

***Louisville City Council & Lafayette City Council  
Joint Study Session***

**Tuesday, August 23, 2016**

Louisville Public Library  
951 Spruce Street  
Louisville, CO 80027

**6:00 P.M. – 7:30 P.M.**

***Followed by regular Louisville City Council Study Session  
7:30 P.M.***

6:00 – 7:30 pm

1. Welcome (Louisville Mayor Muckle)
2. Introductions
3. Discussion Items:
  - A. Library Consortium
  - B. Parks, Recreation and Open Space Update
    - Buffer Areas Considered in Municipal Comprehensive Plans/Possible Joint Vision for Buffer Area Near Paschal/Highway 42
    - Status of Lafayette Soccer Complex at Harney Lastoka Open Space
    - Opportunities for Collaboration in Parks, Recreation, Open Space and Senior Services
  - C. Transportation Issues
  - D. Affordable Housing
  - E. Lafayette Pursue Broadband/SB152 Exemption on Ballot
  - F. Other

***Break***

***Adjourn to Louisville City Council Study Session Items***

- |                |    |   |
|----------------|----|---|
| 7:30 – 8:15 pm | 4. | Discussion – Golf Course Financials and Golf Course Advisory Board Role |
| 8:15 – 9:00 pm | 5. | Discussion – Sustainability Advisory Board, Sustainability Action Plan  |
| 9:00 – 9:05 pm | 6. | City Manager’s Report & Advanced Agenda                                 |
| 9:05 – 9:15 pm | 7. | Identification of Future Agenda Items                                   |
| 9:15 pm        | 8. | Adjourn   |

**SUBJECT: GOLF COURSE FINANCIALS AND GOLF COURSE ADVISORY BOARD ROLE**

**DATE: AUGUST 23, 2016**

**PRESENTED BY: JOE STEVENS, DIRECTOR, PARKS & RECREATION  
DAVID BARIL, GOLF COURSE HEAD PROFESSIONAL  
KEN GAMBON, CHAIR, GOLF COURSE ADVISORY BOARD**

**SUMMARY:**

Coal Creek Golf Course is in its first full-year of operations since its June 30, 2015 Grand Re-Opening following comprehensive renovation as a result of the September 2013 500-year flood event. Accompanying this council communication, please find information summarizing revenue and expenses through July 2016. To briefly summarize, Coal Creek Golf Course has generated \$841,627 in revenue and expenses of \$709,771 or positive cash flow of \$131,856 through July 31, 2016. The bad news is that revenues have not met projections; the good news is that expenses are also less than projected resulting in positive cash flow through the first seven months of 2016. Staff and Golf Course Advisory Board (GCAB) members will be present to share insights and observations on Golf Course operations. The 2016 operating budget includes the transfer of \$225,000 to the Wastewater Utility Fund. Repayment of an outstanding balance of \$1,138,916 has been held in abeyance since 2013.

The Golf Course Advisory Board would also like to hear City Council's perspective on the role of Advisory Board members as they work with staff on a Coal Creek Golf Course Strategic Plan (draft proposal attached). Dennis Maloney, City Council Liaison to the GCAB, has encouraged the GCAB to work with staff and the community to develop a strategic plan that will help chart golf course direction over the next decade. The GCAB would appreciate feedback on this proposal as well as other roles City Council members envision for GCAB.

**FISCAL IMPACT:**

N/A

**RECOMMENDATION:**

Discussion

**ATTACHMENT(S):**

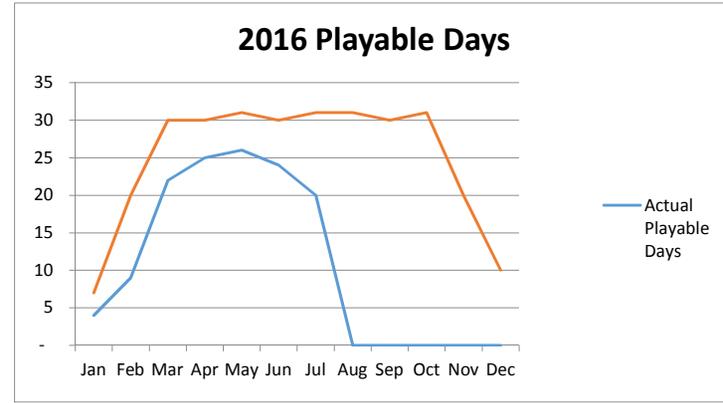
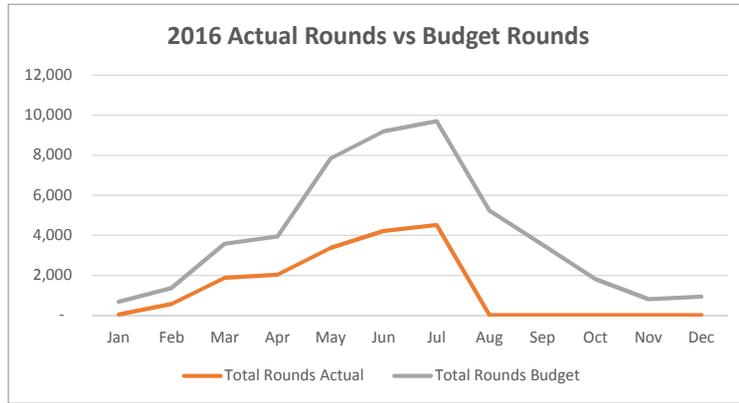
1. Coal Creek Golf Course Financials
2. Graphs
3. Draft Coal Creek Golf Course Strategic Plan

REVISED Dashboard	July. 2016 July. 2016 actual	JULY budget	YTD actual	YTD budget	Total Budget
<b>Background information</b>					
<b>Total Rounds</b>	4,518	5,184	15,930	19,681	32,000
<b>Revenue</b>					
Green fees	135,491	189,540	453,318	718,988	\$ 1,170,000
golf cart fee	40,223	39,463	116,290	149,697	\$ 243,600
range	16,410	21,870	67,427	82,960	\$ 135,000
annual pass	11,438	21,870	115,747	82,960	\$ 135,000
golf shop sales	12,044	23,635	56,305	89,250	\$ 145,000
Food & beverage					\$ 15,000
** All other revenue	6,843	7,793	32,540	57,179	\$ 49,000
<b>total revenue</b>	<b>222,449</b>	<b>304,171</b>	<b>841,627</b>	<b>1,181,034</b>	\$ 1,892,600
<b><u>total revenue per round</u></b>	<b><u>49.24</u></b>	<b><u>58.67</u></b>	<b><u>52.83</u></b>	<b><u>60.01</u></b>	<b><u>58.68</u></b>
<b>Expenditures</b>					
Course maintenance	67,731	133,076	257,854	465,632	739,310
Marketing	8,331	24,228	68,189	84,773	134,600
All other operations & expenditures	97,596	117,745	353,210	411,987	654,130
<b>Total expenditures</b>	<b>173,658</b>	<b>275,049</b>	<b>679,253</b>	<b>962,392</b>	<b>1,528,040</b>
<b>total expenditures per round</b>	<b>\$ 38.44</b>	<b>\$ 53.06</b>	<b>\$ 42.64</b>	<b>\$ 48.90</b>	
<b>Net Position</b>					
<b>Total revenue - total expenditures</b>	<b>48,791</b>	<b>29,122</b>	<b>162,374</b>	<b>\$ 218,642</b>	<b>\$ 364,560</b>
Capital Projects	0		\$ 30,518	\$ 298,000	\$345,250
<b>Transfer to wastewater utility fund</b>					\$ 225,000
** all other revenue	** all other operations & expenditures				
golf instruction	Golf Operations expenditures & wages				
golf club repairs	Building maintenance & utilities				
gift certificate sales					
golf club rentals					
handicap fees					
pull cart sales					

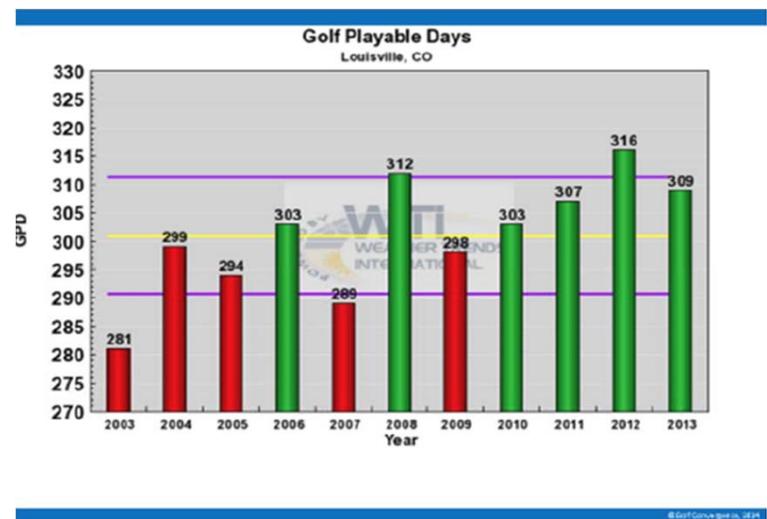
## Playable Days and Actual vs Budget Rounds

A Golf Playable Day (GPD) is defined as a day where the maximum temperature is above 46 degrees Fahrenheit and below 94 degrees Fahrenheit, precipitation is less than 0.25 inches of rainfall, and wind speed is less than 19 miles per hour.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Potential Days</b>	7	20	30	30	31	30	31	31	30	31	20	10	301
<b>Actual Playable Days</b>	4	9	22	25	26	24	20	-	-	-	-	-	
<b>Total Rounds Actual</b>	47	576	1,874	2,025	3,367	4,218	4,518	10	10	10	10	10	
<b>Total Rounds Budget</b>	634	787	1,706	1,920	4,480	4,976	5,184	5,216	3,520	1,802	800	928	

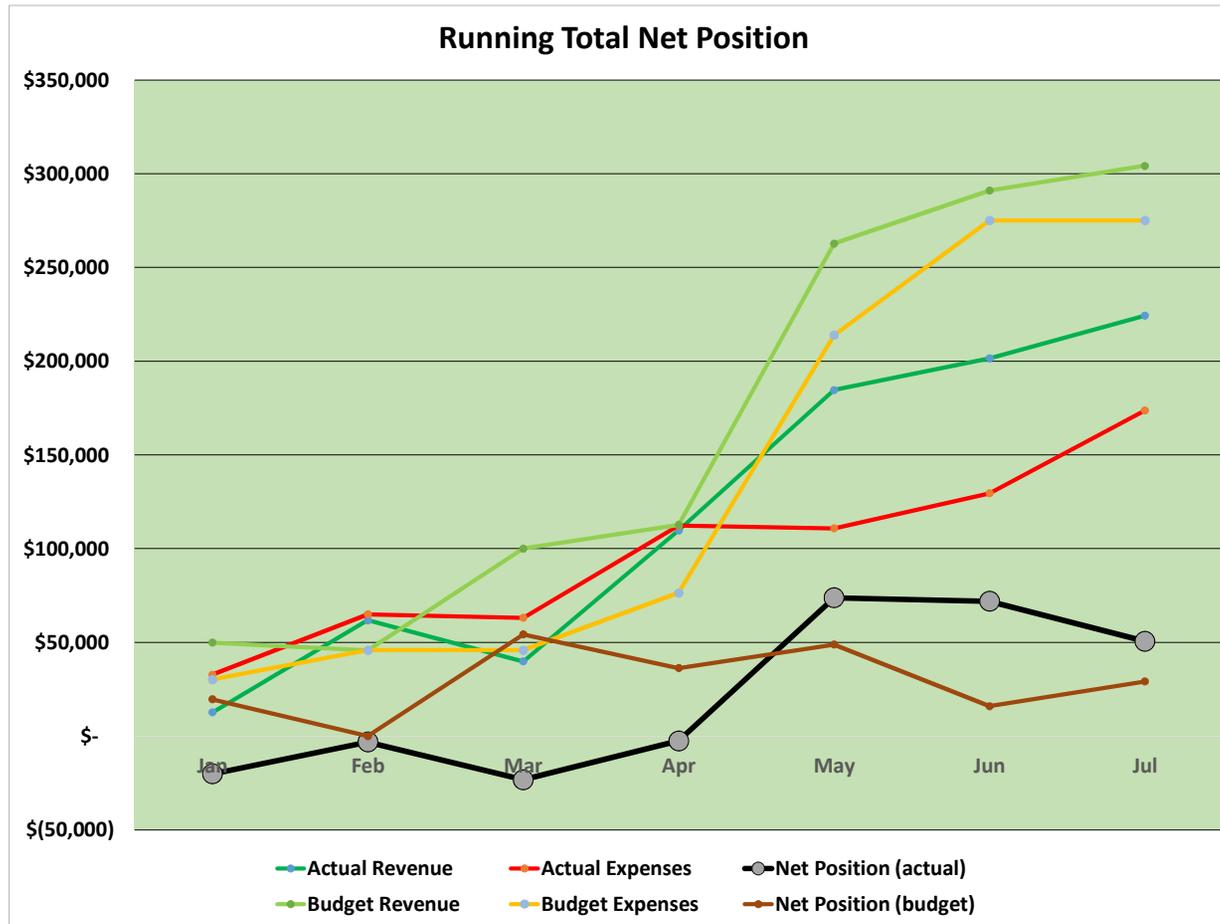


Year	301 <=11 Year Average Playable Days
2013	309
2012	316
2011	307
2010	303
2009	298
2008	312
2007	289
2006	303
2005	294
2004	299
2003	281

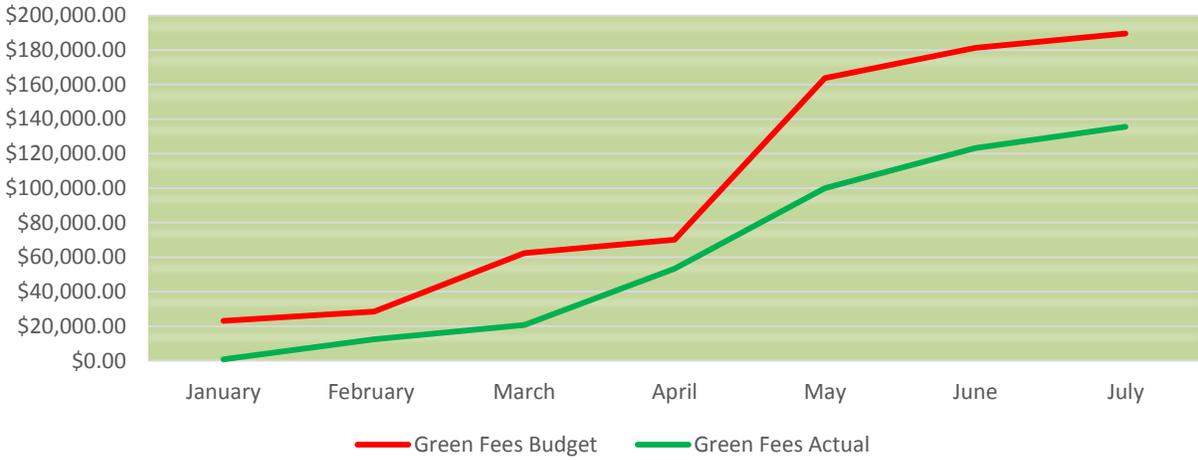


# Coal Creek Golf Course Summary Financial Report

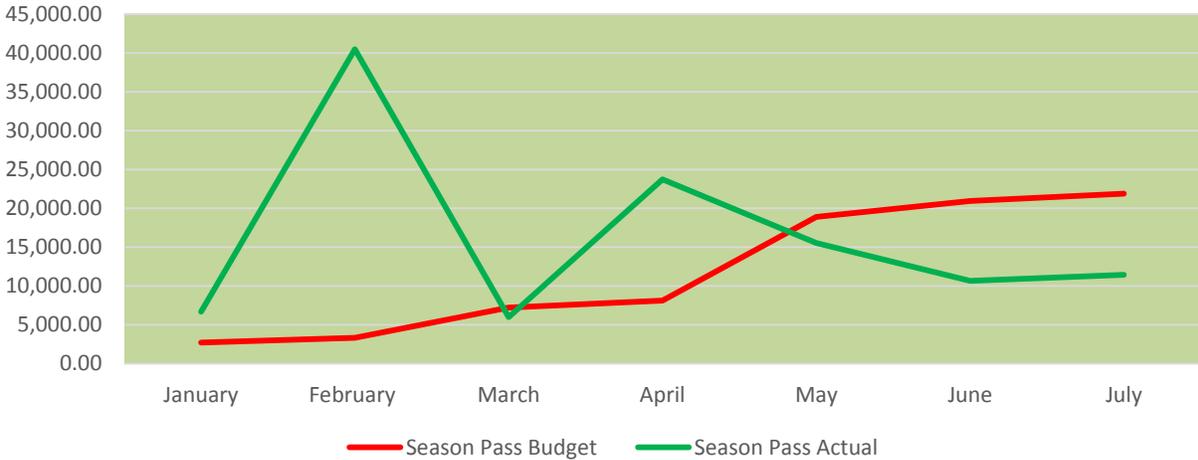
	Jan	Feb	Mar	Apr	May	Jun	Jul
<b>Actual Revenue</b>	\$ 12,670	\$ 61,845	\$ 39,867	\$ 109,749	\$ 184,610	\$ 201,475	\$ 224,312
<b>Actual Expenses</b>	\$ 32,794	\$ 65,005	\$ 63,111	\$ 112,273	\$ 110,823	\$ 129,507	\$ 173,658
<b>Net Position (actual)</b>	\$ (20,124)	\$ (3,160)	\$ (23,244)	\$ (2,524)	\$ 73,787	\$ 71,968	\$ 50,654
<b>Budget Revenue</b>	\$ 49,839	\$ 45,813	\$ 100,076	\$ 112,656	\$ 262,744	\$ 291,028	\$ 304,171
<b>Budget Expenses</b>	\$ 30,243	\$ 45,840	\$ 45,841	\$ 76,404	\$ 213,927	\$ 275,049	\$ 275,049
<b>Net Position (budget)</b>	\$ 19,596	\$ (27)	\$ 54,235	\$ 36,252	\$ 48,817	\$ 15,979	\$ 29,122



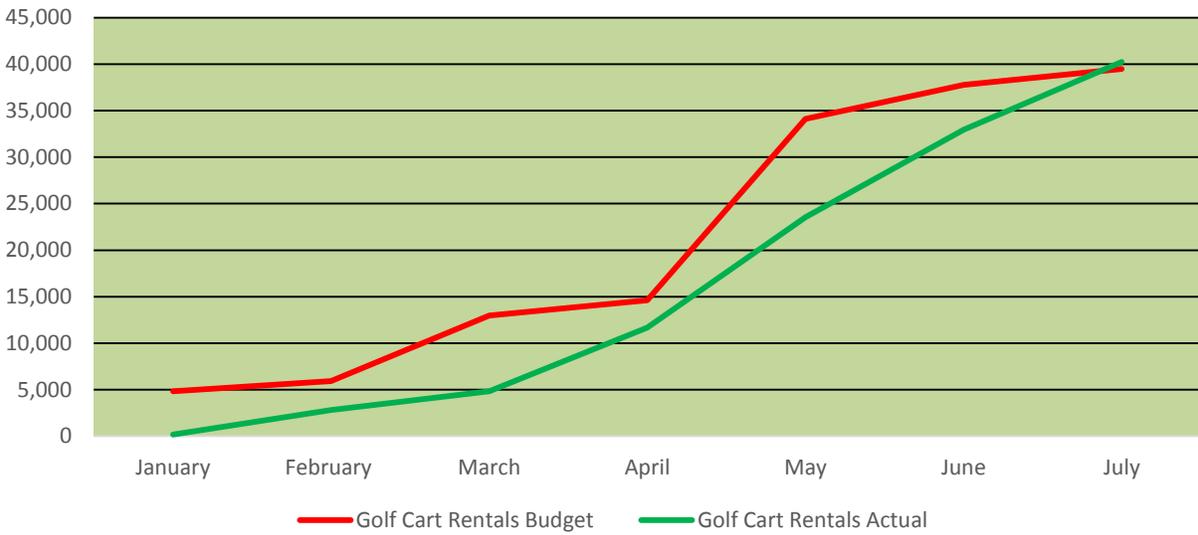
### 2016 Green Fees Projected Revenue Compared to Actual



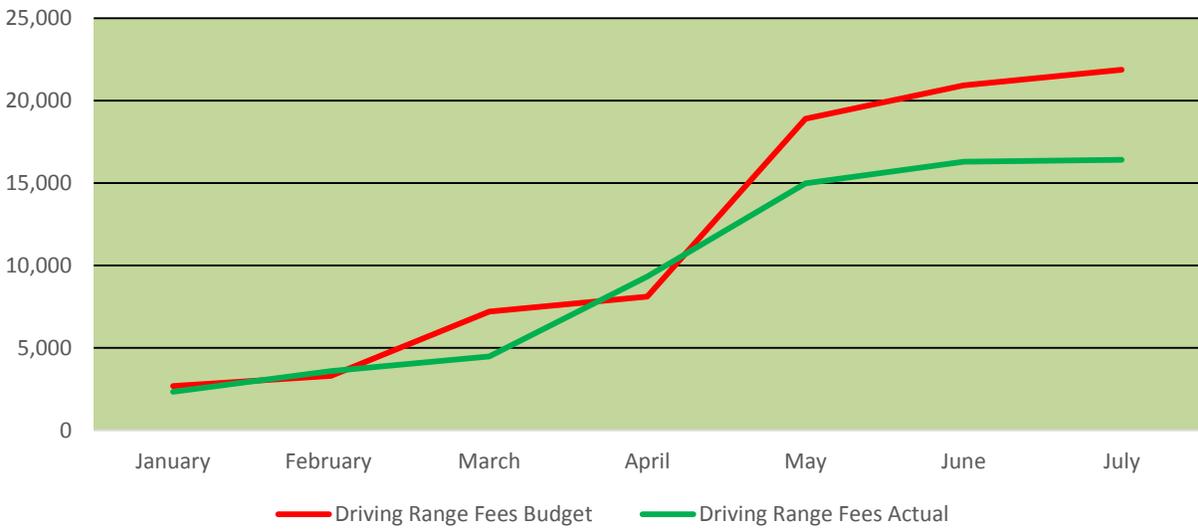
### 2016 Season Passes Projected Revenue compared to Actual



### 2016 Golf Cart Rentals Projected Compared to Actual



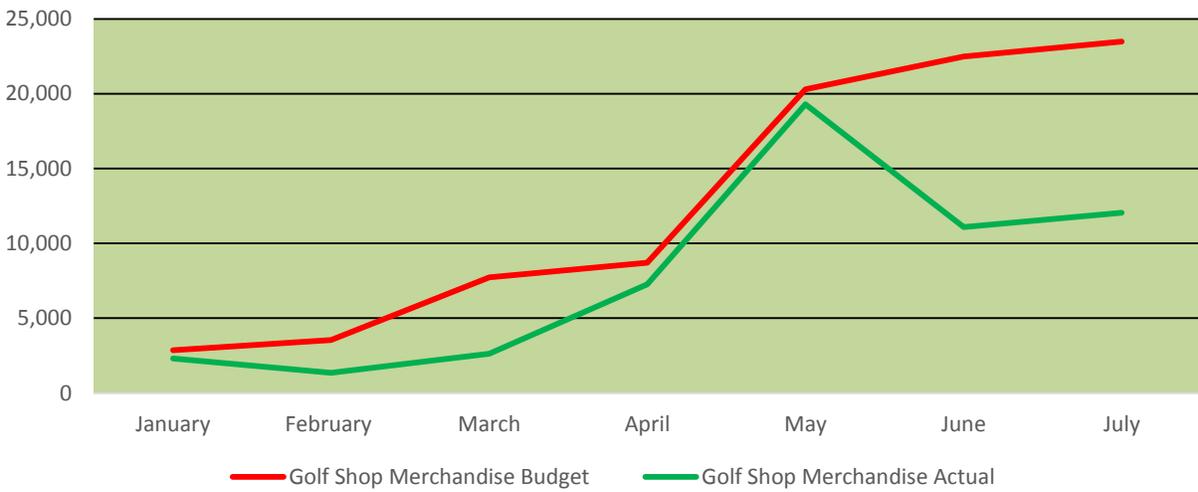
### 2016 Driving Range Fees Projected Revenue Compared to Actual



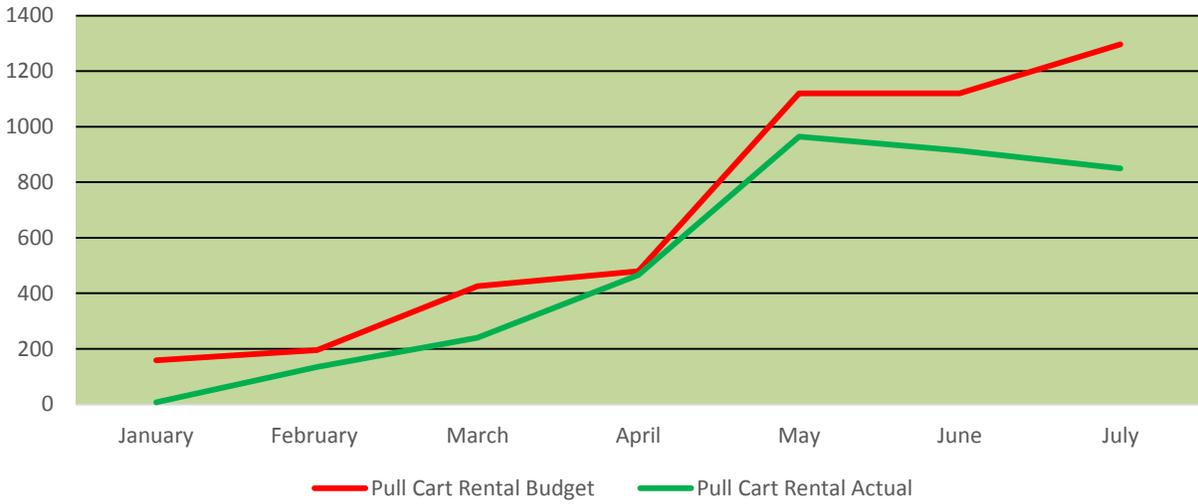
### 2016 Food & Beverage Sales Projected Revenue Compared to Actual



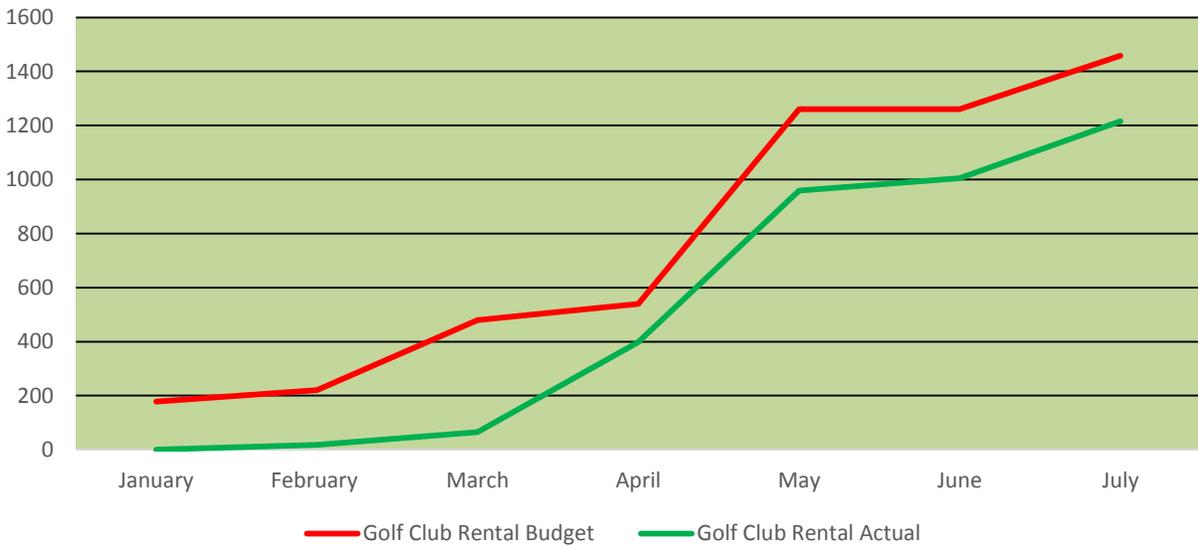
### 2016 Golf Shop Merchandise Projected Revenue Compared to Actual



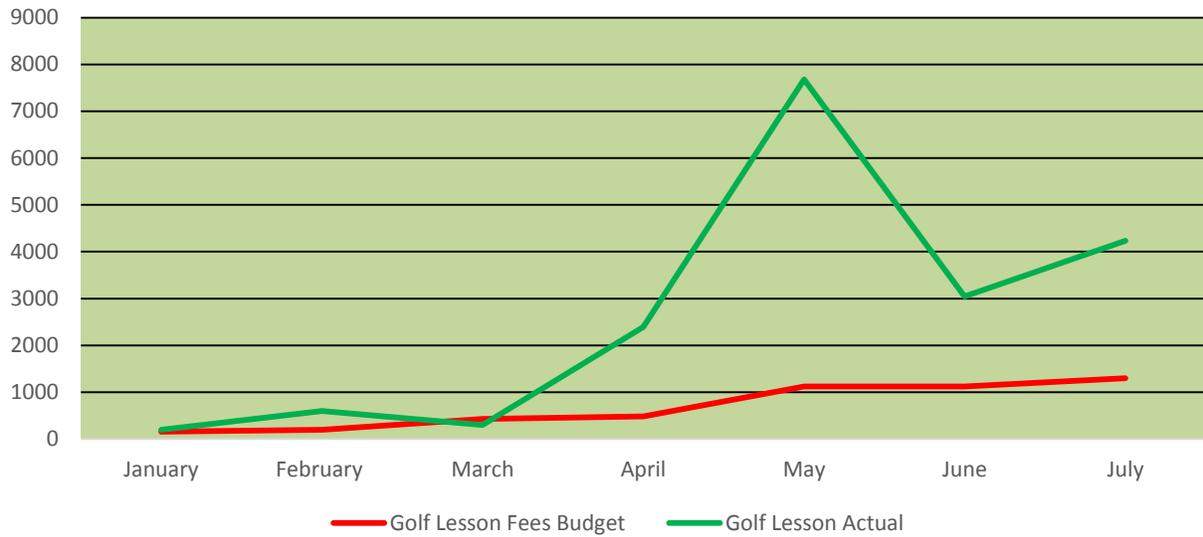
### 2016 Pull Cart Rental Projected Revenue Compared to Actual



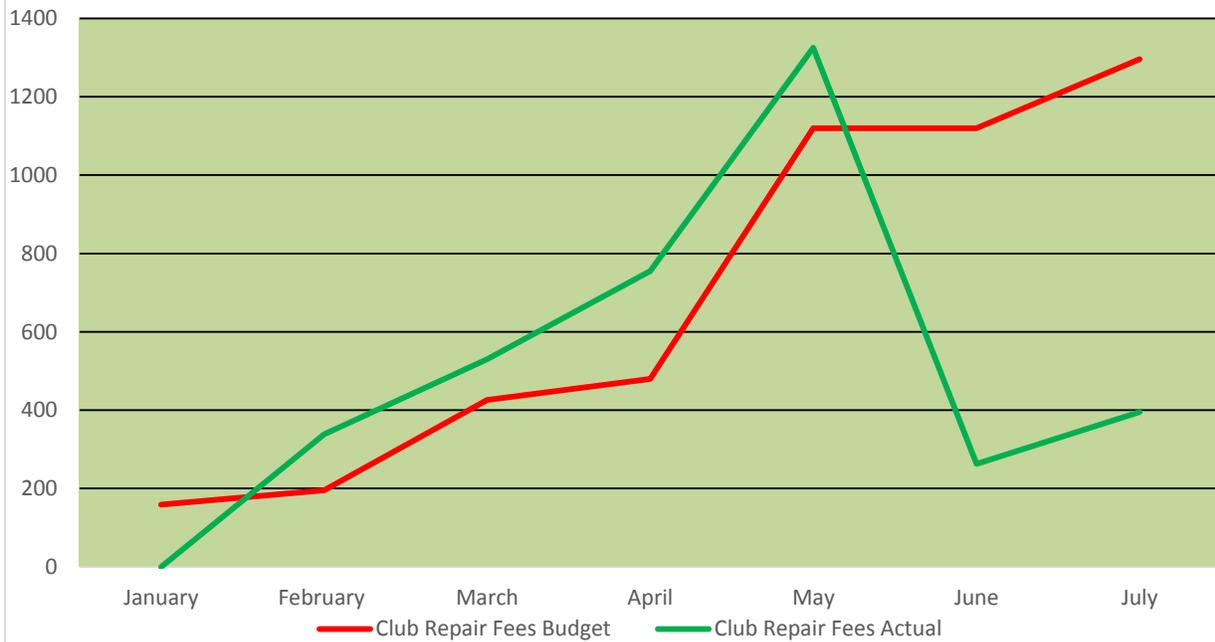
### 2016 Golf Club Rentals Projected Revenue Compared to Actual



### 2016 Golf Lessons Projected Revenue Compared to Actual



### 2016 Club Repair Fees Projected Revenue Compared to Actual



## 2016- Coal Creek Golf Course Strategic Plan Process

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### **Background**

With the post-flood rebuilding of the golf course now substantially complete, Coal Creek Golf Course (CCGC) is positioned to look ahead to identify goals and strategic initiatives to drive decision-making for the next 3 to 5 years.

Key components of a strategic plan may include:

- Financial goals and measures
- Programming initiatives (new and/or expanded)
- Capital projects
- Community engagement
- Golf course user experience

Each goal should have identified strategic initiatives which support the goal and specific measurable outcomes. These planning elements are dynamic in nature and will be updated yearly as new knowledge is obtained and needs are identified. The goals of the CCGC will align with:

- Strategic objectives of the Department of Parks & Recreation
- City of Louisville Comprehensive Plan – adopted May 2013
- Parks, Recreation, Open Space, and Trails Comprehensive Master Plan – February 2012

### **Responsibility**

This strategic planning initiative is ultimately the responsibility of CCGC staff, with input from the Golf Course Advisory Board (GCAB). Specifically, the following sub-committee has been identified to draft a strategic plan for eventual approval by city management and City Council.

- David Baril, Golf Course Head Professional
- David Dean, Golf Course Superintendent
- Perry Nelson, GCAB member
- Michele Van Pelt, GCAB member

## 2016- Coal Creek Golf Course Strategic Plan Process

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### Time Frame

The strategic plan will be developed over the next 9 months as follows:

	<b>What</b>	<b>Who</b>	<b>Reviews</b>	<b>Sub-committee Completion date-tentative</b>	<b>Approvals</b>
<b>Task 1</b>	<b>Strategic Goals &amp; Objectives</b>	Golf Course leadership & GCAB sub-committee	Dir P&R GCAB	12/1/2016	City Manager City Council
<b>Task 2</b>	<b>Operating Initiatives</b>	Golf Course leadership & GCAB sub-committee	Dir P&R GCAB	2/1/2017	City Manager City Council
<b>Task 3</b>	<b>Capital Projects Plan</b>	Golf Course leadership & GCAB sub-committee	Dir P&R GCAB	4/1/2017	City Manager City Council
<b>Task 4</b>	<b>Operating plans</b>	Golf Course leadership	Dir P&R GCAB	per City calendar	City Manager City Council
<b>Task 5</b>	<b>Update strategies &amp; plan yearly</b>	Golf Course leadership	Dir P&R GCAB	As needed	As above

**SUBJECT: SUSTAINABILITY ADVISORY BOARD – SUSTAINABILITY  
ACTION PLAN**

**DATE: AUGUST 23, 2016**

**PRESENTED BY: JAMIE BARTLETT**

**1. CURRENT ACTIVITIES**

- Sustainability Action Plan
- Sustainability Action Plan Rating Matrix

**2. UPCOMING ACTIVITIES**

- Finalize Sustainability Action Plan
- Create/fund Sustainability Coordinator Position
- Award first Sustainable Business Awards

**3. CITY COUNCIL INPUT/FEEDBACK**

- SAP current format
- SAP Matrix
- Coordinator Position

**ATTACHMENT(S):**

1. Sustainability Action Plan
2. Sustainability Action Plan Matrix

# DRAFT

SUSTAINABILITY  
ACTION PLAN  
2016

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Welcome

LSAB and Contributors

Introduction & Purpose

Plan Structure

Definition of Sustainability

LSAB Milestones

Sustainability Goals

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## FOCUS AREAS

Energy & Buildings

Water

Transportation

Waste

Local Food & Agriculture

## REFERENCES

# WELCOME

It's widely accepted that human decisions have adversely impacted our surrounding environment. Community leaders must adopt policies to support a sustainable future. Our hope is to prioritize environmental health, economic vitality and community well-being.

Short-term, or status quo, thinking will only limit our community's ability to remain successful in the region. The City of Louisville needs a clear framework of actionable items and credible guidance to achieve goals that support the environment and the community in a responsible way.

Community members have repeatedly voiced their support for the City's commitment to responsible governance. To this end, the City of Louisville has incorporated and invested in many sustainable initiatives in recent years. By making these initiatives a priority, Louisville will reach greater economic strength for businesses, better health and well-being for residents and provide a positive example for other communities in the State of Colorado.

The City established the Louisville Sustainability Advisory Board (LSAB) as a resource for relevant issues to our community. The purpose of this report is to provide an adaptable roadmap to advise the current and future City leadership as they continue to build Louisville's sustainable future.

Sincerely,  
LSAB

# LOUISVILLE SUSTAINABILITY ADVISORY BOARD (LSAB)

LSAB Board consists of seven volunteer members from the Louisville community who are appointed by City Council to a term of four years. All members are tasked with specific responsibilities as detailed in the Municipal Code and City Charter. The Board complies with the City's open government rules and Code of Ethics.

## Current Members:

Jamie Bartlett  
Dan Delahunty  
Mary Ann Heaney  
Allison Johanson  
Marianne Martin  
Mark Persichetti  
Justine Vigil-Tapia

## MISSION STATEMENT

Promoting sustainability through energy efficiency, resource conservation and localization to better the environment, social well-being, and economic vitality of the City of Louisville.

## Recent Contributing Members:

David Hsu  
Jim Bradford  
Claudia Lenz

## Current Council Rep:

Jay Keany

## Other Advisors:

Dave Szabados - City Staff

# INTRODUCTION & PURPOSE

In 2012, the Louisville Sustainability Advisory Board tasked themselves with the creation of a document to outline recommendations for the City. The Sustainability Action Plan is intended to articulate Louisville's vision to create a more sustainable community as well as provide a roadmap for achieving our collective goals.

This plan is intended to offer a perspective on past accomplishments and future endeavors. Additionally, the plan will help guide City staff with decisions related to sustainable focus areas.

The plan includes guidelines for internal City operations as well as community-wide approaches for residents and businesses. In general, the current plan has a focus on environmental impacts and their potential economic benefits.

# INTRODUCTION & PURPOSE

This plan incorporates elements from federal, state and county legislative agendas as well as City initiatives. Our intention is to keep pace with the most up-to-date practices. Sources include but not limited to the following:

## **Federal Guidelines:**

Executive Order 13693 (2015) – Planning for sustainability in the next decade.

American Recovery and Reinvestment Act of 2009 – increase innovative and alternative energy technologies

## **Boulder County**

### **Comprehensive Plan:**

Guides decisions on future land uses in a coordinated and responsible manner.

### **Louisville Master Plan:**

Comprehensive plan helps guide decisions on future land uses in a coordinated and responsible manner.

### **Boulder County Environmental Sustainability Plan (2012):**

County-wide guidelines for sustainability practices.

## **Baseline Energy Study (2014):**

Comprehensive assessment of the City's energy needs.

## **Sustainability Survey (2015):**

Feedback gathered by LSAB through city-wide mailer. The survey targeted specific concerns in sustainability.

## **Public Workshops (2015):**

Feedback gathered by LSAB through public forums. Community members could directly ask Board members questions and vote on topics of interest.

# PLAN SCTRUCTURE

This action plan is sectioned into five key impact areas of sustainability. Each focus area provides a brief introduction provided by various subcommittee members of LSAB. We identified impact areas specific to the City of Louisville, as well as goals to address each of those issues. Each focus area has at least one major Goal. We have outlined Internal (for the City to address) and External (for residents and businesses) targets to reach these goals. Each target identifies potential community members who can positively impact this focus area (E.G. City Staff, Residents, Business). Specific implementation guidelines for target areas will need to be adopted in follow up plans approved by current Council members.

## **Sustainability Action Plan Focus Areas:**

1. Energy & Buildings
2. Water
3. Transportation
4. Waste
5. Local Food & Agriculture



# DEFINITION OF SUSTAINABILITY

The word “sustainability” can be difficult for communities to define and sometimes off-putting or misunderstood. For some, the word conjures up images of living without. However, sustainability is an important and useful word regardless of your place on the political or ideological spectrum. For any community to thrive, it must consider that all resources have limits. Our community will become unstable and dependent if we consume resources faster than they can regenerate. By creating this plan, our goal is to identify at risk resources and lay out methods in which our community can effectively mitigate harmful impacts.

**SUSTAINABILITY MEANS** creating balance among the environment, the economy, and society to ensure that practices and decisions do not compromise the quality of life for future generations. Sustainability is not an end goal, but an approach that recognizes the interplay between natural, economic, and social interests.

This plan is not exhaustive (as community members will also recognize other important resources). As a board, we chose to focus on the following impact areas because 1) they have large environmental and economic impacts; and 2) there are numerous attainable and affordable strategies the City of Louisville can implement in the near future.

# LSAB MILESTONES

The City of Louisville has maintained a commitment to sustainability. The following are some of the recent highlights and milestones representing our Community's commitment.

1988

- Creation of Recycling Advisory Board

1992

- Established as Resource Conservation Advisory Board

2004 - 2006

- LRCAB implemented zero-waste trash recycling during city events

2006 - 2008

- Boulder County High-Efficiency Lighting Program grant

2010

- Established as Sustainability Advisory Board

2012

- Baseline Energy Study

2013

- Backyard Chickens Approved

2014

- Sponsored a Greenhouse Gas & Sustainable Action Plan that identified commercial and residential energy usage in 14 sectors

2015

- Louisville awarded Boulder County Environmental Sustainability Matching Grant to fund Community Garden

2016

- Awarded funding for Water Conservation Efforts
- Established Green Business Recognition Program
- 23 • Community Garden Opens

# SUSTAINABILITY GOALS

The following goals guide each section of the plan. These goals represent Louisville's sustainability vision.

## **ENERGY & BUILDINGS**

Reduce energy consumption, increase the use of clean energy and transition away from fossil fuels.

## **WATER**

Provide ongoing leadership for water efficiency and water quality efforts to ensure sufficient, clean water for current and future generations.

## **TRANSPORTATION**

Encourage more fuel-efficient transportation and infrastructure, and support healthier and active lifestyles for Louisville residents, through increased pedestrian and bicycle pathways

## **WASTE**

Increase community waste diversion, striving for a goal of zero-waste, and manage our material resources responsibly and effectively.

## **LOCAL FOOD & AGRICULTURE**

Ensure a sustainable, safe and healthy food supply that is accessible to all and supported by our community.

## **FUTURE ADDITIONS**

We expect this plan to remain flexible as the demands on the City grow and change. While there are many important issues we haven't highlighted, they are often integrated into these major impact areas.

# ENERGY & BUILDINGS

## INTRODUCTION

The City of Louisville is one of the best places to live in the US. It has maintained a comfortable balance retaining it's historic roots while attracting new families who want to fully embrace the Colorado lifestyle.

Small towns located in thriving environments can struggle with increased population demands. Louisville should foster responsible expansion that highlights stable, sustainable and diverse neighborhoods without negatively impacting Louisville's small town charm.

### ENERGY GOAL

Reduce energy consumption, increase the use of clean energy and transition away from fossil fuels.

### BUILDINGS GOAL

Move toward net-zero energy use in all city buildings and develop building codes and policies that promote energy efficiency in new and existing buildings

### INTERNAL

#### TARGET 1

Move toward net-zero energy use in all City buildings

#### STRATEGY 1

Require that all eligible existing City buildings achieve ENERGY STAR label

#### STRATEGY 2

Expand solar and renewable energy purchases for City buildings

#### STRATEGY 3

Develop building codes and policies that promote energy efficiency in new and existing buildings

#### STRATEGY 4

Require that all new City buildings achieve all available points within the Energy and Atmosphere section of the USGBC LEED for new construction

#### STRATEGY 5

Perform energy audits of City facilities

#### STRATEGY 6

Install LED traffic signals

# ENERGY & BUILDINGS

## INTERNAL

### TARGET 2

Reduce municipal below 2012 levels by 2025

#### STRATEGY 1

Purchase lowest fuel-use vehicles practical for the City fleet

#### STRATEGY 2

Develop conversion plans for City vehicle fleet to implement new vehicle technologies as they become available for testing and use

#### STRATEGY 3

Implement controls and policies to limit idling of City vehicles

#### STRATEGY 4

Promote locally sourced biofuels

## EXTERNAL

### TARGET 1

Increase energy efficiency and renewable energy adoption in the commercial and residential sectors

#### STRATEGY 1

Promote and use Boulder County EnergySmart energy efficiency services for residents

#### STRATEGY 2

Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses, and collaborate on a green business recognition program

#### STRATEGY 3

Provide and develop information for residents and businesses on conservation and rebate programs

#### STRATEGY 4

Develop building codes and policies that promote energy efficiency in new and existing buildings

#### STRATEGY 5

Support utility demand-side management programs and renewable power supply incentives

#### STRATEGY 6

Promote low-interest financing for residents and businesses to complete energy efficiency upgrades and install renewable energy

# WATER

## INTRODUCTION

Clean water is one of the most valuable resources world-wide. In Colorado's semi-arid climate with growing populations, the amount of water available for consumption can vary from year to year. Beyond drinking water, Louisville's water bodies are home to wildlife, used for recreation, and comprised of snowmelt, storm, and treated water. The following outlines strategies to conserve indoor and outdoor water use.

### WATER GOAL

Provide guidance for water efficiency and quality and ensure clean water for current and future citizens.

#### INTERNAL

##### TARGET 1

Reduce water usage and improve efficiency of water use within City buildings

#### STRATEGY 1

Benchmark all City buildings' indoor water use

#### STRATEGY 2

Replace or retrofit all existing county building plumbing fixtures to reduce water use to 20% below the calculated plumbing code requirement by 2020

#### STRATEGY 3

New City buildings to achieve all the water efficiency points in the USGBC LEED for new construction.

#### STRATEGY 4

Manage and upgrade infrastructure to reduce leaks in the system

#### INTERNAL

##### TARGET 2

Improve efficiency of water use on Open Space and City landscaping

#### STRATEGY 1

Create a community-wide green infrastructure plan to capture and infiltrate rain where it falls, thus reducing storm water runoff.

#### STRATEGY 2

Consider permeable and high recycled content pavement for all new roads and repairs

#### STRATEGY 3

Encourage quality drought resistant landscaping through the development review process.

# WATER

## INTERNAL

### TARGET 3

Minimize use of treated water for non-potable functions

STRATEGY 1  
Use non-drinking water systems to meet residential, industrial, and agricultural needs when feasible

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## INTERNAL

### TARGET 4

Improve and maintain water quality

STRATEGY 1  
Update equipment and procedure manuals related to water use, wastewater and storm water treatment

STRATEGY 2  
Set a goal to have Coal Creek removed from state's list of impaired or polluted waters

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## EXTERNAL

### TARGET 1

Expand water conservation education for City residents and businesses

STRATEGY 1  
Conduct a gap analysis of the water efficiency tools, resources and incentives for residents and businesses. Consider supplementing programs directly or through partnerships.

STRATEGY 3  
Develop, market to the community, and update Louisville specific plans that address water conservation and quality

STRATEGY 2  
Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses and collaborate on a green business recognition program.

# TRANSPORTATION

## INTRODUCTION

A city-wide multimodal transportation system is needed to meet the mobility and access needs of all users and to support health and wellness. This can be achieved by planning the transportation infrastructure as a multimodal system that enables vehicle travel and enhances travel by bicycle, transit, and foot.

### TRANSPORT GOAL

Encourage environmentally sustainable transportation choices and infrastructure, and support healthy lifestyles

#### INTERNAL

##### TARGET 1

Develop balanced system that serves the entire City for users of all ages and ability levels

#### STRATEGY 1

Develop Transportation Master Plan that identifies alternative means so all citizens can safely and comfortably walk or ride a bike

#### STRATEGY 2

Provide safe, pleasant non-vehicle means of accessing schools, commercial areas, recreational facilities and municipal locations such as the library.

#### INTERNAL

##### TARGET 2

Reduce SOV and GHG emissions and cost impact for City Staff

#### STRATEGY 1

Offer incentives to City Staff such as RTD EcoPass, carpool/vanpool subsidies, Bike to Work incentives, bike parking and shower facilities

#### STRATEGY 2

Develop transportation solutions with other County communities to establish efficient connections in regional transit

# TRANSPORTATION

## EXTERNAL

### TARGET 1

Support residents and business telecommunicating efforts

#### STRATEGY 1

Support upgrading of communication infrastructure that would improve internet speeds

## EXTERNAL

### TARGET 2

Reduce SOV and GHG emissions

#### STRATEGY 1

Explore programs to fund and implement RTD EcoPass for City residents

#### STRATEGY 2

Improve walkability through cross-walks and safe school routes with BVSD partnerships

#### STRATEGY 3

Develop bike maps and way finding signage

#### STRATEGY 4

Incorporate smart growth principles and walkable communities into future land use decisions

#### STRATEGY 5

Incentivize businesses to include electric vehicle charging stations

#### STRATEGY 6

Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses, and collaborate on a green business recognition program.

# WASTE

## INTRODUCTION

The City of Louisville is committed to developing policies, programs and infrastructure that will help residents and businesses with sensible resource management. This includes recycling difficult materials, increased access to composting capabilities, seasonal leaf and branch drops, and the safe management of hazardous materials.

### WASTE GOAL

Achieve zero waste and manage resources responsibly and effectively.

#### INTERNAL

##### TARGET 1

Reduce production and increase landfill diversion of waste products

##### STRATEGY 1

Expand recycling programs to include hard to recycle materials (E.G. electronics and pharmaceuticals)

##### STRATEGY 3

Establish City Comptroller purchasing guidelines that consider impact from product life-cycles.

##### STRATEGY 2

Require triple-bin waste collection at City facilities (recyclables, compostable, trash)

#### EXTERNAL

##### TARGET 1

Develop educational programs to reduce business and residential waste

##### STRATEGY 1

Partner with local retailers to reduce the use of non-recyclable, non-compostable, and non-reusable containers

##### STRATEGY 3

Encourage the use of County Hazardous Materials Management Facility (HMMF)

##### STRATEGY 4

Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses, and collaborate on a green business recognition program.

##### STRATEGY 2

Increase awareness through City's online sources regarding options for hard to recycle materials.

# WASTE

## EXTERNAL

### TARGET 2

Adopt financial incentives for waste reduction by residents and businesses

#### STRATEGY 1

Institute a fee for single use plastic bags

#### STRATEGY 2

Promote markets for city-wide generated recyclables and compost

#### STRATEGY 3

Encourage use of County Hazardous Materials Management Facility through a no co-pay program

## EXTERNAL

### TARGET 3

Divert commercial waste disposal

#### STRATEGY 1

Support commercial food composting

#### STRATEGY 2

Provide free waste audits for businesses and support zero waste implementation by promoting services of Partners for a Clean Environment (PACE) program

# LOCAL FOOD & AGRICULTURE

## INTRODUCTION

Louisville residents are very vocal in expressing support for local food production and shopping options that include local produce. This plan section identifies actions that the city and community can work on to advance local food production and live reliably.

### FOOD GOAL

Ensure a sustainable, safe and healthy food supply that is accessible to all.

#### EXTERNAL

##### TARGET 1

Develop system of City supported community gardens

#### STRATEGY 1

Pilot Community Garden near City center

#### STRATEGY 2

Conduct workshops for community gardening

#### EXTERNAL

##### TARGET 2

Develop citizen-based food sales program

#### STRATEGY 1

Allow citizens to sell locally produced items such as chicken, honey and produce.

#### STRATEGY 3

Track Community Supported Agriculture participation

#### STRATEGY 2

Provide resource information about local food economy

# REFERENCES

## TERMS & ABBREVIATIONS

GHG	Greenhouse Gases
LEED	Leadership in Energy and Environmental Design
LSAB	Louisville Sustainability Advisory Board
POV	Privately owned vehicle
RTD	Regional Transportation District
SOV	Single occupancy vehicle
USGBC	United States Green Building Council

## LINKS

Executive Order 13693

[https://www.fedcenter.gov/Announcements/index.cfm?id=27438&pge\\_pr\\_g\\_id=39297](https://www.fedcenter.gov/Announcements/index.cfm?id=27438&pge_pr_g_id=39297)

Recovery Act

<https://www.whitehouse.gov/recovery/about>

Boulder County Comprehensive Plan

[BoulderCounty.org/property/build/pages/bccp.aspx](http://BoulderCounty.org/property/build/pages/bccp.aspx)

Boulder County Sustainability Plan

[www.BoulderCountySustainability.org](http://www.BoulderCountySustainability.org)

Louisville Master Plan

<http://www.louisvilleco.gov/home/showdocument?id=358>

Baseline Energy Study:

<http://www.louisvilleco.gov/home/showdocument?id=2140>





	BASELINE INFO OR AVAILABLE METRICS	VISIBILITY AND PUBLIC ENGAGEMENT: COMMENTS	RANK	IMPACT: COMMENTS (environmental/economic/social)
<b>ENERGY &amp; BUILDINGS</b>				
TARGET: NET ZERO ENERGY USE IN CITY BUILDINGS	1- what is the city building sf and current energy use? 2- <u>baseline GHG inventory</u> <a href="https://www.energystar.gov/buildings/about-us/how-can-we-help-you/build-energy-">https://www.energystar.gov/buildings/about-us/how-can-we-help-you/build-energy-</a>			
Require all eligible existing City buildings achieve ENERGY STAR	<a href="http://www.ucsusa.org/clean_energy/our-energy-choices/renewable-energy/public-benefits-of-renewable.html#.V1sge1dOJSU">http://www.ucsusa.org/clean_energy/our-energy-choices/renewable-energy/public-benefits-of-renewable.html#.V1sge1dOJSU</a>		3	
Expand solar and renewable energy purchases for City buildings			3	
Adopt and/or develop building codes and policies that promote energy efficiency in new and existing			3	
Require all new City buildings achieve all LEED energy points			3	
Perform energy audits of City facilities			3	
Install LED traffic signals			5	

TARGET: REDUCE MUNICIPAL BELOW 2012 LEVELS BY 2025	how many city vehicles are there, what types, which are highest use/most miles?		3	need baseline info to understand potential impact
Purchase lowest fuel use vehicles practical for city fleet			3	need baseline info to understand potential impact
Develop conversion plans for City fleet	<a href="http://www.afdc.energy.gov/conservation/idle_reduction_basics.html">http://www.afdc.energy.gov/conservation/idle_reduction_basics.html</a> , <a href="http://www.afdc.energy.gov/conservation/idle_reduction_basics.html">http://www.afdc.energy.gov/conservation/idle_reduction_basics.html</a>		2	need baseline info to understand potential impact
Implement controls and policies to limit idling	What does local mean?		2	need baseline info to understand potential impact
Promote locally sourced biofuels				
TARGET: INCREASE ENERGY EFFICIENCY AND RENEWABLE ENERGY ADOPTION IN COMMERCIAL				
promote and use county EnergySmart services	<a href="http://www.energysmartcolorado.com">http://www.energysmartcolorado.com</a>	Only visible to residents/businesses that are actively searching out programs, active engagement will likely take	2	Environmental: High - Economic: High - Social: High: Cases studies on impact available at : <a href="http://www.energysmartcolorado.com">http://www.energysmartcolorado.com</a>
Promote and use PACE services for businesses	Boulder County program with significant success, low or NO COST for the city	Currently relatively low profile, but over time could become 'high' profile because citizens	3	

Provide and develop info on conservation and rebate programs	US Department of Energy has financial incentives/programs for energy efficiency	Only visible to residents/businesses that are actively searching out programs, active	2	Environmental: High - Economic: Moderate (depending on the)
develop building codes and policies that promote EE	US Department of Energy recommends using EE building technology and has devoted an entity for research and development on this topic	If codes and policies were adopted all businesses residents would be actively engaged either in their daily use of buildings or when working with city planning/building officials on facility upgrades	5	High impact in all aspects; Environmental: improved public health, less energy use, less pollution... Economic: Grants and financing
Support utility DSM programs and renewable incentives		Potential significant visibility because of both residential and commercial implications	4	High impact in all aspects (lowest in social); Environmental: less footprint and ultimately less detrimental impact on the environment - Economic:
Promote low interest financing for EE upgrades and RE installs		Potential significant visibility because of both residential and commercial implications	4	High impact in all aspects

## WATER

**TARGET: REDUCE WATER USAGE AND IMPROVE EFFICIENCY OF WATER USE WITHIN CITY BUILDINGS**

Benchmark all City buildings' indoor water use	Meter Data Available, some additional flow meters may be needed for evaluation	Marketing, about city would allow for some visibility	1	First step in identify water saving potential by establishing a
Replace or retrofit all existing city building plumbing fixtures to reduce water use to 20% below the New City buildings to achieve all the water efficiency points in the USGBC LEED for new construction.	Replace City fixtures as listed by USGBC	Marketing	1	
Manage and upgrade infrastructure to reduce leaks		marketing	1	
<b>TARGET: IMPROVE EFFICIENCY OF WATER USE ON OPEN SPACE AND CITY IN LANDSCAPING</b>		marketing	1	Water Savings.
Create a community-wide green infrastructure plan to capture and infiltrate rain where it falls, thus Encourage quality drought resistant landscaping through the development review process.		Visible with signs and landscape	3	First Step
Require drought resistant landscape architecture that considers climate change for all city property;		Visible	3	
<b>TARGET: MINIMIZE USE OF TREATED WATER FOR NON-POTABLE FUNCTIONS</b>		Visible	3	Water Savings. Impact depends on
Use non-drinking water systems to meet residential, industrial, and agricultural needs when feasible		Visible with signs and marketing	3	
<b>TARGET: IMPROVE AND MAINTAIN WATER</b>		Only with Marketing	1	First Step in saving water
Update equipment and procedure manuals related to water use, wastewater and stormwater		Sources of E.coli are fecal matter from pets, wildlife	4	This will have an environmental
Set a goal to have Coal Creek through Louisville removed from state's list of impaired or polluted	Coal Creek is 303d listed for E.coli, which is			
<b>TARGET: EXPAND WATER CONSERVATION EDUCATION FOR CITY RESIDENTS AND BUSINESSES</b>		Minor	2	First Step
Conduct a gap analysis of the water efficiency tools, resources and incentives for residents and				

Promote and continue to use local water quality programs including: Keep it Clean; Boulder Area Develop, market to the community, and update Louisville specific plans that address water

Yes, PACE programs are already promoted by City. This is an effort to educate the public about

5 Good  
4 First Step

## TRANSPORTATION

### TARGET: DEVELOP CITY-WIDE BALANCED SYSTEM THAT SERVES THE ENTIRE CITY FOR CITIZENS OF ALL

Develop a *Transportation Master Plan* that includes enhanced street design, wide sidewalks, bike lanes, traffic quietened streets, and street trees that encourage walking/ biking, and use of public transit.

Develop transit routes that provide safe, pleasant non-vehicle means of accessing links to mass transit stops, schools, commercial areas, recreational facilities, and municipal locations (library, Rec. center, pools). Utilize existing recreational paths where appropriate.

### TARGET: REDUCE SOV AND GHG EMISSIONS AND COST IMPACT FOR CITY STAFF

Offer incentives to City Staff such as RTD EcoPass, carpool/vanpool subsidies, Bike to Work incentives, Develop transportation solutions with other County communities to establish efficient connections in

### TARGET: SUPPORT RESIDENTS AND BUSINESS TELECOMMUNICATING EFFORTS

Support upgrading of communication infrastructure that would improve internet speeds

### TARGET: REDUCE SOV AND GHG EMISSIONS

Explore programs to fund and implement RTD

HIGH

HIGH

Reducing miles driven reduces pollution, reducing vehicle travel reduces Reduces vehicle miles, supports a health lifestyle (reduces heart disease, cancer, stroke, COPD)

HIGH

HIGH

Improve walkability through cross-walks and safe school routes with BVSD partnerships  
 Develop bike maps and way finding signage  
 Incorporate smart growth principles and walkable communities into future land use decisions  
 Incentivize businesses to include electric vehicle  
 Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses, and collaborate on a green business recognition

## WASTE

### TARGET: REDUCE PRODUCTION AND INCREASE LANDFILL DIVERSION OF WASTE PRODUCTS

Expand recycling programs to include hard to recycle materials (E.G. electronics and pharmaceuticals)  
 Require triple-bin waste collection at City facilities (recyclables, compostable, trash)  
 Establish City Comptroller purchasing guidelines that consider impact from product life-cycles.

### TARGET: DEVELOP EDUCATIONAL PROGRAMS TO REDUCE BUSINESS AND RESIDENTIAL WASTE

Partner with local retailers to reduce the use of non-recyclable, non-compostable, and non-reusable  
 Increase awareness through City's online sources regarding options for hard to recycle materials.

Encourage the use of County Hazardous Materials Management Facility (HMMF)

Could be used by almost all residents. Use a Bo-Co  
 Currently a goal, seems to be fully implemented.

3, 3

Can reduce contaminating

Already in place?

2, 3

Already in place.

2, 2

need to verify if in place

PACE partnership option?  
 Bo-Co partnership option?  
 Already in place? How to improve?

4, 4

ENV - high, reduced waste stream. EC -  
 Can reduce contaminating

2, 4

Publicize the City's current subsidy for residents. How to improve?

2, 4

Can reduce contaminating items going to landfill. No cost to provide info on website.

<p>Promote and use Partners for a Clean Environment (PACE) sustainability services for businesses, and  <b>TARGET: ADOPT FINANCIAL INCENTIVES FOR WASTE REDUCTION BY RESIDENTS AND</b></p>	<p>Started in 2016</p>	<p>3, 3</p>	<p>EC - no significant cost to City, no</p>
<p>Institute a fee for single use plastic bags</p>	<p>Monitor Boulder's current program, use as a model.</p>	<p>3, 3</p>	<p>EC - cost to replace unrecyclable bags; would need to be replaced anyway when depleted.</p>
<p>Promote markets for city-wide generated recyclables and compost</p>	<p>Tax incentives for new/ relocating businesses?</p>	<p>2, 2</p>	<p>EC - potential loss of City revenue for tax incentives.</p>
<p>Encourage use of County Hazardous Materials Management Facility through a no co-pay program</p>	<p>In place now? Combine with #10, above.</p>	<p>2, 4</p>	<p>EC - city-assumed cost for each</p>
<p><b>TARGET: DIVERT COMMERCIAL WASTE DISPOSAL</b></p>			
<p>Support commercial food composting</p>	<p>Use PACE incentives, Green-Business Program. Other incentives?</p>	<p>2, 2</p>	<p>EC - no costs to businesses unless they choose to participate. ENV - reduced waste</p>
<p>Provide free waste audits for businesses and support zero waste implementation by promoting services of</p>	<p>Started in 2016, with Green-Business program.</p>	<p>2, 3</p>	<p>EC - no significant cost to City, no</p>

**LOCAL FOOD & AGRICULTURE**

**TARGET: DEVELOP SYSTEM OF CITY SUPPORTED COMMUNITY GARDENS**

Pilot Community Garden near City center.

Gardens for Growing Healthy Communities (research and findings) <https://dug.org/research/>

Comments documented in public record. Future garden locations will generate comments and should include a public process.

4

Provides direct savings, health & wellness benefits, supports social equity (resource benefit for low-income residents, builds community)

Conduct workshops for community gardening

Community Gardner Training Program <https://dug.org/mcg/>

Opportunity for new and experienced gardeners to learn more (include home and community gardens)

3

Provides residents with opportunity to learn about agricultural production, improve production yield, have a cost effective and Positive

Recruit and support a Louisville CSA.

CSAs are supported by citizens and the county.

HIGH

environmental, economic and social impact by providing

**TARGET: APPLY LIVABLE CITY PRINCIPLES TO COMMERCIAL AND RESIDENTIAL DEVELOPMENT**

Require sustainable approaches to both residential and commercial development: green spaces, parks, recreation paths, transit ways, plazas and public

**TARGET: DEVELOP CITIZEN-BASED FOOD SALES PROGRAM**

<p>Allow citizens to sell locally produced items such as eggs, honey and produce.</p>	<p><a href="https://www.colorado.gov/pacific/sites/default/files/Reg_DEHS_CottageFoodsAct_Brochure.pdf">https://www.colorado.gov/pacific/sites/default/files/Reg_DEHS_CottageFoodsAct_Brochure.pdf</a></p>	<p>Conduct informational sessions and gather comments</p>	<p>4</p>	<p>Expected benefits are expanded access to affordable foods, and community-building through increased neighbor-to-neighbor interactions. Helps city and county sustainability goals by reducing the distance that food travels from farm to table, and will help to create supplemental income</p>
<p>Provide resource information about local food economy</p>	<p>Boulder County Sustainability Impact Overview <a href="http://www.bouldercounty.org/env/sustainability/pages/default.aspx">http://www.bouldercounty.org/env/sustainability/pages/default.aspx</a></p>	<p>Build website presence</p>	<p>3</p>	<p>Over 90% of all crops grown on Boulder County agricultural land ends up in the food system.</p>
<p>Track Community Supported Agriculture participation</p>	<p>Dashboard</p>	<p>Build website presence; track trends</p>	<p>3</p>	<p>Allows community to see participation;</p>

RANK	COST: COMMENTS	RANK	FEASIBILITY: COMMENTS	RANK	SCOPE	TERM RANGE
4		5		5	internal	Long Term
4	consider 3rd party financing/ rebate incentives?	4		5	internal	Short Term
5		5		5	internal	Long Term
5		4		5	internal	Long Term
3		5		5	internal	Short Term
3		4		5	internal	Short Term

3	rebates or incentives for fleet conversion?	3		4	internal	Short Term
3		4		3	internal	Short Term
3		3		5	internal	Long Term
3		2		3	internal	Short Term
5			Few limitations in implementation because framework for program currently exists	5	external	Short Term
5	Low cost for City, no required investments	5	Few limitations in implementation because framework for	5	internal- commercial	Short Term

4		2	Limitations in implementation without full-time City personnel	3	external	Short Term
5			Significant limitations because of lack of historic support from Council, funding?	1	external	Long Term
5	Low cost for city; local/state/programs already available; no need for significant financing or staffing	5	Limitations in implementation without full-time City personnel devoted to program (i.e. sustainability coordinator)	2	external	Short Term
5	Low cost for city; depending on financing sources this	3	Limitations in implementation without full-time City personnel	2	external	Long Term

5	Low cost and low ROI (time and additional meters)	2	Need to dedicate time	5	Municipal	6 mo - 1 year
2	Replace toilets, aerators, etc	4	capital or O&m budget and time	3	Municipal	Long Term
2	Will increase new	3	Very Feasible		Municipal	Long Term
2	Inspections &	3	Should be a part of	3	Municipal	Long Term
	Consulting / time	2	Very	5	Municipal	Longterm
3	Time	4	Very	5	All	Longterm
3	Time	4	Very	4	Municipal	Longterm
3						This is a long term implementation
3	part of O&M Costs, some	2	very	5	The City of Louisville	This is a long term
3	The cost is for education.	1	Removal of Coal Creek from the	2	Continue Partnership	This is a long term
3	Time	1	Very	5	All	6-12 months

3	Marketing. City is already doing	3	Very	5	All	This is a long term
3	time	1	vert	5	All	This is a long term
3	ask force, develop 5	4	Very feasible - follow existing process for creating a task force.	4	M, C, R	Short
3	Incorporate into proposed development projects/upgrades to municipal infrastructure.	4	Very feasible - identify user population source points, target locations, existing transit paths, add	4	M, C, R	Short

4	moderate cost for annual or no additional costs beyond	2	Should be easy to set-up recurring	5	primarily Residential,	short- & long-term
3		3	already done	5	City Internal City Internal	done
3	No City-incurred costs	3	Work with PACE, Bo-Co	4	Commercial, with some	long-term
3	No City-incurred costs	3	Already begun, w LSAB's page.	5	primarily Residential, primarily Residential, some	short- & long-term
3	No City-incurred costs anticipated.	3	Expand scope & frequency of online & newsletter promotion.	5	Commercial, with some City Internal support	short- & long-term

4	City's 2016 costs-in-kind to	5	Majority of workload assumed	4	primarily Commercial,	short- & long-term
3	Only City-incurred costs may be for fee-monitoring.	2	Review Boulder's data for its program; LSAB create a draft proposal.	3	Commercial, with some City Internal support	long-term
2	City staff time to seek & entice businesses to locate here. Potential loss of City revenue for tax incentives.	2	Main effort needs to be market-driven. City incentives to be used as a 'hook' to bring such businesses here.	2	primarily External Commercial, with some City Internal support	long-term
3	City assumes cost for each	3	See notes for #10, above.	5	primarily Residential,	short- & long-term
3	No City-incurred costs anticipated.	4	May need to be accomplished through PACE promotions to get started.	4	primarily Commercial, with some PACE Internal support	short- & long-term
4	No City-incurred costs	4	Already being done by PACE.	5	primarily Commercial,	short- & long-term

5	Start-up costs require city support. Cost is then supported by garden participant fees. Value add community resource	3	Requires council and city support to expand gardens into additional locations	3	M, R	Long term
5	Low or no cost	1	Very easy to obtain resource or organization to present workshop	5	C, R	Short term
4	Sole cost is that of recruiting the organization to operate the	3	Need to identify suitable location, court CSA.	3	commercial, residential	Short Term

3	Staff time required and public process to update code	3	Implement SB12-048 CO Cottage Food Act. Update zoning code and establish sellers permit. Leverage implementation process used by other CO cities/counties.	4	M, R	Short term
3	Leverage information available from county, for and non-profit organizations	5	Very easy to obtain information; need support in making information available to community.	3	R, C	Short term
3	Staff time required	3	Online self reported entry;	5	M, C, R	Short term