 5.3: Identify and track savings and rebates generated by energy efficiency projects and budget funds on an annual basis to implement sustainability projects



Innovation
Objective 6.1: Encourage creative and innovative solutions
Objective 6.2: Demonstrate regional and statewide leadership



Waste
Objective 7.1: Reduce waste produced by City activities
Objective 7.2: Adhere to sustainable and environmentally preferred purchasing practices
Objective 7.3: Structure City programs to encourage waste diversion efforts and promote a zero waste culture



Water
Objective 8.1: Effectively manage and reduce municipal water consumption
Objective 8.2: Promote sustainable water and wastewater systems
Objective 8.3: Promote responsible use of municipal water resources



Resiliency and Preparedness
Objective 9.1: Build and support a resilient and prepared community
Objective 9.2: Assess risk and vulnerability to the City's operating efficiency, infrastructure systems, economic competitiveness and primary funding
Objective 9.3: Actively manage resources to continue to provide important services to residents



Quality of Life
Objective 10.1: Enhance Durango's quality of life through shared prosperity
Objective 10.2: Maintain Durango's sense of identity by preserving cultural and historical assets, and promoting arts in public spaces
Objective 10.3: Structure City programs to encourage vitality and vibrancy



Civic Engagement

Objective 1.1: Promote civic education among City employees

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Promote volunteerism and community service through various opportunities for employees				↻		HR / EAC	1. Track and report employee volunteer hours. 2. Coordinate group volunteer events								
Ensure that communication and information is transferred to all levels of the organization				↻		All Departments	1. Utilizing the HUB; 2. The Core Team;								
Provide lunch and learn sessions and other civic education opportunities for City employees	2015					Core Team / HR									

Objective 1.2: Foster community trust by demonstrating open and transparent governance

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2014/15	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Provide digital access to documents and information through the city's website, SIRE, and City Span 10				↻		All Departments / CMO / Administrative Services									
Adopt a code of conduct and code of ethics to uphold the public interest and further the public trust in all aspects of City government					7-Oct-14	CMO / City Attorney's Office									



**Sustainability Action Plan
2015-2025**

Improve transparency and accountability through showcasing sustainability results	2015					Sustainability Office	1. Begin reporting results using the STAR Community Platform. 2. Develop an outward facing active energy management portal on the City's website and the HUB.							
Develop an annual reporting protocol for showcasing sustainability progress that can be shared with City employees and the community	2015					Sustainability Office								

Objective 1.3: Utilize a variety of tools to educate, inform, and engage the public

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:					
	2014/15	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Promote community volunteerism				↻		All Departments	1. Encourage residents to volunteer for city programs, boards and commissions, and to participate in the Citizens Police Academy							
Support collaborative participatory processes that result in greater democracy and community building				↻		All Departments	1. Develop and provide programs that are intended to enhance civic literacy (e.g. the Library's "What do We Do" series , the Citizens Police Academy). 2. Continue to support and encourage youth participation through MYAC, the Youth Engagement Program as well as other platforms, 3.Consider developing and implementing a Citizens Academy.	<input checked="" type="checkbox"/>						



**Sustainability Action Plan
2015-2025**

Empower all sections of the community to participate in decision-making, and consider the social and community impacts of decisions				↻		All Departments	1. In partnership with the Community Relations Committee promote events and programs that recognize and celebrate social and cultural diversity in the community.							
Adopt an online citizen engagement platform to supplement and diversify public participation and increase public trust in governance					2014	CMO / All Departments	1. Implement Virtual City Hall							
Bolster outreach efforts to educate the community on sustainability-related topics	2015			↻		Sustainability Office	1. Further develop on-line resources for residents and business to learn more about how they can participate in sustainability efforts, 2. Develop and expand partnership with community organizations.							



Community Design

Objective 2.1: Preserve Durango's unique community character and natural environment														
Action:	Target Implementation Date:					Implementation Process:			Priority Level:	Project Funding:				
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Continue to integrate natural systems into community development to provide ample parkland and public spaces				↻		Parks and Recreation / Community Development / POST	1. Acquire park land and open space in accordance with the Parks, Open Space, Trails and Recreation Master Plan, 2. Protect and grow the tree population in accordance with the Community Forest Master Plan, 3. Budget for long-term costs associated with maintaining open space areas, 4. Integrate natural systems into built environments using the policies and tools outlined in the Land Use Development Code.							
Implement the Organically Managed Lands Program	2014/15			↻		Parks and Recreation	1. Extend organic management practices to City lands as outlined in the Organically Managed Lands Program and minimize the use of synthetic fertilizers and pesticides on designated city-owned lands, 2. Maintain city facilities at a quality consistent with City standards and the expectations of the public users.							
Promote the use of permeable pavement and other porous paving materials (i.e. pavers, pervious concrete, porous asphalt, etc.)				↻		Community Development / POST / Engineering Divisions / City Operations	1. As new parking areas are added or old parking spaces redone - promote permeable solutions to enhance water quality, 2. Employ best practices in implementing/building new Storm Water Quality facilities, 3. Promote permeable systems to enhance water quality and reduce sediment-laden discharge into the Animas River.							



**Sustainability Action Plan
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<p>Strive to protect wildlife habitat and migration corridors, restore natural vegetation, and adequately buffer culturally and environmentally sensitive lands from development</p>				↻		<p>Parks and Recreation / POST/ Community Development / Code Enforcement / Police Department</p>	<p>1. Continue seasonal trail closures to avoid wildlife conflicts in the winter range on City open space, 2. Routinely patrol and mitigate social trails and homeless camps in the open space, 3. Encourage responsible river use, 4. Sustain effective and ongoing interagency and inter-jurisdictional working relationships to address the planning, development operation and maintenance of regional recreational resources to foster an integrated approach to resource management, 5. Implement the LUDC.</p>						
<p>Protect the region's visual and scenic resources by preserving City hillsides, ridges and hilltops</p> <p>Minimize and manage ambient noise and light levels to protect public health and the integrity of ecological systems</p>	2015			↻ ↻		<p>Community Development / Planning / POST / Parks and Recreation</p> <p>Community Development / Planning / Code Enforcement / POST / Police Department</p>	<p>1. Enforce light standards as identified in the LUDC during the permitting, design and construction of new commercial developments, 2. Consider revising noise ordinance to provide enforceable guidelines for ambient noise, 3. Consider offering rebates or incentives to encourage dark sky compliant lighting in residential properties.</p>						



**Sustainability Action Plan
2015-2025**

Objective 2.2: Ensure that City facilities, programs and services are reasonably accessible to all citizens															
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation		Identified as a Council Goal	Budget Process		CIP		Grant Funding	
										2015	Future	Yes	No	Yes	No
Develop and implement an ADA Transition Plan for City Facilities that complies with the Americans with Disabilities Act	2015					CMO / Transportation Services / Parks and Recreation/ City All Departments									
Provide reasonable accommodations for all individuals accessing city programs and services				↻											
Maintain a network of parks, open space, and public spaces that provide equitable, convenient access for residents throughout the community				↻		Parks and Recreation / POST	1. Consistently invest sufficient capital and operational funding to create and maintain parks, open space and public spaces. 2. Implement in accordance with existing codes and plans.								
Support programs that help business enhance accessibility	2015			↻		CMO	1. Accessibility Community Support Block Grant								
Develop a grievance process/procedure for ADA & Civil Rights Violations	2015			↻		CMO	1. Develop a written policy and post the information on the City's website								
Continue to offer rebate and refund programs to ensure city programs are financially accessible to low-income, persons with disabilities and seniors				↻		Finance Department / Transportation Services / Utilities Department	1. Keep income and refund/rebate amounts in line with current economic conditions. 2. Continue offering the following low-income rebate/refund programs: (1) the Utility Refund program, (2) the Food Tax Rebate program, (3) the Transit Pass program, (4) Discounted Recreation Center passes and programs for youth, seniors, and low-income populations.								



**Sustainability Action Plan
2015-2025**

Objective 2.3: Implement Smart Growth Principles														
Action:	Target Implementation Date:					Implementation Process:	Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Completion Date			Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP	
									2015	Future	Yes	No	Yes	No
Encourage high-quality development to foster a unique, attractive community with a strong sense of place				↻		Community Development								
Encourage compatible infill and redevelopment with a mix of housing types in neighborhoods close to employment centers, commercial areas, and where transit or transportation alternatives exist				↻		Community Development / Transportation and Sustainability	1. Implement context sensitive facility and mobility infrastructure solutions, 2. Implement solutions derived from the housing program.							
Adopt policies to support green building standards and practices		⌚				Community Development / Sustainability Office	1. Consider encouraging voluntary efforts, offering incentives, or requiring new homes to meet Energy Star standards (15% energy reduction from standard builds).							
Preserve open space, natural beauty and critical environmental areas				↻		Parks and Recreation / POST / Community Development	1. Restore, maintain, and monitor natural lands to increase resource resiliency, adaptability and biological integrity							
Structure city program to ensure stable, affordable, attainable workforce housing	2015			↻		Community Development	1. Continue to implement the affordable and attainable housing requirements in the City's Fair Share Housing Ordinance, 2. Develop and fund a multi-year City of Durango Housing Program, 3. Inventory and quantify the housing needs--including conducting a housing market analysis and housing needs study; assemble a housing program advisory committee, provide regulatory, planning and financing tools to promote public and private sector housing development.							

Employees

Objective 3.1: Foster a safe, healthy and productive work environment															
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Maintain a high-quality employee benefit package				☺		Human Resources / Finance Department / CMO / Core Team	1. Support family-friendly workplace policies through paid time off, paid family leave, flexible schedules (where possible and practical), 2. Explore opportunities to enhance dependent care options.		<input checked="" type="checkbox"/>						
Expand employee wellness program to improve mental and physical health	2015			☺		Finance Department / Parks and Recreation / Wellness Team / EAC	1. Provide free Recreation Center passes to employees and discounted passes to family members living in the same house, 2. Provide incentives to motivate employees to participate in wellness initiatives and maintain good health. 3. Provide training opportunities to help employees manage stress and improve productivity and organizational performance.		<input checked="" type="checkbox"/>						
Require annual employee safety training				☺		Safety Officer	1. Explore opportunities to bring back safety bonus program if there is an established correlation between the number of accidents and the available bonuses.		<input checked="" type="checkbox"/>						
Provide funding for PPE / job related safety equipment				☺		All Departments / City Operations			<input checked="" type="checkbox"/>						
Provide opportunities for employees to participate in worksite community gardens				☺		Sustainability Office			<input checked="" type="checkbox"/>						
Work with EAC to improve employee satisfaction and city-sponsored activities				☺		HR			<input checked="" type="checkbox"/>						



Objective 3.2: Support an effective organization with a high-performance workforce														
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding :					
	2014/15	2016-2020	2025+	Ongoing	Competition Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Prepare workforce succession plan	2015					HR / Exec Team /Core Team		<input checked="" type="checkbox"/>						
Maintain appropriate staffing levels to ensure high quality service delivery				↻		All Departments								
Revise personnel regulations					Feb-14	HR / Exec. Team								
Maintain continuous learning opportunities and programs for employees (i.e. Leadership Academy, Tuition Reimbursement Program, CPM etc.)				↻		HR / Finance Department/ Exec Team /Core Team			<input checked="" type="checkbox"/>					
Expand employee appreciation/recognition	2015			↻		HR / Core Team / EAC			<input checked="" type="checkbox"/>					
Expand professional development opportunities for employees				↻		HR / Exec Team /Core Team	1. Provide Employees with access to the Certified Public Manager (CPM) program, 2. Budget annually for professional development opportunities for staff in all departmental budgets.		<input checked="" type="checkbox"/>					
Provide a robust staff training program	2014/15			↻		HR / Exec Team /Core Team / EAC	1. Provide staff training in the following areas: equity and diversity, ethics, customer service, civic engagement, organizational values, climate and sustainability, 2. Develop and implement ongoing and regular staff training sessions (e.g. The Library and Police Department provide staff training every Thursday, Core Team Lunch and Learn Sessions), 3. Require NIMS training for critical staff members.							
Provide a portal on the HUB to allow employees to report needed sustainability improvements and share their ideas.	2015					Sustainability Office								



**Sustainability Action Plan
2015-2025**

Maintain competitive employee compensation			↻		HR / Finance Department /CMO	1. Review and revise employee salary survey once every three years.		☑					
Update employee evaluation system, Track Star	2014			2014	Core Team/ Exec. Team		↻						



Objective 3.3: Create an organizational culture of Sustainability														
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding :					
	2014/15	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division / Interdepartmental Team	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Incorporate Sustainability Action Plan into new employee orientation	2015					HR / Sustainability Office								
Incorporate the City's sustainability values into organizational culture and values	2015			☺		All Departments / Core Team								
Engage Core Team in SAP implementation, tracking, and verification	2015			☺		Core Team								
Encourage facility managers to use Plant Footprint to track and manage energy and water use and costs	2015					Sustainability Office			<input checked="" type="checkbox"/>					
Incorporate climate and sustainability literacy into the City's training programs						HR / Sustainability Office								
Offer incentives to encourage employees to commute by modes other than single-occupancy vehicles						Transportation Services	1. Provide free transit passes to city employees, 2. Encourage employees to walk or bike to work and meetings, 3. Provide city-owned bikes at each city facility to encourage employees to ride to meetings.						<input checked="" type="checkbox"/>	
Reflect sustainability goals and objectives in capital projects planning process and the annual budget document				☺		All Departments								



Energy

Objective 4.1: Improve and optimize energy efficiency and energy performance of municipal operations															
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2015-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Reduce organization-wide energy use by 5% below 2005 levels by 2015	2015					All Departments	1. Employ energy demand management strategies; 2. Identify consumption patterns; 3. Develop a process and reporting mechanism to identify and track for new equipment installations, square footage increases or other substantial changes to help normalize energy data and track equipment upgrades and improvements; 4. Develop department-specific inventories to account for previous projects; 5. Develop operations and policy manuals outlining specific procedures relating the energy use for individual facilities; 6. Encourage employees to turn off computers and other office equipment when leaving the office; 7. Discourage the use of individual space heaters; 8. Provide employee education on the City's existing idling policy.	<input checked="" type="checkbox"/>							
Reduce organization-wide energy use by 25% below 2005 levels by 2025			⌚			All Departments		<input checked="" type="checkbox"/>							
Effectively manage and reduce municipal energy use				↻		All Departments	1. Install occupancy sensors in office and shared work spaces; 2. Employ demand-side management and other techniques to ensure optimal energy performance in all municipal facilities; 3. Encourage facilities' managers to utilize Planet Footprint to track and verify energy use; 4. Explore active energy management options for City facilities.								



**Sustainability Action Plan
2015-2025**

Increase accountability and awareness of employee municipal energy use	2015					All Departments / Sustainability Office / Finance Department / IT / Purchasing Division	1. Conduct field site visit modeled after the City's safety program to encourage sustainability practices at all levels of the organization, 2. Develop an internal energy portal to allow employees to view energy use at the facility level and make recommendations for improvements, 3. Consider appointing sustainability representatives for individual facility, 4. Reinstate office consolidation program, 5. Discourage the use of individual printers and other small appliances, 6. Encourage employees to shut computers off at night.										
Reduce greenhouse gas emissions generated by municipal operations	2015					All Departments Sustainability Office	1. Maintain 100% green electric power purchase; 2. Refine fuel reporting and tracking to capture fuel usage from various sources (i.e. card lock system, city fuel stations, etc.); 3. Use Planet Footprint to track, monitor, evaluate and report annual greenhouse gas emissions generated by the City's operations. 1. Use ICLIE's Climate Pathways tool to inventory GHG emissions.										
Complete a 2010 and 2013 Greenhouse Gas (GHG) Emissions Inventory by 2015. Complete subsequent GHG inventories once every three (3) years.																	
Pursue Energy Star and other facility benchmarking programs						City Operations / Sustainability Office											
Utilize Green Building Best Practices in all new builds, remodels and renovations.						City Operations / All Departments											
When financially feasible, purchase 100% green electric power for City facilities.	2015					CMO / Sustainability Office / City Operations / Utilities	1. Continue to purchase 100% green electric power through LPEA's "Just One Block" program.										
Complete a Facilities Master Plan	2015					City Operations											
Increase on-site renewable energy production to 5% of annual municipal energy consumption by 2017.						CMO / Sustainability Office / City Operations / Utilities	1. Complete Phase I of solar power installations at the Water Treatment Plant and Recycle Center / Cemetery; 2. Maximize energy production at WWTP										
Pursue at least one net zero energy building by 2030						Utilities / CMO / Sustainability Office	1. Pursue net zero energy at the WWTP										
Increase on-site renewable energy production to offset 25% of annual municipal energy consumption by 2025.						Sustainability Office / Utilities / City Operations											



**Sustainability Action Plan
2015-2025**

Explore opportunities to develop and implement micro-hydro power generation							CMO / Utilities / City Operations / Sustainability Office	1. Hire a consultant to conduct a feasibility study to identify potential locations for micro-hydro generation	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
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Objective 4.2: Increase efficiency and overall performance of municipal fleet															
Action:	Target Implementation Date:					Implementation Process:			Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Reduce annual fleet GHG Emissions				↻		All Departments	1. Project the total amount of fuel consumed by type; 2. Track total CO2 emissions by fuel time in metric tons using planet footprint; 3. Acquire low GHG-emitting vehicles; 4. Monitor and report fleet performance annually; 5. Provide employee education on the City's existing idling policy.								
Reduce Vehicle Miles Traveled (VMT) and hours of operations, and increase fleet fuel economy	2015			↻		All Departments Lead Department for Implementation: City Operations	Conduct a fleet inventory and compile fleet projections. The fleet Inventory and projections should illustrate how the City will reach or maintain a "right-sized" fleet. Identify opportunities to: 1. Eliminate vehicles that exceed requirements; 2. Reduce fleet size by reducing VMT; 3. increase overall fleet fuel economy through the acquisition of smaller-sized vehicles and/or hybrid electric or other advanced technology vehicles; 4. Ensure that the most fuel-efficient vehicle, or the right-sized vehicle is used for the required task; 5. Incorporate into annual budget process; 6. Implement a motor pool for portions of the fleet as an effort to better utilize equipment and minimize duplicate equipment purchases; 7. Explore opportunities to purchase hybrid Chevy Tahoe for the PD fleet, so long as hybrid's pursuit rating is consistent with existing standards and CIRSA's requirements.								



**Sustainability Action Plan
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Reduce fleet petroleum consumption by 2% by annually (2016-2020)			🕒				All Departments Lead Department for Implementation: City Operations	1. Critically assess fleet operations to identify opportunities to reduce fuel use; 2. Increase fleet fuel economy; 3. Acquire alternative fuel vehicles and promote alternative fuel usage in municipal fleet; 4. Adhere to fleet rightsizing management practices; 5. Continue to purchase and install LED lights on PD vehicles to reduce fuel usage and petroleum consumption.									
Increase high efficiency vehicles (HEV) and light-duty alternative fuel fleet purchases	2015					➡	All Departments Lead Department for Implementation: City Operations	1. Where possible and practical, acquire alternative fuel vehicles (AFV)									
Increase departmental accountability for municipal fleet usage	2015					➡	All Departments Lead Department for Implementation: City Operations										

Objective 4.3: Structure City Programs to encourage efficient and effective energy use															
Action:	Target Implementation Date:					Implementation Process:			Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Provide incentives and promote programs to increase local renewable energy generation	2015			➡		CMO / Sustainability Office / Community Development	1. Explore the development of a Property Assessed Clean Energy (PACE) program for Commercial Properties; and where possible, extend the program to residential properties; 2. Provide incentives through the Sustainability Block Grant for eligible Renewable Energy Generation.								
Provide incentives for residential and commercial energy audits	2015			➡		CMO/Sustainability Office	Sustainability Block Grant								
Provide incentives to help residents and businesses implement energy efficiency improvements	2015			➡		CMO/Sustainability Office	Sustainability Block Grant								
Provide access to programs and resources that encourage energy conservation				➡		CMO/Sustainability Office / Library	1. Provide information via City's website; 2. Provide kill-o-watt meters at the library accessible with a valid library card; 3. Encourage residents to use 4CORE as a resource.								
Adopt International Building Codes	2015					Community Development	1. Adopt the 2012 International Building Codes, 2. Including the requirements for communication infrastructure in all new commercial developments to aid first responders.	☑							



**Sustainability Action Plan
2015-2025**

Consider adopting an energy efficiency code for buildings	2015	🕒			Community Development	Adopt the 2012 International Energy Conservation Codes.	<input checked="" type="checkbox"/>							
Provide access to alternative fuel infrastructure				➡	City Operations / Sustainability Office / Transportation Services	1. EV Charging Stations; 2. Evaluate options and identify potential locations to provide or assist with providing CNG, LNG and Bio CNG infrastructure.								
Promote diverse transportation modes, including walking, bicycling, and transit that are safe, low-cost, and reduce vehicle miles traveled.				➡	Transportation Services / Parks and Recreation / Community Development / POST	1. Provide incentives to encourage residents to utilize multi-modal transportation; 2. Provide low-income transit passes.								
Expand multi-modal transportation				➡	Transportation Services/ Multi-modal Division / Parks and Recreation / Community Development / POST	Reference Multi Modal Transportation Master Plan	<input checked="" type="checkbox"/>							



Infrastructure

Objective 5.1: Demonstrate responsible stewardship of the City's infrastructure

Action:	Target Implementation Date:					Implementation Process:		Priority Level: Identified as a Council Goal	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation		Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Reflect sustainability goals and objectives in capital improvement planning process and annual budget.				☞		All Department								
In partnership with LPEA, install LEDs in all new street, trail lights and parking lot lights, and develop a strategic plan to retrofit existing lights with LED bulbs	2015			☞		City Operations / CMO / Community Development / Engineering Division / Parks and Recreation	1. In partnership with LPEA, explore opportunities to retrofit street lights with Dark Sky compliant LEDs; 2. Conduct ROI analysis and identify possible funding sources, 3. Retrofit highest-cost, highest-use street lights first.							
Consider energy and water consumption implications when designing and installing new infrastructure components				☞		All Department								
Develop, maintain, and invest in infrastructure improvements that meet the needs of a growing community				☞		All Department	1. Enhance capacity and functionality of City facilities, this includes the Water and Waste Water Treatment Plants, Airport Terminal, Police Department, etc.							
Implement infrastructure maintenance practices and programs to extend the service life beyond industry standards				☞		All Departments Lead Departments for Implementation: City Operations / Utilities / Transportation Services / Parks and Recreation / Library	1. Utilize Asset Management software to help track maintenance, repair, renewal and replacement efforts, and to help identify when infrastructure should be replaced and to what capacity; 2. Continue ongoing maintenance efforts to preserve the community's investments in community assets (e.g. Durango Public Library and the Durango Community Recreation Center) 3. Consider tracking City facilities in the City's asset management system to track and verify performance metrics.							



Objective 5.2: Pursue capital investments that are cost-effective over their life-cycle, are resource efficient, and are consistent with the City's sustainability goals.

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Design and maintain a network of green infrastructure features that integrate with the built environment to manage stormwater, promote ecosystem functions, and improve resiliency				↻		Community Development / Engineering / POST / City Operations / Parks and Recreation / Utilities	1. Implement green stormwater management practices and solutions; 2. Use green infrastructure to reduce imperviousness, and preserve the natural environment throughout the Animas River watershed, at the neighborhood scale, and at the site level; 3. Implement policies and programs that protect water resources and add value to the community, this includes investments in both natural systems (i.e.habitat corridors, greenways, open spaces, natural surface trails, and street trees) and built systems (low-impact development, green roofs, bioswales, pervious pavement, etc.) as alternatives to piped stormwater and combined sewer overflows (CSOs); 4. Where appropriate, allow and encourage the use of green infrastructure practices in new developments and redevelopments; 5. Assess the impacts of adding impervious surfaces to existing transportation infrastructure systems (e.g. streets, alleys, sidewalks); 6. Consider implementing Green Street practices in these areas to serve as multi-purpose urban greenways.								
Strategically invest in telecommunication infrastructure	2015			↻		Finance / IS / Police Department	1. Expand telecommunication options in the downtown corridor, 2. Consider opting out of SB 152, 3. Explore options to expand telecommunication to individual neighborhoods.								
Where possible, for new installations, install LEDs and solar-powered lighting along the Animas River Trail (ART)	2015			↻		Parks and Recreation & Community Development / POST									



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Incorporate life-cycle costing into capital improvement projects. Life-cycle costing shall include life-time energy inputs, costs, maintenance, replacement, decommissioning, and disposal.		2016/17		↻		All Departments	1. Incorporate life-cycle costing into annual capital improvement program planning process; 2. Work to develop a calculator departments can use to assist with the assessment and provide departmental training in advance of the budget cycle; 3. Strive to implement projects with lower life-cycle costs; 4. Utilize an asset management program to track and verify maintenance and replacement costs.								
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Objective 5.3: Identify and track savings and rebates generated by energy efficiency projects and budget funds on an annual basis to implement sustainability projects

Action:	Target Implementation Date:					Implementation Process:			Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
										2015	Future	Yes	No	Yes	No
Track and report rebates and savings generated by energy efficiency projects on an annual basis	2015			↻		Sustainability Office									
Identify revenues derived from energy efficiency and renewable energy projects. Where possible, consider reinvesting a portion of the savings in specific upgrades to infrastructure systems that will increase energy and water efficiency	2015			↻		Finance Department / Sustainability Office									
On an annual basis, as part of the budget cycle, recommend funding to implement the priorities outlined in the Sustainability Action Plan.				↻		Finance Department / Sustainability Office									



Innovation

Objective 6.1: Encourage creative and innovative solutions

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation		Identified as a Council Goal	Budget Process		CIP		Grant Funding	
										2015	Future	Yes	No	Yes	No
Encourage and reward departments and divisions that employ creative, effective and innovate approaches to enhancing the City's sustainability				↻		All Departments									
Develop and support an interdepartmental team to enhance organization-wide communication				↻	Feb-14	Exec Team / Core Team	1. Establish the CORE Team, comprised mid-level managers and professional staff to facilitate cross-departmental communication, project implementation and policy development; 2. Coordinate with other departments and divisions to implement projects as an effort to enhance efficiencies, reduce redundancies, duplicate work and conserve resources.								
Employ innovative approaches to maintenance activities						All Departments	1. Asphalt Rejuvenation (Streets), 2. In situ pipe replacement (Utilities), 3. Asset Management Software, 4. Where applicable, continue to explore new and emerging technologies to enhance service delivery, improve efficiency and equipment longevity.								
Employ best practices and approaches to municipal sustainability				↻		Sustainability Office	1. Expand methane production at WWTP through introducing FOG, 2. Expand on-site renewable energy production.								



Objective 6.2: Demonstrate regional and statewide leadership

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Participate in the STAR Community Rating System. Utilize the system's metrics to measure sustainability progress and integrate metrics into annual reports.	2015					Sustainability Office								
Maintain the City's status as a high-performance organization achieving national and state recognition				☺		All Departments	1. Gold Medal Parks and Recreation designation and finalize accreditation process, 2. Maintain regional transit and recycling hubs, 3. Maintain Police Department Accreditation through CACP, 4. Maintain regional library leadership role, 5. Maintain GFOA and CAFR budget awards.	<input checked="" type="checkbox"/>						



Waste

Objective 7.1: Reduce waste produced by City activities

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation		Identified as a Council Goal	Budget Process		CIP		Grant Funding	
										2015	Future	Yes	No	Yes	No
Recycle asphalt, concrete, scrap metal and other industrial materials produced by City Operations. Track and report these figures on an annual basis	2015			↻		All Departments / Sustainability Office									
Require construction and demolition recycling in all City renovation, reconstruction, and construction projects in City facilities	2015			↻		All Departments / City Operations / Sustainability Office									
Limit the purchase of bottled water for City meetings and events. All non-emergency bottle water purchases should be phased out by 2016	2015			↻		All Departments / Sustainability Office	1. Provide bulk water for special events and meetings to reduce municipal plastic water bottle consumption. 2. Consider installing water bottle filling stations in City Facilities.								
Continue to require recycling at all city facilities. Improve signage and education efforts	2015			↻		All Departments / Sustainability Office	1. Improve employee recycling efforts in City facilities.								
Strive to only purchase products packaged in material that can be recycled in the City's single stream recycling program. Phase out polystyrene purchases by 2016	2015			↻		All Departments / Sustainability Office									



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Continue to reduce the amount of paper used to support city operations	2015			↻		All Departments / Sustainability Office	1. Explore opportunities to move the City's Advisory Boards and Commissions to paperless packets; 2. Implement paperless utility billing options; 3. Allow for online sales tax and business license renewal; 4. Encourage online viewing and printing brochures; 5. Continue to provide digital access to Park and Recreation activity guide, 6. Where possible, email receipts instead of printing them; 7. Ensure that the default printer setting is double sided; 8. Limit printing, provide digital access to the City's program and activity brochures; 9. Build on existing effective programs to reduce paper, including the Library's paperless registration program and email and text notifications system allowing for electronic distribution of approximately 80% of the overdue notices; 9. As part of the paper reduction effort, be conscious of the amount of electronic storage usage; 10. Continually review and delete files and documents in accordance with the City's records retention policy.							
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Objective 7.2: Adhere to sustainable and environmentally preferred purchasing practices														
Action:	Target Implementation Date:					Implementation Process:			Priority Level:	Project Funding:				
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Adhere to policies that reduce waste, minimize environmental impacts and hazards to worker and community safety						All Departments / Purchasing	1. Consider adding a rider to Bids for a 5% Environmental Preference, similar to the 5% local preference.							
Maintain the recycled content requirement in the City's Environmentally Preferred Purchasing (EPP) Policy for 30% post-consumer content for all print jobs and city purchased paper	2015			↻		Purchasing / Sustainability Office								



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Adhere to EPP considerations for product longevity. Strive to purchase products that conserve energy and water, use renewable fibers and residues, and are lead-free and mercury-free	2015			↻		All Departments / Purchasing								
Consider life-cycle (i.e. cradle to grave) costing in product purchases.	2015			↻		All Departments / Purchasing	1. Strive to only purchase products that reduce greenhouse gas emissions in their production, shipping, use and discard.							
Adhere to standards for sustainably certified cleaning product in janitorial contracts	2015			↻		City Operations / Purchasing / Sustainability Office	1. Specify requirements in bid process and contract and hold janitorial service providers accountable for adhering to the standards. 2. Provided that public health and safety is not compromised in high public use city facilities (Recreation Center, Library and Transit Center),							

Objective 7.3: Structure City programs to encourage waste diversion efforts and promote a zero waste culture

Action:	Target Implementation Date:					Implementation Process:	Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete			Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP	
									2015	Future	Yes	No	Yes	No
Provide residents and businesses with access to recycling				↻		City Operations / Recycling and Solid Waste / Sustainability Office								
Prohibit electronic and hazardous material from being landfilled				↻		City Operations / Recycling and Solid Waste / Sustainability Office	1. Promote weekly collection of electronic materials at the Recycle Center; 2. Continue to host HHW event in partnership with LPC; 3. Explore opportunities to increase access to recycling services for hard to recycle materials.							



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Recover 80% of recyclable material derived from residential customers from the waste stream by 2020		🕒				City Operations / Recycling and Solid Waste / Sustainability Office / CMO	1. Adopt policies and implement programs to encourage and incentivize residential waste diversion efforts; 2. Enhance Pay as you Throw pricing structure to encourage residential recycling; 3. Evaluate opportunities for household recycling incentives; 4. Employ community-based social marketing techniques to promote residential recycling efforts; 5. Add a smaller 32 gallon trash container to encourage more recycling.									
Recover 80% of cardboard derived from commercial customers from the waste stream by 2020		🕒				City Operations / Recycling and Solid Waste / Sustainability Office / CMO	1. Adopt policies and implement programs to encourage and incentivize commercial waste diversion efforts.									
Conduct a waste audit to help establish long-term community waste diversion goals					SWCOG Regional Waste Audit 2015	City Operations / Sustainability Office / CMO										
Require access to single stream recycling at all large community special events and city-sponsored special events	2015					Parks and Recreation / Special Events / City Operations / Recycling and Solid Waste / Sustainability Office	1. Encourage special event hosts to provide recycling ambassadors to reduce the amount of contamination in the recycling stream and preserve the quality and value of the material.									
Use radio-frequency identification (RFID) and other smart technologies to track and measure residential recycling and disposal weights and frequencies, and implement efficiencies in		🕒				City Operations / Recycling and Solid Waste / Sustainability Office	1. Foster public-private partnership for addressing specified waste streams									
Engage the community in the development of a waste management master plan and a phased approach to implementing zero waste		🕒				City Operations / Transportation and Sustainability / Sustainability Office	1. Identify the Community's greatest sources of waste, set formal waste reduction targets and establish actions to help reach the community waste reduction goals, and ultimately achieve zero waste.	☑		☑					☑	
Based on results from Colorado Parks and Wildlife Study, consider requiring wildlife resistant containers for all residential units by 2020.		🕒				City Operations / Recycling and Solid Waste										
Require recycling and wildlife resistant containers be distributed to newly constructed residential units		🕒		➡		Community Development / City Operations / Sustainability Office										



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Expand brown waste collection program and explore opportunities to productively reuse the material		🕒			City Operations / Sustainability Office	1. Explore opportunities to implement a leaf collection program; 2. Expand opportunities for organics diversion; 3. Implementing changes to the Spring and Fall Clean Up programs will allow more brown waste to be diverted from the landfill and turned into mulch.								
Serve as a regional leader and cooperate regionally to develop waste reduction programs and facilities.				↻	City Operations / Recycling and Solid Waste / Sustainability Office									
Continue to evaluate alternatives and explore options for managing residential and commercial food waste		🕒			City Operations / Recycling and Solid Waste / Sustainability Office	1. Continue to explore options to utilize existing infrastructure to collect and transport food waste; 2. Expand anaerobic digestion system to accommodate food waste; 3. Explore public private partnership opportunities for organics collection								
Evaluate and test clean waste to energy systems for targeted waste streams		🕒			City Operations / Utilities / Sustainability Office	1. Expand fats, oil, and grease (FOG) collection and acceptance program; 2. Continue to explore options to add additional waste streams including organic waste from residential and commercial customers; 3. Utilize existing infrastructure to collect and transport food waste to the WWTP; 4. Explore opportunities for a clean waste incinerator (i.e. heat curtain) to be used by multiple departments.								
Continue to provide pet waste clean up bags in parks and open space areas and encourage pet owners to clean up after their animals				↻	Parks and Recreation	1. Bolster education efforts relative to pet waste removal and disposal.								
Develop a business recognition program for local business that participate in the City's recycling program.	2015				Sustainability Office									

Water

Objective 8.1: Effectively manage and reduce municipal water consumption

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Conduct water use audits and assessments as part of the Facilities Master Plan process to better understand the City's water use.	2015					City Operations/Utilities/Sustainability Office	1. Average annual indoor and outdoor water use at City facilities. 2. Average annual per employee indoor and outdoor water use.								
Identify and replace inefficient water fixtures in City Facilities with high-efficiency and/or low-flow touchless fixtures				↻		City Operations / Sustainability Office / Parks and Recreation	1. Plan and budget for infrastructure improvements to reduce water use in City facilities. 2. Develop a systematic approach to retrofitting existing fixtures with low-flow fixtures. As part of this process, the infrastructure's compatibility with low flow fixtures should be analyzed. 3. Install low-flow fixtures in all new facilities. 4. Where possible, transition to touchless systems. 5. Ensure that water fountains are installed in all new facilities, where there are no existing water fountains in existing facilities, strategically install water bottle fill stations.								
Encourage facilities and irrigation managers to use Planet Footprint to track and manage water use and costs	2015					Sustainability Office	1. Provide access to water tracking and monitoring through Planet Footprint, 2. Continue to monitor and manager water use through the Maxicom irrigation system to provide centralized, rain-sensor irrigation control for City-owned lands.								



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Utilize the most efficient method to heat water in City Facilities to reduce energy loads and conserve water	2015			↻		City Operations									
Improve quarterly water use monitoring efforts in partnership with Planet Footprint.	2015			↻		Sustainability Office / Finance Department	1. Complete data integration with new financial reporting system.								
Reduce indoor water use at City facilities by an average of 18% by 2020.		⌚				City Operations/ Utilities/ Sustainability Office / Facility Managers	1. Track water use though Planet Footprint. 2. Engage responsible parties in tracking and reporting efforts.								
Reduce outdoor water use at City facilities by an average of 3% by 2020.		⌚				Parks and Recreation/ Utilities / Sustainability Office / Facility Managers	1. Track water use though Planet Footprint; 2. Engage responsible parties in tracking and reporting efforts; 3. Install drip systems at the Library where drip systems are not currently in place.								

Objective 8.2: Promote sustainable water and wastewater systems															
Action:	Target Implementation Date:			Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Priority Level:	Project Funding:						
	2015	2016-2020	2025+						Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Review and update utility rates and fees for all customer classes. Maintain and enhance tiered rate structure to encourage conservation.				↻	Dec-14	City Council/Utilities Department / Finance Department / CMO									
Reduce unaccounted for water system losses from approximately 20% to 13% by 2020.		⌚				Utilities Department	1. CIP replacement of infrastructure 2.Reduction in non-metered/unaccounted water system losses								
Reduce real losses from the water distribution system by 30% by 2020.		⌚				Utilities Department	1. CIP replacement of infrastructure 2.Reduction in real water system losses								
Reduce unbilled treated water use by 50% by 2020.		⌚				Utilities Department									
Reduce unbilled raw water use by 80% by 2020.		⌚				Utilities Department									



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Install radio read technology on 93% of meters by 2015.					Complete	Utilities Department	1. Number of metered accounts. 2. Improve data collection efforts										
Implement master meters to enhance water accounting.		⌚															
Expand sub-metering and system testing		⌚				Utilities Department											
Upgrade and improve wastewater treatment facility to meet current and foreseeable needs	2015	⌚		↻		Utilities Department / CMO	1. Include funding in annual CIP, 2. Secure funding for large -scale capital improvements, 3. Plan improvements to meet the needs of a growing community, 4. Integrate traditional and non-traditional infrastructure alternatives and other sustainable infrastructure options and principles into new										
Expand renewable energy production at water and wastewater treatment facilities	2015			↻		Utilities Department / CMO / City Operations / Sustainability Office	1.Install methane storage capabilities to better utilize methane for plant cogeneration system. Increase cogeneration system size by removing old boiler system at WWTP, 2. Expand onsite energy production at WWTP. Add an additional digester and turbine to maximize energy production, 2. Develop a solar PV project at the Water Treatment plant to accommodate 40-50% of the energy load, 3. Explore opportunities to develop a micro hydro project at the WTP reservoir intake.										
Maximize (re)use of effluent and treated byproducts		⌚				Utilities Department / Parks and Recreation	1. Explore opportunities to sell City produced treated byproducts; 2.Review water rights for reuse applicably; 3. Evaluate opportunities to install infrastructure to accommodate effluent distribution for irrigation purposes.										
Expand raw water use for irrigation purposes on City-owned land		⌚				Utilities Department / Parks and Recreation											
Install variable frequency drive motor on all new equipment purchase. Where possible, systematically replace all non-variable frequency drive motors to enhance efficiency.						Utilities Department / Parks and Recreation											
Select appropriate treatment technologies that are effective, simple to operate and low cost																	



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Objective 8.3: Promote responsible use of municipal water resources															
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Support effort to improve water use efficiency with the City's residential, commercial, institutional, and industrial customers		⌚				Utilities Department	1. Provide incentives for smart irrigation controls, and other technologies that reduce water use.								
Promote drought resiliency and enhance water use efficiency		⌚				Utilities Department / Sustainability Office / Library	1. Conduct a drought master plan, 2. Conduct modeling to understand the impacts of climate change on the City's water resources, 3. Provide access to resources and information on water conservation and efficiency techniques.								
Promote the use of drought resistant plants and native species vegetation on City-owned properties and new developments						Parks and Recreation / Community Development / POST / Sustainability Office / Library / City Operations	1. Provide demonstration gardens and other public education opportunities,								
Maintain a conservation oriented water rate structure				↻		CMO / Utilities Department									



Resiliency and Preparedness

Objective 9.1: Build and support a resilient and prepared community														
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Develop emergency management infrastructure, social networks and other social systems to help minimize the impacts of severe weather events and other natural disasters.	2015			☉		CMO / Communications Division / Police Department / Emergency Management Division / Communication Center	1. South West Incident Management (SWIM) Team; 2. Code Red; 3. Obtain generators for the Library, Transit Center and Recreation Center to allow full-functionality and business continuity for community shelter locations; 4.Require NIMS training for critical staff members; 5. Develop and implement training exercise that mimic realistic scenarios; 6. Regularly review and update EOP and COOP; 7. Execute and Maintain MOU's and agreements for community sheltering locations.							
Build, sustain and leverage partnerships with local and regional stakeholders to ensure collective investment, efficient action and shared responsibility in building local resiliency.				☉		All Departments	1. Work with various regional committees: (1) SWIM Team, (2) SW Regional Communication Committee, (3) SW All Hazards Council, (4) Local Emergency Planning Committee; 2.Execute and Maintain MOU's and agreements with regional entities for community sheltering locations.							
Develop a hazard mitigation action plan that includes an all-hazards vulnerability assessment of the City's primary hazard threats						All Departments Lead Departments for Implementation: Police Department / Emergency Management Division /Sustainability Office	1. Implement highest priority utility and infrastructure improvements listed in the hazard mitigation plan							



Objective 9.2: Assess risk and vulnerability to the City's operating efficiency, infrastructure systems, economic competitiveness and primary funding														
Action:	Target Implementation Date:					Implementation Process:		Priority Level: Identified as a City Council Goal	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation		Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Conduct a vulnerability and risk assessment of City operations to weather and climate	2015					Emergency Management/ Sustainability Office / CMO	1. Develop a vision and a path to enhance organizational resiliency, 2. Establish priority planning areas to guide the City's climate adaptation and resiliency efforts, 3. Include economic vulneratbilitéis tha may be triggered or exacerbated by climate impacts, 4. Utilize work conducted as part of the COOP, with a focus on weather and climate related events.							
Promote fiscal responsibility through preparing now to be more resilient to climate variability and reducing costs in the future				↻		All Departments								
Develop a Stormwater Master Plan		⌚				Community Development / Engineering Division / City Operations								
Assess the City's capacity to adapt to the impacts of climate variability and understand the existing economic, natural, institutional, and community resources available to accommodate this adaptation		⌚				All Departments	1. Integrate climate change considerations into planning processes, 2. Assess the impact of the 2020 climate predicted warming senerios especially as it relates to current infrastructure investment (water and waste water treatment facilities, stormwater infrastructure, etc.), 3. Assess the adaptability and impacts to the recreation sector of eariler spring runoff and lower average flows.							



Objective 9.3: Actively manage resources to continue to provide important services to residents														
Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:					
	2015	2016-2020	2025+	Ongoing	Completion Date	Responsible Department/Division	Strategies for Implementation	Identified as a City Council Goal	Budget Process		CIP		Grant Funding	
									2015	Future	Yes	No	Yes	No
Prepare for extreme weather events – wildfire, flooding, landslides, and other hazards—through investing in resilient infrastructure improvements				☺		All Departments	1. Explore funding opportunities to implement improvements to Crestview ditch 2. Continue efforts to mitigate wildfire vulnerability in open space areas, 3. Enhance enforcement efforts relative to open burn restrictions, 4. Equip city facilities with HVAC systems and filters to reduce exposure to chemicals and other toxins.							
Ensure City business continuity during and following a natural disaster				☺		All Departments	1. Provide emergency readiness kits at all City Facilities (currently in place at City Hall and at the Carnegie Building); 2. Ensure redundancy of records; 3. Plan for and have supplies in place to respond to a disaster (i.e. tarps to protect paper records from water damage); 4. Develop exercises to test the COOP plan.							
Integrate information about future conditions (i.e. population, economy, weather) into community planning and decision making and make municipal operations and plans flexible to accommodate a range of possible future conditions and scenarios						All Departments								
Minimize risk through continued implementation and maintenance of the City's Electronic Records Management System				☺		Emergency Operations / Administrative Services	1. Identification and cataloging system in place for vital records;							



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Continue to implement the comprehensive fuels reduction program and maintain enforcement efforts in high-risk open space areas				➡		Parks and Recreation / POST / Code Enforcement / Police Department	1. Obtain grant funds to help implement mitigation strategies in city-owned lands, 2. Routinely patrol and monitor open space to address illegal camp fires, 3. Encourage state and federal investment in fire mitigation efforts.							
Encourage fire mitigation and pre-forest fire thinning efforts in state and federal lands that abut the City of Durango				➡		CMO / Parks and Recreation / POST	1. Encourage state and federal investment in fire mitigation efforts, 3. Support state and federal policies that prioritize wildfire prevention in forests and public lands, especially the lands surrounding Durango							
Fight the introduction and spread of invasive species in city-owned land				➡		Parks and Recreation	1. Continue invasive species mitigation efforts, including monitoring by Park Rangers and volunteer Park Ambassadors, 2. Maintain and expand tree spraying program to reduce the spread of invasive species, 3. Continue to budget for invasive species eradication in maintenance and upkeep efforts							



Quality of Life

Objective 10.1: Enhance Durango's quality of life through shared prosperity

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding		
									2015	Future	Yes	No	Yes	No	
Support efforts to provide an adequate and diverse supply of affordable housing options for all residents				↻		Community Development / CMO / Library	1. Develop and fund a multi-year City of Durango Housing Program. 2. Inventory and quantify the housing needs-- including conducting a housing market analysis and housing needs study; assemble a housing program advisory committee, provide regulatory, planning and financing tools to promote public and private sector housing development. 3. Provide information and programs on affordable housing alternatives (e.g. RHA, Library's Tiny Houses program, books and information).								
Support an increasingly self-reliant community through a robust local economy with shared benefits				↻		CMO / Finance Department / Business Development / Library	1. Provide Economic Gardening and other programs to provide resources to business, including one-on-one business assistance, 2. In partnership with the 9R school district, provide equipment and space for students to acquire life skills and job training opportunities.								
Provide equal access to public safety and emergency services, including procedural fairness, to all members of the community				↻		All Departments Lead Departments for Implementation: Police Department and Communication Center									
Support programs that help businesses transition to green practices				↻		CMO / Finance Department / Community Development / Business Development	1. Sustainability Community Block Grant								
Conduct an assessment of local economic conditions, including economic leakage and targeted sectors for future investment				↻		CMO / Finance Department / Business Development	1. Participate in Buxton Study; 2. Partner with Economic Development Alliance.								



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Promote purchasing preference for locally-produced products, goods, and services				↻		Finance Department / Purchasing / CMO	1. 5% preference for local firms built into purchasing policy, 2. Look local first coupon books provided to employees and boards and commissions members, 3. Support campaigns to bank locally, buy locally, or buy from small independent businesses or retailers, 4. Support efforts to bolster the local economy and locally-produced products by providing seed money for program that encourage investment in local goods and services, 5. The Library's Library Card Discount Card program allows card holders to receive discounts as local participating businesses during the month of September.								
Connect entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy				↻		CMO / Business Development / Community Development									

Objective 10.2: Maintain Durango's sense of identity by preserving cultural and historical assets, and promoting arts in public spaces

Action:	Target Implementation Date:					Implementation Process:	Priority Level:	Project Funding:								
	2015	2016-2020	2025+	Ongoing	Date Complete			Responsible Department/Division	Strategies for Implementation	Identified as a Council Goal	Budget Process		CIP		Grant Funding	
											2015	Future	Yes	No	Yes	No
Protect sensitive historical, cultural and natural resources				↻		Parks and Recreation / Community Development / POST / Library / CMO	1. Protect hillsides, wetlands and wildlife habitat from inappropriate development , 2. Preserve cultural resources in place, 3. Where possible, preserve property and character-defining features from destruction or alteration, take necessary steps to preserve the property or features in perpetuity.									
Adopt a strategic plan to project, enhance and expand Durango's arts and cultural resources and strengthen creative industries		🕒		↻		CMO	1. Complete the public art master plan, 2. Evaluate opportunities to establish enterprise zones, or arts and culture districts									
Accommodate space for public art as part of all new major public development projects				↻		Community Development / City Operations / Parks and Recreation / CMO										



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Protect and maintain local public artworks and cultural resources for future generations				↻		All Departments Lead Departments for Implementation: Library / Community Development / CMO / Parks and Recreation	1. Maintain historical collection that is available at the Durango Public Library; 2. Implement preservation strategies outlined in <i>A Preservation Plan for Durango</i> , the Cultural/ Historic Resources Goals, Objectives, and Policies included in the City's 2007 Comprehensive Plan, the Historical and Cultural Resources Land Use Codes and Regulations, and the City's Historic Preservation Board and Design Review Board.							
Preserve and reuse historic structures and sites to retain local heritage, reinforce community character and conserve resources				↻		All Departments Lead Departments for Implementation: Library / Community Development / CMO / Parks and Recreation	1. Maintain historic district designation with specific design standards and a process for reviewing new projects; 2. Increase over time the number of structures and sites that are eligible for designation as a local historic landmark; 3. Support retrofitting or rehabilitating historic structures with energy efficiency or clean energy technologies.							



**Sustainability Action Plan
2015-2025**

Objective 10.3: Structure City programs to encourage vitality and vibrancy

Action:	Target Implementation Date:					Implementation Process:		Priority Level:	Project Funding:						
	2015	2016-2020	2025+	Ongoing	Date Complete	Responsible Department/Division	Strategies for Implementation		Identified as a Council Goal	Budget Process		CIP		Grant Funding	
										2015	Future	Yes	No	Yes	No
Make opportunities for culture, leisure, and recreation readily available to all members of the community				↻		All Departments									
Promote a vibrant local economy				↻		All Departments Lead Departments for Implementation: CMO / Finance Department / Business Development / Library / Community Development / Airport	1. Provide access to transportation infrastructure including reliable and sustainable access to regional air service; 2. Provide programs and services that support local businesses.								
Support local farmers markets, community gardens and urban agriculture				↻		Sustainability Office / Park and Recreation / Community Development									
Provide equal access and service quality to all members of the community				↻		All Departments									
Promote wealth creation at all levels of income				↻		All Departments	1. Promote efforts to expand housing ownership opportunities; 2. Strive for a more diversified economy that promotes jobs that pay a living wage,								
Structure city program to ensure stable, affordable, attainable workforce housing	2015			↻		Community Development	1. Develop and fund a multi-year City of Durango Housing Program; 2. Inventory and quantify the housing needs-- including conducting a housing market analysis and housing needs study; assemble a housing program task force, provide regulatory, planning and financing tools to promote public and private sector housing development.								