

City Council Economic Vitality Committee

Meeting Agenda

Friday, May 19, 2023

City Hall

749 Main Street

1:30 PM

Members of the public are welcome to attend and give comments remotely; however, the in-person meeting may continue even if technology issues prevent remote participation.

- You can call in to [+1 346 248 7799](tel:+13462487799) or [833 548 0282](tel:8335480282) (toll free) Webinar ID [#838 1396 0621](tel:83813960621)
- You can log in via your computer. Please visit the City's website here to link to the meeting: www.louisvilleco.gov/council.

The Board will accommodate public comments during the meeting. Anyone may also email comments to the Board prior to the meeting at ABrown@LouisvilleCO.gov.

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Meeting Minutes: April 21, 2023
5. Public Comments on Items Not on the Agenda
6. Staff Updates
7. Discussion/Direction - April 27, 2023 Business Forum Feedback
8. Discussion/Direction - Economic Vitality Committee Work Plan Priorities
9. Discussion/Direction – Business Input: Dark Sky Ordinance
10. Recent Articles

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office at 303.335-4536 or MeredythM@LouisvilleCO.gov. A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574.

City of Louisville

City Council 749 Main Street Louisville CO 80027
303.335.4536 (phone) www.LouisvilleCO.gov

11. Discussion Items for Next Meeting
12. Adjourn

City Council
Economic Vitality Committee
Meeting Minutes
Friday, April 21, 2023
Regular Meeting

1. **Call to Order:** Chair Leh called the meeting to order at 1:34 PM.
2. **Roll Call:** The following members of the City Council were present: Chair Leh and Mayor Pro Tem Fahey. Also present were Community Development Director Rob Zuccaro, Economic Vitality Manager April Kroner, and Economic Vitality Specialist Austin Brown. Five members of the public were present.
3. **Approval of Agenda:** Mayor Pro Tem Fahey made a motion to approve the agenda as presented. The motion was seconded by Chair Leh. Motion passed.
4. **Approval of Meeting Minutes:** Mayor Pro Tem Fahey made a motion to approve the meeting minutes of March 10, 2023. The motion was seconded by Chair Leh. Motion passed.
5. **Public Comments on Items Not on the Agenda:** Mike Deborski addressed the EVC regarding Old Style Sausage's upcoming 50th anniversary/Fourth of July celebration. Mr. Deborski noted that the event will be framed as a "homecoming" for Marshall Fire survivors and that it would likely need support from the Louisville Police Department. He also addressed concerns that last year's event included non-residents.
6. **Introduction of New EV Manager:** Chair Leh welcomed and introduced April Kroner as the City of Louisville's new Economic Vitality Manager. Manager Kroner gave a brief introduction of herself and spoke about her experience so far and her vision for economic vitality in Louisville.
7. **Staff Updates:** Specialist Brown gave an update on the Monday April 10 Dark Sky Lighting Open House. He continued with an update on the former Walgreen's located at 655 E South Boulder Road. Specialist Brown concluded his updates by providing information on the Marshall Fire Small Business Grants Program.

Mayor Pro Tem Maloney asked about the eligibility criteria and whether this program was only for businesses that were physically damaged by the Marshall Fire. Specialist Brown responded that there are specific eligibility criteria that

are available online, but any businesses that were at all impacted by the Marshall Fire could be eligible.

8. Discussion/Direction- Economic Vitality Committee Purpose Statement:

Chair Leh began the discussion with some background of the EVC's previous discussion regarding a Purpose Statement. Chair Leh stated that the goal of today's discussion was to agree on a statement to take to City Council.

Chair Leh introduced the revisions that he had made to the proposed statement since the last meeting. The EVC spent some time reviewing and discussing the proposed statement. There was conversation around the four bullet points and the language used. Members of the public in attendance also gave feedback regarding some of the proposed language and meaning. Following the discussion and some minor revisions to the proposed purpose statement, Chair Leh made a motion to advance the purpose statement as stated to City Council for approval.

A summary of the revisions and the final purpose statement that will be going to City Council is included as Attachment #1.

9. Discussion/Direction- April 27 Business Forum Update:

Specialist Brown gave an overview of the Business Forum planned for April 27. He noted that the Forum will be held at the Louisville Recreation and Senior Center (900 Via Appia Way). Brian Lewandowski from the CU Leeds School of Business will be the guest speaker, providing an update on Colorado's economy. Specialist Brown also presented the tentative agenda. Specialist Brown concluded his comments with an overview of the event logistics, food, and marketing efforts.

Chair Leh responded that he would like to use today's meeting to discuss the agenda and expectations of the Business Forum. Chair Leh stated that he would like an opportunity to welcome the attendees and provide a brief introduction. Chair Leh asked which City Staff will be in attendance and suggested that Equity, Diversity, and Inclusion Program Manager Monai Myles be in attendance. Staff confirmed that Planning, Economic Vitality, and Sustainability staff will all be present. Staff confirmed that they will reach out to Manager Myles.

Chair Leh asked for public feedback on the proposed agenda.

Public Comment from Eric Reed: Mr. Reed stated that previous Business Forums did not provide enough time for open conversation between the business community and City Council and staff.

Chair Leh wondered whether some portions of the agenda could be shortened or moved around to allow for a more robust discussion with City Council. Mayor

Pro Tem Fahey asked whether the speaker could be moved up on the agenda. Specialist Brown confirmed that the agenda has not been published yet and is therefore flexible.

Public Comment from Liz Connor: Ms. Connor asked whether there was any consideration around what times would work best for the business community.

Specialist Brown responded that, in the past, the event has rotated between the evening and the morning. The goal of this rotation is that business owners will be available to attend at least one of the events.

Mayor Pro Tem Fahey asked whether the event could be recorded or broadcast live via Zoom. Staff confirmed that it would be possible and that they will reach out to Mr. Lewandowski to see if he has any opposition to his presentation being shared.

Specialist Brown clarified that the speaker will be moved up to 8:30 and confirmed the rest of the agenda details and event logistics. Staff stated that they will check with the City Clerk to determine whether or not the meeting will need to be noticed. The group also briefly discussed ideas for future forums.

10. Discussion/Direction- Economic Vitality Committee Work Plan Priorities:

Chair Leh noted that it may not make sense to have a full discussion on the Work Plan given the limited time remaining in today's meeting. He gave Manager Kroner an overview of the Work Plan, previous discussions, and Economic Vitality Strategic Plan creation.

Manager Kroner asked about expectations for the Work Plan and what next month's discussion should look like. Chair Leh asked if staff could present what from the proposed work plan is already being done. Mayor Pro Tem Fahey also asked whether information regarding staff time could be added to the work plan. Staff confirmed that they will present this information at the next meeting.

11. Recent Articles: No comments.

12. Next Meeting: The next regular meeting will be May 19, 2023 @ 1:30 PM.

Chris Leh commented that he would like to discuss both the proposed dark sky lighting ordinance and the Work Plan. Staff confirmed that both of these items will be on the May agenda.

13. Adjourn: The meeting adjourned at 4:11 PM.

Proposed Purpose Statement:

The Louisville Economic Vitality Committee (EVC):

- *Provides leadership, policy recommendations, and support for the City's programs*
- *Facilitates open and results oriented communication and collaboration with the local business community;*
- *Advises City Council by providing feedback and recommendations ~~as to~~ issues affecting new and existing businesses of all sizes; and*
- *Advocates for ~~P~~and promotes the retention and expansion of existing businesses, attraction of new businesses, ~~opportunities for~~encouragement of innovation, ~~and revenue~~generation or revenue, and cultivation of that all help to maintain a thriving business climate.*

Final Purpose Statement following 4/21 meeting:

The Louisville Economic Vitality Committee (EVC):

- Provides leadership, policy recommendations, and support for the City's programs;
- Facilitates open and results-oriented communication and collaboration with the local business community;
- Advises City Council by providing feedback and recommendations as to issues affecting new and existing businesses of all sizes; and
- Advocates for and promotes the retention and expansion of existing businesses, attraction of new businesses, encouragement of innovation, generation of revenue, and cultivation of a thriving business climate.

SUBJECT: STAFF UPDATES

DATE: MAY 19, 2023

**PRESENTED BY: APRIL KRONER, AICP, ECONOMIC VITALITY MANAGER
AUSTIN BROWN, ECONOMIC VITALITY SPECIALIST**

SUMMARY:

In the following, staff provides updates on recent activity related to core economic vitality functions.

Business Assistance Program Updates

City Council approved a Business Assistance Agreement with Tendeg LLC on May 2. Tendeg is an existing Louisville business that is considering an expansion within Louisville. The company is evaluating two 100,000 SF locations in Louisville which will help support its anticipated growth from 72 employees to 440 employees by 2028.

Louisville Revitalization Commission Updates

The Louisville Revitalization Commission received an application for direct financial assistance for Radiance MedSpa at 916 Main Street. The LRC reviewed the application and decided that they support the project at a high level. Because of this support, the project will be referred to a third-party to complete a financial analysis. Following completion of the financial analysis, the application will return to the LRC for further action.

RECOMMENDATION:

No action required; for information only.

ATTACHMENTS:

None.

SUBJECT: DISCUSSION- APRIL 27 BUSINESS FORUM RECAP AND FEEDBACK

DATE: MAY 19, 2023

**PRESENTED BY: APRIL KRONER, AICP, ECONOMIC VITALITY MANAGER
AUSTIN BROWN, ECONOMIC VITALITY SPECIALIST**

SUMMARY:

The Economic Vitality Strategic Plan contains Action #2-6: “Host annual (or semi-annual) Business Forum to gather all stakeholders, review City priorities, and gather feedback.” This is an ongoing Action.

DISCUSSION:

An annual (or semi-annual) Business Forum is included within the Economic Vitality Strategic Plan. Louisville hosted its spring 2023 Business Forum on Thursday, April 27 at the Louisville Recreation and Senior Center (900 Via Appia Way). The event attracted over 30 guests from the Louisville business community and included Brian Lewandowski from the CU Leeds School of Business as the featured speaker. The evening also included a panel Question and Answer discussion with EVC Chair Chris Leh, Mayor Pro Tem Deb Fahey, Councilmember Maxine Most, Economic Vitality Manager April Kroner, and Community Development Director Rob Zuccaro. The panel responded to questions from the business community.

The event also included informational booths from the Louisville Chamber of Commerce, Boulder County Partners for a Clean Environment, the Historic Preservation Commission, the Louisville Revitalization Commission, and Sustainability. The booths provided information regarding local projects, programs, and funding opportunities of interest to the business community.

The event featured breakfast food and drinks from Savory Sage Catering. Staff has used the RSVP list and the on-site registration information to compile a list of attendees. Staff will post the business forum information and recorded Question and Answer segment on the City website. Staff will also send this information directly to any individuals that request it. Staff may also collect feedback from the attendees regarding the spring event, as well as ideas for the spring Business Forum. Staff will also ask for feedback on the event from the Chamber of Commerce and the Downtown Business Association.

RECOMMENDATION:

Staff seeks feedback on the completed spring Business Forum, as well as ideas for the fall Business Forum.

SUBJECT: APRIL 27 BUSINESS FORUM RECAP AND FEEDBACK

DATE: APRIL 27, 2023

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ATTACHMENTS:

None.

SUBJECT: DISCUSSION/DIRECTION- ECONOMIC VITALITY COMMITTEE WORK PLAN

DATE: MAY 12, 2023

PRESENTED BY: AUSTIN BROWN, ECONOMIC VITALITY SPECIALIST

SUMMARY:

The Economic Vitality Committee (EVC) previously discussed creating its own work plan, which will be guided by the existing Economic Vitality Strategic Plan, as well as the 2023 City Council Work Plan. City Council set its 2023 Work Plan on January 17, 2023.

DISCUSSION:

Following the creation of the Economic Vitality Committee (EVC) in 2020, the EVC decided to develop a Purpose and Objectives to guide its work. These statements are included below:

Purpose: *The Louisville Economic Vitality Committee (EVC) provides leadership, policy recommendations, and support for the City's programs to promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services.*

Objectives:

- 1) Facilitate the development of an Economic Vitality Strategic Plan, including goals and specific supporting actions.*
- 2) Make recommendations in support of the City's Economic Prosperity Program by maintaining positive business relationships; assisting property owners, brokers, and companies in finding locations and/or constructing new buildings; and attracting/retaining a diverse mix of businesses that provide employment opportunities for Louisville residents.*
- 3) Monitor progress toward the Economic Vitality Strategic Plan goals through Key Performance Indicators and annually review prioritization.*

With the established Purpose and Objectives in mind, the EVC then focused on developing its Vision Statement and Strategic Goals, which were used to guide the creation of the Economic Vitality Strategic Plan. The final Vision Statement and Strategic Goals are included below:

Vision Statement: *Louisville is dedicated to producing reliable revenue to support City services which enhance our quality of life by fostering an economic environment that generates high quality jobs, innovative companies, and a diversity of businesses, employees, and customers.*

Strategic Goals:

- *Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies;*
- *Improve our business climate through collaborative relationships and affective processes;*
- *Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue generating activities;*
- *Facilitate a mix of diverse and quality job opportunities for Louisville residents; and*
- *Invest in green practices and programs that enhance environmental sustainability in our business community.*

In addition to the Economic Vitality Strategic Plan, the EVC has recently expressed interest in developing its own Work Plan. The creation of an EVC Work Plan would help the EVC identify its priorities for this year and ensure that there is adequate time to discuss items before they are heard by City Council. It is not anticipated that the development of an EVC Work Plan would require City Council approval. For reference, the Finance Committee has its own Work Plan that is set without direction from City Council.

Staff has prepared a sample Work Plan (*Attachment #1*) based on the existing Economic Vitality Strategic Plan (*Attachment #2*). The Work Plan pulls initiatives from the Strategic Plan and attempts to organize the items by quarter. This setup will allow the EVC to visualize its commitments for this year, and set monthly agendas.

City Council discussed and set its Work Plan on Tuesday, January 17th. Staff recommends that the EVC Work Plan pull relevant items from Council's Work Plan (*Attachment #3*). One program reflected on City Council's Work Plan is Economic Prosperity. The goal of Council's Economic Prosperity program is to "promote a thriving business climate that provides job opportunities, facilitates investment and produces reliable revenue to support City services".

City Council's Work Plan currently contains two items that are assigned to Economic Prosperity that should be considered for inclusion in the EVC Work Plan:

- *Transportation Master Plan Development & Implementation:*
 - *Future 42 plan next steps*
 - *Determine interest in partnership with LRC for construction of underpasses in the URA (Main St/SBR, SH42/South, SH42/SBR)*
- *Prohibit the sale and use of gasoline powered landscape equipment*

The following additional items from Council's 2023 Work Plan do not fall within the Economic Prosperity Program, but may be of interest to the EVC:

- *City Climate Change/Greenhouse Gas Reduction Initiatives:*

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DATE: MAY 12, 2023

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- *Discuss Xcel community decarbonization plan and policy/program opportunities*
- *Comprehensive Plan Update 10-Year Update:*
 - *Market/Leakage Study in advance of Comp Plan Update*
- *Update Development Impact Fees:*
 - *Conduct 5-year update to fees, required by ordinance*
- *Complete Affordable Housing Study and Strategic Plan, and consider desired strategies for implementation/adoption:*
 - *Approve inclusionary housing IGA for administration of program (prior to study completion)*
 - *Consideration of ADUs for Marshall Fire rebuilds (prior to study completion)*
- *Gas Station Moratorium:*
 - *Consideration of any ordinance amendment that would place limitations on new gas stations*
- *Consider use of current or future public land dedications for pickleball courts and soccer and multi-purpose fields*
- *Revise sustainability plan to focus on high-impact projects and KPIs to reduce GHG and to proper water usage, conservation, etc.*
- *Review of planning and building code for consistency with sustainability (environmental, economic, and social sustainability) goals/guidance*

Economic Vitality Manager April Kroner was not involved in the drafting of the attached Work Plan. She is currently reviewing the existing Economic Vitality Strategic Plan and the proposed Work Plan, and anticipates that she will be able to provide additional feedback during the May meeting.

Using the existing Economic Vitality Strategic Plan and Council's 2023 Work Plan, staff hopes that the EVC can identify priorities that it wishes to include in its Work Plan. Based on feedback received during the April EVC meeting, staff hopes to identify a more streamlined version of initiatives that are currently in progress or can be completed in 2023.

RECOMMENDATION:

Staff recommends that the EVC consider the originally-proposed Work Plan, staff's list of what projects are already being done, and it's own priorities for 2023 to create a new Work Plan.

ATTACHMENTS:

- Attachment #1: Draft EVC Work Plan
- Attachment #2: Economic Vitality Strategic Plan
- Attachment #3: 2023 City Council Work Plan

Major Initiatives for 2023

Timing	Initiative	EVSP	Actions	Staff Comments
1 st Quarter	Evaluate and potentially revise Business Assistance Program to align with the City's strategic goals for business attraction and retention	1-3	<ul style="list-style-type: none"> Perform annual Business Assistance Program analysis (Recurring) 	<ul style="list-style-type: none"> This will be a recurring item with a new report provided each year
	Identify priority properties/areas for focus of any City attraction efforts or influence to private redevelopment undertakings	1-4	<ul style="list-style-type: none"> Incorporate priorities into other Strategic Plan Goals and Supporting Actions, to match tasks with properties/areas, such as process for public/private partnerships 	<ul style="list-style-type: none"> Priority properties have been identified. How can they be incorporated into other plans? What will this accomplish?
	Evaluate a program for business incubator or pop-up on City-owned property to encourage small business growth	1-9	<ul style="list-style-type: none"> Research regional incubator programs; assess what works well, what does not work well-including opportunities to accomplish thru public/private partnerships Develop list of potential properties or spaces for incubator; determine whether to pursue private property arrangements or limit only to City-owned property Agree to terms for incubator spaces and determine level of support to be provided Market program and available spaces for small business start-ups 	<ul style="list-style-type: none"> LRC participation?
	Conduct process improvement initiative for business-related services to improve efficiency and customer service	2-8	<ul style="list-style-type: none"> Facilitate brainstorming on barriers to entry (from business perspective) Evaluate upfront, per SF costs of City's fee and application requirements Review availability of services and support online as well as presented in English & Spanish Use information from brainstorming and staff engagement to determine the highest priority processes for improvement initiatives; determine if improvements can be conducted in-house or require 3rd party Conduct improvement processes that rely extensively on stakeholder engagement to ensure commitment to outcomes 	<ul style="list-style-type: none"> Could align with EVSP 1-7 & 1-8. Will need communication/input from other City departments. Could Chamber help gather this information? Business retention visits
	Develop ombudsman role for economic development to facilitate business accessibility	2-9	<ul style="list-style-type: none"> Increase collaboration between Planning, Building, Code, and Economic Vitality to create seamless business interactions 	<ul style="list-style-type: none"> Hiring EV Manager, transition to Community Development, and potential move to White House should facilitate this role
	Create public, comprehensive business directory to increase resident and visitor awareness of existing business community	4-3	<ul style="list-style-type: none"> Evaluate opportunities for business directory in Downtown Louisville through signage or streetscape work undertaken by LRC 	<ul style="list-style-type: none"> Louisville Chamber has directory Wayfinding signage has been removed as a priority in LRC Work Plan
	Work with regional partners on commuter transit programs and creation of first and last mile connections to help Louisville employers attract and retain employees	5-8	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> LRC discussion of CTC Shuttle
Promote local and regional programs and initiatives that assist commercial businesses interested in reducing greenhouse gas emissions	5-10	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Sharing PACE updates in monthly EV newsletter Include PACE and Sustainability Coordinator updates to EVC 	
2 nd Quarter	Create and distribute annual commercial vacancy report to monitor lease rates and available space (Recurring)	1-5	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Report and vacancy worksheet have been created Should this be annual or quarterly? Annual reporting with small updates every quarter?
	Consider need to evaluate supply/demand of downtown parking	1-10	<ul style="list-style-type: none"> Review prior downtown parking lot purchases and current use of land 	<ul style="list-style-type: none"> Annual parking inventory update?
	Create business communication toolkit, including a Business Resource Guide, to distribute critical business information	1-7	<ul style="list-style-type: none"> Seek input from City departments about most frequent type of interactions with and questions from businesses; develop list of topics for Resource Guide Use development of Resource Guide to determine what other methods or forms of communications should be part of the toolkit (either existing plans, forms, etc. or new items to be created) 	<ul style="list-style-type: none"> Could tie in with EVSP 2-8 Business welcome kit has already been created
	Host semi-annual Business Forum to gather all stakeholders, review City priorities, and gather feedback (Recurring)	2-6	<ul style="list-style-type: none"> Spring 2023 forum anticipated for April. 	<ul style="list-style-type: none"> 2023 Business Forums scheduled for April and October
	Identify market gaps through analysis and by monitoring retail leakage to adjacent communities	3-2	<ul style="list-style-type: none"> Develop scope of work & RFP for retail leakage analysis and retail market research study Hire consulting firm with focus on strategizing study outcomes to conduct process and prepare Prioritize outcomes of market study, especially into new strategies for retail attraction 	<ul style="list-style-type: none"> Should tie in with Council Work Plan and Comprehensive Plan Update

	Evaluate Urban Renewal Area tools for retail application within the District in coordination with the Louisville Revitalization Commission	3-5	•	• Tie in with the LRC Work Plan?
	Attempt to develop specific business incentives that would specifically encourage local employment	4-1	<ul style="list-style-type: none"> • Consider how affordable housing availability information can be shared with businesses and potential employees • Evaluate tools or programs outside of Business Assistance Program related to local hiring and retention 	<ul style="list-style-type: none"> • Could tie in with Council Work Plan • Boulder SBDC resources?
	Develop dedicated resources for sustainability programming outside of existing Green Business Program, such as micro grants or expansion of PACE services in Louisville, to broaden sustainable practices and those participating in the annual award program	5-6	<ul style="list-style-type: none"> • Thru Energy Futures Collaboration, evaluate incentive stacking program to enhance Xcel Energy Efficiency Rebate program for commercial users 	<ul style="list-style-type: none"> • EVC discussed in Q4 2022 • Could tie in with Council Work Plan • LRC discussed in their work plan
3 rd Quarter	Build consensus on differentiated strategies for retail, small business, and primary recruitment to guide future and prioritized actions	3-3	<ul style="list-style-type: none"> • Assess local occupancy costs, focusing on independent, small retailers (less than 2K SF) 	<ul style="list-style-type: none"> • Boulder SBDC and Chamber? • Small Business Saturday efforts • ICSC Conference – recruitment efforts?
	Develop understanding of quality employment in diverse industries as well as balance of amenities desired for residents and workers to target matched employees	4-5	<ul style="list-style-type: none"> • Survey residents about desired job opportunities 	<ul style="list-style-type: none"> • Could tie in with EVSP 4-6?
	Develop analysis of current residential job types and interactions, including the trends of people living and working over time, to inform future decision-making	4-6	•	<ul style="list-style-type: none"> • Could tie in with EVSP 4-5? • Put out RFP for this study?
	Identify barriers to renewable energy participation and facilitate implementation of solutions	5-9	<ul style="list-style-type: none"> • Develop targeted outreach strategy to engage facility managers and property owners on energy conservation efforts and resources 	<ul style="list-style-type: none"> • Survey green businesses? • PACE input
4 th Quarter	Host semi-annual Business Forum to gather all stakeholders, review City priorities, and gather feedback (Recurring)	2-6	<ul style="list-style-type: none"> • Fall 2023 forum anticipated for October. 	

Ongoing Items

Initiative	EVSP	Actions	Staff Comments
Develop shortlist of priority businesses to guide recruitment efforts	1-1	<ul style="list-style-type: none"> • Create dashboard report for recruitment/attraction efforts • Evaluate developing company profiles and narratives (business case) to use in recruiting like companies/industries • Consider window display sponsorship to showcase community and property information in key vacant storefronts 	<ul style="list-style-type: none"> • This could tie in with EVSP 1-1
Conduct regular business retention visits to understand issues and address concerns	1-6	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Provide annual or quarterly business retention visit reporting?
Create and review Cost of Doing Business/Development Scorecard to better understand cost of doing business in Louisville	1-8	<ul style="list-style-type: none"> • Seek to change perception of cost of doing business in Louisville and incorporate highlights from scorecard in marketing materials 	<ul style="list-style-type: none"> • This ties in with Council Work Plan
Launch monthly business focused e-newsletter and expand social media outreach to promote and interact with the business community	2-1	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Currently publish a monthly newsletter • Expand social media efforts?
Conduct Business Satisfaction Survey every other year to monitor changes and new ideas in the business community	2-3	<ul style="list-style-type: none"> • Administer online survey tool and promote through direct mailing and e-newsletter contacts • Develop results report that is shared broadly with business community and City Council • Create list of opportunities for improvement or action as a result of feedback received from survey 	<ul style="list-style-type: none"> • Last Business Satisfaction Survey was completed in Q2 2022 • Target next survey for Q2 2024
Perform regular and coordinated outreach with local property owners, brokers, and developers	2-4	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Groups/associations for targeted outreach?
Develop business outreach campaigns that promote local businesses and available services	2-5	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Small Business Saturday, Shop/Support Local Louisville
Host annual (or semi-annual) Business Forum to gather all stakeholders, review City priorities, and gather feedback	2-6	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Two forums a year (April and October)
Conduct business exit surveys by visiting closing or at-risk businesses to understand opportunities for improvement or assistance	2-7	<ul style="list-style-type: none"> • 	
Remain Active in the Metro Denver Economic Development Corporation, Boulder Chamber, and Boulder Economic Council	2-10	<ul style="list-style-type: none"> • 	
Develop business support programs for retailers re-opening and recovering from the COVID-19 pandemic to regenerate and stabilize lost tax revenues	3-1	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Should this still be on the EVSP?
Look for opportunities to implement recommendations from the McCaslin Area Market Study that support redevelopment	3-4	<ul style="list-style-type: none"> • Establish regular engagement and coordination with key property owners, including Ascent Church, Koelbel & Co, and Regal Cinemas/Cinebarre 	
Attend regional and national retail focused events to stay engaged with brokers, owners, and tenants	3-6	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Group ICSC attendance?
Remain active in BoCo Talent Collaborative to match workforce needs with community desires in locally present industries	4-4	<ul style="list-style-type: none"> • Assist in developing and launching Restaurant Bootcamp workforce training program to serve employment needs of restaurant and hospitality businesses post-pandemic • Create connectivity for Louisville to Boulder County Workforce, including job resources and training 	
Prioritize projects from the Transpiration Master Plan that create connectivity between commercial districts	5-1	<ul style="list-style-type: none"> • Strategize LRC participation and support of the Future 42 project 	<ul style="list-style-type: none"> • Ties in with LRC and Council Work Plan
Develop understanding of incentives to encourage businesses to undertake new, sustainable practices	5-3	<ul style="list-style-type: none"> • Create education “checklist” of sustainable practices for distribution 	<ul style="list-style-type: none"> • Partner with PACE and Sustainability Coordinator?

City of Louisville
Economic Vitality Strategic Plan

Strategic Goal #1		Measures (KPIs)	
<i>Focus retention and attraction strategies on underutilized retail spaces, blighted properties, and long-term vacancies</i>		• Commercial vacancy rate (retail, office, industrial)	
		• In-City sales tax per capita	
		• Percentage of Business Assistance Package incentive dollars rebated of total tax revenues generated by BAP recipients	
Identifier	Supporting Actions/Tasks	Responsibility	Target Start
#1-1	• Develop shortlist of priority businesses to guide recruitment efforts	EVC/EV	ONGOING
	◦ Raise awareness of existing approved Pad sites (DeLo and McCaslin), including updated property-marketing materials from owners	EV	COMPLETE MAY 2021
	◦ Provide Council update on retention, expansion and attraction efforts	EV	COMPLETE JULY 2021
	◦ Determine participation at future ICSC RECon events for retail recruitment & national brand business retention	EV	COMPLETE OCTOBER 2021
	◦ Create dashboard report for recruitment/attraction efforts	EVC/EV	Re-evaluate 2023
	◦ Evaluate developing company profiles and narratives (business case) to use in recruiting like companies/industries	EV	
	◦ Consider window display sponsorship to showcase community and property information in key vacant storefronts	EV	Re-evaluate 2023
#1-2	• Develop targeted business marketing and attraction materials to distribute to business recruitment leads	EV	COMPLETE
	◦ Review past marketing and promotional materials; gather comparable examples; and prepare data (demographic, market, etc.) for inclusion	EV	COMPLETE MAY 2021
	◦ Determine design focus, target audiences, and develop content. Engage graphic designer to compile marketing samples	EV	COMPLETE MAY 2021
	◦ Post final materials to appropriate places on "Doing Business" section of the website; send to distribution of local brokers and previously engaged new businesses; and monitor data that will need routinely updated to keep materials fresh	EV	COMPLETE JULY 2021
#1-3	• Evaluate and potentially revise Business Assistance Program to align with the City's strategic goals for business attraction and retention	CC/EVC	COMPLETE
	◦ Facilitate EVC discussion about pros and cons of existing program; determine any needs for data or analysis to support	EVC/EV	COMPLETE AUGUST 2021
	◦ Schedule City Council program evaluation, including information from EVC as well as the annual BAP analysis prepared by staff (should also include comparative information about other regional incentive programs)	CC/EVC/EV	COMPLETE OCTOBER 2021
	◦ Use input to develop program alternatives for follow-up Council discussion and/or approval of new program criteria	EVC/EV	COMPLETE DECEMBER 2021
	◦ Revise Incentives and Grants section of the Doing Business webpages; create new program package and application based on changes adopted	EV	COMPLETE MARCH 2022
#1-4	• Identify priority properties/areas (such as Sam's Club, Kohl's, Cinebarre, and Village Square) for focus of any City attraction efforts or influence to private redevelopment undertakings	CC/EVC	Q1 2023
	◦ Facilitate discussion of EVC to draft priority ideas, including rationale and market potential	EVC/EV	COMPLETE NOVEMBER 2021

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	o Seek input from City Council on EVC priority properties/areas, with potential consideration of public/private partnerships	CC/EV	COMPLETE DECEMBER 2021
	o Incorporate priorities into other Strategic Plan Goals and Supporting Actions, to match tasks with properties/areas, such as process for public/private partnerships	EV	<u>Target Start January 2023</u>
#1-5	• Create and distribute quarterly commercial vacancy report to monitor lease rates and available space	EV	ONGOING
	o Utilize CoStar and City licensing database to build report of total commercial square feet by occupancy-type (industrial, office, and retail)	EV	COMPLETE DECEMBER 2021
	o Identify and agree to key data for quarterly report and prepare report template	EVC/EV	COMPLETE DECEMBER 2021
	o Produce quarterly report in the month following the end of each quarter	EV	COMPLETE APRIL 2022
#1-6	• Conduct regular business retention visits to understand issues and address concerns	EV	ONGOING
	o Maintain master list of businesses visited as well as database of notes based on business feedback received	EV	COMPLETE JUNE 2021
	o Provide regular reporting on retention to EVC	EV	COMPLETE FEBRUARY 2021
#1-7	• Create a business communication toolkit, including a Business Resource Guide, to distribute critical business information	EV	Q3 2022
	o Seek input from City departments about most frequent type of interactions with and questions from businesses; develop list of topics for Resource Guide	EV	Q4 2022
	o Use development of Resource Guide to determine what other methods or forms of communications should be part of the toolkit (either existing plans, forms, etc. or new items to be created)	EV	Q4 2022
#1-8	• Create and review Cost of Doing Business/Development Scorecard to better understand cost of doing business in Louisville	EV	COMPLETE
	o Revisit and complete survey of comparable communities for matrix of total fees that impact most commercial developments	EVC/EV	COMPLETE JUNE 2021
	o Develop City Council report on scorecard	CC/EV	COMPLETE JULY 2021
	o Gather additional cost and fee data and develop "case studies" regarding the cost of doing business	EV	COMPLETE NOVEMBER 2021
	o Present Scorecard 2.0 to City Council	CC/EV	COMPLETE DECEMBER 2021
	o Seek to change perception of cost of doing business in Louisville and incorporate highlights from scorecard in marketing materials	EV	ONGOING
#1-9	• Evaluate a program for business incubator or pop-up on City-owned property to encourage small business growth	EVC/EV	Q1 2023
	o Research regional incubator programs; assess what works well, what does not work well- including opportunities to accomplish thru public/private partnerships	EV	
	o Develop list of potential properties or spaces for incubator; determine whether to pursue private property arrangements or limit only to City-owned property	CC/EVC/EV	
	o Agree to terms for incubator spaces and determine level of support to be provided	CC/EV	
	o Market program and available spaces for small business start-ups	EV	
#1-10	• Consider need to evaluate supply/demand of downtown parking	EVC/EV	Q2 2023
	o Review prior downtown parking lot purchases and current use of land	EVC/EV	

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#1-11	<ul style="list-style-type: none"> • Facilitate and/or promote strategic special events that drive people to surrounding local businesses 	EV/CMO	Q1 2024
	<ul style="list-style-type: none"> ◦ Explore partnership with Chamber of Commerce to rebrand a Louisville version of Small Business Saturday around 1st weekend in December and Parade of Lights 	EV	<u>Re-evaluate 2023</u>
	<ul style="list-style-type: none"> ◦ Consider process to evaluate the economic value of special events to business community 	EV	
#1-12	<ul style="list-style-type: none"> • Conduct Urban Renewal Area workshops and downtown assessment to develop vision and prioritize investments in the Hwy 42 URA over the next 10 years 	CC/LRC/EV	COMPLETE

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Strategic Goal #2		Measures (KPIs)	
<i>Improve our business climate through collaborative relationships and effective processes</i>		• Business satisfaction survey rating (question TBD)	
		• Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties	
		• Satisfaction rating from conducted retention visits	
Identifier	Supporting Actions/Tasks	Responsibility	Target Start
#2-1	<ul style="list-style-type: none"> • Launch monthly business focused e-newsletter and expand social media outreach to promote and interact with the business community 	EV	ONGOING
	<ul style="list-style-type: none"> ◦ Gather input from business owners, Chamber of Commerce, and DBA to guide type of content for target audience (training, resources, good news/announcements, City updates, etc.) 	EVC	COMPLETE NOV 2020
	<ul style="list-style-type: none"> ◦ Launch monthly e-newsletter (Louisville Biz) 	EV	COMPLETE NOV 2020
	<ul style="list-style-type: none"> ◦ Establish regular campaigns and social media postings with Communications staff 	EV/CMO	COMPLETE MARCH 2021
#2-2	<ul style="list-style-type: none"> • Determine role of the Economic Vitality Committee and/or other committees participating in business community advocacy to clarify responsibilities 	CC/EVC	COMPLETE
#2-3	<ul style="list-style-type: none"> • Conduct a Business Satisfaction Survey every other year to monitor changes and new ideas in the business community 	EVC/EV	In Process
	<ul style="list-style-type: none"> ◦ Review past survey questions to develop new survey tool; determine whether to administer in-house or through 3rd party 	EVC/EV	COMPLETE MARCH 2022
	<ul style="list-style-type: none"> ◦ Administer online survey tool and promote through direct mailing and e-newsletter contacts 	EV	COMPLETE MAY 2022
	<ul style="list-style-type: none"> ◦ Develop results report that is shared broadly with business community and City Council 	EV	COMPLETE JUNE 2022
	<ul style="list-style-type: none"> ◦ Create list of opportunities for improvement or action as a result of feedback received from survey 	EVC/EV	Target Start August 2022
#2-4	<ul style="list-style-type: none"> • Perform regular and coordinated outreach with local property owners, brokers, and developers 	EV	ONGOING
#2-5	<ul style="list-style-type: none"> • Develop business outreach campaigns that promote local businesses and available services 	EV	ONGOING
#2-6	<ul style="list-style-type: none"> • Host annual (or semi-annual) Business Forum to gather all stakeholders, review City priorities, and gather feedback 	EV	ONGOING
	<ul style="list-style-type: none"> ◦ Prepare summary of Forum feedback and input on future events (such as speakers, topics) 	EV	COMPLETE MAY 2022
	<ul style="list-style-type: none"> ◦ Consider whether 2nd Forum event should be scheduled for Fall 2022 	EVC/EV	COMPLETE MAY 2022
#2-7	<ul style="list-style-type: none"> • Conduct business exit surveys by visiting closing or at-risk businesses to understand opportunities for improvement or assistance 	EV	ONGOING
	<ul style="list-style-type: none"> ◦ Develop exit survey tool with questions that will provide information to staff and leaders 	EV	COMPLETE SEPTEMBER 2021
	<ul style="list-style-type: none"> ◦ Create database of survey information received and reporting tool 	EV	COMPLETE SEPTEMBER 2021
#2-8	<ul style="list-style-type: none"> • Conduct process improvement initiative for business-related services to improve efficiency and customer service 	EV	Q1 2023
	<ul style="list-style-type: none"> ◦ Facilitate brainstorming on barriers to entry (from business perspective) 	EV	
	<ul style="list-style-type: none"> ◦ Evaluate upfront, per SF costs of City's fees & application requirements 	EV	
	<ul style="list-style-type: none"> ◦ Review availability of services and support online as well as presented in English & Spanish 	EV	
	<ul style="list-style-type: none"> ◦ Use information from brainstorming and staff engagement to determine the highest priority processes for improvement initiatives; determine if improvements can be conducted in-house or require 3rd party 	EV	

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	o Conduct improvement processes that rely extensively on stakeholder engagement to ensure commitment to outcomes	EV/Consultant	
#2-9	• Develop ombudsman role for economic development to facilitate business accessibility	EV/CMO	ONGOING
	o Consider how to create a welcome process or packet for new businesses	EV/CMO	COMPLETE SEPTEMBER 2022
	o Increase collaboration between Planning, Building, Code, and Economic Vitality to create seamless business interactions	EV/PBSD	<u>Target Start Q1 2023</u>
#2-10	• Remain active in the Metro Denver Economic Development Corporation, Boulder Chamber, and Boulder Economic Council	EV	ONGOING
	o Create proposal package template for responding to Metro Denver Prospects, including slides, maps, marketing information, and key site requirements	EV	COMPLETE FEBRUARY 2022

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Strategic Goal #3		Measures (KPIs)	
<i>Develop differentiated tools and programs focused on increasing total retail sales and sources of revenue-generating activities</i>		• Commercial vacancy rate for retail space	
		• In-City sales tax per square foot of retail space	
		• Percentage of Business Assistance Package incentive dollars rebated of sales tax generated by BAP Recipients	
Identifier	Supporting Actions/Tasks	Responsibility	Target Start
#3-1	• Develop business support programs for retailers re-opening and recovering from the COVID-19 pandemic to regenerate and stabilize lost tax revenues	EV	ONGOING
	○ Complete Recovery & Improvement Matching Grant program; evaluate how funded projects positively impacted businesses	EV	COMPLETE JANUARY 2021
	○ Transition "Support Local" campaign into "Keep It Local Louisville" for focus on support of local business in recovery	EV/Marketing	COMPLETE JANUARY 2021
	○ Completed Small Business Preservation Grant Program with targeted funding for restaurants, bars, gyms, fitness providers, and limited health service providers	EV	COMPLETE JANUARY 2021
	○ Administer follow-up business impact survey to learn about ongoing pandemic resources, at risk businesses, and strategies desired for business support	EV	COMPLETE MAY 2021
	○ Recommend potential forms of business support and financial assistance to speed the pandemic recovery, such as partnership with Lafayette for satellite services from Boulder Small Business Development Center	EVC/EV	COMPLETE DECEMBER 2021
#3-2	• Identify market gaps through analysis and by monitoring retail leakage to adjacent communities	EVC/EV	Q2 2023
	○ Develop scope of work & RFP for retail leakage analysis and retail market research study	EV	Target Start Q2 2023
	○ Hire consulting firm with focus on strategizing study outcomes to conduct process and prepare report	EV	
	○ Prioritize outcomes of market study, especially into new strategies for retail attraction	EVC/EV	
#3-3	• Build consensus on differentiated strategies for retail, small business, and primary recruitment to guide future and prioritized actions	EVC/EV	Q3 2023
	○ Assess local occupancy costs, focusing on independent, small retailers (less than 2K SF)	EV	
#3-4	• Look for opportunities to implement recommendations from the McCaslin Area Market Study that support redevelopment	EV	Q4 2022
	○ Establish regular engagement and coordination with key property owners, including Ascent Church, Koelbel & Co, and Regal Cinemas/Cinebarre	EV	ONGOING
#3-5	• Evaluate Urban Renewal Area tools for retail application within the District in coordination with the Louisville Revitalization Commission	LRC/EV	Q2 2023
#3-6	• Attend regional and national retail focused events to stay engaged with brokers, owners, and tenants	EV	ONGOING
	○ Participate in Commercial Brokers of Boulder meetings that are hosted at Louisville properties	EV	COMPLETE AUGUST 2021
	○ Provide timely follow-up to those engaged at events, including marketing materials and any relevant attraction information/data	EV	COMPLETE DECEMBER 2021

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Strategic Goal #4		Measures (KPIs)	
<i>Facilitate a mix of diverse and quality job opportunities for Louisville residents</i>		• Community survey question: Rating of the overall economic health of Louisville	
		• City's unemployment rate	
		• Ratio of Business Assistance Package incentive dollars rebated to jobs added	
Identifier	Supporting Actions/Tasks	Responsibility	Target Start
#4-1	• Attempt to develop specific business incentives that would specifically encourage local employment	EVC/EV	Q2 2023
	◦ Considered but did not recommend employment related incentives through Business Assistance Program evaluation (#1-3)	EVC/EV	COMPLETE OCTOBER 2021
	◦ Consider how affordable housing and other housing availability information can be shared with businesses and potential employees	EV	
	◦ Evaluate tools or programs outside of Business Assistance Program related to local hiring and retention	EV	
#4-2	• Provide primary employers with community information to facilitate recruitment activities	EV	COMPLETE
#4-3	• Create public, comprehensive business directory to increase resident and visitor awareness of existing business community	EV	Q1 2023
	◦ Set up searchable interface for directory within City website (Shop Local map)	EV	COMPLETE JANUARY 2021
	◦ Evaluate opportunities for business directory in Downtown Louisville through signage or streetscape work undertaken by LRC (project has been removed from priority in LRC Work Plan)	LRC/EV	
#4-4	• Remain active in BoCo Talent Collaborative to match workforce needs with community desires in locally present industries	EV	ONGOING
	◦ Assist in developing and launching Restaurant Bootcamp workforce training program to serve employment needs of restaurant and hospitality businesses post-pandemic	EV	In Process
	◦ Create connectivity for Louisville to Boulder County Workforce, including job resources and training	EV	In Process
#4-5	• Develop understanding of quality employment in diverse industries as well as balance of amenities desired for residents and workers to target matched employers	EVC/EV	Q3 2023
	◦ Survey residents about desired job opportunities	EV	Tied to next community survey
#4-6	• Develop analysis of current residential job types and interactions, including the trends of people living and working over time, to inform future decision-making	EV	Q3 2023

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Strategic Goal #5		Measures (KPIs)	
<i>Invest in green practices and programs that enhance environmental sustainability in our business community</i>		• Annual percentage increase in number of recipients for City's Green Business Program	
		• Commercial waste diversion rate	
Identifier	Supporting Actions/Tasks	Responsibility	Target Start
#5-1	<ul style="list-style-type: none"> • Prioritize projects from the Transportation Master Plan that create connectivity between commercial districts 	CC/LRC/EV	ONGOING
	<ul style="list-style-type: none"> ◦ Explore LRC funding participation for three TMP underpass projects that are within the Urban Renewal Authority 	CC/LRC/EV	COMPLETE JULY 2021
	<ul style="list-style-type: none"> ◦ Strategize LRC participation and support of the Future 42 project 	LRC/EV	<u>In Process</u>
#5-2	<ul style="list-style-type: none"> • Incentivize use of existing vacant space over new commercial buildings where applicable in Business Assistance applications 	CC/LRC/EV	COMPLETE
	<ul style="list-style-type: none"> ◦ Add Vacancy Bonus incentive to BAP to encourage tenants of commercial space that has been vacant more than one year (#1-3) 	EV	COMPLETE MARCH 2022
#5-3	<ul style="list-style-type: none"> • Develop understanding of incentives to encourage businesses to undertake new, sustainable practices 	EV/CMO	<u>In Process</u>
	<ul style="list-style-type: none"> ◦ Create education "checklist" of sustainable practices for distribution 	CMO	
#5-4	<ul style="list-style-type: none"> • Create partnership with local retailers to reduce the use of non-recyclable, non-compostable, and non-reusable containers 	EV/CMO	Q3 2022
	<ul style="list-style-type: none"> ◦ Outline parameters of pilot program thru examples from Boulder, Golden & Lafayette 	EV/CMO	
	<ul style="list-style-type: none"> ◦ Assess funding requirements for pilot program with intent to utilize bag tax revenues 	EV/CMO	
	<ul style="list-style-type: none"> ◦ Seek out 10-15 food & beverage businesses to participate in the pilot 	EV/CMO	
#5-5	<ul style="list-style-type: none"> • Support and promote installation of EV charging stations at commercial and industrial sites to promote shift to electric vehicles in the region 	LRC/EV/CMO	Q4 2022
	<ul style="list-style-type: none"> ◦ Understand how implementation goals of Regional EV Collaboration Group relates to businesses and new development 	EV/CMO	<u>In Process</u>
#5-6	<ul style="list-style-type: none"> • Develop dedicated resources for sustainability programming outside of existing Green Business Program, such as micro grants or expansion of PACE services in Louisville, to broaden sustainable practices and those participating in the annual award program 	EV/CMO	Q2 2023
	<ul style="list-style-type: none"> ◦ Thru Energy Futures Collaboration, evaluate incentive stacking program to enhance Xcel Energy Efficiency Rebate program for commercial users 	EV/CMO	
#5-7	<ul style="list-style-type: none"> • Fund infrastructure that supports walking and biking around commercial districts to reduce the need for parking and improve the environment 	LRC/EV	Q4 2022
	<ul style="list-style-type: none"> ◦ Consider use of LRC adopted funding for bike connectivity and amenities in the Hwy 42 Urban Renewal Area: Front Street Sidewalk Connectivity Project (2022) 	LRC/EV	<u>In Process</u>
#5-8	<ul style="list-style-type: none"> • Work with regional partners on commuter transit programs and creation of first and last mile connections to help Louisville employers attract and retain employees 	EV/Commuting Solutions	Q1 2023
#5-9	<ul style="list-style-type: none"> • Identify barriers to renewable energy participation and facilitate implementation of solutions 	EV/CMO/PACE	Q3 2023
	<ul style="list-style-type: none"> ◦ Develop targeted outreach strategy to engage facility managers and property owners on energy conservation efforts and resources 	CMO/PACE	

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#5-10	• Promote local and regional programs and initiatives that assist commercial businesses interested in reducing green house gas emissions	EV/CMO/PACE	Q1 2023
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#5-11	<ul style="list-style-type: none"> Explore a mandatory or voluntary benchmarking requirement for commercial and industrial buildings in Louisville (possibly collaboration at County level) to ensure green practices are incorporated in new development 	EV/CMO	Q1 2024
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Teal= EVC	Green= 2021
Yellow= CC	Blue= 2022
Purple= REVIEW	Purple= 2023
	Orange= 2024

Parking Lot for Future Goals/Supporting Actions

7/16/21 Consider outcomes of EDI task force and influence on strategic plan items

7/16/21 Review EVSP measures and Economic Prosperity Program KPIs

12/17/21 Create and maintain Available Properties database to assist brokers and interested businesses in seeking space (Originally Item #1-7 but will not be completed on original timeline)

12/17/21 Understanding & application of Transit Oriented Development (Original Item #1-10) to be re-evaluated in line with Comprehensive Plan in 2022 or 2023

2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
Carryforward and Ongoing:						
1	Administration & Support Services/Public Safety & Justice	Equity, Diversity, and Inclusion: <ul style="list-style-type: none"> - Continued implementation of Louisville EDI Task Force and Blueprint recommendations - Update City programs and services with equity approach (Library fines, etc.) 	2022 Council Work Plan	Medium	2 Council meetings	Q2 & Q4
2	Administration & Support Services	City Climate Change/Greenhouse Gas Reduction Initiatives: <ul style="list-style-type: none"> - Complete and begin implementation of internal strategic decarbonization plan for City facilities and operations - Discuss Xcel community decarbonization plan and policy/program opportunities² 	2022 Council Work Plan	High	4 Council meetings	Q1-Q4
3	Community Design	Comprehensive Plan Update 10-Year Update: <ul style="list-style-type: none"> - Market/Leakage Study in advance of Comp Plan Update (separate process that informs Comp Plan) 	2022 Council Work Plan	High	4-6 Council meetings	Q1-Q4
4	Utilities	Solid Waste/Trash Contract Renewal: <ul style="list-style-type: none"> - Current contract expires in 2023 - Customer survey review - RFP review/refinement/issuance and contract award 	2022 Council Work Plan & existing contract	High	3 Council meetings	Q1-Q4
5	Open Space. Administration & Support Services, Public Safety	Community Resilience and Fire Mitigation Strategies on Public Land: <ul style="list-style-type: none"> - Research/data from assessment - Proposed maintenance strategies² - Community resilience and preparedness planning 	2022 Council Work Plan	High	2 Council meetings	Q2 – Q3

¹ Work Plan items are not listed in priority order. Numbering is for reference only.

² Item may require additional funding that is not currently budgeted.

2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
6	Transportation / Community Design/ Economic Prosperity	Transportation Master Plan Development & Implementation: <ul style="list-style-type: none"> - Future 42 plan next steps - Determine interest in partnership with LRC for construction of underpasses in the URA (Main St/SBR, SH 42/South, SH42/SBR)² 	2022 Council Work Plan	Medium	2 – 3 Council meetings	Q1 – 4
7	Community Design/Open Space & Trails	Open Space Zoning: <ul style="list-style-type: none"> - Consideration of rezoning ordinance for open space lands 	2022 Council Work Plan	Medium	2 Council meetings	Q2-Q3
8	Community Design	Update Development Impact Fees: <ul style="list-style-type: none"> - Conduct 5-year update to fees, required by ordinance (Requires budget adjustment) 	2022 Council Work Plan	Medium	1-2 Council meeting	Q1 – Q3
9	Community Design	Complete Affordable Housing Study and Strategic Plan, and consider desired strategies for implementation/adoption <ul style="list-style-type: none"> - Approve inclusionary housing IGA for administration of program (prior to study completion) - Consideration of ADUs for Marshall Fire rebuilds (prior to study completion) 	2022 Council Work Plan	High	4 - 6 Council meetings	Q1-Q4
10	Administration & Support Services	2024 Budget Updates/Adoption <ul style="list-style-type: none"> - Marshall Fire Budget/Financial Impacts 	Required adoption	High	2 – 3 Council meetings	Q1 – Q4
11	Community Design	Complete Old Town Overlay	2022 Council Work Plan	High	2 Council meetings	Q1

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2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
12	Parks/Open Space and Trails	Parks/Streetscapes Maintenance Management Plan: <ul style="list-style-type: none"> - Identify priority investments based on plan (including median renovations) - Address resource needs to implement plan - Create asset management plan² 	2022 Council Work Plan	Medium	2 Council Meeting	Q1 – Q3
Required projects/items:						
13	Transportation	Paving/PCI update <ul style="list-style-type: none"> - Including Marshall Fire damaged road improvements 	2022 Council request	Medium	1 Council meeting	Q1
14	Community Design	Residential Dark Sky Lighting- Add residential dark lighting standards to the zoning code (Pre-work completed in 2021)	Previous City Council Work Plan	Medium	2 Council meetings	Q1-Q2
15	Parks, Recreation & Open Space	Parks & Open Space Sales Tax <ul style="list-style-type: none"> - Sunset at end of 2023 and would need to be renewed, revised, etc. through a ballot measure - Potential sub-committee to discuss/review 	Existing tax	High	3 Council meetings	Q1-Q3
16	Transportation	NW Rail Station Planning <ul style="list-style-type: none"> - Planning review of station 	RTD NWR Regional Study	Low	1 Council meeting	Q1-Q2
17	Community Design	Gas Station Moratorium <ul style="list-style-type: none"> - Consideration of any ordinance amendment that would place limitations on new gas stations 	Council	High	2 Council meetings	Q1 – Q2
18	Community Design, Admin & Support Services	Boulder County Super IGA update/renewal	Expiration in 2023	Medium	2 Council meetings	Q2 – Q3

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2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
City Council Priority Items:						
19	Community Design	Sketch-plan/Concept review process – Revise the planning process to allow for a preliminary review of project concepts. (Timed before comp plan process)	Council (4)	Medium	2-3 Council meetings	Q2 – Q3
20	Administration & Support Services	Review of Board and Commissions, appointment process, criteria, and restrictions including: <ul style="list-style-type: none"> - Size of Boards/Commissions - Roles and Responsibilities - Term lengths - Term limits - Application form - Recruitment process - Onboarding process - Equity, Diversity and Inclusion - Opportunities to engage with Council 	Council (4)	High	1 – 4 Council Meetings	Q2 – Q3
21	Community Design, Economic Vitality, Admin & Support Services	Prohibit the sale and use of gasoline powered landscape equipment	Council (3)	High	3 Council Meetings	Q3 – Q4
22	Community Design, Admin & Support Services	Comp Plan Municipal Futures – in an effort to develop consensus and set tone conduct a one day city council workshop on developing principles of the future vision of Louisville, while developing city council skills at deliberating, negotiating and reaching positive	Council (2)	Medium	1 full day meeting	Q1 – Q2

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2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
		consensus. This would be a step before launching comprehensive plan. ²				
23	Administration & Support Services	Review Council Rules of Procedure regarding: Council Electronic/remote participation in meetings	Council (2)	Low	2 Council meetings	Q1 – Q2
24	Administration & Support Services	Campaign Rules and Limits	Council (2)	Medium	2 – 3 Council Meetings	Q2 – Q3
25	Administration & Support Services	Airport Impact Mitigation Efforts: <ul style="list-style-type: none"> Lead a pollution mitigation study² 	Council (2)	High	2 – 3 Council Meetings	Q2 – Q4
26	Administration & Support Services	Airport Impact Mitigation Efforts: <ul style="list-style-type: none"> Co-develop a noise reporting app and IGA for airport impacted communities² 	Council (2)	High	2 – 3 Council Meetings	Q3 – Q4
City Council Annual/Recurring Items:						
27	Utilities	Water, Sewer and Storm Rates: annual update of utility rates	Annual Item	High	1 Council Meeting	Q1-Q2 (CC) Q3 (FC)
28	Administration & Support Services	Council Salary Survey: review results of annual City Council salary survey (if changes are needed)	Annual Item	Low	1 Council Meeting	Q3
29	Administration & Support Services	Airport Impact Mitigation Efforts: Participate in Rocky Mountain Metropolitan Airport Community Noise Roundtable	Council	High	Update memos	Q2 – Q4

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² Item may require additional funding that is not currently budgeted.

2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
30	Administration & Support Services	Evaluation of all City Council Appointees: City Manager, City Attorney, Judge and Prosecuting Attorney	Annual Item	Medium	2 Council Meetings/Exec Session	Q3-Q4
31	Administration & Support Services	Council Work Plan Preparation: draft annual Council Work Plan with prioritized items to be addressed in upcoming year	Annual Item	Low	2 Council Meetings	Q1 & Q4
32	Administration & Support Services	Board & Commission Interviews/Appointments: conduct interviews for boards & commissions and determine appointments	Annual Item	Medium	3 Council Meetings	Q4
33	Administration & Support Services	Board & Commission Updates: meetings with boards/commissions to provide updates to Council	Annual Item	Low	Depends on Structure of Meetings	Q1-Q4
34	Other	PUDs/Developments Projects Submitted during the Year: once applicant has satisfied all submittal requirements and proposal has been reviewed by the Planning Commission, staff will present to City Council for consideration	Ongoing	Varies	Varies	Varies
35	Other	Regional Partnerships: continue to consider shared service and/or policy opportunities with neighboring municipalities, such as: <ul style="list-style-type: none"> • Marshall Fire Recovery • Transportation, Northwest Rail • Minimum wage • Affordable housing • Residential/Commercial building code cohort 	Ongoing	Varies	Varies	Varies

¹ Work Plan items are not listed in priority order. Numbering is for reference only.

² Item may require additional funding that is not currently budgeted.

2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

Number ¹	Program Area	Issue	Source	Staff Impact (High, Medium, Low)	Council Time Estimate (meetings/study sessions)	Estimated Timeline/ Quarter
36	Other	Consent Items: staff processes small/non-controversial issues by adding to consent agenda for consideration. Council sometimes removes these items from consent agenda and discusses during regular meeting.	Ongoing	Varies	Varies	Varies
37	Other	Municipal Code Updates: staff drafts and presents updates to Municipal Code as part of ongoing efficiency and operational improvement efforts	Ongoing	Varies	Varies	Varies
38	Other	Unanticipated Issues: each year numerous issues arise that cannot be reasonably foreseen that require Council consideration	Ongoing	Varies	Varies	Varies

Items not prioritized for 2023 Work Plan:

- Consider use of current or future public land dedications for pickleball courts and soccer and multi-purpose fields²
- Repealing breed specific bans and dog licensing requirements
- Rules of procedure - Review applicant presentation limits
- Rules of procedure - How to handle Councilmember requests that Council express a position *as a body* about an issue of public concern that Council does not have within its purview and would not otherwise come before it for decision, whether Council should express a position and, if so, what should be said and in what form.
- Rules of procedure - Inclusive participation, potential disenfranchisement, and EDI

Items to discuss for 2024 Work Plan:

- Plan to incorporate and prioritize Sustainability and DEI into all city functions, operations, and communications.
- Follow-up check in on Colorado FAMLI leave program
- Revise sustainability plan to focus on high-impact projects and KPI's to reduce GHG and to proper water usage, conservation, etc

¹ Work Plan items are not listed in priority order. Numbering is for reference only.

² Item may require additional funding that is not currently budgeted.

2023 Louisville City Council Work Plan – PROPOSED ITEMS 1/17/2023 DRAFT

- In coordination with Comp Plan (and Small Area Plans if part of the process) revise/update municipal codes, zoning, design standards and guidelines and any other legally binding municipal documents to reflect vision, objectives and priorities of the new Comp and Small Area Plans
- Review of planning and building code for consistency with sustainability (environmental, economic and social sustainability) goals/guidance

¹ Work Plan items are not listed in priority order. Numbering is for reference only.

² Item may require additional funding that is not currently budgeted.

MEMORANDUM

To: Economic Vitality Committee
From: Community Development Department
Subject: Dark Sky Ordinance Update
Date: May 19, 2023

The City of Louisville is drafting a dark sky lighting ordinance to regulate outdoor lighting. The project was started in 2021 and put on hold in the aftermath of the Marshall Fire until City Council adopted the 2023 Work Plan, which included dark sky lighting.

A draft ordinance was published online in March 2023 (attached). Prior to the publication of the draft ordinance in March, multiple City departments collaborated or provided comments on the draft, including Planning, Police, Economic Vitality, and Open Space.

Staff is **currently updating the draft** ahead of the June Planning Commission hearing.

To date, **community engagement** for the project has included the following:

- Online surveys (commercial and residential) with over 200 respondents.
- Chamber of Commerce survey with 61 respondents.
- Open House on April 10, 2023 with approximately 20 online and in-person attendees.
 - Staff in attendance: Planning; Police; Sustainability; Economic Vitality; and Equity, Diversity, and Inclusion.
- First public draft ordinance posted online in late March/early April.
- Staff available for questions and with informational handouts at the Green Business Breakfast on April 18, 2023 and at the Louisville Business Forum on April 27.
- Open Space & Planning Presentation at the Open Space Stargazers – International Dark Sky Night event on April 30, 2023.
- Informal feedback on drafts from lighting professionals, including Colorado Chapter of the International Dark Sky Association.
- Information about the survey, open house, and draft ordinance was posted on the City website, included in the April update channels, and emailed

- directly to over 100 people who had requested to be updated on the project.
- Louisville Historical Museum exhibit on historical lighting technologies and patterns, which included a section on dark skies and the ordinance project in 2021.
 - Staff presentation to the Louisville Sustainability Advisory Board in 2021.
 - City Council Study Sessions in 2019 and Discussion/Directions in 2021

Next steps for the project include taking an updated draft of the ordinance to Planning Commission in June with two new options for compliance, which could include provisions for an amortization period, as well as other changes aimed at clarity and effectiveness in response to community and departmental feedback. Staff plans to solicit additional community feedback on Planning Commission's compliance recommendation ahead of City Council.

Attachments

1. March 2023 Draft Ordinance
2. Examples of Acceptable/Unacceptable Lighting Fixtures Handout
3. Open House Slides on Draft Ordinance
4. Crime Prevention Through Environmental Design Handout
5. Examples of Before and After Dark Sky Lighting

DRAFT LIGHTING ORDINANCE – MARCH 2023

**ORDINANCE NO. XXXX
SERIES XXXX**

**AN ORDINANCE ADOPTING A NEW OUTDOOR LIGHTING CODE FOR THE CITY OF
LOUISVILLE**

WHEREAS, the City of Louisville is a Colorado home rule municipal corporation duly organized and existing under laws of the State of Colorado and the City Charter; and

WHEREAS, pursuant to such home rule authority and state law, including but not limited to C.R.S. § 31-23-301 et seq., the City has adopted procedures and standards pertaining to the regulation of outdoor lighting within the City, which are set forth in Chapter 17.24 of the Louisville Municipal Code; the Design Handbook for Downtown Louisville; and the City of Louisville Mixed Use, Commercial and Industrial Development Design Standards and Guidelines; and

WHEREAS, the City Council desires to adopt and incorporate into the Louisville Municipal Code a new Outdoor Lighting Code for the City of Louisville (the “Lighting Code”), which Lighting Code includes standards and guidelines for all outdoor lights in the City; and

WHEREAS, in connection therewith, the City Council desires to make corresponding amendments to Chapter 17.24 of the Louisville Municipal Code, the Design Handbook for Downtown Louisville and the City of Louisville Mixed Use, Commercial and Industrial Development Design Standards and Guidelines; and

WHEREAS, the City has held public workshops to discuss and gather feedback and comments on the Lighting Code; and

WHEREAS, after a duly noticed public hearing, where evidence and testimony were entered into the record, the Louisville Planning Commission has recommended the City Council adopt the Lighting Code and this ordinance; and

WHEREAS, the City Council has reviewed the recommendation of the Louisville Planning Commission and desires to adopt the Lighting Code and this ordinance; and

WHEREAS, City Council has provided notice of a public hearing on said ordinance by publication as provided by law and held a public hearing as provided in said notice.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF
LOUISVILLE, COLORADO:**

Section 1. The foregoing recitals are hereby affirmed and incorporated herein by this reference as findings of the City Council.

Section 2. Title 17 of the Louisville Municipal Code is hereby amended by the addition of a new Chapter 17.26 to read as follows:

Title 17 – Zoning

Chapter 17.26 Outdoor Lighting

Chapter 17.26 – Outdoor Lighting

Sec. 17.26.010. Purpose.

The purpose of this ordinance is to provide regulations for outdoor lighting that will:

- A. Protect and enhance human and environmental health;
- B. Promote nighttime safety and visibility through purposeful and directed lighting;
- C. Increase the effectiveness of natural areas in providing sanctuary for wildlife;
- D. Support citywide sustainability efforts by limiting the use of energy resources to the greatest extent possible;
- E. Minimize the adverse impacts of lighting, such as light trespass, glare, artificial night glow, and obtrusive light;
- F. Encourage quality lighting design and implementation;
- G. Effectively manage lighting throughout the city; and
- H. Increase access to and enjoyment of the night sky.

Sec. 17.26.020. Definitions.

The following definitions shall apply to this ordinance:

Agricultural. The Agricultural (A) district as defined in Sec. 17.12.010 of the Louisville Municipal Code (LMC).

Backlighting. Lighting directed behind the luminaire.

Correlated Color Temperature (CCT). A metric to evaluate the color appearance of a light source, as measured by the absolute temperature of a blackbody whose chromaticity most nearly resembles that of the light source.

Downtown. The area encompassing properties with Commercial Community zoning that are located on the west side of the railroad tracks within the downtown, as defined in Sec. 17.08.113 of the LMC.

Footcandle. The unit of measure expressing the quantity of light received on a surface. One footcandle is calculated as the illuminance produced by a candle on a surface one foot square from a distance of one foot.

Fully-shielded. A luminaire constructed and installed in such a manner that all light emitted by the luminaire, either directly from the lamp or a diffusing element, or indirectly by reflection or refraction from any part of the luminaire, is projected below the horizontal plane through the lowest light-emitting part. The primary intent of fully-shielded fixtures is to eliminate uplighting and limit, to the extent possible, the visibility of the light source to

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reduce glare and impacts on adjacent properties. A luminaire that is full cutoff meets the fully-shielded requirement.

Glare. Lighting entering the eye directly from luminaires or indirectly from reflective surfaces that causes visual discomfort or reduced visibility.

Installation. Art, monuments, or any other outdoor features, whether owned publicly or privately, that are meant for public enjoyment and are visible from a public right-of-way or public access easement.

Light trespass (or “trespass”). Light that falls beyond the property it is intended to illuminate.

Lighting. Electric, man-made, or artificial lighting.

Lighting plan. A document(s) (site plan, schedule, et cetera) and accessory materials (specification sheet(s), night view site plan, et cetera) that contains sufficient evidence demonstrating compliance with all of the relevant provisions of this ordinance.

Lumen. The unit of measure used to quantify the amount of light produced by a lamp or emitted from a luminaire (as distinct from “watt,” a measure of power consumption). Lumens have watt equivalencies, to be verified by the Director as needed.

Luminaire. A term to refer to a single unit containing all of the elements that combine to produce lighting. A luminaire consists of the complete lighting unit (fixture), consisting of a lamp, or lamps and ballast(s) (when applicable), together with the parts designed to distribute the light (reflector, lens, diffuser), to position and protect the lamps, and to connect the lamps to the power supply.

Luminous elements. The lamp (light bulb), any diffusing elements, and surfaces intended to reflect or refract light emitted from the lamp individually or collectively comprise the luminous elements of a luminaire.

Nonconforming. Existing lighting that does not conform to the specific provisions of this ordinance.

Nonresidential. Properties with commercial, industrial, mixed-use, and/or multi-family buildings of seven (7) dwellings or more.

Open Space (OS). The Open space (OS) district as defined in Sec. 17.12.010 of the LMC.

Open space. Privately-owned land that is undeveloped or developed that can support plant materials and that may be used for recreation, circulation, or may be viewed by them; and that preserve natural features and provide recreation, views, and density relief.

Outdoor lighting. See also “lighting.” Lighting equipment installed within the property line and outside the building envelopes, whether attached to poles, building structures, the earth, or any other location; and any associated lighting control equipment.

Outdoor recreation facilities. Outdoor areas with playing surfaces that are accessible to the public or are used for private commercial purposes.

Pedestrian hardscape. Stone, brick, concrete, asphalt, or other similar finished surfaces intended primarily for walking, such as sidewalks and pathways.

Residential. Single-family homes, duplexes, row houses, and multi-family buildings of six (6) dwellings or fewer.

Uplighting. Lighting element which directs light above a horizontal plane running through the lowest point of the luminous elements.

Warmth. See also “Correlated Color Temperature (CCT)”. Warm lighting, warmer temperature ratings, and similar language refers to lighting that is lower on the CCT scale

and produces a warmer, softer, or more orange glow as opposed to a cooler or brighter glow.

Sec. 17.26.030. Applicability & Scope.

- A. The provisions of this ordinance are applicable to all outdoor lighting except streetlights within public right of way owned by a local government or utility.
- B. ***New and replacement lighting.*** Except as described below, all outdoor lighting installed after _____ (the date of the effect of this ordinance) shall comply with these requirements. This includes, but is not limited to, new lighting, replacement lighting, or any other lighting whether attached to structures, poles, the earth, or any other location, including lighting installed by any third party.
- C. ***Nonconforming status.*** All existing outdoor lighting that was legally installed before the passing of this ordinance, that does not conform to the standards specified within, shall be considered nonconforming. Nonconforming outdoor lighting is allowed to remain until required to be replaced pursuant to the terms of this ordinance.
 - 1. Nonconforming outdoor lighting may remain in use and maintained in reasonable repair, but shall not be replaced with luminaires that exceed the maximum CCT.
 - 2. Whenever there is a new use of a property or the use on the property is changed, such as through a Special Review Use (SRU) or a General Development Plan (GDP) Amendment, all outdoor lighting shall be brought into compliance with this ordinance before the new or changed use commences.
 - 3. If a substantial addition or remodel occurs on a property, lighting for the entire property shall comply with the requirements of this ordinance. Substantial additions and remodels are defined as changes to twenty-five percent (25%) or more in terms of additional dwellings, gross floor area, seating capacity, or parking spaces, either with a single addition or remodel or with cumulative additions or remodels.
 - 4. Destruction and Abandonment
 - 1) If more than fifty percent (50%) of the total appraised value of a structure (as determined from the records of the county assessor) has been destroyed, the nonconforming status expires and the structure's previously nonconforming outdoor lighting must be removed and may only be replaced in conformance with the standards of this ordinance.
 - 2) A nonconforming structure shall be deemed abandoned if the structure does not have an active lease or business license registered for any period greater than six (6) months. In that instance, the nonconforming status expires and the structure's previously nonconforming outdoor lighting must be removed and may only be replaced in conformance with the standards of this ordinance.
- 2. It is unlawful to expand, repair, or replace outdoor lighting that was

previously nonconforming, but for which the prior nonconforming status has expired, been forfeited, or otherwise abandoned.

D. Waiver Criteria for Nonresidential Uses. Any request for a waiver from the standards of this ordinance shall follow the procedures and considerations set forth in Title 17 of the LMC for approval of a Planned United Development (Sec. 17.28.110 and Sec. 17.28.120).

1. In addition to the criteria outlined in that section, the City may grant a waiver only if it makes findings that all of the following requirements, insofar as applicable, have been satisfied:
 - 1) That there is a specific need for illumination that cannot be achieved through compliance with this ordinance or through non-illuminated design elements.
 - 2) That the waiver, if granted, is a minimum waiver that will afford relief and is the least modification of the provisions of this ordinance.
 - 3) That the proposed lighting encourages excellence in design and is appropriate with the character of the area.
 - 4) That the waiver will not result in an increase to the restrictions on light trespass in Sec. 17.26.070.
2. Any request for a waiver shall include a lighting plan. The plans shall clearly identify and discuss the proposed alternatives and display compliance with the waiver criteria, including the exhaustion of feasible, compliant alternatives.

E. Variance Criteria for Residential Uses. Any request for a variance from the standards of this ordinance shall follow the procedures and considerations set forth in Title 17 of the LMC for the granting of a variance by the Board of Adjustment (Sec. 17.48.110).

1. In addition to the criteria outlined in that section, the City may grant a variance only if it makes findings that all of the following requirements, insofar as applicable, have been satisfied:
 - 1) That there is a specific need for illumination that cannot be achieved through compliance with this ordinance or through non-illuminated design elements.
 - 2) That the variance, if granted, is a minimum waiver that will afford relief and is the least modification of the provisions of this ordinance.
 - 3) That the variance will not result in an increase to the restrictions on light trespass in Sec. 17.26.070.
2. Any request for a variance shall include a lighting plan. The plans shall clearly identify and discuss the proposed alternatives and display compliance with the variance criteria, including the exhaustion of feasible, compliant alternatives.

Sec. 17.26.040. General Regulations.

All outdoor lighting is subject to the general regulations below except where stated otherwise in the ordinance.

- A. **Fully shielded.** All outdoor lighting shall be fully shielded, as defined in Sec. 17.26.020.
- B. **Color.** All outdoor lighting shall have a Correlated Color Temperature (CCT) of 3000 Kelvin or lower, or lighting rated as soft white.
- C. **Prohibitions.** The following lighting is prohibited:
 - 1. Uplighting as defined in Sec. 17.26.020 and except as allowed in Sec. 17.26.080.
 - 2. Lighting that may be confused with warning, emergency, or traffic signals.
 - 3. Mercury vapor lamps.
 - 4. Aerial lasers, such as are intended to be directed upward or for extended distances.
 - 5. Blinking or flashing lights except as allowed in Sec. 17.26.080.
 - 6. Searchlights, floodlights, or spotlights, except as required by county, state, or federal law; or as used for police, firefighting, emergency management, or medical personnel at their discretion as long as the emergency exists.
- D. **Criteria for Planned Unit Developments (PUDs).** In addition to the requirements of this ordinance, the city council must be satisfied that the lighting plan in the PUD meets each of the following criteria or can demonstrate that one or more of them is not applicable, or receives a waiver pursuant to Sec. 17.26.030 and that a practicable solution with public interest has been achieved for each of these elements:
 - 1. Multi-family residential developments with seven dwellings or more and mixed-use developments containing residential shall limit the impact of unhealthy nighttime lighting on residents to the extent possible, through such means as height limitations, low CCT, shielding, and dimming, above and beyond the scope required by this ordinance.
 - 2. Developments containing open space as defined in the Commercial Development Design Standards and Guidelines (CDDSG) and in Sec. 17.28.080 of the LMC, of .5 acres or larger, and that is meant to preserve natural features and provide recreation, views, and density relief shall enhance the ability of that land to meet those purposes by limiting, to the extent possible, internal light trespass onto that land and by employing low CCT.

Sec. 17.26.050. Residential Uses.

Regulations for residential uses in this section apply to single-family homes, duplexes, row houses, and low rise multi-family buildings of six (6) dwellings or fewer. Multi-family buildings with more than six (6) dwellings are regulated under Sec. 17.26.060.

- A. All outdoor lighting for residential uses are subject to Sec. 17.26.040.
- B. **Lumens cap.** All outdoor lighting shall have a cap of 850 lumens per luminaire.
- C. **Trespass.** Outdoor lighting on properties adjacent to areas zoned Open Space (OS) or Agricultural (A) are subject to additional restrictions as outlined

in Sec. 17.26.070.

- D. **Height.** Any luminaires at or above twenty (20) feet above grade or on a second story (whichever is lower) must use motion-activation unless above a second-story or higher deck.
- E. **Lighting plans.** New construction and substantial additions and remodels as defined in Sec. 17.26.030 are required to submit lighting plans. In addition, all replacement lighting, such as new bulbs and fixtures, must be compliant with the regulations in this ordinance.

Sec. 17.26.060. Nonresidential Uses.

Regulations in this section apply to all nonresidential uses, and for multiple residential properties of seven dwellings or more.

- A. **General regulations and exceptions.** All outdoor lighting in nonresidential uses is subject to Sec. 17.26.040. Lighting solely for the purpose of signage is exempt from this ordinance, as stated in Sect. 17.26.080.
- B. **Lumens cap.** All outdoor lighting shall have a cap of 20,000 lumens per luminaire, to be used as an upper limit and not as a typical or standard lumen level. Caps are meant as maximums to allow for a range of situations and are not meant to represent average or typical lighting levels for most sites.
- C. **Trespass.** Outdoor lighting on properties adjacent to nonresidential areas or areas zoned Open Space (OS) or Agricultural (A) are subject to additional restrictions as outlined in Sec. 17.26.070.
- D. **Downtown.** Downtown, as defined in Sec. 17.26.020, is limited to the following restrictions and exempt from the other restrictions in this section.
 - 1. All outdoor lighting in downtown is subject to Sec. 17.26.040.
 - 2. All outdoor lighting shall have a cap of 5000 lumens per luminaire excepting parking lot lights, which are capped at 20,000 lumens per luminaire. Caps are meant as maximums to allow for a range of situations and are not meant to represent average or typical lighting levels for most sites.
 - 3. Downtown properties are not subject to uniformity standards.

E. Uniformity

- 1. Nothing in this ordinance shall be construed as preventing the full shutting off of lighting regardless of changes to light uniformity measurements.
- 2. Outdoor lighting shall meet the following requirements for light levels when at 100% capacity:

illuminated Surface	Min. Light Level	Max. Light Level
Auto Dealerships: Front Row & Featured Displays Other Merchandise Areas	---	15.0 footcandles 10.0
Parking Lots	.2 footcandles	5.0
Vehicular Entrances from Right-of-Way	1	5.0
Automobile Service-Station Pumping Areas	--	15.0

Drive-In/Drive-Through Canopies	---	15.0
Building Entrance and Exit	1	5.0
Common areas		5.0
Automatic Teller Machines (ATMs)	--	15.0 footcandles ¹
Stairways and Steps	1	5.0
The maximum light levels in this table are meant as caps to allow for a range of situations and are not meant to represent average or typical lighting levels for most sites.		
The Director of Planning and Building Safety has the authority to assign a category if the correct category is not readily apparent.		

3. The minimum-to-maximum light level ratio shall not exceed four-to-one (4:1) anywhere on site when at 100% output.

Sec. 17.26.070. Light Trespass

Regulations in this section apply to outdoor lighting in all use zones.

- A. Light emitted from outdoor lighting on any property shall not cause the light level along any property line, as measured at grade, to exceed the following limits:

Emitting Use	Impacted Use	Max. Light Level
Residential	Open Space (OS) and Agricultural (A) zone districts, and parks of .5 acres or larger	0.0 footcandles measured at the boundary line.
Nonresidential (except Downtown)	Residential uses and Open Space (OS and Agricultural (A) zone districts	
Downtown nonresidential	Residential	0.1 footcandles measured at five (5) feet beyond the emitting use property line.

Sec. 17.26.080. Exceptions.

Regulations for the following lighting applications are limited to the conditions of this section.

- A. All lighting applications in this section are encouraged to be turned off when no one is present.
- B. The following outdoor lighting applications are exempt from all requirements of this ordinance:
 1. Decorative lighting provided by a flame source, except that gas-fired

¹ Within a 10-foot radius from the ATM, the maintained average should not exceed 15.0 footcandles. The ten (10)-foot radius is measured from the center face of the ATM and extends a total of 180 degrees. A pedestrian transition zone should be provided within thirty (30) feet of the ATM. A maintained average should not exceed 7.5 footcandles within the pedestrian transition zone. The thirty (30)-foot radius is measured from the center face of the ATM and extends for a total of 180 degrees. No part of this note may be construed to allow trespass from ATMs greater than what is allowed for all lighting in Section 17.26.070.

- lighting appliances are prohibited.
2. Underwater lighting used for the illumination of swimming pools and other water features.
 3. Lighting solely for the purpose of the internal or external lighting of signage. Signs are regulated by the Sign Code (Sec. 17.24.010).
 4. Portable lighting temporarily used for maintenance or repair.
 5. Temporary lighting for theatrical, television, and performance areas that is not deemed by the City to create a hazard or nuisance.
 6. Emergency lighting used for police, firefighting, emergency management, or medical personnel at their discretion as long as the emergency exists.
 7. Temporary lighting required for road construction or other public improvements.
 8. Lighting within public right-of-way or public access easement for the principal purpose of illuminating streets or roads. No exemptions shall apply to any lighting within the public right-of-way or easement when the purpose of the luminaire is to illuminate areas outside the public right-of-way or easement, unless regulated with a street-lighting ordinance.
 9. Lighting required by county, state, or federal law.
- C. The following outdoor lighting applications are exempt from all requirements of this ordinance except as described in this section below:
1. For residential uses, outdoor luminaires with a low maximum output of up to eighty (80) lumens per luminaire, regardless of the number of bulbs, may be left unshielded provided they are turned off by 11 PM. Luminaires of this type shall illuminate high-impact use areas, such as patios, decks, and similar gathering-spaces or seating-areas, and pedestrian hardscape as defined in this ordinance, and are discouraged as decorative lighting.
 2. For nonresidential uses, outdoor luminaires with a low maximum output of up to 180 lumens per luminaire, regardless of the number of bulbs, may be left unshielded provided they are turned off thirty (30) minutes after closing or the completion of activities. No part of this exception may be construed as applying to the illumination of surfaces primarily used for automobile uses, such as parking lots. The intent of this exception is to provide added safety and visibility for pedestrian pathways and enjoyment in outdoor gathering spaces, and is not meant to allow light trespass onto neighboring properties or to allow for the increase of overall lighting on a site.
 3. Lighting for temporary events such as carnivals, circuses, festivals, fairs, civic events, and exhibitions must be submitted for approval along with a Temporary Use Permit as described in chapter 17.60 and may be subject to conditions as determined by the Director, including but not limited to restrictions on shielding and uplighting and curfews. In addition, the Director of Planning and Building Safety shall consider restrictions that limit uplighting and require additional shielding during

Ordinance No. , Series

peak migratory wildlife seasons, currently during the months of May and September, to prevent direct upward lighting such as can disrupt navigation and flight patterns.

4. Motion-activation lighting shall not be illuminated for more than five (5) minutes upon activation and shall not exceed 2000 lumens per luminaire.
5. Outdoor luminaires with a maximum of 180 lumens per luminaire for the purpose of seasonal decor may remain from October fifteenth (15th) to January fifteenth (15th) throughout the city. Blinking or flashing seasonal decorations are prohibited on nonresidential properties and discouraged on residential properties. No part of this exception may be construed to allow prohibited lighting types listed in Sec. 17.26.040, even for seasonal decorative purposes.
6. Lighting of up to a total of one (1) flag per property and lighting of up to (1) installation as defined in this ordinance is permitted with the following conditions:
 - 1) On all properties, the tradition of lowering flags at sunset is encouraged to avoid the need for lighting.
 - 2) If illuminated, flags and installations are to be illuminated with up to two (2) spot-type fixtures, shielded to the greatest extent possible, with a combined maximum lumen output of 2500 lumens.
7. Lighting for outdoor recreation facilities that are publicly-owned or for commercial purposes in nonresidential uses is exempted from restrictions elsewhere in this ordinance and shall meet the following requirements:
 - 1) Lighting shall be reviewed through a Planned Unit Development (PUD) process as described in Ch. 17.28.
 - 2) Only lighting used to illuminate a playing surface is governed by this subsection. All other lighting, such as for parking lots and auxiliary structures, is subject to all of the other relevant standards of this ordinance.
 - 3) If the luminaire(s) is not fully shielded, then the lighting must be shielded to the greatest extent practical to eliminate uplighting and limit illumination of all other non-targeted areas.
 - 4) Lighting is subject to trespass standards for Nonresidential in Sec. 17.26.070.
 - 5) Lighting shall have a nominal CCT of no greater than 5700 Kelvin.
 - 6) Lighting controls shall provide the following functions:
 - a. Local or remote manual control with at least two (2) preset light levels.
 - b. Lights shall be automatically extinguished by one (1) hour after the end of play or when not in use.

Section 3. Sections 8.1 to 8.7 of the City of Louisville Commercial Development Design Standards and Guidelines are hereby repealed and reenacted to read as follows:

8.1 Compliance with Outdoor Lighting Code.

Outdoor lighting shall comply with the Chapter 17.26 of the Louisville Municipal Code, as amended from time to time.

Section 4. Sections 8.1 to 8.5 of the City of Louisville Industrial Development Design Standards and Guidelines are hereby repealed and reenacted to read as follows:

8.1 Compliance with Outdoor Lighting Code

Outdoor lighting shall comply with the Chapter 17.26 of the Louisville Municipal Code, as amended from time to time.

Section 5. Any reference to outdoor lighting not in right-of-way is hereby repealed in the Design Handbook for Downtown Louisville. A new section L1 shall be added to Page 15 to read as follows:

L1. Compliance with Outdoor Lighting Code

Outdoor lighting shall comply with the Chapter 17.26 of the Louisville Municipal Code, as amended from time to time.

Section 6. Chapter 14. Exterior Site Lighting in the Mixed Use Development Design Standards and Guidelines is hereby repealed and reenacted to read as follows:

14. Compliance with Outdoor Lighting Code

Outdoor lighting shall comply with the Chapter 17.26 of the Louisville Municipal Code, as amended from time to time.

Section 8. If any portion of this ordinance is held to be invalid for any reason such decisions shall not affect the validity of the remaining portions of this ordinance The City Council hereby declares that it would have passed this ordinance and each part hereof irrespective of the fact that any one part be declared invalid.

Section 9. The repeal or modification of any provision of the Municipal Code of the City of Louisville by this ordinance shall not release, extinguish, alter, modify, or change in whole or in part any penalty, forfeiture, or liability, either civil or criminal, which shall have been incurred under such provision, and each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings, and prosecutions for the enforcement of the penalty,

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forfeiture, or liability, as well as for the purpose of sustaining any judgment, decree, or order which can or may be rendered, entered, or made in such actions, suits, proceedings, or prosecutions.

Section 10. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portions hereof are hereby repealed to the extent of such inconsistency or conflict.

INTRODUCED, READ, PASSED ON FIRST READING, AND ORDERED
PUBLISHED this XX day of _____, 2023

_____, Mayor

ATTEST:

_____, City Clerk

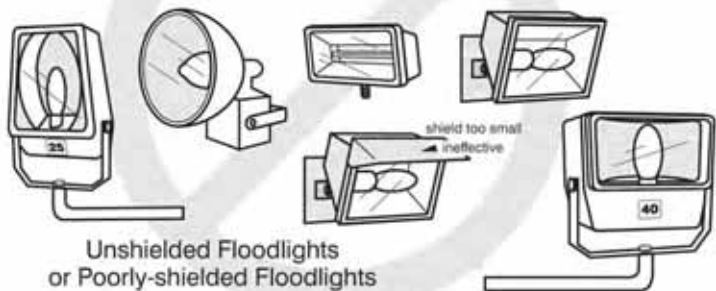
APPROVED AS TO FORM:

City Attorney

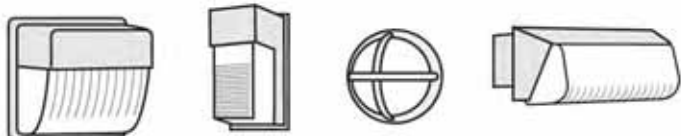
Examples of Acceptable / Unacceptable Lighting Fixtures

Unacceptable / Discouraged

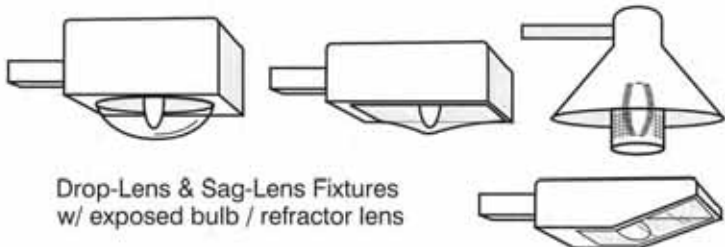
Fixtures that produce glare and light trespass



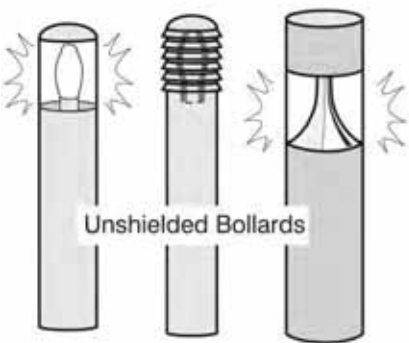
Unshielded Floodlights or Poorly-shielded Floodlights



Unshielded Wallpacks & Unshielded or Poorly-shielded Wall Mount Fixtures

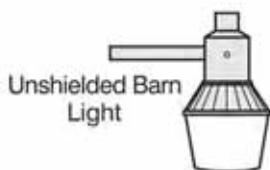


Drop-Lens & Sag-Lens Fixtures w/ exposed bulb / refractor lens

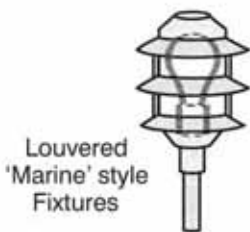


Unshielded Bollards

Unshielded Streetlight



Unshielded Barn Light



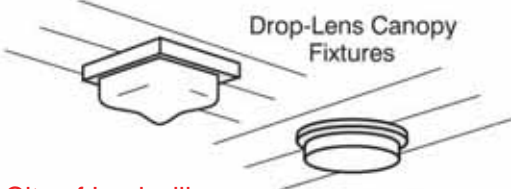
Louvered 'Marine' style Fixtures



Unshielded 'Period' Style Fixtures



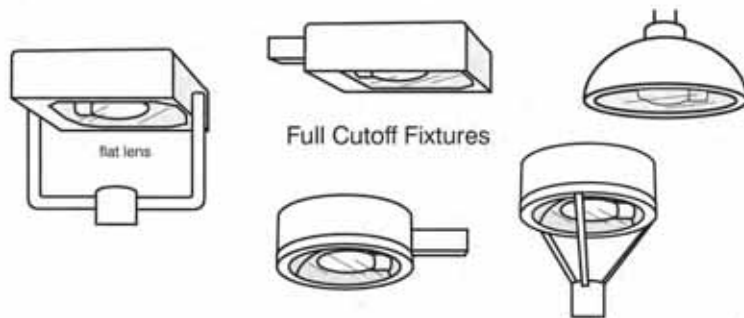
Unshielded PAR Floodlights



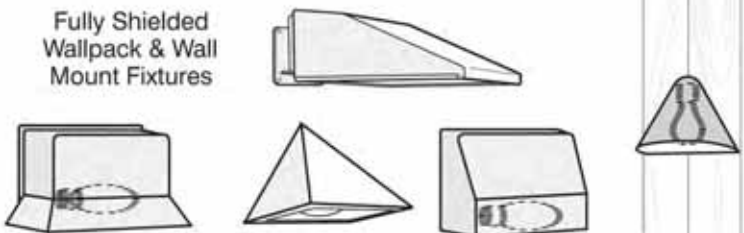
Drop-Lens Canopy Fixtures

Acceptable

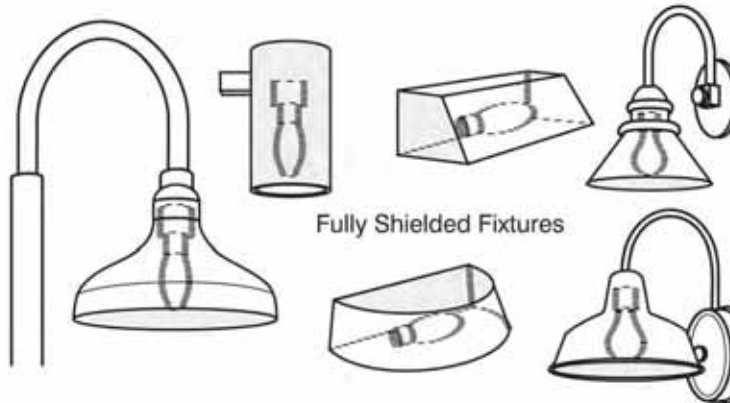
Fixtures that shield the light source to minimize glare and light trespass and to facilitate better vision at night



Full Cutoff Fixtures



Fully Shielded Wallpack & Wall Mount Fixtures



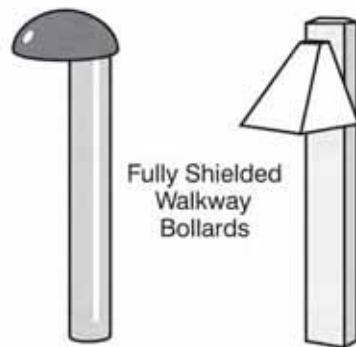
Fully Shielded Fixtures



Full Cutoff Streetlight



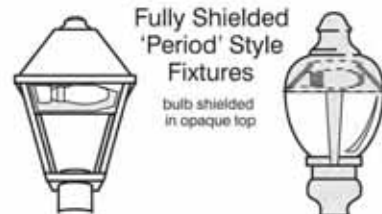
Fully Shielded Barn Light



Fully Shielded Walkway Bollards



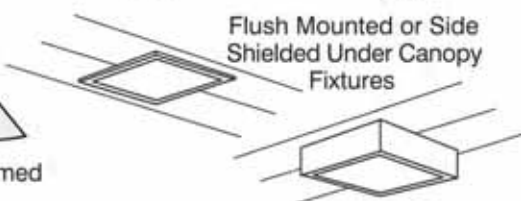
Fully Shielded Decorative Fixtures



Fully Shielded 'Period' Style Fixtures



Shielded / Properly-aimed PAR Floodlights



Flush Mounted or Side Shielded Under Canopy Fixtures

Dark Sky Purposeful Lighting



Useful

Warmer color spectrum

Intentional light levels

Targeted



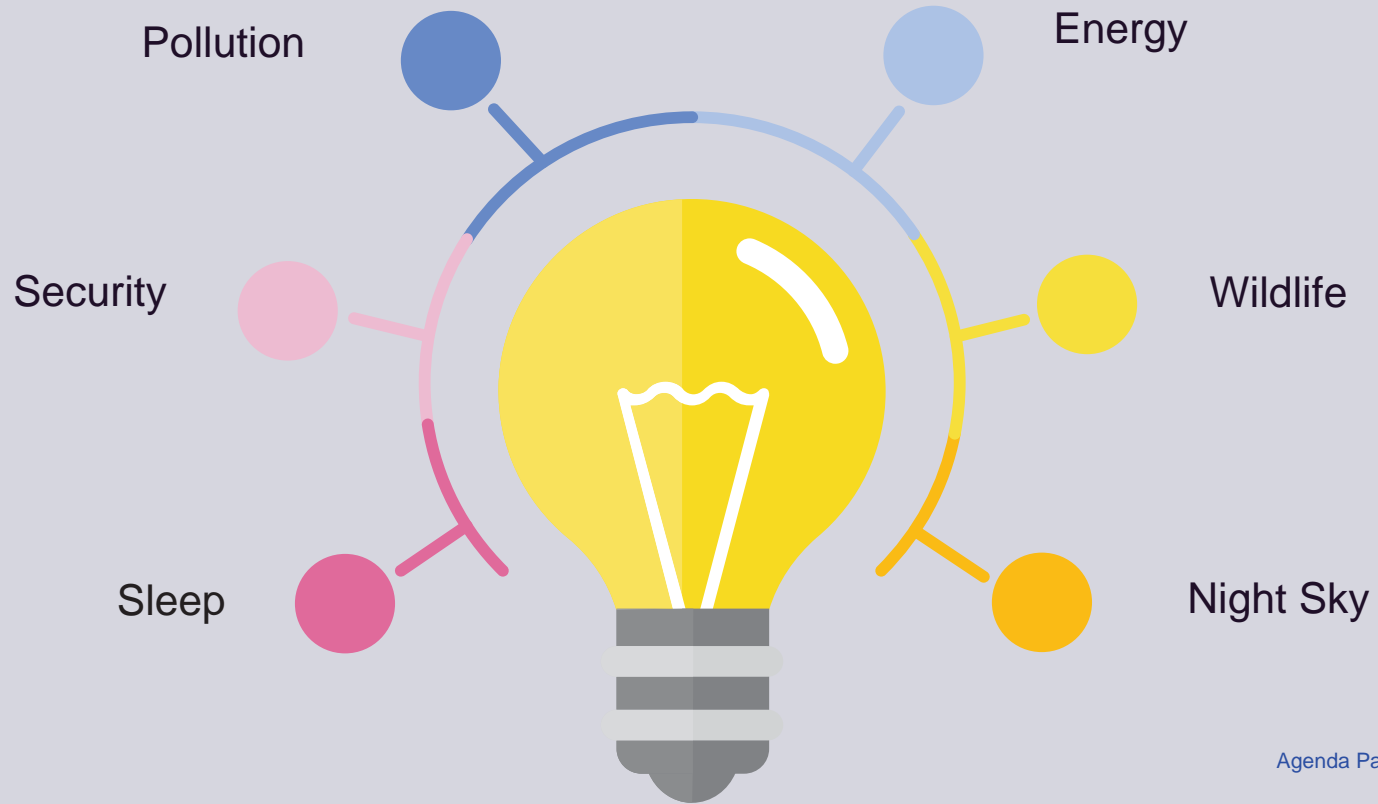
Why now

2023 City Council Work Plan (revived from 2021)

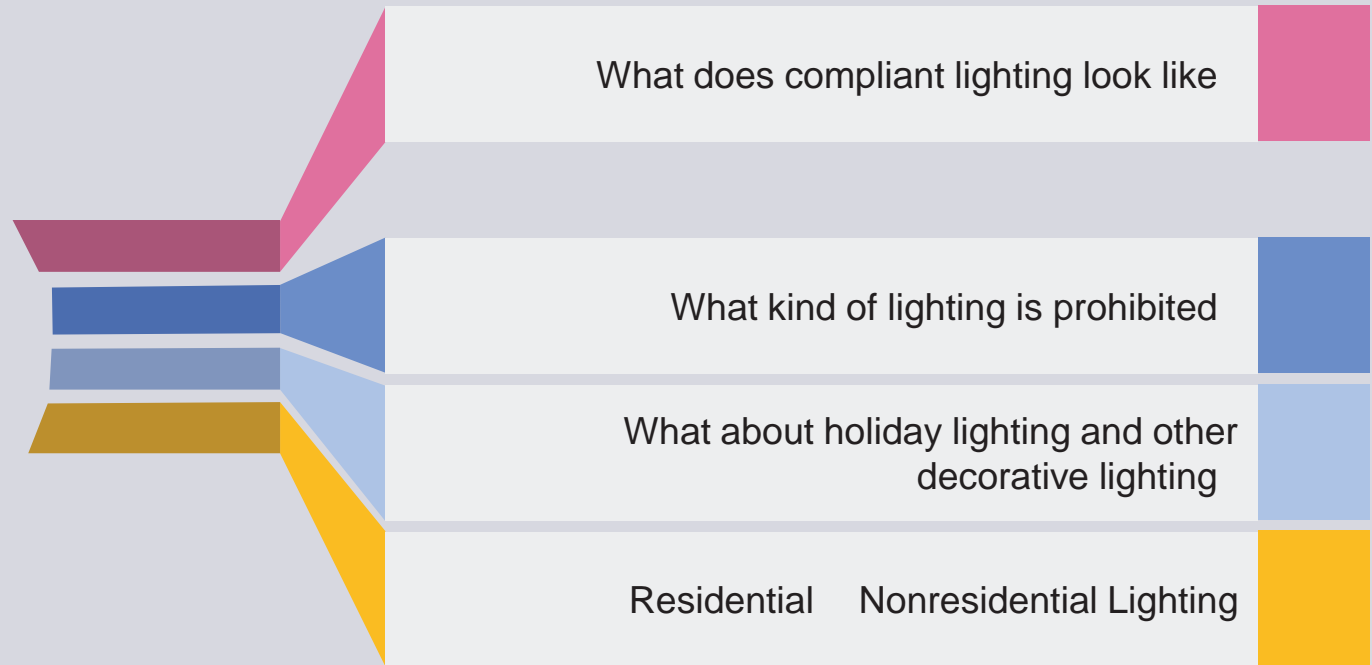
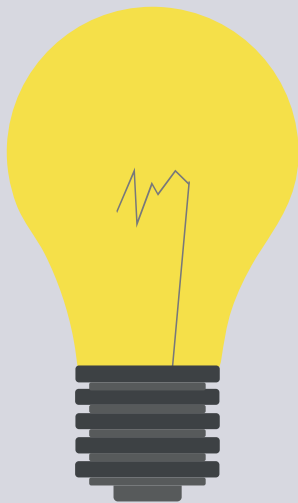
Agenda Packet P. 49

Balanced Benefits

Goals

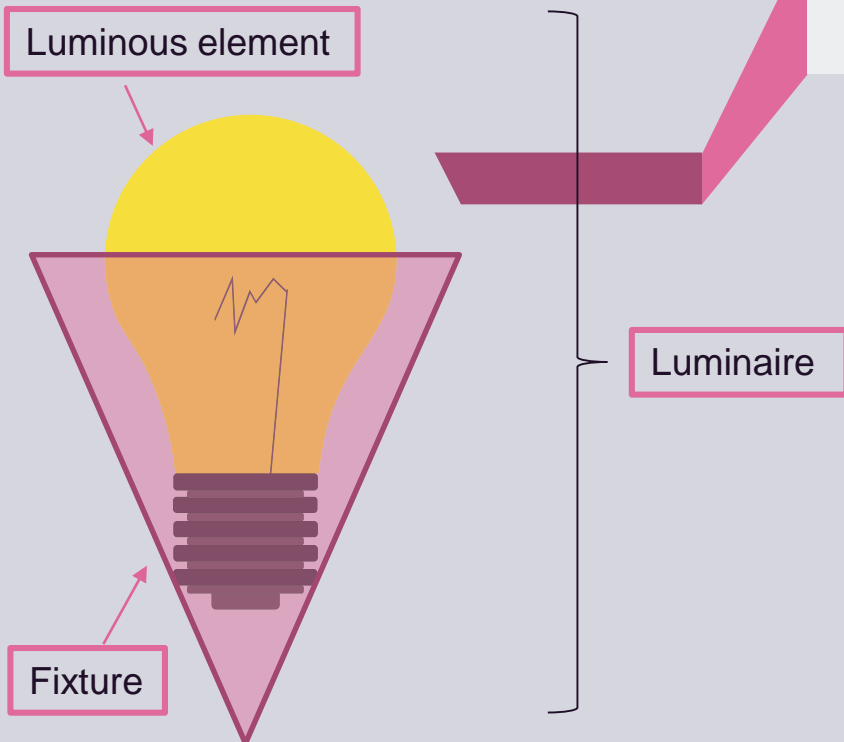


General Regulations in Draft Ordinance



General Regulations

What does compliant lighting look like








Fully shielded



General Regulations

What does compliant lighting look like

Use warm color temperature bulbs for outdoor lighting

 6000K Daylight	 4000K Cool White	 3500K White	 3000K Warm White	 2700K Extra Warm White
X Non-compliant			✓ Compliant	

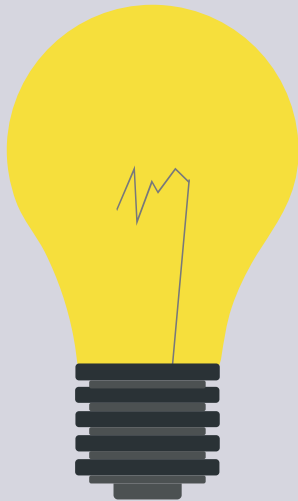
Correlated Color Temperature / Kelvin

Trespass



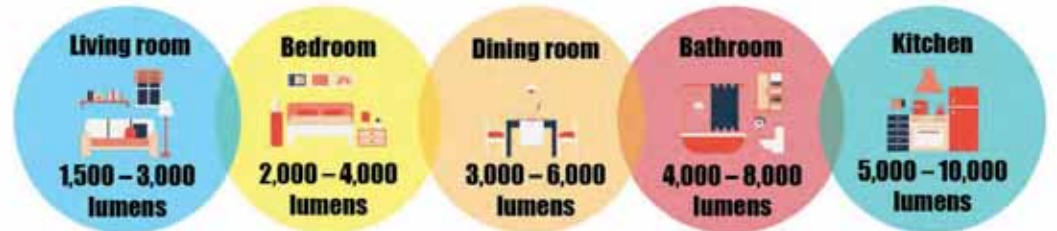
General Regulations

What does compliant lighting look like



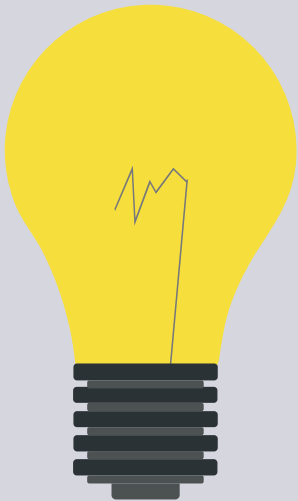
Lumens / brightness

House lighting



General Regulations

What does compliant lighting look like



2-10 Foot Candles



Walkway



Train Station



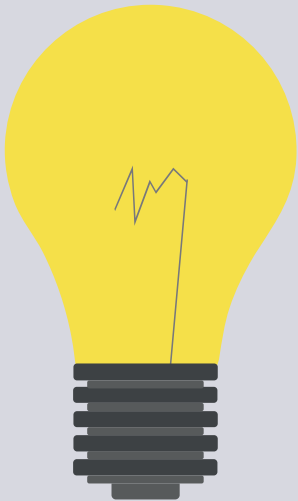
Parking Garage



Parking Lot

Footcandles

General Regulations



What kind of lighting is prohibited

Lighting that may be confused with emergency, traffic lighting

Mercury vapor lamps

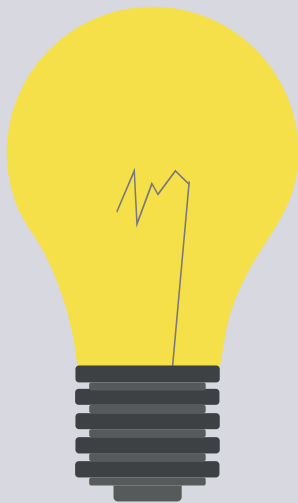
Aerial lasers

Blinking or flashing lights (with exceptions)

Searchlights, floodlights, spotlights (with exceptions)

Agenda Packet P. 56

General Regulations



Low-lumen output luminaires | curfew

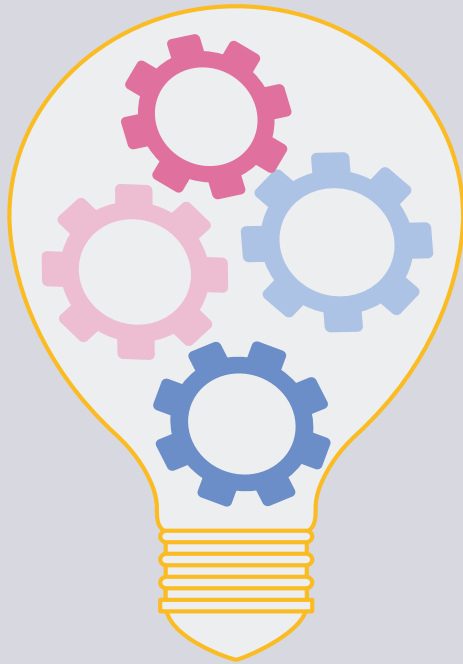
Temporary event lighting

Holiday lighting on between October 15th and January 15th

Uplighting for flags, art with regulations

What about holiday lighting and other decorative lighting

Community Input



10 responses to residential
12 responses to commercial

General, majority **support**
Safety dark sky

Commercial **compliance**
triggers
Downtown commercial -
trespass

Clarify, tighten language



Crime Prevention Through Environmental Design

Proper lighting is one of the most effective crime deterrents. When used properly, lighting discourages criminal activity and enhances surveillance, and reduces fear. Proper lighting that directs light where it will be most useful can help you achieve a balance between safety and starlight. "Dark sky" does not mean dark ground, so you do not have to choose between security and a natural night sky.

Another concern with too much lighting is that it will 'trespass' onto other properties. To address the issues of glare and trespass, a shield or cut-off can be used on the light fixture. What these items do is aim or direct the light to the intended area. The photos below show the danger of light trespass and glare.



Crime Prevention Recommendations:

- Put light where it is needed, and at the levels that enhance visibility.
- Shield lights to reduce glare and harsh shadows.
- Consistent nighttime lighting
- Effective lighting that helps people be safe, not just feel safe, is a win-win situation for everyone.
- Create a safer environment while keeping the night natural.
- Proper lighting will allow for an individual to be recognized 25 feet away.

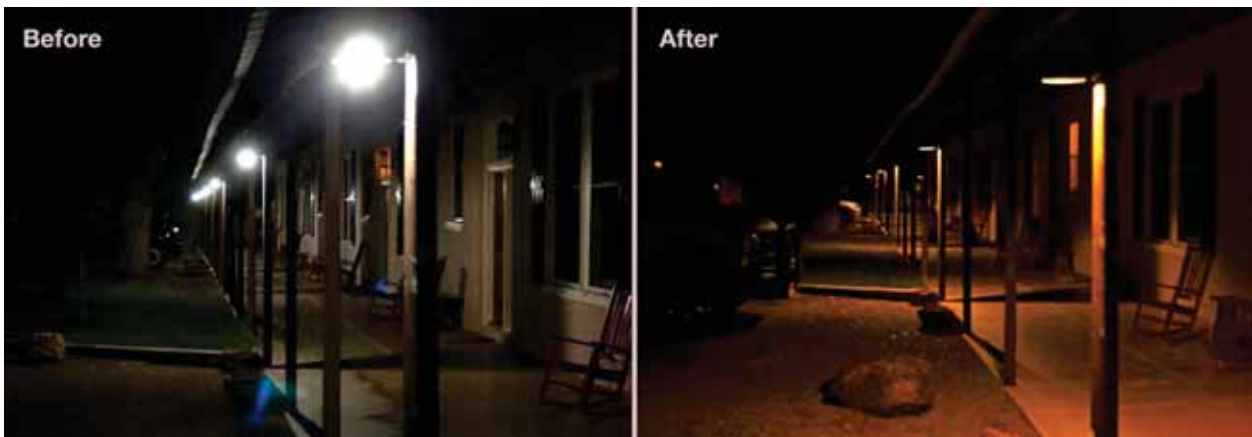
Scott Moore, Crime Prevention Specialist
303-335-4688

SMoore@LouisvilleCO.gov



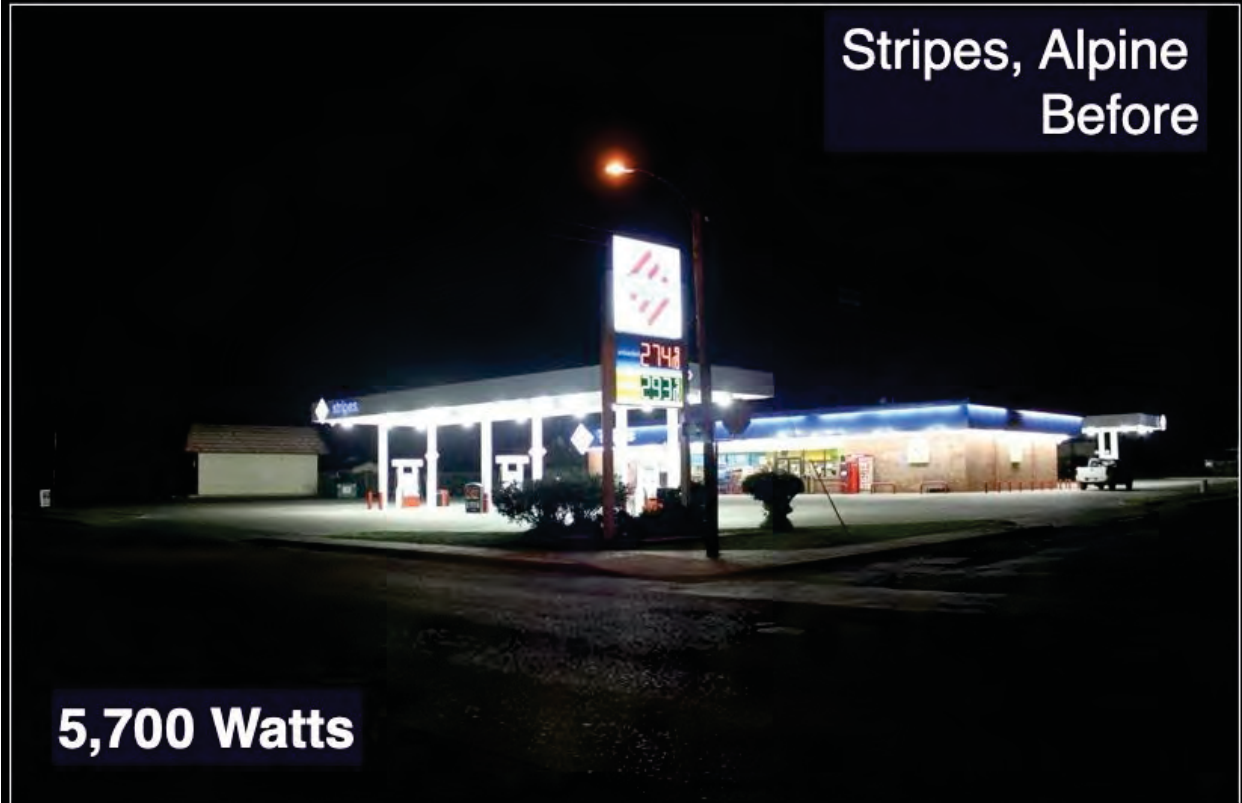
Before after photographs different elements of dark sky lighting implementation.





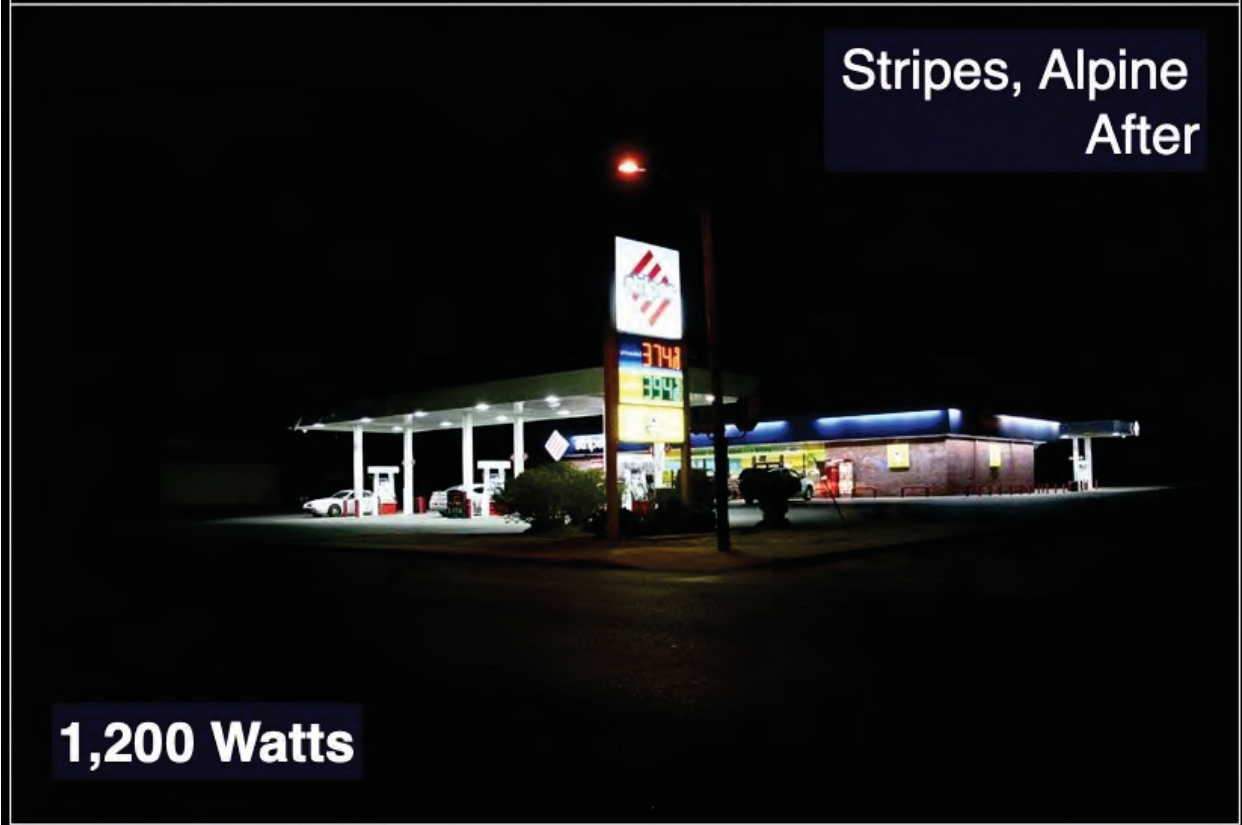


Stripes, Alpine
Before



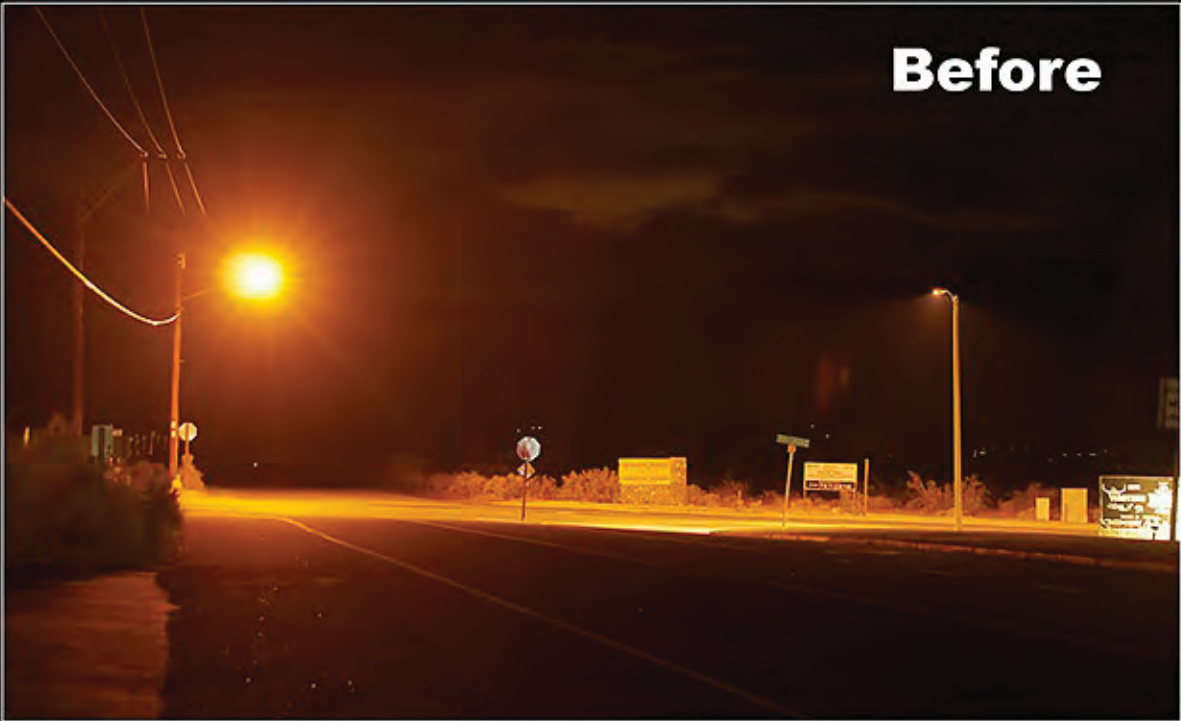
5,700 Watts

Stripes, Alpine
After



1,200 Watts

Before



After



Can you see *both* children in the shadows?

Dark-sky-compliant
light

Dark-sky-erasing
light

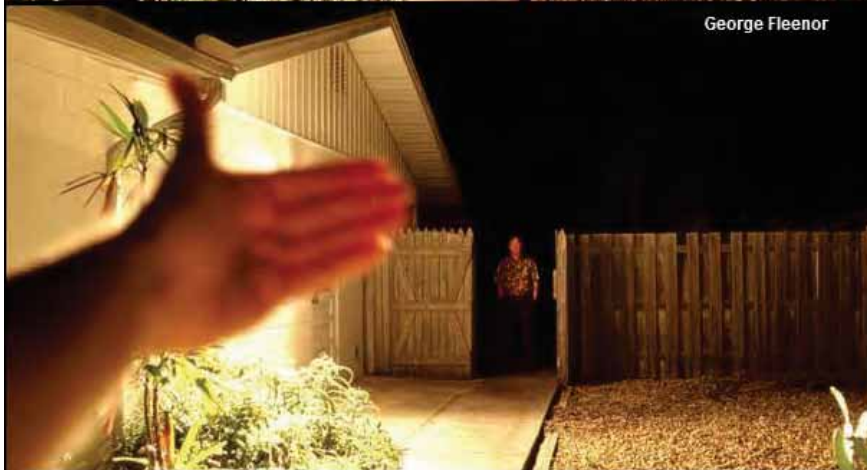


www.SunAndShadeHarvesting.com

George Fleenor



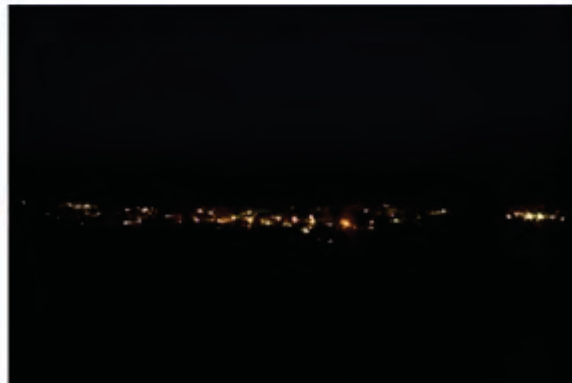
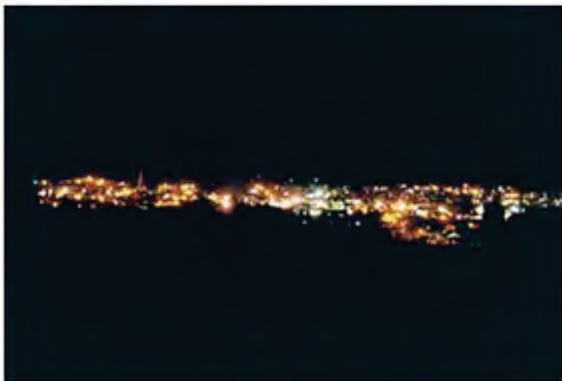
George Fleenor





Before Relighting.

After LED Lights Installed







www.flagstaffdarkskies.org



www.flagstaffdarkskies.org



LIGHT POLLUTION

Is the brightening of the night sky caused by street lights and other man-made sources, which has a disruptive effect on natural cycles and inhibits the observation of stars and planets.

During the 2003 Northeast blackout, a massive power outage affected 55 million people.

WHAT COULD THEY SEE FOR THE FIRST TIME?

<http://www.nasa.gov/mission/light-pollution/>
Photo by of Todd Cotton

Before



After



UNCATEGORIZED

Global Healthcare Exchange plans to continue acquisition spree

By **BIZWEST** | bizwest@medianewsgroup.com |

April 18, 2023 at 6:00 a.m.

LOUISVILLE — Global Healthcare Exchange LLC, a software-as-a-service company providing logistics assistance to the health care industry, has inked an agreement to buy Pittsburgh-based supply-chain technology Prodigio Solutions Inc.

The deal, should it come to fruition, will be [GHX's fourth acquisition](#) in as many years.

“Connecting Prodigio’s directed buying capabilities with GHX’s industry leading platform and collection of enriched and validated supply chain data, will allow health care providers to better identify opportunities to increase financial control, reduce supply chain costs, eliminate waste, and improve contract compliance,” Prodigio’s executive chairman and president Joseph Mayernik said in a prepared statement. “We are excited for the opportunity to create even greater impact for our joint customers and the broader industry.”

Terms of the deal were not disclosed.



In January 2020, [**GHX absorbed Chicago-based Lumere Inc.**](#), a provider of data and analytics solutions that enable health care organizations to build clinically integrated supply chains and optimize medication formulary management. That was followed up in October 2021 when [**GHX bought Explorer Surgical Corp.**](#), a Chicago operator of a digital and remote case support platform. In February, 2022, the [**company bought Syft Corp.**](#), a Tampa, Florida, developer of artificial intelligence-enabled supply-chain management solutions.

This article was first published by BizWest, an independent news organization, and is published under a license agreement. © 2023 BizWest Media LLC. You can view the original here: [Global Healthcare Exchange plans to continue acquisition spree](#)

Tags: [BizWest](#)



Bizwest



GOVERNMENT & POLITICS | APRIL 20, 2023 | 10:39:36 AM

Space comms company offered nearly \$5M in incentives to bring 451 jobs Boulder County

 **Lucas High**



[f](#) [t](#) [in](#) [✉](#) [🖨](#)

DENVER — Colorado is offering an unnamed space communications company more than \$4.9 million in tax incentives to expand its operations in the state with a new antenna factory in Boulder County that would create 451 new jobs.

The expansion, referred to in Colorado Economic Development Commission and Colorado Office of Economic Development and International Trade documents as Project Eye in the Sky, “will support advanced projects for national defense that will require (a) unique facility and infrastructure,” according to an OEDIT memo.

It is the commission’s practice not to identify companies OEDIT is recruiting until incentives are accepted.

The mystery company was “born and raised here in Colorado,” said a Project Eye In The Sky representative who introduced himself to the EDC as Gregg, and now that there are opportunities to expand, “if we can, we’d like to stay home.”

OEDIT deputy director and director of global business development Michelle Hadwiger said that cost comparisons were made using Louisville figures, suggesting that within Boulder County, Project Eye In The Sky might be targeting Louisville for its new plant.

Evidence suggests that Project Eye In The Sky could be Tendeg LLC, a Louisville space antennas and deployables company co-founded by its CEO Gregg Freebury, who resembles the project representative named “Gregg” who was present on Zoom for Thursday’s EDC meeting.

Should Project Eye In The Sky accept the incentives — the company is also considering Florida and Texas for its antenna factory, with costs and access to talent as major factors in the decision — and expand its Colorado operations, the new Boulder County jobs would pay an average annual wage of \$121,421.

“This project would support the state’s economic goals by high-wage net new jobs for a manufacturing facility that will support our concentration of satellite companies in Colorado,” an OEDIT memo said.

The Boulder Valley, particularly along the U.S. Highway 36 corridor, is a well-established aerospace hub, home to the likes of Sierra Space Corp.; Maxar Technologies Inc. (NYSE: MAXR); Ball Aerospace and Technologies Corp.; and relative newcomer Orbit Fab Inc., a Lafayette aerospace company developing technologies to refuel spacecraft in orbit that this week closed on **a \$28.5 million Series A fundraising round.**



LOCAL NEWS

Louisville names Rafael Gutierrez as new police chief



Rafael Gutierrez, deputy chief at the Greeley Police Department, talks with residents during a community reception at the Louisville Recreation Center on April 20. (Matthew Jonas —Staff Photographer)

By **AMBER CARLSON** | acarlson@prairiemountainmedia.com |
PUBLISHED: April 24, 2023 at 8:47 p.m. | UPDATED: April 24, 2023 at 8:49 p.m.

Louisville announced Monday it has named Rafael Gutierrez as the city's new
Chief of Police





Rafael Gutierrez

Gutierrez is currently Deputy Chief of Police with the Greeley Police Department, where he has spent much of his career in various roles. According to a news

“Rafael competed in a national recruitment for the position with a number of exceptional candidates. After a thorough vetting process, he rose to the top of the candidate pool and we’re excited to have him join the Louisville team,” City Manager Jeff Durbin stated in the release. “I would like to thank city staff and the community who participated in the interview process, and especially the finalists for their professional commitment to public safety and their interest in the city of Louisville.”

In his new position, Gutierrez will oversee daily operations and administrations of the Louisville Police Department. He is tentatively slated for a start date of May 30, the release stated.

Gutierrez will fill the role of former Louisville Police Chief David Hayes, who [resigned Nov. 28](#) to accept a job as police chief for Estes Park. Jeff Fisher stepped in as interim police chief after Hayes’ departure as the department embarked on the process of hiring a permanent replacement.

As of April 10, the city announced it had [narrowed the candidate pool](#) down to four finalists, including Gutierrez. A [community reception](#) was held Thursday for the finalists.



Amber Carlson

FOR THE EXCLUSIVE USE OF
AAROND@LOUISVILLECO.GOV

From the Denver Business Journal:

<https://www.bizjournals.com/denver/news/2023/04/25/lockheed-martin-space-tendeg-satellite-factory.html>

SUBSCRIBER CONTENT:

Colorado satellite tech company eyes opening new factory, creating hundreds of jobs

Apr 25, 2023, 8:00am MDT



Lockheed Martin Space

A rendering of what a Tendeg antennas looks like unfurled on an orbiting satellite.

A Louisville company that makes communications technology for satellites is considering where to build a new factory that could employ hundreds of people. The state is offering 4.9 million reasons to open it in the Denver metro area.

Tendeg, a growing supplier of advanced antennas and software for small satellites, will decide by summer where its new antennas production facility will be located, with locations locally and outside of Colorado being considered, said CEO Gregg Freebury.

"I expect we'll nail it down in the next couple of months," he said.

Tendeg employs 75 people today and plans on adding more.

Last week the Colorado Economic Development Commission authorized an incentive package of tax rebates worth up to \$4.9 million over several years if the company expands to add new 451 jobs here.

Freebury says the incentives will help him decide what space to lease for Tendeg's expansion.

"Now that I have this award, I can move forward with a deal," Freebury said.

The new factory would be Tendeg's second recent expansion. The company added a second building to work out of in the Colorado Technology Center, in southeast

Louisville, a few months ago.

Tendeg has been growing due to the success of the collapsible mesh antennas it designs and makes for small satellites.

The antennas are made from gold-plated molybdenum strands woven together and forming a collapsible material that Freebury said feels like a fabric one might find in lingerie.

But the metal mesh, when unfurled in a frame or spread across spokes like an umbrella, makes an effective way to catch or send communications signals from orbit.

Tendeg's antenna technology includes gimbals to steer the direction of the antennas and software to enable communications, making its products both small and something ready for a satellite company to adapt to its larger design.

A circular mesh antenna that deploys to be three meters, or just under 10 feet, in diameter can be collapsed to take up a space just 20 centimeters in diameter, Freebury said.

That's an advantage in an era when space companies are building fleets of many satellites and packing large numbers of them onto the same launch rocket.

Tendeg's antennas pack into a relatively small space but, once in orbit, can unfurl to become an antenna with meters of surface area sensitive to communications signals.

The small mass of Tendeg's antennas works well for satellites made to fit on rideshare rocket launches, where space is tight, and the technology is still effective in larger versions for satellites that are bigger.

"We're really excited about Tendeg's technology when it comes to its ability to scale," said Paul Pelley, senior director of global security for Lockheed Martin Space, a Jefferson County-based aerospace company that recently named Tendeg a strategic supplier.

Ten satellites using 11 of Tendeg's antennas are in orbit now. They were made by aerospace companies that required nondisclosure agreements and Tendeg cannot name, Freebury said.

And several similar satellites are being built now. Tendeg mesh antennas are also being used on an unnamed lunar lander which is expected to launch on a moon mission soon, he said.

Lockheed Martin Space chose a Tendeg antenna for Lockheed's self-funded TacSat mission that's expected to launch later this year.

That small satellite, about the size of a dormitory room refrigerator, is designed to test the first 5G telecommunications node in orbit that could be a dedicated advanced communications system for the U.S. military, Lockheed says.

The TacSat satellite is meant to push the bounds of what's possible for military satellite communications, and the novel Tendeg satellite antenna is a key part of the project, Pelley said.

The big aerospace company has placed several other orders with Tendeg, too, and is discussing how Tendeg's designs can be used in conjunction with Lockheed's radio frequency communications technologies in other national security space missions.

Some of that work involves bigger antennas for larger satellites, and that's a lot of what's driving Tendeg's search to open a new production facility.

"These antennas take up a good bit of space in the factory as they're being built, which is why we need this new location," Freebury said.

He and other founding employees at Tendeg have been working on antenna designs for years.

The business started as a design and technology consulting firm for NASA and others, working on antennas and other "precision deployables" for satellites. Since 2015, Tendeg has been building versions of its mesh antennas, first in association with NASA's Jet Propulsion Lab, in California, and then as product Tendeg puts together itself and makes commercially available.

Its first product built for a commercial customer's satellite launched in 2020.

The company's been on a different trajectory ever since, with more customers seeking out Tendeg's antennas, Freebury said.

"Once you fly something, everybody looks at you a little differently," he said.

Greg Avery

Senior Reporter - *Denver Business Journal*



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LOCAL NEWS

Louisville bike shop Pro's Closet kicks off free cycling festival



Lauren Versagli, right, has questions about her new bike for Shafiq Md Sidek. The Pro's Closet in Louisville hosted its first Great Spring Breakaway free cycling festival to celebrate the local bike community. The festival continues today. (Cliff Grassmick — Staff Photographer)

By **DANA CADEY** | dcadey@prairiemountainmedia.com |

Longmont Times-Call

PUBLISHED: April 29, 2023 at 8:43 p.m. | UPDATED: April 29, 2023 at 8:46 p.m.



The Pro's Closet, a massive bike refurbishment factory and retail outlet in Louisville, gets customers from all over North America through its online business model. This weekend, however, the company turned its gaze to the local bike riding community, opening its doors to them in a celebration of cycling culture.

The bike shop, at 1900 Taylor Ave., hosted the first day of its inaugural cycling festival Saturday. Dubbed The Great Spring Breakaway, the free event is both an opportunity to gather local bike enthusiasts and to show off the inner workings of the company.

“We’re really making a concerted effort to let the community know we’re here to help them,” said TPC General Manager Paul Calandrella.



Founded in 2006, TPC focuses on reselling preowned bikes. “This is better for the planet, in many ways,” Calandrella said. “If we can give a bike multiple lives, and reduce the carbon footprint to do business more sustainably, I’m a fan of that.”

Calandrella said it’s been a “heroic effort” to bring the festival to life, with the team working since January, but said he’d like to see it become an annual or even biannual event. The festival continues Sunday from 10 a.m. to 4 p.m.

Festival guests could take a factory tour and get a behind-the-scenes look at how TPC tunes up, catalogs and stores the bikes that get chosen out of roughly 2,000 submissions received each week. They could also visit the vintage bike museum, which features over 200 historic bikes perched on pedestals and hanging from the ceiling.

At the retail store, a recent addition to the factory, hundreds of bikes and thousands of accessories were up for purchase, many at discounted prices. Jay Bargayo, director of growth marketing for TPC, said it's exciting to see fellow "bike nerds" check out the location and work with the staff to help them find the perfect bike.

"What we want to do is just get people hyped about the season," he said.



Outside in the parking lot, visitors could test ride bikes before purchasing them and explore over 25 booths manned by TPC's business partners. Brothers Ian and Sean Farrar, from Longmont, also wowed the crowd by hopping between platforms and obstacles on their mountain bikes.

"We're doing our part to try to expose different kinds of bikes to people, and what you can do on them," Ian Farrar said.

Several families came to the festival Saturday, with some of the younger visitors

Wish for Wheels founder Brad Appel said it's awesome to see how many vendors and guests the festival was able to attract in its flagship year, with hundreds of people showing up Saturday.

"Every year, it's just going to get better," he said.



Dana Cadey | Community reporter

Dana Cadey is the community reporter for the Longmont Times-Call. She previously worked for the Times-Call and its sister paper, the Boulder Daily Camera, as a summer intern in 2021.

dcadey@prairiemountainmedia.com



TECHNOLOGY | MAY 1, 2023 | 2:12:43 PM

Space antenna firm Tendeg seeks incentives for Louisville expansion

 **Lucas High**



     PRINT

LOUISVILLE — **Tendeg LLC**, a Louisville space antennas and deployables company, is planning to expand its local production capacity and is seeking a tax and fee incentives package from the city to open a new plant.

The request, which will be reviewed Tuesday by the Louisville City Council, comes on the heels of an April **offer from the Colorado Economic Development Commission of more than \$4.9 million** in tax incentives.

Tendeg, which, according to a Louisville city memo, “is growing quickly and must expand its manufacturing capabilities in order to meet customer demand,” operates out of two sites in the Colorado Technology Center — one on Prairie Way and the other on Boxelder Street — that total about 43,000 square feet.

“Though still considering other locations, Tendeg is evaluating two 100,000 square foot facilities in Louisville,” the memo said.

Tendeg, representatives of which did not immediately respond to requests for comment Monday, “indicated that it hopes to make a decision on the new expansion site this summer and hopes to have a project completed in summer 2024,” according to Louisville staffers. The two sites the company is considering are both in unspecified, under-construction spec buildings.

The city said that Tendeg has estimated that its tenant improvements would total about \$10 million, with another \$15 million in machinery and equipment purchased planned for the next five years.

Louisville estimates the tax and fee incentives package to be worth more than \$335,000.

Should city officials approve the offer, Tendeg would have until the end of 2024 to complete the expansion or risk voiding the agreement.

Tendeg is the first company to be considered by Louisville officials for an incentives package. Last year, the city entered similar agreements with Basecamp Concepts LLC, Scherer Violin Shop, The Fitness Team LLC, The Simon LLC and Modern Folklore, with incentive-values ranging from \$5,000 to \$237,000.

To qualify for the full, nearly \$5 million in incentives from the state, Tendeg, founded in 2007 by space-industry veterans Gregg Freebury, Neal Beidleman and Jamie Gull, would pledge to create 451 new jobs.

Should the company accept the incentives — Tendeg is also considering Florida and Texas for its antenna factory, with costs and access to talent as major factors in the decision, according to the Colorado Office of Economic Development and International Trade — and expand its Colorado operations, the new Boulder County jobs would pay an average annual wage of \$121,421. The Boulder region, particularly along the U.S. Highway 36 corridor, is a well-established aerospace hub, home to the likes of Sierra Space Corp.; Maxar Technologies Inc. (NYSE: MAXR); Ball Aerospace and Technologies Corp.; and relative newcomer Orbit Fab Inc., a Lafayette aerospace company developing technologies to refuel spacecraft in orbit that last month closed on a **\$28.5 million Series A fundraising round**.



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The Pro's Closet in Louisville is like a Willy Wonka factory for bikes

The company buys, refurbishes and sells bikes online to customers across North America

By **JOHN MEYER** | jmeyer@denverpost.com | The Denver Post

PUBLISHED: May 1, 2023 at 6:00 a.m. | UPDATED: May 1, 2023 at 8:56 a.m.

The folks who run The Pro's Closet bike refurbishment factory in Louisville simply call their online operation the world's largest retailer of pre-owned bikes, and they say their new walk-in retail store is the Denver area's largest bike shop. Yet the sheer scale of the operation, which buys and sells bikes to consumers throughout North America, is hard to grasp from the outside.

The physical plant is the size of two and a half football fields, so immense that employees use scooters to get from one end of the factory floor to the other. Massive five-tier steel racks stack bikes in boxes waiting for purchase because, depending on the time of year, TPC refurbishes 50 to 150 high-end bikes per day, assembly-line style.





Myles Gaines tests a refurbished bicycle at The Pro's Closet in Louisville, Colorado on Wednesday, April 26, 2023. TPC buys used bicycles shipped to them from around the country and refurbishes bikes for online sale. (Photo by Hyoung Chang/The Denver Post)

"We think there's nowhere else on the planet where you can shop hundreds of brands and thousands of unique SKUs, serving a rider from extra small to double XL, at a myriad of price points," said general manager Paul Calandrella. "About 80% of our total revenue comes through bikes that we purchase, mostly from individual consumers who submit two photos and a little bit of detail, who receive a cash or trade offer from us, and ship their bike in."

TPC's inventory includes road bikes, mountain bikes, gravel bikes, triathlon bikes and e-bikes. In the refurbishment process, TPC conducts a 140-point inspection and performs repairs if necessary in an effort to make the bike as good as new.

"You could have the same buy-and-sell experience from an end-user who has listed their bike on Craig's List," Calandrella said. "But can you guarantee it's not carbon-damaged? Can you return it in 30 days and make sure any defect is addressed? Can you sell it back to them? No. All of those are a yes at TPC."

The Pro's Closet was founded in 2006 by Nick Martin, a pro mountain biker who began selling used cycling gear which he posted on eBay using a borrowed computer while living in a Volkswagen van.

"We were given all this free sponsored gear every year, and at the end of the year, in order to pay our bills or pursue our dream of racing fulltime, you would have to sell that," Martin said. "I wasn't getting a salary, but I was getting all this equipment. I started selling my own things, and that snowballed into selling things for my teammates. Before we knew it, we had pretty much

“That’s why the name was The Pro’s Closet. It was literally all the things from the pro’s garages and closets,” he said.

TPC soon became the largest cycling store on eBay. In 2017, TPC received its first round of venture capital investment to build its own e-commerce platform, and other outside investments followed to further expand the business. Martin stepped down as CEO in 2020, but he remains active in the company.

TPC previously operated from a 24,000-square-foot warehouse in Boulder and a 30,000-square-foot warehouse in Longmont. In 2021, the operation was consolidated at the current 137,000-square-foot location, which previously was the North American headquarters for a Swedish outdoor wear brand. The retail shop there is new this year.

“It’s outpaced my expectations for the past 15 years,” Martin said. “It’s grown way beyond anything I could have imagined, and I still feel like we’re just getting started.”

After bikes are removed from their shipping boxes, they go to an area with six bike-wash bays while the boxes and packaging material they came in are recycled. Technicians spend about 20 minutes washing each bike.



Alan Zalewa washes a pre-owned mountain bike at one of six bike cleaning stations at The Pro’s Closet in Louisville, the beginning of TPC’s detailed refurbishing process. TPC buys high-end pre-owned bicycles shipped to them from around the country and refurbishes them for online sale. (Hyoung Chang, The Denver Post)

“They get a wonderful warm-water bath,” Calandrella said. “We clean the drive train, so we can put eyes on the quality of the drive train. Cleaning makes for good inspection. An inspector will make sure (whether there is) anything missing to make it perfectly functional, or if it needs

“We don’t turn away bikes because they are carbon-damaged,” Calandrella said. “We work with a company in Boulder called Broken Carbon to repair bikes back to fully functioning. They remove the external paint and finish, get down to the structural damage, re-wrap the carbon and bring it back up to fully rideable standards.

“The alternative is, that frame gets parted out and goes in a landfill. We’d rather put it back into use under someone who may be fine with the fact that it’s been repaired. They’re going to get good value for the bike for that reason.”

Furthering the sustainability ethic, TPC kept nearly 110 tons of waste out of landfills in 2022 by recycling used shipping boxes and packaging material.



General manager Paul Calandrella checks a refurbished road bike at the photo studio at The Pro’s Closet in Louisville. Photos are immediately uploaded along with the bike’s specs and posted online for sale. (Hyoungh Chang, The Denver Post)

After a bike is refurbished and ready for sale, it moves to a photography bay where it is put on a turntable for photographing at multiple angles. Photos are uploaded into a computer nearby, along with the bike’s specs, and the bike gets listed on TPC’s website for sale.

The average selling price of TPC bikes is \$3,500 to \$4,000, Calandrella said, versus the \$6,000 to \$8,000 those bikes cost when they were sold new.

“When bikes are, in some cases, becoming prohibitively expensive at \$8,000, \$9,000 and \$12,000, wait 18 months and you can probably come here and get that \$12,000 bike for \$9,000, or that \$8,000 bike for \$5,000,” Calandrella said.

Now TPC is expanding its services to support walk-in retail sales and offer bike maintenance

“You don’t have to have purchased a bike from us,” Calandrella said. “If you are a rider who needs help with your bike, bring it to our door, we’re here to help. We should be able to use our refurbishment operation to guarantee 24-hour turnaround on mechanic service. It’s simply a matter of us merging customer bikes with those we’ve purchased and moving them right along.”

This weekend’s event, which will run from 10 a.m. to 4 p.m. Saturday and Sunday, will include factory tours, retail sales, a vendor expo, product demos, free bike washes, food trucks. Visitors will be able to view Martin’s collection of 200 vintage bikes. TPC is located at 1900 Taylor Ave. in Louisville.

“This is my first job,” Martin said. “It’s been a road of learning the ropes by doing and adjusting course and surrounding yourself with great people.”



Nick Martin, founder of The Pro’s Closet, photographed with John Tomac’s 1990 World Championship Yeti C-26 at the TPC office in Louisville. The massive TPC facility includes a collection of 200 vintage bikes. (Hyoung Chang, The Denver Post)

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BUSINESS

Gaia: Layoffs helped cut expenses; bottom line still red

By **BIZWEST** | bizwest@medianewsgroup.com |

PUBLISHED: May 2, 2023 at 4:32 p.m. | UPDATED: May 2, 2023 at 4:41 p.m.

LOUISVILLE — Gaia Inc. (Nasdaq: GAIA) cut its costs slightly in the first quarter of 2023, but the streaming video provider turned what was a modest profit in the same period last year into a loss this year.

Revenues for the first quarter of 2023 were \$19.6 million, 10.1% compared with the year-ago quarter, a result that Gaia said is “due primarily to the post-COVID subscriber contraction experienced industry-wide during 2022.”

The company posted a net loss of \$1.1 million, down from earnings of \$100,000 in the year-ago quarter.

On the positive side, the company reversed a recent trend of losing paid subscribers, adding 7,500 in the first quarter, ending the period with 766,500 members.

“In the first quarter of 2023 we experienced a return to member growth with per customer acquisition costs decreasing over 10% sequentially,” Gaia CEO Jirka Rysavy said in a prepared statement. “We have continued to see member growth rates increase during April. During February, we completed a rationalization of personnel and related expenses, returning to pre-COVID levels of operating efficiency with \$600,000 annualized gross profit per employee. These reductions, combined with other cost-saving efforts, are expected to reduce our annualized



In early March, [Gaia told investors that it had laid off 36 full-time employees](#), or about 20% of its workforce.

Rysavy said during a March earnings call that the laid-off employees were “mostly contractors that were added over the last two years to offset” reduced productivity when Gaia employees worked from home.

“The myriad of improvements we have implemented over the past six months to attract and retain our members have started to become evident with the growth in our member base for the first time in several quarters,” Gaia chief financial officer Paul Tarell said in a prepared statement. “We have begun to see the benefits from the cost reduction efforts we implemented in the first quarter and expect the full benefit beginning in June. We continue to focus on growing revenues cost effectively, while also generating cash flows from operations in excess of our reinvestment in content that attracts and retains high lifetime value members.”

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Bizwest

LOCAL NEWS

Gutierrez 'looking forward' to starting as Louisville's Chief of Police



Rafael Gutierrez, deputy chief at the Greeley Police Department, talks with residents during a community reception at the Louisville Recreation Center on April 20. (Matthew Jonas —Staff Photographer)

By **ANDREA GRAJEDA** | Prairie Mountain Media

May 6, 2023 at 6:00 a.m.



“I’m looking forward to working in Louisville and working for Louisville,” Gutierrez said.

Gutierrez is currently the deputy chief for the support services division at the Greeley Police Department. Besides having almost three decades of experience, he is also a FBI Academy graduate. Gutierrez has been with the Greeley Police Department since 1999. He said that his experience as deputy chief in Greeley has prepared him for his new role, by letting him look at problems through a “bird’s-eye view.”

Gutierrez said that the core responsibilities of a police chief are to manage and oversee the entire operations of the police department, from sworn and nonsworn officers, interdepartmental communications and community relations. He noted that he will also work closely with the Louisville City Council and the city manager.

He expressed that his position will be one of serving the community, which might always mean law enforcement. He said that as chief, he will set the example for the rest of the department to work with the community.

Gutierrez recognizes that Louisville is a rebuilding community.

“As the chief, it is my job to be present at those conversations (Marshall Fire rebuilding), and to listen to the concerns and try to come up solutions to how those situations can be best managed,” Gutierrez said.

He also added that he has disaster management experience. He said he had the “unfortunate opportunity” to respond during the 2013 floods that affected the Front Range and the 2008 tornado that hit Windsor. He said that working those natural disaster events taught him how to better manage the fear and confusion of a community.

“Seeing the chaos that can ensue, you take those lessons and you recognize that you need to communicate a plan. We have to have a solid emergency management plan,” Gutierrez said.

He noted that as chief, he will make relations with the Boulder County Sheriff's Department, Boulder Office of Emergency Management and local municipalities to make disaster management plans. He also wants to communicate the plan with residents to help come up with fail-safe options. He acknowledged that even with emergency push notifications and reverse 911 notifications not everyone will receive it. He wants to work to make sure all residents have a way to be notified during emergency notifications, and find a balance between premature notifications and preventative notifications to residents.

Gutierrez said that with the proper management and assessment, the red flag law can be a beneficial tool. He said that gun violence are often impulsive, so sometimes time helps reduce or get rid of those negative impulses. He said that with the help of red flag laws, extreme risk protection orders and mental health resources, public safety can be improved.

“Just because I have the authority to take someone's firearms, I don't want to force a confrontation. I would rather dialogue or try alternative means,” Gutierrez said.

He said he believes in communication with the subject of an extreme risk protection order, and having them cooperate with law enforcement is always the best option. He added that people still have their due process, right to legal council and right to a fair trial.

Greeley Chief of Police Adam Turk said that his department is going to miss Gutierrez.

“He served the city of Greeley and citizens of Greeley with honor, integrity and respect for 24 years, and I'm grateful for that,” Turk said.

Turk said that Gutierrez is intelligent and experienced. He said his departure will be bittersweet, and that he will be missed but the city of Louisville will benefit.

In a news release from Louisville, City Manager Jeff Durbin said that he is looking forward to Gutierrez coming to the city.

“Rafael competed in a national recruitment for the position with a number of exceptional candidates. After a thorough vetting process, he rose to the top of the candidate pool and we're excited to have him join the Louisville team,” Durbin said.

Gutierrez said that he is “eager and anxious” to start as Louisville Chief of Police, and he sees great things in the department and intends to strive to make the police department even better. His personal philosophy has always been “service over self.” He expressed excitement over connecting with, working with and serving the Louisville community.

Tags: [East County](#)



Andrea Grajeda

LOCAL NEWS

Louisville to swear in pet mayors



Louisville will soon swear in the city’s first co-pet mayors during the May 16 City Council meeting. (Courtesy Photo)

By **ANDREA GRAJEDA** | Prairie Mountain Media
May 8, 2023 at 3:00 p.m.

Louisville will welcome its first two pet mayors.

The Louisville Youth Advisory Board announced dogs Arlo and Hops as the city’s first pet mayors. The election for the dogs ended in a tie, and both dogs will be appointed to a two-year term.



Arlo was rescued three years ago from a shelter after being surrendered and Hops is a 5-year-old, partially paralyzed terrier mix who has a mobility aid.

More information about the pet mayors can be found on the [Louisville website](#).

Tags: [East County](#)



Andrea Grajeda

BUSINESS

First FarmBank eyes Springfield branch; Oklahoma bank OK'd for Louisville loan ops

By **BIZWEST** | bizwest@medianewsgroup.com |

PUBLISHED: May 9, 2023 at 5:39 p.m. | UPDATED: May 9, 2023 at 5:48 p.m.

DENVER — The Colorado Banking Board this spring made moves that could impact a pair of bank operations in the Boulder Valley and Northern Colorado.

The board gave a nod to Greeley-based First FarmBank’s intent to open a branch in the tiny Baca County hamlet of Springfield at 27258 U.S. Highway 287.

Outside of Greeley, First FarmBank operates branches in Yuma; Sterling; and Tribune, Kansas.

Edmond, Oklahoma-headquartered Kirkpatrick Bank, which has Colorado locations in Denver, Colorado Springs and Westcliffe, was approved by the board to establish a loan production office in Louisville at 357 S. McCaslin Blvd.

Loan offices are typically viewed in the banking industry as a precursor to the establishment of a full-service bank branch.

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LOCAL NEWS

Louisville offers bike registration program

By **ANDREA GRAJEDA** | Prairie Mountain Media

May 9, 2023 at 11:56 a.m.

In honor of National Bike Month, the Louisville Police Department is partnering with [Bike Index](#) to launch a new bike registration program.

Residents can [register their bike](#) with the police department in order to get any lost or stolen bikes returned to their rightful owner. By registering, law enforcement agencies and the local biking community can help find any lost or stolen bike.

More information about the bike registration program can be found on the [Louisville website at bit.ly/3LOR8z4](https://www.louisville.gov/3LOR8Z4).

Tags: [East County](#)



Andrea Grajeda



BUSINESS

Solid Power nearly doubles sales, losses as EV battery maker scales product development

By **BIZWEST** | bizwest@medianewsgroup.com |

PUBLISHED: May 10, 2023 at 5:11 p.m. | UPDATED: May 10, 2023 at 5:28 p.m.

LOUISVILLE — Solid Power Inc., (Nasdaq:SLDP) which makes solid-state batteries for electric vehicles, nearly doubled its year-over-year sales and its net loss in the first quarter of 2023 as it prepares to scale its production capacity.

First quarter 2023 revenue was \$3.8 million, up from \$2.2 million in the same period last year.

The net loss totals for those respective quarters were \$19.2 million and \$10.4 million, due in part to increased expenses related to “planned investments in product development, as well as increased general and administrative expenses to support operations,” Solid Power said.

During the first quarter of 2023 “cell development is also off to a solid start as we continue to position the company for entry into automotive qualification this year,” Solid Power interim CEO and president Dave Jansen said in a prepared statement. “Over the last couple of quarters working with our partners, we have significantly improved the manufacturability and yields on our 20 Ah cells, positioning us to scale up our EV production and development. Looking ahead, we remain on track to meet our 2023 objectives, which we believe will better position Solid Power to deliver long-term value for all stakeholders.”

Solid Power projects full-year 2023 revenues in the range of \$15 million to \$20 million.

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